

# Bates ExPI™

## Executive Presence Index

### Multi-Rater Feedback Assessment

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Leader Report For:

Jane



Ei World

bates

## PARTICIPANT PAGE

### Participant Status

Group	Number Responding	Number Nominated	Minimum Required to Report	Response Rate
Self	1	1	1	100%
Supervisor	1	1	1	100%
Peer	4	4	3	100%
Direct Reports	4	8	3	50%

### Participant List

#### Self

Jane Doe

#### Supervisor

Sample Supervisor

#### Peer

Sample Peer1

Sample Peer2

Sample Peer3

Sample Peer4

#### Direct Reports

Sample Report1

Sample Report1

Sample Report2

Sample Report2

Sample Report3

Sample Report3

Sample Report4

Sample Report4

## Understanding Your Groups

An important component of the survey process is that responses, with the exception of those of your supervisor, are provided in a confidential manner. By allowing people to respond in a confidential and anonymous manner, more open and honest feedback can be obtained.

On the pages that follow, in order to protect the anonymity and confidentiality of respondents, results are not reported separately for Direct Reports and Peers if fewer than three individuals in either of these groups responded to the survey. If this occurs, a **Total Others** group will appear in place of the Direct Report and Peer groups. This group is a combination of the responses given by both your Peers and Direct Reports. Although it is named similarly, the group labeled **Overall** includes ratings from all sources except for your self-rating.

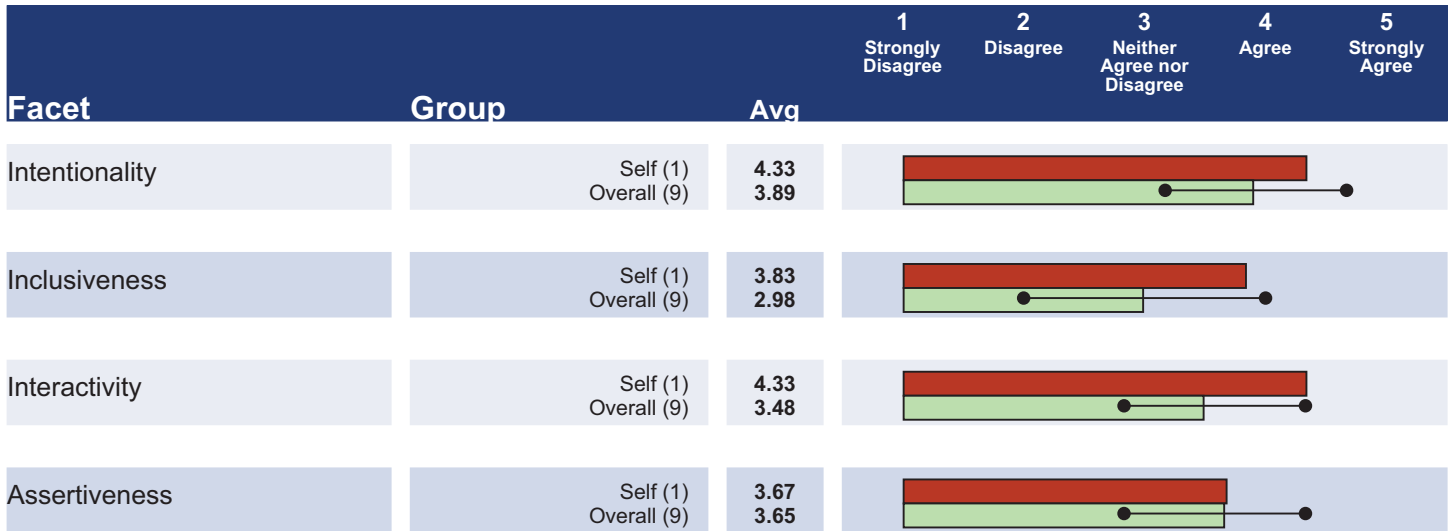
## Facet Summary - Self vs. Overall



Range from Low to High



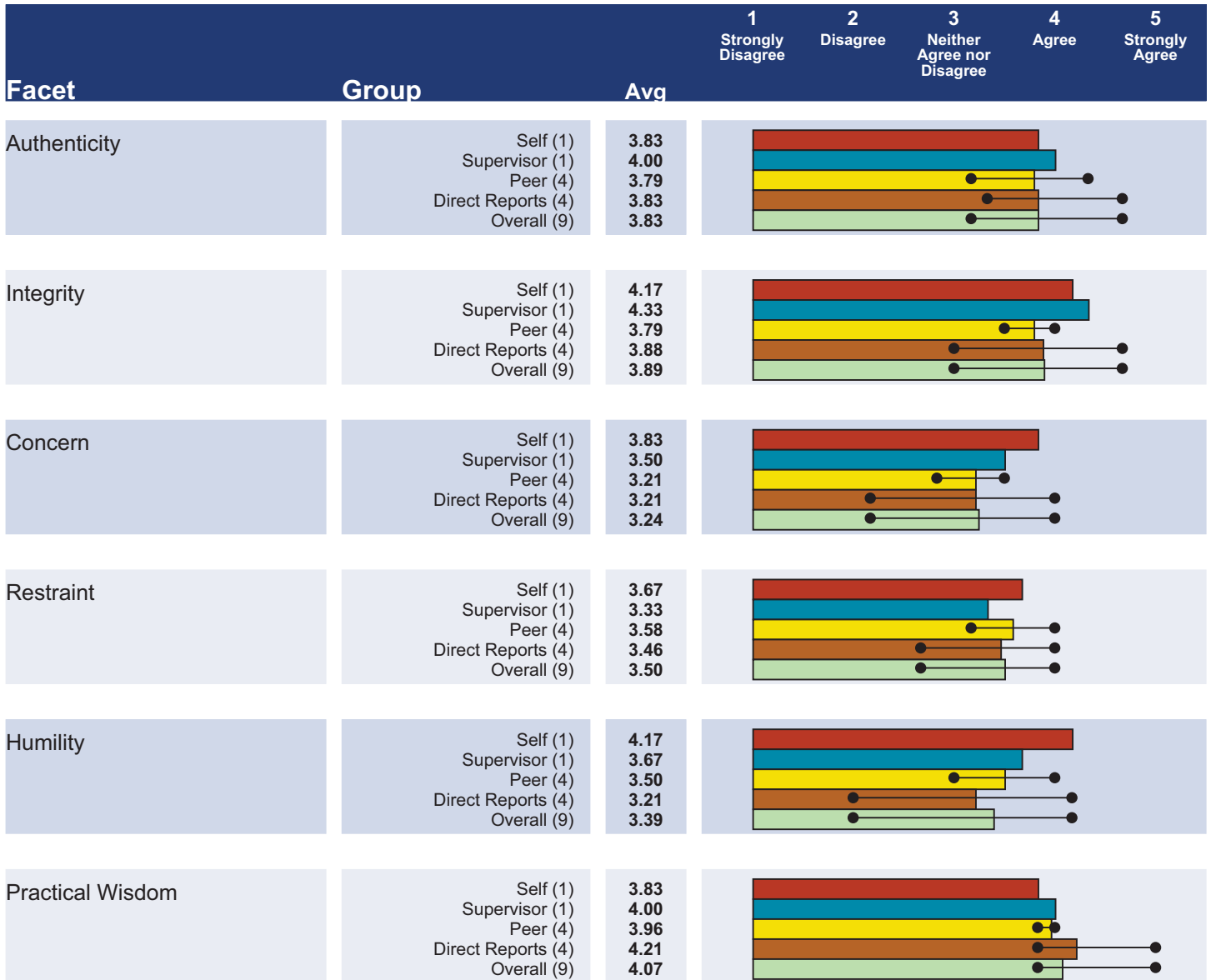
## Facet Summary - Self vs. Overall



Range from Low to High



## Facet Summary - By Rater Group



Range from Low to High



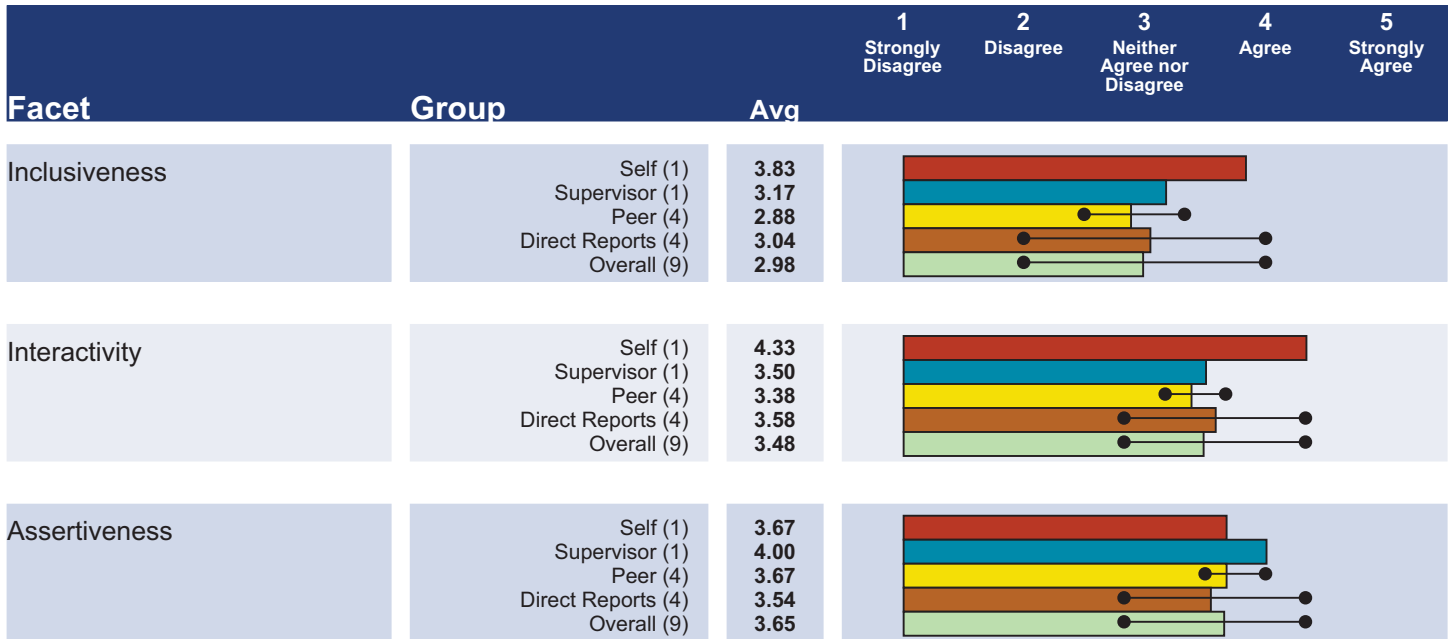
## Facet Summary - By Rater Group

Facet	Group	Avg	Rating Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
Confidence	Self (1)	4.17	[Bar chart showing distribution for Self]				
	Supervisor (1)	4.83	[Bar chart showing distribution for Supervisor]				
	Peer (4)	4.04	[Bar chart showing distribution for Peer]				
	Direct Reports (4)	4.08	[Bar chart showing distribution for Direct Reports]				
	Overall (9)	4.15	[Bar chart showing distribution for Overall]				
Composure	Self (1)	4.00	[Bar chart showing distribution for Self]				
	Supervisor (1)	3.67	[Bar chart showing distribution for Supervisor]				
	Peer (4)	3.67	[Bar chart showing distribution for Peer]				
	Direct Reports (4)	3.67	[Bar chart showing distribution for Direct Reports]				
	Overall (9)	3.67	[Bar chart showing distribution for Overall]				
Resonance	Self (1)	3.00	[Bar chart showing distribution for Self]				
	Supervisor (1)	3.17	[Bar chart showing distribution for Supervisor]				
	Peer (4)	3.04	[Bar chart showing distribution for Peer]				
	Direct Reports (4)	3.04	[Bar chart showing distribution for Direct Reports]				
	Overall (9)	3.06	[Bar chart showing distribution for Overall]				
Vision	Self (1)	3.67	[Bar chart showing distribution for Self]				
	Supervisor (1)	4.00	[Bar chart showing distribution for Supervisor]				
	Peer (4)	3.88	[Bar chart showing distribution for Peer]				
	Direct Reports (4)	4.29	[Bar chart showing distribution for Direct Reports]				
	Overall (9)	4.07	[Bar chart showing distribution for Overall]				
Appearance	Self (1)	3.67	[Bar chart showing distribution for Self]				
	Supervisor (1)	4.00	[Bar chart showing distribution for Supervisor]				
	Peer (4)	4.08	[Bar chart showing distribution for Peer]				
	Direct Reports (4)	4.00	[Bar chart showing distribution for Direct Reports]				
	Overall (9)	4.04	[Bar chart showing distribution for Overall]				
Intentionality	Self (1)	4.33	[Bar chart showing distribution for Self]				
	Supervisor (1)	4.00	[Bar chart showing distribution for Supervisor]				
	Peer (4)	3.83	[Bar chart showing distribution for Peer]				
	Direct Reports (4)	3.92	[Bar chart showing distribution for Direct Reports]				
	Overall (9)	3.89	[Bar chart showing distribution for Overall]				

