

# 363 FOR LEADERS FACILITATOR REPORT

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EVERYTHING **DiSC**  
363® FOR LEADERS

ASSESSMENT TO ACTION.

**Sample Report**  
(7 People)

Thursday, February 04, 2016

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# 363® FOR LEADERS FACILITATOR REPORT

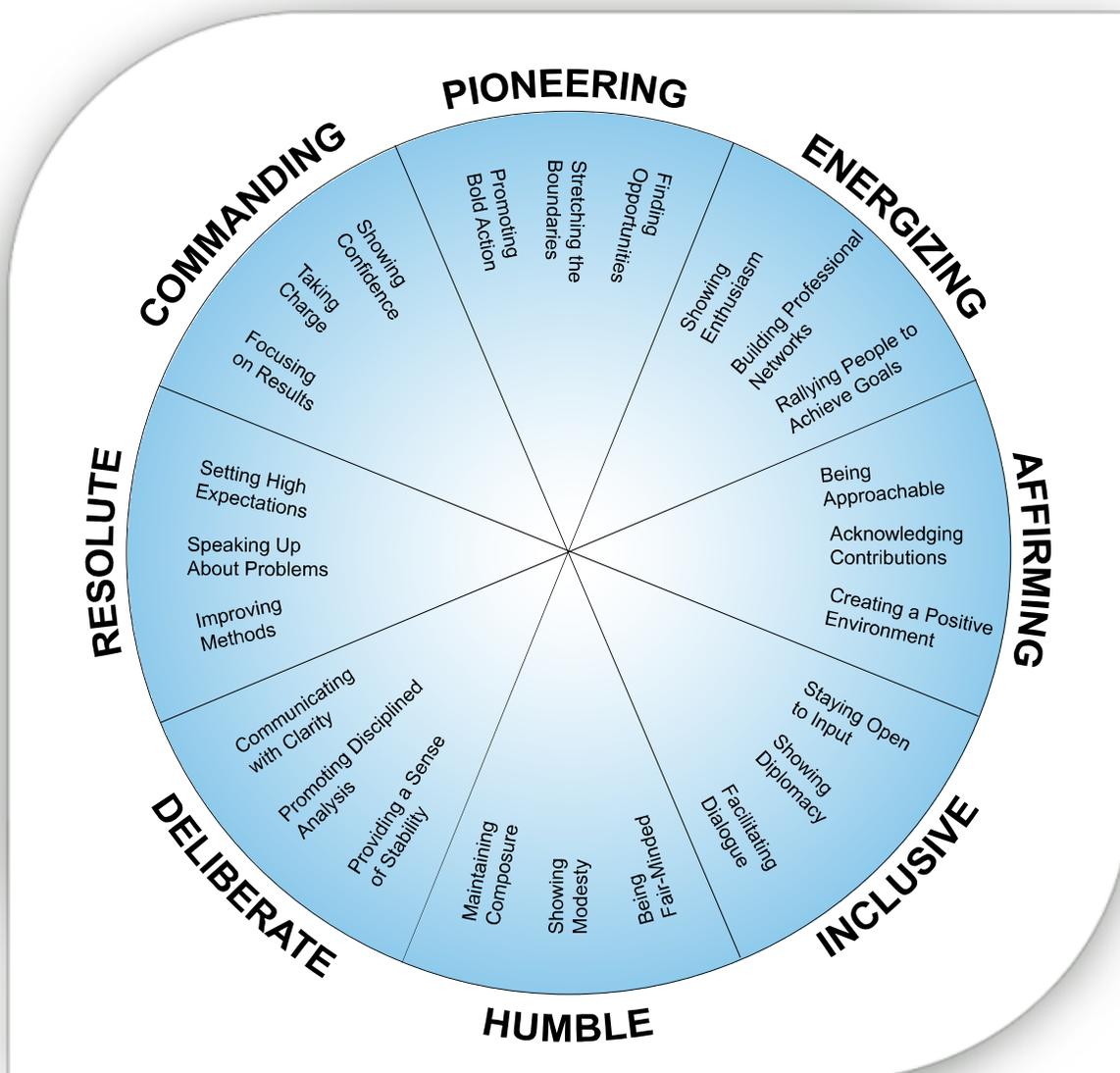
*Everything DiSC 363® for Leaders* focuses on the interpersonal aspects of leadership. The program improves self-awareness in key areas that will help people get better leadership outcomes.

Designed exclusively to use with the *363 for Leaders report*, the *Facilitator Report* brings together **360° feedback** to provide a composite overview of the group. Along with a group summary, the *363 Facilitator Report* includes data by rater type and data by item (accompanied by the leader's name), and each leader's 363 graph.

The *Everything DiSC 363 for Leaders* model (pictured below) illustrates the **Eight Approaches to Effective Leadership**. Each of the approaches is comprised of three **Practices** or underlying components. Effective leaders tend to use a range of approaches.

## About This Report

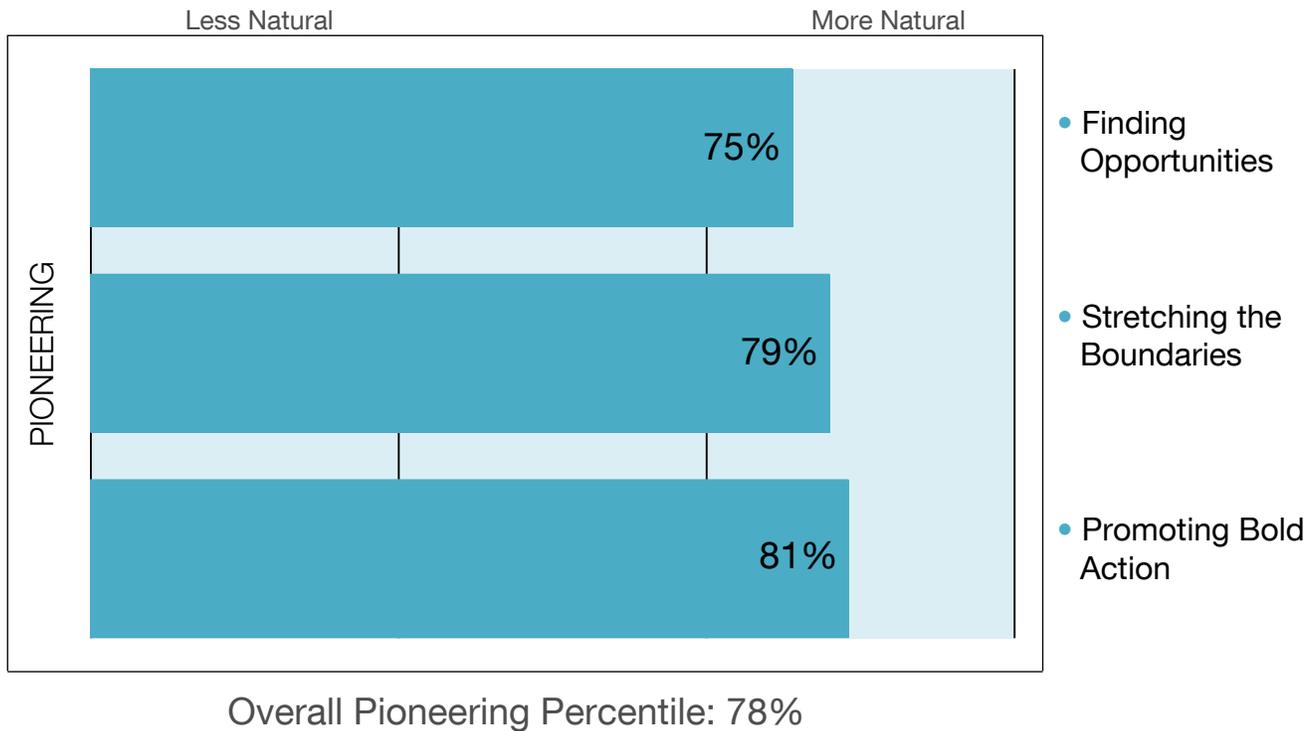
- The report provides group-level data on the **eight approaches** to leadership.
- Leaders are most likely to have strengths in areas that **reflect their own styles**.
- **Group data** is presented in graphs, collectively and with individuals' data identified.
- The group data will help leaders understand **which approaches come most and least naturally** to members of the group.



## PIONEERING: GROUP SUMMARY

### What comes naturally to this group?

For each of the three Pioneering practices, your group's ratings were compared against a normative sample based on the feedback from over 50,000 raters. As a result, a percentile score is displayed for each practice (located on the corresponding bar). This number indicates the percentage of leaders who scored at or below your group's average.



### Definition key

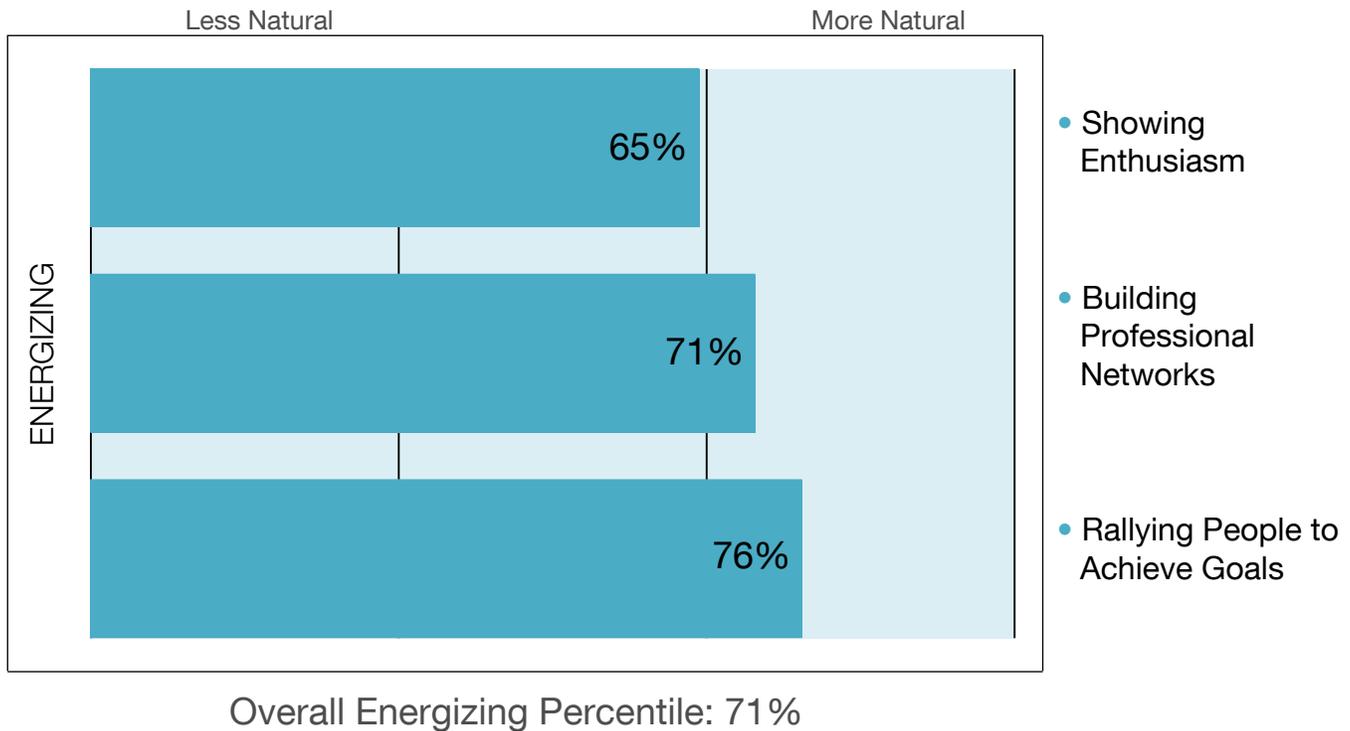
**Pioneering:** A pioneering leader encourages the group to think creatively about their options and take chances on new opportunities.

