



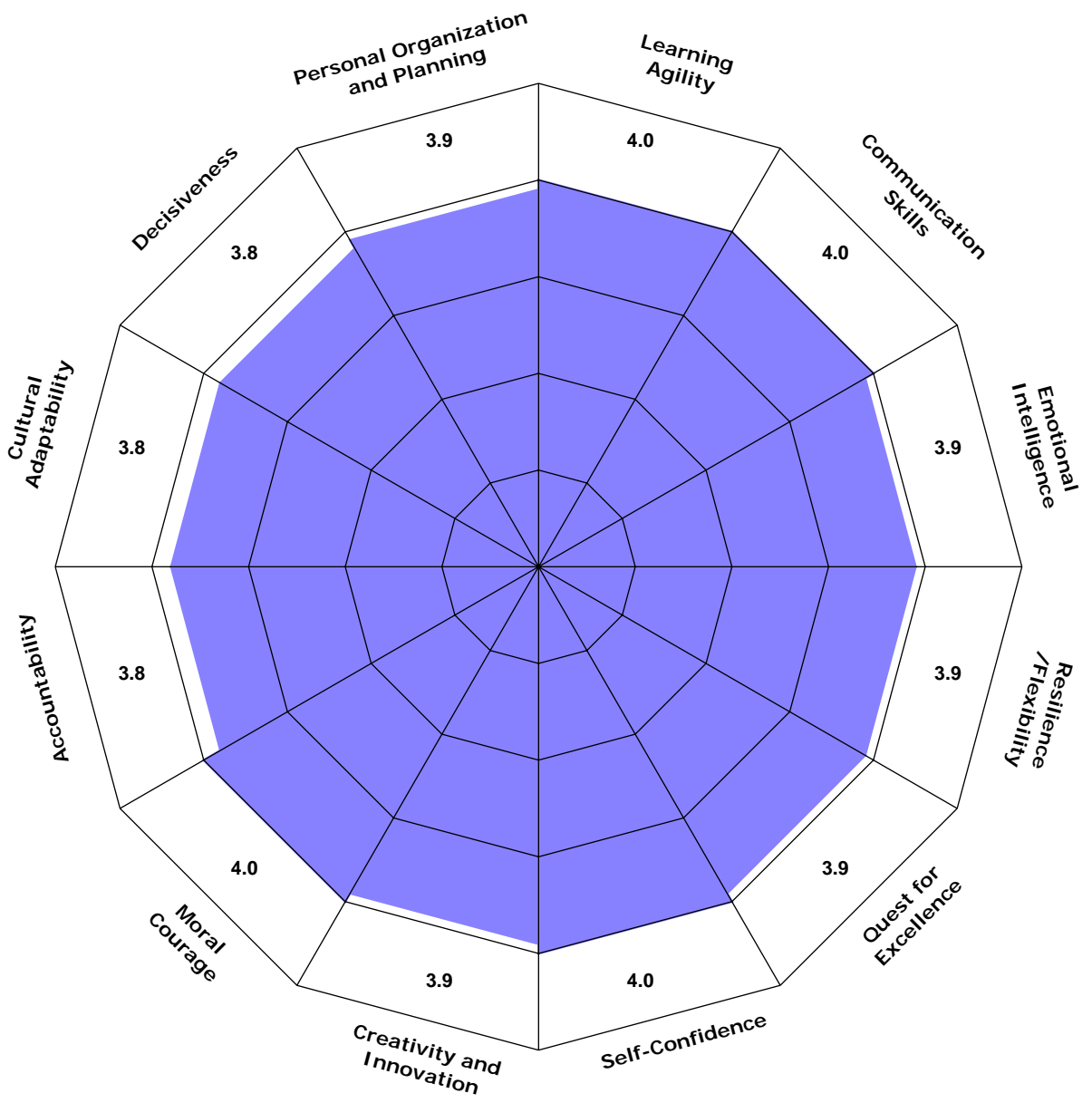
Emerging
Leader Profile™
Discovering Leadership Potential

