# 363 FOR LEADERS FACILITATOR REPORT



#### Sample Report

(7 People)

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This report is provided by:

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#### 363® FOR LEADERS FACILITATOR REPORT

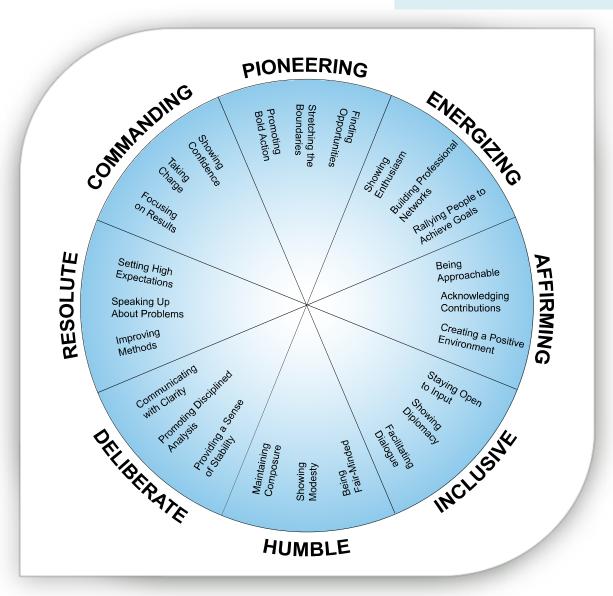
Everything DiSC 363® for Leaders focuses on the interpersonal aspects of leadership. The program improves self-awareness in key areas that will help people get better leadership outcomes.

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

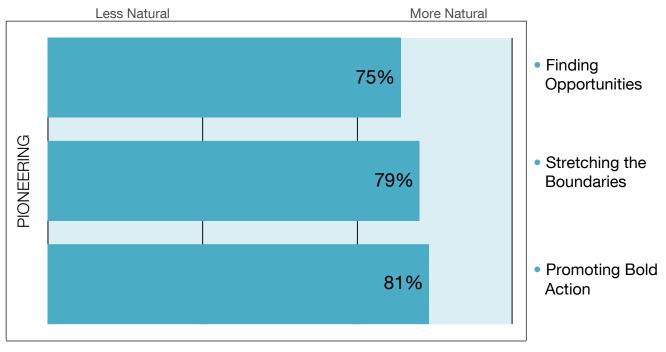
- The report provides group-level data on the eight approaches to leadership.
- Leaders are most likely to have strengths in areas that reflect their own styles.
- Group data is presented in graphs, collectively and with individuals' data identified.
- The group data will help leaders understand which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



Overall Pioneering Percentile: 78%

#### Definition key

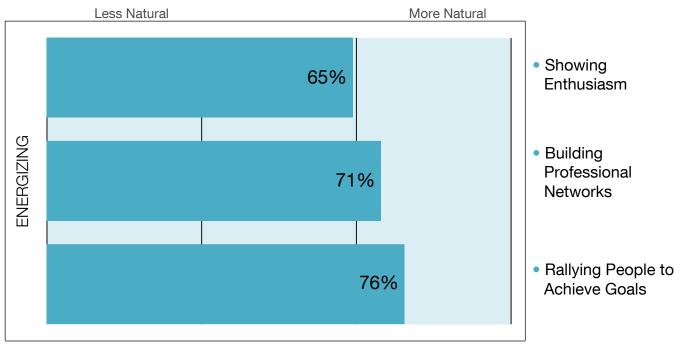
**Pioneering:** A pioneering leader encourages the group to think creatively about their options and take chances on new opportunities.

- **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.

#### **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

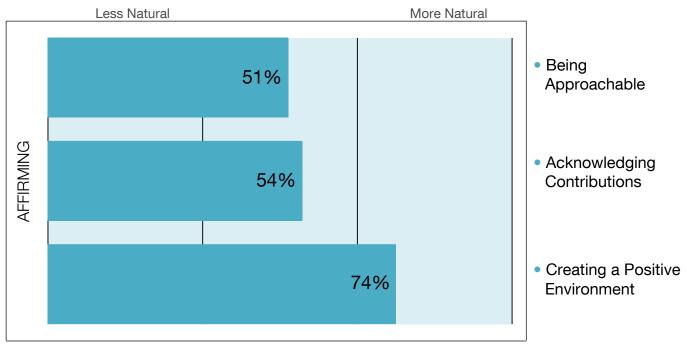
**Energizing:** An energizing leader builds enthusiasm for the group's goals and develops a wide network of professional connections.

- **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.

