

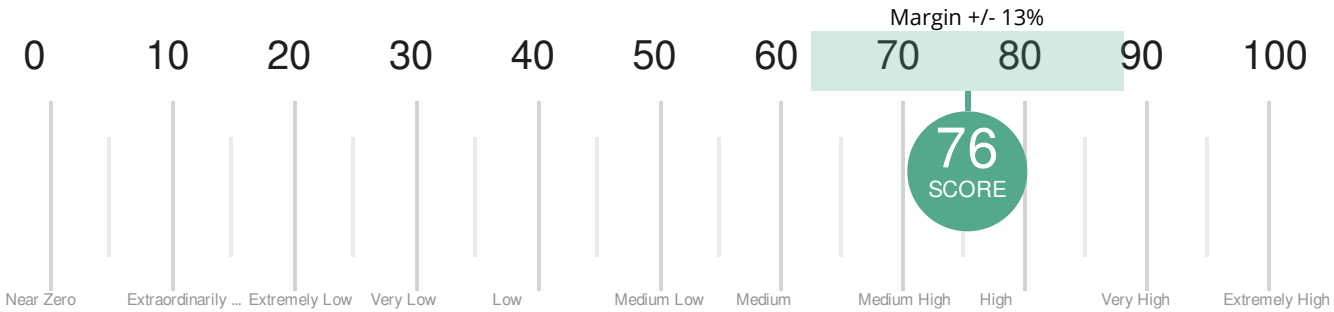
Report

Your 360 assessment report is below. This includes baseline assessments plus re-assessments to measure change if you have done them.



Adjustment

"A tendency to remain calm and emotionally stable in the face of stressors."



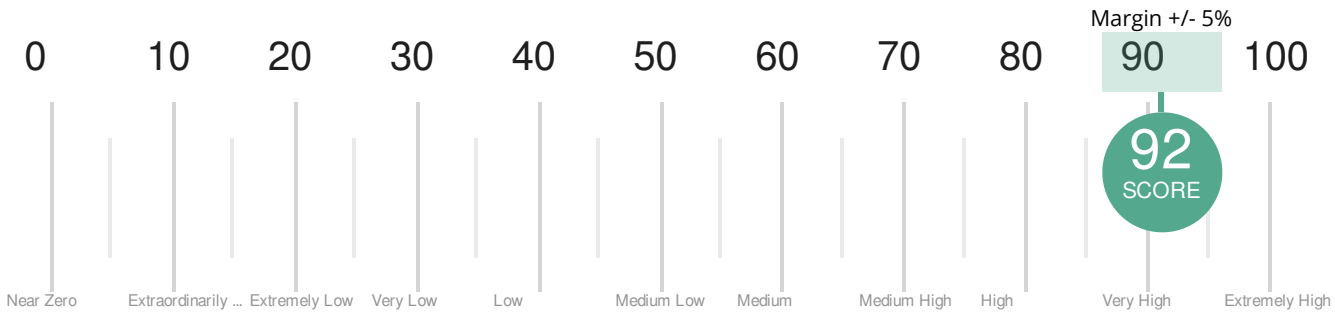
Medium High

YOUR DISPOSITION: Your stakeholders view you as generally relaxed and confident at work. Very rarely, you appear worried, upset, or angry, but only under extreme levels of stress. **YOUR THINKING:** When you think about yourself, your thoughts help you realize that you have the capacity to lead successfully. Frequently, you think about learning from mistakes and failures. **YOUR FEELINGS:** To others, you typically appear to be able to deal effectively with major stressors in your job. When extremely stressful events occur, you may appear to others to be worried, angry, or upset. **YOUR ACTIONS:** With moderately high levels of stress, you remain calm and in control. With very serious situations, you may hesitate or lose your cool. In these instances, your team may start to question whether or not you'll have the capacity to lead them through the hardest situations they'll face. **RECOMMENDATIONS:** You're very proficient at managing your stress. At the same time, if you'd like to get better at stress management, consider working on adjusting your 'self-talk' toward constructive thoughts that drive you to find a path through uncharted, stressful waters.