Assessment Scale

- 1 = Rarely
- 2 = Occasionally
- 3 = Often
- 4 = Very Often
- 5 = Always
- N/O = Not Observed

Rater Breakdown

- 4 Boss(es)
- 12 Peers
- 10 Direct Reports
- 6 Others
- Total of 32 Raters

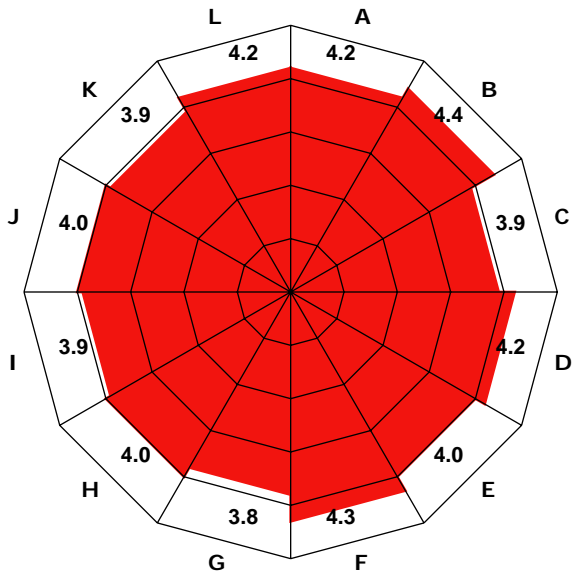


All Raters

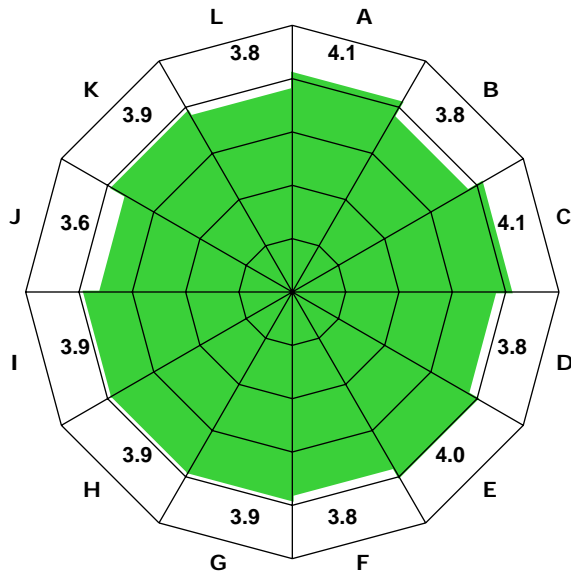
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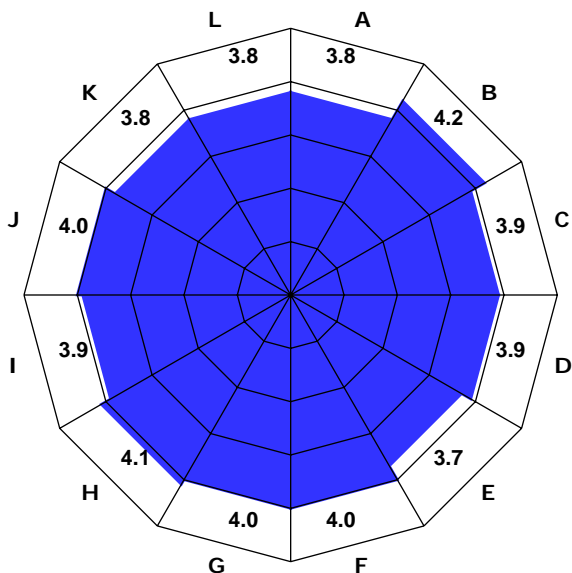
- A = Learning Agility
- B = Communication Skills
- C = Emotional Intelligence
- D = Resilience/Flexibility
- E = Quest for Excellence
- F = Self-Confidence
- G = Creativity and Innovation
- H = Moral Courage
- I = Accountability
- J = Cultural Adaptability
- K = Decisiveness
- L = Personal Organization and Planning



