

EXCELLENT
LEADER™

The Excellent Leader™ Index 360°

Individual Report
for

John Doe

Confidential Copy



**Family
Business
Advisers**

Eugene J. Wallace, *President*

PO Box 850 Aurora, Oregon 97002

Phone: (888) 443-LEAD (5323)

www.familybusinessadvisers.com

Leader Name: John Doe

Total Respondents (including self): 11

About Your Report

This report contains feedback on how you are perceived by your co-workers with the specific goal of helping you capitalize on your strengths while effectively addressing the areas where you can improve.

Report Flow

This report is sequenced to provide a broad picture of how you are perceived as a leader, followed by a more detailed breakdown of the feedback you received from your stakeholders. The intent is to reveal larger patterns and themes that can be explored and analyzed as you examine the more detailed data.

This report consists of the following sub-reports:

- **Summary of Results** provides an overview of your results, by showing the mean (average) scores from all stakeholders for each category, as well as the combined index score
- **Gap Analysis** compares your self-scoring with that of your stakeholders for each category.
- **Category by Rater Type** breaks down the category mean scores into averages by each type of stakeholder or rater (i.e. peer, supervisor, direct report)
- **Highest Average Scores** shows you the specific behavior questions from the survey that received the *highest* average scores from all stakeholders.
- **Lowest Average Scores** shows you the specific behavior questions from the survey that received the *lowest* average scores from all stakeholders.
- **Questions by Rater Type** shows your mean scores for each type of stakeholder or rater (i.e. peer, supervisor, direct report) for each individual question of the index.
- **Comments** shows the unedited comments that individuals provided to the open text questions at the end of each category page of the survey. These questions asked stakeholders to describe what you do most effectively and how you could most improve with regard to each category.

Reviewing Your Report

Strive to maintain a balanced perspective when reviewing your report, by giving equal attention to examining and interpreting both your high and low scores. While it is natural to focus on the lower scores and apparently negative feedback, your higher scores reveal the strengths that you will want to leverage on your path forward, as you pursue your development and excellence as a leader.

When interpreting your results, also consider:

- When was the data collected?
- Who provided the feedback?
- What issues/events were occurring during the process?

Remember, while this report is intended help you identify your strengths and challenges as a leader, it also represents a snapshot in time.

Leader Name: John Doe

Total Respondents (including self): 11

Summary of Results (All But Self)

Leader Characteristics	Average	Needs Work	Sometimes	Often	Consistently	Exceptionally	
Index Combined Score	3.68						
a. Communication	3.83						
b. Respect	3.85						
c. Integrity	4.08						
d. Likeability	3.85						
e. Decision Making	3.90						
f. Influence	3.70						
g. Composure	3.25						
h. Continuous Improvement	3.00						

Leader Name: John Doe

Total Respondents (including self): 11

Gap Analysis (Self:Others)

