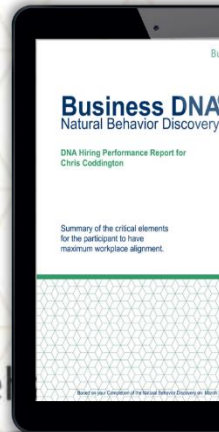
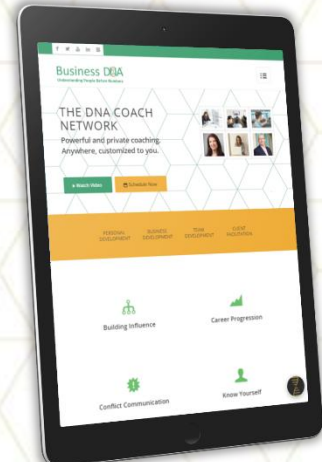
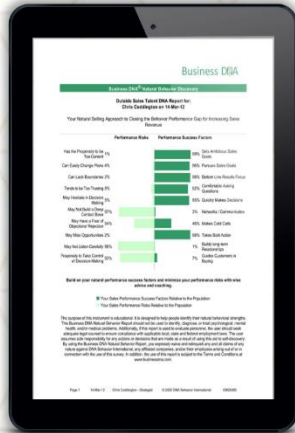
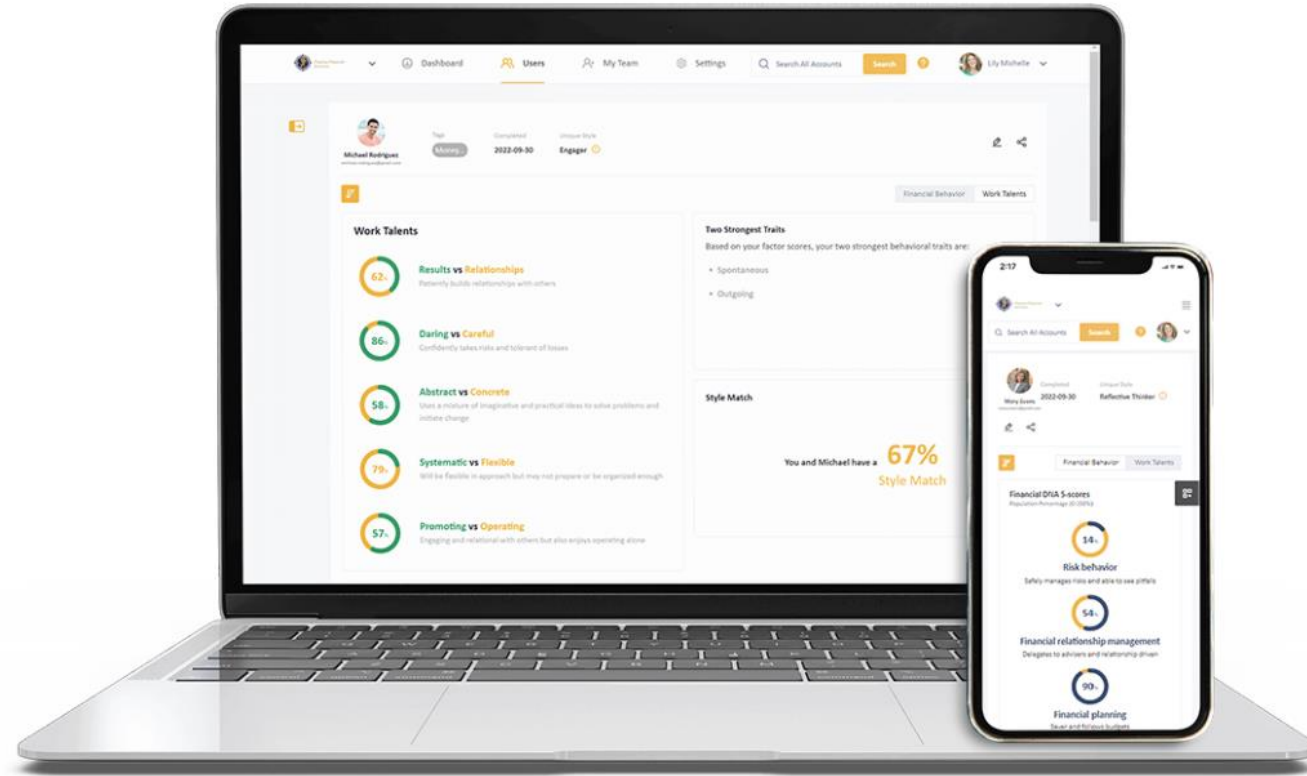


DNA Behavior[®]

The Behavior and Money Insights Company





Business DNA[®]
Leadership Performance Process
For Navigating Human Differences to
Transform Business Performance

What Are You Doing To Transform Your Performance?

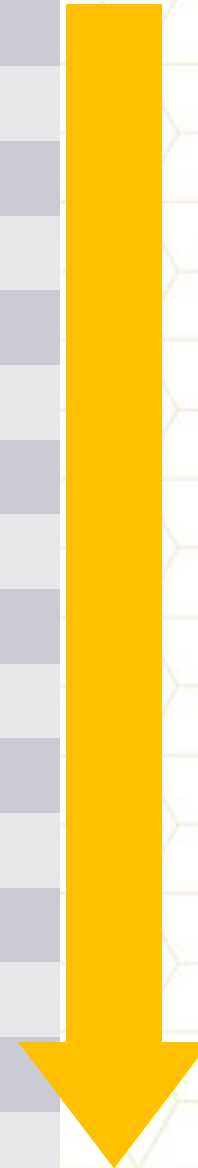


The Message

Most people sleep walk through life. Those who perform build personal awareness and live intentionally with purpose.

16 DNA Behavior Performance Beliefs

1. Natural behavior drives performance
2. Passion inspires performance
3. Skills sharpen performance
4. Experience improves performance
5. Vision clarifies performance
6. Values focus performance
7. Purpose directs performance
8. Returns motivate performance
9. Free time energizes performance
10. Plans guide performance
11. Communication opens performance
12. Relationships expand performance
13. Emotional intelligence manages performance
14. Trust builds performance
15. Confidence sustains performance
16. Wisdom protects performance



Leadership Engagement

Withdraw

- Retreat
- Hide
- Abandon
- Fear
- Anger
- Shame
- Guilt
- Sadness

Engage

- Initiate
- Dialogue
- Believe
- Trust
- Stay engaged
- Strength
- Love
- Courage
- Optimism
- Confidence
- Resilience

Dominate

- Control
- Dictate
- Force
- Bully
- Fear
- Anger
- Shame
- Guilt
- Sadness

Business DNA Discovery for Performance Coaching

Discovery Steps for Customizing Life-Long Personal Work Life Experiences

**ANNUAL DISCOVERY STEP
DNA Performance Review**
*Conducted Annually for
Reviewing and Enhancing Your
Long Term Performance*



**INITIAL DISCOVERY STEP 1
Business DNA Natural Behavior**
*Conducted Initially for Identifying
Your Natural Workplace Talents*

**INITIAL DISCOVERY STEP 2
DNA Personal Work Life
Performance**
*Conducted for Measuring Your Current
Work Life Performance and Providing
Feedback for Building a Performance Plan
[Or Alternatives for DNA Career
Performance and DNA Executive Quality
Life Performance]*

Leadership Performance Challenges

1. Holding the team accountable for its performance.
2. Providing appropriate levels of transparency.
3. Taking responsibility for team performance.
4. Clear communication of the message.
5. Responding to events and problems with emotional balance.
6. Being personally authentic and trust worthy.
7. Knowing how to identify and manage the right talents for the team.
8. Managing succession planning
9. Defining their leadership legacy.



The 6 Pillars of DNA Leadership Performance

1. Leader Review

For the Leader to Understand their Natural Leadership Talents to Build a Healthy Team and Increase Revenues

2. Leadership Assessment

For the Leader to Understand the Impact of their Leadership on Individual Team Members and Others with a Leadership 360 Review

3. Team Review

For the Leader to Build a Healthy Team for Aligning the Team for Greater Productivity to Achieve Team Goals

4. Team Relationships

For the Leader to Emotionally Engage Each Team Member by Communicating and Interacting on their Terms

5. Business Planning

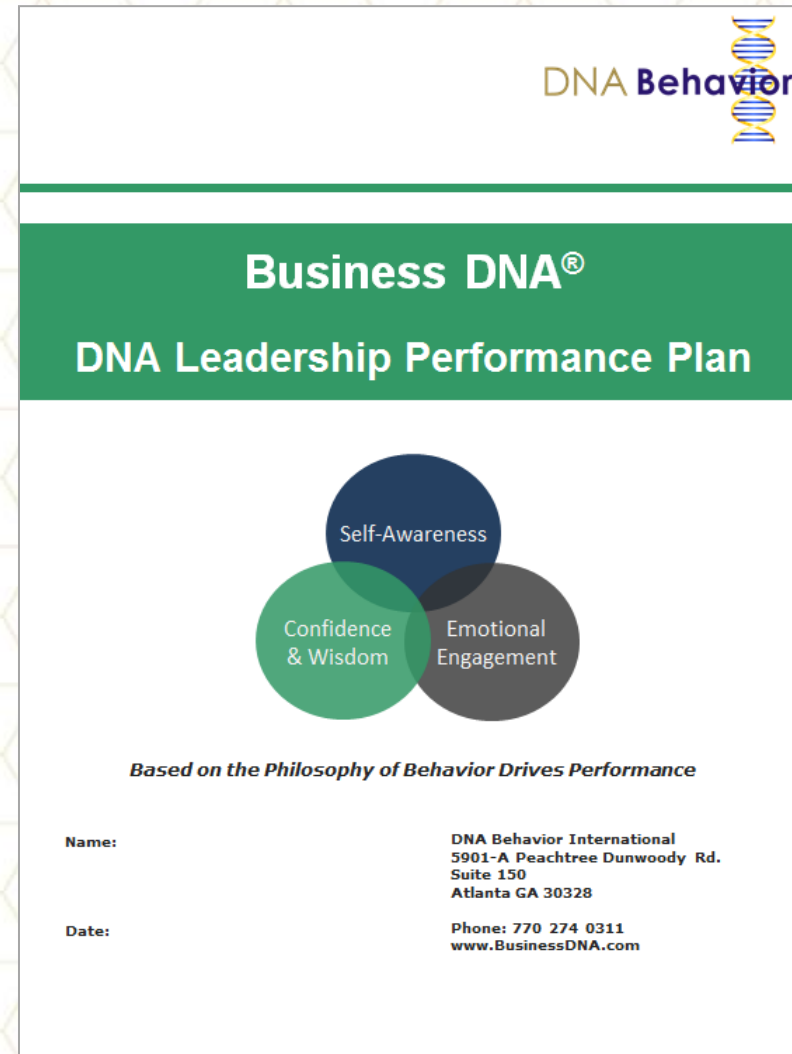
For the Leader to Establish Clarity of Business Purpose and Build an Execution Focused Business Plan

6. Leader Coaching

For the Leader to Lead from the Front and Coach Each Team Member Based on their Unique Talents

DNA Leadership Performance Program Goals

1. Identify the behaviors required for leadership
2. Measure your current Sustainable Performance Index (SPI).
3. Gain a clear and objective view of your natural behavioral talents for leadership
4. Understand how others experience your leadership in 7 core areas
5. Identify gaps between where you are now and the leader you aspire to be
6. Create your personal DNA Leadership Performance Plan (LPP) to become the leader you want to be



DNA Behavior®

Business DNA®
DNA Leadership Performance Plan

Self-Awareness
Confidence & Wisdom
Emotional Engagement

Based on the Philosophy of Behavior Drives Performance

Name: _____
Date: _____

DNA Behavior International
5901-A Peachtree Dunwoody Rd.
Suite 150
Atlanta GA 30328
Phone: 770 274 0311
www.BusinessDNA.com

Leadership Review

My Definition of Leadership

My Current Leadership Performance Success

<u>Strengths</u>	<u>Impediments</u>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

My Natural Leadership Style (Based on the Natural Talents Discovery)

<u>Leadership Strengths</u>	<u>Leadership Struggles</u>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

Leadership Exercise 1: Exploring Leadership

What is your definition of leadership?

“We define leadership as the art of mobilizing others *to want to* struggle for shared aspirations.”

“Mobilizing others to *want* to do. People in positions of authority can get other people to do something because of the power they wield, but leaders mobilize others to *want* to act because of the *credibility* they have.”

“Leadership is not domination, but the art of persuading people to work toward a common goal.”

-- *The Leadership Challenge* by James M. Kouzes and Barry Z. Posner.

-- *Emotional Intelligence, Why it can matter more than IQ.* by Daniel Goleman

Exploring Leadership

1. People are born with natural talents for leadership which are then developed through nurture.
2. Some people will be gifted leaders from early in life and with awareness and experience improve their greatness.
3. Other people may develop their leadership later in life as the clarity of their vision and confidence grows.
4. Others will become leaders in certain settings and circumstances.
5. Leadership needs to be addressed differently in the context of large corporations, entrepreneurship, community, politics and the like.

Leadership Exercise 2: My Greatest Leader



Think of your greatest leader...

- *What made him or her great?*
- Write one attribute that made this person great.
- *(Choose attributes other than honesty/integrity)*

Leadership Exercise 3: My Worst Leader



Think of your worst leader...

- *What made him or her such a poor leader?*
- Write one attribute that made this person such a poor leader.

Exercise 4: Leadership Performance Strengths Discussion

A Leadership Performance Strength is a trait or pattern of actions that has a significant positive impact on a leader's influence.

- Identify 5 Leadership Performance Strengths that you are aware of that have impacted your leadership success to date
- Write them on your Leadership Performance Plan Worksheet.
- Be prepared to share your list with the whole group

Leadership Performance Strengths

- Care, Concerned for Others
- Supportive
- Delegates
- Listens to Others
- Shows Respect for Others
- Authentic
- Decisive, Gives Direction
- Visionary, Big Picture
- Sets Clear Expectations
- Solves Problems
- Sets High Standards
- Monitors Results

Taken from a 1999 study by Hay/McBer and Fortune Magazine on the world's most admired companies

Exercise 5: Leadership Performance Impediments Discussion

A Leadership Performance Impediment is a trait or pattern of actions that has a significant negative impact on a leader's influence.