Range from Low to High



## Facet Summary - By Rater Group



Range from Low to High





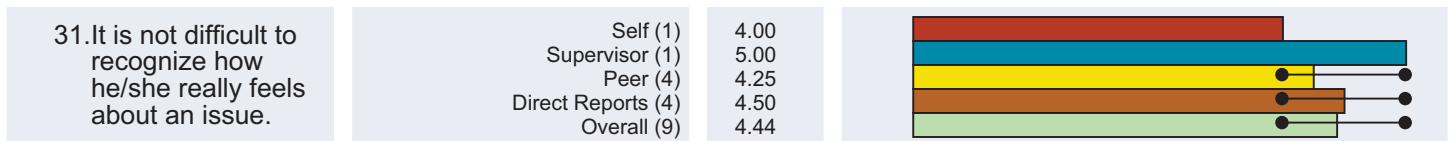
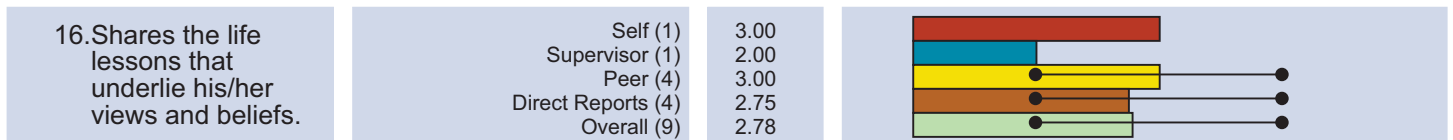
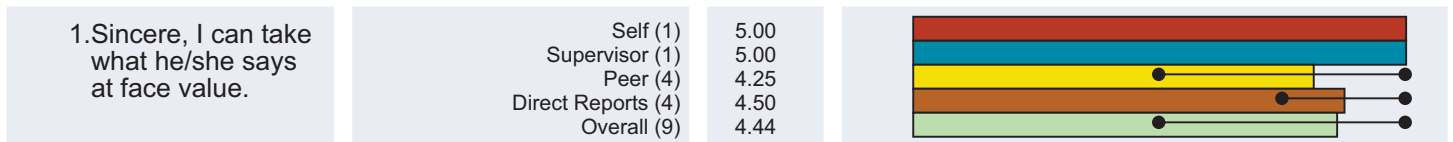
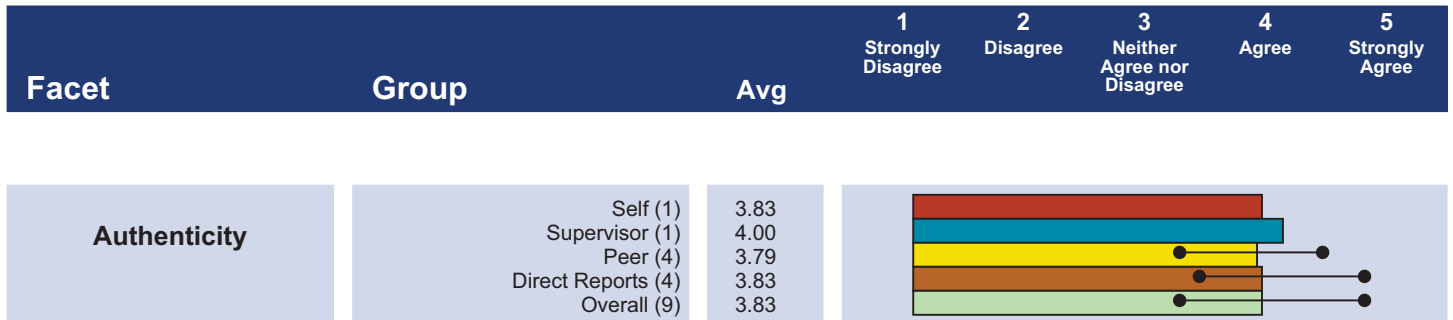
## Highest/Lowest Items - By Rater Group

HIGHEST RATED ITEMS			
Supervisor	Peer	Direct Reports	Overall
<p><b>Authenticity:</b> 1. Sincere, I can take what he/she says at face value.</p> <p>5</p>	<p><b>Assertiveness:</b> 15. Does not shy away from making his/her opinions, views, and reactions known.</p> <p>5</p>	<p><b>Assertiveness:</b> 15. Does not shy away from making his/her opinions, views, and reactions known.</p> <p>5</p>	<p><b>Assertiveness:</b> 15. Does not shy away from making his/her opinions, views, and reactions known.</p> <p>5</p>
<p><b>Confidence:</b> 7. Acts decisively when situations require action.</p> <p>5</p>	<p><b>Appearance:</b> 41. Does not show up looking fatigued, poorly dressed, or unprepared.</p> <p>5</p>	<p><b>Intentionality:</b> 12. After a discussion with him/her everyone is clear about direction and next steps.</p> <p>4.75</p>	<p><b>Appearance:</b> 41. Does not show up looking fatigued, poorly dressed, or unprepared.</p> <p>4.89</p>
<p><b>Appearance:</b> 11. Looks healthy, alert, and expresses him/herself with vigor.</p> <p>5</p>	<p><b>Appearance:</b> 11. Looks healthy, alert, and expresses him/herself with vigor.</p> <p>4.5</p>	<p><b>Vision:</b> 40. A strong thinker with an appreciation for what it takes to realize the strategy.</p> <p>4.75</p>	<p><b>Appearance:</b> 11. Looks healthy, alert, and expresses him/herself with vigor.</p> <p>4.56</p>
<p><b>Assertiveness:</b> 15. Does not shy away from making his/her opinions, views, and reactions known.</p> <p>5</p>	<p><b>Authenticity:</b> 1. Sincere, I can take what he/she says at face value.</p> <p>4.25</p>	<p><b>Appearance:</b> 41. Does not show up looking fatigued, poorly dressed, or unprepared.</p> <p>4.75</p>	<p><b>Confidence:</b> 67. Willing to take on the difficult issues without delay or avoidance.</p> <p>4.56</p>
<p><b>Interactivity:</b> 29. Prefers that regular communications be direct, timely, and interactive.</p> <p>5</p>	<p><b>Intentionality:</b> 12. After a discussion with him/her everyone is clear about direction and next steps.</p> <p>4.25</p>	<p><b>Confidence:</b> 67. Willing to take on the difficult issues without delay or avoidance.</p> <p>4.75</p>	<p><b>Confidence:</b> 82. Trusts his/her judgment and willing to take reasonable risks.</p> <p>4.56</p>

## Highest/Lowest Items - By Rater Group

LOWEST RATED ITEMS			
Supervisor	Peer	Direct Reports	Overall
<p><b>Authenticity:</b> 16. Shares the life lessons that underlie his/her views and beliefs.</p> <p>2</p>	<p><b>Interactivity:</b> 59. Really listens when others speak and notices what may be unspoken.</p> <p>2.25</p>	<p><b>Resonance:</b> 24. Adept at reading and responding to the nonverbal messages of others.</p> <p>2.25</p>	<p><b>Resonance:</b> 24. Adept at reading and responding to the nonverbal messages of others.</p> <p>2.33</p>
<p><b>Restraint:</b> 19. Aware of emotions, his/her own and others, but is not dominated by them.</p> <p>2</p>	<p><b>Inclusiveness:</b> 88. Expresses a refreshing curiosity and interest in the ideas of others.</p> <p>2.25</p>	<p><b>Interactivity:</b> 14. Accessible easy to connect with and talk to.</p> <p>2.5</p>	<p><b>Interactivity:</b> 59. Really listens when others speak and notices what may be unspoken.</p> <p>2.33</p>
<p><b>Resonance:</b> 24. Adept at reading and responding to the nonverbal messages of others.</p> <p>2</p>	<p><b>Resonance:</b> 9. Fully present and attentive when engaging with others.</p> <p>2.5</p>	<p><b>Interactivity:</b> 59. Really listens when others speak and notices what may be unspoken.</p> <p>2.5</p>	<p><b>Resonance:</b> 9. Fully present and attentive when engaging with others.</p> <p>2.67</p>
<p><b>Appearance:</b> 26. Voice tone, mannerisms, and postures are always appropriate to the situation.</p> <p>2</p>	<p><b>Resonance:</b> 24. Adept at reading and responding to the nonverbal messages of others.</p> <p>2.5</p>	<p><b>Humility:</b> 80. Accurately and realistically acknowledges his/her own vulnerabilities.</p> <p>2.5</p>	<p><b>Interactivity:</b> 14. Accessible easy to connect with and talk to.</p> <p>2.67</p>
<p><b>Interactivity:</b> 59. Really listens when others speak and notices what may be unspoken.</p> <p>2</p>	<p><b>Inclusiveness:</b> 13. Actively involves those who have a stake in the issues and a relevant viewpoint to offer.</p> <p>2.75</p>	<p><b>Resonance:</b> 9. Fully present and attentive when engaging with others.</p> <p>2.75</p>	<p><b>Appearance:</b> 26. Voice tone, mannerisms, and postures are always appropriate to the situation.</p> <p>2.67</p>

## Authenticity



Range from Low to High



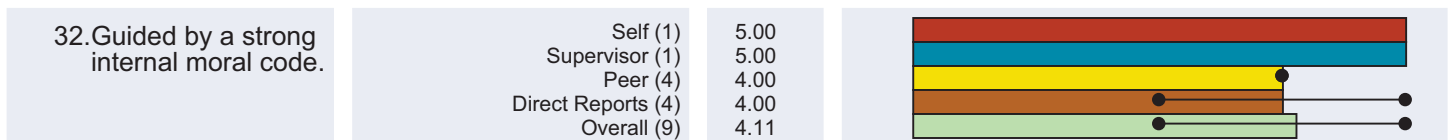
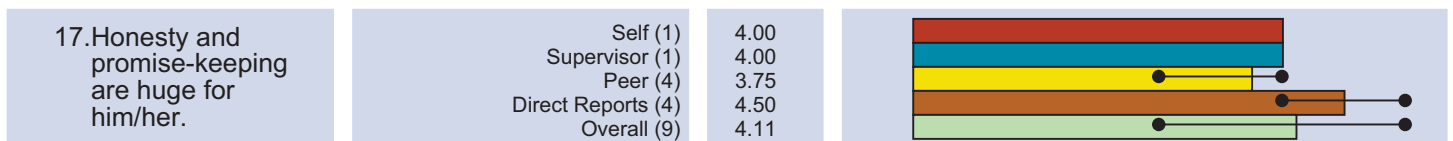
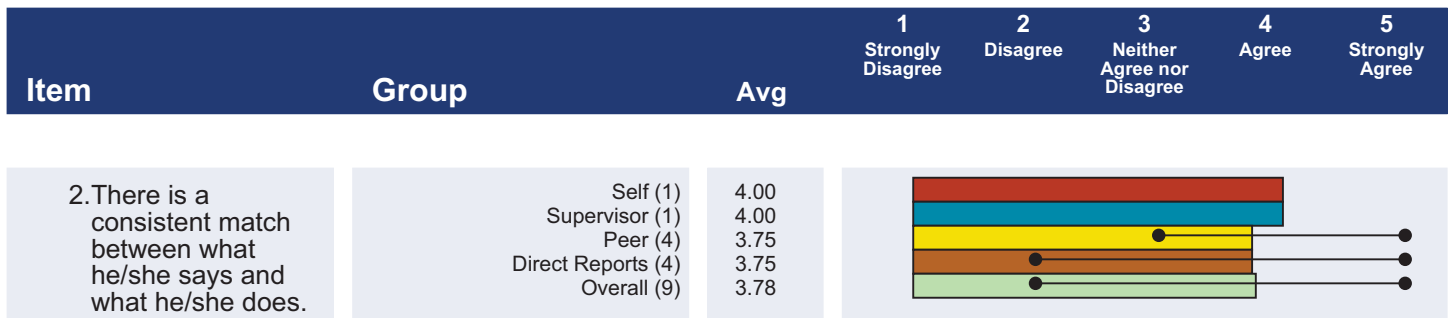
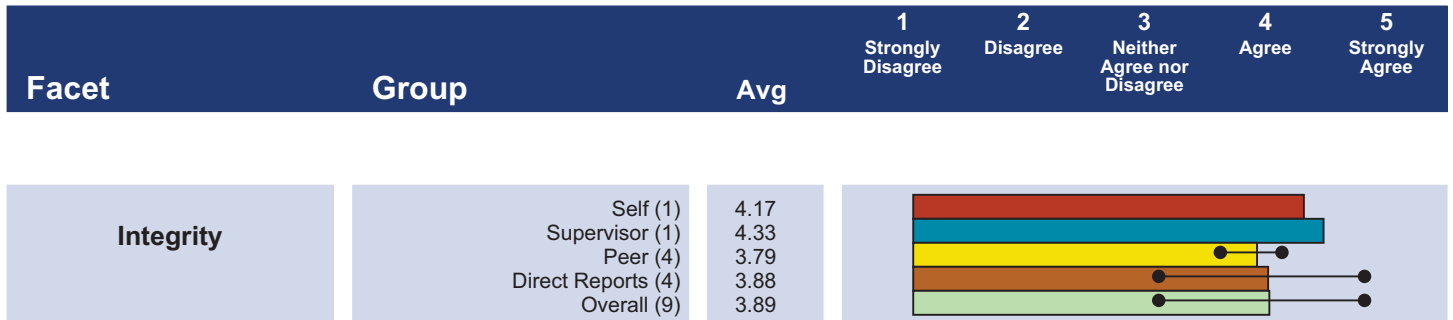
## Authenticity