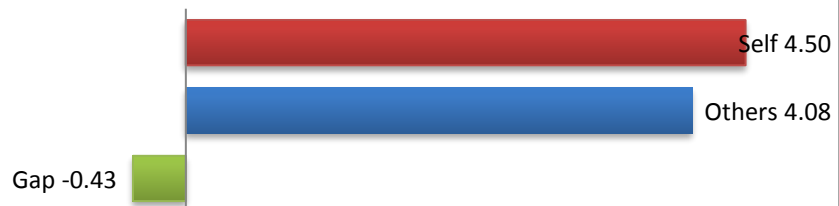
a. Communication



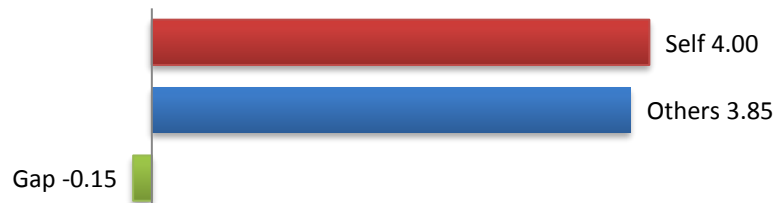
b. Respect



c. Integrity



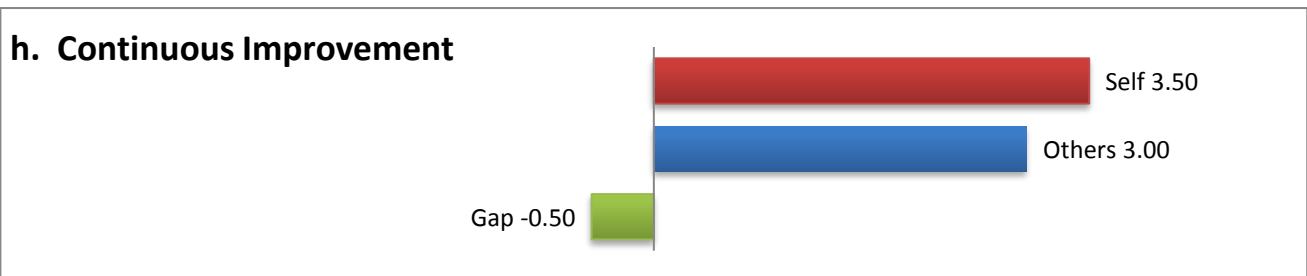
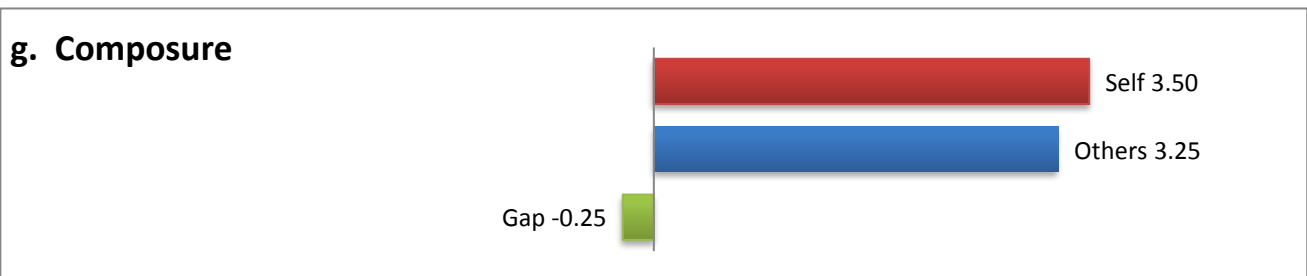
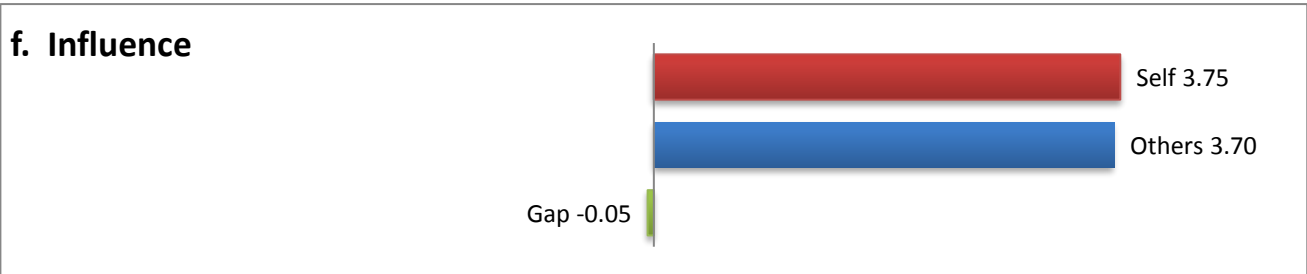
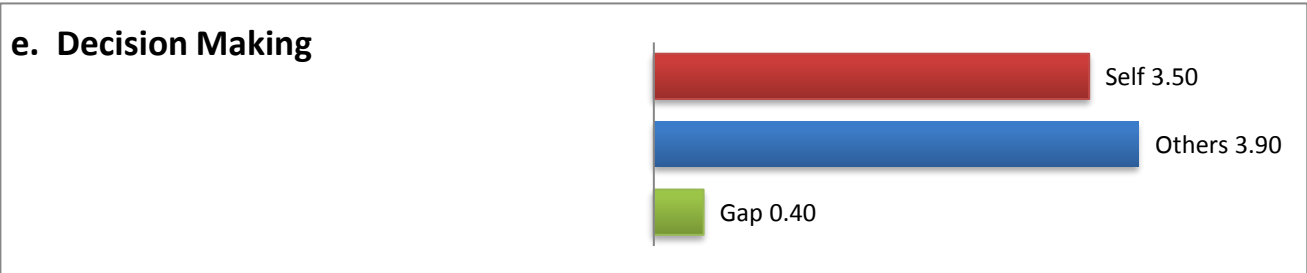
d. Likeability