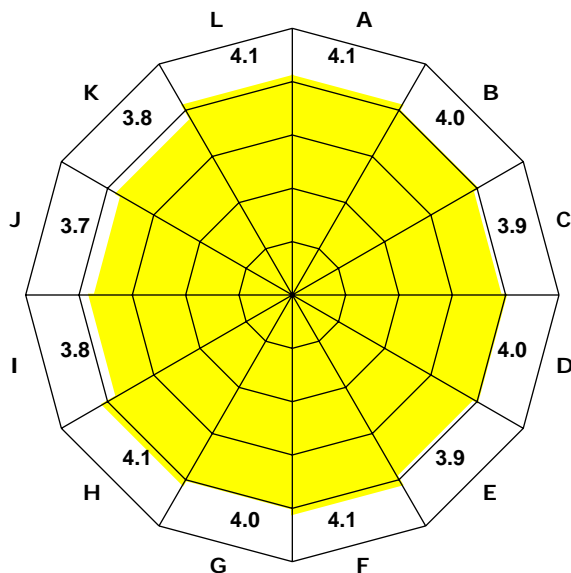
4 Self



4 Boss(es)



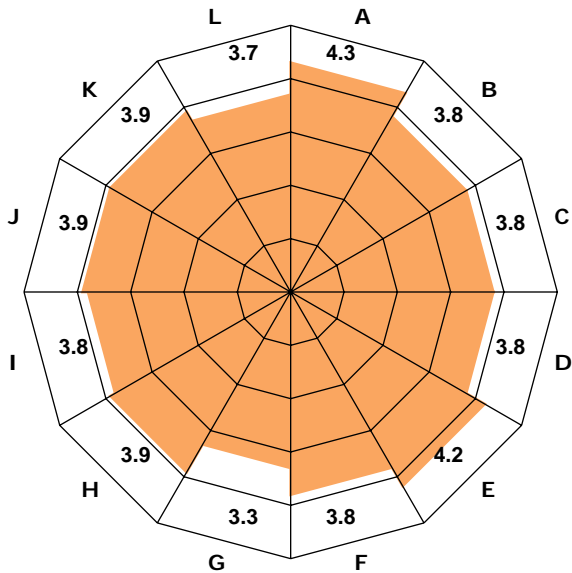
12 Peers



10 Direct Reports

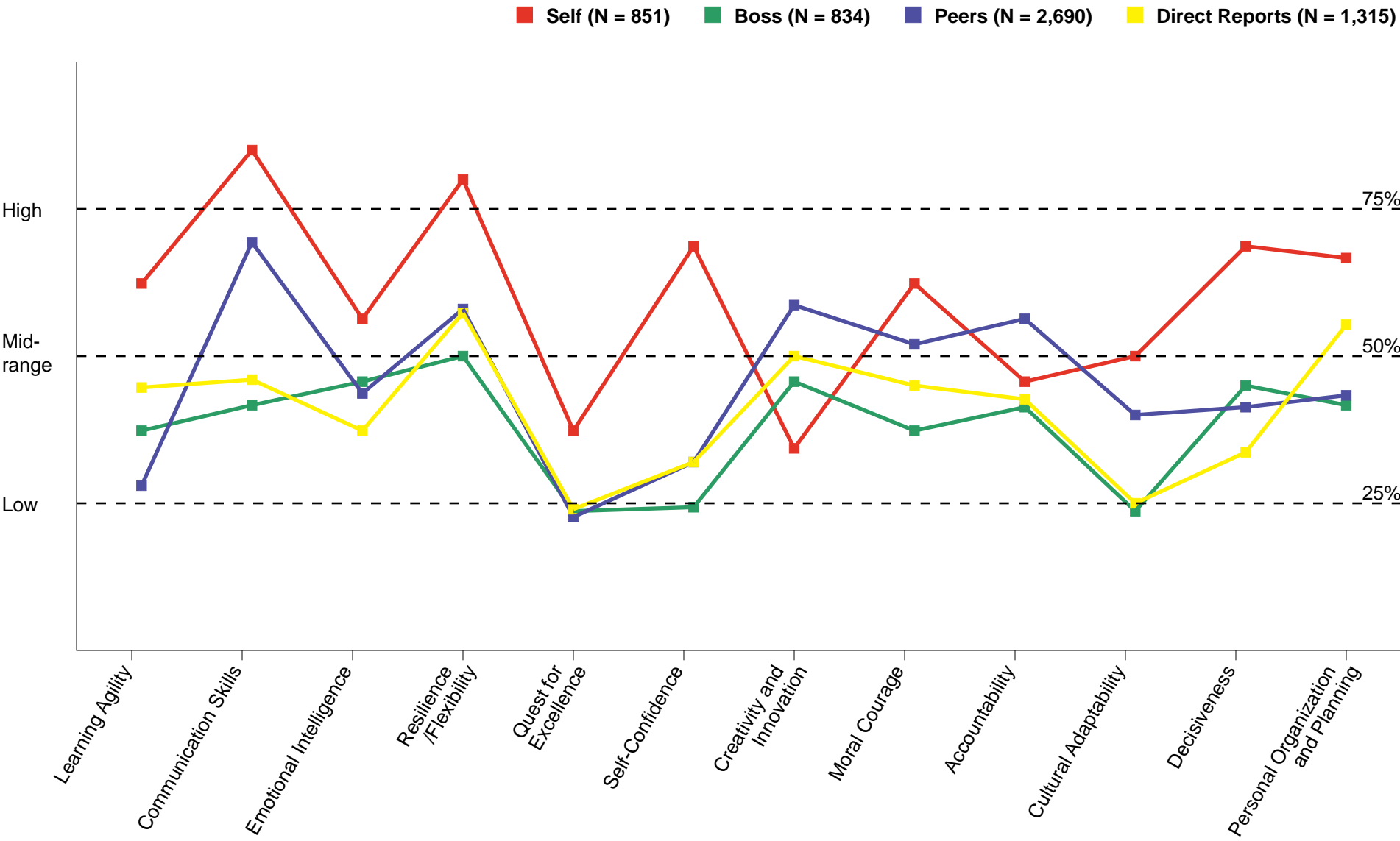
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6 Others

- A = Learning Agility
- B = Communication Skills
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High (75th Percentile) - Only 25% of managers in the database scored higher.
Mid-range (50th Percentile) - 50% of managers scored higher.
Low (25th Percentile) - 75% of managers in the database scored higher.

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range					Peer Range						
							1	2	3	4	5	1	2	3	4	5		
Learning Agility	4.2	4.0	4.1	4.1	3.8	4.3												
1. Quickly assesses gaps in his/her knowledge.	3.8	3.9	4.0	4.1	3.8	4.3												
2. Enjoys learning something totally different.	4.0	3.9	4.3	4.0	3.8	4.5												
3. Likes to challenge him or herself with new things.	4.0	3.9	4.0	3.9	3.8	4.5												
4. Seeks out new experiences that require new skills.	4.3	3.9	4.3	3.9	3.8	4.3												
