363 FOR LEADERS FACILITATOR REPORT



Sample Report

(7 People)

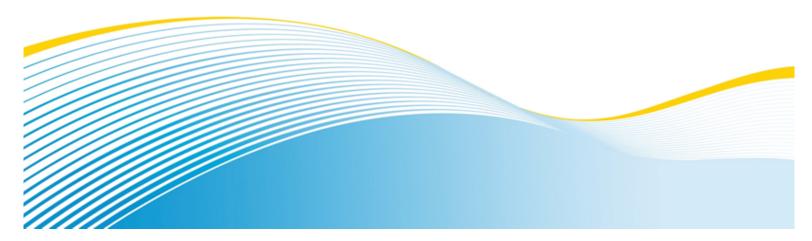
Monday, June 01, 2020

This report is provided by:

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WILEY



363® FOR LEADERS FACILITATOR REPORT



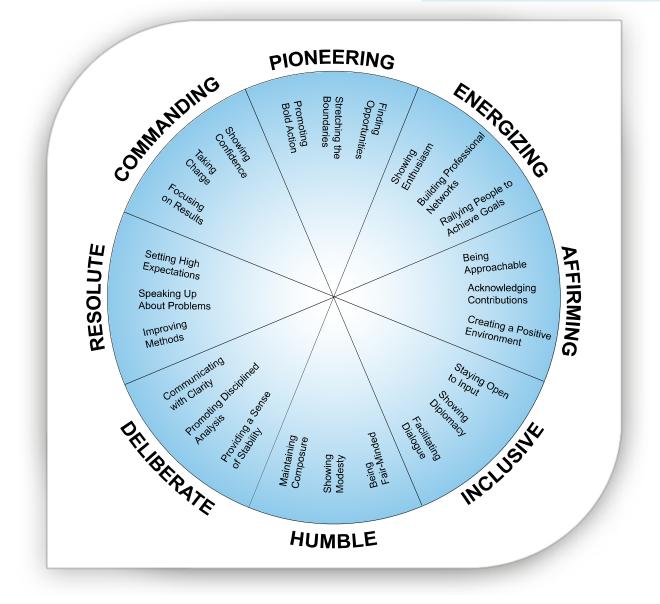
Everything DiSC 363[®] for Leaders focuses on the interpersonal aspects of leadership. The program improves self-awareness in key areas that will help people get better leadership outcomes.

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.

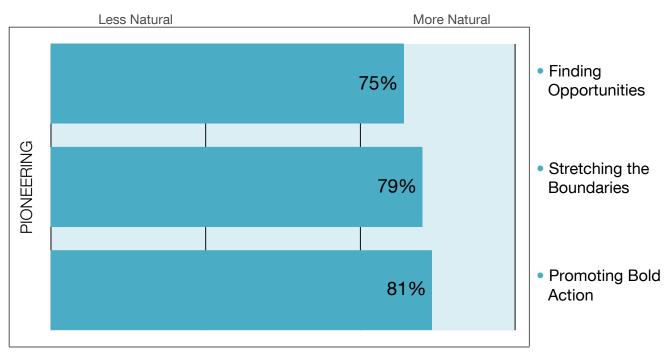




PIONEERING: GROUP SUMMARY

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.

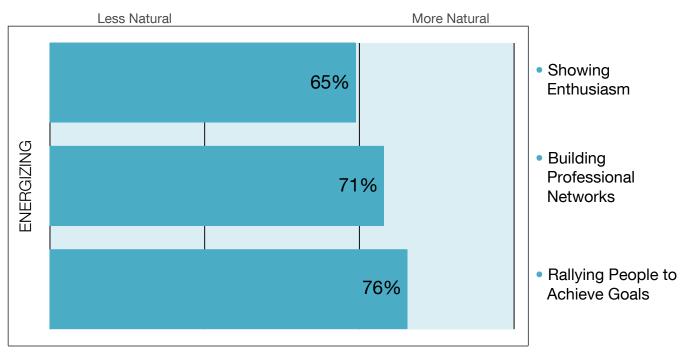
- **Finding Opportunities:** Pioneering leaders are often great at finding new opportunities and directions for the group, and others may admire their ability to uncover new possibilities.
- **Stretching the Boundaries:** Pioneering leaders challenge the group to push beyond their comfort zones, and 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.

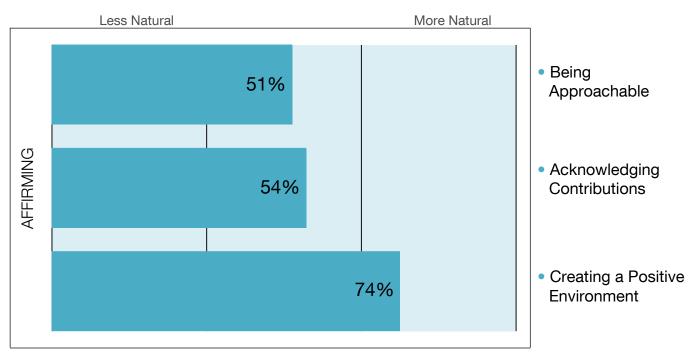
- **Showing Enthusiasm:** Energizing leaders often have a contagious sense of enthusiasm, and others may appreciate that they create a fun, lively environment.
- **Building Professional Networks:** Energizing leaders create a large, influential social network, and others may admire their knack for connecting 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.

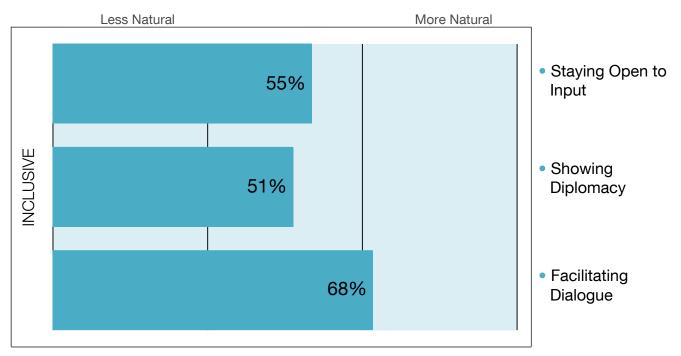
- **Being Approachable:** Affirming leaders often come across as approachable, and others may feel comfortable going to them for help or advice.
- Acknowledging Contributions: Affirming leaders tend to focus on acknowledging the contributions of others, and this makes people feel that their efforts are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



INCLUSIVE: GROUP SUMMARY

What comes naturally to this group?