Leader Name: John Doe

Total Respondents (including self): 11

Gap Analysis (Self:Others)

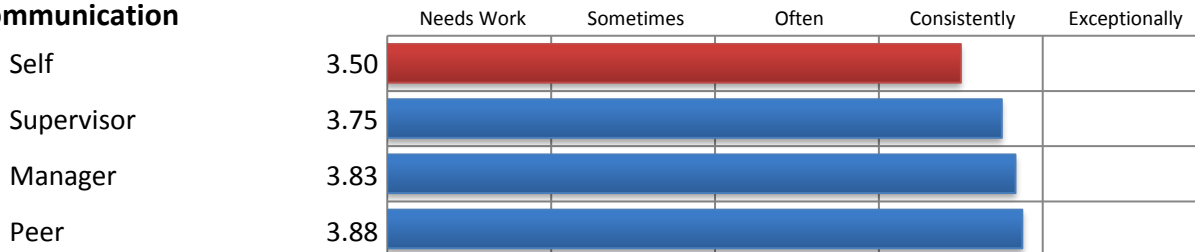


Leader Name: John Doe

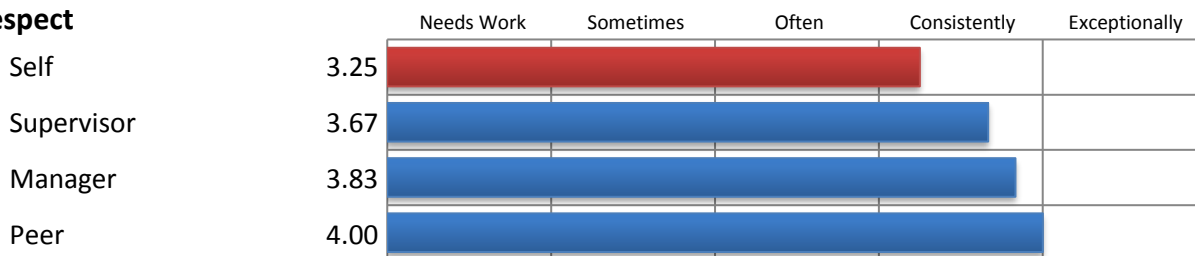
Total Respondents (including self): 11

Category by Rater Type

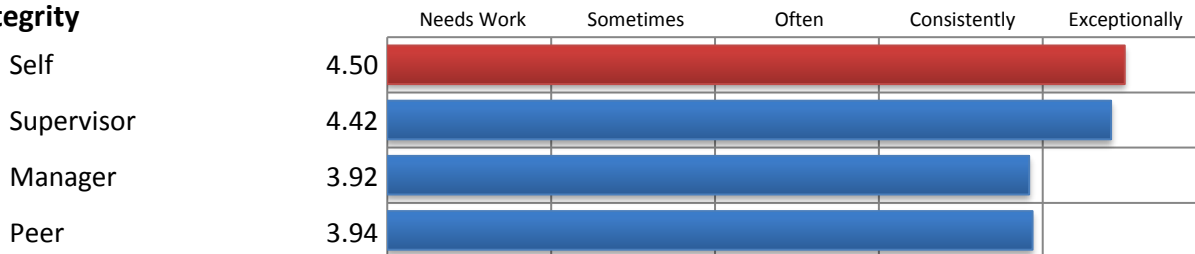
a. Communication



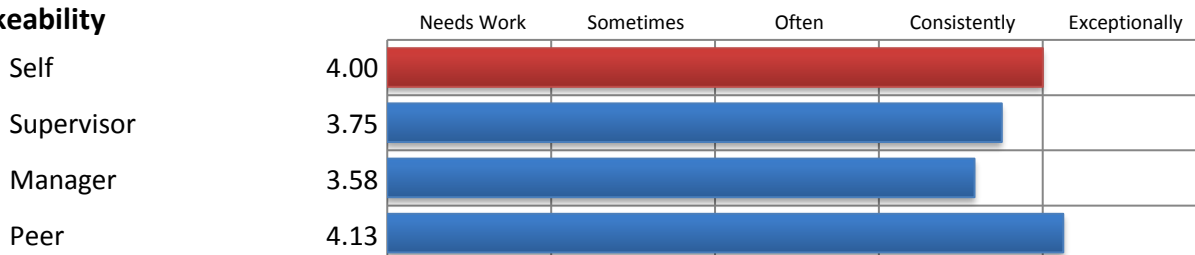
b. Respect



c. Integrity



d. Likeability

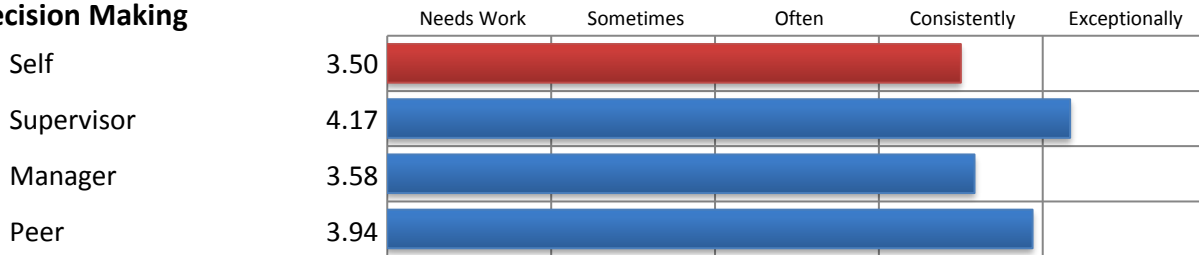


Leader Name: John Doe

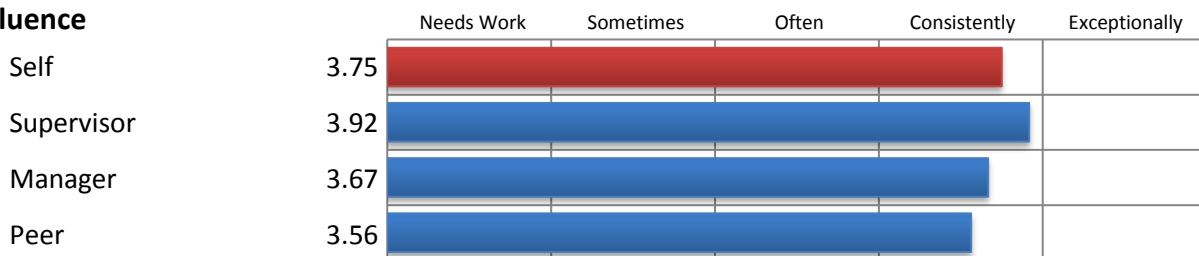
Total Respondents (including self): 11

Category by Rater Type

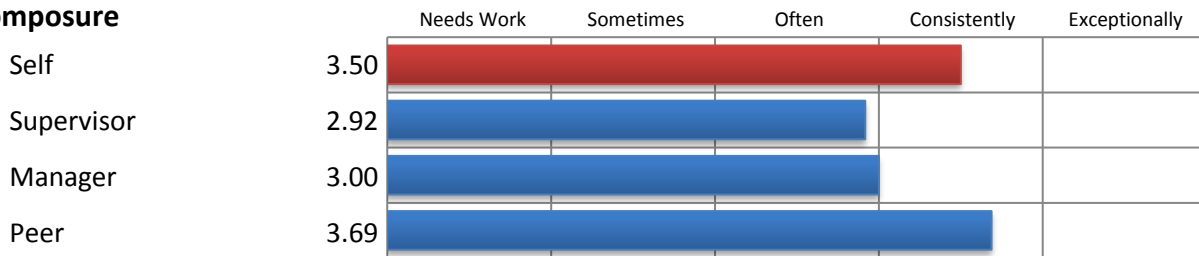
e. Decision Making



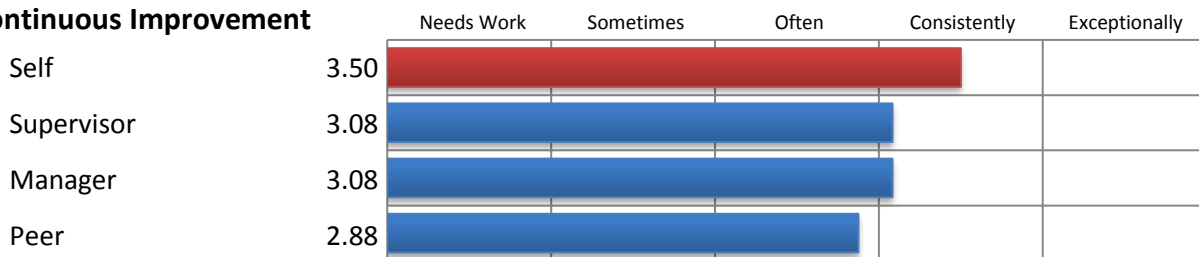
f. Influence



g. Composure



h. Continuous Improvement



Leader Name: John Doe

Total Respondents (including self): 11

Highest Average Scores

Avg	Behavior	Characteristic
