363 FOR LEADERS FACILITATOR REPORT

EVERYTHING DiSC 363® FOR LEADERS

ASSESSMENT TO ACTION.

Sample Report
(7 People)

Friday, July 07, 2017

This report is provided by:

Academy of High Achievers Ltd
Blue Cross Cottage
Mount Pleasant
Derrington, Stafford (UK)
ST18 9NB
info@aha-success.com
+44 (0)845 373 4028

Aha! Academy of High Achievers

WILEY

363® FOR LEADERS FACILITATOR REPORT

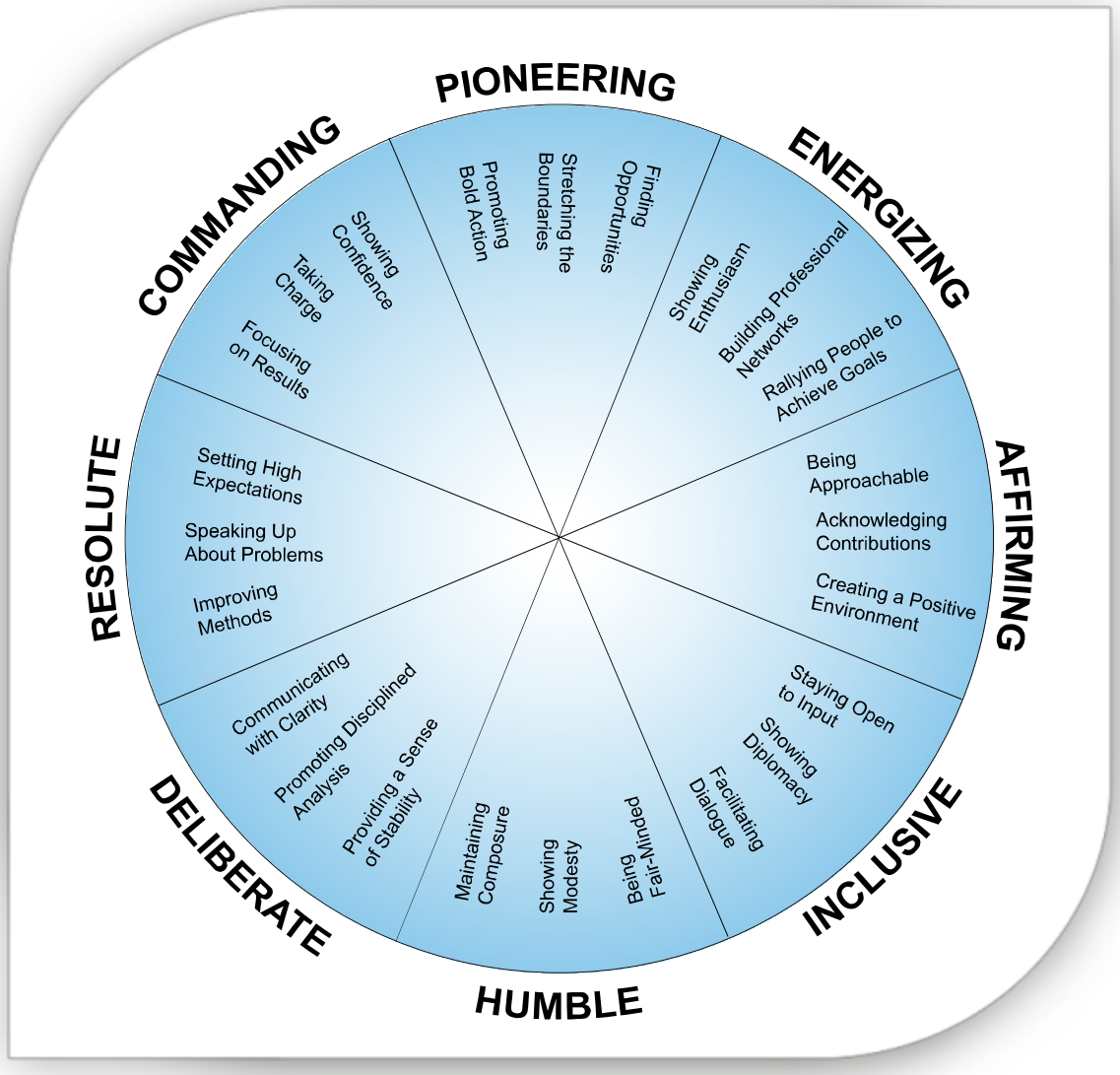
Everything DiSC 363® for Leaders focuses on the interpersonal aspects of leadership. The program improves self-awareness in key areas that will help people get better leadership outcomes.

