

LEADERSHIP CIRCLE PROFILE™

V1.5

LEADERSHIP CIRCLE PROFILE™

CHRIS SAMPLE - English

Tuesday, April 19, 2022

The Leadership Circle Profile Report

Chris Sample

2022-04-19

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.87	4.27	4.19	4.18	-	4.36	4.37
Self-Awareness	3.93	4.20	4.01	4.25	-	4.23	4.28
Authenticity	3.85	4.33	4.68	4.41	-	4.23	4.40
Systems Awareness	3.58	4.02	3.37	4.02	-	4.26	3.94
Achieving	3.83	4.26	3.96	4.10	-	4.33	4.33
Controlling	2.40	2.07	1.82	1.90	-	2.04	1.96
Protecting	2.04	1.56	1.25	1.50	-	1.68	1.30
Complying	2.68	1.95	2.14	1.96	-	2.07	1.72
Leadership Effectiveness	3.60	4.45	4.51	4.56	-	4.23	4.66
Number of Assessors	1	17	1	3	2	6	5

The Leadership Circle Profile Report

Chris Sample

2022-04-19

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	40 %	85 %	75 %	74 %	-	81 %	81 %
Self-Awareness	66 %	89 %	68 %	84 %	-	82 %	84 %
Authenticity	28 %	80 %	91 %	77 %	-	61 %	74 %
Systems Awareness	34 %	77 %	28 %	71 %	-	83 %	58 %
Achieving	39 %	82 %	62 %	68 %	-	71 %	73 %
Controlling	32 %	18 %	19 %	18 %	-	19 %	19 %
Protecting	38 %	16 %	15 %	21 %	-	31 %	12 %
Complying	79 %	24 %	42 %	30 %	-	46 %	18 %
Reactive-Creative Scale	46 %	90 %	81 %	85 %	-	81 %	87 %
Relationship-Task Balance	84 %	84 %	64 %	76 %	-	69 %	75 %
Leadership Potential Utilization	76 %	92 %	77 %	88 %	-	81 %	86 %
Leadership Effectiveness	50 %	89 %	85 %	86 %	-	63 %	87 %
Number of Assessors	1	17	1	3	2	6	5

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

Chris Sample

2022-04-19	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	1	3	2	6	5
Relating	40 %	85 %	75 %	74 %	-	81 %	81 %
Average Response	3.87	4.27	4.19	4.18	-	4.36	4.37
Caring Connection	61 %	80 %	62 %	72 %	-	79 %	75 %
Average Response	4.00	4.20	4.00	4.18	-	4.30	4.31
Fosters Team Play	33 %	85 %	79 %	76 %	-	79 %	81 %
Average Response	3.83	4.39	4.40	4.36	-	4.47	4.51
Collaborator	51 %	84 %	70 %	59 %	-	80 %	84 %
Average Response	4.00	4.27	4.16	3.99	-	4.36	4.47
Mentoring & Developing	42 %	84 %	76 %	69 %	-	85 %	63 %
Average Response	3.90	4.30	4.26	4.16	-	4.57	4.16
Interpersonal Intelligence	29 %	83 %	74 %	76 %	-	67 %	82 %
Average Response	3.67	4.19	4.15	4.20	-	4.14	4.37
Self-Awareness	66 %	89 %	68 %	84 %	-	82 %	84 %
Average Response	3.93	4.20	4.01	4.25	-	4.23	4.28
Selfless Leader	55 %	77 %	64 %	66 %	-	51 %	84 %
Average Response	3.76	4.00	3.99	4.01	-	3.76	4.29
Balance	66 %	73 %	43 %	66 %	-	87 %	61 %
Average Response	3.65	3.92	3.50	3.87	-	4.36	3.84
Composure	72 %	92 %	83 %	89 %	-	82 %	85 %
Average Response	4.17	4.47	4.44	4.63	-	4.45	4.53
Personal Learner	47 %	87 %	56 %	80 %	-	85 %	70 %
Average Response	4.05	4.32	3.94	4.32	-	4.47	4.26
Authenticity	28 %	80 %	91 %	77 %	-	61 %	74 %
Average Response	3.85	4.33	4.68	4.41	-	4.23	4.40
Integrity	27 %	70 %	83 %	71 %	-	47 %	75 %
Average Response	3.98	4.40	4.69	4.52	-	4.24	4.56
Courageous Authenticity	38 %	83 %	92 %	75 %	-	70 %	67 %
Average Response	3.65	4.22	4.65	4.23	-	4.20	4.14

