

The logo features a yellow sunburst icon on the left. To its right, the text "Discovery Leadership Profile" is written in a large, grey, sans-serif font. A small "TM" trademark symbol is positioned to the upper right of the word "Profile". Below the main text, the phrase "Growing Leadership Capacity" is written in a smaller, grey, sans-serif font.

Discovery Leadership Profile™

Growing Leadership Capacity



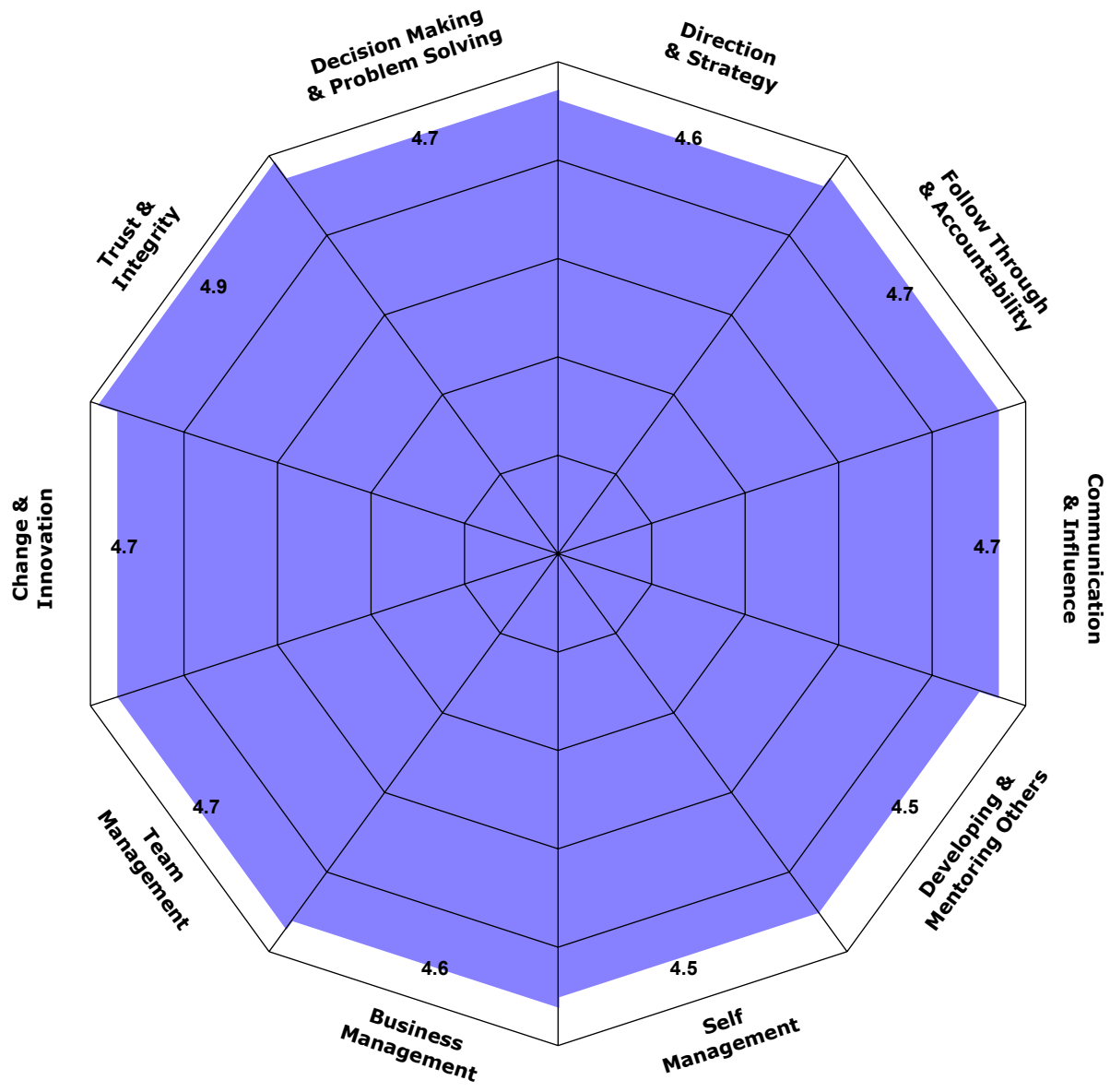
Assessments & Certification Provider:
EQSMARTS™
503.781.6489 | susan@hptworks.com | www.hptworks.com

