



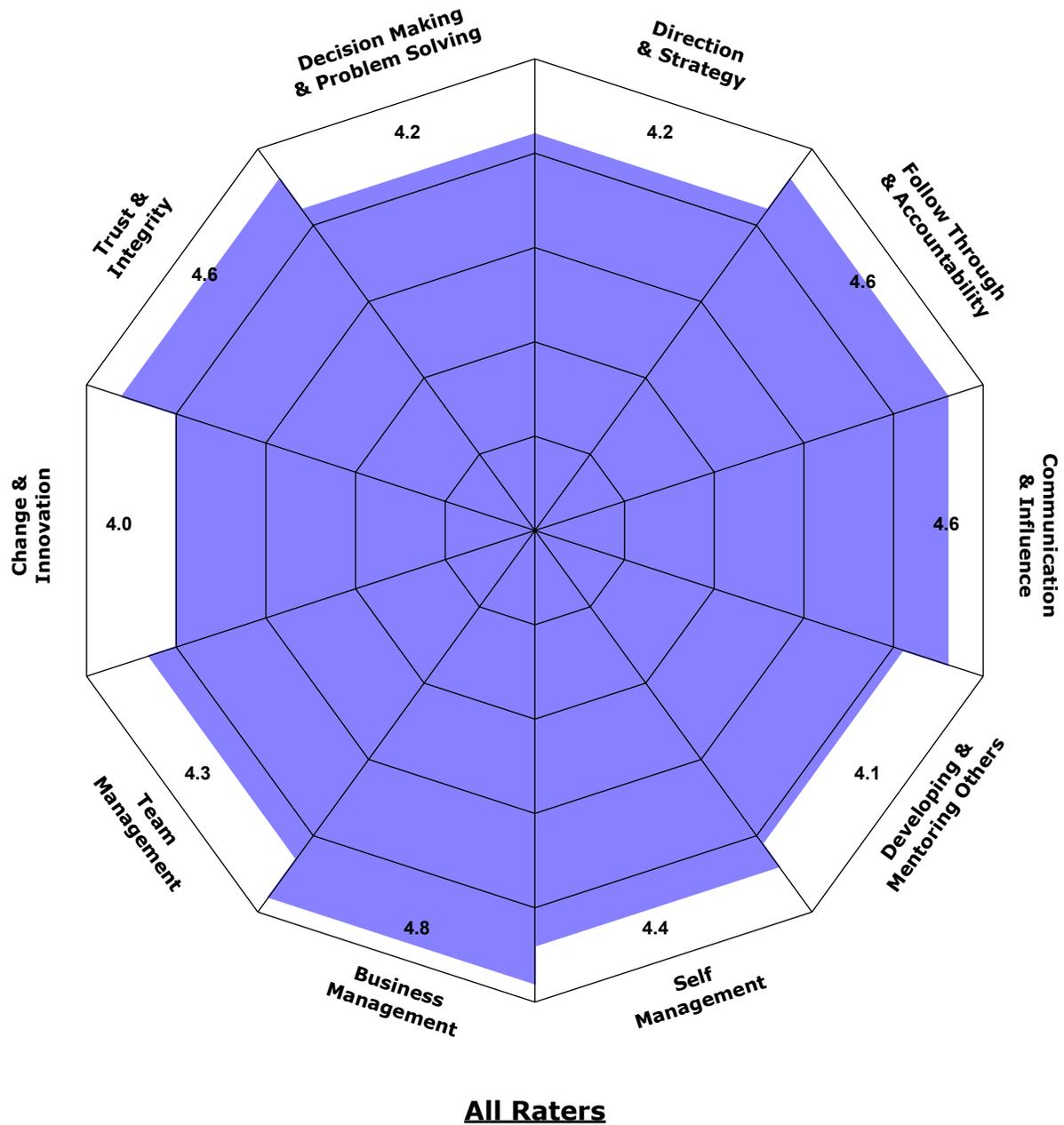
Discovery
Leadership Profile™
Growing Leadership Capacity

Assessment Scale

- 1 = Rarely
- 2 = Occasionally
- 3 = Often
- 4 = Very Often
- 5 = Always
- N/O = Not Observed