Questions Related to Each Dimension

Creative Dimensions

Relating

Caring Connection	<p>I connect deeply with others.</p> <p>I form warm and caring relationships.</p> <p>I am compassionate.</p>
Fosters Team Play	<p>I create a positive climate that supports people doing their best.</p> <p>I share leadership.</p> <p>I promote high levels of teamwork through my leadership style.</p>
Collaborator	<p>I negotiate for the best interest of both parties.</p> <p>I work to find common ground.</p> <p>I create common ground for agreement.</p>
Mentoring & Developing	<p>I help Direct Reports create development plans.</p> <p>I help people learn, improve, and change.</p> <p>I provide feedback focused on professional growth.</p> <p>I am a people builder/developer.</p>
Interpersonal Intelligence	<p>I display a high degree of skill in resolving conflict.</p> <p>I take responsibility for my part of relationship problems.</p> <p>I directly address issues that get in the way of team performance.</p> <p>I listen openly to criticism and ask questions to further understand.</p> <p>In a conflict, I accurately restate the opinions of others.</p>

Self-Awareness

Selfless Leader	<p>I act with humility.</p> <p>I get the job done with no need to attract attention to myself.</p> <p>I lead in ways that others say, 'we did it ourselves.'</p> <p>I am relatively uninterested in personal credit.</p> <p>I take forthright action without needing recognition.</p>
Balance	<p>I find enough time for personal reflection.</p> <p>I balance work and personal life.</p>
Composure	<p>I am composed under pressure.</p> <p>I handle stress and pressure very well.</p> <p>I am a calming influence in difficult situations.</p>
Personal Learner	<p>I personally search for meaning.</p> <p>I investigate the deeper reality that lies behind events/circumstances.</p> <p>I learn from mistakes.</p> <p>I examine the assumptions that lie behind my actions.</p>

Authenticity

Integrity	<p>I lead in a manner that is completely aligned with my values.</p> <p>I exhibit personal behavior consistent with my values.</p> <p>I hold to my values during good and bad times.</p>
Courageous Authenticity	<p>I speak directly even on controversial issues.</p> <p>I am courageous in meetings.</p> <p>I surface the issues others are reluctant to talk about.</p>

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions (Continued)

Chris Sample

2022-04-19	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	1	3	2	6	5
Systems Awareness	34 %	77 %	28 %	71 %	-	83 %	58 %
Average Response	3.58	4.02	3.37	4.02	-	4.26	3.94
Community Concern	40 %	66 %	20 %	69 %	-	72 %	55 %
Average Response	3.50	3.90	3.11	4.01	-	4.11	3.89
Sustainable Productivity	61 %	85 %	65 %	71 %	-	88 %	63 %
Average Response	4.00	4.20	4.00	4.13	-	4.47	4.07
Systems Thinker	12 %	76 %	14 %	66 %	-	81 %	54 %
Average Response	3.13	3.96	2.91	3.90	-	4.19	3.84
Achieving	39 %	82 %	62 %	68 %	-	71 %	73 %
Average Response	3.83	4.26	3.96	4.10	-	4.33	4.33
Strategic Focus	41 %	82 %	70 %	73 %	-	73 %	63 %
Average Response	3.78	4.23	4.05	4.14	-	4.33	4.17
Purposeful & Visionary	37 %	77 %	39 %	60 %	-	69 %	78 %
Average Response	3.73	4.18	3.56	3.94	-	4.27	4.39
Achieves Results	38 %	81 %	51 %	68 %	-	71 %	76 %
Average Response	4.00	4.41	4.04	4.32	-	4.47	4.50
Decisiveness	46 %	83 %	80 %	58 %	-	62 %	87 %
Average Response	4.00	4.34	4.33	4.00	-	4.25	4.65