- Identify 5 Leadership Performance Impediments that you are aware of that have impacted your leadership success to date
- Write them on your Leadership Performance Plan Worksheet
- Be prepared to share your list with the whole group

Leadership Performance Impediments

- Rigidity
- Poor Relationships
- Moodiness
- Angry Outbursts
- Defensiveness
- Non-trustworthy
- Insensitive
- Abrasive
- Arrogant
- Intimidating
- Manipulative
- Impulse Control

Taken from a 1999 study by Hay/McBer and Fortune Magazine on the world's most admired companies

Leadership Performance Impediments Example

Not moving from individual contributor to manager/leader

“The highest-performing people, especially, are reluctant to change; they want to keep doing the activities that made them successful...

In effect, they become managers without accepting the requirements... [a behavioral or value-based transition].

The result, when business leaders miss this passage is frequently disaster.”

-- *The Leadership Pipeline, How to build the leadership-powered company.* by Charan, Drotter & Noel

Leadership Behaviors – Natural and Learned

Two kinds of behaviors

- “Natural born,” “hard wired” behaviors
 - Strengths
 - Struggles
- Learned behaviors
 - Overcoming natural tendencies to respond most effectively for the situation

Receiving Feedback on Your Leadership

Review your DNA Leadership Performance 360° Report:

- Constructive feedback always stings
- Move from denial, anger, shame, to acceptance
- Exposes that we are not exactly who we want to be – gaps between ideal self and real self
- Provides opportunity for growth

“Feedback allows people to fine tune their behaviors and also tells them when they are getting off track...”

Behavioral Discovery for Leadership using Business DNA

The leader completes the Business DNA Natural Behavior and Leadership 360° Discovery Processes to start the leadership performance transformation process and to use the following reports as a reference point during coaching.



1. Business DNA Natural Behavior Reports



2. DNA Leadership Performance Report

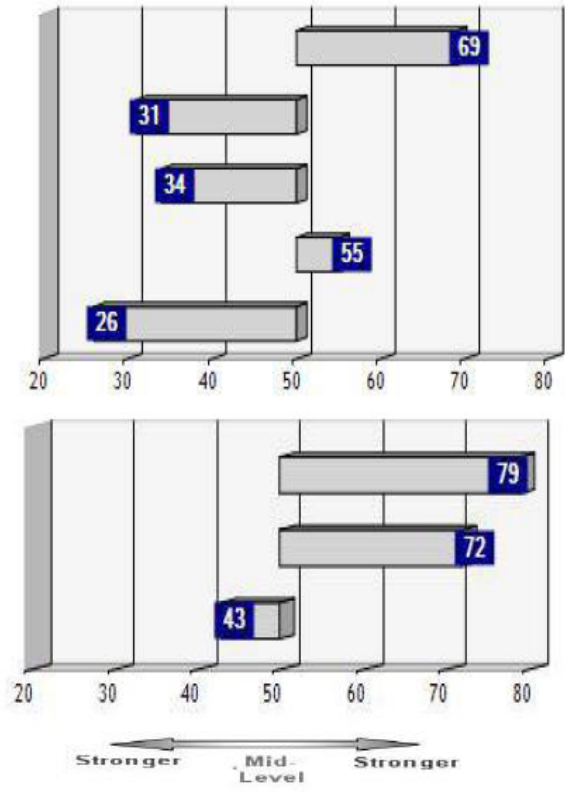
Identifying Your Natural Behavior Style for Leadership

Chris Coddington -
Strategist

Skeptical Strength:
Questioning and guarded

Skeptical Struggle:
Too doubting and wary

- Cooperative
- Reserved 31 [3%]
- Fast-Paced 34 [5%]
- Spontaneous
- * Skeptical 26 [1%]
- Content
- Cautious
- Anchored 43 [24%]



- Take Charge 69 [97%]
- Outgoing
- Patient
- Planned 55 [69%]
- Trusting
- Pioneer 79 [99%]
- Risk-Taker 72 [99%]
- Creative

Pioneering Strength:
Goal orientated and ambitious

Pioneering Struggle:
Too driven and success focused

Leadership Exercise 6: Identify Your Natural Strengths and Struggles

Based on your Natural Behavior Reports write down in the DNA Leadership Performance Plan Worksheet
Your Natural Strengths and Struggles

Strengths

Struggles

How do you know if you're doing it right? Or just wrong?

Results



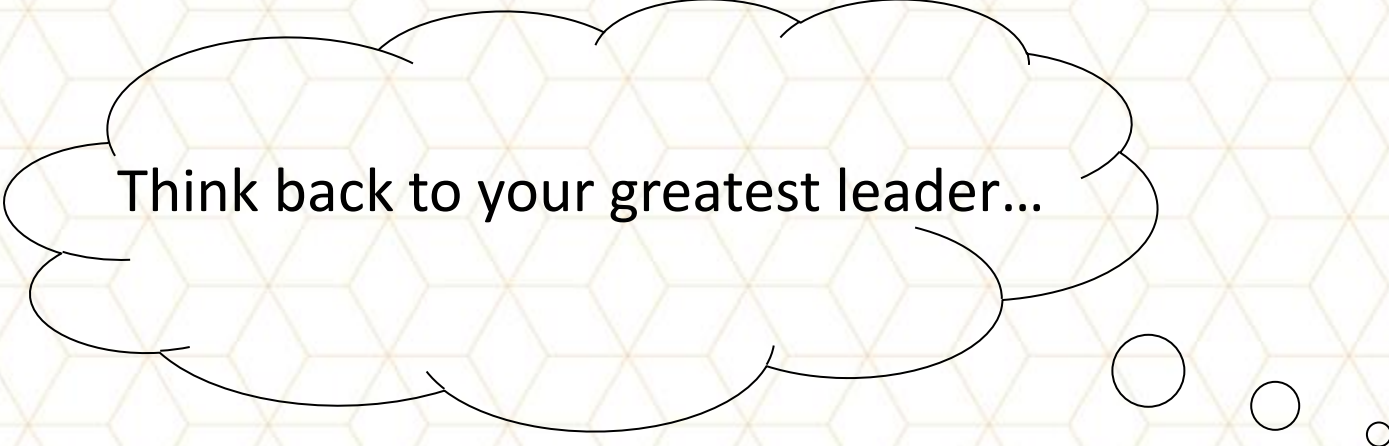
Relationships



Leadership Performance



Leadership Exercise 7: What is Your Leadership Balance?

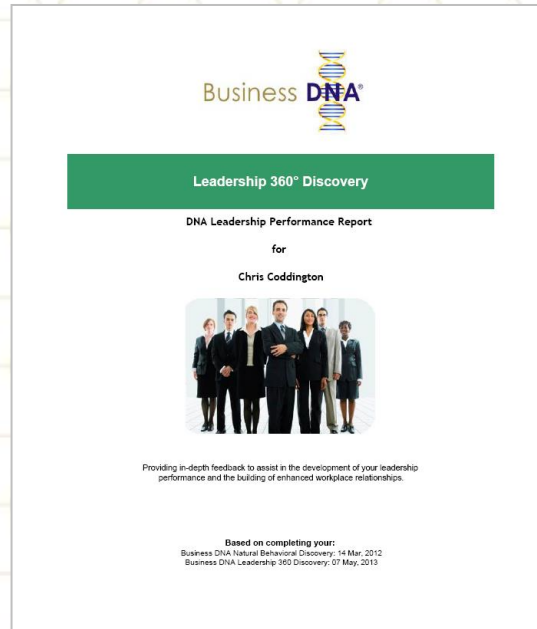


Think back to your greatest leader...

“Was the attribute you listed Results or Relationship oriented?”

What does this say to you?

DNA Leadership Performance Report



The Leadership 360° Discovery Process provides in-depth feedback to assist in the development of your leadership performance and the building of workplace relationships. This process takes 15 to 30 minutes to complete 75 individual items across 7 key areas related to leadership.

The DNA Leadership Performance Report highlights your top 10 leadership strengths and struggles, uncovering 75 items relating to your leadership performance in 7 distinct areas:

- Job Competence
- Results Drive
- Effective Communication
- Relationship Building
- Leader EQ
- Trust
- Business Values

	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	68. Supports company policies and values	Business Values	7	6.20
4	2. Effectively uses past experiences	Job Competence	6	6.00
5	8. Uses analysis in planning	Job Competence	6	6.00
6	10. Knows how to mobilize people and resources	Job Competence	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	28. Speaks calmly in difficult conversations	Effective Communication	6	6.00
10	30. Communicates to avoid surprises for others	Effective Communication	6	6.00

Key Features of the Business DNA Leadership 360 Process

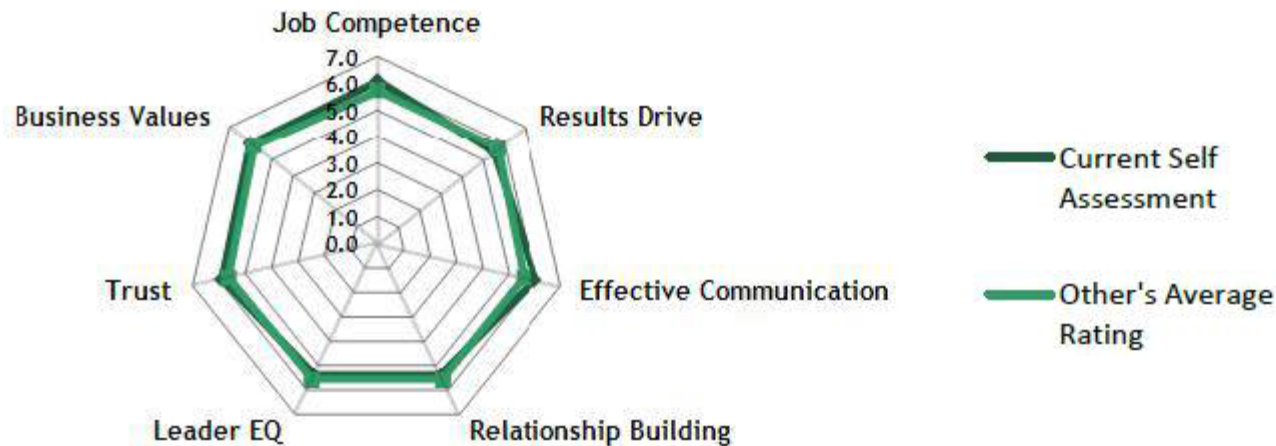
1. Point in time objective measurement of sustainable performance (SPI) which promotes year on year comparisons.
2. There are 2 reports available – summary (4 pages) and coaching (23 pages).
3. Integration of actual Leadership Performance Measurement and how the person should be performing based on their Natural DNA Behavior.
4. Insights on how the Leader needs to adapt their behavior to improve performance.
5. Provides a summary of the top 10 Leadership Strengths and Leadership Struggles.
6. Written feedback of the raters is captured in the report.
7. Dashboard summarizing the average scores for each rating item if 2 or more in each category of rater (e.g. manager, peer, customers, direct report and other stakeholders).
8. The Manager's rating is always listed regardless of rater numbers.
9. Other's Av Rating reflects the combination of all raters
10. All rating data and written feedback is 100% anonymous to the leader, raters and DNA Behavior.

Section 1: Snapshot Analysis of Your Leadership Performance Balance

1. The spider graph summarizes the current self-assessment of your leadership and others rating of your leadership.
2. The objective is to identify those areas where your scores are towards the center of the graph which are the lowest. These are your struggle areas.
3. For development purposes start addressing the 2 areas highlighted in red where the Others Average Rating are the lowest.
4. The Snapshot Analysis also provides a summary of your Leadership Sustainable Performance Index which highlights your leadership performance relative to the population.

Section 1: Snapshot Analysis of Your Leadership Performance Balance

DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Job Competence	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
Business Values	6.0	5.8

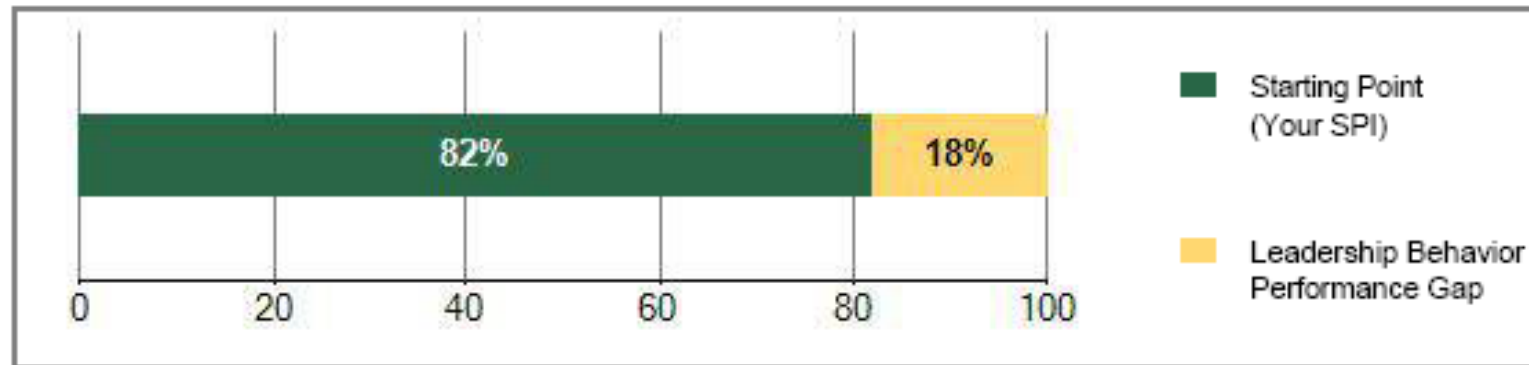


While all 7 areas of your Leadership Performance are important to your overall success, focus on areas which require the most attention. Start by identifying the two areas on the graph which are closest to the center as these are your greatest current struggles e.g. your Highest Strength Development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

Section 1: Your Leadership Sustainable Performance Index

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 106 which translates to a population weighted T-Score of 59. This means you currently perform at a higher level than 82% of the population.



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

Section 2: Leadership Performance Planning

1. The objective is to score a maximum of “7” in each of the 7 leadership areas
2. The report identifies your top 10 strengths (Section 2A) and struggle (Section 2B) areas
3. Your success in improving performance in the performance struggle areas will be influenced by how you manage your natural behavior (Section C)
4. Your Leadership Performance Struggles are items where you scored lowest in how others perceive your performance. Focus on:
 - Self perception opportunities where the difference between what you think and others think is “2” or more
 - Strengths development gaps where the difference between 7 and what others think is “2” or more
 - However, gaps of “1” or more are worthy of discussion

Section 2: Leadership Performance Planning

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 company policies and values	Business Values	7	6.20
4	2. Effectively uses past experiences	Job Competence	6	6.00
5	8. Uses analysis in planning	Job Competence	6	6.00
6	10. Knows how to mobilize people and resources	Job Competence	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

Section 2: Leadership Performance Planning

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	Job Competence	6	5.20
4	15. Works to a written plan	Results Drive	4	5.20
5	18. 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

Section 2: Leadership Performance Planning

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?

