Discovery Leadership Profile™
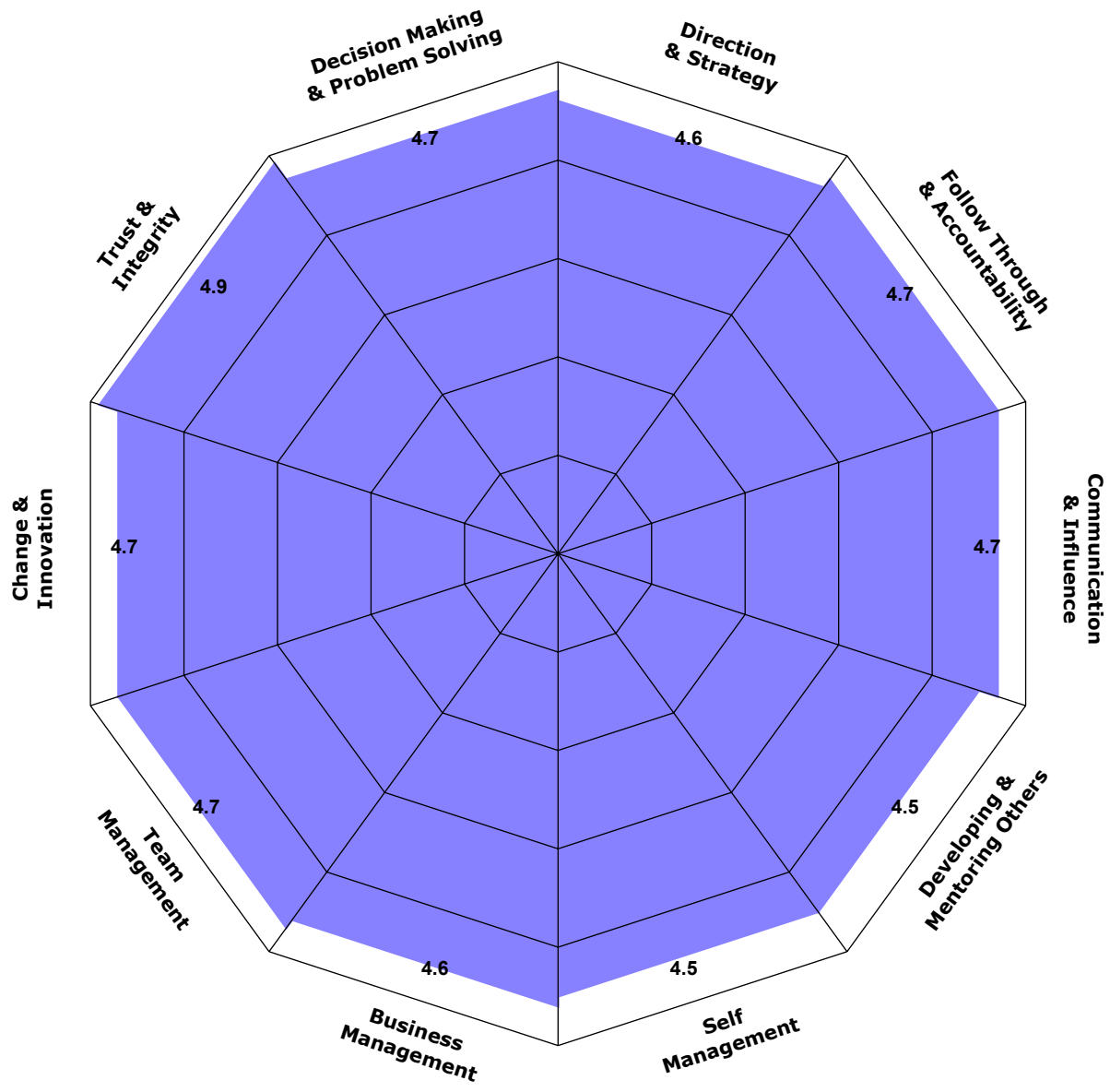
Growing Leadership Capacity

