

363 FOR LEADERS FACILITATOR REPORT

EVERYTHING **DiSC**
363® FOR LEADERS

ASSESSMENT TO ACTION.

Sample Report
(7 People)

Sunday, February 08, 2015

This report is provided by:

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363® FOR LEADERS FACILITATOR REPORT

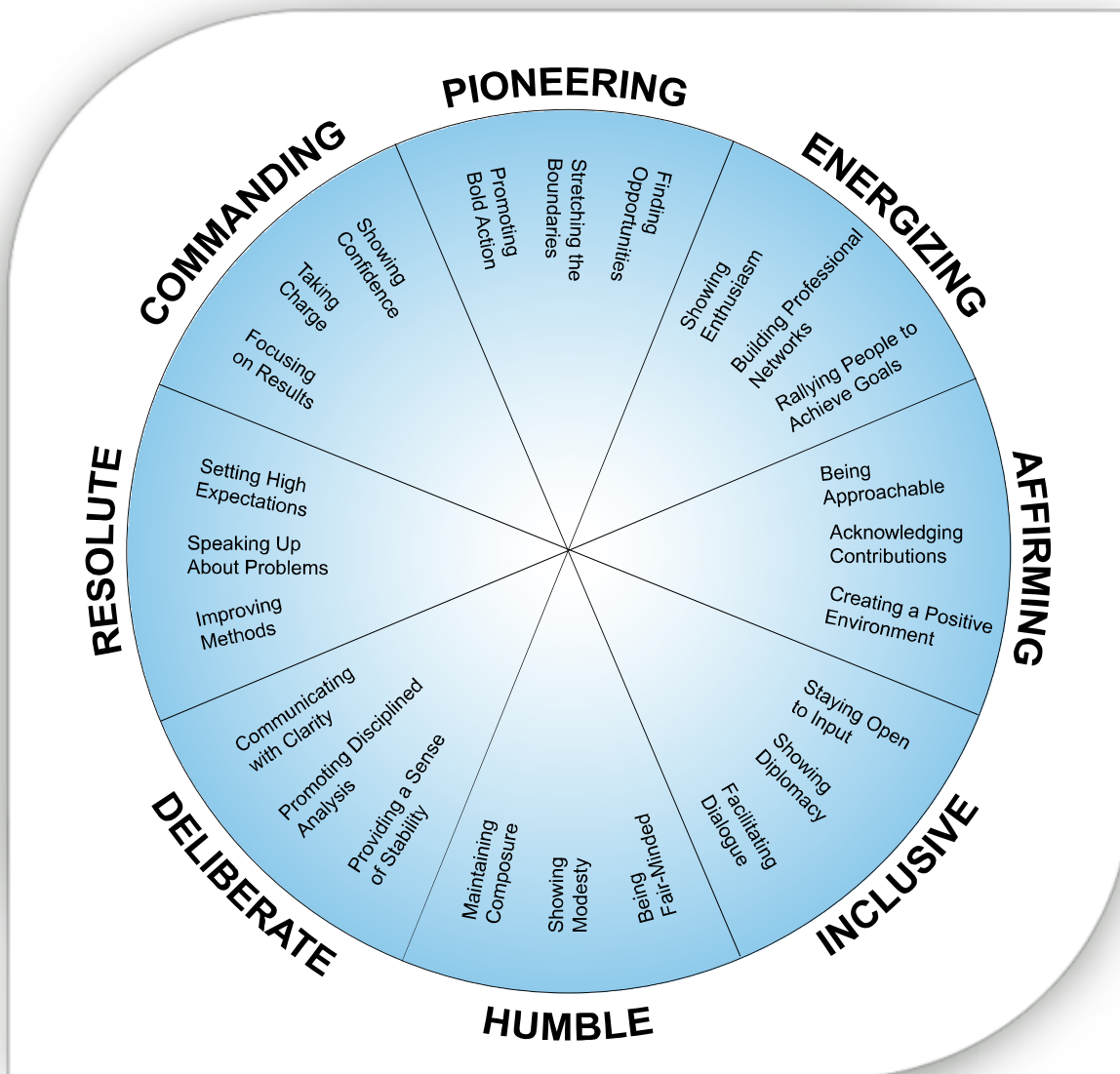
Everything DiSC 363® for Leaders focuses on the interpersonal aspects of leadership. The program improves self-awareness in key areas that will help people get better leadership outcomes.