Item	Group	Avg	1 2 3 4 5				
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
46. After hearing him/her speak you know what he/she is really thinking.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	5.00	[Bar chart showing 5.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	4.25	[Bar chart showing 4.25]				
	Overall (9)	4.22	[Bar chart showing 4.22]				
61. Openly shares his/her personal experience, reveals his/her genuine identity as a person.	Self (1)	2.00	[Bar chart showing 2.00]				
	Supervisor (1)	2.00	[Bar chart showing 2.00]				
	Peer (4)	3.00	[Bar chart showing 3.00]				
	Direct Reports (4)	2.75	[Bar chart showing 2.75]				
	Overall (9)	2.78	[Bar chart showing 2.78]				
76. There is nothing fake or phony about him/her.	Self (1)	5.00	[Bar chart showing 5.00]				
	Supervisor (1)	5.00	[Bar chart showing 5.00]				
	Peer (4)	4.25	[Bar chart showing 4.25]				
	Direct Reports (4)	4.25	[Bar chart showing 4.25]				
	Overall (9)	4.33	[Bar chart showing 4.33]				

Range from Low to High



## Integrity



Range from Low to High



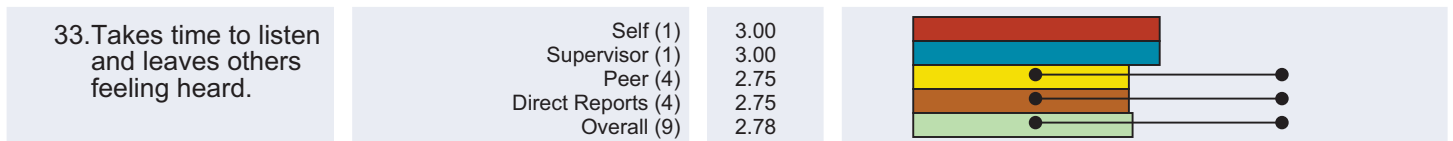
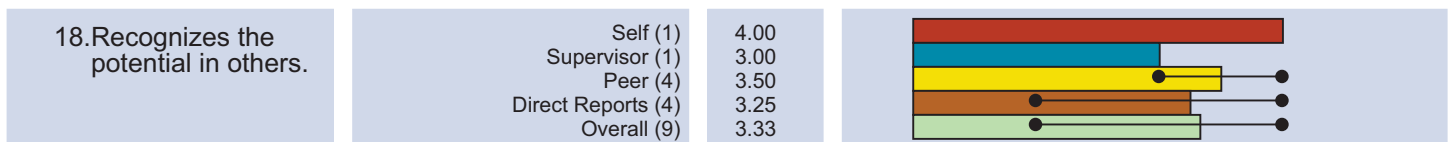
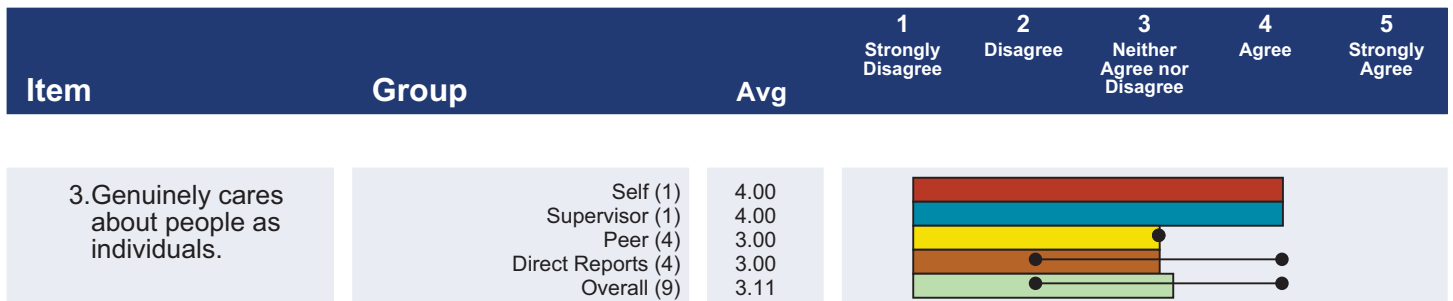
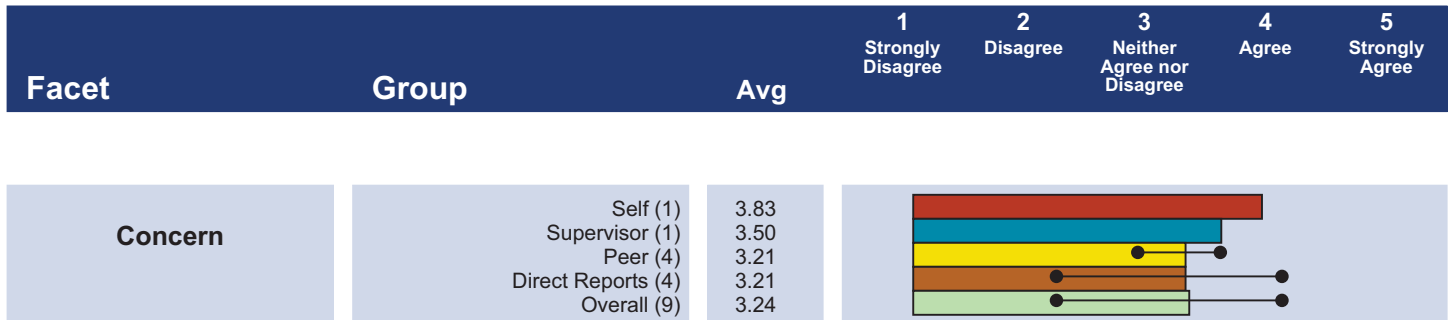
## Integrity

Item	Group	Avg	Rating Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
47. Can count on him/her to do the right thing, even if it costs him/her dearly.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	3.25	[Bar chart showing 3.25]				
	Direct Reports (4)	3.25	[Bar chart showing 3.25]				
	Overall (9)	3.33	[Bar chart showing 3.33]				
62. Walks the talk on values of honesty, promise-keeping, and fairness.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	5.00	[Bar chart showing 5.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	4.00	[Bar chart showing 4.00]				
	Overall (9)	4.11	[Bar chart showing 4.11]				
77. Carefully considers the ethical consequences of his/her actions.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	3.75	[Bar chart showing 3.75]				
	Overall (9)	3.89	[Bar chart showing 3.89]				

Range from Low to High



## Concern



Range from Low to High



## Concern

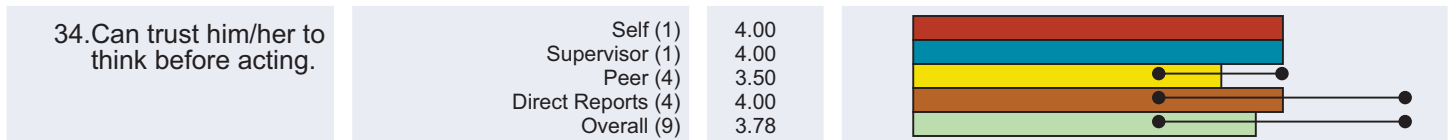
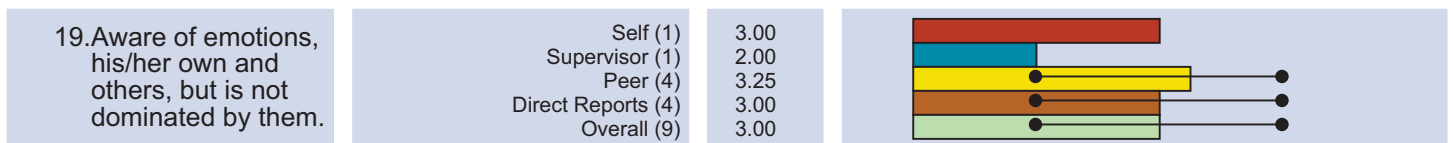
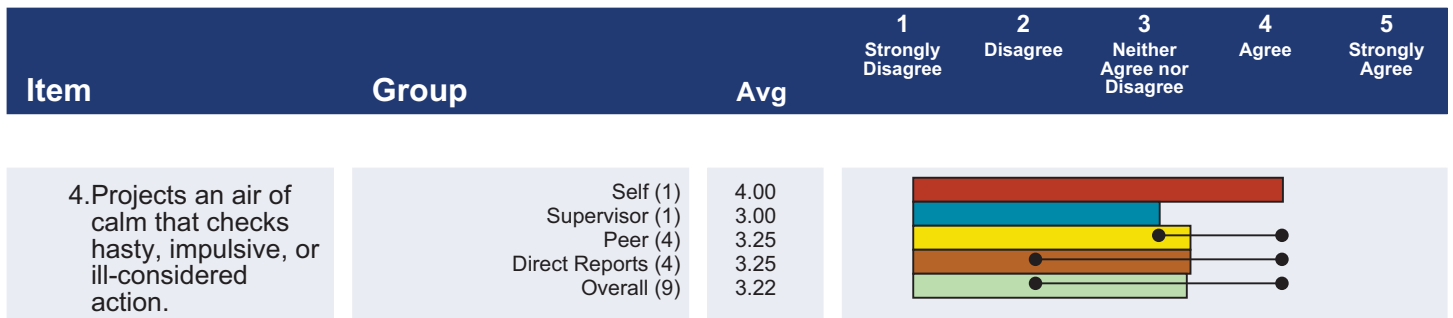
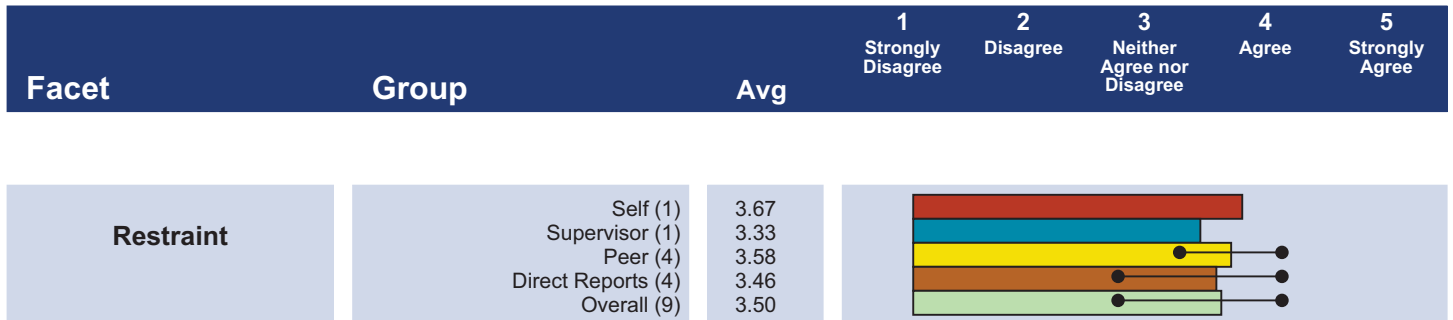
Item	Group	Avg	Rating Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
48. Encourages others to experiment, trust themselves, try new things.	Self (1)	5.00	[Bar chart showing 5.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	3.25	[Bar chart showing 3.25]				
	Direct Reports (4)	3.25	[Bar chart showing 3.25]				
	Overall (9)	3.33	[Bar chart showing 3.33]				
63. Works to serve the greater good and build something that will last.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	4.00	[Bar chart showing 4.00]				
	Overall (9)	4.00	[Bar chart showing 4.00]				
78. Even when giving hard-hitting feedback, his/her positive intentions are clear.	Self (1)	3.00	[Bar chart showing 3.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	2.75	[Bar chart showing 2.75]				
	Direct Reports (4)	3.00	[Bar chart showing 3.00]				
	Overall (9)	2.89	[Bar chart showing 2.89]				

