



Global Leadership Assessment

GLA360 Report for Taylor Lee

Published on June 10, 2021

Feedback Report

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Respondents Overview

The numbers below represent the number of completed surveys submitted by each respondent group prior to the due date. Please note that these numbers do not necessarily reflect the number of responses you received on each item as some individuals may not have given you feedback on every item. These figures only represent completed, submitted assessments.

	Report N	Nominated N	Response Rate
Self	1	1	100.00%
Managers	1	1	100.00%
Direct Reports	3	3	100.00%
Peers	4	4	100.00%
Others	11	14	78.57%
Total	20	23	86.96%

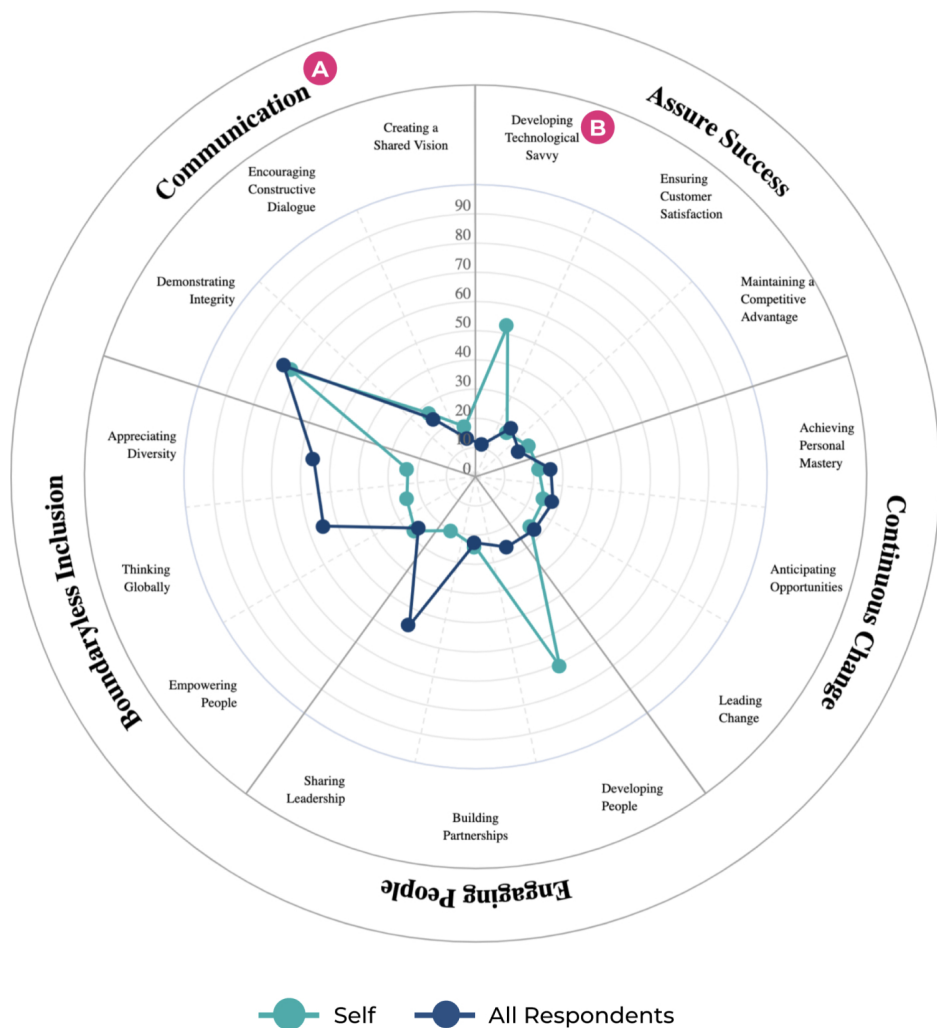
To preserve anonymity, your feedback report will not display responses from anonymous respondent groups (e.g., Direct Reports, Peers, Others) with fewer than three submitted surveys. If fewer than three surveys have been received from a respondent group, their ratings will be combined with those of another respondent group.

For any single item with fewer than three responses in a respondent group, "Insufficient Responses" will appear for that item in lieu of data.

Competency Radar Graph

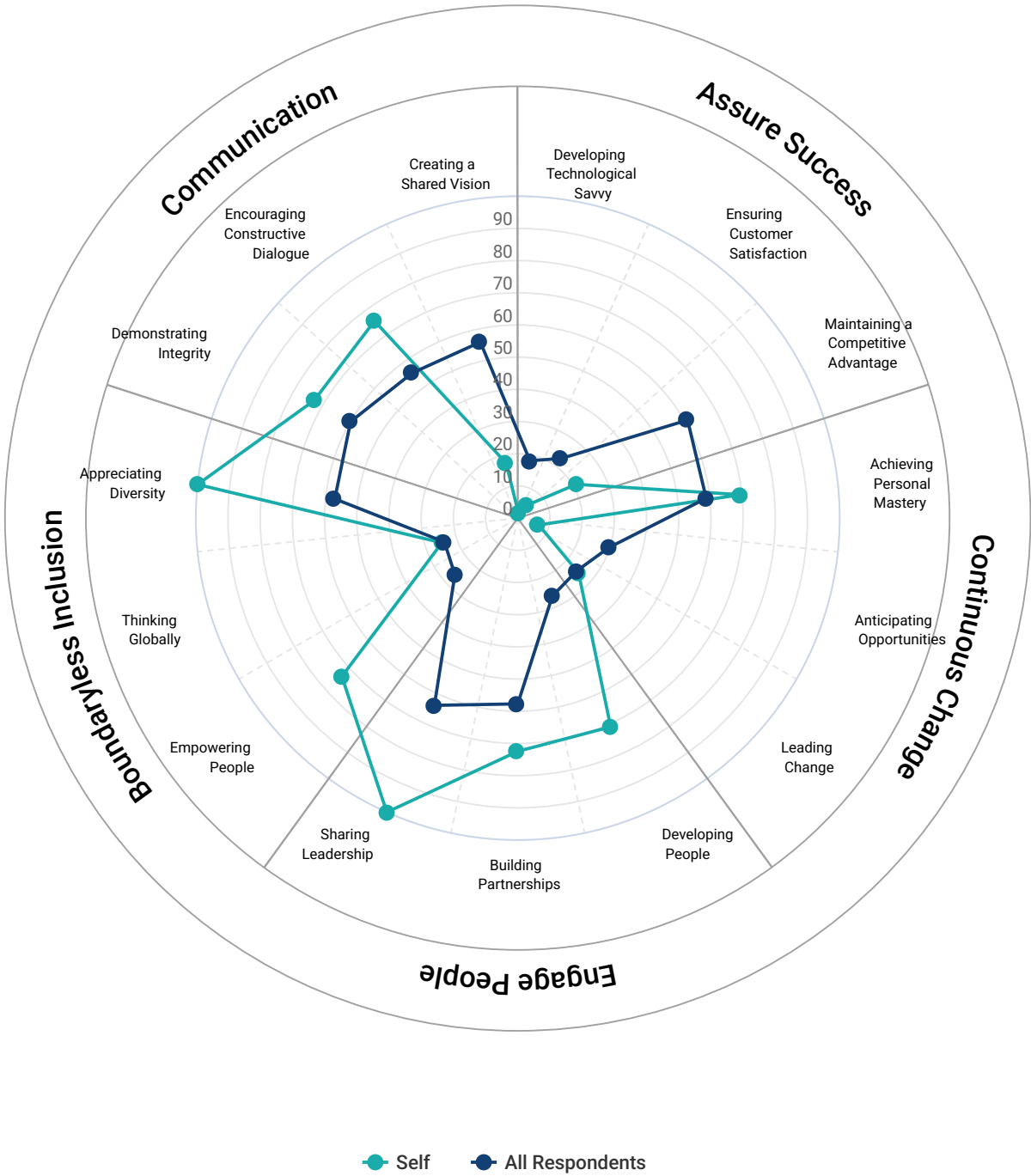
How to read the Radar Graph

The radar graph is a leadership effectiveness dashboard that makes it easy to identify strengths and areas to develop. This high level competency overview is a good starting point to drill down into behavioral details. This section plots the competency percentiles rank for the Self responses as well as the percentile rank from All Respondents that is calculated without the Self responses.



- A** Cluster: Assure Success, Continuous Change, Engage People, Boundaryless Inclusion, Communication.
- B** Competency: Thinking globally, anticipating opportunities, creating a shared vision, developing people, empowering people, appreciating diversity, building partnerships, leading change, developing technological savvy, encouraging constructive dialogue, ensuring customer satisfaction, maintaining a competitive advantage, achieving personal mastery, sharing leadership, demonstrating integrity.

Competency Radar Graph



Competency Highlights

Blind spots	Strengths
<p>15 Communication Creating a Shared Vision</p> <p>3 Assure Success Maintaining a Competitive Advantage</p>	<p>9 Engaging People Sharing Leadership</p> <p>12 Boundarless Inclusion Appreciating Diversity</p> <p>14 Communication Encouraging Constructive Dialogue</p>
Unknown	Hidden Strengths
<p>1 Assure Success Developing Technological Savvy</p> <p>2 Assure Success Ensuring Customer Satisfaction</p> <p>5 Continuous Change Anticipating Opportunities</p>	<p>10 Boundarless Inclusion Empowering People</p> <p>7 Engaging People Developing People</p> <p>4 Continuous Change Achieving Personal Mastery</p>

Above is an overview of the three most recognizable competencies (ranked by percentile scores) within each quadrant. Percentiles are calculated based on a norm group of 2,800 international leaders from a wide range of countries, ages, organizational levels, industries, and educational backgrounds.

Blind spots

These are competencies that coworkers recognize as strengths but the leader does not.

Strengths

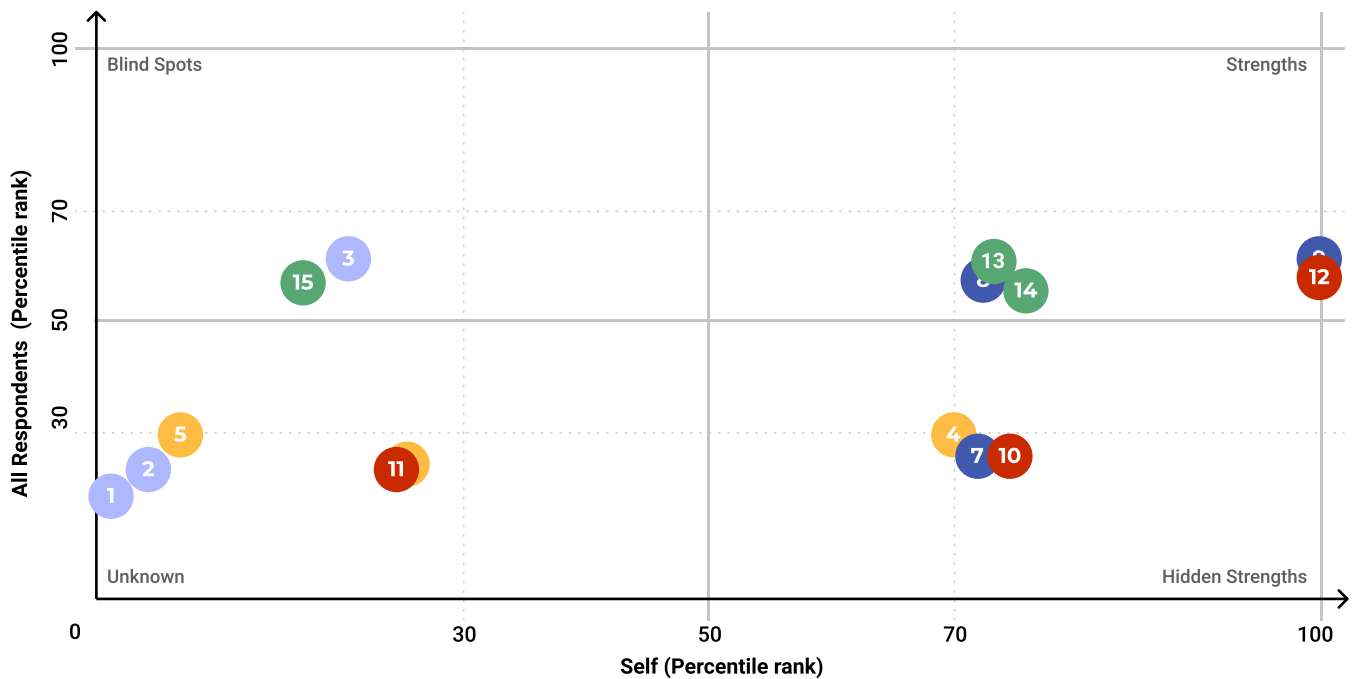
These are competencies that the leader and coworkers both recognize as strengths of the leader.

Unknown

These are competencies that are not recognized by the leader and coworkers.

Hidden Strengths

These are competencies the coworkers are either unaware of or do not recognize as strengths of the leader.



Percentile score by competency

Assure Success	Self	All Respondents
1 Developing Technological Savvy	1	18
2 Ensuring Customer Satisfaction	5	23
3 Maintaining a Competitive Advantage	21	61

Continuous Change	Self	All Respondents
4 Achieving Personal Mastery	70	29
5 Anticipating Opportunities	7	30
6 Leading Change	25	25

Engage People	Self	All Respondents
7 Developing People	71	26
8 Building Partnerships	73	57
9 Sharing Leadership	100	61

Boundaryless Inclusion	Self	All Respondents
10 Empowering People	74	27
11 Thinking Globally	25	24
12 Appreciating Diversity	100	57

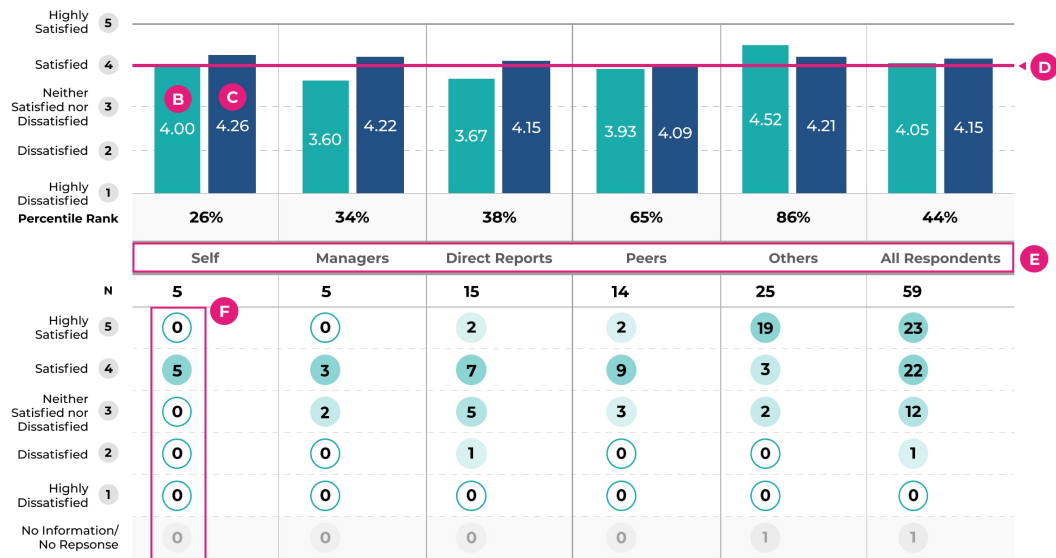
Communication	Self	All Respondents
13 Demonstrating Integrity	18	56
14 Encouraging Constructive Dialogue	76	56
15 Creating a Shared Vision	73	60

Competency Summary

How to read the summary

The Competency Summary breaks down the assessment results per respondent group and allows for an easy comparison / gap analysis. The N signifies the total number of responses received for all items in each of the respective competencies.