Assessment Scale

1 = Rarely

2 = Occasionally

3 = Often

4 = Very Often

5 = Always
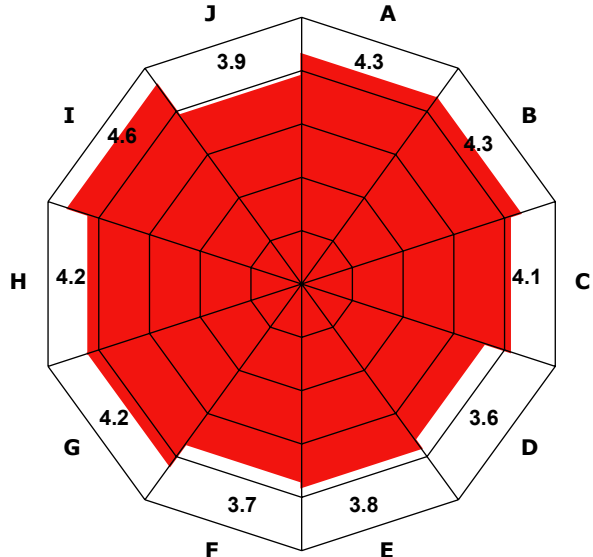
N/O = Not Observed

Rater Breakdown

4 Boss(es)

11 Peers

13 Direct Reports

3 Others

   Total of 31 Raters

Radar chart with the following category ratings:

- Decision Making & Problem Solving: 4.7
- Direction & Strategy: 4.6
- Follow Through & Accountability: 4.7
- Communication & Influence: 4.7
- Developing & Mentoring Others: 4.5
- Self Management: 4.5
- Business Management: 4.6
- Team Management: 4.7
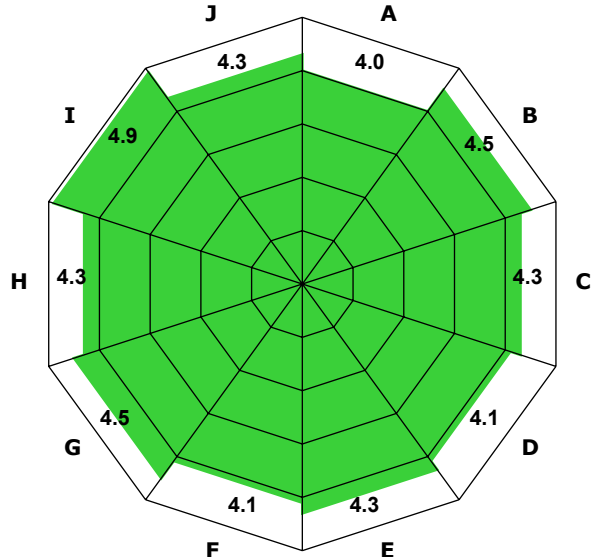- Change & Innovation: 4.7
- Trust & Integrity: 4.9

All Raters

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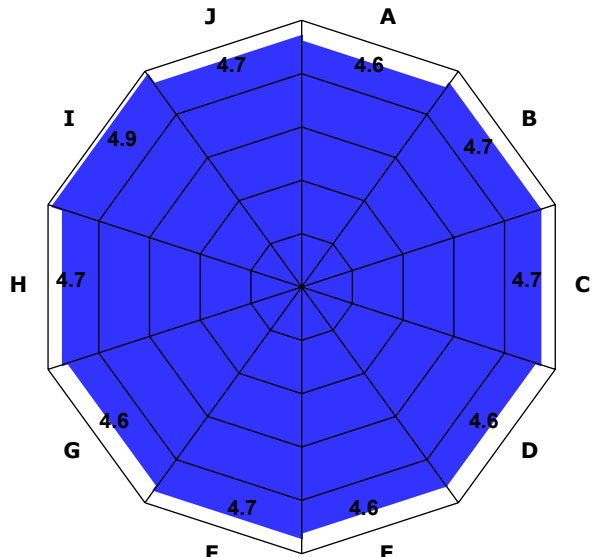
A = Direction & Strategy

