LEADERSHIP
GROWTH
PROFILE

KEY CONCEPTS EXPLAINED

The Leadership Growth Profile (LGP) measures two sets of behaviours. Deliberately cultivated "green zone" leadership practices that are proven to drive outstanding outcomes, alongside stress-based habitual "red zone" behaviours that diminish leadership effectiveness. It supports leaders to understand why and how they get in their own way, while providing specific guidance on what to cultivate to reach their highest potential.

The LGP uses a circle on page 4 of this report to help leaders visualise their profile. This is accompanied by measurements related to the three key goals of leadership: achieving great performance, fostering continuous learning, and creating a great workplace

PAGE 4 EXPLAINED:

THE CENTER: SELF REGULATE

The center circle within the large circle assesses how effectively leaders self-regulate, or how effectively leaders can manage their awareness, reactions and actions. This core skill enables leaders to recognise and transform red zone habits into deliberate green zone actions.

THE YELLOW LINES

The yellow lines within each segment of the circle indicate the leader's self-score rating.

THE RED ZONE

The red zone identifies habitual, stress-based behaviours that usually operate unconsciously. Identifying red zone patterns is essential for adult growth. We cannot outgrow what we cannot identify. The three red zone categories closely resemble the three biological responses of freeze/fawn, flight and fight.

APPROVAL

We all want to belong, be seen, appreciated and valued. We want approval. This becomes red zone when we make our self-worth dependent on approval. We can become passive, people pleasing, enabling of other's bad behaviour or need to be the smartest person in the room.

CONTROL

We all want to have autonomy and do excellent work. This becomes red zone when we lose flexibility, the perspective of others and our humanity. We can be forceful and dominant, treat people like objects, become unreasonably perfectionistic and critical.

SECURITY

We all want to feel safe and secure. This becomes red zone when we lose touch with the real needs our situation demands. We can be distant instead of open, conservative instead of innovative, defensive instead of curious, indecisive instead of bold and reactive instead of calm.

THE GREEN ZONE

The green zone leadership practices evolved from the world's most researched leadership theory: Kouzes & Posner's Leadership Challenge. They are a clear guide for what leaders need to do to achieve great outcomes. The green zone consists of three core categories and six leadership practices.

ALIGN

Leaders must align people behind a shared purpose and earn their right to lead by role modelling values that inspire trust and accountability. The two Align practices are Inspire a Vision and Lead from Values.

ACHIEVE

To achieve the highest levels of performance and engagement leaders must agree performance and behaviour standards, role model them, create accountability around them and celebrate the victories when they are achieved. The two Achieve practices are 200% Accountability and Engage the Heart.

GROW

In today's complex world, leaders must build teams that are great at innovating, learning and implementing new learning. They need to support the growth of the individuals in the team and collaborate with others to harness collective learning. The two Grow practices are Cultivate Curiosity and Empower Others.

PAGE 4 EXPLAINED (CONT.):

THE 4 SMALLER CIRCLES

The four smaller circles at the bottom of page 4 allow for a quick visual comparison between the category ratings given by the leader's core evaluator groups: Manager, Direct Reports, Peers and Dotted Line Reports.

THE TRIPLE GOAL

The triple goal is a term used in this report to describe the 3 critical outcomes leaders must produce: Great Performance, Great Learning (and agility) and Great Workplace. The triple goal measurements on the top of page 4 give you a snapshot of how evaluators rate you on these 3 critical outcomes, and include 2 separate measurements per goal. More details on your triple goal results can be found on page 5 and 6.

FAST BRAIN – REFLEXIVE | SLOW BRAIN-REFLECTIVE

Neuroscientists Joseph LeDoux and Matthew Lieberman explain why we sometimes get stuck in habitual behaviours and avoid discomfort, opting for quick fixes rather than aligning with our higher ide als. LeDoux describes two brain pathways: the fast "low road" from the thalamus to the amygdala, and the slower "high road" involving the prefrontal cortex. Lieberman refers to these as the reflexive and the reflective systems, with the latter enabling us to grow and make more conscious and deliberate choices. While our fast brain, an evolutionary survival tool, generates repetitive, fearful thoughts and actions (red zone), our slow brain helps us act mindfully, regulating emotions and promoting intentional behaviour (green zone).
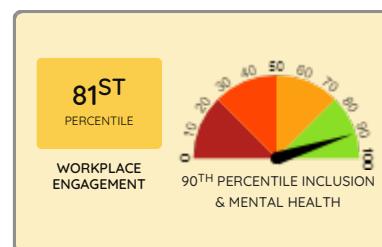
RED & GREEN ZONE RESPONSE SCALE

1	2	3	4	5	
Almost Never	Rarely	Seldom	Once in a While	Occasionally	
6	7	8	9	10	N/A
Sometimes	Fairly Often	Usually	Very Frequently	Almost Always	N/A

PERCENTILE AND THE 3 RED & GREEN COLOUR SHADES

The graphic results on page 4 are presented in percentiles, not raw scores.

