363 FOR LEADERS FACILITATOR REPORT



ASSESSMENT TO ACTION.

Sample Report

(7 People)

Thursday, February 04, 2016

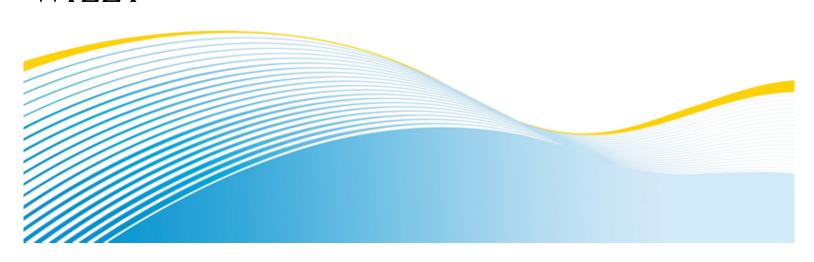
This report is provided by:

Your Company 123 Main Street Smithtown, MN 54321 www.yourcompany.com

Customize with









363® FOR LEADERS FACILITATOR REPORT

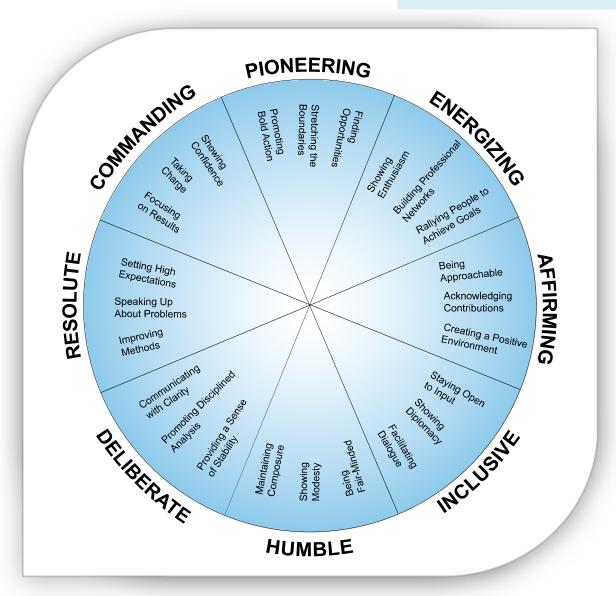
Everything DiSC 363® for Leaders focuses on the interpersonal aspects of leadership. The program improves self-awareness in key areas that will help people get better leadership outcomes.

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.

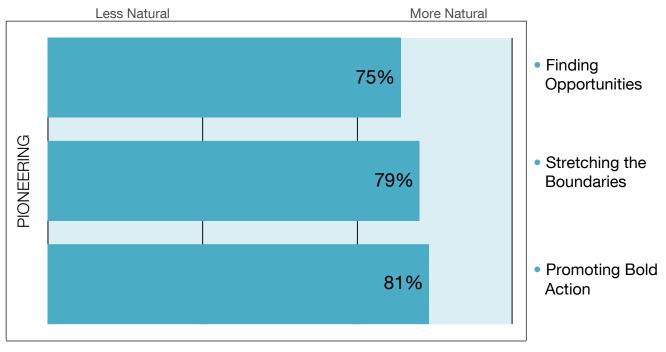






What comes naturally to this group?

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.

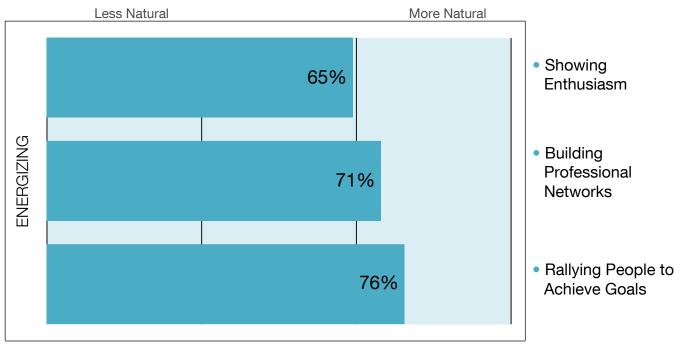
- **Finding Opportunities:** Pioneering leaders are often great at finding new opportunities and directions for the group, and others may admire their ability to uncover new possibilities.
- **Stretching the Boundaries:** Pioneering leaders challenge the group to push beyond their comfort zones, and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

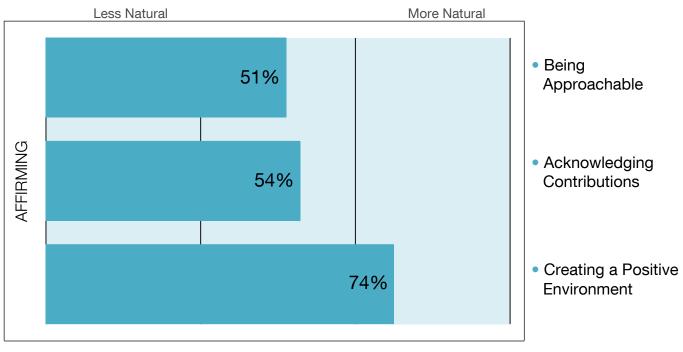
- **Showing Enthusiasm:** Energizing leaders often have a contagious sense of enthusiasm, and others may appreciate that they create a fun, lively environment.
- Building Professional Networks: Energizing leaders create a large, influential social network, and others may admire their knack for connecting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





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.

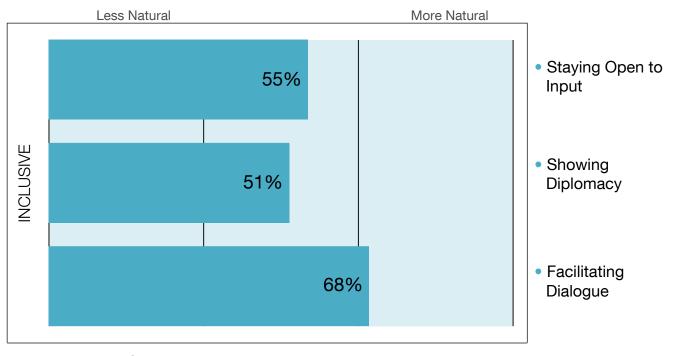
- **Being Approachable:** Affirming leaders often come across as approachable, and others may feel comfortable going to them for help or advice.
- Acknowledging Contributions: Affirming leaders tend to focus on acknowledging the contributions of others, and this makes people feel that their efforts are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





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.

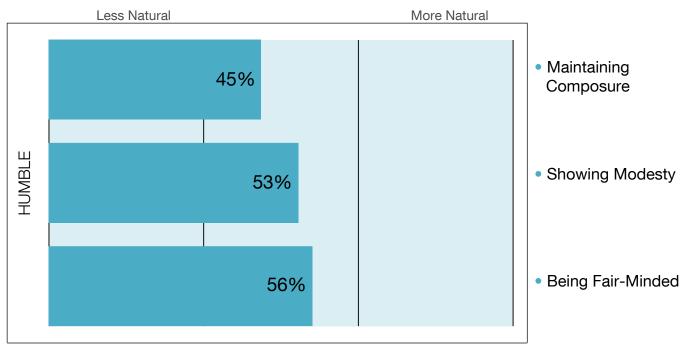
- **Staying Open to Input:** Inclusive leaders show that they're open to input, so people may appreciate that their opinions are taken seriously.
- **Showing Diplomacy:** Inclusive leaders show diplomacy when communicating, and others may appreciate that they show concern for people's feelings.
- **Facilitating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

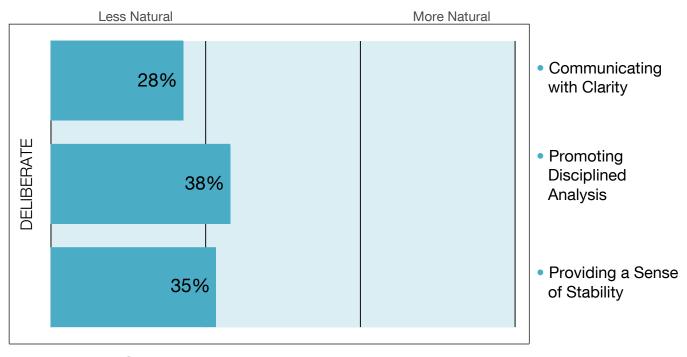
- **Maintaining Composure:** Since humble leaders tend to maintain composure during stressful situations, people may be less worried about delivering bad news or unfavorable feedback.
- **Showing Modesty:** Humble leaders are usually quite modest, and people may appreciate that these leaders recognize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