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

Rater Breakdown
4 Boss(es)
11 Peers
13 Direct Reports
3 Others
Total of 31 Raters

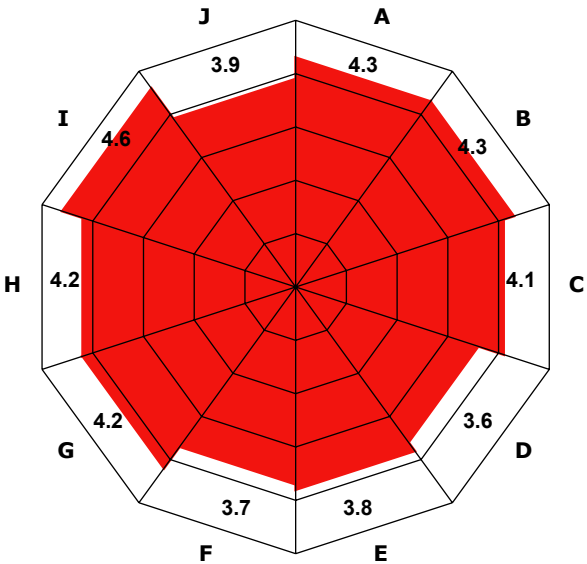


All Raters

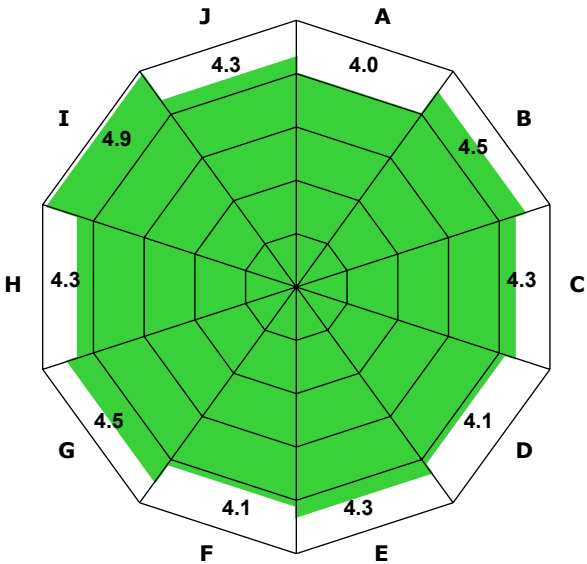
Assessment Scale

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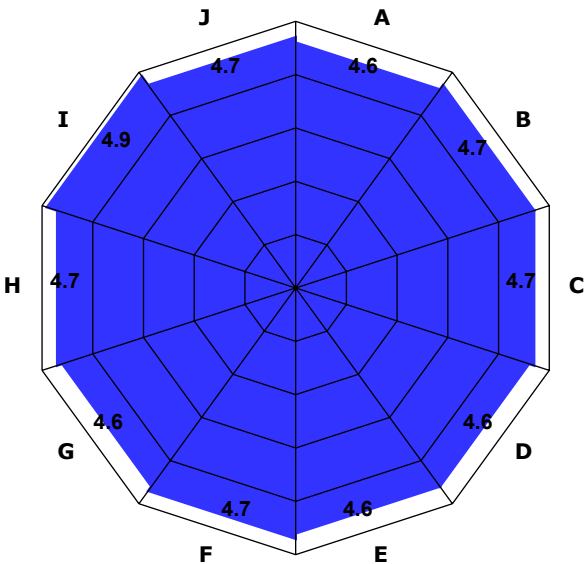
- A = Direction & Strategy
- B = Follow Through & Accountability
- C = Communication & Influence
- D = Developing & Mentoring Others
- E = Self Management
- F = Business Management
- G = Team Management
- H = Change & Innovation
- I = Trust & Integrity
- J = Decision Making & Problem Solving