Scores are ranked and ordered in percentiles. Percentiles show how your leadership behaviours compare to a global database of leaders. They are not raw scores, but rankings. For green zone behaviours, higher percentiles reflect greater positive impact. Red zone behaviours are risk factors, so lower percentiles are better. There are 3 colour shades within green and red. These colours are based on triple goal research. The darkest red means your score is consistent with leaders who achieve poor triple goal results while the lightest red is consistent with great results. Conversely the lightest green is consistent with leaders who achieve poor triple goal results while the darkest green is consistent with great results. Mid-range performance is consistent with the middle shade of both red and green.

EXECUTIVE SUMMARY

TripleGoal

70TH PERCENTILE	**PERFORMANCE**
88TH PERCENTILE LEADERSHIP EFFECTIVENESS	

GREAT PERFORMANCE

47TH PERCENTILE	**LEARNING**
74TH PERCENTILE PSYCHOLOGICAL SAFETY	

GREAT LEARNING

81ST PERCENTILE	**WORKPLACE ENGAGEMENT**
90TH PERCENTILE INCLUSION & MENTAL HEALTH	
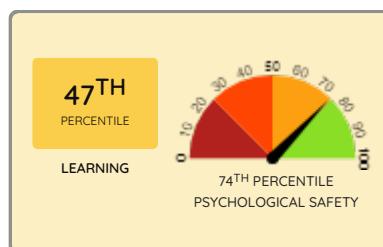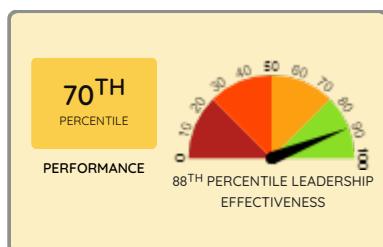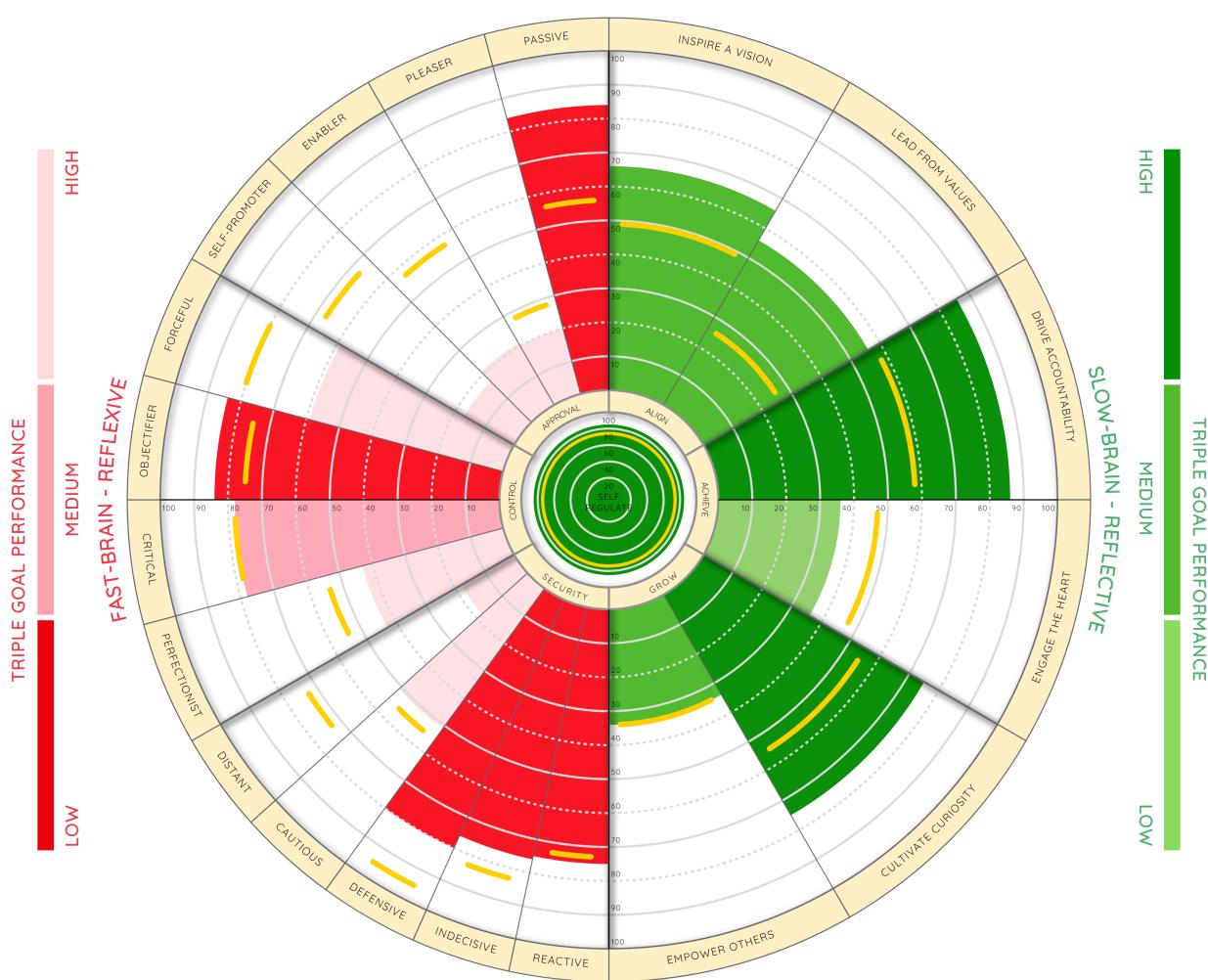
GREAT WORKPLACE