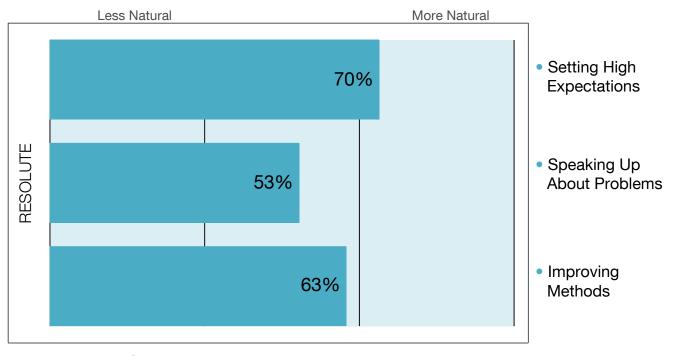
- **Communicating with Clarity:** Since deliberate leaders make a point of communicating with clarity, people don't have to worry about ambiguous or unclear messages.
- **Promoting Disciplined Analysis:** Deliberate leaders insist on conducting disciplined analyses before choosing a direction, so people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

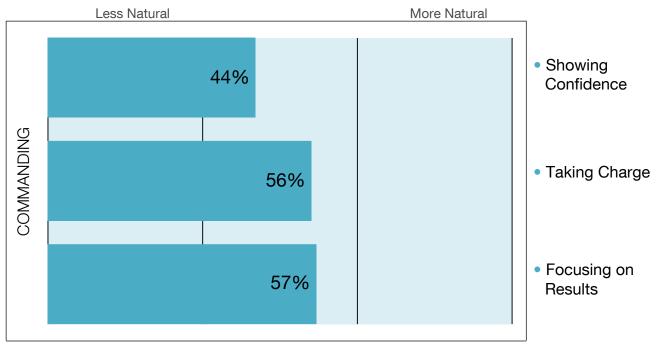
- **Setting High Expectations:** Since resolute leaders tend to set high expectations, others are likely to have confidence that the group will deliver top results.
- **Speaking Up About Problems:** Resolute leaders speak up when the group's processes aren't working, and others may appreciate that they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



PIONEERING Overall	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Downs	6.6	6.0	6.78	6.78	6.19	-
Frankie McAlister	5.02	6.22	5.33	5.3	4.63	-
Li Xia Long	4.3	3.89	5.89	-	3.41	4.83
Peter Malcolm	5.96	6.0	7.0	6.44	5.37	5.83
Philomena Jackson	5.8	7.0	2.78	-	6.81	5.78
Sai Mander	6.61	6.0	6.78	6.63	6.5	_
Taylor Meyer	6.26	6.89	6.78	5.78	6.39	6.43
PIONEERING •Finding Opportunities	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Downs	6.57	6.0	6.83	6.67	6.22	-
Frankie McAlister	4.86	6.67	5.0	5.33	4.33	-
Li Xia Long	4.17	3.33	5.67	-	3.44	4.5
Peter Malcolm	6.0	6.0	7.0	6.33	5.44	6.0
Philomena Jackson	5.56	7.0	3.0	-	6.56	5.33
Sai Mander	6.56	6.0	6.67	6.56	6.5	-
Taylor Meyer	6.2	7.0	6.67	5.56	6.53	6.22
PIONEERING •Stretching the Boundaries	All Raters	Self	Manager	Peers	Direct Reports	Other
 Stretching the Boundaries 					Reports	Other -
•Stretching the Boundaries Cunniham Downs	6.67	6.0	6.67	7.0		Other - -
•Stretching the Boundaries Cunniham Downs Frankie McAlister	6.67 4.95				Reports 6.11	Other - - 5.0
•Stretching the Boundaries Cunniham Downs	6.67	6.0 6.0	6.67 5.33	7.0	6.11 4.22	-
•Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long	6.67 4.95 4.33	6.0 6.0 4.33	6.67 5.33 6.0	7.0 5.56 -	6.11 4.22 3.33	- - 5.0
•Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	6.67 4.95 4.33 5.92	6.0 6.0 4.33 6.0	6.67 5.33 6.0 7.0	7.0 5.56 -	6.11 4.22 3.33 5.33	- - 5.0 5.67
• Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander	6.67 4.95 4.33 5.92 5.94	6.0 6.0 4.33 6.0 7.0	6.67 5.33 6.0 7.0 2.67	7.0 5.56 - 6.5	6.11 4.22 3.33 5.33 7.0	- - 5.0 5.67
•Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson	6.67 4.95 4.33 5.92 5.94 6.72	6.0 6.0 4.33 6.0 7.0 6.0	6.67 5.33 6.0 7.0 2.67 7.0	7.0 5.56 - 6.5 - 6.67	Reports 6.11 4.22 3.33 5.33 7.0 6.67	- 5.0 5.67 6.0
•Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer PIONEERING	6.67 4.95 4.33 5.92 5.94 6.72 6.32	6.0 6.0 4.33 6.0 7.0 6.0 7.0	6.67 5.33 6.0 7.0 2.67 7.0 6.67	7.0 5.56 - 6.5 - 6.67 5.94	Reports 6.11 4.22 3.33 5.33 7.0 6.67 6.33 Direct Reports	- 5.0 5.67 6.0 - 6.61
• Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer PIONEERING • Promoting Bold Action	6.67 4.95 4.33 5.92 5.94 6.72 6.32 All Raters	6.0 6.0 4.33 6.0 7.0 6.0 7.0 Self	6.67 5.33 6.0 7.0 2.67 7.0 6.67 Manager	7.0 5.56 - 6.5 - 6.67 5.94 Peers	Reports 6.11 4.22 3.33 5.33 7.0 6.67 6.33 Direct Reports 6.22	- 5.0 5.67 6.0 - 6.61
• Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer PIONEERING • Promoting Bold Action Cunniham Downs Frankie McAlister	6.67 4.95 4.33 5.92 5.94 6.72 6.32 All Raters	6.0 6.0 4.33 6.0 7.0 6.0 7.0 Self	6.67 5.33 6.0 7.0 2.67 7.0 6.67 Manager 6.83 5.67	7.0 5.56 - 6.5 - 6.67 5.94	Reports 6.11 4.22 3.33 5.33 7.0 6.67 6.33 Direct Reports 6.22 5.33	- 5.0 5.67 6.0 - 6.61 Other
• Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer PIONEERING • Promoting Bold Action Cunniham Downs	6.67 4.95 4.33 5.92 5.94 6.72 6.32 All Raters	6.0 6.0 4.33 6.0 7.0 6.0 7.0 Self	6.67 5.33 6.0 7.0 2.67 7.0 6.67 Manager	7.0 5.56 - 6.5 - 6.67 5.94 Peers	Reports 6.11 4.22 3.33 5.33 7.0 6.67 6.33 Direct Reports 6.22 5.33 3.44	- 5.0 5.67 6.0 - 6.61
• Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer PIONEERING • Promoting Bold Action Cunniham Downs Frankie McAlister Li Xia Long	6.67 4.95 4.33 5.92 5.94 6.72 6.32 All Raters 6.57 5.24 4.39	6.0 6.0 4.33 6.0 7.0 6.0 7.0 Self 6.0 4.0	6.67 5.33 6.0 7.0 2.67 7.0 6.67 Manager 6.83 5.67 6.0	7.0 5.56 - 6.5 - 6.67 5.94 Peers 6.67 5.0	Reports 6.11 4.22 3.33 5.33 7.0 6.67 6.33 Direct Reports 6.22 5.33	- 5.0 5.67 6.0 - 6.61 Other
• Stretching the Boundaries Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer PIONEERING • Promoting Bold Action Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	6.67 4.95 4.33 5.92 5.94 6.72 6.32 All Raters 6.57 5.24 4.39 5.96	6.0 6.0 4.33 6.0 7.0 6.0 7.0 Self 6.0 6.0 4.0 6.0	6.67 5.33 6.0 7.0 2.67 7.0 6.67 Manager 6.83 5.67 6.0 7.0	7.0 5.56 - 6.5 - 6.67 5.94 Peers 6.67 5.0	Reports 6.11 4.22 3.33 5.33 7.0 6.67 6.33 Direct Reports 6.22 5.33 3.44 5.33	- 5.0 5.67 6.0 - 6.61 Other



