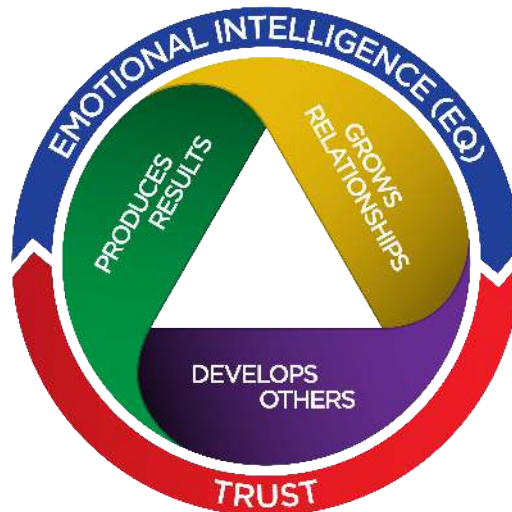**RightPathing Your Leadership**

LQ360 Assessment

Report

RightPath LQ® 360° Report for
Richard Results

FIVE DIMENSIONAL LEADERSHIP

INTRODUCTION

The RightPath Resources LQ 360° report provides unique and personal feedback. Congratulations on completing the RightPath LQ® 360° assessment. This report is designed to provide valuable feedback that can have a positive impact on your leadership development, personal growth and your journey to become a 3-Dimensional Leader. This unique LQ 360° includes objective data related to how others are experiencing your leadership in five key areas of leadership behavior. In addition to measuring Results, Relationship, EQ-Emotional Intelligence and Trust; this 360° measures your LQ (Leadership Intelligence). It provides both metrics and written feedback about how you lead and Develop Others.

Read all the headers carefully. The information below and in the headers for each section will help you gain the maximum from your report. We encourage you to study it carefully from beginning to end without skipping over the explanations.

Be open to feedback. Your attitude toward the information in the report is crucial to how you receive and use it. You will have some elements of very positive feedback; consider how you can continue to build on these strengths. Also, you will likely have some constructive feedback in your report.

Remember, constructive feedback always stings. Our egos tend to be sensitive and even the slightest criticism can hurt. Expect the sting and remember it's normal. Avoid being defensive by recognizing there are no perfect leaders. However, great leaders are the ones who are secure enough to be open to feedback and willing to accept and use it for self-improvement. Consider both the positive feedback and the constructive feedback in balance. Then move ahead to the productive response of valuing these insights as helpful to your development process.

REPORT FORMAT

- **Section 1**: Category Scores provide a summary of your feedback in the areas of Results, Relationship, EQ (Emotional Intelligence – Self and Others),Trust and Develops Others.

- **Section 2**: Written Comments provided by your raters are listed in unedited form.

- **Section 3**: Reflection and Analysis offers help as you evaluate your feedback.

- **Section 4**: Leadership Attributes Summary at the end of the report lists all items ranked from highest to lowest based on Overall Average score.

RATERS

Note: 12 of 12 of your selected raters participated in this Leadership 360 for you. The raters, by category, were as follows:

- 2 of 2 Direct Reports
- 1 of 1 Manager-Direct Line
- 6 of 6 Peer/Associates
- 3 of 3 Others

A total of 13 Not Observed ratings were recorded in this assessment.

1a. RESULTS-ORIENTED BEHAVIORS (Overall Average 5.7) Every organization and therefore every leader must achieve results in order to survive. Results-oriented behaviors include setting the vision, thinking strategically, making decisions and then initiating action to achieve that vision. It is also about the tough side of leadership — setting standards, directing others to achieve results, and then holding people accountable for meeting expected goals.

