



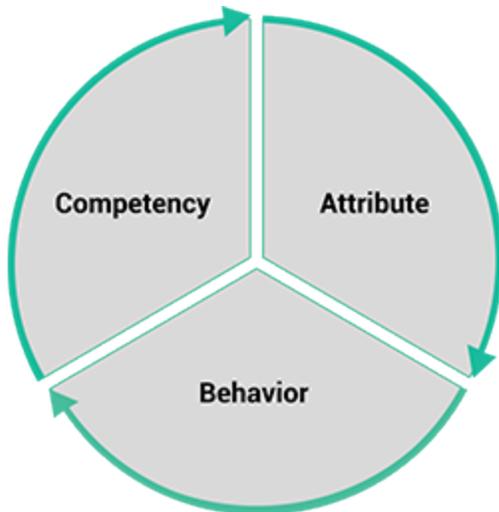
ManageRight

Sample Report

September 2019

Introduction

We welcome you to a distinctive and impact filled experience. This report and the discussion of your findings with a certified Lions Lead Leadership Advisor will provide you with powerful insights. Our processes will illuminate how you think, react and make choices so that you can be more intentional and purposeful. We accomplish this, in part, with how we approach the evaluation process. We call it **CAB**.



Competencies are a specific group of interacting attributes and skills required to be proficient.

For example, if one is considered competent, they are accomplished in several specific skills.

Attributes are concisely stated concepts or qualities measured by behaviors that describe a person. For example, if someone possesses high *Self-Awareness*, they likely know, discern and lead themselves well.

Behaviors are specific, measurable actions and reactions of how we conduct ourselves. For example, a behavior of the attribute, *Managing Emotions* is **Recognizing Emotions**.

All LionsLead products are comprised of specific, applicable competencies, represented by multiple attributes from uniquely focused instruments (e.g. Leadership Traits, Emotional Intelligence, and Critical Thinking) and measured by respective, associated behaviors.

To provide you with robust, revealing insights to foster the internalization of your findings, we apply our pathway to transformation we call the **5T Process**.

- **Translate** - We **translate** content focused competencies into recognizable attributes measured by a series of behaviors. Personality and 360 feedback instruments are helpful, but often miss the mark of critical behaviors that shape performance.
- **Truth-Telling** - Our clients report that the discussion of their findings pinpoints insights that are like **truth-telling** heat seeking missiles. The value of the findings debrief is its ability to generate powerful, life-changing conversations initiated and stimulated by the client.
- **Trust** - We know that earning **trust** precedes transformation. It is a sacred exchange that we prize and know we have to earn and deserve. We accomplish this by being competent, trustworthy, safe, and focused toward those we serve.
- **Testify** - Because of the truth-telling, clients **testify** that the findings are accurate, equip them to know what to do to improve and are motivated to change.
- **Timely** - Clients also reveal that not only are the findings accurate, but they supply such **timely** insights that years of observation and training do not provide. Knowing if people fit, can work together and possess the capabilities and capacity for the future in such a short time frame is timeless.

We are grateful for the opportunity to serve you on your adventure toward excellence.

Journey with grace, humility, courage, and wisdom,

LionsLead and its Advisors

Self-Leadership

1	Self-Awareness	
6	Manages Emotions	
1	Coachable	Top Challenge
2	Purpose-Directed	
7	Leadership Presence	Top Strength

Getting Things Done

2	Strategic	
5	Grit	
4	Achievement	
5	Organized	
5	Communication	

Team Focus

1	Team Player	Top Challenge
4	Builds Trust	
3	Empathy	
4	Builds Relationships	
3	Dependable	

Composure

6	Reasoning	Top Strength
4	Analytical Thinking	
6	Apprehension	
6	Resilient	Top Strength
10	Tension	Top Challenge

Candidness

3	Candidness Factor	
---	-------------------	--

Personal Values Factor

6	Personal Values	
---	-----------------	--

Self-Leadership

Self-Leadership – Measures the skills and abilities required for managers to truly know and lead themselves as a basis for being effective in building relationships and leading others. High performing managers work hard to sharpen their emotional intelligence to know and bring together their values and beliefs as a guide to help them watch and manage their emotions. They practice integrity, are persistent, and are always open to learning new ways to be effective. The following attributes, individually and together, point out effective patterns that set extraordinary managers apart from the rest.

Self-Leadership										
Attribute	Quadrant A		Quadrant B		Quadrant C		Quadrant D			
Self-Awareness	☆									
Manages Emotions						☆				
Coachable	☆									
Purpose-Directed		☆								
Leadership Presence							☆			

Self-Leadership

Attribute: Self-Awareness (ManageRight)

<p>What is it?</p>	<p>Self-awareness is just what it sounds like—the ability to know oneself, to be aware of one’s own strengths and areas of improvement. Managers possessing strong self-awareness understand themselves well. They understand their goals, values, beliefs, feelings, strengths, and limitations. They are able to use this information to guide decision-making.</p>
<p>Why is it important?</p>	<p>An accurate knowledge and understanding of YOURSELF as a manager who wants to lead is the most important piece of self-leadership. Without this almost all the other attributes lose importance.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Accurately understands personal abilities and competencies <input type="checkbox"/> Understands what affects their performance <input type="checkbox"/> Knows their values, goals and beliefs and uses them effectively to guide their decisions and actions <input type="checkbox"/> Takes time to think about important issues quietly and alone <input type="checkbox"/> Strikes a balance between self-criticism and hopefulness
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is uncertain or doubts their personal abilities and competencies <input type="checkbox"/> Does not understand what affects their performance <input type="checkbox"/> Forgets about their values and goals when making decisions <input type="checkbox"/> Misunderstands their effect on others <input type="checkbox"/> Struggles with self-criticism and negative attitudes
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">1</p>	<p>Managers who score at this level for self-awareness talk about themselves as having a difficult time feeling understood by others and making good connections with people. They often have little self-confidence. They think about situations critically or negatively. Ask yourself how well you understand people and situations. Also, ask yourself how well you know your effect on other people.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Imagine Self-Awareness as a cockpit in an airliner. Everything the pilots need to know inside and outside the aircraft is on the instrument panels. The cockpit has hundreds of buttons, switches, levers, and screens to show the pilots what is going on and what to do. Similarly, Self-Awareness measures how well one knows and lives by their values, goals, and beliefs. Secondly, it weighs how much one knows and studies themselves. Third, it measures how well they discern others and situations around them. And, fourth, reveals how well one steps outside of themselves and reads how they are coming across to others. Use your findings to discern how effective you are in these four dimensions and make corrective decisions to strengthen your Self-Awareness.</p>