Range from Low to High





## Restraint



Range from Low to High



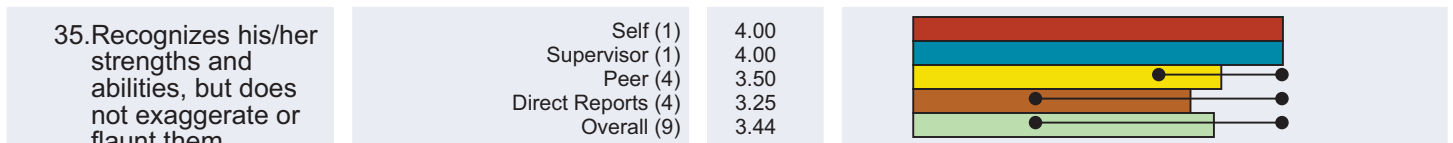
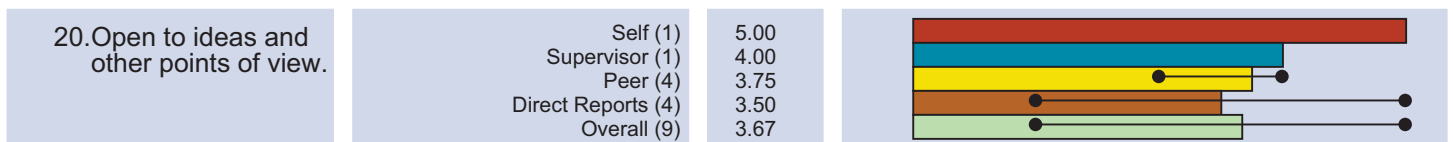
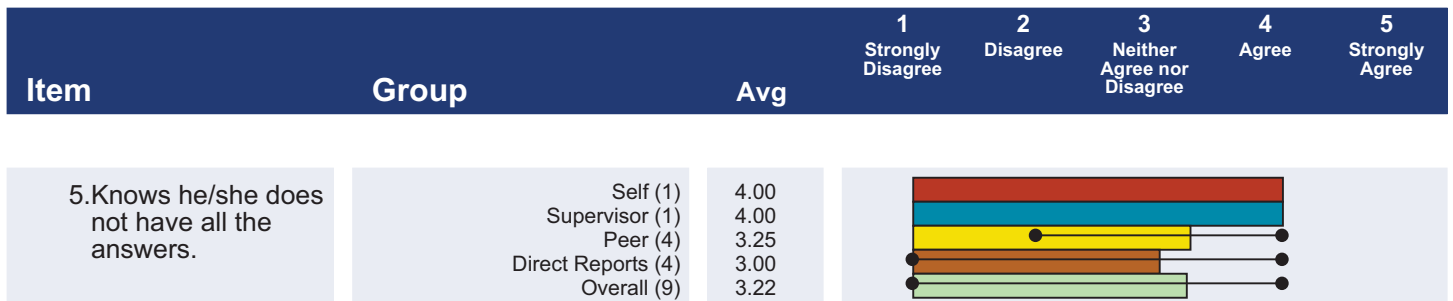
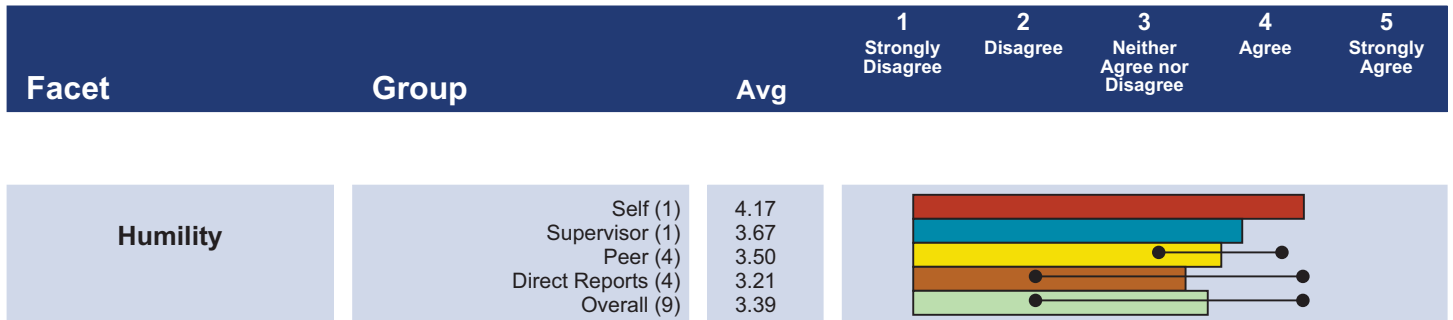
## Restraint

Item	Group	Avg	1 2 3 4 5				
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
49.Maintains perspective even under high levels of stress.	Self (1)	4.00	[Bar from 4 to 5]				
	Supervisor (1)	4.00	[Bar from 4 to 5]				
	Peer (4)	4.00	[Bar from 4 to 5]				
	Direct Reports (4)	3.25	[Bar from 2 to 4]				
	Overall (9)	3.67	[Bar from 2 to 4]				
64.Does not get swept up in the emotions of the group.	Self (1)	4.00	[Bar from 4 to 5]				
	Supervisor (1)	4.00	[Bar from 4 to 5]				
	Peer (4)	4.00	[Bar from 4 to 5]				
	Direct Reports (4)	3.75	[Bar from 3 to 4]				
	Overall (9)	3.89	[Bar from 3 to 4]				
79.Others find that his/her deliberative style clarifies their thinking.	Self (1)	3.00	[Bar from 3 to 4]				
	Supervisor (1)	3.00	[Bar from 3 to 4]				
	Peer (4)	3.50	[Bar from 3 to 4]				
	Direct Reports (4)	3.50	[Bar from 3 to 4]				
	Overall (9)	3.44	[Bar from 3 to 4]				

Range from Low to High



## Humility



Range from Low to High



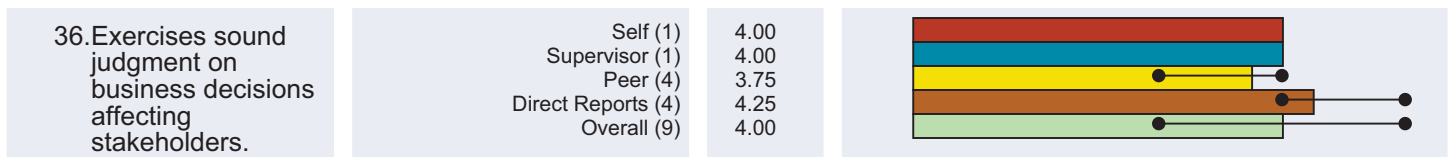
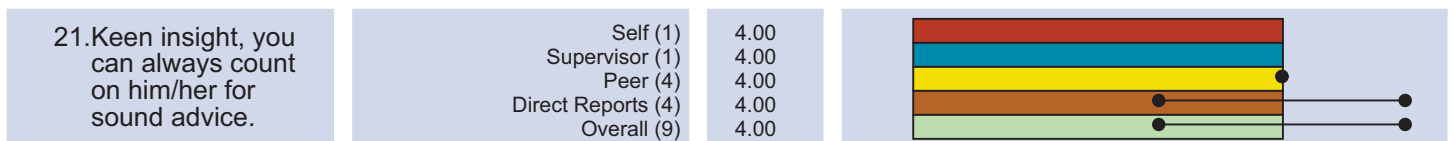
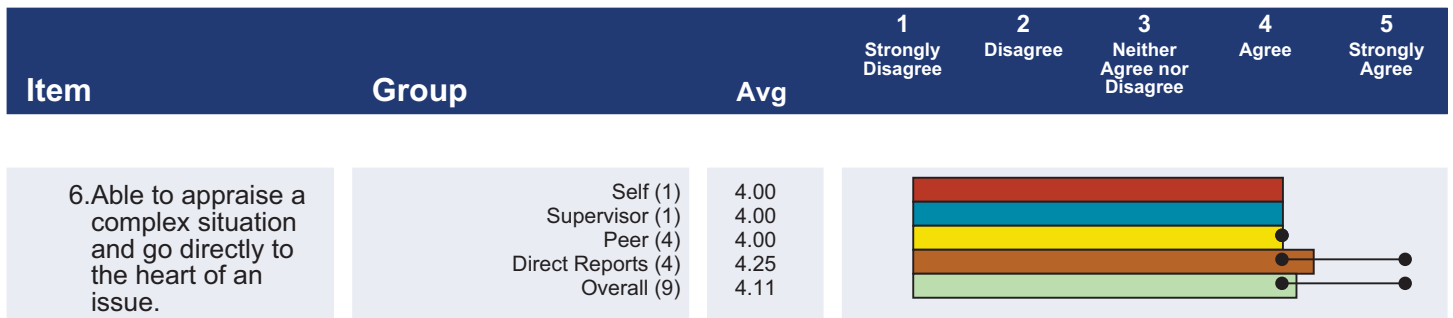
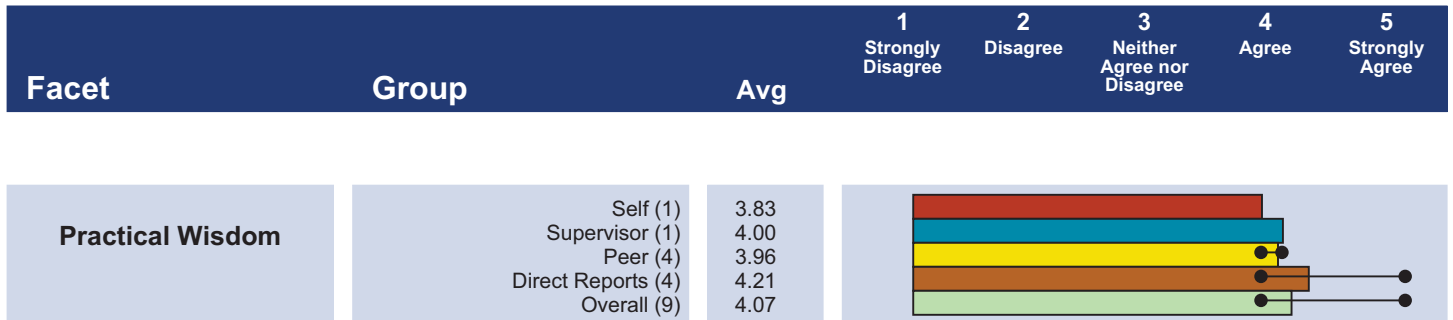
## Humility

Item	Group	Avg	Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
50.Values the truth more than being the one with all the answers.	Self (1)	5.00	[Bar chart showing 5.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	4.00	[Bar chart showing 4.00]				
	Overall (9)	4.00	[Bar chart showing 4.00]				
65.Believes that all persons deserve respect, all colleagues deserve to be heard.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	3.50	[Bar chart showing 3.50]				
	Direct Reports (4)	3.00	[Bar chart showing 3.00]				
	Overall (9)	3.22	[Bar chart showing 3.22]				
80.Accurately and realistically acknowledges his/her own vulnerabilities.	Self (1)	3.00	[Bar chart showing 3.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	3.00	[Bar chart showing 3.00]				
	Direct Reports (4)	2.50	[Bar chart showing 2.50]				
	Overall (9)	2.78	[Bar chart showing 2.78]				