- **Finding Opportunities:** Pioneering leaders are often great at finding new opportunities and directions for the group, and others may admire their ability to uncover new possibilities.
- **Stretching the Boundaries:** Pioneering leaders challenge the group to push beyond their comfort zones, and others may appreciate that they help the group envision a new way of doing things.
- **Promoting Bold Action:** Pioneering leaders encourage people to take bold action, and others may appreciate that they're willing to take chances that could broaden the group's horizons.

## ENERGIZING: GROUP SUMMARY

### What comes naturally to this group?

For each of the three Energizing practices, your group's ratings were compared against a normative sample based on the feedback from over 50,000 raters. As a result, a percentile score is displayed for each practice (located on the corresponding bar). This number indicates the percentage of leaders who scored at or below your group's average.



### Definition key

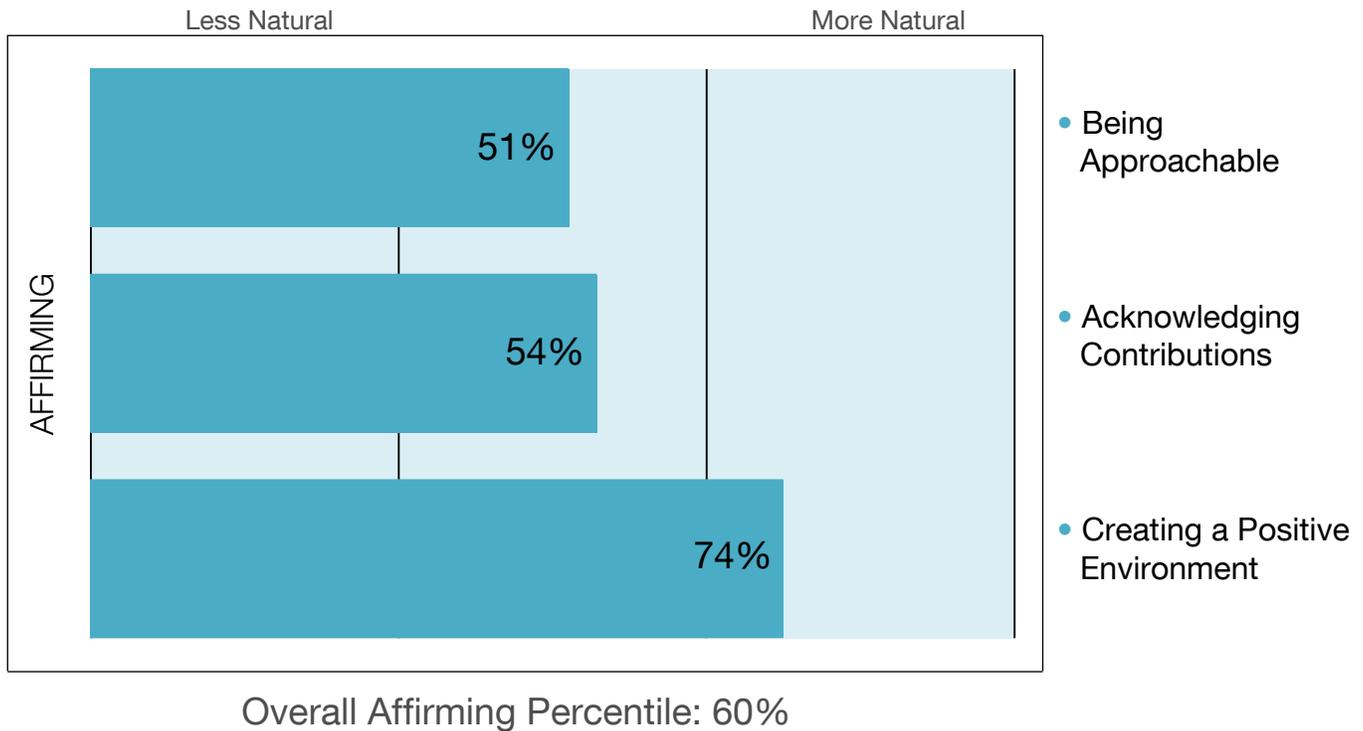
**Energizing:** An energizing leader builds enthusiasm for the group's goals and develops a wide network of professional connections.

- **Showing Enthusiasm:** Energizing leaders often have a contagious sense of enthusiasm, and others may appreciate that they create a fun, lively environment.
- **Building Professional Networks:** Energizing leaders create a large, influential social network, and others may admire their knack for connecting the group to resources and opportunities.
- **Rallying People to Achieve Goals:** Energizing leaders rally people around new goals, and others may appreciate their ability to bring people together around a vision for the future.

## AFFIRMING: GROUP SUMMARY

### What comes naturally to this group?

For each of the three Affirming practices, your group's ratings were compared against a normative sample based on the feedback from over 50,000 raters. As a result, a percentile score is displayed for each practice (located on the corresponding bar). This number indicates the percentage of leaders who scored at or below your group's average.



### Definition key

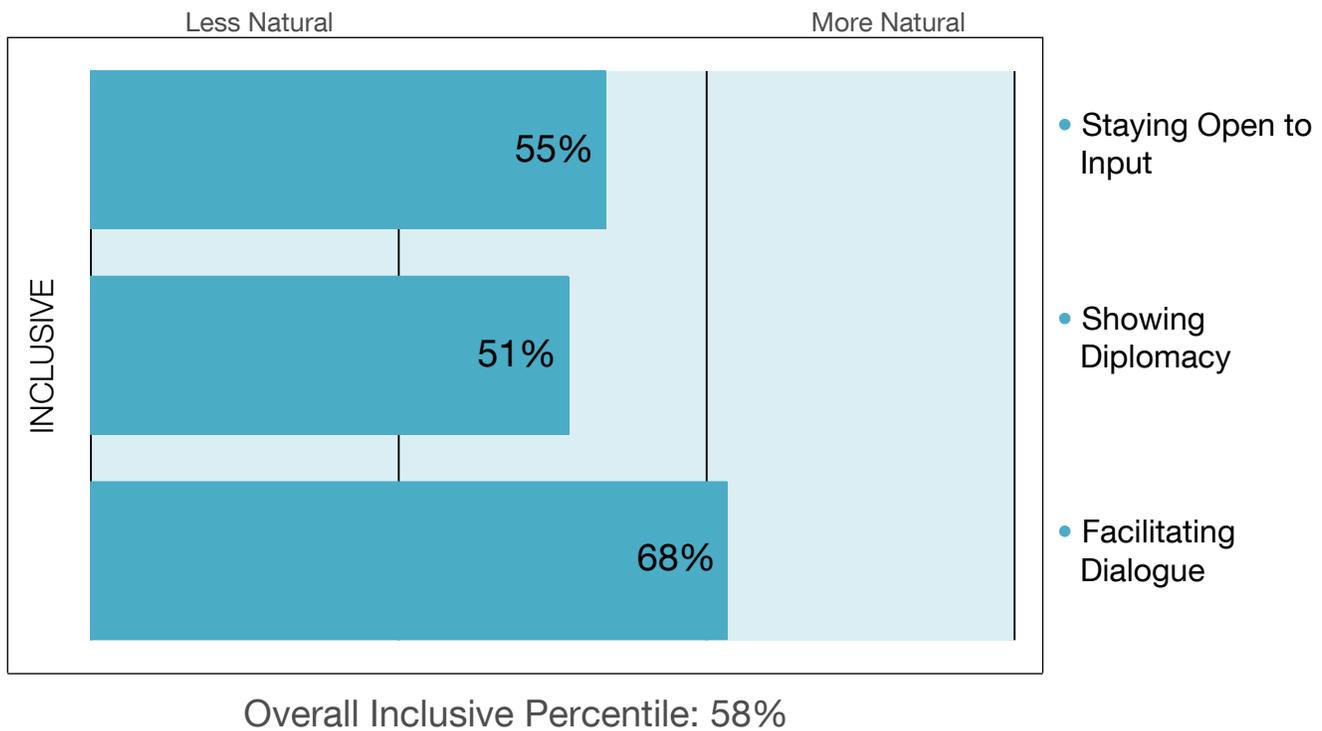
**Affirming:** An affirming leader is approachable and helps people feel good about their environment and their contributions.

- **Being Approachable:** Affirming leaders often come across as approachable, and others may feel comfortable going to them for help or advice.
- **Acknowledging Contributions:** Affirming leaders tend to focus on acknowledging the contributions of others, and this makes people feel that their efforts are valued.
- **Creating a Positive Environment:** Affirming leaders tend to be hopeful, and others probably appreciate that they create an encouraging, positive environment around them.

## INCLUSIVE: GROUP SUMMARY

### What comes naturally to this group?

For each of the three Inclusive practices, your group's ratings were compared against a normative sample based on the feedback from over 50,000 raters. As a result, a percentile score is displayed for each practice (located on the corresponding bar). This number indicates the percentage of leaders who scored at or below your group's average.