#### 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.

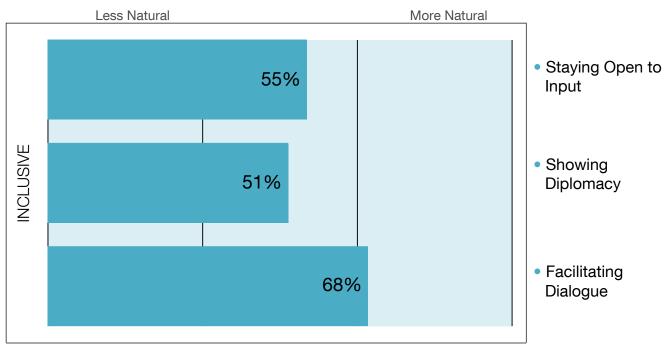
- **Being Approachable:** Affirming leaders often come across as approachable, and others may feel comfortable going to them for help or advice.
- Acknowledging Contributions: Affirming leaders tend to focus on acknowledging the contributions of others, and this makes people feel that their efforts are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





#### 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.

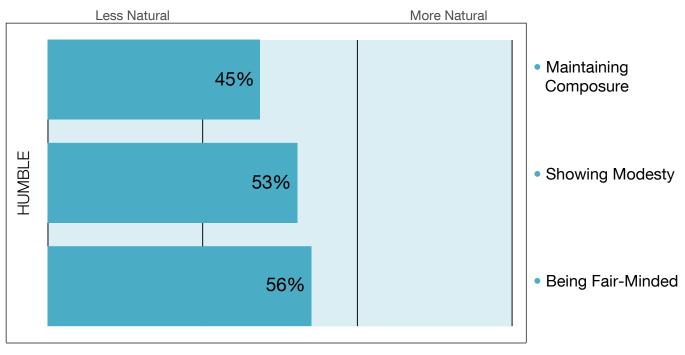
- **Staying Open to Input:** Inclusive leaders show that they're open to input, so people may appreciate that their opinions are taken seriously.
- **Showing Diplomacy:** Inclusive leaders show diplomacy when communicating, and others may appreciate that they show concern for people's feelings.
- **Facilitating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

#### **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.

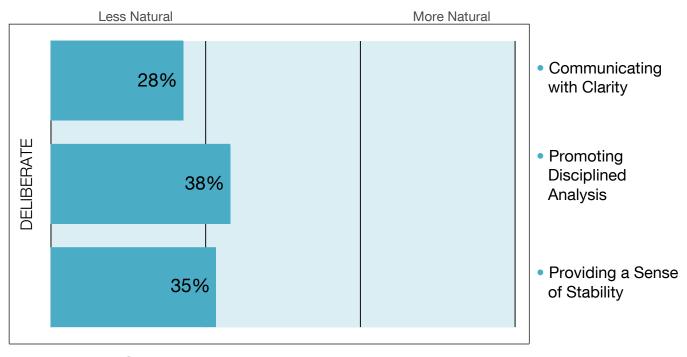
- **Maintaining Composure:** Since humble leaders tend to maintain composure during stressful situations, people may be less worried about delivering bad news or unfavorable feedback.
- **Showing Modesty:** Humble leaders are usually quite modest, and people may appreciate that these leaders recognize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



#### **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.

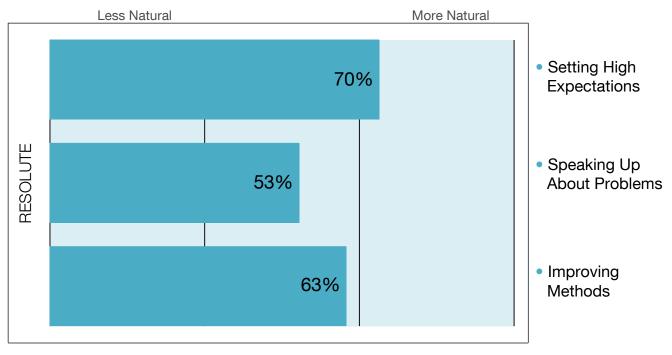
- **Communicating with Clarity:** Since deliberate leaders make a point of communicating with clarity, people don't have to worry about ambiguous or unclear messages.
- **Promoting Disciplined Analysis:** Deliberate leaders insist on conducting disciplined analyses before choosing a direction, so people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



#### **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

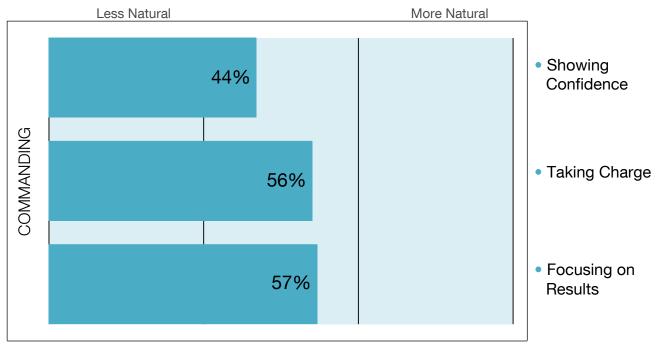
**Resolute:** A resolute leader creates high standards for the group and insists on using methods that maximize efficiency.

- **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.