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.

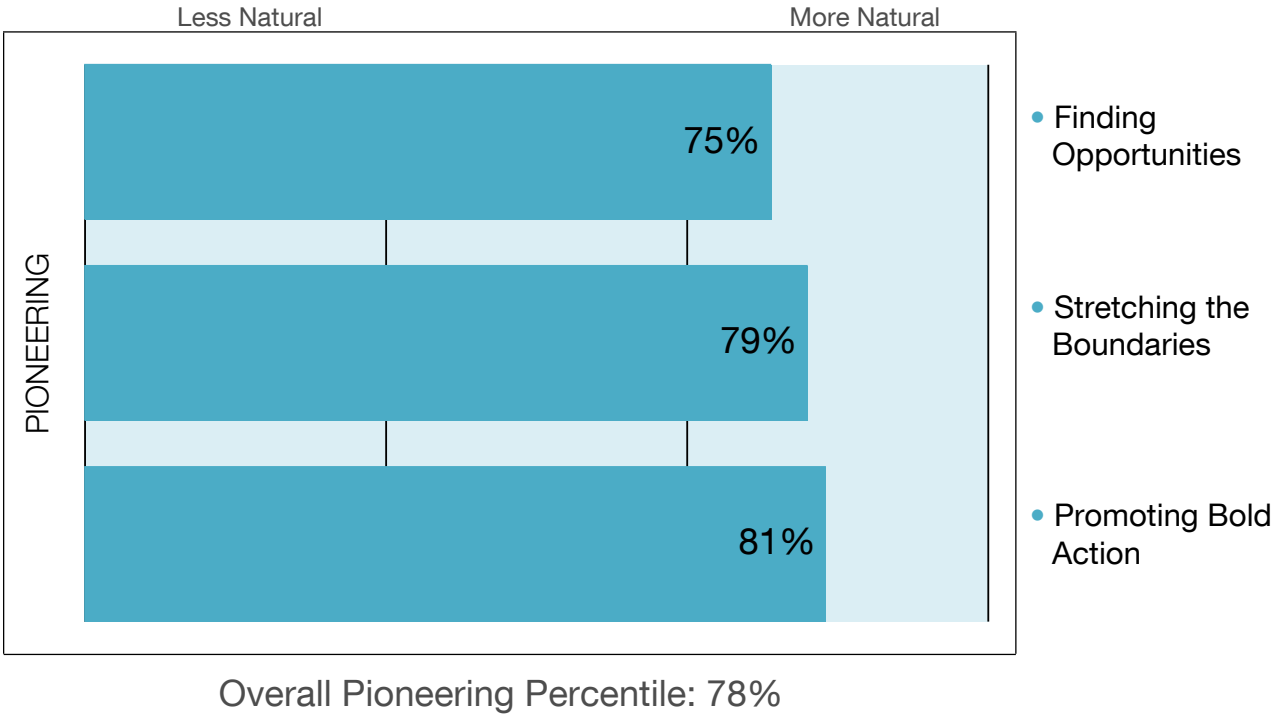


© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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.