### Definition key

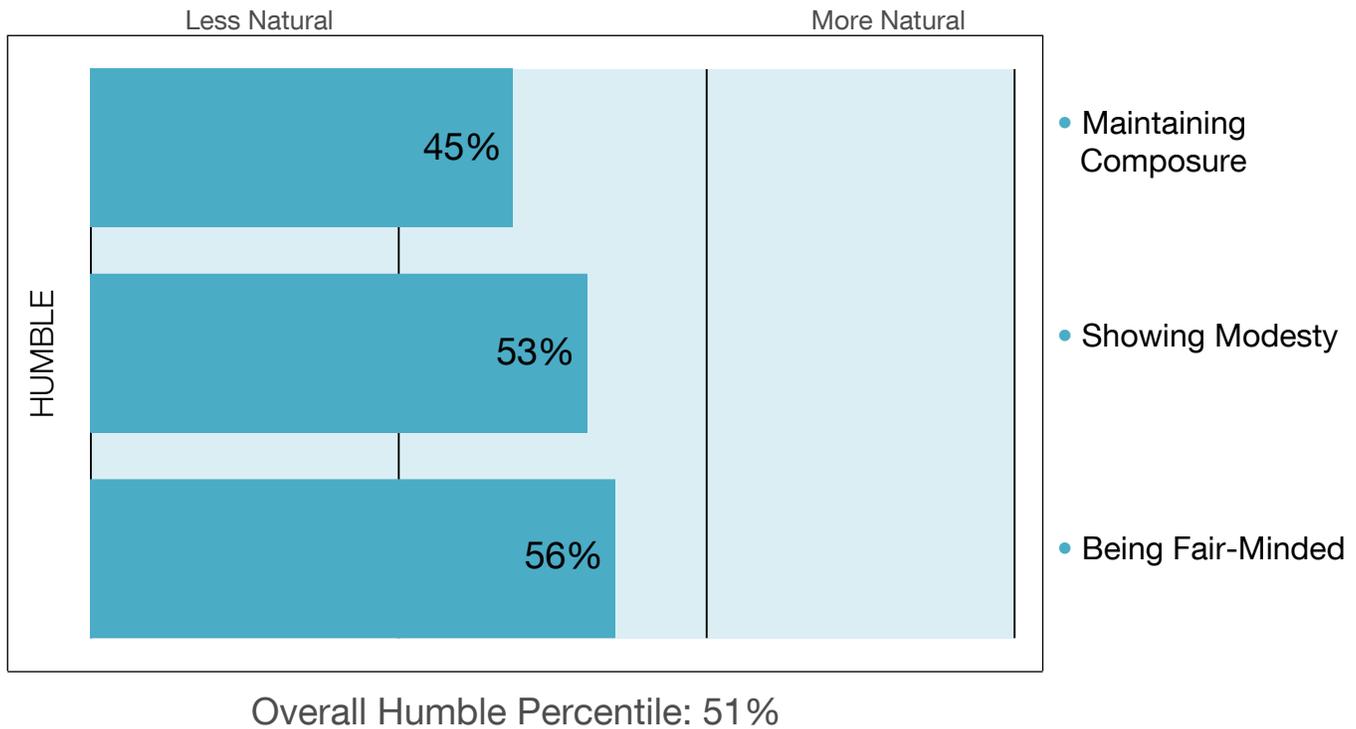
**Inclusive:** An inclusive leader gets a variety of people involved in the decision-making process and shows concern for their opinions and feelings.

- **Staying Open to Input:** Inclusive leaders show that they're open to input, so people may appreciate that their opinions are taken seriously.
- **Showing Diplomacy:** Inclusive leaders show diplomacy when communicating, and others may appreciate that they show concern for people's feelings.
- **Facilitating Dialogue:** Since inclusive leaders tend to create open dialogue, others may admire their ability to help people find common ground.

## HUMBLE: GROUP SUMMARY

### What comes naturally to this group?

For each of the three Humble practices, your group's ratings were compared against a normative sample based on the feedback from over 50,000 raters. As a result, a percentile score is displayed for each practice (located on the corresponding bar). This number indicates the percentage of leaders who scored at or below your group's average.



### Definition key

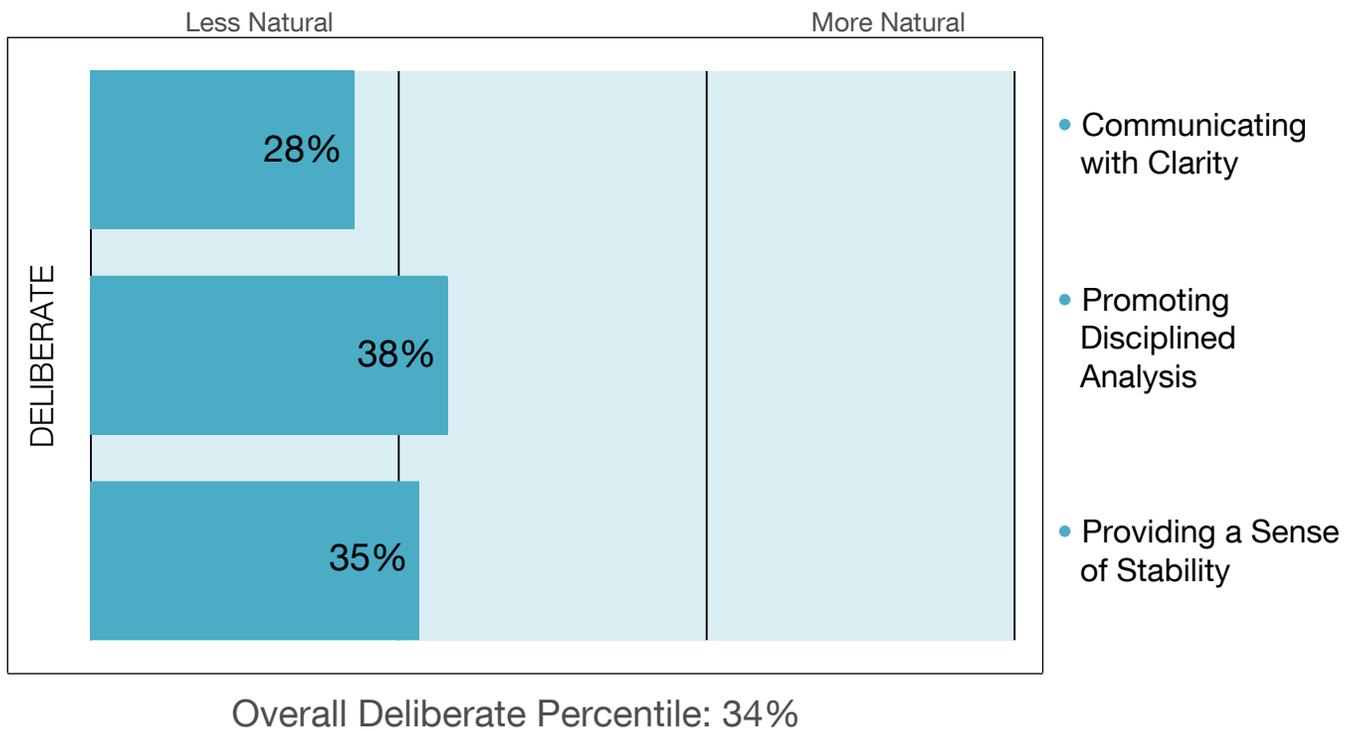
**Humble:** A humble leader maintains a modest, composed demeanor and can be relied upon to make decisions fairly.

- **Maintaining Composure:** Since humble leaders tend to maintain composure during stressful situations, people may be less worried about delivering bad news or unfavorable feedback.
- **Showing Modesty:** Humble leaders are usually quite modest, and people may appreciate that these leaders recognize their limitations and put others' needs above their own.
- **Being Fair-Minded:** Humble leaders strive to be fair in their decisions, and people may appreciate that these leaders don't let their biases or emotions sway them.

## DELIBERATE: GROUP SUMMARY

### What comes naturally to this group?

For each of the three Deliberate practices, your group's ratings were compared against a normative sample based on the feedback from over 50,000 raters. As a result, a percentile score is displayed for each practice (located on the corresponding bar). This number indicates the percentage of leaders who scored at or below your group's average.



### Definition key

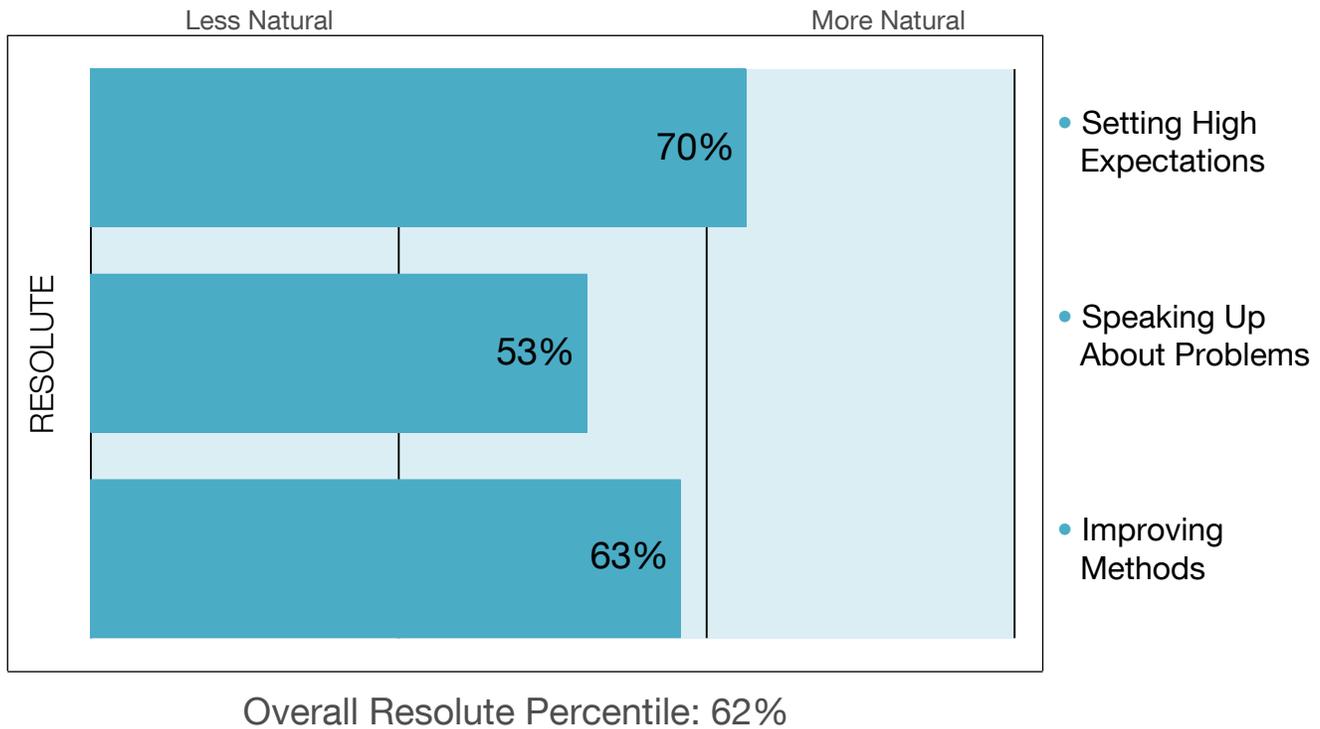
**Deliberate:** A deliberate leader provides a sense of stability for the group by communicating clearly and ensuring that decisions are made carefully.