Self-Leadership

Attribute: Manages Emotions (ManageRight)

<p>What is it?</p>	<p>Managing emotions refers to the ability to understand one's own thoughts and feelings and how they affect the person and everyone around them. Managers who are able to effectively manage their emotions are able to understand how feelings affect behavior. They are able to behave or act appropriately in response to their feelings.</p>
<p>Why is it important?</p>	<p>Thoughtfully choosing how to show up in every circumstance is very important to a manager's overall effectiveness. Excellent managers who control their emotions are stable, predictable, and trusted. Managers who mismanage their emotions sabotage themselves. Without self-awareness and self-management most other personal and leadership attributes lose importance.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understands their moods and emotions and their effect on their behavior <input type="checkbox"/> Balances positive emotions and controls disruptive reactions <input type="checkbox"/> Exposes personal irritations to themselves and selects appropriate responses <input type="checkbox"/> Balances private and public pressures and challenges <input type="checkbox"/> Thinks clearly and stays composed under pressure
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Misunderstands their moods and emotions and the effects their behavior has on others <input type="checkbox"/> Lets their emotions show and creates disruptive reactions <input type="checkbox"/> Freely expresses their irritations and frustrations <input type="checkbox"/> Allows personal challenges to spill over into interaction with others <input type="checkbox"/> Overreacts under stress and pressure
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Your score tells us you are good at recognizing your emotions, using self-control, and expressing your feelings and differences appropriately and respectfully. Effective managers with this score control their emotional reactions to keep others from thinking poorly of their ability to lead. Successful managers understand the reasons and causes for their reactions. They talk about them openly with others to understand themselves better.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Regularly think about how your emotions are formed and how quickly and correctly you recognize and manage them. Think about something that happened recently where you wished you would have managed your emotions better. Search for any truths you need to consider. Learn self-management behaviors you may need to show.</p>

Self-Leadership

Attribute: Coachable (ManageRight) - Top Challenge

<p>What is it?</p>	<p>Managers who are coachable are motivated to improve themselves. They build on their strengths and learn from their mistakes. These managers seek out mentoring and coaching to help them improve. They are open to constructive feedback from others.</p>
<p>Why is it important?</p>	<p>Managers who learn from their mistakes and ask for constructive feedback from all sources deepen their leadership influence, personal performance, and serve as a clear example for others to follow.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Tries out new ideas, concepts, and creative solutions <input type="checkbox"/> Quickly learns from mistakes and does not repeat them <input type="checkbox"/> Appreciates and asks for constructive feedback <input type="checkbox"/> Wants to be challenged to be better <input type="checkbox"/> Takes responsibility for their personal and leadership development
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Lacks enthusiasm for experimenting with new ways to increase their leadership influence <input type="checkbox"/> Repeats mistakes <input type="checkbox"/> Resists or turns away constructive feedback <input type="checkbox"/> Is okay with the status quo and avoids discussions to improve <input type="checkbox"/> Believes that others who are more experienced are responsible for their development
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">1</p>	<p>Struggling managers often score in this range. They are satisfied with their current status and don't ask for feedback. Managers in this range keep making the same mistakes over and over again. They have a hard time learning from past mistakes. Other managers with this score do not look for opportunities to test or improve themselves. They do not like to learn new ways of doing things.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Think about a recent important decision that did not turn out the way you wanted it to. Think about your approach, how you talked about the decision, and how the decision was made. Search for any truths about yourself that you need to consider. Pay attention to the behaviors you need to strengthen to increase your ability to use complete critical thinking.</p>

Self-Leadership

Attribute: Purpose-Directed (ManageRight)

<p>What is it?</p>	<p>Being self-directed means using a personal vision and self-management to direct and guide oneself. Managers who are self-directed set goals for themselves and make a plan to achieve these goals. They are willing to try new behaviors in order to improve themselves and they are willing to ask others for help and feedback.</p>
<p>Why is it important?</p>	<p>Too often, people fall into unintentional patterns or follow the herd of groupthink. Managers set themselves apart from status quo thinking and living. They take the time to think carefully, imagine making an extraordinary difference, and set out to change themselves so that they can create the change they envision. Without it, people drift carelessly into big ideas that they eventually abandon.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Imagine future leadership goals and success <input type="checkbox"/> Set performance and personal development goals <input type="checkbox"/> Experiment and practice new leadership behaviors to achieve desired goals <input type="checkbox"/> Build trusted relationships with other successful leaders, other mentors and coaches for accountability and feedback <input type="checkbox"/> Expect to achieve their desired future
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Be satisfied with how things are <input type="checkbox"/> Rarely set performance and personal development goals <input type="checkbox"/> Accept their current leadership behaviors as being good enough <input type="checkbox"/> Believe being a successful student leader and/or is a solo journey <input type="checkbox"/> Plod along on a slow and gradual leadership career plan
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white;">2</p>	<p>Managers who score in this range tell us that they haven't thought about how to lead themselves effectively. They are happy with things the way they are, and they are not willing to work hard to make any improvements. They don't usually think about making a personal growth plan. Your score tells us you may think the same way.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Look at yourself from the perspective of others around you. Do they see you as someone who creates goals that make big differences? Would they describe you as someone who persistently pursues them? Search for any truths about yourself that you need to consider. Make a note of the Self-Directed behaviors you need to strengthen to make the difference you desire.</p>

