Chris Sample

Facilitated By Sample Practitioner

luminaleader 360

-Stewart Desson,

Lumina Learning CEO

In today's turbulent world, our paths to success are hindered by daily challenges and uncertainties, meaning leadership is no longer confined to the boardrooms of powerful executives and political figures. More than ever the collective success of organizations and teams rely on harnessing the diverse qualities that are unique to each individual. The Lumina Leader portrait is a powerful tool developed by Lumina Learning to help you and your organization harness exactly what makes your brand of leadership distinct from others.

We hope that exploring your portrait will be both a fun and enlightening experience.

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On Leadership

“Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult.” - Warren G. Bennis

Today, “Leadership” has become an industry in itself as organizations have come to recognize the benefits of fostering and developing individuals across all levels to be effective, responsible leaders; encouraging them to be accountable and proactively capitalize on opportunities as well as identifying problems and providing solutions. But what exactly is leadership? People agree on its importance but rarely on its definition.

We believe that stepping into the role of a leader is an act of self-actualization rather than a mastery of organizational processes; an exploration into who they are required to be rather than simply understanding what they are working with.

Leadership in all its forms can grow and be honed over time. Some people lead from the heart, with a natural commitment to core values. These individuals not only lead by example, they lead by living their life in a way that is authentic and true to their principles. Others lead themselves first. They have a high level of discipline and drive that allows them to develop clarity and direction which, in turn, gives them the ability to increase their effectiveness.

You can teach identifiable and measurable processes to turn people into better managers. However you can’t simply teach someone to be a better leader as leadership is born between an understanding of yourself and an understanding of the circumstances. It is about precisely how you can be of service in the best interests of a collective or an organization.

The Lumina Leader Leadership model was conceived with the aim of helping you understand the different components of your own distinct brand of leadership by showing the different ways you like to interact with your work environment.

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Your Portrait

The purpose of your Lumina Leader portrait is not to categorize you as a certain type of leader. Rather the portrait is designed to provide commentary on the various characteristics that you possess and express for positive effect. Our Lumina Leader Leadership model combines latest research and theory on leadership with Lumina Learning's wealth of psychometric expertise in that this portrait has been painted with a humanistic hand but with a firm focus on practical results.

Everyone has their own style of leadership and this course will look at how best to use your unique strengths to enhance your leadership skills. There is often no single quality that makes a leader 'great' - it is normally a combination of qualities, honed through practice and experience that combine to help someone stand out from the crowd. On this course you will learn how to expand and develop your repertoire of skills on the path to becoming an outstanding leader within your own organization.

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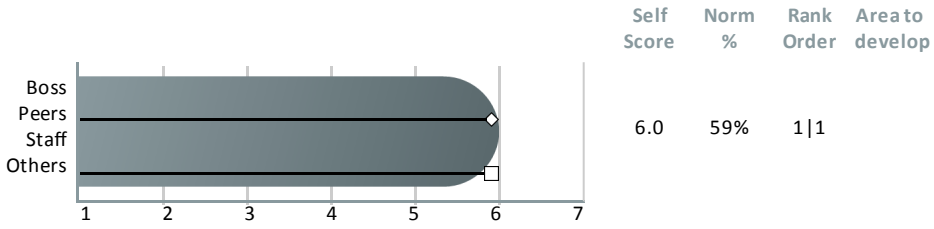
Glossary: How To Read Your Lumina Leader Portrait



1-Strongly Disagree	2-Disagree	3-Slightly Disagree	4-In-between
5-Slightly Agree	6-Agree	7-Strongly Agree	Not Applicable

Self	**Norm %**	**Rank Order**	**Area to develop**
Your self-assessed score out of 7, with no reference to a norm group	Your self-assessed score as a percentage relative to other leaders in Lumina's normative database	Your self-assessed score in comparison to other leaders in your project	The flag indicates areas for personal growth with the number of times other raters marked the question, competency or domain for development

The following terminology is used within the portrait:

Quality: A set of characteristics that represent your behavior and thought processes in leadership.

Domains: A set of leadership qualities that are grouped together to form a particular style of leadership.

Norm: Normative data is the representative population sample. Norms are values that are representative of a group and that may be used as a baseline against which subsequently collected data is compared. Normative data helps get a sense of the distribution or prevalence of the characteristic being assessed in the larger population. By collecting normative data, various levels of test performance are established and raw scores from the test are translated into a common scale.

Overextended: This is a term used to describe exaggerated qualities you display as a leader under stress or high degrees of pressure.

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The Leaders in your Cohort

Feedback Raters

○	Boss	Anonymous
◇	Peers	3 Feedback Raters
▷	Staff	Anonymous
□	Others	3 Feedback Raters

In total 6 raters provided feedback for this portrait

Other Leaders

1 Leaders

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Lumina Leader Leadership Model

The above is a pictorial representation of the Lumina Leader Leadership Model and its four Leadership domains, identifying four distinct styles of leadership- Leading with Vision, Leading with Drive, Leading through People, Leading to Deliver. Within each of these domains are four leadership qualities. The following four pages introduce each domain, and the four qualities within them.

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Leading with Vision

Leading with Vision

A leader is one who knows the way, goes the way, and shows the way. - John C Maxwell

Leaders with great vision can inspire great results. They always seek to grow, share ideas and motivate those around them to do the same. In an environment that always seeks to innovate this is especially crucial. All of these components play a key role in the development and success of their long-term strategy.

To be effective in this domain, one requires the following qualities:

- Passion for Learning
- Strategic Thinking
- Inspires and Energizes others
- Champions Innovation

For a detailed definition of each of these qualities, please turn to the references section at the back.

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Leading through People

Leading through People

Earn your success based on service to others, not at the expense of others. - H. Jackson Brown Jr

Great leaders require a deep understanding of other people and the relationships between them. This helps them form bonds based on trust and respect resulting in lasting relationships that benefit all those involved. Leaders who understand people are also able to nurture their talent and spot areas where their skills can be further developed.

To be effective in this domain, one requires the following qualities:

- Coaches and Develops Others
- Win-Win Partnering
- Interpersonally Astute
- Integrity and Trust

For a detailed definition of each of these qualities, please turn to the references section at the back.

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Leading with Drive

Leading with Drive

It's hard to beat a person who never gives up. - Babe Ruth

Leaders can only be as good as what they achieve. They must make sure that their personal ambition is matched by the dedication and focus of those around them. Therefore leaders must ensure that everyone strives to do their best. In order to do this they base their leadership on clear communication of delegated responsibilities as well as strict logic and rationale.

To be effective in this domain, one requires the following qualities:

- Drive and Determination
- Purposeful Argumentation
- Provides Clear Direction
- Strives for Excellence

For a detailed definition of each of these qualities, please turn to the references section at the back.

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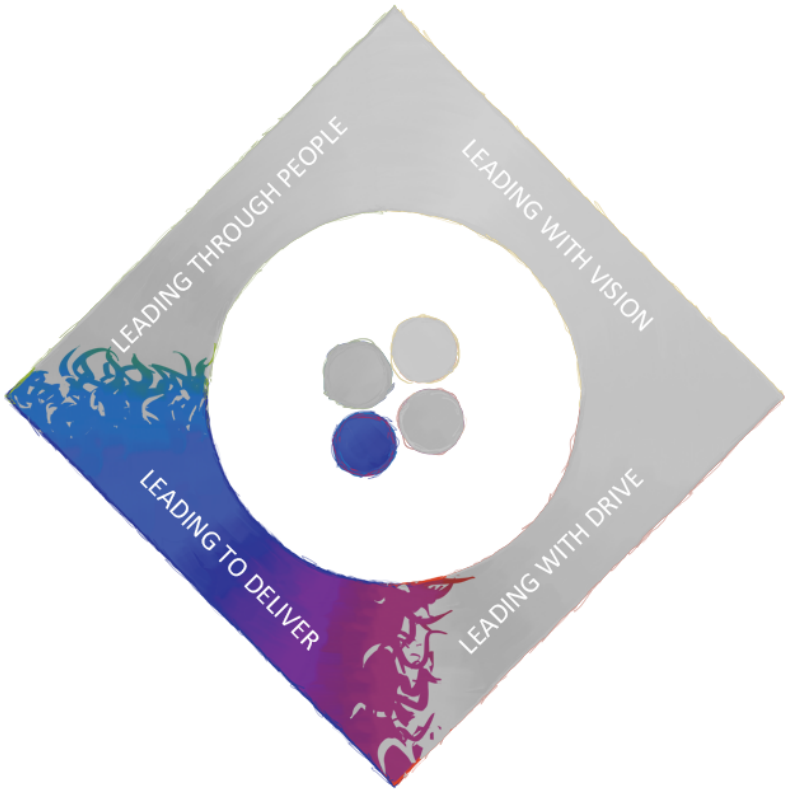
Leading to Deliver



Leading to Deliver

The will to win is worthless if you do not have the will to prepare. -
Thane Yost

A leader must consider delivery to be one of their primary concerns at all times. They must enforce necessary structures and schedules, as well as thoroughly analyze the situation at hand, to ensure that their team are able to achieve what is required from them. They seek commitment and discipline from others in response to their detailed planning and careful delegation.

To be effective in this domain, one requires the following qualities:

- Planning and Follow-Through
- Calm Under Pressure
- Data Gathering and Analysis
- Holds Self and Others Accountable

For a detailed definition of each of these qualities, please turn to the references section at the back.

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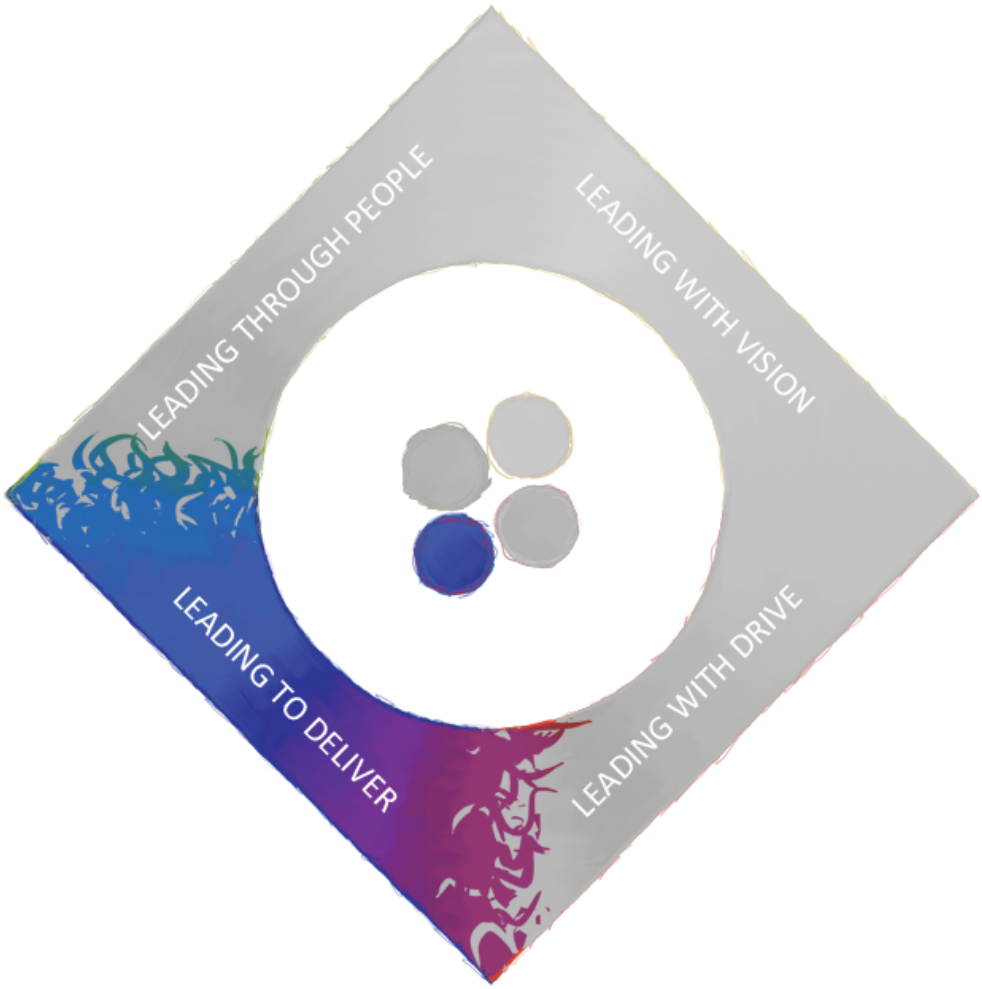
Your Leadership Overview



Chris Sample

Each of the four leadership domains shapes an individual's leadership style in a different way but they are all valuable. Your personal leadership style is most heavily influenced by Leading to Deliver as that is your highest domain score. The motivator behind your leadership is "Right First Time"

More on your leadership qualities:

- In times of uncertainty you instill calm in others, maintaining the focus on the important matters and avoiding drastic, potentially damaging decisions.
- You promote a culture of accountability throughout the organization, encouraging others to take initiative and be responsible for the completion of their tasks, enhancing focus and productivity.
- You are a meticulous planner who also follows through with their ideas down to the very last detail, inspiring confidence and trust in others.

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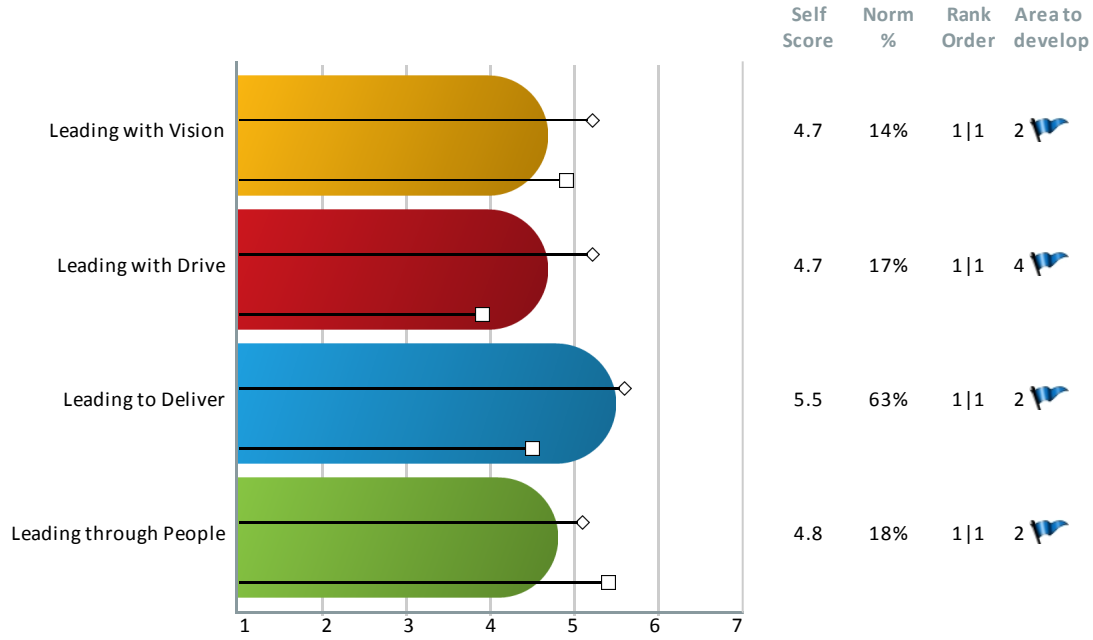
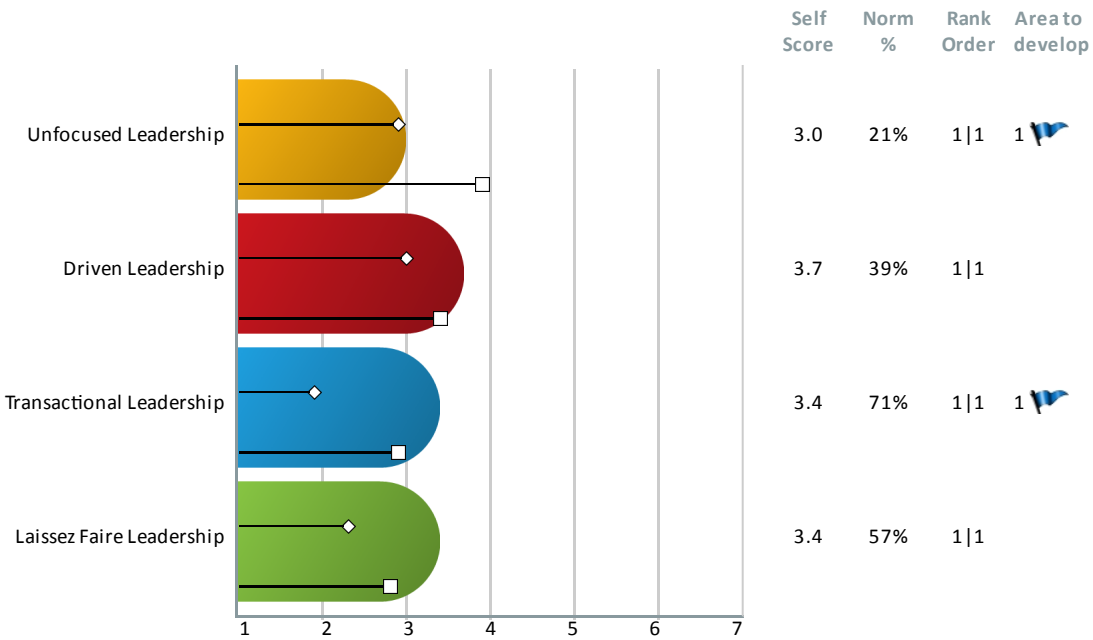
Your Domains Overview

The following chart displays how you scored at the domain level.

Effective Use of Domains



Overextended Use of Domains



○ | Boss
◇ | Peers
▷ | Staff
□ | Others

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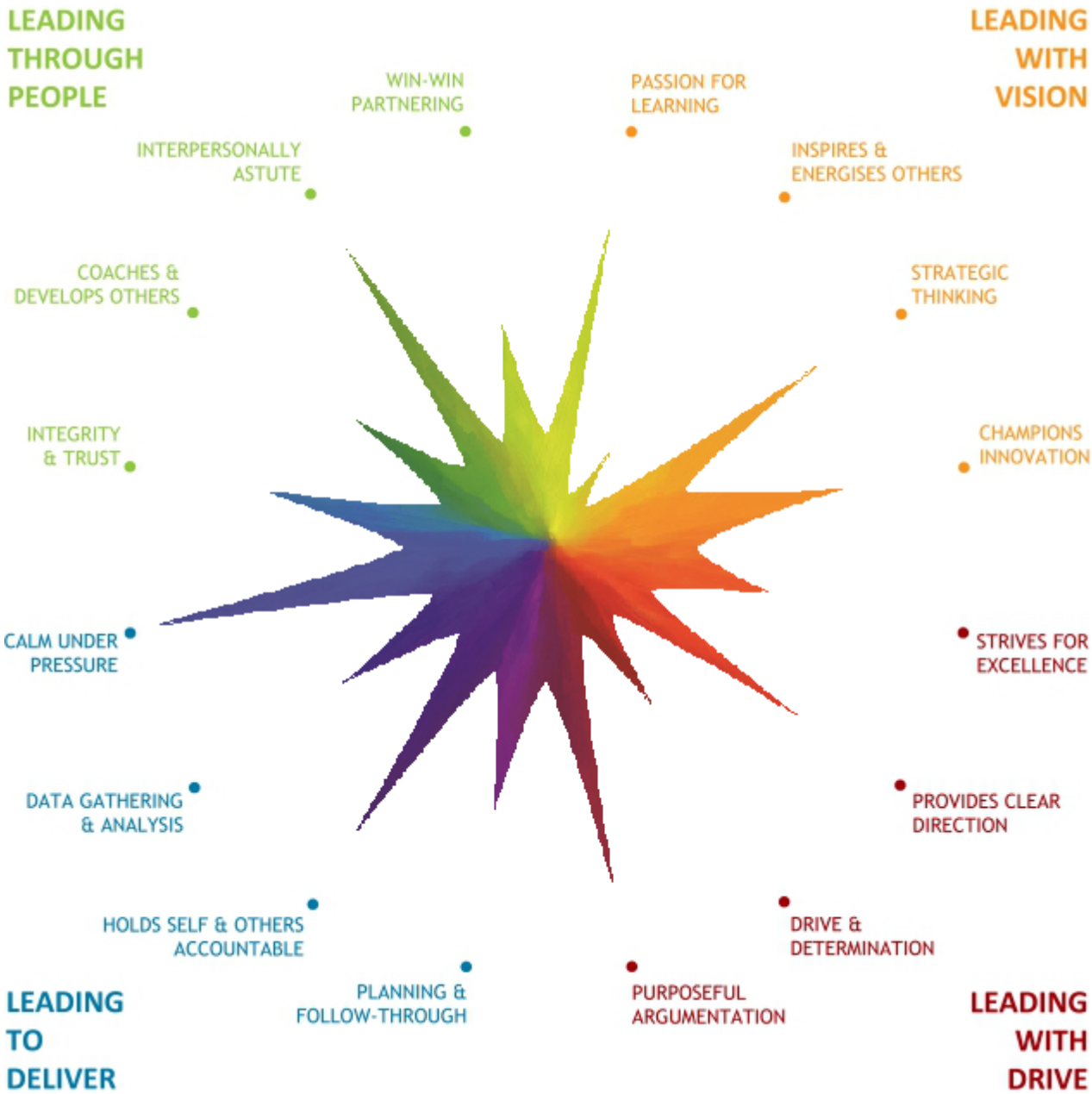
Your Effective Leadership Starburst

Starburst based on your self-assessed scores



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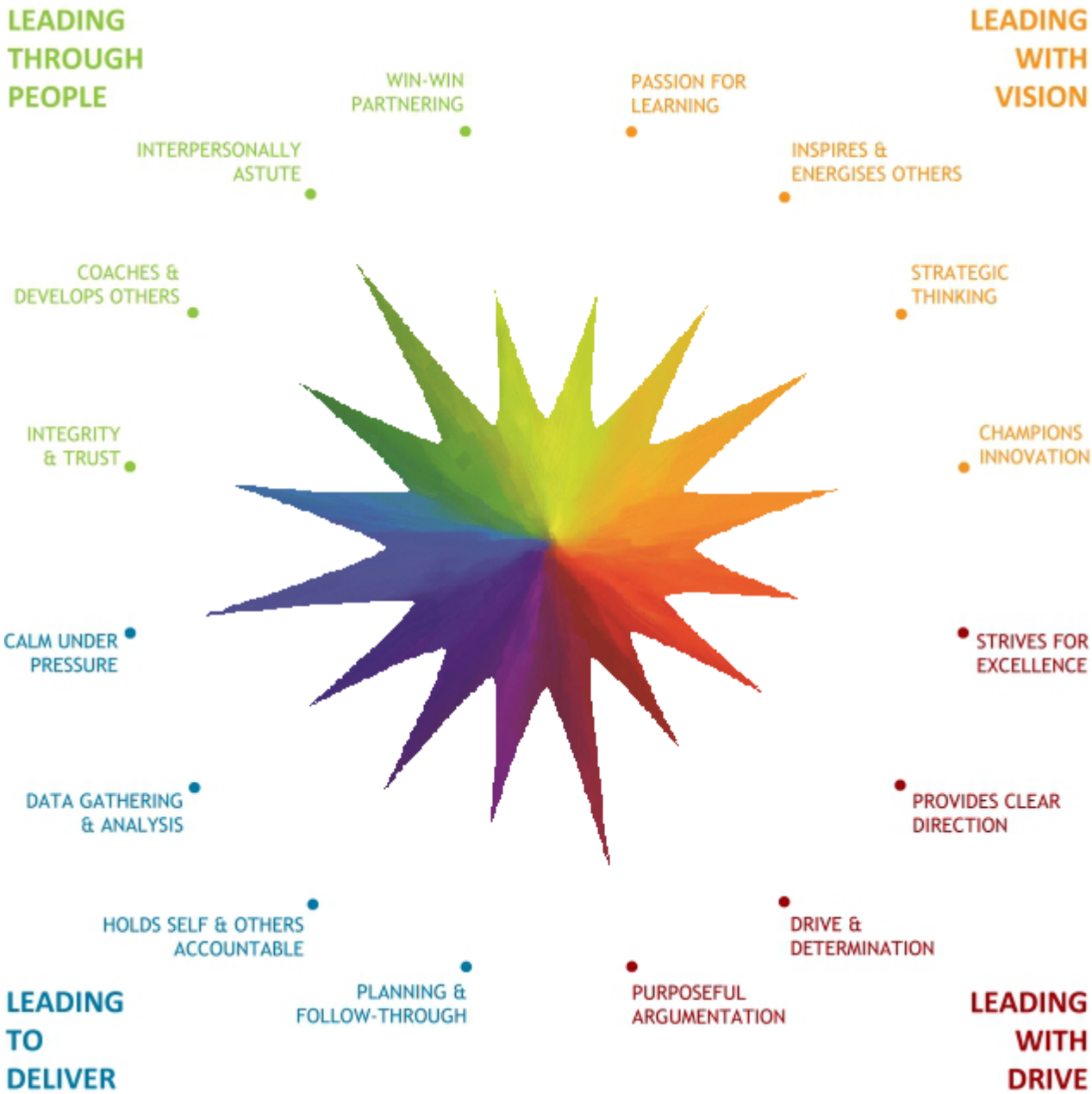
Your Effective Leadership Starburst