MANAGER   DIRECT REPORTS   PEERS   DOTTED LINE REPORTS
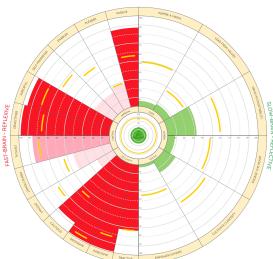
Note: The Psychological Safety and Great Workplace scores are not measurements of the leader being assessed. Instead, they are self-assessments completed by Direct Reports and Dotted Line Reports, Your behaviour as a leader has the most significant impact on these groups.

GREAT PERFORMANCE (ALL EVALUATORS)

	Evaluators Average	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Performance (All evaluators)						
The standard of performance the team John Doe leads is excellent	72	67	99	10	74	71
The team John Doe leads is disciplined with task execution and follows through on commitments	62	64	86	7	64	70
The team John Doe leads delivers genuinely value adding services/products at the right time	75	74	87	11	87	76
Overall Performance	70	68	91	9	75	72
Leadership Effectiveness (All evaluators)						
John Doe is a highly effective leader.	92	96	97	18	96	90
John Doe is a highly credible and trustworthy leader.	89	99	95	14	93	90
I would recommend John Doe leadership to others	83	88	99	10	88	84
Overall Leadership Effectiveness	88	94	97	14	92	88

GREAT LEARNING (ALL EVALUATORS)

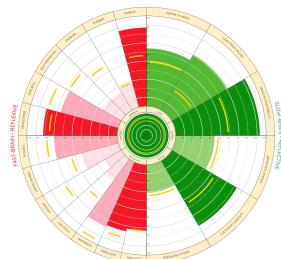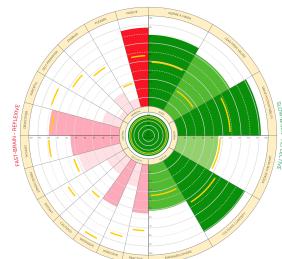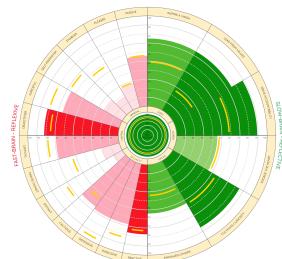|	Evaluators Average	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Learning (All evaluators)						
The team John Doe leads learn and improve from mistakes, difficulties and failures	55	61	65	11	61	57
The team John Doe leads is innovative, consistently improving or re-inventing services/products	39	48	57	12	24	40
Overall Learning	47	55	61	12	43	49
Psychological Safety (only DR's & Dotted Line)						
I feel included and respected at work	74	94	66	-	-	-
I feel safe to ask for help without the fear of being ridiculed or dismissed	59	59	59	-	-	-
I feel safe to openly acknowledge personal mistakes, struggles, and learnings at work	68	61	74	-	-	-
I feel safe to take risks and try new things at work	85	76	91	-	-	-
I feel safe to challenge the way things are done at work without fear of retribution	82	78	84	-	-	-
Overall Psychological Safety	74	74	75	-	-	-

GREAT WORKPLACE (ONLY DR'S & DOTTED LINE)

	Evaluators Average	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Workplace Engagement (only DR's & Dotted Line)						
I feel I make a difference here	77	95	68	-	-	-
My work has special meaning: this is not 'just a job'	91	91	91	-	-	-
I want to work here for a long time	73	78	68	-	-	-
I am proud to tell others I work here	74	86	67	-	-	-
Taking everything into account, I would say this is a great place to work	91	96	87	-	-	-
Overall Workplace Engagement	81	89	76	-	-	-
Inclusion and Mental Health (only DR's & Dotted Line)						
This is a psychologically and emotionally healthy place to work	90	96	78	-	-	-
I feel included and respected at work	90	88	91	-	-	-
Overall Inclusion and Mental Health	90	92	85	-	-	-

TOUGH V NICE SUMMARY

Our research indicates Direct Reports are up to eight times more engaged when their leader is in the top 10 percentile in both the green zone "tough" and "nice" aspects of leadership. The profile of the most effective leaders is a high percentile ranking in both tough and nice green zone, while having a low percentile ranking for both red zone areas. The circle shown here is derived from the statements on this page.

