

BUSINESS LEADER ASSESSMENT RESULTS

Daniele Padua

02/25/21

decisionwise

LETTER FROM ADRIEN



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Adrien
CEO

RATER SUMMARY

The Rater Summary lists, by rater group, the number and percentage of raters that were invited and participated in providing you with feedback.

	PARTICIPATED	INVITED	PERCENT
Self	1	1	100%
Supervisor	1	1	100%
Peer	4	5	80%
Direct Report	4	5	80%
Total	10	12	83%

The following individuals were invited to participate:

Self

- Daniele Padua

Supervisor

- Beryl Roselli

Peer

- Cassey Schloss
- Caitlyn Theis
- Tanja Matarazzo
- Graciela Knepp
- Vella Eppler

Direct Report

- Lore Cantwell
- Elvie Fleagle
- Dana Erlandson
- Adella Drewes
- Jerrie Shirkey

FOUNDATIONAL COMPETENCIES

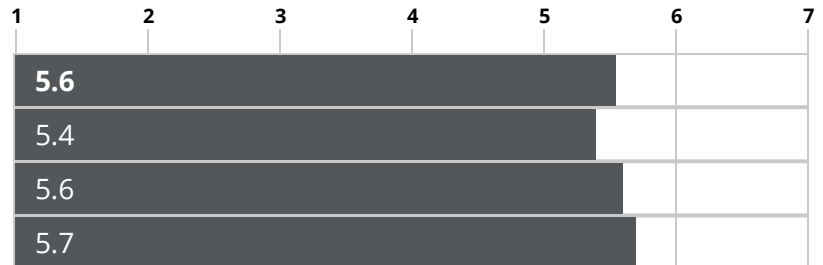
Competencies measured in this assessment are grouped into larger competency categories. These larger competencies can be termed as fundamental or foundational competencies. Viewing these foundational competencies as clusters of sub-competencies can help highlight more general areas of strength or areas that need development.

Leadership

Performance Management

Managing Change

Decision Making

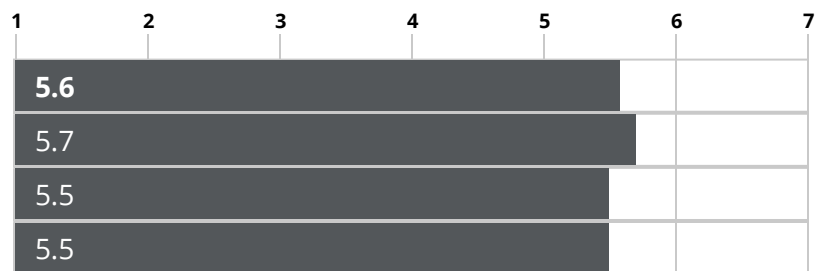


Meaning

Decision Making

Business Acumen

Customer Focus

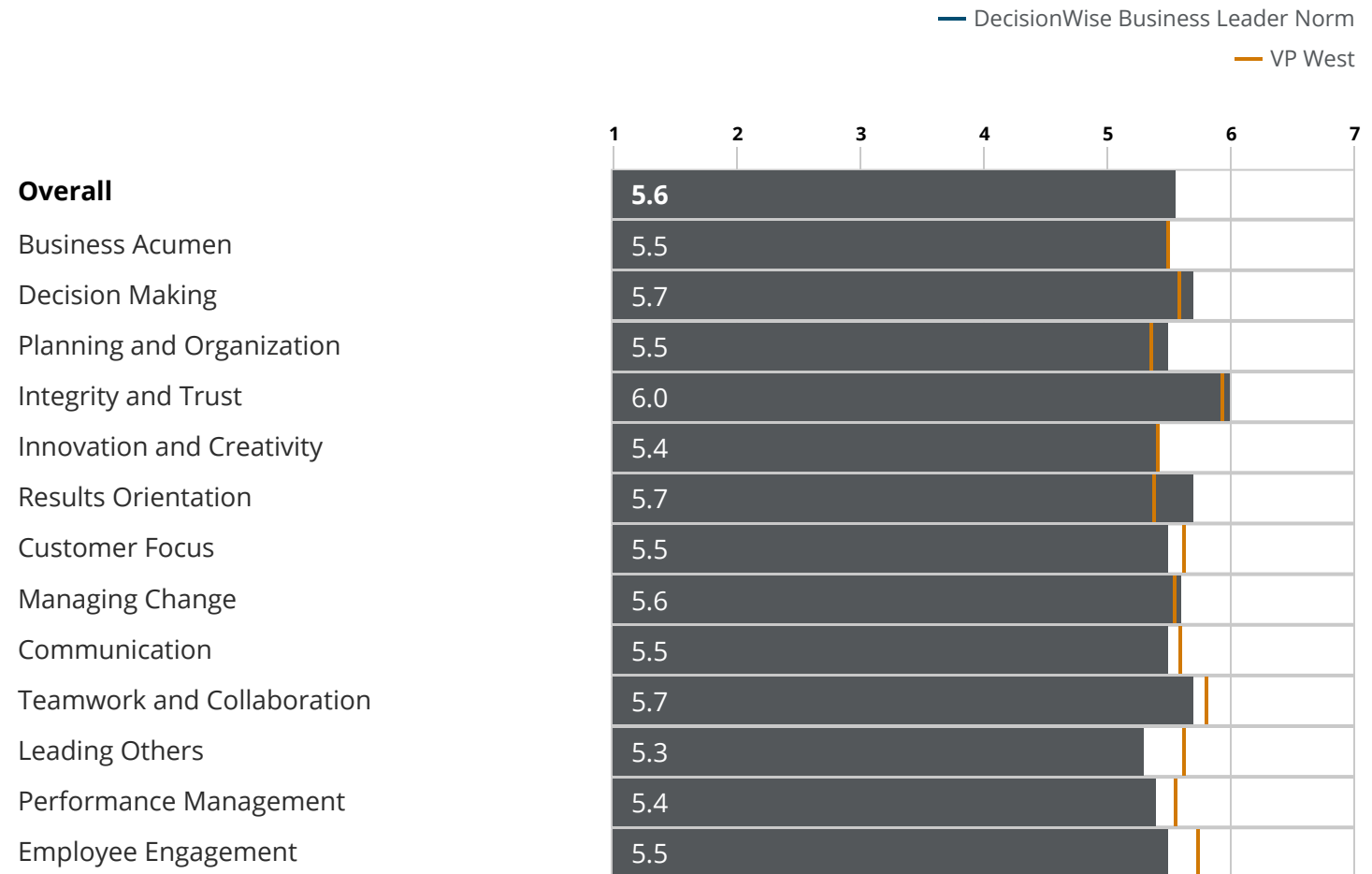


BEHAVIOR ITEM SCALE KEY

- 1: Very Poor
- 2: Poor
- 3: Fair
- 4: Average
- 5: Good
- 6: Excellent
- 7: Outstanding

COMPETENCY SUMMARY

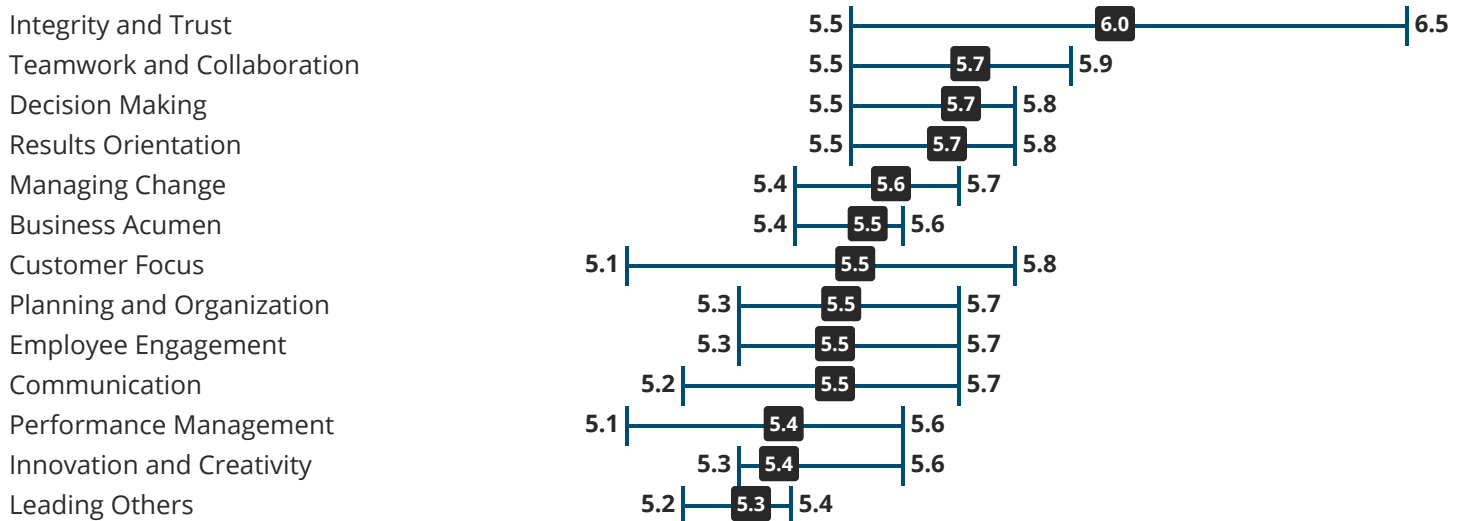
This section provides a summary of results for each competency (group of items). The horizontal bars represent the average score from all survey questions under each competency.



BEHAVIOR ITEM SCALE KEY

- 1: Very Poor
- 2: Poor
- 3: Fair
- 4: Average
- 5: Good
- 6: Excellent
- 7: Outstanding

COMPETENCY SCORE DISTRIBUTION



MIN BEHAVIOR SCORE | COMPETENCY SCORE DISTRIBUTION | MAX BEHAVIOR SCORE

FOCUS AREAS

The Focus Areas identifies your highest and lowest scores across all items in your assessment.

