

Global Leadership Assessment

Report Analysis & Competency Descriptions

Name:	R&R	Self	All Respondents	Strength	Develop
Task					
Assure Success <ul style="list-style-type: none"> • Developing Technological Savvy • Ensuring Customer Satisfaction • Maintaining a Competitive Advantage 					
Continuous Change <ul style="list-style-type: none"> • Achieving Personal Mastery • Anticipating Opportunities • Leading Change 					
People					
Engage People <ul style="list-style-type: none"> • Developing People • Building Partnerships • Sharing Leadership 					
Boundaryless Inclusion <ul style="list-style-type: none"> • Empowering People • Thinking Globally • Appreciating Diversity 					
Communication <ul style="list-style-type: none"> • Demonstrating Integrity • Encouraging Constructive Dialogue • Creating a Shared Vision 					

Notes:

Assure Success

Competency	Description	Survey Items
Developing Technological Savvy	Understanding how the application of technology will increase people productivity and business effectiveness to succeed in tomorrow's world	<ul style="list-style-type: none"> ● Strives to acquire the technological knowledge needed to succeed in tomorrow's world ● Successfully recruits people with needed technological expertise ● Effectively manages the use of technology to increase productivity
Ensuring Customer Satisfaction	Ensuring collaboration among functions/teams to deliver quality services/products and inspires people to continuously achieve higher levels of customers satisfaction	<ul style="list-style-type: none"> ● Inspires people to achieve high levels of customer satisfaction ● Views business processes from the ultimate customer perspective (has an "end-to-end" perspective) ● Regularly solicits input from customers ● Consistently delivers on commitments to customers ● Understands the competitive options available to his/her customers
Maintaining a Competitive Advantage	Effectively lead the continuous improvement of: <ul style="list-style-type: none"> ● Producing better results faster ● Mobilizing intellectual capital in the organization ● Eliminating waste and unnecessary cost ● Delivery of products and services ● Achieving long-term shareholder value 	<ul style="list-style-type: none"> ● Communicate a positive, can-do sense of urgency toward getting the job done ● Hold people accountable for their results ● Successfully eliminate waste and unneeded cost ● Provide products / services that help the company have a clear competitive advantage ● Achieve results that lead to long-term shareholder value

Continuous Change

Competency	Description	Survey Items
Achieving Personal Mastery	<p>Leaders are improving their leadership effectiveness “inside out” through:</p> <ul style="list-style-type: none"> • Heightened self-awareness around behaviors, motivators, personal preferences, etc. • Management of his/her emotions and behaviors • Filling in gaps in competencies 	<ul style="list-style-type: none"> • Deeply understand their own strengths and weaknesses • Invest in ongoing personal development • Involve people who have strengths that he/she does not possess • Demonstrate effective emotional responses in a variety of situations • Demonstrate self-confidence as a leader
Anticipating Opportunities	<ul style="list-style-type: none"> • Investigating future trends • Anticipating future opportunities • Looking to the future • Develop ideas to meet needs of new environments 	<ul style="list-style-type: none"> • Invest in learning about future trends • Effectively anticipate future opportunities • Inspire people to focus on future opportunities (not just present objectives) • Develop ideas to meet the needs of the new environment
Leading Change	<ul style="list-style-type: none"> • Change is an opportunity • Leadership versus management: challenging the status quo • Flexibility • Encouraging creativity • Translating ideas into results 	<ul style="list-style-type: none"> • See change as an opportunity, not a problem • Challenge the system when change is needed • Thrive in ambiguous situations (demonstrate flexibility when needed) • Encourage creativity and innovation in others • Effectively translate creative ideas into business results