Demonstrating Integrity (Communication) **A**





- A Competency (Cluster):** In this example, “Demonstrating Integrity” is the competency in the cluster “Communication”.
- B Respondent Group Average:** The average of each item is used to calculate the average of this competency.
- C Normative Group Average:** This is provided to compare the participant’s average ratings to others who have participated in this assessment process as part of the global norm group.
- D Line Graph:** Self average score.
- E Valid N:** Number of responses received for all items per respondent group. In this example, from the Direct Reports group, 25 responses were submitted to the items in this competency. Note that N does not necessary equal to the number of nominated respondents.
- F Distribution:** The numbers in each circle shows how many participants responded in each rating scale. In this example, “Self” responded to “Satisfied (4)” to 5 items that constitute this competency.

How to read the Item Matrix

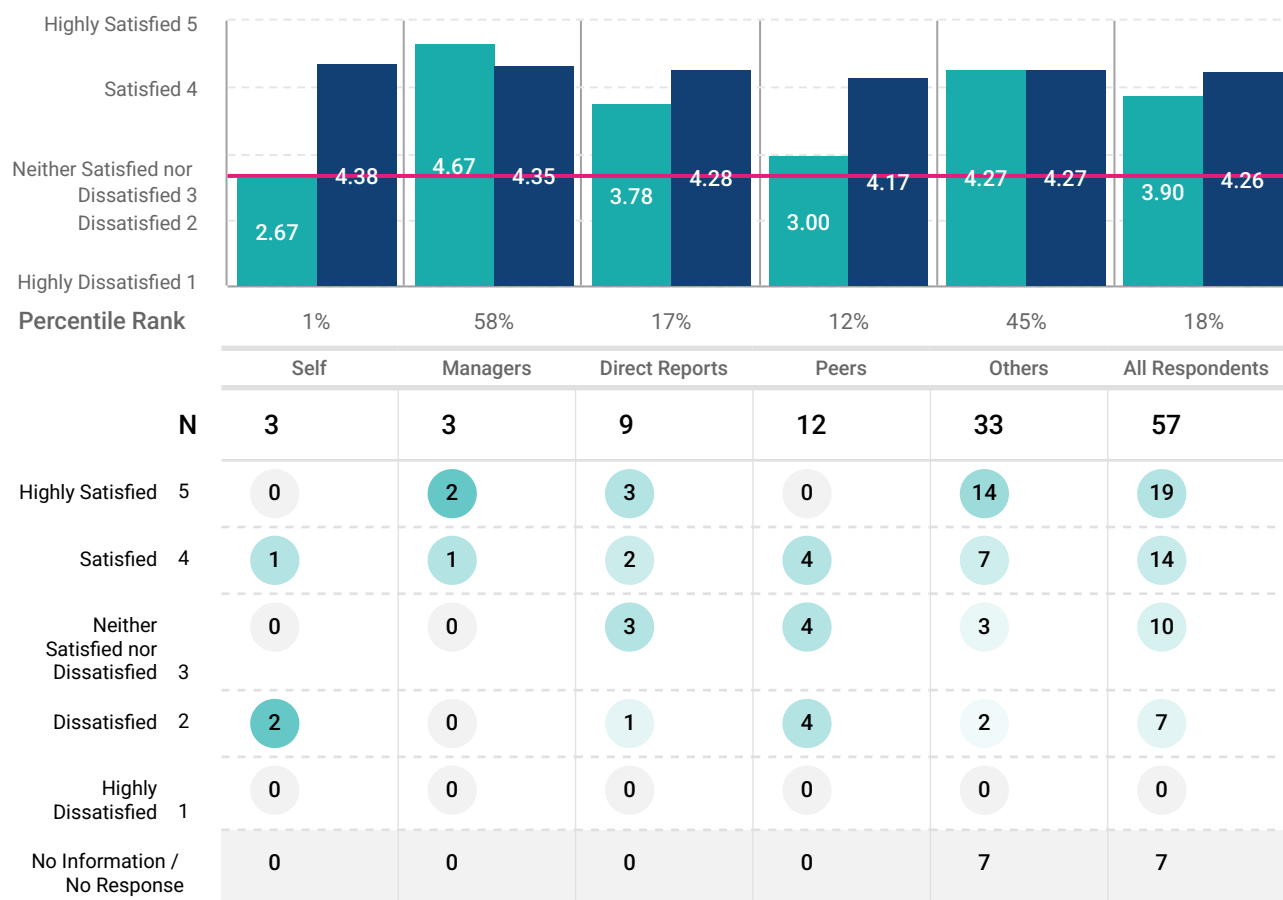
This section averages all item ratings within a competency by respondent group. The N signifies the total number of responses received for all items in each of the respective competencies.

Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
58. Ask people what he/she can do to improve. B	 3.00 	 4.00 A 	3.80 	3.17 	3.50 	3.50
59. Genuinely listen to others.	 3.00 	 2.00 	3.83 	 4.40 C 	4.00 	3.94
60. Accept constructive feedback in a positive manner (avoid defensiveness).	4.00 	 5.00 	 4.80 	3.50 	4.50 	4.25
61. Strive to understand the other person's frame of reference.	 3.00 	 5.00 	 4.80 	I.R. D -	4.50 	 4.50
62. Encourage people to challenge the status quo.	4.00 	3.00 	 4.60 	N.R. E -	 3.33 	3.67

 Item is one of the highest **D** I.R. Insufficient Responses
 Item is one of the lowest **E** N.R. No Responses

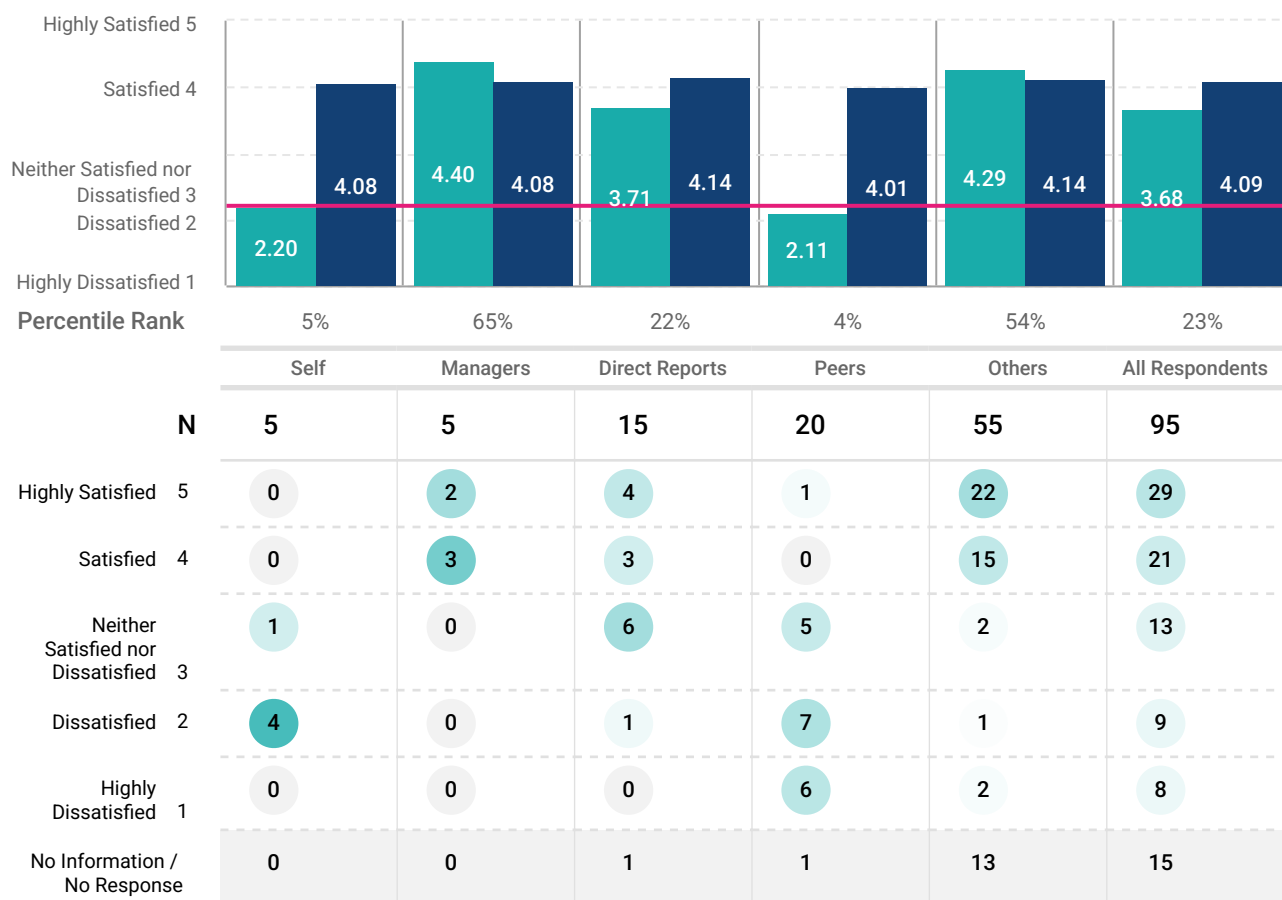
- A Respondent Group Average:** The average of each item is used to calculate the average of this competency.
- B Item:** List of questions asked in the survey that respondents have submitted.
- C Percentile Rank:** Percentiles are indicative of how the individual's average score for a particular item compares to others who have been through this assessment process and utilized this survey as part of the global norm group. In the above example, the percentile for the rating from Peers is 64. This indicates that 36% of the other individuals who received feedback on this item received a higher score than the participant. 64% of the global norm group received a rating that is either equal to or lower than the individual's rating on this particular item.
- D Insufficient Responses:** Averages are not displayed when there are 2 or less responses to protect the anonymity of the respondents.
- E No Responses:** This indicates that there were no responses to this question.

Developing Technological Savvy (Assure Success)



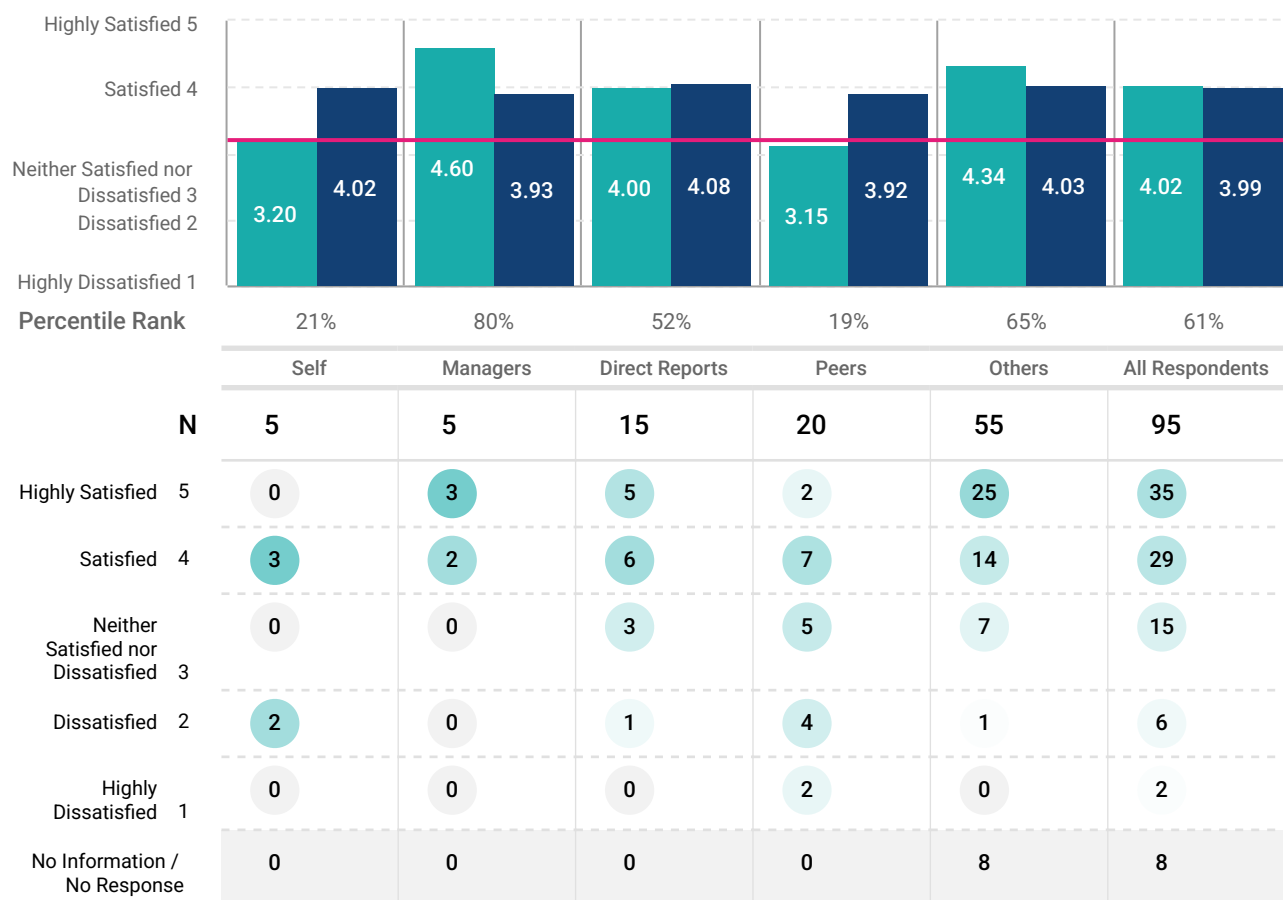
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.	2.00 	4.00 	3.67 	3.00 	4.13 	3.75
2. Successfully recruit people with needed technological expertise.	4.00 	5.00 	3.67 	3.50 	4.56 	4.18
3. Effectively manage the use of technology to increase productivity.	2.00 	5.00 	4.00 	2.50 	4.11 	3.76