- **Communicating with Clarity:** Since deliberate leaders make a point of communicating with clarity, people don't have to worry about ambiguous or unclear messages.
- **Promoting Disciplined Analysis:** Deliberate leaders insist on conducting disciplined analyses before choosing a direction, so people often see them as good decision makers.
- **Providing a Sense of Stability:** Deliberate leaders strive to create a sense of stability for themselves and the people around them, and others may appreciate having a structure to follow.

## RESOLUTE: GROUP SUMMARY

### What comes naturally to this group?

For each of the three Resolute practices, your group's ratings were compared against a normative sample based on the feedback from over 50,000 raters. As a result, a percentile score is displayed for each practice (located on the corresponding bar). This number indicates the percentage of leaders who scored at or below your group's average.



### Definition key

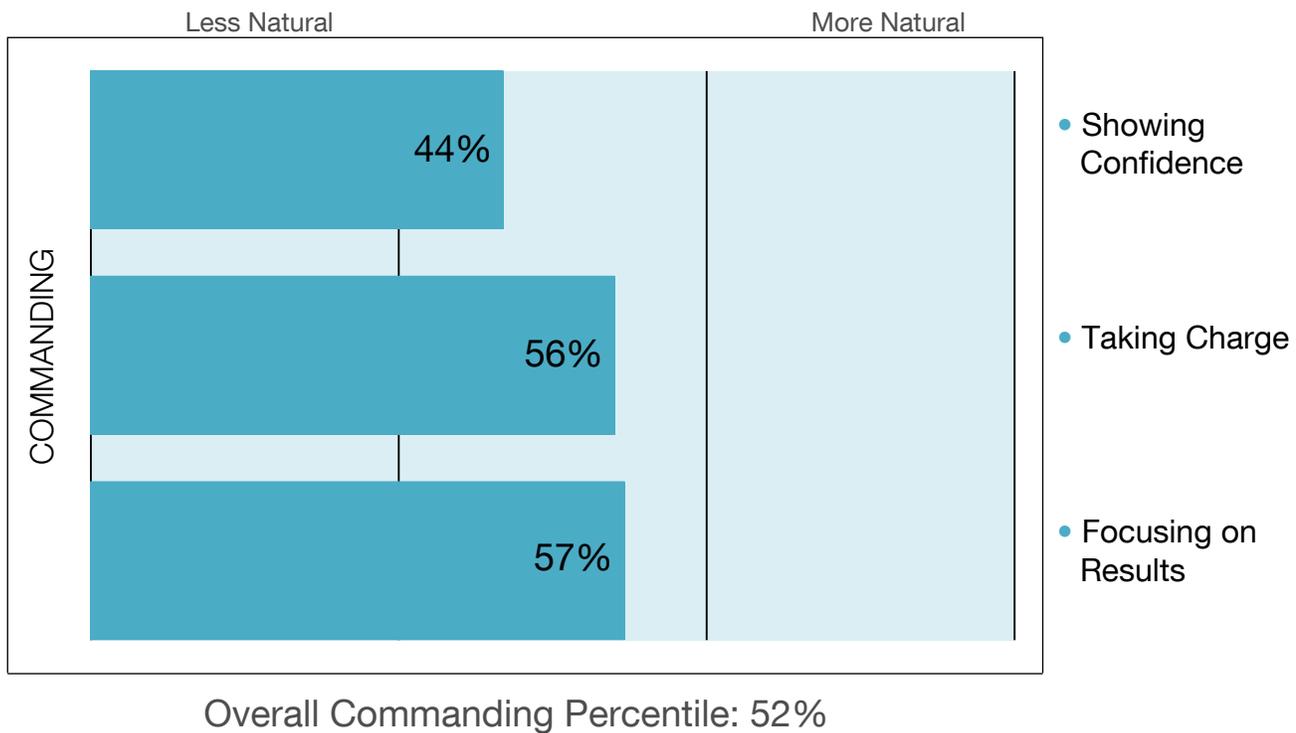
**Resolute:** A resolute leader creates high standards for the group and insists on using methods that maximize efficiency.

- **Setting High Expectations:** Since resolute leaders tend to set high expectations, others are likely to have confidence that the group will deliver top results.
- **Speaking Up About Problems:** Resolute leaders speak up when the group's processes aren't working, and others may appreciate that they don't let problems slip through the cracks.
- **Improving Methods:** Resolute leaders find ways to improve the group's methods, and others may appreciate how their practical, common-sense approach leads to greater efficiency.

## COMMANDING: GROUP SUMMARY

### What comes naturally to this group?

For each of the three Commanding practices, your group's ratings were compared against a normative sample based on the feedback from over 50,000 raters. As a result, a percentile score is displayed for each practice (located on the corresponding bar). This number indicates the percentage of leaders who scored at or below your group's average.



### Definition key

**Commanding:** A commanding leader takes charge of situations with confidence and urges others to get results.

- **Showing Confidence:** Commanding leaders speak and act with conviction, so others are likely to feel assured and confident in these leaders' abilities.
- **Taking Charge:** Commanding leaders tend to step up and take charge when necessary, and people appreciate that they provide direction for the group.
- **Focusing on Results:** Since commanding leaders focus on results, people on their teams may see themselves as part of a productive, goal-oriented group.

## AREAS OF STRENGTH

The table shows the leaders who have a given practice as one of their top three strengths.

| APPROACH   | PRACTICE                           | # OF LEADERS | LEADERS WHO HAVE THIS AS A STRENGTH          |
|------------|------------------------------------|--------------|--|
| Affirming  | • Being Approachable               | 3            | Cunniham Downs<br>Sai Mander<br>Taylor Meyer |
| Inclusive  | • Showing Diplomacy                | 2            | Li Xia Long<br>Peter Malcolm                 |
| Humble     | • Being Fair Minded                | 2            | Cunniham Downs<br>Sai Mander                 |
| Commanding | • Showing Confidence               | 2            | Frankie McAlister<br>Taylor Meyer            |
| Commanding | • Taking Charge                    | 2            | Frankie McAlister<br>Taylor Meyer            |
| Pioneering | • Stretching the Boundaries        | 1            | Cunniham Downs                               |
| Energizing | • Building Professional Networks   | 1            | Peter Malcolm                                |
| Energizing | • Rallying People to Achieve Goals | 1            | Peter Malcolm                                |
| Affirming  | • Acknowledging Contributions      | 1            | Sai Mander                                   |
| Inclusive  | • Staying Open to Input            | 1            | Li Xia Long                                  |
| Inclusive  | • Facilitating Dialogue            | 1            | Li Xia Long                                  |
| Resolute   | • Setting High Expectations        | 1            | Philomena Jackson                            |
| Resolute   | • Speaking Up About Problems       | 1            | Philomena Jackson                            |
| Resolute   | • Improving Methods                | 1            | Philomena Jackson                            |
| Commanding | • Focusing on Results              | 1            | Frankie McAlister                            |
| Pioneering | • Finding Opportunities            | 0            |  |
| Pioneering | • Promoting Bold Action            | 0            |  |
| Energizing | • Showing Enthusiasm               | 0            |  |
| Affirming  | • Creating a Positive Environment  | 0            |  |
| Humble     | • Maintaining Composure            | 0            |  |
| Humble     | • Showing Modesty                  | 0            |  |
| Deliberate | • Communicating with Clarity       | 0            |  |
| Deliberate | • Promoting Disciplined Analysis   | 0            |  |
| Deliberate | • Providing a Sense of Stability   | 0            |  |

## AREAS FOR DEVELOPMENT

The table shows the leaders who have a given practice as one of their top three challenges.

| APPROACH   | PRACTICE                           | # OF LEADERS | LEADERS WHO HAVE THIS AS AN AREA FOR DEVELOPMENT |
|------------|------------------------------------|--------------|--|
| Deliberate | • Communicating with Clarity       | 3            | Cunniham Downs<br>Sai Mander<br>Taylor Meyer     |
| Commanding | • Focusing on Results              | 3            | Cunniham Downs<br>Li Xia Long<br>Sai Mander      |
| Energizing | • Rallying People to Achieve Goals | 2            | Cunniham Downs<br>Philomena Jackson              |
| Affirming  | • Being Approachable               | 2            | Li Xia Long<br>Philomena Jackson                 |
| Deliberate | • Providing a Sense of Stability   | 2            | Frankie McAlister<br>Li Xia Long                 |
| Commanding | • Taking Charge                    | 2            | Peter Malcolm<br>Sai Mander                      |
| Affirming  | • Acknowledging Contributions      | 1            | Frankie McAlister                                |
| Affirming  | • Creating a Positive Environment  | 1            | Philomena Jackson                                |
| Inclusive  | • Staying Open to Input            | 1            | Taylor Meyer                                     |
| Inclusive  | • Showing Diplomacy                | 1            | Taylor Meyer                                     |
| Resolute   | • Setting High Expectations        | 1            | Peter Malcolm                                    |
| Resolute   | • Improving Methods                | 1            | Frankie McAlister                                |
| Commanding | • Showing Confidence               | 1            | Peter Malcolm                                    |
| Pioneering | • Finding Opportunities            | 0            |  |
| Pioneering | • Stretching the Boundaries        | 0            |  |
| Pioneering | • Promoting Bold Action            | 0            |  |
| Energizing | • Showing Enthusiasm               | 0            |  |
| Energizing | • Building Professional Networks   | 0            |  |
| Inclusive  | • Facilitating Dialogue            | 0            |  |
| Humble     | • Maintaining Composure            | 0            |  |
| Humble     | • Showing Modesty                  | 0            |  |
| Humble     | • Being Fair Minded                | 0            |  |
| Deliberate | • Promoting Disciplined Analysis   | 0            |  |
| Resolute   | • Speaking Up About Problems       | 0            |  |

## DATA BY RATER TYPE

### PIONEERING

| Overall           | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.6        | 6.0  | 6.78    | 6.78  | 6.19           | -     |
| Frankie McAlister | 5.02       | 6.22 | 5.33    | 5.3   | 4.63           | -     |
| Li Xia Long       | 4.3        | 3.89 | 5.89    | -     | 3.41           | 4.83  |
| Peter Malcolm     | 5.96       | 6.0  | 7.0     | 6.44  | 5.37           | 5.83  |
| Philomena Jackson | 5.8        | 7.0  | 2.78    | -     | 6.81           | 5.78  |
| Sai Mander        | 6.61       | 6.0  | 6.78    | 6.63  | 6.5            | -     |
| Taylor Meyer      | 6.26       | 6.89 | 6.78    | 5.78  | 6.39           | 6.43  |