Engage People

Competency	Description	Survey Items
Developing People	Engage high-impact performers through: <ul style="list-style-type: none"> ● Training and coaching (feedback/ Feedforward) ● Showing respect and dignity ● Rewarding and recognizing achievements ● Creating a thriving environment 	<ul style="list-style-type: none"> ● Consistently treat people with respect and dignity ● Ask people what they need to do their work better ● Ensure that people receive the training they need to succeed ● Provide effective coaching ● Provide developmental feedback in a timely manner ● Provide effective recognition for others' achievements
Building Partnerships	<ul style="list-style-type: none"> ● Building trust ● Proactively focuses on a positive agenda ● Forging partnerships and alliances across the organization ● Creating networks outside the organization 	<ul style="list-style-type: none"> ● Treat co-workers as partners, not competitors ● Unite his/her organization into an effective team ● Build effective partnerships across the company ● Discourage destructive comments about other people or groups ● Build effective alliances with other organizations ● Create a network of relationships that help to get things done
Sharing Leadership	Flattening organizations with matrix structures, partnership alliances and business process outsourcing result in wide & deep dispersion of expertise, power, authority and decisions in the organization laterally and vertically. Building a team of leaders through: <ul style="list-style-type: none"> ● Creating a broader base of senior management experience, expert knowledge and complementary strengths ● Knowing his/her limitations and defer to their talents/experts ● Collaboration focused on trust building to deliver on a common agenda vision ● Moving away from “one right way” to “the best way at this time” 	<ul style="list-style-type: none"> ● Willingly share leadership with business partners ● Defer to others when they have more expertise ● Strive to arrive at an outcome with others (vs. for others) ● Create an environment where people focus on the larger good (avoid suboptimization or "turfism")

Boundaryless Inclusion

Competency	Description	Survey Items
Empowering People	<ul style="list-style-type: none"> • Build confidence through training on functional skills • Take calculated risks by providing opportunities for application and growth • Give freedom by letting go of the process step by step to give people space to be empowered • Create trust through encouraging achievement using a trusted process 	<ul style="list-style-type: none"> • Build people's confidence • Take risks in letting others make decisions • Give people the freedom they need to do their job well • Trust people enough to let go (avoids micromanagement)
Thinking Globally	<p>Technology advancement has created a borderless interconnected global environment. Leading to:</p> <ul style="list-style-type: none"> • Higher standards in customer service, innovation, etc. • Alliances between governments, industries and organizations • Having a global perspective with multicultural experience in different businesses 	<ul style="list-style-type: none"> • Recognize the impact of globalization on the business • Demonstrate the adaptability required to succeed in a global environment • Strive to gain the variety of experiences needed to conduct global business • Make decisions that incorporate global considerations • Help others understand the impact of globalization
Appreciating Diversity	<ul style="list-style-type: none"> • Be interested to understand, be comfortable with and appreciate the differences as a result of culture, religion, gender, personality, educational background, age/generation and thinking styles • Leverage differences to gain new perspectives • Learn to differentiate in motivating people 	<ul style="list-style-type: none"> • Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles) • Effectively motivate people from different cultures, ethnicities, genders, generations, personalities and thinking styles • Recognize the value of diverse views and opinions • Help others appreciate the value of diversity • Actively expand his/her knowledge of other cultures (through interactions, study, travel, etc.)

Communication

Competency	Description	Survey Items
Demonstrating Integrity	Lead self, others and culture through: <ul style="list-style-type: none"> ● Role modeling honesty, ethical behavior and organizational values ● Being trusted to lead people in the right direction ● Respecting people in the process ● Ensuring a constructive organizational culture 	<ul style="list-style-type: none"> ● Demonstrate honest, ethical behavior in all interactions ● Ensure that the highest standards for ethical behavior are practiced throughout our organization ● Avoid political or self-serving behavior ● Courageously "stand up" for what he/she believes in ● Are a role model for living the organization's values (leads by example)
Encouraging Constructive Dialogue	Consistent communication in sharing leadership by: <ul style="list-style-type: none"> ● Asking questions to solicit feedback, feedforward and new ideas ● Listening with an open mind ● Accepting constructive feedback ● Putting oneself in someone else's shoes (empathy) 	<ul style="list-style-type: none"> ● Ask people what he/she can do to improve (Feedforward) ● Genuinely listen to others ● Accept constructive feedback in a positive manner (avoids defensiveness) ● Strive to understand the other person's frame of reference ● Encourage people to challenge the status quo
Creating a Shared Vision	Creating a vision through: <ul style="list-style-type: none"> ● Getting input from others ● Creating momentum and inspiring others ● Supporting the vision with strategy ● Defining roles and priorities 	<ul style="list-style-type: none"> ● Create and communicates a clear vision for our organization ● Effectively involve people in decision making ● Inspire people to commit to achieving the vision ● Develop an effective strategy to achieve the vision ● Clearly identify priorities