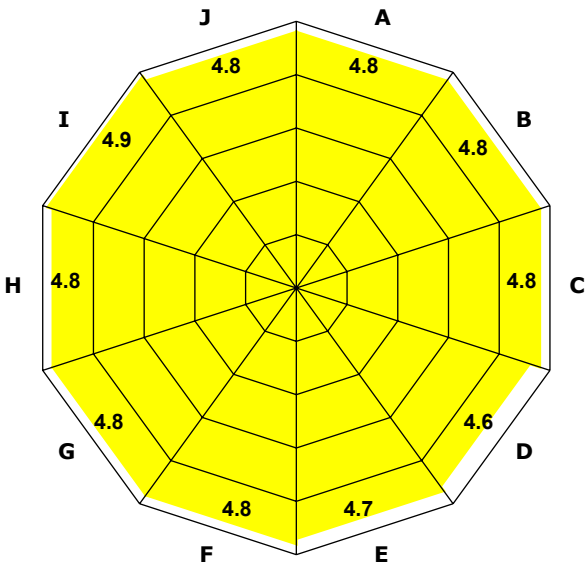
3 Self



4 Boss(es)



11 Peers

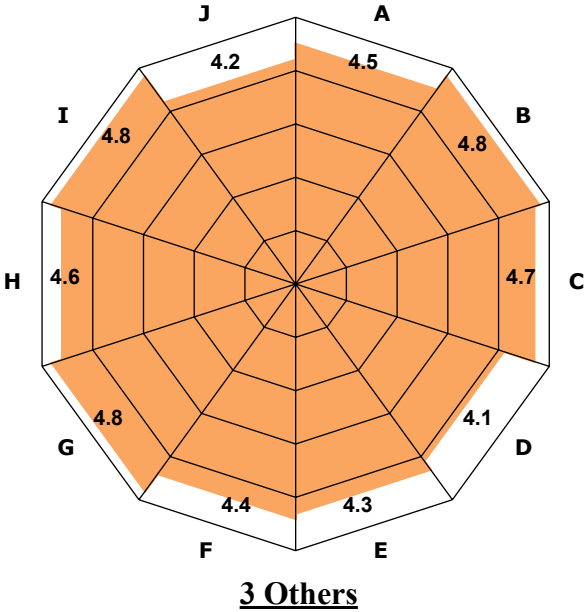


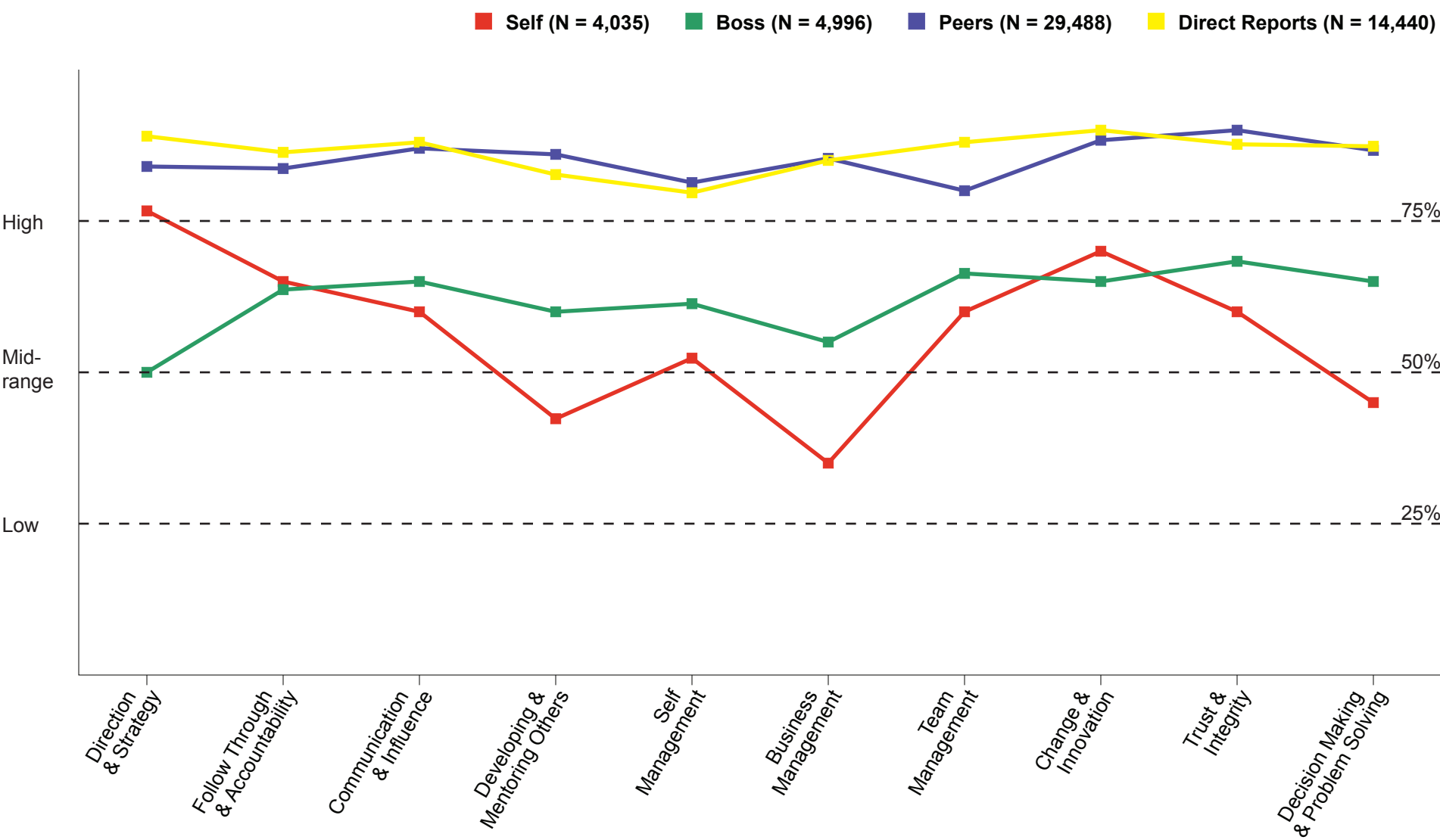
13 Direct Reports

Assessment Scale

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

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





High (75th Percentile) - Only 25% of managers in the database scored higher.
Mid-range (50th Percentile) - 50% of managers scored higher.
Low (25th Percentile) - 75% of managers in the database scored higher.

| Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed | Self | Combined Raters | Boss(es) | Direct Reports | Peers | Others | Direct Report Range 1 2 3 4 5 | Peer Range 1 2 3 4 5 |
|--|------------|-----------------|------------|----------------|------------|------------|----------------------------------|-------------------------|
| Direction & Strategy | 4.3 | 4.6 | 4.0 | 4.8 | 4.6 | 4.5 | | |
| 1. Communicates a clear and motivating vision. (-) | 4.3 | 4.5 | 4.0 | 4.8 | 4.5 | 4.3 | — | — |
| 2. Aligns department/business unit with the strategies of the organization. | 4.3 | 4.7 | 4.5 | 4.7 | 4.7 | 4.3 | — | — |
| 3. Articulates clear goals and objectives. (-) | 4.3 | 4.6 | 3.8 | 4.8 | 4.6 | 4.7 | — | — |
| 4. Deals with immediate demands without losing long-term focus. (-) | 4.0 | 4.6 | 3.8 | 4.8 | 4.7 | 4.7 | — | — |
| Follow Through & Accountability | 4.3 | 4.7 | 4.5 | 4.8 | 4.7 | 4.8 | | |
| 5. Sees projects/tasks through till the end. (+) | 4.7 | 4.8 | 4.5 | 4.8 | 4.7 | 5.0 | — | — |
| 6. Meets agreed upon deadlines. (+) | 4.0 | 4.8 | 4.8 | 4.8 | 4.6 | 4.7 | — | — |
| 7. Ensures that people have the skills and resources to do their jobs. (-) | 4.0 | 4.5 | 4.0 | 4.6 | 4.6 | 4.7 | — | — |
| 8. Follows through on promises and commitments. (+) | 4.7 | 4.9 | 4.8 | 4.8 | 5.0 | 5.0 | — | — |
| Communication & Influence | 4.1 | 4.7 | 4.3 | 4.8 | 4.7 | 4.7 | | |
| 9. Listens to others with a desire to understand. (+) | 4.3 | 4.9 | 4.8 | 4.8 | 5.0 | 5.0 | — | — |
| 10. Sells his/her ideas in the organization successfully. (-) | 4.0 | 4.6 | 3.8 | 4.7 | 4.7 | 4.3 | — | — |
| 11. States his/her opinions effectively. | 4.0 | 4.6 | 4.0 | 4.8 | 4.5 | 4.7 | — | — |
| 12. Tries to ensure that everyone has the information that s/he needs. | 4.0 | 4.7 | 4.5 | 4.8 | 4.7 | 4.7 | — | — |
| Developing & Mentoring Others | 3.6 | 4.5 | 4.1 | 4.6 | 4.6 | 4.1 | | |
| 13. Attracts and develops the best people. (-) | 3.3 | 4.4 | 4.0 | 4.4 | 4.6 | 4.3 | — | — |
| 14. Establishes clear expectations of others. (-) | 3.7 | 4.5 | 4.3 | 4.6 | 4.5 | 4.0 | — | — |
| 15. Rewards individuals for their accomplishments. | 3.7 | 4.6 | 4.0 | 4.7 | 4.6 | 4.0 | — | — |
| 16. Provides timely and appropriate feedback. | 3.7 | 4.6 | 4.0 | 4.6 | 4.7 | 4.0 | — | — |