Range from Low to High



## Practical Wisdom



Range from Low to High



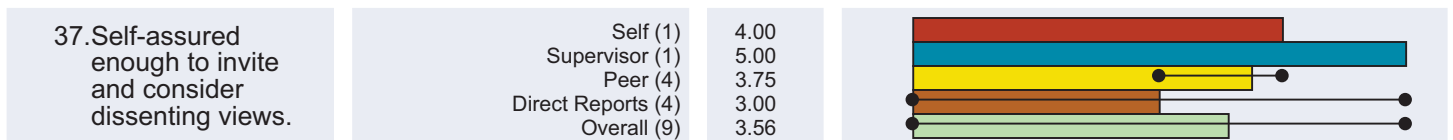
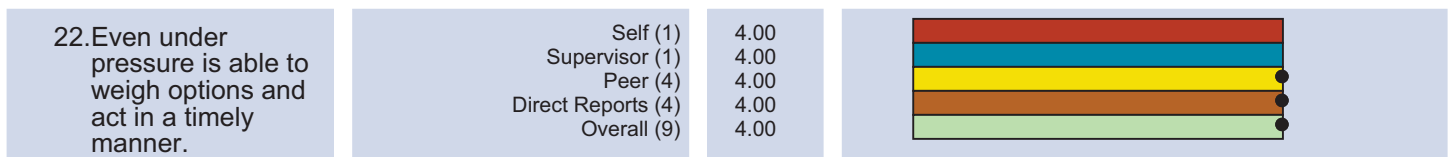
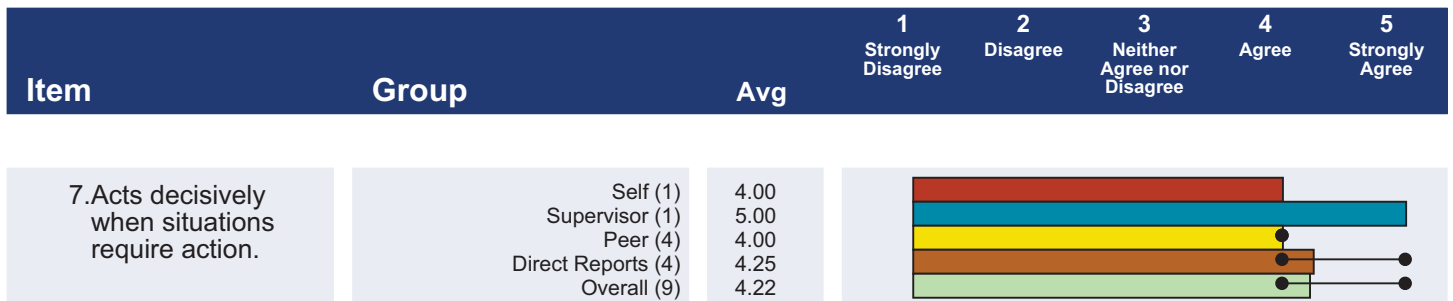
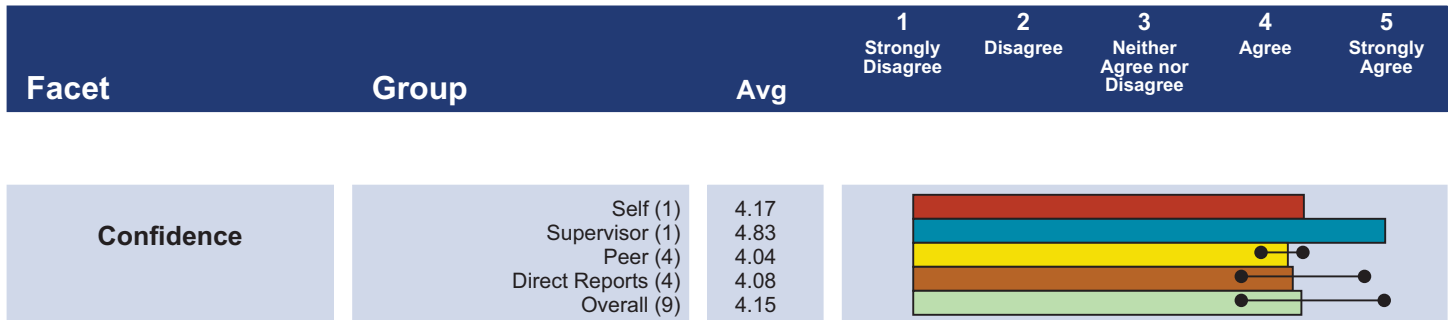
## Practical Wisdom

Item	Group	Avg	Rating Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
51. Seems to always ask the right questions.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	4.25	[Bar chart showing 4.25]				
	Overall (9)	4.11	[Bar chart showing 4.11]				
66. When he/she speaks people listen.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	4.25	[Bar chart showing 4.25]				
	Overall (9)	4.11	[Bar chart showing 4.11]				
81. Always seems to be one or two steps ahead in thinking things through.	Self (1)	3.00	[Bar chart showing 3.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	4.25	[Bar chart showing 4.25]				
	Overall (9)	4.11	[Bar chart showing 4.11]				

Range from Low to High



## Confidence



Range from Low to High

## Confidence

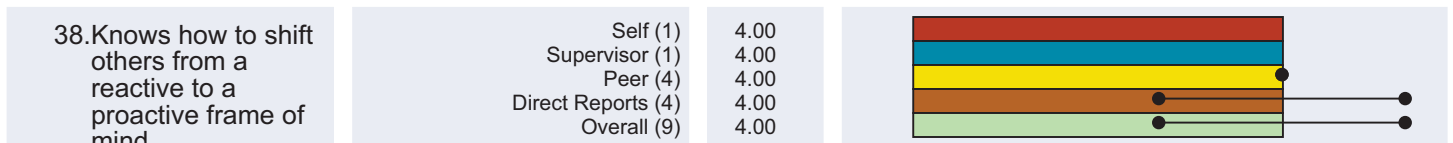
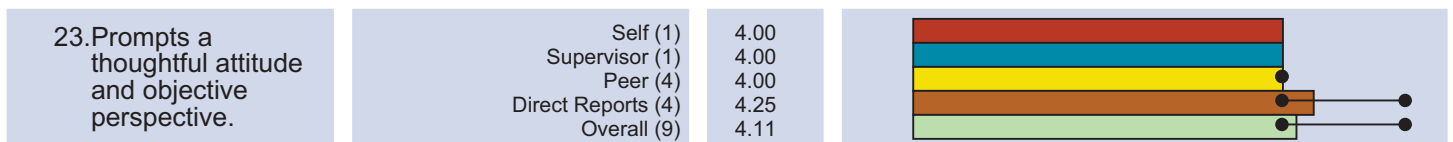
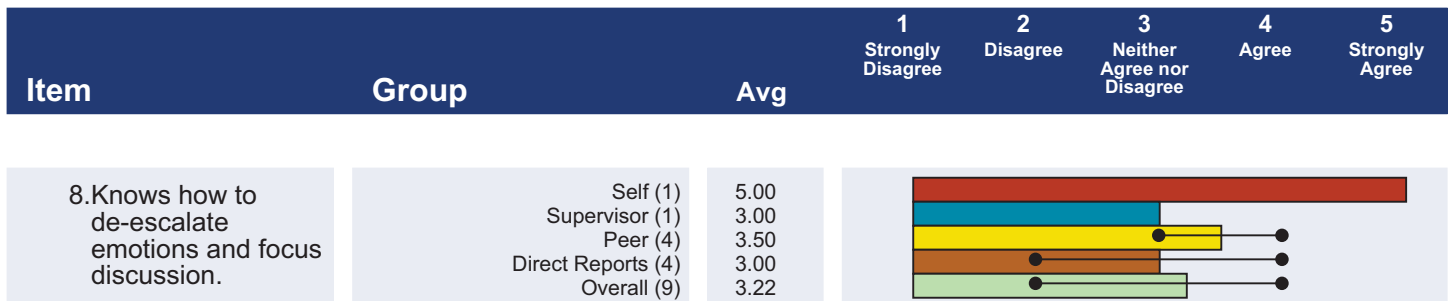
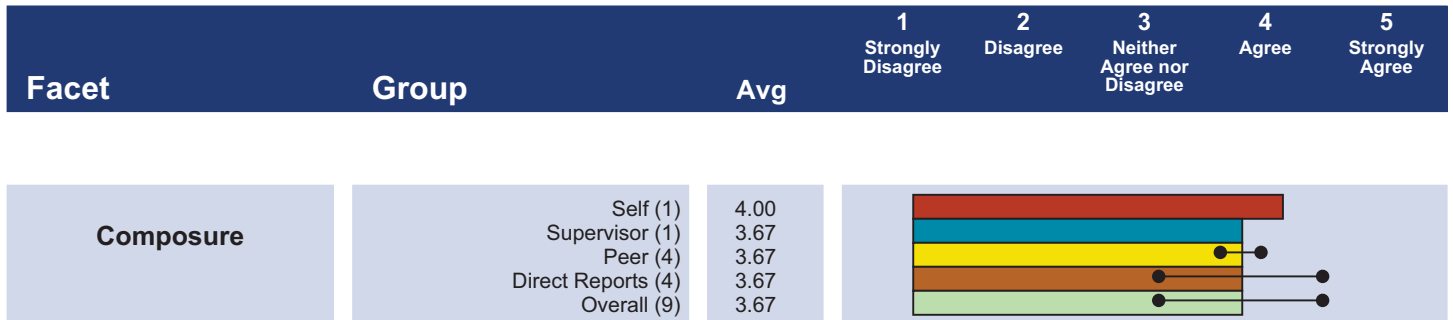
Item	Group	Avg	Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
52.Accountable for results and consequences even when they are not positive.	Self (1)	5.00	[Bar chart showing 5.00]				
	Supervisor (1)	5.00	[Bar chart showing 5.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	3.75	[Bar chart showing 3.75]				
	Overall (9)	4.00	[Bar chart showing 4.00]				
67.Willing to take on the difficult issues without delay or avoidance.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	5.00	[Bar chart showing 5.00]				
	Peer (4)	4.25	[Bar chart showing 4.25]				
	Direct Reports (4)	4.75	[Bar chart showing 4.75]				
	Overall (9)	4.56	[Bar chart showing 4.56]				
82.Trusts his/her judgment and willing to take reasonable risks.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	5.00	[Bar chart showing 5.00]				
	Peer (4)	4.25	[Bar chart showing 4.25]				
	Direct Reports (4)	4.75	[Bar chart showing 4.75]				
	Overall (9)	4.56	[Bar chart showing 4.56]				

Range from Low to High





## Composure



Range from Low to High



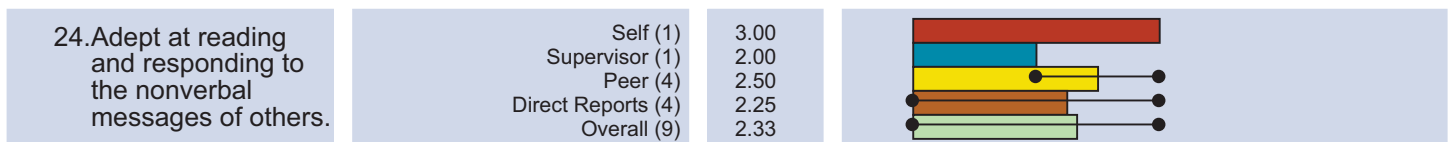
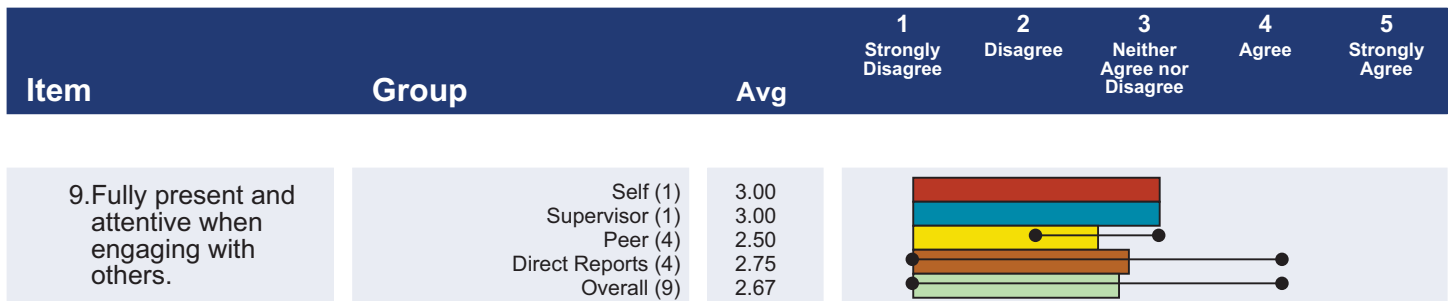
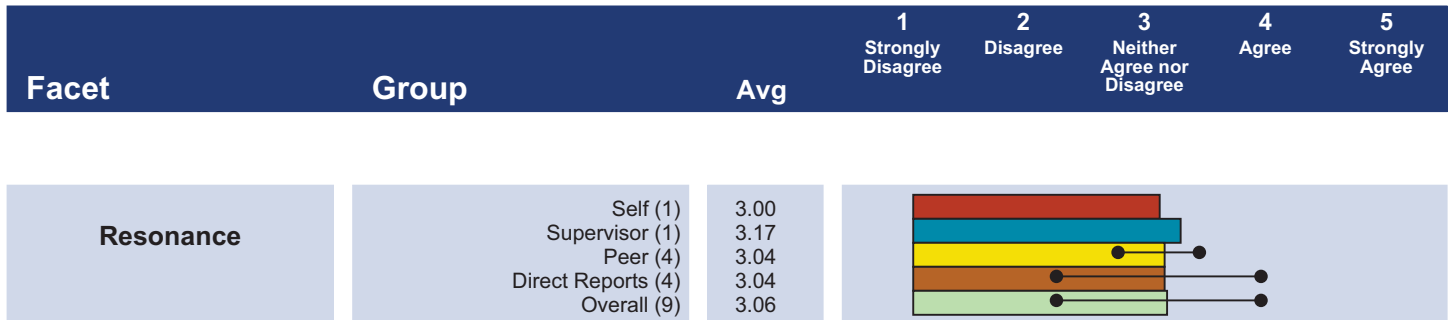
## Composure