5. Quickly grasps an understanding of a new subject.	4.8	3.9	3.8	4.1	3.8	4.0												
Communication Skills	4.4	4.0	3.8	4.0	4.2	3.8												
6. Uses direct and straightforward language. (+)	4.8	4.1	3.8	4.1	4.2	3.8												
7. Tailors his/her language to the audience.	4.5	4.0	4.0	4.0	4.1	3.7												
8. Actively listens to and attempts to understand others.	4.5	3.9	3.5	4.0	4.0	3.7												
9. Expresses complex thoughts in clear and concise language.	4.0	4.0	3.8	3.8	4.4	3.8												
10. Uses forceful language appropriately when needed.	4.3	4.0	3.8	3.9	4.3	3.8												
Emotional Intelligence	3.9	3.9	4.1	3.9	3.9	3.8												
11. Displays emotions that are appropriate for the situation.	3.8	3.9	4.0	3.8	3.9	3.5												
12. Develops mutually beneficial relationships with others. (-)	3.8	3.8	4.0	3.9	3.8	3.7												
13. Demonstrates openness to constructive feedback.	3.8	3.9	4.3	3.9	3.8	3.7												
14. Shows sensitivity to the emotions of others.	4.3	3.9	4.0	3.8	3.9	4.0												
15. Possesses clear awareness of his/her emotional impact on others.	4.0	4.0	4.3	4.0	4.0	4.2												