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

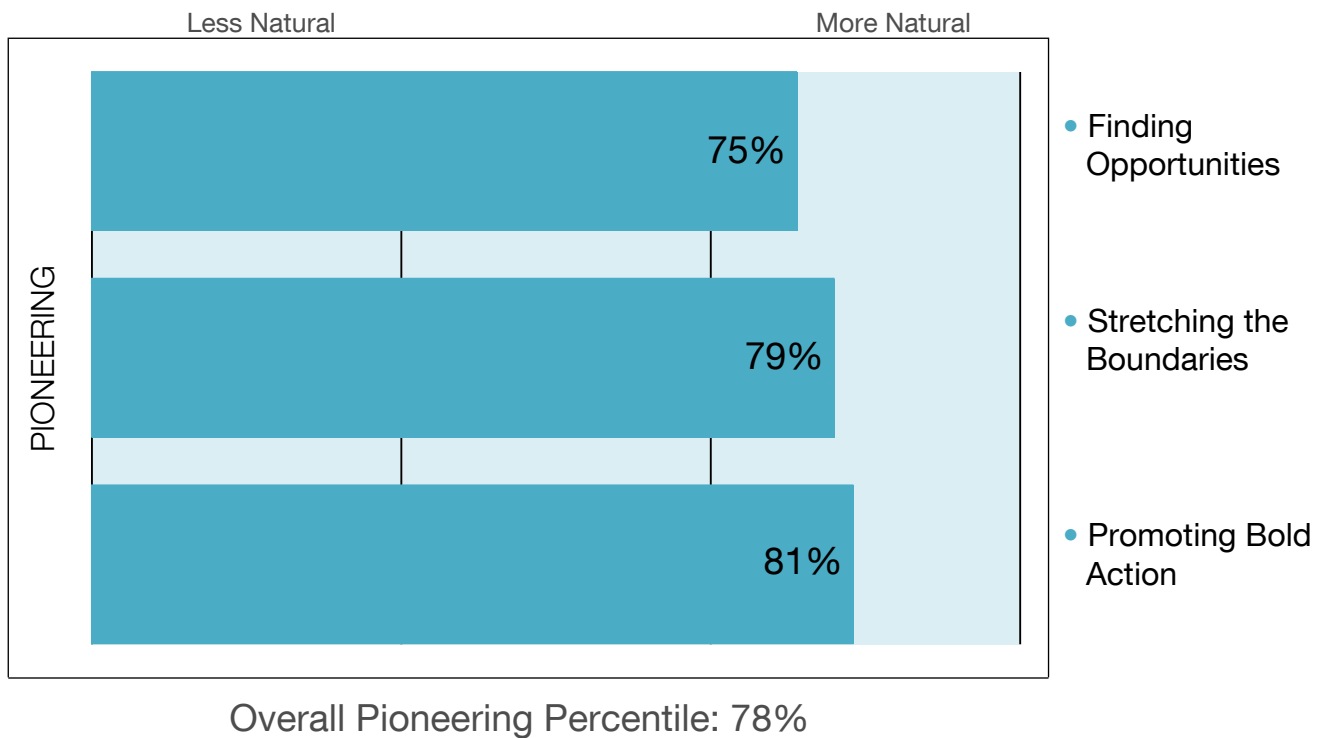
- The report provides group-level data on the **eight approaches** to leadership.
- Leaders are most likely to have strengths in areas that **reflect their own styles**.
- **Group data** is presented in graphs, collectively and with individuals' data identified.
- The group data will help leaders understand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