For each of the three Inclusive practices, your group's ratings were compared against a normative sample based on the feedback from over 50,000 raters. As a result, a percentile score is displayed for each practice (located on the corresponding bar). This number indicates the percentage of leaders who scored at or below your group's average.



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.

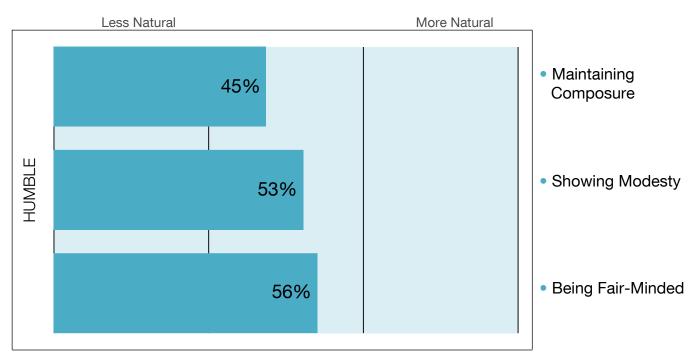
- **Staying Open to Input:** Inclusive leaders show that they're open to input, so people may appreciate that their opinions are taken seriously.
- **Showing Diplomacy:** Inclusive leaders show diplomacy when communicating, and others may appreciate that they show concern for people's feelings.
- **Facilitating 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.

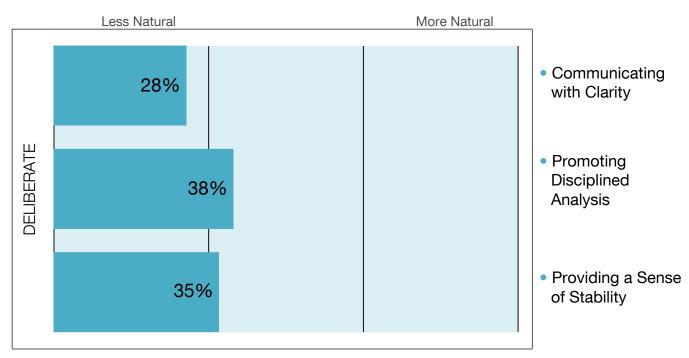
- **Maintaining Composure:** Since humble leaders tend to maintain composure during stressful situations, people may be less worried about delivering bad news or unfavorable feedback.
- **Showing Modesty:** Humble leaders are usually quite modest, and people may appreciate that these leaders recognize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

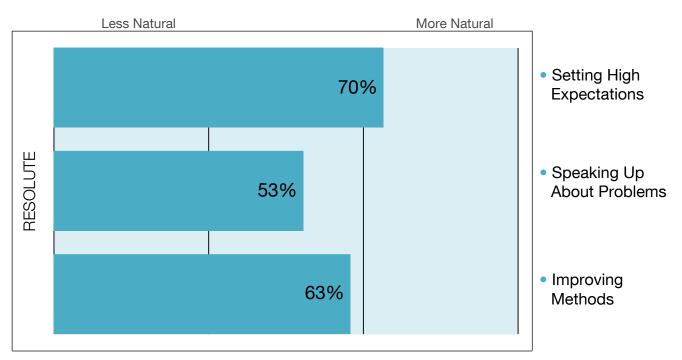
- **Communicating with Clarity:** Since deliberate leaders make a point of communicating with clarity, people don't have to worry about ambiguous or unclear messages.
- **Promoting Disciplined Analysis:** Deliberate leaders insist on conducting disciplined analyses before choosing a direction, so people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

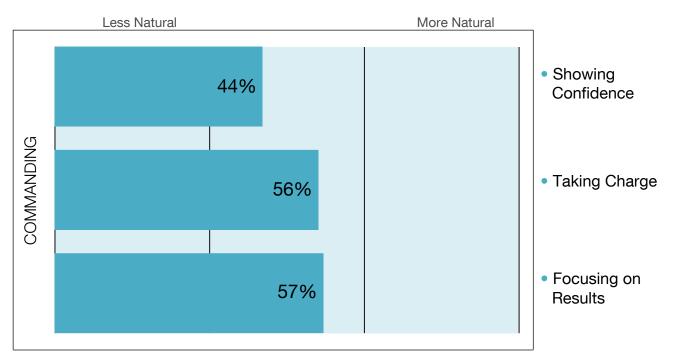
- **Setting High Expectations:** Since resolute leaders tend to set high expectations, others are likely to have confidence that the group will deliver top results.
- **Speaking Up About Problems:** Resolute leaders speak up when the group's processes aren't working, and others may appreciate that they 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	



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*Stretching the Boundaries All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.67 6.0 6.67 7.0 6.11 - Frankle McAlister 4.95 6.0 5.33 5.56 4.22 - Li Xia Long 4.33 4.33 6.0 7.0 6.5 5.33 5.67 Peter Malcolm 5.92 6.0 7.0 6.67 - 7.0 6.0 Sai Mander 6.72 6.0 7.0 6.67 6.33 5.61 PionEERING All Raters Self Manager Peers Direct Reports Other *Promoting Bold Action All Raters Self Manager Peers Direct Reports Other *Promoting Bold Action 6.57 6.0 5.83 6.67 5.03 5.33 - *Promoting Bold Action 6.56 6.0 7.0 6.5 5.33 - - *Promoting Bold Action 5.89							
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•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 - Manager 6.25 6.67 7.0 5.83 6.3 - Sai Mander 6.25 6.67 7.0 5.83 6.3 - Verall Mal Raters Self Manager Peers Direct Reports Other ENERGIZING Overall All Raters Self Manager Peers 5.33 5.33 - <t< td=""><td>PIONEERING</td><td> </td><td></td><td></td><td></td><td></td><td> </td></t<>	PIONEERING						
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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 6.44 6.44 ENERGIZING All Raters Self Manager Peers Direct Reports Other 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 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	Cunniham Downs	6.57	6.0	6.83	6.67	6.22	-
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 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	Frankie McAlister	5.24	6.0	5.67	5.0	5.33	-
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 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	Li Xia Long			6.0	-		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 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	, j				6.5		
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ENERGIZING OverallAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs6.437.06.786.446.19-Frankie McAlister5.065.563.445.335.33-Li Xia Long4.063.894.89-3.744.11Peter Malcolm6.067.07.06.065.486.44							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						
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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		AII HALEIS	Sell	ivialiager	L. AAR	Reports	Uner
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		0.10		0.70	C 4 1	0.10	
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