Exercise 8: Analyzing Your Leadership Performance Report

Using Section 2 of your DNA Leadership Performance Report, analyze your report highlights and discuss them with your “coach” – swap reports with another person.

1. Record on the Leadership Performance Plan Worksheet 10 leadership attributes where you were surprised by the outcome of the Leadership Performance Report and summarize your reactions
2. Discuss your reactions with your coach
3. In addition, discuss with your coach the following areas:
 - Your top 10 Leadership Strengths – so that you maintain high performance in these areas
 - Your top 10 Perception Gaps – to address why you have these “blind-spots”
 - Your top 10 Strengths Development Gaps – as these are areas for you to improve on

Review of My Leadership Strengths and Opportunities

Analysis of My DNA Leadership Performance Report		
Leadership Attribute	Category	Summary of My Reaction
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Appendix A: Measuring Sustainable Leadership Performance

1. Measuring a person's current sustainable performance capacity and their areas of strength and struggles is a necessary starting place for building their Performance Plan for transformation.
2. Personal and business performance progress can be monitored through measuring the "DNA Sustainable Performance Index".
3. The behavioral outputs from our Business DNA Discovery Systems provide the data for measuring the DNA Sustainable Performance Index.



Appendix A: Measurement of Your Leadership Sustainable Performance Index

Appendix A: Measurement of Your Leadership Sustainable Performance Index

In section 1 of this report, you have been provided with an overview of your current Leadership SPI. Currently your Leadership SPI score is 106 which translates to a population weighted SPI T-Score of 59. Below is a breakdown of the different components to your SPI score and more detail on how this figure was calculated. The scores in the 7 DNA Leadership Performance categories shown in Section 1 are allocated to the four key components of the Leadership SPI formula as follows:

<u>SPI Calculation Components</u>	<u>Overall % Score</u>
1. Performance Pathway (PP)	81%
Job Competence (5.7 out of 7) Results Drive (5.7 out of 7)	
2. Emotional Engagement of Others (EE)	80%
Effective Communication (5.6 out of 7) Relationship Building (5.6 out of 7) Leader EQ (5.6 out of 7)	
3. Confidence (C)	82%
Trust (5.6 out of 7)	
4. Wisdom (W)	83%
Business Values (5.8 out of 7)	
Your SPI Score	106
Your SPI T-score	59
Your SPI Pop%	82%

To review details of the Leadership Performance Attributes that make up each of the above components, see Appendix B.

Appendix A: DNA Leadership Performance Sustainable Performance Index Formula

DNA Leadership Performance Sustainable Performance Index Formula

$$\text{DNA SPI} = \text{Growth} * \text{Sustainability}$$

$$\text{Growth} = \text{PP} * (2.4 * \text{EE})$$

$$\text{Sustainability} = \text{C} * \text{W}$$

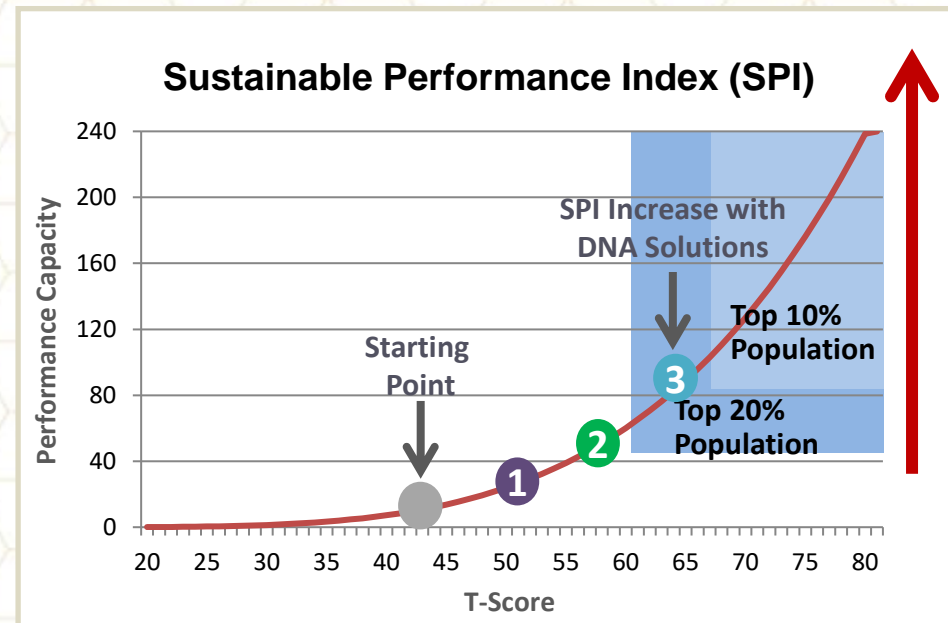
SPI Component	Definition of Component
Performance Pathway (PP) = COM + RD	Competence (COM) based on Skills and Expertise plus Results Drive (RD) based on Planning, Vision, Values and Purpose designed to increase productivity.
Emotional Engagement (EE)* of Others- Family, Clients, Employees	Ability to build connection with others based on Communication, Relationships and Emotional Intelligence. *[An uplift factor of 2.4 is applied based on 2009 Gallup Research regarding the performance impact of emotionally engaging clients and employees]
Confidence (C)	Level of personal Trust to take action with self belief and execute plans.
Wisdom (W)	Beliefs, values and mindsets that people experience in you through your actions and decisions.

Impact of DNA Leadership Performance Plan on SPI

Your leadership performance will increase as each step in the DNA Performance Methodology is completed.

1.	2.	3.
Review Your DNA Behavior Reports	Create Your DNA Leadership Performance Plan	Advisory, Coaching, Mentoring
Build your Leadership Performance Pathway based on greater self awareness and increase your understanding of others for improved emotional engagement.	Increase your confidence and make wise decisions for improved results .	Practice smart behaviors to protect and sustain performance.

- 1 Increase Self Awareness
- 2 Create Your DNA Leadership Performance Plan
- 3 Advisory, Mentoring, Coaching



Impact of DNA Leadership Performance Plan on SPI

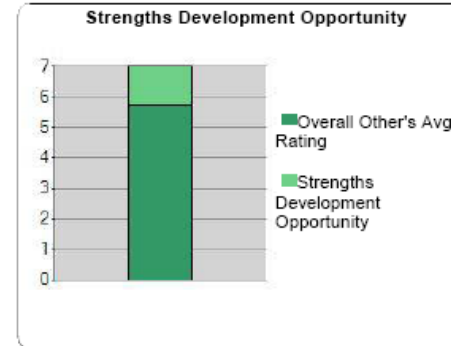
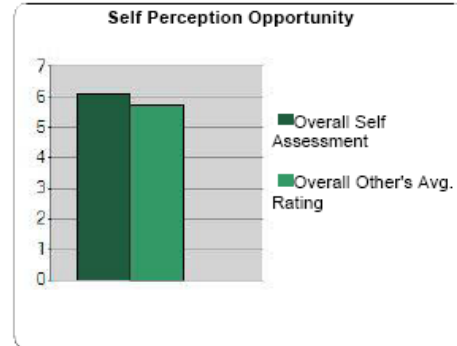
Using the SPI to Start Performance Transformation

SPI Factor	DNA Performance Objective	DNA Performance Solution
Performance Pathway	Drive, inspire, sharpen, improve, clarify, focus, direct, motivate, energize and guide performance	<ol style="list-style-type: none">1. Business DNA Natural Behavior and Leadership Performance 360 Discovery2. DNA Leadership Performance Plan
Emotional Engagement	Build, stimulate, expand and manage performance	<ol style="list-style-type: none">1. Communication DNA Discovery2. DNA Ultimate Performance Guide
Confidence	Sustain performance	<ol style="list-style-type: none">1. DNA Ultimate Performance Guide2. DNA Leadership Performance Plan
Wisdom	Protect performance	Advisory, Coaching, Mentoring, Training, Resources

Appendix B.1: Performance Pathway – Job Competence

Appendix B.1: Performance Pathway- Job Competence

Integral to a successful team is a leader's competency. Job Competence refers to the degree to which a leader has the experience and developed the skills, aptitudes and knowledge levels to set and review job tasks for team members. A critical factor in creating a successful team, competency allows a leader to confidently make difficult decisions in a timely manner.



Overall Self Assessment 6.1

- Overall Other's Avg. Rating 5.7
Overall Self Perception Opportunity: 0.4

Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.7
Overall Strengths Development Opportunity: 1.3

Performance Pathway: Job Competence Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
1. Operates in a mature way	6.0	5.20	0.80	1.80
2. Effectively uses past experiences	6.0	6.00	0.00	1.00
3. Skilled and knowledgeable in current role	6.0	5.40	0.60	1.60
4. Able to teach others	6.0	5.80	0.20	1.20
5. Simplifies complex concepts	6.0	5.60	0.40	1.40
6. Solves problems resourcefully	6.0	5.80	0.20	1.20
7. Builds and implements processes	6.0	5.80	0.20	1.20
8. Uses analysis in planning	6.0	6.00	0.00	1.00
9. Demonstrates strong business skills	7.0	5.80	1.20	1.20
10. Knows how to mobilize people and resources	6.0	6.00	0.00	1.00

Job Competence (Comments)

Appendix B.1: Performance Pathway- Job Competence (Comments)

1. What would be the best work that you have seen from Chris Coddington?

- Chris is a good mentor.
- Making quick and hard decisions when under pressure.

2. Are there any other skills or experiences that Chris Coddington should have?

- Look at developing your technology skills so that you can more efficiently get your tasks done.
- Utilizing the latest technology to make your work more efficient.

Leadership Performance – “Job Competence”

Integral to a successful team is a leader’s competency.

Job Competence refers to the degree to which a leader has developed the skills, aptitudes, knowledge and experience levels to set and review job tasks for the team members.

A critical factor in creating a successful team, competency allows a leader to process difficult decisions to be made in a timely manner.

Leadership Performance Best Practices – Job Competence

1. Create your personal suggestions
2. Share results at your table and discuss
3. Then share table ideas with entire class
4. Use the Best Practice worksheet to record good ideas you might like to use in your own plan

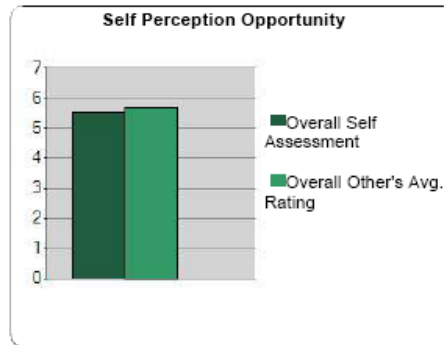
Leadership Performance Job Competence: Best Practices

1. Creates a vision which can be implemented
2. Sound commercial business acumen
3. Acts with wisdom
4. Solves problems resourcefully
5. Focuses on building and managing processes
6. Knows how to get the best information for making decisions
7. Able to teach others
8. Knows how to mobilize people and resources

Appendix B.2: Performance Pathway – Results Drive

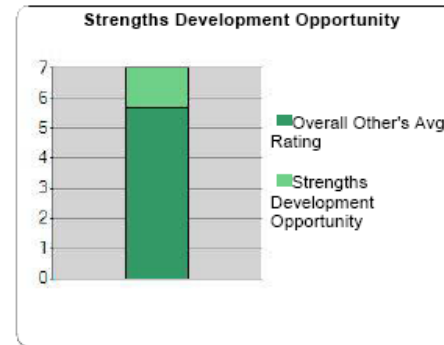
Appendix B.2: Performance Pathway- Results Drive

Paramount to the survival of an organization, results driven behaviors of a leader describe the leaders' ability to set an agenda that follows his or her strategic vision and focus on the bottom line. A true Results Driver will make the tough calls, set high standards, and follow through with repercussions when subsequent goals and standards are not met.



Overall Self Assessment 5.5

- Overall Other's Avg. Rating 5.7
Overall Self Perception Opportunity: -0.2



Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.7
Overall Strengths Development Opportunity: 1.3

Results Drive Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
11. Checks to see that tasks are properly completed	4.0	6.00	-2.00	1.00
12. Competitive to achieve goals	5.0	6.20	-1.20	0.80
13. Decisive decision-maker	6.0	5.80	0.20	1.20
14. Prioritizes to meet key objectives on time	6.0	5.80	0.20	1.20
15. Works to a written plan	4.0	5.20	-1.20	1.80
16. Takes action and is proactive	6.0	5.60	0.40	1.40
17. Focuses on the bottom line and tracks successes	6.0	5.60	0.40	1.40
18. Passion for work	6.0	5.20	0.80	1.80
19. Defines a clear vision	6.0	5.40	0.60	1.60
20. Disciplined work habits	6.0	6.00	0.00	1.00

Results Drive (Comments)

Appendix B.2: Performance Pathway- Results Drive (Comments)

1. What aspect of Chris Coddington's approach for getting results do you appreciate?

- Chris is a driver to get results and tasks completed in the office.
- His directness and honesty.

2. Are there any activities you would like to see Chris Coddington focusing his/her attention on?

- Understanding that there is often more work involved than realized.

Leadership Performance - Results

- Paramount to the survival of an organization
- Leaders' ability to set an agenda that follows his or her strategic vision and focus on the bottom line

Leaders Must:

Make the tough calls, set high standards, and follow through with repercussions when goals and standards are not met.

“People don’t do what you *expect* but what you *inspect*.”

-- Lou Gerstner in *Who Says Elephants Can't Dance?*

Leadership Performance Best Practices -- Results

1. Create your personal suggestions
2. Share results at your table and discuss
3. Then share table ideas with entire class
4. Use the Best Practice worksheet to record good ideas you might like to use in your plan

Leadership Performance Results – Best Practices

1. Clearly communicate the vision and re-communicate it often.
2. Involve the team in setting goals and milestones that support the vision.
3. Make goals/milestones very visible and a focal point.
4. Measure and track success. Analyze and problem-solve to understand dynamics of successes and failures.
5. Set and enforce high standards.
6. Hold yourself and others accountable for goals, milestones, and results.