(+) Ten highest scoring

(-) Ten lowest scoring

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range					Peer Range							
							1	2	3	4	5	1	2	3	4	5			
Resilience/Flexibility	4.2	3.9	3.8	4.0	3.9	3.8													
16. Does not hold negative feelings and grudges for a long time. (+)	4.3	4.1	4.3	4.2	4.0	4.0													
17. Embraces opportunities to reinvent him/herself. (+)	4.0	4.1	3.8	4.1	4.2	4.0													
18. Effectively balances his/her personal and work life. (-)	4.5	3.8	3.8	4.2	3.6	4.0													
19. Has more than one strategy for getting tasks done. (-)	4.0	3.8	3.5	3.9	3.8	3.8													
20. Acknowledges setbacks and rebounds quickly. (-)	4.3	3.7	3.5	3.8	3.8	3.3													
Quest for Excellence	4.0	3.9	4.0	3.9	3.7	4.2													
21. Takes great pride in his or her work. (-)	4.3	3.8	3.8	3.9	3.7	3.7													
22. Expects to succeed when faced with a challenge. (-)	4.0	3.8	3.8	3.9	3.7	4.0													
23. Wants to be the best at whatever he/she attempts. (-)	4.0	3.8	4.0	3.9	3.8	4.3													
24. Strives for top quality in his/her standard performance.	3.8	3.9	4.3	3.9	3.8	4.3													
25. Tries to improve upon his/her previous performance.	4.0	4.0	4.3	4.0	3.8	4.7													
Self-Confidence	4.3	4.0	3.8	4.1	4.0	3.8													
26. Displays a positive attitude. (+)	4.3	4.1	3.8	4.1	4.2	4.3													
27. Brings a sense of well-being to any group. (+)	4.3	4.1	3.5	4.1	4.3	3.8													
28. Remains calm and confident when challenged by others.	4.5	4.0	3.8	4.2	4.0	3.5													
29. Sets a positive tone when working with others.	4.5	3.9	4.0	4.0	3.8	3.7													
30. Has good awareness of his/her abilities.	4.0	3.9	3.8	4.2	3.8	3.7													

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(-) Ten lowest scoring

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							1	2	3	4	5	1	2	3	4	5
Creativity and Innovation	3.8	3.9	3.9	4.0	4.0	3.3										
31. Generates multiple solutions to problems. (-)	4.0	3.8	3.3	3.9	3.9	3.3										
32. Considers alternative points of view.	4.0	3.9	3.8	4.0	3.8	3.3										
33. Creates new perspectives and solutions.	3.8	4.0	4.0	4.1	3.9	3.3										
34. Adapts existing tools and technology to solve a problem. (+)	3.8	4.1	4.0	4.0	4.2	3.3										
35. Balances tested solutions with new and improved approaches. (+)	3.5	4.2	4.5	4.2	4.1	3.3										
Moral Courage	4.0	4.0	3.9	4.1	4.1	3.9										
36. Aligns actions with what he/she says. (+)	3.8	4.2	4.3	4.2	4.3	3.7										
37. Does not let the ends justify the means. (+)	3.8	4.1	4.5	4.1	4.0	3.8										
38. Addresses difficult problems without delaying.	4.0	4.0	3.8	3.9	4.1	3.7										
39. Attempts to "do the right thing" in unfamiliar situations.	4.3	4.1	3.8	4.2	4.1	4.3										
40. Acts based on well-developed personal values and beliefs.	4.3	4.0	3.5	4.2	4.1	3.8										
Accountability	3.9	3.8	3.9	3.8	3.9	3.8										
41. Accepts responsibility for his/her actions and their impact.	4.0	3.8	3.5	3.8	3.9	3.8										
42. Delivers bad news immediately and directly to superiors. (-)	3.8	3.7	3.5	3.6	3.8	3.7										
43. Focuses on solutions to problems instead of assigning blame.	4.0	3.8	3.8	3.7	3.9	3.5										
44. Places ownership of his/her own behavior over job security.	3.8	4.0	4.5	3.9	3.8	3.8										
45. Admits to his/her mistakes.	4.0	4.0	4.3	3.8	4.0	4.2										