Overall Pioneering Percentile: 78%

Definition key

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

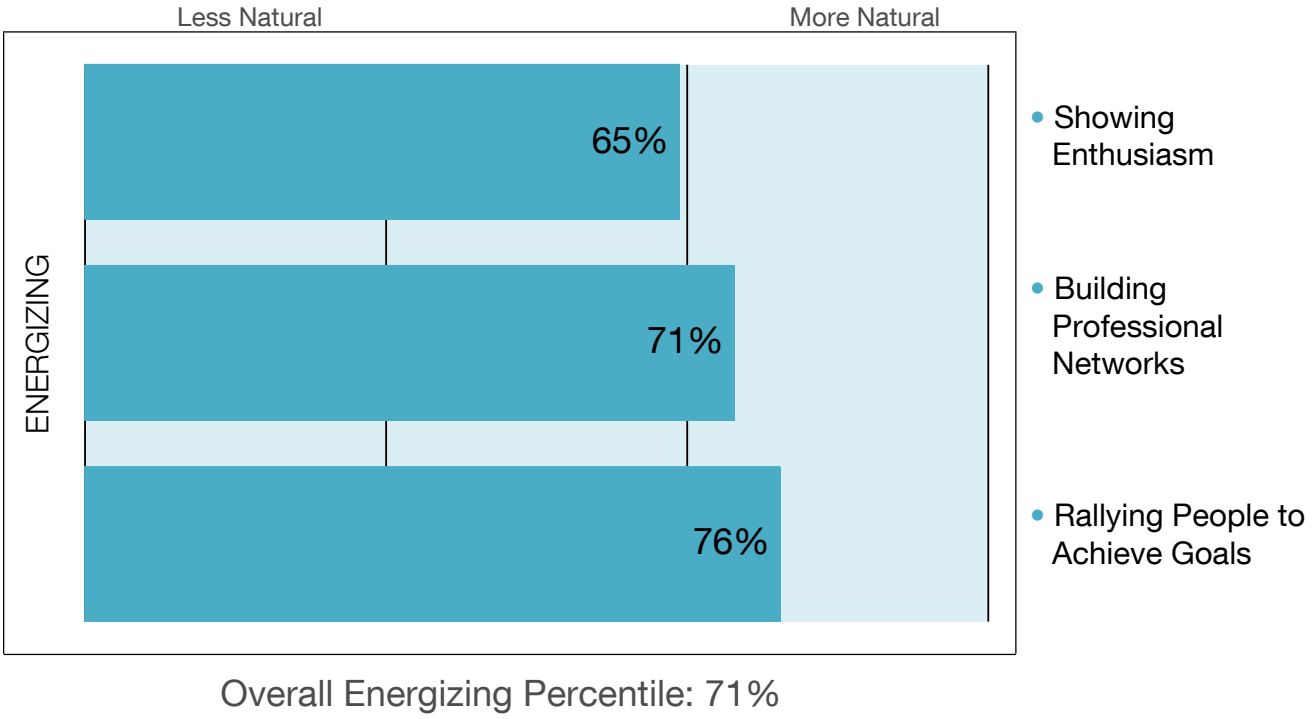
- **Finding Opportunities:** Pioneering leaders are often great at finding new opportunities and directions for the group, and others may admire their ability to uncover new possibilities.
- **Stretching the Boundaries:** Pioneering leaders challenge the group to push beyond their comfort zones, and 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.

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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.



Overall Energizing Percentile: 71%

Definition key

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

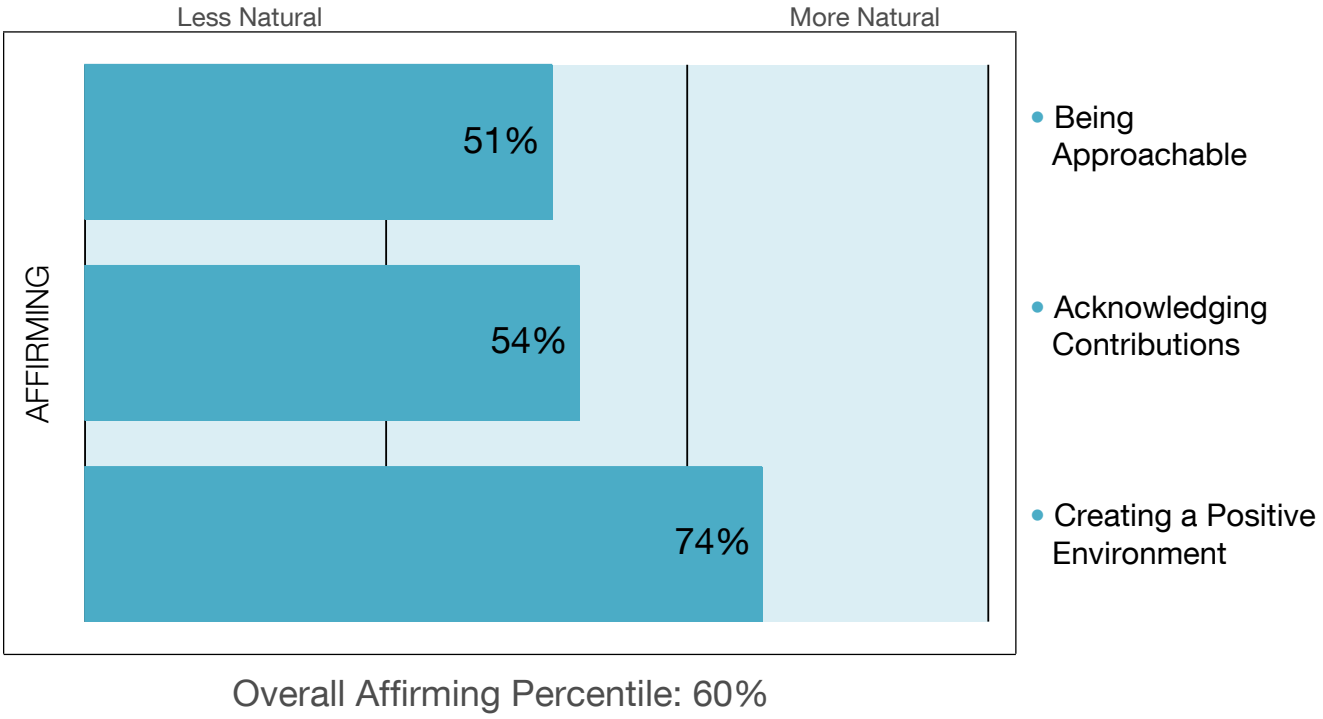
- **Showing Enthusiasm:** Energizing leaders often have a contagious sense of enthusiasm, and others may appreciate that they create a fun, lively environment.
- **Building Professional Networks:** Energizing leaders create a large, influential social network, and others may admire their knack for connecting 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.