Rater Breakdown

- 2 Boss(es)
- 3 Peers
- 4 Direct Reports
- 0 Others
- Total of 9 Raters

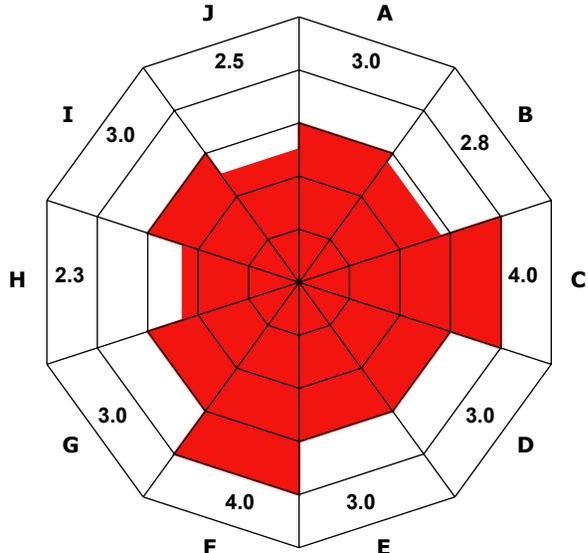


All Raters

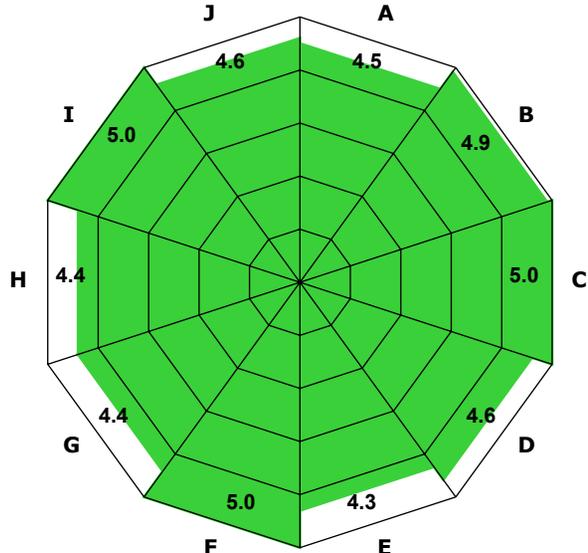
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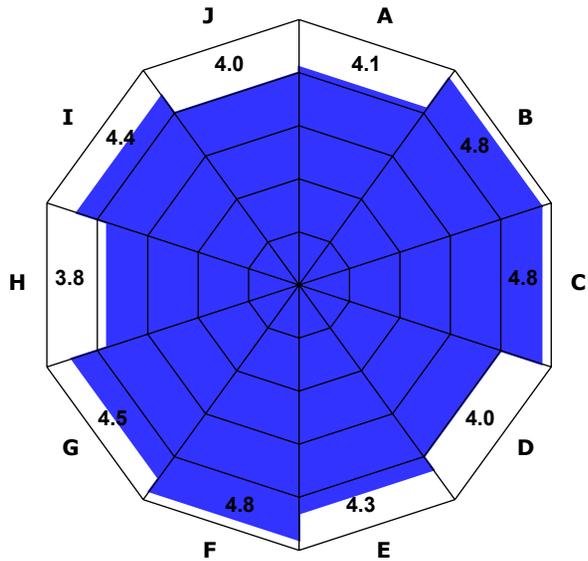
- A = Direction & Strategy
- B = Follow Through & Accountability
- C = Communication & Influence
- D = Developing & Mentoring Others
- E = Self Management
- F = Business Management
- G = Team Management
- H = Change & Innovation
- I = Trust & Integrity
- J = Decision Making & Problem Solving