Starburst based on your feedback group scores



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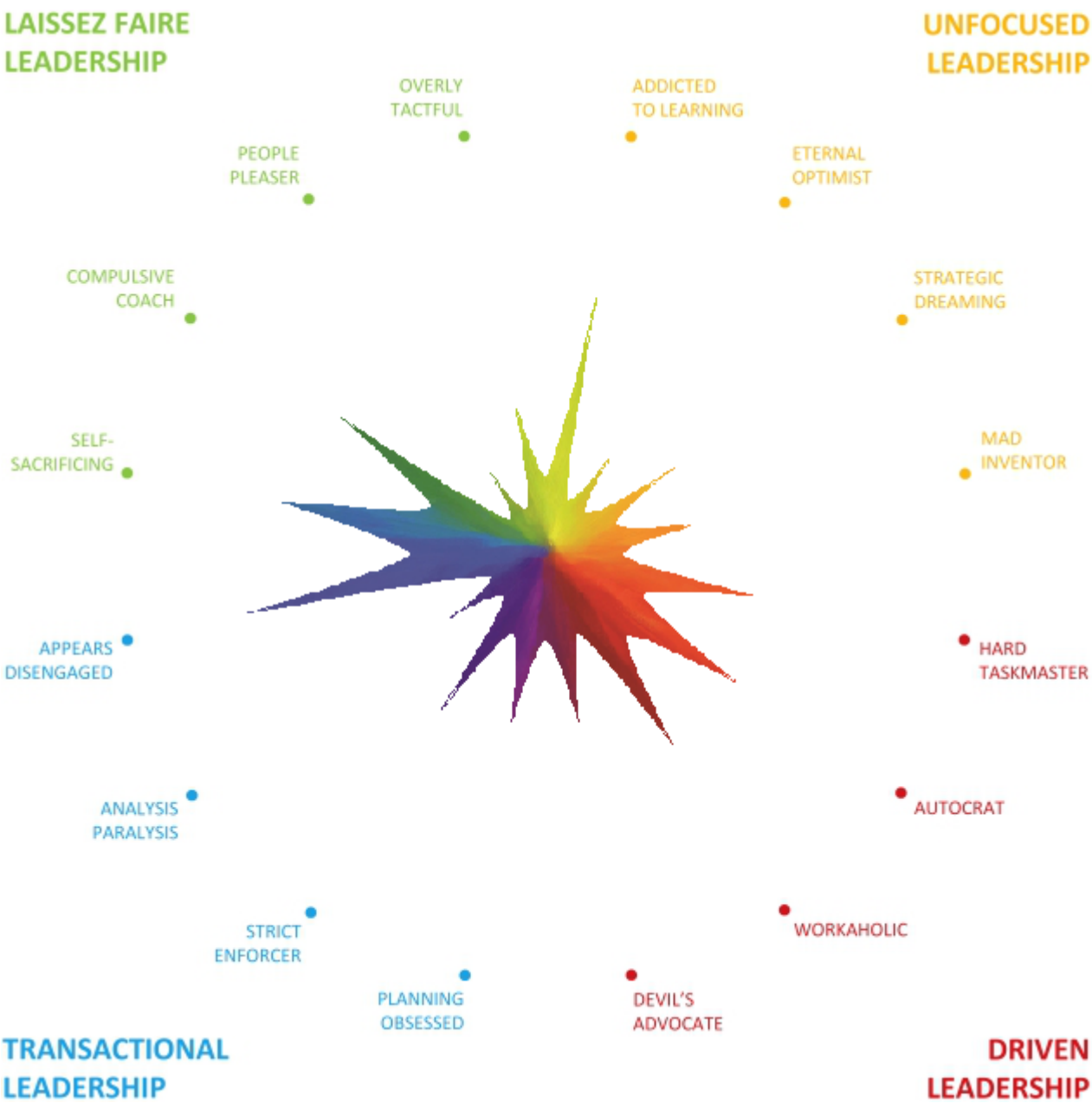
Your Overextended Leadership Starburst

Starburst based on your self-assessed scores



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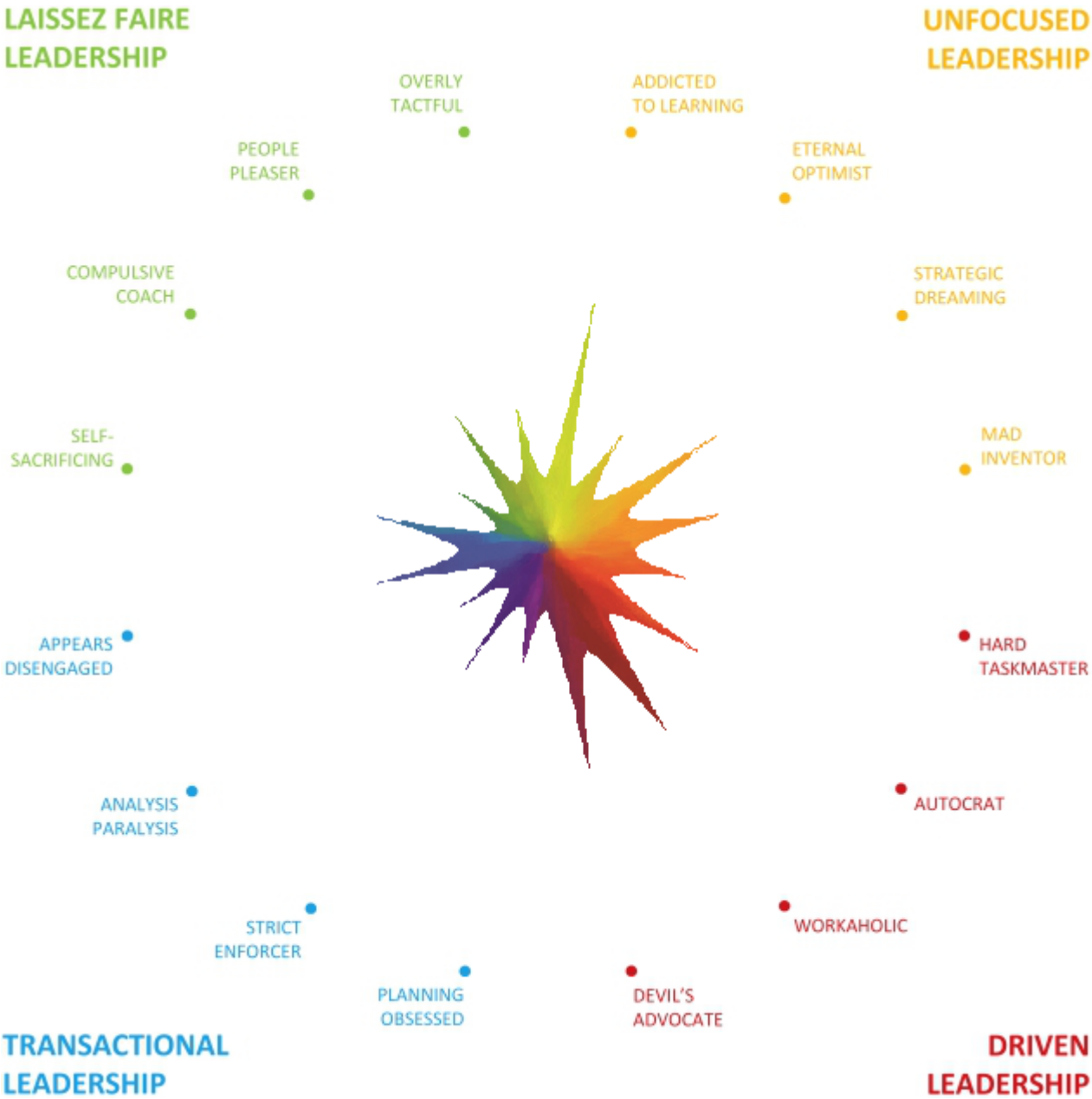
Your Overextended Leadership Starburst

Starburst based on your feedback group scores



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Your Effective Leadership - Summary

		Score	Norm %	Rank Order	Development Flags
Passion For Learning	Chris Sample	5.7	50%	1 | 1	
	All Feedback	4.5	5%	1 | 1	1
Inspires and Energizes Others	Chris Sample	2.0	1%	1 | 1	1
	All Feedback	5.1	41%	1 | 1	
Strategic Thinking	Chris Sample	5.7	64%	1 | 1	
	All Feedback	5.5	39%	1 | 1	
Champions Innovation	Chris Sample	5.3	42%	1 | 1	
	All Feedback	5.2	36%	1 | 1	1
Strives for Excellence	Chris Sample	4.0	9%	1 | 1	1
	All Feedback	4.5	14%	1 | 1	3
Provides Clear Direction	Chris Sample	5.3	62%	1 | 1	
	All Feedback	4.6	17%	1 | 1	1
Drive and Determination	Chris Sample	3.3	2%	1 | 1	
	All Feedback	4.2	3%	1 | 1	
Purposeful Argumentation	Chris Sample	6.0	88%	1 | 1	
	All Feedback	5.7	72%	1 | 1	
Planning and Follow-Through	Chris Sample	4.7	33%	1 | 1	
	All Feedback	4.9	24%	1 | 1	2
Holds Self and Others Accountable	Chris Sample	6.0	81%	1 | 1	
	All Feedback	5.1	34%	1 | 1	
Data Gathering and Analysis	Chris Sample	4.3	30%	1 | 1	
	All Feedback	5.0	29%	1 | 1	
Calm Under Pressure	Chris Sample	7.0	100%	1 | 1	
	All Feedback	6.1	85%	1 | 1	
Integrity and Trust	Chris Sample	5.0	45%	1 | 1	
	All Feedback	5.6	58%	1 | 1	
Coaches and Develops Others	Chris Sample	4.0	13%	1 | 1	
	All Feedback	5.2	52%	1 | 1	2
Interpersonally Astute	Chris Sample	6.3	84%	1 | 1	
	All Feedback	6.0	76%	1 | 1	
Win-Win Partnering	Chris Sample	4.0	7%	1 | 1	
	All Feedback	4.6	14%	1 | 1	

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Your Overextended Leadership - Summary

		Score	Norm %	Rank Order	Development Flags
Passion for Learning to Addicted to Learning	Chris Sample	4.7	36%	1 | 1	
	All Feedback	4.4	43%	1 | 1	1
Inspires and Energizes Others to Eternal Optimist	Chris Sample	2.0	18%	1 | 1	
	All Feedback	2.4	31%	1 | 1	
Strategic Thinking to Strategic Dreaming	Chris Sample	2.7	37%	1 | 1	1
	All Feedback	3.6	76%	1 | 1	
Champions Innovation to Mad Inventor	Chris Sample	2.7	50%	1 | 1	1
	All Feedback	3.1	76%	1 | 1	
Strives for Excellence to Hard Taskmaster	Chris Sample	3.7	42%	1 | 1	1
	All Feedback	2.5	15%	1 | 1	
Provides Clear Direction to Autocrat	Chris Sample	4.0	69%	1 | 1	
	All Feedback	3.2	56%	1 | 1	
Drive and Determination to Workaholic	Chris Sample	4.0	39%	1 | 1	
	All Feedback	3.8	43%	1 | 1	
Purposeful Argumentation to Devil's Advocate	Chris Sample	3.0	32%	1 | 1	
	All Feedback	3.9	67%	1 | 1	
Planning and Follow-Through to Planning Obsessed	Chris Sample	3.0	67%	1 | 1	
	All Feedback	2.1	23%	1 | 1	
Holds Self and Others Accountable to Strict Enforcer	Chris Sample	3.3	69%	1 | 1	
	All Feedback	2.5	38%	1 | 1	
Data Gathering and Analysis to Analysis Paralysis	Chris Sample	2.0	30%	1 | 1	
	All Feedback	1.8	11%	1 | 1	
Calm Under Pressure to Appears Disengaged	Chris Sample	5.3	95%	1 | 1	1
	All Feedback	3.0	64%	1 | 1	1
Integrity and Trust to Self-sacrificing	Chris Sample	4.7	77%	1 | 1	
	All Feedback	3.0	18%	1 | 1	
Coaches and Develops Others to Compulsive Coach	Chris Sample	4.3	92%	1 | 1	
	All Feedback	1.8	17%	1 | 1	
Interpersonally Astute to People Pleaser	Chris Sample	1.7	15%	1 | 1	
	All Feedback	2.9	68%	1 | 1	
Win-Win Partnering to Overly Tactful	Chris Sample	2.7	28%	1 | 1	
	All Feedback	2.5	29%	1 | 1	

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Top Ranked Areas of Development

		Self	Boss	Peers	Staff	Others	Feedback Ranking
Effective							
Strives for Excellence	I drive the organisation to adopt new initiatives and continuously improve	4.0	n/a	5.7	n/a	3.0	2
Passion For Learning	When receiving feedback I am willing to examine my potential blind spots	6.0	n/a	5.0	n/a	3.5	1
Planning and Follow-Through	Before embarking on a project I create detailed plans to ensure I meet deadlines and quality standards	4.0	n/a	5.7	n/a	2.5	1
Strives for Excellence	I strive to improve business processes from the ultimate customer's viewpoint	6.0	n/a	5.7	n/a	3.0	1
Overextended							
Calm Under Pressure to Appears Disengaged	Sometimes my composure under pressure can be off-putting for those who want immediate action	4.0	n/a	2.7	n/a	6.5	1
Passion for Learning to Addicted to Learning	I become uninterested if a project does not offer me any room for personal growth	5.0	n/a	3.0	n/a	4.5	1

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Your effective Leadership Tag Cloud

Tag cloud based on your self-assessed scores.

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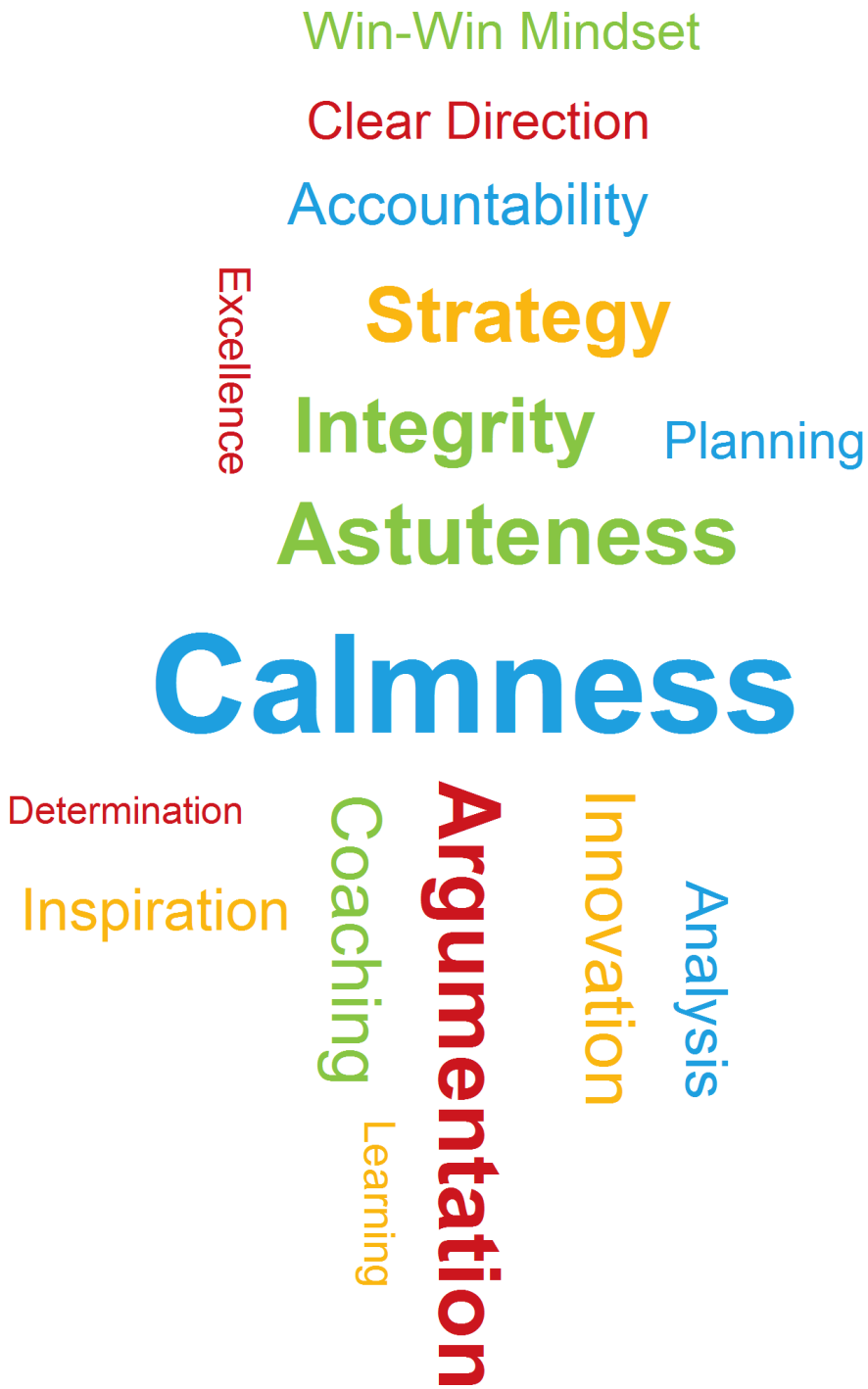
Your effective Leadership Tag Cloud

Tag Cloud based on your feedback group scores



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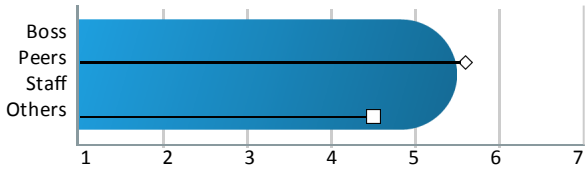
Leadership Analysis by Domain Leading to Deliver

Effective Use of Leading to Deliver

These leaders are reliable and possess the necessary discipline and attention to detail required for the team to deliver to their commitments. They are meticulous planners and enforce structures to ensure consistent delivery, keeping their composure even when the pressure is on.

Your overall effectiveness in Leading to Deliver:



Self Score	Norm %	Rank Order	Area to develop
5.5	63%	1|1	2

Your key strengths:

- By keeping your eye on the bigger picture you can stay focused in the face of difficult circumstances
- You stay in control of your emotions even when the team is under pressure
- You make a point of being objective when self-assessing your strengths and weaknesses

Here are some more ways you show that you can lead others

- Your competitive spirit means that you make the most of your time and resources to make sure your team are never behind. When you have not met your expectations you feel as though you are behind and give yourself an even stricter schedule. Through your desire to surpass others you are a motivational leader and in times of crisis you help keep the team calm and focused on delivery.
- You often find yourself formally or informally taking on leadership roles. You possess a strong self-awareness that prevents you from being seen as condescending or egotistic when you do this. While a less careful leader may tread on others on their way to the top, you have been known to rise to do so gracefully.

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Leadership Analysis by Domain Leading to Deliver

Your suggested areas of development

While you are a leader who is aware of the bigger picture, it is still important to ensure that your conceptual vision is grounded in current priorities and practical concerns by gathering the relevant data and analyzing it to add to your understanding.

During the planning phase try to put forward some unorthodox and creative ideas. These ideas will add to the strength and depth of your planning as well as stimulate others to generate their own. Think imaginatively about the problems that may arise in the plan along its way to completion. This will allow you to anticipate problems and come up with solutions early.

Here are some more ways you can develop to lead others

- Enhance your decision-making logic by analyzing the relevant data you have gathered regarding an issue
- An important method to stay ahead of the game is to gather the data around you and analyze it
- Be open to exploring new ways to gather data and analyze it, giving you a stronger grasp of the bigger picture
- Try and make use of your creativity to come up with innovative plans and methods to pull them off
- Constantly assess the progress you and your team make to ensure that you are on top of your deadlines and on track to deliver
- Data collection is an important part of most projects and it provides the statistical background that many ideas rely upon. It is often something necessary for a project's success and, even if you find it monotonous, there is a lot of value in it.
- No matter how bad a situation gets, you can always rely on your basic common sense to keep you level-headed and determine the right course of action.
- while planning is not something that comes naturally to you, there are still benefits to putting in the hard work to make a good plan. It will allow you to keep on track time-wise, and alert you whenever anyone is falling behind schedule so you can support them.

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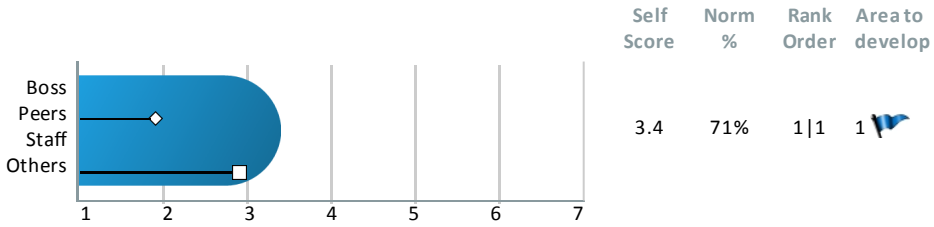
Leadership Analysis by Domain Leading to Deliver

Possible Overextensions of Leading to Deliver

Leaders who value delivery above all risk stifling the individual growth and creativity of those around them. They can appear indecisive when confronted with a situation where they feel they require more information. Also they can spend too much time and energy on planning, holding the team back from taking action and delaying progress.

Your possible overextensions of Leading to Deliver:



Final comments and recommendations on your Leading to Deliver

- Don't let your personal desires get in the way of your goals
- Make sure when being led by your intuition your actions are conducive to the realization of your goals
- Take your foot off the pedal when the situation requires it so that you can reflect on your progress
- Be aware of when it is better to take a less overt leadership role
- Your visions may be great and your desire to do them justice even greater, but things can only be achieved one step at a time.
- You are accustomed to keeping your feelings in check and not letting other people know what you are thinking. This can make it very difficult for you to bond with new people as you aren't used to opening up.
- When you have taken time to deliberate and then given your word that you will get something done, you can become obsessed with time management. This fixation with ensuring you meet your targets can lead to unrealistic demands both on yourself and on those you work with.
- Your healthy skepticism and natural caution keep you safe from rash decisions, but they can also hold you back. By refusing to explore certain avenues you deprive yourself of the opportunities they may present to you.