Questions Related to Each Dimension

Creative Dimensions (Continued)

Systems Awareness

Community Concern	<p>I attend to the long-term impact of strategic decisions on the community.</p> <p>I balance community welfare with short-term profitability.</p> <p>I live an ethic of service to others and the world.</p> <p>I stress the role of the organization as corporate citizen.</p> <p>I create vision that goes beyond the organization to include making a positive impact on the world.</p>
Sustainable Productivity	<p>I balance 'bottom line' results with other organizational goals.</p> <p>I balance short-term results with long-term organizational health.</p> <p>I allocate resources appropriately so as not to use people up.</p>
Systems Thinker	<p>I redesign the system to solve multiple problems simultaneously.</p> <p>I evolve organizational systems until they produce envisioned results.</p> <p>I reduce activities that waste resources.</p>

Achieving

Strategic Focus	<p>I have a firm grasp of the market place dynamics.</p> <p>I provide strategic direction that is thoroughly thought through.</p> <p>I focus in quickly on the key issues.</p> <p>I accurately anticipate future consequences to current action.</p> <p>I see the integration between all parts of the system.</p> <p>I establish a strategic direction that helps the organization to thrive.</p> <p>I stay abreast of trends in the external environment that could impact the business currently and in the future.</p> <p>I integrate multiple streams of information into a coherent strategy.</p> <p>I am a gifted strategist.</p>
Purposeful & Visionary	<p>I articulate a vision that creates alignment within the organization.</p> <p>I live and work with a deep sense of purpose.</p> <p>I communicate a compelling vision.</p> <p>I am a good role model for the vision I espouse.</p> <p>I provide strategic vision for the organization.</p> <p>I inspire others with vision.</p>
Achieves Results	<p>I pursue results with drive and energy.</p> <p>I strive for continuous improvement.</p> <p>I am proficient at achieving high quality results on key initiatives.</p> <p>I am quick to seize opportunities upon noticing them.</p>
Decisiveness	<p>I make the tough decisions when required.</p> <p>I am an efficient decision maker.</p> <p>I make decisions in a timely manner.</p>

THE LEADERSHIP CIRCLE PROFILE RESULTS

Reactive Dimensions

Chris Sample

2022-04-19	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	1	3	2	6	5
Controlling	32 %	18 %	19 %	18 %	-	19 %	19 %
Average Response	2.40	2.07	1.82	1.90	-	2.04	1.96
Perfect	11 %	19 %	13 %	64 %	-	12 %	10 %
Average Response	2.62	2.94	2.47	3.53	-	2.73	2.62
Driven	19 %	12 %	6 %	34 %	-	7 %	15 %
Average Response	2.78	2.50	1.79	2.76	-	2.15	2.39
Ambition	45 %	29 %	19 %	47 %	-	12 %	36 %
Average Response	2.81	2.41	1.89	2.63	-	2.06	2.45
Autocratic	37 %	19 %	29 %	12 %	-	29 %	20 %
Average Response	2.23	1.87	1.78	1.49	-	1.98	1.74
Protecting	38 %	16 %	15 %	21 %	-	31 %	12 %
Average Response	2.04	1.56	1.25	1.50	-	1.68	1.30
Arrogance	62 %	33 %	19 %	38 %	-	56 %	16 %
Average Response	2.34	1.65	1.16	1.66	-	1.95	1.17
Critical	52 %	27 %	26 %	24 %	-	33 %	31 %
Average Response	2.21	1.61	1.37	1.46	-	1.64	1.55
Distance	21 %	9 %	14 %	18 %	-	18 %	9 %
Average Response	1.72	1.46	1.22	1.41	-	1.51	1.21
Complying	79 %	24 %	42 %	30 %	-	46 %	18 %
Average Response	2.68	1.95	2.14	1.96	-	2.07	1.72
Passive	84 %	33 %	31 %	37 %	-	56 %	25 %
Average Response	2.48	1.65	1.57	1.67	-	1.79	1.41
Belonging	64 %	22 %	68 %	33 %	-	32 %	19 %
Average Response	2.75	2.16	2.78	2.21	-	2.17	1.95
Pleasing	59 %	24 %	34 %	23 %	-	58 %	19 %
Average Response	3.14	2.40	2.49	2.29	-	2.73	2.12
Conservative	68 %	74 %	93 %	70 %	-	72 %	45 %
Average Response	3.26	3.36	4.11	3.44	-	3.40	3.00