YOUR HIGHEST SCORES

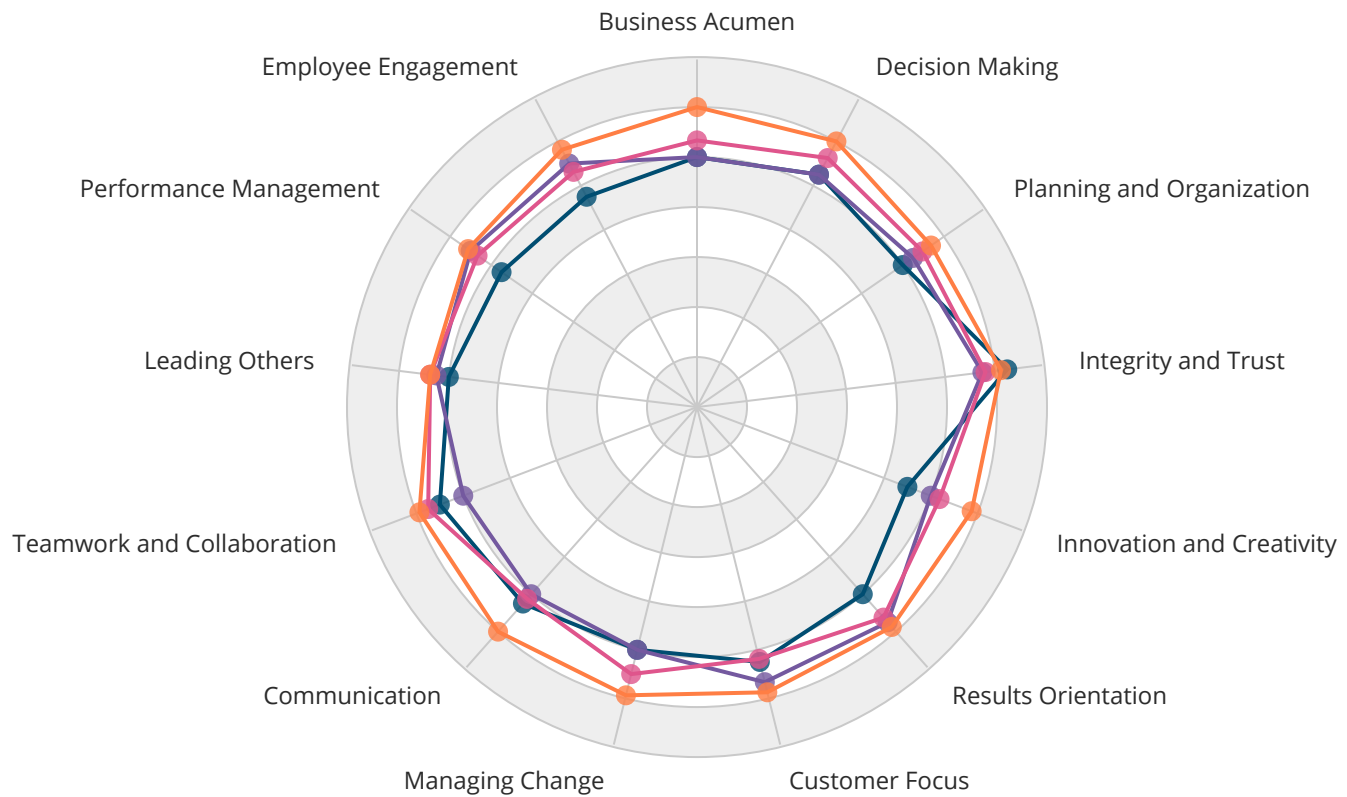
BEHAVIOR	SELF	ALL OTHERS	OVERALL
12. Is honest, ethical, and trustworthy. Integrity and Trust	7.0	6.4	6.5
13. Can be counted on to follow through with his/her promises. Integrity and Trust	6.0	6.2	6.2
36. I can trust this person to represent my interests, even if I am not around. Teamwork and Collaboration	6.0	5.9	5.9
5. Considers multiple sources of information when making important decisions. Decision Making	6.0	5.8	5.8
7. Demonstrates good judgment and common sense when making decisions. Decision Making	5.0	5.9	5.8

YOUR LOWEST SCORES

BEHAVIOR	SELF	ALL OTHERS	OVERALL
24. Builds and maintains excellent relationships with internal/external customers. Customer Focus	4.0	5.2	5.1
47. Recognizes and rewards people for excellent performance. Performance Management	5.0	5.1	5.1
32. Establishes effective two-way communication with others. Communication	5.0	5.2	5.2
43. Takes the time to coach, mentor, and support others. Leading Others	5.0	5.2	5.2
9. Breaks down larger projects into manageable tasks. Planning and Organization	5.0	5.3	5.3

RADAR PLOT

The radar plot shows your competency scores by rater group compared against each other graph for easy comparison. Competencies are shown as points on the graph with the distance from the center showing the score for that competency. The scores for each rater group are linked by a line and color coded.



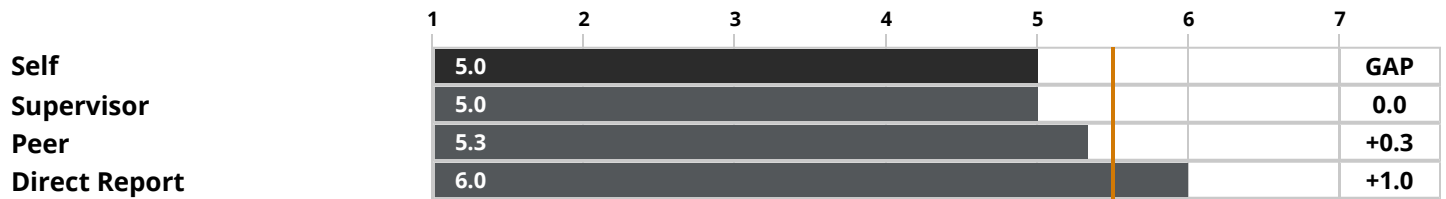
RATER GROUP KEY

- Self
- Supervisor
- Peer
- Direct Report

BUSINESS ACUMEN

5.5	5.0	5.6
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



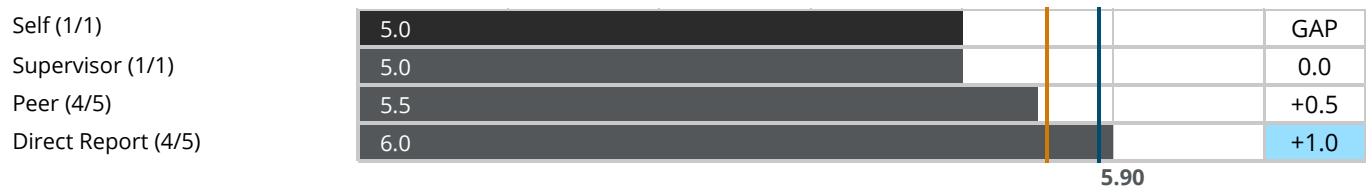
1. Demonstrates a clear understanding of the factors that impact our success as a business.

5.6



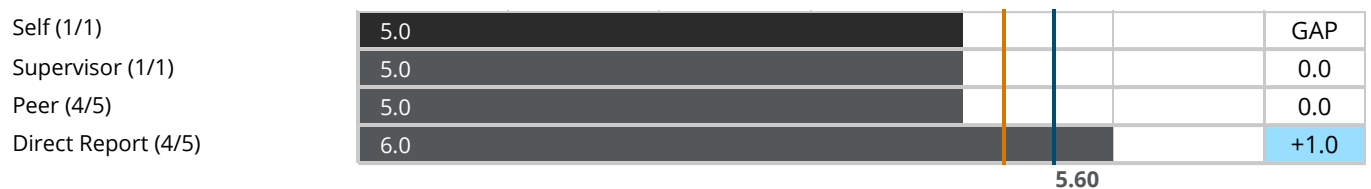
2. Is respected as a talented and knowledgeable person in his/her area of responsibility.

5.6



3. Sets clear direction that aligns his/her team with the organization's strategy.

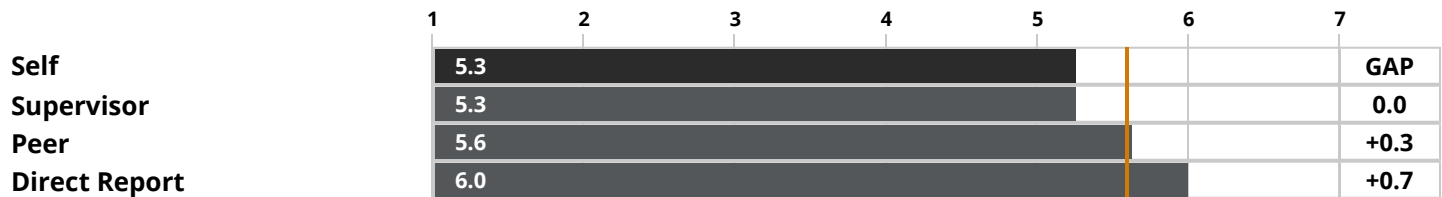
5.4



DECISION MAKING

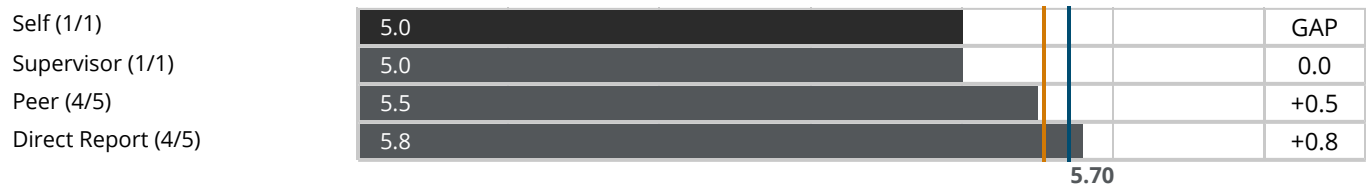
5.7	5.3	5.8
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



4. Makes decisions that reflect a clear understanding of what we do.

5.5



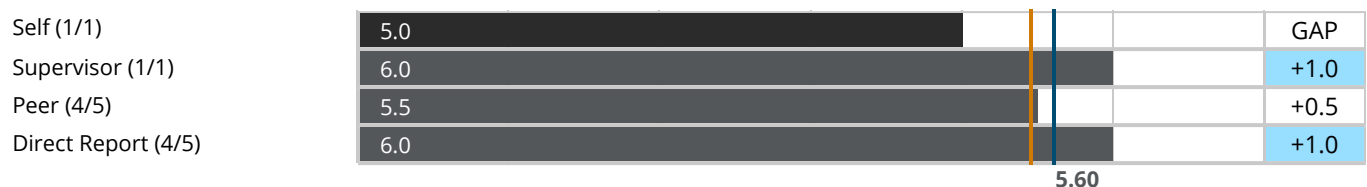
5. Considers multiple sources of information when making important decisions.

5.8



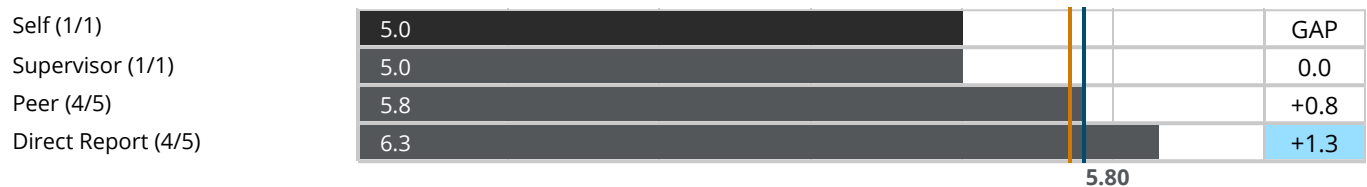
6. Makes decisions in a timely manner.