Emotional Engagement of Others



Employees



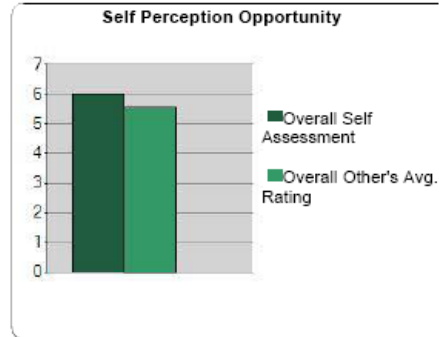
Clients

- Emotional Engagement produces either a TAX or a DIVIDEND to individuals, and businesses
- Currently Gallup research suggests that on average most organizations have only 18% of employees emotionally engaged, which is producing an enormous tax on people and the economy.
- Emotional Engagement is a hard economic part of the DNA Sustainable Performance Index!
- The QUESTION is how do you build Emotional Engagement?

Appendix B.3: Emotionally Engage– Effective Communication

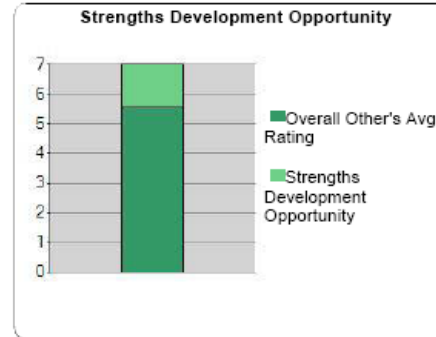
Appendix B.3: Emotional Engagement- Effective Communication

Leadership requires continuous clear communication to keep the team inspired and on track. Foundational to a leader's ability to build trust with the team and clients will be communication. Sound relationships cannot be built without effective communication.



Overall Self Assessment 6.0

- Overall Other's Avg. Rating 5.6
Overall Self Perception Opportunity: 0.4



Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.6
Overall Strengths Development Opportunity: 1.4

Effective Communication Attributes: Emotional Engagement	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
21. Comfortably speaking directly	7.0	5.80	1.20	1.20
22. Responds diplomatically when needed	6.0	5.40	0.60	1.60
23. Clearly communicates expectations	7.0	5.60	1.40	1.40
24. Gives ongoing feedback	4.0	5.20	-1.20	1.80
25. Adapts communication for people/situations	5.0	5.00	0.00	2.00
26. Speaks calmly in difficult conversations	6.0	6.00	0.00	1.00
27. Regularly communicates the vision and goals	6.0	5.40	0.60	1.60
28. Invites others to engage in conversation	6.0	5.80	0.20	1.20
29. Expresses true views in meetings	7.0	5.60	1.40	1.40
30. Communicates to avoid surprises for others	6.0	6.00	0.00	1.00

Emotional Engagement – Effective Communication (Comments)

Appendix B.3: Emotional Engagement- Effective Communication (Comments)

1. What would be the best communication you have seen from Chris Coddington?

- Chris often manages the expectations of what will be coming for our clients. He does a good job at this.
- Communicating the expectations to customers in the sales process.

2. What would you like to see more of in Chris Coddington's communication?

- More detail on decisions made and evidence that supported this decision.
- Show evidence of data to support you view or decision.

Leadership Performance – “Communication”

The message of the business will not be delivered without communication.

Leadership requires continuous clear communication to keep the team inspired and on track.

Foundational to a leader's ability to build trust with the team and clients will be communication. Sound relationships cannot be built without effective communication.

“One of our strongest weapons is dialogue.”
Nelson Mandela

Leadership Performance Best Practices -- Communication

1. Create your personal suggestions
2. Share results at your table and discuss
3. Then share table ideas with entire class
4. Use the Best Practice worksheet to record good ideas you might like to use in your plan

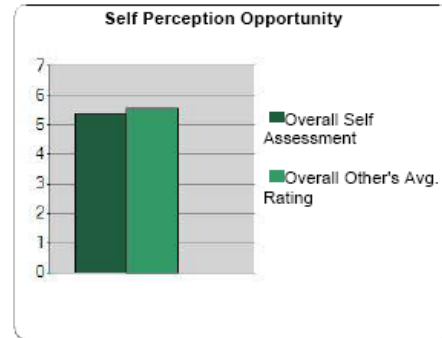
Leadership Performance Communication – Our Best Practices

1. Clearly communicate the vision and re-communicate it often.
2. Adapt your communication for others and situations.
3. Allow others to engage in the conversation.
4. Stay calm in difficult conversations.
5. Manage expectations to avoid surprises.
6. Demonstrate genuine concern for the needs of others.
7. Provide ongoing feedback.

Appendix B.4: Emotional Engagement – Relationship Building

Appendix B.4: Emotional Engagement- Relationship Building

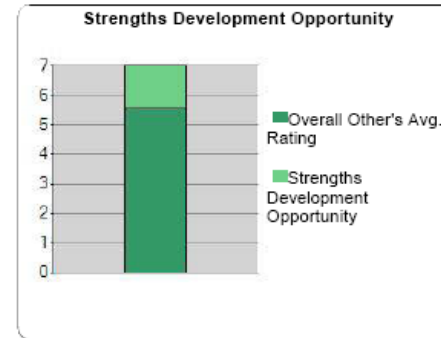
A dominating factor determining the success of any leader is his or her ability to build lasting relationships. A true relationship builder establishes relationships to get improved results by constantly demonstrating patience, listening skills and empathy for those that report to him or her. They are focused on investing in the development of their entire team.



Overall Self Assessment 5.4

- Overall Other's Avg. Rating 5.6

Overall Self Perception Opportunity: -0.2



Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.6

Overall Strengths Development Opportunity: 1.4

Emotional Engagement: Relationship Building Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
31. Demonstrates understanding for others' concerns	5.0	5.00	0.00	2.00
32. Provides regular encouragement to others	5.0	5.20	-0.20	1.80
33. Tolerant of honest mistakes	5.0	5.60	-0.60	1.40
34. Responds to questions patiently	5.0	5.40	-0.40	1.60
35. Treats people with respect	6.0	5.80	0.20	1.20
36. Good listener	6.0	5.40	0.60	1.60
37. Respects people's differences	6.0	5.80	0.20	1.20
38. Celebrates successes	5.0	5.60	-0.60	1.40
39. Wants and helps others to succeed	6.0	6.20	-0.20	0.80
40. Makes the workplace happy and fun	5.0	5.80	-0.80	1.20

Emotional Engagement – Relationship Building (Comments)

Appendix B.4: Emotional Engagement- Relationship Building Attributes (Comments)

1. What does Chris Coddington do well to build relationships with others?

- Appears friendly to the staff and customers that walk in the door.
- Have more fun with the staff in the office.

2. What behaviors could Chris Coddington demonstrate more of in building relationships?

- Spend time getting to know others better.

Relationships

The talented employee may join a company because of its charismatic leaders, its generous benefits, and its world-class training programs, but how long that employee stays and how productive he is while he is there is determined by his relationship with his immediate supervisor.

-- *First Break All The Rules* by
*Marcus Buckingham and Curt Coffman, 1999 by Simon &
Schuster*

Leadership Performance - Relationships



A dominating factor determining the success of any leader is his or her ability to create lasting relationships. A true Relationship Builder constantly demonstrates:

- Patience
- Listening skills
- Empathy

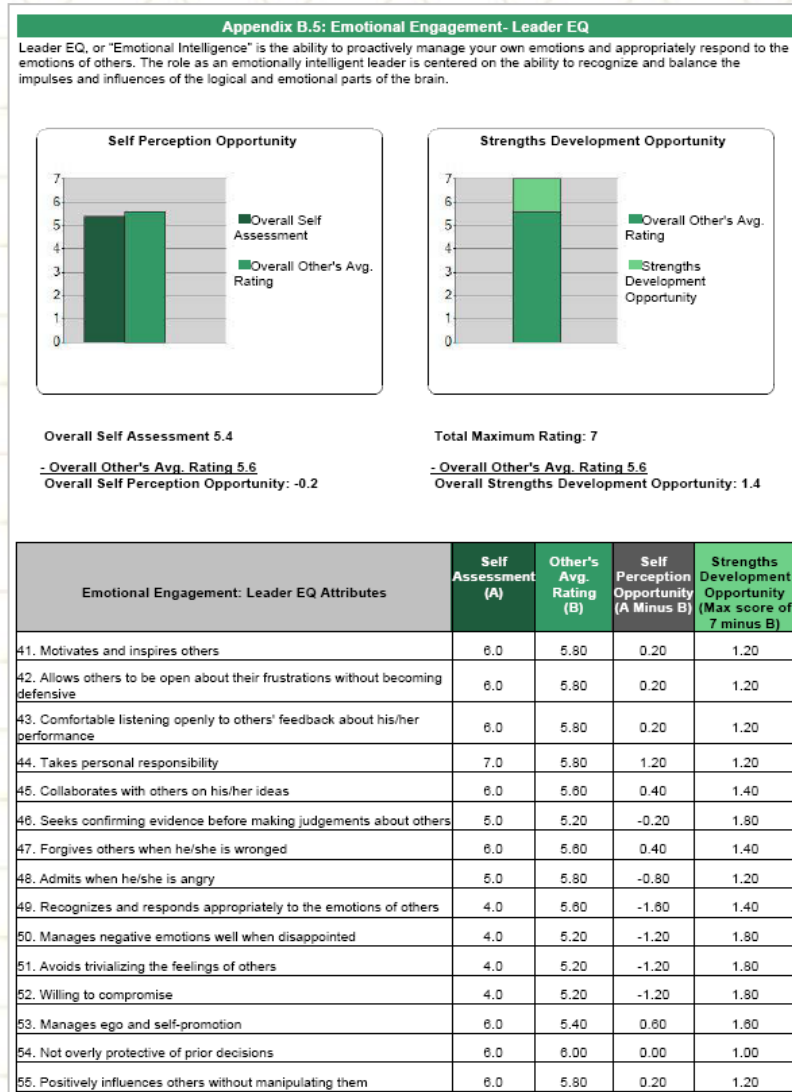
Leadership Performance Best Practices -- Relationships

1. Create your personal suggestions
2. Share results at your table and discuss
3. Then share table ideas with entire class
4. Use the Best Practice worksheet to record good ideas you might like to use in your plan

Leadership Performance Relationships: Our Best Practices

1. Become a better listener.
2. Develop patience. Realize that sometimes your expectations of others are not realistic. Everyone can not do what you can do (and vice versa).
3. Learn to show empathy. Become more sensitive to the situations that others are facing.
4. Get to know the hopes and dreams of those you work with.
5. Make a point of giving regular encouragement that is specific to each person's talents and work.
6. Make work as much fun as possible.
7. Invest in the development of every person that reports to you.

Appendix B.5: Emotional Engagement – LeaderEQ



Emotional Engagement – Leader EQ (Comments)

Appendix B.5: Emotional Engagement- Leader EQ (Comments)

1. What does Chris Coddington do well when dealing with difficult or emotional situations?

- Calm, keeps emotions out of situations.
- Keeps control in potentially emotional situations. Doesn't let his emotions get the best of him.

2. What could Chris Coddington do more of to improve how he/she deals with difficult or emotional situations?

- Consider various options and perspectives.
- Sometimes sets standards for himself which are too high.

Demystifying “EQ”

EQ = EMOTIONAL INTELLIGENCE

**Gain
AWARENESS**



**Respond
APPROPRIATELY**

SELF & OTHERS

EQ = EMOTIONAL INTELLIGENCE

EQ WORKING MODEL*

SELF

- Self Awareness
- Self Management

OTHERS

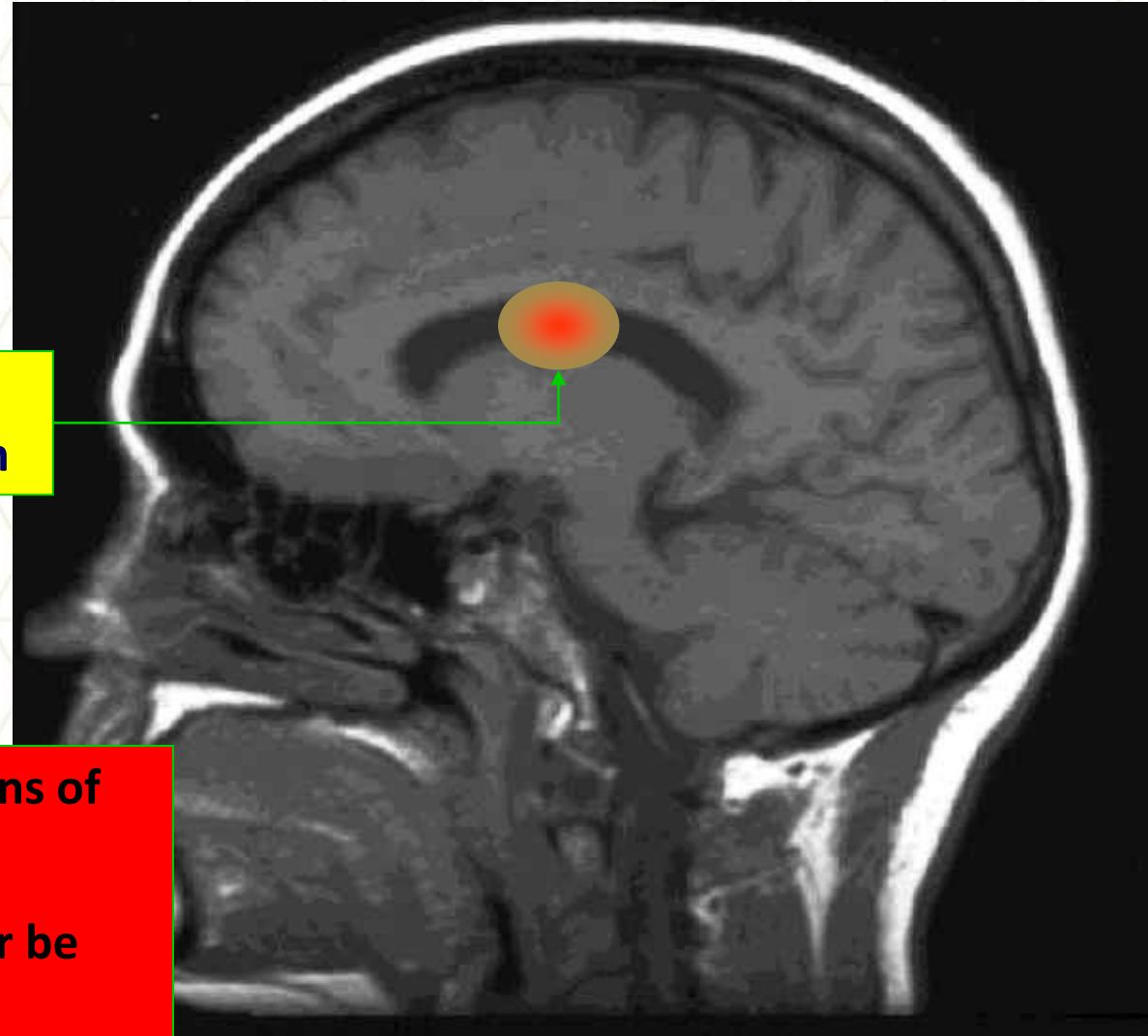
- Social Awareness
- Relationship Management

**Primal Leadership, Realizing the Power of Emotional Intelligence by Goleman, Boyatzis & McKee*

Amygdala: 'fight or flight' & emotional center of the brain

Triggered by perceptions of danger

Could save your life or be harmful



Avoid the Amygdala Hijack

“Nothing gives one person so much advantage over another as to remain cool and unruffled under all circumstances.”