Self-Leadership

Attribute: Leadership Presence (ManageRight) - Top Strength

<p>What is it?</p>	<p>Leadership presence is made up of a manager's self-confidence, sense of authority, appearance of competence, and ability to enjoy being in charge. These managers inspire people to follow them and they lead by example.</p>
<p>Why is it important?</p>	<p>People in positions of influence need to possess and show a presence of confidence and competence. If other leaders and followers do not see these traits, mistrust, fear, frustration, and confusion can occur. People cannot live in a vacuum.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Possesses and shows a sense of authority and direction <input type="checkbox"/> Attracts and inspires people to follow them <input type="checkbox"/> Likes the risks and challenges of leading <input type="checkbox"/> Understands and owns the responsibility of leading well <input type="checkbox"/> Has a way about them that others recognize as leadership
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Lacks a sense of authority and direction <input type="checkbox"/> Fits in with everyone else <input type="checkbox"/> Shies away from the risks and challenges of leading <input type="checkbox"/> Does not want the responsibilities of leadership <input type="checkbox"/> Is not recognized as an inspiring leader
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: #008080;">7</p>	<p>Your score tells us you often find yourself comfortably stepping up to leadership challenges. You have a growing reputation for improving your leadership. While you may be nervous or lack confidence at times, you find that people follow your lead and feel motivated and inspired by you. Other successful managers with this score are seen as energetic, set an example that others want to follow, and are seen as people with presence and authority.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Think about a recent challenge you faced that produced unsatisfactory results. Think about how you handled it and figure out if a stronger presence on your part would have made a meaningful difference. Search for any truths about yourself that you need to consider. Pay attention to the behaviors you need to strengthen to improve your leadership presence with others.</p>

Getting Things Done

Getting Things Done – Execution is the discipline of getting things done. The best managers understand that talk about performance is an empty promise unless it is achieved through reliable, measurable results. Getting things done is driven by quality, action, and decisiveness. Review your findings in the attributes below to figure out your strengths and challenges in this important area.

Getting Things Done										
Attribute	Quadrant A		Quadrant B		Quadrant C		Quadrant D			
Strategic		☆					■	■	■	
Grit					☆		■	■	■	
Achievement				☆			■	■	■	
Organized					☆		■	■	■	
Communication					☆		■	■	■	

Getting Things Done

Attribute: Strategic (ManageRight)

<p>What is it?</p>	<p>Being strategic means having the ability to look ahead. Strategic managers are ready for the future. They are able to predict trends and prepare for the future by imagining various possibilities. They have strong planning skills and are able to clearly communicate their vision and plans to others.</p>
<p>Why is it important?</p>	<p>All organizations require leaders who can look ahead and recognize trends before they are visible to others. Managers cannot sit around and wait and then react when environmental forces change around them – by then, it is usually too late.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Analyzes environments and culture to figure out trends and to understand possible changes or new opportunities <input type="checkbox"/> Prepares for the future by thinking about alternative scenarios <input type="checkbox"/> Is skilled in explaining their strategies and views in clear, understandable ways <input type="checkbox"/> Develops a clear and persuasive vision for the future and how they fit into it <input type="checkbox"/> Possesses a mindset that can predict and respond to changing conditions
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Pays little attention to the future <input type="checkbox"/> Lacks skill and insight into how situations and trends are changing <input type="checkbox"/> Fails to analyze information carefully and makes impulsive and reactive decisions to solve an immediate problem <input type="checkbox"/> Fails to anticipate and respond to changing environments and attitudes <input type="checkbox"/> Cannot articulate a vision or strategy that inspires others
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">2</p>	<p>Managers who score in this range are most comfortable when they are putting the ideas and goals of other leaders into action. They are able to talk to others about putting plans into place more easily than talking about creating their own vision and plans. Your score tells us that your strategic thinking works best in improving the way things are done and helping others to put the group's goals into action.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Review your current strategy and action steps. Decide if these strategies and goals will achieve long-term profit and growth. Make new, dynamic goals that will energize you, your team, and others to accomplish more demanding, on target strategies.</p>

Getting Things Done

Attribute: Grit (ManageRight)

<p>What is it?</p>	<p>Grit means sticking with a task or project and never giving up. Managers with grit are committed, motivated, and persistent in achieving excellent performance and influence. They stay focused on accomplishing a task or project in spite of challenges, discouragement, and delays in achieving success.</p>
<p>Why is it important?</p>	<p>Acceptance of the status quo and low standards move quickly across the habits and values of an entire group, especially when displayed by leaders. Effective managers create a culture of excellence that inspires and motivates others to achieve goals they could never have imagined possible.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Sets and pursues demanding goals <input type="checkbox"/> Always tries their best and never gives up <input type="checkbox"/> Finds purpose and value in their personal vision <input type="checkbox"/> Concentrates on achieving successful results and reaching goals despite setbacks <input type="checkbox"/> Strategizes on ways to move their goals and dreams forward
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Sets average goals and delivers inconsistent results <input type="checkbox"/> Gives effort only to what interests them <input type="checkbox"/> Accomplishes most, but not all of the goals assigned to them <input type="checkbox"/> Can be sidetracked by criticism and setbacks <input type="checkbox"/> Is satisfied with their current level of responsibilities
<p>Your Result:</p> <p>5</p>	<p>Your score shows you may not be reliable in how you show your grit and motivation when challenges block your way. Other managers who score in this range care about values and goals, but they may not find a sense of purpose in them. Because of this, they do not set a strong example for others. They may not always take advantage of opportunities or get the results they want.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Pay attention to your level of personal drive. Are you achieving the highest levels of performance? Search for any truths you need to think about and take corrective action to increase your effectiveness.</p>

Getting Things Done

Attribute: Achievement (ManageRight)

<p>What is it?</p>	<p>Achievement refers to managers who are motivated to achieve excellent personal performance and are determined to be the best they can be. These managers are ambitious, want to do well, and rise to the top of their potential. They also motivate others around them to be their best.</p>
<p>Why is it important?</p>	<p>Many groups and teams accept average performance and the status quo as givens. Faced with fierce competition, these teams often fail, and these groups break apart. Effective managers are driven to perform at the highest level of quality, productivity, and performance. They influence their group's values and ways of thinking by expecting the same from all those around them.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is ambitious, wants to do well and rises to the top of their potential <input type="checkbox"/> Focuses on getting tasks and projects done <input type="checkbox"/> Takes action to resolve or remove obstacles that get in the way of their performance <input type="checkbox"/> Strives to accomplish leadership goals even when setbacks seem never-ending <input type="checkbox"/> Is motivated to achieve exceptional leadership success
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is satisfied with their current level of leadership performance <input type="checkbox"/> Is distracted in getting tasks and projects done <input type="checkbox"/> Takes little action to resolve or remove obstacles that get in the way of their performance <input type="checkbox"/> Becomes discouraged in accomplishing their leadership goals especially when setbacks seem never-ending <input type="checkbox"/> Is only moderately motivated to achieve leadership success
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">4</p>	<p>Your score tells us your attitude toward excellence, and the effort you apply to detail can be unpredictable. Other managers who score in this range do not have a strong work ethic and do not consistently put forward strong effort. They don't have a strong reputation for excellence. They are often distracted by their choices instead of focusing on leading and setting the pace for others.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Think about a recent project you led or participated in that met or did not meet its quality expectations and/or timelines. Why did you or did you not achieve the highest levels of excellence? Search for any truths about yourself that you need to consider. Make a note of the behaviors you need to strengthen to improve your drive and determination.</p>