Ensuring Customer Satisfaction (Assure Success)



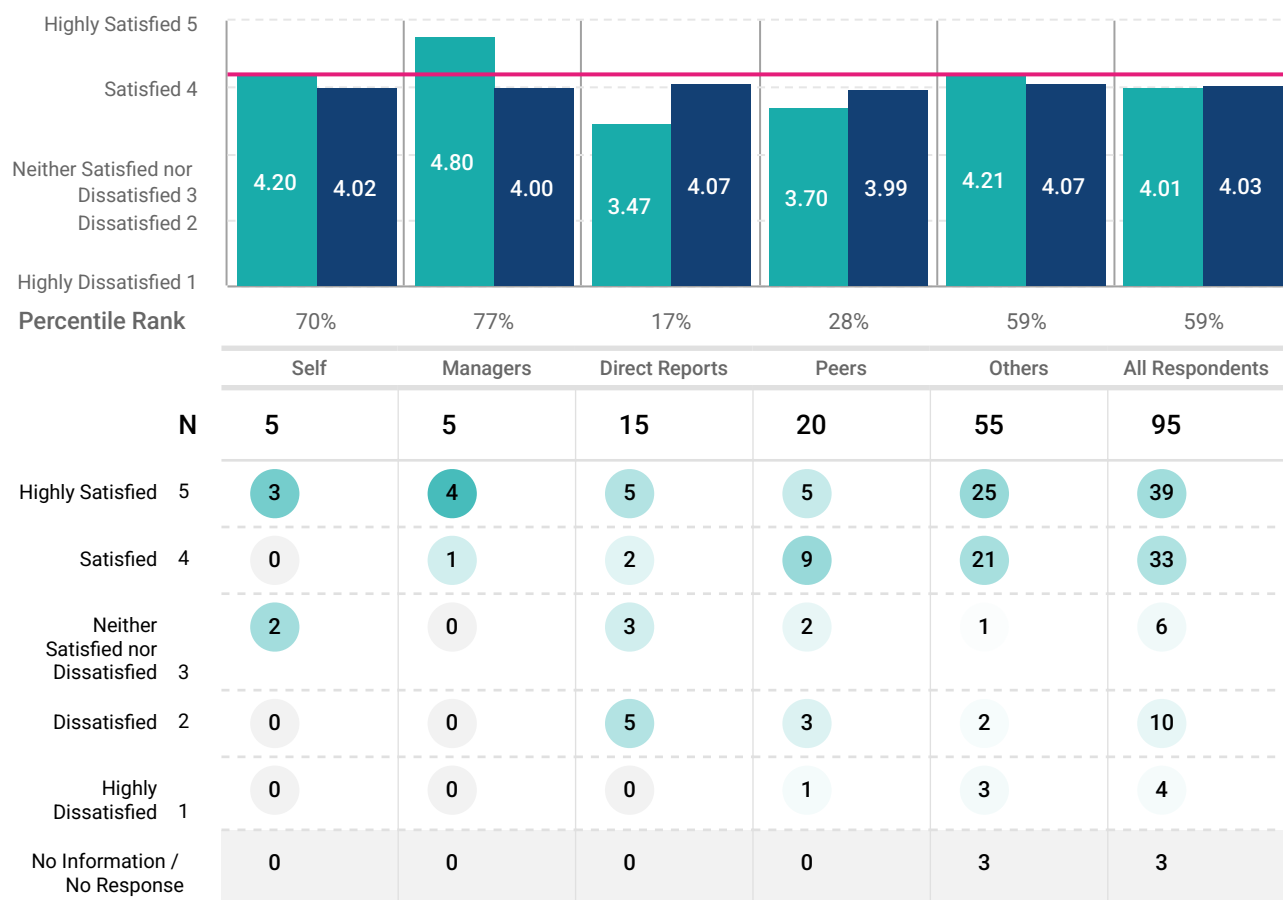
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
4. Inspire people to achieve high levels of customer satisfaction.	▼ 2.00 3	4.00 49	3.67 12	▼ 2.25 2	4.30 41	3.72 13
5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).	▼ 2.00 2	5.00 100	4.33 54	▼ 2.00 4	4.27 53	3.84 24
6. Regularly solicit input from customers.	▼ 2.00 10	4.00 71	▼ 3.00 14	▼ 2.50 6	4.17 59	▼ 3.46 21
7. Consistently deliver on commitments to customers.	▼ 2.00 4	4.00 63	3.67 23	▼ 2.00 5	4.33 54	▼ 3.62 22
8. Understand the competitive options available to your customers.	3.00 21	5.00 100	3.67 25	▼ 1.75 2	4.33 63	▼ 3.65 25

Maintaining a Competitive Advantage (Assure Success)



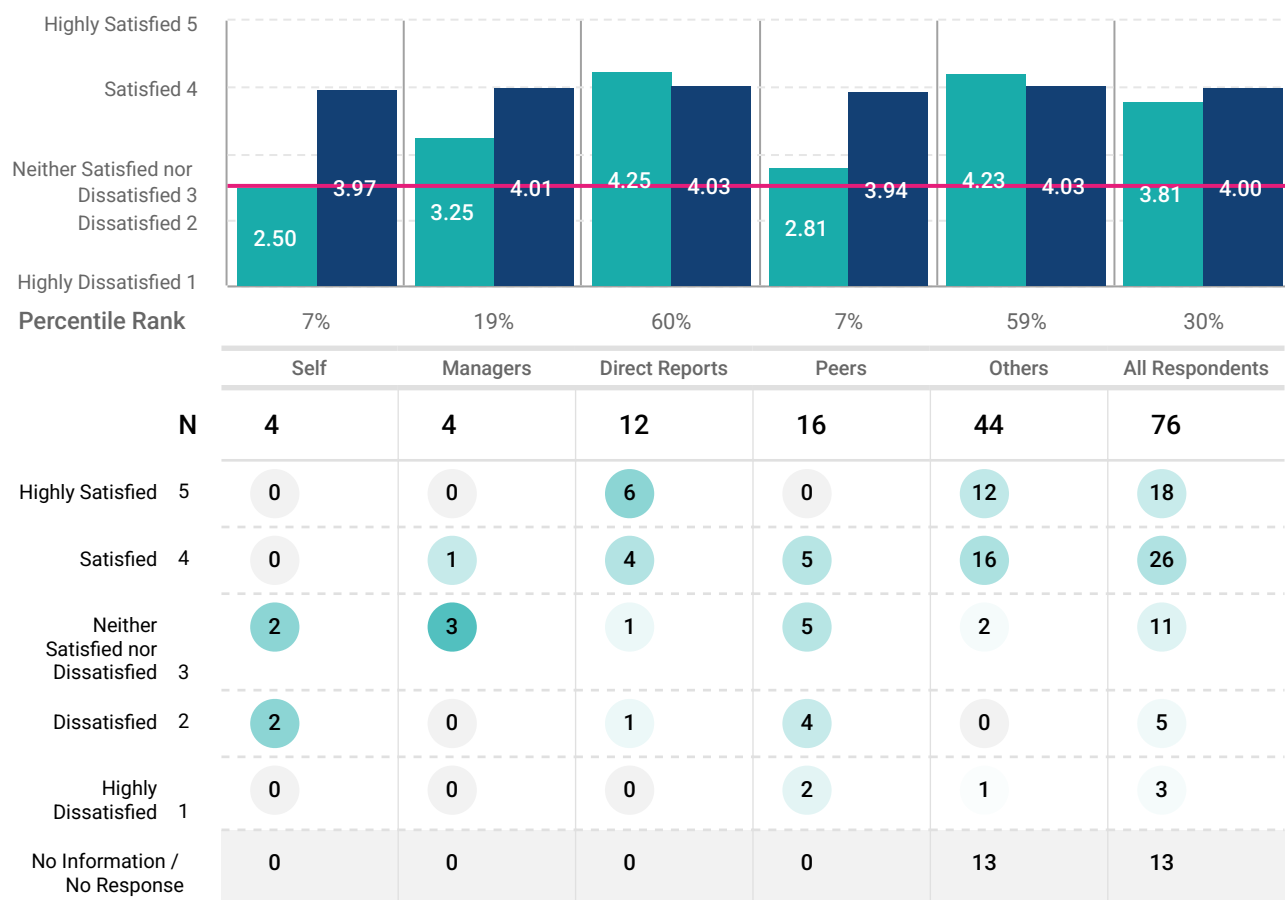
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
9. Communicate a positive, can-do sense of urgency toward getting the job done.	4.00 72	5.00 100	3.33 17	3.25 19	4.27 62	3.95 30
10. Hold people accountable for their results.	4.00 65	▲ 5.00 100	4.33 57	▲ 4.50 80	▲ 4.73 74	▲ 4.63 75
11. Successfully eliminate waste and unneeded cost.	4.00 76	▲ 5.00 100	4.33 64	3.25 19	4.13 58	4.00 62
12. Provide products/services that help the organization have a clear competitive advantage.	▼ 2.00 5	4.00 73	4.00 55	▼ 2.00 4	▼ 3.86 29	▼ 3.40 20
13. Achieve results that lead to long-term shareholder value.	▼ 2.00 7	4.00 72	4.00 52	2.75 6	4.50 74	4.00 61

Achieving Personal Mastery (Continuous Change)



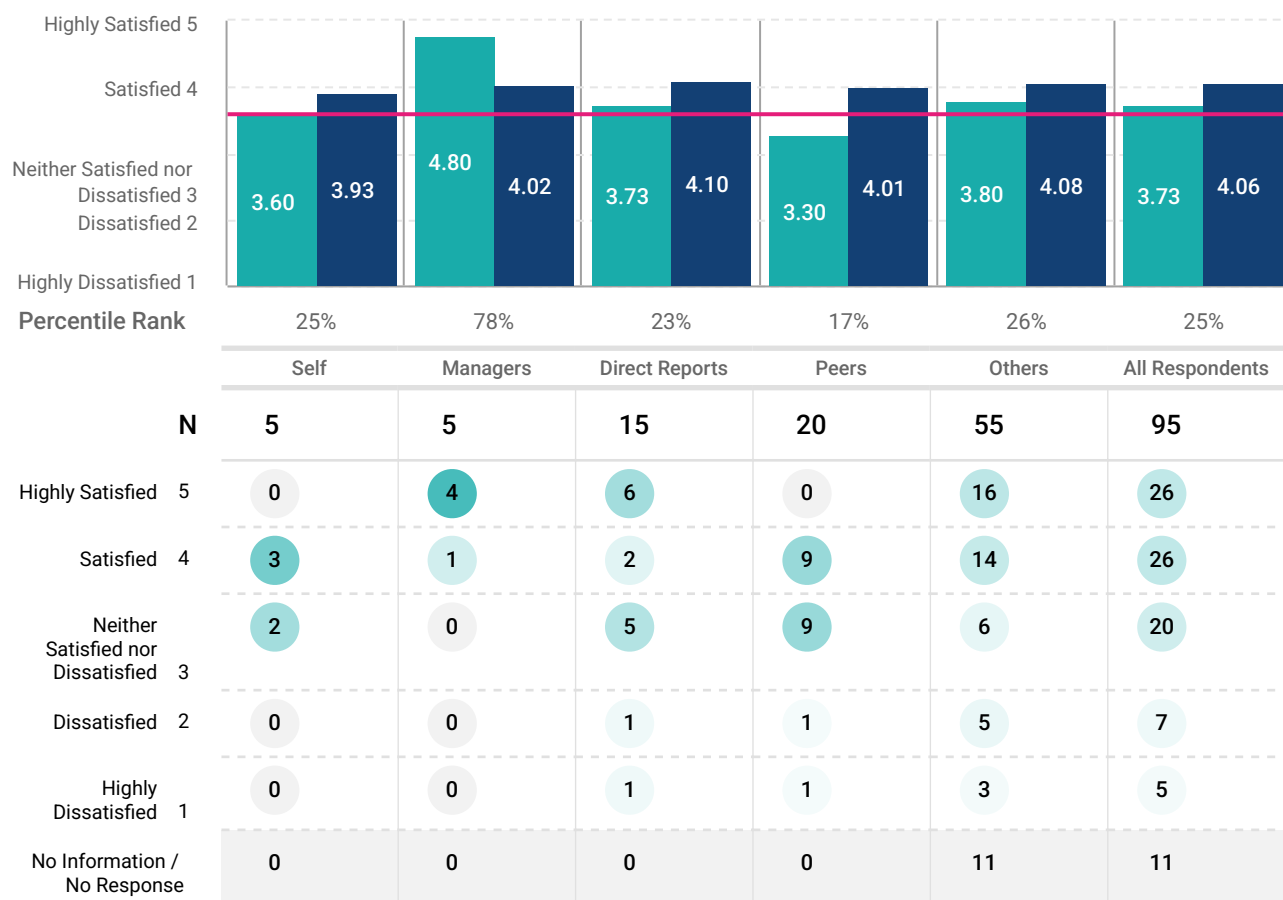
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
14. Deeply understand your own strengths and weaknesses.	▲ 5.00 100	▲ 5.00 100	3.33 21	3.75 38	4.11 67	3.94 36
15. Invest in ongoing personal development.	▲ 5.00 100	▲ 5.00 100	4.33 67	▲ 4.50 79	4.36 65	▲ 4.42 69
16. Involve people who have strengths that you do not possess.	▲ 5.00 100	▲ 5.00 100	3.67 16	▲ 4.75 68	4.10 39	4.22 42
17. Demonstrate effective emotional responses in a variety of situations.	3.00 19	▲ 5.00 100	▼ 3.00 12	2.75 4	4.09 58	3.68 24
18. Demonstrate self-confidence as a leader.	3.00 31	4.00 70	▼ 3.00 16	2.75 5	4.36 69	3.79 31