### PIONEERING

#### •Finding Opportunities

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.57       | 6.0  | 6.83    | 6.67  | 6.22           | -     |
| Frankie McAlister | 4.86       | 6.67 | 5.0     | 5.33  | 4.33           | -     |
| Li Xia Long       | 4.17       | 3.33 | 5.67    | -     | 3.44           | 4.5   |
| Peter Malcolm     | 6.0        | 6.0  | 7.0     | 6.33  | 5.44           | 6.0   |
| Philomena Jackson | 5.56       | 7.0  | 3.0     | -     | 6.56           | 5.33  |
| Sai Mander        | 6.56       | 6.0  | 6.67    | 6.56  | 6.5            | -     |
| Taylor Meyer      | 6.2        | 7.0  | 6.67    | 5.56  | 6.53           | 6.22  |

### PIONEERING

#### •Stretching the Boundaries

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.67       | 6.0  | 6.67    | 7.0   | 6.11           | -     |
| Frankie McAlister | 4.95       | 6.0  | 5.33    | 5.56  | 4.22           | -     |
| Li Xia Long       | 4.33       | 4.33 | 6.0     | -     | 3.33           | 5.0   |
| Peter Malcolm     | 5.92       | 6.0  | 7.0     | 6.5   | 5.33           | 5.67  |
| Philomena Jackson | 5.94       | 7.0  | 2.67    | -     | 7.0            | 6.0   |
| Sai Mander        | 6.72       | 6.0  | 7.0     | 6.67  | 6.67           | -     |
| Taylor Meyer      | 6.32       | 7.0  | 6.67    | 5.94  | 6.33           | 6.61  |

### PIONEERING

#### •Promoting Bold Action

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.57       | 6.0  | 6.83    | 6.67  | 6.22           | -     |
| Frankie McAlister | 5.24       | 6.0  | 5.67    | 5.0   | 5.33           | -     |
| Li Xia Long       | 4.39       | 4.0  | 6.0     | -     | 3.44           | 5.0   |
| Peter Malcolm     | 5.96       | 6.0  | 7.0     | 6.5   | 5.33           | 5.83  |
| Philomena Jackson | 5.89       | 7.0  | 2.67    | -     | 6.89           | 6.0   |
| Sai Mander        | 6.56       | 6.0  | 6.67    | 6.67  | 6.33           | -     |
| Taylor Meyer      | 6.25       | 6.67 | 7.0     | 5.83  | 6.3            | 6.44  |

## DATA BY RATER TYPE

### ENERGIZING

| Overall           | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.43       | 7.0  | 6.78    | 6.44  | 6.19           | -     |
| Frankie McAlister | 5.06       | 5.56 | 3.44    | 5.33  | 5.33           | -     |
| Li Xia Long       | 4.06       | 3.89 | 4.89    | -     | 3.74           | 4.11  |
| Peter Malcolm     | 6.06       | 7.0  | 7.0     | 6.06  | 5.48           | 6.44  |
| Philomena Jackson | 5.06       | 6.67 | 3.78    | -     | 5.89           | 4.44  |
| Sai Mander        | 6.41       | 6.56 | 6.33    | 6.37  | 6.5            | -     |
| Taylor Meyer      | 6.15       | 6.22 | 6.44    | 6.06  | 5.89           | 6.65  |

### ENERGIZING

#### •Showing Enthusiasm

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.53       | 7.0  | 6.83    | 6.6   | 6.22           | -     |
| Frankie McAlister | 5.24       | 5.33 | 3.33    | 5.56  | 5.56           | -     |
| Li Xia Long       | 4.06       | 4.33 | 5.0     | -     | 3.56           | 4.33  |
| Peter Malcolm     | 5.96       | 7.0  | 7.0     | 6.17  | 5.22           | 6.33  |
| Philomena Jackson | 5.28       | 7.0  | 3.33    | -     | 6.22           | 4.83  |
| Sai Mander        | 6.5        | 6.67 | 6.67    | 6.44  | 6.5            | -     |
| Taylor Meyer      | 6.22       | 6.67 | 6.67    | 6.39  | 5.83           | 6.61  |

### ENERGIZING

#### •Building Professional Networks

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.43       | 7.0  | 6.67    | 6.53  | 6.11           | -     |
| Frankie McAlister | 5.05       | 5.33 | 3.33    | 5.33  | 5.33           | -     |
| Li Xia Long       | 4.06       | 4.0  | 4.67    | -     | 3.78           | 4.17  |
| Peter Malcolm     | 6.08       | 7.0  | 7.0     | 6.0   | 5.56           | 6.5   |
| Philomena Jackson | 5.0        | 6.67 | 4.0     | -     | 5.78           | 4.33  |
| Sai Mander        | 6.44       | 6.33 | 6.33    | 6.33  | 6.67           | -     |
| Taylor Meyer      | 6.28       | 5.33 | 6.0     | 6.0   | 6.17           | 6.78  |

### ENERGIZING

#### •Rallying People to Achieve Goals

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.33       | 7.0  | 6.83    | 6.2   | 6.22           | -     |
| Frankie McAlister | 4.9        | 6.0  | 3.67    | 5.11  | 5.11           | -     |
| Li Xia Long       | 4.06       | 3.33 | 5.0     | -     | 3.89           | 3.83  |
| Peter Malcolm     | 6.13       | 7.0  | 7.0     | 6.0   | 5.67           | 6.5   |
| Philomena Jackson | 4.89       | 6.33 | 4.0     | -     | 5.67           | 4.17  |
| Sai Mander        | 6.28       | 6.67 | 6.0     | 6.33  | 6.33           | -     |
| Taylor Meyer      | 5.97       | 6.67 | 6.67    | 5.78  | 5.67           | 6.56  |

## DATA BY RATER TYPE

### AFFIRMING

| Overall           | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.64       | 7.0  | 6.72    | 6.71  | 6.48           | -     |
| Frankie McAlister | 4.95       | 5.56 | 5.11    | 5.07  | 4.78           | -     |
| Li Xia Long       | 4.07       | 5.22 | 4.67    | -     | 4.07           | 3.78  |
| Peter Malcolm     | 5.97       | 7.0  | 7.0     | 6.5   | 5.44           | 5.72  |
| Philomena Jackson | 5.44       | 7.0  | 2.56    | -     | 6.85           | 4.78  |
| Sai Mander        | 6.74       | 7.0  | 6.56    | 7.0   | 6.44           | -     |
| Taylor Meyer      | 6.09       | 6.11 | 6.78    | 6.15  | 5.63           | 6.67  |

### AFFIRMING

#### •Being Approachable

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.73       | 7.0  | 6.83    | 6.8   | 6.56           | -     |
| Frankie McAlister | 4.95       | 5.33 | 4.67    | 4.56  | 5.44           | -     |
| Li Xia Long       | 4.0        | 4.67 | 4.33    | -     | 4.11           | 3.67  |
| Peter Malcolm     | 5.96       | 7.0  | 7.0     | 6.5   | 5.33           | 5.83  |
| Philomena Jackson | 5.5        | 7.0  | 2.67    | -     | 7.0            | 4.67  |
| Sai Mander        | 6.78       | 7.0  | 7.0     | 7.0   | 6.33           | -     |
| Taylor Meyer      | 6.51       | 6.67 | 6.67    | 6.72  | 6.27           | 6.67  |

### AFFIRMING

#### •Acknowledging Contributions

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.63       | 7.0  | 6.67    | 6.73  | 6.44           | -     |
| Frankie McAlister | 4.9        | 6.0  | 6.0     | 4.78  | 4.67           | -     |
| Li Xia Long       | 4.06       | 5.0  | 4.67    | -     | 4.0            | 3.83  |
| Peter Malcolm     | 5.96       | 7.0  | 7.0     | 6.5   | 5.44           | 5.67  |
| Philomena Jackson | 5.39       | 7.0  | 2.33    | -     | 6.78           | 4.83  |
| Sai Mander        | 6.78       | 7.0  | 6.33    | 7.0   | 6.67           | -     |
| Taylor Meyer      | 5.8        | 5.33 | 7.0     | 5.67  | 5.2            | 6.72  |

### AFFIRMING

#### •Creating a Positive Environment

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.57       | 7.0  | 6.67    | 6.6   | 6.44           | -     |
| Frankie McAlister | 5.0        | 5.33 | 4.67    | 5.89  | 4.22           | -     |
| Li Xia Long       | 4.17       | 6.0  | 5.0     | -     | 4.11           | 3.83  |
| Peter Malcolm     | 6.0        | 7.0  | 7.0     | 6.5   | 5.56           | 5.67  |
| Philomena Jackson | 5.44       | 7.0  | 2.67    | -     | 6.78           | 4.83  |
| Sai Mander        | 6.67       | 7.0  | 6.33    | 7.0   | 6.33           | -     |
| Taylor Meyer      | 5.96       | 6.33 | 6.67    | 6.06  | 5.43           | 6.61  |

## DATA BY RATER TYPE

### INCLUSIVE

| Overall           | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.49       | 6.0  | 6.72    | 6.4   | 6.48           | -     |
| Frankie McAlister | 5.35       | 5.11 | 5.67    | 5.56  | 5.04           | -     |
| Li Xia Long       | 4.56       | 6.56 | 7.0     | -     | 4.96           | 2.72  |
| Peter Malcolm     | 6.0        | 6.0  | 7.0     | 6.06  | 7.0            | 3.94  |
| Philomena Jackson | 5.0        | 6.89 | 1.44    | -     | 5.85           | 5.5   |
| Sai Mander        | 6.54       | 6.56 | 6.22    | 6.7   | 6.44           | -     |
| Taylor Meyer      | 5.9        | 6.44 | 6.89    | 5.74  | 5.59           | 6.41  |

### INCLUSIVE

#### •Staying Open to Input

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.5        | 6.0  | 6.83    | 6.33  | 6.56           | -     |
| Frankie McAlister | 5.33       | 5.0  | 5.67    | 5.11  | 5.44           | -     |
| Li Xia Long       | 4.5        | 7.0  | 7.0     | -     | 4.89           | 2.67  |
| Peter Malcolm     | 6.0        | 6.0  | 7.0     | 6.0   | 7.0            | 4.0   |
| Philomena Jackson | 4.94       | 7.0  | 1.33    | -     | 5.78           | 5.5   |
| Sai Mander        | 6.5        | 6.67 | 6.33    | 6.67  | 6.33           | -     |
| Taylor Meyer      | 6.12       | 7.0  | 7.0     | 5.89  | 5.97           | 6.44  |

### INCLUSIVE

#### •Showing Diplomacy

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.5        | 6.0  | 6.67    | 6.47  | 6.44           | -     |
| Frankie McAlister | 5.52       | 5.33 | 5.67    | 6.0   | 5.0            | -     |
| Li Xia Long       | 4.67       | 6.0  | 7.0     | -     | 5.11           | 2.83  |
| Peter Malcolm     | 6.04       | 6.0  | 7.0     | 6.17  | 7.0            | 4.0   |
| Philomena Jackson | 5.11       | 7.0  | 1.67    | -     | 6.0            | 5.5   |
| Sai Mander        | 6.61       | 6.33 | 6.0     | 6.78  | 6.67           | -     |
| Taylor Meyer      | 5.71       | 5.33 | 6.67    | 5.89  | 5.13           | 6.33  |