B = Follow Through & Accountability

C = Communication & Influence

D = Developing & Mentoring Others

E = Self Management

F = Business Management

G = Team Management

H = Change & Innovation

I = Trust & Integrity

J = Decision Making & Problem Solving

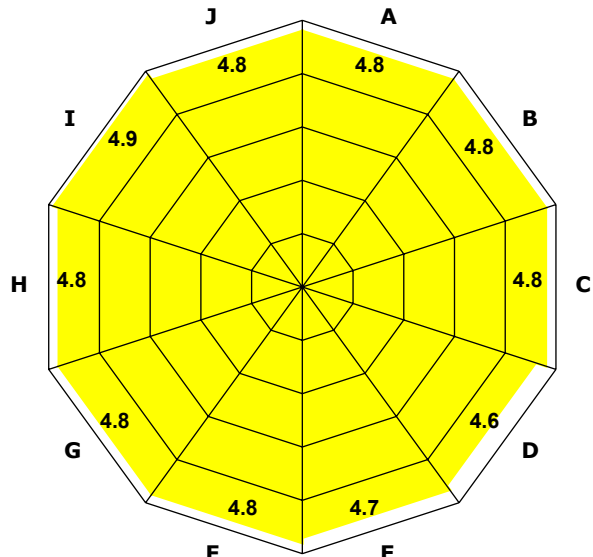**3 Self**

4 Boss(es)

11 Peers

13 Direct Reports

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3 Others

A = Direction & Strategy

B = Follow Through & Accountability

C = Communication & Influence