5.7



7. Demonstrates good judgment and common sense when making decisions.

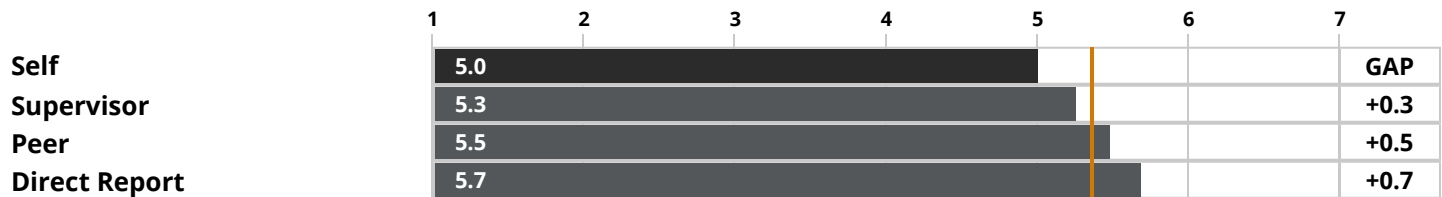
5.8



PLANNING AND ORGANIZATION

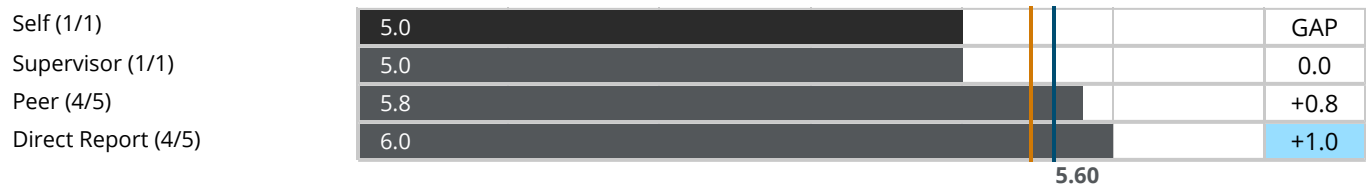
5.5	5.0	5.5
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



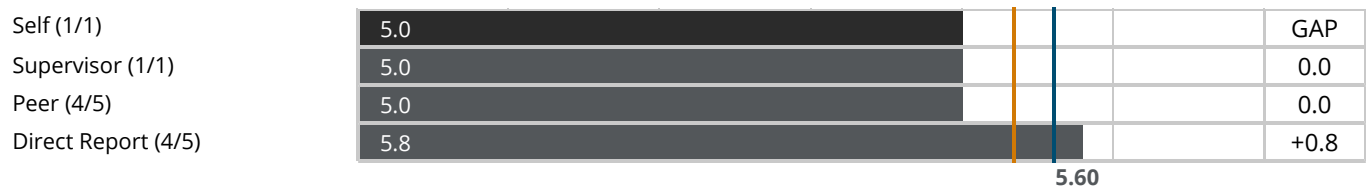
8. Creates short-term goals that fit within the long-term strategy of the organization

5.7



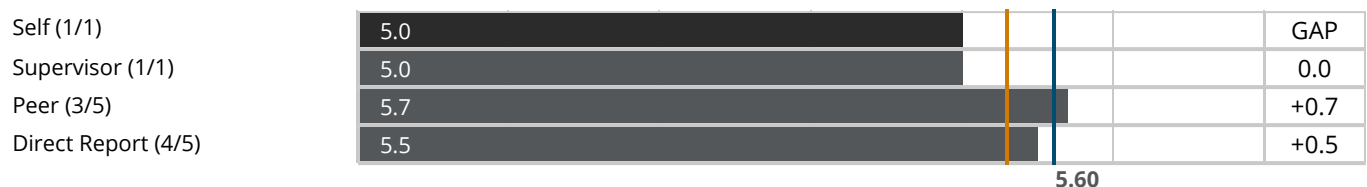
9. Breaks down larger projects into manageable tasks.

5.3



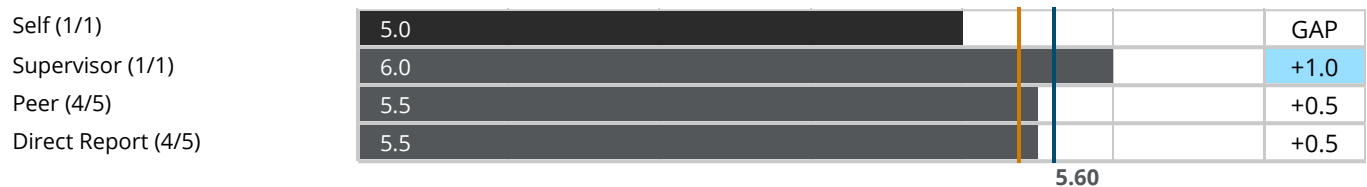
10. Uses his/her time effectively.

5.4



11. Keeps people focused on the organization's key initiatives and priorities.

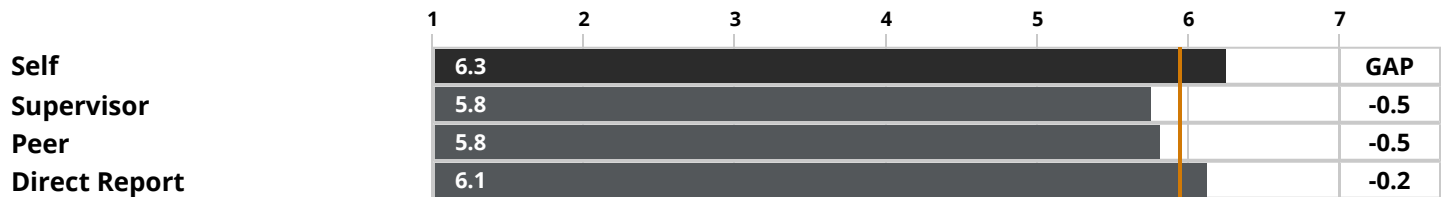
5.5



INTEGRITY AND TRUST

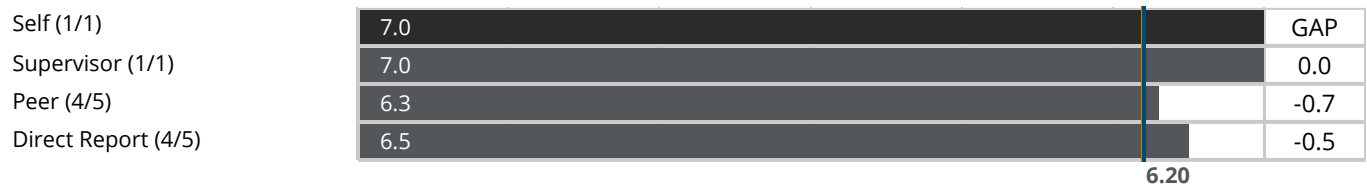
6.0	6.3	5.9
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



12. Is honest, ethical, and trustworthy.

6.5



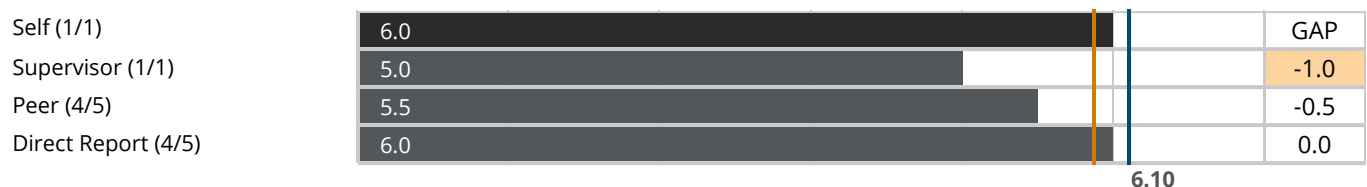
13. Can be counted on to follow through with his/her promises.

6.2



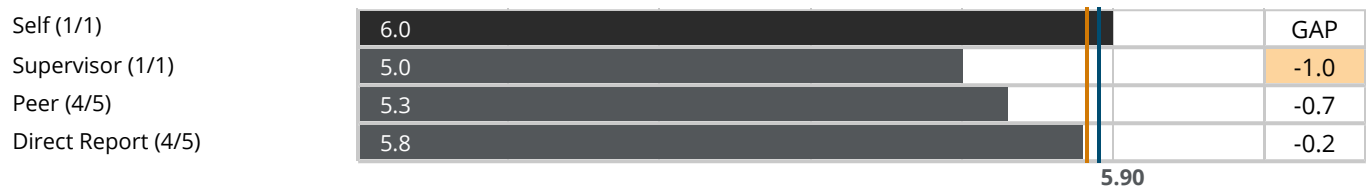
14. Takes responsibility for his/her own actions.

5.7



15. Sets a good example of the behavior he/she asks for.

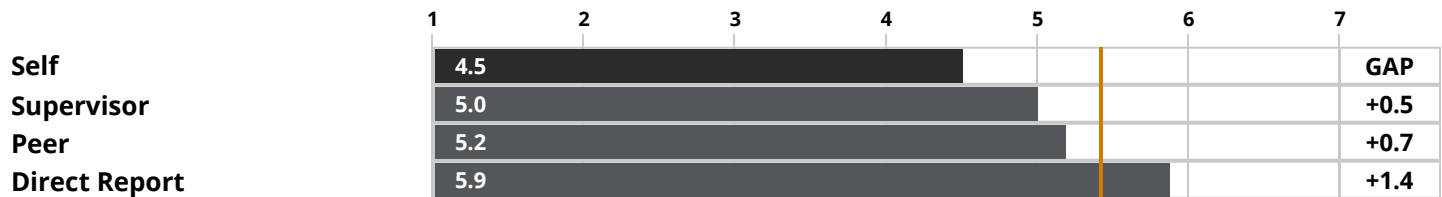
5.5



INNOVATION AND CREATIVITY

5.4	4.5	5.5
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



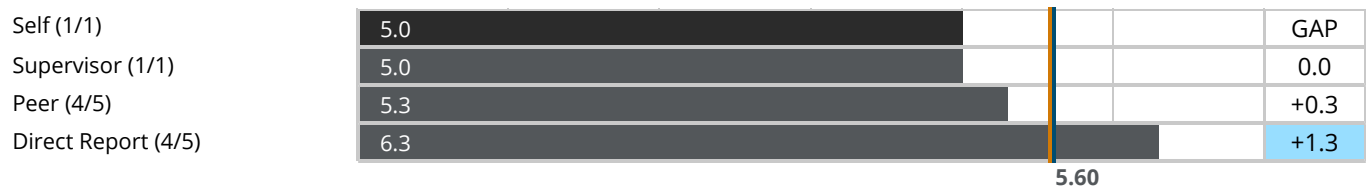
16. Identifies innovative solutions through "out-of-the-box" thinking.