Thomas Jefferson

Think of an Amygdala Hijack you had:

1. What pressures helped trigger this choice to respond inappropriately?
2. How could you prepare yourself to prevent it or to respond differently in the future?

Leadership Performance – EQ Impact

1. Great leaders don't ignore emotions, but rather use them as a strategic source of information.
2. Emotions can either become a person's most insidious enemy or their greatest ally in their attempt to lead others.
3. To productively manage your own emotions, you have to balance both the impulses and influences of the logical and emotional parts of the brain.

“Great leaders move us. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision, or powerful ideas. But the reality is much more primal: Great leadership works through the emotions.”

Primal Leadership, Realizing the Power of Emotional Intelligence by Goleman, Boyatzis & McKee

Leadership Performance – “LeaderEQ”

We define Emotional Intelligence (“EQ”) as the “*ability to proactively manage your own emotions and appropriately respond to the emotions of others.*”

To productively manage your own emotions,
you have to balance
both the impulses and influences
of the logical and emotional parts of the brain.

Leadership Performance Best Practices – LeaderEQ

1. Create your personal suggestions
2. Share results at your table and discuss
3. Then share table ideas with entire class
4. Use the Best Practice worksheet to record good ideas you might like to use in your plan

Reflect back to your Great Leader exercise:

1. Did they exhibit self awareness and self management?
2. Did they exhibit social awareness and relationship management?

Leadership Performance LeaderEQ: Our Best Practices

1. Develop an awareness of your own emotions and learn to manage them in a proactive not a reactive way.
2. Make a list of all your emotional triggers. Write out a strategy for dealing proactively with each one.
3. Learn to calm yourself when you're upset. Ask yourself, "Will what I say next help or hurt the situation?"
4. Share your feelings in an honest and non-combative manner.
5. Print out and analyze your emails. How did people react? How do your messages reflect good/poor EQ? Have you had people react negatively to your email messages? How did their reaction differ from your original intention?

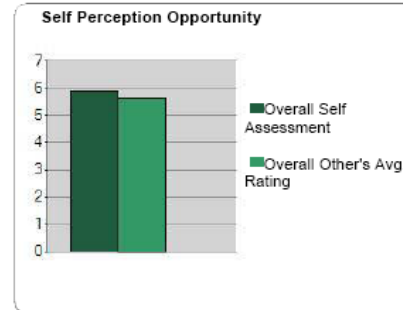
Leadership Performance LeaderEQ: Our Best Practices

6. Recognize and respond appropriately to the emotional expressions of others.
7. Take the time to celebrate successes of others and to show compassion for those who are going through difficult times.
8. Ask questions in a non-threatening manner when seeking to get to the bottom of a stressful situation.
9. Create a safe work environment where people can be honest about their feelings. Help them express them in a constructive manner.
10. Make sure that you know what people are really passionate about at work, then respect and encourage their uniqueness.

Appendix B.6: Confidence – Trust

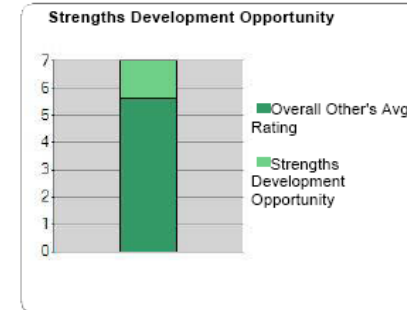
Appendix B.6: Confidence- Trust

A leader's ultimate currency for obtaining buy-in from his/her followers is trust. In order to gain the trust of others, a leader must first learn to have the confidence to trust him or herself and then secondly trust others. This confidence will come from self belief and not allowing fear to take over. The ability of a leader to trust him or herself will determine whether there is trust inside the team and with clients.



Overall Self Assessment 5.9

- Overall Other's Avg. Rating 5.6
Overall Self Perception Opportunity: 0.3



Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.6
Overall Strengths Development Opportunity: 1.4

Confidence: Trust Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
56. Demonstrates self belief	6.0	6.00	0.00	1.00
57. Provides positive energy	7.0	5.80	1.20	1.20
58. Delegates and does not interfere	5.0	6.00	-1.00	1.00
59. Shares emotions and feelings	5.0	5.40	-0.40	1.60
60. Open with ideas and information	7.0	6.00	1.00	1.00
61. Vulnerable, acknowledges his/her mistakes	6.0	5.20	0.80	1.80
62. Shows humility	4.0	5.40	-1.40	1.60
63. Willing to trust others	6.0	5.60	0.40	1.40
64. Authentic	6.0	5.20	0.80	1.80
65. Has an inclusive approach	7.0	5.80	1.20	1.20

Confidence – Trust (Comments)

Appendix B.6: Confidence- Trust (Comments)

1. What would be a stand out factor that Chris Coddington demonstrates to build trust?

- Displays confidence in his own abilities.
- Relaxed and approachable.

2. What does Chris Coddington need to do so he/she improves in building trust with others?

- Provide empirical data and rationale for your decisions.
- The more time you spend with people the more they tend to trust you.

Leadership Performance – “Trust”

“Trust” is defined through such behavioral descriptors as:

- Supports teams goals over personal agenda
- Demonstrates humility
- Authentic, willing to be transparent
- Willing to trust others
- Treats others fairly
- Keeps his/her word

A Pricewaterhouse-Coopers study on corporate innovation in companies listed in the Financial Times 100 indicated the “number one differentiator” between the top 20 and bottom 20 companies was trust.

-- *The Leadership Challenge*

by James M. Kouzes and Barry Z. Posner

Leadership Performance – “Trust”

The foundation of confidence is trust. A Leader must have a high degree of personal confidence and hence personal trust. Trust refers to self-belief in oneself. Without a high level of personal trust nothing else can successfully happen.

A leader’s ultimate currency for obtaining buy-in from his/her followers is trust.

In order to gain trust of others a leader must first learn to trust him or herself and then secondly trust others.

The ability of a leader to trust him or herself will determine whether there is trust inside the team and with clients.

Leadership Performance Best Practices – Trust

1. Create your personal suggestions
2. Share results at your table and discuss
3. Then share table ideas with entire class
4. Use the Best Practice worksheet to record good ideas you might like to use in your own plan

Leadership Performance Trust: Our Best Practices

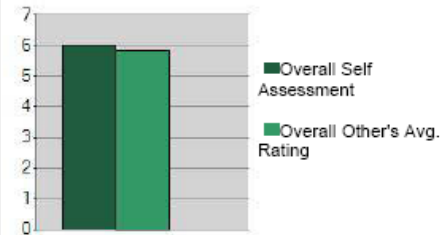
1. Admit when you have made a mistake. Avoid defending or making excuses.
2. Be honest with others when you are not sure about something.
3. Share important information with your employees in an appropriate manner.
4. Explain the reasons behind your decisions.
5. Entrust your employees with important tasks or projects.
6. Make it a rule to keep your commitments and when there is going to be an exception, let people know as early as possible.
7. Lead by example.
8. Keep your word.
9. Take a stand for your convictions even when there is a risk.

Appendix B.7: Wisdom - Business Values

Appendix B.7: Wisdom- Business Values

The core of any leader's decisions will be his or her values and the ability to act with wisdom. This will be foundational to success for the leader and the business. Without demonstrating strong values, a leader can never be sure of the level of commitment they can obtain from their followers.

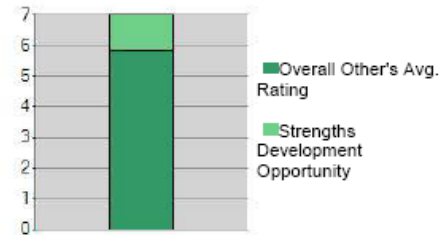
Self Perception Opportunity



Overall Self Assessment 6.0

- Overall Other's Avg. Rating 5.8
Overall Self Perception Opportunity: 0.2

Strengths Development Opportunity



Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.8
Overall Strengths Development Opportunity: 1.2

Wisdom: Business Values Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
66. Supports company policies and values	7.0	6.20	0.80	0.80
67. Demonstrates courage to do the right thing	6.0	5.60	0.40	1.40
68. Has honesty and integrity	6.0	5.40	0.60	1.60
69. Walk matches talk	6.0	6.00	0.00	1.00
70. Keeps his/her promises	4.0	5.80	-1.80	1.20
71. Has good self-control	6.0	5.80	0.20	1.20
72. Treats others fairly	5.0	6.00	-1.00	1.00
73. Thinks before taking action	6.0	6.00	0.00	1.00
74. Exercises sound judgement	7.0	5.80	1.20	1.20
75. Acts responsibly	7.0	5.80	1.20	1.20

Wisdom – Business Values (Comments)

Appendix B.7: Wisdom- Business Values (Comments)

1. What is the best decision you have seen Chris Coddington make?

- Has brought together a very effective team.
- The decision to invest in the latest technology to make our office more efficient.

2. What could Chris Coddington do more of to improve decision-making?

- Communicate intentions better.

Leadership Performance – “Business Values”

The leader's ability to demonstrate wisdom in making decisions will sustain and protect their performance. This will be the core of any leader's decisions will be his or her values. This will be a reflection of the leader's character, integrity, beliefs and mindset.

A leader will be remembered for his or her values.

Without demonstrating strong values, a leader can never be sure of the level of commitment they can obtain from their followers.

A good leader can get people to sacrifice for a higher purpose due to the power of his/her character.

Leadership Performance Best Practices – Business Values

1. Create your personal suggestions
2. Share results at your table and discuss
3. Then share table ideas with entire class
4. Use the Best Practice worksheet to record good ideas you might like to use in your own plan

Leadership Performance Business Values: Best Practices

1. Never cut corners with employees, clients, vendors or legal matters
2. Have a clear purpose and communicate it
3. Be consistent with decisions
4. Treat others fairly and be transparent
5. Create a memorable company culture
6. Be a role model in all areas of your life
7. Make the right decisions for the long-term regardless of short term costs
8. Make responsible decisions

Appendix C: Rater's Answer Summary

Appendix C: Rater's Answer Summary							
Below is a summary of your ratings in the Leadership 360° Discovery. In order to maintain the anonymous nature of this exercise, responses from rating groups ("Peer's Rating", "Direct Reports Rating", and "Prefer not to answer") are listed only if the number of participants is 2 or more. Participant groups containing only one member receive a value of "N/A" as their response. Manager's ratings will always be listed, regardless of the number of manager's rating a leader. However, all raters that participated in this exercise, regardless of the size of their rating group, are used to calculate the "Other's Avg. Rating".							
Leadership Attribute	Self Rating	Other's Avg. Rating	Manager's Rating	Peer's Rating	Direct Report's Rating	Other	Prefer not to answer
1. Operates in a mature way	6	5.2	5.0	5.0	5.3	N/A	N/A
2. Effectively uses past experiences	6	6.0	6.0	5.0	6.3	N/A	N/A
3. Skilled and knowledgeable in current role	6	5.4	6.0	5.0	5.3	N/A	N/A
4. Able to teach others	6	5.8	5.0	6.0	6.0	N/A	N/A
5. Simplifies complex concepts	6	5.6	6.0	5.0	5.7	N/A	N/A
6. Solves problems resourcefully	6	5.8	6.0	5.0	6.0	N/A	N/A
7. Builds and implements processes	6	5.8	5.0	6.0	6.0	N/A	N/A
8. Uses analysis in planning	6	6.0	5.0	6.0	6.3	N/A	N/A
9. Demonstrates strong business skills	7	5.8	6.0	6.0	5.7	N/A	N/A
10. Knows how to mobilize people and resources	6	6.0	6.0	6.0	6.0	N/A	N/A
11. Checks to see that tasks are properly completed	4	6.0	6.0	7.0	5.7	N/A	N/A
12. Competitive to achieve goals	5	6.2	6.0	6.0	6.3	N/A	N/A
13. Decisive decision-maker	6	5.8	6.0	6.0	5.7	N/A	N/A
14. Prioritizes to meet key objectives on time	6	5.8	5.0	5.0	6.3	N/A	N/A
15. Works to a written plan	4	5.2	4.0	6.0	5.3	N/A	N/A
16. Takes action and is proactive	6	5.6	6.0	5.0	5.7	N/A	N/A
17. Focuses on the bottom line and tracks successes	6	5.6	6.0	4.0	6.0	N/A	N/A
18. Passion for work	6	5.2	5.0	5.0	5.3	N/A	N/A
19. Defines a clear vision	6	5.4	5.0	5.0	5.7	N/A	N/A
20. Disciplined work habits	6	6.0	6.0	6.0	6.0	N/A	N/A
21. Comfortably speaking directly	7	5.8	6.0	6.0	5.7	N/A	N/A
22. Responds diplomatically when needed	6	5.4	5.0	5.0	5.7	N/A	N/A
23. Clearly communicates expectations	7	5.6	5.0	5.0	6.0	N/A	N/A
24. Gives ongoing feedback	4	5.2	4.0	5.0	5.7	N/A	N/A
25. Adapts communication for people/situations	5	5.0	5.0	5.0	5.0	N/A	N/A
26. Speaks calmly in difficult conversations	6	6.0	6.0	6.0	6.0	N/A	N/A
27. Regularly communicates the vision and goals	6	5.4	5.0	5.0	5.7	N/A	N/A