4.30	10. Follow through on commitments made?	Integrity
4.20	12. Act believable and trustworthy?	Integrity
4.20	14. Have a friendly disposition that communicates that he/she likes other people?	Likeability
4.10	11. Live up to the same standard expected in others?	Integrity
4.00	18. Establish a very clear and focused objective prior to taking action?	Decision Making
4.00	19. Address the issues at hand by asking questions rather than advocating a position?	Decision Making

Leader Name: John Doe

Total Respondents (including self): 11

Lowest Average Scores

Avg	Behavior	Characteristic
2.60	29. Ask others for feedback on how to improve as a leader?	Continuous Improvement
3.00	26. Express disagreement appropriately?	Composure
3.00	32. Establish and track clear goals for improving as a leader?	Continuous Improvement
3.10	27. Respond non-defensively when being challenged by others?	Composure
3.10	30. Listen to constructive feedback without discounting it?	Continuous Improvement

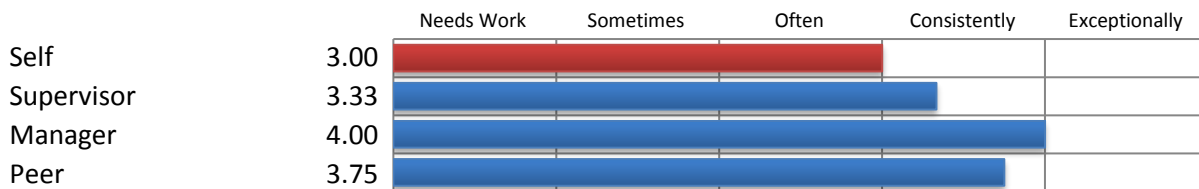
Leader Name: John Doe

Total Respondents (including self): 11

Question by Rater Type

a. Communication

1. Listen to other's perspectives and points of view?



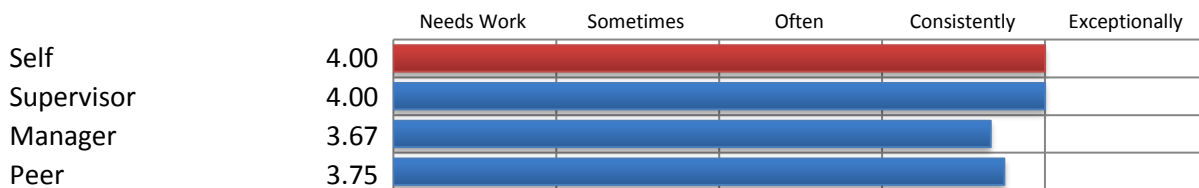
2. Confirm with others what their understanding is prior to responding?



3. Ask clear and insightful questions that stimulate positive dialogue?



4. Make expectations extremely clear?



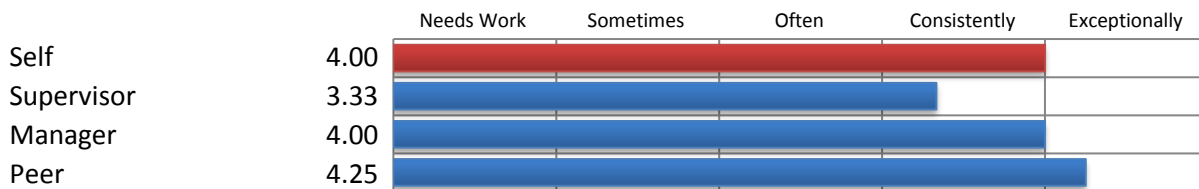
Leader Name: John Doe

Total Respondents (including self): 11

Question by Rater Type

b. Respect

5. Preserve the dignity of others even when disagreeing with them?



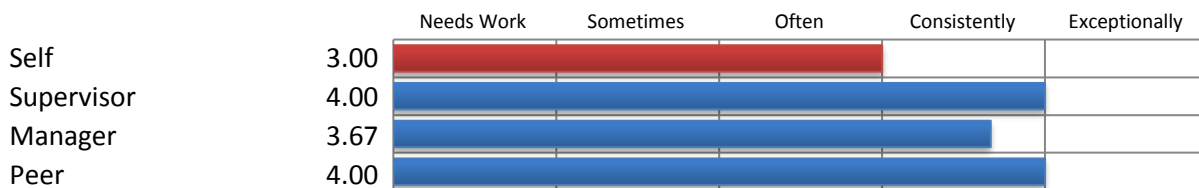
6. Convey respect in tone of voice and facial expression?