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Sai Mander	6.41	6.56	6.33	6.37	6.5	_
Taylor Meyer	6.15	6.22	6.44	6.06	5.89	6.65
	0110	0.22	0111	0.00	0.00	0100
ENERGIZING						
•Showing Enthusiasm	All Raters	Self	Manager	Peers	Direct	Other
	All halers	Sell	Ivialiagei	Feels	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
			1	1	1	1
ENERGIZING					Direct	
 Building Professional Networks 	All Raters	Self	Manager	Peers	Reports	Other
					nepoits	
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
	0.20	0.00	0.0	0.0	0	0.1.0
ENERGIZING						
		Calf		Deere	Direct	Other
Rallying People to Achieve	All Raters	Self	Manager	Peers	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	-
Taylor Meyer	5.97	6.67	6.67	5.78	5.67	6.56
					1	
AFFIRMING					D'	
Overall	All Raters	Self	Manager	Peers	Direct	Other
			Ŭ		Reports	
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	5.07	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	0.0	6.85	4.78
Sai Mander	6.74	7.0	6.56	7.0	6.44	4.70
Taylor Meyer	6.09	6.11	6.78	6.15	5.63	6.67
	0.03	0.11	0.70	0.10	0.00	0.07
AFFIRMING		A 15		-	Direct	C
 Being Approachable 	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	-
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Li Xia Peter Ma Philomena Jac Sai Ma Taylor M	llcolm ckson	4.0 5.96 5.5	4.67 7.0 7.0	4.33 7.0 2.67	- 6.5	4.11 5.33 7.0	3.67 5.83
Philomena Jac Sai Ma	ckson	5.5			0.0		
Sai Ma			7.0				
		6.78	7.0		- 7.0	6.33	4.67
		6.51	6.67	7.0 6.67			6.67
	vieyer	10.0	0.07	0.07	6.72	6.27	0.07
AFFIRMING •Acknowledging Contribution	IS	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham D	owns	6.63	7.0	6.67	6.73	6.44	-
Frankie McA		4.9	6.0	6.0	4.78	4.67	-
Li Xia		4.06	5.0	4.67	-	4.0	3.83
Peter Ma		5.96	7.0	7.0	6.5	5.44	5.67
Philomena Jac		5.39	7.0	2.33	-	6.78	4.83
Sai Ma		6.78	7.0	6.33	7.0	6.67	-
Taylor N		5.8	5.33	7.0	5.67	5.2	6.72
AFFIRMING • Creating a Positive Environm	nent	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham D	owns	6.57	7.0	6.67	6.6	6.44	-
Frankie McA	Alister	5.0	5.33	4.67	5.89	4.22	-
Li Xia	Long	4.17	6.0	5.0	-	4.11	3.83
Peter Ma	lcolm	6.0	7.0	7.0	6.5	5.56	5.67
Philomena Jac	ckson	5.44	7.0	2.67	-	6.78	4.83
Sai Ma	ander	6.67	7.0	6.33	7.0	6.33	-
Taylor N	√leyer	5.96	6.33	6.67	6.06	5.43	6.61
INCLUSIVE Overall		All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham D	owns	6.49	6.0	6.72	6.4	6.48	-
Frankie McA	Alister	5.35	5.11	5.67	5.56	5.04	-
Li Xia	Long	4.56	6.56	7.0	-	4.96	2.72
Peter Ma	lcolm	6.0	6.0	7.0	6.06	7.0	3.94
Philomena Jac	ckson	5.0	6.89	1.44	-	5.85	5.5
Sai Ma	ander	6.54	6.56	6.22	6.7	6.44	-
Taylor N	√leyer	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 D	owns	6.5	6.0	6.83	6.33	6.56	-
Frankie McA	Alister	5.33	5.0	5.67	5.11	5.44	-
	Long	4.5	7.0	7.0	-	4.89	2.67
LI XIA		6.0	6.0	7.0	6.0	7.0	4.0
		0.0					
Peter Ma					-		5.5
	ckson	4.94 6.5	7.0 6.67	1.33 6.33	- 6.67	5.78 6.33	5.5 -