RESULTS SCORES *
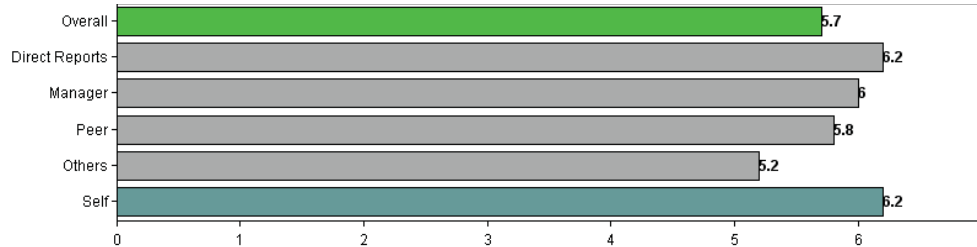
Overall Average 5.7
Direct Reports 6.2
Manager   6.0
Peer   5.8
Others   5.2
Self   6.2

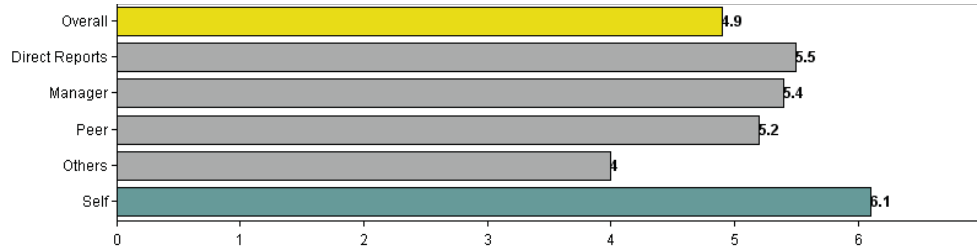| RESULTS**	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Innovative problem solver.	6.2	6.5	6.0	6.2	6.0	7.0
Competitive, wants to be the best.	6.0	6.0	7.0	5.5	6.3	6.0
Visionary, has strategic focus.	6.0	6.5	7.0	6.0	5.3	6.0
Takes action, initiates, proactive.	6.0	6.5	6.0	6.2	5.3	6.0
Prioritizes to meet key objectives.	5.9	6.5	6.0	6.0	5.3	6.0
Uses objective analysis in planning.	5.9	6.5	6.0	6.0	5.3	6.0
Organized and well prepared.	5.8	6.5	6.0	5.8	5.3	7.0
Knowledgeable in career field.	5.7	6.5	6.0	6.0	4.7	7.0
Decisive.	5.7	6.0	6.0	5.6	5.7	6.0
Defines and sets clear goals.	5.5	6.0	6.0	5.8	4.7	6.0
Sets/enforces high standards.	5.4	5.5	6.0	5.6	4.7	6.0
Demonstrates good business skills.	5.4	6.0	6.0	5.8	4.0	6.0
Clearly communicates expectations.	5.3	5.5	5.0	5.4	5.0	6.0
Holds people accountable for performance.	5.3	6.0	5.0	5.2	5.0	6.0

1 = Very Strongly Disagree   2 = Strongly Disagree   3 = Disagree   4 = Neither Agree nor Disagree   5 = Agree   6 = Strongly Agree   7 = Very Strongly Agree

* Top line indicates the **Overall Average** of all the raters for this item (it does not include your self-ratings) Subsequent lines reflect the other rater groups by name and score. The bottom line is your self-rating.
** The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

1b. RELATIONSHIP-ORIENTED BEHAVIORS (Overall Average 4.9) Good leaders need good people skills because one of their principle roles is to inspire and motivate others to perform with excellence. The best leaders take a genuine interest in others. Great leaders train, coach, mentor, encourage, and then empower and unleash them to do their work. Your scores in this area reflect your relationship orientation as part of your core leadership attributes.

RELATIONSHIP SCORES *

Overall Average 4.9
Direct Reports 5.5
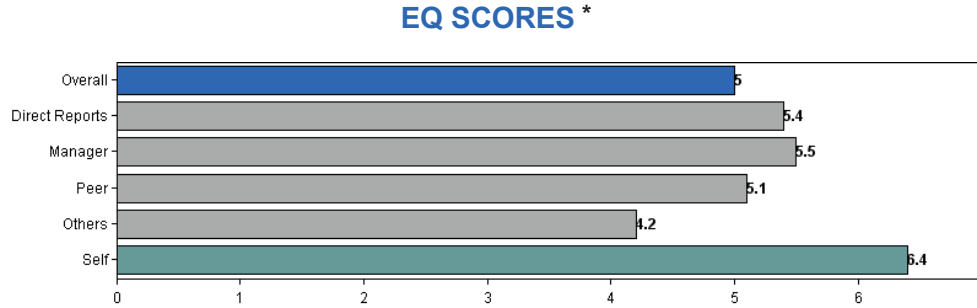**Manager 5.4**
Peer 5.2
Others 4.0
Self 6.1

