



# **QuadRed Sample QuadLead (John Baker)**

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**LEADERSHIP PERFORMANCE 360  
(ORGANIZATION EDITION)**



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# Leadership Performance Report

## The QuadRed Leadership Performance 360 Model (Organization Edition)

1.0 Leadership Competence <i>What a Leader Does</i>	2.0 Leadership Character <i>Who a Leader Is</i>
1.1 Vision and Strategy	2.1 Leadership Image
1.2 Job/Position Competence	2.2 Developing a Following
1.3 Sector/Industry Knowledge	2.3 Judgment/Decision-Making
1.4 Communication Skills	2.4 Ethics/Integrity
1.5 Leading Change	2.5 Coaching/Mentoring
1.6 Execution	2.6 Building Teams

### Assessment and Personal Development Objectives

1. Identify performance issues that impede leadership effectiveness.
2. Pay particular attention to your **High-Impact/Low-Performance** areas as perceived by yourself, your boss, your peers, and subordinates.
3. Prioritize your performance improvement goals.
4. Determine the steps (action items) that are necessary to positively impact on your leadership style.
5. Create a Personal Development Plan (PDP).
6. Execute your plan.

## Methodology

This assessment employs a six-point interval scale to evaluate your perceived leadership effectiveness as measured against 66 best-practice statements. Each statement requires a response ranging from “Strongly Disagree” to “Strongly Agree”, or the participant may choose a “Don’t Know/Not Applicable” response. Responses from all participants are aggregated resulting in performance mean scores.

Additionally, the assessment takes the participants through a critical thinking process that prioritizes key leadership effectiveness attributes.

The Leadership Performance Report is designed to reflect:

1. **Priorities:** The areas you, your boss, your peers, and your subordinates view to be the most important leadership attributes, given your current business scenario.
2. **Performance:** How you are perceived as performing against leadership best practices.
3. **Consensus:** The degree to which respondents agree or disagree regarding the evaluated leadership attributes.
4. **Focus:** The areas you view to be both **High-Impact** and **Low-Performance**.

## Utilization

1. Review the Degree of Impact Summary in order to:
  - Establish a broad understanding of how respondents prioritized the 12 Leadership disciplines.
  - Identify how all respondents evaluated your performance.
2. Review the detailed report pages to gain further understanding of the performance scores.
3. Compare your perceptions with those of your boss, peers, and subordinates.
4. Select your top three to five improvement area and develop a personal plan to improve leadership effectiveness.
5. Six to twelve months’ later re-take the assessment and compare your results.

Notice: It is recommended that you utilize the skills of a certified consultant to facilitate the QuadLead® Leadership 360 assessment outcomes. This report reflects the views and opinions of the individuals that have completed the **Leadership Performance Assessment**. The information contained within this report does not imply, direct, or recommend specific actions to be taken on the part of the assessment respondents or the evaluated leader.



## Sample QuadLead

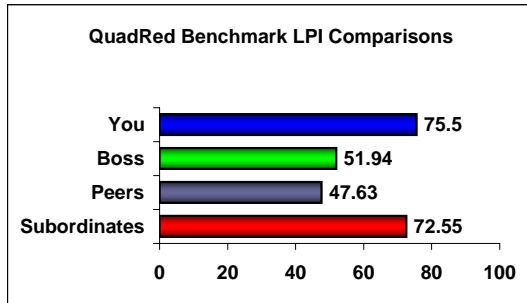
(John Baker)

Your Leadership Performance Index™:

**62**

Your Prior Year LPI™:

**NA**



This report was produced with input from:

- Self
- Boss
- Peers
- Subordinates

22-Aug-05

## Capabilities

Self	
Ethics/Integrity	83
Communication Skills	83
Judgment/Decision-Making	83

Boss	
Ethics/Integrity	60

Peers	
Vision and Strategy	52
Judgment/Decision-Making	51
Job/Position Competence	54

Subordinates	
Ethics/Integrity	75
Vision and Strategy	75
Communication Skills	73
Judgment/Decision-Making	76

## Constraints

Self	
Building Teams	73
Coaching/Mentoring	74
Leadership Image	72

Boss	
Vision and Strategy	50
Leadership Image	50
Leading Change	38
Execution	35
Building Teams	50

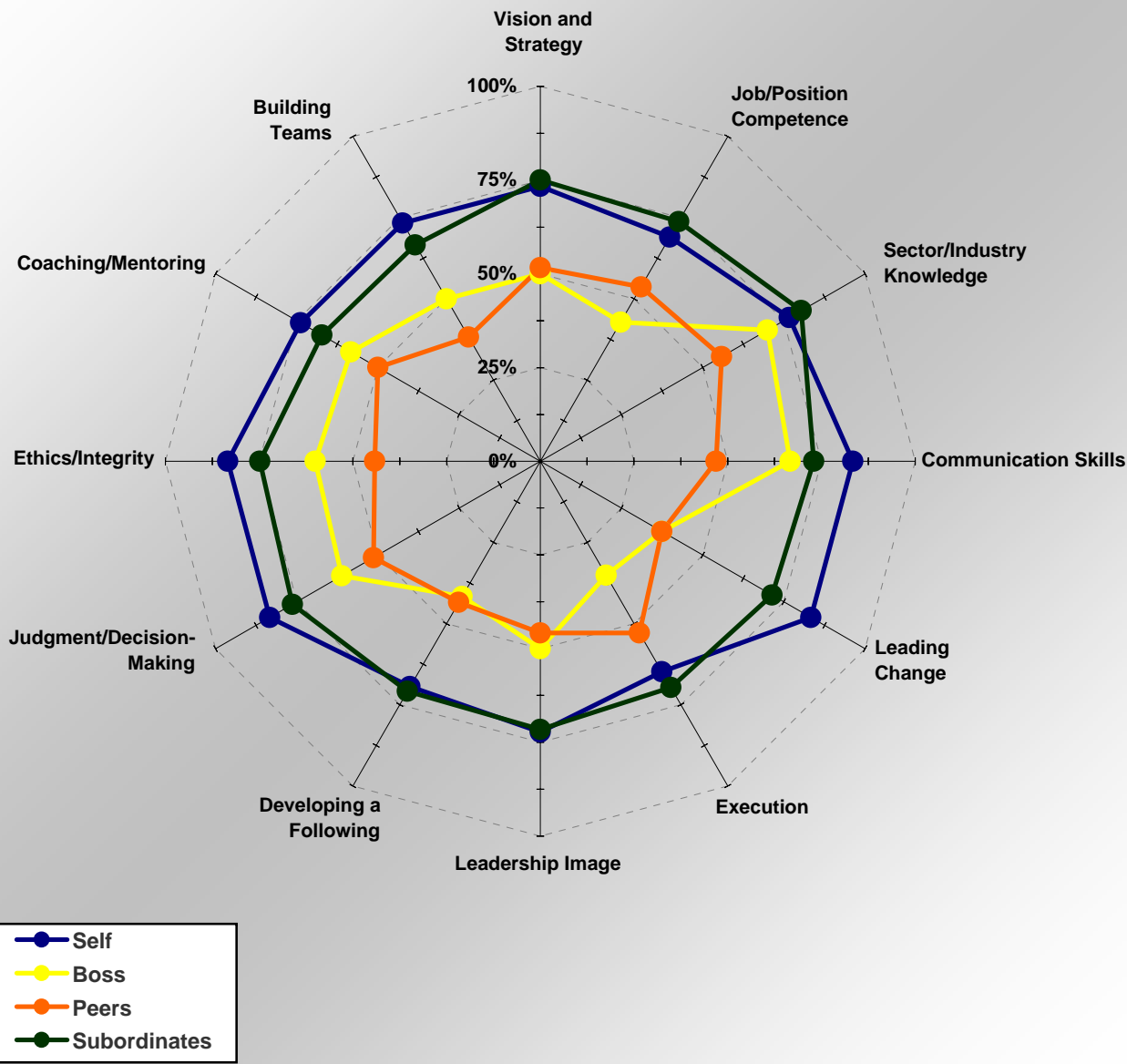
Peers	
Leading Change	38
Ethics/Integrity	44
Developing a Following	43

Subordinates	
Building Teams	67
Developing a Following	71

# EXECUTIVE SUMMARY

## Performance Comparison

This report compares the Self, Boss, Peers, and Subordinate Leadership Scores. The table indicates the degree to which the respondents agreed on the prioritization of the Leadership Disciplines. If everyone in a group had selected the same discipline as number one, that discipline would have received a score of 100%. (Self and Boss tables will always start at 100%.)