### INCLUSIVE

#### •Facilitating Dialogue

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.47       | 6.0  | 6.67    | 6.4   | 6.44           | -     |
| Frankie McAlister | 5.19       | 5.0  | 5.67    | 5.56  | 4.67           | -     |
| Li Xia Long       | 4.5        | 6.67 | 7.0     | -     | 4.89           | 2.67  |
| Peter Malcolm     | 5.96       | 6.0  | 7.0     | 6.0   | 7.0            | 3.83  |
| Philomena Jackson | 4.94       | 6.67 | 1.33    | -     | 5.78           | 5.5   |
| Sai Mander        | 6.5        | 6.67 | 6.33    | 6.67  | 6.33           | -     |
| Taylor Meyer      | 5.87       | 7.0  | 7.0     | 5.44  | 5.67           | 6.44  |

## DATA BY RATER TYPE

### HUMBLE

| Overall           | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.54       | 6.0  | 6.72    | 6.51  | 6.48           | -     |
| Frankie McAlister | 4.98       | 5.44 | 5.11    | 4.59  | 5.33           | -     |
| Li Xia Long       | 4.17       | 5.44 | 4.89    | -     | 5.0            | 2.56  |
| Peter Malcolm     | 5.47       | 6.0  | 6.0     | 6.44  | 5.3            | 4.5   |
| Philomena Jackson | 5.63       | 6.89 | 5.0     | -     | 6.74           | 4.28  |
| Sai Mander        | 6.57       | 5.67 | 6.56    | 6.63  | 6.5            | -     |
| Taylor Meyer      | 5.51       | 6.56 | 6.56    | 5.35  | 5.21           | 6.0   |

### HUMBLE

#### •Maintaining Composure

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.5        | 6.0  | 6.83    | 6.33  | 6.56           | -     |
| Frankie McAlister | 4.81       | 7.0  | 6.0     | 4.33  | 4.89           | -     |
| Li Xia Long       | 4.06       | 6.0  | 4.67    | -     | 5.0            | 2.33  |
| Peter Malcolm     | 5.46       | 6.0  | 6.0     | 6.5   | 5.22           | 4.5   |
| Philomena Jackson | 5.61       | 7.0  | 5.0     | -     | 6.78           | 4.17  |
| Sai Mander        | 6.5        | 5.67 | 6.33    | 6.67  | 6.33           | -     |
| Taylor Meyer      | 5.62       | 6.67 | 6.0     | 5.61  | 5.43           | 5.89  |

### HUMBLE

#### •Showing Modesty

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.47       | 6.0  | 6.67    | 6.4   | 6.44           | -     |
| Frankie McAlister | 4.76       | 6.0  | 5.0     | 4.33  | 5.11           | -     |
| Li Xia Long       | 4.28       | 5.33 | 5.33    | -     | 5.0            | 2.67  |
| Peter Malcolm     | 5.5        | 6.0  | 6.0     | 6.33  | 5.44           | 4.5   |
| Philomena Jackson | 5.5        | 6.67 | 5.0     | -     | 6.44           | 4.33  |
| Sai Mander        | 6.5        | 5.67 | 6.33    | 6.56  | 6.5            | -     |
| Taylor Meyer      | 5.33       | 6.33 | 7.0     | 5.0   | 4.97           | 6.0   |

### HUMBLE

#### •Being Fair Minded

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.67       | 6.0  | 6.67    | 6.8   | 6.44           | -     |
| Frankie McAlister | 5.38       | 3.33 | 4.33    | 5.11  | 6.0            | -     |
| Li Xia Long       | 4.17       | 5.0  | 4.67    | -     | 5.0            | 2.67  |
| Peter Malcolm     | 5.46       | 6.0  | 6.0     | 6.5   | 5.22           | 4.5   |
| Philomena Jackson | 5.78       | 7.0  | 5.0     | -     | 7.0            | 4.33  |
| Sai Mander        | 6.72       | 5.67 | 7.0     | 6.67  | 6.67           | -     |
| Taylor Meyer      | 5.58       | 6.67 | 6.67    | 5.44  | 5.23           | 6.11  |

## DATA BY RATER TYPE

### DELIBERATE

| Overall           | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.41       | 7.0  | 6.72    | 6.24  | 6.48           | -     |
| Frankie McAlister | 4.68       | 6.56 | 3.89    | 4.41  | 5.22           | -     |
| Li Xia Long       | 4.02       | 3.89 | 4.67    | -     | 4.67           | 2.72  |
| Peter Malcolm     | 5.47       | 7.0  | 6.0     | 6.0   | 5.11           | 5.22  |
| Philomena Jackson | 5.2        | 6.78 | 6.44    | -     | 5.78           | 3.72  |
| Sai Mander        | 6.39       | 4.67 | 6.33    | 6.33  | 6.5            | -     |
| Taylor Meyer      | 5.48       | 5.78 | 6.33    | 5.69  | 4.81           | 6.26  |

### DELIBERATE

#### •Communicating with Clarity

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.33       | 7.0  | 6.83    | 6.0   | 6.56           | -     |
| Frankie McAlister | 4.76       | 6.33 | 4.0     | 4.33  | 5.44           | -     |
| Li Xia Long       | 4.06       | 4.33 | 5.0     | -     | 4.67           | 2.67  |
| Peter Malcolm     | 5.46       | 7.0  | 6.0     | 6.0   | 5.0            | 5.33  |
| Philomena Jackson | 5.11       | 7.0  | 6.33    | -     | 5.67           | 3.67  |
| Sai Mander        | 6.28       | 4.0  | 6.0     | 6.33  | 6.33           | -     |
| Taylor Meyer      | 5.41       | 5.0  | 6.33    | 5.78  | 4.57           | 6.28  |

### DELIBERATE

#### •Promoting Disciplined Analysis

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.4        | 7.0  | 6.67    | 6.27  | 6.44           | -     |
| Frankie McAlister | 4.62       | 7.0  | 4.0     | 4.56  | 4.89           | -     |
| Li Xia Long       | 4.11       | 3.0  | 5.0     | -     | 4.67           | 2.83  |
| Peter Malcolm     | 5.54       | 7.0  | 6.0     | 6.0   | 5.33           | 5.17  |
| Philomena Jackson | 5.28       | 6.67 | 6.67    | -     | 5.78           | 3.83  |
| Sai Mander        | 6.39       | 5.0  | 6.33    | 6.33  | 6.5            | -     |
| Taylor Meyer      | 5.45       | 6.0  | 6.33    | 5.44  | 5.0            | 6.06  |

### DELIBERATE

#### •Providing a Sense of Stability

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.5        | 7.0  | 6.67    | 6.47  | 6.44           | -     |
| Frankie McAlister | 4.67       | 6.33 | 3.67    | 4.33  | 5.33           | -     |
| Li Xia Long       | 3.89       | 4.33 | 4.0     | -     | 4.67           | 2.67  |
| Peter Malcolm     | 5.42       | 7.0  | 6.0     | 6.0   | 5.0            | 5.17  |
| Philomena Jackson | 5.22       | 6.67 | 6.33    | -     | 5.89           | 3.67  |
| Sai Mander        | 6.5        | 5.0  | 6.67    | 6.33  | 6.67           | -     |
| Taylor Meyer      | 5.59       | 6.33 | 6.33    | 5.83  | 4.87           | 6.44  |

## DATA BY RATER TYPE

### RESOLUTE

| Overall           | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.52       | 7.0  | 6.78    | 6.62  | 6.19           | -     |
| Frankie McAlister | 4.98       | 5.89 | 6.22    | 4.44  | 5.11           | -     |
| Li Xia Long       | 4.28       | 4.0  | 6.0     | -     | 4.04           | 3.78  |
| Peter Malcolm     | 5.46       | 7.0  | 6.0     | 6.5   | 5.19           | 4.56  |
| Philomena Jackson | 6.13       | 7.0  | 5.0     | -     | 6.93           | 5.5   |
| Sai Mander        | 6.48       | 6.0  | 6.78    | 6.33  | 6.56           | -     |
| Taylor Meyer      | 6.0        | 6.22 | 6.33    | 5.74  | 5.99           | 6.24  |

### RESOLUTE

#### •Setting High Expectations

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.53       | 7.0  | 6.83    | 6.6   | 6.22           | -     |
| Frankie McAlister | 4.86       | 5.0  | 6.0     | 4.33  | 5.0            | -     |
| Li Xia Long       | 4.33       | 4.67 | 6.0     | -     | 4.11           | 3.83  |
| Peter Malcolm     | 5.46       | 7.0  | 6.0     | 6.5   | 5.11           | 4.67  |
| Philomena Jackson | 6.11       | 7.0  | 5.0     | -     | 6.89           | 5.5   |
| Sai Mander        | 6.5        | 7.0  | 6.67    | 6.33  | 6.67           | -     |
| Taylor Meyer      | 6.12       | 6.0  | 6.67    | 5.5   | 6.27           | 6.39  |

### RESOLUTE

#### •Speaking Up About Problems

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.53       | 7.0  | 6.83    | 6.6   | 6.22           | -     |
| Frankie McAlister | 4.95       | 7.0  | 6.67    | 4.11  | 5.22           | -     |
| Li Xia Long       | 4.22       | 4.0  | 6.0     | -     | 4.0            | 3.67  |
| Peter Malcolm     | 5.5        | 7.0  | 6.0     | 6.5   | 5.33           | 4.5   |
| Philomena Jackson | 6.17       | 7.0  | 5.0     | -     | 7.0            | 5.5   |
| Sai Mander        | 6.44       | 6.0  | 7.0     | 6.33  | 6.33           | -     |
| Taylor Meyer      | 6.0        | 6.33 | 6.33    | 5.94  | 6.0            | 6.0   |

### RESOLUTE

#### •Improving Methods

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.5        | 7.0  | 6.67    | 6.67  | 6.11           | -     |
| Frankie McAlister | 5.14       | 5.67 | 6.0     | 4.89  | 5.11           | -     |
| Li Xia Long       | 4.28       | 3.33 | 6.0     | -     | 4.0            | 3.83  |
| Peter Malcolm     | 5.42       | 7.0  | 6.0     | 6.5   | 5.11           | 4.5   |
| Philomena Jackson | 6.11       | 7.0  | 5.0     | -     | 6.89           | 5.5   |
| Sai Mander        | 6.5        | 5.0  | 6.67    | 6.33  | 6.67           | -     |
| Taylor Meyer      | 5.9        | 6.33 | 6.0     | 5.78  | 5.7            | 6.33  |