5.3



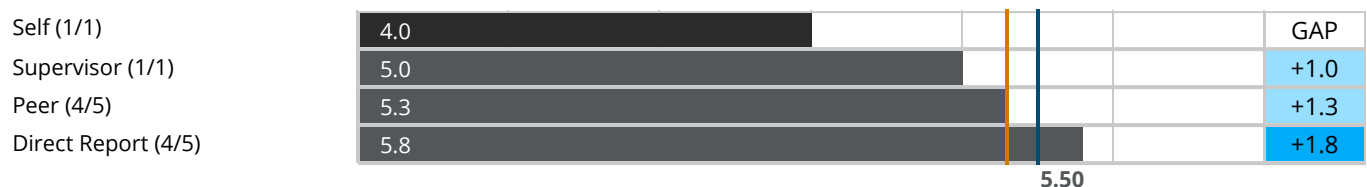
17. Has good judgment about which creative ideas and suggestions will work.

5.6



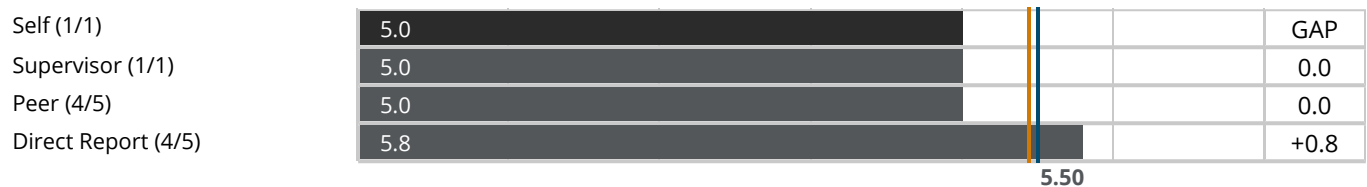
18. Turns new ideas and innovative solutions into new products and/or services.

5.3



19. Creates an environment that encourages innovation, risk taking, and challenge.

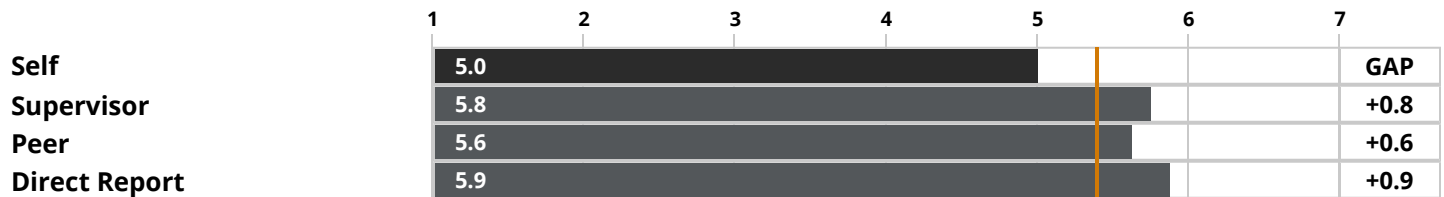
5.3



RESULTS ORIENTATION

5.7	5.0	5.8
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



20. Delivers superior results, even in challenging situations.

5.5



21. Maintains focus and commitment despite challenges or setbacks.

5.6



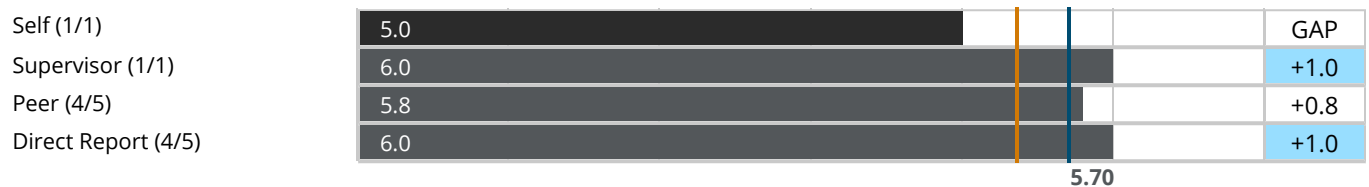
22. Sets high performance standards for his/her team.

5.8



23. Creates a sense of accountability for results within his/her team.

5.8

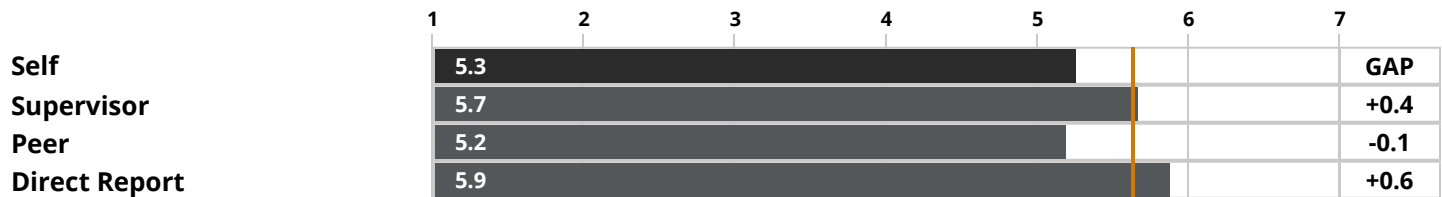


CUSTOMER FOCUS

5.5	5.3	5.5
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm

— VP West



24. Builds and maintains excellent relationships with internal/external customers.

5.1



25. Finds solutions with even the most demanding customers.

5.4



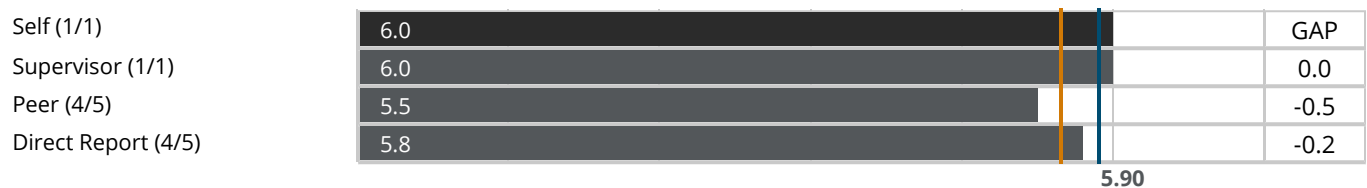
26. Consistently advocates for superior quality.

5.8



27. Sets high standards of excellence for serving customers.

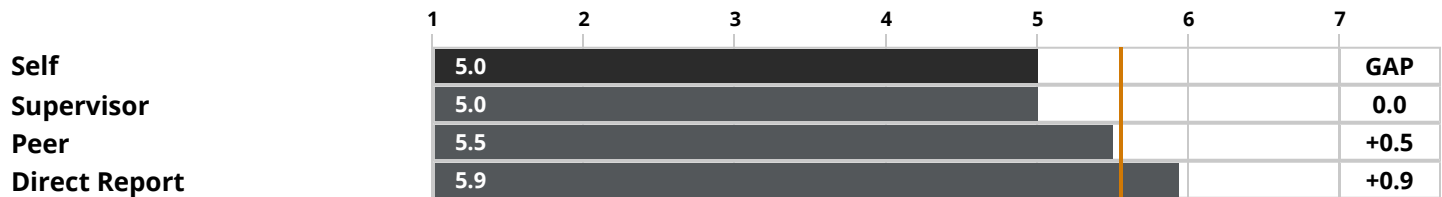
5.7



MANAGING CHANGE

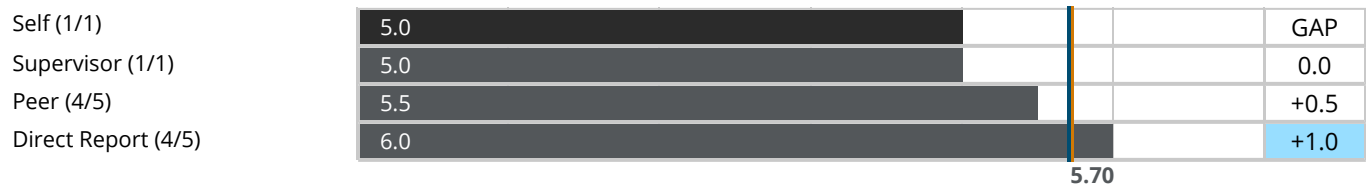
5.6	5.0	5.6
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



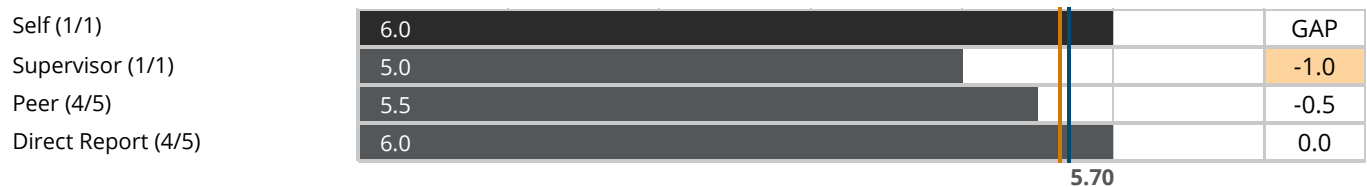
28. Accepts changes and adapts to new situations and responsibilities.

5.6



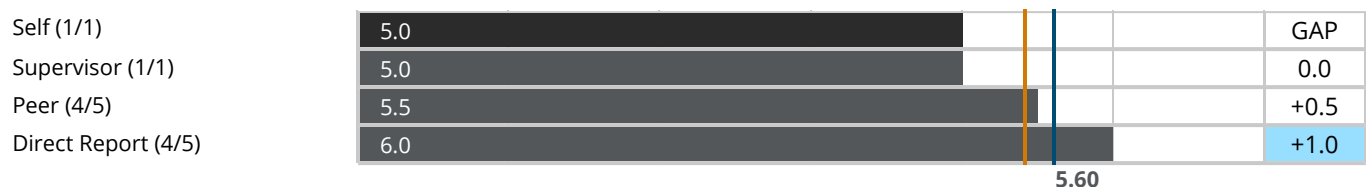
29. Adjusts priorities in order to address changing situations and conditions.