Questions Related to Each Dimension

Reactive Dimensions

Controlling

Perfect

- I try to do everything perfectly well.
- I am critical of myself when things don't go as well as expected.
- I believe average is definitely not good enough.
- I need to perform flawlessly.
- I am a perfectionist.
- I need to excel in every situation.
- I expect extremely high standards of others.

Driven

- I drive myself excessively hard.
- I am a workaholic.
- I try too hard to be the best at everything I take on.
- I push myself too hard.

Ambition

- I am aggressive.
- I believe to feel good, one must constantly move up.
- I believe winning is what really matters.
- I am excessively ambitious.

Autocratic

- I have to get my own way.
- I tend to control others.
- I am domineering.
- I dictate rather than influence what others do.
- I pursue results at the expense of people.

Protecting

Arrogance

- I am self-centered.
- I have too big of an ego.
- I am arrogant.

Critical

- I am sarcastic and/or cynical.
- I am critical.
- I hurt people's feelings.
- I put people down.

Distance

- I am emotionally distant.
- I remain standoffish.
- I am hard to get to know.
- I am aloof.

Complying

Passive

- I am wishy-washy in decision making.
- I lack drive.
- I lack passion.
- I am passive.

Belonging

- I am overly conservative.
- I work too hard for others' acceptance.
- I adopt others' points of view so as not to disappoint them.
- I play it too safe.
- I try too hard to conform to the group's rules/norms.
- I try to please others by going along to get along.

Pleasing

- I need to be accepted by others.
- I need to be admired by others.
- I worry about others' judgment.
- I need the approval of others.

Conservative

- I am conservative.
- I follow conventional ways of doing things.
- I conform to rules.

Sorted by Self Percentile

Chris Sample	Self Percentile	Evaluator Percentile
Dimensions		
Passive	84 %	33 %
Composure	72 %	92 %
Conservative	68 %	74 %
Balance	66 %	73 %
Belonging	64 %	22 %
Arrogance	62 %	33 %
Sustainable Productivity	61 %	85 %
Caring Connection	61 %	80 %
Pleasing	59 %	24 %
Selfless Leader	55 %	77 %
Critical	52 %	27 %
Collaborator	51 %	84 %
Personal Learner	47 %	87 %
Decisiveness	46 %	83 %
Ambition	45 %	29 %
Mentoring & Developing	42 %	84 %
Strategic Focus	41 %	82 %
Community Concern	40 %	66 %
Achieves Results	38 %	81 %
Courageous Authenticity	38 %	83 %
Autocratic	37 %	19 %
Purposeful & Visionary	37 %	77 %
Fosters Team Play	33 %	85 %
Interpersonal Intelligence	29 %	83 %
Integrity	27 %	70 %
Distance	21 %	9 %
Driven	19 %	12 %
Systems Thinker	12 %	76 %
Perfect	11 %	19 %
Summary Dimensions		
Complying	79 %	24 %
Self-Awareness	66 %	89 %
Relating	40 %	85 %
Achieving	39 %	82 %
Protecting	38 %	16 %
Systems Awareness	34 %	77 %
Controlling	32 %	18 %
Authenticity	28 %	80 %
Summary Measures		
Relationship-Task Balance	84 %	84 %
Leadership Potential Utilization	76 %	92 %
Leadership Effectiveness	50 %	89 %
Reactive-Creative Scale	46 %	90 %