7. Encourage others to learn and develop even amidst mistakes?



8. Stay present with people when in conversation?



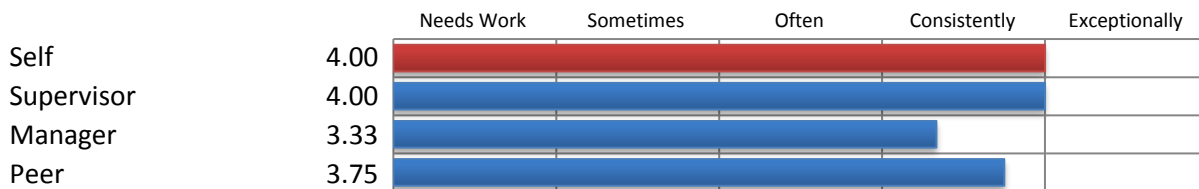
Leader Name: John Doe

Total Respondents (including self): 11

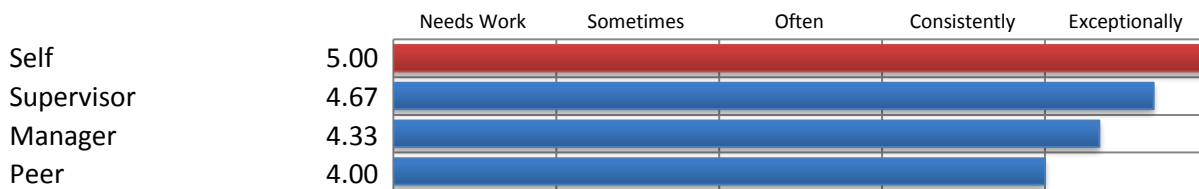
Question by Rater Type

c. Integrity

9. Take action consistent with personal beliefs and words?



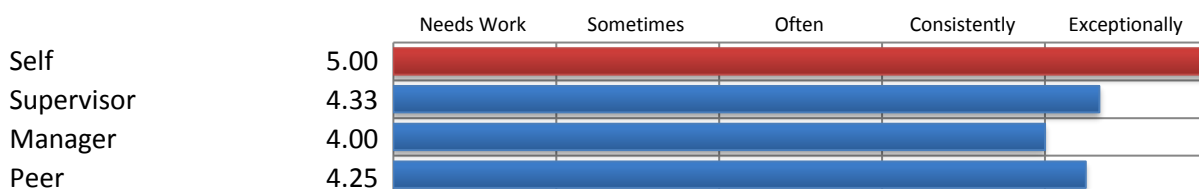
10. Follow through on commitments made?



11. Live up to the same standard expected in others?



12. Act believable and trustworthy?



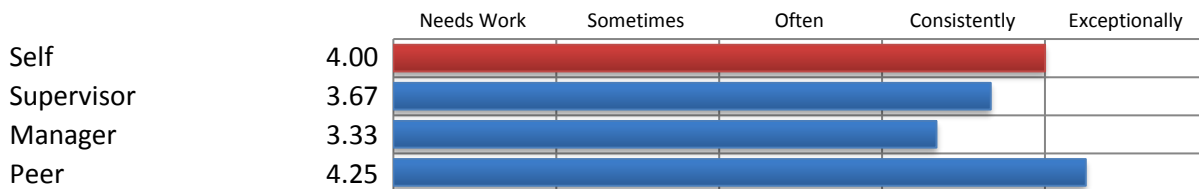
Leader Name: John Doe

Total Respondents (including self): 11

Question by Rater Type

d. Likeability

13. Express care about what is important to others?



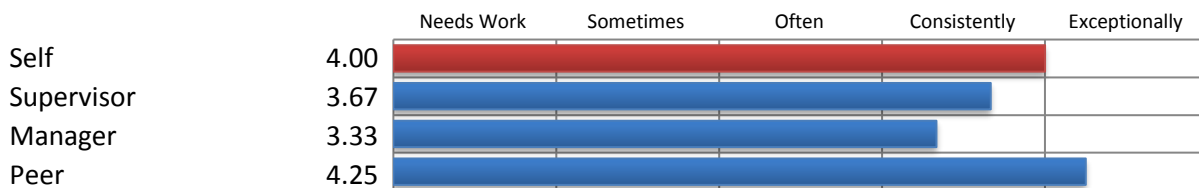
14. Have a friendly disposition that communicates that he/she likes other people?