ENERGIZING					D' I	
Overall	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Down:	6.43	7.0	6.78	6.44	6.19	-
Frankie McAliste	r 5.06	5.56	3.44	5.33	5.33	-
Li Xia Lonç	4.06	3.89	4.89	-	3.74	4.11
Peter Malcoln		7.0	7.0	6.06	5.48	6.44
Philomena Jackson		6.67	3.78	-	5.89	4.44
Sai Mande		6.56	6.33	6.37	6.5	-
Taylor Meye	r 6.15	6.22	6.44	6.06	5.89	6.65
ENERGIZING					Direct	
Showing Enthusiasm	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Downs	6.53	7.0	6.83	6.6	6.22	-
Frankie McAliste	r 5.24	5.33	3.33	5.56	5.56	-
Li Xia Long		4.33	5.0	-	3.56	4.33
Peter Malcoln		7.0	7.0	6.17	5.22	6.33
Philomena Jackson		7.0	3.33	-	6.22	4.83
_ Sai Mande		6.67	6.67	6.44	6.5	-
Taylor Meye	r 6.22	6.67	6.67	6.39	5.83	6.61
ENIEDOIZINO	ı		I	l	I	ı
ENERGIZING					Direct	
 Building Professional Networks 	All Raters	Self	Manager	Peers	Reports	Other
					, toporto	
Cunniham Downs	6.43	7.0	6.67	6.53	6.11	-
Frankie McAliste		5.33	3.33	5.33	5.33	-
Li Xia Long		4.0	4.67	-	3.78	4.17
Peter Malcoln		7.0	7.0	6.0	5.56	6.5
Philomena Jackson		6.67	4.0	-	5.78	4.33
Sai Mande		6.33	6.33	6.33	6.67	-
Taylor Meye	r 6.28	5.33	6.0	6.0	6.17	6.78
ENERGIZING					D'	
 Rallying People to Achieve Goals 	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Down	6.33	7.0	6.83	6.2	6.22	_
Frankie McAliste		6.0	3.67	5.11	5.11	-
Li Xia Long		3.33	5.0	-	3.89	3.83
Peter Malcoln		7.0	7.0	6.0	5.67	6.5
Philomena Jackson		6.33	4.0	-	5.67	4.17
Sai Mande	r 6.28	6.67	6.0	6.33	6.33	-
Taylor Meye	r 5.97	6.67	6.67	5.78	5.67	6.56



AFFIRMING Overall	All Raters	Self	Manager	Peers	Direct Reports	Other
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	-	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	-	6.85	4.78
Sai Mander	6.74	7.0	6.56	7.0	6.44	-
Taylor Meyer	6.09	6.11	6.78	6.15	5.63	6.67
AFFIRMING •Being Approachable	All Raters	Self	Manager	Peers	Direct 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	-
Li Xia Long	4.0	4.67	4.33	-	4.11	3.67
Peter Malcolm	5.96	7.0	7.0	6.5	5.33	5.83
Philomena Jackson	5.5	7.0	2.67	-	7.0	4.67
Sai Mander	6.78	7.0	7.0	7.0	6.33	-
Taylor Meyer	6.51	6.67	6.67	6.72	6.27	6.67
•Acknowledging Contributions	All Raters	Self	Manager	Peers	Direct Reports	Other
				Peers 6.73		Other -
 Acknowledging Contributions 	All Raters 6.63 4.9	Self 7.0 6.0	Manager 6.67 6.0		Reports	Other - -
 Acknowledging Contributions Cunniham Downs 	6.63	7.0	6.67	6.73	Reports 6.44	Other 3.83
 Acknowledging Contributions Cunniham Downs Frankie McAlister 	6.63 4.9	7.0 6.0	6.67 6.0	6.73	6.44 4.67	-
 Acknowledging Contributions Cunniham Downs Frankie McAlister Li Xia Long 	6.63 4.9 4.06	7.0 6.0 5.0	6.67 6.0 4.67	6.73 4.78 -	6.44 4.67 4.0	- - 3.83
 Acknowledging Contributions Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm 	6.63 4.9 4.06 5.96 5.39 6.78	7.0 6.0 5.0 7.0 7.0 7.0	6.67 6.0 4.67 7.0 2.33 6.33	6.73 4.78 - 6.5 - 7.0	Reports 6.44 4.67 4.0 5.44 6.78 6.67	- 3.83 5.67 4.83
 Acknowledging Contributions Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson 	6.63 4.9 4.06 5.96 5.39	7.0 6.0 5.0 7.0 7.0	6.67 6.0 4.67 7.0 2.33	6.73 4.78 - 6.5	Reports 6.44 4.67 4.0 5.44 6.78	- - 3.83 5.67
 Acknowledging Contributions Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander 	6.63 4.9 4.06 5.96 5.39 6.78	7.0 6.0 5.0 7.0 7.0 7.0	6.67 6.0 4.67 7.0 2.33 6.33	6.73 4.78 - 6.5 - 7.0	Reports 6.44 4.67 4.0 5.44 6.78 6.67	- 3.83 5.67 4.83
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING	6.63 4.9 4.06 5.96 5.39 6.78 5.8	7.0 6.0 5.0 7.0 7.0 7.0 5.33	6.67 6.0 4.67 7.0 2.33 6.33 7.0	6.73 4.78 - 6.5 - 7.0 5.67	Reports 6.44 4.67 4.0 5.44 6.78 6.67 5.2 Direct Reports	- 3.83 5.67 4.83 - 6.72
• Acknowledging Contributions Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING • Creating a Positive Environment	6.63 4.9 4.06 5.96 5.39 6.78 5.8	7.0 6.0 5.0 7.0 7.0 7.0 5.33 Self	6.67 6.0 4.67 7.0 2.33 6.33 7.0 Manager	6.73 4.78 - 6.5 - 7.0 5.67 Peers	Reports 6.44 4.67 4.0 5.44 6.78 6.67 5.2 Direct Reports 6.44	- 3.83 5.67 4.83 - 6.72
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING Creating a Positive Environment Cunniham Downs Frankie McAlister	6.63 4.9 4.06 5.96 5.39 6.78 5.8	7.0 6.0 5.0 7.0 7.0 7.0 5.33 Self	6.67 6.0 4.67 7.0 2.33 6.33 7.0 Manager 6.67 4.67	6.73 4.78 - 6.5 - 7.0 5.67	Reports 6.44 4.67 4.0 5.44 6.78 6.67 5.2 Direct Reports	- 3.83 5.67 4.83 - 6.72 Other
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING Creating a Positive Environment Cunniham Downs	6.63 4.9 4.06 5.96 5.39 6.78 5.8 All Raters	7.0 6.0 5.0 7.0 7.0 7.0 5.33 Self	6.67 6.0 4.67 7.0 2.33 6.33 7.0 Manager	6.73 4.78 - 6.5 - 7.0 5.67 Peers	Reports 6.44 4.67 4.0 5.44 6.78 6.67 5.2 Direct Reports 6.44 4.22	- 3.83 5.67 4.83 - 6.72
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING Creating a Positive Environment Cunniham Downs Frankie McAlister Li Xia Long	6.63 4.9 4.06 5.96 5.39 6.78 5.8 All Raters 6.57 5.0 4.17	7.0 6.0 5.0 7.0 7.0 7.0 5.33 Self 7.0 5.33 6.0	6.67 6.0 4.67 7.0 2.33 6.33 7.0 Manager 6.67 4.67 5.0	6.73 4.78 - 6.5 - 7.0 5.67 Peers 6.6 5.89	Reports 6.44 4.67 4.0 5.44 6.78 6.67 5.2 Direct Reports 6.44 4.22 4.11	- 3.83 5.67 4.83 - 6.72 Other
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING Creating a Positive Environment Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Peter Malcolm	6.63 4.9 4.06 5.96 5.39 6.78 5.8 All Raters 6.57 5.0 4.17 6.0	7.0 6.0 5.0 7.0 7.0 7.0 5.33 Self 7.0 5.33 6.0 7.0	6.67 6.0 4.67 7.0 2.33 6.33 7.0 Manager 6.67 4.67 5.0 7.0	6.73 4.78 - 6.5 - 7.0 5.67 Peers 6.6 5.89	Reports 6.44 4.67 4.0 5.44 6.78 6.67 5.2 Direct Reports 6.44 4.22 4.11 5.56	- 3.83 5.67 4.83 - 6.72 Other