Item	Group	Avg	Rating Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
53. In critical moments seems to be at his/her best.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	3.75	[Bar chart showing 3.75]				
	Direct Reports (4)	3.75	[Bar chart showing 3.75]				
	Overall (9)	3.78	[Bar chart showing 3.78]				
68. Frequently a source of stability when others are flustered.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	3.75	[Bar chart showing 3.75]				
	Direct Reports (4)	4.25	[Bar chart showing 4.25]				
	Overall (9)	4.00	[Bar chart showing 4.00]				
83. Calm, thoughtful style helps make sensitive issues discussable.	Self (1)	3.00	[Bar chart showing 3.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	3.00	[Bar chart showing 3.00]				
	Direct Reports (4)	2.75	[Bar chart showing 2.75]				
	Overall (9)	2.89	[Bar chart showing 2.89]				

Range from Low to High



## Resonance



Range from Low to High



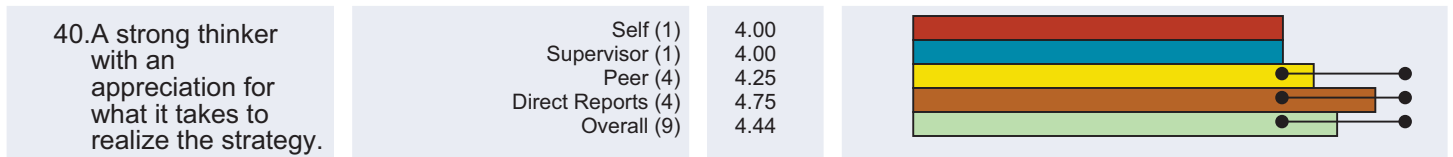
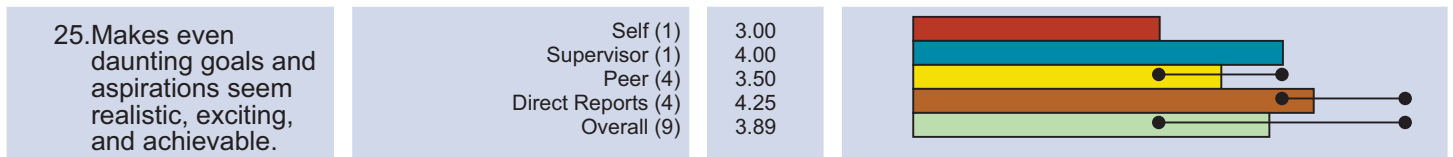
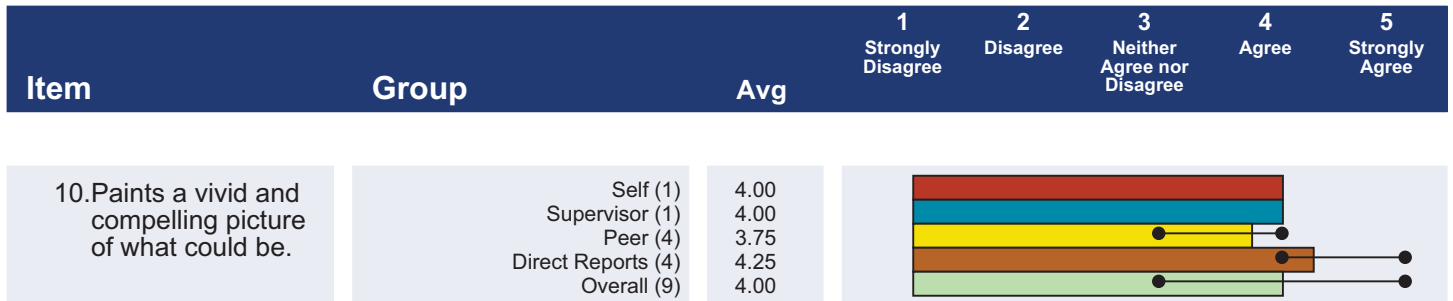
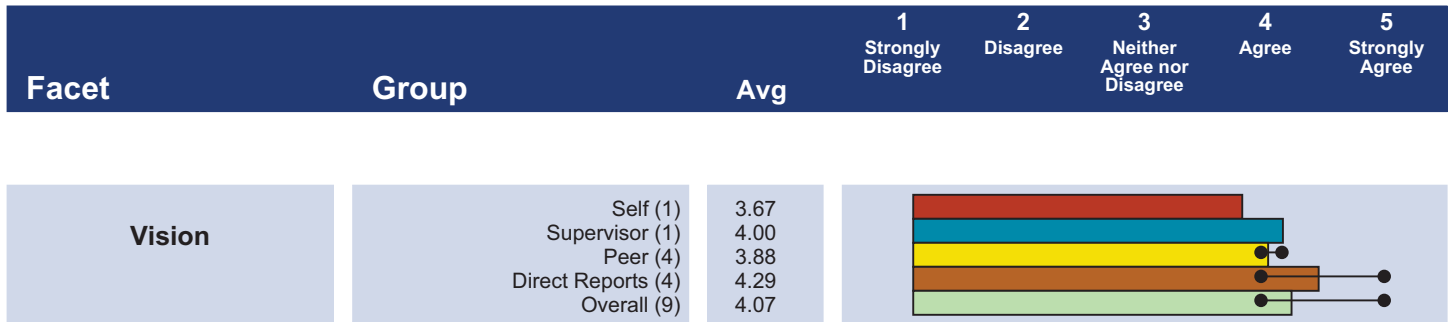
## Resonance

Item	Group	Avg	1 2 3 4 5				
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
54. Often able to help others clarify their concerns or feelings.	Self (1)	2.00	[Bar chart showing 2.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	3.00	[Bar chart showing 3.00]				
	Direct Reports (4)	2.75	[Bar chart showing 2.75]				
	Overall (9)	2.89	[Bar chart showing 2.89]				
69. Makes you feel part of something bigger, important, meaningful.	Self (1)	3.00	[Bar chart showing 3.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	3.25	[Bar chart showing 3.25]				
	Direct Reports (4)	3.75	[Bar chart showing 3.75]				
	Overall (9)	3.56	[Bar chart showing 3.56]				
84. Helps us find common cause to accomplish challenging goals.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	3.75	[Bar chart showing 3.75]				
	Direct Reports (4)	3.75	[Bar chart showing 3.75]				
	Overall (9)	3.78	[Bar chart showing 3.78]				

Range from Low to High



## Vision



Range from Low to High



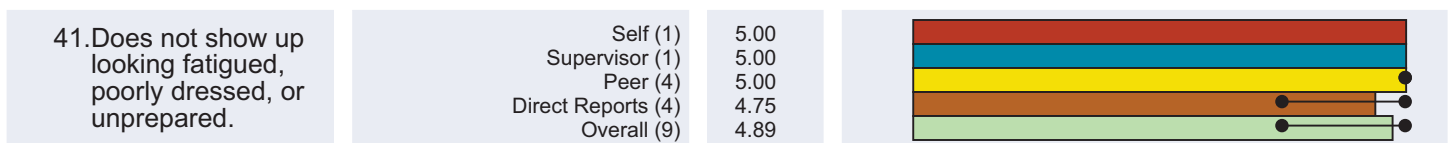
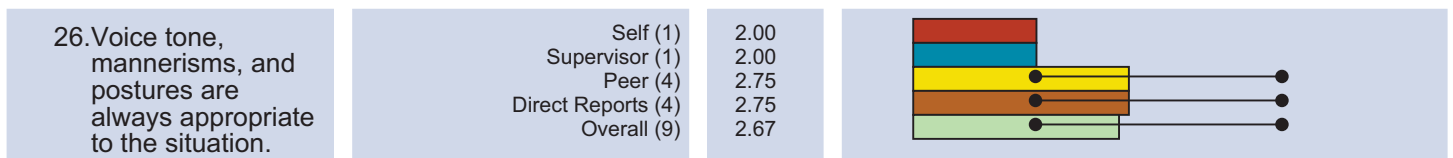
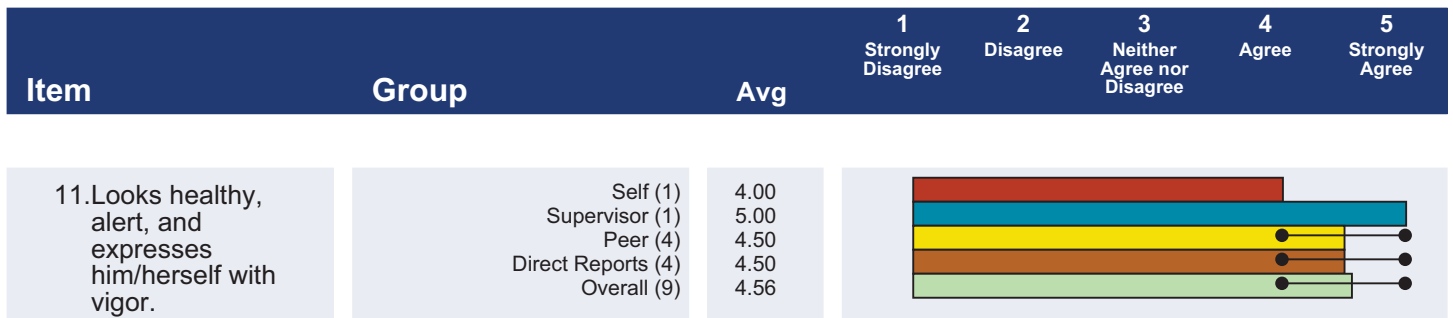
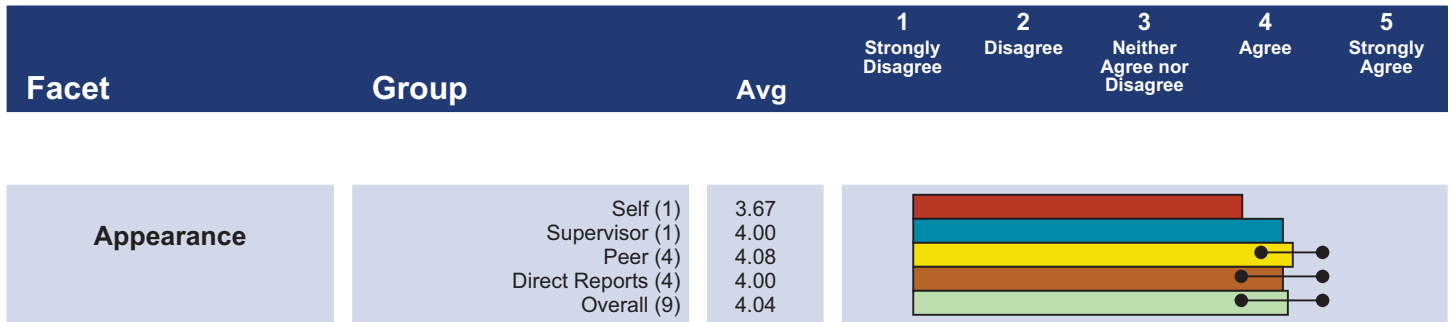
## Vision