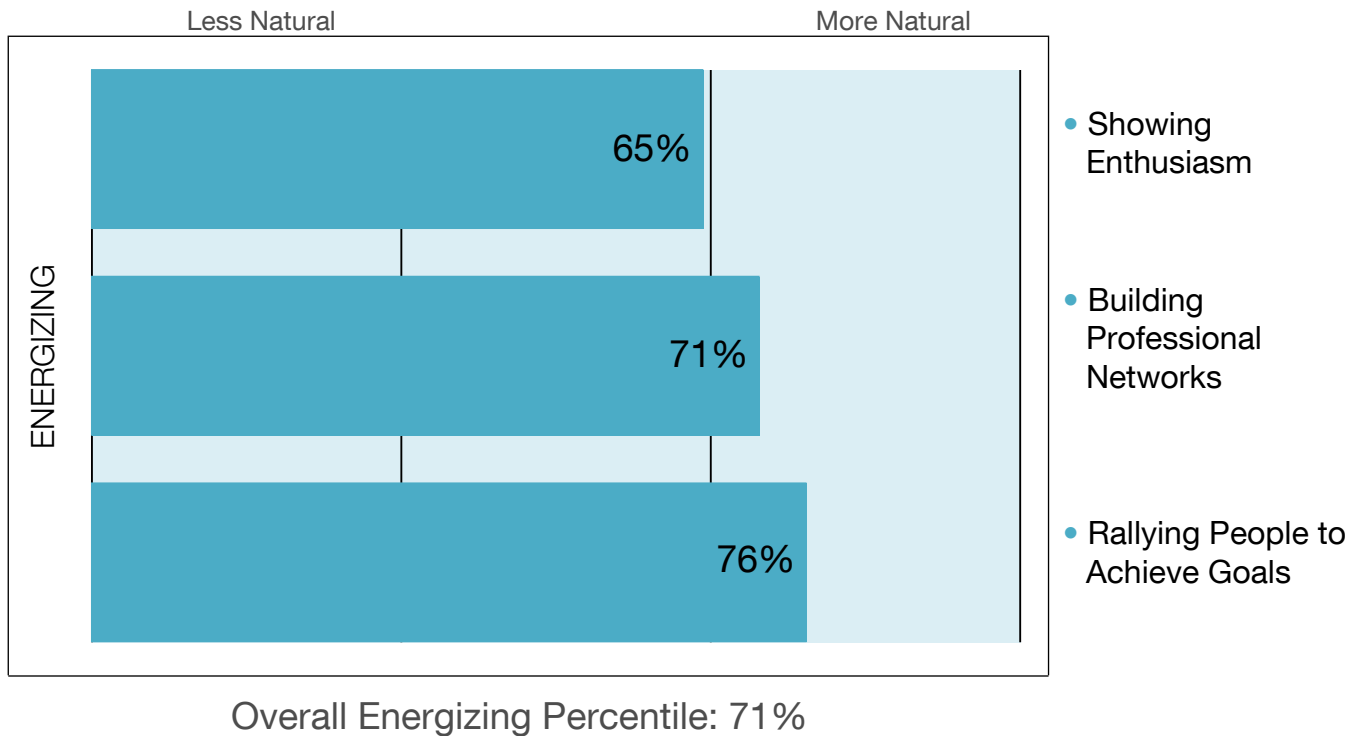
Pioneering: A pioneering leader encourages the group to think creatively about their options and take chances on new opportunities.