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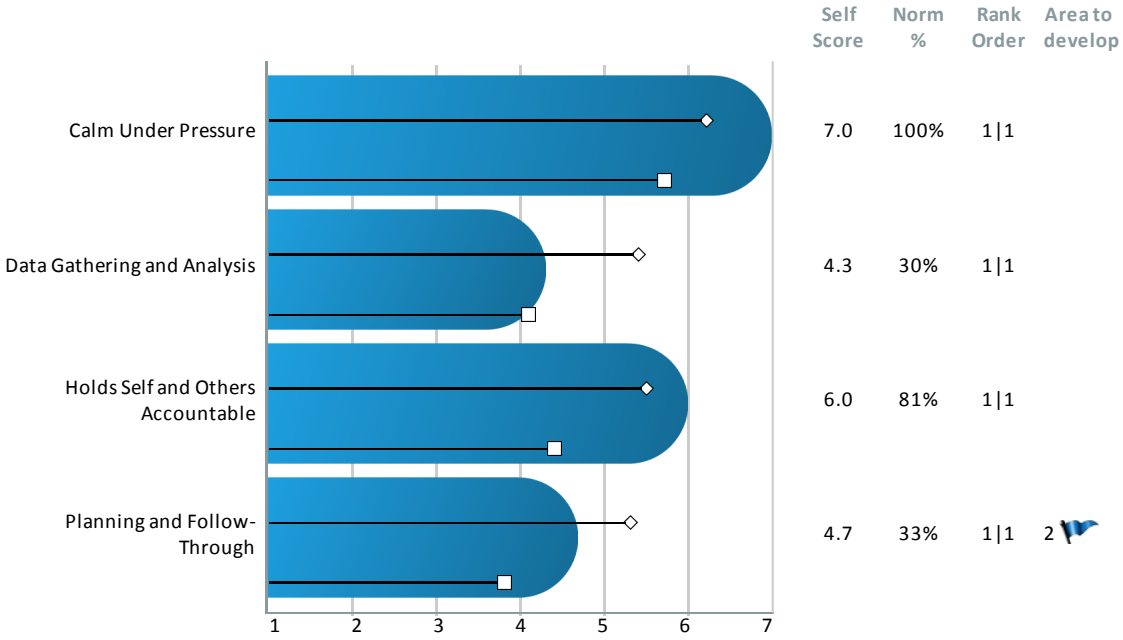
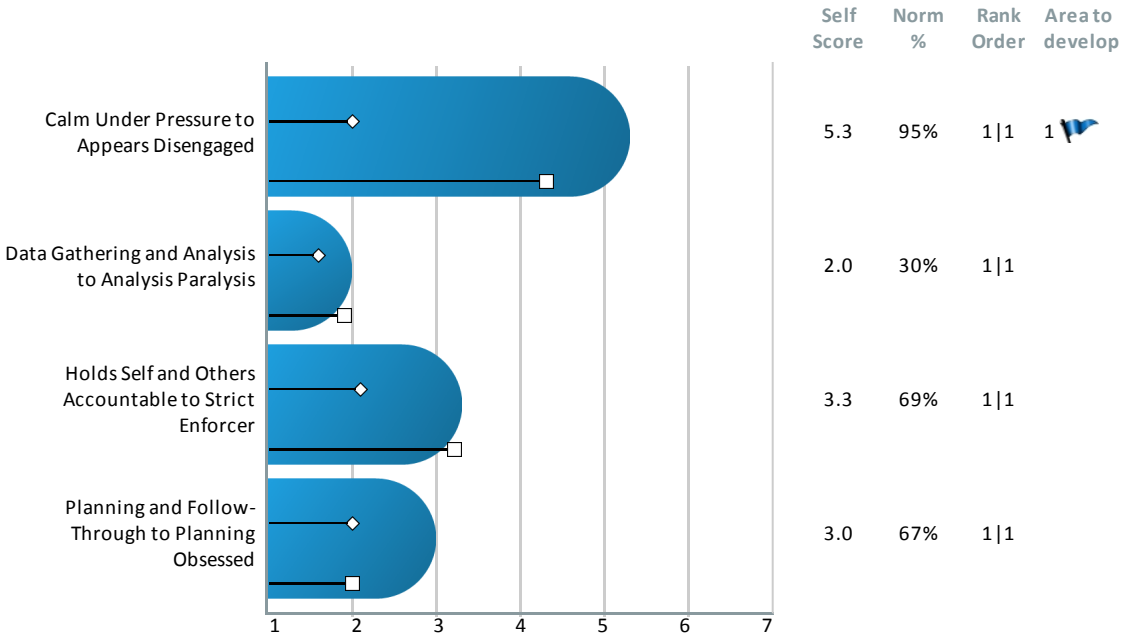
Leadership Analysis by Domain Leading to Deliver

Your Effective and Overextended use of the four qualities:

Effective



Overextended



○ | Boss
◇ | Peers
▷ | Staff
□ | Others

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Summary Leading to Deliver

Calm Under Pressure	Score	Norm %	Rank Order
Boss			
Peers	6.3	94%	1|1
Staff			
Others	5.8	68%	1|1
All Feedback	6.1		
All Feedback (Weighted)	6.1	85%	1|1
Chris Sample	7.0	100%	1|1

Data Gathering and Analysis	Score	Norm %	Rank Order
Boss			
Peers	5.5	54%	1|1
Staff			
Others	4.2	8%	1|1
All Feedback	4.9		
All Feedback (Weighted)	5.0	29%	1|1
Chris Sample	4.3	30%	1|1

Holds Self and Others Accountable	Score	Norm %	Rank Order
Boss			
Peers	5.6	64%	1|1
Staff			
Others	4.5	13%	1|1
All Feedback	5.1		
All Feedback (Weighted)	5.1	34%	1|1
Chris Sample	6.0	81%	1|1

Planning and Follow-Through	Score	Norm %	Rank Order
Boss			
Peers	5.4	49%	1|1
Staff			
Others	3.9	4%	1|1
All Feedback	4.7		
All Feedback (Weighted)	4.9	24%	1|1
Chris Sample	4.7	33%	1|1

Totals - Leading to Deliver	Score	Norm %	Rank Order
Boss			
Peers	5.7	72%	1|1
Staff			
Others	4.6	10%	1|1
All Feedback	5.3	42%	1|1
Chris Sample	5.5	63%	1|1

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Summary Leading to Deliver

From Leading to Deliver to Transactional Leadership

Calm Under Pressure to Appears Disengaged		Score	Norm %	Rank Order
	Boss			
	Peers	2.1	16%	1|1
	Staff			
	Others	4.4	98%	1|1
	All Feedback	3.3		
	All Feedback (Weighted)	3.0	64%	1|1
	Chris Sample	5.3	95%	1|1

Data Gathering and Analysis to Analysis Paralysis		Score	Norm %	Rank Order
	Boss			
	Peers	1.7	7%	1|1
	Staff			
	Others	2.0	19%	1|1
	All Feedback	1.9		
	All Feedback (Weighted)	1.8	11%	1|1
	Chris Sample	2.0	30%	1|1

Holds Self and Others Accountable to Strict Enforcer		Score	Norm %	Rank Order
	Boss			
	Peers	2.2	24%	1|1
	Staff			
	Others	3.3	75%	1|1
	All Feedback	2.8		
	All Feedback (Weighted)	2.5	38%	1|1
	Chris Sample	3.3	69%	1|1

Planning and Follow-Through to Planning Obsessed		Score	Norm %	Rank Order
	Boss			
	Peers	2.1	23%	1|1
	Staff			
	Others	2.1	23%	1|1
	All Feedback	2.1		
	All Feedback (Weighted)	2.1	23%	1|1
	Chris Sample	3.0	67%	1|1

Totals - Leading to Deliver		Score	Norm %	Rank Order
	Boss			
	Peers	2.0	10%	1|1
	Staff			
	Others	3.0	69%	1|1
	All Feedback	2.4	31%	1|1
	Chris Sample	3.4	71%	1|1

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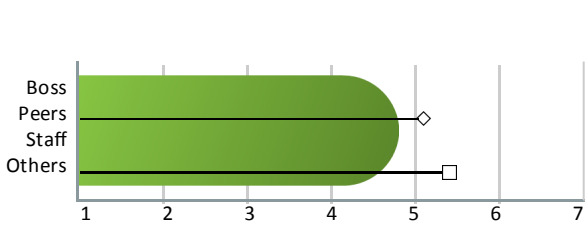
Leadership Analysis by Domain Leading through People

Effective Use of Leading through People

A leader who can effectively speed-read and build rapport with others can often influence them positively in order to achieve collaborative goals. They promote a work environment based on trust and shared values, wherein each person feels comfortable sharing their views and feedback in a constructive manner.

Your overall effectiveness in Leading through People:



Self Score	Norm %	Rank Order	Area to develop
4.8	18%	1|1	2

Your key strengths:

- You excel at clearly sharing information with your team, particularly in written mediums
- You encourage debate that brings out the most robust views from everyone
- You are good at coming up with ways to gain credibility with your colleagues

Here are some more ways you show that you can lead others

- It is important for you to have a thorough understanding of the long-term aims and benefits of any proposal. You emphasize these to your team when presenting and explaining the core ideas that underscore a project. Regardless of surface differences these core ideas, when adequately justified and made understandable to your team, provide a common ground for team work.
- Your manner is professional and dignified at all times; however you make sure others know that this does not negate the need for full disclosure and honesty when approaching you. You take promises seriously and expect others to honor this by doing the same.

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Leadership Analysis by Domain Leading through People

Your suggested areas of development

Provide clear guidelines for your team in order to encourage the further development of their skills. Act on the opportunities you have to constructively criticize those who are not meeting their targets; your instinctive knack for leadership means that you are able to do this without causing offence. You may find that just by setting challenging targets your team will develop in the process of striving to reach them.

Logic is one of the tools you can potentially use to keep a team connected. Remember that by presenting things in a consistent and thought through manner you can let people know what the plan is and how everyone can best work together to achieve it. In this way you can bring everyone together and keep them moving at the same pace.

Here are some more ways you can develop to lead others

- Try to come up with ways to help team members develop when they seem to be at an impasse
- Your aptitude for noticing patterns in data might be applied to analyzing your team's performance over time, then sharing those observations with them as feedback
- Channel your focus on success to challenge individuals within your team to strive for long term self-development
- When others are having trouble working towards a common goal, reassure them that they can turn to you for a calm perspective
- Utilize logic within your communication skills in order to outline your points of view clearly when dealing with diverse teams
- Look for the underlying causes of stress and tension within your group. If you can catch these early enough, you will not have to worry about dealing with a full-blown conflict. Speak separately to the individuals concerned and 'nip it in the bud'.
- When organizational policy becomes a barrier to completing your goals, you need to work around that policy. It is sometimes more important to get things done than worry what bureaucratic 'red tape' you are crossing.
- Listening is an important skill so you should nurture this ability and practice it in conversation. You will probably hear some thought-provoking ideas and opinions that you might have missed if you had not listened properly to your conversation partner.

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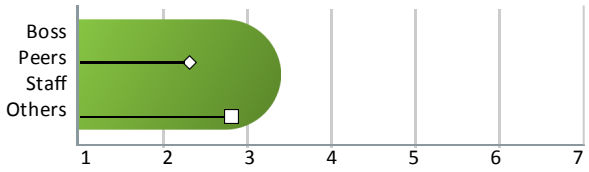
Leadership Analysis by Domain Leading through People

Possible Overextensions of Leading through People

When these leaders overextend in this domain, they can get too involved in the personal problems of others, spending too much time making sure everyone is happy rather than focusing on collective goals. They may also end up losing track of their own priorities trying to help others with their concerns, compromising their personal goals in their stubborn upholding of values and honesty.

Your possible overextensions of Leading through People:



	Self Score	Norm %	Rank Order	Area to develop
Boss				
Peers	3.4	57%	1|1	
Staff				
Others				

Final comments and recommendations on your Leading through People

- Avoid leaving everything to the last minute trusting your instincts to kick in - you and the team will constantly end up playing catch-up
- To help build rapport you may want to concede a point, even when you believe you are right
- The opposite of integrity is manipulation - try not to be arrogant or put others down in order to inflate your own position
- Remember to emphasize risk and opportunity to an equal degree
- Remember that empowering team members may be a more powerful change agent than your direct management
- Some situations call for empathy and compassion and this role suits you well. However there are times when your emotional side can cloud the issue and make it difficult for you to distance yourself and be objective.
- Your reluctance to draw attention to your own achievements can lead to others being promoted ahead of you at work. In this way you allow your self-imposed modesty to handicap you.
- Recognize that there are many people who are not as empathetic as you, so when talking to them do not try to use feelings and emotions to inspire and engage them.

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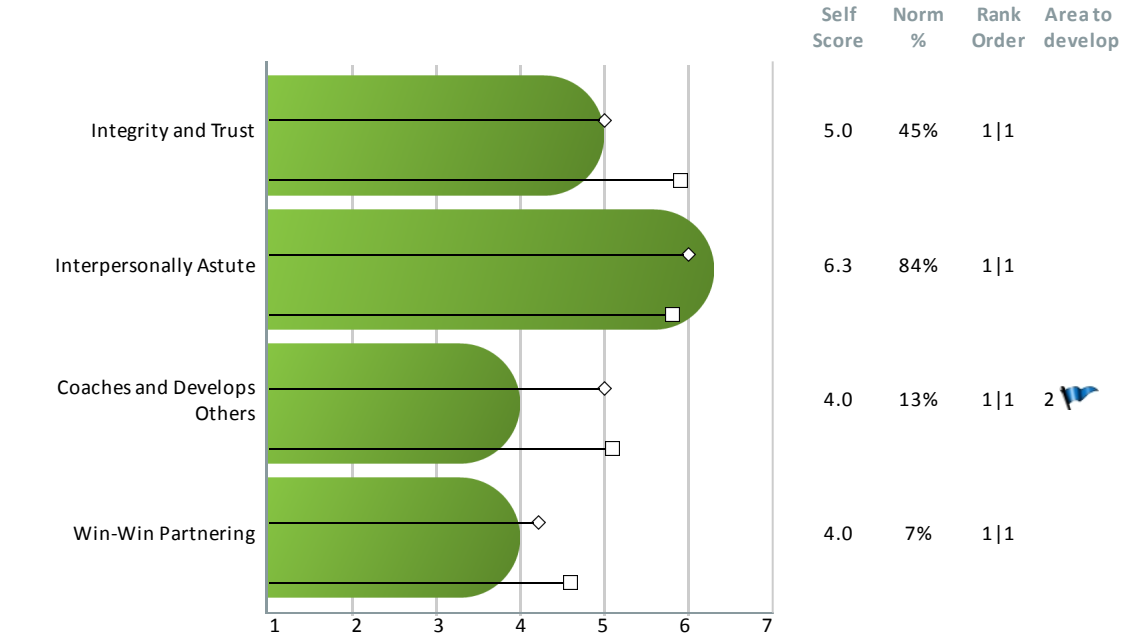
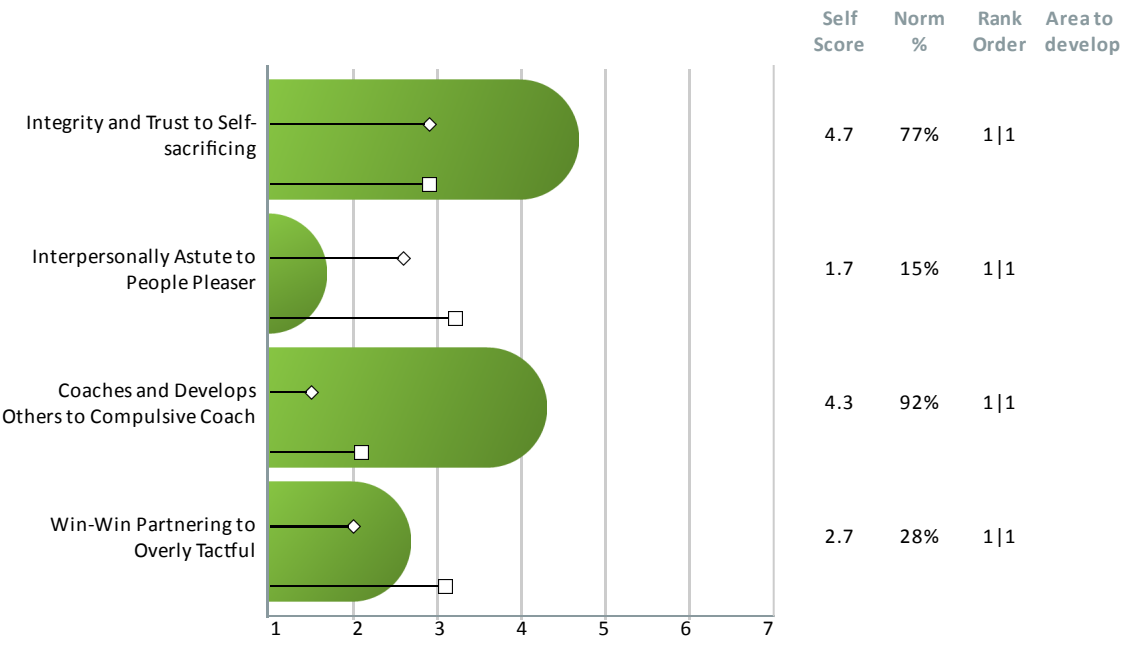
Leadership Analysis by Domain Leading through People

Your Effective and Overextended use of the four qualities:

Effective



Overextended



○ | Boss
◇ | Peers
▷ | Staff
□ | Others

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Summary Leading through People

Integrity and Trust	Score	Norm %	Rank Order
Boss			
Peers	5.1	30%	1|1
Staff			
Others	6.0	83%	1|1
All Feedback	5.6		
All Feedback (Weighted)	5.6	58%	1|1
Chris Sample	5.0	45%	1|1

Interpersonally Astute	Score	Norm %	Rank Order
Boss			
Peers	6.1	80%	1|1
Staff			
Others	5.9	70%	1|1
All Feedback	6.0		
All Feedback (Weighted)	6.0	76%	1|1
Chris Sample	6.3	84%	1|1

Coaches and Develops Others	Score	Norm %	Rank Order
Boss			
Peers	5.1	47%	1|1
Staff			
Others	5.2	52%	1|1
All Feedback	5.2		
All Feedback (Weighted)	5.2	52%	1|1
Chris Sample	4.0	13%	1|1

Win-Win Partnering	Score	Norm %	Rank Order
Boss			
Peers	4.3	7%	1|1
Staff			
Others	4.7	17%	1|1
All Feedback	4.5		
All Feedback (Weighted)	4.6	14%	1|1
Chris Sample	4.0	7%	1|1

Totals - Leading through People	Score	Norm %	Rank Order
Boss			
Peers	5.2	39%	1|1
Staff			
Others	5.5	59%	1|1
All Feedback	5.4	52%	1|1
Chris Sample	4.8	18%	1|1

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Summary Leading through People

From Leading through People to Laissez Faire Leadership

Integrity and Trust to Self-sacrificing		Score	Norm %	Rank Order
	Boss			
	Peers	3.0	18%	1|1
	Staff			
	Others	3.0	18%	1|1
	All Feedback	3.0		
	All Feedback (Weighted)	3.0	18%	1|1
	Chris Sample	4.7	77%	1|1

Interpersonally Astute to People Pleaser		Score	Norm %	Rank Order
	Boss			
	Peers	2.7	58%	1|1
	Staff			
	Others	3.3	82%	1|1
	All Feedback	3.0		
	All Feedback (Weighted)	2.9	68%	1|1
	Chris Sample	1.7	15%	1|1

Coaches and Develops Others to Compulsive Coach		Score	Norm %	Rank Order
	Boss			
	Peers	1.6	7%	1|1
	Staff			
	Others	2.2	47%	1|1
	All Feedback	1.9		
	All Feedback (Weighted)	1.8	17%	1|1
	Chris Sample	4.3	92%	1|1

Win-Win Partnering to Overly Tactful		Score	Norm %	Rank Order
	Boss			
	Peers	2.1	10%	1|1
	Staff			
	Others	3.2	69%	1|1
	All Feedback	2.7		
	All Feedback (Weighted)	2.5	29%	1|1
	Chris Sample	2.7	28%	1|1

Totals - Leading through People		Score	Norm %	Rank Order
	Boss			
	Peers	2.4	14%	1|1
	Staff			
	Others	2.9	54%	1|1
	All Feedback	2.6	27%	1|1
	Chris Sample	3.4	57%	1|1

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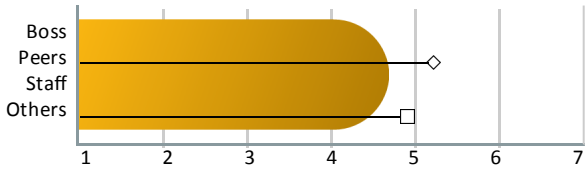
Leadership Analysis by Domain Leading with Vision

Effective Use of Leading with Vision

Leaders who focus on this domain are life-long learners who take away valuable lessons to contribute to the overall goals of their organization. They're always motivating others and fostering their creativity, promoting a dynamic environment of constant innovation and long-term thinking.

Your overall effectiveness in Leading with Vision:



Self Score	Norm %	Rank Order	Area to develop
4.7	14%	1|1	2

Your key strengths:

- You are good at comprehending visions at an intellectual level which encourages you to utilize your curiosity and locate further insights into a problem
- You are instrumental when it comes to inventing ways of communicating your organization's vision and broader strategies to your team
- You are rational and objective in your assessment of the market, helping you innovate to great effect

Here are some more ways you show that you can lead others

- You have the ability to keep the attention of the group engaged even in difficult situations. Your comfort with authority means that you find it easy to act as a stable reference point to which others may refer. In your conversations with others you keep their attention focused and on task.
- Others see you as a level-headed and conscientious member of your organization. This means that you are naturally given the benefit of the doubt and that any projects aligned to your name are more readily trusted. This is a compliment, but it is also a responsibility as you may influence the overall direction of your organization.

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Leadership Analysis by Domain Leading with Vision

Your suggested areas of development

When a situation comes up that requires unconventional solutions, your colleagues look to you for guidance. Be open to the discussions with your team that spring from these moments. Your visionary attitude brings out the creative ideas of those you work with, fostering a positive, energized atmosphere in which new insights and approaches are highly valued.

By thinking deeply about how to solve problems you are often able to spot developing trends that might be missed by others. Try to use these skills to recognize good performances which otherwise might go unnoticed. This will allow you to pick the right person for the right task and those working for you will be motivated by your tendency to recognize true talent.

Here are some more ways you can develop to lead others

- Objectively assess your team's strengths and delegate responsibilities accordingly to maximize efficiency
- Try to unite others by focusing their collective desires to succeed
- Try turning good ideas into shared visions; give your team a vested interest in success
- Govern your emotions so that your team will attach more importance to situations when your feelings do rise to the surface
- Even though coming up with ways to change an organization doesn't come naturally to you, there are still times when you have thoughts that might help streamline the way things are run. When you have ideas don't hold back from putting them up for discussion.
- It might not happen very often but other people will look to you for encouragement. When this happens, don't let your worries get in the way of providing them with the support they need.
- Try and be more positive when talking about change. Change is inevitable and by promoting it you will motivate others to be happier about it too.
- When communicating think about the song (words), music (tone) and dance (body language). It is not just important to prepare what you say but also to practice how you are going to say it and how you use your body to bring it to life.

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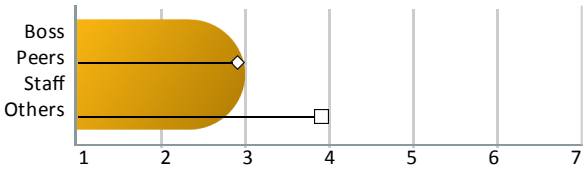
Leadership Analysis by Domain Leading with Vision

Possible Overextensions of Leading with Vision

Leaders who focus too much on their vision can become unrealistic, frustrating those around them who seek a more practical assessment of future opportunities, progress and goals. Others can also see them as learning-obsessed and in danger of overlooking business priorities. Their positivity can appear misguided in times of crisis, prone to taking risky decisions in order to achieve too much in one go.

Your possible overextensions of Leading with Vision:



	Self Score	Norm %	Rank Order	Area to develop
	3.0	21%	1|1	1

Final comments and recommendations on your Leading with Vision

- Try to look beyond your instincts when it comes to discussions with your team
- In difficult times be careful not to become overly controlling as this can make you unapproachable
- Your creativity can lead you off on a tangent and override the issues others actually wanted to discuss with you
- If left unchecked your drive to succeed can ostracize others and make you seem unpredictable in your one-to-one interactions
- Normally you can work efficiently even when a deadline is just around the corner. However sometimes, in an effort to cut it as close as possible, you miss the deadline completely.
- When you are looking for courses of action or solutions to problems, you sometimes focus too much on the broad scheme of things. You don't always go into your ideas in enough depth to allow detailed planning to occur.
- Your talent for finding patterns and trends in data can lead you to wasting time, looking through reams of information where no patterns exist. You end up seeing trends simply because you are searching for them.
- Sometimes you need to keep to commitments when dealing with others. You can't always afford to communicate with others only when you feel inspired to do so.