#### 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.



## 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	



All Raters   Self   Manager   Peers   Direct   Reports	PIONEERING						
Cunniham Downs   6.6   6.0   6.76   6.78   6.78   6.78   6.78   Franke McAlister   5.02   6.22   5.33   5.3   4.63		All Rators	Salf	Manager	Poors	Direct	Other
Frankie McAlister   5.02   6.22   5.33   5.3   4.63   - 8.41   4.88   Peter Malcolm   5.96   6.0   7.0   6.44   5.37   5.83   Philomena Jackson   5.8   7.0   2.78   - 6.61   5.78   6.39   6.15   5.78   6.39   6.43   Philomena Jackson   5.8   7.0   2.78   - 6.61   5.78   6.39   6.43   Philomena Jackson   6.61   6.0   6.78   6.63   6.5   - 6.78   6.39   6.43   Philomena Jackson   6.67   6.0   6.83   6.67   6.22   - 6.67   6.04   6.67   6.05   6.2	Overall	All Haters	Oeli	ivialiagei	1 6613	Reports	Other
Frankie McAlister   5.02   6.22   5.33   5.3   4.63   - 8.41   4.88   Peter Malcolm   5.96   6.0   7.0   6.44   5.37   5.83   Philomena Jackson   5.8   7.0   2.78   - 6.61   5.78   6.39   6.15   5.78   6.39   6.43   Philomena Jackson   5.8   7.0   2.78   - 6.61   5.78   6.39   6.43   Philomena Jackson   6.61   6.0   6.78   6.63   6.5   - 6.78   6.39   6.43   Philomena Jackson   6.67   6.0   6.83   6.67   6.22   - 6.67   6.04   6.67   6.05   6.2	Cunniham Downs	6.6	6.0	6.78	6.78	6 19	_
Li Xia Long							_
Peter Malcolm					-		4 83
Philomena Jackson   5.8   7.0   2.78   - 6.81   5.78   5.8   Aughor Holyer   6.26   6.09   6.78   5.78   6.39   6.43					6 44		
Sai Mander   Seif   Seif   Seif   Manager   Peers   Direct   Reports					-		
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## Finding Opportunities    All Raters   Self   Manager   Peers   Direct Reports	PIONEERING						
Cunniham Downs		All Dataur	0-14	N 4 = 1 = 1 = 1 = 1	D	Direct	O41
Cunniham Downs	<ul><li>Finding Opportunities</li></ul>	All Haters	Self	Manager	Peers	Reports	Otner
Frankie McAlister   4,86   6,67   5,0   5,33   4,33   -						'	
Li Xia Long	Cunniham Downs	6.57	6.0	6.83	6.67	6.22	-
Peter Malcolm	Frankie McAlister	4.86	6.67	5.0	5.33	4.33	-
Philomena Jackson Sai Mander	Li Xia Long	4.17	3.33	5.67	-	3.44	4.5
Sai Mander Taylor Meyer   6.56   6.0   6.67   6.56   6.5   6.53   6.22	Peter Malcolm	6.0	6.0	7.0	6.33	5.44	6.0
Taylor Meyer   6.2   7.0   6.67   5.56   6.53   6.22	Philomena Jackson	5.56	7.0	3.0	-	6.56	5.33
Taylor Meyer   6.2   7.0   6.67   5.56   6.53   6.22	Sai Mander	6.56	6.0	6.67	6.56	6.5	-
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Frankie McAlister   4.95						·	
Li Xia Long	Cunniham Downs	6.67	6.0	6.67	7.0	6.11	-
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   - 7.0     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     Cunniham Downs   6.57   6.0   6.83   6.67   6.22   - 7.0     Frankie McAlister   5.24   6.0   5.67   5.0   5.33   - 7.0     Li Xia Long   4.39   4.0   6.0   - 7.0   6.5   5.33   5.83     Philomena Jackson   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   - 7.0     Taylor Meyer   6.25   6.67   7.0   5.83   6.3   6.44      ENERGIZING   All Raters   Self   Manager   Peers   Direct Reports     Cunniham Downs   6.43   7.0   6.78   6.44   6.19   - 7.0     Frankie McAlister   5.06   5.56   3.44   5.33   5.33   - 7.0     Li Xia Long   4.06   3.89   4.89   - 7.0   3.74   4.11     Peter Malcolm   6.06   7.0   7.0   6.06   5.48   6.44	Frankie McAlister	4.95	6.0	5.33	5.56	4.22	-
Philomena Jackson   Sai Mander   6.72   6.0   7.0   6.67   6.67   6.67   6.07	Li Xia Long	4.33	4.33	6.0	-	3.33	5.0
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Taylor Meyer   6.32   7.0   6.67   5.94   6.33   6.61	Philomena Jackson	5.94	7.0	2.67	-	7.0	6.0
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PIONEERING         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         All Raters         Self         Manager         Peers         Direct Reports         Other           Cunniham Downs         6.43         7.0         6.7         6.44         6.19         -           Frankie McAlister         5.06         5.56         3.44         5.33         5.33         -           Li Xia Long <td>Taylor Meyer</td> <td>6.32</td> <td>7.0</td> <td>6.67</td> <td>5.94</td> <td>6.33</td> <td>6.61</td>	Taylor Meyer	6.32	7.0	6.67	5.94	6.33	6.61
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         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				•			
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         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	PIONEFRING						
Cunniham Downs   6.57   6.0   6.83   6.67   6.22   -		All Dotoro	Colf	Managar	Dooro	Direct	Othor
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         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	Promoting Bold Action	All Haters	Sell	iviariager	Peers	Reports	Other
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         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							
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							-
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					5.0		-
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					-		
Sai Mander Taylor Meyer         6.56         6.0         6.67         6.67         6.33         -           ENERGIZING Overall         All Raters         Self         Manager         Peers         Direct Reports         Other           Cunniham Downs Frankie McAlister I S.06         5.56         3.44         5.33         5.33         -           Li Xia Long Peter Malcolm         6.06         7.0         7.0         6.06         5.48         6.44					6.5		
ENERGIZING Overall         All Raters         Self         Manager         Peers         Direct Reports         Other           Cunniham Downs Frankie McAlister         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 Peter Malcolm         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	5.89	7.0	2.67	-	6.89	6.0
ENERGIZING Overall         All Raters         Self         Manager         Peers         Direct Reports         Other           Cunniham Downs Frankie McAlister         6.43         7.0         6.78         6.44         6.19         -           Frankie McAlister Frankie Li Xia Long Peter Malcolm         5.06         5.56         3.44         5.33         5.33         -           Li Xia Long Peter Malcolm         4.06         3.89         4.89         -         3.74         4.11           Peter Malcolm         6.06         7.0         7.0         6.06         5.48         6.44	Sai Mander	6.56	6.0	6.67	6.67	6.33	-
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	Taylor Meyer	6.25	6.67	7.0	5.83	6.3	6.44
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							
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	ENERGIZING						
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		All Rators	Solf	Managor	Page	Direct	Othor
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	Overall	AIIIIAIGIS	Jeil	Ivialiagei	1 0013	Reports	Oti 1 <del>0</del> 1
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							
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							-
Peter Malcolm 6.06 7.0 7.0 6.06 5.48 6.44					5.33		-
					-		
Philomena Jackson   5.06   6.67   3.78   -   5.89   4.44					6.06		
	Philomena Jackson	5.06	6.67	3.78	-	5.89	4.44