INCLUSIVE						
Overall	All Raters	Self	Manager	Peers	Direct Reports	Other
Cunniham Downs	6.49	6.0	6.72	6.4	6.48	-
Frankie McAlister	5.35	5.11	5.67	5.56	5.04	-
Li Xia Long	4.56	6.56	7.0	-	4.96	2.72
Peter Malcolm	6.0	6.0	7.0	6.06	7.0	3.94
Philomena Jackson	5.0	6.89	1.44	-	5.85	5.5
Sai Mander	6.54	6.56	6.22	6.7	6.44	-
Taylor Meyer	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 Downs	6.5	6.0	6.83	6.33	6.56	_
Frankie McAlister	5.33	5.0	5.67	5.11	5.44	-
Li Xia Long	4.5	7.0	7.0	_	4.89	2.67
Peter Malcolm	6.0	6.0	7.0	6.0	7.0	4.0
Philomena Jackson	4.94	7.0	1.33	-	5.78	5.5
Sai Mander	6.5	6.67	6.33	6.67	6.33	-
Taylor Meyer	6.12	7.0	7.0	5.89	5.97	6.44
INCLUSIVE •Showing Diplomacy	All Raters	Self	Manager	Peers	Direct Reports	Other
Showing Diplomacy					Reports	Other -
Showing DiplomacyCunniham Downs	6.5	6.0	6.67	6.47	Reports 6.44	Other
 Showing Diplomacy Cunniham Downs Frankie McAlister 	6.5 5.52	6.0 5.33	6.67 5.67		6.44 5.0	-
Showing DiplomacyCunniham Downs	6.5 5.52 4.67	6.0 5.33 6.0	6.67 5.67 7.0	6.47	Reports 6.44 5.0 5.11	- - 2.83
 Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long 	6.5 5.52	6.0 5.33	6.67 5.67	6.47 6.0 -	6.44 5.0	- - 2.83 4.0
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	6.5 5.52 4.67 6.04	6.0 5.33 6.0 6.0	6.67 5.67 7.0 7.0	6.47 6.0 -	6.44 5.0 5.11 7.0	- - 2.83
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander	6.5 5.52 4.67 6.04 5.11	6.0 5.33 6.0 6.0 7.0	6.67 5.67 7.0 7.0 1.67	6.47 6.0 - 6.17	6.44 5.0 5.11 7.0 6.0	- - 2.83 4.0
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson	6.5 5.52 4.67 6.04 5.11 6.61	6.0 5.33 6.0 6.0 7.0 6.33	6.67 5.67 7.0 7.0 1.67 6.0	6.47 6.0 - 6.17 - 6.78	6.44 5.0 5.11 7.0 6.0 6.67	- 2.83 4.0 5.5
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE	6.5 5.52 4.67 6.04 5.11 6.61 5.71	6.0 5.33 6.0 6.0 7.0 6.33 5.33	6.67 5.67 7.0 7.0 1.67 6.0 6.67	6.47 6.0 - 6.17 - 6.78 5.89	Reports 6.44 5.0 5.11 7.0 6.0 6.67 5.13 Direct	- 2.83 4.0 5.5 - 6.33
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE • Facilitating Dialogue Cunniham Downs	6.5 5.52 4.67 6.04 5.11 6.61 5.71 All Raters	6.0 5.33 6.0 6.0 7.0 6.33 5.33 Self	6.67 5.67 7.0 7.0 1.67 6.0 6.67	6.47 6.0 - 6.17 - 6.78 5.89 Peers	Reports 6.44 5.0 5.11 7.0 6.0 6.67 5.13 Direct Reports 6.44	- 2.83 4.0 5.5 - 6.33
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE •Facilitating Dialogue Cunniham Downs Frankie McAlister	6.5 5.52 4.67 6.04 5.11 6.61 5.71 All Raters	6.0 5.33 6.0 6.0 7.0 6.33 5.33 Self	6.67 5.67 7.0 7.0 1.67 6.0 6.67 Manager 6.67 5.67	6.47 6.0 - 6.17 - 6.78 5.89	Reports 6.44 5.0 5.11 7.0 6.0 6.67 5.13 Direct Reports 6.44 4.67	- 2.83 4.0 5.5 - 6.33 Other
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE • Facilitating Dialogue Cunniham Downs	6.5 5.52 4.67 6.04 5.11 6.61 5.71 All Raters 6.47 5.19 4.5	6.0 5.33 6.0 6.0 7.0 6.33 5.33 Self 6.0 5.0 6.67	6.67 5.67 7.0 7.0 1.67 6.0 6.67 Manager 6.67 5.67 7.0	6.47 6.0 - 6.17 - 6.78 5.89 Peers 6.4 5.56	Reports 6.44 5.0 5.11 7.0 6.0 6.67 5.13 Direct Reports 6.44 4.67 4.89	- 2.83 4.0 5.5 - 6.33 Other
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE •Facilitating Dialogue Cunniham Downs Frankie McAlister Li Xia Long	6.5 5.52 4.67 6.04 5.11 6.61 5.71 All Raters	6.0 5.33 6.0 6.0 7.0 6.33 5.33 Self	6.67 5.67 7.0 7.0 1.67 6.0 6.67 Manager 6.67 5.67	6.47 6.0 - 6.17 - 6.78 5.89 Peers	Reports 6.44 5.0 5.11 7.0 6.0 6.67 5.13 Direct Reports 6.44 4.67	- 2.83 4.0 5.5 - 6.33 Other
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE •Facilitating Dialogue Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	6.5 5.52 4.67 6.04 5.11 6.61 5.71 All Raters 6.47 5.19 4.5 5.96	6.0 5.33 6.0 6.0 7.0 6.33 5.33 Self 6.0 5.0 6.67 6.0	6.67 5.67 7.0 7.0 1.67 6.0 6.67 Manager 6.67 5.67 7.0 7.0	6.47 6.0 - 6.17 - 6.78 5.89 Peers 6.4 5.56	Reports 6.44 5.0 5.11 7.0 6.0 6.67 5.13 Direct Reports 6.44 4.67 4.89 7.0	- 2.83 4.0 5.5 - 6.33 Other