Getting Things Done

Attribute: Organized (ManageRight)

<p>What is it?</p>	<p>Managers who are organized schedule their time well and use their limited resources well to get an important task done. They create clear plans to meet their goals and use tools like calendars, checklists, and to-do lists to help them get things done effectively and on time.</p>
<p>Why is it important?</p>	<p>Demands on performance keep increasing as competition drives the need for better work without adding additional time or costs. This requires successful managers to use time management tools and systems so that they can keep up with the speed of and handle the pressures of competing priorities.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Sets clear work goals and results <input type="checkbox"/> Ensures that project results are correctly prioritized in terms of their strategic value to the team or group <input type="checkbox"/> Uses effective tools and processes to plan and organize their time and manage projects <input type="checkbox"/> Completes key tasks with a strong sense of urgency and discipline <input type="checkbox"/> Manages and achieves multiple jobs and tasks
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Jumps from task to task leading to lower overall productivity <input type="checkbox"/> Lacks a clear focus, priorities, and a sense of urgency <input type="checkbox"/> Confuses work that is urgent with work that is important <input type="checkbox"/> Does low priority work so as to avoid more difficult work <input type="checkbox"/> Is easily distracted by new and shiny balls that are interesting and exciting, but don't add to the success or quality of the project
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>Managers with these scores say that their ability to manage their time and use project management tools depends on how important the project is. Other managers say that they are careful in how they set, check, and achieve goals and plans to accomplish their work. Your score means that you may feel overwhelmed at times by the number and difficulty of your projects.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Think of a recent project you did. Did you achieve the desired outcomes on time and budget? Examine how you plan and organize yourself each day. What is your approach? Search for any truths about yourself that you need to consider. Make a note of the behaviors you need to strengthen to improve your project planning and ability to get things done.</p>

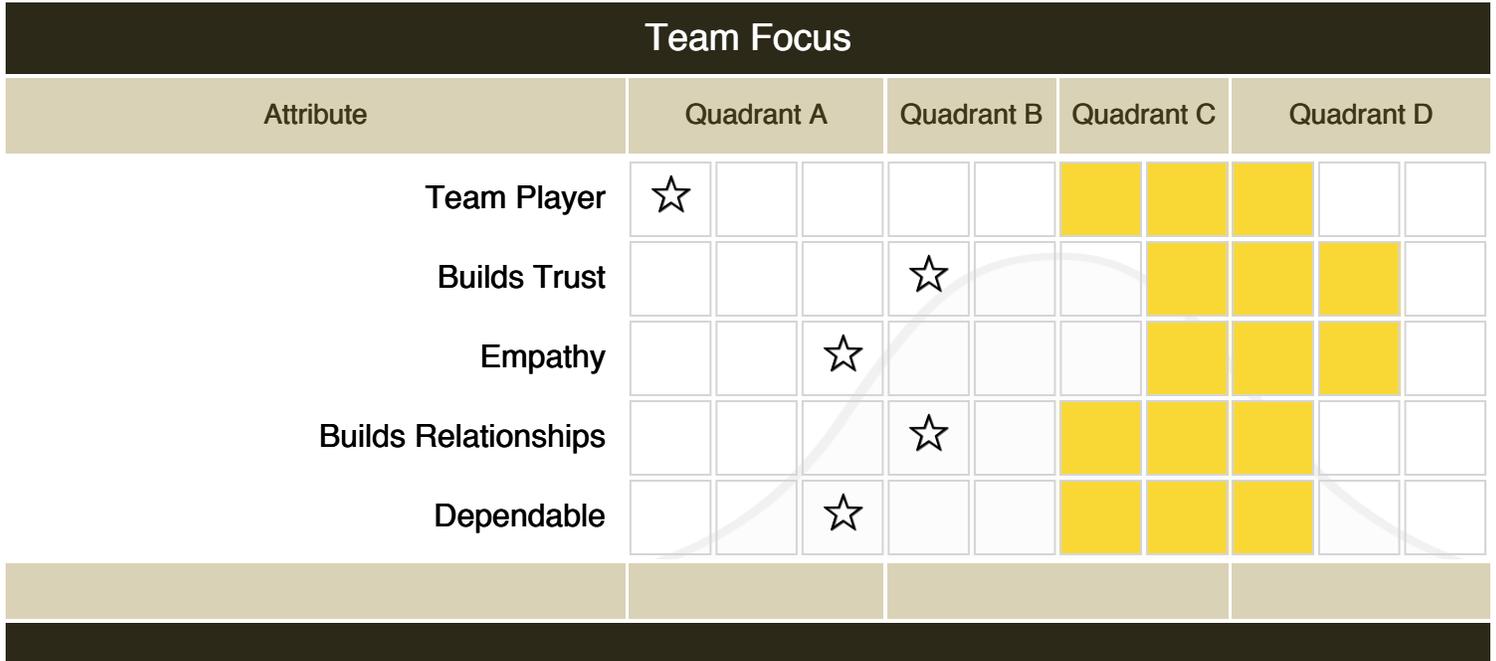
Getting Things Done

Attribute: Communication (ManageRight)