28. Invites others to engage in conversation	6	5.8	5.0	6.0	6.0	N/A	N/A
29. Expresses true views in meetings	7	5.6	5.0	5.0	6.0	N/A	N/A
30. Communicates to avoid surprises for others	6	6.0	6.0	6.0	6.0	N/A	N/A
31. Demonstrates understanding for others' concerns	5	5.0	4.0	6.0	5.0	N/A	N/A
32. Provides regular encouragement to others	5	5.2	5.0	5.0	5.3	N/A	N/A
33. Tolerant of honest mistakes	5	5.6	6.0	6.0	5.3	N/A	N/A
34. Responds to questions patiently	5	5.4	5.0	6.0	5.3	N/A	N/A
35. Treats people with respect	6	5.8	5.0	6.0	6.0	N/A	N/A
36. Good listener	6	5.4	5.0	6.0	5.3	N/A	N/A
37. Respects people's differences	6	5.8	5.0	5.0	6.3	N/A	N/A
38. Celebrates successes	5	5.6	6.0	6.0	5.3	N/A	N/A
39. Wants and helps others to succeed	6	6.2	6.0	6.0	6.3	N/A	N/A
40. Makes the workplace happy and fun	5	5.8	5.0	6.0	6.3	N/A	N/A
41. Motivates and inspires others	6	5.8	6.0	6.0	5.7	N/A	N/A
42. Allows others to be open about their frustrations without becoming defensive	6	5.8	6.0	6.0	5.7	N/A	N/A
43. Comfortable listening openly to others' feedback about his/her performance	6	5.8	6.0	6.0	5.7	N/A	N/A
44. Takes personal responsibility	7	5.8	7.0	5.0	5.7	N/A	N/A
45. Collaborates with others on his/her ideas	6	5.6	6.0	5.0	5.7	N/A	N/A
46. Seeks confirming evidence before making judgements about others	5	5.2	5.0	6.0	5.0	N/A	N/A
47. Forgives others when he/she is wronged	6	5.6	6.0	6.0	5.3	N/A	N/A
48. Admits when he/she is angry	5	5.8	5.0	6.0	6.0	N/A	N/A
49. Recognizes and responds appropriately to the emotions of others	4	5.6	4.0	6.0	6.0	N/A	N/A
50. Manages negative emotions well when disappointed	4	5.2	4.0	5.0	5.7	N/A	N/A
51. Avoids trivializing the feelings of others	4	5.2	4.0	5.0	5.7	N/A	N/A
52. Willing to compromise	4	5.2	4.0	5.0	5.7	N/A	N/A
53. Manages ego and self-promotion	6	5.4	6.0	5.0	5.3	N/A	N/A
54. Not overly protective of prior decisions	6	6.0	6.0	6.0	6.0	N/A	N/A
55. Positively influences others without manipulating them	6	5.8	6.0	6.0	5.7	N/A	N/A
56. Demonstrates self belief	6	6.0	7.0	6.0	5.7	N/A	N/A
57. Provides positive energy	7	5.8	6.0	6.0	5.7	N/A	N/A
58. Delegates and does not interfere	5	6.0	6.0	6.0	6.0	N/A	N/A
59. Shares emotions and feelings	5	5.4	5.0	7.0	5.0	N/A	N/A
60. Open with ideas and information	7	6.0	6.0	6.0	6.0	N/A	N/A

Leadership Exercise 9: Leadership Legacy

What will your leadership legacy be?

1. Start creating the plan to achieve your leadership legacy. Write a brief outline of your leadership legacy on the Leadership Performance Plan Worksheet
2. Review the Best Practices you have learned in this training and identify 5 practices that you could start adopting. Write them on your Leadership Performance Plan Worksheet
3. Identify 3 changes that you will immediately make to your leadership style and write them on your DNA Leadership Performance Plan

My Leadership Development

My Leadership Legacy
(What will my leadership legacy be? How do I want to be remembered as a leader?)

Leadership Best Practices For Me To Follow (5 items I will start adopting)

1.
2.
3.
4.
5.

3 Key Changes for Transforming My Leadership Performance

<u>Action Step for Leadership Performance</u>	<u>Timing / When to Take Action</u>
1.	1.
2.	2.
3.	3.

DNA Leadership Performance Coaching - Developing Leadership Skills

- Proactive or Reactive
- *Do you influence the situation or does it influence you?*
- The importance of influence
- *Influence is the hallmark of a leader. How skilled are you at influencing others?*
- Understanding the present reality
- *Learning takes place as we move from the known to the unknown. Do you have a clear sense of 'what is' prior to moving on to new projects/ventures?*
- Creating a vision of the future
- *The achievement of significant outcomes begins with a mental picture of what could be. Do you know how to share this vital information with the team?*
- Defining how to get there
- *The vision needs a plan of how it can be turned into reality. How is this achieved?*
- Turning knowledge and experience into a resource
- *Knowing how to use knowledge and experience from today to enhance tomorrow's outcomes.*
- Developing insight – seeing beyond the obvious
- *Taking time to think and reflect. Knowing you and knowing others.*
- Confidence – self-belief
- *Building our sense of capability.*

DNA Leadership Performance Coaching - Developing Leadership Skills

- Leading yourself
- *Connecting 'who you are' with 'what you do'.*
- Keep developing your skills
- *Moving from one challenge to a bigger challenge.*
- Moving on from being stuck
- *Sometimes we can be held back by our present circumstances. How can we break free and move forward?*
- Delegation
- *Sharing control and responsibility with others.*
- Coping with changes and transitions
- *Dealing with the stages and events of life.*
- The loneliness of leadership
- *Ensuring the loneliness of a leader does not become destructive.*
- How others see you
- *Managing your personality among people with different personalities.*
- Managing your blind spots
- *Preventing your blind spots negatively impacting on others and the organization.*
- Handling confusion, complexity and chaos
- *How to achieve high performance in the environment of uncertainty.*
- The work – life balance
- *Developing resources to achieve a life lived without regret.*

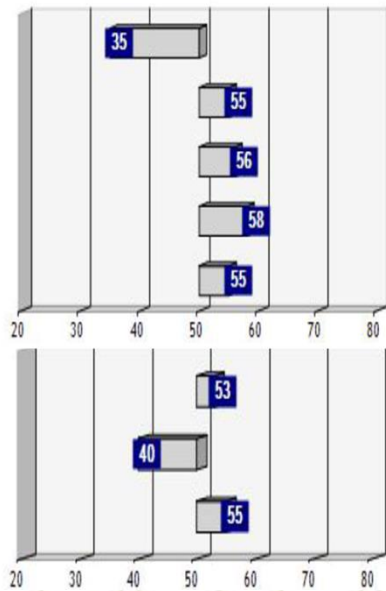
Case Study 8: Coaching Leaders

Using the Business DNA Natural Behavior Reports and the DNA Leadership Performance Reports, prepare a coaching plan:

1. Identify the top 5 issues that you would address with the leader?
2. Identify what behavioral changes you feel the leader has to make, and what they need to do?
3. Prepare 5 Powerful Questions you would ask this leader?

Don Spring: Community Builder – Co-operative Compliant

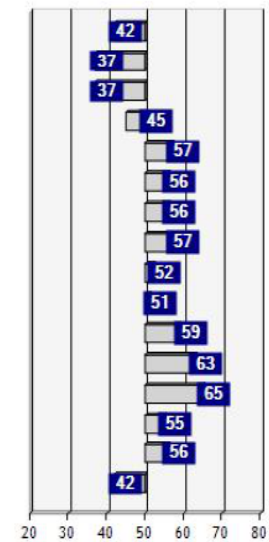
- * Cooperative 35 [7%]
- Reserved
- Fast-Paced
- Spontaneous
- Skeptical
- Content
- * Cautious 40 [16%]
- Anchored



- Take Charge
- Outgoing 55 [69%]
- Patient 56 [73%]
- Planned 58 [79%]
- Trusting 55 [69%]
- Pioneer 53 [62%]
- Risk Taker
- Creative 55 [69%]

Core Work Life Drivers

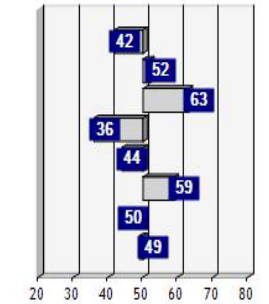
Cooperative	Consensus Seeking	42
	Group Oriented	37
	Diplomatic	37
Reserved	Serious	45
	Reflective	
	Quiet	
Fast-Paced	Rational	
	Task-focused	
	Confronting	
Spontaneous	Generalist	
	Improviser	
	Instinctive	
Skeptical	Controlling	
	Suspicious	
	Questioning	
	Exacting	42



Authoritative	Take Charge
Self-reliant	
Frank	
Expressive	
57 Sociable	Outgoing
56 Communicative	55 [69%]
56 Empathetic	Patient
57 Encouraging	
52 Accepting	56 [73%]
51 Accurate	Planned
59 Scheduled	
63 Persistent	58 [79%]
65 Delegator	
55 Open	Trusting
56 Approachable	
Relaxed	55 [69%]

Work Life Planning Drivers

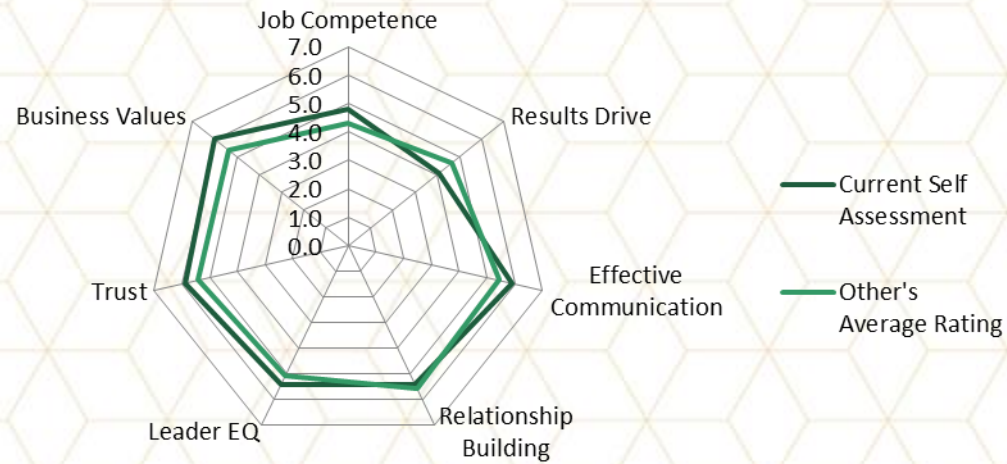
Content	Steady	42
	Balanced	
	Flexible	
Cautious	Careful	36
40 [16%]	Stable	44
Anchored	Experience Based	
	Practical	
	Left Brain	49



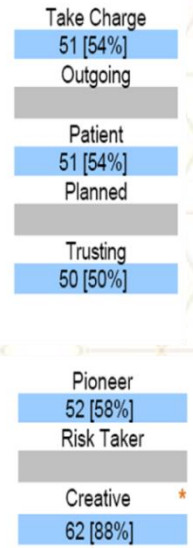
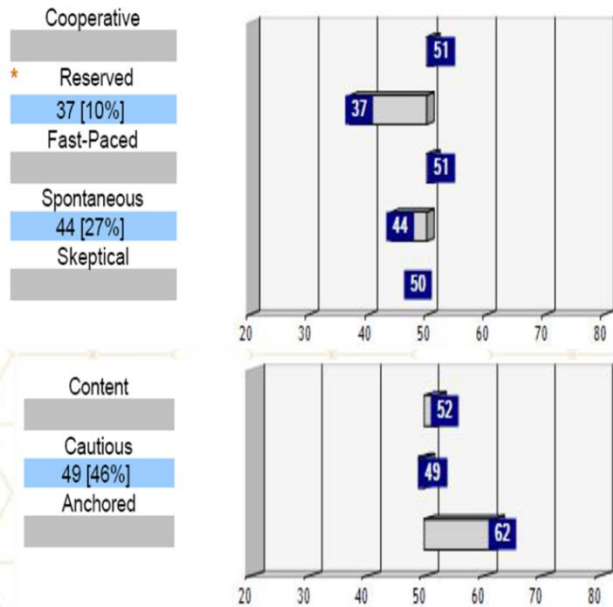
Initiator	Pioneer
52 Competitive	
63 Determined	53 [62%]
Bold	Risk-Taker
Risk Tolerant	
59 Original	Creative
50 Enterprising	
Right Brain	55 [69%]

Don Spring – Leadership Performance

DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Job Competence	4.8	4.3
Results Drive	4.1	4.7
Effective Communication	5.9	5.4
Relationship Building	5.4	5.6
Leader EQ	5.4	5.1
Trust	5.9	5.4
Business Values	6	5.4

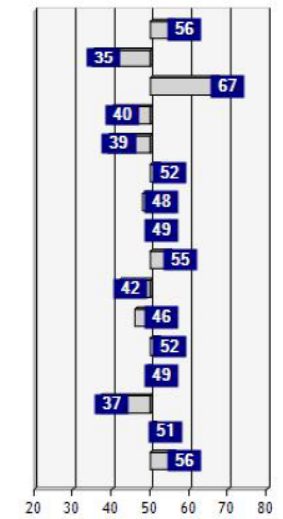


Patricia Murphy: Facilitator – Reserved Reflector



Cooperative	Consensus Seeking	35
	Group Oriented	35
	Diplomatic	35
Reserved	Serious	40
	Reflective	39
	Quiet	37
Fast-Paced	Rational	48
	Task-focused	49
	Confronting	42
Spontaneous	Generalist	46
	Improviser	46
	Instinctive	44
Skeptical	Controlling	49
	Suspicious	37
	Questioning	37
	Exacting	37

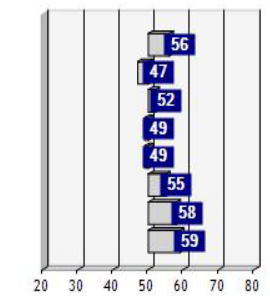
Core Work Life Drivers



56	Authoritative	Take Charge
	Self-reliant	Take Charge
67	Frank	51 [54%]
	Expressive	Outgoing
	Sociable	Outgoing
52	Communicative	
	Empathetic	Patient
	Encouraging	Patient
55	Accepting	51 [54%]
	Accurate	Planned
	Scheduled	Planned
52	Persistent	
	Delegator	Trusting
	Open	Trusting
51	Approachable	
56	Relaxed	50 [50%]