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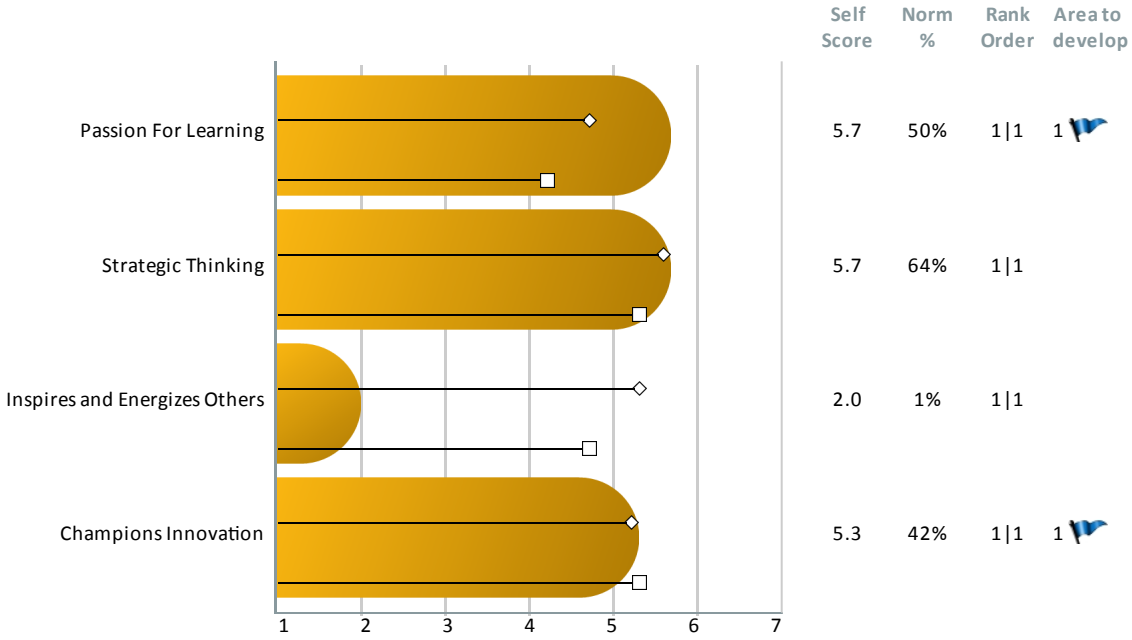
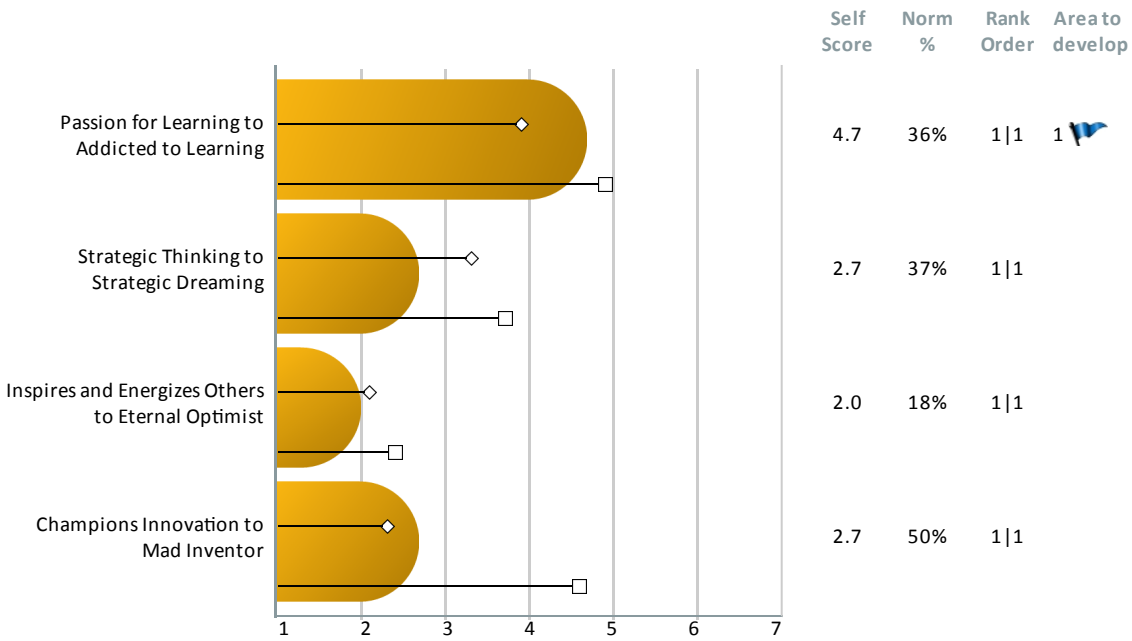
Leadership Analysis by Domain Leading with Vision

Your Effective and Overextended use of the four qualities:

Effective



Overextended



○ | Boss
◇ | Peers
▷ | Staff
□ | Others

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Summary Leading with Vision

Passion For Learning	Score	Norm %	Rank Order
Boss			
Peers	4.8	10%	1|1
Staff			
Others	4.3	4%	1|1
All Feedback	4.6		
All Feedback (Weighted)	4.5	5%	1|1
Chris Sample	5.7	50%	1|1

Strategic Thinking	Score	Norm %	Rank Order
Boss			
Peers	5.7	52%	1|1
Staff			
Others	5.4	33%	1|1
All Feedback	5.6		
All Feedback (Weighted)	5.5	39%	1|1
Chris Sample	5.7	64%	1|1

Inspires and Energizes Others	Score	Norm %	Rank Order
Boss			
Peers	5.4	55%	1|1
Staff			
Others	4.8	28%	1|1
All Feedback	5.1		
All Feedback (Weighted)	5.1	41%	1|1
Chris Sample	2.0	1%	1|1

Champions Innovation	Score	Norm %	Rank Order
Boss			
Peers	5.3	41%	1|1
Staff			
Others	5.4	47%	1|1
All Feedback	5.4		
All Feedback (Weighted)	5.2	36%	1|1
Chris Sample	5.3	42%	1|1

Totals - Leading with Vision	Score	Norm %	Rank Order
Boss			
Peers	5.3	36%	1|1
Staff			
Others	5.0	20%	1|1
All Feedback	5.1	25%	1|1
Chris Sample	4.7	14%	1|1

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Summary Leading with Vision

From Leading with Vision to Unfocused Leadership

Passion for Learning to Addicted to Learning		Score	Norm %	Rank Order
	Boss			
	Peers	4.0	21%	1|1
	Staff			
	Others	5.0	77%	1|1
	All Feedback	4.5		
	All Feedback (Weighted)	4.4	43%	1|1
	Chris Sample	4.7	36%	1|1

Strategic Thinking to Strategic Dreaming		Score	Norm %	Rank Order
	Boss			
	Peers	3.4	67%	1|1
	Staff			
	Others	3.8	84%	1|1
	All Feedback	3.6		
	All Feedback (Weighted)	3.6	76%	1|1
	Chris Sample	2.7	37%	1|1

Inspires and Energizes Others to Eternal Optimist		Score	Norm %	Rank Order
	Boss			
	Peers	2.2	21%	1|1
	Staff			
	Others	2.5	36%	1|1
	All Feedback	2.4		
	All Feedback (Weighted)	2.4	31%	1|1
	Chris Sample	2.0	18%	1|1

Champions Innovation to Mad Inventor		Score	Norm %	Rank Order
	Boss			
	Peers	2.4	46%	1|1
	Staff			
	Others	4.7	98%	1|1
	All Feedback	3.6		
	All Feedback (Weighted)	3.1	76%	1|1
	Chris Sample	2.7	50%	1|1

Totals - Leading with Vision		Score	Norm %	Rank Order
	Boss			
	Peers	3.0	33%	1|1
	Staff			
	Others	4.0	89%	1|1
	All Feedback	3.4	61%	1|1
	Chris Sample	3.0	21%	1|1

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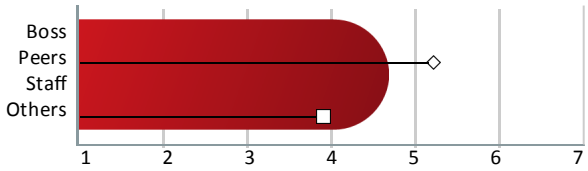
Leadership Analysis by Domain Leading with Drive

Effective Use of Leading with Drive

Leaders who communicate clearly are able to achieve great things, saving time and energy that could be lost due to misunderstanding caused by incomplete directions. They provide clear logic behind their decision making, instilling energy in others, motivating them to constantly improve on past achievements.

Your overall effectiveness in Leading with Drive:



Self Score	Norm %	Rank Order	Area to develop
4.7	17%	1|1	4

Your key strengths:

- You are consistently assertive when it comes to putting forward your view
- You use logic effectively to create arguments that are consistent and easily understandable
- In order to succeed you know that it is important that everyone understands their role and you give instructions accordingly

Here are some more ways you show that you can lead others

- When you are in a discussion with others you often find that your creativity gives you options to talk about that you would not have considered beforehand. In order to capitalize on these ideas you adopt a rapidly evolving communication style. This allows you to be creative whilst not losing your flow and you can keep the audience engaged throughout your talk.
- When you are giving directions to your team one of the main things you do is to tell them about the progress of the project from an overall perspective. This gives them a sense of progress in the grand scheme of things as well as allowing them to adjust their focus on tasks in accordance with your information.

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Leadership Analysis by Domain Leading with Drive

Your suggested areas of development

When faced with a problem you take time to consider all the relevant facts and details in order to find the best possible solution. Don't be afraid to bring your measured approach to the rest of the team so that they can take comfort in your ability to remain steady and find the optimal solutions even in the most difficult situations. They will race towards their targets knowing that it is exactly what is required in order to succeed.

You are drawn to the responsibility of leading projects and teams efficiently. Build on your awareness of the bigger picture to ensure that projects are always on course. Use your position of control within a group to step forward to ensure that everyone within your team is maximizing their potential. Your capabilities as a leader could help make your team strive towards the highest results possible.

Here are some more ways you can develop to lead others

- Use your inner sense of the correct path to work towards an objective even as others have given up
- Your ability to lead a group can help you to push a controversial initiative forward
- Embrace the fact that you will need to overcome resistance from colleagues to do what needs to be done
- Think of ways you could make a fundamental difference to your organization
- Try to come up with new ways of delivering on your team's objectives to the highest possible standards
- Shake off your complacency and step out of your comfort zone. Take steps towards achieving more than you have before by setting yourself ambitious goals and doing your best to achieve them. Only by testing yourself will you be able to find out how good at something you truly are.
- Never underestimate the power of taking notes in conversations with others. Minutes of meetings ensure that everyone has a record of what was discussed. Also, by reading back through notes of a conversation with someone, you can ensure you both have the same understanding of what was agreed.
- Prioritize your teamwork over other work to ensure you have the time and energy to keep focused on it.

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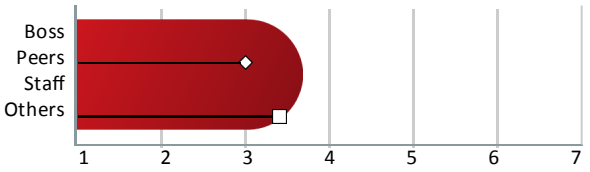
Leadership Analysis by Domain Leading with Drive

Possible Overextensions of Leading with Drive

When these leaders overextend they are in danger of losing trust and commitment from others due to their demands for perfection. These leaders can find it hard to forgive people who have let them down in the past and do not leave sufficient time for team development and growth. Their tendency to overindulge in confrontational discussions in order to be proven right can also damage relationships.

Your possible overextensions of Leading with Drive:



	Self Score	Norm %	Rank Order	Area to develop
Boss				
Peers	3.7	39%	1|1	
Staff				
Others				

Final comments and recommendations on your Leading with Drive

- Sometimes you are too hesitant to make a decision and miss opportunities for innovation
- Make allowances for your team when setting milestones. Try not to make the goals unfeasible
- Only impose yourself on others when you are convinced it is for the benefit of the team as a whole
- Try not to be distracted by enticing opportunities that would not aid you in the long run
- Be careful that your ideas for innovation are sufficiently practical for implementation
- Your desire to succeed can cause you to be too bold and mislead you to overambitious goals and processes
- You can get too caught up in your quest for personal achievement and neglect team needs. This is a common risk and it is tricky to manage both simultaneously. Your competitive streak is a big part of your motivation and this can lead to problems when a more balanced approach is required.
- Your preference for taking a direct approach and getting to the heart of the matter can be seen as blunt and tactless by your more circumspect colleagues. You do not want to appear aggressive and needlessly confrontational.

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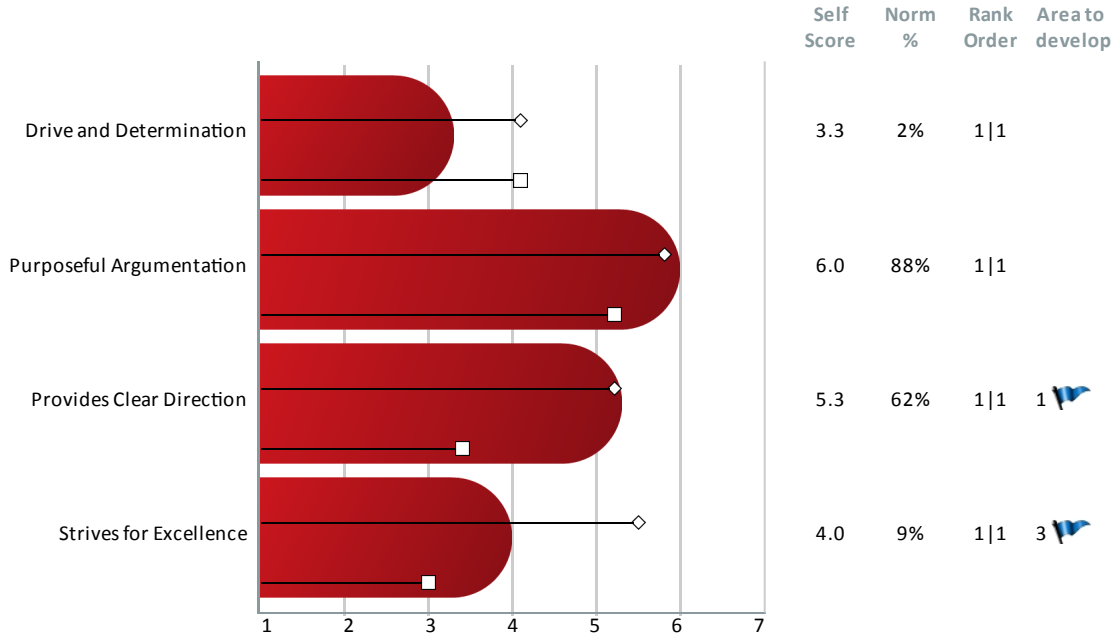
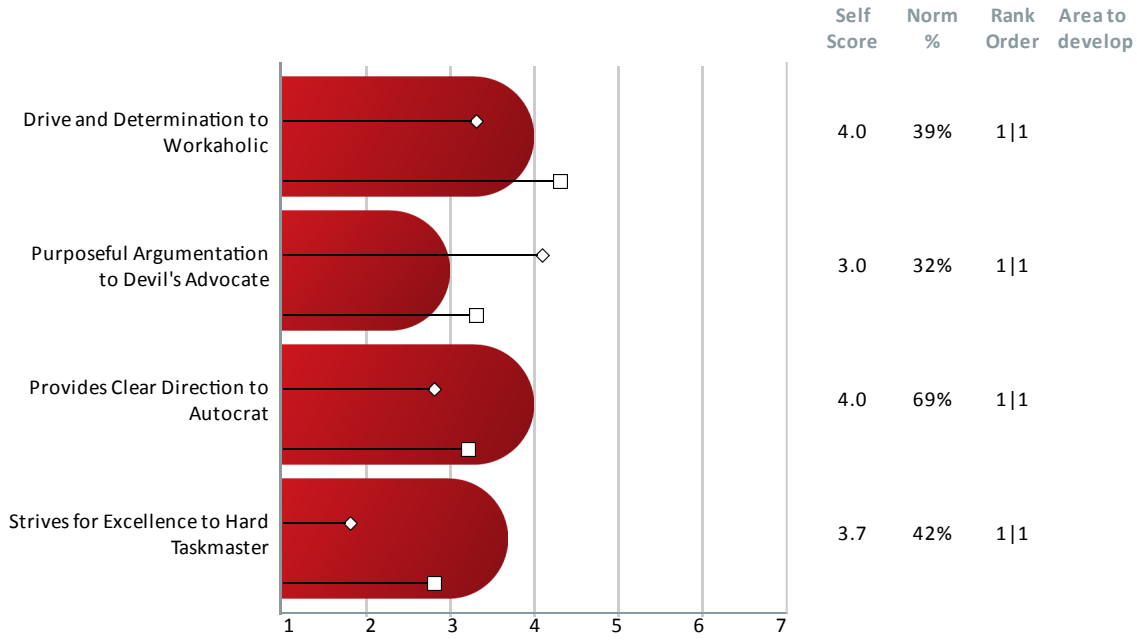
Leadership Analysis by Domain Leading with Drive

Your Effective and Overextended use of the four qualities:

Effective



Overextended



○ | Boss
◇ | Peers
▷ | Staff
□ | Others

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Summary Leading with Drive

Drive and Determination	Score	Norm %	Rank Order
Boss			
Peers	4.2	3%	1|1
Staff			
Others	4.2	3%	1|1
All Feedback	4.2		
All Feedback (Weighted)	4.2	3%	1|1
Chris Sample	3.3	2%	1|1

Purposeful Argumentation	Score	Norm %	Rank Order
Boss			
Peers	5.9	84%	1|1
Staff			
Others	5.3	46%	1|1
All Feedback	5.6		
All Feedback (Weighted)	5.7	72%	1|1
Chris Sample	6.0	88%	1|1

Provides Clear Direction	Score	Norm %	Rank Order
Boss			
Peers	5.3	59%	1|1
Staff			
Others	3.5	2%	1|1
All Feedback	4.4		
All Feedback (Weighted)	4.6	17%	1|1
Chris Sample	5.3	62%	1|1

Strives for Excellence	Score	Norm %	Rank Order
Boss			
Peers	5.6	63%	1|1
Staff			
Others	3.1	1%	1|1
All Feedback	4.4		
All Feedback (Weighted)	4.5	14%	1|1
Chris Sample	4.0	9%	1|1

Totals - Leading with Drive	Score	Norm %	Rank Order
Boss			
Peers	5.3	43%	1|1
Staff			
Others	4.0	2%	1|1
All Feedback	4.8	16%	1|1
Chris Sample	4.7	17%	1|1

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Summary Leading with Drive

From Leading with Drive to Driven Leadership

Drive and Determination to Workaholic		Score	Norm %	Rank Order
	Boss			
	Peers	3.4	25%	1|1
	Staff			
	Others	4.4	72%	1|1
	All Feedback	3.9		
	All Feedback (Weighted)	3.8	43%	1|1
	Chris Sample	4.0	39%	1|1

Purposeful Argumentation to Devil's Advocate		Score	Norm %	Rank Order
	Boss			
	Peers	4.2	77%	1|1
	Staff			
	Others	3.4	46%	1|1
	All Feedback	3.8		
	All Feedback (Weighted)	3.9	67%	1|1
	Chris Sample	3.0	32%	1|1

Provides Clear Direction to Autocrat		Score	Norm %	Rank Order
	Boss			
	Peers	2.9	41%	1|1
	Staff			
	Others	3.3	61%	1|1
	All Feedback	3.1		
	All Feedback (Weighted)	3.2	56%	1|1
	Chris Sample	4.0	69%	1|1

Strives for Excellence to Hard Taskmaster		Score	Norm %	Rank Order
	Boss			
	Peers	1.9	2%	1|1
	Staff			
	Others	2.9	33%	1|1
	All Feedback	2.4		
	All Feedback (Weighted)	2.5	15%	1|1
	Chris Sample	3.7	42%	1|1

Totals - Leading with Drive		Score	Norm %	Rank Order
	Boss			
	Peers	3.1	29%	1|1
	Staff			
	Others	3.5	53%	1|1
	All Feedback	3.4	47%	1|1
	Chris Sample	3.7	39%	1|1

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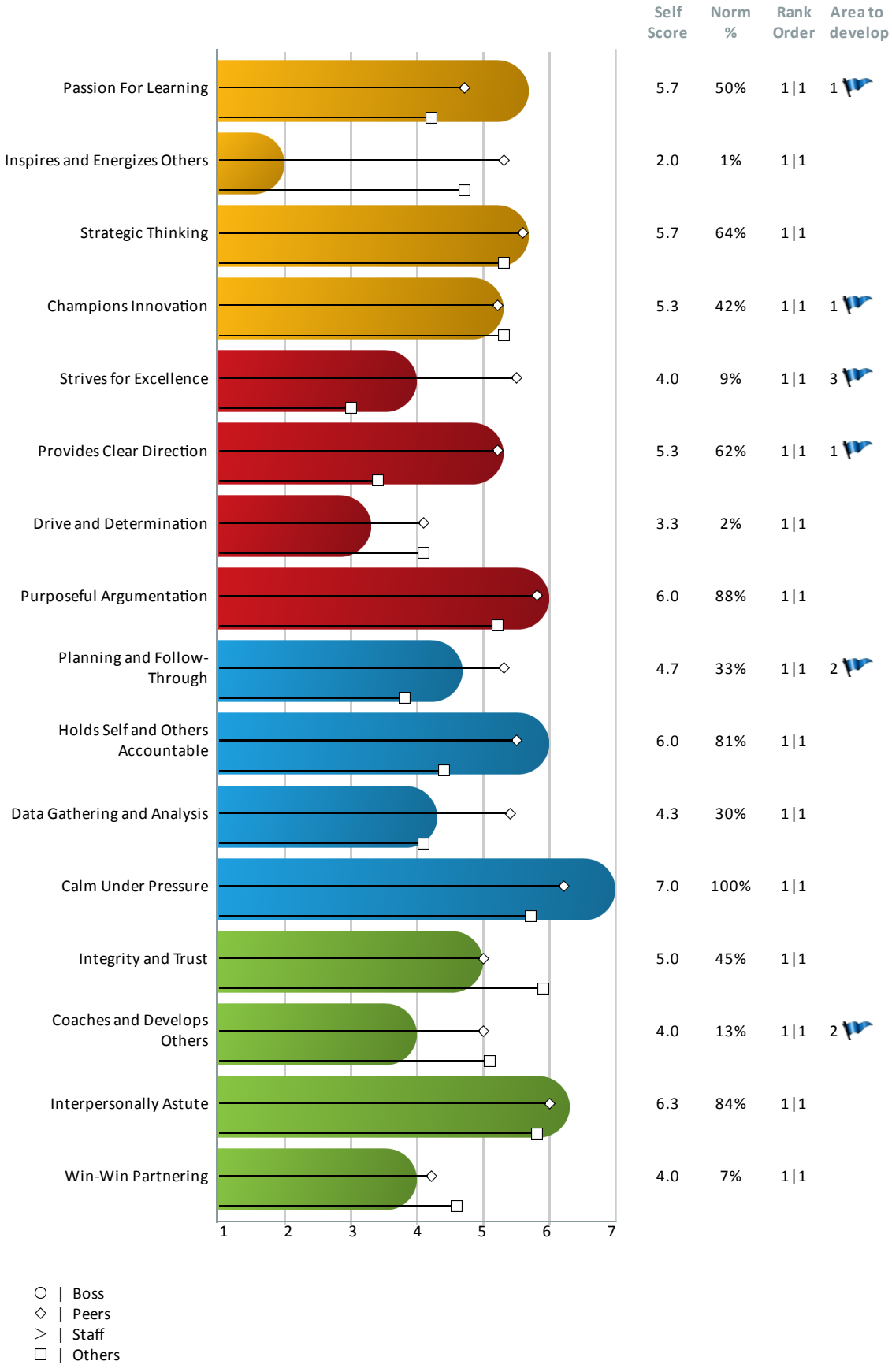
Effective Use of Leadership Qualities