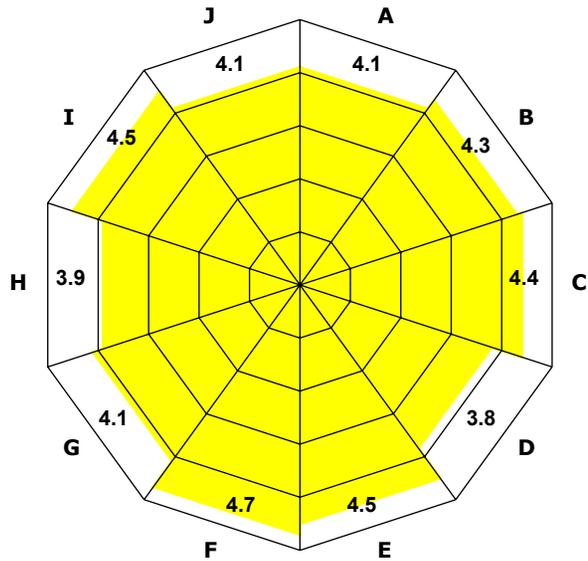
Self



2 Boss(es)



3 Peers

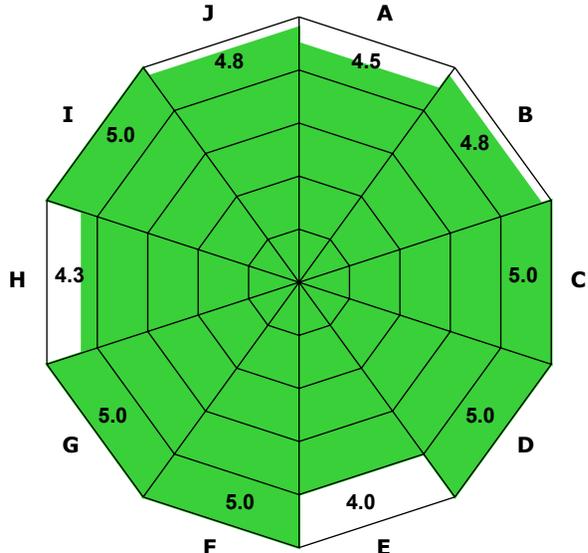


4 Direct Reports

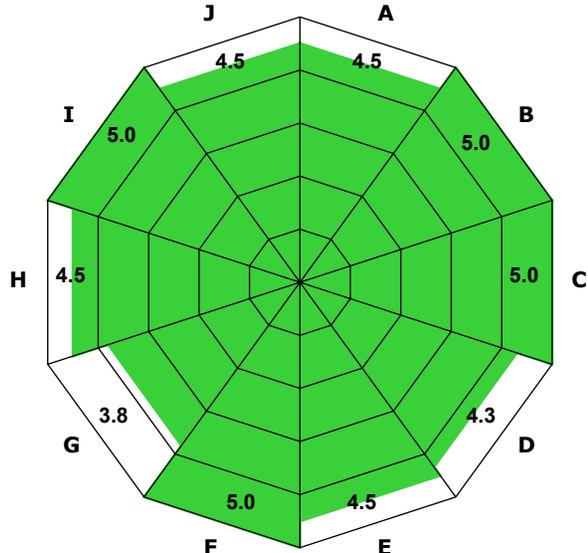
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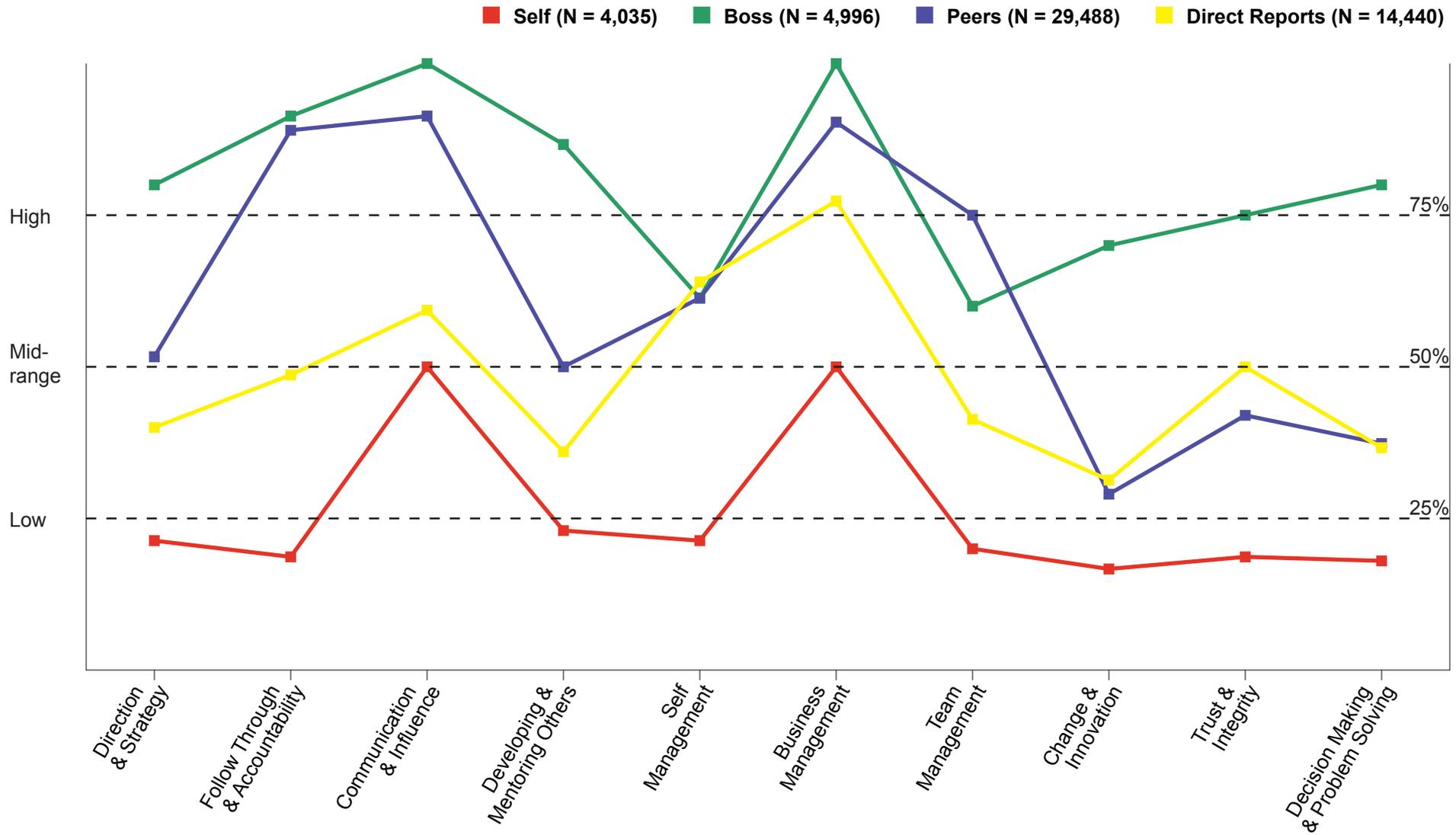
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sampleboss1@email.com