Anticipating Opportunities (Continuous Change)



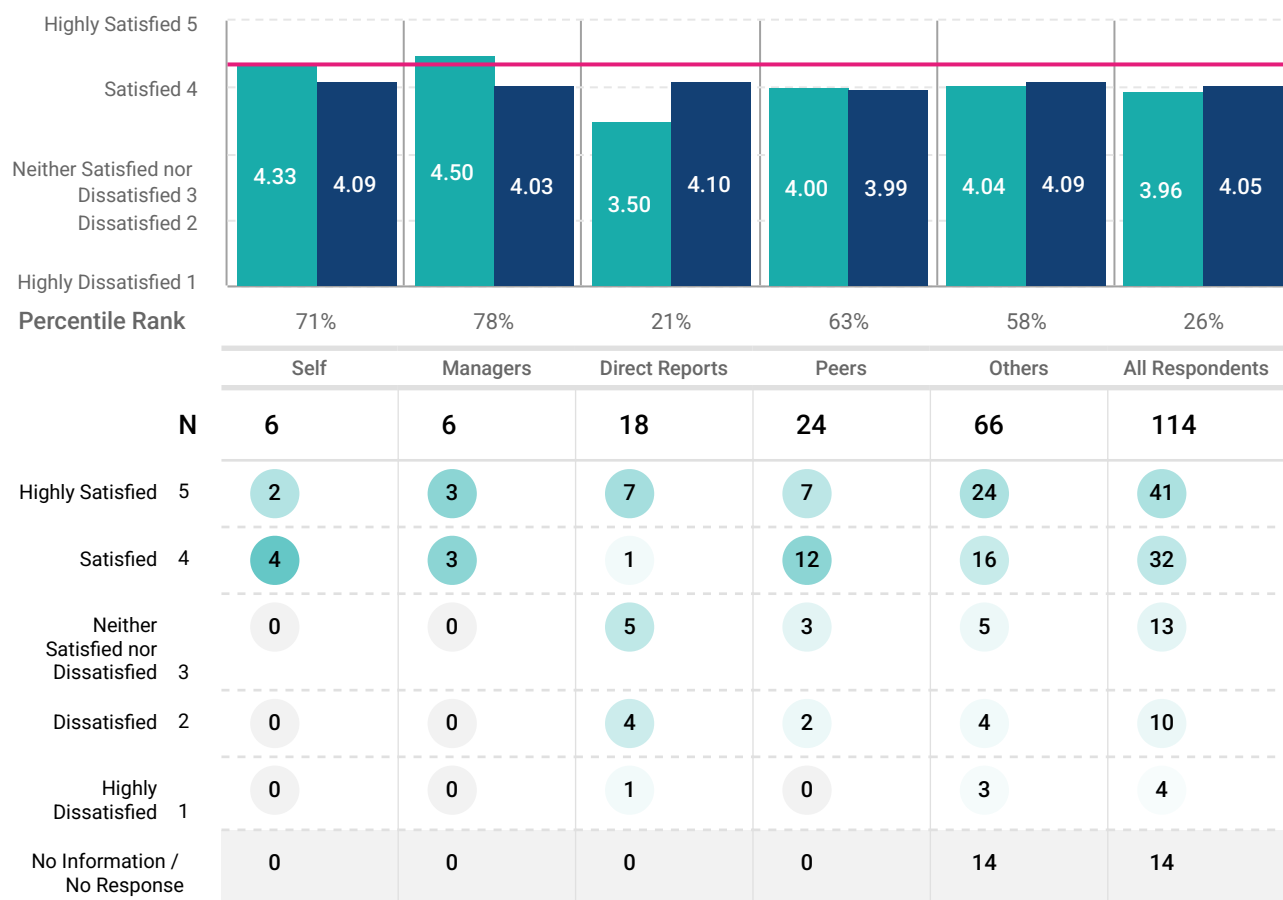
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
19. Invest in learning about future trends.	3.00 34	3.00 27	4.33 74	2.75 9	4.33 71	3.79 39
20. Effectively anticipate future opportunities.	2.00 11	3.00 23	4.67 86	2.50 5	4.38 74	3.88 38
21. Inspire people to focus on future opportunities (not just present objectives).	2.00 5	4.00 59	3.67 25	2.75 4	4.00 53	3.67 22
22. Develop ideas to meet the needs of the new environment.	3.00 7	3.00 11	4.33 47	3.25 14	4.29 46	3.93 19

Leading Change (Continuous Change)



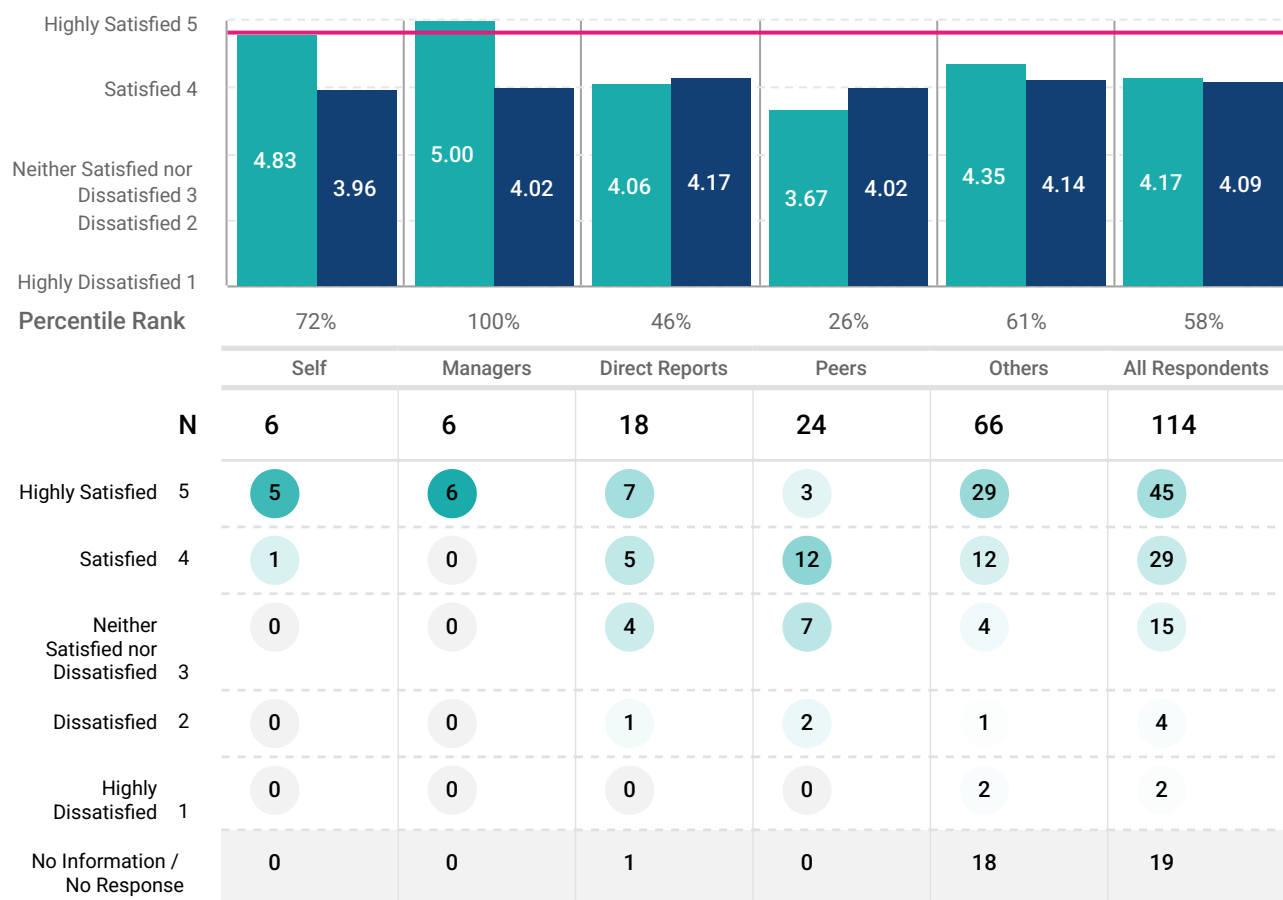
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
23. See change as an opportunity, not a problem.	3.00 23	5.00 100	4.00 53	2.75 5	4.10 58	3.83 28
24. Challenge the system when change is needed.	3.00 22	5.00 100	4.67 81	3.25 17	4.11 59	4.06 59
25. Thrive in ambiguous situations (demonstrate flexibility when needed).	4.00 76	4.00 67	2.67 5	3.50 29	3.50 25	3.38 20
26. Encourage creativity and innovation in others.	4.00 78	5.00 100	3.67 19	3.25 15	3.67 23	3.65 21
27. Effectively translate creative ideas into business results.	4.00 72	5.00 100	3.67 19	3.75 21	3.50 18	3.69 20

Developing People (Engage People)



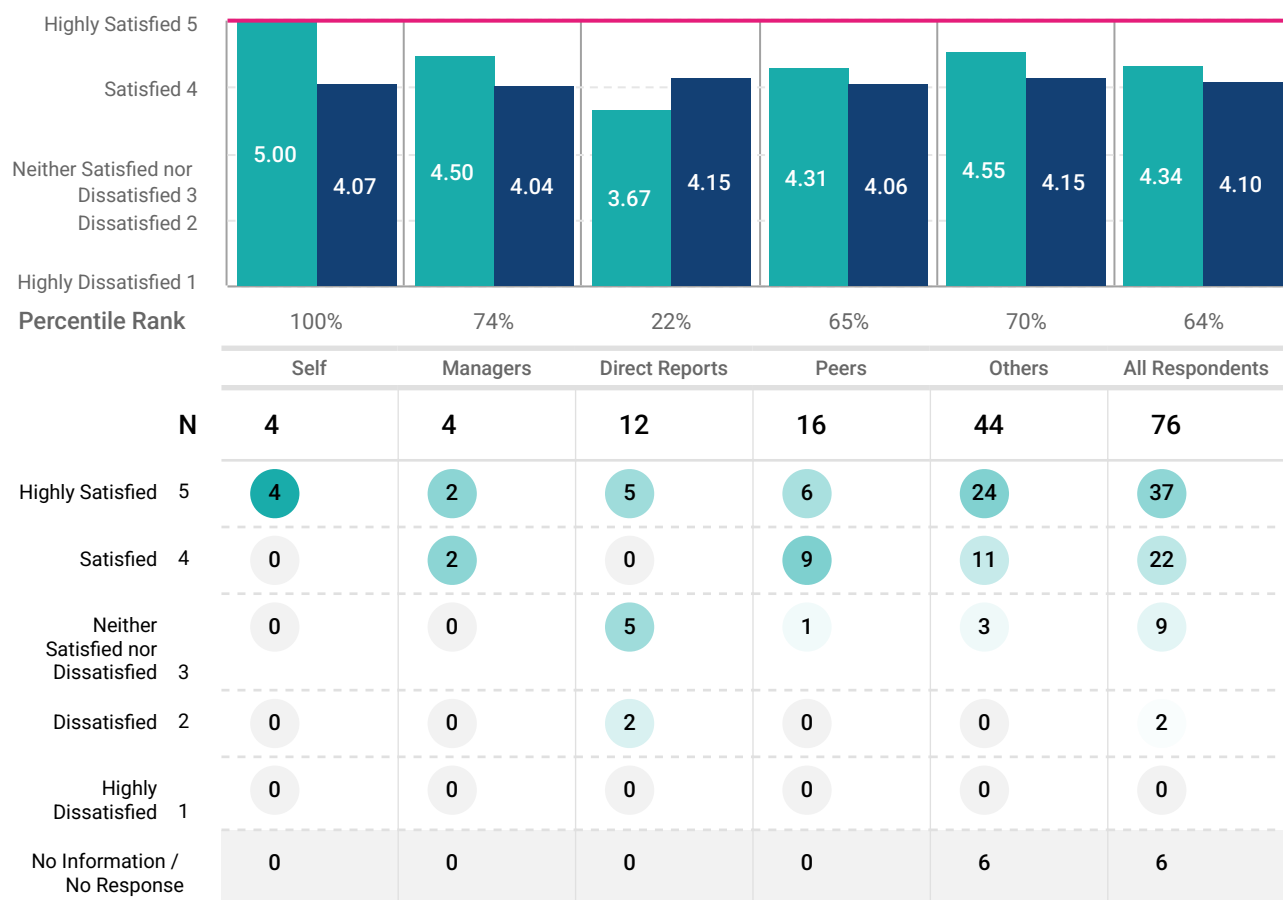
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
28. Consistently treat people with respect and dignity.	▲ 5.00 100	5.00 100	3.67 21	4.00 60	4.27 60	4.16 59
29. Ask people what they need to do their work better.	4.00 61	4.00 60	3.67 19	4.25 60	▼ 3.80 20	3.89 20
30. Ensure that people receive the training they need to succeed.	4.00 74	5.00 100	3.33 12	3.50 20	▼ 3.29 10	▼ 3.47 13
31. Provide effective coaching.	4.00 72	4.00 66	▼ 3.00 13	3.75 30	4.29 63	3.87 28
32. Provide developmental feedback in a timely manner.	▲ 5.00 100	5.00 100	▲ 4.67 79	▲ 4.75 84	4.00 56	▲ 4.40 68
33. Provide effective recognition for others' achievements.	4.00 77	4.00 78	▼ 2.67 6	3.75 39	4.40 70	3.94 35

Building Partnerships (Engage People)