Work Life Planning Drivers

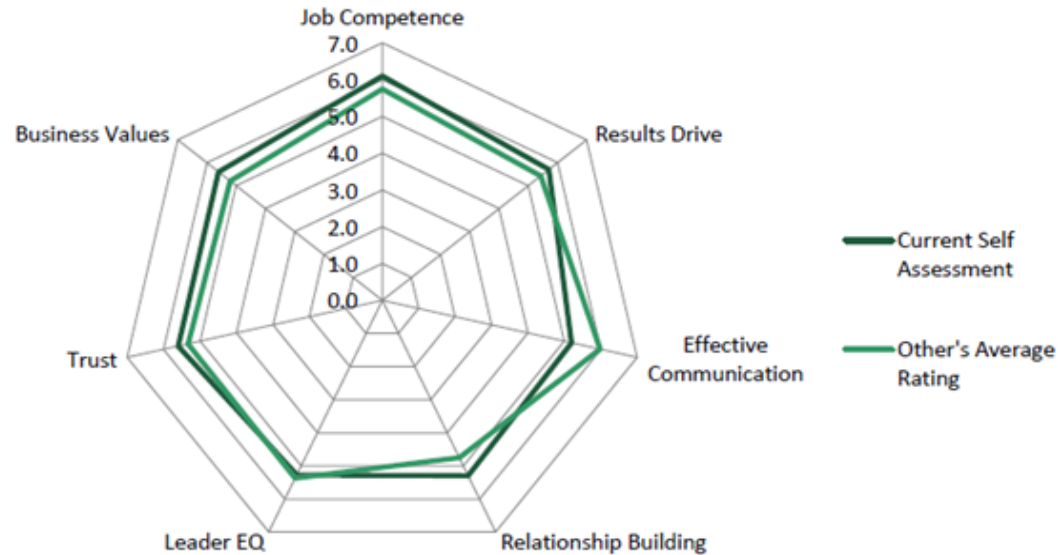
Content	Steady	
	Balanced	47
	Flexible	47
Cautious	Careful	49
49 [46%]	Stable	49
Anchored	Experience Based	
	Practical	
	Left Brain	



56	Initiator	Pioneer
	Competitive	Pioneer
52	Determined	52 [58%]
	Bold	Risk-Taker
	Risk Tolerant	Risk-Taker
55	Original	Creative
58	Enterprising	Creative
59	Right Brain	62 [88%]

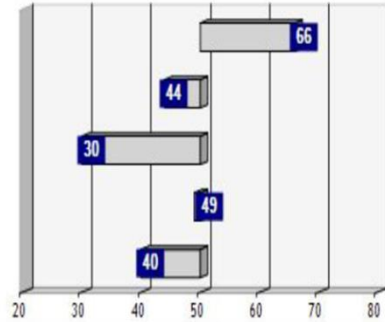
Patricia Murphy – Leadership Performance

DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Job Competence	6.1	5.8
Results Drive	5.7	5.4
Effective Communication	5.2	6.0
Relationship Building	5.3	4.8
Leader EQ	5.3	5.4
Trust	5.6	5.3
Business Values	5.6	5.2

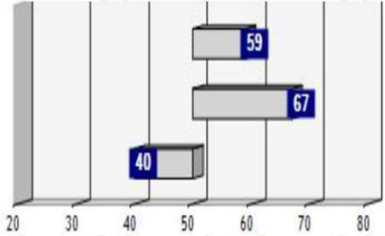


Max Speed: Initiator – Fast Paced Realist

- Cooperative
- Reserved 44 [27%]
- * Fast-Paced 30 [2%]
- Spontaneous 49 [46%]
- Skeptical 40 [16%]



- Content
- Cautious
- Anchored 40 [16%]

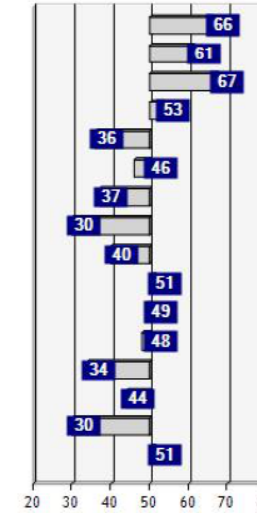


- Take Charge 66 [95%]
- Outgoing
- Patient
- Planned
- Trusting

- Pioneer 59 [82%]
- Risk Taker * 67 [96%]
- Creative

Cooperative	Consensus Seeking	
	Group Oriented	
	Diplomatic	
Reserved	Serious	
44 [27%]	Reflective	36
Outgoing	Quiet	46
Fast-Paced	Rational	37
30 [2%]	Task-focused	30
Patient	Confronting	40
Planned	Generalist	
Trusting	Improviser	49
	Instinctive	48
Spontaneous	Controlling	34
Skeptical	Suspicious	44
40 [16%]	Questioning	30
	Exacting	

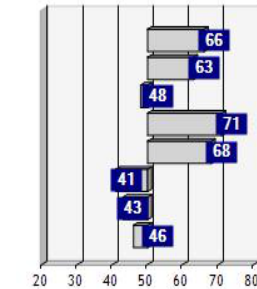
Core Work Life Drivers



66	Authoritative	Take Charge
61	Self-reliant	
67	Frank	66 [95%]
53	Expressive	Outgoing
	Sociable	
	Communicative	
	Empathetic	Patient
	Encouraging	
	Accepting	
51	Accurate	Planned
	Scheduled	
	Persistent	
	Delegator	Trusting
	Open	
	Approachable	
51	Relaxed	

Work Life Planning Drivers

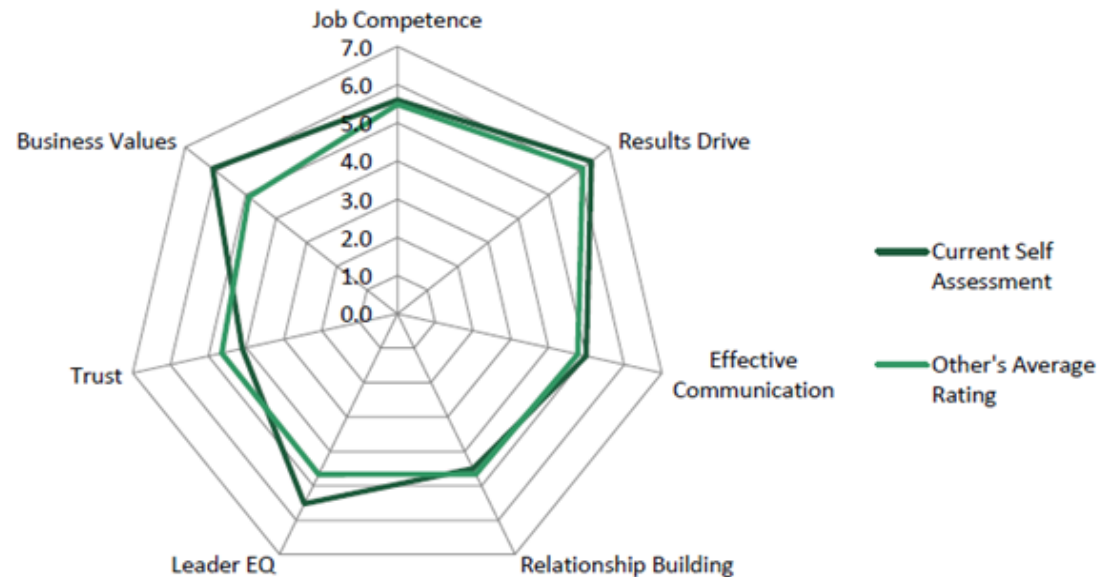
Content	Steady	
	Balanced	
	Flexible	48
Cautious	Careful	
	Stable	
Anchored	Experience Based	41
	Practical	43
40 [16%]	Left Brain	46



66	Initiator	Pioneer
63	Competitive	
	Determined	59 [82%]
71	Bold	Risk-Taker
68	Risk Tolerant	67 [96%]
	Original	Creative
	Enterprising	
	Right Brain	

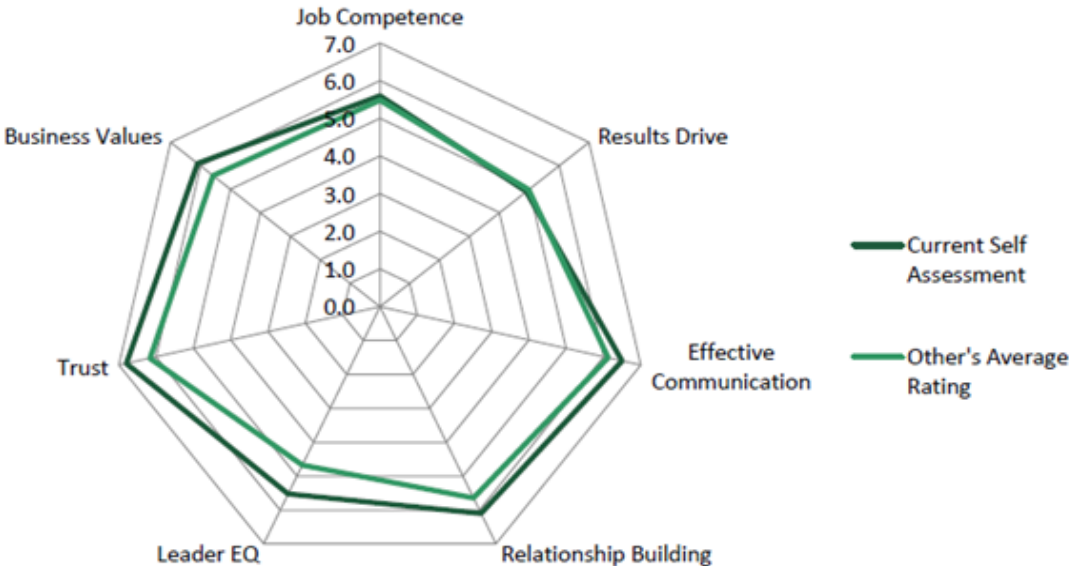
Max Speed – Leadership Performance

DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Job Competence	5.6	5.5
Results Drive	6.4	6.1
Effective Communication	5.0	4.8
Relationship Building	4.5	4.7
Leader EQ	5.5	4.7
Trust	4.1	4.7
Business Values	6.1	4.9

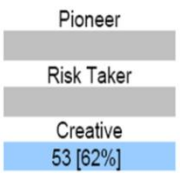
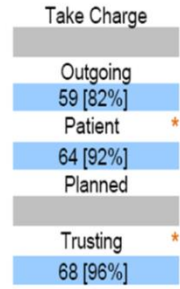
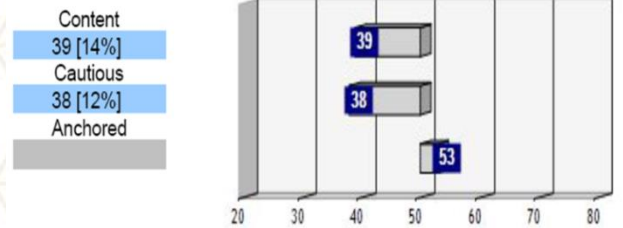
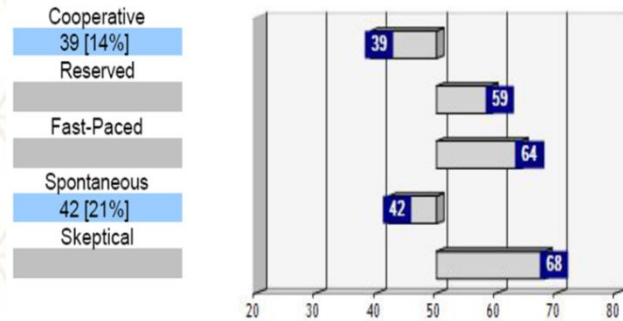


Jenny Miller – Leadership Performance

DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Job Competence	5.6	5.5
Results Drive	4.9	5.0
Effective Communication	6.5	6.1
Relationship Building	6.1	5.7
Leader EQ	5.5	4.7
Trust	6.8	6.2
Business Values	6.1	5.6

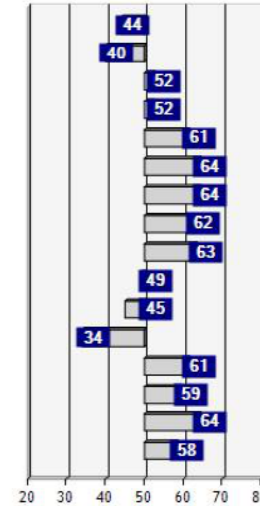


Michael Johnson: Community Builder – Trusting Believer



Cooperative	Consensus Seeking	44
	Group Oriented	40
Reserved	Diplomatic	
	Serious	
	Reflective	
Fast-Paced	Quiet	
	Rational	
	Task-focused	
Spontaneous	Confronting	
	Generalist	49
	Improviser	45
Skeptical	Instinctive	34
	Controlling	
	Suspicious	
	Questioning	
	Exacting	

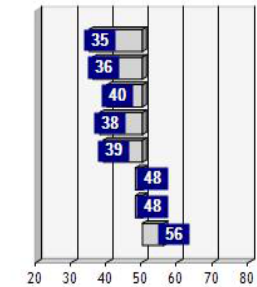
Core Work Life Drivers



Authoritative	Take Charge
Self-reliant	
Frank	
Expressive	Outgoing
Sociable	
Communicative	59 [82%]
Empathetic	Patient
Encouraging	
Accepting	64 [92%]
Accurate	Planned
Scheduled	
Persistent	
Delegator	Trusting
Open	
Approachable	
Relaxed	68 [96%]

Work Life Planning Drivers

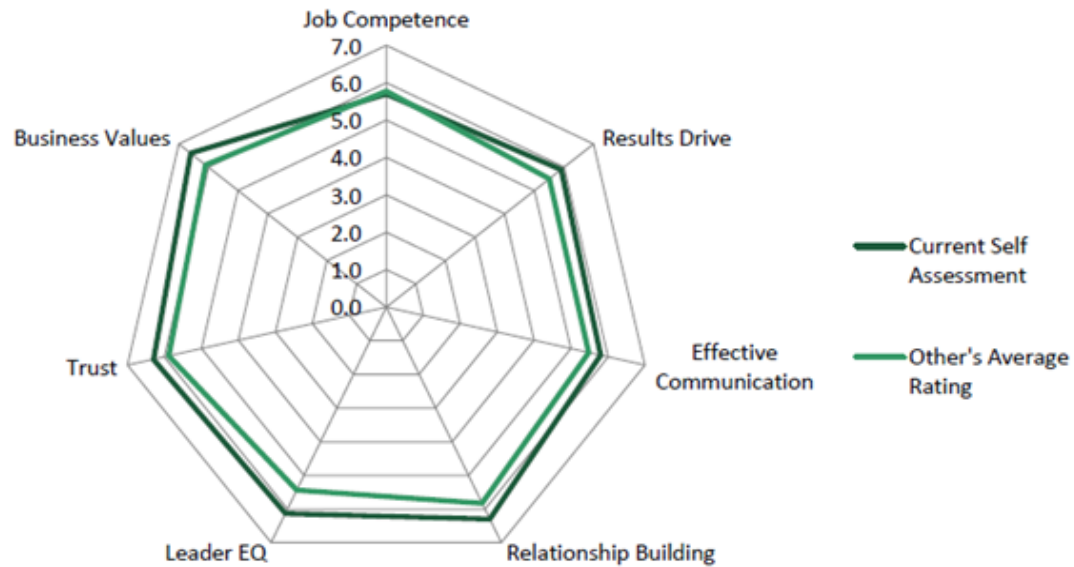
Content	Steady	35
	Balanced	36
	Flexible	40
Cautious	Careful	38
	Stable	39
Anchored	Experience Based	48
	Practical	48
	Left Brain	