sampleboss2@email.com



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.

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range		Peer Range		Legend	
							1 2 3 4 5		1 2 3 4 5		Do More	Do Less
Direction & Strategy	3.0	4.2	4.5	4.1	4.1							
1. Communicates a clear and motivating vision.	3.0	4.4	4.5	4.3	4.3		H	H				Self, Boss, Direct Reports
2. Aligns department/business unit with the strategies of the organization.	4.0	4.6	5.0	4.5	4.3		H	H				Self
3. Articulates clear goals and objectives. (-)	3.0	3.8	4.5	3.5	3.7		H	H				Direct Reports
4. Deals with immediate demands without losing long-term focus. (-)	2.0	4.0	4.0	4.0	4.0		H	H				Self
Follow Through & Accountability	2.8	4.6	4.9	4.3	4.8							
5. Sees projects/tasks through till the end.	2.0	4.6	5.0	4.0	5.0		H	H				Self
6. Meets agreed upon deadlines.	3.0	4.2	4.5	4.0	4.3		H	H				Self
7. Ensures that people have the skills and resources to do their jobs. (+)	3.0	4.8	5.0	4.8	4.7		H	H				Self
8. Follows through on promises and commitments. (+)	3.0	4.7	5.0	4.3	5.0		H	H				Self
Communication & Influence	4.0	4.6	5.0	4.4	4.8							
9. Listens to others with a desire to understand. (+)	4.0	4.7	5.0	4.5	4.7		H	H				Direct Reports
10. Sells his/her ideas in the organization successfully. (+)	4.0	4.7	5.0	4.5	4.7		H	H				Self
11. States his/her opinions effectively. (+)	4.0	4.7	5.0	4.5	4.7		H	H				Self
12. Tries to ensure that everyone has the information that s/he needs.	4.0	4.6	5.0	4.0	5.0		H	H				Self
Developing & Mentoring Others	3.0	4.1	4.6	3.8	4.0							
13. Attracts and develops the best people.	4.0	4.3	5.0	4.3	4.0		H	H				Self
14. Establishes clear expectations of others. (-)	3.0	4.1	4.5	4.0	4.0		H	H				Self
15. Rewards individuals for their accomplishments. (-)	3.0	3.9	4.5	3.3	4.0		H	H				Self
16. Provides timely and appropriate feedback. (-)	2.0	3.9	4.5	3.5	4.0		H	H				Self, Direct Reports