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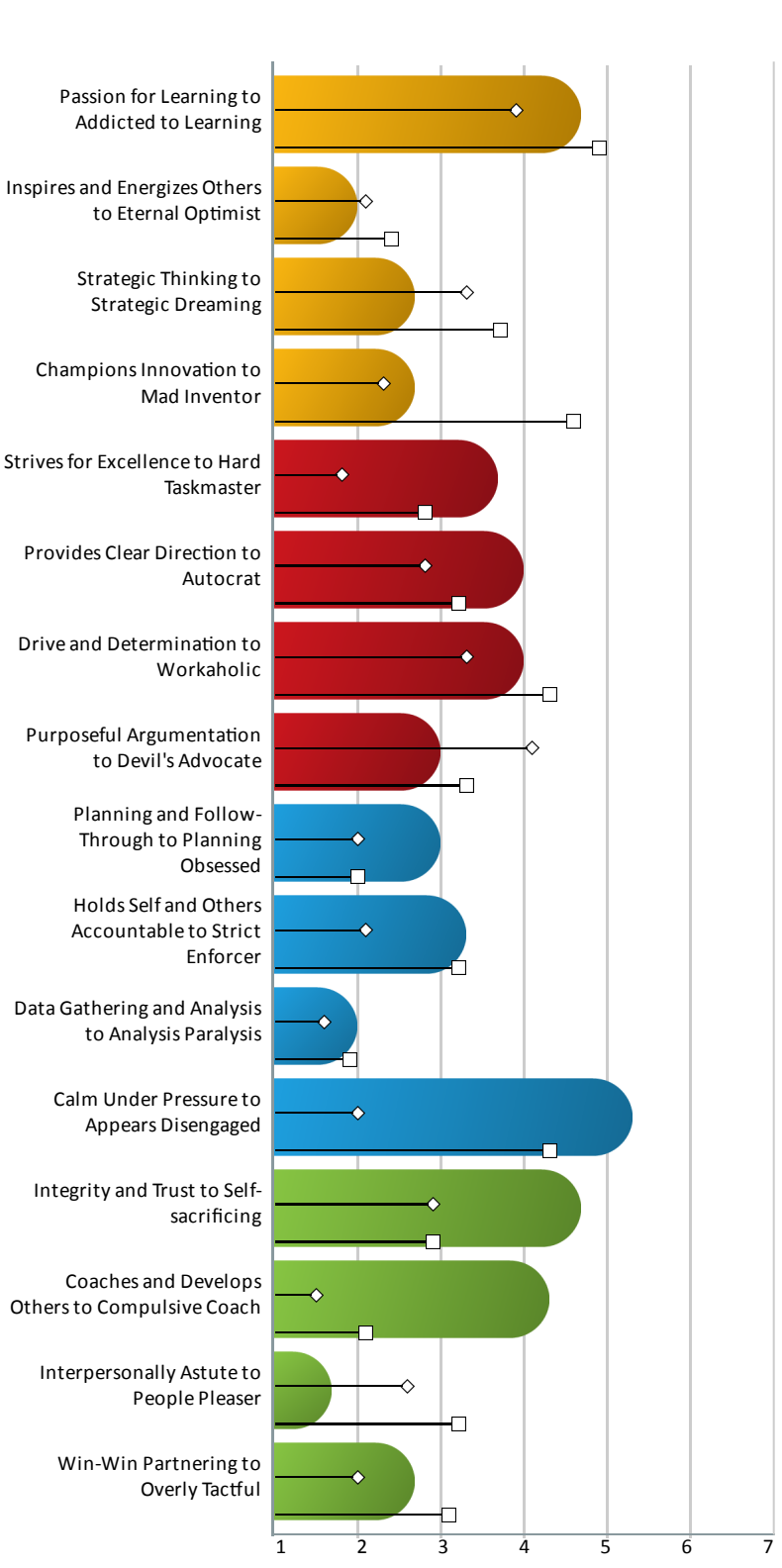
Overextended Use of Leadership Qualities



	Self Score	Norm %	Rank Order	Area to develop
Passion for Learning to Addicted to Learning	4.7	36%	1|1	1
Inspires and Energizes Others to Eternal Optimist	2.0	18%	1|1	
Strategic Thinking to Strategic Dreaming	2.7	37%	1|1	
Champions Innovation to Mad Inventor	2.7	50%	1|1	
Strives for Excellence to Hard Taskmaster	3.7	42%	1|1	
Provides Clear Direction to Autocrat	4.0	69%	1|1	
Drive and Determination to Workaholic	4.0	39%	1|1	
Purposeful Argumentation to Devil's Advocate	3.0	32%	1|1	
Planning and Follow-Through to Planning Obsessed	3.0	67%	1|1	
Holds Self and Others Accountable to Strict Enforcer	3.3	69%	1|1	
Data Gathering and Analysis to Analysis Paralysis	2.0	30%	1|1	
Calm Under Pressure to Appears Disengaged	5.3	95%	1|1	1
Integrity and Trust to Self-sacrificing	4.7	77%	1|1	
Coaches and Develops Others to Compulsive Coach	4.3	92%	1|1	
Interpersonally Astute to People Pleaser	1.7	15%	1|1	
Win-Win Partnering to Overly Tactful	2.7	28%	1|1	

○ | Boss
◇ | Peers
▷ | Staff
□ | Others

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Introducing the 16 Leadership Qualities

Leading with Vision

Passion for Learning

To quote J.F. Kennedy, “Leadership and learning are indispensable to each other.” To be an effective leader, you must be a lifelong learner. Taking on board valuable lessons by analysing where you have succeeded and failed in the past is an important process that helps you deal with unexpected obstacles in the future. Leaders who can adopt this approach constantly develop and bring their open-mindedness and enthusiasm to new experiences.

Strategic Thinking

It is a key responsibility of the leader to always keep one eye on the future. Getting a fresh perspective and forming a vision of the future means that you can prepare for any potential opportunities as well as making sure your team works towards a long-term, substantial goal. It is down to the strength and scope of your strategy to ensure your team can make the most of any given situation without straying off course. Because you steer the ship, it is as important to keep your hands firmly on the wheel as it is to keep your eyes on the horizon.

Inspires and Energizes Others

It is important that a leader ensures that their team remains engaged and personally invested in their tasks until they are completed. Difficult circumstances and sustained pressure on your team may critically affect their performance. Inspiring leaders boost the confidence of others by showing they believe in them and their abilities. They also inspire them with infectious energy and generous praise and recognition. The success of your team depends on how effectively you create a climate in which people want to give their best.

Champions Innovation

In today’s highly competitive global business climate, innovation plays a key role in the longevity and success of a business. As new entrants flood into your market providing similar solutions and services, it is essential that you constantly evolve your offering to distinguish yourself from your competitors. Therefore, effective leaders have profound insight into the current market trends and demands as well as promoting a culture where creativity is highly valued, encouraging multiple solutions to any given problem. As demonstrated by the famous quote from Jack Welch, “If it ain’t broke, break it”, leaders must venture out to generate ideas and seek to implement them and not sit complacent in a constantly shifting world.

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Leading to Deliver

Calm under Pressure

Times of crisis are unavoidable in a business world fraught with uncertainties, especially when risk-taking is a part of success regardless of your preparations. It is your role as a leader to steady the ship amidst the storm; panic in such times only adds fuel to the fire especially when others will turn to you to restore calm. Keeping your vision and perspective intact during the most difficult times is an integral part of strong leadership.

Data Gathering and Analysis

As a leader you must take time to consider each situation thoroughly, taking into account all the relevant details around you before you take the next step. Data gathering is a crucial part of the decision-making process; through the careful analysis of the data you can anticipate any risks involved in each of your options. Others understand that your judgement is well informed and thoroughly considered, supporting your decision with complete confidence.

Holds Self and Others Accountable

For an organization to meet its expectations, every person involved must honor their commitment to the cause and play their part. Thus an effective leader promotes a culture of accountability throughout the organization, setting the example by being fully answerable for all their actions and accepting any repercussions. Holding others accountable for their performance and delivery is an effective way of enhancing focus and productivity. This will give you the confidence to delegate responsibilities without any hesitation, knowing that each person will take the initiative to ensure their tasks are completed.

Planning and Follow-Through

A detailed plan goes a long way in saving your organisation time, energy and money, by mapping out the potential dangers and pitfalls of your journey before you set off. However, any great plan could result in being a waste of your resources if you do not follow it through. A leader must be able to back up ideas with substance and remain focused on delivery. A meticulous planner who also follows through with their ideas down to the very last detail inspires confidence and trust in others.

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Leading through People

Integrity and Trust

A leader who keeps to their principles and displays a consistency of thought and action brings stability and creates an environment in which others feel safe and empowered to perform at their best. The integrity of the leader reassures others that only the best intentions are behind their decision-making. This creates an environment with foundations built on trust and understanding. These foundations nurture creativity and productivity as each person feels supported and in turn is willing to support others.

Interpersonally Astute

Leaders who are interpersonally astute listen attentively to others and demonstrate empathy for their viewpoints. To do this requires patience and an ability to read other people and quickly build rapport with them. This is the foundation for forming constructive relationships with people at all levels of an organization.

Coaches and Develops Others

A key role of the leader is to act as a coach who encourages others to grow and develop. These leaders ensure others get the training and experience they need to be successful as well as maintaining a proactive, ongoing involvement in their individual progress. This promotes a vibrant culture with individuals who support each other to recognise and overcome their blind spots. An effective leader understands that personal growth is an important part of collective success.

Win-Win Partnering

Leaders that partner know how to collaborate effectively and they avoid competing with others. They enjoy working with people who have very different strengths and weaknesses to them. At their core, they encourage all individuals to work together for a common purpose and avoid ego battles. In so doing, they build high-performing teams that think in terms of win-win scenarios.

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Leading with Drive

Drive and Determination

Many people have the necessary qualities to make them an effective leader – the vision, the interpersonal skills and the intelligence. However, leadership is ultimately measured by what you and those you lead achieve. An important quality of an effective leader is the drive and determination to reach a desired outcome through thick and thin, and in turn instil belief in your organisation. By maintaining high focus and energy throughout your organisation you can avoid unnecessary bottlenecks and quickly overcome obstacles. No dream is worth pursuing if you don't have the courage and steel to persevere to the very end to achieve it. So long as there is a will there is always a way.

Purposeful Argumentation

A leader must be headstrong yet purposeful in their discussions and meetings. They must ensure that their dialogue and negotiations are able to produce effective conclusions which cater to the interests of all parties involved. 'Argumentation' denotes this subtle yet forceful ability to make others see your view through clear reasoning and rationale without descending into stubborn, dead-end conflict. It is the responsibility of the leader to be assertive and resolute in their stance and formulate a convincing argument that supports their views.

Provides Clear Direction

In a fast-paced work environment it is easy to omit details and give incomplete instructions, relying on the initiative of others. However, it is extremely important to communicate all the necessary information as well as your expectations when you delegate responsibilities, if your team is to deliver the results you desire from the work you have given them. The smallest details that may seem trivial to you may make a huge difference to those that struggle with a new task. Clear communication brings assurance to the team and belief in your leadership.

Strives for Excellence

In the business world you are facing an uphill battle against countless competitors vying for the same market. As a result 'that little extra' makes all the difference. It is important as the leader that you push your talents, skills and abilities forward to constantly raise the bar, expecting the same from those around you. You need to challenge the status quo and push for change – perfection is impossible, but that shouldn't keep anyone from striving to achieve it.

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What Others Said About You

Passion For Learning

When receiving feedback I am willing to examine my potential blind spots

Somebody ticked **Slightly Agree** and commented:

Generally I think this is true, it is just on occasion that you may be slightly sensitive to negative feedback.

Strategic Thinking

I understand how market forces and industry trends will impact the organisation and its competitors

Somebody ticked **Strongly Agree** and commented:

I think you have a good knowledge of the bigger picture and the steps the company should take in order to remain ahead of the competition.

Strategic Thinking to Strategic Dreaming

I can be too theoretical and overcomplicate things

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What Others Said About You

Somebody ticked **Slightly Agree** and commented:

On occasion, due to your preference for conceptual thinking, I think you may not be so willing to simplify matters for those who are less skilled at complex or abstract thought.

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What Others Said About You

Drive and Determination to Workaholic

At times, I work long and hard and could be considered a workaholic

Somebody ticked **Agree** and commented:

Sometimes the hours you work seem excessive to me.

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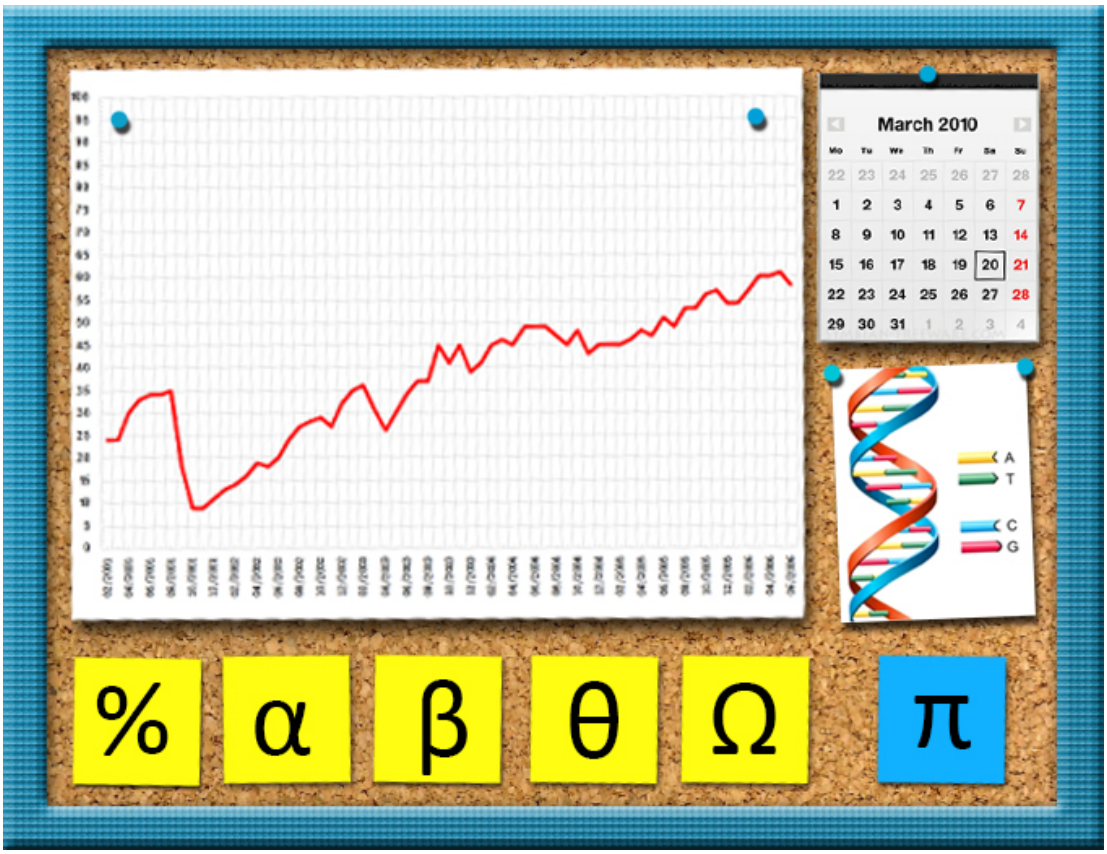
What Others Said About You



Planning and Follow-Through

I am known as a completer-finisher who always follows through

Somebody ticked **Agree** and commented:

Even if you are unable to meet deadlines, you go the extra mile and are willing to work long hours to get the work done.

Holds Self and Others Accountable

I am good at delegating key decisions and responsibilities

Somebody ticked **Agree** and commented:

I think so.

Holds Self and Others Accountable to Strict Enforcer

People can shy away from taking initiative because of my strict enforcement of accountability

Somebody ticked **Disagree** and commented:

I don't feel that.

Data Gathering and Analysis

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What Others Said About You

I cross-check my intuitive decisions so no important detail is overlooked

Somebody ticked **Slightly Agree** and commented:

I believe he does so.

Calm Under Pressure

In the face of adversity I 'bounce back', quickly regaining my confidence and composure

Somebody ticked **Strongly Agree** and commented:

I think this is one of Chris's key strengths- his ability to stay calm under pressure

I am known for my emotional resilience when faced with tough situations

Somebody ticked **Strongly Agree** and commented:

Definitely have seen examples of this

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What Others Said About You

Integrity and Trust

I trust others and avoid overcontrolling them

Somebody ticked **Agree** and commented:

He does this,which makes me feel quite comfortable working with him.

Integrity and Trust to Self-sacrificing

I stick to my values and principles regarding right and wrong – no matter what

Somebody ticked **Slightly Disagree** and commented:

I am not totally sure. I think he has and sticks to his personal values,but they are not soley about right or wrong.

Coaches and Develops Others

I make sure others get the training and experience they need to be successful

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What Others Said About You

Somebody ticked **Slightly Agree** and commented:

I generally agree with this, however, on occasion, probably due to the constraints of your busy workload, I feel that I did not receive enough explanation of something that I needed more time to learn about thoroughly.

Interpersonally Astute

I read other people well and quickly build rapport with them

Somebody ticked **Agree** and commented:

Indeed, he can do this.

Interpersonally Astute to People Pleaser

Sometimes I avoid conflict and am so diplomatic that I don't reach a resolution

Somebody ticked **Disagree** and commented:

He is diplomatic, but still knows how to solve problems.

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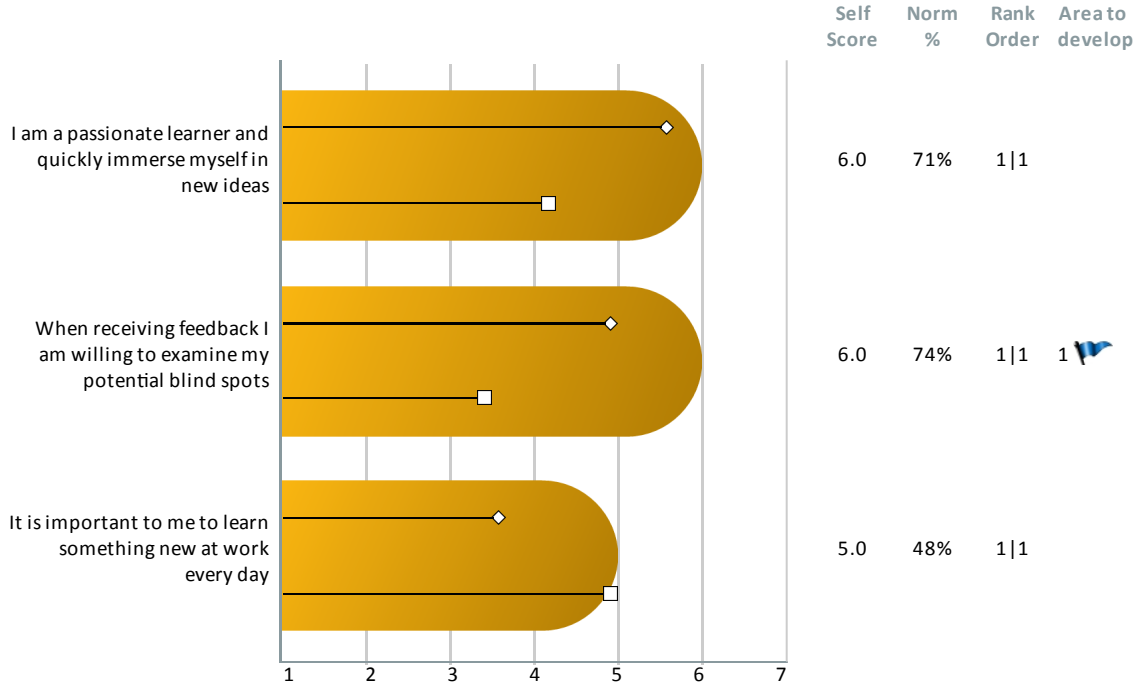
Passion For Learning

Effective



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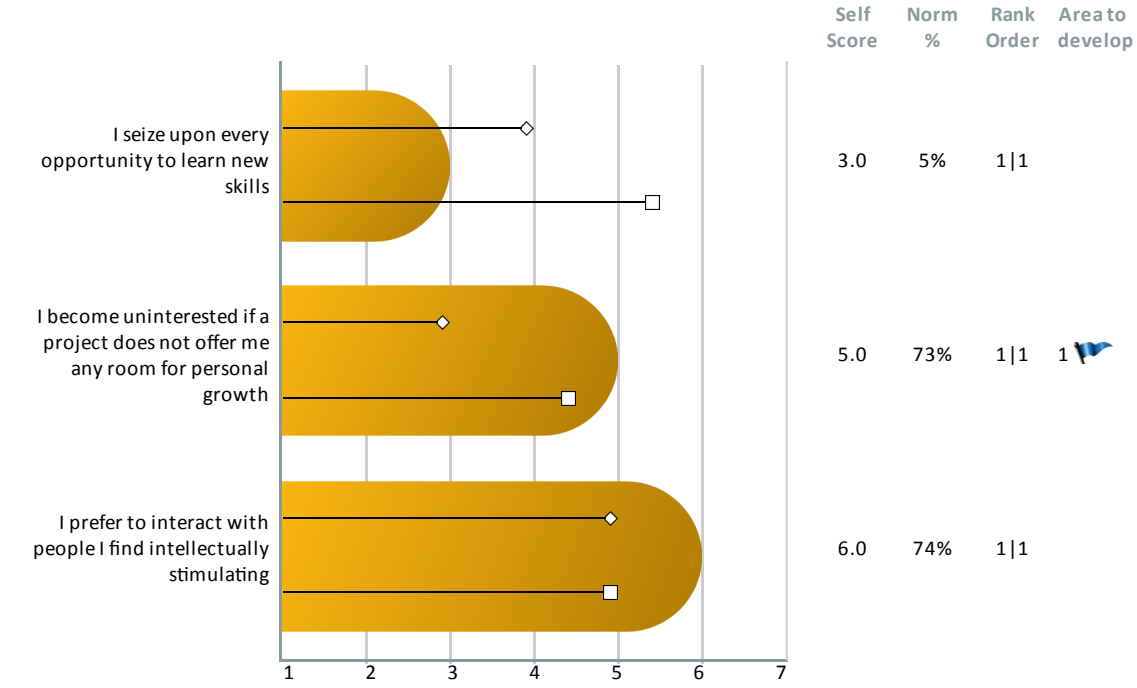

○ | Boss
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▷ | Staff
□ | Others

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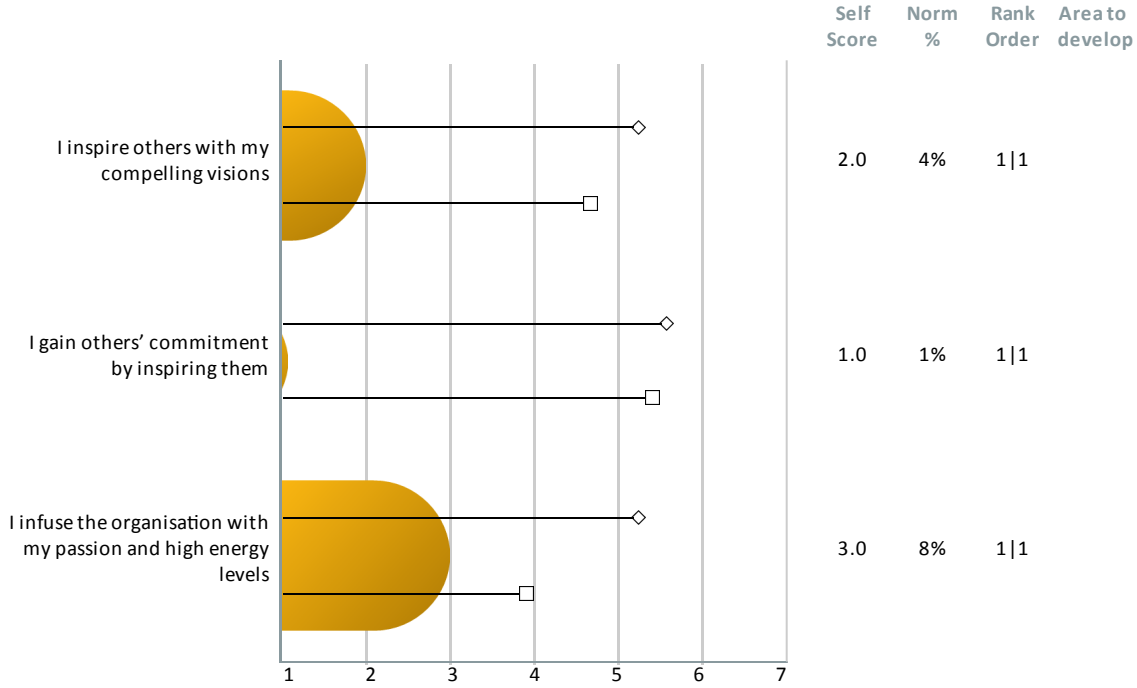
Inspires and Energizes Others