RELATIONSHIP**	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Allows people to do their jobs without micromanaging.	5.5	6.5	6.0	5.4	4.7	6.0
Recognizes and encourages talents in others.	5.5	6.5	6.0	5.4	4.7	6.0
Gives ongoing feedback.	5.3	5.5	5.0	5.4	5.0	6.0
Respects peoples' differences.	5.2	5.5	6.0	5.2	4.7	6.0
Supportive of others.	5.1	5.5	6.0	5.5	4.0	6.0
Helps others adapt to change.	5.0	5.5	5.0	5.0	4.7	6.0
Treats people with respect.	4.9	6.0	5.0	5.6	3.0	7.0
Cares about others.	4.8	5.0	5.0	5.2	4.0	6.0
Builds strong relationships with internal and external customers.	4.8	5.5	6.0	5.3	3.3	7.0
Approachable.	4.8	5.0	5.0	4.8	4.7	6.0
Builds relationships with peers.	4.7	5.5	6.0	5.0	3.3	7.0
Good listener, seeks to understand.	4.7	5.5	5.0	5.2	3.3	6.0
Motivates and inspires others.	4.3	4.0	5.0	4.8	3.3	7.0
Takes time to coach and develop others.	4.3	5.5	5.0	4.5	3.0	4.0

1 = Very Strongly Disagree   2 = Strongly Disagree   3 = Disagree   4 = Neither Agree nor Disagree   5 = Agree   6 = Strongly Agree   7 = Very Strongly Agree

* Top line indicates the **Overall Average** of all the raters for this item (it does not include your self-ratings) Subsequent lines reflect the other rater groups by name and score. The bottom line is your self-rating.
** The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

1c. EQ (Emotional Intelligence) (Overall Average 5.0) These items relate to your awareness of emotions — yours and others — and the appropriateness of your response to them. The graph below shows your Overall EQ scores.

EQ SCORES *

Overall Average **5.0**
Direct Reports **5.4**
Manager **5.5**
Peer **5.1**
Others **4.2**
Self **6.4**

Your scores are further divided into EQ-Self and EQ-Others for the items which relate specifically to how you manage your emotions and how you interact with others.

EQ SELF
Overall Average **4.9**
Direct Reports **5.3**
Manager **5.5**
Peer **5.1**
Others **4.2**
Self **6.3**

EQ OTHERS
Overall Average **5.0**
Direct Reports **5.4**
Manager **5.4**
Peer **5.2**
Others **4.2**
Self **6.4**

* Top line indicates the **Overall Average** of all the raters for this item (it does not include your self-ratings) Subsequent lines reflect the other rater groups by name and score. The bottom line is your self-rating.

EQ SELF**	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Sets boundaries for self by not getting inappropriately involved in the affairs of others.	5.5	6.5	6.0	5.4	4.7	5.0
Maintains a positive attitude.	5.3	6.0	6.0	5.2	4.7	7.0
Seeks counsel from several sources in order to get other perspectives on his/her creative ideas.	5.2	5.0	5.0	5.2	5.3	6.0
Exhibits an ability to learn from his/her mistakes.	5.2	5.5	7.0	5.0	4.7	5.0
Listens openly to others' feedback about his/her performance.	5.0	5.0	5.0	5.2	4.7	7.0
Forgives others when he/she is wronged.	5.0	5.0	5.0	5.0	5.0	6.0
Takes responsibility rather than blaming others when things are not going well.	4.9	6.0	5.0	5.2	3.7	6.0
Seeks confirming evidence before making judgments about others.	4.9	5.5	6.0	4.8	4.3	7.0
Displays a confident but non-threatening nature.	4.9	5.0	5.0	5.4	4.0	6.0
Allows others to be open about their frustrations without becoming defensive.	4.6	5.5	5.0	5.0	3.3	7.0
Promotes his/her agenda without manipulating others.	4.5	4.5	5.0	5.2	3.3	7.0
Admits when he/she is angry.	4.4	4.5	6.0	4.8	3.0	7.0