D = Developing & Mentoring Others

E = Self Management

F = Business Management

G = Team Management

H = Change & Innovation

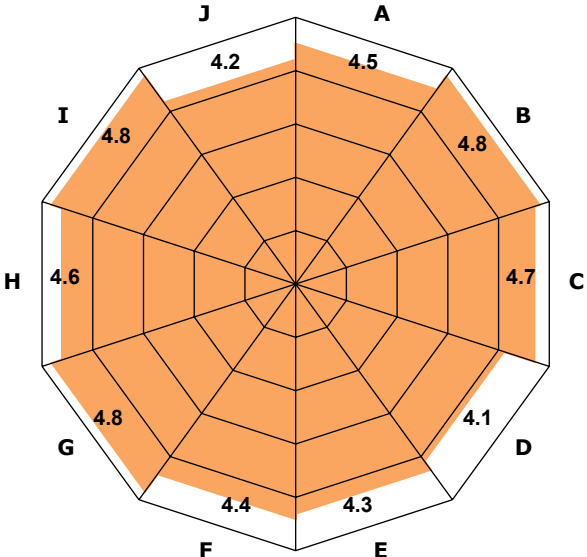**I = Trust & Integrity**

J = Decision Making & Problem Solving
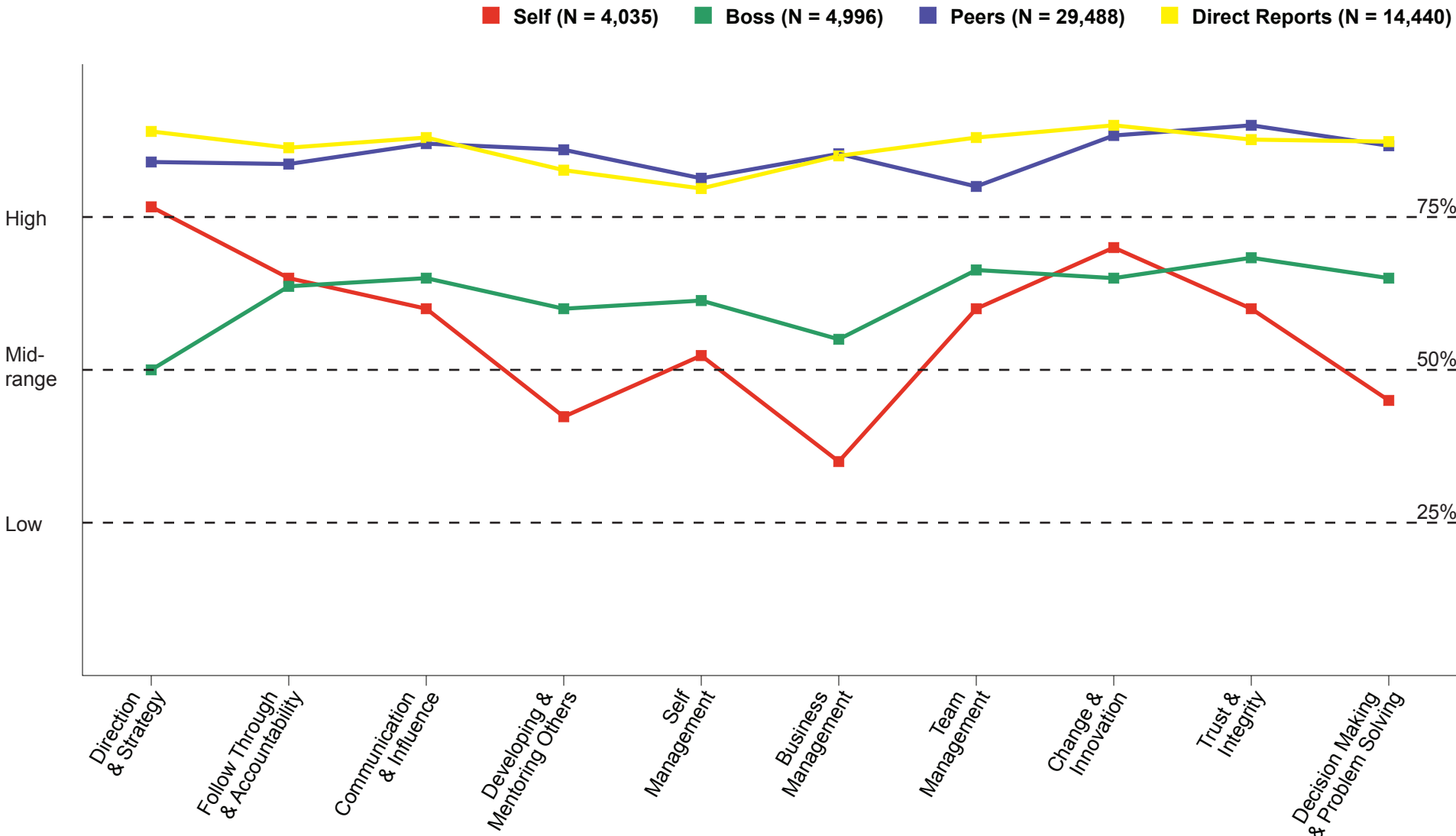
High (75th Percentile) - Only 25% of managers in the database scored higher.
Mid-range (50th Percentile) - 50% of managers scored higher.
Low (25th Percentile) - 75% of managers in the database scored higher.