- **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

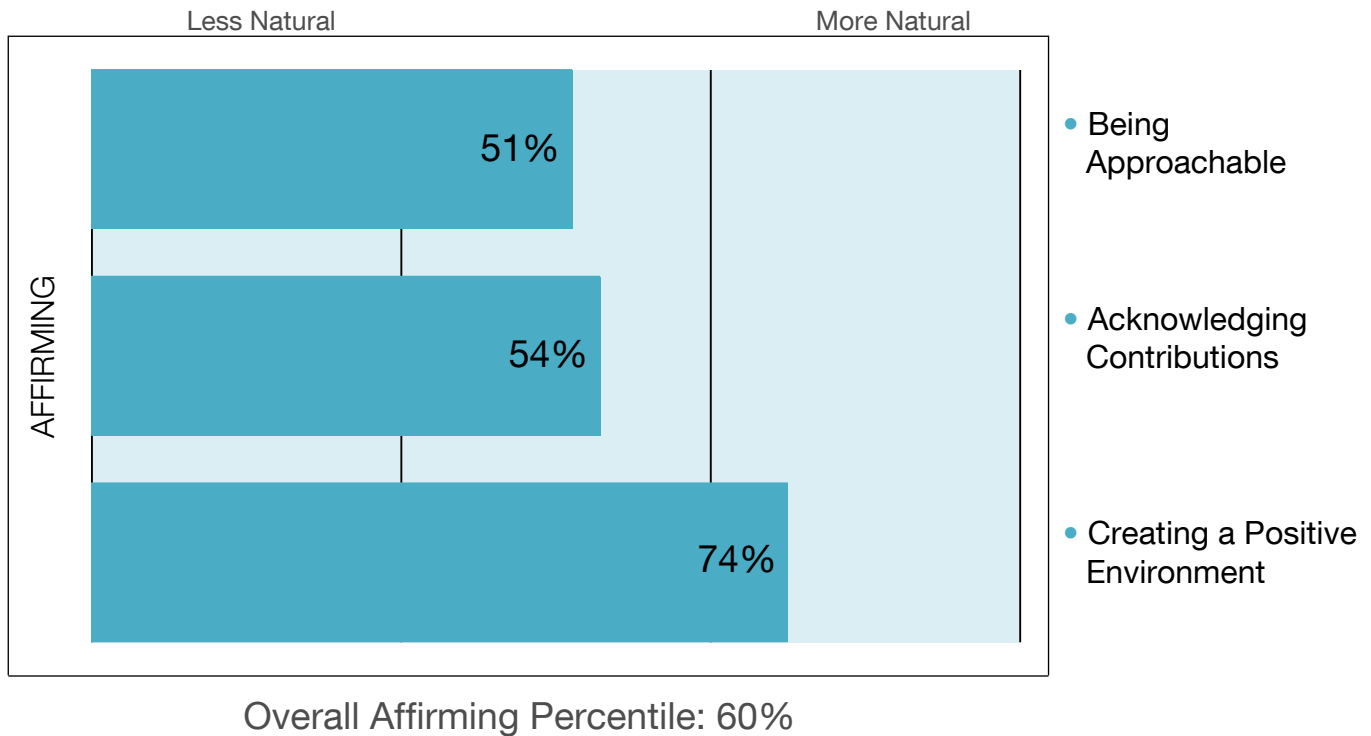
Energizing: An energizing leader builds enthusiasm for the group's goals and develops a wide network of professional connections.