EQ OTHERS**	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Responds appropriately when others need help.	5.5	5.5	6.0	5.6	5.0	6.0
Celebrates and rewards accomplishments of others in an appropriate manner.	5.5	6.0	6.0	5.6	4.7	6.0
Seeks to discover what is important to others.	5.4	6.0	6.0	5.4	4.7	6.0
Treats others who challenge him/her with respect.	5.0	5.5	5.0	5.4	4.0	7.0
Acknowledges how others feel without immediately trying to change their feelings.	5.0	5.0	5.0	5.4	4.3	7.0
Gives difficult feedback in a way that communicates a genuine concern for the individual.	5.0	5.5	5.0	5.2	4.0	6.0
Trusts others without being naïve.	4.9	4.5	5.0	5.0	5.0	6.0
Avoids trivializing the feelings of others.	4.8	5.5	5.0	5.0	4.0	6.0
Recognizes when others are discouraged.	4.8	6.0	6.0	4.6	4.0	7.0
Sets appropriate boundaries with others by respectfully explaining what is and is not acceptable.	4.7	5.0	5.0	4.8	4.3	7.0
Helps others learn positive lessons from their mistakes.	4.6	5.0	5.0	5.2	3.3	6.0
Pays attention to others' feelings.	4.6	5.5	6.0	4.8	3.3	7.0

1 = Very Strongly Disagree   2 = Strongly Disagree   3 = Disagree   4 = Neither Agree nor Disagree   5 = Agree   6 = Strongly Agree   7 = Very Strongly Agree

** The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

1d. TRUST (Overall Average 5.1) Research on trust indicates that people tend to trust people who are seen as being authentic, real, transparent, humble, fair, and honest. People are always watching to see if a leader's walk matches his or her talk. Items in this block of leadership provide feedback on how an individual is perceived in these areas that are related to trustworthiness and commitment to the group, as well as how the individual is viewed as a role model. Your score in this group provides a reflection of how others view your attitudes and actions toward them individually and the team as a whole.

TRUST SCORES *
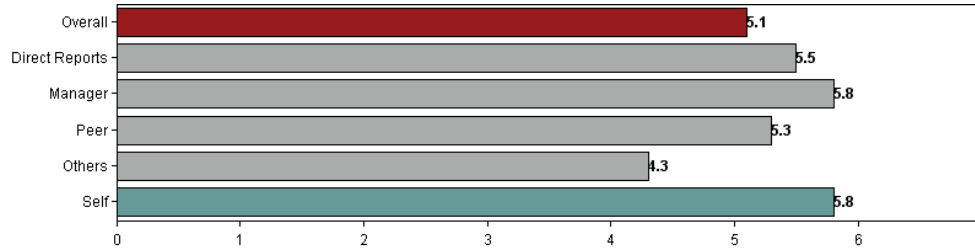
Overall Average	**5.1**
Direct Reports	**5.5**
Manager	**5.8**
Peer	**5.3**
Others	**4.3**
Self	**5.8**

TRUST	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Keeps his/her word.	5.7	6.0	6.0	5.8	5.3	6.0
Demonstrates loyalty to the organization.	5.6	6.5	6.0	5.8	4.7	6.0
Shares knowledge and information.	5.5	5.5	7.0	5.6	4.7	7.0
Recognizes and acknowledges his/her weaknesses.	5.2	6.0	6.0	5.3	4.3	5.0
Demonstrates courage to do the right thing.	5.2	5.0	6.0	5.2	5.0	5.0
Treats others fairly.	5.1	6.0	6.0	5.2	4.0	6.0
Walk matches talk.	5.0	5.0	6.0	5.4	4.0	7.0
Supports team goals over personal agenda.	4.9	5.5	6.0	5.3	3.7	5.0
Willing to trust others.	4.9	5.5	5.0	4.8	4.7	6.0
Demonstrates humility.	4.9	5.0	5.0	5.4	4.0	6.0
A good role model.	4.6	5.0	5.0	5.0	3.7	4.0
Authentic, willing to be transparent.	4.3	5.0	5.0	4.6	3.0	6.0