Agreeableness

"A tendency towards friendliness, helpfulness, and compassion. Also being cooperative rather than antagonistic towards others."



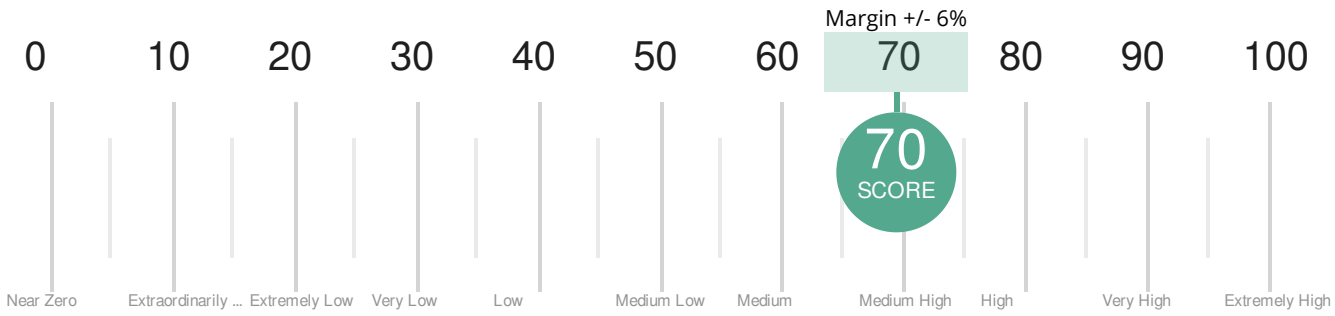
Very High

YOUR DISPOSITION: Your stakeholders view you as a leader who is very pleasant and who can work well with even the toughest colleagues. **YOUR THINKING:** Your thoughts naturally gravitate toward creating harmonious relationships. You tend to start with the assumption that other people are trustworthy. Furthermore, you're not judgmental about other people's mistakes. **YOUR FEELINGS:** More than most other people, you sympathize with others' feelings, forgive their mistakes, and control your negative emotions. At the same time, you may feel stress when you need to confront poor performance on your team. **YOUR ACTIONS:** In almost any situation, you usually demonstrate excellent manners and are frequently keeping the peace on your team. You likely invest extra effort to avoid conflict and promote harmony on your team. **RECOMMENDATIONS:** Leadership requires relationships with followers and your natural style helps you nurture these relationships. At the same time, leaders have to confront difficult interpersonal situations to make shared goals a reality. Consider working on your 'self-talk' to improve your ability to give difficult feedback and manage conflict in the workplace. Also, consider making sure you have people on your team who are more comfortable with conflictual situations to help the team perform in areas where you're less strong.



Boldness

"Degree to which others perceive you to have self esteem. Leaders ideally have medium scores in this area --neither too high nor too low."