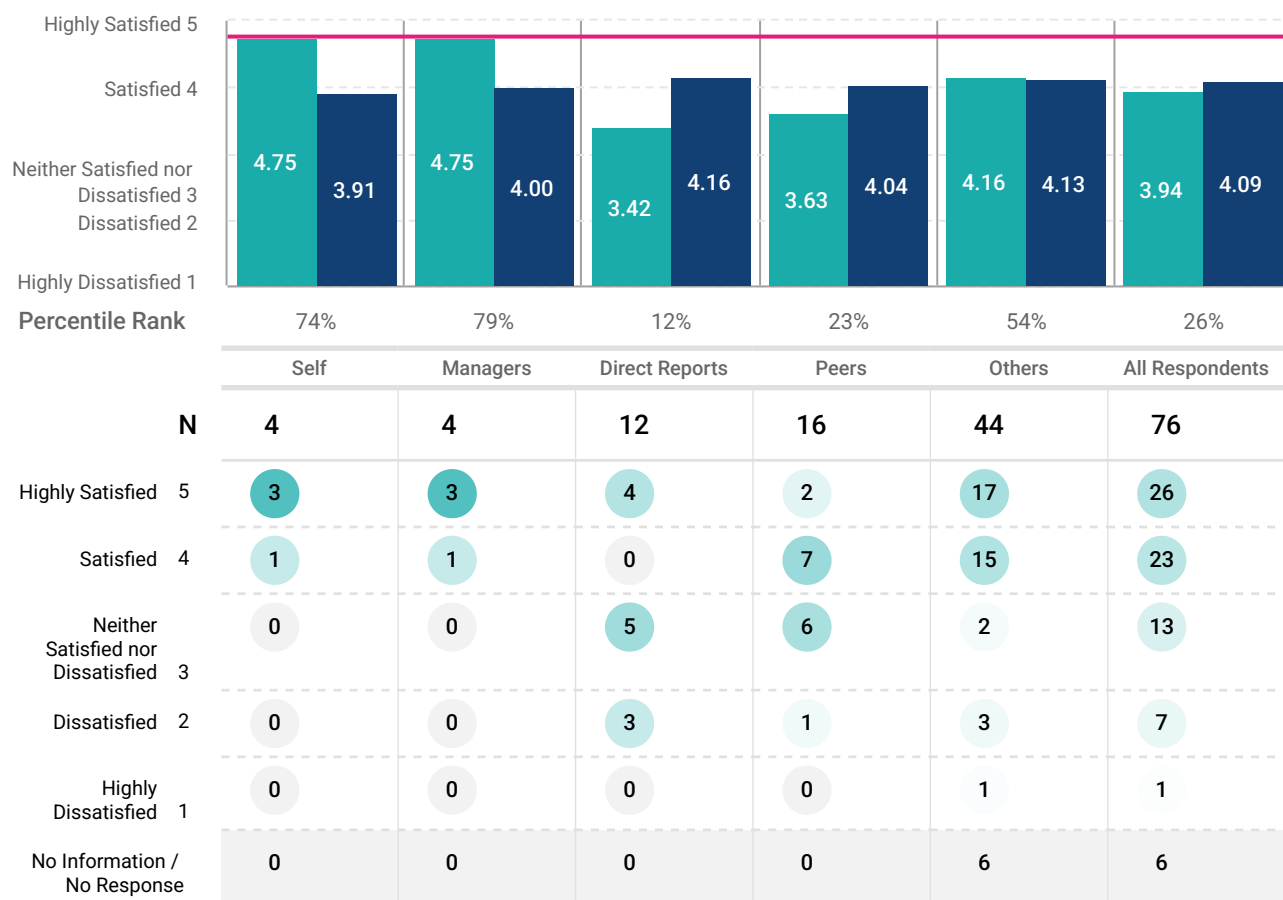
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
34. Treat co-workers as partners, not competitors.	▲ 5.00 100	5.00 100	3.33 11	4.00 62	4.45 59	4.21 56
35. Unite your organization into an effective team.	▲ 5.00 100	5.00 100	4.00 48	4.00 63	4.20 57	4.17 60
36. Build effective partnerships across the organization.	▲ 5.00 100	5.00 100	3.67 16	3.50 18	4.40 59	4.11 53
37. Discourage destructive comments about other people or groups.	▲ 5.00 100	5.00 100	▲ 4.67 79	4.25 63	4.29 59	▲ 4.40 66
38. Build effective alliances with other organizations.	4.00 78	5.00 100	4.50 74	3.00 16	4.25 59	3.91 26
39. Create a network of relationships that help to get things done.	5.00 100	5.00 100	4.33 63	3.25 16	4.50 72	4.14 61

Sharing Leadership (Engage People)



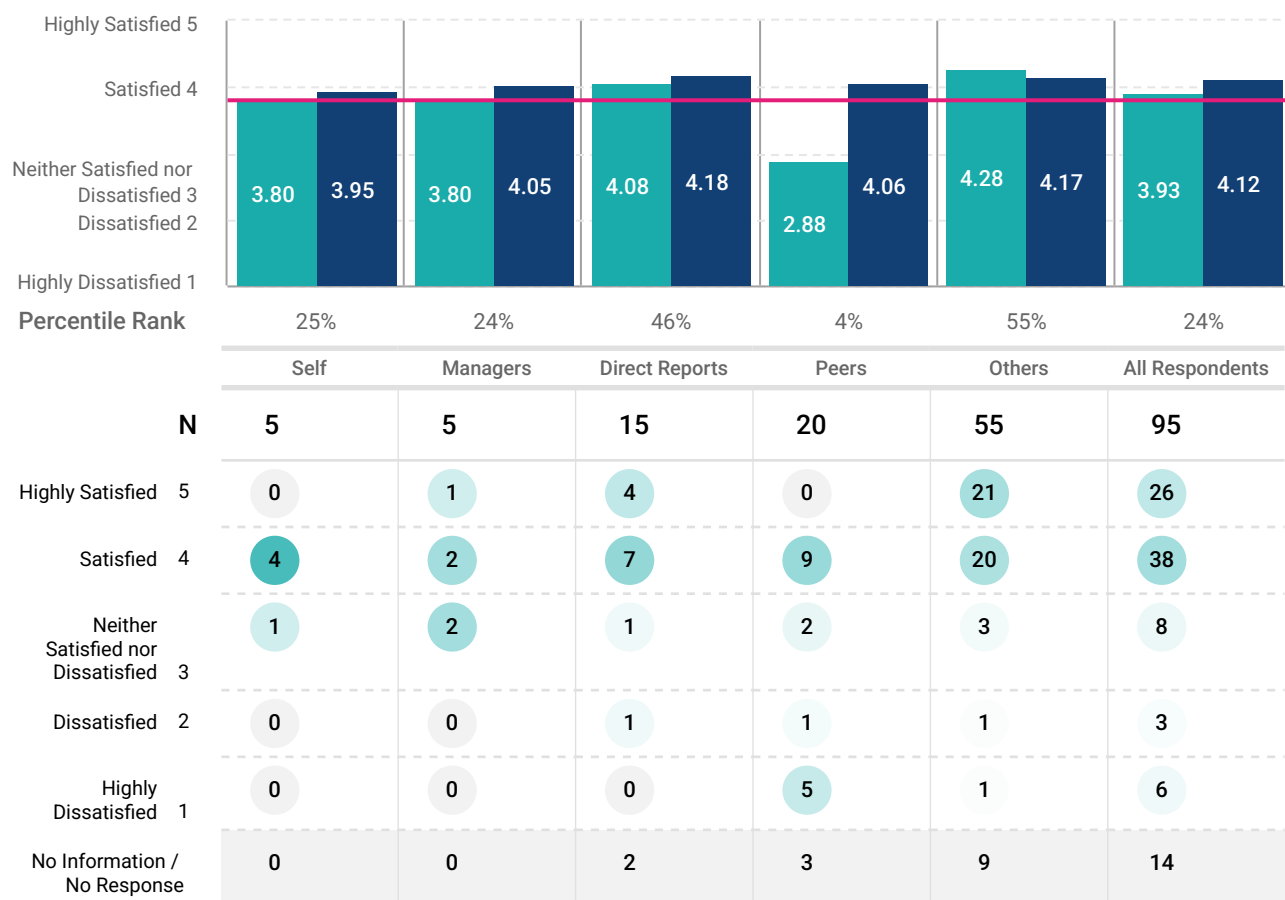
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
40. Willingly share leadership with business partners.	5.00 100	4.00 75	3.00 15	4.25 75	4.50 78	4.13 66
41. Defer to others when they have more expertise.	5.00 100	4.00 56	3.67 16	4.50 68	4.60 63	4.39 56
42. Strive to arrive at an outcome with others (as opposed to for others).	5.00 100	5.00 100	4.33 59	4.25 62	4.50 71	4.44 65
43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")	5.00 100	5.00 100	3.67 20	4.25 63	4.60 69	4.39 63

Empowering People (Boundaryless Inclusion)



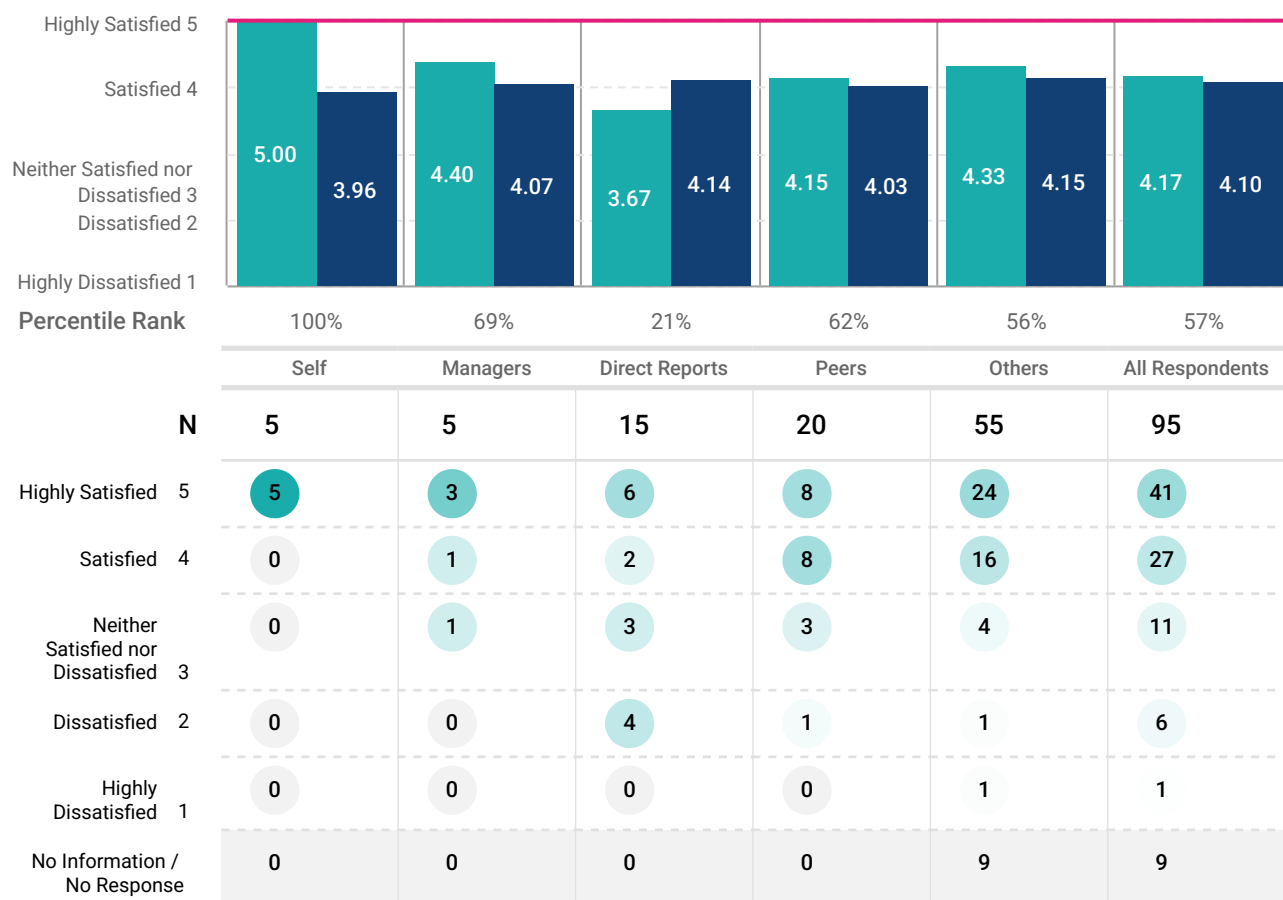
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
44. Build people's confidence.	5.00 100	4.00 68	3.00 12	3.50 24	4.00 59	3.74 26
45. Take risks in letting others make decisions.	5.00 100	5.00 100	3.33 11	3.50 19	4.00 50	3.81 23
46. Give people the freedom they need to do their job well.	5.00 100	5.00 100	3.67 17	3.50 19	4.40 58	4.11 52
47. Trust people enough to let go (avoid micro-management).	4.00 78	5.00 100	3.67 20	4.00 67	4.22 59	4.12 63

Thinking Globally (Boundaryless Inclusion)