Sai Mander Taylor Meyer	6.41 6.15	6.56 6.22	6.33 6.44	6.37 6.06	6.5 5.89	- 6.65
Taylor Moyer	0110	0.22	0111	0.00	0.00	0.00
ENERGIZING					Diverse	
<ul><li>Showing Enthusiasm</li></ul>	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						
<ul> <li>Building Professional Networks</li> </ul>	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
<ul><li>ENERGIZING</li><li>Rallying People to Achieve</li></ul>	All Raters	Self	Manager	Peers	Direct Reports	Other
Goals					·	
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	- 6 F6
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					Direct	
<ul> <li>Being Approachable</li> </ul>	All Raters	Self	Manager	Peers	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
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 Sai Mander	5.0 6.54	6.89 6.56	1.44 6.22	- 6.7	5.85 6.44	5.5 -
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					Direct	
<ul> <li>Facilitating Dialogue</li> </ul>	All Raters	Self	Manager	Peers	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 Li Xia Long	4.76 4.28	6.0 5.33	5.0 5.33	4.33	5.11 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
T IIIOTTICI IQ OQONOOTI	0.0	3.01	0.0		J. 1 T	1.00



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
Taylor Meyer	0.00	0.00	7.0	0.0	4.07	0.0
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
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
<ul><li>DELIBERATE</li><li>Communicating with Clarity</li></ul>	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
RESOLUTE						
Overall	All Raters	Self	Manager	Peers	Direct	Other
Overall	All Haters	Sell	iviariagei	1 6613	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					Div t	
<ul> <li>Setting High Expectations</li> </ul>	All Raters	Self	Manager	Peers	Direct	Other
5 5 p					Reports	
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	5.5
Taylor Meyer	6.12	6.0	6.67	5.5	6.27	6.39
Taylor Meyer	0.12	0.0	0.07	0.0	0.21	0.09
RESOLUTE						
		0.16			Direct	0.1
<ul> <li>Speaking Up About Problems</li> </ul>	All Raters	Self	Manager	Peers	Reports	Other
					11000110	
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	Other
Triproving Methods	All Haters	Seli	iviariagei	1 6613	Reports	Other
<b>2</b> " <b>5</b>	0.5	7.0	0.07	0.07	0.11	
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