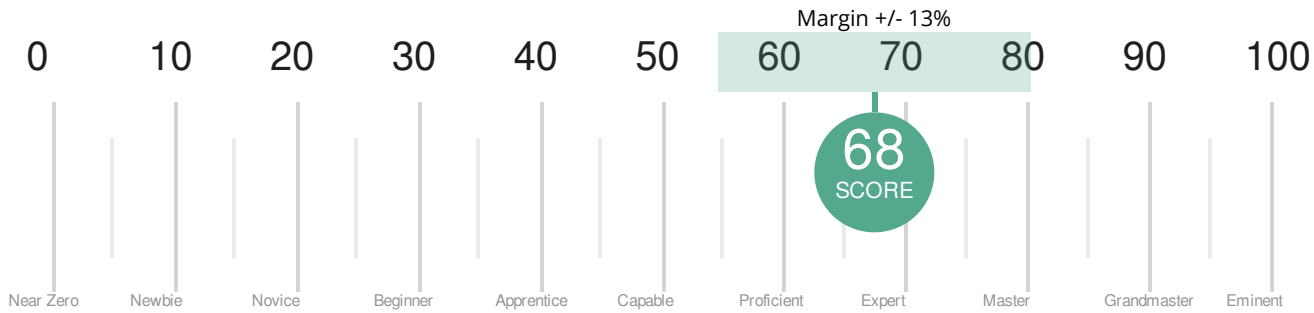
Medium High

Your stakeholders see you as a bold leader. This is a terrific asset for your ability to lead in uncharted territories. But at times it can also pose some risks to your career. Your stakeholders see that you have a healthy amount of self-esteem, appreciate your own ideas, and that these two things usually match up with reality reasonably well. Once in a while, you can be a bit grandiose in your opinion of your work but that's not common and not a derailing issue for you. Once in a while, they may see you as feeling entitled to an unfair share of praise or rewards, and that you sometimes may shy away from taking the blame for mistakes. But this is not very common. There are moments when your stakeholders see your style as one that overlooks the contributions of other people, but this is not very common either. Consequently, you have a healthy level of boldness for a leader, and you should only consider developing this area if you're needing to lead in highly political or interpersonally delicate areas more frequently in the future.



Charisma

"Behaviors that inspire followers to exert extra effort and work hard toward shared goals."



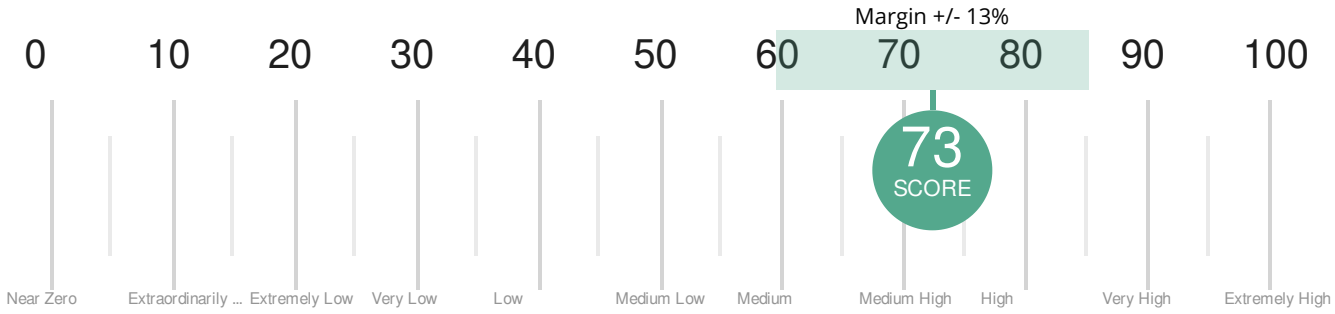
Proficient

You do a good job of keeping your audiences and followers motivated and energized to work toward your vision. But there are still some techniques you can learn to take your charisma to the next level. You do a good job speaking in terms of metaphors that help your team both understand the future and often get excited about it. Furthermore, there are opportunities for you to speak with a stronger conviction about your values and tell stories about the exciting future in a way that really engages your followers. To really captivate them you need to practice your charismatic behaviors to grow to the next level. The good news is that we know how to help you grow your inspirational behaviors if you choose to work in this area. This includes both verbal and nonverbal behaviors that inspire others. If you choose to work on these skills, you can make a substantial improvement in the degree to which followers will invest extra energy into shared goals and look up to you as a role model. Reflect upon whether your current level is sufficient for you to achieve your goals. If you have ambitious goals, you should develop your charisma to the next level.



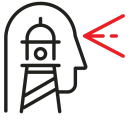
Conscientiousness

"A tendency towards self-discipline, dutifulness, organization/planning, attention to detail, dependability, and achievement."