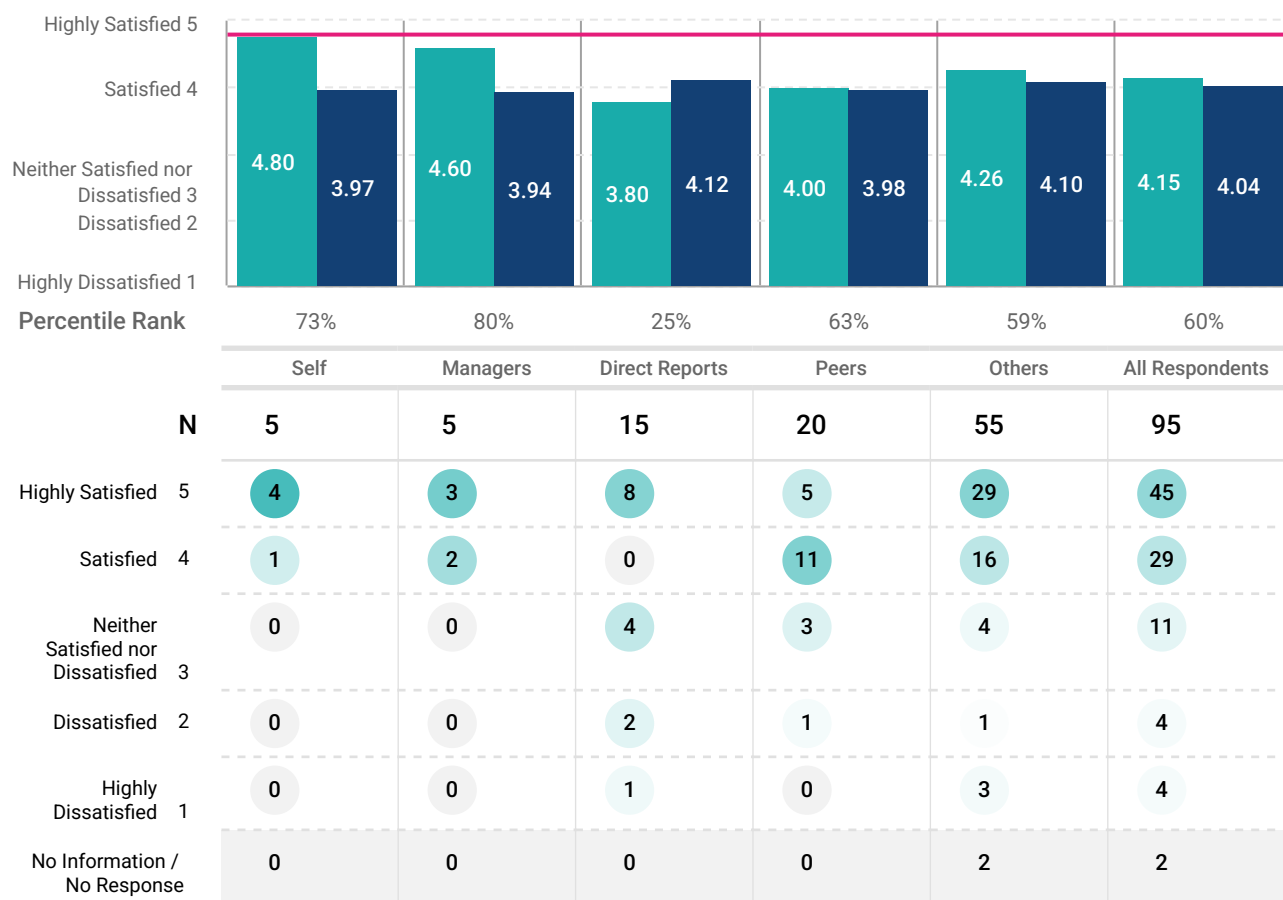
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
48. Recognize the impact of globalization on the business.	4.00 78	4.00 69	4.50 73	3.00 18	4.67 73	4.19 61
49. Demonstrate the adaptability required to succeed in a global environment.	4.00 68	4.00 63	4.33 50	2.50 2	4.40 56	3.94 19
50. Strive to gain the variety of experiences needed to conduct global business.	4.00 67	5.00 100	3.67 16	3.00 12	3.86 21	3.71 19
51. Make decisions that incorporate global considerations.	4.00 80	3.00 22	4.00 52	3.00 16	4.20 60	3.88 29
52. Help others understand the impact of globalization.	3.00 19	3.00 13	4.00 44	3.00 14	4.20 51	3.88 21

Appreciating Diversity (Boundaryless Inclusion)



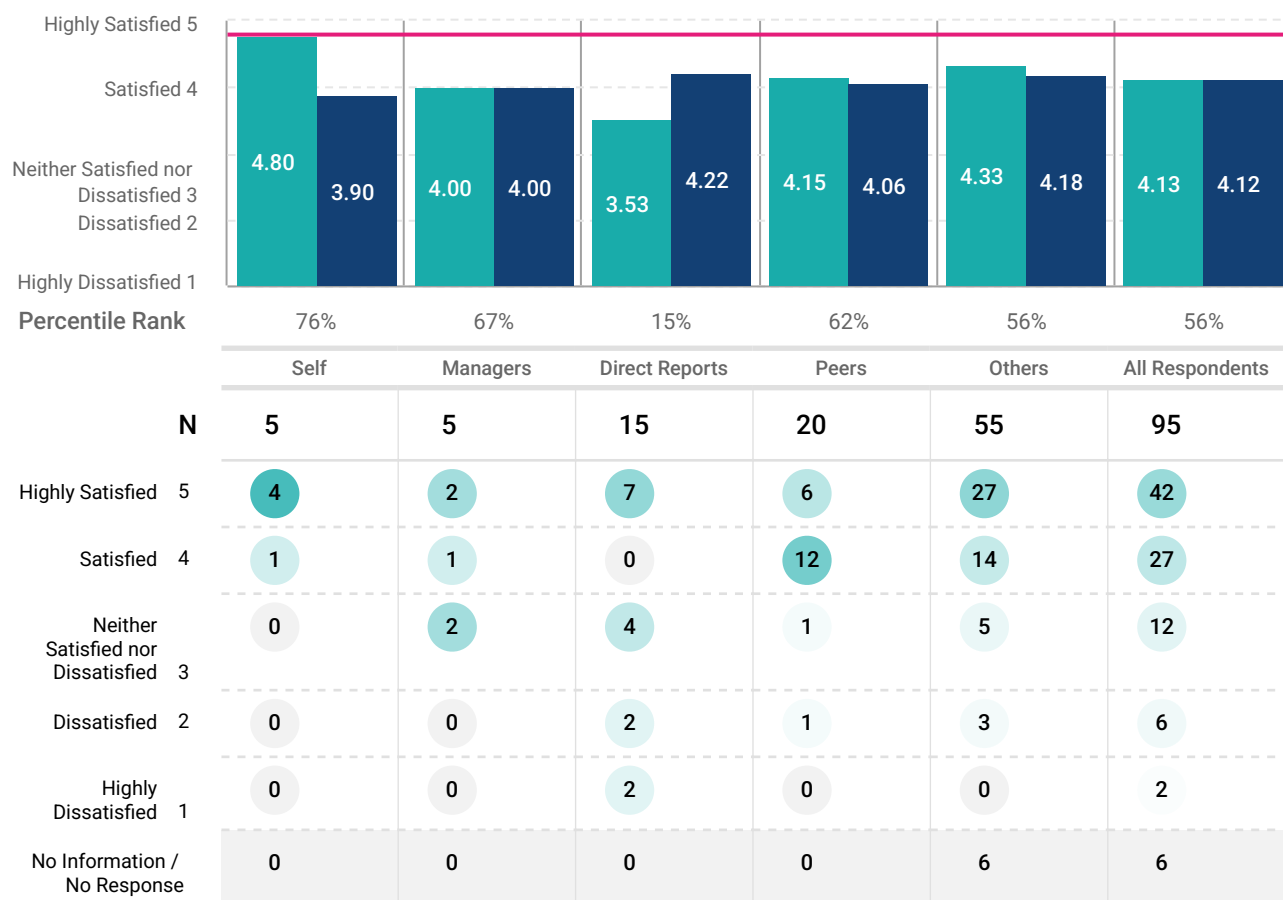
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	5.00 100	5.00 100	4.33 53	4.75 80	4.30 51	4.44 61
54. Effectively motivate people from different cultures, ethnicities, genders, generations, personalities and thinking styles.	5.00 100	5.00 100	3.33 10	4.00 54	4.13 42	4.00 46
55. Recognize the value of diverse views and opinions.	5.00 100	4.00 69	3.00 11	3.75 29	4.33 63	3.94 27
56. Help others appreciate the value of diversity.	5.00 100	3.00 19	4.00 60	4.00 69	4.30 66	4.11 66
57. Actively expand your knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).	5.00 100	5.00 100	3.67 22	4.25 66	4.56 71	4.35 67

Demonstrating Integrity (Communication)



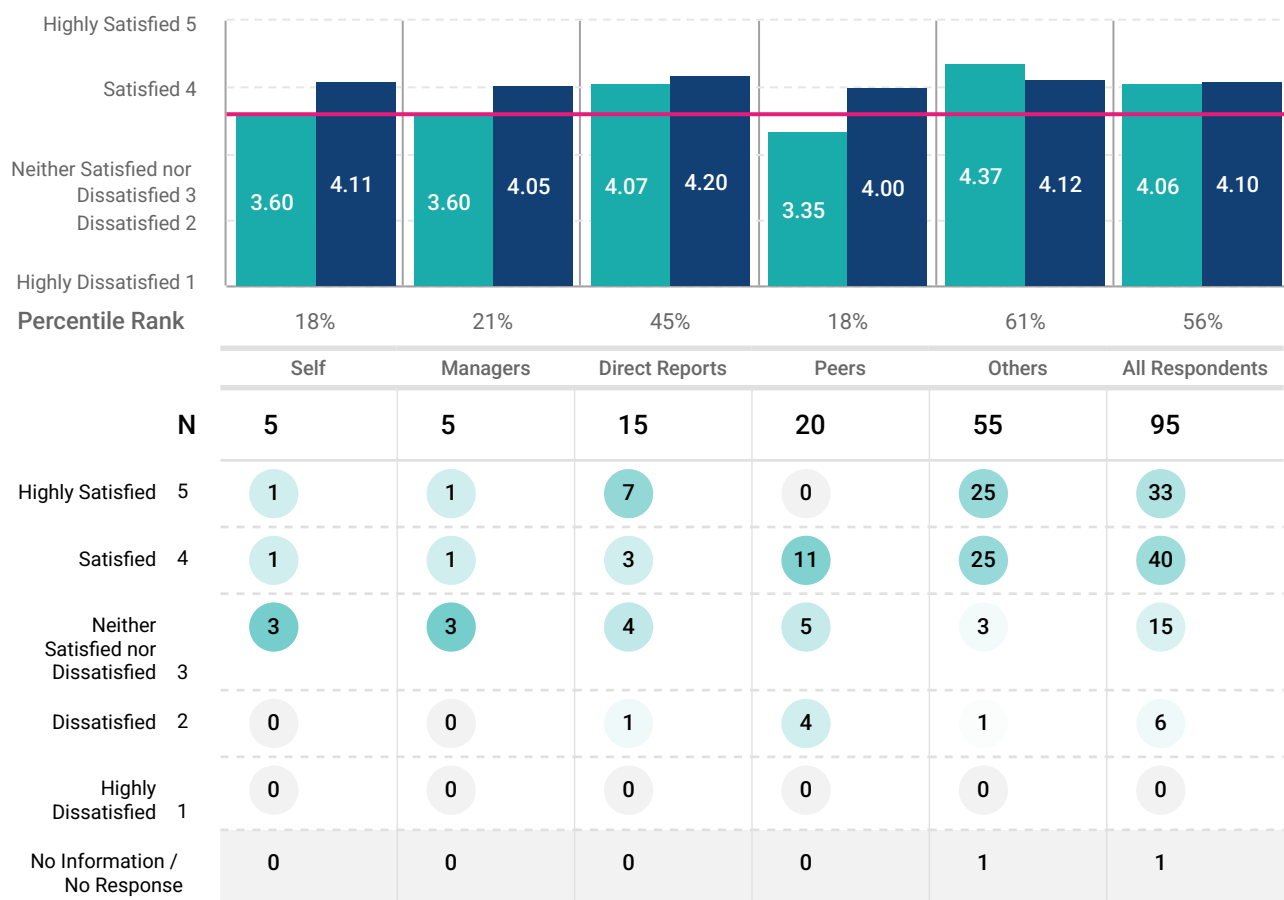
Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
58. Demonstrate honest, ethical behavior in all interactions.	5.00 100	5.00 100	4.33 58	4.25 63	4.18 53	4.26 59
59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.	5.00 100	5.00 100	2.67 4	4.25 74	4.30 68	4.06 67
60. Avoid political or self-serving behavior.	5.00 100	4.00 66	3.33 10	3.50 20	4.10 54	3.83 25
61. Courageously "stand up" for what you believe in.	5.00 100	4.00 71	5.00 100	4.25 65	4.45 61	4.47 66
62. Are a role model for living our organization's values (lead by example).	4.00 79	5.00 100	3.67 29	3.75 37	4.27 62	4.11 63

Encouraging Constructive Dialogue (Communication)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
63. Ask people what you can do to improve.	5.00 100	5.00 100	4.33 43	4.25 57	4.30 46	4.33 53
64. Genuinely listen to others.	5.00 100	5.00 100	2.33 2	4.50 74	4.36 58	4.11 54
65. Accept constructive feedback in a positive manner (avoid defensiveness).	5.00 100	3.00 19	3.33 11	4.25 66	4.44 65	4.12 58
66. Strive to understand the other person's frame of reference.	5.00 100	3.00 22	3.33 13	4.25 69	4.40 62	4.11 59
67. Encourage people to challenge the status quo.	4.00 77	4.00 67	4.33 60	3.50 23	4.11 56	4.00 58

Creating a Shared Vision (Communication)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
68. Create and communicate a clear vision for our organization.	3.00 9	3.00 10	4.67 70	3.25 12	4.55 68	4.21 51
69. Effectively involve people in decision-making.	4.00 67	3.00 15	4.00 45	4.00 60	4.45 65	4.21 57
70. Inspire people to commit to achieving the vision.	3.00 14	3.00 17	3.33 13	3.25 19	4.27 62	3.84 27
71. Develop an effective strategy to achieve the vision.	3.00 17	4.00 70	3.67 19	2.75 4	4.30 55	3.83 25
72. Clearly identify priorities.	5.00 100	5.00 100	4.67 78	3.50 27	4.27 62	4.21 64

Highest Rated Items

How to read the graph






The Highest Rated Items overview summarizes the leadership strengths on three levels: Item level behavior, competency, and cluster. This makes it very easy to identify commonalities and themes to summarize leadership strengths and areas of high-level effectiveness within and across respondent groups.

The number of items listed is the top 10% of all average scores of each item from the assessment per respondent group. If the same item is rated in the top 10% of other respondent groups, it is indicated with the green dot (see B). Additionally, if the average of an item is below 2.00 the item will not be listed as a highest rated item.





	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Demonstrating Integrity (Communication) ^A 1. Demonstrates honest, ethical behavior in all interactions.	0	0	0	2	4	4.67
Leading Change (Continuous Change) 68. Sees change as an opportunity, not a problem.	0	0	0	2	3 ^C	4.60
Appreciating Diversity (Boundary-less Inclusion) 45. Actively expands his/her knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).	0	0	0	3	3	4.50

- A Competency, Cluster, Item:** This lists the item and the competency and cluster to which it belongs. In this example, "Demonstrating Integrity" is the competency in the cluster "Communication".
- B Repeating Item:** This indicates that this item is also reported as highest item in other respondent groups and highlighted with a green dot.
- D Distribution:** The number in each circle shows how many participants responded in each rating scale. In this example, 3 participants responded, "Highly Satisfied" and 2 participants responded "Satisfied".