5.7



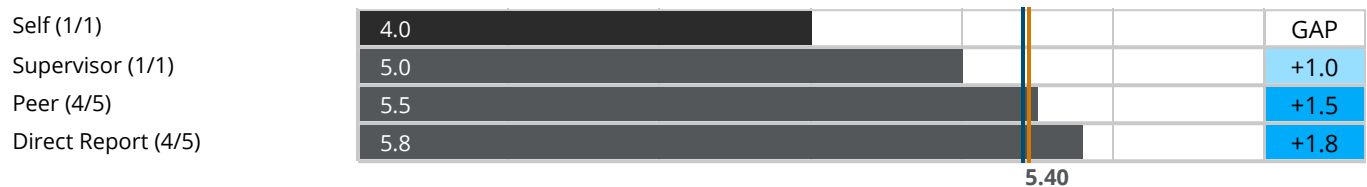
30. Effectively implements change.

5.6



31. Establishes an environment in which others embrace change.

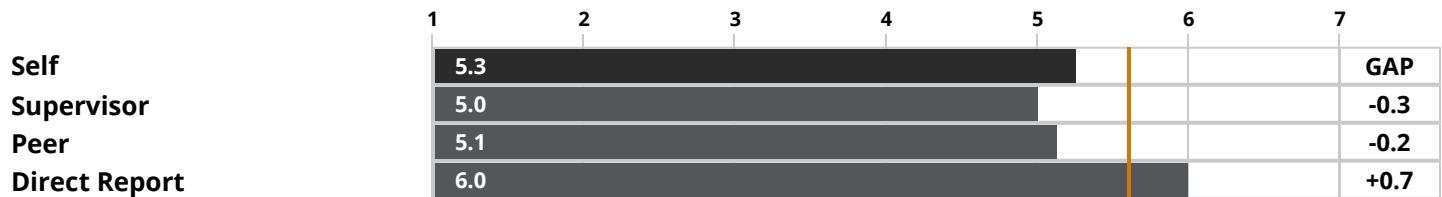
5.4



COMMUNICATION

5.5	5.3	5.5
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



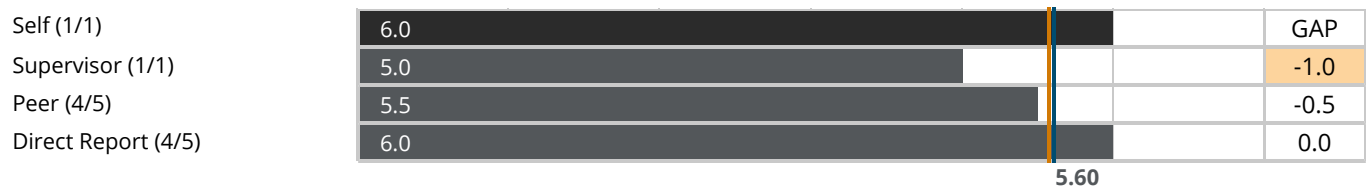
32. Establishes effective two-way communication with others.

5.2



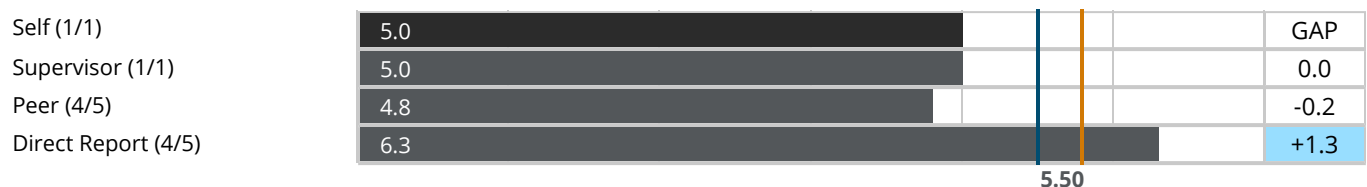
33. Shares information in a clear and concise manner.

5.7



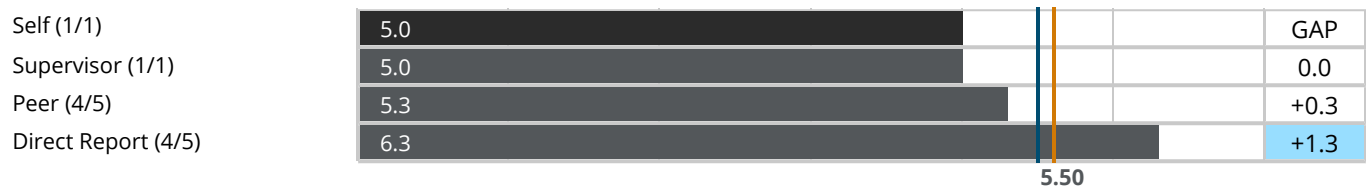
34. Is open to feedback without becoming defensive.

5.4



35. Provides candid feedback to others in a way that facilitates improvement.

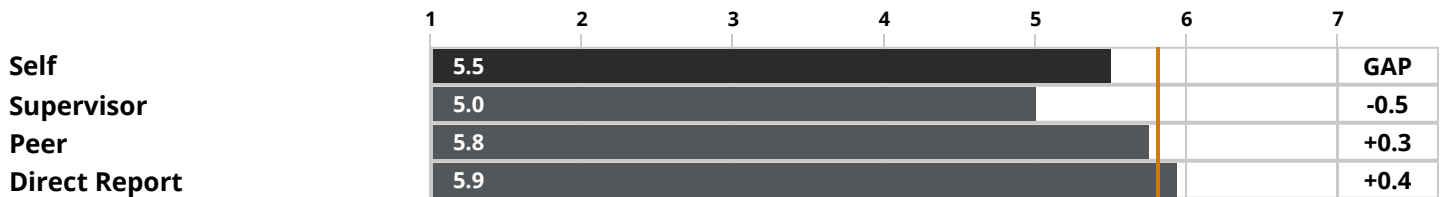
5.6



TEAMWORK AND COLLABORATION

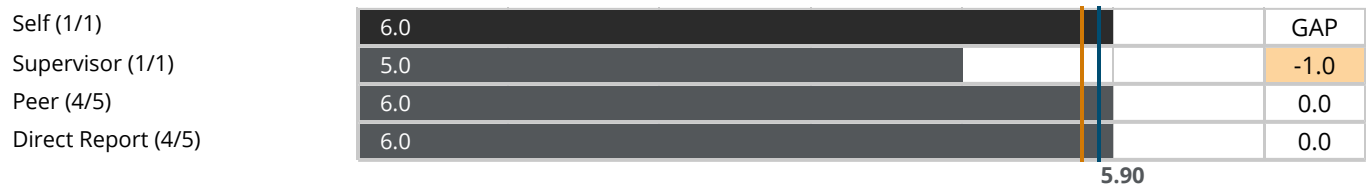
5.7	5.5	5.7
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



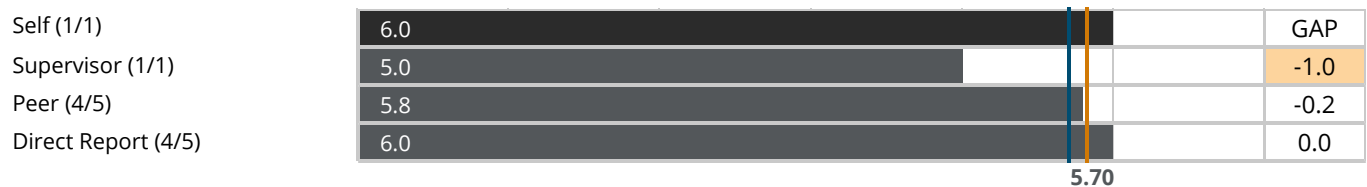
36. I can trust this person to represent my interests, even if I am not around.

5.9



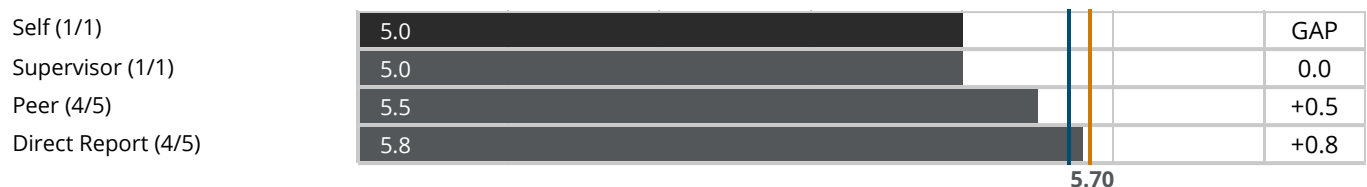
37. Looks for solutions where all parties will benefit.

5.8



38. Creates an environment of openness and cooperation.

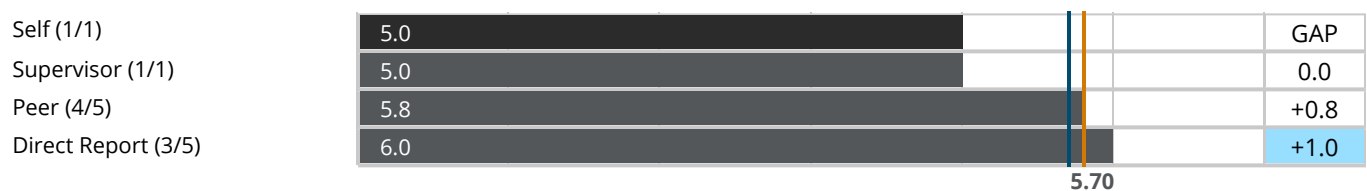
5.5



39. Facilitates teamwork and communication across functions, divisions, and/or departments.

5.7

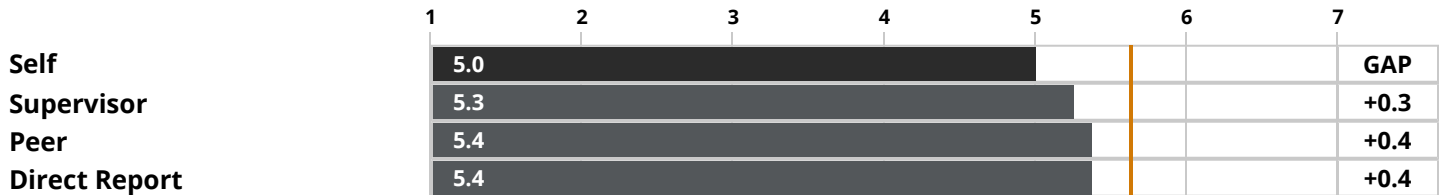
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LEADING OTHERS

5.3	5.0	5.4
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



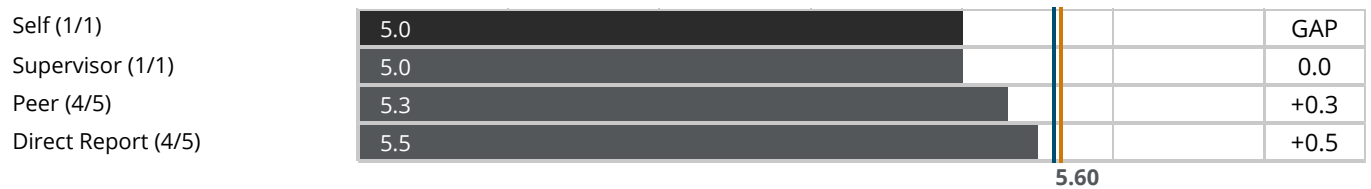
40. Builds genuine relationships with others.

