

Business DNA[®]

Leadership 360[°] Discovery

DNA Leadership Performance Report for Chris Coddington

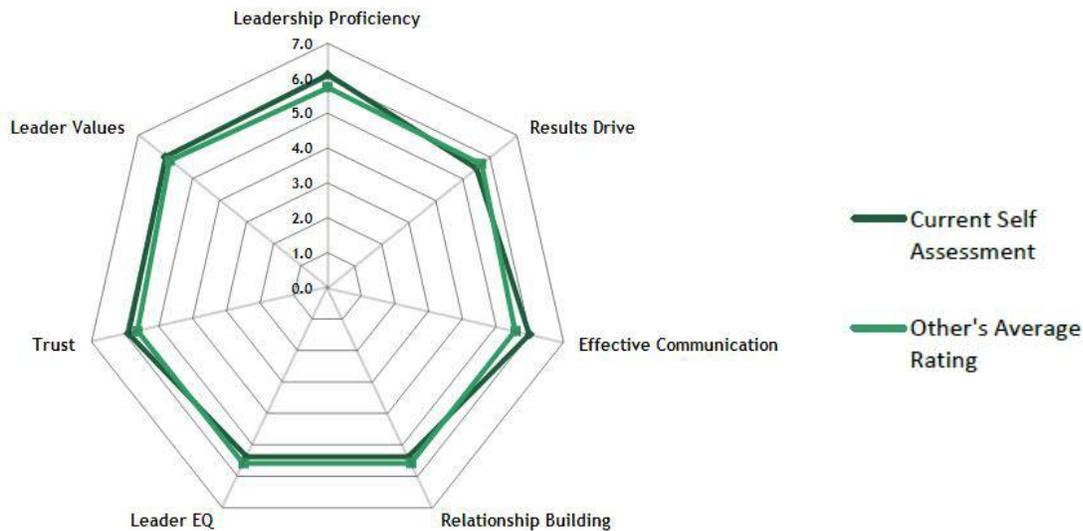
Providing in-depth feedback to assist in the development of your leadership performance and the building of enhanced workplace relationships.

Section 1: Snapshot Analysis of Your Leadership Performance Balance

Chris, the primary objective of this report is to create a heightened self-awareness of your leadership strengths and struggles to use for development purposes. Included in this report are specific insights to improve your workplace effectiveness, become a better leader, and to develop and grow your relationship with your peers in a more positive manner. In particular, the focus of the report is to help you more productively apply your strengths and also manage your struggles so they do not become weaknesses and reduce your effectiveness.

The graph below reflects 7 key areas of your Leadership Performance based on the current perceptions you have of your leadership and what others have actually experienced. The Other's Average Rating represents the average score your peers rated in that given category. Any areas with significant differences should be discussion points between you and your advisor in making decisions build a Leadership Performance Plan. This is the ideal starting point for you in building your Leadership Performance Plan and achieving your leadership goals. Each of these 7 areas are completely interconnected. The challenge is sustaining high performance in all 7 of them at the same time.

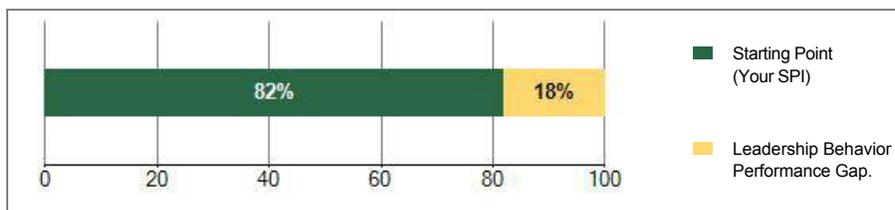
DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Leadership Proficiency	6.1	5.7
Results Drive	5.5	5.7
Effective Communication	6.0	5.6
Relationship Building	5.4	5.6
Leader EQ	5.4	5.6
Trust	5.9	5.6
Leader Values	6.0	5.8



While all 7 areas of your Leadership Performance are important to your overall success, focus on areas which require the most attention. Start by identifying the two areas on the graph which are closest to the center as these are your greatest current struggles e.g. your Highest Strength Development Opportunity.

Based on the results of your Leadership 360 Discovery we have measured your Leadership Sustainable Performance Index ("SPI"). Your Leadership SPI measures your current leadership performance capacity and shows your Leadership Behavior Performance Gap reflecting the potential for Leadership Performance growth. Knowing your current level of Leadership SPI allows you to track your personal improvements over time.

The graph below indicates your Leadership SPI score is 82%. This means that you are currently performing higher than 82% of the population.



The above graph represents your current Leadership SPI expressed in Population %

Section 2: Leadership Performance Planning

Building your DNA Leadership Performance Plan requires knowledge of your current Leadership strengths and struggles, and the setting of goals to manage your Leadership Performance Balance.