Cunniham Downs	LILIMDLE						
Frankle McAlister	HUMBLE Overall	All Raters	Self	Manager	Peers		Other
Frankle McAlister	Cuppiber Dayne	6.54	6.0	6.70	O F.1	6.40	
Li Xia Long							-
Peter Malcolm 5.47 6.0 6.0 6.44 5.3 4.5							0.56
Philomena Jackson Sai Mander All Raters Self Manager Peers Direct Reports Cunniham Downs C							
Sai Mander Taylor Meyer 5.51 6.56 6.56 6.56 5.35 5.21 6.0							
HUMBLE							4.20
### HUMBLE *Maintaining Composure All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.5 6.0 6.0 6.83 6.33 6.56 - Frankie McAlister 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 5.62 6.67 6.0 5.61 5.43 5.89 ###################################							-
*Maintaining Composure All Raters Self Manager Peers Direct Reports Other Reports Cunniham Downs 6.5 6.0 6.83 6.33 6.56 - 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 - - Showing Modesty All Raters Self Manager Peers Direct Reports Other EVALUATION Modesty All Raters Self Manager Peers Direct Reports Other EVALUATION Modesty All Raters Self Manager Peers Direct Reports Other EVALUATION Modesty 5.5 6.0 6.0 6.33 5.11 - - 6.44 4.5 - - -	raylor ivieyer	5.51	0.00	0.00	5.35	5.21	6.0
Frankie McAlister		All Raters	Self	Manager	Peers		Other
Li Xia Long	Cunniham Downs	6.5	6.0	6.83	6.33	6.56	-
Li Xia Long	Frankie McAlister						-
Peter Malcolm	Li Xia Long				-		2.33
Philomena Jackson S.61 7.0 S.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 HUMBLE Showing Modesty All Raters Self Manager Peers Direct Reports 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 S.5 6.67 5.0 - 6.44 4.33 Sai Mander 5.33 6.33 7.0 5.0 4.97 6.0 HUMBLE Being Fair Minded All Raters Self Manager Peers Direct Reports Cunniham Downs 6.67 6.0 6.67 6.8 6.44 - Frankie McAlister 5.38 3.33 4.33 5.11 6.0 - Li Xia Long Feer Malcolm 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 5.67 7.0 6.67 6.67 -		5.46	6.0	6.0	6.5	5.22	4.5
Sai Mander Taylor Meyer 5.62 6.67 6.33 6.67 6.33 5.89	Philomena Jackson		7.0	5.0	-	6.78	4.17
HUMBLE •Showing Modesty All Raters Self Manager Peers Direct Reports Other Cunniham Downs Frankie McAlister 6.47 6.0 6.67 6.4 6.44 - Li Xia Long Peter Malcolm 4.28 5.33 5.33 - 5.0 2.67 Peter Malcolm Philomena Jackson 5.5 6.0 6.0 6.33 5.44 4.5 Philomena Jackson Sai Mander 6.5 5.67 6.33 6.56 6.5 - Taylor Meyer 5.33 6.33 7.0 5.0 4.97 6.0 HUMBLE •Being Fair Minded All Raters Self Manager Peers Direct Reports Other Cunniham Downs Frankie McAlister 5.38 3.33 4.33 5.11 6.0 - Li Xia Long Peter Malcolm 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson Sai Mander 5.78 7.0 5.0 - 7.0 4.33 Being Fair Minded 6.67 6.0	Sai Mander			6.33	6.67	6.33	-
HUMBLE •Showing Modesty All Raters Self Manager Peers Direct Reports Other Cunniham Downs Frankie McAlister 6.47 6.0 6.67 6.4 6.44 - Li Xia Long Peter Malcolm 4.28 5.33 5.33 - 5.0 2.67 Peter Malcolm Philomena Jackson 5.5 6.0 6.0 6.33 5.44 4.5 Philomena Jackson Sai Mander 6.5 5.67 6.33 6.56 6.5 - Taylor Meyer 5.33 6.33 7.0 5.0 4.97 6.0 HUMBLE •Being Fair Minded All Raters Self Manager Peers Direct Reports Other Cunniham Downs Frankie McAlister 5.38 3.33 4.33 5.11 6.0 - Li Xia Long Peter Malcolm 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson Sai Mander 5.78 7.0 5.0 - 7.0 4.33 Being Fair Minded 6.67 6.0	Taylor Meyer				5.61		5.89
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 Sai Mander 6.5 5.67 6.33 6.56 6.5 - Taylor Meyer 5.33 6.33 7.0 5.0 4.97 6.0 HUMBLE Being Fair Minded All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.67 6.0 6.67 6.8 6.44 - 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 5.46 6.0 6.0 6.5 5.22 4.5 Philomena J		All Raters	Self	Manager	Peers		Other
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 Sai Mander 6.5 5.67 6.33 6.56 6.5 - Taylor Meyer 5.33 6.33 7.0 5.0 4.97 6.0 HUMBLE All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.67 6.0 6.67 6.8 6.44 - 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 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 <	Cunniham Downs	6.47	6.0	6.67	6.4	6.44	-
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 Sai Mander 6.5 5.67 6.33 6.56 6.5 - Taylor Meyer 5.33 6.33 7.0 5.0 4.97 6.0 HUMBLE All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.67 6.0 6.67 6.8 6.44 - 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 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 <	Frankie McAlister	4.76	6.0	5.0	4.33	5.11	_
Peter Malcolm 5.5 6.0 6.0 6.33 5.44 4.5	Li Xia Long	4.28	5.33	5.33	-	5.0	2.67
Sai Mander Taylor Meyer 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 McAlister 5.38 3.33 4.33 5.11 6.0 - Li Xia Long Feter Malcolm Feter Malcolm Feter Malcolm Sai Mander 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson Sai Mander 6.72 5.67 7.0 6.67 6.67 -	Peter Malcolm	5.5	6.0	6.0	6.33	5.44	4.5
Sai Mander Taylor Meyer 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 McAlister 5.38 3.33 4.33 5.11 6.0 - Li Xia Long Feter Malcolm Feter Malcolm Feter Malcolm Sai Mander 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson Sai Mander 6.72 5.67 7.0 6.67 6.67 -	Philomena Jackson		6.67		-	6.44	4.33
HUMBLE All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.67 6.0 6.67 6.8 6.44 - 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 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 5.67 7.0 6.67 6.67 -	Sai Mander	6.5	5.67	6.33	6.56	6.5	-
Being Fair Minded All Raters Self Manager Peers Direct Reports Other Cunniham Downs 6.67 6.0 6.67 6.8 6.44 - 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 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 5.67 7.0 6.67 6.67 -	Taylor Mever	5 33	0.00				
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 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 5.67 7.0 6.67 6.67 -		0.00	6.33	7.0	5.0	4.97	6.0
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 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 5.67 7.0 6.67 6.67 -	HUMBLE					Direct	
Li Xia Long 4.17 5.0 4.67 - 5.0 2.67 Peter Malcolm 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 5.67 7.0 6.67 - -	HUMBLE •Being Fair Minded	All Raters	Self	Manager	Peers	Direct Reports	
Peter Malcolm 5.46 6.0 6.0 6.5 5.22 4.5 Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 5.67 7.0 6.67 - -	HUMBLE •Being Fair Minded Cunniham Downs	All Raters	Self 6.0	Manager 6.67	Peers 6.8	Direct Reports 6.44	
Philomena Jackson 5.78 7.0 5.0 - 7.0 4.33 Sai Mander 6.72 5.67 7.0 6.67 -	HUMBLE •Being Fair Minded Cunniham Downs Frankie McAlister	All Raters 6.67 5.38	Self 6.0 3.33	Manager 6.67 4.33	Peers 6.8	Direct Reports 6.44 6.0	Other - -
Sai Mander 6.72 5.67 7.0 6.67 -	HUMBLE •Being Fair Minded Cunniham Downs Frankie McAlister Li Xia Long	All Raters 6.67 5.38 4.17	Self 6.0 3.33 5.0	Manager 6.67 4.33 4.67	Peers 6.8 5.11	Direct Reports 6.44 6.0 5.0	Other 2.67
	HUMBLE •Being Fair Minded Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	All Raters 6.67 5.38 4.17 5.46	Self 6.0 3.33 5.0 6.0	Manager 6.67 4.33 4.67 6.0	Peers 6.8 5.11	Direct Reports 6.44 6.0 5.0 5.22	Other 2.67 4.5
	HUMBLE •Being Fair Minded Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson	All Raters 6.67 5.38 4.17 5.46 5.78	Self 6.0 3.33 5.0 6.0 7.0	Manager 6.67 4.33 4.67 6.0 5.0	Peers 6.8 5.11 - 6.5 -	Direct Reports 6.44 6.0 5.0 5.22 7.0	Other 2.67 4.5



DELIBERATE Overall	All Raters	Self	Manager	Peers	Direct Reports	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	3.89	4.67	4.41	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	0.72
Taylor Meyer	5.48	5.78	6.33	5.69	4.81	6.26
Taylor Weyer	0.40	5.76	0.00	0.09	4.01	0.20
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	5.46	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	-
Taylor Meyer	5.41	5.0	6.33	5.78	4.57	6.28
DELIBERATEPromoting Disciplined Analysis	All Raters	Self	Manager	Peers	Direct Reports	Other
 Promoting Disciplined Analysis 					Reports	Other -
 Promoting Disciplined Analysis Cunniham Downs 	6.4	7.0	6.67	6.27	Reports 6.44	Other - -
 Promoting Disciplined Analysis Cunniham Downs Frankie McAlister 	6.4 4.62	7.0 7.0	6.67 4.0		6.44 4.89	-
 Promoting Disciplined Analysis Cunniham Downs 	6.4 4.62 4.11	7.0	6.67 4.0 5.0	6.27 4.56 -	6.44 4.89 4.67	Other 2.83 5.17
 Promoting Disciplined Analysis Cunniham Downs Frankie McAlister Li Xia Long 	6.4 4.62	7.0 7.0 3.0	6.67 4.0	6.27	6.44 4.89	- - 2.83 5.17
 Promoting Disciplined Analysis Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm 	6.4 4.62 4.11 5.54	7.0 7.0 3.0 7.0	6.67 4.0 5.0 6.0	6.27 4.56 -	6.44 4.89 4.67 5.33	- - 2.83
 Promoting Disciplined Analysis Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander 	6.4 4.62 4.11 5.54 5.28 6.39	7.0 7.0 3.0 7.0 6.67 5.0	6.67 4.0 5.0 6.0 6.67 6.33	6.27 4.56 - 6.0 - 6.33	Reports 6.44 4.89 4.67 5.33 5.78 6.5	- 2.83 5.17 3.83
 Promoting Disciplined Analysis Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson 	6.4 4.62 4.11 5.54 5.28	7.0 7.0 3.0 7.0 6.67	6.67 4.0 5.0 6.0 6.67	6.27 4.56 - 6.0	Reports 6.44 4.89 4.67 5.33 5.78	- - 2.83 5.17
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer DELIBERATE	6.4 4.62 4.11 5.54 5.28 6.39 5.45	7.0 7.0 3.0 7.0 6.67 5.0 6.0	6.67 4.0 5.0 6.0 6.67 6.33 6.33 Manager	6.27 4.56 - 6.0 - 6.33 5.44	Reports 6.44 4.89 4.67 5.33 5.78 6.5 5.0 Direct Reports	- 2.83 5.17 3.83 - 6.06
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer DELIBERATE Providing a Sense of Stability Cunniham Downs	6.4 4.62 4.11 5.54 5.28 6.39 5.45	7.0 7.0 3.0 7.0 6.67 5.0 6.0	6.67 4.0 5.0 6.0 6.67 6.33 6.33 Manager	6.27 4.56 - 6.0 - 6.33 5.44 Peers	Reports 6.44 4.89 4.67 5.33 5.78 6.5 5.0 Direct Reports 6.44	- 2.83 5.17 3.83 - 6.06
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer DELIBERATE Providing a Sense of Stability Cunniham Downs Frankie McAlister	6.4 4.62 4.11 5.54 5.28 6.39 5.45 All Raters	7.0 7.0 3.0 7.0 6.67 5.0 6.0 Self	6.67 4.0 5.0 6.0 6.67 6.33 6.33 Manager 6.67 3.67	6.27 4.56 - 6.0 - 6.33 5.44	Reports 6.44 4.89 4.67 5.33 5.78 6.5 5.0 Direct Reports 6.44 5.33	- 2.83 5.17 3.83 - 6.06 Other
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer DELIBERATE Providing a Sense of Stability Cunniham Downs	6.4 4.62 4.11 5.54 5.28 6.39 5.45	7.0 7.0 3.0 7.0 6.67 5.0 6.0	6.67 4.0 5.0 6.0 6.67 6.33 6.33 Manager	6.27 4.56 - 6.0 - 6.33 5.44 Peers	Reports 6.44 4.89 4.67 5.33 5.78 6.5 5.0 Direct Reports 6.44	- 2.83 5.17 3.83 - 6.06
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer DELIBERATE Providing a Sense of Stability Cunniham Downs Frankie McAlister Li Xia Long	6.4 4.62 4.11 5.54 5.28 6.39 5.45 All Raters 6.5 4.67 3.89	7.0 7.0 3.0 7.0 6.67 5.0 6.0 Self 7.0 6.33 4.33	6.67 4.0 5.0 6.0 6.67 6.33 6.33 Manager 6.67 3.67 4.0	6.27 4.56 - 6.0 - 6.33 5.44 Peers 6.47 4.33	Reports 6.44 4.89 4.67 5.33 5.78 6.5 5.0 Direct Reports 6.44 5.33 4.67	- 2.83 5.17 3.83 - 6.06 Other
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer DELIBERATE Providing a Sense of Stability Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	6.4 4.62 4.11 5.54 5.28 6.39 5.45 All Raters 6.5 4.67 3.89 5.42	7.0 7.0 3.0 7.0 6.67 5.0 6.0 Self 7.0 6.33 4.33 7.0	6.67 4.0 5.0 6.0 6.67 6.33 6.33 Manager 6.67 3.67 4.0 6.0	6.27 4.56 - 6.0 - 6.33 5.44 Peers 6.47 4.33	Reports 6.44 4.89 4.67 5.33 5.78 6.5 5.0 Direct Reports 6.44 5.33 4.67 5.0	- 2.83 5.17 3.83 - 6.06 Other