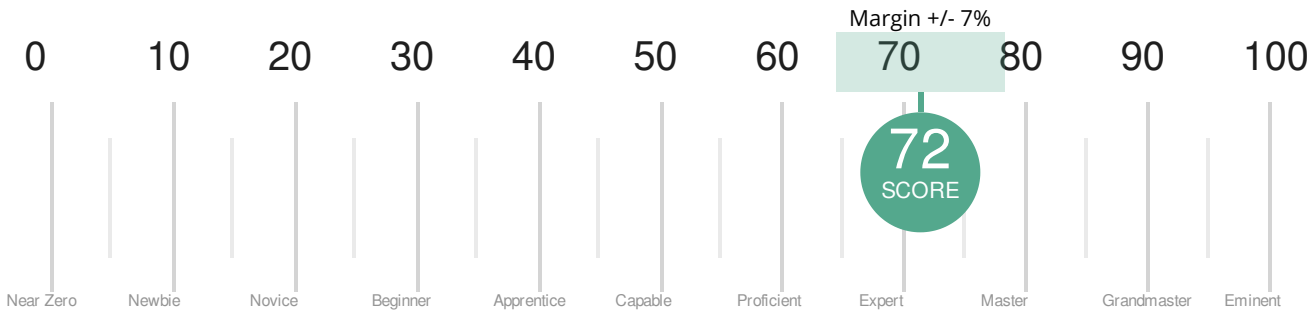
Medium High

YOUR DISPOSITION: Your stakeholders see you working fairly hard to get ahead in life. You typically abide by the rules and can explore unusual alternatives when the situation demands it. Others are likely to see you as someone who is usually trustworthy and follows through on almost every commitment. **YOUR ACTIONS:** You are usually ambitious and are willing to delay some amount of gratification to get ahead. You are highly persistent in achieving your goals. You're able to focus on the detailed aspects of your work's quality when the situation requires it. **YOUR FEELINGS:** More than most people, you exercise self-discipline in order to achieve your long-term goals. **YOUR THINKING:** You often take a disciplined, methodical approach to work. When you make plans you generally think through all the details. **RECOMMENDATIONS:** You have a very strong ability to operate at both strategic and operational levels. However, if your work requires coming up with an extraordinary vision for the future you may need to stretch yourself beyond your comfort zone. Becoming aware of your strengths and development needs can be helpful in knowing when to seek out help. Based on your profile you are likely to be good in moderate visioning tasks as well as fairly repetitive work. If the situation demands going beyond these limits, you may want to seek the support of your teammates or members of your network who are particularly strong in visioning.



Environmental Scanning

"Scrutinizing the competitor, market, government, technology, and science areas that could be threats or opportunities to the organization."



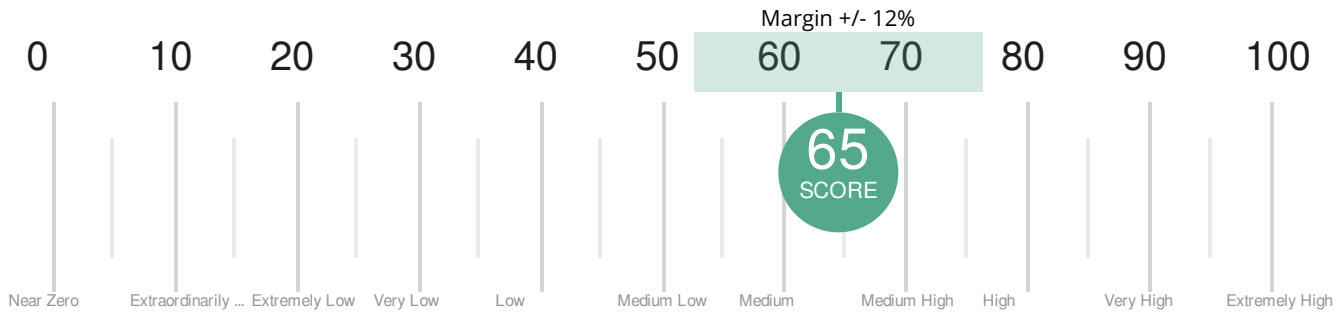
Expert

Your stakeholders see you as effective in your ability to scan the environment to proactively detect risks to your team and organization. They find it unusual when a change in the competitive landscape surprises you. In many areas of government, they see you looking at some of the right sources and talking to the right people to get some early warning signs of threats and opportunities arising from regulatory changes. But your scanning isn't foolproof and changes sometimes catch you off guard. Similarly, they usually see you track the changing dynamics of customers and competitors and this often gives your team a competitive advantage of being able to adapt nimbly in the face of turbulence. And they usually see you doing a good job tracking developments in technology, science, and intellectual property. But once in a while, new technology or science surprises you. Consequently, if external threats from the environment are serious threats to you or your team, you can consider working on developing this skill to the next level.