Effective



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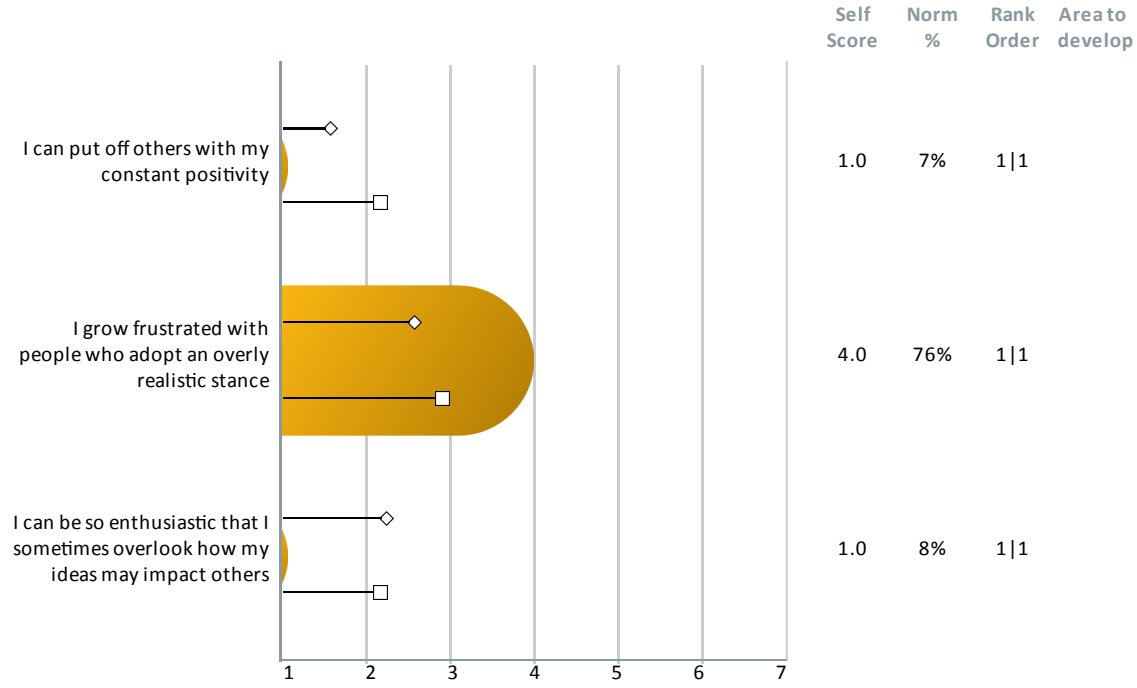

○ | Boss
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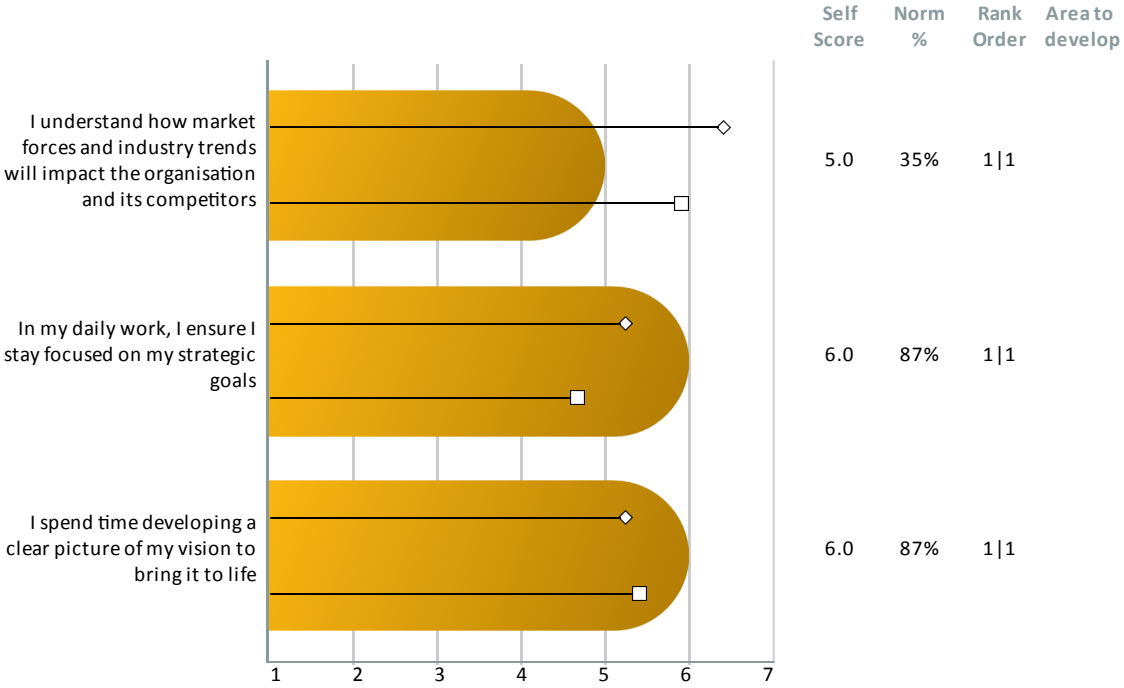
Strategic Thinking

Effective



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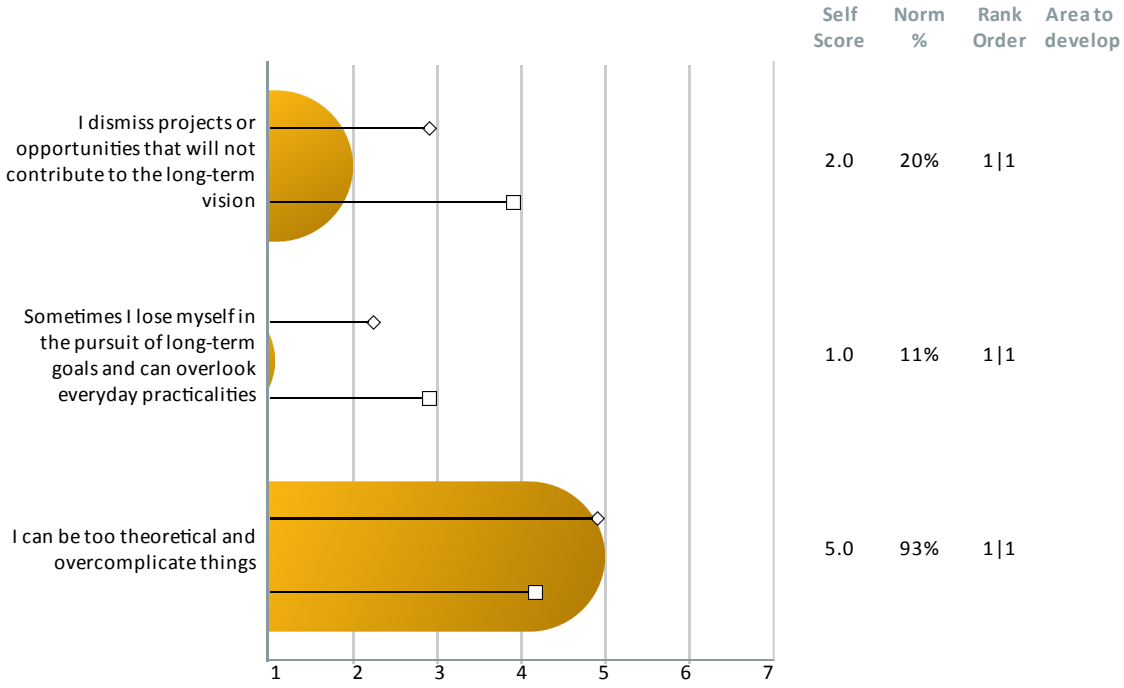

○ | Boss
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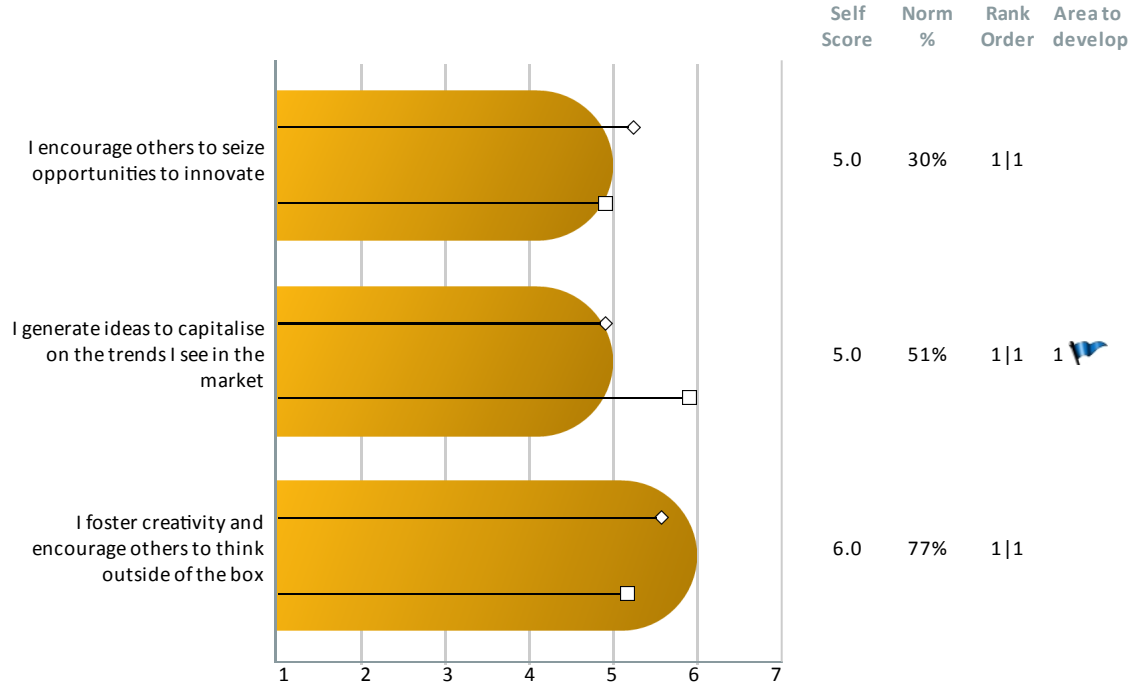
Champions Innovation

Effective



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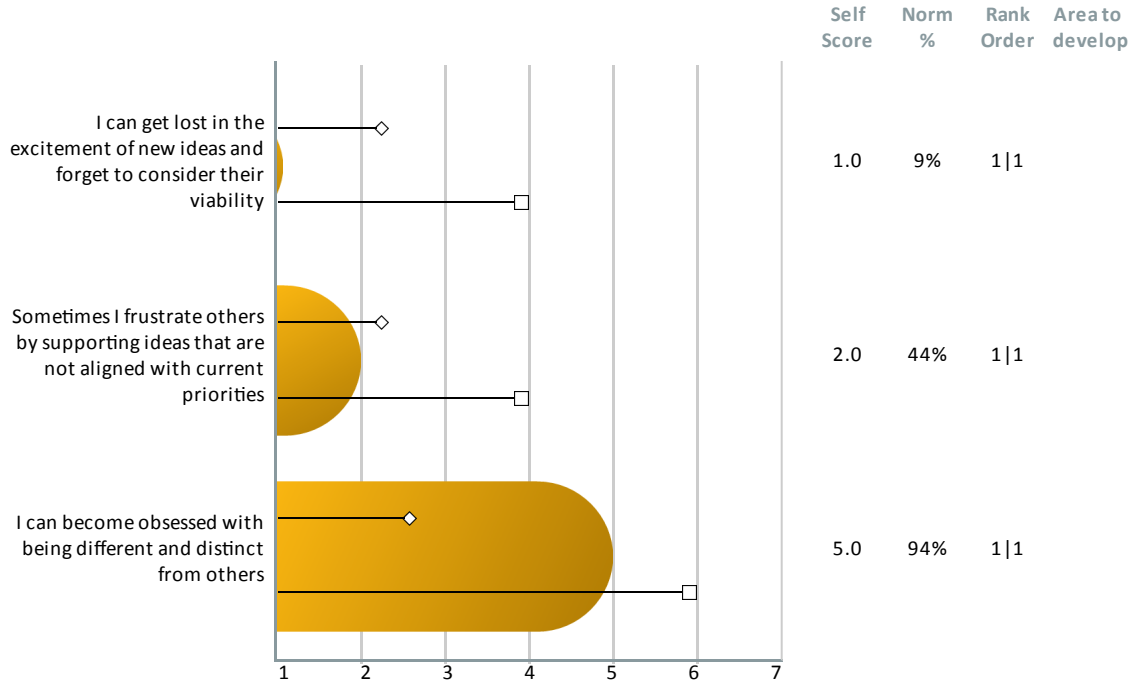

○ | Boss
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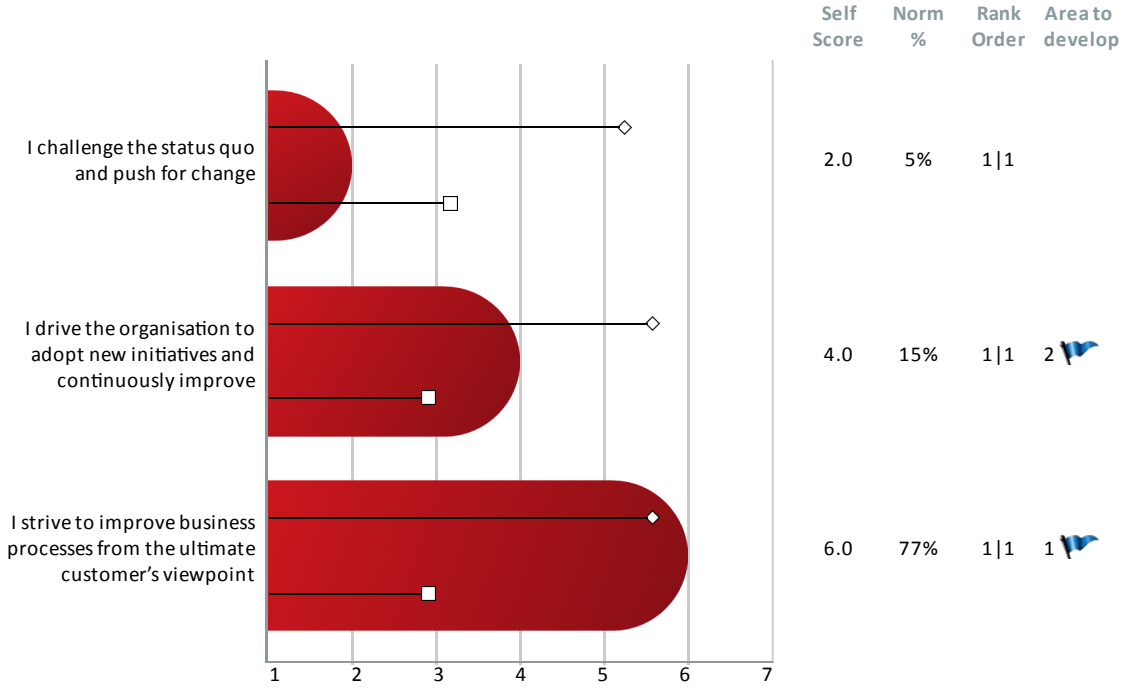
Strives for Excellence

Effective



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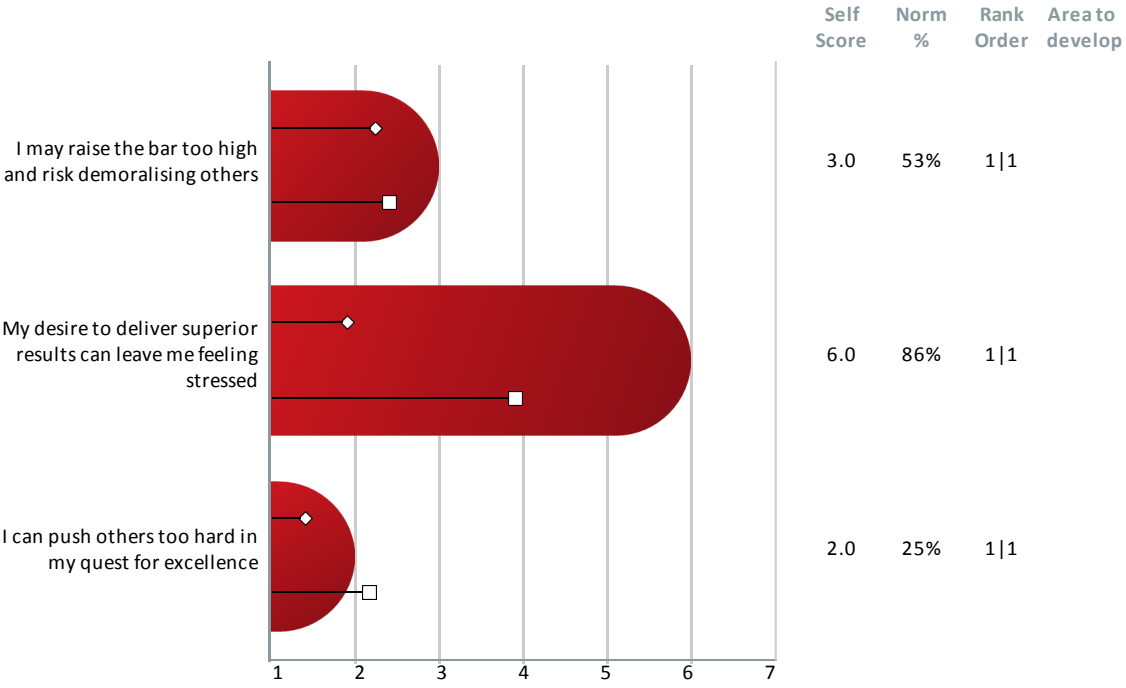

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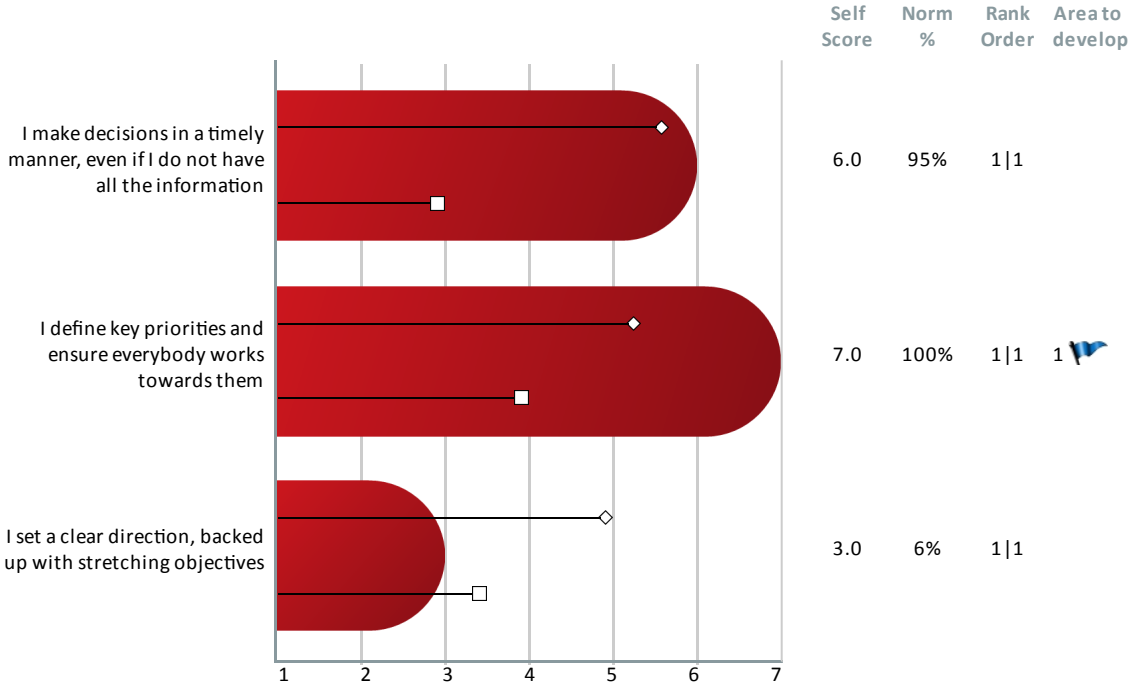
Provides Clear Direction

Effective



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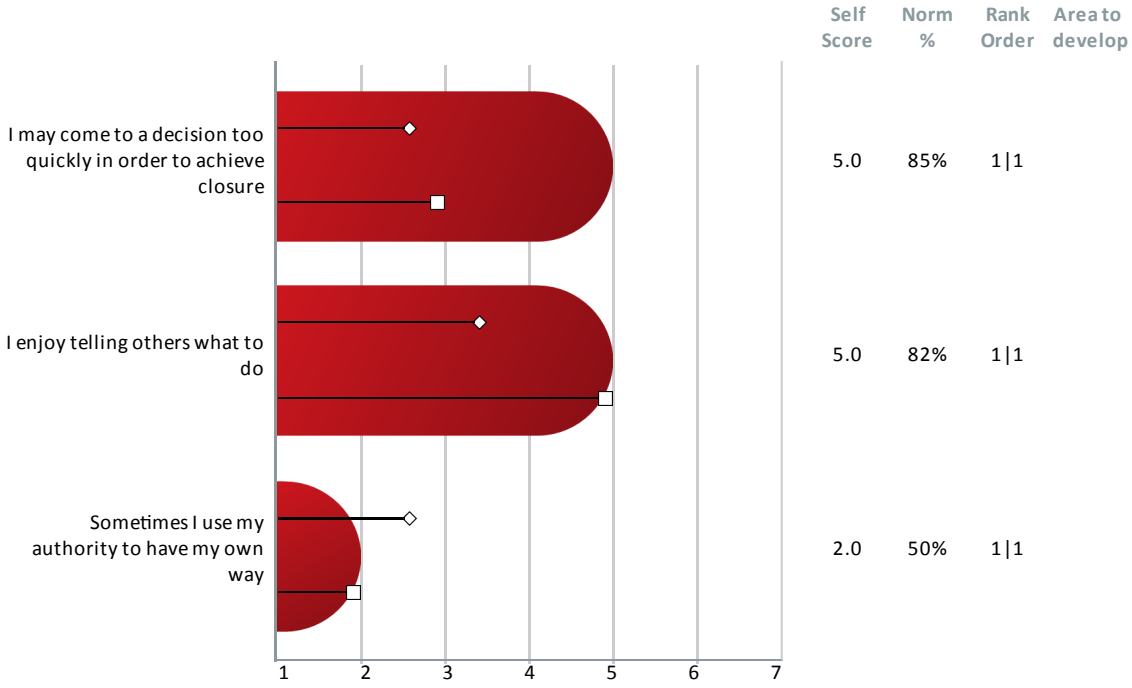