RED ZONE TOUGH

Statement	Percentile Ranking
Pushes for results at the expense of people	93
Critical and judgemental	84
Demands unrealistic deadlines and targets	83
Nothing is ever good enough for them	65
Uses more force than required when dealing with challenges, disagreements or underperformance	62
Pushes hard to get things done their way i.e., "It's their way or the highway"	58

GREEN ZONE TOUGH

Statement	Percentile Ranking
Addresses behaviour that reduces trust or respect	95
Gets important things addressed on time	89
Addresses performance gaps in others	87
Develops clear expectations and agreements with others	87
Takes a "what can we learn" approach when holding others to account	60
Ensures learnings from failures and challenges are systematically implemented to improve outcomes	32
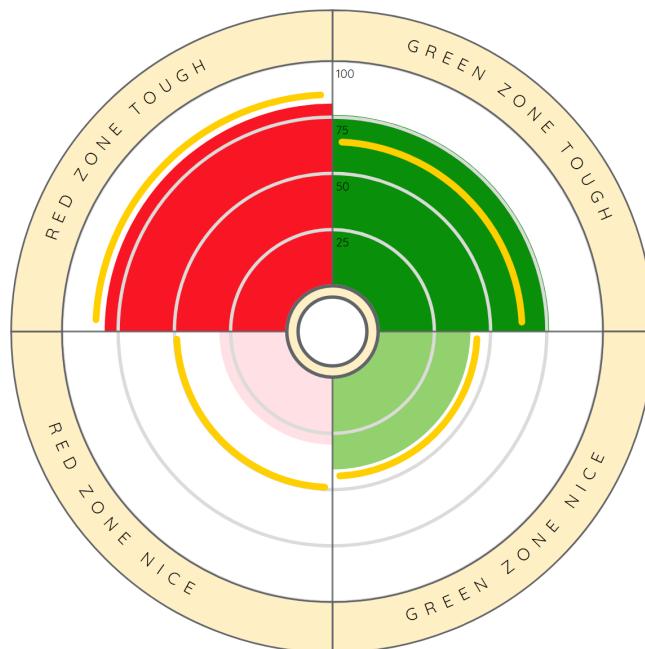
RED ZONE NICE

Statement	Percentile Ranking
Passively goes along with other's views and ideas.	81
Sugarcoats feedback to others.	29
Does the work for others rather than holding them accountable.	21
Chooses to be "nice" instead of direct and honest.	16
Tolerates poor performance and/or poor behaviour.	10
Protects low performers instead of challenging them to improve.	4

GREEN ZONE NICE

Statement	Percentile Ranking
Shows empathy toward others when needed.	71
Treats others with care and respect.	65
Expresses confidence in people's ability.	47
Develops collaborative relationships with people.	46
Gives people freedom and choice on how to do their work.	14
Recognises and appreciates people for good work.	4

200% ACCOUNTABILITY

Another key green zone concept, not reported in the circumplex separately, but embedded within Self-Regulation, Drive Accountability and Lead from Values is 200% Accountability. It means owning your part fully **and** holding others accountable for theirs. As with the Tough–Nice graph, the goal is to stay balanced and above the 70th percentile in the Green Zone.

The chart below shows how balanced you are in practising 200% Accountability.

Takes accountability:	82
Holds others to account:	90

FIRST 100% (TAKES ACCOUNTABILITY)

Statement
Leads by example (walks the talk).
Takes accountability for their decisions and actions without becoming defensive.
Learns from feedback and mistakes.

SECOND 100% (HOLDS OTHERS TO ACCOUNT)

Statement
Develops clear expectations and agreements with others.
Addresses performance gaps in others.
Addresses behaviour that reduces trust or respect.

PERCENTILES PER EVALUATOR TYPE

This summary allows you to view your percentile rankings from highest to lowest across both green zone practices and red zone areas. It also displays the spread of ratings from individual evaluators, helping you understand the diversity of perspectives on your leadership within each evaluator category.

Note: if you have less than 2 evaluators within a category, scores are not reported separately to protect anonymity. Evaluator Raw Score column is an average out of 10. Percentiles are calculated based on their corresponding raw scores. Given the correlation between raw score and percentile ranking is not linear, your average score percentile ranking will differ from the average of your individual evaluators percentile scores.

THE GREEN ZONE

	Evaluators Raw	Evaluators Percentile	Self	Direct Reports Average & (Individual Scores)	Dotted Line Reports Average & (Individual Scores)	Manager	Peers | Others Average & (Individual Scores)
DRIVE ACCOUNTABILITY	9.02	86	58	89 (92, 85)	93 (98, 96, 78)	32	**92 |** 83 **(97, 85 |** 96, 85, 62)
SELF-REGULATE	9.12	85	74	90 (93, 87)	94 (100, 96, 82)	30	**87 |** 83 **(93, 76 |** 90, 87, 74)
CULTIVATE CURIOSITY	8.86	75	55	85 (91, 80)	83 (95, 80, 72)	15	**91 |** 80 **(91, 91 |** 91, 80, 72)
INSPIRE A VISION	8.33	66	49	75 (82, 73)	64 (76, 54, 49)	6	**79 |** 74 **(87, 74 |** 87, 72, 66)
LEAD FROM VALUES	8.42	56	26	75 (83, 73)	71 (73, 73, 66)	8	**72 |** 55 **(86, 56 |** 75, 49, 44)
ENGAGE THE HEART	7.94	36	47	45 (57, 33)	43 (71, 38, 22)	8	**45 |** 35 **(47, 43 |** 43, 43, 22)
EMPOWER OTHERS	7.67	34	34	54 (56, 52)	31 (70, 31, 12)	3	**51 |** 43 **(60, 43 |** 52, 47, 32)
Overall Green Zone	8.48	63	49	73 (74, 74)	68 (71, 69, 65)	15	**74 |** 65 **(76, 71 |** 76, 63, 56)