Sorted by Evaluator Percentile

Chris Sample	Self Percentile	Evaluator Percentile
Dimensions		
Composure	72 %	92 %
Personal Learner	47 %	87 %
Sustainable Productivity	61 %	85 %
Fosters Team Play	33 %	85 %
Collaborator	51 %	84 %
Mentoring & Developing	42 %	84 %
Decisiveness	46 %	83 %
Courageous Authenticity	38 %	83 %
Interpersonal Intelligence	29 %	83 %
Strategic Focus	41 %	82 %
Achieves Results	38 %	81 %
Caring Connection	61 %	80 %
Purposeful & Visionary	37 %	77 %
Selfless Leader	55 %	77 %
Systems Thinker	12 %	76 %
Conservative	68 %	74 %
Balance	66 %	73 %
Integrity	27 %	70 %
Community Concern	40 %	66 %
Passive	84 %	33 %
Arrogance	62 %	33 %
Ambition	45 %	29 %
Critical	52 %	27 %
Pleasing	59 %	24 %
Belonging	64 %	22 %
Perfect	11 %	19 %
Autocratic	37 %	19 %
Driven	19 %	12 %
Distance	21 %	9 %
Summary Dimensions		
Self-Awareness	66 %	89 %
Relating	40 %	85 %
Achieving	39 %	82 %
Authenticity	28 %	80 %
Systems Awareness	34 %	77 %
Complying	79 %	24 %
Controlling	32 %	18 %
Protecting	38 %	16 %
Summary Measures		
Leadership Potential Utilization	76 %	92 %
Reactive-Creative Scale	46 %	90 %
Leadership Effectiveness	50 %	89 %
Relationship-Task Balance	84 %	84 %

Feedback Comments

In your opinion, what is this person's greatest leadership asset, skill or talent and what suggestions do you have for leveraging this?

Excellent communicator. Able to explain complicated problems in a manner that everyone can understand. Projects confidence and authority especially in difficult situations.

Chris does a great job at being a calming influence while still demonstrating the urgency and importance of issues.

Chris always approaches the situation in a very pragmatic approach. He evaluates the facts, sizes up the situation and very calmly can articulate desired actions to resolve issues or get everyone on board to accomplish the tasks. During the recent acquisition, Chris has continued to keep the staff, who have been deemed redundant, and will lose their jobs very motivated and has met all the deadlines. Chris remains calm in any situation, but also talks from a position of authority to diffuse/influence the desired outcome of situation. I think his background has provided him lots of experience in coaching and mentoring, I believe many that work for him look up to him as a good leader/boss. Personal Integrity, People Skills

Chris balances an approachable persona with a direct-style of communication. The result is a leader who will never leave a question about what a key expectation is, but is still approachable and pleasant to work with.

The best way to leverage this is to be intentional about remaining approachable, and continuing to not sacrifice clarity in communication. This will lead to the people you work with continuing to know precisely what you expect, while having the rapport to continue to coach as necessary.

Chris has a unique approachability that encourages colleagues, peers, and all levels of his team to feel comfortable, even motivated, to bring up an issue, concern, topic, question, etc. with him. This skill can best be used to gain insight on things like team dynamics, company initiatives, process changes, etc. that would affect his team and allow him to better manage the issue or situation.

Chris is a very present leader. He is always there in support of his team, and works side by side with them to accomplish organizational goals. He makes sure people are fully supported in what they do, and takes a sincere interest in helping other people, and furthering individuals to their full potential. He is a good sounding board and sets a tone at the top that facilitates a collaborative work environment that is enjoyable to come back to every day.

Overall, Chris is a very good leader. I find myself fortunate to have had the opportunity to work with him.

In particular, Chris does a great job of:

- balancing the many personalities within his team/group
- making key decisions with short notice
- taking personal responsibility for his actions
- delivering constructive feedback to his employees

Chris has the ability to make quick, confident decisions in an ever-changing environment. This has helped lead the team into action, rather than paralysis, and has been extremely helpful in keeping the team together and positive.