All Raters   Self   Manager   Peers   Direct   Reports	COMMANDING						
Frankle McAlister		All Raters	Self	Manager	Peers		Other
Frankle McAlister	Cunniham Downs	6.36	6.0	6.78	6.29	6.19	-
Li Xia Long							-
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   6.20   6.0   6.44   6.0   6.56   6.35   6.22   6.89   6.56   6.13   6.5   6.35   6.25   6.35   6.25   6.35   6.25   6.35   6.25   6.35   6.25   6.35					-		3.94
Sai Mander Taylor Meyer   6.26   6.0   6.44   6.0   6.56   6.35					6.0	5.44	
Taylor Meyer   6.37   6.89   6.56   6.13   6.5   6.35	Philomena Jackson						
COMMANDING         All Raters         Self         Manager         Peers         Direct Reports         Other           Cunniham Downs Frankie McAlister Frankie McAlister Li Xia Long 4.17         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         -         4.33           Taylor Meyer 6.46         7.0         6.33         6.22         6.7         6.33           COMMANDING Taylor Meyer 6.46         7.0         6.83         6.27         6.22         -           Cunniham Downs 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         6.0         5.33         4.17           Philomena Jackson 5.33         6.67         1.67	Sai Mander	6.26	6.0	6.44	6.0	6.56	-
COMMANDING •Showing Confidence         All Raters         Self         Manager         Peers         Direct Reports         Other           Cunniham Downs Frankie McAlister Li Xia Long All Long Peter Malcolm Sal Mander •Sal Mander •Taking Charge         6.43 6.0 6.0 4.33 6.56 5.0 -4 4.11 3.83 8.0 6.0 6.0 6.0 6.0 6.0 5.67 4.0 9hilomena Jackson 5.22 7.0 1.33 7.0 6.67 6.0 6.0 6.0 6.7 6.33 6.22 6.7 6.33 6.22 6.7 6.33 6.22 6.7 6.33 6.22 6.7 6.33 6.22 6.7 6.33 6.22 6.7 6.33 6.22 6.7 6.33 6.22 6.7 6.33 6.27 6.33 6.67 6.46 7.0 6.83 6.27 6.33 6.67 6.44 5.84 5.83 6.67 6.2 6.0 6.0 6.0 6.0 6.0 6.33 6.27 6.0 6.0 6.0 6.0 6.33 6.33 6.67 6.2 6.33 6.27 6.33 6.67 6.0 6.0 6.0 6.0 6	Taylor Meyer	6.37	6.89	6.56	6.13	6.5	6.35
Frankie McAlister Li Xia Long 4.17 3.33 5.0 - 4.11 3.83 Peter Malcolm 5.38 6.0 6.0 6.0 6.0 5.67 4.11 3.83 Peter Malcolm 5.38 6.0 0 6.0 6.0 5.67 4.0 Philomena Jackson 5.22 7.0 1.33 - 5.89 6.17 Sail 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 6.0 5.33 4.17 Philomena Jackson 5.33 6.67 1.67 - 5.89 6.33 Sail Mander 6.22 6.0 6.67 6.0 6.3 Sail Mander 6.22 6.0 6.67 6.0 6.3  COMMANDING ●Focusing on Results  All Raters Self Manager Peers Direct Reports Other  Comman Downs 6.27 6.0 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 6.67 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 6.67 6.17 6.3 6.31 8.33 Peter Malcolm 5.21 6.0 6.0 6.0 6.0 5.33 8.38 Peter Malcolm 5.21 6.0 6.0 6.0 6.0 6.0 6.0 5.33 8.383 Philomena Jackson 5.11 7.0 1.33 - 5.67 6.17 Sail Mander 6.22 5.0 6.0 6.0 6.0 6.0 6.0 6.0 6.0 6.0 6.0 6		All Raters	Self	Manager	Peers		Other
Li Xia Long	Cunniham Downs	6.43	6.0	6.83	6.4	6.22	-
Peter Malcolm   5.38   6.0   6.0   6.0   5.67   4.0	Frankie McAlister	5.57	6.0	4.33	6.56	5.0	-
Philomena Jackson Sai Mander	Li Xia Long	4.17	3.33	5.0	-	4.11	3.83
Sai Mander Taylor Meyer         6.33         7.0         6.67         6.0         6.67         -           COMMANDING         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         All Raters         Self         Manager         Peers         Direct Reports         Other           Commission on Results         All Raters         Self         Manager         Peers         Direct Reports         Other	Peter Malcolm	5.38	6.0	6.0	6.0	5.67	4.0
COMMANDING         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         All Raters         Self         Manager         Peers         Direct Reports         Other           Commission on Results         All Raters         Self         Manager         Peers         Direct Reports         Other           Commission on Results         All Raters         Self         Manager         Peers         Direct Reports	Philomena Jackson	5.22	7.0	1.33	-	5.89	6.17
COMMANDING         All Raters         Self         Manager         Peers         Direct Reports         Other           Cunniham Downs Frankie McAlister         6.37         6.0         6.83         6.27         6.22         -           Li Xia Long Li Xia	Sai Mander	6.33	7.0	6.67	6.0	6.67	-
Taking Charge         All Raters         Self         Manager         Peers         Direct Reports         Other           Cunniham Downs Frankie McAlister         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         All Raters         Self         Manager         Peers         Direct Reports         Other           Comminam Downs         6.27         6.0         6.67         6.2         6.11         -           Frankie McAlister         5.81         6.0         6.67         6.3         5.0         -	Taylor Meyer	6.46	7.0	6.33	6.22	6.7	6.33
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         All Raters         Self         Manager         Peers         Direct Reports         Other           Commission on Results         All Raters         Self         Manager         Peers         Direct Reports         Other           Commission on Results         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		All Raters	Self	Manager	Peers		Other
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         All Raters         Self         Manager         Peers         Direct Reports         Other           Commission on Results         All Raters         Self         Manager         Peers         Direct Reports         Other           Commission on Results         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	Cunniham Downs	6.37	6.0	6.83	6 27	6 22	
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         All Raters         Self         Manager         Peers         Direct Reports         Other           Commission on Results         All Raters         Self         Manager         Peers         Direct Reports         Other           Cunniham Downs Frankie McAlister         5.81         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			0.0				_
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         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         -		5.57	6.33				-
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         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         6.0         6.67         -	Li Xia Long			6.67		5.33	- - 4.17
Sai Mander Taylor Meyer       6.22       6.0       6.67       6.0       6.33       -         COMMANDING       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       -		4.33	4.33	6.67 5.0	5.44 -	5.33 4.22	
COMMANDING         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         6.0         -	Peter Malcolm	4.33 5.29	4.33 6.0	6.67 5.0 6.0	5.44 -	5.33 4.22 5.33	4.17
COMMANDING         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         6.0         6.67         -	Peter Malcolm Philomena Jackson	4.33 5.29 5.33	4.33 6.0 6.67	6.67 5.0 6.0 1.67	5.44 - 6.0 -	5.33 4.22 5.33 5.89	4.17
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       -	Peter Malcolm Philomena Jackson Sai Mander	4.33 5.29 5.33 6.22	4.33 6.0 6.67 6.0	6.67 5.0 6.0 1.67 6.67	5.44 - 6.0 - 6.0	5.33 4.22 5.33 5.89 6.33	4.17 6.33 -
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       -	Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer  COMMANDING	4.33 5.29 5.33 6.22 6.32	4.33 6.0 6.67 6.0 6.67	6.67 5.0 6.0 1.67 6.67 6.67	5.44 - 6.0 - 6.0 6.17	5.33 4.22 5.33 5.89 6.33 6.3	4.17 6.33 - 6.44
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     -	Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer  COMMANDING • Focusing on Results	4.33 5.29 5.33 6.22 6.32	4.33 6.0 6.67 6.0 6.67 Self	6.67 5.0 6.0 1.67 6.67 6.67 Manager	5.44 - 6.0 - 6.0 6.17	5.33 4.22 5.33 5.89 6.33 6.3 Direct	4.17 6.33 - 6.44
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         -	Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer  COMMANDING • Focusing on Results  Cunniham Downs	4.33 5.29 5.33 6.22 6.32 All Raters	4.33 6.0 6.67 6.0 6.67 Self	6.67 5.0 6.0 1.67 6.67 6.67 Manager	5.44 - 6.0 - 6.0 6.17 Peers	5.33 4.22 5.33 5.89 6.33 6.3 Direct Reports	4.17 6.33 - 6.44
Philomena Jackson         5.11         7.0         1.33         -         5.67         6.17           Sai Mander         6.22         5.0         6.0         6.0         6.67         -	Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer  COMMANDING • Focusing on Results  Cunniham Downs Frankie McAlister	4.33 5.29 5.33 6.22 6.32 All Raters 6.27 5.81	4.33 6.0 6.67 6.0 6.67 Self 6.0 6.0	6.67 5.0 6.0 1.67 6.67 6.67 Manager 6.67 6.67	5.44 - 6.0 - 6.0 6.17 Peers	5.33 4.22 5.33 5.89 6.33 6.3 Direct Reports 6.11 5.0	4.17 6.33 - 6.44 Other
Sai Mander 6.22 5.0 6.0 6.0 6.67 -	Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer  COMMANDING • Focusing on Results  Cunniham Downs Frankie McAlister Li Xia Long	4.33 5.29 5.33 6.22 6.32 All Raters 6.27 5.81 4.0	4.33 6.0 6.67 6.0 6.67 Self 6.0 6.0 3.67	6.67 5.0 6.0 1.67 6.67 6.67 Manager 6.67 4.0	5.44 - 6.0 - 6.0 6.17 Peers 6.2 6.33	5.33 4.22 5.33 5.89 6.33 6.3 Direct Reports 6.11 5.0 4.11	4.17 6.33 - 6.44 Other - - 3.83
	Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer  COMMANDING • Focusing on Results  Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	4.33 5.29 5.33 6.22 6.32 All Raters 6.27 5.81 4.0 5.21	4.33 6.0 6.67 6.0 6.67 Self 6.0 6.0 3.67 6.0	6.67 5.0 6.0 1.67 6.67 6.67 Manager 6.67 4.0 6.0	5.44 - 6.0 - 6.0 6.17 Peers 6.2 6.33	5.33 4.22 5.33 5.89 6.33 6.3 Direct Reports 6.11 5.0 4.11 5.33	4.17 6.33 - 6.44 Other - 3.83 3.83
	Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer  COMMANDING • Focusing on Results  Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson	4.33 5.29 5.33 6.22 6.32 All Raters 6.27 5.81 4.0 5.21 5.11	4.33 6.0 6.67 6.0 6.67 Self 6.0 6.0 3.67 6.0 7.0	6.67 5.0 6.0 1.67 6.67 6.67 Manager 6.67 4.0 6.0 1.33	5.44 - 6.0 - 6.0 6.17 Peers 6.2 6.33 - 6.0 -	5.33 4.22 5.33 5.89 6.33 6.3 Direct Reports 6.11 5.0 4.11 5.33 5.67	4.17 6.33 - 6.44 Other - 3.83 3.83