## DATA BY RATER TYPE

### COMMANDING

| Overall           | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.36       | 6.0  | 6.78    | 6.29  | 6.19           | -     |
| Frankie McAlister | 5.65       | 6.11 | 5.89    | 6.11  | 5.11           | -     |
| Li Xia Long       | 4.17       | 3.78 | 4.67    | -     | 4.15           | 3.94  |
| Peter Malcolm     | 5.29       | 6.0  | 6.0     | 6.0   | 5.44           | 4.0   |
| Philomena Jackson | 5.22       | 6.89 | 1.44    | -     | 5.81           | 6.22  |
| Sai Mander        | 6.26       | 6.0  | 6.44    | 6.0   | 6.56           | -     |
| Taylor Meyer      | 6.37       | 6.89 | 6.56    | 6.13  | 6.5            | 6.35  |

### COMMANDING

#### •Showing Confidence

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.43       | 6.0  | 6.83    | 6.4   | 6.22           | -     |
| Frankie McAlister | 5.57       | 6.0  | 4.33    | 6.56  | 5.0            | -     |
| Li Xia Long       | 4.17       | 3.33 | 5.0     | -     | 4.11           | 3.83  |
| Peter Malcolm     | 5.38       | 6.0  | 6.0     | 6.0   | 5.67           | 4.0   |
| Philomena Jackson | 5.22       | 7.0  | 1.33    | -     | 5.89           | 6.17  |
| Sai Mander        | 6.33       | 7.0  | 6.67    | 6.0   | 6.67           | -     |
| Taylor Meyer      | 6.46       | 7.0  | 6.33    | 6.22  | 6.7            | 6.33  |

### COMMANDING

#### •Taking Charge

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.37       | 6.0  | 6.83    | 6.27  | 6.22           | -     |
| Frankie McAlister | 5.57       | 6.33 | 6.67    | 5.44  | 5.33           | -     |
| Li Xia Long       | 4.33       | 4.33 | 5.0     | -     | 4.22           | 4.17  |
| Peter Malcolm     | 5.29       | 6.0  | 6.0     | 6.0   | 5.33           | 4.17  |
| Philomena Jackson | 5.33       | 6.67 | 1.67    | -     | 5.89           | 6.33  |
| Sai Mander        | 6.22       | 6.0  | 6.67    | 6.0   | 6.33           | -     |
| Taylor Meyer      | 6.32       | 6.67 | 6.67    | 6.17  | 6.3            | 6.44  |

### COMMANDING

#### •Focusing on Results

|                   | All Raters | Self | Manager | Peers | Direct Reports | Other |
|-------------------|------------|------|---------|-------|----------------|-------|
| Cunniham Downs    | 6.27       | 6.0  | 6.67    | 6.2   | 6.11           | -     |
| Frankie McAlister | 5.81       | 6.0  | 6.67    | 6.33  | 5.0            | -     |
| Li Xia Long       | 4.0        | 3.67 | 4.0     | -     | 4.11           | 3.83  |
| Peter Malcolm     | 5.21       | 6.0  | 6.0     | 6.0   | 5.33           | 3.83  |
| Philomena Jackson | 5.11       | 7.0  | 1.33    | -     | 5.67           | 6.17  |
| Sai Mander        | 6.22       | 5.0  | 6.0     | 6.0   | 6.67           | -     |
| Taylor Meyer      | 6.32       | 7.0  | 6.67    | 6.0   | 6.5            | 6.28  |

## DATA BY PRACTICE

### PIONEERING

#### •Finding Opportunities

|                   | Proposes new directions for the group | Focuses on finding new opportunities | Encourages us to explore new directions |
|-------------------|---------------------------------------|--------------------------------------|---|
| Cunniham Downs    | 6.7                                   | 6.5                                  | 6.5                                     |
| Frankie McAlister | 5.14                                  | 5.0                                  | 4.43                                    |
| Li Xia Long       | 4.5                                   | 4.0                                  | 4.0                                     |
| Peter Malcolm     | 6.0                                   | 5.88                                 | 6.13                                    |
| Philomena Jackson | 6.0                                   | 5.83                                 | 4.83                                    |
| Sai Mander        | 6.67                                  | 6.5                                  | 6.5                                     |
| Taylor Meyer      | 6.04                                  | 6.26                                 | 6.3                                     |

### PIONEERING

#### •Stretching the Boundaries

|                   | Encourages people to think outside the box | Challenges others to push beyond their comfort zones | Helps the group envision new ways of doing things |
|-------------------|--|--|---|
| Cunniham Downs    | 6.8  | 6.6  | 6.6   |
| Frankie McAlister | 4.71                                       | 6.14   | 4.0   |
| Li Xia Long       | 4.17                                       | 4.5  | 4.33  |
| Peter Malcolm     | 6.0  | 5.88   | 5.88  |
| Philomena Jackson | 5.83                                       | 6.0  | 6.0   |
| Sai Mander        | 6.83                                       | 6.67   | 6.67  |
| Taylor Meyer      | 6.52                                       | 6.17   | 6.26  |

### PIONEERING

#### •Promoting Bold Action

|                   | Encourages the group to take chances | Champions bold and adventurous ideas | Takes risks when necessary |
|-------------------|--------------------------------------|--------------------------------------|----------------------------|
| Cunniham Downs    | 6.5                                  | 6.7                                  | 6.5                        |
| Frankie McAlister | 5.43                                 | 5.43                                 | 4.86                       |
| Li Xia Long       | 4.5                                  | 4.33                                 | 4.33                       |
| Peter Malcolm     | 6.0                                  | 6.0                                  | 5.88                       |
| Philomena Jackson | 5.83                                 | 6.0                                  | 5.83                       |
| Sai Mander        | 6.5                                  | 6.67                                 | 6.5                        |
| Taylor Meyer      | 6.22                                 | 6.13                                 | 6.39                       |

### ENERGIZING

#### •Showing Enthusiasm

|                   | Brings up the energy level of the group | Encourages people with enthusiasm | Shows passion for what we are doing |
|-------------------|---|-----------------------------------|-------------------------------------|
| Cunniham Downs    | 6.6                                     | 6.4                               | 6.6                                 |
| Frankie McAlister | 6.0                                     | 5.57                              | 4.14                                |
| Li Xia Long       | 4.0                                     | 4.0                               | 4.17                                |
| Peter Malcolm     | 6.13                                    | 6.0                               | 5.75                                |
| Philomena Jackson | 5.0                                     | 5.17                              | 5.67                                |
| Sai Mander        | 6.5                                     | 6.33                              | 6.67                                |
| Taylor Meyer      | 6.04                                    | 6.13                              | 6.48                                |

## DATA BY PRACTICE

### ENERGIZING

#### •Building Professional Networks

|                   | Takes the initiative to meet new people | Invites a variety of different people to social outings | Maintains a wide circle of social contacts |
|-------------------|---|---|--|
| Cunniham Downs    | 6.5                                     | 6.3   | 6.5  |
| Frankie McAlister | 4.14                                    | 5.14  | 5.86                                       |
| Li Xia Long       | 4.17                                    | 4.0   | 4.0  |
| Peter Malcolm     | 6.25                                    | 6.0   | 6.0  |
| Philomena Jackson | 5.0                                     | 4.83  | 5.17                                       |
| Sai Mander        | 6.5                                     | 6.33  | 6.5  |
| Taylor Meyer      | 6.61                                    | 5.65  | 6.57                                       |

### ENERGIZING

#### •Rallying People to Achieve Goals

|                   | Gets people excited about new goals | Inspires other people | Rallies people around a vision for the future |
|-------------------|-------------------------------------|-----------------------|---|
| Cunniham Downs    | 6.4                                 | 6.4                   | 6.2   |
| Frankie McAlister | 5.0                                 | 5.57                  | 4.14  |
| Li Xia Long       | 4.0                                 | 4.17                  | 4.0   |
| Peter Malcolm     | 6.13                                | 6.25                  | 6.0   |
| Philomena Jackson | 4.83                                | 5.0                   | 4.83  |
| Sai Mander        | 6.33                                | 6.33                  | 6.17  |
| Taylor Meyer      | 6.09                                | 5.78                  | 6.04  |

### AFFIRMING

#### •Being Approachable

|                   | Comes across as approachable | Welcomes casual conversations with people, regardless of status | Comes across as warm and friendly |
|-------------------|------------------------------|---|-----------------------------------|
| Cunniham Downs    | 6.8                          | 6.6   | 6.8                               |
| Frankie McAlister | 5.29                         | 5.71  | 3.86                              |
| Li Xia Long       | 4.17                         | 3.83  | 4.0                               |
| Peter Malcolm     | 6.0                          | 5.88  | 6.0                               |
| Philomena Jackson | 5.67                         | 5.33  | 5.5                               |
| Sai Mander        | 6.83                         | 6.67  | 6.83                              |
| Taylor Meyer      | 6.43                         | 6.78  | 6.3                               |

### AFFIRMING

#### •Acknowledging Contributions

|                   | Goes out of his or her way to recognize the contributions of others | Makes people feel good about their accomplishments | Makes sure people know that their work is appreciated |
|-------------------|---|--|---|
| Cunniham Downs    | 6.7   | 6.7  | 6.5   |
| Frankie McAlister | 5.86  | 3.57   | 5.29  |
| Li Xia Long       | 4.0   | 4.0  | 4.17  |
| Peter Malcolm     | 6.13  | 5.88   | 5.88  |
| Philomena Jackson | 5.17  | 5.5  | 5.5   |
| Sai Mander        | 6.83  | 6.83   | 6.67  |
| Taylor Meyer      | 5.83  | 5.87   | 5.7   |

## DATA BY PRACTICE

### AFFIRMING

#### •Creating a Positive Environment

|                   | Creates a positive environment around him or her | Helps people see the best in a tough situation | Offers encouragement when people need it most |
|-------------------|--|--|---|
| Cunniham Downs    | 6.7  | 6.6  | 6.4   |
| Frankie McAlister | 5.71   | 6.29   | 3.0   |
| Li Xia Long       | 4.17   | 4.17   | 4.17  |
| Peter Malcolm     | 5.88   | 6.13   | 6.0   |
| Philomena Jackson | 5.67   | 5.33   | 5.33  |
| Sai Mander        | 6.83   | 6.67   | 6.5   |
| Taylor Meyer      | 6.3  | 5.83   | 5.74  |

### INCLUSIVE

#### •Staying Open to Input

|                   | Takes other people's input and ideas seriously | Thinks it's important to consider everyone's ideas | Shows willingness to reconsider his or her ideas when someone has a better one |
|-------------------|--|--|--|
| Cunniham Downs    | 6.5  | 6.3  | 6.7  |
| Frankie McAlister | 5.43   | 5.14   | 5.43   |
| Li Xia Long       | 4.33   | 4.83   | 4.33   |
| Peter Malcolm     | 6.0  | 6.0  | 6.0  |
| Philomena Jackson | 4.83   | 5.0  | 5.0  |
| Sai Mander        | 6.5  | 6.33   | 6.67   |
| Taylor Meyer      | 6.17   | 6.09   | 6.09   |