Item	Group	Avg	1 2 3 4 5				
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
55. Portrayal of goals and plans is both credible and inspiring.	Self (1)	3.00	[Bar chart showing 3.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	4.00	[Bar chart showing 4.00]				
	Direct Reports (4)	4.00	[Bar chart showing 4.00]				
	Overall (9)	4.00	[Bar chart showing 4.00]				
70. Creates an enterprise-wide view of challenges and opportunities.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	3.50	[Bar chart showing 3.50]				
	Direct Reports (4)	3.75	[Bar chart showing 3.75]				
	Overall (9)	3.67	[Bar chart showing 3.67]				
85. Knows the industry, latest trends, and where things are going.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	4.25	[Bar chart showing 4.25]				
	Direct Reports (4)	4.75	[Bar chart showing 4.75]				
	Overall (9)	4.44	[Bar chart showing 4.44]				

Range from Low to High



## Appearance



Range from Low to High

## Appearance

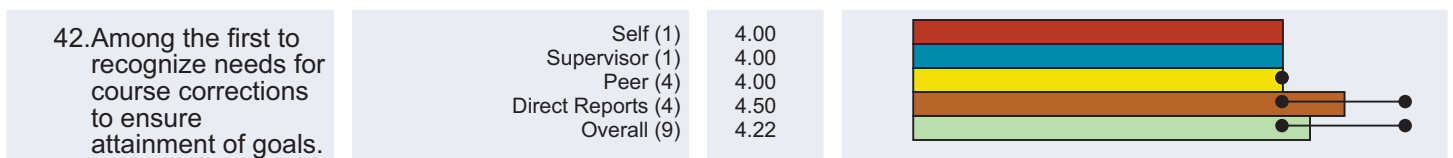
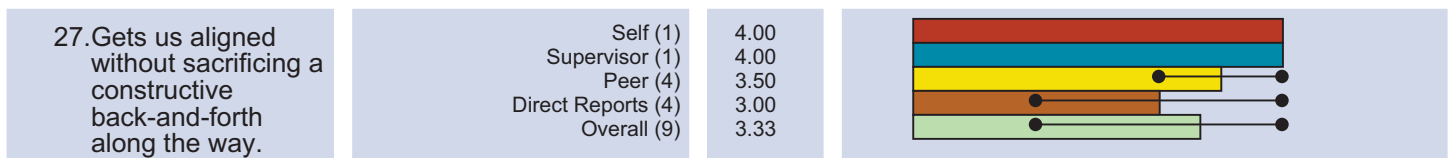
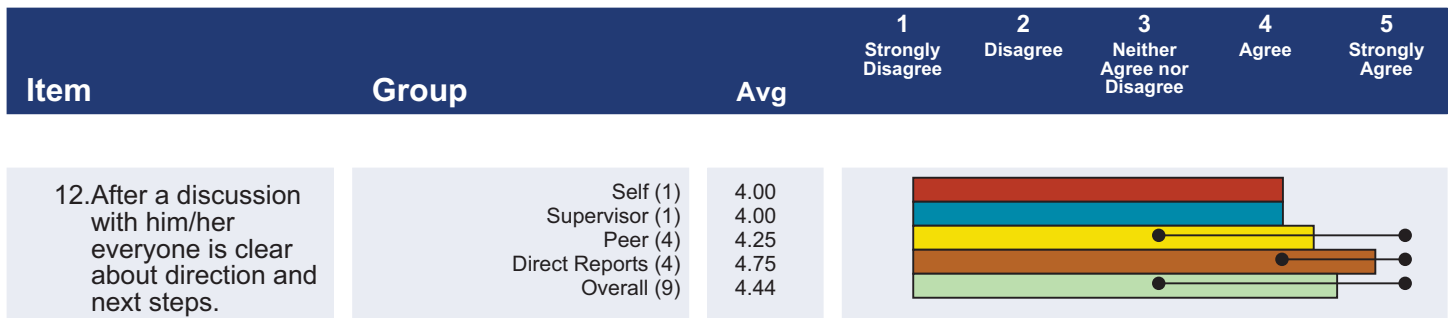
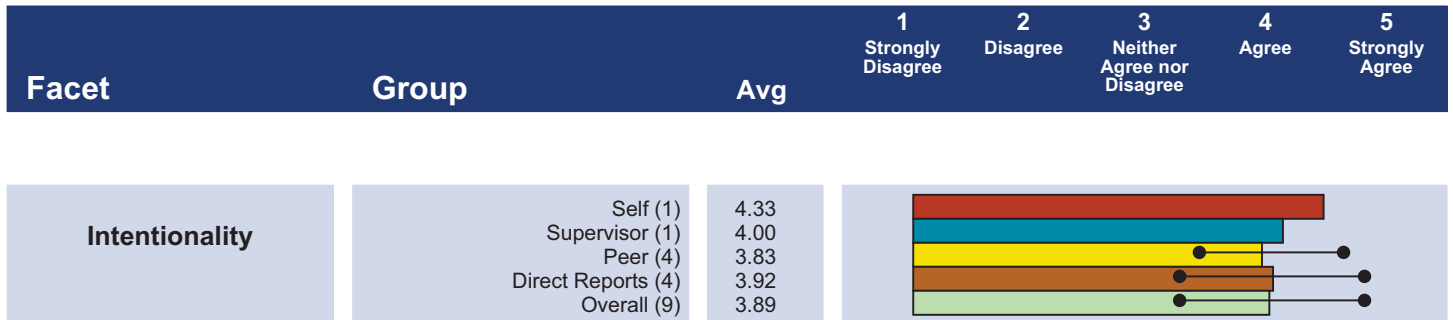
Item	Group	Avg	1 2 3 4 5				
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
56.Level-appropriate in his/her overall appearance and style.	Self (1)	4.00					
	Supervisor (1)	4.00					
	Peer (4)	4.00					
	Direct Reports (4)	4.00					
	Overall (9)	4.00					
71.Whether the setting is formal or informal he/she always seems to look the role.	Self (1)	3.00					
	Supervisor (1)	4.00					
	Peer (4)	4.25					
	Direct Reports (4)	4.00					
	Overall (9)	4.11					
86.Aware that his/her dress and demeanor send a message, set expectations.	Self (1)	4.00					
	Supervisor (1)	4.00					
	Peer (4)	4.00					
	Direct Reports (4)	4.00					
	Overall (9)	4.00					

Range from Low to High





## Intentionality



Range from Low to High 

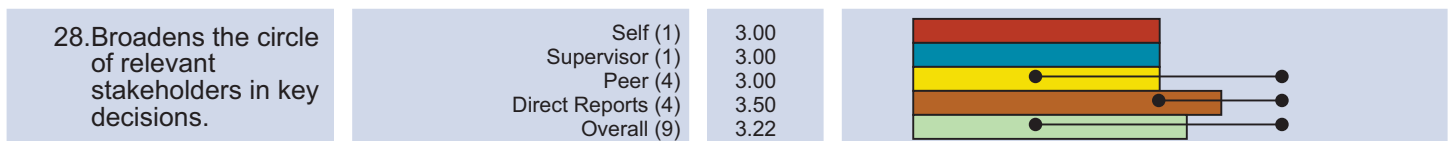
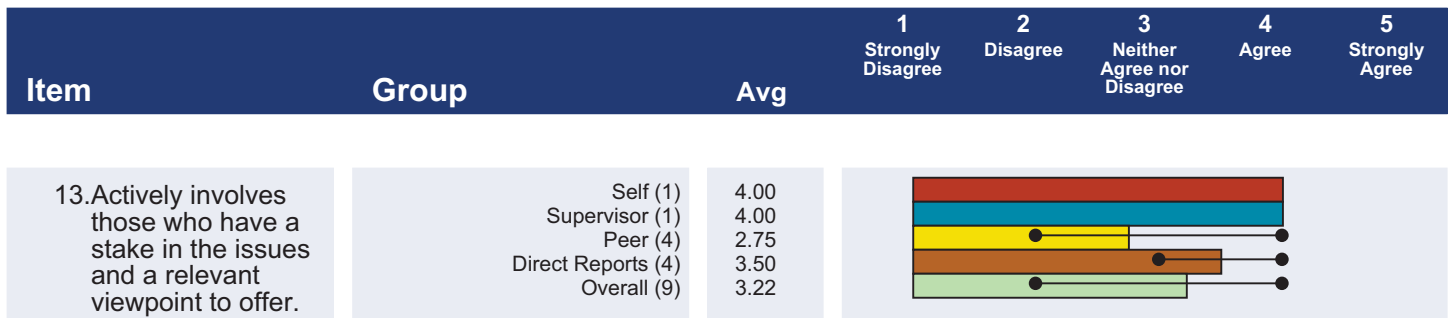
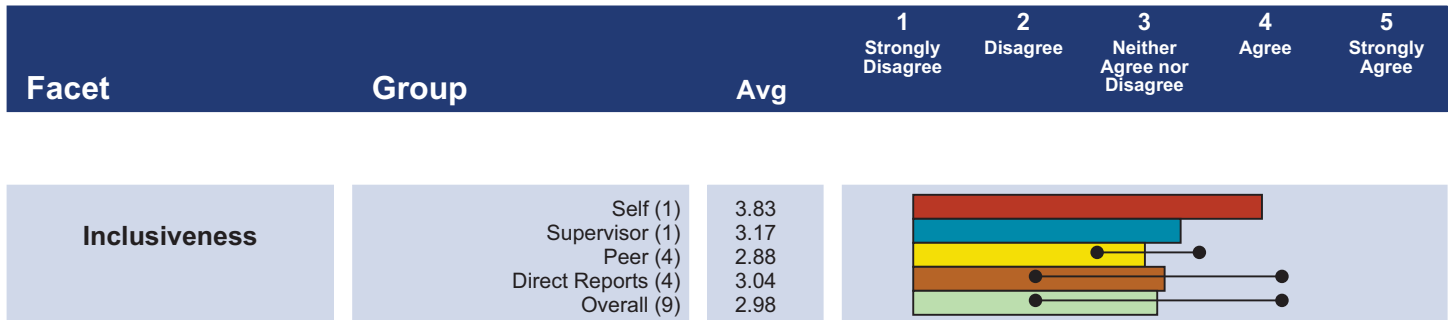
## Intentionality

Item	Group	Avg	Rating Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
57. Keeps meetings on track without being heavy-handed or authoritarian.	Self (1)	5.00	[Bar chart showing 5.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	3.75	[Bar chart showing 3.75]				
	Direct Reports (4)	3.50	[Bar chart showing 3.50]				
	Overall (9)	3.67	[Bar chart showing 3.67]				
72. Asks questions that confirm mutual understanding of goals and plans.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	4.25	[Bar chart showing 4.25]				
	Direct Reports (4)	4.25	[Bar chart showing 4.25]				
	Overall (9)	4.22	[Bar chart showing 4.22]				
87. Takes time to explain his/her rationale or the principles underlying his/her decisions.	Self (1)	5.00	[Bar chart showing 5.00]				
	Supervisor (1)	4.00	[Bar chart showing 4.00]				
	Peer (4)	3.25	[Bar chart showing 3.25]				
	Direct Reports (4)	3.50	[Bar chart showing 3.50]				
	Overall (9)	3.44	[Bar chart showing 3.44]				