THE RED ZONE

	Evaluators Raw	Evaluators Percentile	Self	Direct Reports Average & (Individual Scores)	Dotted Line Reports Average & (Individual Scores)	Manager	Peers | Others Average & (Individual Scores)
OBJECTIFIER	4.45	84	75	82 (68, 87)	82 (60, 85, 87)	98	**78 | 81** **(54, 87 |** 43, 87, 87)
PASSIVE	4.36	84	56	56 (56, 56)	87 (87, 87, 87)	87	**87 | 87** **(87, 87 |** 87, 87, 87)
DEFENSIVE	3.92	80	95	68 (51, 78)	78 (23, 84, 87)	99	**54 | 83** **(45, 63 |** 51, 92, 92)
CRITICAL	3.70	78	78	69 (50, 82)	70 (38, 72, 84)	85	**54 | 87** **(38, 66 |** 66, 92, 92)
INDECISIVE	3.67	76	83	68 (59, 76)	76 (32, 59, 94)	99	**26 | 78** **(21, 32 |** 48, 83, 83)
REACTIVE	3.35	75	73	77 (73, 79)	73 (66, 73, 79)	73	**54 | 80** **(51, 56 |** 73, 82, 82)
FORCEFUL	2.94	59	80	65 (60, 68)	66 (42, 60, 83)	95	**21 | 32** **(10, 30 |** 30, 30, 42)
CAUTIOUS	2.82	51	55	65 (45, 79)	28 (12, 29, 45)	87	**21 | 53** **(5, 45 |** 5, 73, 73)
PERFECTIONIST	2.33	43	54	21 (21, 21)	43 (43, 43, 43)	43	**48 | 54** **(43, 54 |** 54, 54, 54)
ENABLER	1.94	21	57	18 (18, 18)	23 (23, 23, 23)	23	**23 | 23** **(23, 23 |** 23, 23, 23)
PLEASER	1.70	20	28	28 (28, 28)	28 (28, 28, 28)	28	**10 | 10** **(10, 10 |** 10, 10, 10)
DISTANT	1.88	18	73	12 (12, 12)	21 (21, 21, 21)	21	**21 | 14** **(21, 21 |** 5, 21, 21)
SELF-PROMOTER	1.70	17	67	24 (24, 24)	24 (24, 24, 24)	24	**6 | 6** **(6, 6 |** 6, 6, 6)
Overall Red Zone	2.98	54	67	50 (44, 54)	54 (39, 55, 57)	66	**39 | 53** **(36, 41 |** 39, 57, 57)

GREEN ZONE STATEMENTS RANKING

The following page shows the ranking, from highest percentile to lowest percentile of all 42 Align, Achieve & Grow green zone statements.

Note: Evaluator Raw Score column is an average out of 10.

	Practice	Evaluator Avg.	Self	Direct Reports	Dotted Line Reports	Manager	Peers	Evaluators Raw Avg.
Is open about their mistakes and learnings	Curiosity	99	56	99	99	13	99	9.45
Addresses behaviour that reduces trust or respect	Drive Accountability	95	63	96	96	33	99	9.27
Takes accountability for their decisions and actions without becoming defensive	Regulate	92	90	82	98	58	96	9.18
Makes ethical decisions	Values	92	74	99	96	74	90	9.55
Asks for feedback so they can learn and improve	Regulate	90	90	77	96	75	90	9.00
Gets important things addressed on time	Drive Accountability	89	90	93	90	18	90	8.73
Leads by example (walks the talk)	Values	89	51	94	93	51	68	8.91
Develops clear expectations and agreements with others	Drive Accountability	87	87	70	98	56	87	9.00
Addresses performance gaps in others	Drive Accountability	87	76	99	98	53	76	9.27
Lets others know how they are progressing against key goals and strategies	Inspire	87	78	88	99	17	99	9.45
Experiments with ways to improve things	Curiosity	85	78	99	97	49	78	9.27
Is balanced and calm when dealing with difficult people or situations	Regulate	84	74	92	86	15	99	9.27
Learns from feedback and mistakes	Regulate	84	87	97	87	7	87	8.73
Stays present and focused (in meetings and conversations)	Regulate	83	5	99	99	29	49	9.27
Encourages others to challenge the status quo and try new things	Curiosity	83	49	88	84	24	99	9.27
Is genuinely curious and open minded	Curiosity	81	48	61	96	48	94	9.18
Role models honesty and integrity	Values	77	15	99	85	15	74	9.09
Helps others understand their purpose and contribution to the organisation	Inspire	76	78	94	87	31	94	8.91
Maintains disciplined focus on key priorities	Drive Accountability	73	15	54	92	42	86	9.18
Involves people in important decisions that impact their work	Empower	71	43	75	69	10	88	8.73
Shows empathy toward others when needed	Engage	71	72	72	70	19	94	8.82
Focuses on finding innovative ways to make the customer experience better	Curiosity	68	49	94	74	13	74	8.73
Expresses appreciation for the efforts and contributions of others	Engage	68	99	59	75	15	99	9.18
Treats others with care and respect	Regulate	65	59	99	75	39	59	9.27
Takes a "what can we learn" approach when holding others to account	Drive Accountability	60	15	69	69	6	89	8.64