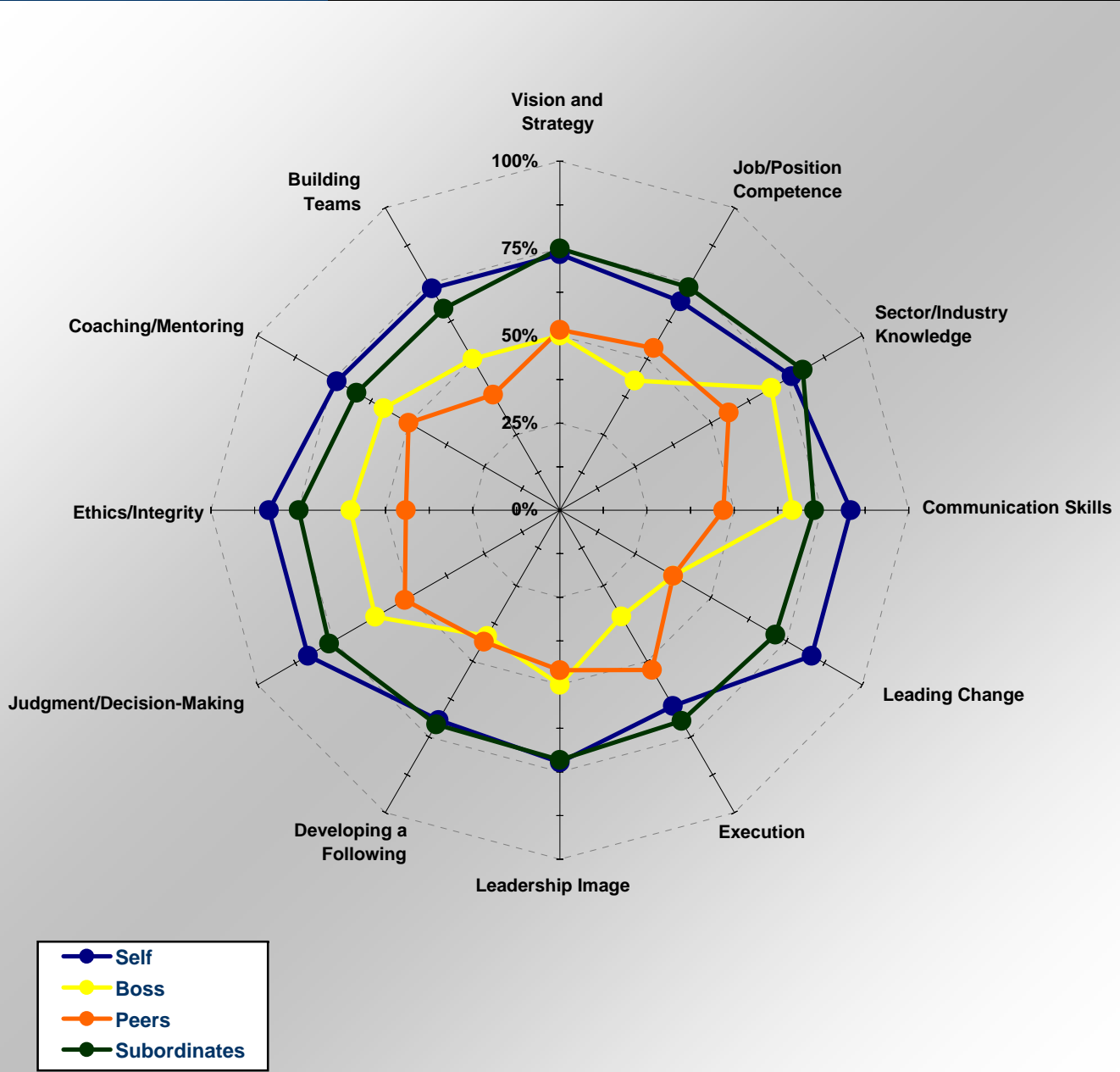


#	Principal Elements - Self	Impact	Perf.
1	Building Teams	High	73.33%
2	Coaching/Mentoring	High	73.81%
3	Ethics/Integrity	High	83.33%
4	Communication Skills	High	83.33%
5	Judgment/Decision-Making	Med	83.33%
6	Leadership Image	Med	72.22%
7	Leading Change	Med	83.33%
8	Sector/Industry Knowledge	Med	76.67%
9	Job/Position Competence	Low	69.05%
10	Vision and Strategy	Low	73.33%
11	Developing a Following	Low	69.44%
12	Execution	Low	64.81%
#	Principal Elements - Boss	Impact	Perf.
1	Vision and Strategy	High	50.00%
2	Leadership Image	High	50.00%
3	Ethics/Integrity	High	60.00%
4	Leading Change	High	37.50%
5	Execution	Med	35.19%
6	Building Teams	Med	50.00%
7	Developing a Following	Med	41.67%
8	Judgment/Decision-Making	Med	61.11%
9	Communication Skills	Low	66.67%
10	Coaching/Mentoring	Low	58.33%
11	Job/Position Competence	Low	42.86%
12	Sector/Industry Knowledge	Low	70.00%

# EXECUTIVE SUMMARY

## Performance Comparison

This report compares the Self, Boss, Peers, and Subordinate Leadership Scores. The table indicates the degree to which the respondents agreed on the prioritization of the Leadership Disciplines. If everyone in a group had selected the same discipline as number one, that discipline would have received a score of 100%. (Self and Boss tables will always start at 100%.)

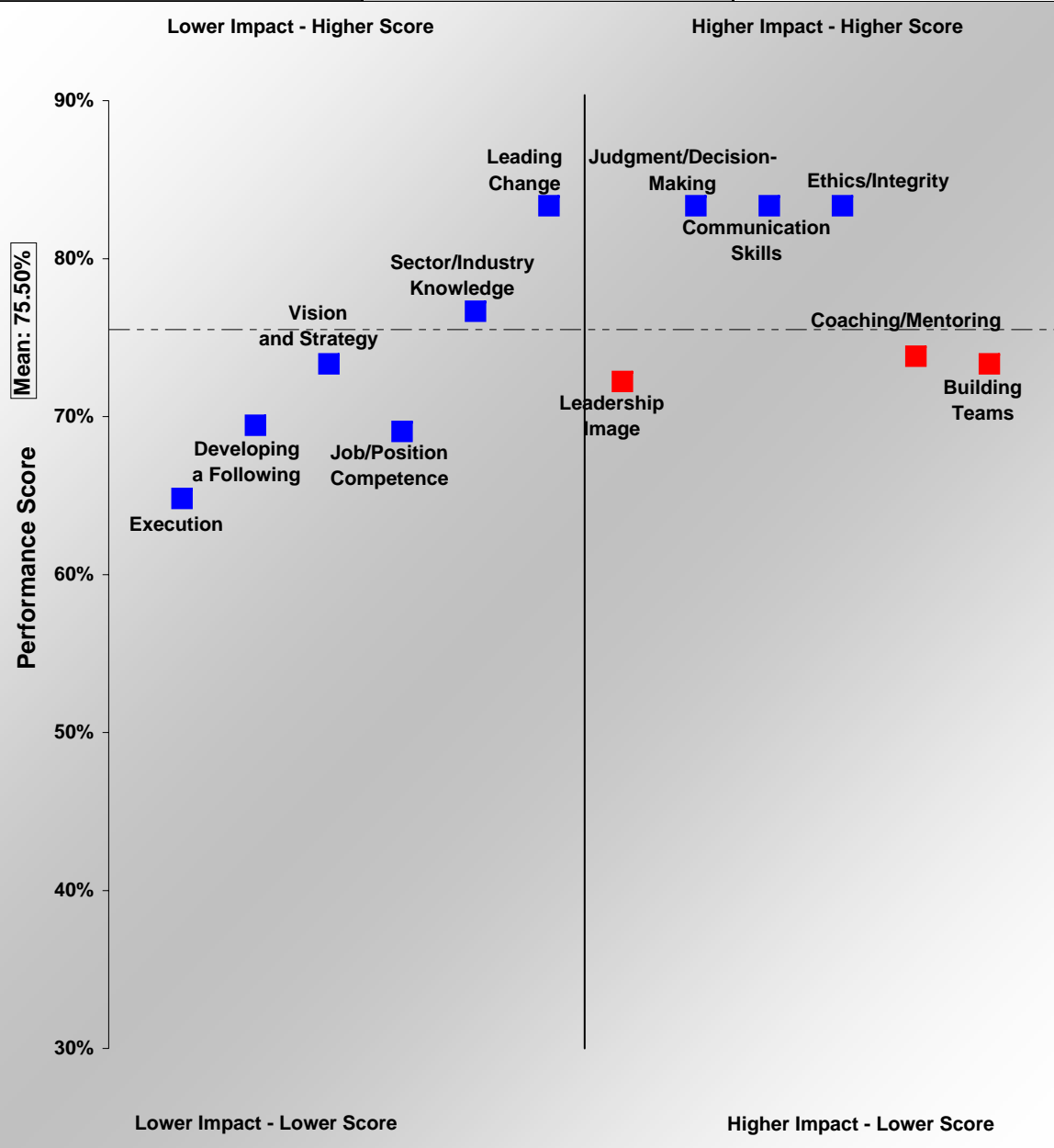


#	Principal Elements - Peers	Impact	Perf.
1	Leading Change	High	37.50%
2	Ethics/Integrity	Med	44.17%
3	Vision and Strategy	Med	51.67%
4	Judgment/Decision-Making	Med	51.39%
5	Job/Position Competence	Med	53.70%
6	Developing a Following	Med	43.48%
7	Execution	Med	52.86%
8	Building Teams	Med	38.24%
9	Communication Skills	Med	46.88%
10	Leadership Image	Med	45.83%
11	Sector/Industry Knowledge	Low	55.83%
12	Coaching/Mentoring	Low	50.00%
#	Principal Elements - Sub.	Impact	Perf.
1	Ethics/Integrity	High	74.79%
2	Building Teams	High	66.67%
3	Vision and Strategy	High	75.00%
4	Communication Skills	Med	72.92%
5	Judgment/Decision-Making	Med	76.39%
6	Developing a Following	Med	70.83%
7	Coaching/Mentoring	Med	67.26%
8	Leading Change	Med	71.35%
9	Job/Position Competence	Med	73.77%
10	Execution	Med	69.68%
11	Leadership Image	Low	71.53%
12	Sector/Industry Knowledge	Low	80.42%

# EXECUTIVE SUMMARY

## Degree of Impact (Self)

This section plots the 12 Leadership Disciplines as perceived by the leader being evaluated. The vertical axis represents the Leadership Score and the horizontal axis represents the order of importance, with the highest priority listed at the right. The priority ranking table reflects the Leadership Disciplines in order of weighted priority, as determined by the leader. The table also indicates the performance mean score.