- **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

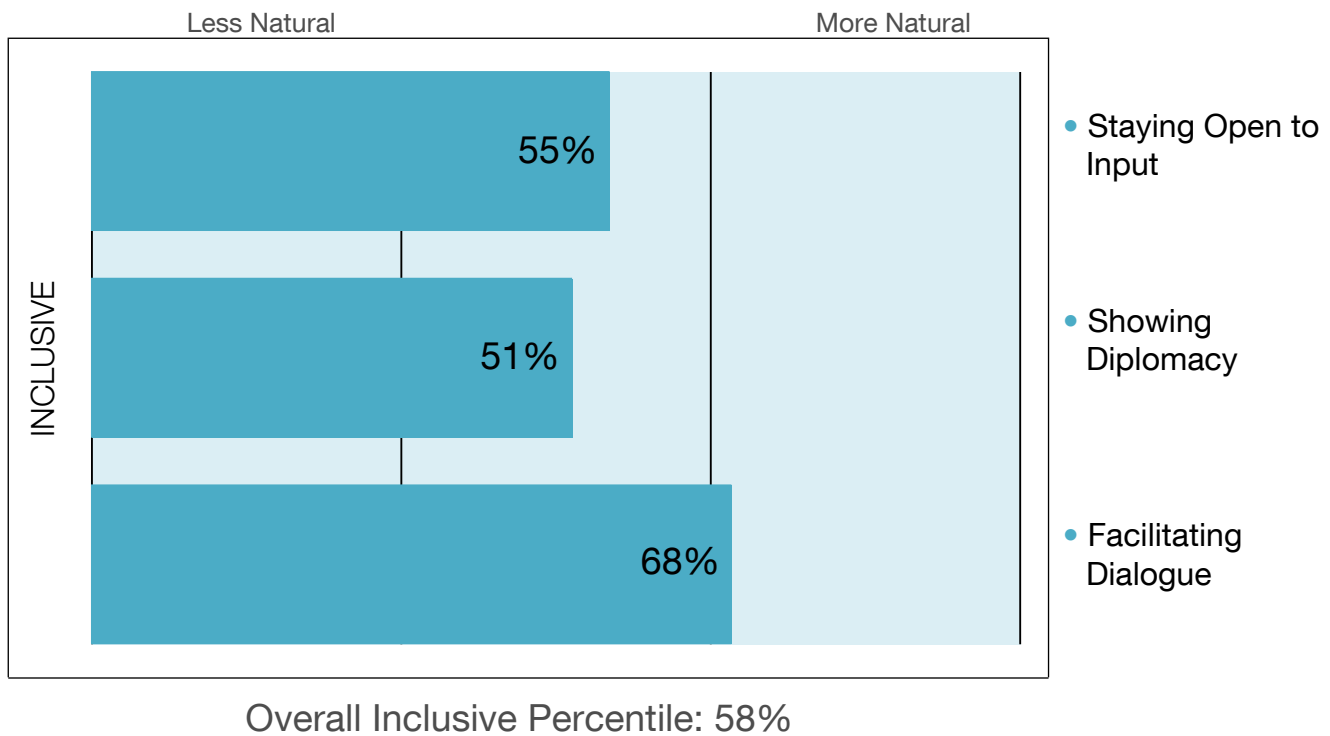
Affirming: An affirming leader is approachable and helps people feel good about their environment and their contributions.