15. Empathize and validate others thoughts and feelings?



16. Make others feel good about themselves?



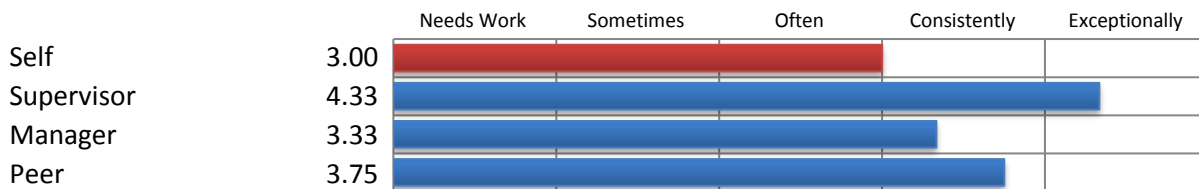
Leader Name: John Doe

Total Respondents (including self): 11

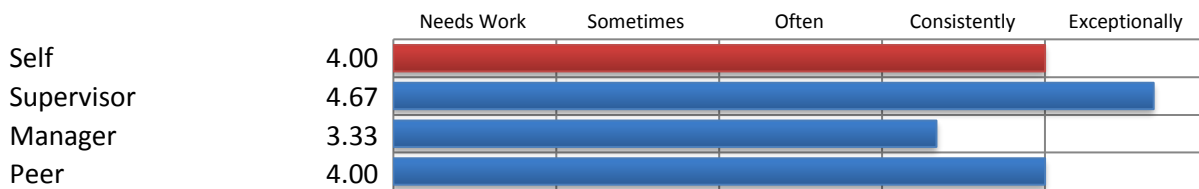
Question by Rater Type

e. Decision Making

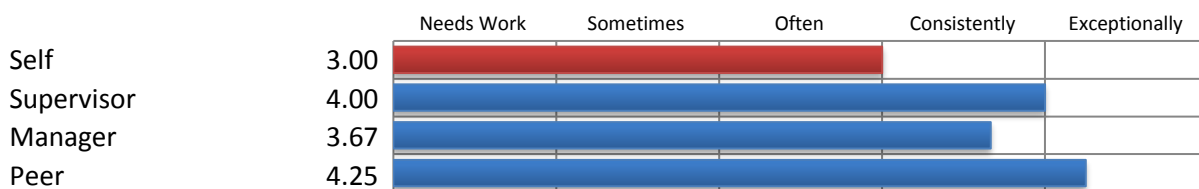
17. Ensure appropriate analysis and understanding of an issue prior to setting an objective?



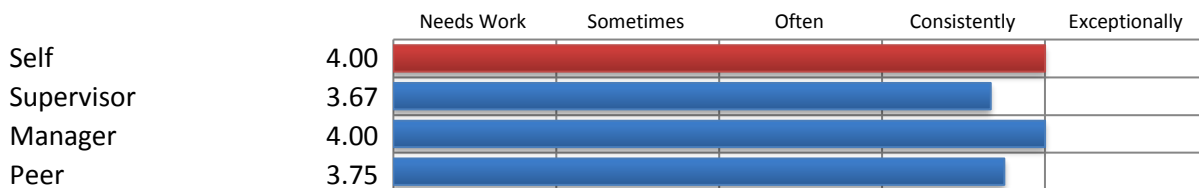
18. Establish a very clear and focused objective prior to taking action?