INCLUSIVE						
•Showing Diplomacy	All Raters	Self	Manager	Peers	Direct	Other
- Chewing Diplomacy	Airriators	OCII	Indiago	1 0013	Reports	Othor
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
				1	1	1
INCLUSIVE					Direct	
 Facilitating Dialogue 	All Raters	Self	Manager	Peers	Reports	Other
					hepons	
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
				1	I	I
HUMBLE					Direct	
Overall	All Raters	Self	Manager	Peers	Reports	Other
					riepons	
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
					I	
HUMBLE					Direct	
 Maintaining Composure 	All Raters	Self	Manager	Peers	Reports	Other
					roporto	
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
					1	
HUMBLE		0.17			Direct	
 Showing Modesty 	All Raters	Self	Manager	Peers	Reports	Other
					·	
Cunniham Downs	6.47	6.0	6.67	6.4	6.44	-
Frankie McAlister	4.76	6.0	5.0	4.33	5.11	-
Li Xia Long	4.28	5.33	5.33	-	5.0	2.67
Peter Malcolm	5.5	6.0	6.0	6.33	5.44	4.5
Philomena Jackson	5.5	6.67	5.0	-	6.44	4.33
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Taylor Meyer 5.33 6.33 7.0 5.0 4.97 6.0 HUMBLE •Being Fair Minded AI Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.67 6.0 6.67 6.8 6.44 - Li Xia Long 4.17 5.0 4.67 - 5.0 2.67 Peter Malcoin 5.48 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.67 7.0 6.67 6.67 6.11 Overall AI Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.41 7.0 6.67 6.67 2.72 6.74 5.22 6.11 Overall Via Long 4.02 3.89 4.41 5.22 - 1.52 1.52 1.53 6.53 6.53 6.53 6.53 6.53 6.53 6.53 5.5 - 5.22 5.7 7.0	Sai Mander	6.5	5.67	6.33	6.56	6.5	-
HUMBLE •Being Fair Minded All Raters Self Manager Peers Direct Reports Other Cunniham Downs Frankie MAilster LiXia Long 5.38 3.33 4.33 5.11 6.0 - Peter Matcom 5.48 6.0 6.0 6.5 5.22 4.57 Phitomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sal Mander 6.22 5.67 7.0 6.67 6.67 - Cunniham Downs 6.41 7.0 6.67 5.44 5.23 6.11 DELIBERATE Overall All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.41 7.0 6.66 3.89 4.41 5.22 - Verail All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.47 7.0 6.0 6.33 5.64 - Phitomena Jackson 5.2 6.78 6.44 - </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>6.0</td>							6.0
Being Fair Minded All Raters Self Manager Peers Direct Reports Other Reports Cunniham Downs 6.67 6.0 6.67 6.8 6.44 - Franke Makister 5.38 3.33 4.33 5.11 6.0 - Bit Mander 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 6.67 6.67 - 7.0 4.33 Sali Mander 6.72 5.67 7.0 6.67 6.44 - DELIBERATE All Raters Self Manager Peers Direct Other Cunniham Downs 6.41 7.0 6.72 6.24 6.48 - Cunniham Downs 6.41 7.0 6.67 6.33 4.41 5.22 - Like Long All Raters Self Manager Peers Direct Reports 7.72 Pater Malcolm 5.47 7.0 6.0 6.33							
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 5.78 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 All Raters Self Manager Peers Direct 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 3.80 4.67 - 4.67 2.72 Peter Malcolm 5.47 7.0 6.0 5.11 5.22 - Sai Mander 6.33 6.33 6.5 - - - 7.27 Sai Mander - 6.63 <td></td> <td>All Raters</td> <td>Self</td> <td>Manager</td> <td>Peers</td> <td></td> <td>Other</td>		All Raters	Self	Manager	Peers		Other
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 5.78 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 All Raters Self Manager Peers Direct 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 3.80 4.67 - 4.67 2.72 Peter Malcolm 5.47 7.0 6.0 5.11 5.22 - Sai Mander 6.33 6.33 6.5 - - - 7.27 Sai Mander - 6.63 <td>Cunniham Downs</td> <td>6.67</td> <td>6.0</td> <td>6.67</td> <td>6.8</td> <td>6.44</td> <td>-</td>	Cunniham Downs	6.67	6.0	6.67	6.8	6.44	-
Peter Malcolm 5.46 6.0 6.0 6.0 6.0 6.0 7.0							-
Peter Malcolm 5.46 6.0 6.0 6.0 6.0 6.0 7.0					-		2.67
Sai Mander Taylor Meyer 6.72 5.67 7.0 6.67 5.44 5.23 6.11 DELIBERATE Overall All Raters Self Manager Peers Direct Reports Other Link Long 4.0 Reference 6.67 6.67 6.67 0.0000 Cunniham Downs Frankie McAlister 6.61 7.0 6.72 6.24 6.48 - Link 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 Sai Mander 6.33 4.67 6.33 6.69 4.81 6.26 DELIBERATE Sai Mander 6.33 7.0 6.83 6.0 6.56 3.83 6.0 5.67 5.33 Cunniham Downs 6.33 7.0 6.03 6.0 5.0 5.33 Cunniham Downs 6.33 7.0 6.33 - 4.67 2.67 Peter Malcolm 5.11 7.0 <td></td> <td></td> <td></td> <td></td> <td>6.5</td> <td></td> <td></td>					6.5		
Sai Mander Taylor Meyer 6.72 5.67 7.0 6.67 5.44 5.23 6.11 DELIBERATE Overall All Raters Self Manager Peers Direct Reports Other Cunniham Downs Frankle McAlister 6.41 7.0 6.72 6.24 6.48 - Lixia Long Sai Mander 4.68 6.56 3.89 4.41 5.22 - Peter Malcolm 5.47 7.0 6.0 6.0 5.11 5.22 Sai Mander 5.2 6.78 6.44 - 5.78 3.72 Sai Mander 5.2 6.78 6.33 5.69 4.81 6.26 DELIBERATE Self Manager Peers Direct Reports Other *Communicating with Clarity All Raters Self Manager Peers Direct Reports 0ther Cunniham Downs 6.33 7.0 6.83 6.0 6.53 5.33 Peter Malcolm 5.11 7.0 6.33 - 5	Philomena Jackson				-		
DELIBERATE Overall All Raters Self Manager Peers Direct Reports Other Cunniham Downs Frankie McAlister I J Xia Long 6.41 7.0 6.72 6.24 6.48 - 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 Sal Mander 6.39 4.67 6.33 6.33 6.5 - Communicating with Clarity All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.33 7.0 6.83 6.0 6.56 - Frankie McAlister Li Xia Long 4.06 4.33 5.0 - 4.67 2.67 Peter Malcolm 5.41 7.0 6.0 6.0 5.33 5.7 Peter Malcolm 5.41 7.0 6.03 6.72 6.44 <td></td> <td></td> <td></td> <td></td> <td>6.67</td> <td></td> <td>-</td>					6.67		-
DELIBERATE Overall All Raters Self Manager Peers Direct Reports Other Cunniham Downs Frankie McAlister I J Xia Long 6.41 7.0 6.72 6.24 6.48 - 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 Sal Mander 6.39 4.67 6.33 6.33 6.5 - Communicating with Clarity All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.33 7.0 6.83 6.0 6.56 - Frankie McAlister Li Xia Long 4.06 4.33 5.0 - 4.67 2.67 Peter Malcolm 5.41 7.0 6.0 6.0 5.33 5.7 Peter Malcolm 5.41 7.0 6.03 6.72 6.44 <td></td> <td></td> <td></td> <td></td> <td>5.44</td> <td></td> <td>6.11</td>					5.44		6.11
Cunniham Downs Frankie McAlister 6.41 7.0 6.72 6.24 6.48 - Li Xia Long 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 - 5.73 3.72 Sai Mander 6.39 4.67 6.33 6.33 6.5 - Taylor Meyer 5.48 5.78 6.33 5.69 4.81 6.26 DELIBERATE 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 Pater Malcolm 5.46 7.0 6.0 6.0 5.03 - Pater Ma	DELIBERATE	All Raters	Self	Manager	Peers		Other
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 Sai Mander 6.39 4.67 6.33 6.33 6.5 - Sai Mander 6.39 4.67 6.33 5.69 4.81 6.26 DELIBERATE • 5.48 5.78 6.33 6.0 6.56 - •Communicating with Clarity All Raters Self Manager Peers Direct Reports Other *Communicating with Clarity All Raters Self Manager Peers Direct Reports Other *Li Xia Long 4.06 4.33 5.0 - 4.67 5.33 *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 Sal Mander 6.28 4.0 6.0 6.33 6.33 <td></td> <td></td> <td></td> <td></td> <td></td> <td>hepons</td> <td></td>						hepons	
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 Sai Mander 6.39 4.67 6.33 6.33 6.5 - Sai Mander 6.39 4.67 6.33 5.69 4.81 6.26 DELIBERATE • 5.48 5.78 6.33 6.0 6.56 - •Communicating with Clarity All Raters Self Manager Peers Direct Reports Other *Communicating with Clarity All Raters Self Manager Peers Direct Reports Other *Li Xia Long 4.06 4.33 5.0 - 4.67 5.33 *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 Sal Mander 6.28 4.0 6.0 6.33 6.33 <td>Cunniham Downs</td> <td>6.41</td> <td>7.0</td> <td>6.72</td> <td>6.24</td> <td>6.48</td> <td>-</td>	Cunniham Downs	6.41	7.0	6.72	6.24	6.48	-
Li Xia Long Peter Malcolm 4.02 3.89 4.67 - 4.67 2.72 Peter Malcolm 5.47 7.0 6.0 6.0 5.11 5.22 Philomena Jackson 5.2 6.78 6.44 - 5.78 3.72 Sai Mander 6.39 4.67 6.33 6.33 6.5 - Taylor Meyer 5.48 5.78 6.33 5.69 4.81 6.26 DELIBERATE Cunniham Downs 6.33 7.0 6.83 6.0 6.56 - Cunniham Downs 6.33 7.0 6.83 6.0 5.66 - Frankie McAlister 4.76 6.33 4.0 4.33 5.0 - 4.67 2.67 Peter Malcolm 5.46 7.0 6.0 6.33 6.33 - 5.67 3.63 Philomena Jackson 5.11 7.0 6.33 5.78 4.57 6.28 Peter Malcolm 5.41 5.0 6.33 5.78							-
Peter Malcolm 5.47 7.0 6.0 6.0 5.11 5.22 Philomena Jackson 5.2 6.78 6.44 - 5.78 3.72 Sai Mander 6.39 4.67 6.33 6.33 6.5 - Taylor Meyer 5.48 5.78 6.33 5.69 4.81 6.26 DELIBERATE 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 - LiXia Long 4.06 4.33 5.0 - 6.67 2.67 Peter Malcolm 5.46 7.0 6.0 6.0 5.0 5.33 Pater Malcolm 5.46 7.0 6.33 5.78 4.67 2.67 Sai Mander 6.28 4.0 6.0 6.33 5.78 4.67 2.67 Sai Mander <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2.72</td>							2.72
Philomena Jackson Sai Mander 5.2 6.39 6.78 4.67 6.44 6.33 - 5.78 3.72 DELIBERATE •Communicating with Clarity All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.33 7.0 6.83 6.0 6.56 - Frankie McAlister 4.76 6.33 4.0 4.33 5.44 - Li Xia Long 4.06 4.33 5.0 - 4.67 2.67 Peter Malcolm 5.44 7.0 6.03 6.0 6.05 - Peter Malcolm 5.46 7.0 6.0 6.0 5.0 5.33 Philomena Jackson 5.11 7.0 6.0 6.0 5.0 5.33 Philomena Jackson 5.41 5.0 6.33 5.78 4.57 6.28 DELIBERATE • 6.28 4.0 6.0 6.33 6.33 - •Promoting Disciplined Analysis All Raters Self Manager Peers					6.0		
Sai Mander Taylor Meyer 6.39 4.67 6.33 6.33 6.5 - DELIBERATE •Communicating with Clarity All Raters Self Manager Peers Direct Reports Other Cunniham Downs 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 6.03 6.0 5.0 - Peter Malcolm 5.46 7.0 6.03 - 4.67 2.67 Sai Mander 6.28 4.0 6.0 6.0 5.0 5.33 Peter Malcolm 5.41 5.0 6.33 5.78 4.57 6.28 Promoting Disciplined Analysis All Raters Self Manager Peers Direct Reports Other Promoting Disciplined Analysis All Raters Self Manager Peers Direct Reports 0.0 Li Xia Long Li Xia Long 4.52 7.0 6.					-		
Taylor Meyer 5.48 5.78 6.33 5.69 4.81 6.26 DELIBERATE •Communicating with Clarity All Raters Self Manager Peers Direct Reports Other Cunniham Downs Frankie McAlister 6.33 7.0 6.83 6.0 6.56 - Li Xia Long 4.06 4.33 5.0 - 4.67 2.67 Peter Malcolm 5.46 7.0 6.03 6.0 5.67 3.67 Peter Malcolm 5.46 7.0 6.33 - 5.67 3.67 Sai Mander 6.28 4.0 6.0 6.33 6.33 - 6.28 DELIBERATE •Promoting Disciplined Analysis All Raters Self Manager Peers Direct Reports Other •Promoting Disciplined Analysis All Raters Self Manager Peers Direct Reports Other •Promoting Disciplined Analysis All Raters Self Manager 6.67 6.27 6.44 -					6.33		-
DELIBERATE •Communicating with ClarityAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs Frankie McAlister6.337.06.836.06.56-Li Xia Long4.064.335.0-4.672.67Peter Malcolm5.467.06.06.05.05.33Philomena Jackson5.117.06.33-5.673.67Sai Mander6.284.06.06.336.33-6.28DELIBERATE •Promoting Disciplined AnalysisAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs Frankie McAlister4.627.04.04.564.89-Peter Malcolm5.447.06.676.276.44-Promoting Disciplined AnalysisAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs E Promoting Disciplined Analysis6.47.06.676.276.44-Philomena Jackson Sai Mander5.547.06.06.05.335.17Philomena Jackson Sai Mander5.286.676.7-5.783.83Deter Malcolm Sai Mander5.456.06.336.336.5-Cunniham Downs Sai Mander6.395.06.336.336.5-DetiBERATE •Providing a Sense of StabilityAll RatersSelfManagerPeersDirect R							6.26
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 - 6.28 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 Promoting Disciplined Analysis All Raters Self Manager Peers 1.57 6.44 - 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.		All Raters	Self	Manager	Peers		Other
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 - 6.28 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 5.99 5.0 6.33 5.44 5.0	Cunniham Downs	6.33	7.0	6.83	6.0	6.56	-
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 - 5.67 3.67 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 6.07 6.67 - 5.78 3.83 Peter Malcolm 5.54 7.0 6.0 5.33 5.17 5.17 Philomena Jackson 5.28 6.67 6.67 - 5.78<	Frankie McAlister	4.76	6.33	4.0	4.33	5.44	-
Philomena Jackson Sai Mander 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	Li Xia Long	4.06	4.33	5.0	-	4.67	2.67
Sai Mander Taylor Meyer 6.28 4.0 6.0 6.33 6.33 - 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 <	Peter Malcolm	5.46	7.0	6.0	6.0	5.0	5.33
Taylor Meyer5.415.06.335.784.576.28DELIBERATE •Promoting Disciplined AnalysisAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs6.47.06.676.276.44-Frankie McAlister4.627.04.04.564.89-Li Xia Long4.113.05.0-4.672.83Peter Malcolm5.547.06.076.075.783.83Sai Mander6.395.06.336.336.5-Taylor Meyer5.456.06.335.445.06.06DELIBERATE •Providing a Sense of StabilityAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs6.57.06.676.476.44	Philomena Jackson	5.11	7.0	6.33	-	5.67	3.67
DELIBERATE •Promoting Disciplined AnalysisAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs6.47.06.676.276.44-Frankie McAlister4.627.04.04.564.89-Li Xia Long4.113.05.0-4.672.83Peter Malcolm5.547.06.06.05.335.17Philomena Jackson5.286.676.67-5.783.83Sai Mander6.395.06.336.336.5-Taylor Meyer5.456.06.335.445.06.06DELIBERATE•Providing a Sense of StabilityAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs6.57.06.676.476.44-	Sai Mander	6.28	4.0	6.0	6.33	6.33	-
• Promoting Disciplined AnalysisAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs6.47.06.676.276.44-Frankie McAlister4.627.04.04.564.89-Li Xia Long4.113.05.0-4.672.83Peter Malcolm5.547.06.06.05.335.17Philomena Jackson5.286.676.67-5.783.83Sai Mander6.395.06.336.336.5-Taylor Meyer5.456.06.335.445.06.06DELIBERATE•All RatersSelfManagerPeersDirect ReportsOther•All RatersS.97.06.676.476.44-•••	Taylor Meyer	5.41	5.0	6.33	5.78	4.57	6.28
Frankie McAlister4.627.04.04.564.89-Li Xia Long4.113.05.0-4.672.83Peter Malcolm5.547.06.06.05.335.17Philomena Jackson5.286.676.67-5.783.83Sai Mander6.395.06.336.336.5-Taylor Meyer5.456.06.335.445.06.06DELIBERATE• Providing a Sense of StabilityAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs6.57.06.676.476.44-		All Raters	Self	Manager	Peers		Other
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 -	Cunniham Downs	6.4	7.0	6.67	6.27	6.44	-
Peter Malcoln 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			4.0	4.56		-
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 All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.5 7.0 6.67 6.47 6.44 -	Li Xia Long	4.11	3.0	5.0	-	4.67	2.83
Sai Mander Taylor Meyer 6.39 5.45 5.0 6.0 6.33 6.33 6.33 5.44 6.5 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 -	Peter Malcolm	5.54	7.0	6.0	6.0	5.33	5.17
Taylor Meyer5.456.06.335.445.06.06DELIBERATE • Providing a Sense of StabilityAll RatersSelfManagerPeersDirect ReportsDirect ReportsOtherCunniham Downs6.57.06.676.476.44-	Philomena Jackson	5.28	6.67	6.67	-	5.78	3.83
DELIBERATE • Providing a Sense of StabilityAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs6.57.06.676.476.44-	Sai Mander	6.39	5.0	6.33	6.33	6.5	-
• Providing a Sense of StabilityAll RatersSelfManagerPeersDirect ReportsOtherCunniham Downs6.57.06.676.476.44-	Taylor Meyer	5.45	6.0	6.33	5.44	5.0	6.06
	 Providing a Sense of Stability 					Reports	Other
Frankie McAlister 4.67 6.33 3.67 4.33 5.33 -							-
	Frankie McAlister	4.67	6.33	3.67	4.33	5.33	-