5.4



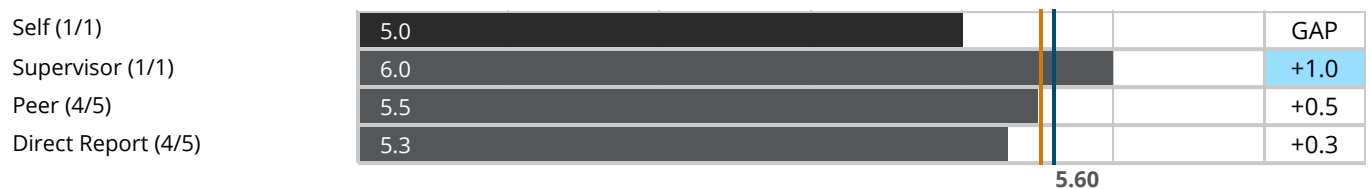
41. Fosters energy, enthusiasm, and commitment in others.

5.3



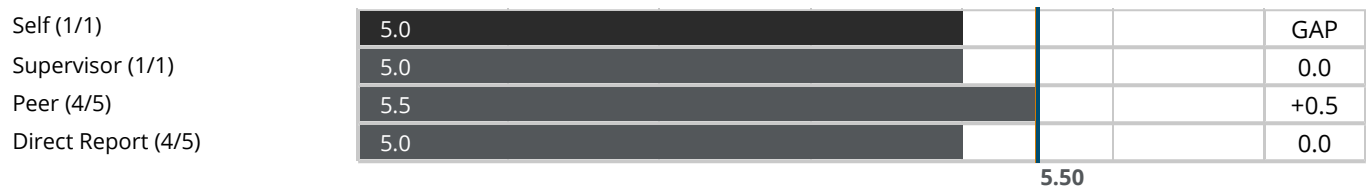
42. Provides challenging assignments and opportunities for others to grow.

5.4



43. Takes the time to coach, mentor, and support others.

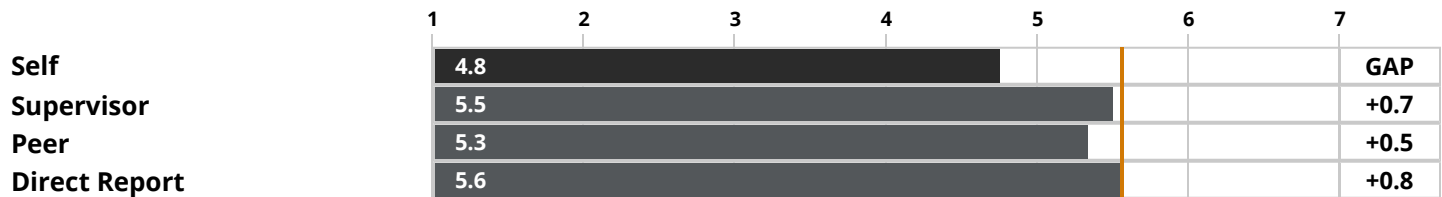
5.2



PERFORMANCE MANAGEMENT

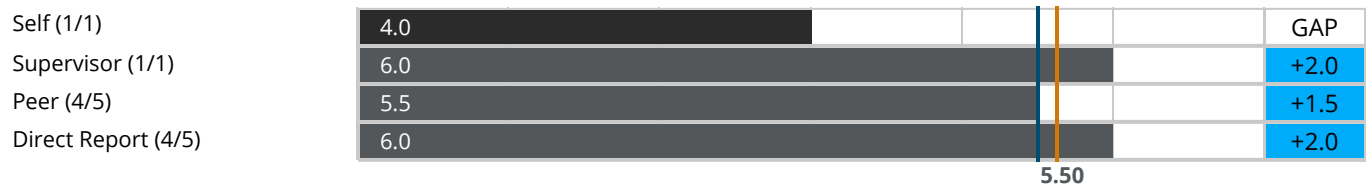
5.4	4.8	5.5
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



44. Delegates both routine and critical tasks or responsibilities.

5.6



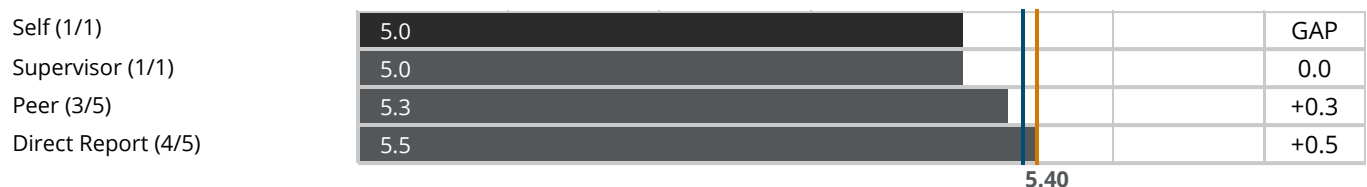
45. Empowers others with the resources and authority they need to succeed.

5.5



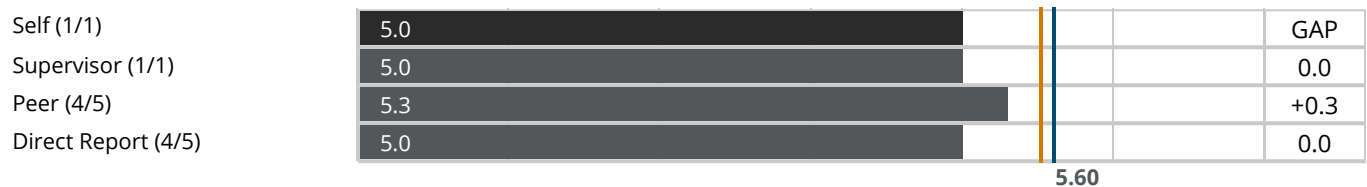
46. Takes timely corrective action for poor performance.

5.3



47. Recognizes and rewards people for excellent performance.

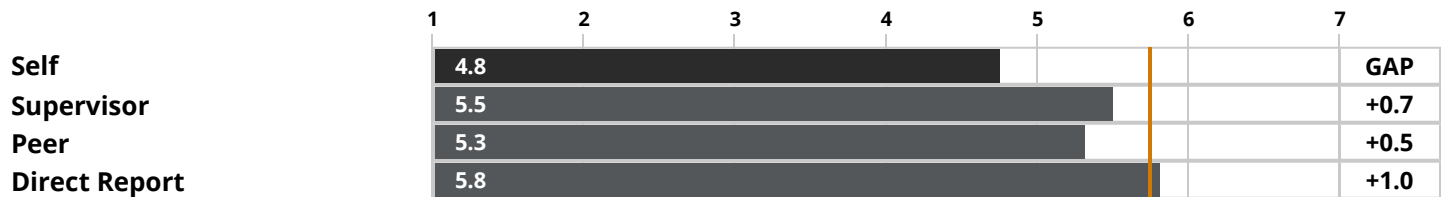
5.1



EMPLOYEE ENGAGEMENT

5.5	4.8	5.6
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm
— VP West



48. Shows excitement for and engagement in the work that he/she does.

5.5



49. Demonstrates personal drive and commitment to excel in his/her work.

5.7



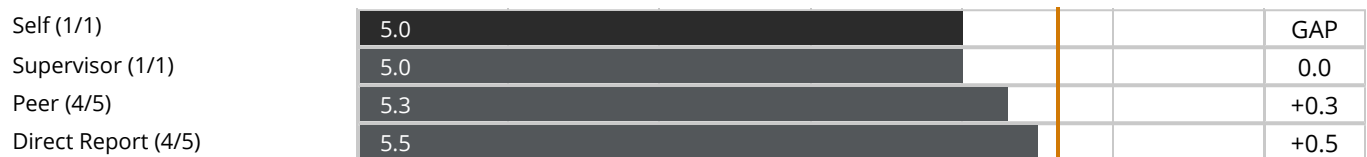
50. Creates a positive and energizing workplace.