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
			_		Reports	Other -
Cunniham Downs	6.53	7.0	6.83	6.6	Reports 6.22	Other - -
Cunniham Downs Frankie McAlister	6.53 4.95	7.0 7.0	6.83 6.67		6.22 5.22	- -
Cunniham Downs Frankie McAlister Li Xia Long	6.53 4.95 4.22	7.0 7.0 4.0	6.83 6.67 6.0	6.6 4.11 -	Reports 6.22 5.22 4.0	- - 3.67
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	6.53 4.95 4.22 5.5	7.0 7.0 4.0 7.0	6.83 6.67 6.0 6.0	6.6	6.22 5.22 4.0 5.33	- - 3.67 4.5
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson	6.53 4.95 4.22 5.5 6.17	7.0 7.0 4.0 7.0 7.0	6.83 6.67 6.0 6.0 5.0	6.6 4.11 - 6.5	Reports 6.22 5.22 4.0 5.33 7.0	- - 3.67
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander	6.53 4.95 4.22 5.5 6.17 6.44	7.0 7.0 4.0 7.0 7.0 6.0	6.83 6.67 6.0 6.0 5.0 7.0	6.6 4.11 - 6.5 - 6.33	Reports 6.22 5.22 4.0 5.33 7.0 6.33	- 3.67 4.5 5.5
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson	6.53 4.95 4.22 5.5 6.17	7.0 7.0 4.0 7.0 7.0	6.83 6.67 6.0 6.0 5.0	6.6 4.11 - 6.5	Reports 6.22 5.22 4.0 5.33 7.0	- - 3.67 4.5
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer RESOLUTE	6.53 4.95 4.22 5.5 6.17 6.44 6.0	7.0 7.0 4.0 7.0 7.0 6.0 6.33	6.83 6.67 6.0 6.0 5.0 7.0 6.33	6.6 4.11 - 6.5 - 6.33 5.94	Reports 6.22 5.22 4.0 5.33 7.0 6.33 6.0	- 3.67 4.5 5.5 - 6.0
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer RESOLUTE Improving Methods Cunniham Downs	6.53 4.95 4.22 5.5 6.17 6.44 6.0	7.0 7.0 4.0 7.0 7.0 6.0 6.33 Self	6.83 6.67 6.0 6.0 5.0 7.0 6.33 Manager	6.6 4.11 - 6.5 - 6.33 5.94 Peers	Reports 6.22 5.22 4.0 5.33 7.0 6.33 6.0 Direct Reports 6.11	- 3.67 4.5 5.5 - 6.0
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer RESOLUTE Improving Methods Cunniham Downs Frankie McAlister	6.53 4.95 4.22 5.5 6.17 6.44 6.0 All Raters	7.0 7.0 4.0 7.0 7.0 6.0 6.33 Self	6.83 6.67 6.0 6.0 5.0 7.0 6.33 Manager 6.67 6.0	6.6 4.11 - 6.5 - 6.33 5.94	Reports 6.22 5.22 4.0 5.33 7.0 6.33 6.0 Direct Reports 6.11 5.11	- 3.67 4.5 5.5 - 6.0 Other
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer RESOLUTE Improving Methods Cunniham Downs	6.53 4.95 4.22 5.5 6.17 6.44 6.0 All Raters 6.5 5.14 4.28	7.0 7.0 4.0 7.0 7.0 6.0 6.33 Self 7.0 5.67 3.33	6.83 6.67 6.0 6.0 5.0 7.0 6.33 Manager 6.67 6.0	6.6 4.11 - 6.5 - 6.33 5.94 Peers 6.67 4.89 -	Reports 6.22 5.22 4.0 5.33 7.0 6.33 6.0 Direct Reports 6.11	3.67 4.5 5.5 - 6.0 Other
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer RESOLUTE Improving Methods Cunniham Downs Frankie McAlister Li Xia Long	6.53 4.95 4.22 5.5 6.17 6.44 6.0 All Raters	7.0 7.0 4.0 7.0 7.0 6.0 6.33 Self	6.83 6.67 6.0 6.0 5.0 7.0 6.33 Manager 6.67 6.0	6.6 4.11 - 6.5 - 6.33 5.94 Peers	Reports 6.22 5.22 4.0 5.33 7.0 6.33 6.0 Direct Reports 6.11 5.11 4.0	- 3.67 4.5 5.5 - 6.0 Other
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer RESOLUTE Improving Methods Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	6.53 4.95 4.22 5.5 6.17 6.44 6.0 All Raters 6.5 5.14 4.28 5.42	7.0 7.0 4.0 7.0 7.0 6.0 6.33 Self 7.0 5.67 3.33 7.0	6.83 6.67 6.0 6.0 5.0 7.0 6.33 Manager 6.67 6.0 6.0	6.6 4.11 - 6.5 - 6.33 5.94 Peers 6.67 4.89 -	Reports 6.22 5.22 4.0 5.33 7.0 6.33 6.0 Direct Reports 6.11 5.11 4.0 5.11	3.67 4.5 5.5 - 6.0 Other



COMMANDING Overall		All Raters	Self	Manager	Peers	Direct Reports	Other
	Cunniham Downs	6.36	6.0	6.78	6.29	6.19	_
	Frankie McAlister	5.65	6.11	5.89	6.11	5.11	-
	Li Xia Long	4.17	3.78	4.67	_	4.15	3.94
	Peter Malcolm	5.29	6.0	6.0	6.0	5.44	4.0
Ph	ilomena Jackson	5.22	6.89	1.44	_	5.81	6.22
	Sai Mander	6.26	6.0	6.44	6.0	6.56	-
	Taylor Meyer	6.37	6.89	6.56	6.13	6.5	6.35
COMMANDING •Showing Confiden	ce	All Raters	Self	Manager	Peers	Direct Reports	Other
(Cunniham Downs	6.43	6.0	6.83	6.4	6.22	-
	Frankie McAlister	5.57	6.0	4.33	6.56	5.0	-
	Li Xia Long	4.17	3.33	5.0	-	4.11	3.83
	Peter Malcolm	5.38	6.0	6.0	6.0	5.67	4.0
Ph	ilomena Jackson	5.22	7.0	1.33	-	5.89	6.17
	Sai Mander	6.33	7.0	6.67	6.0	6.67	-
	Taylor Meyer	6.46	7.0	6.33	6.22	6.7	6.33
COMMANDING •Taking Charge		All Raters	Self	Manager	Peers	Direct Reports	Other
(Cunniham Downs	6.37	6.0	6.83	6.27	6.22	_
	Frankie McAlister	5.57	6.33	6.67	5.44	5.33	_
	Li Xia Long	4.33	4.33	5.0	_	4.22	4.17
	Peter Malcolm	5.29	6.0	6.0	6.0	5.33	4.17
Ph	ilomena Jackson	5.33	6.67	1.67	-	5.89	6.33
	Sai Mander	6.22	6.0	6.67	6.0	6.33	-
	Taylor Meyer	6.32	6.67	6.67	6.17	6.3	6.44
COMMANDING •Focusing on Resul		All Raters	Self	Manager	Peers	Direct Reports	Other
(Cunniham Downs	6.27	6.0	6.67	6.2	6.11	_
	Frankie McAlister	5.81	6.0	6.67	6.33	5.0	-
	Li Xia Long	4.0	3.67	4.0	-	4.11	3.83
	Peter Malcolm	5.21	6.0	6.0	6.0	5.33	3.83
	. 5.5	~ · — ·					
Ph	ilomena Jackson			1,33	-	5,67	6.17
Ph	ilomena Jackson Sai Mander	5.11 6.22	7.0 5.0	1.33 6.0	- 6.0	5.67 6.67	6.17 -