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Li Xia Long	3.89	4.33	4.0	_	4.67	2.67
Peter Malcolm	5.42	4.33	4.0 6.0	- 6.0	5.0	2.67
Philomena Jackson	5.22	6.67	6.33	0.0	5.89	3.67
Sai Mander	6.5	5.0	6.67	6.33	6.67	5.07
Taylor Meyer	5.59	6.33	6.33	5.83	4.87	6.44
	0.00	0.00	0.00	0.00	4.07	0.77
RESOLUTE Overall	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Downs	6.52	7.0	6.78	6.62	6.19	-
Frankie McAlister	4.98	5.89	6.22	4.44	5.11	-
Li Xia Long	4.28	4.0	6.0	-	4.04	3.78
Peter Malcolm	5.46	7.0	6.0	6.5	5.19	4.56
Philomena Jackson	6.13	7.0	5.0	-	6.93	5.5
Sai Mander	6.48	6.0	6.78	6.33	6.56	-
Taylor Meyer	6.0	6.22	6.33	5.74	5.99	6.24
RESOLUTE Setting High Expectations 	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Downs	6.53	7.0	6.83	6.6	6.22	-
Frankie McAlister	4.86	5.0	6.0	4.33	5.0	-
Li Xia Long	4.33	4.67	6.0	-	4.11	3.83
Peter Malcolm	5.46	7.0	6.0	6.5	5.11	4.67
Philomena Jackson	6.11	7.0	5.0	-	6.89	5.5
Sai Mander	6.5	7.0	6.67	6.33	6.67	-
Taylor Meyer	6.12	6.0	6.67	5.5	6.27	6.39
RESOLUTE •Speaking Up About Problems	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Downs	6.53	7.0	6.83	6.6	6.22	-
Frankie McAlister	4.95	7.0	6.67	4.11	5.22	-
Li Xia Long	4.22	4.0	6.0	-	4.0	3.67
Peter Malcolm	5.5	7.0	6.0	6.5	5.33	4.5
Philomena Jackson	6.17	7.0	5.0	-	7.0	5.5
Sai Mander	6.44	6.0	7.0	6.33	6.33	-
Taylor Meyer	6.0	6.33	6.33	5.94	6.0	6.0
RESOLUTEImproving Methods	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Downs	6.5	7.0	6.67	6.67	6.11	-
Frankie McAlister	5.14	5.67	6.0	4.89	5.11	-
Li Xia Long	4.28	3.33	6.0	-	4.0	3.83
Peter Malcolm	5.42	7.0	6.0	6.5	5.11	4.5
	0.12					
Philomena Jackson	6.11	7.0	5.0	-	6.89	5.5
			5.0 6.67	- 6.33	6.89 6.67	5.5 -