I have always admired his confidence and comfort as a leader. He seems secure in his role as a leader of the organization, but he is not arrogant about it and he approaches every situation, even difficult ones, with a calm and mature attitude that is rare in my experience. His personality and leadership qualities really shine when given special tasks or projects, and I would suggest that he be given leadership opportunities on more difficult assignments that others would shy away from.

Chris's greatest leadership asset that I've experienced is his divergent thinking. He's very good at collecting thoughts and ideas from various sources, which helps his team arrive at the best or most suitable outcome. This results in higher satisfaction, achieves increased productivity, helps proactively manage risks, and promotes innovation within the team.

Feedback Comments

In your opinion, what is this person's greatest leadership asset, skill or talent and what suggestions do you have for leveraging this?

Chris takes the time to get to know each person on his team, not only his direct reports. He learns their backgrounds and future career goals to help direct them toward the path to achieving those goals.

Chris's greatest leadership asset is his ability to communicate and connect with others so that everyone is attempting to achieve a common goal. He promotes an environment where his team is not competing amongst themselves for the purpose of personal satisfaction or accomplishment. He truly promotes a "team" environment creating an emphasis on "team".

Chris should leverage his ability to communicate with others to align people to the outcomes he wants from his team. He can be very convincing with his direct communication to where one is motivated to perform at a high level for him.

Chris's communication skills are one of his greatest skills that really drive his great leadership. The strong lines of communication between him and the team create a productive work environment, whether it is the open door policy to his office or making it a point to have weekly team status meetings. It has taught our team to trust and depend on him as well as on each other. We are able to talk through and work out issues together quickly and efficiently.

Flexibility. Chris is able to step into situations that may not have been anticipated and meet the challenge with a certain ease and grace that makes those that he is leading comfortable and motivated in challenging times.

One of Chris's strongest leadership assets is his ability to work through issues without expressing stress or frustration. He is very open in discussions involving issues and difficult situations and provides an atmosphere that people are comfortable asking questions and seeking his input/guidance.

I have got to know Chris as a leader who is able to connect operational tasks to the tactical and strategic level. He then also leveraged his leadership skills on the senior management level.

I believe one of Chris's greatest leadership qualities is his ability to seek out and assemble the best teams. Whether that be for a department, taskforce, or just a meeting to address a problem, he has a knack for getting the right people together and promoting teamwork to achieve results.

He should continue to trust his gut with this and not be pressured to do otherwise.

Feedback Comments

In your opinion, what is this person's greatest leadership challenge or area for development and what suggestions do you have for handling this?

I can't really think of any, but I am sure Chris knows the areas in which he could most use development better than anyone else.

With his breadth and depth of knowledge, it is sometimes a challenge for Chris to aggregate the information even more.

Chris should continue to enhance his executive presence to allow his full potential.

Currently, I haven't come across Chris having any leadership challenges. He always leads with confidence, strong communication, can delegate tasks well among the team, inspires and is approachable. At the moment, it is difficult to think of any challenges or areas for development. He is the type of leader I strive to become.

Chris's greatest leadership challenge is that he struggles to give credit when it's deserved. While there is a fine line between being over the top in praise for someone, he should attempt to give more good comments to people for the purposes of positive re-enforcement. I suggest that he be more vocal, while in a private manner, to his team members when they have achieved goals and/or had good performance.

N/A

I'd say Chris's leadership challenge is giving clear, concise, feedback. Sometimes he struggles with being policy oriented vs flexible and it can cause some inconsistencies in communication and result in confusion of expectations.

Chris is very articulate and a great communicator. One potential area of development I see for him is getting his message across in the most concise fashion possible. He is a very detail oriented person, and I think sometimes that may get in the way of providing information at a higher / more digestible level because he includes additional detail in his communications. I think further editing and review of his comments is all that is needed in some cases.

I have only known Chris for a very short time, and do not work in the same office. I really do not have any ideas for this. I do wonder if he might struggle with holding people accountable. There hasn't been much of a reason to glean that from my perspective.

Chris does not have many flaws as a leader, as he overall does a great job as the department head and as a colleague.