19. Address the issues at hand by asking questions rather than advocating a position?



20. Create an environment in which people can differ well without ill will?



Leader Name: John Doe

Total Respondents (including self): 11

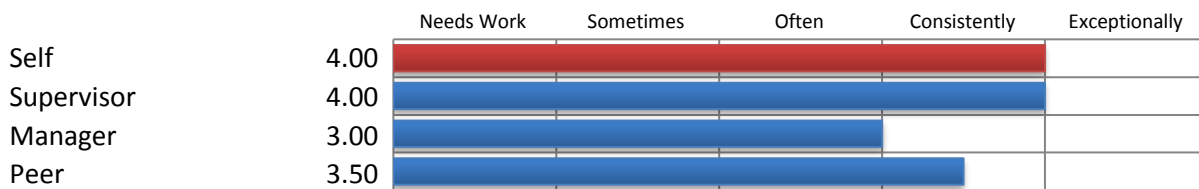
Question by Rater Type

f. Influence

21. Provide clarity of focus and direction?



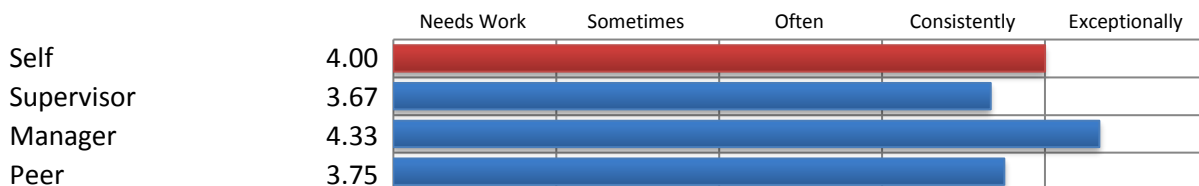
22. Inspire others to take ownership and act toward a shared vision?



23. Effectively encourage people to pursue their highest and best performance?



24. Provide relevant recognition and praise when it is due?



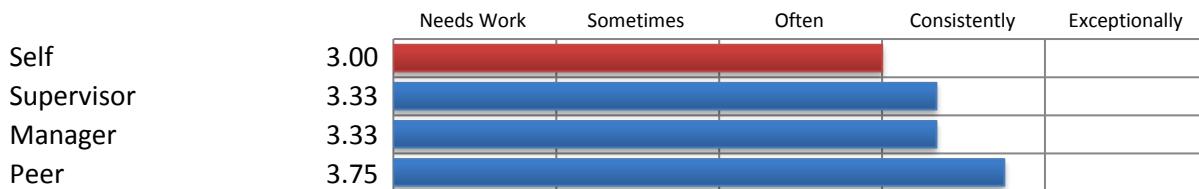
Leader Name: John Doe

Total Respondents (including self): 11

Question by Rater Type

g. Composure

25. Remain calm when under pressure (grace under fire)?



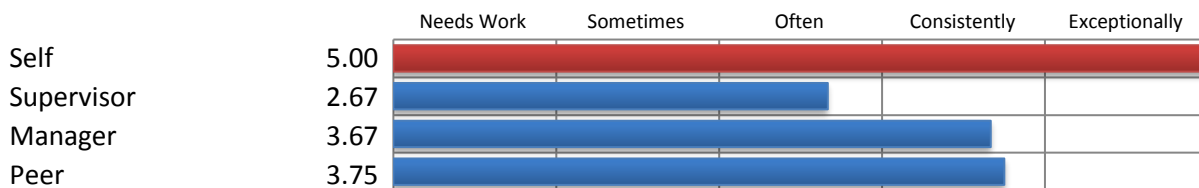
26. Express disagreement appropriately?



27. Respond non-defensively when being challenged by others?



28. Refrain from blaming others for mistakes?



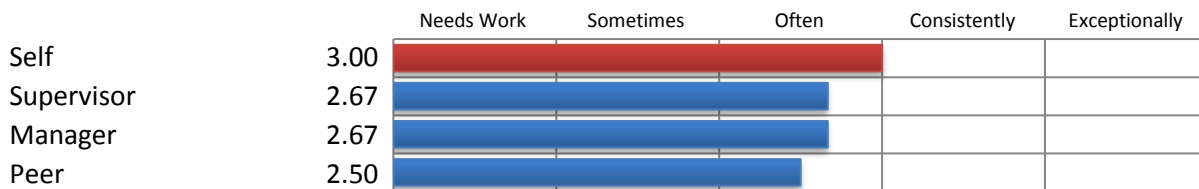
Leader Name: John Doe

Total Respondents (including self): 11

Question by Rater Type

h. Continuous Improvement

29. Ask others for feedback on how to improve as a leader?



30. Listen to constructive feedback without discounting it?



31. Admit to making mistakes and work to correct them?



32. Establish and track clear goals for improving as a leader?