<p>What is it?</p>	<p>Communication is the ability of managers to exchange information and ideas clearly with others. It is the skill to express views, perspectives, thoughts, and ideas understandably, confidently, and persuasively to others. It is also the ability to carefully listen to and consider other people's ideas and viewpoints to improve one's own thinking and actions.</p>
<p>Why is it important?</p>	<p>A successful manager's ability to express perspectives clearly and confidently to be understood and influence others to a specific viewpoint is critical to leadership success. A manager can have all the talent in the world, but without the ability to communicate and relate well to others, this talent will remain hidden.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Shows presence and trustworthiness <input type="checkbox"/> Expresses ideas clearly and confidently <input type="checkbox"/> Is prepared to challenge status quo or old-fashioned thinking <input type="checkbox"/> Contributes positively in meetings and builds on the views from others <input type="checkbox"/> Inspires and sparks the interest and enthusiasm of others
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Lacks confidence in speaking in public <input type="checkbox"/> Struggles in being persuasive and convincing <input type="checkbox"/> Experiences some challenge in using the right words in presentations <input type="checkbox"/> Stays away from situations that require debating ideas and issues <input type="checkbox"/> Is fearful and shy when in front of people
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>Managers who score in this range tell us that they lack the confidence to lead meetings and communicate the way they want to. They have some success in sharing their ideas and views with others, but they also want to inspire other people's interest and enthusiasm. Your score tells us that you sometimes speak up in meetings, but you also want to be able to persuade and challenge other leaders' thinking.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Think about your communication effect on others. Are you able to read your audience and influence others to understand or at best accept your perspective? Look at the skills and impact of a highly effective leader. Search for any truths about yourself that you need to address. Pay attention to the behaviors you need to strengthen to improve your communication effectiveness.</p>

Team Focus

Team Focus – Extraordinary managers understand that before they can lead others effectively, they must first know themselves and lead themselves. Finding ways to help people to perform as teams is an art. The leader's tools for effectiveness are being a team player, building trust, and practicing attentiveness (investing time, patience, and interest in others). Highly effective managers build and sustain relationships and empower others to lead. Review and use your findings to seek new ways of improving your leadership influence and standards.



Team Focus

Attribute: Team Player (ManageRight) - Top Challenge

<p>What is it?</p>	<p>Being a team player means enjoying working with other leaders and teammates, valuing the productivity of teams, and creating strong team relationships. Good team players show others they can be counted on. They know how to build trust and win others' cooperation.</p>
<p>Why is it important?</p>	<p>Leading has changed from an all-powerful style of leading to an inclusive collaborative leadership style. People want to feel included, needed, valued, and appreciated. Engaging others in decision making is more likely to lead to better performance with people at all levels.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Likes the camaraderie and productivity of teams <input type="checkbox"/> Has highly developed team building skills that win trust and cooperation <input type="checkbox"/> Knows how to relate to difficult people <input type="checkbox"/> Builds relationships with leaders and peers across their relationships <input type="checkbox"/> Creates personal and professional networks
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Prefers accomplishing their work and projects independently <input type="checkbox"/> Builds working relationships with other mentors and students they like <input type="checkbox"/> Is annoyed by difficult people <input type="checkbox"/> Rarely develops relationships with other mentors and people different from them <input type="checkbox"/> Rarely makes personal and professional friendships outside of their activities
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">1</p>	<p>Managers who score in this range tell us they are proficient at working on their own to achieve their personal goals. They say they usually act independently and prefer to work alone. Others may think of these managers as challenging to work with. These managers see teams as something that other people need and require, but they view them as a less effective way to get things done. Your score tells us you may share some of these feelings.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Use the findings of this attribute and others in Team Focus to assess your perspective of leading with a team view. Take a look at the tension between meeting the demands of your job quickly or involving others, which may be slower in the short term. Search for any truths about yourself that you need to think about and write down behaviors you need to increase.</p>

Team Focus

Attribute: Builds Trust (ManageRight)

<p>What is it?</p>	<p>Building trust is the ability to earn the trust of others, treat others fairly, and make sure that your actions are true to your words. It is the ability to tell the truth and expect the truth from others. Building trust also depends on the ability to live up to your commitments and accept responsibility for your mistakes.</p>
<p>Why is it important?</p>	<p>Trust is the greatest asset a mentor can have. It is the lifeblood of the leader's reputation and effectiveness. Exceptional managers always tell the truth and expect to hear the truth. Because they will only participate in the truth, other mentors, students and peers trust them.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Lives up to commitments, accepts responsibility for mistakes and gives honest answers <input type="checkbox"/> Honors people of all cultures and protects their privacy and confidential information <input type="checkbox"/> Stands up for what is right and advocates for mistreated people <input type="checkbox"/> Considers ethical issues as part of making decisions <input type="checkbox"/> Earns the trust of others and assesses their conduct and standards
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Lives up to commitments, accepts responsibility for mistakes and give honest answers if it does not require risk <input type="checkbox"/> Cannot be counted on always to respect people of different cultures and will usually protect confidential information <input type="checkbox"/> Struggles with courage in standing up for what is right and for people being mistreated <input type="checkbox"/> Lacks attentiveness to raising ethical issues as part of making decisions <input type="checkbox"/> Underestimates the value of earning the trusts of other students and judging their conduct and standards
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold;">4</p>	<p>Managers with this score try to model ethical behavior by keeping promises and commitments. They show respect and honor to most groups of people. Managers with this score said they had difficulty pointing out unethical behavior or standing up for what was right when people are mistreated.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Take a look at relationships in your life that have high trust and those that have low trust. What are the differences between the two sets of relationships? Search for any truths you need to consider. Change any harmful behaviors you may show.</p>

Team Focus

Attribute: Empathy (ManageRight)

<p>What is it?</p>	<p>Empathy is the ability to understand and share the emotions and experiences of others. Managers show empathy by understanding what others are going through and sharing that experience with them. These managers are good at understanding others because they connect, appreciate, and respond to people’s individual differences, attitudes, values, concerns, problems, and emotions. They are able to read other people and understand their needs.</p>
<p>Why is it important?</p>	<p>Managers can have a lot of talent and intelligence, but if they can’t figure out people’s needs and can’t read and respond to others’ emotions effectively, they won’t be able to get people to follow them.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Listens carefully to understand what others are saying <input type="checkbox"/> Supports and encourages the self-worth of others <input type="checkbox"/> Shows consideration for and responds appropriately to the emotions of others <input type="checkbox"/> Understands and appreciates individual differences, attitudes, concerns, and feelings <input type="checkbox"/> Balances the need to achieve results with the needs of the people who produce them
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fails to listen closely to understand what others are saying <input type="checkbox"/> Overlooks the value of supporting and encouraging the self-worth of others; achieves results at the expense of others <input type="checkbox"/> Cannot be counted on to consider and respond to the emotional needs of others <input type="checkbox"/> Rarely considers the views and suggestions of others when discussing and making decisions <input type="checkbox"/> Underestimates the value of individual differences, attitudes, concerns, and feelings
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">3</p>	<p>Managers with low empathy may be seen as wrapped up in themselves. These managers usually act on their own, and they ignore other people’s views. Managers with this score have not developed their kindness for challenging people. They don’t know how to build on the views and ideas of other people.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Look back on recent situations where you noticed a lack of interest or concern for others. How did you and others react? What was the impact on relationships and achieving results? Search for any truths you need to consider. Apply these insights to your leadership.</p>