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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.



Overall Affirming Percentile: 60%

Definition key

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

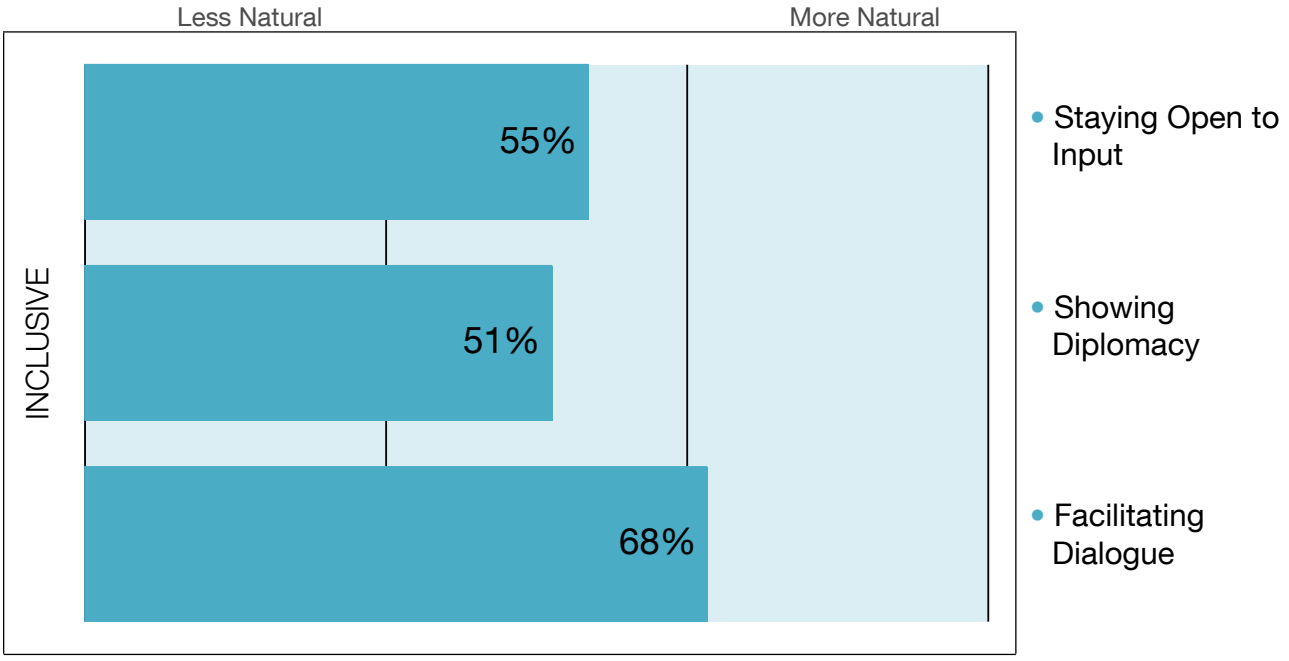
- **Being Approachable:** Affirming leaders often come across as approachable, and others may feel comfortable going to them for help or advice.
- **Acknowledging Contributions:** Affirming leaders tend to focus on acknowledging the contributions of others, and this makes people feel that their efforts 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.