Highest Rated Items: Managers

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
 Creating a Shared Vision (Communication) 72. Clearly identify priorities.	0	0	0	0	1	5.00
 Developing Technological Savvy (Assure Success) 2. Successfully recruit people with needed technological expertise.	0	0	0	0	1	5.00
Developing Technological Savvy (Assure Success) 3. Effectively manage the use of technology to increase productivity.	0	0	0	0	1	5.00
 Maintaining a Competitive Advantage (Assure Success) 10. Hold people accountable for their results.	0	0	0	0	1	5.00
Maintaining a Competitive Advantage (Assure Success) 11. Successfully eliminate waste and unneeded cost.	0	0	0	0	1	5.00
Achieving Personal Mastery (Continuous Change) 14. Deeply understand your own strengths and weaknesses.	0	0	0	0	1	5.00
 Achieving Personal Mastery (Continuous Change) 15. Invest in ongoing personal development.	0	0	0	0	1	5.00
 Achieving Personal Mastery (Continuous Change) 16. Involve people who have strengths that you do not possess.	0	0	0	0	1	5.00
Achieving Personal Mastery (Continuous Change) 17. Demonstrate effective emotional responses in a variety of situations.	0	0	0	0	1	5.00
Leading Change (Continuous Change) 23. See change as an opportunity, not a problem.	0	0	0	0	1	5.00




Highest Rated Items: Direct Reports

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
 Demonstrating Integrity (Communication) 61. Courageously "stand up" for what you believe in.	0	0	0	0	3	5.00
Leading Change (Continuous Change) 24. Challenge the system when change is needed.	0	0	0	1	2	4.67
Anticipating Opportunities (Continuous Change) 20. Effectively anticipate future opportunities.	0	0	0	1	2	4.67
Creating a Shared Vision (Communication) 72. Clearly identify priorities.	0	0	0	1	2	4.67
 Developing People (Engage People) 32. Provide developmental feedback in a timely manner.	0	0	0	1	2	4.67
 Building Partnerships (Engage People) 37. Discourage destructive comments about other people or groups.	0	0	0	1	2	4.67
 Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	0	0	0	1	2	4.67







Highest Rated Items: Peers

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Developing People (Engage People) 32. Provide developmental feedback in a timely manner.	0	0	0	1	3	4.75
Appreciating Diversity (Boundaryless Inclusion) 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	0	0	0	1	3	4.75
Achieving Personal Mastery (Continuous Change) 16. Involve people who have strengths that you do not possess.	0	0	0	1	3	4.75
Maintaining a Competitive Advantage (Assure Success) 10. Hold people accountable for their results.	0	0	0	2	2	4.50
Encouraging Constructive Dialogue (Communication) 64. Genuinely listen to others.	0	0	0	2	2	4.50
Sharing Leadership (Engage People) 41. Defer to others when they have more expertise.	0	0	0	2	2	4.50
Achieving Personal Mastery (Continuous Change) 15. Invest in ongoing personal development.	0	0	0	2	2	4.50

Highest Rated Items: Others

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
 Maintaining a Competitive Advantage (Assure Success) 10. Hold people accountable for their results.	0	0	1	1	9	4.73
Thinking Globally (Boundaryless Inclusion) 48. Recognize the impact of globalization on the business.	0	0	0	3	6	4.67
Sharing Leadership (Engage People) 43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")	0	0	0	4	6	4.60
 Sharing Leadership (Engage People) 41. Defer to others when they have more expertise.	0	0	0	4	6	4.60
Appreciating Diversity (Boundaryless Inclusion) 57. Actively expand your knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).	0	0	1	2	6	4.56
Developing Technological Savvy (Assure Success) 2. Successfully recruit people with needed technological expertise.	0	0	1	2	6	4.56
 Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	0	0	1	3	7	4.55

Highest Rated Items: All Respondents

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
 Maintaining a Competitive Advantage (Assure Success) 10. Hold people accountable for their results.	0	0	1	5	13	4.63
 Demonstrating Integrity (Communication) 61. Courageously "stand up" for what you believe in.	0	0	1	8	10	4.47
Sharing Leadership (Engage People) 42. Strive to arrive at an outcome with others (as opposed to for others).	0	0	2	6	10	4.44
 Appreciating Diversity (Boundaryless Inclusion) 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	0	0	2	6	10	4.44
 Achieving Personal Mastery (Continuous Change) 15. Invest in ongoing personal development.	1	0	0	7	11	4.42
 Developing People (Engage People) 32. Provide developmental feedback in a timely manner.	0	1	1	4	9	4.40
 Building Partnerships (Engage People) 37. Discourage destructive comments about other people or groups.	1	0	1	3	10	4.40

Lowest Rated Items

How to read the graph

The Lowest Rated Items overview summarizes the areas to develop on three levels: Item level behavior, competency, and cluster. This makes it very easy to identify commonalities and themes to summarize areas to develop in leadership across respondent groups.

The number of items listed is the bottom 10% of all average scores of each item from the assessment per respondent group. If the same item is rated in the bottom 10% of other respondent groups, it is indicated with a yellow dot (see B). Additionally, if the average of an item is above 4.00 the item will not be listed as a lowest rated item.

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Developing Technological Savvy (Assure Success) 48. Effectively manages the use of technology to increase productivity.	1	2	2	0	0	2.20
Encouraging Constructive Dialogue (Communication) 9. Strives to understand the other person's frame of reference.	1	4	5	0	0	2.40
Developing People (Engaging People) 16. Consistently treats people with respect and dignity.	1	4	3	0	0	2.57

- A Competency, Cluster, Item:** This lists the item and the competency and cluster to which it belongs.
- B Repeating Item:** This indicates that this item is also reported as highest item in other respondent groups and highlighted with a yellow dot.
- C Distribution:** The number in each circle shows how many participants responded in each rating scale. In this example, 1 participant responded, "Highly Dissatisfied", 4 participants responded "Dissatisfied" and 3 participants responded "Neither Satisfied nor Dissatisfied".

Lowest Rated Items: Managers

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Creating a Shared Vision (Communication) 70. Inspire people to commit to achieving the vision.	0	0	1	0	0	3.00
Creating a Shared Vision (Communication) 69. Effectively involve people in decision-making.	0	0	1	0	0	3.00
Anticipating Opportunities (Continuous Change) 22. Develop ideas to meet the needs of the new environment.	0	0	1	0	0	3.00
Encouraging Constructive Dialogue (Communication) 65. Accept constructive feedback in a positive manner (avoid defensiveness).	0	0	1	0	0	3.00
 Anticipating Opportunities (Continuous Change) 20. Effectively anticipate future opportunities.	0	0	1	0	0	3.00
Anticipating Opportunities (Continuous Change) 19. Invest in learning about future trends.	0	0	1	0	0	3.00
Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	0	0	1	0	0	3.00
Thinking Globally (Boundaryless Inclusion) 51. Make decisions that incorporate global considerations.	0	0	1	0	0	3.00
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	0	0	1	0	0	3.00
Thinking Globally (Boundaryless Inclusion) 52. Help others understand the impact of globalization.	0	0	1	0	0	3.00

Lowest Rated Items: Direct Reports

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Encouraging Constructive Dialogue (Communication) 64. Genuinely listen to others.	2	0	0	0	1	2.33
Demonstrating Integrity (Communication) 59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.	1	1	0	0	1	2.67
Developing People (Engage People) 33. Provide effective recognition for others' achievements.	1	1	0	0	1	2.67
● Leading Change (Continuous Change) 25. Thrive in ambiguous situations (demonstrate flexibility when needed).	1	1	0	0	1	2.67
Empowering People (Boundaryless Inclusion) 44. Build people's confidence.	0	2	0	0	1	3.00
Developing People (Engage People) 31. Provide effective coaching.	0	2	0	0	1	3.00
Sharing Leadership (Engage People) 40. Willingly share leadership with business partners.	0	2	0	0	1	3.00
Achieving Personal Mastery (Continuous Change) 18. Demonstrate self-confidence as a leader.	0	2	0	0	1	3.00
Achieving Personal Mastery (Continuous Change) 17. Demonstrate effective emotional responses in a variety of situations.	0	2	0	0	1	3.00
● Ensuring Customer Satisfaction (Assure Success) 6. Regularly solicit input from customers.	0	1	0	1	0	3.00

Lowest Rated Items: Peers

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Ensuring Customer Satisfaction (Assure Success) 8. Understand the competitive options available to your customers.	2	1	1	0	0	1.75
Ensuring Customer Satisfaction (Assure Success) 7. Consistently deliver on commitments to customers.	1	1	1	0	0	2.00
Ensuring Customer Satisfaction (Assure Success) 5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).	1	2	1	0	0	2.00
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the organization have a clear competitive advantage.	1	2	1	0	0	2.00
Ensuring Customer Satisfaction (Assure Success) 4. Inspire people to achieve high levels of customer satisfaction.	1	1	2	0	0	2.25
Anticipating Opportunities (Continuous Change) 20. Effectively anticipate future opportunities.	1	1	1	1	0	2.50
Thinking Globally (Boundaryless Inclusion) 49. Demonstrate the adaptability required to succeed in a global environment.	1	1	1	1	0	2.50
Ensuring Customer Satisfaction (Assure Success) 6. Regularly solicit input from customers.	1	2	0	0	1	2.50
Developing Technological Savvy (Assure Success) 3. Effectively manage the use of technology to increase productivity.	0	2	2	0	0	2.50

Lowest Rated Items: Others

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Developing People (Engage People) 30. Ensure that people receive the training they need to succeed.	1	1	2	1	2	3.29
Leading Change (Continuous Change) 27. Effectively translate creative ideas into business results.	1	1	1	3	2	3.50
Leading Change (Continuous Change) 25. Thrive in ambiguous situations (demonstrate flexibility when needed).	1	1	1	3	2	3.50
Leading Change (Continuous Change) 26. Encourage creativity and innovation in others.	1	1	1	3	3	3.67
Developing People (Engage People) 29. Ask people what they need to do their work better.	1	0	2	4	3	3.80
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the organization have a clear competitive advantage.	0	0	4	0	3	3.86
Thinking Globally (Boundaryless Inclusion) 50. Strive to gain the variety of experiences needed to conduct global business.	1	0	0	4	2	3.86

Lowest Rated Items: All Respondents

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Leading Change (Continuous Change) 25. Thrive in ambiguous situations (demonstrate flexibility when needed).	2	2	3	6	3	3.38
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the organization have a clear competitive advantage.	1	2	6	2	4	3.40
Ensuring Customer Satisfaction (Assure Success) 6. Regularly solicit input from customers.	1	4	1	2	5	3.46
Developing People (Engage People) 30. Ensure that people receive the training they need to succeed.	1	3	3	4	4	3.47
Ensuring Customer Satisfaction (Assure Success) 7. Consistently deliver on commitments to customers.	1	1	4	3	4	3.62
Ensuring Customer Satisfaction (Assure Success) 8. Understand the competitive options available to your customers.	2	1	3	6	5	3.65
Leading Change (Continuous Change) 26. Encourage creativity and innovation in others.	1	1	6	4	5	3.65

Significant Gaps

How to read the graph

The Significant Gaps overview drives a constructive dialogue around self-awareness and perception by others that helps the participant to move effectively from awareness to acceptance / action.

The significant gaps are provided between Self and each respondent group. All items with an average score difference of more than 30% are listed.

	All Respondents Avg. B	Self Avg.	Gap C
Encouraging Constructive Dialogue (Communication) A 66. Strives to understand the other person's frame of reference.	▲ 4.50	▼ 1.80	2.70
Ensuring Customer Satisfaction (Assure Success) 5. Views business processes from the ultimate customer perspective (has an "end-to-end" perspective).	▲ 4.50	3.00	1.50
Sharing Leadership (Engage People) 42. Strives to arrive at an outcome with others (as opposed to for others).	3.75	▼ 2.20	1.55

▲ Item is one of the highest ▼ Item is one of the lowest

- A Self Average:** This lists the item and the competency and cluster to which it belongs.
- B Respondent Group Average:** This is the average of a specific respondent group for the item. In this case, the respondent group is Peers. The highest rated items and lowest rated items in the respective group are indicated with the green and yellow arrows.
- C Gap:** This is the difference between the respondent group and Self average, sorted from the greatest positive gap down to the greatest negative gap.

Significant Gaps: Managers vs. Self

	Managers Avg.	Self Avg.	Gap
Appreciating Diversity (Boundaryless Inclusion) 56. Help others appreciate the value of diversity.	3.00	5.00	2.00
Encouraging Constructive Dialogue (Communication) 65. Accept constructive feedback in a positive manner (avoid defensiveness).	▼ 3.00	5.00	2.00
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	▼ 3.00	5.00	2.00
Developing Technological Savvy (Assure Success) 3. Effectively manage the use of technology to increase productivity.	▲ 5.00	▼ 2.00	-3.00
Ensuring Customer Satisfaction (Assure Success) 5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).	5.00	▼ 2.00	-3.00
Developing Technological Savvy (Assure Success) 1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.	4.00	▼ 2.00	-2.00
Ensuring Customer Satisfaction (Assure Success) 4. Inspire people to achieve high levels of customer satisfaction.	4.00	▼ 2.00	-2.00
Ensuring Customer Satisfaction (Assure Success) 6. Regularly solicit input from customers.	4.00	▼ 2.00	-2.00
Ensuring Customer Satisfaction (Assure Success) 7. Consistently deliver on commitments to customers.	4.00	▼ 2.00	-2.00
Ensuring Customer Satisfaction (Assure Success) 8. Understand the competitive options available to your customers.	5.00	3.00	-2.00
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the organization have a clear competitive advantage.	4.00	▼ 2.00	-2.00
Maintaining a Competitive Advantage (Assure Success) 13. Achieve results that lead to long-term shareholder value.	4.00	▼ 2.00	-2.00
Achieving Personal Mastery (Continuous Change) 17. Demonstrate effective emotional responses in a variety of situations.	▲ 5.00	3.00	-2.00
Anticipating Opportunities (Continuous Change) 21. Inspire people to focus on future opportunities (not just present objectives).	4.00	▼ 2.00	-2.00
Leading Change (Continuous Change) 23. See change as an opportunity, not a problem.	▲ 5.00	3.00	-2.00
Leading Change (Continuous Change) 24. Challenge the system when change is needed.	5.00	3.00	-2.00
Anticipating Opportunities (Continuous Change) 20. Effectively anticipate future opportunities.	▼ 3.00	▼ 2.00	-1.00