GREEN ZONE STATEMENTS RANKING (CONT.)

	Practice	Evaluator Avg.	Self	Direct Reports	Dotted Line Reports	Manager	Peers	Evaluators Raw Avg.
Speaks with genuine authenticity about the deeper meaning of our vision and purpose	Inspire	60	55	75	55	1	75	8.18
Explains how strategies, projects and plans align with the vision	Inspire	53	78	40	26	31	99	8.00
Refers to the vision when making decisions or implementing changes	Inspire	51	4	76	60	1	44	7.73
Helps people to develop and grow in their jobs	Empower	47	42	74	59	2	67	8.09
Expresses confidence in people's ability	Engage	47	42	67	71	10	42	8.09
Develops collaborative relationships with people	Empower	46	15	71	31	6	99	8.36
Shares a clear and inspiring vision for the future	Inspire	42	49	69	41	1	61	7.73
Follows through on their promises and commitments	Values	35	10	72	70	1	39	7.80
Ensures learnings from failures and challenges are systematically implemented to improve outcomes	Curiosity	32	56	56	19	1	74	7.27
Explains the "why" behind requests and decisions	Empower	32	45	35	45	7	29	7.20
Celebrates others' wins and achievements	Engage	32	15	26	39	39	39	7.73
Clearly expresses the principles and values they stand for	Values	28	43	43	43	1	43	7.40
Their decisions and actions are consistent with their stated principles and values	Values	24	11	25	28	1	75	7.40
Is a kind and friendly person	Engage	17	39	39	22	3	15	7.09
Provides the information and resources people need to get their job done well	Empower	14	17	42	3	1	28	6.55
Gives people freedom and choice on how to do their work	Empower	14	44	31	35	1	12	6.90
Recognises and appreciates people for good work	Engage	4	29	14	3	1	5	6.50

RED ZONE STATEMENTS RANKING

The following page shows the ranking, from highest percentile to lowest percentile of all 39 Red Zone, Fast Brain, Reflexive tendencies.

Note: Evaluator Raw Score column is an average out of 10.

	Area	Evaluator Avg.	Self	Direct Reports	Dotted Line Reports	Manager	Peers	Evaluators Raw Avg.
It's hard to know what they really care about	Passive	95	52	95	95	95	95	5.00
Pushes for results at the expense of people	Objectifier	93	92	85	95	99	97	6.11
Changes direction without consulting others or bringing them along	Reactive	89	82	97	94	21	82	4.82
Takes too long to make decisions	Indecisive	86	99	77	91	96	63	4.27
Makes excuses or blames others when challenges or failures occur	Defensive	84	99	71	85	99	32	4.64
Critical and judgemental	Critical	84	68	83	85	92	57	4.27
Demands unrealistic deadlines and targets	Objectifier	83	68	85	83	96	57	4.18
Flip flops on decisions	Indecisive	82	23	77	83	97	23	3.82
Passively goes along with other's views and ideas	Passive	81	52	21	85	85	85	5.27
Responds to challenging feedback with aggression or blame	Defensive	81	92	77	69	98	77	3.91
Tends to be chaotic, jumping from one priority to the next	Reactive	73	69	53	75	96	31	3.22
Over analyses things	Cautious	71	22	83	63	99	63	3.27
Responds to challenging feedback with denial, excuses or withdrawal	Defensive	71	83	43	72	99	20	3.30
Nothing is ever good enough for them	Critical	65	83	57	52	83	57	2.78
Lacks passion	Passive	64	73	30	73	73	73	2.82
Uses more force than required when dealing with challenges, disagreements or underperformance	Forceful	62	92	60	20	99	49	3.11
Dominates meetings and conversations	Forceful	61	3	79	74	96	3	3.09
Micromanages people	Perfectionist	60	85	35	64	64	64	2.82
It's hard to know what they really feel about important things	Distant	58	21	21	69	69	69	2.64
Pushes hard to get things done their way i.e., "It's their way or the highway"	Forceful	58	87	50	84	81	16	2.82
Focuses on minor flaws instead of progress or results	Critical	57	79	59	53	79	48	2.89
Creates pressure on others to always be available (even after work hours)	Objectifier	56	23	74	23	98	14	3.27
Spends too much time and energy ensuring things are perfect	Perfectionist	54	3	40	40	40	57	2.36
Spends too much time thinking and planning instead of executing	Cautious	49	88	79	22	79	10	2.82
Their need for consensus delays important decisions and actions	Indecisive	48	73	51	30	99	9	2.91

RED ZONE STATEMENTS RANKING (CONT.)