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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.



Overall Inclusive Percentile: 58%

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.

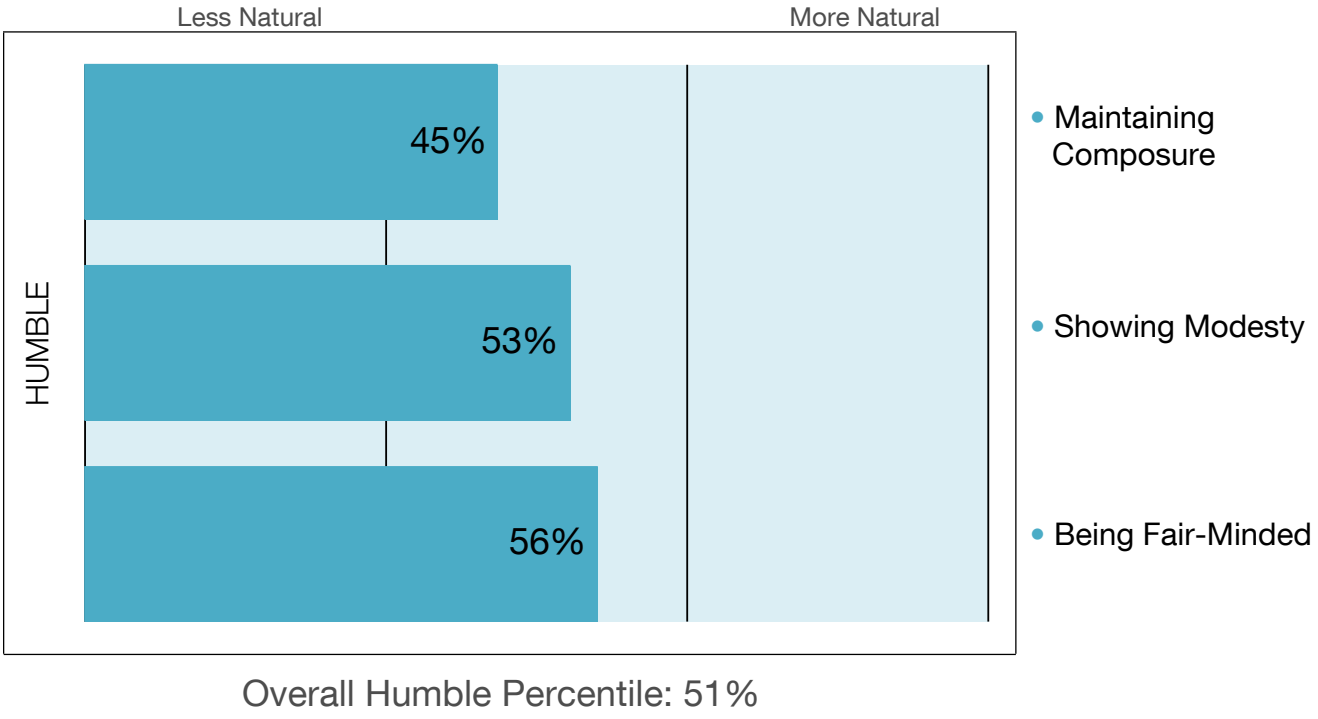
- **Staying Open to Input:** Inclusive leaders show that they're open to input, so people may appreciate that their opinions are taken seriously.
- **Showing Diplomacy:** Inclusive leaders show diplomacy when communicating, and others may appreciate that they show concern for people's feelings.
- **Facilitating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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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.