Range from Low to High



## Inclusiveness



Range from Low to High

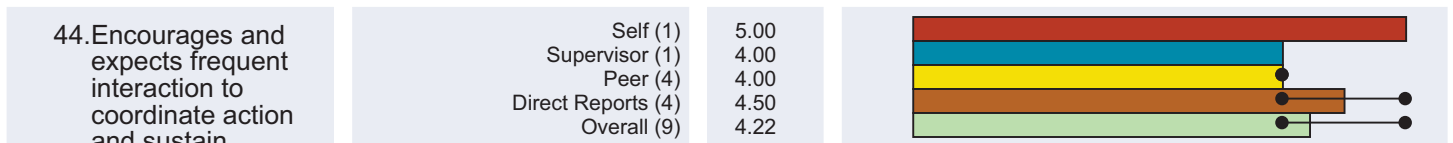
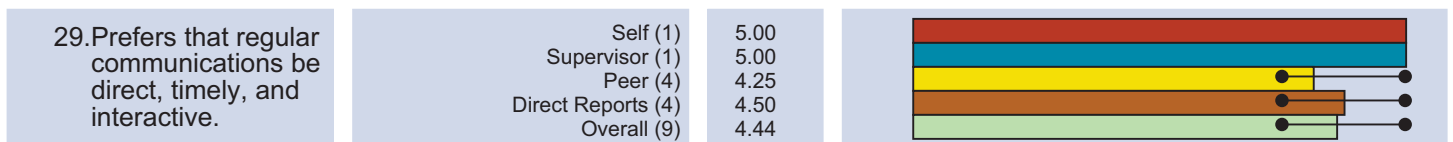
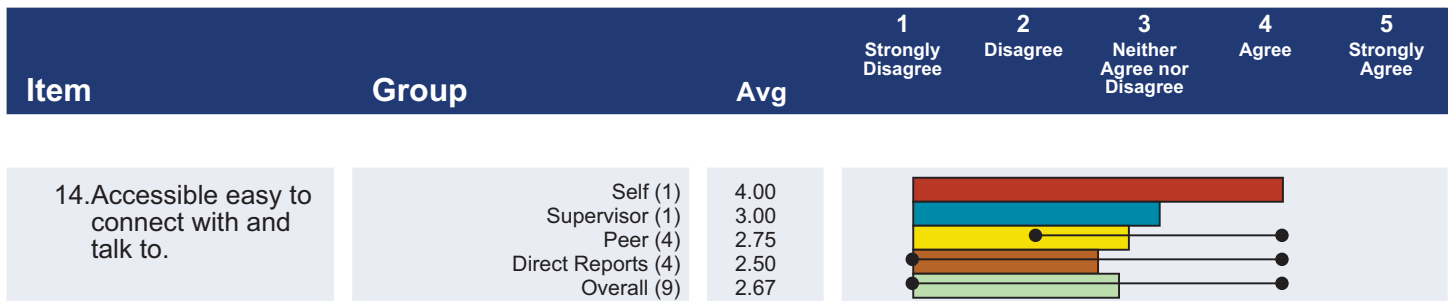
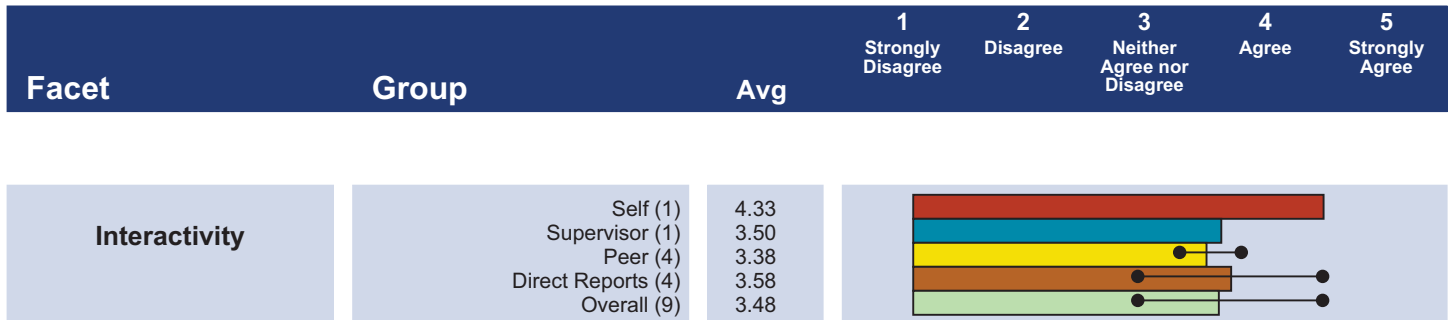
## Inclusiveness

Item	Group	Avg	Rating Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
58. Recognizes that inclusion implies a tolerance for different ways of doing things.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	3.00	[Bar chart showing 3.00]				
	Direct Reports (4)	2.75	[Bar chart showing 2.75]				
	Overall (9)	2.89	[Bar chart showing 2.89]				
73. Others have learned that they can speak up, approach him/her with ideas.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	2.75	[Bar chart showing 2.75]				
	Direct Reports (4)	2.75	[Bar chart showing 2.75]				
	Overall (9)	2.78	[Bar chart showing 2.78]				
88. Expresses a refreshing curiosity and interest in the ideas of others.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	2.25	[Bar chart showing 2.25]				
	Direct Reports (4)	3.00	[Bar chart showing 3.00]				
	Overall (9)	2.67	[Bar chart showing 2.67]				

Range from Low to High



## Interactivity



Range from Low to High ●————●

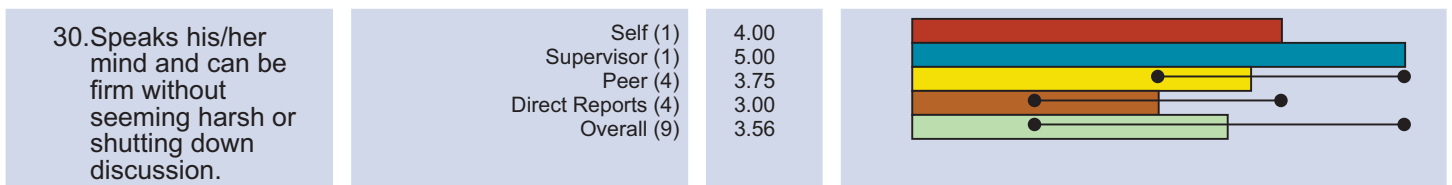
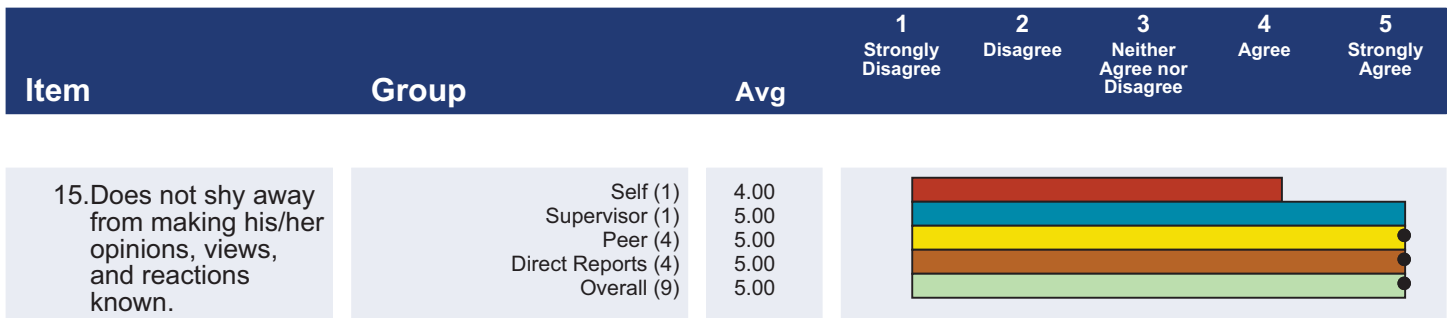
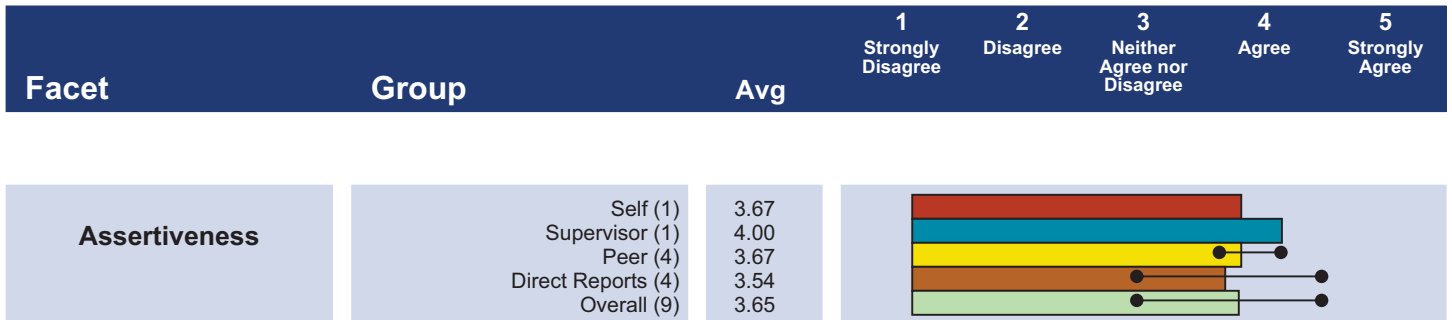
## Interactivity

Item	Group	Avg	1 2 3 4 5				
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
59. Really listens when others speak and notices what may be unspoken.	Self (1)	3.00	[Bar chart showing score 3.00]				
	Supervisor (1)	2.00	[Bar chart showing score 2.00]				
	Peer (4)	2.25	[Bar chart showing score 2.25]				
	Direct Reports (4)	2.50	[Bar chart showing score 2.50]				
	Overall (9)	2.33	[Bar chart showing score 2.33]				
74. Responds in a timely manner even if it is to let others know that he/she has not reached a decision.	Self (1)	5.00	[Bar chart showing score 5.00]				
	Supervisor (1)	4.00	[Bar chart showing score 4.00]				
	Peer (4)	4.00	[Bar chart showing score 4.00]				
	Direct Reports (4)	4.25	[Bar chart showing score 4.25]				
	Overall (9)	4.11	[Bar chart showing score 4.11]				
89. Quick to notice and address barriers to interaction.	Self (1)	4.00	[Bar chart showing score 4.00]				
	Supervisor (1)	3.00	[Bar chart showing score 3.00]				
	Peer (4)	3.00	[Bar chart showing score 3.00]				
	Direct Reports (4)	3.25	[Bar chart showing score 3.25]				
	Overall (9)	3.11	[Bar chart showing score 3.11]				

Range from Low to High



## Assertiveness



Range from Low to High



## Assertiveness

Item	Group	Avg	Rating Scale				
			1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
60. Recognizes when conflict becomes destructive and/or chronic and intervenes swiftly.	Self (1)	4.00	[Bar chart showing 4.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	3.25	[Bar chart showing 3.25]				
	Direct Reports (4)	3.25	[Bar chart showing 3.25]				
	Overall (9)	3.22	[Bar chart showing 3.22]				
75. Believes we can disagree without being disagreeable.	Self (1)	3.00	[Bar chart showing 3.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	3.00	[Bar chart showing 3.00]				
	Direct Reports (4)	3.00	[Bar chart showing 3.00]				
	Overall (9)	3.00	[Bar chart showing 3.00]				
90. Helps others appreciate the positive value of conflict.	Self (1)	3.00	[Bar chart showing 3.00]				
	Supervisor (1)	3.00	[Bar chart showing 3.00]				
	Peer (4)	3.00	[Bar chart showing 3.00]				
	Direct Reports (4)	2.75	[Bar chart showing 2.75]				
	Overall (9)	2.89	[Bar chart showing 2.89]				

Range from Low to High







Jane Doe

**91. What is it that most enhances the presence and impact of this leader?**

**Self**

Clear, direct, to the point

---

**Supervisor**

Clear focus, keeps things on track, always on top of things

---

**Others**

Highly motivated, determined, and keen on execution

Great addition to the team, speaks up, asks great questions

Good thinker, clear speaker, makes her opinions clear

Good thinker, clear focus on the mission, can be a strong team player

Very smart, great mentor, can learn a lot from her

Smart, able to see where things are going, visionary

Very bright, articulate, and seems to know the industry

High energy, mission-focused, sets a clear direction and expectations

---

**92. What is it that detracts from the presence and impact of this leader?**

**Self**

May be impatient at times, like to move fast

---

**Supervisor**

Can be a bit too intense at times, may intimidate without intending to

---

**Others**

Can seem aloof, seems to have difficulty connecting on a personal level

Can be awfully serious, and this may make it difficult for warm to her

Seems less interested in appreciating the concerns and views of others

Can argue her point of view a bit too strongly at times, may give others the impression that she is not open to challenges

She can be pretty intense, you must be able to keep up or be left behind

Very serious, others may be reluctant to speak due to her style

Seems to have favorites, hard to get to know her

Can be rushed, cool, aloof, hard to really connect with

---

**93. What specific changes (2 or 3) would you recommend that would improve this leader's presence and impact?**

**Self**

Take more time to create buy-in  
Count to 10 when I get impatient

---

**Supervisor**

Know that you are smart, effective on task, and take more time with people  
Listen more and look like you mean it  
Try harder to win over those who are not your fans

---

**Others**

Take time for people, relationships  
Let others know that you are interested in their views  
Ask more questions rather than offering your opinions

Take more time to socialize with colleagues  
Recognize that you must have good relationships to get things done in the organization  
Talk less, listen more

Take time to socialize your ideas, find out how they impact others

Learn to socialize a bit more colleagues  
Develop a sense of humor, be a little less intense  
Let others take the lead on issues from time to time

Maybe be a bit more patient at times  
Try to pack less into meetings, can feel rushed at times

Let others know more about you  
Take more time for conversation  
More time for discussion in meetings

Be less gruff, rushed, and take time to talk to people  
Give others, not just your favorites, opportunities to work on important projects

Reveal a bit more about who you are  
Listen and show interest hearing from the rest of us  
Make time to discuss issues in meetings rather than rushing to conclusion

---