DIOLIEE NO	I	ı	I
PIONEERING	Proposes new	Focuses on finding	Encourages us to
Finding Opportunities	directions for the	new opportunities	explore new directions
	group	Hew Opportunities	explore flew directions
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
, ,			
PIONEERING		Challenges others to	Helps the group
•Stretching the Boundaries	Encourages people to	push beyond their	envision new ways of
Stretching the boundaries	think outside the box	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
		ı	I
PIONEERING			Talvas vialva vida an
 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
Taylor Moyor	0.22	0.10	0.00
ENERGIZING			
	Brings up the energy	Encourages people	Shows passion for
Showing Enthusiasm	level of the group	with enthusiasm	what we are doing
			J .
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

6.04

Taylor Meyer

6.48

6.13



	I .	ı	ı
ENERGIZINGBuilding Professional Networks	Takes the initiative to meet new people	Invites a variety of different people to social outings	Maintains a wide circle of social contacts
Curanila ana Dayina	0.5		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
Sai Mander	6.5	6.33	6.5
Taylor Meyer	6.61	5.65	6.57
ENERGIZINGRallying 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
		-	
AFFIRMING		Welcomes casual	
	Comes across as	conversations with	Comes across as
Being Approachable	Comes across as approachable		Comes across as warm and friendly
Being Approachable	approachable	conversations with people, regardless of status	warm and friendly
Being ApproachableCunniham Downs	approachable 6.8	conversations with people, regardless of status 6.6	warm and friendly 6.8
 Being Approachable Cunniham Downs Frankie McAlister 	approachable 6.8 5.29	conversations with people, regardless of status 6.6 5.71	warm and friendly 6.8 3.86
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long 	approachable 6.8 5.29 4.17	conversations with people, regardless of status 6.6 5.71 3.83	warm and friendly 6.8
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm 	6.8 5.29 4.17 6.0	conversations with people, regardless of status 6.6 5.71 3.83 5.88	warm and friendly 6.8 3.86 4.0 6.0
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long 	6.8 5.29 4.17 6.0 5.67	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33	warm and friendly 6.8 3.86 4.0 6.0 5.5
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander 	6.8 5.29 4.17 6.0 5.67 6.83	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67	6.8 3.86 4.0 6.0 5.5 6.83
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson 	6.8 5.29 4.17 6.0 5.67	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33	warm and friendly 6.8 3.86 4.0 6.0 5.5
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander 	6.8 5.29 4.17 6.0 5.67 6.83 6.43	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67	6.8 3.86 4.0 6.0 5.5 6.83
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander 	6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78	6.8 3.86 4.0 6.0 5.5 6.83 6.3
•Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING	6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her way to recognize the	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78 Makes people feel	6.8 3.86 4.0 6.0 5.5 6.83 6.3 Makes sure people
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer 	6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78 Makes people feel good about their	warm and friendly 6.8 3.86 4.0 6.0 5.5 6.83 6.3 Makes sure people know that their work is
•Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING •Acknowledging Contributions	approachable 6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her way to recognize the contributions of others	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78 Makes people feel good about their accomplishments	warm and friendly 6.8 3.86 4.0 6.0 5.5 6.83 6.3 Makes sure people know that their work is appreciated
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING Acknowledging Contributions Cunniham Downs	approachable 6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her way to recognize the contributions of others 6.7	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78 Makes people feel good about their accomplishments 6.7	warm and friendly 6.8 3.86 4.0 6.0 5.5 6.83 6.3 Makes sure people know that their work is appreciated 6.5
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING Acknowledging Contributions Cunniham Downs Frankie McAlister	approachable 6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her way to recognize the contributions of others 6.7 5.86	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78 Makes people feel good about their accomplishments 6.7 3.57	warm and friendly 6.8 3.86 4.0 6.0 5.5 6.83 6.3 Makes sure people know that their work is appreciated 6.5 5.29
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING •Acknowledging Contributions Cunniham Downs Frankie McAlister Li Xia Long	approachable 6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her way to recognize the contributions of others 6.7 5.86 4.0	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78 Makes people feel good about their accomplishments 6.7 3.57 4.0	warm and friendly 6.8 3.86 4.0 6.0 5.5 6.83 6.3 Makes sure people know that their work is appreciated 6.5 5.29 4.17
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING Acknowledging Contributions Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm 	approachable 6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her way to recognize the contributions of others 6.7 5.86 4.0 6.13	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78 Makes people feel good about their accomplishments 6.7 3.57 4.0 5.88	warm and friendly 6.8 3.86 4.0 6.0 5.5 6.83 6.3 Makes sure people know that their work is appreciated 6.5 5.29 4.17 5.88
Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING •Acknowledging Contributions Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson	6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her way to recognize the contributions of others 6.7 5.86 4.0 6.13 5.17	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78 Makes people feel good about their accomplishments 6.7 3.57 4.0 5.88 5.5	6.8 3.86 4.0 6.0 5.5 6.83 6.3 Makes sure people know that their work is appreciated 6.5 5.29 4.17 5.88 5.5
 Being Approachable Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer AFFIRMING Acknowledging Contributions Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm 	approachable 6.8 5.29 4.17 6.0 5.67 6.83 6.43 Goes out of his or her way to recognize the contributions of others 6.7 5.86 4.0 6.13	conversations with people, regardless of status 6.6 5.71 3.83 5.88 5.33 6.67 6.78 Makes people feel good about their accomplishments 6.7 3.57 4.0 5.88	warm and friendly 6.8 3.86 4.0 6.0 5.5 6.83 6.3 Makes sure people know that their work is appreciated 6.5 5.29 4.17 5.88



AFFIRMING	Creates a positive	Helps people see the	Offers encouragement
 Creating a Positive Environment 	environment around	best in a tough	when people need it
	him or her	situation	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
i ajie. iliejei	0.0	0.00	
INCLUSIVE			Shows willingness to
	Takes other people's	Thinks it's important	reconsider his or her
Staying Open to Input	input and ideas	to consider	ideas when someone
	seriously	everyone's ideas	has a better one
Cunniham Downs	6.5	6.3	6.7
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
INCLUSIVE	Shows consideration		Uses tact when
		Genuinely listens to	Uses tact when
INCLUSIVE •Showing Diplomacy	Shows consideration for other people's feelings		
Showing Diplomacy	for other people's feelings	Genuinely listens to other people	Uses tact when communicating with others
Showing DiplomacyCunniham Downs	for other people's feelings 6.6	Genuinely listens to other people	Uses tact when communicating with others 6.4
 Showing Diplomacy Cunniham Downs Frankie McAlister 	for other people's feelings 6.6 5.29	Genuinely listens to other people 6.5 5.71	Uses tact when communicating with others 6.4 5.57
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long	for other people's feelings 6.6 5.29 4.83	Genuinely listens to other people 6.5 5.71 4.33	Uses tact when communicating with others 6.4 5.57 4.83
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	for other people's feelings 6.6 5.29 4.83 6.13	Genuinely listens to other people 6.5 5.71 4.33 6.0	Uses tact when communicating with others 6.4 5.57 4.83 6.0
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long	for other people's feelings 6.6 5.29 4.83 6.13 5.0	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander	for other people's feelings 6.6 5.29 4.83 6.13	Genuinely listens to other people 6.5 5.71 4.33 6.0	Uses tact when communicating with others 6.4 5.57 4.83 6.0
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67 5.74	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78 Encourages people to	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61 Gets buy-in from team
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78 Encourages people to share different points	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67 5.74	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61 Gets buy-in from team members before
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE • Facilitating Dialogue	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78 Encourages people to share different points of view	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67 5.74 Invites other people's opinions and ideas	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61 Gets buy-in from team members before moving ahead
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE • Facilitating Dialogue Cunniham Downs	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78 Encourages people to share different points of view 6.6	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67 5.74 Invites other people's opinions and ideas 6.5	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61 Gets buy-in from team members before moving ahead 6.3
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE •Facilitating Dialogue Cunniham Downs Frankie McAlister	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78 Encourages people to share different points of view 6.6 5.57	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67 5.74 Invites other people's opinions and ideas 6.5 5.0	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61 Gets buy-in from team members before moving ahead 6.3 5.0
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE •Facilitating Dialogue Cunniham Downs Frankie McAlister Li Xia Long	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78 Encourages people to share different points of view 6.6 5.57 4.33	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67 5.74 Invites other people's opinions and ideas 6.5 5.0 4.83	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61 Gets buy-in from team members before moving ahead 6.3 5.0 4.33
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE •Facilitating Dialogue Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78 Encourages people to share different points of view 6.6 5.57 4.33 5.88	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67 5.74 Invites other people's opinions and ideas 6.5 5.0 4.83 6.13	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61 Gets buy-in from team members before moving ahead 6.3 5.0 4.33 5.88
• Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE • Facilitating Dialogue Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78 Encourages people to share different points of view 6.6 5.57 4.33 5.88 5.0	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67 5.74 Invites other people's opinions and ideas 6.5 5.0 4.83 6.13 5.0	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61 Gets buy-in from team members before moving ahead 6.3 5.0 4.33 5.88 4.83
•Showing Diplomacy Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander Taylor Meyer INCLUSIVE •Facilitating Dialogue Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm	for other people's feelings 6.6 5.29 4.83 6.13 5.0 6.67 5.78 Encourages people to share different points of view 6.6 5.57 4.33 5.88	Genuinely listens to other people 6.5 5.71 4.33 6.0 5.33 6.67 5.74 Invites other people's opinions and ideas 6.5 5.0 4.83 6.13	Uses tact when communicating with others 6.4 5.57 4.83 6.0 5.0 6.5 5.61 Gets buy-in from team members before moving ahead 6.3 5.0 4.33 5.88