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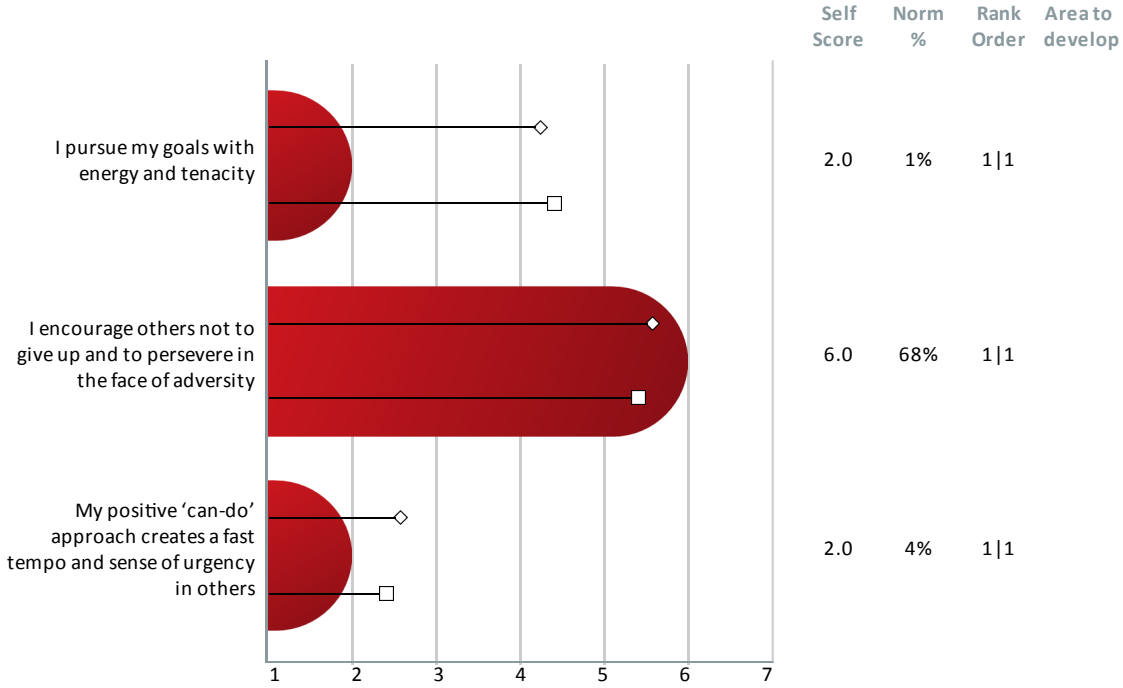
Drive and Determination

Effective



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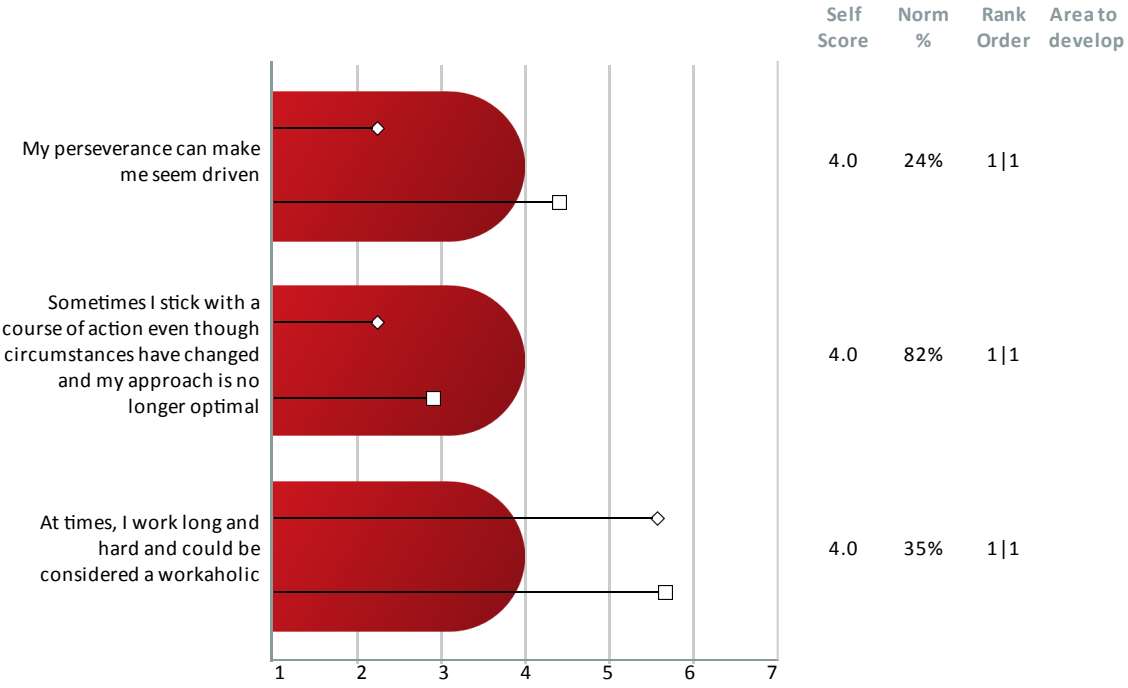

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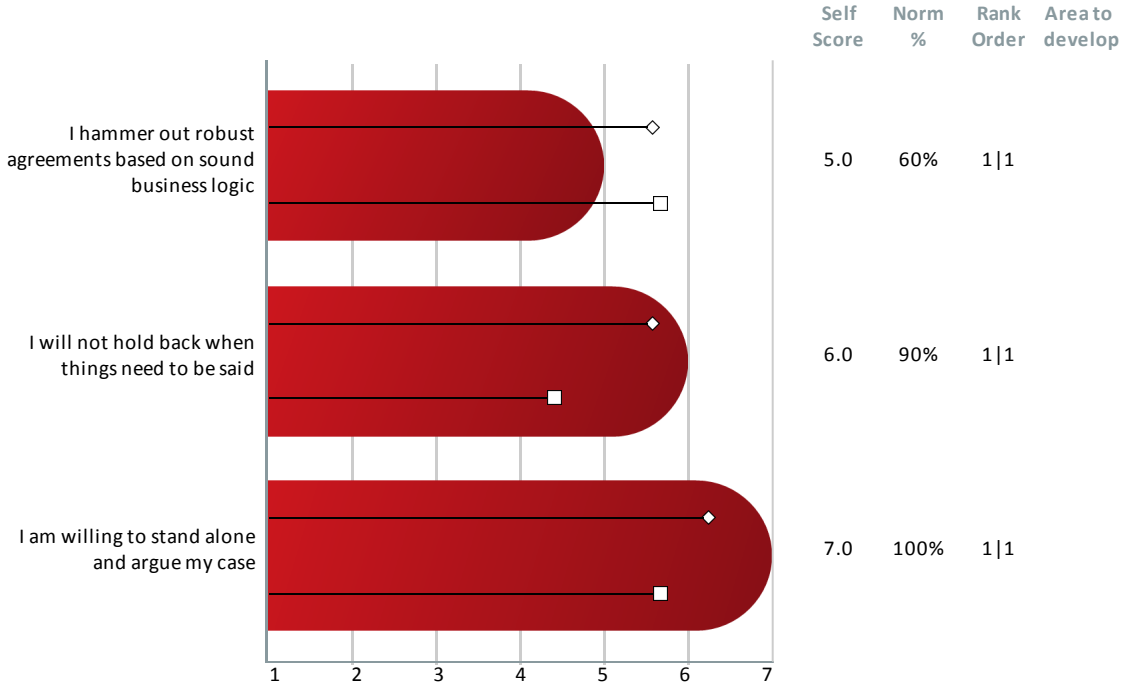
Purposeful Argumentation

Effective



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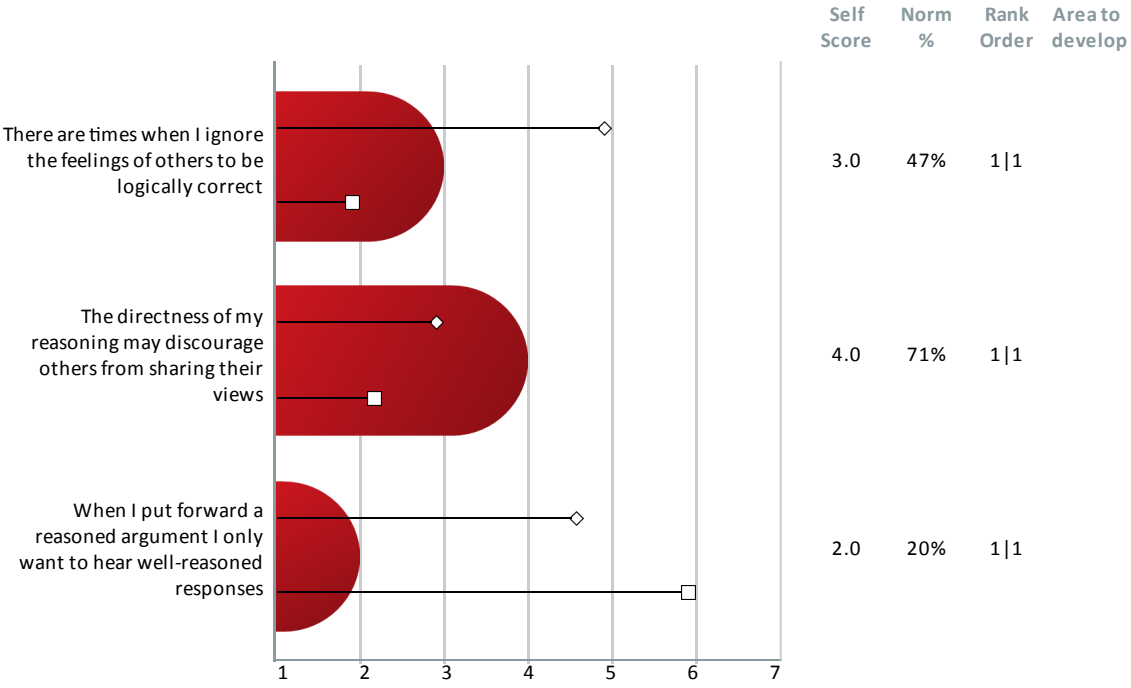

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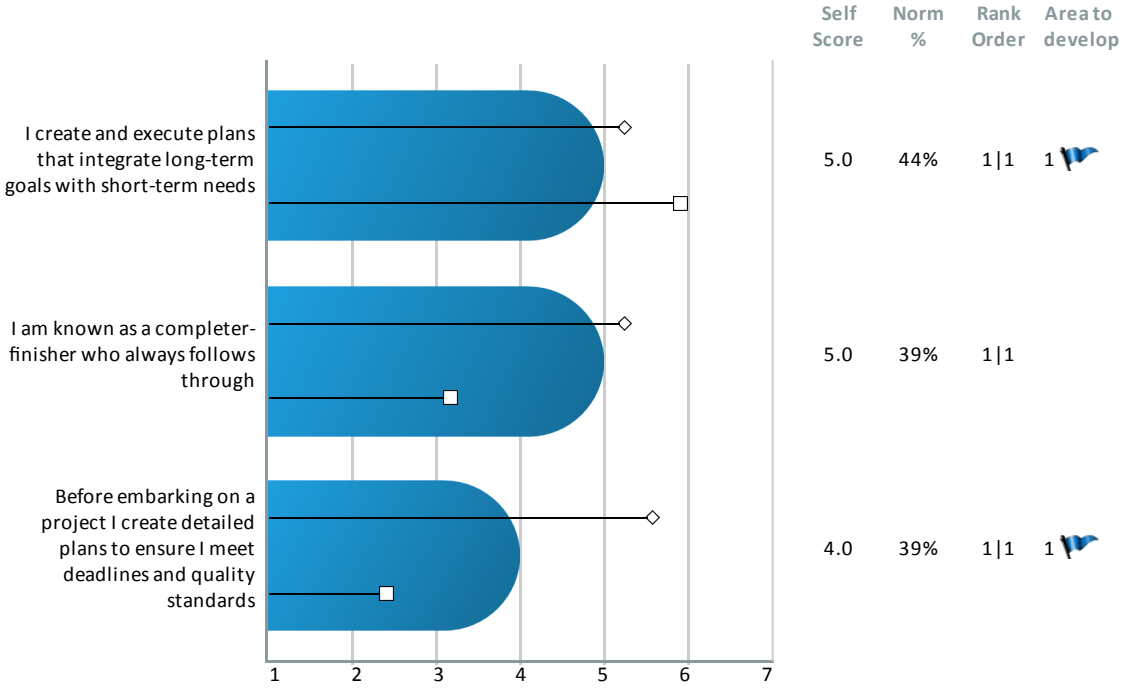
Planning and Follow-Through

Effective



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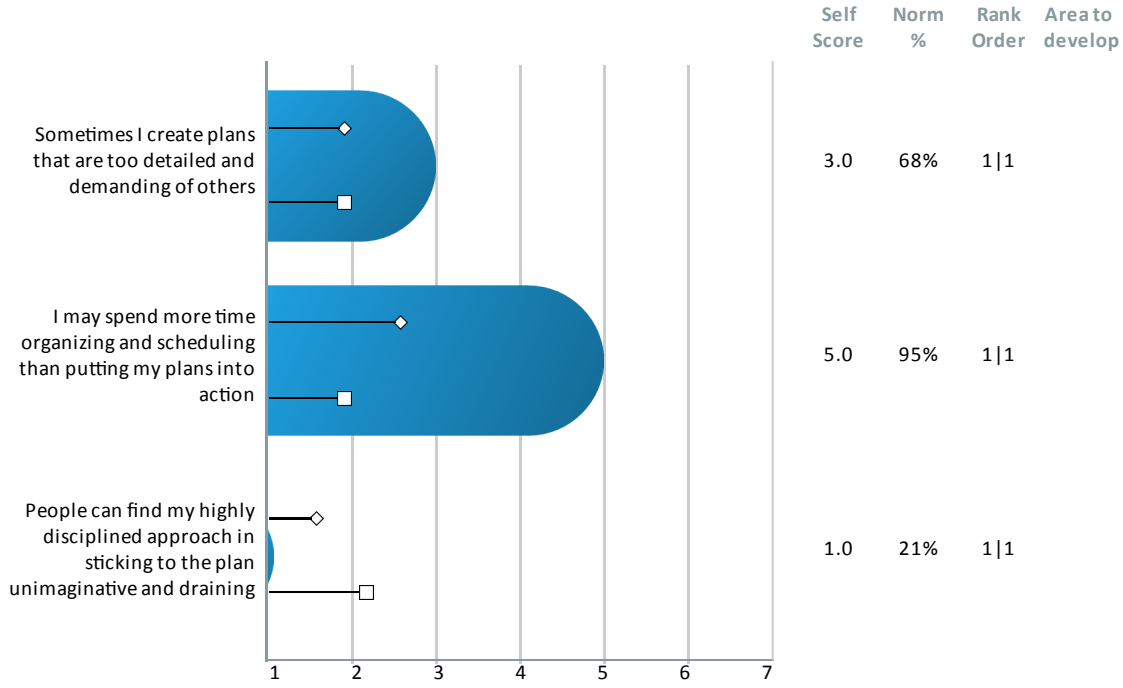

○ | Boss
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□ | Others

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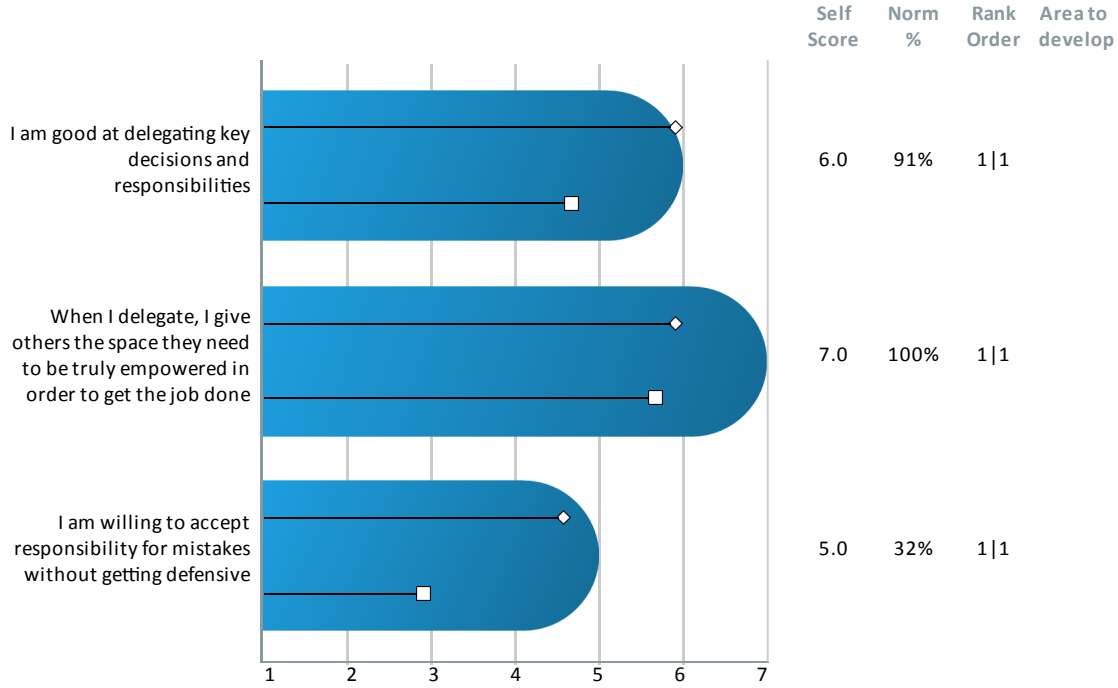
Holds Self and Others Accountable

Effective



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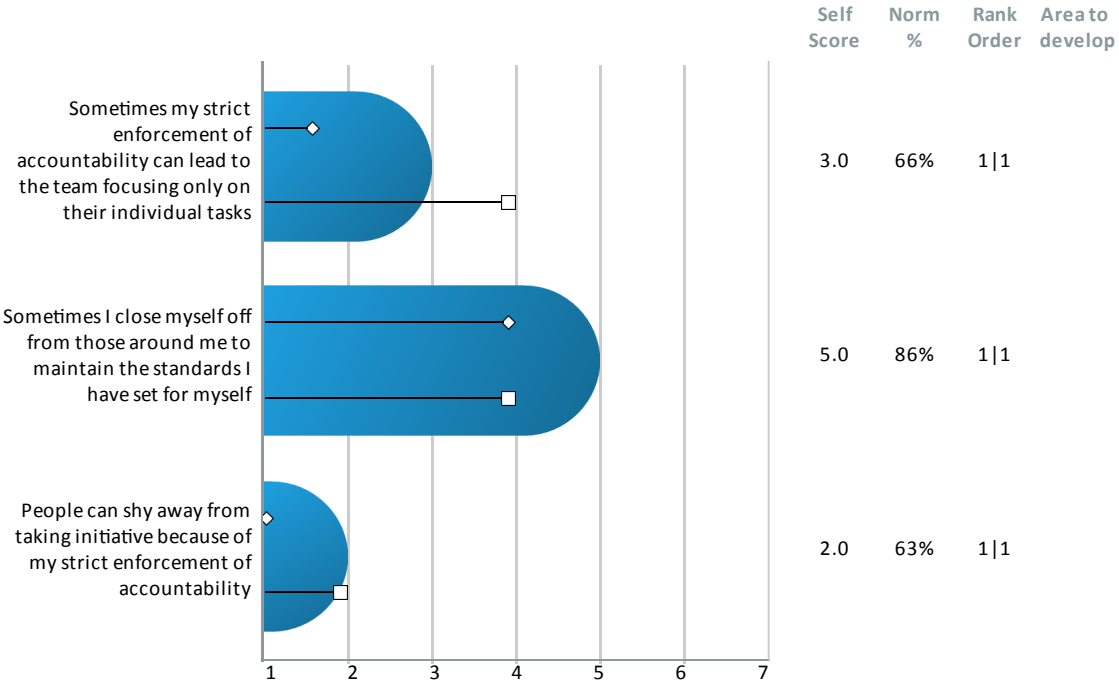

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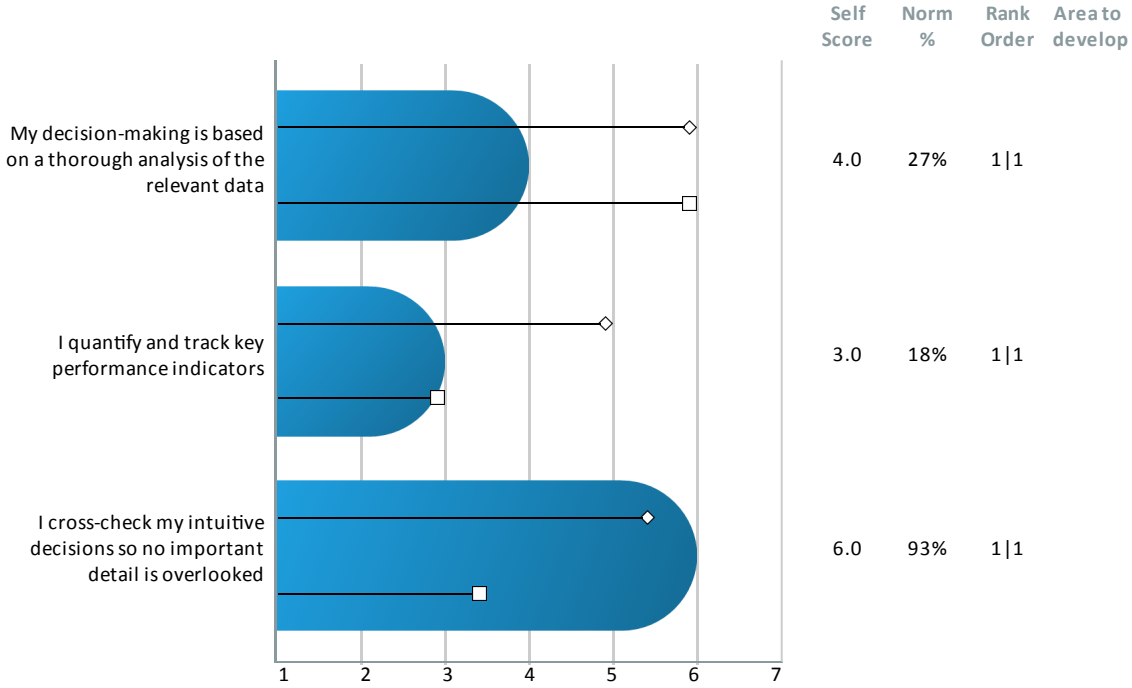
Data Gathering and Analysis

Effective



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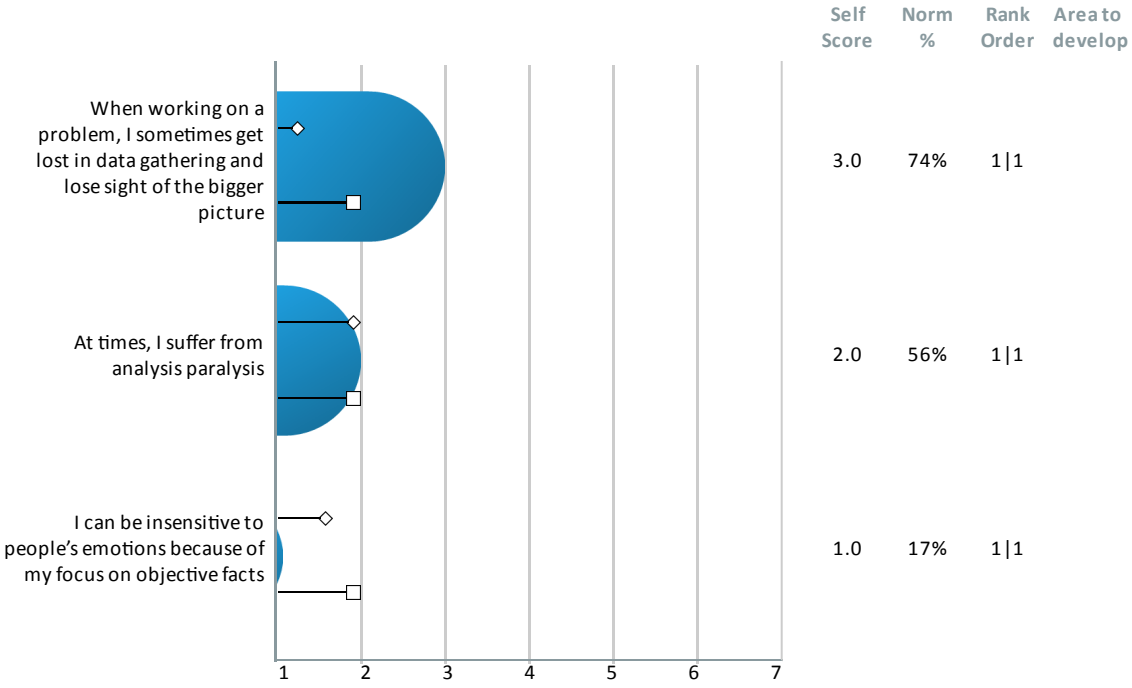