Overall Humble Percentile: 51%

Definition key

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

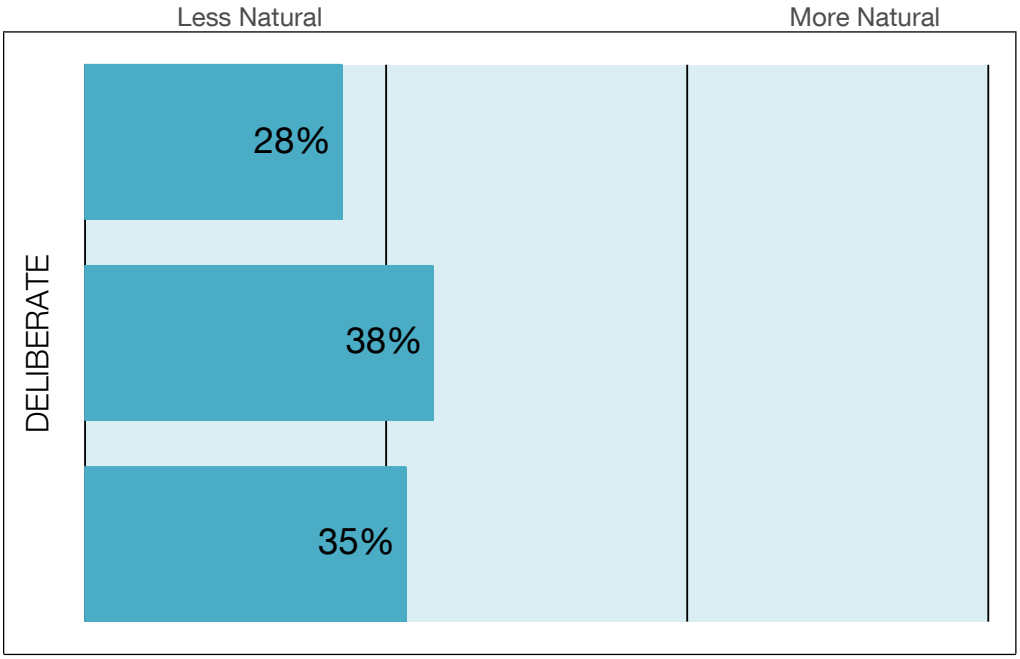
- **Maintaining Composure:** Since humble leaders tend to maintain composure during stressful situations, people may be less worried about delivering bad news or unfavorable feedback.
- **Showing Modesty:** Humble leaders are usually quite modest, and people may appreciate that these leaders recognize 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.

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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.



Overall Deliberate Percentile: 34%

Definition key

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

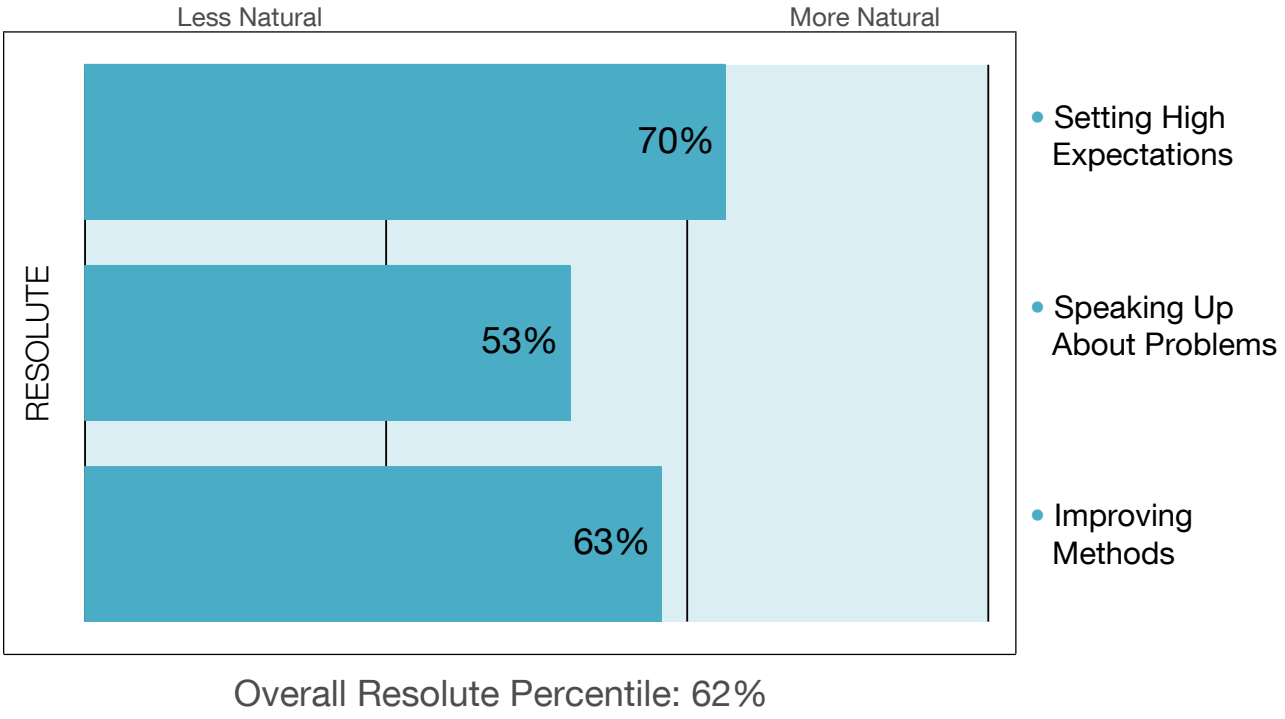
- **Communicating with Clarity:** Since deliberate leaders make a point of communicating with clarity, people don't have to worry about ambiguous or unclear messages.
- **Promoting Disciplined Analysis:** Deliberate leaders insist on conducting disciplined analyses before choosing a direction, so people 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.