COMMANDING Overall		All Raters	Self	Manager	Peers	Direct Reports	Other
Querell		0.00	0.0	0.70	0.00	0.10	
	ham Downs	6.36	6.0	6.78	6.29	6.19	-
Frank	ie McAlister	5.65	6.11	5.89	6.11	5.11	-
Do	Li Xia Long ter Malcolm	4.17 5.29	3.78	4.67	-	4.15 5.44	3.94
	na Jackson	5.29	6.0 6.89	6.0 1.44	6.0	5.81	4.0 6.22
	Sai Mander	5.22 6.26	6.0	6.44	- 6.0	6.56	0.22
		6.37	6.89	6.56	6.13	6.5	6.35
I	aylor Meyer	0.37	0.69	0.00	0.13	0.0	0.30
COMMANDING •Showing Confidence		All Raters	Self	Manager	Peers	Direct Reports	Other
Cunnil	ham Downs	6.43	6.0	6.83	6.4	6.22	-
Frank	ie McAlister	5.57	6.0	4.33	6.56	5.0	-
	Li Xia Long	4.17	3.33	5.0	-	4.11	3.83
Pe	ter Malcolm	5.38	6.0	6.0	6.0	5.67	4.0
Philome	na Jackson	5.22	7.0	1.33	-	5.89	6.17
	Sai Mander	6.33	7.0	6.67	6.0	6.67	-
Т	aylor Meyer	6.46	7.0	6.33	6.22	6.7	6.33
•Taking Charge		All Raters	Self	Manager	Peers	Direct Reports	Other
Cunnil	ham Downs	6.37	6.0	6.83	6.27	6.22	-
Frank	ie McAlister	5.57	6.33	6.67	5.44	5.33	-
	Li Xia Long	4.33	4.33	5.0	-	4.22	4.17
Pe	ter Malcolm	5.29	6.0	6.0	6.0	5.33	4.17
Philome	na Jackson	5.33	6.67	1.67	-	5.89	6.33
	Sai Mander	6.22	6.0	6.67	6.0	6.33	-
Т	aylor Meyer	6.32	6.67	6.67	6.17	6.3	6.44
COMMANDING •Focusing on Results		All Raters	Self	Manager	Peers	Direct Reports	Other
Cunnil	ham Downs	6.27	6.0	6.67	6.2	6.11	_
	ie McAlister	5.81	6.0	6.67	6.33	5.0	-
	Li Xia Long	4.0	3.67	4.0	-	4.11	3.83
Pa	ter Malcolm	5.21	6.0	6.0	6.0	5.33	3.83
	na Jackson	5.11	7.0	1.33	-	5.67	6.17
					0.0		0.17
	Sal Mander	6.22	50	60	60	hh/	-
	Sai Mander aylor Meyer	6.22 6.32	5.0 7.0	6.0 6.67	6.0 6.0	6.67 6.5	- 6.28