(+) Ten highest scoring

(-) Ten lowest scoring

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range		Peer Range		Legend							
							1	2	3	4	5	1	2	3	4	5	Do More	Do Less
Self Management	3.0	4.4	4.3	4.5	4.3													
17. Balances priorities between private and professional life. (-)	3.0	3.7	2.5	4.3	3.7		-----		-----		■ ■ ■ ■							
18. Handles obstacles and setbacks responsibly and positively.	2.0	4.7	5.0	4.5	4.7		-----		-----		■							
19. Learns from his/her mistakes.	3.0	4.6	5.0	4.7	4.3		-----		-----		■							
20. Maintains his/her composure under stress.	4.0	4.6	5.0	4.5	4.3		-----		-----		■							
Business Management	4.0	4.8	5.0	4.7	4.8													
21. Builds productive business relationships inside and outside of the company.	4.0	4.6	5.0	4.5	4.3		-----		-----		■ ■							
22. Knows and understands client/customer needs and expectations. (+)	4.0	4.9	5.0	4.8	5.0		-----		-----		■							
23. Demonstrates understanding of financial data and reports. (+)	4.0	4.9	5.0	4.8	5.0		-----		-----		■							
24. Applies seasoned judgement. (+)	4.0	4.9	5.0	4.8	5.0		-----		-----									
Team Management	3.0	4.3	4.4	4.1	4.5													
25. Encourages and rewards successful teamwork. (-)	3.0	4.1	4.5	3.5	4.7		-----		-----		■							
26. Will sacrifice personal gain for team success if necessary.	N/O	4.5	4.5	4.3	4.7		-----		-----			■ ■						
27. Promotes cooperation within and across teams.	3.0	4.4	5.0	4.3	4.3		-----		-----		■							
28. Shares responsibility with team members for success and failures.	3.0	4.1	3.5	4.3	4.3		-----		-----		■ ■							
Change & Innovation	2.3	4.0	4.4	3.9	3.8													
29. Shows openness to new ideas and ways of doing things. (-)	2.0	3.7	4.0	3.5	3.7		-----		-----		■ ■							
30. Creates a climate where people can challenge the status quo.	2.0	4.1	4.5	4.0	4.0		-----		-----		■							
31. Promotes change without creating unnecessary confusion and resistance. (-)	2.0	3.9	4.0	3.8	4.0		-----		-----		■							
32. Strives for continuous improvement of business processes.	3.0	4.3	5.0	4.5	3.7		-----		-----		■							

(+) Ten highest scoring
 (-) Ten lowest scoring

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range		Peer Range		Legend	
							1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	Do More	Do Less
Trust & Integrity	3.0	4.6	5.0	4.5	4.4							
33. Treats everyone fairly and equally.	3.0	4.6	5.0	4.5	4.3		-----	-----			■	
34. Acts with integrity. (+)	3.0	4.8	5.0	4.8	4.7		-----	-----			■	
35. Operates out of a sound business ethic and values. (+)	3.0	4.8	5.0	4.8	4.7		-----	-----			■	
36. Practices what s/he preaches.	3.0	4.2	5.0	4.0	4.0		-----	-----			■	
Decision Making & Problem Solving	2.5	4.2	4.6	4.1	4.0							
37. Weighs consequences of decisions before taking action.	3.0	4.6	5.0	4.5	4.3		-----	-----			■	
38. Makes the tough decisions without unnecessary delay.	2.0	4.1	4.5	4.0	4.0		-----	-----			■	
39. Involves appropriate people in decision making and problem solving. (-)	2.0	3.7	4.0	3.5	3.7		-----	-----			■	
40. Accesses relevant information before making a decision.	3.0	4.4	5.0	4.5	4.0		-----	-----			■	