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	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range 1 2 3 4 5	Peer Range 1 2 3 4 5
Direction & Strategy	4.3	4.6	4.0	4.8	4.6	4.5		
1. Communicates a clear and motivating vision. (-)	4.3	4.5	4.0	4.8	4.5	4.3	⊢—⊣	⊢—⊣
2. Aligns department/business unit with the strategies of the organization.	4.3	4.7	4.5	4.7	4.7	4.3	⊢⊣	⊢—⊣
3. Articulates clear goals and objectives. (-)	4.3	4.6	3.8	4.8	4.6	4.7	⊢⊣	⊢⊣
4. Deals with immediate demands without losing long-term focus. (-)	4.0	4.6	3.8	4.8	4.7	4.7	⊢⊣	⊢⊣
Follow Through & Accountability	4.3	4.7	4.5	4.8	4.7	4.8		
5. Sees projects/tasks through till the end. (+)	4.7	4.8	4.5	4.8	4.7	5.0	⊢⊣	⊢⊣
6. Meets agreed upon deadlines. (+)	4.0	4.8	4.8	4.8	4.6	4.7	⊢⊣	⊢⊣
7. Ensures that people have the skills and resources to do their jobs. (-)	4.0	4.5	4.0	4.6	4.6	4.7	⊢—⊣	⊢—⊣
8. Follows through on promises and commitments. (+)	4.7	4.9	4.8	4.8	5.0	5.0	⊢⊣	�muniⱶ
Communication & Influence	4.1	4.7	4.3	4.8	4.7	4.7		
9. Listens to others with a desire to understand. (+)	4.3	4.9	4.8	4.8	5.0	5.0	⊢⊣	ⱶ
10. Sells his/her ideas in the organization successfully. (-)	4.0	4.6	3.8	4.7	4.7	4.3	⊢⊣	⊢—⊣
11. States his/her opinions effectively.	4.0	4.6	4.0	4.8	4.5	4.7	⊢⊣	⊢⊣
12. Tries to ensure that everyone has the information that s/he needs.	4.0	4.7	4.5	4.8	4.7	4.7	⊢—⊣	⊢—⊣
Developing & Mentoring Others	3.6	4.5	4.1	4.6	4.6	4.1		
13. Attracts and develops the best people. (-)	3.3	4.4	4.0	4.4	4.6	4.3	⊢—⊣	⊢⊣
14. Establishes clear expectations of others. (-)	3.7	4.5	4.3	4.6	4.5	4.0	⊢—⊣	⊢—⊣
15. Rewards individuals for their accomplishments.	3.7	4.6	4.0	4.7	4.6	4.0	⊢—⊣	⊢⊣
16. Provides timely and appropriate feedback.	3.7	4.6	4.0	4.6	4.7	4.0	⊢—⊣	⊢⊣

(+) Ten highest scoring

(-) Ten lowest scoring

Discovery 360° Series — Individual Items — *Pat Sample*

Assessment Scale
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	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range 1 2 3 4 5	Peer Range 1 2 3 4 5
Self Management	3.8	4.5	4.3	4.7	4.6	4.3		
17. Balances priorities between private and professional life. (-)	3.0	4.2	3.5	4.4	4.1	4.0	⊢—⊣	⊢⊣
18. Handles obstacles and setbacks responsibly and positively.	4.3	4.6	4.3	4.6	4.7	4.3	⊢—⊣	⊢⊣
19. Learns from his/her mistakes. (+)	4.0	4.8	4.8	4.8	4.8	4.3	⊢—⊣	⊢⊣
20. Maintains his/her composure under stress.	4.0	4.7	4.5	4.9	4.5	4.3	⊢⊣	⊢⊣
Business Management	3.7	4.6	4.1	4.8	4.7	4.4		
21. Builds productive business relationships inside and outside of the company.	3.7	4.6	3.8	4.6	4.9	4.7	⊢—⊣	⊢⊣
22. Knows and understands client/customer needs and expectations.	4.0	4.7	4.5	4.8	4.7	4.3	⊢⊣	⊢⊣
23. Demonstrates understanding of financial data and reports. (-)	3.0	4.5	4.0	4.8	4.3	4.0	⊢⊣	⊢——⊣
24. Applies seasoned judgement. (+)	4.0	4.8	4.0	5.0	4.8	4.7	⊦	⊢⊣
Team Management	4.2	4.7	4.5	4.8	4.6	4.8		
25. Encourages and rewards successful teamwork.	4.3	4.7	4.3	4.8	4.7	4.7	⊢⊣	⊢——⊣
26. Will sacrifice personal gain for team success if necessary.	4.0	4.7	4.5	4.8	4.5	5.0	⊢⊣	⊢——⊣
27. Promotes cooperation within and across teams.	4.0	4.8	5.0	4.8	4.7	4.7	⊢⊣	⊢——⊣
28. Shares responsibility with team members for success and failures.	4.3	4.7	4.3	4.9	4.6	4.7	⊢⊣	⊢——⊣
Change & Innovation	4.2	4.7	4.3	4.8	4.7	4.6		
29. Shows openness to new ideas and ways of doing things.	4.3	4.7	4.5	4.8	4.8	4.7	⊢⊣	⊢⊣
30. Creates a climate where people can challenge the status quo.	4.3	4.8	4.7	4.8	4.9	4.7	⊢⊣	⊢⊣
31. Promotes change without creating unnecessary confusion and resistance. (-)	3.3	4.4	3.8	4.7	4.3	4.7	⊢—⊣	⊢——⊣
32. Strives for continuous improvement of business processes.	4.7	4.8	4.3	4.9	4.9	4.3	⊢⊣	⊢⊣