○ | Boss
◇ | Peers
▷ | Staff
□ | Others

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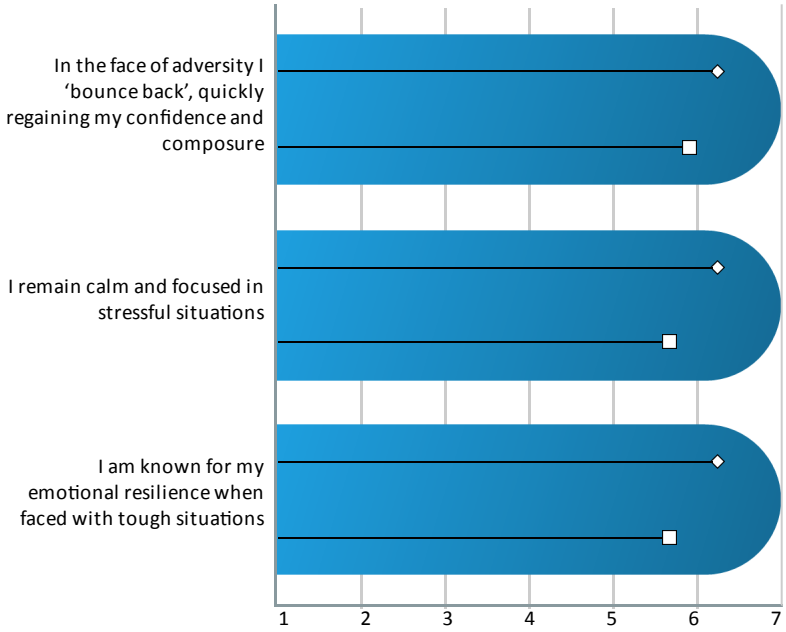
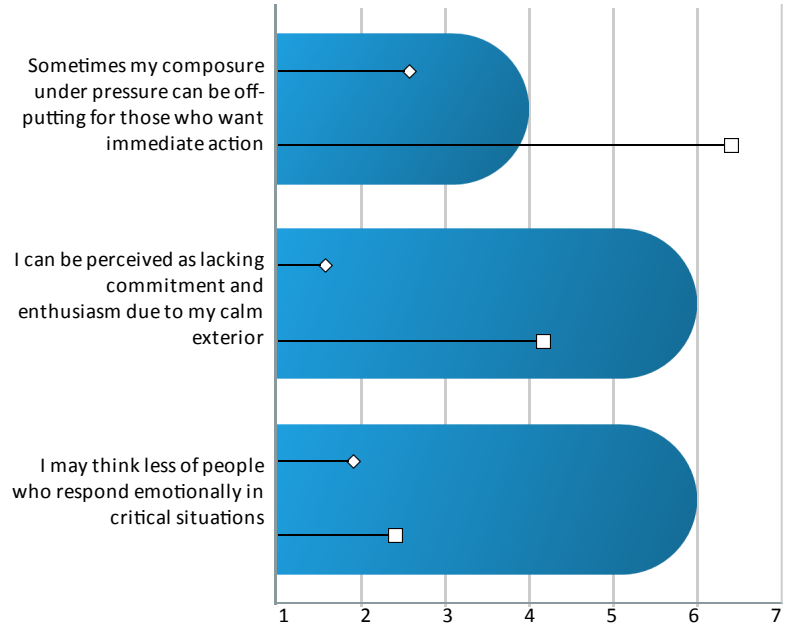
Calm Under Pressure

Effective



	Self Score	Norm %	Rank Order	Area to develop
In the face of adversity I 'bounce back', quickly regaining my confidence and composure	7.0	100%	1|1	
I remain calm and focused in stressful situations	7.0	100%	1|1	
I am known for my emotional resilience when faced with tough situations	7.0	100%	1|1	

Overextended



	Self Score	Norm %	Rank Order	Area to develop
Sometimes my composure under pressure can be off-putting for those who want immediate action	4.0	68%	1|1	1
I can be perceived as lacking commitment and enthusiasm due to my calm exterior	6.0	98%	1|1	
I may think less of people who respond emotionally in critical situations	6.0	97%	1|1	

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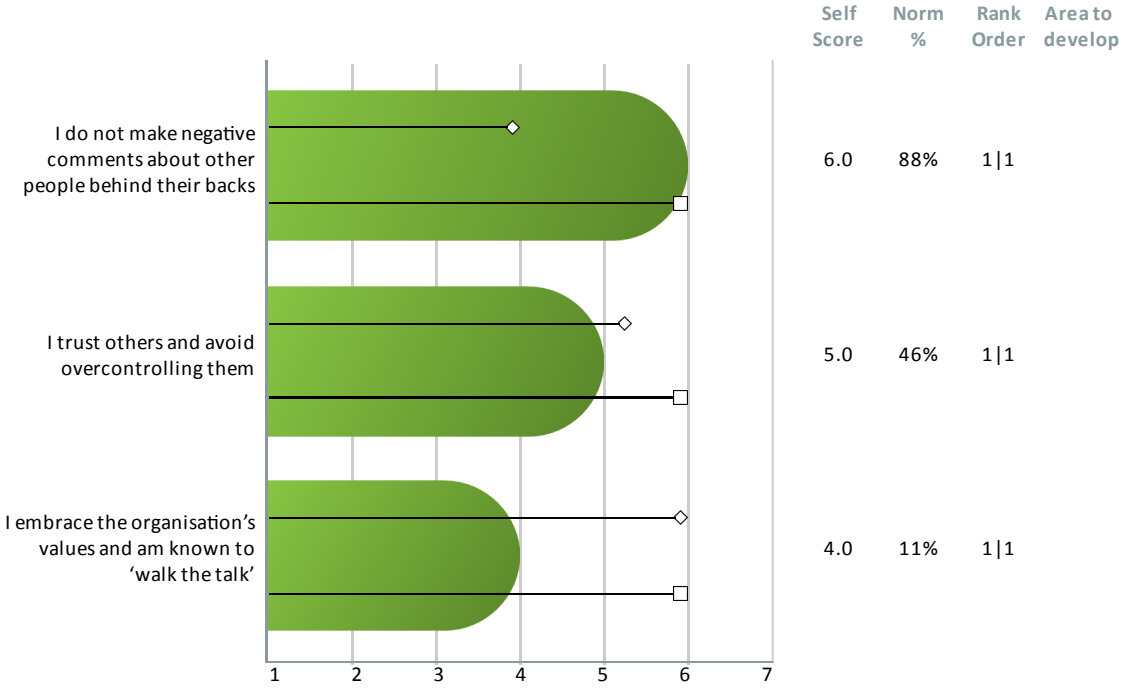
Integrity and Trust

Effective



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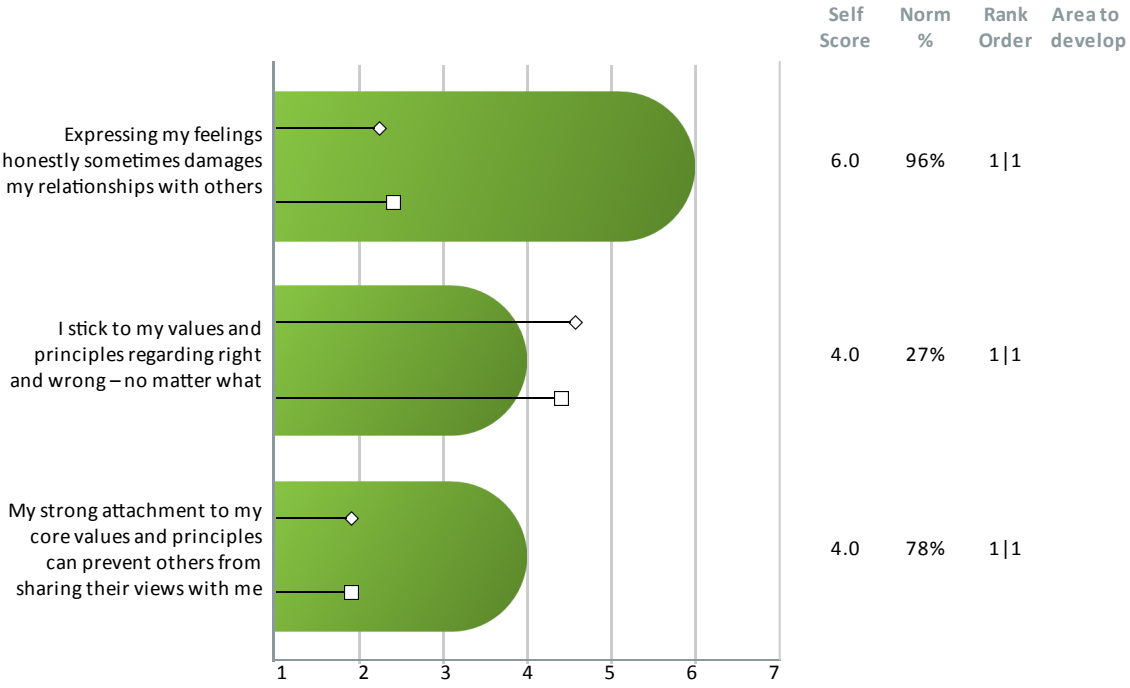

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□ | Others

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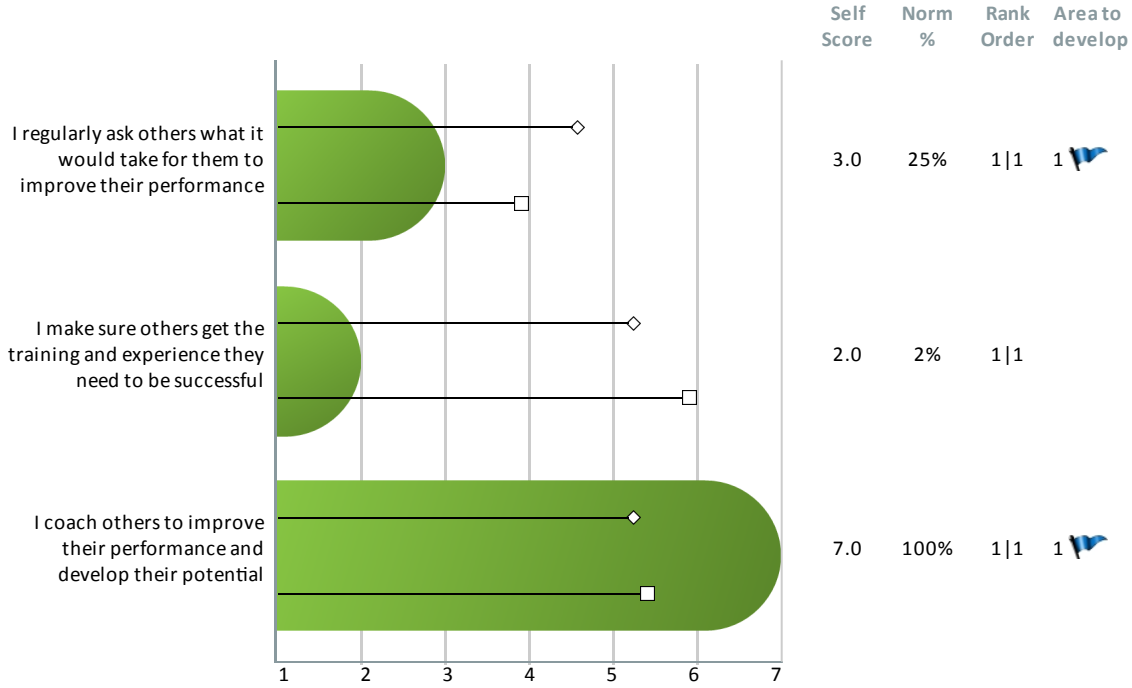
Coaches and Develops Others

Effective



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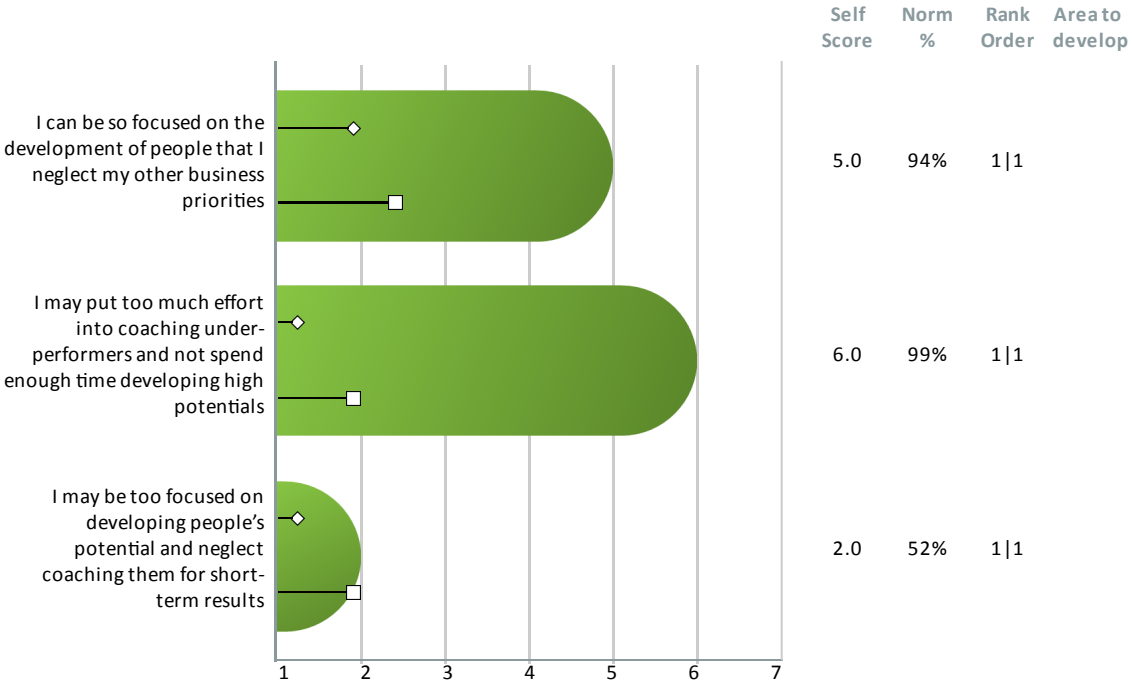

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□ | Others

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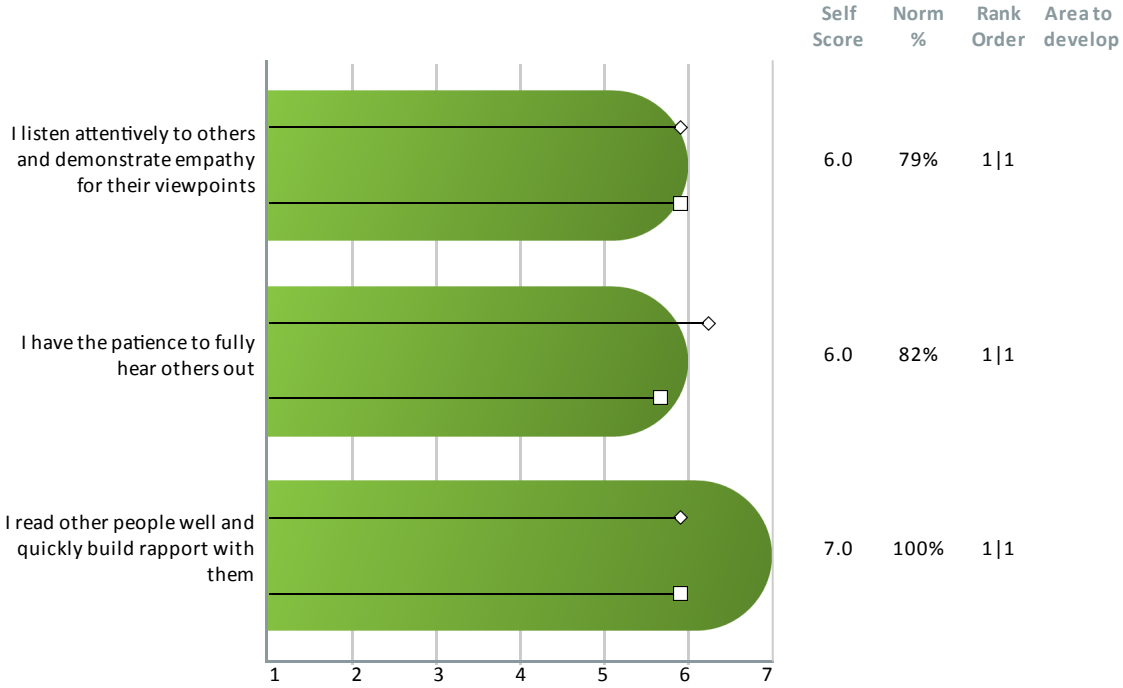
Interpersonally Astute

Effective



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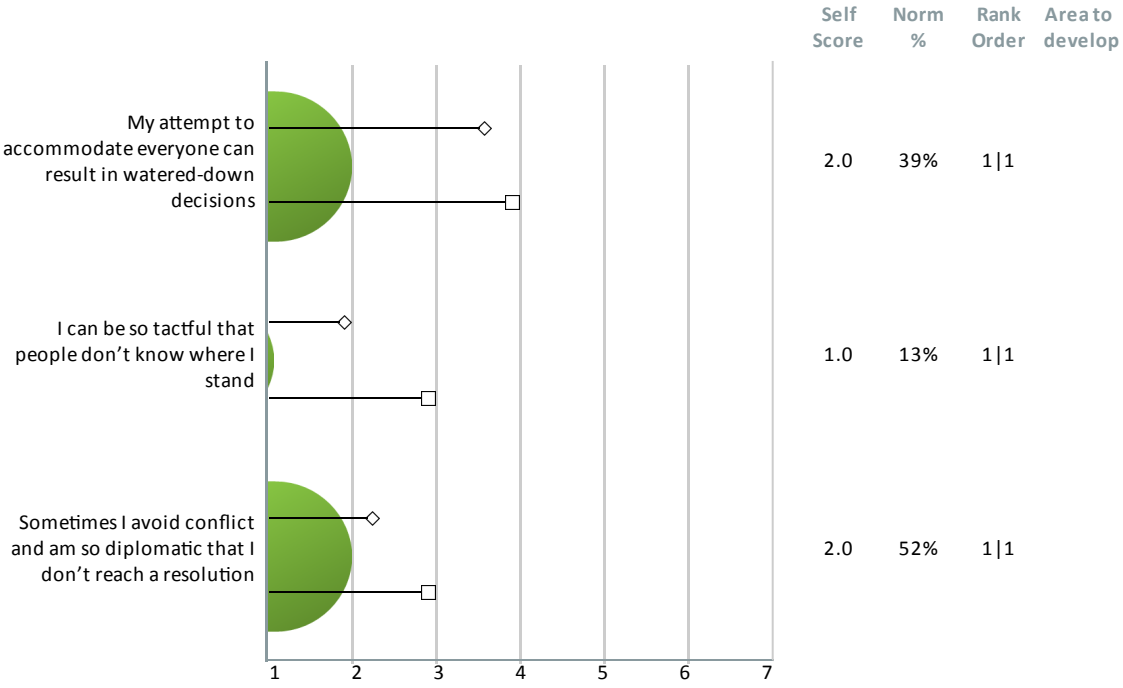

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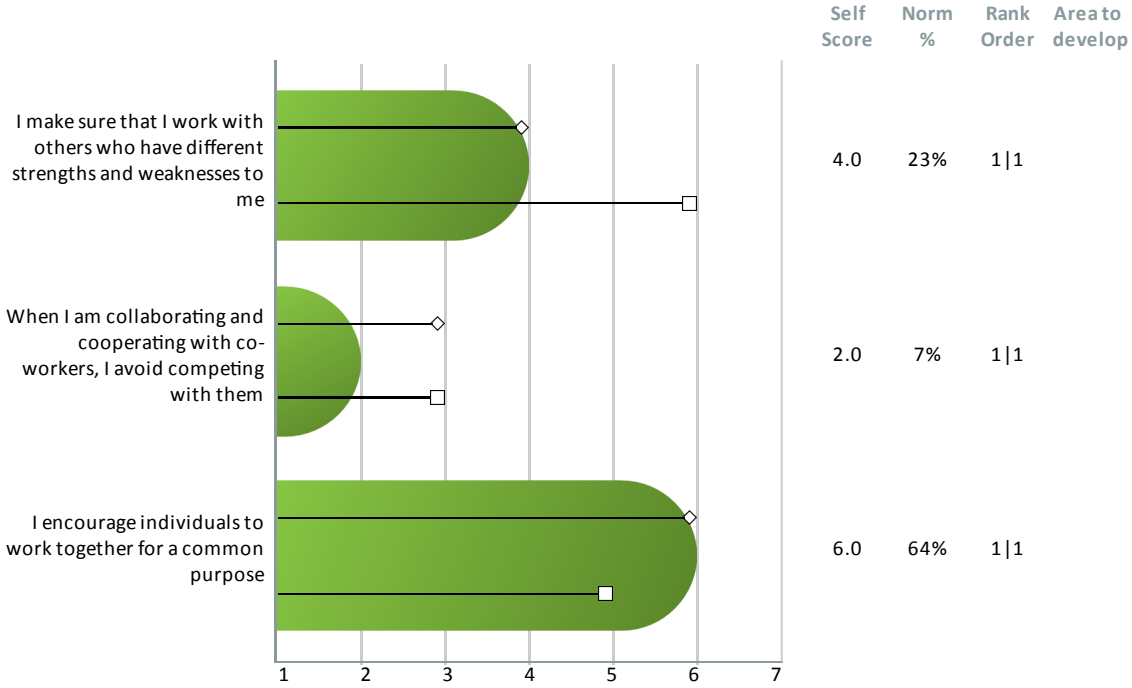
Win-Win Partnering

Effective



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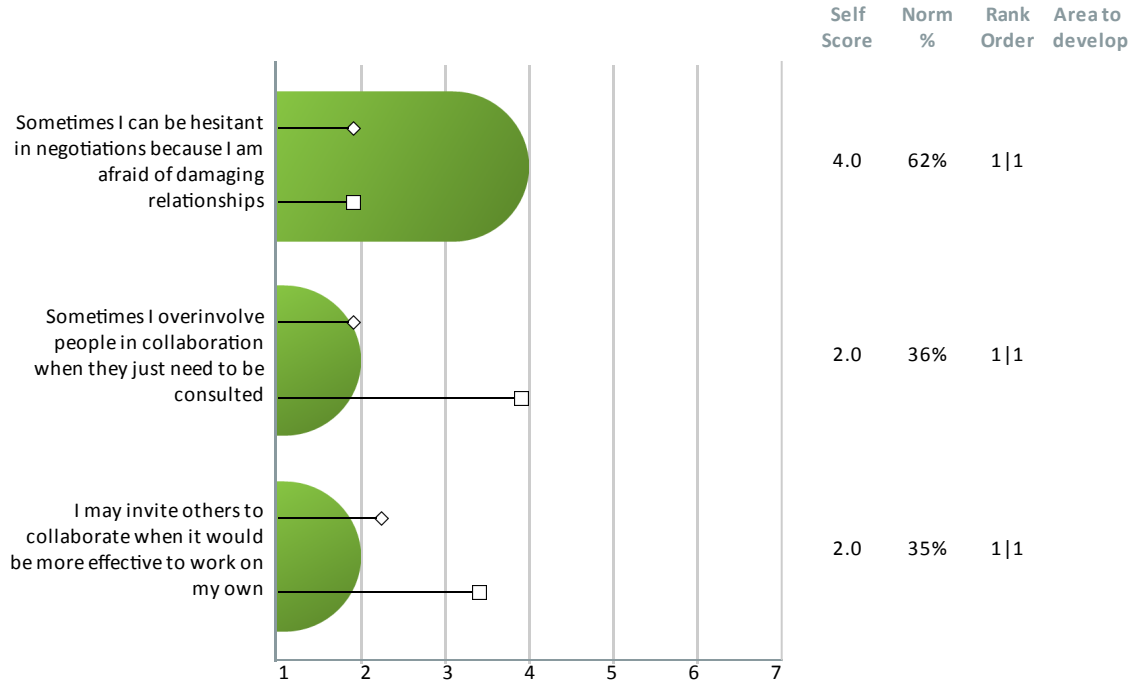

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