### INCLUSIVE

#### •Showing Diplomacy

|                   | Shows consideration for other people's feelings | Genuinely listens to other people | Uses tact when communicating with others |
|-------------------|---|-----------------------------------|--|
| Cunniham Downs    | 6.6   | 6.5                               | 6.4                                      |
| Frankie McAlister | 5.29  | 5.71                              | 5.57                                     |
| Li Xia Long       | 4.83  | 4.33                              | 4.83                                     |
| Peter Malcolm     | 6.13  | 6.0                               | 6.0                                      |
| Philomena Jackson | 5.0   | 5.33                              | 5.0                                      |
| Sai Mander        | 6.67  | 6.67                              | 6.5                                      |
| Taylor Meyer      | 5.78  | 5.74                              | 5.61                                     |

### INCLUSIVE

#### •Facilitating Dialogue

|                   | Encourages people to share different points of view | Invites other people's opinions and ideas | Gets buy-in from team members before moving ahead |
|-------------------|---|---|---|
| Cunniham Downs    | 6.6   | 6.5                                       | 6.3   |
| Frankie McAlister | 5.57  | 5.0                                       | 5.0   |
| Li Xia Long       | 4.33  | 4.83                                      | 4.33  |
| Peter Malcolm     | 5.88  | 6.13                                      | 5.88  |
| Philomena Jackson | 5.0   | 5.0                                       | 4.83  |
| Sai Mander        | 6.67  | 6.5                                       | 6.33  |
| Taylor Meyer      | 6.22  | 6.09                                      | 5.3   |

## DATA BY PRACTICE

### HUMBLE

#### •Maintaining Composure

|                   | Shows self-control when he or she is upset | Remains calm when he or she is frustrated | Handles disagreements in a rational, unemotional fashion |
|-------------------|--|---|--|
| Cunniham Downs    | 6.5  | 6.3                                       | 6.7  |
| Frankie McAlister | 4.71                                       | 4.43                                      | 5.29   |
| Li Xia Long       | 4.5  | 3.67                                      | 4.0  |
| Peter Malcolm     | 5.75                                       | 5.13                                      | 5.5  |
| Philomena Jackson | 5.67                                       | 5.5                                       | 5.67   |
| Sai Mander        | 6.5  | 6.33                                      | 6.67   |
| Taylor Meyer      | 5.7  | 5.65                                      | 5.52   |

### HUMBLE

#### •Showing Modesty

|                   | Recognizes his or her limitations | Is quick to acknowledge when he or she is wrong | Comes across as modest |
|-------------------|-----------------------------------|---|------------------------|
| Cunniham Downs    | 6.7                               | 6.4   | 6.3                    |
| Frankie McAlister | 4.57                              | 5.14  | 4.57                   |
| Li Xia Long       | 4.0                               | 4.33  | 4.5                    |
| Peter Malcolm     | 5.5                               | 5.5   | 5.5                    |
| Philomena Jackson | 5.67                              | 5.67  | 5.17                   |
| Sai Mander        | 6.67                              | 6.5   | 6.33                   |
| Taylor Meyer      | 5.61                              | 5.7   | 4.7                    |

### HUMBLE

#### •Being Fair Minded

|                   | Makes decisions without letting his or her personal biases get in the way | Makes decisions in a fair, objective fashion | Avoids getting carried away with his or her passions or pet projects |
|-------------------|---|--|--|
| Cunniham Downs    | 6.6   | 6.8  | 6.6  |
| Frankie McAlister | 5.43  | 5.14   | 5.57   |
| Li Xia Long       | 4.33  | 4.33   | 3.83   |
| Peter Malcolm     | 5.5   | 5.63   | 5.25   |
| Philomena Jackson | 5.83  | 5.83   | 5.67   |
| Sai Mander        | 6.67  | 6.83   | 6.67   |
| Taylor Meyer      | 5.39  | 5.91   | 5.43   |

### DELIBERATE

#### •Communicating with Clarity

|                   | Uses clear, concise language when he or she communicates | Presents his or her ideas in a clear, systematic way | Takes the time to lay out his or her ideas so that everyone can understand |
|-------------------|--|--|--|
| Cunniham Downs    | 6.4  | 6.2  | 6.4  |
| Frankie McAlister | 4.14   | 5.14   | 5.0  |
| Li Xia Long       | 4.0  | 4.17   | 4.0  |
| Peter Malcolm     | 5.5  | 5.38   | 5.5  |
| Philomena Jackson | 5.0  | 5.33   | 5.0  |
| Sai Mander        | 6.33   | 6.17   | 6.33   |
| Taylor Meyer      | 5.39   | 5.22   | 5.61   |

## DATA BY PRACTICE

### DELIBERATE

#### •Promoting Disciplined Analysis

|                   | Makes sure people calculate risks before acting | Promotes critical thinking when solving problems | Thoroughly reviews the facts and options before making decisions |
|-------------------|---|--|--|
| Cunniham Downs    | 6.6   | 6.3  | 6.3  |
| Frankie McAlister | 5.43  | 3.57   | 4.86   |
| Li Xia Long       | 4.17  | 4.0  | 4.17   |
| Peter Malcolm     | 5.63  | 5.5  | 5.5  |
| Philomena Jackson | 5.5   | 5.0  | 5.33   |
| Sai Mander        | 6.5   | 6.33   | 6.33   |
| Taylor Meyer      | 5.35  | 5.83   | 5.17   |

### DELIBERATE

#### •Providing a Sense of Stability

|                   | Provides enough consistency that people know what to expect | Creates an environment where there is a sense of stability | Provides a structure that people can follow |
|-------------------|---|--|---|
| Cunniham Downs    | 6.3   | 6.7  | 6.5   |
| Frankie McAlister | 4.0   | 5.14   | 4.86  |
| Li Xia Long       | 3.83  | 4.0  | 3.83  |
| Peter Malcolm     | 5.38  | 5.5  | 5.38  |
| Philomena Jackson | 5.0   | 5.5  | 5.17  |
| Sai Mander        | 6.33  | 6.67   | 6.5   |
| Taylor Meyer      | 5.48  | 5.78   | 5.52  |

### RESOLUTE

#### •Setting High Expectations

|                   | Sets high expectations for the group | Makes it clear that mediocre performance is unacceptable | Makes sure that people take responsibility for poor performance |
|-------------------|--------------------------------------|--|---|
| Cunniham Downs    | 6.7                                  | 6.5  | 6.4   |
| Frankie McAlister | 4.29                                 | 5.86   | 4.43  |
| Li Xia Long       | 4.5                                  | 4.0  | 4.5   |
| Peter Malcolm     | 5.63                                 | 5.13   | 5.63  |
| Philomena Jackson | 6.17                                 | 6.17   | 6.0   |
| Sai Mander        | 6.67                                 | 6.5  | 6.33  |
| Taylor Meyer      | 6.57                                 | 6.13   | 5.65  |

### RESOLUTE

#### •Speaking Up About Problems

|                   | Speaks up when our methods are not working | Points out when our plans are impractical | Is willing to question processes that don't seem logical |
|-------------------|--|---|--|
| Cunniham Downs    | 6.6  | 6.6                                       | 6.4  |
| Frankie McAlister | 5.29                                       | 5.0                                       | 4.57   |
| Li Xia Long       | 4.17                                       | 4.5                                       | 4.0  |
| Peter Malcolm     | 5.5  | 5.63                                      | 5.38   |
| Philomena Jackson | 6.17                                       | 6.17                                      | 6.17   |
| Sai Mander        | 6.5  | 6.5                                       | 6.33   |
| Taylor Meyer      | 5.96                                       | 5.91                                      | 6.13   |

## DATA BY PRACTICE

### RESOLUTE

#### •Improving Methods

|                   | Makes sure that inefficiencies get addressed | Makes sure that people apply common sense to our work methods | Finds ways to improve our processes and methods |
|-------------------|--|---|---|
| Cunniham Downs    | 6.3  | 6.7   | 6.5   |
| Frankie McAlister | 5.71   | 5.0   | 4.71  |
| Li Xia Long       | 4.5  | 4.17  | 4.17  |
| Peter Malcolm     | 5.63   | 5.5   | 5.13  |
| Philomena Jackson | 6.0  | 6.17  | 6.17  |
| Sai Mander        | 6.33   | 6.67  | 6.5   |
| Taylor Meyer      | 5.65   | 5.74  | 6.3   |

### COMMANDING

#### •Showing Confidence

|                   | Shows confidence in his or her opinions | Shows assertiveness when he or she speaks | Speaks his or her mind |
|-------------------|---|---|------------------------|
| Cunniham Downs    | 6.6                                     | 6.4                                       | 6.3                    |
| Frankie McAlister | 5.86                                    | 4.71                                      | 6.14                   |
| Li Xia Long       | 4.0                                     | 4.5                                       | 4.0                    |
| Peter Malcolm     | 5.38                                    | 5.38                                      | 5.38                   |
| Philomena Jackson | 5.17                                    | 5.5                                       | 5.0                    |
| Sai Mander        | 6.5                                     | 6.33                                      | 6.17                   |
| Taylor Meyer      | 6.65                                    | 6.3                                       | 6.43                   |

### COMMANDING

#### •Taking Charge

|                   | Steps up and makes decisions when no one else will | Takes charge of situations when leadership seems to be lacking | Takes the lead in group situations |
|-------------------|--|--|------------------------------------|
| Cunniham Downs    | 6.3  | 6.5  | 6.3                                |
| Frankie McAlister | 5.86   | 6.29   | 4.57                               |
| Li Xia Long       | 4.5  | 4.0  | 4.5                                |
| Peter Malcolm     | 5.38   | 5.25   | 5.25                               |
| Philomena Jackson | 5.33   | 5.17   | 5.5                                |
| Sai Mander        | 6.17   | 6.33   | 6.17                               |
| Taylor Meyer      | 6.3  | 6.43   | 6.22                               |

### COMMANDING

#### •Focusing on Results

|                   | Pushes him/herself and others to get results | Sets ambitious goals for the group | Comes across as action-oriented |
|-------------------|--|------------------------------------|---------------------------------|
| Cunniham Downs    | 6.2  | 6.4                                | 6.2                             |
| Frankie McAlister | 6.14   | 5.0                                | 6.29                            |
| Li Xia Long       | 3.83   | 4.33                               | 3.83                            |
| Peter Malcolm     | 5.13   | 5.38                               | 5.13                            |
| Philomena Jackson | 5.0  | 5.33                               | 5.0                             |
| Sai Mander        | 6.17   | 6.33                               | 6.17                            |
| Taylor Meyer      | 6.43   | 6.09                               | 6.43                            |

# LEADER SNAPSHOTS

 Self

 Raters