1 = Very Strongly Disagree   2 = Strongly Disagree   3 = Disagree   4 = Neither Agree nor Disagree   5 = Agree   6 = Strongly Agree   7 = Very Strongly Agree

* Top line indicates the **Overall Average** of all the raters for this item (it does not include your self-ratings) Subsequent lines reflect the other rater groups by name and score. The bottom line is your self-rating.
** The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

1e. DEVELOPS OTHERS (Overall Average 5.0) Great leaders embrace development for themselves personally and professionally. A true 3-Dimensional Leader also Develops Others. Leaders with strong LQ (Leadership Intelligence) realize that time invested in Developing Others has exponential impact on leading organizational success and employee satisfaction. Using the other measured dimensions (Results, Relationship, EQ, Trust) in concert helps them effectively Develop Others. By taking time to Develop Others, 3-Dimensional Leaders build a strong bench of leaders for the future of their work area and for the organization.

DEVELOPS OTHERS SCORES *
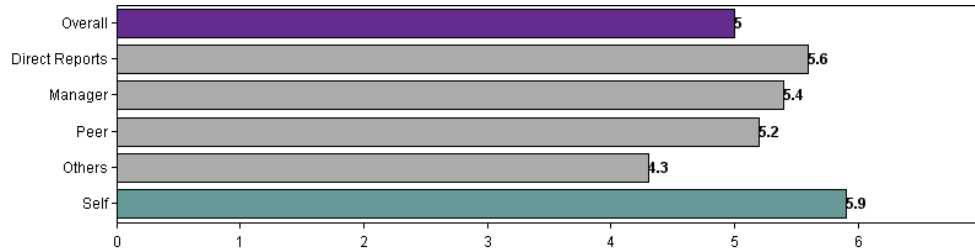
Overall Average	5.0
Direct Reports	5.6
Manager	5.4
Peer	5.2
Others	4.3
Self	5.9

DEVELOPS OTHERS	Overall Avg	Direct Reports	Manager	Peer	Others	Self	Category
Allows people to do their jobs without micromanaging.	5.5	6.5	6.0	5.4	4.7	6.0	RELATIONSHIP
Recognizes and encourages talents in others.	5.5	6.5	6.0	5.4	4.7	6.0	RELATIONSHIP
Responds appropriately when others need help.	5.5	5.5	6.0	5.6	5.0	6.0	EQ - Others
Celebrates and rewards accomplishments of others in an appropriate manner.	5.5	6.0	6.0	5.6	4.7	6.0	EQ - Others
Seeks to discover what is important to others.	5.4	6.0	6.0	5.4	4.7	6.0	EQ - Others
Clearly communicates expectations.	5.3	5.5	5.0	5.4	5.0	6.0	RESULTS
Holds people accountable for performance.	5.3	6.0	5.0	5.2	5.0	6.0	RESULTS
Gives ongoing feedback.	5.3	5.5	5.0	5.4	5.0	6.0	RELATIONSHIP
Supportive of others.	5.1	5.5	6.0	5.5	4.0	6.0	RELATIONSHIP
Gives difficult feedback in a way that communicates a genuine concern for the individual.	5.0	5.5	5.0	5.2	4.0	6.0	EQ - Others
Helps others adapt to change.	5.0	5.5	5.0	5.0	4.7	6.0	RELATIONSHIP
Recognizes when others are discouraged.	4.8	6.0	6.0	4.6	4.0	7.0	EQ - Others
Sets appropriate boundaries with others by respectfully explaining what is and is not acceptable.	4.7	5.0	5.0	4.8	4.3	7.0	EQ - Others
Helps others learn positive lessons from their mistakes.	4.6	5.0	5.0	5.2	3.3	6.0	EQ - Others
A good role model.	4.6	5.0	5.0	5.0	3.7	4.0	TRUST
Motivates and inspires others.	4.3	4.0	5.0	4.8	3.3	7.0	RELATIONSHIP
Takes time to coach and develop others.	4.3	5.5	5.0	4.5	3.0	4.0	RELATIONSHIP

1 = Very Strongly Disagree   2 = Strongly Disagree   3 = Disagree   4 = Neither Agree nor Disagree   5 = Agree   6 = Strongly Agree   7 = Very Strongly Agree

2. WRITTEN COMMENTS

What are this person's greatest strengths when it comes to relating to and leading others?