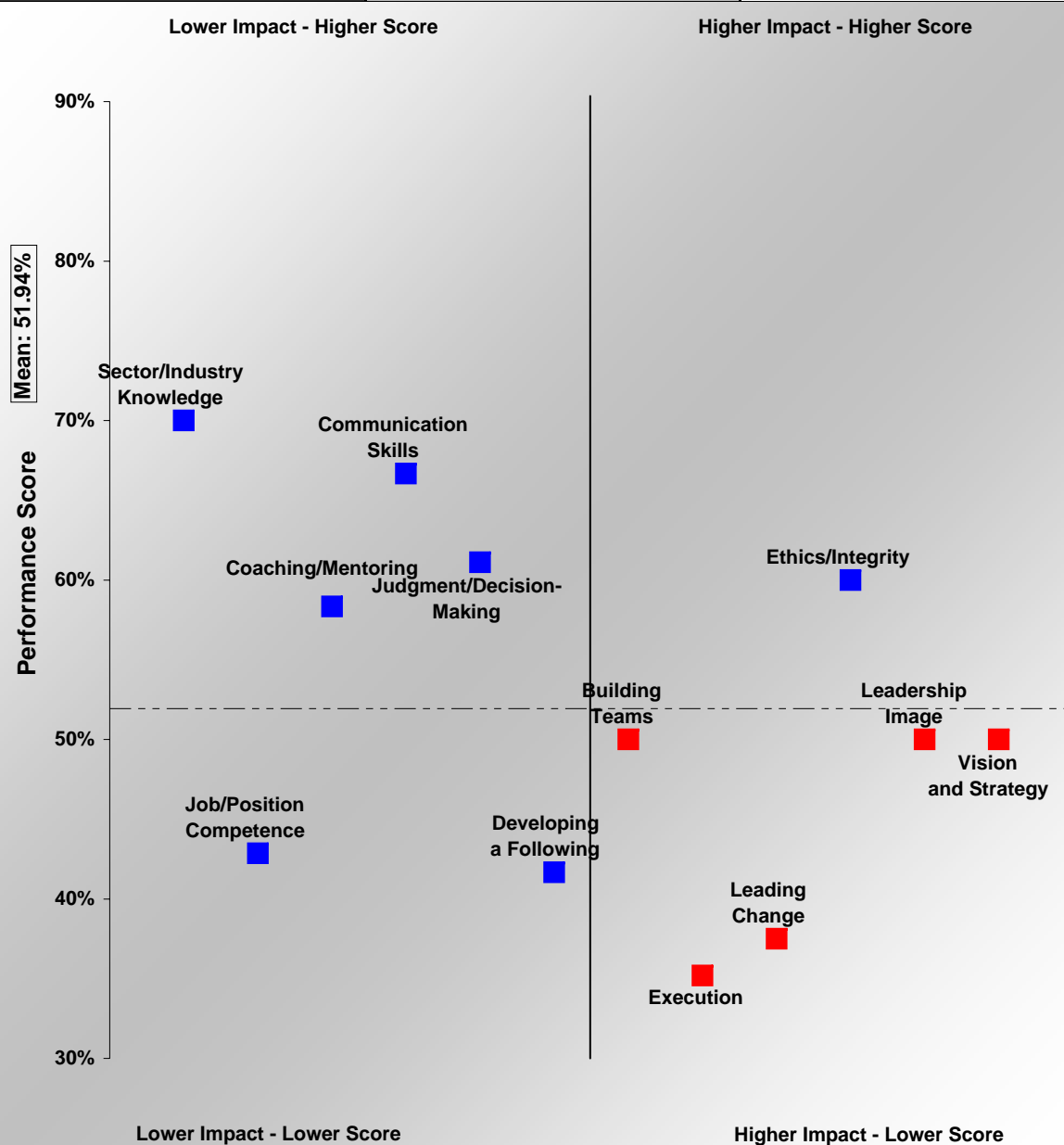
#	Priorities	Impact	Perf.
1	Building Teams	High	73.33%
2	Coaching/Mentoring	High	73.81%
3	Ethics/Integrity	High	83.33%
4	Communication Skills	High	83.33%
5	Judgment/Decision-Making	Med	83.33%
6	Leadership Image	Med	72.22%
7	Leading Change	Med	83.33%
8	Sector/Industry Knowledge	Med	76.67%
9	Job/Position Competence	Low	69.05%
10	Vision and Strategy	Low	73.33%
11	Developing a Following	Low	69.44%
12	Execution	Low	64.81%



# EXECUTIVE SUMMARY

## Degree of Impact (Boss)

This section plots the 12 Leadership Disciplines as perceived by the leader's boss. The vertical axis represents the Leadership Score and the horizontal axis represents the order of importance, with the highest priority listed at the right. The priority ranking table reflects the Leadership Disciplines in order of weighted priority, as determined by the boss. The table also indicates the performance mean score.

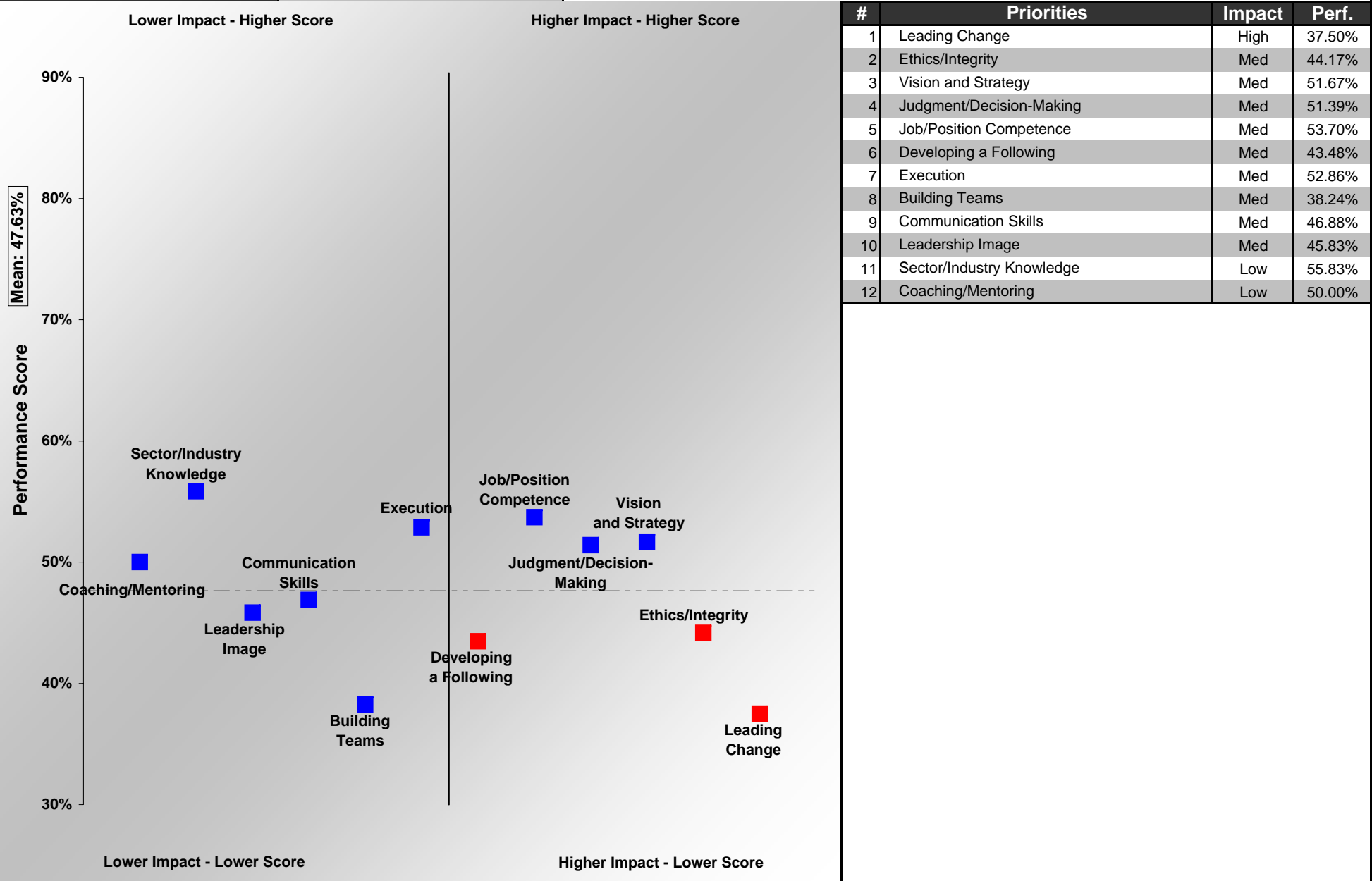


#	Priorities	Impact	Perf.
1	Vision and Strategy	High	50.00%
2	Leadership Image	High	50.00%
3	Ethics/Integrity	High	60.00%
4	Leading Change	High	37.50%
5	Execution	Med	35.19%
6	Building Teams	Med	50.00%
7	Developing a Following	Med	41.67%
8	Judgment/Decision-Making	Med	61.11%
9	Communication Skills	Low	66.67%
10	Coaching/Mentoring	Low	58.33%
11	Job/Position Competence	Low	42.86%
12	Sector/Industry Knowledge	Low	70.00%