- **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

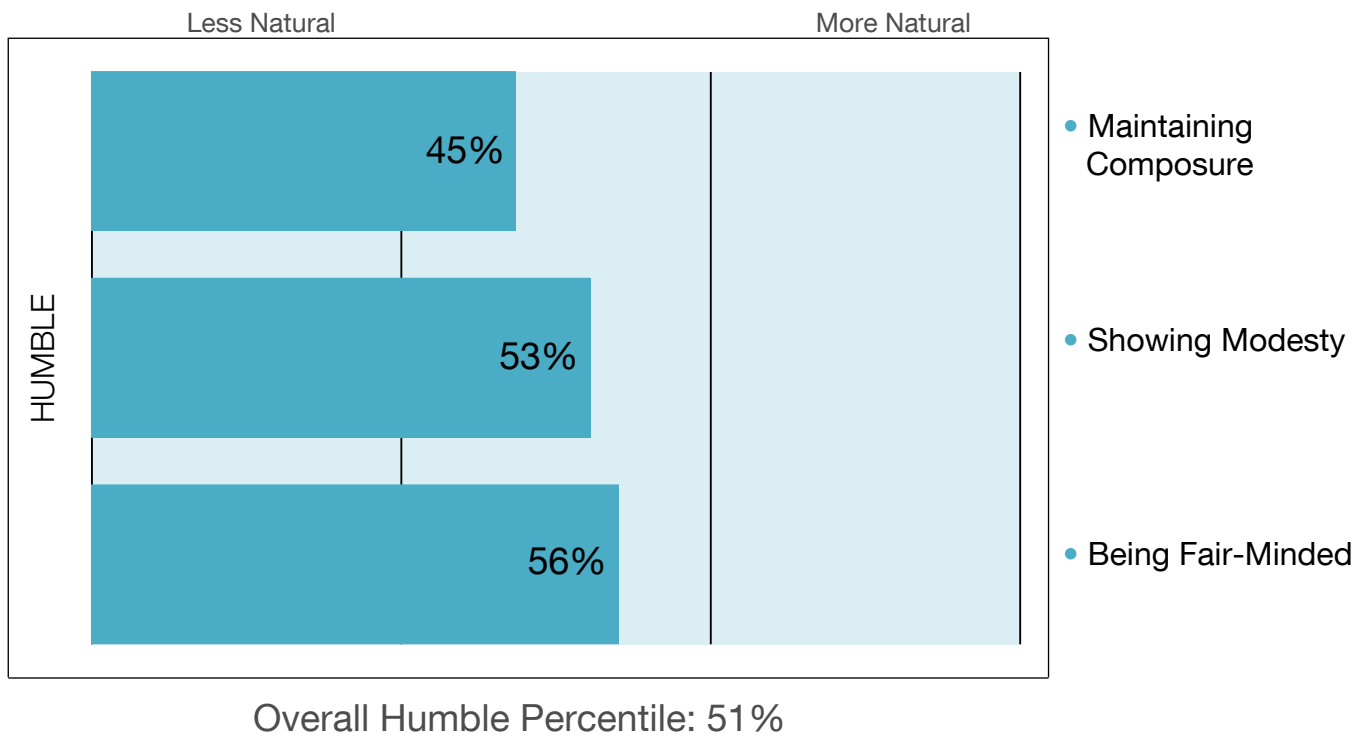
Inclusive: An inclusive leader gets a variety of people involved in the decision-making process and shows concern for their opinions and feelings.

- **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

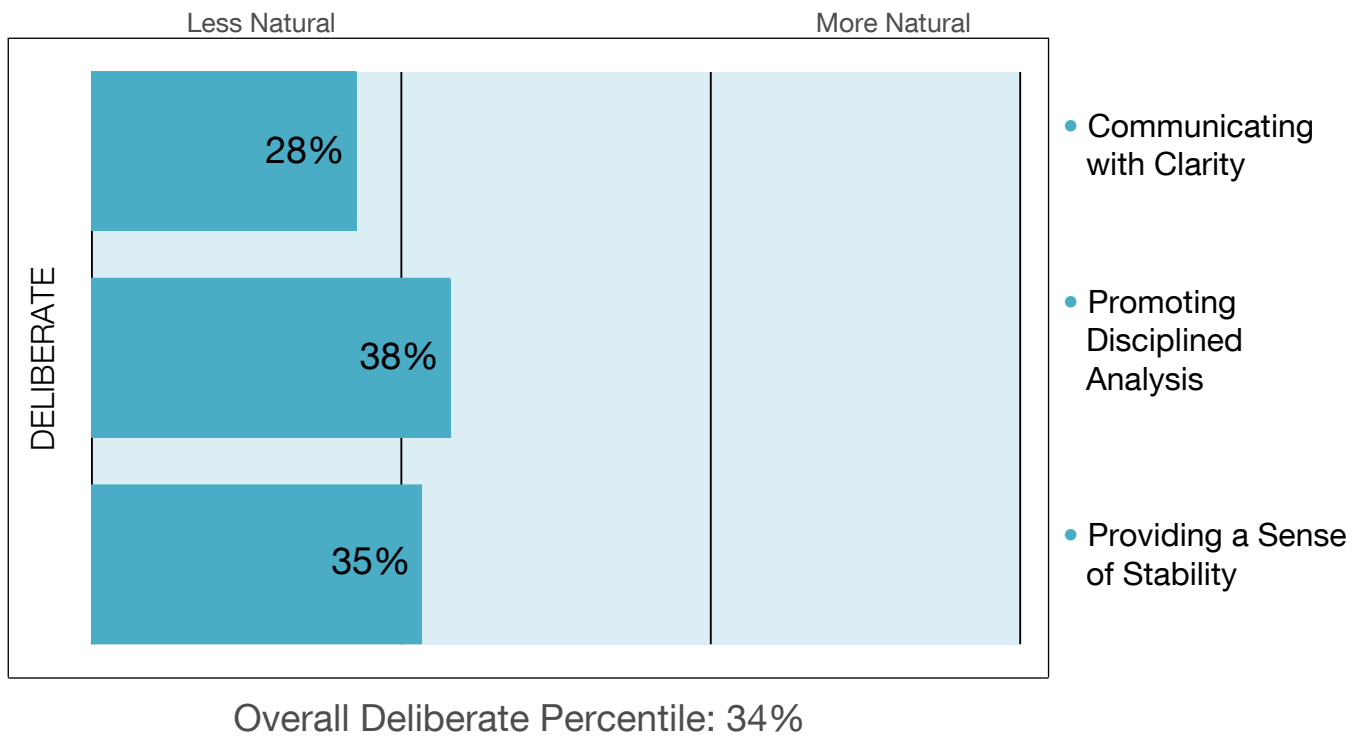
Humble: A humble leader maintains a modest, composed demeanor and can be relied upon to make decisions fairly.