Team Focus

Attribute: Builds Relationships (ManageRight)

<p>What is it?</p>	<p>Managers who are skilled at building relationships understand the need for strong interpersonal skills. They find value in others and show them respect. These managers are warm, friendly, likable, and get to know others quickly.</p>
<p>Why is it important?</p>	<p>People have a primary need for social connectivity and community. As a result of this need, leaders initiate and build relationships for friendship, team effectiveness, community involvement, and networking. Without secure trust-based interpersonal relationships, managers are inept and incapable of influencing others.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Accepts others as they are and finds things to appreciate in all people <input type="checkbox"/> Freely moves around, greets and talks with people and seems at ease in any situation <input type="checkbox"/> Is warm, friendly, likable and gets to know others quickly <input type="checkbox"/> Develops strong, ongoing working relationships by facing and solving issues and problems <input type="checkbox"/> Understands and finds value and gives respect to all people
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Finds it difficult to accept others as they are and to find things to appreciate in all people <input type="checkbox"/> Feels uncomfortable to move, say hi and talk to at different events and situations <input type="checkbox"/> Is awkward, distant and guarded until people get to know him or her <input type="checkbox"/> Struggles with developing strong, ongoing working relationships with peers, mentors, and students after there has been tension or criticism <input type="checkbox"/> Does not always understand, find value and give respect to all people
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white;">4</p>	<p>Many managers score in this range. They are good at building friendships, but, usually make friends with people they already know. Your score tells us that you are probably warm and friendly, but you may step back if there is conflict or disagreement. Other managers with this score develop a rapport with people but may be shy in building new relationships.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Think about your comfort in social relationships. Ask a few trusted friends to give you feedback on how you come across in a variety of social settings. Pay attention to and write down what more socially effective leaders do. Search for any truths about yourself that you need to address. Pay attention to the behaviors you need to strengthen to improve your relationships.</p>

Team Focus

Attribute: Dependable (ManageRight)

<p>What is it?</p>	<p>Managers who are dependable can be counted on. They show up on time and are prepared to work hard. Their peers trust them to follow through on commitments. Others see them as thoughtful and responsible.</p>
<p>Why is it important?</p>	<p>Managers earn trust from others by being true to their word and can be counted on because they are reliable and responsible. Managers who are unpredictable, unprepared, and inconsistent make those who have to follow them doubt and resent them. Dependable managers inspire followership.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is consistent and reliable <input type="checkbox"/> Fulfills their responsibilities regardless of other demands <input type="checkbox"/> Is on time and prepared for all expected meetings <input type="checkbox"/> Follows through on assignments, tasks, and projects <input type="checkbox"/> Carefully thinks through ideas and issues
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is seen as unpredictable and unreliable <input type="checkbox"/> Lets other demands interrupt the fulfillment of their responsibilities <input type="checkbox"/> Is inconsistent in attending and preparing for expected meetings <input type="checkbox"/> Misses expectations and does not regularly follow through on assignments, tasks, and projects <input type="checkbox"/> Thinks too quickly through ideas and issues
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: #008080;">3</p>	<p>Many managers who score in this range say they have a difficult time taking personal responsibility seriously. Your score tells us that you may often show up late to meetings and events. Your score also tells us that you may be less prepared for meetings than others.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Pay attention to others who are great examples of dependability. Think back on your consistency in comparison to their performance. Search for any truths you need to consider. Write down the behaviors you need to strengthen to increase your dependability.</p>

Composure

Composure – An under appreciated factor in leadership effectiveness is the combination of attributes that are very important in the thinking processes managers use. Exceptional managers develop a strong combination of intelligent reasoning and analytical thinking. They are careful and thoughtful in considering how they think and continuously sharpen their skills. They are also mindful that accepting and forgiving others along with remaining composed during tense situations are traits others respect. Consider ways to strengthen your skills in this area.

Composure									
Attribute	Quadrant A		Quadrant B		Quadrant C		Quadrant D		
Reasoning						☆			
Analytical Thinking				☆					
Apprehension						☆			
Resilient						☆			
Tension									☆

Composure

Attribute: Reasoning (ManageRight) - Top Strength

<p>What is it?</p>	<p>Reasoning is the ability to think logically. Reasoning involves understanding complex concepts and ideas quickly. Managers with strong reasoning abilities include facts, emotions, and intuition into their decision making. They look for flaws and inconsistencies in their thinking and the reasoning of others. Reasoning also measures the ability to size up different emotional responses before reacting.</p>
<p>Why is it important?</p>	<p>Accurate, effective, and timely decisions are the results of what is called comprehensive critical thinking. Due to the speed of change, the growing amount of information, and the increasing complexity of issues, this attribute is significant for practical long-term problem solving and decision making.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understands abstract concepts quickly <input type="checkbox"/> Includes facts, emotions, and intuition into their decision making <input type="checkbox"/> Discovers flaws in their own reasoning and the reasoning of others <input type="checkbox"/> Comes up with multiple scenarios and assesses each for the probable consequences <input type="checkbox"/> Slows down decision making when emotions are heightened
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Focuses on one particular fact, idea, or solution <input type="checkbox"/> Ignores emotions and intuition as a critical source of information <input type="checkbox"/> Ignores or misses flaws in their own reasoning or the reasoning of others <input type="checkbox"/> Dismisses information that does not seem to fit their desired solution <input type="checkbox"/> Develops short term solutions to long term challenges, often just 'fixing' a symptom
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white; background-color: #00a68a; padding: 10px; display: inline-block;">6</p>	<p>Capable managers who score in this range think through several ways they can react in agitated situations. They think about the effects of their emotions on others and choose to control their feelings. You seem to understand how other people's opinions and the chance to explain reactions effect you.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Think about how you typically go about solving problems and making decisions (especially when under pressure). Search for any truths about yourself that you need to think about. Pay attention to the behaviors you need to strengthen to increase your ability to use complete critical thinking to lead to the most effective outcomes.</p>

Composure

Attribute: Analytical Thinking (ManageRight)