# EXECUTIVE SUMMARY

## Degree of Impact (Peers)

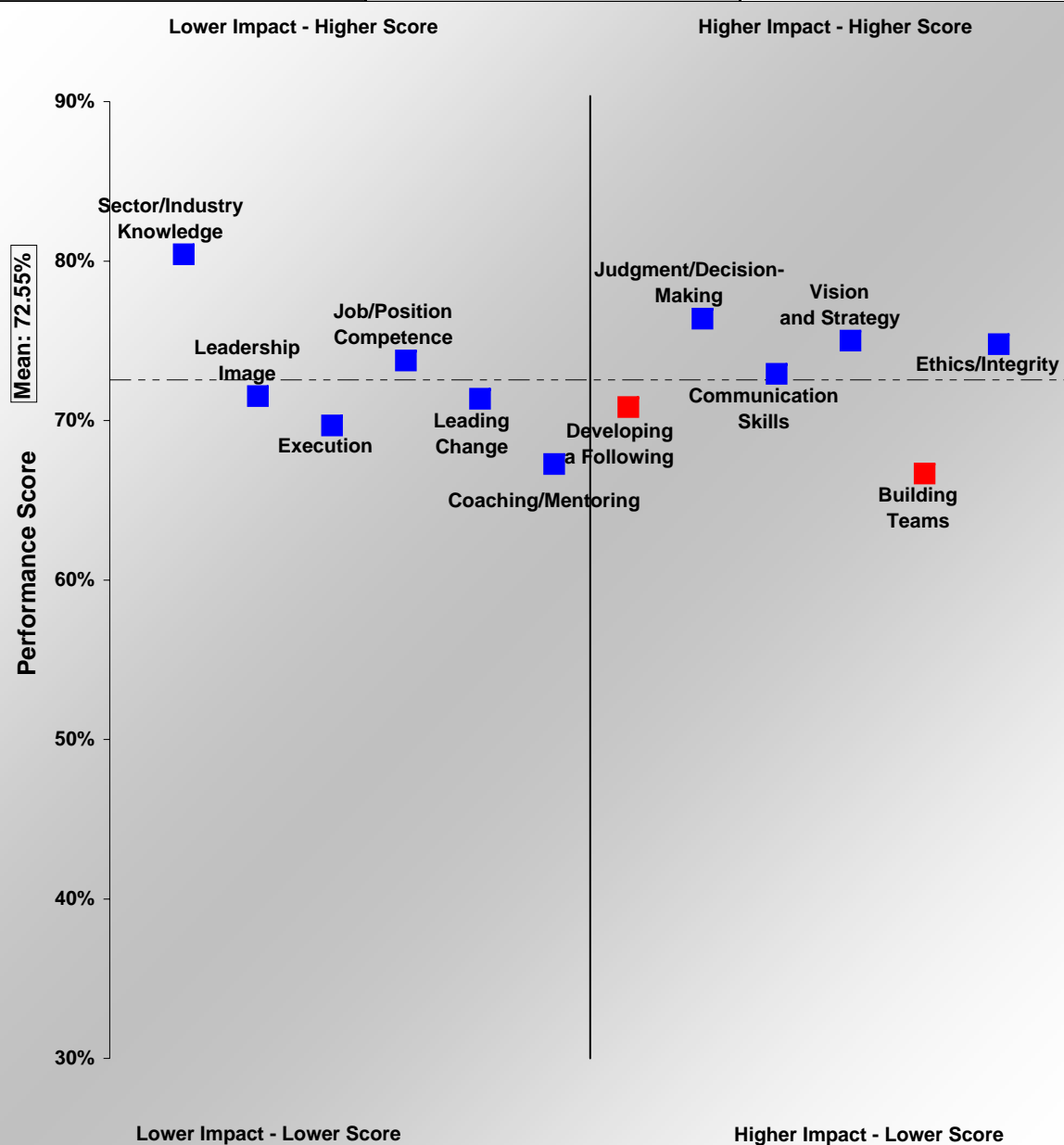
This section plots the 12 Leadership Disciplines as perceived by the leader's peers. The vertical axis represents the Leadership Score and the horizontal axis represents the order of importance, with the highest priority listed at the right. The priority ranking table reflects the Leadership Disciplines in order of weighted priority, as determined by the peers. The table also indicates the performance mean score.



# EXECUTIVE SUMMARY

## Degree of Impact (Subordinates)

This section plots the 12 Leadership Disciplines as perceived by the person's subordinates. The vertical axis represents the Leadership Score and the horizontal axis represents the order of importance, with the highest priority listed at the right. The priority ranking table reflects the Leadership Disciplines in order of weighted priority, as determined by the subordinates. The table also indicates the performance mean score.

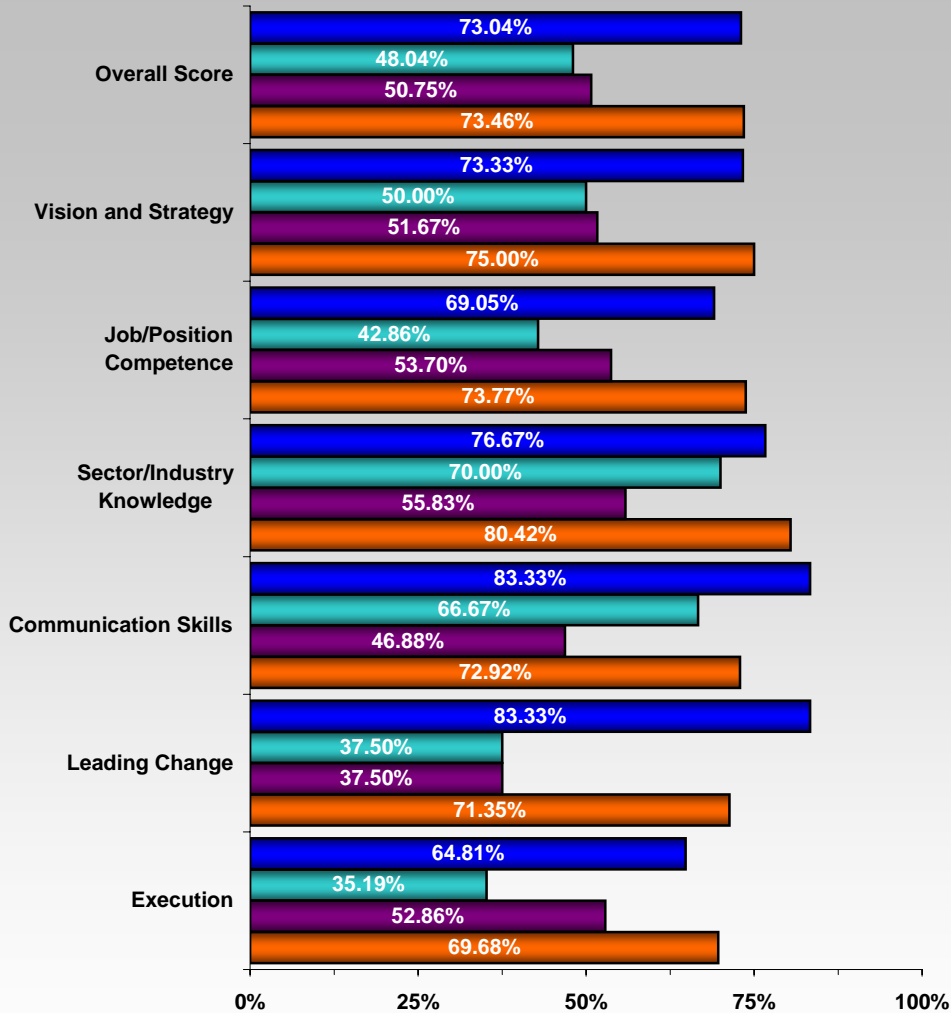


#	Priorities	Impact	Perf.
1	Ethics/Integrity	High	74.79%
2	Building Teams	High	66.67%
3	Vision and Strategy	High	75.00%
4	Communication Skills	Med	72.92%
5	Judgment/Decision-Making	Med	76.39%
6	Developing a Following	Med	70.83%
7	Coaching/Mentoring	Med	67.26%
8	Leading Change	Med	71.35%
9	Job/Position Competence	Med	73.77%
10	Execution	Med	69.68%
11	Leadership Image	Low	71.53%
12	Sector/Industry Knowledge	Low	80.42%

# Leadership Competence

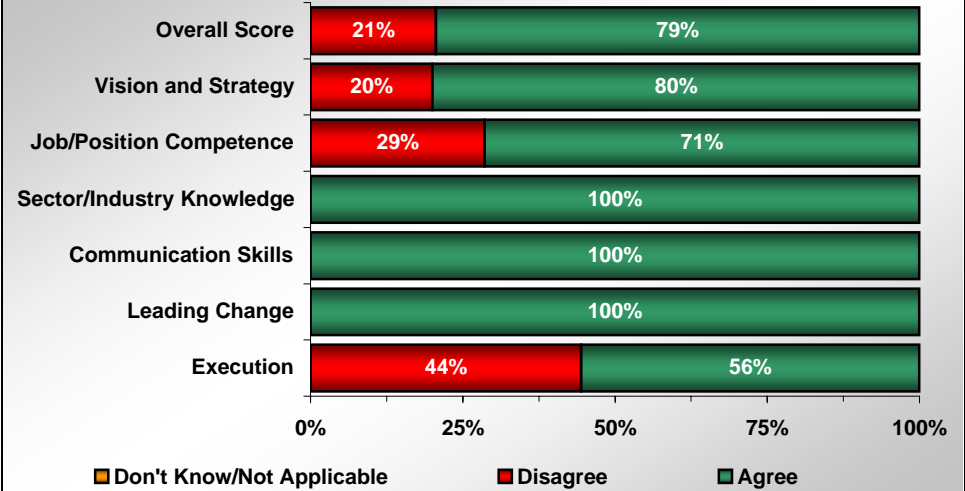
## Performance Scores

This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.