- **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

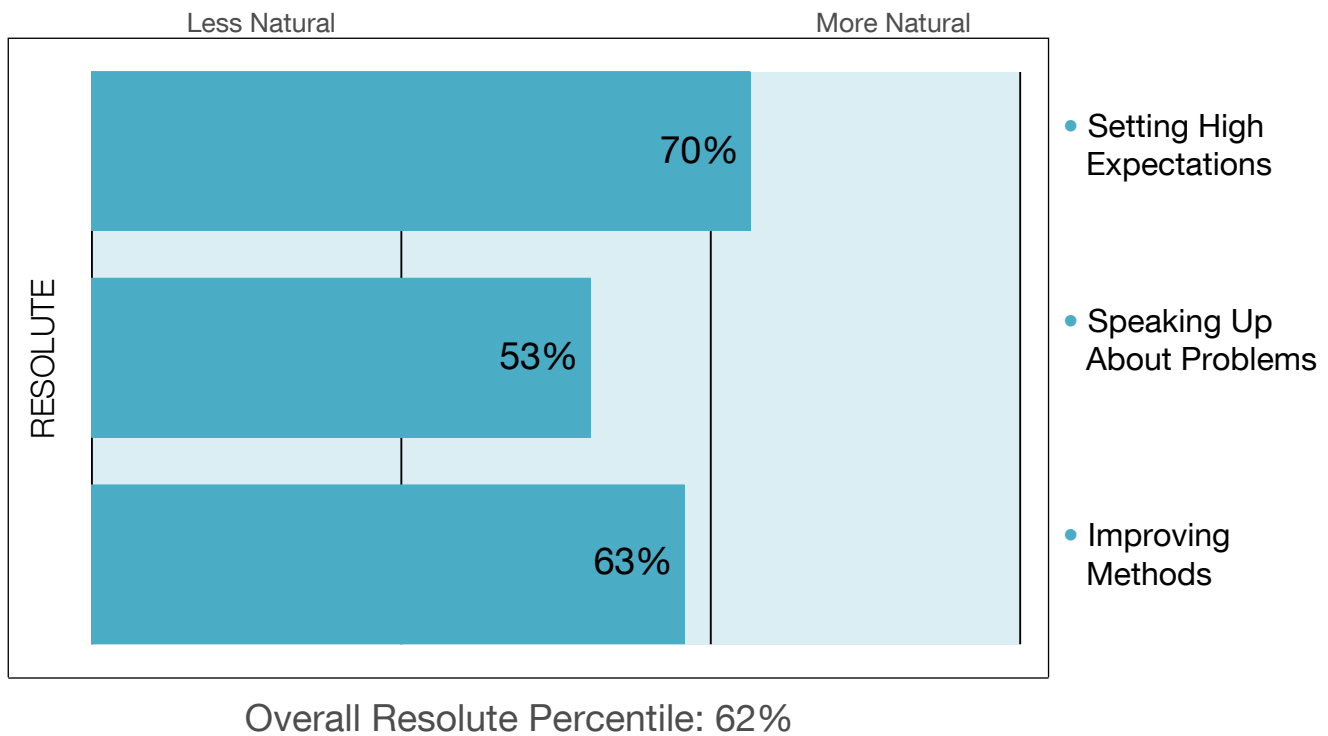
Deliberate: A deliberate leader provides a sense of stability for the group by communicating clearly and ensuring that decisions are made carefully.