Extraversion

"Disposition to be sociable, assertive and active."



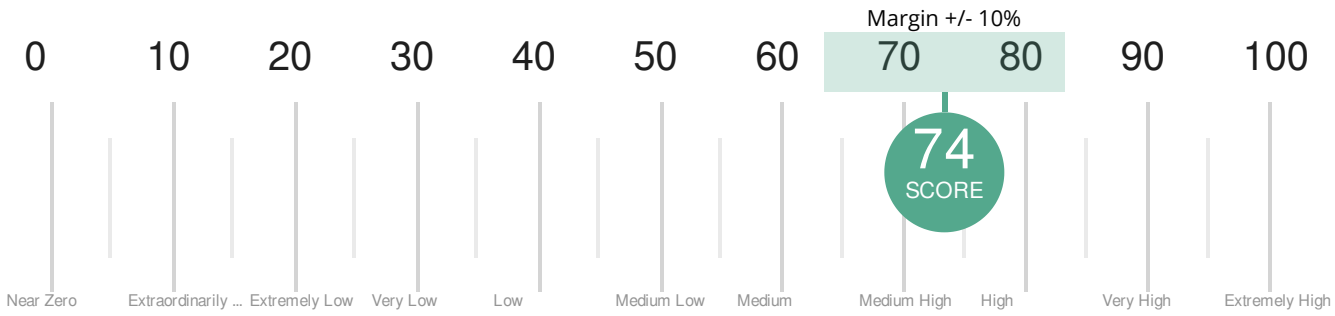
Medium

YOUR DISPOSITION: Your stakeholders view you both as enjoying the company of others and enjoying working alone. **YOUR THINKING:** You have a balanced focus for your thoughts - equally balanced between interacting with others and your private ideas, opinions, and identity. **YOUR FEELINGS:** You feel equally happy in situations with big crowds, as well as when you're working alone. **YOUR ACTIONS:** You balance your actions between work with your teammates and working alone. **RECOMMENDATIONS:** You're fortunate to be equally balanced between talking and listening. This will serve you well in both individual and team leadership tasks. You're already extremely well balanced in both advocacy and inquiry. You'll just want to remain aware of the need to alternate between the two as the situation may require.



Openness

"A tendency towards intellectual curiosity. A preference for novelty, appreciation for art, unusual ideas, philosophy, and enjoying a variety of experiences."