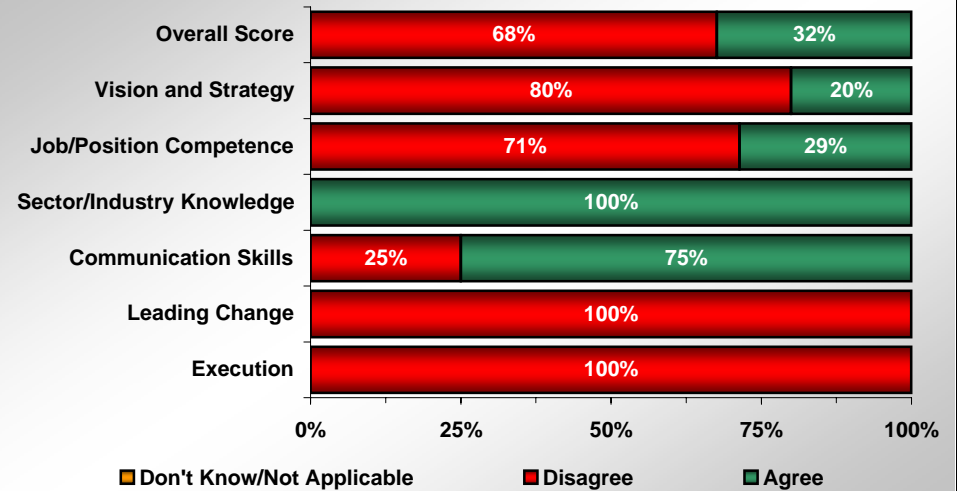


- Self: 1
- Boss: 1
- Peers: 4
- Subordinates: 8

### Level of Awareness/Agreement: Self



### Level of Awareness/Agreement: Boss

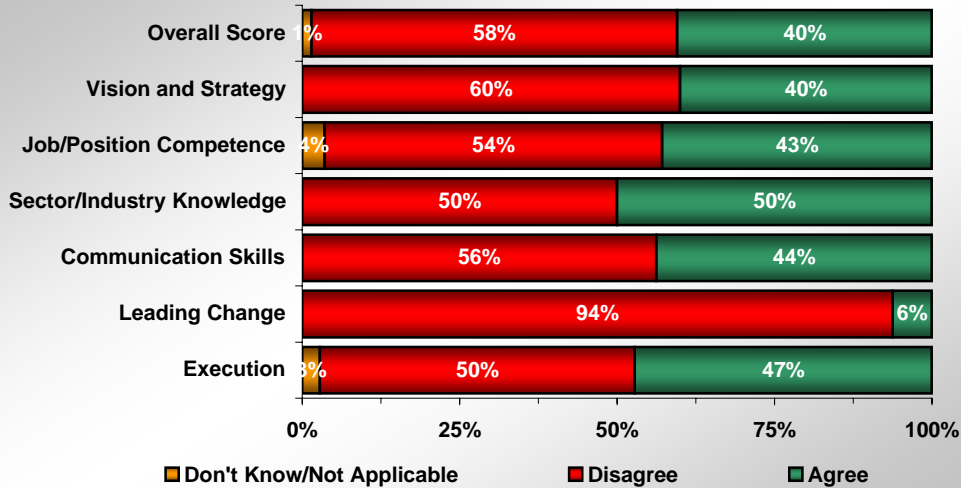


# Leadership Competence

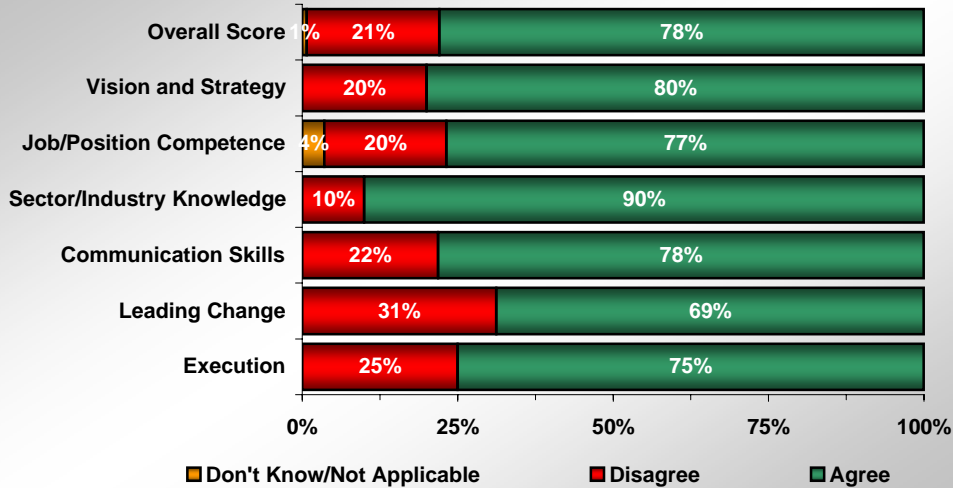
## Performance Scores

This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.

Level of Awareness/Agreement: Peers



Level of Awareness/Agreement: Subordinates



# Leadership Competence

## Performance Scores

This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.

### Leadership Competence

Vision and Strategy		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score			Std. Dev.			
		DK	1	2	3	4	5	6				Self:	Boss:	Peers:	Subordinates:	73.33%	50.00%	51.67%
1. Can clearly explain the purpose of your organization.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Self:	73.33%	14.91				
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	Boss:	50.00%	11.79				
	Peers	0%	0%	0%	50%	25%	25%	0%	25%	62.50%	15.96	Peers:	51.67%	20.16				
	Subordinates	0%	0%	0%	0%	13%	50%	38%	88%	87.50%	11.78	Subordinates:	75.00%	17.70				
2. Has the ability to anticipate the future needs of the organization.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree						
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--							
	Peers	0%	0%	50%	0%	50%	0%	0%	0%	50.00%	19.25							
	Subordinates	0%	0%	0%	25%	13%	50%	13%	63%	75.00%	17.82							
3. Has the ability to set a clear course of direction for the organization.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--							
	Peers	0%	0%	50%	0%	50%	0%	0%	0%	50.00%	19.25							
	Subordinates	0%	0%	0%	25%	50%	25%	0%	25%	66.67%	12.60							
4. Can effectively translate vision into a realistic, achievable strategy.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--							
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--							
	Peers	0%	0%	50%	50%	0%	0%	0%	0%	41.67%	9.62							
	Subordinates	0%	0%	13%	38%	13%	38%	0%	38%	62.50%	19.42							
5. Has demonstrated a willingness to take reasonable risks.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Peers	0%	25%	25%	0%	0%	50%	0%	50%	54.17%	34.36							
	Subordinates	0%	0%	0%	0%	38%	25%	38%	63%	83.33%	15.43							
Job/Position Competence		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score			Std. Dev.			
		DK	1	2	3	4	5	6				Self:	Boss:	Peers:	Subordinates:	69.05%	42.86%	53.70%
6. Demonstrates excellent skill and experience in his/her position.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Self:	69.05%	14.99				
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	Boss:	42.86%	28.64				
	Peers	0%	0%	25%	25%	50%	0%	0%	0%	54.17%	15.96	Peers:	53.70%	21.35				
	Subordinates	0%	0%	13%	13%	63%	13%	0%	13%	62.50%	14.77	Subordinates:	73.77%	18.20				
7. Is often sought after for advice in his/her area of expertise.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--							
	Boss	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--							
	Peers	0%	25%	25%	50%	0%	0%	0%	0%	37.50%	15.96							
	Subordinates	0%	0%	13%	38%	13%	25%	13%	38%	64.58%	22.60							
8. Is well-read and informed.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--							
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Peers	0%	0%	25%	0%	25%	50%	0%	50%	66.67%	23.57							
	Subordinates	0%	0%	0%	0%	13%	63%	25%	88%	85.42%	10.68							