(+) Ten highest scoring

(-) Ten lowest scoring

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							1	2	3	4	5	1	2	3	4	5		
Cultural Adaptability	4.0	3.8	3.6	3.7	4.0	3.9												
46. Speaks honestly and appropriately with superiors.	3.8	3.9	4.0	3.5	4.2	4.0												
47. Adapts message to audience without losing meaning.	4.0	3.8	3.5	3.7	3.9	3.8												
48. Shows awareness of cultural differences.	3.8	3.8	3.5	3.8	3.8	3.8												
49. Embraces people with diverse backgrounds.	4.3	3.8	3.5	3.8	3.9	3.7												
50. Is open-minded to unfamiliar ways of doing things.	4.0	3.8	3.5	3.8	3.9	4.0												
Decisiveness	3.9	3.8	3.9	3.8	3.8	3.9												
51. Makes timely choices when presented with options. (-)	4.5	3.7	3.8	3.7	3.8	4.0												
52. Solicits the input of others when appropriate.	4.3	3.8	3.8	3.9	3.7	4.0												
53. Does not become paralyzed or overwhelmed by tough decisions.	3.8	3.9	4.0	4.1	3.8	3.8												
54. Makes a decision and sticks with it.	3.3	3.8	3.8	3.7	3.8	3.8												
55. Does not hesitate to make unpopular choices.	3.5	3.8	4.3	3.6	3.8	4.0												
Personal Organization and Planning	4.2	3.9	3.8	4.1	3.8	3.7												
56. Meets deadlines even with multiple tasks assigned.	4.3	3.9	3.8	4.0	3.9	4.0												
57. Plans for the needs and demands of others whenever possible. (+)	3.5	4.2	4.5	4.3	3.9	3.8												
58. Balances both short-term and long-term objectives.	4.0	3.9	3.8	4.1	3.8	3.7												
59. Considers worst case scenario when planning a project.	4.5	3.9	3.8	4.1	3.8	3.5												
60. Anticipates what could happen ahead of time.	4.5	3.9	3.3	4.2	3.8	3.7												

(+) Ten highest scoring

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Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed		Score				
Ten Highest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0
35.	Balances tested solutions with new and improved approaches.					4.2
36.	Aligns actions with what he/she says.					4.2
57.	Plans for the needs and demands of others whenever possible.					4.2
6.	Uses direct and straightforward language.					4.1
16.	Does not hold negative feelings and grudges for a long time.					4.1
17.	Embraces opportunities to reinvent him/herself.					4.1
26.	Displays a positive attitude.					4.1
27.	Brings a sense of well-being to any group.					4.1
34.	Adapts existing tools and technology to solve a problem.					4.1
37.	Does not let the ends justify the means.					4.1
Ten Lowest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0
12.	Develops mutually beneficial relationships with others.					3.8
18.	Effectively balances his/her personal and work life.					3.8
19.	Has more than one strategy for getting tasks done.					3.8
21.	Takes great pride in his or her work.					3.8
22.	Expects to succeed when faced with a challenge.					3.8
23.	Wants to be the best at whatever he/she attempts.					3.8
31.	Generates multiple solutions to problems.					3.8
20.	Acknowledges setbacks and rebounds quickly.					3.7
42.	Delivers bad news immediately and directly to superiors.					3.7
51.	Makes timely choices when presented with options.					3.7