<p>What is it?</p>	<p>Analytical thinking measures how managers think about and express their emotions and decisions carefully, logically, thoughtfully, and step-by-step. Managers with this quality check the logic of their thinking and reactions, test their ideas and viewpoints, consider the full range of options and actions available for any situation, check if their ideas and viewpoints make sense, and carefully check their emotions and reactions before expressing them.</p>
<p>Why is it important?</p>	<p>Managers need to process information thoughtfully, carefully, and logically. This thought process includes thinking about and understanding their own emotions and the emotions of others. Emotions are a valuable source of information. Low Rationality is the “trigger” that allows actions and reactions to occur before being thoughtfully considered.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Checks the logic of their thinking and reactions <input type="checkbox"/> Tests their ideas and viewpoints for consistency <input type="checkbox"/> Perceives if the full range of options and actions are considered <input type="checkbox"/> Assesses if their ideas and views are believable <input type="checkbox"/> Carefully measures their emotions and reactions before expressing them
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is inconsistent in checking the logic of their thinking and reactions <input type="checkbox"/> Forgets to test their ideas and viewpoints for consistency <input type="checkbox"/> Usually considers one option or viewpoint rather than several <input type="checkbox"/> Is inattentive to making sure their ideas or perspectives are believable <input type="checkbox"/> Fails to evaluate their emotions or reactions before expressing them
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">4</p>	<p>Managers with this score don’t always pay attention to their emotions before they react. Your score shows that you are likely to show your emotions if you do not take the time to think ahead of time. Other managers have learned that their impatience pushed them to react hastily and make impulsive choices.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Think about some recent reactions and decisions that you wish you could take back. Think about mental steps and actions that if adopted, would have created different results. Make sure, especially under pressure, that you keep your end goals in mind, think about multiple options for achieving them, look at your options carefully, take a well thought out path to achieving them, and then pay attention to the consequences of your actions.</p>

Composure

Attribute: Apprehension (ManageRight)

<p>What is it?</p>	<p>Apprehension is the amount of worrying, fretting, strain, and uneasiness mentors take in and the amount to which they beat themselves up over things they cannot control. It is the fear of uncertainty. Apprehension also measures how mentors self-discover and react to things that cause them to worry and fret. Good managers have the ability to see issues and challenges in perspective. They are able not to lose too much sleep over things they cannot control.</p>
<p>Why is it important?</p>	<p>Too much stress and worry seriously disrupt a manager's effectiveness. Effective managers can see issues and challenges in perspective and not lose too much sleep over things that they cannot control. Worrying all the time about what others think or say is not helpful or productive, and it drains one's physical and emotional energy.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Handles criticism and challenges without becoming defensive or protective <input type="checkbox"/> Is aware of what others are saying, but, in pursuit of the right decisions, makes conscious choices to downplay their effect <input type="checkbox"/> Focuses energy on achieving goals rather than being distracted by things they cannot control, or slights from others <input type="checkbox"/> Uses openness and honesty rather than jumping to being protective or defensive <input type="checkbox"/> Is confident about the work they accomplish
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Depends on the approval of others <input type="checkbox"/> Becomes protective when they are criticized <input type="checkbox"/> Worries and imagines what others think <input type="checkbox"/> Worries about what they are not achieving <input type="checkbox"/> Has self-doubts and over-criticizes themselves
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white; background-color: #00a68a; padding: 5px; display: inline-block;">6</p>	<p>Apprehension takes in to account how you react to things that cause you to worry. Your score tells us that you take tension and strain personally much too often. Other mentors with similar scores take on the strain of situations and relationships. They react based on their worry, tension, and frustration.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Take some time to think back on habits you may have for being overly concerned about how others measure you or the need to control things over which you have no influence. Pay attention to and learn from people who effectively absorb stress and criticism. Search for any truths you need to consider. Learn to strengthen your problem solving and coping skills.</p>

Composure

Attribute: Resilient (ManageRight) - Top Strength

<p>What is it?</p>	<p>Managers who are resilient possess physical, mental, and emotional toughness. They are able to effectively manage themselves and use self-control even when faced with pressure, stress, and difficult situations. They are able to keep a cool head under pressure.</p>
<p>Why is it important?</p>	<p>Leading and serving others is demanding and often full of discouragement. Leadership effectiveness requires inner strength when faced with criticism and setbacks.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Accepts personal mistakes in stride <input type="checkbox"/> Relies on their internal reserves to deal positively with stressful situations <input type="checkbox"/> Remains calm and positive in high-stress situations <input type="checkbox"/> Stands firm and acts courageously during attacks or criticism <input type="checkbox"/> Uses humor to ward off negative effects and turns down pressure
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Dismisses or can become defensive when they receive criticism <input type="checkbox"/> Reacts rather than relying on their internal resources to deal positively with stressful situations <input type="checkbox"/> Becomes anxious and critical in high-stress situations <input type="checkbox"/> Resists and acts fearful during attacks or criticism <input type="checkbox"/> Uses sarcasm or skepticism to avoid negative effects and turn away pressure
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white;">6</p>	<p>Effective managers often score in this range. They can take responsibility for failure, but they don't get stuck on disappointment and criticism. These managers can sort through issues and constructive criticism. They stay calm and make tough decisions, even when they are facing challenging situations. Your score tells us that you have traits in common with these leaders.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Pay attention to people who are good at working under stressful situations and ask them what strategies they use that help them to bounce back so quickly. Ensure you keep your values and principles in focus under all circumstances - especially when stressed or under pressure.</p>

Composure

Attribute: Tension (ManageRight) - Top Challenge

<p>What is it?</p>	<p>Are you able to stay relaxed in stressful situations? Can you remain patient with others even when they are rude or unthoughtful? Tension measures a manager's likelihood to be tense, irritable, or emotionally reactive versus remaining relaxed, focused, and composed.</p>
<p>Why is it important?</p>	<p>Leading is filled with hopeful, turbulent, and uncertain twists and turns. Staying composed and focused is often the difference between succeeding or losing influence. Tension shows the highly effective manager's tendency for being relaxed, composed, and careful in holding back quick hasty reactions. Without healthy self-control, mentors earn a reputation for being unreliable, which takes away the followership from others.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is relaxed under stressful situations <input type="checkbox"/> Interacts freely with people they do not know or under awkward situations <input type="checkbox"/> Shows patience with others even when they are rude or inconsiderate <input type="checkbox"/> Controls negative thoughts to maintain good relationships <input type="checkbox"/> Can be firm and direct when situations demand a stand
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is nervous and tense <input type="checkbox"/> Is seen by others as argumentative and resentful <input type="checkbox"/> Gives impressions of being pessimistic and negative <input type="checkbox"/> Shows frustration quickly <input type="checkbox"/> Has a reputation for being emotionally reactive
<p>Your Result:</p> <p>10</p>	<p>Resilience helps us hold back quick, careless reactions. Some managers who score in this range can seem pessimistic and negative. Other people can see them as argumentative and disapproving. Other managers can earn a reputation for being emotional and reactive. Your score tells us that you may share some of these traits.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Assess a recent situation where you know you reacted too harshly or negatively. Set aside your defensiveness and objectively look into where your attitude or level of worry or tension may have put an unnecessary influence on your frame of mind. Ask others how they would have handled a similar situation. Search for any truths you need to consider. Learn to pay attention to the influence your tension behaviors can have on your reactions.</p>