5.4



51. Creates an environment in which others want to do their best.

5.3



CHANGE MANAGEMENT

5.6

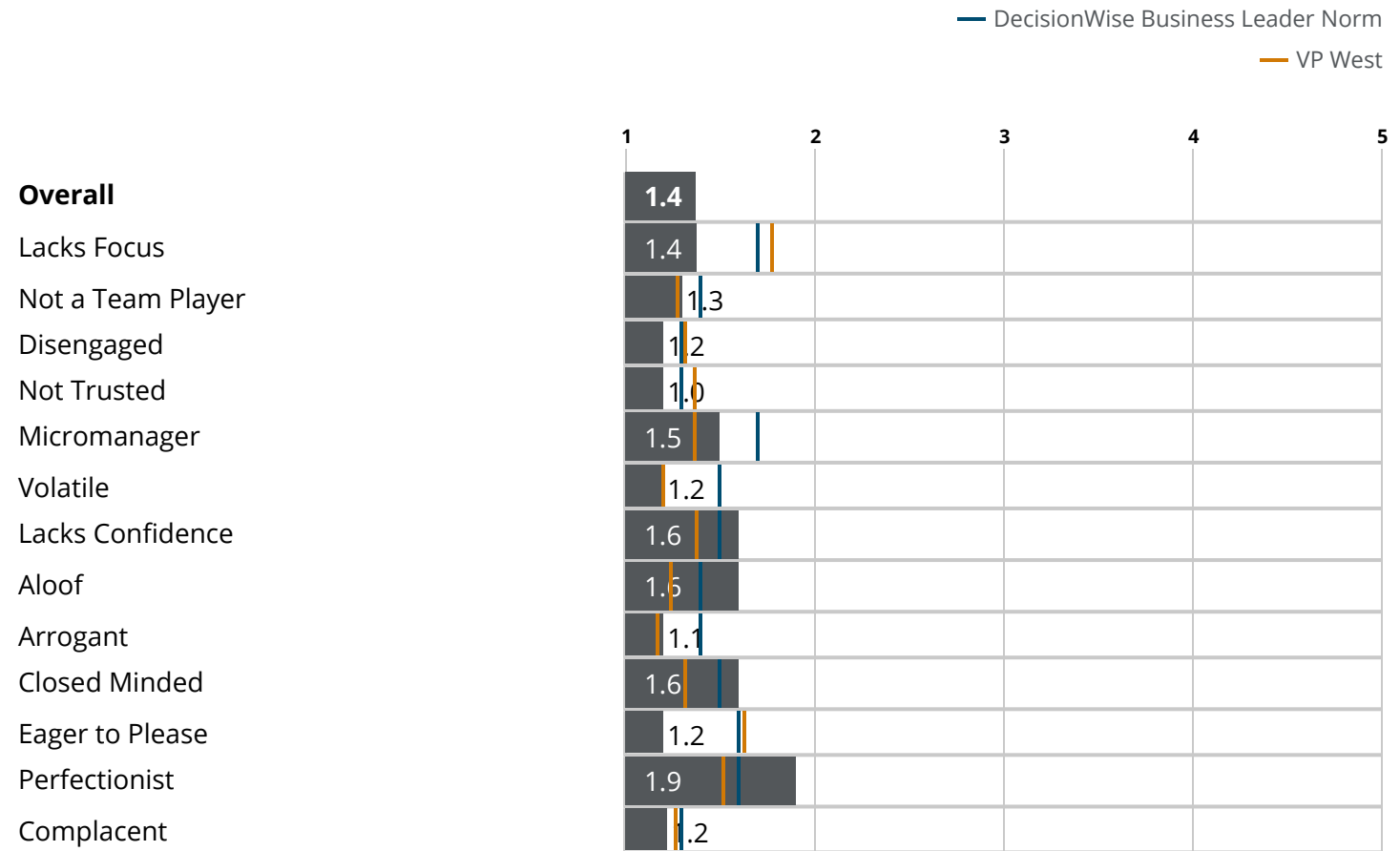
AVERAGE

How well you facilitate change

BEHAVIOR	OVERALL	SELF	ALL OTHERS	GAP
14. Takes responsibility for his/her own actions. Integrity and Trust	5.7	6.0	5.7	-0.3
38. Creates an environment of openness and cooperation. Teamwork and Collaboration	5.5	5.0	5.6	+0.6

DERAILERS SUMMARY

This section provides a summary of results on potential Derailers. The horizontal bars represent the average score from all respondents under each Derailer.

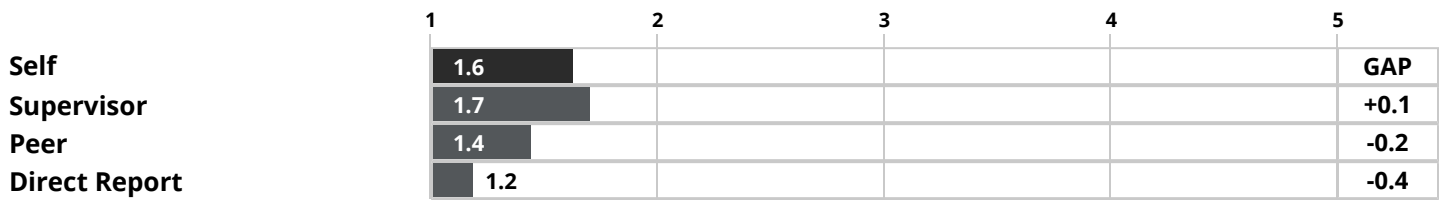


DERAILER ITEM SCALE KEY

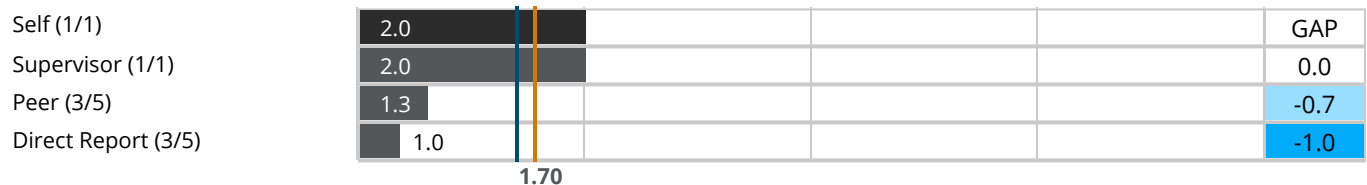
- 1: None
- 2: Very Little
- 3: Some
- 4: Quite a Bit
- 5: A Great Deal

DERAILERS

— DecisionWise Business Leader Norm
— VP West



52. Lacks Focus: Easily distracted; shifts from task to task without getting the most critical things done.



53. Not a Team Player: Selfish; places personal agenda before the good of the team.



54. Disengaged: Appears bored or dissatisfied with work; does just enough to "get by."



55. Not Trusted: Violates or compromises the trust of others; has difficulty gaining the trust of others.



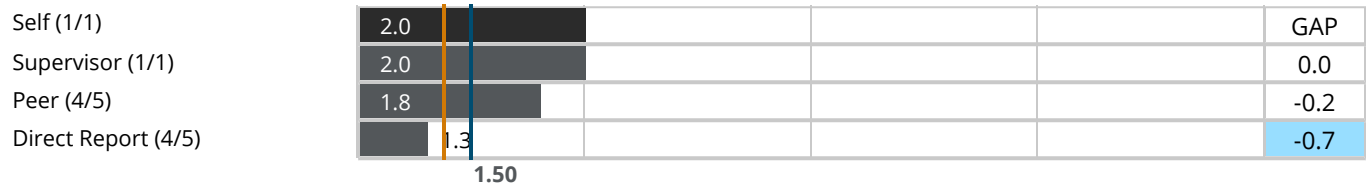
56. Micromanager: Overly controlling; does not empower others with the freedom and latitude to do their best work.



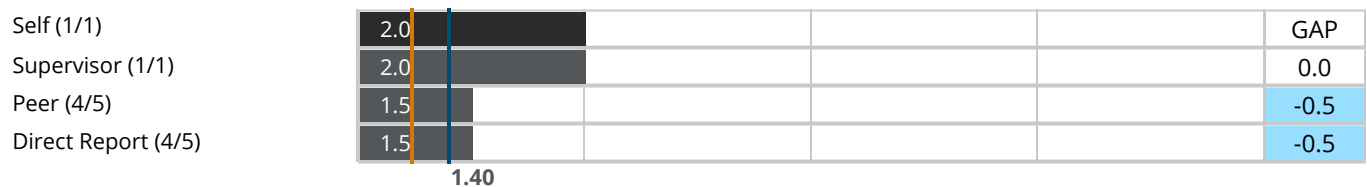
57. Volatile: Loses his/her temper; loses patience quickly; irritable and lacks composure.Â



58. Lacks Confidence: Overly concerned with making mistakes; indecisive; avoids risk.



59. Aloof: Distant, unapproachable, or isolated; viewed as indifferent to others; fails to build effective relationships.



60. Arrogant: Egotistical; displays a strong sense of entitlement.



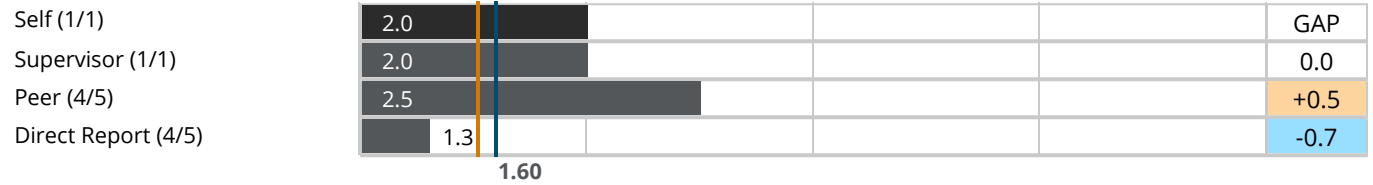
61. Closed Minded: Is closed to new ideas; not open to critical feedback; unwilling to consider other viewpoints.



62. Eager to Please: Overly concerned with being accepted and liked; defers to other people's opinions.



63. Perfectionist: Fails to recognize when something is "good enough;" obsessive; uncompromising.



64. Complacent: Stagnant; avoids opportunities for personal growth or learning.



GAPS: SELF VS SUPERVISOR

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Supervisor. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	SUPERVISOR	GAP
44. Delegates both routine and critical tasks or responsibilities. Performance Management	4.0	6.0	+2
48. Shows excitement for and engagement in the work that he/she does. Employee Engagement	4.0	6.0	+2
6. Makes decisions in a timely manner. Decision Making	5.0	6.0	+1
11. Keeps people focused on the organization's key initiatives and priorities. Planning and Organization	5.0	6.0	+1
16. Identifies innovative solutions through "out-of-the-box" thinking. Innovation and Creativity	4.0	5.0	+1

NEGATIVE GAPS

BEHAVIOR	SELF	SUPERVISOR	GAP
5. Considers multiple sources of information when making important decisions. Decision Making	6.0	5.0	-1
14. Takes responsibility for his/her own actions. Integrity and Trust	6.0	5.0	-1
15. Sets a good example of the behavior he/she asks for. Integrity and Trust	6.0	5.0	-1
29. Adjusts priorities in order to address changing situations and conditions. Managing Change	6.0	5.0	-1
33. Shares information in a clear and concise manner. Communication	6.0	5.0	-1

GAPS: SELF VS PEER

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Peer. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	PEER	GAP
31. Establishes an environment in which others embrace change. Managing Change	4.0	5.5	+1.5
44. Delegates both routine and critical tasks or responsibilities. Performance Management	4.0	5.5	+1.5
16. Identifies innovative solutions through "out-of-the-box" thinking. Innovation and Creativity	4.0	5.3	+1.3
18. Turns new ideas and innovative solutions into new products and/or services. Innovation and Creativity	4.0	5.3	+1.3
48. Shows excitement for and engagement in the work that he/she does. Employee Engagement	4.0	5.3	+1.3

NEGATIVE GAPS

BEHAVIOR	SELF	PEER	GAP
12. Is honest, ethical, and trustworthy. Integrity and Trust	7.0	6.3	-0.7
15. Sets a good example of the behavior he/she asks for. Integrity and Trust	6.0	5.3	-0.7
14. Takes responsibility for his/her own actions. Integrity and Trust	6.0	5.5	-0.5
26. Consistently advocates for superior quality. Customer Focus	6.0	5.5	-0.5
27. Sets high standards of excellence for serving customers. Customer Focus	6.0	5.5	-0.5

GAPS: SELF VS DIRECT REPORT

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Direct Report. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	DIRECT REPORT	GAP
44. Delegates both routine and critical tasks or responsibilities. Performance Management	4.0	6.0	+2
48. Shows excitement for and engagement in the work that he/she does. Employee Engagement	4.0	6.0	+2
16. Identifies innovative solutions through "out-of-the-box" thinking. Innovation and Creativity	4.0	5.8	+1.8
18. Turns new ideas and innovative solutions into new products and/or services. Innovation and Creativity	4.0	5.8	+1.8
24. Builds and maintains excellent relationships with internal/external customers. Customer Focus	4.0	5.8	+1.8

NEGATIVE GAPS

BEHAVIOR	SELF	DIRECT REPORT	GAP
12. Is honest, ethical, and trustworthy. Integrity and Trust	7.0	6.5	-0.5
15. Sets a good example of the behavior he/she asks for. Integrity and Trust	6.0	5.8	-0.2
27. Sets high standards of excellence for serving customers. Customer Focus	6.0	5.8	-0.2
5. Considers multiple sources of information when making important decisions. Decision Making	6.0	6.0	0
14. Takes responsibility for his/her own actions. Integrity and Trust	6.0	6.0	0

COMMENTS

Describe specific things this person could do to become a more effective leader.