DIONIFEDINO	l I		I
PIONEERING	Proposes new	Focuses on finding	Encourages us to
<ul><li>Finding Opportunities</li></ul>	directions for the	new opportunities	explore new directions
0 " 0	group	0.5	0.5
Cunniham Downs	6.7	6.5	6.5
Frankie McAlister	5.14	5.0	4.43
Li Xia Long Peter Malcolm	4.5 6.0	4.0 5.88	4.0 6.13
Peter Malcoll III	6.0	5.83	4.83
Sai Mander	6.67	6.5	6.5
Taylor Meyer	6.04	6.26	6.3
rayier meyer	0.0	0.20	0.0
PIONEERING		Challenges others to	Helps the group
<ul> <li>Stretching the Boundaries</li> </ul>	Encourages people to	push beyond their	envision new ways of
Strotorming the Bearmannes	think outside the box	comfort zones	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
. ajie. meje.	0.02	<b>C</b>	0.20
PIONEERING			
<ul> <li>Promoting Bold Action</li> </ul>	Encourages the group	Champions bold and	Takes risks when
9 1 1 1	to take chances	adventurous ideas	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
ENEDOIZINIO			I
ENERGIZING	Brings up the energy	Encourages people	Shows passion for
<ul><li>Showing Enthusiasm</li></ul>	level of the group	with enthusiasm	what we are doing
	9.00		9
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		1. 9	
	Takes the initiative to	Invites a variety of	Maintains a wide circle
<ul><li>Building Professional Networks</li></ul>	meet new people	different people to	of social contacts
		social outings	
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
<ul><li>ENERGIZING</li><li>Rallying People to Achieve Goals</li></ul>	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
Taylor Woyer	0.00	0.10	0.01
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
•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
<ul><li>INCLUSIVE</li><li>Staying Open to Input</li><li>Cunniham Downs</li></ul>	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 6.7
Carillina i Downo	0.0	0.0	0.11