DATA DI FINACTICE			
HUMBLE •Maintaining Composure	Shows self-control when he or she is upset	Remains calm when he or she is frustrated	Handles disagreements in a rational, unemotional 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
.,	-		
HUMBLEShowing Modesty	Recognizes his or her limitations	Is quick to acknowledge when he or she is wrong	Comes across as 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
Peter Malcolm	5.5	5.5	5.5
Philomena Jackson	5.67	5.67	5.17
Sai Mander	6.67	6.5	6.33
Taylor Meyer	5.61	5.7	4.7
HUMBLE •Being Fair Minded Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Philomena Jackson Sai Mander	Makes decisions without letting his or her personal biases get in the way 6.6 5.43 4.33 5.5 5.83 6.67	Makes decisions in a fair, objective fashion 6.8 5.14 4.33 5.63 5.83 6.83	Avoids getting carried away with his or her passions or pet projects 6.6 5.57 3.83 5.25 5.67 6.67
Taylor Meyer	5.39	5.91	5.43
DELIBERATE •Communicating 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
T. I. M	F 00	T 00	E 04

5.39

Taylor Meyer

5.61

5.22



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
DELIBERATE • Providing 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
RESOLUTE •Setting High Expectations	Sets high expectations for the group	Makes it clear that mediocre performance is unacceptable	Makes sure that people take responsibility for poor performance
Cunniham Downs	6.7	6.5	6.4
Frankie McAlister	4.29	5.86	4.43
Li Xia Long	4.5	4.0	4.5
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



Makes sure that inefficiencies get addressed work methods Makes sure that people apply common sense to our work methods				
Frankle McAlister		inefficiencies get addressed	people apply common sense to our	our processes and methods
Li Xia Long	Cunniham Downs	6.3	6.7	6.5
Peter Malcolm 5.63 5.5 5.13 Philomena Jackson 6.0 6.17 6.17 6.17 6.55 6.5	Frankie McAlister		5.0	4.71
Philomena Jackson Sai Mander Sai Mande	Li Xia Long	4.5	4.17	
Sai Mander Taylor Meyer 5.65 5.74 6.5	Peter Malcolm	5.63	5.5	5.13
COMMANDING Shows confidence in his or her opinions Shows assertiveness when he or she speaks Speaks his or her mind speaks Cunniham Downs Frankie McAlister Li Xia Long Peter Malcolm Sai Mander Taking Charge 6.6 6.4 6.3 Philomena Jackson Si Alander Taking Charge 5.17 5.5 5.0 Sai Mander Taking Charge Steps up and makes decisions when no one else will 6.3 6.3 6.43 Command Downs Frankie McAlister Li Xia Long Peter Malcolm Sai Mander Philomena Jackson Sai Mander Taylor Meyer 6.3 6.5 6.3 Peter Malcolm Sai Mander Frankie McAlister Li Xia Long Peter Malcolm Sai Mander Sai Mander Taylor Meyer 6.3 6.5 6.3 Pocusing on Results Pushes him/herself and others to get results 6.2 6.4 6.2 Command Downs Frankie McAlister Li Xia Long Li Xia Long Li Xia Long Li Xia Long Sai Mander Li Xia Long Sai Mander Sai	Philomena Jackson	6.0	6.17	6.17
COMMANDING	Sai Mander	6.33	6.67	6.5
Showing Confidence Shows confidence in his or her opinions Shows confidence in his or her opinions When he or she speaks Speaks his or her mind speaks 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 Taking Charge Steps up and makes decisions when no one else will Takes charge of situations when leadership seems to be lacking 6.5 6.3 *Taking Charge **Cunniham Downs 6.5 6.3 6.5 6.3 *Frankie McAlister 5.86 6.29 4.57 4.5 4.0 4.5 4.5 4.5 4.5 4.5 4.0 4.5 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.25 5.2	Taylor Meyer	5.65	5.74	6.3
Frankie McAlister			when he or she	Speaks his or her mind
Li Xia Long	Cunniham Downs	6.6	6.4	6.3
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 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 COMMANDING Pushes him/herself and others to get results Sets ambitious goals for the group Comes across as action-oriented *Focusing on Results 6.2 6.4 6.2 Frankie McAlister 6.14 5.0 6.29 Li Xia Long 3.83 <t< td=""><td>Frankie McAlister</td><td>5.86</td><td>4.71</td><td>6.14</td></t<>	Frankie McAlister	5.86	4.71	6.14
Philomena Jackson Sai Mander 6.5 6.33 6.17 Taylor Meyer 6.65 6.33 6.17 Taylor Meyer 6.65 6.3 6.43 COMMANDING Steps up and makes decisions when no one else will adership seems to be lacking 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 COMMANDING Pushes him/herself and others to get results 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 Sets ambitious goals for the group Comes across as action-oriented Comes across as action-orien	Li Xia Long	4.0	4.5	4.0
Sai Mander Taylor Meyer 6.5 6.33 6.17 COMMANDING	Peter Malcolm	5.38	5.38	5.38
COMMANDING 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 Frankie McAlister Li Xia Long Peter Malcolm Sai Mander 6.3 6.5 6.3 Peter Malcolm Philomena Jackson Sai Mander 5.38 5.25 5.25 Philomena Jackson Sai Mander 6.17 6.33 6.17 Taylor Meyer 6.3 6.43 6.22 COMMANDING Procusing on Results Pushes him/herself and others to get results Sets ambitious goals for the group Comes across as action-oriented Cunniham Downs Frankie McAlister Li Xia Long 3.83 6.14 5.0 6.29 Li Xia Long 3.83 4.33 3.83 5.13 Peter Malcolm 5.13 5.38 5.13 5.13 Philomena Jackson 5.0 5.0 5.33 6.17	Philomena Jackson	5.17	5.5	5.0
COMMANDING 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 Frankie McAlister Li Xia Long Peter Malcolm Sai Mander 6.3 6.5 6.3 Peter Malcolm Sai Mander 5.38 5.25 5.25 Philomena Jackson Sai Mander 6.17 6.33 6.17 Taylor Meyer 6.3 6.43 6.22 COMMANDING Procusing on Results Pushes him/herself and others to get results Sets ambitious goals for the group Comes across as action-oriented Cunniham Downs Frankie McAlister Li Xia Long 3.83 6.2 6.4 6.2 Li Xia Long 3.83 4.33 3.83 Peter Malcolm 5.13 5.38 5.13 Philomena Jackson 5.0 5.0 5.33 5.0 Sai Mander 6.17 6.33 6.17				
Taking Charge Steps up and makes decisions when no one else will 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 COMMANDING 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 Sai Mander 5.0 5.33 5.0 6.17 6.33 6.17 6.17	Taylor Meyer			
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 COMMANDING 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		decisions when no	situations when leadership seems to	
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 COMMANDING 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	Cunniham Downs	6.3	6.5	6.3
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 COMMANDING 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	Frankie McAlister	5.86	6.29	4.57
Philomena Jackson 5.33 5.17 5.5 Sai Mander 6.17 6.33 6.17 Taylor Meyer 6.3 6.43 6.22 COMMANDING	Li Xia Long	4.5	4.0	4.5
Sai Mander Taylor Meyer 6.17 6.33 6.17 COMMANDING 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	Peter Malcolm	5.38	5.25	5.25
COMMANDING • Focusing on ResultsPushes him/herself and others to get resultsSets ambitious goals 	Philomena Jackson	5.33	5.17	5.5
COMMANDING 	Sai Mander	6.17	6.33	6.17
Focusing on 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	6.3	6.43	6.22
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		and others to get	_	
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	Cunniham Downs	6.2	6.4	6.2
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				
Peter Malcolm 5.13 5.38 5.13 Philomena Jackson 5.0 5.33 5.0 Sai Mander 6.17 6.33 6.17				
Philomena Jackson 5.0 5.33 5.0 Sai Mander 6.17 6.33 6.17				
Sai Mander 6.17 6.33 6.17				
	Taylor Meyer	6.43	6.09	6.43