Leadership Competence		Performance Scores							This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									Job/Position Competence (cont.)		FREQUENCY OF RESPONSE			
		DK	1	2	3	4	5	6						
9. Has been able to transition from tactical to strategic responsibilities.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>69.05%</b>	<b>14.99</b>
	Boss	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--	<b>Boss:</b>	<b>42.86%</b>	<b>28.64</b>
	Peers	0%	25%	50%	0%	25%	0%	0%	0%	37.50%	20.97	<b>Peers:</b>	<b>53.70%</b>	<b>21.35</b>
	Subordinates	25%	0%	0%	25%	13%	38%	0%	38%	69.44%	16.38	<b>Subordinates:</b>	<b>73.77%</b>	<b>18.20</b>
10. Is highly organized and disciplined.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	0%	0%	25%	50%	25%	0%	25%	66.67%	13.61			
	Subordinates	0%	0%	0%	0%	38%	63%	0%	63%	77.08%	8.62			
11. Has the ability to set up the appropriate systems and structures to help the organization succeed.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	25%	25%	0%	50%	0%	0%	0%	0%	38.89%	19.24			
	Subordinates	0%	0%	13%	25%	13%	38%	13%	50%	68.75%	22.60			
12. Is able to think creatively and innovatively.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	25%	25%	50%	0%	50%	70.83%	15.96			
	Subordinates	0%	0%	0%	0%	25%	25%	50%	75%	87.50%	14.77			
Sector/Industry Knowledge		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6						
13. Has an in-depth understanding of the sector or industry your organization serves.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>76.67%</b>	<b>9.12</b>
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Boss:</b>	<b>70.00%</b>	<b>7.45</b>
	Peers	0%	0%	25%	25%	25%	25%	0%	25%	58.33%	21.52	<b>Peers:</b>	<b>55.83%</b>	<b>26.64</b>
	Subordinates	0%	0%	0%	0%	0%	50%	50%	100%	91.67%	8.91	<b>Subordinates:</b>	<b>80.42%</b>	<b>17.66</b>
14. Stays current on sector or industry events.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	25%	25%	0%	25%	25%	50%	66.67%	30.43			
	Subordinates	0%	0%	0%	0%	13%	63%	25%	88%	85.42%	10.68			
15. Clearly understands the strengths and weaknesses of organizations providing similar services.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	50%	25%	0%	0%	25%	0%	25%	37.50%	31.55			
	Subordinates	0%	0%	0%	13%	25%	38%	25%	63%	79.17%	17.25			
16. Understands the complexities of external factors that impact your organization.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	25%	0%	50%	0%	25%	25%	66.67%	27.22			
	Subordinates	0%	0%	0%	0%	50%	25%	25%	50%	79.17%	14.77			

Leadership Competence		Performance Scores							This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									Sector/Industry Knowledge (cont.)		FREQUENCY OF RESPONSE			
		DK	1	2	3	4	5	6						
17. Knows how well your organization is performing compared to the other organizations providing similar services.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Self:	76.67%	9.12
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Boss:	70.00%	7.45
	Peers	0%	25%	0%	25%	50%	0%	0%	0%	50.00%	23.57	Peers:	55.83%	26.64
	Subordinates	0%	0%	25%	13%	13%	38%	13%	50%	66.67%	25.20	Subordinates:	80.42%	17.66
Communication Skills		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
18. Has the ability to express ideas simply, clearly, and directly.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Self:	83.33%	0.00
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	Boss:	66.67%	23.57
	Peers	0%	50%	25%	25%	0%	0%	0%	0%	29.17%	15.96	Peers:	46.88%	24.51
	Subordinates	0%	0%	25%	25%	25%	25%	0%	25%	58.33%	19.92	Subordinates:	72.92%	21.06
19. Is at ease and confident presenting before groups.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	25%	0%	25%	50%	0%	50%	66.67%	23.57			
	Subordinates	0%	0%	13%	0%	13%	25%	50%	75%	83.33%	23.57			
20. Believes in keeping others well-informed.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	25%	25%	0%	50%	0%	0%	0%	45.83%	25.00			
	Subordinates	0%	0%	0%	13%	25%	50%	13%	63%	77.08%	15.27			
21. Freely disseminates important information, where appropriate.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	25%	25%	0%	50%	0%	0%	0%	45.83%	25.00			
	Subordinates	0%	0%	13%	0%	38%	38%	13%	50%	72.92%	19.80			
Leading Change		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
22. Knows when it is necessary for the organization to initiate significant change.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Self:	83.33%	0.00
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	Boss:	37.50%	8.34
	Peers	0%	25%	50%	0%	25%	0%	0%	0%	37.50%	20.97	Peers:	37.50%	15.52
	Subordinates	0%	0%	0%	25%	13%	25%	38%	63%	79.17%	21.36	Subordinates:	71.35%	19.96
23. Provides the leadership to begin and sustain the change effort.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	25%	25%	50%	0%	0%	0%	0%	37.50%	15.96			
	Subordinates	0%	0%	0%	25%	25%	25%	25%	50%	75.00%	19.92			
24. Can effectively express the compelling reasons for change.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	25%	25%	50%	0%	0%	0%	0%	37.50%	15.96			
	Subordinates	0%	0%	13%	25%	25%	13%	25%	38%	68.75%	24.30			



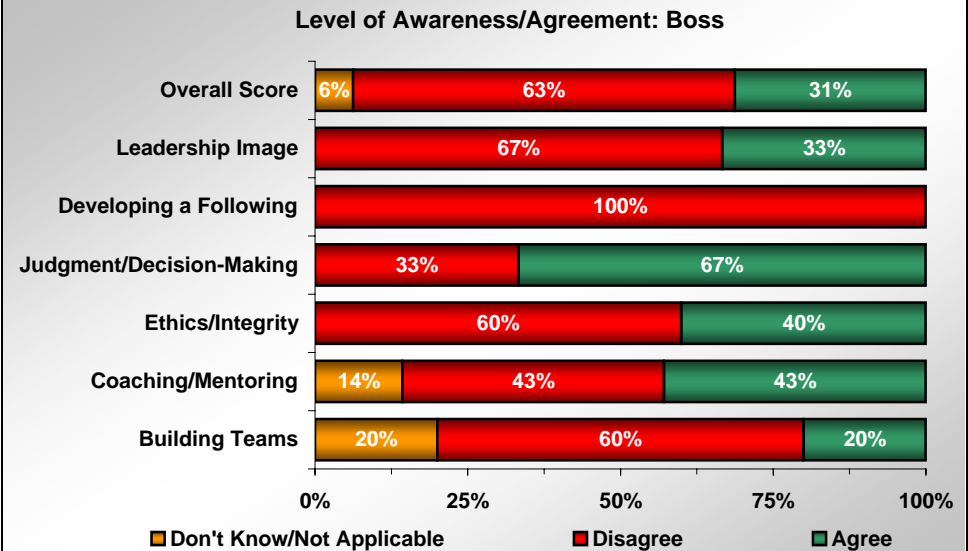
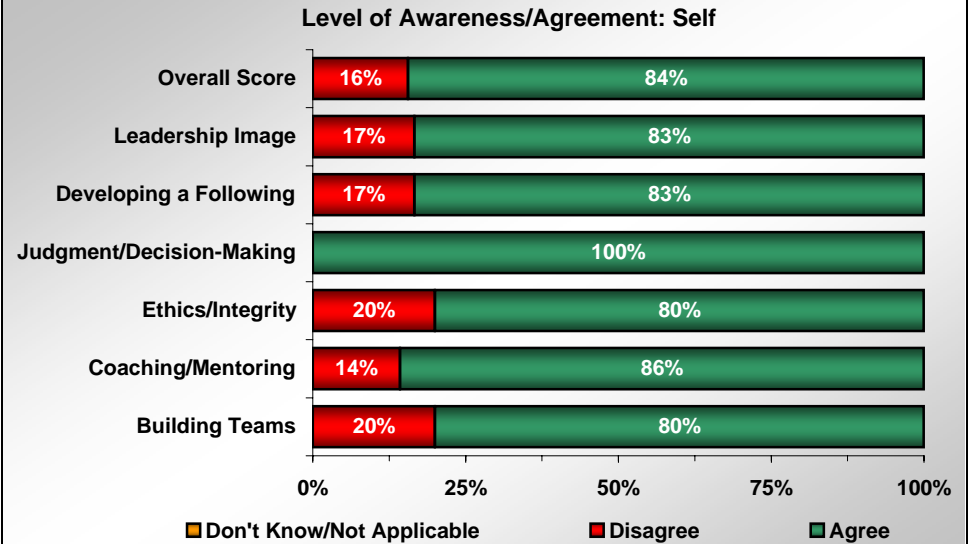
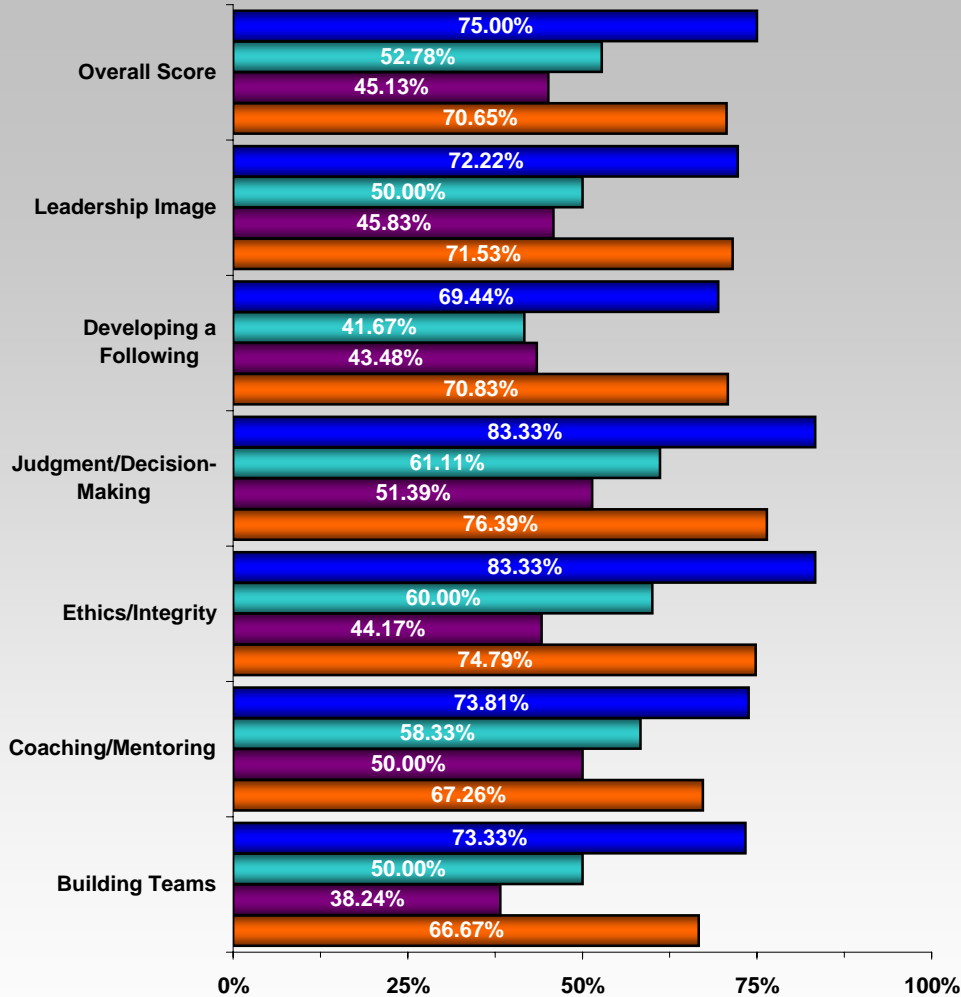
Leadership Competence		Performance Scores							This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
Leading Change (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
25. Knows how to manage the change process.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>83.33%</b>	<b>0.00</b>
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	<b>Boss:</b>	<b>37.50%</b>	<b>8.34</b>
	Peers	0%	25%	25%	50%	0%	0%	0%	0%	37.50%	15.96	<b>Peers:</b>	<b>37.50%</b>	<b>15.52</b>
	Subordinates	0%	0%	0%	38%	50%	13%	0%	13%	62.50%	11.78	<b>Subordinates:</b>	<b>71.35%</b>	<b>19.96</b>
Execution		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
26. Has an unwavering resolve to achieve goals.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>Self:</b>	<b>64.81%</b>	<b>21.15</b>
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	<b>Boss:</b>	<b>35.19%</b>	<b>10.02</b>
	Peers	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.62	<b>Peers:</b>	<b>52.86%</b>	<b>18.30</b>
	Subordinates	0%	0%	0%	13%	25%	25%	38%	63%	81.25%	18.77	<b>Subordinates:</b>	<b>69.68%</b>	<b>14.89</b>
27. Sets clear goals and priorities.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	25%	25%	50%	0%	0%	0%	0%	37.50%	15.96			
	Subordinates	0%	0%	0%	38%	38%	25%	0%	25%	64.58%	13.91			
28. Establishes clear measurements for success.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	0%	25%	25%	50%	0%	0%	0%	54.17%	15.96			
	Subordinates	0%	0%	0%	25%	63%	13%	0%	13%	64.58%	10.68			
29. Effectively aligns organizational resources to achieve goals.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	25%	0%	75%	0%	0%	0%	0%	41.67%	16.67			
	Subordinates	0%	0%	0%	38%	25%	38%	0%	38%	66.67%	15.43			
30. Makes it clear how every individual contributes to the organization's success.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	50%	0%	0%	50%	0%	0%	0%	41.67%	28.87			
	Subordinates	0%	0%	13%	0%	38%	50%	0%	50%	70.83%	17.25			
31. Regularly tracks progress against goals.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	0%	0%	0%	75%	25%	0%	25%	70.83%	8.33			
	Subordinates	0%	0%	0%	38%	13%	50%	0%	50%	68.75%	16.52			
32. Assigns clear accountability for each objective.	Self	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	25%	0%	0%	75%	0%	0%	0%	54.17%	25.00			
	Subordinates	0%	0%	0%	38%	38%	25%	0%	25%	64.58%	13.91			