	I		I
PIONEERING	Proposes new	Focuses on finding	Encourages us to
 Finding Opportunities 	directions for the	new opportunities	explore new directions
	group		
Cunniham Downs	6.7	6.5	6.5
Frankie McAlister	5.14	5.0	4.43
Li Xia Long	4.5	4.0	4.0
Peter Malcolm	6.0	5.88	6.13
Philomena Jackson	6.0	5.83	4.83
Sai Mander	6.67	6.5	6.5
Taylor Meyer	6.04	6.26	6.3
	I	1	I
PIONEERING	Encourages people to	Challenges others to	Helps the group
 Stretching the Boundaries 	think outside the box	push beyond their	envision new ways of
		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
PIONEERING			
Promoting Bold Action	Encourages the group	Champions bold and	Takes risks when
	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
	I		I
ENERGIZING	Prince up the operation		Shows passion for
 Showing Enthusiasm 	Brings up the energy level of the group	Encourages people with enthusiasm	what we are doing
			what we are doing
Cunniham Downs	6.6	6.4	6.6
Frankie McAlister	6.0	5.57	4.14
Li Xia Long	4.0	4.0	4.17
Peter Malcolm	6.13	6.0	5.75
Philomena Jackson	5.0	5.17	5.67
Sai Mander	6.5	6.33	6.67
Taylor Meyer	6.04	6.13	6.48
ENERGIZING		Invites a variety of	
Building Professional Networks	Takes the initiative to	different people to	Maintains a wide circle
- Duliuling I TOIESSIUNALINELWURS	meet new people	social outings	of social contacts
	~ -	-	0.5
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
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Sai Mander	6.5	6.33	6.5
Taylor Meyer	6.61	5.65	6.57
	0.01	0.00	0.01
ENERGIZING • Rallying People to Achieve Goals	Gets people excited about new goals	Inspires other people	Rallies people around a vision for the future
Cunniham Downs	6.4	6.4	6.2
Frankie McAlister	5.0	5.57	4.14
Li Xia Long	4.0	4.17	4.0
Peter Malcolm	6.13	6.25	6.0
Philomena Jackson	4.83	5.0	4.83
Sai Mander	6.33	6.33	6.17
Taylor Meyer	6.09	5.78	6.04
	0.09	5.78	0.04
•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
		6.78	6.3
Taylor Meyer	6.43	0.78	0.3
AFFIRMING Acknowledging Contributions 	Goes out of his or her way to recognize the contributions of others	Makes people feel good about their accomplishments	Makes sure people know that their work is appreciated
Cunniham Downs	6.7	6.7	6.5
Frankie McAlister	5.86	3.57	5.29
Li Xia Long	4.0	4.0	4.17
Peter Malcolm	6.13	5.88	5.88
Philomena Jackson	5.17	5.5	5.5
Sai Mander	6.83	6.83	6.67
Taylor Meyer	5.83	5.87	5.7
AFFIRMING •Creating a Positive Environment	Creates a positive environment around him or her	Helps people see the best in a tough situation	Offers encouragement when people need it most
Cunniham Downs	6.7	6.6	6.4
Frankie McAlister	5.71	6.29	3.0
Li Xia Long	4.17	4.17	4.17
Peter Malcolm	5.88	6.13	6.0
Philomena Jackson	5.67	5.33	5.33
Sai Mander	6.83	6.67	6.5
Taylor Meyer	6.3	5.83	5.74
INCLUSIVE • Staying Open to Input Cunniham Downs	Takes other people's input and ideas seriously 6.5	Thinks it's important to consider everyone's ideas 6.3	Shows willingness to reconsider his or her ideas when someone has a better one 6.7
	0.0	0.0	0.1