#### DATA BY PRACTICE

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
0 114	0.07	0.5	0.00

6.67

5.61

Sai Mander

Taylor Meyer

6.33

4.7

6.5

5.7





HUMBLE	Makes decisions		Avoids getting carried
Being Fair Minded	without letting his or	Makes decisions in a	away with his or her
Deing Fail Millided	her personal biases	fair, objective fashion	passions or pet
	get in the way	, ,	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
Taylor Meyer	0.00	0.01	0.40
DELIDEDATE			Takes the time to lay
DELIBERATE	Uses clear, concise	Presents his or her	out his or her ideas so
<ul> <li>Communicating with Clarity</li> </ul>	language when he or	ideas in a clear,	
	she communicates	systematic way	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
			l <del></del>
DELIBERATE	Makes sure people	Promotes critical	Thoroughly reviews the
<ul> <li>Promoting Disciplined Analysis</li> </ul>	calculate risks before	thinking when solving	facts and options
3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	acting	problems	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	Provides enough	Creates an	
<ul><li>Providing a Sense of Stability</li></ul>	consistency that	environment where	Provides a structure
of Toviding a delise of etablity	people know what to	there is a sense of	that people can follow
	expect	stability	
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
	22		
RESOLUTE		Makes it clear that	Makes sure that
	Sets high	mediocre	people take
<ul><li>Setting High Expectations</li></ul>	expectations for the	performance is	responsibility for poor
	group	unacceptable	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
Li Ala Loi ig	4.0	4.0	4.0