Leadership Competence		Performance Scores							This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									FREQUENCY OF RESPONSE					
Execution (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
33. Is willing to confront organizational performance issues.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Self:</b>	<b>64.81%</b>	<b>21.15</b>
	Boss	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--	<b>Boss:</b>	<b>35.19%</b>	<b>10.02</b>
	Peers	25%	0%	0%	50%	25%	0%	0%	0%	55.56%	9.62	<b>Peers:</b>	<b>52.86%</b>	<b>18.30</b>
	Subordinates	0%	0%	0%	13%	38%	50%	0%	50%	72.92%	12.40	<b>Subordinates:</b>	<b>69.68%</b>	<b>14.89</b>
34. Demands results.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	0%	0%	25%	75%	0%	0%	0%	62.50%	8.34			
	Subordinates	0%	0%	0%	13%	38%	50%	0%	50%	72.92%	12.40			

# Leadership Character

## Performance Scores

This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.

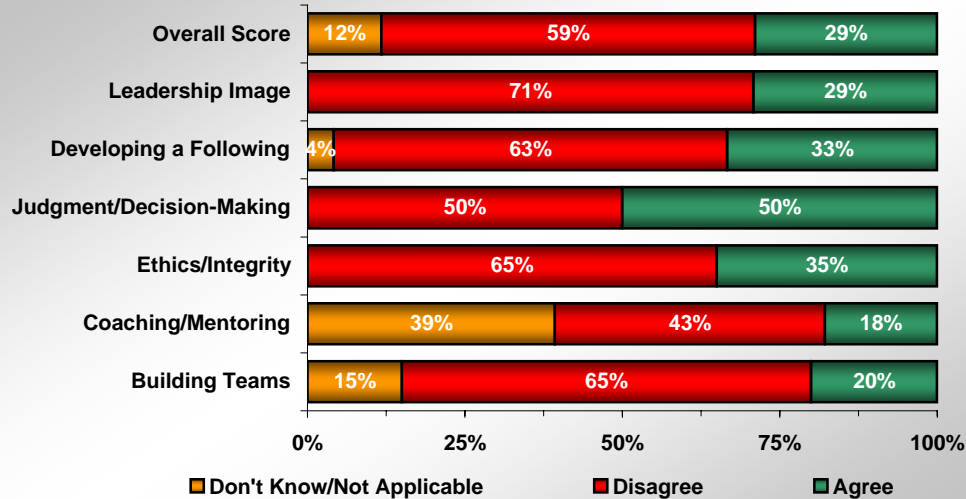


# Leadership Character

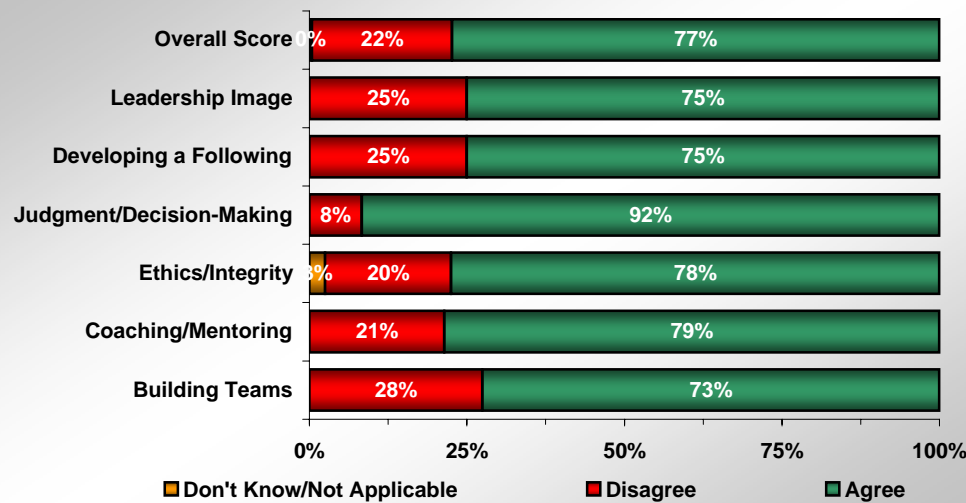
## Performance Scores

This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.

Level of Awareness/Agreement: Peers



Level of Awareness/Agreement: Subordinates



<b>Leadership Character</b>	<b>Performance Scores</b>	This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.
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<b>Leadership Character</b>														
<b>Leadership Image</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
35. Leads by example.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Self:</b>	<b>72.22%</b>	<b>17.21</b>
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Boss:</b>	<b>50.00%</b>	<b>23.57</b>
	Peers	0%	25%	25%	25%	25%	0%	0%	0%	41.67%	21.52	<b>Peers:</b>	<b>45.83%</b>	<b>26.12</b>
	Subordinates	0%	0%	13%	13%	50%	13%	13%	25%	66.67%	19.92	<b>Subordinates:</b>	<b>71.53%</b>	<b>18.50</b>
36. Appears comfortable in a leadership position.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	25%	0%	50%	25%	0%	0%	0%	45.83%	20.97			
	Subordinates	0%	0%	0%	38%	13%	38%	13%	50%	70.83%	19.42			
37. Fosters a work environment that is conducive to success.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	25%	25%	50%	0%	0%	0%	0%	37.50%	15.96			
	Subordinates	0%	0%	13%	25%	38%	25%	0%	25%	62.50%	17.25			
38. Demonstrates personal humility.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--			
	Peers	0%	75%	0%	25%	0%	0%	0%	0%	25.00%	16.67			
	Subordinates	0%	0%	13%	13%	25%	50%	0%	50%	68.75%	18.77			
39. Shares the credit for successes.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	50%	0%	25%	25%	0%	0%	0%	37.50%	25.00			
	Subordinates	0%	0%	0%	25%	13%	38%	25%	63%	77.08%	19.79			
40. Demonstrates personal drive and ambition.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	0%	75%	25%	100%	87.50%	8.34			
	Subordinates	0%	0%	0%	0%	25%	50%	25%	75%	83.33%	12.60			
<b>Developing a Following</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
41. Creates enthusiasm around key objectives.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>69.44%</b>	<b>19.48</b>
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Boss:</b>	<b>41.67%</b>	<b>9.13</b>
	Peers	0%	25%	25%	0%	50%	0%	0%	0%	45.83%	25.00	<b>Peers:</b>	<b>43.48%</b>	<b>25.49</b>
	Subordinates	0%	0%	0%	25%	13%	50%	13%	63%	75.00%	17.82	<b>Subordinates:</b>	<b>70.83%</b>	<b>17.70</b>
42. Is able to gain the personal commitment of members of the organization.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	25%	50%	0%	25%	0%	0%	0%	0%	27.78%	19.24			
	Subordinates	0%	0%	13%	0%	50%	38%	0%	38%	68.75%	16.52			