	Area	Evaluator Avg.	Self	Direct Reports	Dotted Line Reports	Manager	Peers	Evaluators Raw Avg.
Prioritises relationships over merit or results	Enabler	42	27	27	48	48	48	2.82
Needs to be admired	Self-Promoter	30	30	58	58	58	1	2.09
Sugarcoats feedback to others	Pleaser	29	27	51	51	51	1	2.09
Shuts down new ideas and experiments in the name of protecting risk	Cautious	29	21	21	12	52	9	2.36
Does the work for others rather than holding them accountable	Enabler	21	59	1	21	21	21	1.82
Sets standards that are unrealistic or impossible to meet	Perfectionist	20	52	3	23	23	23	1.82
Chooses to be "nice" instead of direct and honest	Pleaser	16	30	1	1	1	30	1.45
Easily distracted with anything new or exciting	Reactive	15	69	21	5	21	1	1.80
Keeps others at a distance. Can be aloof	Distant	14	92	1	21	21	21	1.73
Claims wins as their own rather than sharing credit	Self-Promoter	11	79	26	26	26	1	1.55
Tolerates poor performance and/or poor behaviour	Pleaser	10	20	20	20	20	1	1.55
Needs to be the smartest person in the room	Self-Promoter	9	64	1	1	1	21	1.45
Protects low performers instead of challenging them to improve	Enabler	4	81	18	1	1	1	1.18
It's hard to know what they really think	Distant	3	60	21	1	1	1	1.27

EVALUATOR COMMENTS

Answering these questions is optional, so number of answers per question may vary.

1. What do you think John Doe's greatest strengths are, and what do you suggest they do to use these strengths even more effectively?

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2. What do you think John Doe's biggest weaknesses are, and what do you suggest they do to improve and grow?

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3. What is the one key action John Doe could take to make a more positive impact?

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GREEN ZONE PRACTICE SUMMARIES

The following tables show the statements grouped in their relevant practice. This enables you to see what you need to practice to be excellent in each specific area.

SELF-REGULATE

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Asks for feedback so they can learn and improve	90	90	77	96	75	90	90
Takes accountability for their decisions and actions without becoming defensive	90	92	82	98	58	96	94
Learns from feedback and mistakes	87	84	97	87	7	87	83
Is balanced and calm when dealing with difficult people or situations	74	84	92	86	15	99	86
Treats others with care and respect	59	65	99	75	39	59	59
Stays present and focused (in meetings and conversations)	5	83	99	99	29	49	66

INSPIRE A VISION

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Helps others understand their purpose and contribution to the organisation	78	76	94	87	31	94	72
Explains how strategies, projects and plans align with the vision	78	53	40	26	31	99	74
Lets others know how they are progressing against key goals and strategies	78	87	88	99	17	99	92
Speaks with genuine authenticity about the deeper meaning of our vision and purpose	55	60	75	55	1	75	75
Shares a clear and inspiring vision for the future	49	42	69	41	1	61	57
Refers to the vision when making decisions or implementing changes	4	51	76	60	1	44	71

GREEN ZONE PRACTICE SUMMARIES (CONT.)

LEAD FROM VALUES

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Makes ethical decisions	74	92	99	96	74	90	84
Leads by example (walks the talk)	51	89	94	93	51	68	81
Clearly expresses the principles and values they stand for	43	28	43	43	1	43	35
Role models honesty and integrity	15	77	99	85	15	74	74
Their decisions and actions are consistent with their stated principles and values	11	24	25	28	1	75	40
Follows through on their promises and commitments	10	35	72	70	1	39	32

DRIVE ACCOUNTABILITY

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Gets important things addressed on time	90	89	93	90	18	90	88
Develops clear expectations and agreements with others	87	87	70	98	56	87	87
Addresses performance gaps in others	76	87	99	98	53	76	76
Addresses behaviour that reduces trust or respect	63	95	96	96	33	99	96
Maintains disciplined focus on key priorities	15	73	54	92	42	86	80
Takes a "what can we learn" approach when holding others to account	15	60	69	69	6	89	52

ENGAGE THE HEART

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Expresses appreciation for the efforts and contributions of others	99	68	59	75	15	99	59
Shows empathy toward others when needed	72	71	72	70	19	94	72
Expresses confidence in people's ability	42	47	67	71	10	42	42
Is a kind and friendly person	39	17	39	22	3	15	15
Recognises and appreciates people for good work	29	4	14	3	1	5	5
Celebrates others' wins and achievements	15	32	26	39	39	39	22

EMPOWER OTHERS

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Explains the "why" behind requests and decisions	45	32	35	45	7	29	29
Gives people freedom and choice on how to do their work	44	14	31	35	1	12	35
Involves people in important decisions that impact their work	43	71	75	69	10	88	75
Helps people to develop and grow in their jobs	42	47	74	59	2	67	59
Provides the information and resources people need to get their job done well	17	14	42	3	1	28	42
Develops collaborative relationships with people	15	46	71	31	6	99	39