(+) Ten highest scoring

(-) Ten lowest scoring

| Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed | Self | Combined Raters | Boss(es) | Direct Reports | Peers | Others | Direct Report Range 1 2 3 4 5 | Peer Range 1 2 3 4 5 |
|--|------------|-----------------|------------|----------------|------------|------------|----------------------------------|-------------------------|
| Self Management | 3.8 | 4.5 | 4.3 | 4.7 | 4.6 | 4.3 | | |
| 17. Balances priorities between private and professional life. (-) | 3.0 | 4.2 | 3.5 | 4.4 | 4.1 | 4.0 | — | — |
| 18. Handles obstacles and setbacks responsibly and positively. | 4.3 | 4.6 | 4.3 | 4.6 | 4.7 | 4.3 | — | — |
| 19. Learns from his/her mistakes. (+) | 4.0 | 4.8 | 4.8 | 4.8 | 4.8 | 4.3 | — | — |
| 20. Maintains his/her composure under stress. | 4.0 | 4.7 | 4.5 | 4.9 | 4.5 | 4.3 | — | — |
| Business Management | 3.7 | 4.6 | 4.1 | 4.8 | 4.7 | 4.4 | | |
| 21. Builds productive business relationships inside and outside of the company. | 3.7 | 4.6 | 3.8 | 4.6 | 4.9 | 4.7 | — | — |
| 22. Knows and understands client/customer needs and expectations. | 4.0 | 4.7 | 4.5 | 4.8 | 4.7 | 4.3 | — | — |
| 23. Demonstrates understanding of financial data and reports. (-) | 3.0 | 4.5 | 4.0 | 4.8 | 4.3 | 4.0 | — | — |
| 24. Applies seasoned judgement. (+) | 4.0 | 4.8 | 4.0 | 5.0 | 4.8 | 4.7 | — | — |
| Team Management | 4.2 | 4.7 | 4.5 | 4.8 | 4.6 | 4.8 | | |
| 25. Encourages and rewards successful teamwork. | 4.3 | 4.7 | 4.3 | 4.8 | 4.7 | 4.7 | — | — |
| 26. Will sacrifice personal gain for team success if necessary. | 4.0 | 4.7 | 4.5 | 4.8 | 4.5 | 5.0 | — | — |
| 27. Promotes cooperation within and across teams. | 4.0 | 4.8 | 5.0 | 4.8 | 4.7 | 4.7 | — | — |
| 28. Shares responsibility with team members for success and failures. | 4.3 | 4.7 | 4.3 | 4.9 | 4.6 | 4.7 | — | — |
| Change & Innovation | 4.2 | 4.7 | 4.3 | 4.8 | 4.7 | 4.6 | | |
| 29. Shows openness to new ideas and ways of doing things. | 4.3 | 4.7 | 4.5 | 4.8 | 4.8 | 4.7 | — | — |
| 30. Creates a climate where people can challenge the status quo. | 4.3 | 4.8 | 4.7 | 4.8 | 4.9 | 4.7 | — | — |
| 31. Promotes change without creating unnecessary confusion and resistance. (-) | 3.3 | 4.4 | 3.8 | 4.7 | 4.3 | 4.7 | — | — |
| 32. Strives for continuous improvement of business processes. | 4.7 | 4.8 | 4.3 | 4.9 | 4.9 | 4.3 | — | — |

(+) Ten highest scoring

(-) Ten lowest scoring

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

(+) Ten highest scoring

(-) Ten lowest scoring

| Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed | | Score | | | | |
|--|--|--------------|-----|-----|-----|-----|
| Ten Highest Scoring Items (All Raters) | | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 |
| 8. | Follows through on promises and commitments. | <div></div> | | | | 4.9 |
| 9. | Listens to others with a desire to understand. | <div></div> | | | | 4.9 |
| 33. | Treats everyone fairly and equally. | <div></div> | | | | 4.9 |
| 34. | Acts with integrity. | <div></div> | | | | 4.9 |
| 35. | Operates out of a sound business ethic and values. | <div></div> | | | | 4.9 |
| 36. | Practices what s/he preaches. | <div></div> | | | | 4.9 |
| 5. | Sees projects/tasks through till the end. | <div></div> | | | | 4.8 |
| 6. | Meets agreed upon deadlines. | <div></div> | | | | 4.8 |
| 19. | Learns from his/her mistakes. | <div></div> | | | | 4.8 |
| 24. | Applies seasoned judgement. | <div></div> | | | | 4.8 |
| Ten Lowest Scoring Items (All Raters) | | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 |
| 3. | Articulates clear goals and objectives. | <div></div> | | | | 4.6 |
| 4. | Deals with immediate demands without losing long-term focus. | <div></div> | | | | 4.6 |
| 10. | Sells his/her ideas in the organization successfully. | <div></div> | | | | 4.6 |
| 1. | Communicates a clear and motivating vision. | <div></div> | | | | 4.5 |
| 7. | Ensures that people have the skills and resources to do their jobs. | <div></div> | | | | 4.5 |
| 14. | Establishes clear expectations of others. | <div></div> | | | | 4.5 |
| 23. | Demonstrates understanding of financial data and reports. | <div></div> | | | | 4.5 |
| 13. | Attracts and develops the best people. | <div></div> | | | | 4.4 |
| 31. | Promotes change without creating unnecessary confusion and resistance. | <div></div> | | | | 4.4 |
| 17. | Balances priorities between private and professional life. | <div></div> | | | | 4.2 |