- **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

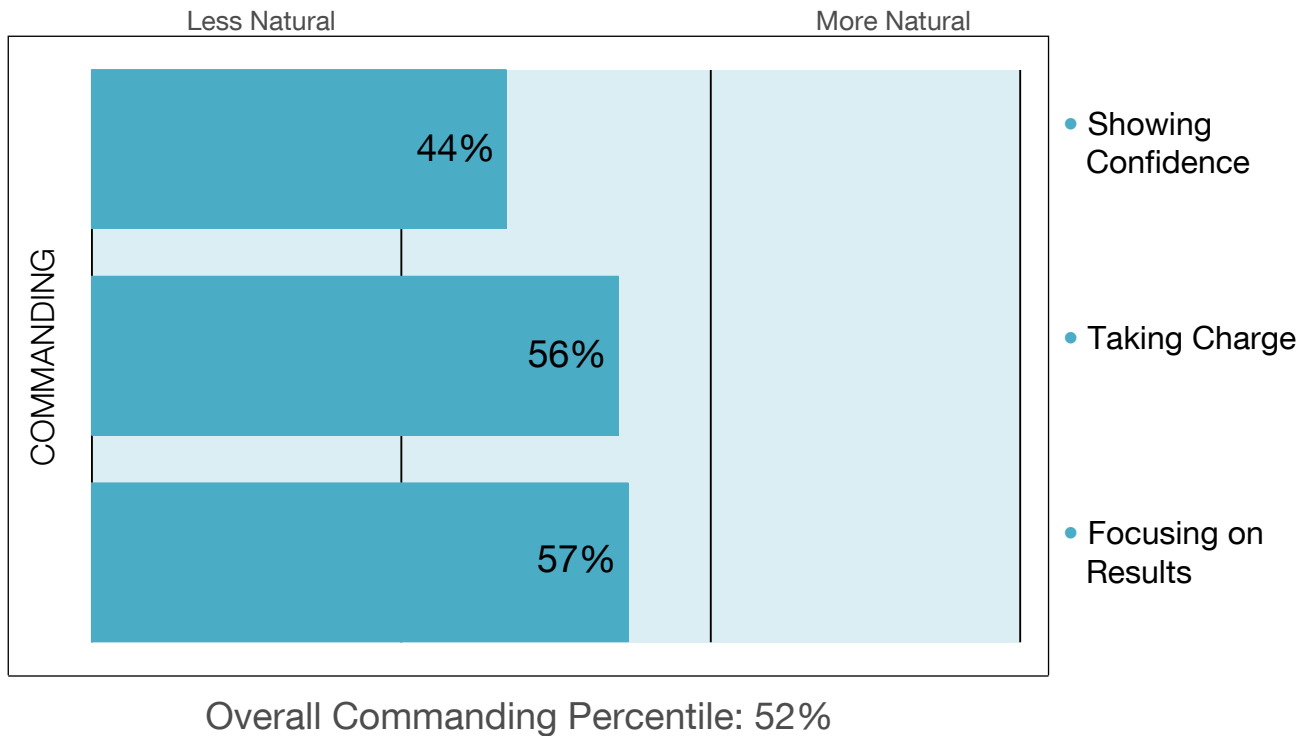
Resolute: A resolute leader creates high standards for the group and insists on using methods that maximize efficiency.

- **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 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 | |

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 | |

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