- Greatest strength is his commitment to team success and personal improvement.
- Richard looks at the big picture and is passioante about the work he does every day as well as impacting the organization in a positive way.

- Knowledgeable in his field.
- Richard knows how to get the results he is charged with. His vision spills over as past his department and he is instrumental in pushing positive change initiatives ahead.
- Richard is highly motivated and takes on responsibility with enthuiasm.
- The way he handled his recent project (a very tough one) was exceptional.
- He is very smart and very focused. He is a rising star in the organization.
- A valuable resource to our other business. He is a broad strategic thinker and puts the pieces of the puzzle together.
- Richard has made progress this year in building relationships and gaining trust of others.
- Richard's strengths are his intellectual curiosity and problems solving skills
- He sets a very high bar for his personal performance and that of the organization.

What are this person's greatest struggles when it comes to rela ting to and leading others?

- Richard is very focused on work and may come across as not interested in others especially when you catch him in the middle of a project or busy time.
- Richard has the potential to be a grat leader but needs to learn to operate less independently to avoid isolating himself and wanting to micromanage.
- Needs continued work in growing strong trusting relationships otuside his immediage work group.
- Sometimes sets expectations for others too high (unrealistic).
- When deadlines are tight it can be hard to get time with Richard but it is critical for his support to be present and visible even in those crunch times.
- Seems to be in his own world at times.
- Making progress but needs to work on building trust and solid relationships with those at his level or below him rather than just those he works 'for'.

What observations have you made with regard to how this person Develops Others in the organization?

- I have found working with Richard enjoyable because he is so smart. He needs to learn the great value and impact he can make by doing more of this.
- Richard has expressed a desire to grow in the area of mentoring others.
- Richard is someone I'd want in my lifeboat ... he has a great deal of value to add and is a great problem solver.
- He is learning to not just lead success for his team but also to make others on his team successful. although he has not yet arrived in this regard he is conscious of the need.
- Sometimes takes people away from developmental work when projects heat up.
- Has improved since entering into a mentor relationship with Sam. I think the lightbulb is on for him in this arena and it is my understanding that he will make development of his people a higher priority in the coming year. I will be curious to see if he can stick to this objective once the pressure for results builds at the end of each quarter.
- He has told me that developing our team is important this coming year and I am excited to see what that means.
- Time will tell as he has had a small team thus far but it is due to expand this year and it will be a much bigger challenge to balance results and devleoping the people he needs to get the results.

3. REFLECTION AND ANALYSIS

a) Refer to your Average Score for each category on Pages 2-6 of the report. Mark your score beside each category below. Write "highest" beside the highest score and "lowest" beside the lowest.

Results   —————

Relationship   —————

EQ (Emotional Intelligence)   —————

Trust   —————

Develops Others   —————

b) What surprised you about these scores?   _____

_____

c) What encouraged you about these scores?   _____

_____

Examine your Written Comments (section #5 of this report).

Which comments confirmed the feedback you received from your scores?

_____
_____
_____

Rater List:

Andrews, Cathy (Peer/Associate)
Auxford, James (Direct Report)
Billingsley, Laura (Direct Report)
Bonds, Tim (Peer/Associate)
Carmichael, Lester (Other)
Connors, Mary (Peer/Associate)
Elland, Julie (Peer/Associate)
Estevan, Edward (Peer/Associate)
Findley, Bruce (Other)
Markham, Paul (Manager - Direct Line)
Mosekt, Kurt (Other)
Results, Richard (Self)
Shumaker, Karen (Peer/Associate)