Two areas that could use minor improvement are:

- As the team lead, Chris almost always takes the lead on issues/tasks. This is a great quality in a leader - as an employee that works for him, it is nice to know you have a manager that will always be so supportive of you and the work you do. Sometimes, however, it would be nice if Chris allocated a little bit more leadership opportunities for others to manage processes. It is of course nice at times to have a department head who is so supportive and involved in all tasks/projects, and it is much better than a department head who is not actively involved enough in an employee's work. I'd say that if Chris allowed his employees a little more opportunity to lead and manage tasks/projects, it would give employees a greater chance to improve their management and leadership skills.
- seeking constructive feedback/criticism from his employees on how he can improve himself as a professional. Not that he has a lot of flaws at all, but we all have ways that we can improve, and I feel that a leader should take the initiative to seek this sort of feedback from his employees/reports.

As I explained previously, we are very fortunate to have him leading our group. I've learned a lot from him that has allowed me to improve myself as both a person and a professional.

There's no doubt that Chris has very strong interpersonal skills and can effectively and efficiently run meeting, presentation, call, etc. I think there are appropriate instances where he can work to increase team participation in these meetings where he encourages individuals to lead the conversation, answer questions, provide their input, etc. Depending on the level of the team member some preparation may be required.

Feedback Comments

In your opinion, what is this person's greatest leadership challenge or area for development and what suggestions do you have for handling this?

Nothing major, or too specific, comes to mind in terms of leadership challenges.

Sometimes I get the impression that his younger team members, with less confidence, may find him intimidating, but in context, I don't know that that is actually a weakness, but something to be aware of in communicating with those who may not view him as approachable as other senior leaders might (something most of us need to be aware of).

I think he does a tremendous job leading, but if I have to put some feedback here, it would be seeing the big picture:

Sometimes it appears that he is very close to details, and he will need to let some of that go to be able to see the trees in the forest.

Determining what Chris wants to do with his career.

Feedback Comments

What have you observed about this person about which you would like to provide additional feedback to him/her that may not have been previously addressed in this assessment?

I am extremely impressed with the short amount of time Chris has taken to get up to speed and really fill the shoes of the his manager (CFO) who left the organization 30 days after he started his job as Controller.

Not much, I think he has a great demeanor about how he handles situations. Very good people skills.

N/A

Other strong attributes that should be emphasized include the following: 1) Chris's calm and poised nature doesn't waiver under increased pressure, rather he continues to foster composed attitudes among his team and will assist where needed or even evaluate options to diffuse the cause of stress or pressure. 2) Chris is realistic and direct internally with what he expects of the team as well as externally in regards to what deliverables are attainable by the team and the appropriate timeline for delivery. 3) Chris's rate of return on individuals who would work with him again is undoubtedly very high, which should say a lot about his overall leadership style and skills.

see previous sections.

I have been extremely impressed Chris. Your job with us is nothing like you signed on for. You seem to handle that change, and the many different moving parts really well. My part is very small (with some big weird problems), and yet you have never made me feel like my team and I are insignificant.

I wish I would be able to work with you longer. You seem like you will help your team learn, grow, and excel in their professional careers. I have to say the fact that none of us have left our terms early speaks to the ability to lead a team with confidence. I honestly don't think many people could have come in at the same time and accomplished what you have done...I daresay we have the strongest/best attitude team in the company (from my limited view), and I believe we owe much of that to you.

The assessment did not touch on soft skills as much as leadership skills, and I think it should be noted that personality-wise - Chris is really one of a kind in the workplace. He is friendly and genuinely interested in getting to know people beyond work in a way that I have not seen before in other managers. He is a consummate professional and remains focused on the task at hand, but he always makes time to ask how people are doing and if there is anything they need. I thoroughly enjoy working with Chris.

N/A

Chris should attempt to hold people to higher standards to the purpose of pushing team members to grow and create good performance.

n/a

Great leader, calming perspective, knowledgeable and very likable.

He is a fantastic leader and should keep doing what he is doing.

End of Chris Sample's Report