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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.



Overall Resolute Percentile: 62%

Definition key

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

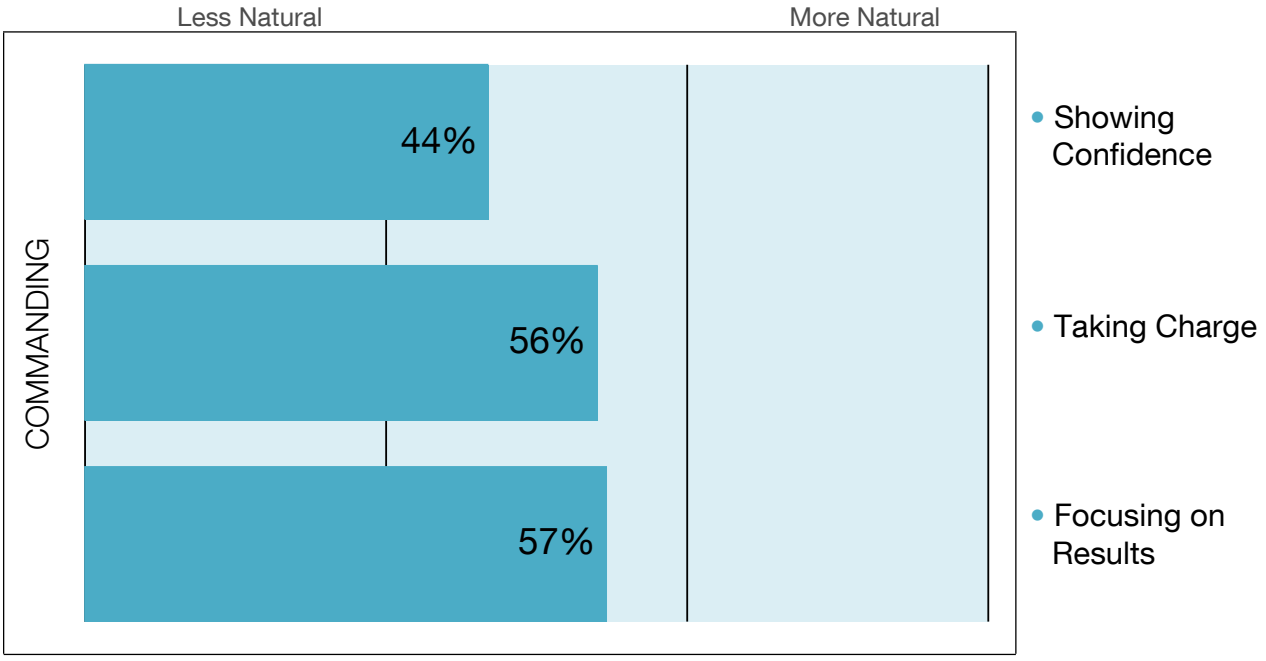
- **Setting High Expectations:** Since resolute leaders tend to set high expectations, others are likely to have confidence that the group will deliver top results.
- **Speaking Up About Problems:** Resolute leaders speak up when the group's processes aren't working, and others may appreciate that they 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.

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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.



Overall Commanding Percentile: 52%

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.

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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 Sai Mander Taylor Meyer
Inclusive	• Showing Diplomacy	2	Li Xia Long Peter Malcolm
Humble	• Being Fair Minded	2	Cunniham Downs Sai Mander
Commanding	• Showing Confidence	2	Frankie McAlister Taylor Meyer
Commanding	• Taking Charge	2	Frankie McAlister 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	

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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 Sai Mander Taylor Meyer
Commanding	• Focusing on Results	**3**	Cunniham Downs Li Xia Long Sai Mander
Energizing	• Rallying People to Achieve Goals	**2**	Cunniham Downs Philomena Jackson
Affirming	• Being Approachable	**2**	Li Xia Long Philomena Jackson
Deliberate	• Providing a Sense of Stability	**2**	Frankie McAlister Li Xia Long
Commanding	• Taking Charge	**2**	Peter Malcolm 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**	