Allow collaborators to fail on 'low-risk' activities and use these situations to train them taking lesson learned. Put in place actions before having a detailed plan and to complete the plan by doing. Provide recommendations to the company in case of issues and directly support solutions in case the company is not reactive in following recommendations.

They are very direct. Sometimes you have to compromise. But they improved a lot in this way. They have had great growth from this point of view.

I feel like they great in regards to what they are given. If they had more of a constant help from up higher they would excel even more.

I think they do a great job considering all of the things they have to oversee on a daily basis. Only downfall I would note is them having to be occupied with admin as opposed to being able to be involved in operations more often.

Needs more clarity in defining the goal and the path to get there. Needs to hold people accountable for results. Needs to spend more time engaging people and learning what is impacting operational results. At the end of the day, a leader is measured by the results.

Help cultivate ideas for the future of the company. Work within the management team to push for more strategic planning with actionable items.

They are doing a great job but I feel their span of control is just too large for them to manage to the best of their abilities.

They need to continue to find ways to relate to staff members, and get them to understand the importance of compliance and following procedures. Hopefully they can find new ways to present, train, and possibly test in order to help with understanding.

Take on projects outside their current role to help grow and develop skill set. Appears to have a lot of untapped potential. Would encourage them to pinpoint their passion/career goals and work towards that because they're very capable

They are sometimes overly cautious and continues to analyze

Describe this person's greatest strengths as a leader.

They lead by example, showing great level of commitment. They are taking responsibilities in situation where people are reluctant to take them.

Focused, organized

They are kind and always answers and helps find immediate solutions to problems. They also trusts our judgment and allows us to work without being overbearing towards us.

Very understanding but also expects positive results on a regular basis. Willing to go the extra mile to make sure the company is good.

Consistent, hard working and honest.

Detail oriented. Willingness to take on responsibilities out side of their area for the betterment of the company. Not afraid to challenge the establishment when necessary.

Very open and approachable making problem resolution very easy.

Honesty, Dedication, and Commitment to the company

Eager to learn. Asks great questions. Detail oriented. Fun to work with. In general, makes my life easier.

Honest hardworking and easy to approach

BEHAVIOR SUMMARY

Participants' Self scores are compared to All Other raters' scores and rank ordered by the gap.

BEHAVIOR	SELF	ALL OTHERS	GAP
44. Delegates both routine and critical tasks or responsibilities. Performance Management	4.0	5.8	1.8
48. Shows excitement for and engagement in the work that he/she does. Employee Engagement	4.0	5.7	1.7
31. Establishes an environment in which others embrace change. Managing Change	4.0	5.6	1.6
16. Identifies innovative solutions through "out-of-the-box" thinking. Innovation and Creativity	4.0	5.4	1.4
18. Turns new ideas and innovative solutions into new products and/or services. Innovation and Creativity	4.0	5.4	1.4
24. Builds and maintains excellent relationships with internal/external customers. Customer Focus	4.0	5.2	1.2
7. Demonstrates good judgment and common sense when making decisions. Decision Making	5.0	5.9	0.9
22. Sets high performance standards for his/her team. Results Orientation	5.0	5.9	0.9
23. Creates a sense of accountability for results within his/her team. Results Orientation	5.0	5.9	0.9
6. Makes decisions in a timely manner. Decision Making	5.0	5.8	0.8
8. Creates short-term goals that fit within the long-term strategy of the organization Planning and Organization	5.0	5.8	0.8
39. Facilitates teamwork and communication across functions, divisions, and/or departments. Â Teamwork and Collaboration	5.0	5.8	0.8
49. Demonstrates personal drive and commitment to excel in his/her work. Employee Engagement	5.0	5.8	0.8
1. Demonstrates a clear understanding of the factors that impact our success as a business. Business Acumen	5.0	5.7	0.7
2. Is respected as a talented and knowledgeable person in his/her area of responsibility. Business Acumen	5.0	5.7	0.7
17. Has good judgment about which creative ideas and suggestions will work. Innovation and Creativity	5.0	5.7	0.7
21. Maintains focus and commitment despite challenges or setbacks. Results Orientation	5.0	5.7	0.7

BEHAVIOR	SELF	ALL OTHERS	GAP
28. Accepts changes and adapts to new situations and responsibilities. Managing Change	5.0	5.7	0.7
30. Effectively implements change. Managing Change	5.0	5.7	0.7
35. Provides candid feedback to others in a way that facilitates improvement. Communication	5.0	5.7	0.7
4. Makes decisions that reflect a clear understanding of what we do. Decision Making	5.0	5.6	0.6
11. Keeps people focused on the organization's key initiatives and priorities. Planning and Organization	5.0	5.6	0.6
20. Delivers superior results, even in challenging situations. Results Orientation	5.0	5.6	0.6
38. Creates an environment of openness and cooperation. Teamwork and Collaboration	5.0	5.6	0.6
45. Empowers others with the resources and authority they need to succeed. Performance Management	5.0	5.6	0.6
10. Uses his/her time effectively. Planning and Organization	5.0	5.5	0.5
25. Finds solutions with even the most demanding customers. Customer Focus	5.0	5.5	0.5
3. Sets clear direction that aligns his/her team with the organization's strategy. Business Acumen	5.0	5.4	0.4
34. Is open to feedback without becoming defensive. Communication	5.0	5.4	0.4
40. Builds genuine relationships with others. Leading Others	5.0	5.4	0.4
42. Provides challenging assignments and opportunities for others to grow. Leading Others	5.0	5.4	0.4
46. Takes timely corrective action for poor performance. Performance Management	5.0	5.4	0.4
50. Creates a positive and energizing workplace. Employee Engagement	5.0	5.4	0.4
9. Breaks down larger projects into manageable tasks. Planning and Organization	5.0	5.3	0.3
19. Creates an environment that encourages innovation, risk taking, and challenge. Innovation and Creativity	5.0	5.3	0.3
41. Fosters energy, enthusiasm, and commitment in others. Leading Others	5.0	5.3	0.3

BEHAVIOR	SELF	ALL OTHERS	GAP
51. Creates an environment in which others want to do their best. Employee Engagement	5.0	5.3	0.3
13. Can be counted on to follow through with his/her promises. Integrity and Trust	6.0	6.2	0.2
32. Establishes effective two-way communication with others. Communication	5.0	5.2	0.2
43. Takes the time to coach, mentor, and support others. Leading Others	5.0	5.2	0.2
47. Recognizes and rewards people for excellent performance. Performance Management	5.0	5.1	0.1
36. I can trust this person to represent my interests, even if I am not around. Teamwork and Collaboration	6.0	5.9	-0.1
5. Considers multiple sources of information when making important decisions. Decision Making	6.0	5.8	-0.2
26. Consistently advocates for superior quality. Customer Focus	6.0	5.8	-0.2
37. Looks for solutions where all parties will benefit. Teamwork and Collaboration	6.0	5.8	-0.2
14. Takes responsibility for his/her own actions. Integrity and Trust	6.0	5.7	-0.3
27. Sets high standards of excellence for serving customers. Customer Focus	6.0	5.7	-0.3
29. Adjusts priorities in order to address changing situations and conditions. Managing Change	6.0	5.7	-0.3
33. Shares information in a clear and concise manner. Communication	6.0	5.7	-0.3
12. Is honest, ethical, and trustworthy. Integrity and Trust	7.0	6.4	-0.6
15. Sets a good example of the behavior he/she asks for. Integrity and Trust	6.0	5.4	-0.6

ACTION PLANNER

IDENTIFY SIGNIFICANT GAPS

In your 360-degree feedback report, identify significant or consistent differences between the groups of raters (i.e., self, supervisor, peers, direct reports, etc.)

Based on your feedback, briefly list and describe the greatest gaps between rater groups.

Review the gaps you identified to ensure that they represent significant and/or recurring patterns in your feedback. As you review the list, ask yourself the following questions:

- Do people see me in a different light, depending on my working relationship with them? Why?
- Have I seen evidence of the perception gaps? If so, how are they affecting relationships or performance?
- What would happen if I were to fully see myself from their point of view?

BUILD ON STRENGTHS

Reflect on where you are going. Start by exploring how you got to where you are now. It was through your strengths!

There are things we do so well and effortlessly that we often forget we possess a talent. The 360-degree feedback report identifies your highest scores as seen by others; however, you need to interpret what your real strengths are.

Based on your feedback, briefly list and describe your strengths and talents.

Review the strengths that are apparent in your 360 report. As you review the list, ask yourself the following questions:

- Have these strengths helped me in my career thus far? How?
- Am I continually using these strengths in my career and personal life?
- What would happen if I were to fully utilize these strengths more regularly?

UNDERSTAND DERAILERS

A personal derailer is a behavior that gets in the way of our progress and requires improvement if we are to realize our potential. A derailer is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master.

A derailer has the potential to limit progress in our careers, as well as other areas of life

Based on your feedback, list and describe potential derailers. Note that these may be clearly spelled out within your report, or you may have to search for these based on themes that may stand out.

Review the list above to ensure that the potential derailer(s) identified in your report are critical to success in your role and position. As you review the list, ask yourself the following questions:

- Is this area critical to my continued growth and development? Future direction? Why?
- Have I been making improvements in this area on a regular basis?
- How would my life be different if I were to significantly improve in this area?

IS THIS AREA CRITICAL TO MY CONTINUED GROWTH AND DEVELOPMENT? FUTURE DIRECTION? WHY?

Based on my feedback, the greatest gaps between myself and others are:

Based on my feedback, my greatest strengths are:

Based on my feedback, my most significant derailers are:

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #1

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #2

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support