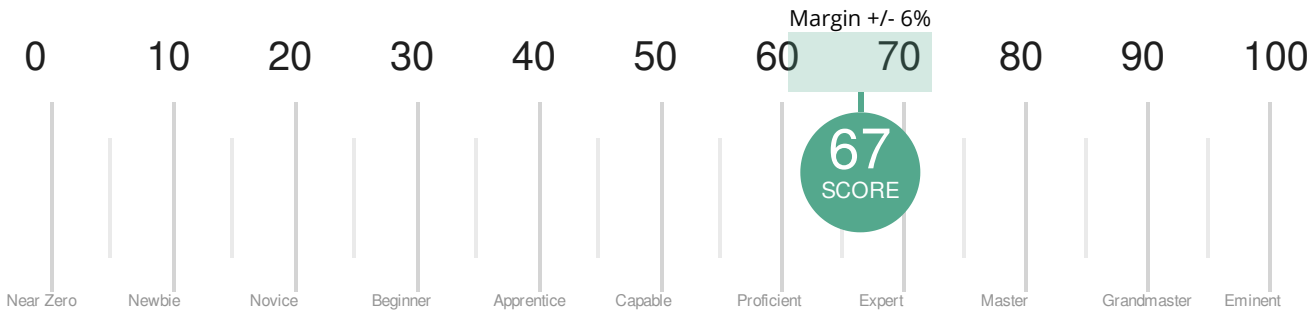
Medium High

You are quite imaginative and like to analyze new approaches as a leader. Once in a while, you may be seen by others as sensible, realistic, or even traditional. Your openness gives you the potential to generate leadership visions and strategies that are more unique than your average peer. You sometimes seek out new experiences and are also open to some types of work changes. You also value some level of consistency in the nature of your work. One advantage to you in your career is that you're good at generating many novel ideas. This is key to your ability to solve difficult problems with novel solutions. Also, you enjoy and appreciate it when your leadership roles allow for a wide variety of experiences and diverse ideas. At the same time, you may sometimes get bored. Consequently, you already have the potential for leadership roles that require novel, useful solutions to difficult problems. At the same time, if your career dreams include the highest, most difficult leadership roles or solving really difficult problems, you should consider building this capacity as part of your developmental goals.



Persuasion

"Skills that improve the odds of other people agreeing to your requests."



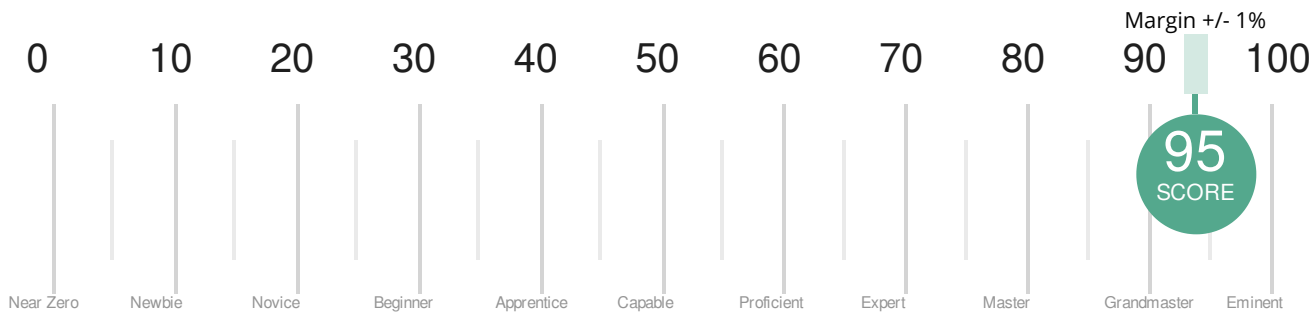
Proficient

You are quite proficient with persuasion and can influence in many ordinary situations, but you may need help for the toughest persuasion tasks. You likely have an intuitive grasp of the science that underlies persuasion but may overlook some of these skills at times. Furthermore, your stakeholders see you as being effective at nurturing relationships. At the same time, you have an opportunity to take this skill to the next level to build your reputation as a highly persuasive leader. You are likely unaware or uncomfortable using the full range of persuasion skills. Your stakeholders think you use numbers and statistics to make your persuasive appeals some of the time. But other times, you likely miss opportunities to maximize your influence through statistics. Selecting this area will enhance your prospects of making your future leadership goals a reality.



Proactivity

"Self-initiated and future-oriented action that attempts to change or improve one's situation."