## DATA BY PRACTICE

Philomena Jackson   Sai Mander   Comman   Sai Mander   Sai Man	Peter Malcolm	5.63	5.13	5.63
Sai Mancler				
RESOLUTE   Speaks up when our methods are not working 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				
RESOLUTE				
#Speaking Up About Problems    methods are not working   methods are not working	Taylor Meyer	0.07	0.15	5.65
Frankle McAlister		methods are not		processes that don't
Li Xia Long Peter Malcolm Philomena Jackson 6.17 6.17 6.17 6.17 6.17 6.17 6.17 6.17	Cunniham Downs	6.6	6.6	6.4
Peter Malcolm   5.5   6.63   6.38   6.17   6.17   6.17   6.17   6.17   6.17   6.17   6.17   6.17   6.18   6.5   6.53   6.33   6.38   6.59   6.18   6.5   6.53   6.33   6.18   6.59   6.13   6.13   6.15	Frankie McAlister	5.29	5.0	4.57
Philomena Jackson   Sai Mander   S.5   S.5   S.91   S.93	Li Xia Long	4.17	4.5	4.0
Sai Mander   Taylor Meyer   5.96   5.91   6.13	-	5.5	5.63	5.38
RESOLUTE         Makes sure that inefficiencies get addressed         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 Frankie McAlister         6.3         6.7         6.5           Li Xia Long Peter Malcolm Philomena Jackson         6.0         6.17         4.17           Peter Malcolm Philomena Jackson         6.0         6.17         6.17           Sai Mander Showing Confidence         6.65         5.74         6.3           *Showing Confidence         Shows confidence in his or her opinions         Shows assertiveness when he or she speaks         Speaks his or her mind speaks           *COMMANDING Peter Malcolm Frankie McAlister Li Xia Long Peter Malcolm Sai Mander G.5         5.38         5.38         5.38           Philomena Jackson Sai Mander G.5         6.5         6.3         6.17           Taking Charge         Steps up and makes decisions when no one else will         6.5         6.3         6.4           Command Downs Frankie McAlister Li Xia Long Peter Malcolm Sai Mander Sai M	Philomena Jackson	6.17	6.17	6.17
RESOLUTE         Makes sure that inefficiencies get addressed         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 Frankie McAlister         6.3         6.7         6.5           Li Xia Long Peter Malcolm Philomena Jackson         6.0         6.17         4.17           Peter Malcolm Philomena Jackson         6.0         6.17         6.17           Sai Mander Showing Confidence         6.65         5.74         6.3           *Showing Confidence         Shows confidence in his or her opinions         Shows assertiveness when he or she speaks         Speaks his or her mind speaks           *COMMANDING Peter Malcolm Frankie McAlister Li Xia Long Peter Malcolm Sai Mander G.5         5.38         5.38         5.38           Philomena Jackson Sai Mander G.5         6.5         6.3         6.17           Taking Charge         Steps up and makes decisions when no one else will         6.5         6.3         6.4           Command Downs Frankie McAlister Li Xia Long Peter Malcolm Sai Mander Sai M	Sai Mander			
RESOLUTE         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 Frankie McAlister I Li Xia Long A.5         6.7         6.5           Peter Malcolm Philomena Jackson Asia Mander Sai Mander Asia Mander Asi				
Makes sure that inefficiencies get addressed   Deople apply common sense to our work methods	i aljiet illeye.	0.00	0.0	0.10
Frankie McAlister		inefficiencies get addressed	people apply common sense to our	our processes and
Li Xia Long	Cunniham Downs	6.3	6.7	6.5
Peter Malcolm	Frankie McAlister			4.71
Philomena Jackson   Sai Mander   Commander   Sai Mander   Shows confidence in his or her opinions   Shows assertiveness when he or she speaks	Li Xia Long	4.5	4.17	4.17
Sai Mander Taylor Meyer         6.33         6.67         6.5           COMMANDING • Showing Confidence         Shows confidence in his or her opinions         Shows assertiveness when he or she speaks         Speaks his or her mind speaks           Cunniham Downs Frankie McAlister         6.6         6.4         6.3           Frankie McAlister         5.86         4.71         6.14           Li Xia Long Peter Malcolm         5.38         5.38         5.38           Philomena Jackson Sai Mander         5.17         5.5         5.0           Sai Mander         6.5         6.33         6.17           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           Command Downs Frankie McAlister         6.3         6.5         6.3           Cunniham Downs Frankie McAlister         5.86         6.29         4.57           Li Xia Long Peter Malcolm         4.5         4.0         4.5           Philomena Jackson Sai Mander         5.33         5.17         5.5           Sai Mander         6.17         6.33         6.17	Peter Malcolm	5.63	5.5	5.13
COMMANDING         Shows confidence in his or her opinions         Shows assertiveness when he or she speaks         Speaks his or her mind speaks           Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Peter Malcolm Sai Mander Taylor Meyer         5.86         4.71         6.14           COMMANDING Taking Charge         Steps up and makes decisions when no one else will         6.5         6.3         6.17           Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Sai Long Peter Malcolm Sai Long Peter Malcolm Sai Long A.5         5.86         6.29         4.57           Li Xia Long Peter Malcolm Sai Mander Sai Mande	Philomena Jackson	6.0	6.17	6.17
COMMANDING         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           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	Sai Mander	6.33	6.67	6.5
COMMANDING         Shows confidence in his or her opinions         Shows assertiveness when he or she speaks         Speaks his or her mind speaks           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           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	5.65	5.74	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			when he or she	Speaks his or her mind
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           •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	Cunniham Downs	6.6	6.4	6.3
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           •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	Frankie McAlister	5.86	4.71	6.14
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             Steps up and makes decisions when no one else will         Takes charge of situations when leadership seems to be lacking           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	Li Xia Long	4.0	4.5	4.0
Sai Mander Taylor Meyer         6.5         6.33         6.17           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 Frankie McAlister Li Xia Long Peter Malcolm Peter Malcolm Sai Mander         5.86         6.29         4.57           Li Xia Long Sai Mander         5.33         5.17         5.5           Sai Mander         6.17         6.33         6.17		5.38	5.38	5.38
Sai Mander Taylor Meyer         6.5         6.33         6.17           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 Frankie McAlister         6.3         6.5         6.3           Frankie McAlister Li Xia Long Peter Malcolm         4.5         4.0         4.5           Peter Malcolm Sai Mander         5.33         5.17         5.5           Sai Mander         6.17         6.33         6.17	Philomena Jackson	5.17	5.5	5.0
Taylor Meyer 6.65 6.3 6.43  COMMANDING  Taking Charge  Steps up and makes decisions when no one else will one else		6.5	6.33	6.17
COMMANDING • Taking ChargeSteps up and makes decisions when no one else willTakes charge of situations when leadership seems to be lackingTakes the lead in group situationsCunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander6.3 4.5 4.0 5.38 5.25 5.17 6.336.3 4.5 5.25 5.17 6.33	Taylor Mever			
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	COMMANDING	Steps up and makes decisions when no	Takes charge of situations when leadership seems to	Takes the lead in
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	Cunniham Downs	6.3	-	6.3
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				
Peter Malcolm         5.38         5.25         5.25           Philomena Jackson         5.33         5.17         5.5           Sai Mander         6.17         6.33         6.17				
Philomena Jackson         5.33         5.17         5.5           Sai Mander         6.17         6.33         6.17				
Sai Mander 6.17 6.33 6.17				





<ul><li>COMMANDING</li><li>Focusing on Results</li></ul>	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