Candidness

Candidness is possessing a healthy and accurate view of oneself. Exceptional managers are as susceptible in wanting to be accomplished as their peers are, but stay true to who they are rather than project a false or desired image. They avoid the opposite extreme of being hyper critical of themselves which can lead to negative or defeated attitudes and behaviors.

Candidness									
Attribute	Quadrant A		Quadrant B		Quadrant C		Quadrant D		
Candidness Factor			☆						

Candidness

Attribute: Candidness Factor (ManageRight)

<p>What is it?</p>	<p>Candidness is the ability to be open and honest. It means being honest with yourself as well as with others. It also refers to the ability to be yourself around others rather than giving people the impression that they want to see.</p>
<p>Why is it important?</p>	<p>Candidness is possessing a healthy and accurate view of oneself. Exceptional mentors are as susceptible in wanting to be accomplished as their peers are, but stay true to who they are rather than project a false or desired image. They avoid the opposite extreme of being hypercritical of themselves, which can lead to negative or defeated attitudes and behaviors.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Realistic about what they can achieve <input type="checkbox"/> Remains calm in the face of criticism and chaos <input type="checkbox"/> Genuinely treats others with respect and dignity <input type="checkbox"/> Is modest and humble about their accomplishments <input type="checkbox"/> Makes things happen
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Tends to be impracticable about what they can achieve <input type="checkbox"/> A false sense of composure under stress <input type="checkbox"/> Can disregard what others are feeling <input type="checkbox"/> Demeaning and boastful about their achievements <input type="checkbox"/> Talks about making a difference or believes they are incapable
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white;">3</p>	<p>Managers with this score think too critically about themselves. They are often conflicted about their thoughts and feelings. They discredit their abilities, and they overly criticize their performance. Managers are limited in making changes and improvements when they are unrealistically hard on themselves. Your score tells us you may have some of the same habits.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Take a moment to study your findings and the behaviors associated with Candidness. Now consider the attributes and behaviors of your Self-Leadership Competency. Compare the insights and findings in these attributes and honestly evaluate your sense of being realistic or fully candid. Search for any truths you need to consider. Take note of specific behaviors you can strengthen.</p>

Personal Values Factor

Personal Values – Possessing and intentionally living by personal values is critically important to exceptional managers. They use their personal values as a compass to navigate through competing personal and leadership demands. Becoming a manager who can align leading and living outside of leadership responsibilities at the highest levels of personal achievement is admired and impactful. Ignoring this dimension may diminish how mentors develop who they are and what they can accomplish.

Personal Values Factor									
Attribute	Quadrant A			Quadrant B		Quadrant C	Quadrant D		
Personal Values						☆			

Personal Values Factor

Attribute: Personal Values (ManageRight)

<p>What is it?</p>	<p>What values are important to you? Effective managers are driven by their personal values. They take the time to regularly examine their personal values and check to make sure their actions measure up. They are interested in the values of others. They also use their values to communicate the group's purpose in a way that motivates and inspires others to follow.</p>
<p>Why is it important?</p>	<p>Possessing and intentionally living by personal values is critically important to exceptional mentors. They use their values as a compass to navigate through competing personal and leadership demands. Ignoring this dimension may diminish how mentors develop who they are and what they can accomplish.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Believes time and personal existence are everlasting <input type="checkbox"/> Regards that life is bigger than they are and it is important to recognize this <input type="checkbox"/> Reflects credit on to others when recognized for achievements <input type="checkbox"/> Realizes leadership talent is endowed and uses their ability to serve others <input type="checkbox"/> Discerns that any effectiveness results from their personal values and hard work
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Lives believing life is now and to be lived to the fullest <input type="checkbox"/> Concludes that living strong and independent are the most important values <input type="checkbox"/> Assumes superior performance deserves bigger personal rewards <input type="checkbox"/> Attributes their success to their ability and accomplishments defines their life <input type="checkbox"/> Determines that their effectiveness is a result of their talent and luck
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Effective managers score in this range. They believe that the world is bigger than they are, and life is about more than just themselves. They are happy to give credit to others and understand that their leadership talent is intended to serve others. Your score tells us that you share some of these behaviors, and you may realize that your effectiveness as a leader is related to your personal values and hard work.</p>
<p>Your Reflections:</p>	
<p>Recommendations:</p>	<p>Take some time to think through your findings and the behaviors listed above. Examine your beliefs and values, their relevancy to your life, and your level of commitment to practicing them. Discern any truths and beliefs you need to consider and document changes you need to address.</p>

Workout Plan

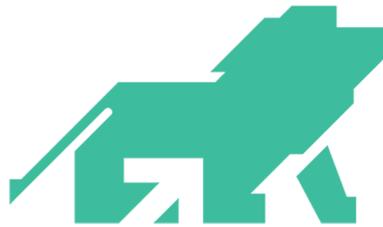
1. What kind of effective mentor and/or leader am I determined to be?

2. After reviewing my profile, what do I believe to be the most important area of strength that I want to improve even more? What steps do I need to take to make those improvements? How will I and others know I have succeeded?

3. After reviewing my profile what is the most important area of challenge I want to improve and turn into a strength? What steps do I need to take to make those improvements? How will I and others know I have succeeded?

4. What are the potential issues/challenges that could make it difficult to achieve what I intend?

5. On a scale of 1 – 10 (1 = Not at all; 10 = Will not be stopped), how determined am I to achieve these goals?



LionsLead

Leadership Assessments & Advising

www.LionsLead.com