(+) Ten highest scoring

(-) Ten lowest scoring

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed		Score				
Ten Highest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0
22.	Knows and understands client/customer needs and expectations.					4.9
23.	Demonstrates understanding of financial data and reports.					4.9
24.	Applies seasoned judgement.					4.9
7.	Ensures that people have the skills and resources to do their jobs.					4.8
34.	Acts with integrity.					4.8
35.	Operates out of a sound business ethic and values.					4.8
8.	Follows through on promises and commitments.					4.7
9.	Listens to others with a desire to understand.					4.7
10.	Sells his/her ideas in the organization successfully.					4.7
11.	States his/her opinions effectively.					4.7
Ten Lowest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0
14.	Establishes clear expectations of others.					4.1
25.	Encourages and rewards successful teamwork.					4.1
4.	Deals with immediate demands without losing long-term focus.					4.0
15.	Rewards individuals for their accomplishments.					3.9
16.	Provides timely and appropriate feedback.					3.9
31.	Promotes change without creating unnecessary confusion and resistance.					3.9
3.	Articulates clear goals and objectives.					3.8
17.	Balances priorities between private and professional life.					3.7
29.	Shows openness to new ideas and ways of doing things.					3.7
39.	Involves appropriate people in decision making and problem solving.					3.7

What am I doing that I need to do less of?

- 1 - Learn to balance her professional life with her personal life. she works too hard and too many hours. she needs either to delegate more responsibilities to other staff or hire another person to work as co-director. this will give her more time to focus on fundraising, grant writing, etc. [Boss]
- 2 - Working too hard and need to let others pitch in more without worry.
- 3 - Give others more responsibilities and just reserve right to approve. Already started to delegate, but let the loyal people work and help you.
- 4 - N/a
- 5 - Accepting so many roles and trying to be everywhere at once.
- 6 - There are a lot of plates spinning--are there perhaps too many? (uncg, interpreting, notetaking, compliance, finances etc.) all of what we do is valuable so i'm not saying discontinue a service that the agency provides. Can there be an assistant director to share some of the load so that it is not all spinning on the executive directors hands and shoulders. i just see one person being pulled in multiple directions and it, in the long run, can't be good for anyone personally or professionally.

What should I be doing more of?

- 1 - Spend more time at home or with family and friends. write grants to receive more money. hire more staff (of course when the agency has more money). [Boss]
- 2 - Delegating - hire one or two more staff if at all possible. i know it's hard for non-profit agency.
- 3 - Taking care of yourself so you will be here forever!
- 4 - N/a
- 5 - Acknowledging the efforts of others

What can I do to improve my overall effectiveness?

- 1 - Let other people take on some of your workload. [Boss]

- 2 - I think effectiveness is a strong trait.
- 3 - If you take care of yourself, then your employees will eventually follow suit and then the whole company will improve. Take care of yourself like make sure you are rested, have time to yourself, and allow others to help lighten the load!
- 4 - Timely completion of paperwork and scheduling processes
- 5 - State expectations and deadlines more clearly for staff.
- 6 - Establish firm times when you are not available

What can I do to build better relationships inside the organization?

- 1 - Nothing - you are doing very well and have great relationships/rapport with your coworkers. [Boss]
- 2 - Communicate more information about assignments. educate people that need the information for prep time to effectively interpret. more information about assignments would be awesome.
- 3 - Trust us and give guidelines but then let other people do things even if it isn't exactly what may have been imagined. Or if it is specific projects be sure to use general vocabulary that someone can pick up on. The balance is picking the right people to entrust your vision and then letting them go and do!
- 4 - Ask for feedback from staff.
- 5 - Incorporate other employee's perspectives
- 6 - With nearly continuous change in staff within the last 2 years, it would be nice to do a couple large group staff meetings with full time and part time folks--to help us know each other better in terms of how each of us work, what's most effective, what makes us crazy etc. i think it would truly help us feel more cohesive as group.

What can I do to become a more effective decision maker?

- 1 - Nothing. [Boss]
- 2 - Involve others (teamwork) to get ideas, professional opinions, etc. To assist in making the correct decision for the benefit of the company and

employees.

3 - You make thousands of decisions in one day. You are completely competent and wise as you make decisions. I think you already know who to trust it's just taking that step. Already noticed you picking certain people to share your vision. When it comes to placing people and deciding which ideas to improve you already have that.

4 - Get input from staff before making final decisions.

5 - Use the people around you. Take everything into consideration

6 - Not sure.