(+) Ten highest scoring

(-) Ten lowest scoring

	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range 1 2 3 4 5	Peer Range 1 2 3 4 5
Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed								
Trust & Integrity	4.6	4.9	4.9	4.9	4.9	4.8		
33. Treats everyone fairly and equally. (+)	4.7	4.9	4.8	4.8	5.0	4.7	⊢—⊣	Ⲏ
34. Acts with integrity. (+)	4.7	4.9	5.0	4.9	4.9	5.0	⊢⊣	⊢⊣
35. Operates out of a sound business ethic and values. (+)	4.7	4.9	5.0	4.9	4.9	4.7	⊢⊣	⊢⊣
36. Practices what s/he preaches. (+)	4.3	4.9	4.8	4.9	4.9	5.0	⊢⊣	⊢⊣
Decision Making & Problem Solving	3.9	4.7	4.3	4.8	4.7	4.2		
37. Weighs consequences of decisions before taking action.	3.7	4.7	4.5	4.8	4.6	4.3	⊢⊣	⊢⊣
38. Makes the tough decisions without unnecessary delay.	3.3	4.7	4.3	4.8	4.6	4.0	⊢—⊣	⊢—⊣
39. Involves appropriate people in decision making and problem solving.	4.3	4.7	4.3	4.8	4.8	4.0	⊢⊣	⊢⊣
40. Accesses relevant information before making a decision.	4.3	4.8	4.3	4.9	4.8	4.3	⊢⊣	⊢⊣

(+) Ten highest scoring

(-) Ten lowest scoring

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Score

Ten Highest Scoring Items (All Raters)

#	Item		Score
8.	Follows through on promises and commitments.		4.9
9.	Listens to others with a desire to understand.		4.9
33.	Treats everyone fairly and equally.		4.9
34.	Acts with integrity.		4.9
35.	Operates out of a sound business ethic and values.		4.9
36.	Practices what s/he preaches.		4.9
5.	Sees projects/tasks through till the end.		4.8
6.	Meets agreed upon deadlines.		4.8
19.	Learns from his/her mistakes.		4.8
24.	Applies seasoned judgement.		4.8

Ten Lowest Scoring Items (All Raters)

#	Item		Score
3.	Articulates clear goals and objectives.		4.6
4.	Deals with immediate demands without losing long-term focus.		4.6
10.	Sells his/her ideas in the organization successfully.		4.6
1.	Communicates a clear and motivating vision.		4.5
7.	Ensures that people have the skills and resources to do their jobs.		4.5
14.	Establishes clear expectations of others.		4.5
23.	Demonstrates understanding of financial data and reports.		4.5
13.	Attracts and develops the best people.		4.4
31.	Promotes change without creating unnecessary confusion and resistance.		4.4
17.	Balances priorities between private and professional life.		4.2