Significant Gaps: Direct Reports vs. Self

	Direct Reports Avg.	Self Avg.	Gap
Encouraging Constructive Dialogue (Communication) 64. Genuinely listen to others.	▼ 2.33	5.00	2.67
Demonstrating Integrity (Communication) 59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.	▼ 2.67	5.00	2.33
Sharing Leadership (Engage People) 40. Willingly share leadership with business partners.	▼ 3.00	5.00	2.00
Empowering People (Boundaryless Inclusion) 44. Build people's confidence.	▼ 3.00	5.00	2.00
Appreciating Diversity (Boundaryless Inclusion) 55. Recognize the value of diverse views and opinions.	3.00	5.00	2.00
Achieving Personal Mastery (Continuous Change) 14. Deeply understand your own strengths and weaknesses.	3.33	▲ 5.00	1.67
Building Partnerships (Engage People) 34. Treat co-workers as partners, not competitors.	3.33	▲ 5.00	1.67
Empowering People (Boundaryless Inclusion) 45. Take risks in letting others make decisions.	3.33	5.00	1.67
Appreciating Diversity (Boundaryless Inclusion) 54. Effectively motivate people from different cultures, ethnicities, genders, generations, personalities and thinking styles.	3.33	5.00	1.67
Demonstrating Integrity (Communication) 60. Avoid political or self-serving behavior.	3.33	5.00	1.67
Encouraging Constructive Dialogue (Communication) 65. Accept constructive feedback in a positive manner (avoid defensiveness).	3.33	5.00	1.67
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	3.33	5.00	1.67
Achieving Personal Mastery (Continuous Change) 16. Involve people who have strengths that you do not possess.	3.67	▲ 5.00	1.33
Leading Change (Continuous Change) 25. Thrive in ambiguous situations (demonstrate flexibility when needed).	▼ 2.67	4.00	1.33
Developing People (Engage People) 28. Consistently treat people with respect and dignity.	3.67	▲ 5.00	1.33
Developing People (Engage People) 33. Provide effective recognition for others' achievements.	▼ 2.67	4.00	1.33

Building Partnerships (Engage People) 36. Build effective partnerships across the organization.	3.67	▲ 5.00	1.33
Sharing Leadership (Engage People) 41. Defer to others when they have more expertise.	3.67	5.00	1.33
Sharing Leadership (Engage People) 43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")	3.67	5.00	1.33
Empowering People (Boundaryless Inclusion) 46. Give people the freedom they need to do their job well.	3.67	5.00	1.33
Appreciating Diversity (Boundaryless Inclusion) 57. Actively expand your knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).	3.67	5.00	1.33
Anticipating Opportunities (Continuous Change) 20. Effectively anticipate future opportunities.	▲ 4.67	▼ 2.00	-2.67
Ensuring Customer Satisfaction (Assure Success) 5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).	4.33	▼ 2.00	-2.33
Developing Technological Savvy (Assure Success) 3. Effectively manage the use of technology to increase productivity.	4.00	▼ 2.00	-2.00
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the organization have a clear competitive advantage.	4.00	▼ 2.00	-2.00
Maintaining a Competitive Advantage (Assure Success) 13. Achieve results that lead to long-term shareholder value.	4.00	▼ 2.00	-2.00
Leading Change (Continuous Change) 24. Challenge the system when change is needed.	▲ 4.67	3.00	-1.67
Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	▲ 4.67	3.00	-1.67
Developing Technological Savvy (Assure Success) 1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.	3.67	▼ 2.00	-1.67
Ensuring Customer Satisfaction (Assure Success) 4. Inspire people to achieve high levels of customer satisfaction.	3.67	▼ 2.00	-1.67
Ensuring Customer Satisfaction (Assure Success) 7. Consistently deliver on commitments to customers.	3.67	▼ 2.00	-1.67
Anticipating Opportunities (Continuous Change) 21. Inspire people to focus on future opportunities (not just present objectives).	3.67	▼ 2.00	-1.67
Anticipating Opportunities (Continuous Change) 19. Invest in learning about future trends.	4.33	3.00	-1.33
Anticipating Opportunities (Continuous Change) 22. Develop ideas to meet the needs of the new environment.	4.33	3.00	-1.33

Ensuring Customer Satisfaction (Assure Success) 6. Regularly solicit input from customers.	 3.00	 2.00	-1.00
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Significant Gaps: Peers vs. Self

	Peers Avg.	Self Avg.	Gap
Building Partnerships (Engage People) 39. Create a network of relationships that help to get things done.	3.25	5.00	1.75
Building Partnerships (Engage People) 36. Build effective partnerships across the organization.	3.50	▲ 5.00	1.50
Empowering People (Boundaryless Inclusion) 44. Build people's confidence.	3.50	5.00	1.50
Empowering People (Boundaryless Inclusion) 45. Take risks in letting others make decisions.	3.50	5.00	1.50
Empowering People (Boundaryless Inclusion) 46. Give people the freedom they need to do their job well.	3.50	5.00	1.50
Thinking Globally (Boundaryless Inclusion) 49. Demonstrate the adaptability required to succeed in a global environment.	▼ 2.50	4.00	1.50
Demonstrating Integrity (Communication) 60. Avoid political or self-serving behavior.	3.50	5.00	1.50
Creating a Shared Vision (Communication) 72. Clearly identify priorities.	3.50	▲ 5.00	1.50
Ensuring Customer Satisfaction (Assure Success) 8. Understand the competitive options available to your customers.	▼ 1.75	3.00	1.25
Developing Technological Savvy (Assure Success) 1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.	3.00	▼ 2.00	-1.00
Maintaining a Competitive Advantage (Assure Success) 13. Achieve results that lead to long-term shareholder value.	2.75	▼ 2.00	-0.75
Anticipating Opportunities (Continuous Change) 21. Inspire people to focus on future opportunities (not just present objectives).	2.75	▼ 2.00	-0.75

Significant Gaps: Others vs. Self

	Others Avg.	Self Avg.	Gap
Maintaining a Competitive Advantage (Assure Success) 13. Achieve results that lead to long-term shareholder value.	4.50	▼ 2.00	-2.50
Anticipating Opportunities (Continuous Change) 20. Effectively anticipate future opportunities.	4.38	▼ 2.00	-2.38
Ensuring Customer Satisfaction (Assure Success) 7. Consistently deliver on commitments to customers.	4.33	▼ 2.00	-2.33
Ensuring Customer Satisfaction (Assure Success) 4. Inspire people to achieve high levels of customer satisfaction.	4.30	▼ 2.00	-2.30
Ensuring Customer Satisfaction (Assure Success) 5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).	4.27	▼ 2.00	-2.27
Ensuring Customer Satisfaction (Assure Success) 6. Regularly solicit input from customers.	4.17	▼ 2.00	-2.17
Developing Technological Savvy (Assure Success) 1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.	4.13	▼ 2.00	-2.13
Developing Technological Savvy (Assure Success) 3. Effectively manage the use of technology to increase productivity.	4.11	▼ 2.00	-2.11
Anticipating Opportunities (Continuous Change) 21. Inspire people to focus on future opportunities (not just present objectives).	4.00	▼ 2.00	-2.00
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the organization have a clear competitive advantage.	▼ 3.86	▼ 2.00	-1.86
Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	▲ 4.55	3.00	-1.55
Achieving Personal Mastery (Continuous Change) 18. Demonstrate self-confidence as a leader.	4.36	3.00	-1.36
Ensuring Customer Satisfaction (Assure Success) 8. Understand the competitive options available to your customers.	4.33	3.00	-1.33
Anticipating Opportunities (Continuous Change) 19. Invest in learning about future trends.	4.33	3.00	-1.33
Creating a Shared Vision (Communication) 71. Develop an effective strategy to achieve the vision.	4.30	3.00	-1.30
Anticipating Opportunities (Continuous Change) 22. Develop ideas to meet the needs of the new environment.	4.29	3.00	-1.29
Creating a Shared Vision (Communication) 70. Inspire people to commit to achieving the vision.	4.27	3.00	-1.27

Thinking Globally (Boundaryless Inclusion) 52. Help others understand the impact of globalization.	4.20	3.00	-1.20
Leading Change (Continuous Change) 24. Challenge the system when change is needed.	4.11	3.00	-1.11
Leading Change (Continuous Change) 23. See change as an opportunity, not a problem.	4.10	3.00	-1.10
Achieving Personal Mastery (Continuous Change) 17. Demonstrate effective emotional responses in a variety of situations.	4.09	3.00	-1.09

Significant Gaps: All Respondents vs. Self

	All Respondents Avg.	Self Avg.	Gap
Maintaining a Competitive Advantage (Assure Success) 13. Achieve results that lead to long-term shareholder value.	4.00	▼ 2.00	-2.00
Anticipating Opportunities (Continuous Change) 20. Effectively anticipate future opportunities.	3.88	▼ 2.00	-1.88
Ensuring Customer Satisfaction (Assure Success) 5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).	3.84	▼ 2.00	-1.84
Developing Technological Savvy (Assure Success) 3. Effectively manage the use of technology to increase productivity.	3.76	▼ 2.00	-1.76
Developing Technological Savvy (Assure Success) 1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.	3.75	▼ 2.00	-1.75
Ensuring Customer Satisfaction (Assure Success) 4. Inspire people to achieve high levels of customer satisfaction.	3.72	▼ 2.00	-1.72
Anticipating Opportunities (Continuous Change) 21. Inspire people to focus on future opportunities (not just present objectives).	3.67	▼ 2.00	-1.67
Ensuring Customer Satisfaction (Assure Success) 7. Consistently deliver on commitments to customers.	▼ 3.62	▼ 2.00	-1.62
Ensuring Customer Satisfaction (Assure Success) 6. Regularly solicit input from customers.	▼ 3.46	▼ 2.00	-1.46
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the organization have a clear competitive advantage.	▼ 3.40	▼ 2.00	-1.40
Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	4.21	3.00	-1.21

Written Comments

Comments from your respondents are categorized by each respondents group. We might edit or sanitize comments in order to preserve the anonymity of the respondents. Obvious grammatical and typographical errors might have been corrected, without altering the content of the message. Comments will not appear on aggregate reports.

73. What does this person do that you find particularly effective? (Please list two or three specific items.)

Self

Be better at communicating with specific people and audiences in mind

Managers

Taylor is skilled at helping people understand themselves, she gives feedback as an observer, and also asks questions to encourage reflection.

Taylor is bridges the communication gaps between people who are having issues

Direct Reports

- Taylor is excellent at setting and achieving goals, plans, executes, and is always sure to be efficient in everything she does.
- Taylor sees the big picture for the company and is a reliable person to go to if you have questions about anything happening in the company

1.) Taylor is good at being assertive and kind at the same time

2.) Focuses on the big picture and the future - understands that change is always occurring, and makes sure that the team is in the loop, prepared, and is staying competitive.

Peers

- Taylor involves others and delegates well
- understands strengths + weaknesses of each team member

-
- Creates timelines, milestones and processes for important company initiatives
 - Works to ensure alignment across the company for all important updates.

-
- Always honest and open about her feelings & ideas
 - A strong communicator
 - Brings a lot of good processes to help us structure our decision making.

Others

Great at getting tasks completed and asking challenging questions during meetings

Great leader, effectively sets priorities and communicates well

I feel that Taylor is doing an awesome job in steering us in the right direction and making sure we are focusing on the important things. She is great at managing the company.

Dealing with People Conceptualizing and Planning

- Taylor provides open/ honest/ direct feedback
 - Follow-up on accountability tasks without micromanaging
-

Often the glue that connects disparate areas of the company. Encourages everyone to have a voice and contribute. Provides clarity amongst the many different projects we have going on.

A strong voice in the company.
Has a nice overview of what's happening in all areas and can influence them and even ask for help when necessary

Provides constructive feedback

- encourages collaboration
 - shares condensed, precise information
-

74. What specific suggestions would you have for this person on how he/she could become even more effective? (Please list two or three specific items.)

Self

Managers

Encourage communication between parties who don't communicate regularly, to understand how to better bridge these gaps.

Have more 1-1 time with those who you do not work with closely

Direct Reports

- Taylor is missing leadership maturity and is not a people person/manager - getting there will require time, more effort and self awareness
 - More empathy
 - Taylor should know the team members' backgrounds clearly - education, courses, previous companies etc - they are company potential on which we can build its strength and level up.
-

Initiate product/personal/professional training/continued learning as a regular fixture within our organization and not just a quarterly event.

Peers

- Define what success means and have a clear strategy to achieve that
-

- Develop presentation, storytelling & public speaking skills to communicate your ideas more effectively. This would help when running org workshop and in management team meetings

More collaboration within the management team for interpreting ideas into quarterly goals instead of taking the burden to capture it all by yourself

As a management team, we could deal with topics/challenges more effectively & make decisions faster.

Others

Mostly soft skills which lead to a huge impact.

Comments and/or challenges can result in high demotivation. There is a lack of empathy when something is not clear.

It is very important to challenged ideas but the way she does so is poor. Especially when she thinks things don't make sense.

Spend more time with workers at the lowest levels in the company

Nothing in particular.

Prepare examples in advance for meetings

Use better judgement when asking clarifying questions. One-on-one context might be better, rather than always in a public setting.

I see that the product team lacks diversity and I would love to have this topic gain more importance in the company and, as a woman leader, I believe that Taylor plays an important role in that.

Provide more specific and timely feedback

75. Additional comments for this individual:

Self

Managers

Direct Reports

While trying to be helpful and clear for all, Taylor explains details in a bigger forum than necessary for an individual. This makes them feel embarrassed to have such information explained in public. Moving such conversations to a private space to discuss and process details would be more helpful.

Taylor is one of the few people that inspired and inspires me to be better and do better, professionally and personally as well. She is strong and assertive, confident and at the same time someone who is not afraid to be vulnerable. I am grateful to have her as my leader and I am looking forward to learning from her and supporting her in any way that I can.

Peers

I really enjoy working with Taylor because she demonstrates great empathy. She provides effective feedback and is always curious about what we can do better as a company. I think she makes people feel valued. Thanks Taylor.

Others

Taylor should work on being more authentic and develop her people management skills
She is a great individual contributor

I really appreciate you and all your help! You are always there for us and give us the best advice to level up!
Thank you!

Keep up the great work!

Keep being you!

Keep improving the products and people, it's really important for everybody and you are doing a great job.