CULTIVATE CURIOSITY

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Experiments with ways to improve things	78	85	99	97	49	78	78
Is open about their mistakes and learnings	56	99	99	99	13	99	99
Ensures learnings from failures and challenges are systematically implemented to improve outcomes	56	32	56	19	1	74	56
Encourages others to challenge the status quo and try new things	49	83	88	84	24	99	84
Focuses on finding innovative ways to make the customer experience better	49	68	94	74	13	74	66
Is genuinely curious and open minded	48	81	61	96	48	94	88

RED ZONE AREA SUMMARIES

The following tables show the statements grouped into their relevant area. This enables you understand each red zone area more thoroughly.

PASSIVE

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Lacks passion	73	64	30	73	73	73	73
It's hard to know what they really care about	52	95	95	95	95	95	95
Passively goes along with other's views and ideas	52	81	21	85	85	85	85

PLEASER

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Chooses to be "nice" instead of direct and honest	30	16	1	1	1	30	30
Sugarcoats feedback to others	27	29	51	51	51	1	1
Tolerates poor performance and/or poor behaviour	20	10	20	20	20	1	1

ENABLER

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Protects low performers instead of challenging them to improve	81	4	18	1	1	1	1
Does the work for others rather than holding them accountable	59	21	1	21	21	21	21
Prioritises relationships over merit or results	27	42	27	48	48	48	48

SELF-PROMOTER

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Claims wins as their own rather than sharing credit	79	11	26	26	26	1	1
Needs to be the smartest person in the room	64	9	1	1	1	21	21
Needs to be admired	30	30	58	58	58	1	1

FORCEFUL

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Uses more force than required when dealing with challenges, disagreements or underperformance	92	62	60	20	99	49	60
Pushes hard to get things done their way i.e., "It's their way or the highway"	87	58	50	84	81	16	29
Dominates meetings and conversations	3	61	79	74	96	3	30

RED ZONE AREA SUMMARIES (CONT.)

OBJECTIFIER

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Pushes for results at the expense of people	92	93	85	95	99	97	64
Demands unrealistic deadlines and targets	68	83	85	83	96	57	84
Creates pressure on others to always be available (even after work hours)	23	56	74	23	98	14	64

CRITICAL

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Nothing is ever good enough for them	83	65	57	52	83	57	83
Focuses on minor flaws instead of progress or results	79	57	59	53	79	48	59
Critical and judgemental	68	84	83	85	92	57	85

PERFECTIONIST

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Micromanages people	85	60	35	64	64	64	64
Sets standards that are unrealistic or impossible to meet	52	20	3	23	23	23	23
Spends too much time and energy ensuring things are perfect	3	54	40	40	40	57	68

DISTANT

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Keeps others at a distance. Can be aloof	92	14	1	21	21	21	12
It's hard to know what they really think	60	3	21	1	1	1	5
It's hard to know what they really feel about important things	21	58	21	69	69	69	48

RED ZONE AREA SUMMARIES (CONT.)

CAUTIOUS

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Spends too much time thinking and planning instead of executing	88	49	79	22	79	10	66
Over analyses things	22	71	83	63	99	63	12
Shuts down new ideas and experiments in the name of protecting risk	21	29	21	12	52	9	67

DEFENSIVE

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Makes excuses or blames others when challenges or failures occur	99	84	71	85	99	32	95
Responds to challenging feedback with aggression or blame	92	81	77	69	98	77	84
Responds to challenging feedback with denial, excuses or withdrawal	83	71	43	72	99	20	51

INDECISIVE

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Takes too long to make decisions	99	86	77	91	96	63	91
Their need for consensus delays important decisions and actions	73	48	51	30	99	9	30
Flip flops on decisions	23	82	77	83	97	23	86

REACTIVE

	Self	Evaluators	Direct Reports	Dotted Line Reports	Manager	Peers	Others
Changes direction without consulting others or bringing them along	82	89	97	94	21	82	92
Tends to be chaotic, jumping from one priority to the next	69	73	53	75	96	31	82
Easily distracted with anything new or exciting	69	15	21	5	21	1	48

LIST OF EVALUATORS INVITED

The lists below shows all evaluators that have been invited to participate in this assessment. It does NOT indicate which of these evaluators responded to their survey.

DIRECT REPORTS

Francis Becker , John Tan

DOTTED LINE REPORTS

Jane Smith , Jeff Brown , Francesco Candini , Jill Smith

MANAGER

Peter Francis

PEERS

Janine Pilgrim , Jennifer Peters

OTHERS

Daniel Mogensen , Andrew Black , Sammy External

RESPONSES SUMMARY

Boss	Direct Report	Dotted Line Report	Peer	Other
100%	**100%**	**75%**	**100%**	**100%**
Total: 1	Total: 2	Total: 4	Total: 2	Total: 3
Responses: 1	Responses: 2	Responses: 3	Responses: 2	Responses: 3