4. Leadership Attributes Summary

Rank	Item	Category	Average
1	Innovative problem solver.	RESULTS	6.2
2	Competitive, wants to be the best.	RESULTS	6.0
3	Visionary, has strategic focus.	RESULTS	6.0
4	Takes action, initiates, proactive.	RESULTS	6.0
5	Prioritizes to meet key objectives.	RESULTS	5.9
6	Uses objective analysis in planning.	RESULTS	5.9
7	Organized and well prepared.	RESULTS	5.8
8	Knowledgeable in career field.	RESULTS	5.7
9	Decisive.	RESULTS	5.7
10	Keeps his/her word.	TRUST	5.7
11	Demonstrates loyalty to the organization.	TRUST	5.6
12	Shares knowledge and information.	TRUST	5.5
13	Defines and sets clear goals.	RESULTS	5.5
14	Allows people to do their jobs without micromanaging.	RELATIONSHIP	5.5
15	Recognizes and encourages talents in others.	RELATIONSHIP	5.5
16	Sets boundaries for self by not getting inappropriately involved in the affairs of others.	EQ - Self	5.5
17	Responds appropriately when others need help.	EQ - Others	5.5
18	Celebrates and rewards accomplishments of others in an appropriate manner.	EQ - Others	5.5
19	Seeks to discover what is important to others.	EQ - Others	5.4
20	Sets/enforces high standards.	RESULTS	5.4
21	Demonstrates good business skills.	RESULTS	5.4
22	Clearly communicates expectations.	RESULTS	5.3
23	Holds people accountable for performance.	RESULTS	5.3
24	Gives ongoing feedback.	RELATIONSHIP	5.3
25	Maintains a positive attitude.	EQ - Self	5.3
26	Seeks counsel from several sources in order to get other perspectives on his/her creative ideas.	EQ - Self	5.2
27	Respects peoples' differences.	RELATIONSHIP	5.2
28	Exhibits an ability to learn from his/her mistakes.	EQ - Self	5.2
29	Recognizes and acknowledges his/her weaknesses.	TRUST	5.2
30	Demonstrates courage to do the right thing.	TRUST	5.2
31	Supportive of others.	RELATIONSHIP	5.1
32	Treats others fairly.	TRUST	5.1

* Purple represents items from LQ – Develops Others section

Leadership Attributes Summary (continued)

Rank	Item	Category	Overall Avg
33	Listens openly to others' feedback about his/her performance.	EQ - Self	5.0
34	Forgives others when he/she is wronged.	EQ - Self	5.0
35	Treats others who challenge him/her with respect.	EQ - Others	5.0
36	Acknowledges how others feel without immediately trying to change their feelings.	EQ - Others	5.0
37	Gives difficult feedback in a way that communicates a genuine concern for the individual.	EQ - Others	5.0
38	Walk matches talk.	TRUST	5.0
39	Helps others adapt to change.	RELATIONSHIP	5.0
40	Treats people with respect.	RELATIONSHIP	4.9
41	Supports team goals over personal agenda.	TRUST	4.9
42	Willing to trust others.	TRUST	4.9
43	Demonstrates humility.	TRUST	4.9
44	Trusts others without being naïve.	EQ - Others	4.9
45	Takes responsibility rather than blaming others when things are not going well.	EQ - Self	4.9
46	Seeks confirming evidence before making judgments about others.	EQ - Self	4.9
47	Displays a confident but non-threatening nature.	EQ - Self	4.9
48	Avoids trivializing the feelings of others.	EQ - Others	4.8
49	Recognizes when others are discouraged.	EQ - Others	4.8
50	Cares about others.	RELATIONSHIP	4.8
51	Builds strong relationships with internal and external customers.	RELATIONSHIP	4.8
52	Approachable.	RELATIONSHIP	4.8
53	Builds relationships with peers.	RELATIONSHIP	4.7
54	Good listener, seeks to understand.	RELATIONSHIP	4.7
55	Sets appropriate boundaries with others by respectfully explaining what is and is not acceptable.	EQ - Others	4.7
56	Helps others learn positive lessons from their mistakes.	EQ - Others	4.6
57	Allows others to be open about their frustrations without becoming defensive.	EQ - Self	4.6
58	A good role model.	TRUST	4.6
59	Pays attention to others' feelings.	EQ - Others	4.6
60	Promotes his/her agenda without manipulating others.	EQ - Self	4.5
61	Admits when he/she is angry.	EQ - Self	4.4
62	Motivates and inspires others.	RELATIONSHIP	4.3
63	Takes time to coach and develop others.	RELATIONSHIP	4.3
64	Authentic, willing to be transparent.	TRUST	4.3

* Purple represents items from LQ – Develops Others section