Scoring Methodology: As you will recall, in the Business DNA Leadership 360 Discovery process you and your raters have rated each of the 75 Leadership Performance attributes in 7 keys areas. The scores you rated yourself are identified as "Self Assessment". The scores your raters provided are identified as "Other's Average Rating" using the criteria below. For feedback on your rating of each attribute refer to Appendix B.

1= Strongly Disagree 2= Disagree 3= Slightly Disagree 4= Neither agree nor disagree 5= Slightly agree 6= Agree 7= Strongly Agree

A. Your Leadership Performance Strengths:

Your Leadership Strengths are the 10 items in which you scored highest on out of 75 total items based on the "Other's Avg. Rating". The development focus on these items is to encourage you to maintain your current level of leadership in these areas.

	Leadership Attribute	Category	Self Assessment (A)	Other's Avg. Rating (B)
1	12. Competitive to achieve goals	Results Drive	5	6.20
2	39. Wants and helps others to succeed	Relationship Building	6	6.20
3	66. Supports organizational policies and values	Leader Values	7	6.20
4	2. Effectively uses past experiences	Leadership Proficiency	6	6.00
5	8. Uses analysis in planning	Leadership Proficiency	6	6.00
6	10. Knows how to mobilize people and resources	Leadership Proficiency	6	6.00
7	11. Checks to see that tasks are properly completed	Results Drive	4	6.00
8	20. Disciplined work habits	Results Drive	6	6.00
9	26. Speaks calmly in difficult conversations	Effective Communication	6	6.00
10	30. Communicates to avoid surprises for others	Effective Communication	6	6.00

B. Your Leadership Performance Struggles:

Your Leadership Struggles are the 10 items in which you scored lowest on out of 75 total items based on the "Other's Avg. Rating". In addition to reviewing and focusing on these items, we suggest you also review the areas where there is a significant difference between your "Self Assessment" and "Other's Avg Rating" throughout this report.

	Leadership Attribute	Category	Self Assessment (A)	Other's Avg. Rating (B)
1	25. Adapts communication for people/situations	Effective Communication	5	5.00
2	31. Demonstrates understanding for others' concerns	Relationship Building	5	5.00
3	1. Operates in a mature way	Leadership Proficiency	6	5.20
4	15. Works to a written plan	Results Drive	4	5.20
5	18. Demonstrates passion for work	Results Drive	6	5.20
6	24. Gives ongoing feedback	Effective Communication	4	5.20
7	32. Provides regular encouragement to others	Relationship Building	5	5.20
8	46. Seeks confirming evidence before making judgements about others	Leader EQ	5	5.20
9	50. Manages negative emotions well when disappointed	Leader EQ	4	5.20
10	51. Avoids trivializing the feelings of others	Leader EQ	4	5.20

C. Managing Your Leadership Performance Balance

Managing your Leadership Performance Balance is difficult. The key to improving your balance and therefore Leadership Performance growth is to firstly address your top 2 overall "Strengths Development Opportunities" for the category highlighted in red in section 1 by setting goals. Your success in developing your leadership skills will be largely impacted by your Business DNA natural behavior style and having a determination to make the necessary leadership changes so your struggles do not become an impediment to your success.

Leadership Performance Development Opportunities	Effective Communication	Relationship Building
Leadership Goals	Focus on improving the clarity of your communications with the team and other stakeholders.	Work on spending more time interacting with colleagues, clients and building your circle of influence.
Business DNA Natural Behavior Strengths and Struggles for Achieving your Leadership Goals		
Pioneer Strength	Financial goal oriented	Will engage in activities when the challenge is high
Pioneer Struggle	May be too greedy and cut corners	Can have poor health from stress and lack of sleep
Pioneer Question	How driven are you to shape yours and others future to succeed and are you continually communicating the vision clearly?	What have you been doing to ensure that you are more aware and in tune with what is needed to interact with colleagues and clients?
Skeptical Strength	Will critically think through which work colleagues to align with for future direction	Thinks critically asks important questions of colleagues and clients in order to reveal the veracity of what is being said
Skeptical Struggle	May have difficulty letting go, tends to distrust others and will avoid sharing thoughts or feelings	Too guarded and wary of others tends to adopt a cynical approach
Skeptical Question	How do you manage to have positive communications with others when you doubt the validity of what they are saying?	How do you frame challenging questions to colleagues and clients in a way that elicits information without giving offense?

Disclaimer

The purpose of this instrument is educational. It is designed to help people identify their natural behavioral strengths. This Business DNA Natural Behavior Report should not be used to identify, diagnose, or treat psychological, mental health, and/or medical problems. Additionally, if this report is used to evaluate personnel, the user should seek adequate legal counsel to ensure compliance with applicable local, state and federal employment laws. The user assumes sole responsibility for any actions or decisions that are made as a result of using this aid to self-discovery. By using the Business DNA Natural Behavior Report, you expressly waive and relinquish any and all claims of any nature against DNA Behavior International, any affiliated companies, and/or their employees arising out of or in connection with the use of this survey. In addition, the use of this report is subject to the Terms and Conditions at www.businessdna.com.