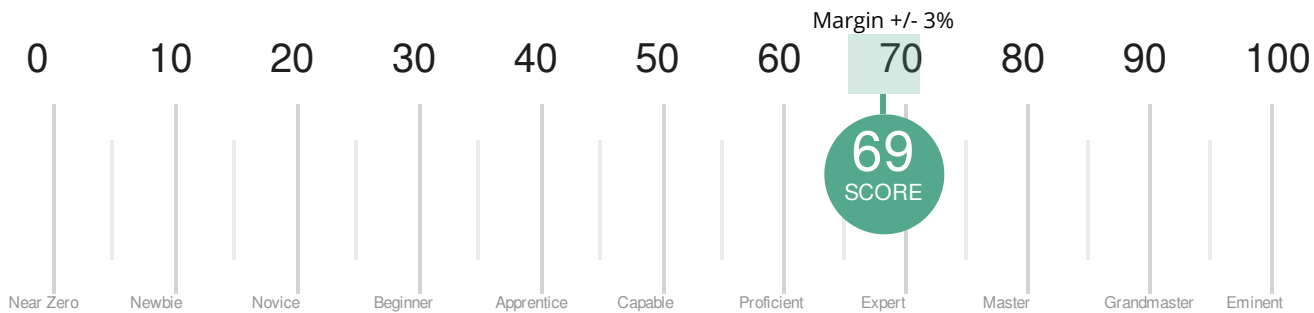
Grandmaster

Your stakeholders view you as remarkably proactive - far beyond most other leaders! You do a terrific job anticipating and acting upon opportunities and threats that you foresee far in advance of what other proactive leaders do. Your deeply proactive nature is a significant asset to you preparing yourself and your team for a large number of contingencies that allow you to surpass many other proactive leaders. Because you are so remarkably skilled at being proactive, you should consider coaching and mentoring others who could benefit from your guidance and improve their own anticipatory behaviors.



Strategy Formulation

"Creating approaches for the team/organization to win that are hard for the competition to emulate."



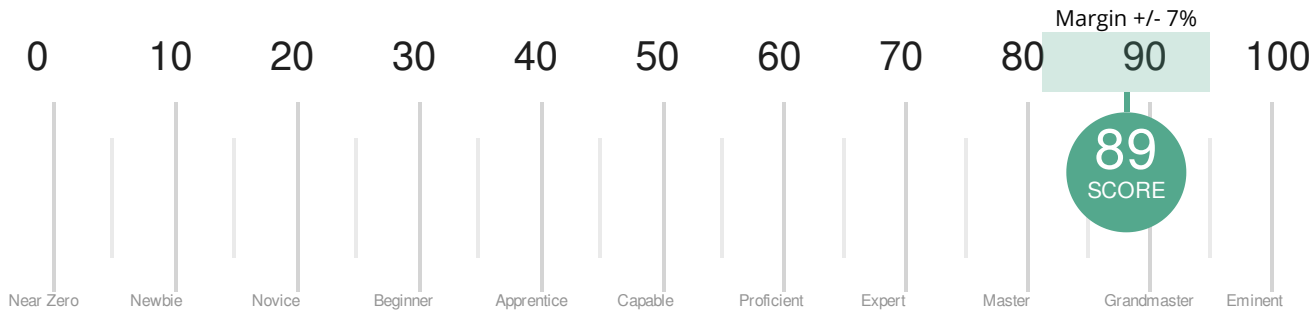
Proficient

Your stakeholders often see you creating good strategies for your organization, but they see you with opportunities to take your capabilities much further. They've noticed that you have generated many good options that allow your team to leverage as the future evolves. At the same time, they don't see you doing this to the full level that would really help your team quickly navigate the most serious risks. Your stakeholders have noticed that you have generated strategies that customers like. But at the same time, your strategies are not so unique as to make your customers as loyal as you might want. You have opportunities to make your customers extremely loyal if you grow this skill. A side-effect of your skill is that competitors frequently find your strategies frustrating to copy, mimic, or emulate. You have opportunities, however, to make your strategies even more differentiated and hard for competitors to copy if you work on developing this skill. Your stakeholders also see you as usually effective at setting ambitious, but achievable strategic objectives. But you should further develop your goal-setting skills to really take your leadership to the next level. Consequently, while you've had some successes at strategizing, you may consider developing this skill further if you aspire to the next level of leadership.



Teamwork

"Great leaders are also great followers when others have the best ideas to achieve shared goals."



Master

Your stakeholders see you as a highly effective leader of teams. You're very good at backing up your teammates when they're in a pinch. Teammates find you trustworthy because you proactively admit your mistakes and mention limitations to your recommendations. They typically see you doing a good job of monitoring the performance of the team and helping redirect actions to make sure things are on track. Once in a while, you might miss something, but this is pretty rare. You do a great job of both communicating both inspirational team messages and closing the loop on communications with others. You and your team share mental models about how you all work and complement each other's areas of expertise. This allows you to execute in ways your stakeholders perceive to be very effective. This also often allows your team to be fairly nimble and adaptable to changing conditions. Consequently, you should consider teaching, mentoring, and coaching other leaders who need to improve their own teamwork skills.