Leadership Character		Performance Scores							This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									Mean Score		Std. Dev.			
Developing a Following (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
43. Has effective interpersonal skills.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Self:</b>	<b>69.44%</b>	<b>19.48</b>
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	<b>Boss:</b>	<b>41.67%</b>	<b>9.13</b>
	Peers	0%	25%	25%	50%	0%	0%	0%	0%	37.50%	15.96	<b>Peers:</b>	<b>43.48%</b>	<b>25.49</b>
	Subordinates	0%	0%	0%	38%	13%	38%	13%	50%	70.83%	19.42	<b>Subordinates:</b>	<b>70.83%</b>	<b>17.70</b>
44. Is a good consensus builder.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	50%	0%	25%	25%	0%	0%	0%	37.50%	25.00			
	Subordinates	0%	0%	13%	25%	38%	25%	0%	25%	62.50%	17.25			
45. Enjoys engaging with people.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	0%	0%	0%	25%	75%	0%	75%	79.17%	8.33			
	Subordinates	0%	0%	0%	0%	50%	13%	38%	50%	81.25%	16.52			
46. Is willing to consider ideas that are contrary to his/her own.	Self	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	75%	0%	0%	25%	0%	0%	0%	29.17%	25.00			
	Subordinates	0%	0%	0%	38%	38%	13%	13%	25%	66.67%	17.82			
Decision-Making/Judgment		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
47. Is able to make timely decisions.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>83.33%</b>	<b>0.00</b>
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Boss:</b>	<b>61.11%</b>	<b>9.62</b>
	Peers	0%	25%	0%	25%	50%	0%	0%	0%	50.00%	23.57	<b>Peers:</b>	<b>51.39%</b>	<b>22.98</b>
	Subordinates	0%	0%	0%	0%	38%	63%	0%	63%	77.08%	8.62	<b>Subordinates:</b>	<b>76.39%</b>	<b>11.95</b>
48. Is able to deal with complex issues.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	25%	0%	25%	25%	25%	0%	25%	54.17%	28.46			
	Subordinates	0%	0%	0%	13%	25%	63%	0%	63%	75.00%	12.60			
49. Offers solutions that effectively address problems.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	25%	0%	25%	50%	0%	0%	0%	50.00%	23.57			
	Subordinates	0%	0%	0%	13%	25%	50%	13%	63%	77.08%	15.27			
Ethics/Integrity		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
50. Demonstrates that personal ethics guide his/her decisions.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Self:</b>	<b>83.33%</b>	<b>20.41</b>
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Boss:</b>	<b>60.00%</b>	<b>14.91</b>
	Peers	0%	25%	0%	0%	75%	0%	0%	0%	54.17%	25.00	<b>Peers:</b>	<b>44.17%</b>	<b>22.47</b>
	Subordinates	0%	0%	13%	13%	38%	25%	13%	38%	68.75%	20.77	<b>Subordinates:</b>	<b>74.79%</b>	<b>19.82</b>

Leadership Character		Performance Scores							This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									FREQUENCY OF RESPONSE					
Ethics/Integrity (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
51. Acts in accordance with organizational values.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>83.33%</b>	<b>20.41</b>
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Boss:</b>	<b>60.00%</b>	<b>14.91</b>
	Peers	0%	25%	25%	0%	50%	0%	0%	0%	45.83%	25.00	<b>Peers:</b>	<b>44.17%</b>	<b>22.47</b>
	Subordinates	0%	0%	0%	25%	13%	38%	25%	63%	77.08%	19.79	<b>Subordinates:</b>	<b>74.79%</b>	<b>19.82</b>
52. Follows through on his/her promises.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	50%	0%	50%	0%	0%	0%	0%	33.33%	19.24			
	Subordinates	0%	0%	0%	0%	38%	63%	0%	63%	77.08%	8.62			
53. Will not sacrifice ethics for better bottom-line performance.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	25%	25%	25%	25%	0%	0%	0%	41.67%	21.52			
	Subordinates	0%	0%	13%	13%	25%	25%	25%	50%	72.92%	23.46			
54. Puts the needs of the organization ahead of his/her personal aspirations.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	25%	25%	25%	0%	25%	0%	25%	45.83%	28.46			
	Subordinates	13%	0%	13%	13%	0%	25%	38%	63%	78.57%	26.73			
Coaching/Mentoring		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
55. Takes the time to develop and mentor his/her staff.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>73.81%</b>	<b>16.26</b>
	Boss	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--	<b>Boss:</b>	<b>58.33%</b>	<b>9.13</b>
	Peers	75%	0%	0%	25%	0%	0%	0%	0%	50.00%	--	<b>Peers:</b>	<b>50.00%</b>	<b>22.82</b>
	Subordinates	0%	0%	13%	0%	75%	13%	0%	13%	64.58%	13.91	<b>Subordinates:</b>	<b>67.26%</b>	<b>16.50</b>
56. Knows when to personally manage projects and when to let his/her staff have control.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	25%	25%	0%	25%	25%	0%	0%	0%	44.44%	25.46			
	Subordinates	0%	0%	13%	0%	63%	25%	0%	25%	66.67%	15.43			
57. Gives subordinates the freedom to make mistakes.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	25%	25%	25%	25%	0%	0%	0%	0%	33.33%	16.67			
	Subordinates	0%	0%	0%	25%	25%	38%	13%	50%	72.92%	17.68			
58. Confronts low performers.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	50%	0%	0%	0%	50%	0%	0%	0%	66.67%	0.00			
	Subordinates	0%	13%	0%	38%	25%	25%	0%	25%	58.33%	21.82			

Leadership Character		Performance Scores							This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.							
									FREQUENCY OF RESPONSE						Pos. Score	Mean Score
Coaching/Mentoring (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.			
59. Rewards top performers	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Self:</b>	<b>73.81%</b>	<b>16.26</b>		
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Boss:</b>	<b>58.33%</b>	<b>9.13</b>		
	Peers	25%	0%	25%	25%	0%	25%	0%	25%	55.56%	25.46	<b>Peers:</b>	<b>50.00%</b>	<b>22.82</b>		
	Subordinates	0%	0%	13%	25%	50%	13%	0%	13%	60.42%	15.27	<b>Subordinates:</b>	<b>67.26%</b>	<b>16.50</b>		
60. Seems to genuinely care about people.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>				
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--					
	Peers	25%	0%	0%	50%	0%	0%	25%	25%	66.67%	28.87					
	Subordinates	0%	0%	0%	0%	38%	38%	25%	63%	81.25%	13.91					
61. Tries to balance organization goals with employee aspirations.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--					
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--					
	Peers	50%	25%	0%	25%	0%	0%	0%	0%	33.33%	23.57					
	Subordinates	0%	0%	0%	13%	75%	13%	0%	13%	66.67%	8.91					
Building Teams		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.				Mean Score	Std. Dev.
62. Promotes teamwork and collaboration.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				<b>Self:</b>	<b>73.33%</b>
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Boss:</b>	<b>50.00%</b>	<b>13.61</b>		
	Peers	0%	0%	75%	0%	25%	0%	0%	0%	41.67%	16.67	<b>Peers:</b>	<b>38.24%</b>	<b>19.33</b>		
	Subordinates	0%	13%	0%	13%	38%	25%	13%	38%	66.67%	25.20	<b>Subordinates:</b>	<b>66.67%</b>	<b>18.49</b>		
63. Acts as a good team member him or herself.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>				
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--					
	Peers	0%	50%	25%	0%	25%	0%	0%	0%	33.33%	23.57					
	Subordinates	0%	0%	0%	13%	50%	38%	0%	38%	70.83%	11.78					
64. Rewards team performance equal to or greater than individual performance.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--					
	Boss	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--					
	Peers	25%	25%	0%	25%	25%	0%	0%	0%	44.44%	25.46					
	Subordinates	0%	0%	0%	25%	38%	38%	0%	38%	68.75%	13.91					
65. Encourages team members to be open and honest about their individual strengths and weaknesses.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--					
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--					
	Peers	25%	25%	25%	25%	0%	0%	0%	0%	33.33%	16.67					
	Subordinates	0%	0%	13%	13%	38%	25%	13%	38%	68.75%	20.77					
66. Knows how to put the right people on the right teams.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--					
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--					
	Peers	25%	25%	25%	0%	25%	0%	0%	0%	38.89%	25.46					
	Subordinates	0%	0%	25%	25%	25%	25%	0%	25%	58.33%	19.92					