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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
	0.09	0.09
INCLUSIVE Shows consideration		
	Genuinely listens to	Uses tact when
Showing Diplomacy for other people's	other people	communicating with
feelings		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 Encourages people to		Gets buy-in from team
	Invites other people's	members before
	opinions and ideas	
of view	-	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 Shows self-control		Handles
Maintaining Composure when he or she is	Remains calm when	disagreements in a
	he or she is frustrated	rational, unemotional
upset		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	Is quick to	
Showing Modesty Recognizes his or her	acknowledge when	Comes across as
limitations	he or she is wrong	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
	5.5	5.5
Peter Malcolm 5.5		
Philomena Jackson 5.67	5.67	5.17



HUMBLE •Being Fair Minded	Makes decisions without letting his or her personal biases	Makes decisions in a fair, objective fashion	Avoids getting carried away with his or her passions or pet
Cunniham Downs	get in the way 6.6	6.9	projects
		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
DELIBERATECommunicating with Clarity	Uses clear, concise language when he or she communicates	Presents his or her ideas in a clear, systematic way	Takes the time to lay out his or her ideas so that everyone can understand
Cunniham Downs	6.4	6.2	6.4
Frankie McAlister	4.14	5.14	5.0
Li Xia Long	4.0	4.17	4.0
Peter Malcolm	5.5	5.38	5.5
Philomena Jackson	5.0	5.33	5.0
Sai Mander	6.33	6.17	6.33
Taylor Meyer	5.39	5.22	5.61
DELIBERATEPromoting Disciplined Analysis	Makes sure people calculate risks before acting	Promotes critical thinking when solving problems	Thoroughly reviews the facts and options before making decisions
Cunniham Downs	6.6	6.3	6.3
Frankie McAlister	5.43	3.57	4.86
Li Xia Long	4.17	4.0	4.17
Peter Malcolm	5.63	5.5	5.5
Philomena Jackson	5.5	5.0	5.33
Sai Mander	6.5	6.33	6.33
Taylor Meyer	5.35	5.83	5.17
DELIBERATEProviding a Sense of Stability	Provides enough consistency that people know what to expect	Creates an environment where there is a sense of stability	Provides a structure that people can follow
Cunniham Downs	6.3	6.7	6.5
Frankie McAlister	4.0	5.14	4.86
Li Xia Long	3.83	4.0	3.83
Peter Malcolm	5.38	5.5	5.38
Philomena Jackson	5.0	5.5	5.17
Sai Mander	6.33	6.67	6.5
Taylor Meyer	5.48	5.78	5.52
	5.46	5.76	0.02
RESOLUTE •Setting High Expectations Cunniham Downs	Sets high expectations for the group 6.7	Makes it clear that mediocre performance is unacceptable 6.5	Makes sure that people take responsibility for poor performance 6.4
Frankie McAlister	4.29	5.86	4.43
Li Xia Long	4.29	4.0	4.43
	4.0	4.0	4.0



Peter Malcolm	5.63	5.13	5.63
Philomena Jackson	6.17	6.17	6.0
Sai Mander	6.67	6.5	6.33
Taylor Meyer	6.57	6.13	5.65
RESOLUTE •Speaking Up About Problems	Speaks up when our methods are not working	Points out when our plans are impractical	Is willing to question processes that don't seem logical
Cunniham Downs	6.6	6.6	6.4
Frankie McAlister	5.29	5.0	4.57
Li Xia Long	4.17	4.5	4.0
Peter Malcolm	5.5	5.63	5.38
Philomena Jackson	6.17	6.17	6.17
Sai Mander	6.5	6.5	6.33
Taylor Meyer	5.96	5.91	6.13
RESOLUTE •Improving Methods	Makes sure that inefficiencies get addressed	Makes sure that people apply common sense to our work methods	Finds ways to improve our processes and methods
Cunniham Downs	6.3	6.7	6.5
Frankie McAlister	5.71	5.0	4.71
Li Xia Long	4.5	4.17	4.17
Peter Malcolm	5.63	5.5	5.13
Philomena Jackson	6.0	6.17	6.17
Sai Mander	6.33	6.67	6.5
Taylor Meyer	5.65	5.74	6.3
COMMANDING • Showing Confidence	Shows confidence in his or her opinions	Shows assertiveness when he or she speaks	Speaks his or her mind
Cunniham Downs	6.6	6.4	6.3
Frankie McAlister	5.86	4.71	6.14
Li Xia Long	4.0	4.5	4.0
Peter Malcolm	5.38	5.38	5.38
Philomena Jackson	5.17	5.5	5.0
Sai Mander	6.5	6.33	6.17
Taylor Meyer	6.65	6.3	6.43
COMMANDING • Taking Charge	Steps up and makes decisions when no one else will	Takes charge of situations when leadership seems to be lacking	Takes the lead in group situations
Cunniham Downs	6.3	6.5	6.3
Frankie McAlister	5.86	6.29	4.57
Li Xia Long	4.5	4.0	4.5
Peter Malcolm	5.38	5.25	5.25
Philomena Jackson	5.33	5.17	5.5
Sai Mander	6.17	6.33	6.17
Taylor Meyer	6.3	6.43	6.22



•Focusing on Results	Pushes him/herself and others to get results	Sets ambitious goals for the group	Comes across as action-oriented
Cunniham Downs	6.2	6.4	6.2
Frankie McAlister	6.14	5.0	6.29
Li Xia Long	3.83	4.33	3.83
Peter Malcolm	5.13	5.38	5.13
Philomena Jackson	5.0	5.33	5.0
Sai Mander	6.17	6.33	6.17
Taylor Meyer	6.43	6.09	6.43

LEADER SNAPSHOTS





Raters