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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

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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY RATER TYPE

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

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	-

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY RATER TYPE

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

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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY RATER TYPE

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

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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY RATER TYPE

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

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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY RATER TYPE

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

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

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	-

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY RATER TYPE

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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

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

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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY PRACTICE

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

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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY PRACTICE

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

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			

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY PRACTICE

•Being Fair Minded	without letting his or her personal biases get in the way	fair, objective fashion	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

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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY PRACTICE

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

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

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

DATA BY PRACTICE

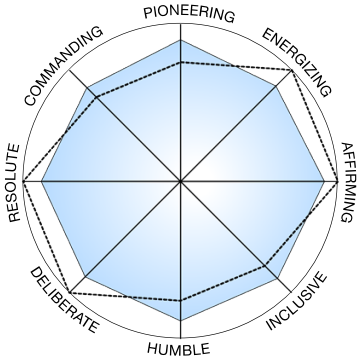
Cunniham Downs	6.2	6.4	6.2
Frankie McAlister	6.14	5.0	6.29
Li Xia Long	3.83	4.33	3.83
Peter Malcolm	5.13	5.38	5.13
Philomena Jackson	5.0	5.33	5.0
Sai Mander	6.17	6.33	6.17
Taylor Meyer	6.43	6.09	6.43

© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.

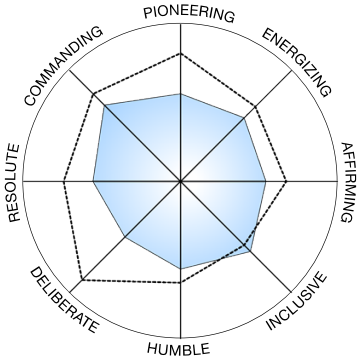
LEADER SNAPSHOTS

Self Raters

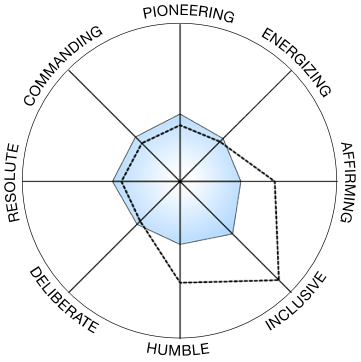
Cunniham Downs



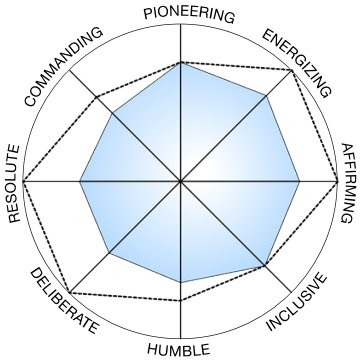
Frankie McAlister



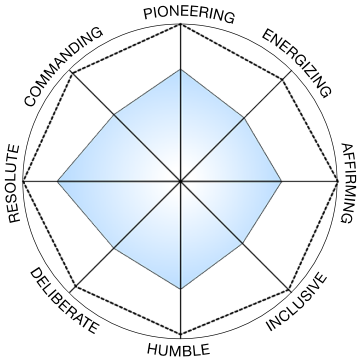
Li Xia Long



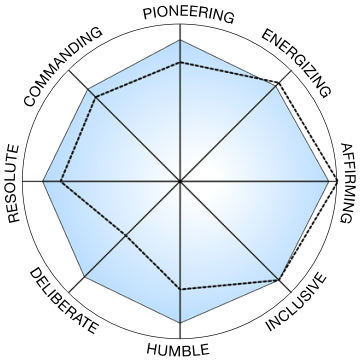
Peter Malcolm



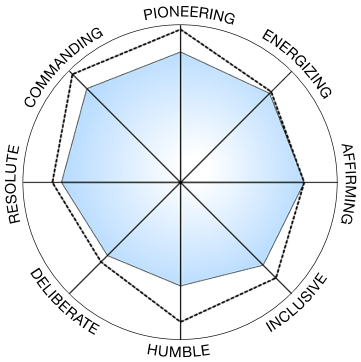
Philomena Jackson



Sai Mander



Taylor Meyer



© 2015 by John Wiley & Sons, Inc. All rights reserved.
Reproduction in any form, in whole or in part, is prohibited.