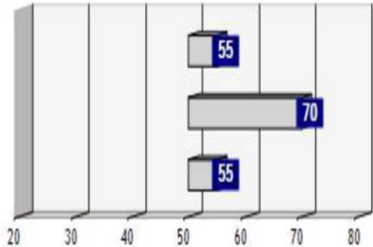
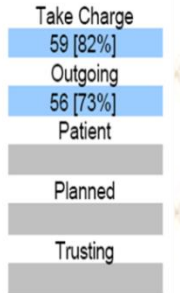
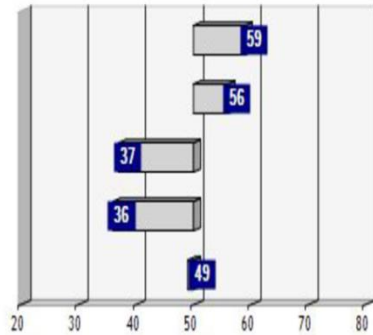
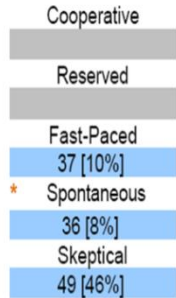
Initiator	Pioneer
Competitive	
Determined	
Bold	Risk-Taker
Risk Tolerant	
Original	Creative
Enterprising	
Right Brain	53 [62%]

Michael Johnson– Leadership Performance

DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Job Competence	5.7	5.8
Results Drive	5.9	5.5
Effective Communication	5.8	5.5
Relationship Building	6.3	5.8
Leader EQ	6.1	5.4
Trust	6.3	5.9
Business Values	6.6	6.1

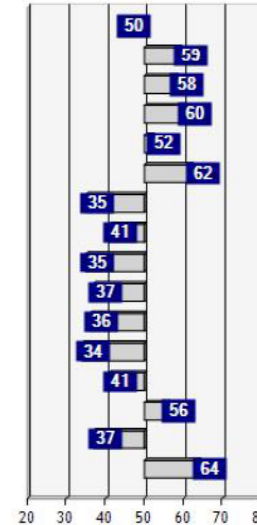


Mike Tudor: Influencer – Risk Taking Optimist



Cooperative	Consensus Seeking	
	Group Oriented	
	Diplomatic	
Reserved	Serious	
	Reflective	
	Quiet	
Fast-Paced	Rational	35
	Task-focused	41
	Confronting	35
Spontaneous	Generalist	37
	Improviser	36
	Instinctive	34
Skeptical	Controlling	41
	Suspicious	
	Questioning	37
	Exacting	49 [46%]

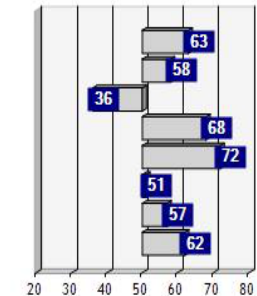
Core Work Life Drivers



50	Authoritative	Take Charge
59	Self-reliant	Take Charge
58	Frank	59 [82%]
60	Expressive	Outgoing
52	Sociable	Outgoing
62	Communicative	56 [73%]
	Empathetic	Patient
	Encouraging	Patient
	Accepting	
	Accurate	Planned
	Scheduled	Planned
	Persistent	
	Delegator	Trusting
56	Open	Trusting
	Approachable	
64	Relaxed	

Work Life Planning Drivers

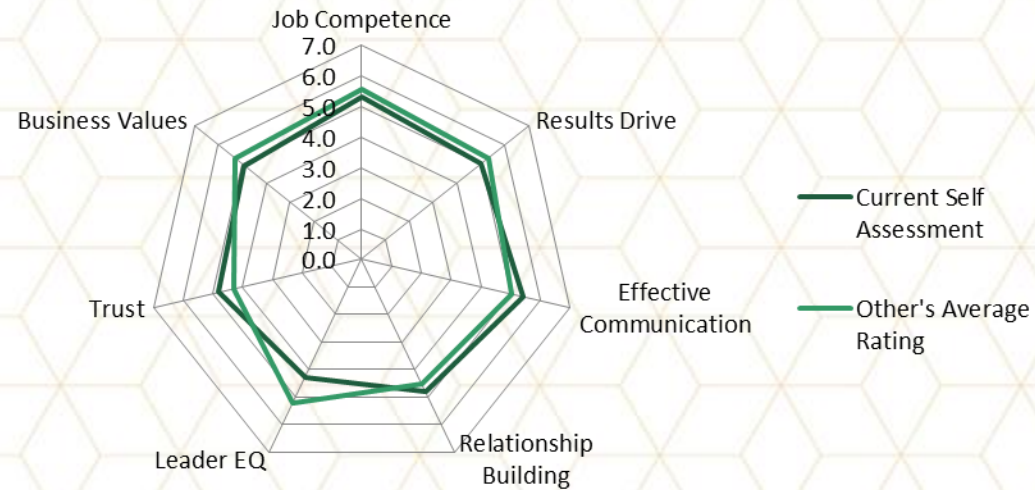
Content	Steady	
	Balanced	
	Flexible	36
Cautious	Careful	
	Stable	
	Experience Based	
Anchored	Practical	
	Left Brain	



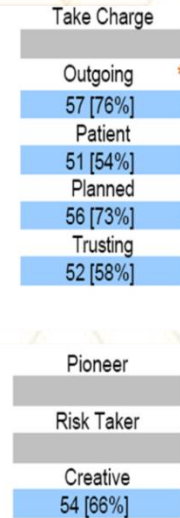
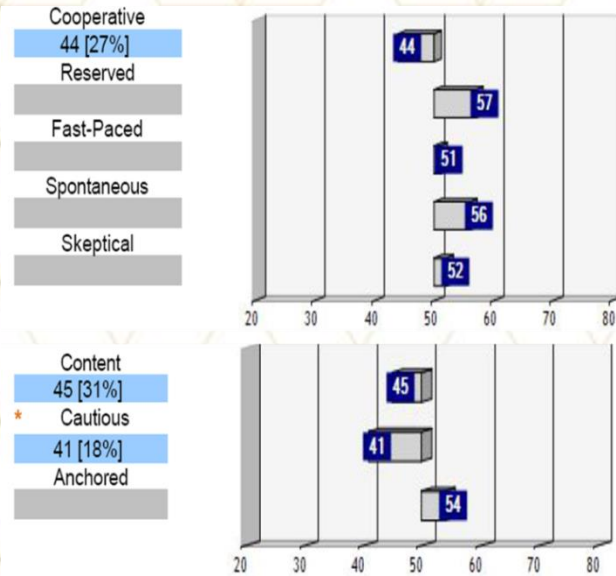
63	Initiator	Pioneer
58	Competitive	Pioneer
	Determined	55 [69%]
68	Bold	Risk-Taker
72	Risk Tolerant	70 [98%]
51	Original	Creative
57	Enterprising	Creative
62	Right Brain	55 [69%]

Mike Tudor – Leadership Performance

DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Job Competence	5.3	5.6
Results Drive	5.0	5.3
Effective Communication	5.4	5.0
Relationship Building	4.8	4.5
Leader EQ	4.3	5.2
Trust	4.8	4.3
Business Values	4.9	5.3

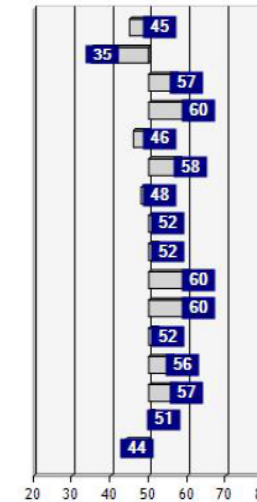


Penny Martin: Stylish Innovator: Cautious Conservative



Core Work Life Drivers

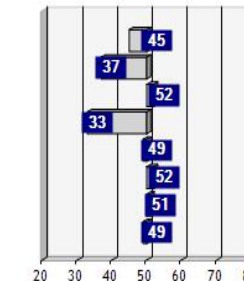
Cooperative	Consensus Seeking	45
44 [27%]	Group Oriented	35
Reserved	Diplomatic	57
	Serious	60
	Reflective	46
	Quiet	58
Fast-Paced	Rational	48
	Task-focused	52
	Confronting	52
Spontaneous	Generalist	60
	Improviser	60
	Instinctive	52
Skeptical	Controlling	56
	Suspicious	57
	Questioning	51
	Exacting	44



Authoritative	Take Charge
Self-reliant	
57 Frank	
60 Expressive	Outgoing
Sociable	
58 Communicative	57 [76%]
Empathetic	Patient
52 Encouraging	
52 Accepting	51 [54%]
60 Accurate	Planned
60 Scheduled	
52 Persistent	56 [73%]
56 Delegator	Trusting
57 Open	
51 Approachable	
Relaxed	52 [58%]

Work Life Planning Drivers

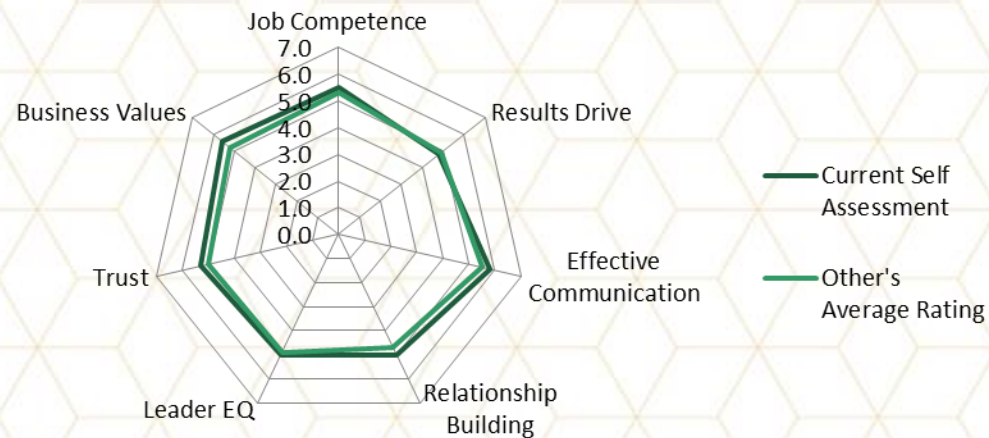
Content	Steady	45
	Balanced	37
45 [31%]	Flexible	52
Cautious	Careful	33
41 [18%]	Stable	49
Anchored	Experience Based	52
	Practical	51
	Left Brain	49



Initiator	Pioneer
Competitive	
52 Determined	
Bold	Risk-Taker
Risk Tolerant	
52 Original	Creative
51 Enterprising	
Right Brain	54 [66%]

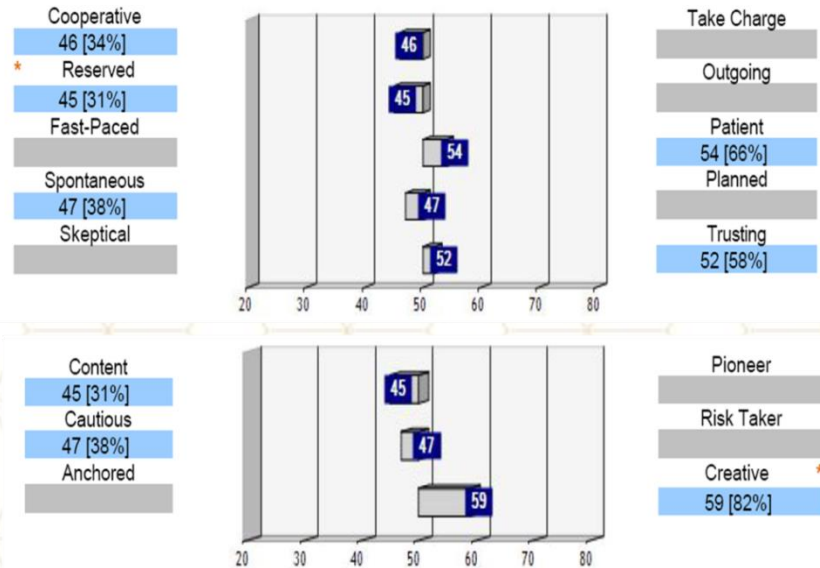
Penny Martin – Leadership Performance

DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Job Competence	5.5	5.3
Results Drive	4.8	4.9
Effective Communication	5.8	5.5
Relationship Building	5.0	4.7
Leader EQ	5.0	4.9
Trust	5.3	5.0
Business Values	5.6	5.2

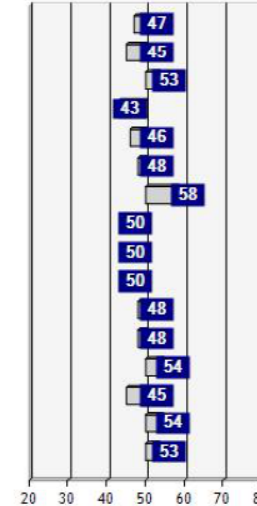


Kim Grant: Adapter – Creative Idea Generator

Core Work Life Drivers



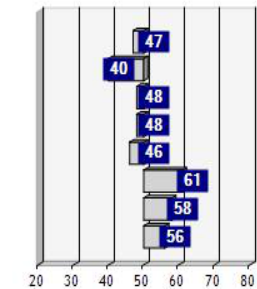
Cooperative	Consensus Seeking	47
	Group Oriented	45
	Diplomatic	46 [34%]
Reserved	Serious	43
	Reflective	46
	Quiet	48
Fast-Paced	Rational	58
	Task-focused	50
	Confronting	50
Spontaneous	Generalist	50
	Improviser	48
	Instinctive	48
Skeptical	Controlling	45
	Suspicious	45
	Questioning	54
	Exacting	53



Authoritative	Take Charge
Self-reliant	53
Frank	53
Expressive	Outgoing
Sociable	58
Communicative	50
Empathetic	Patient
Encouraging	50
Accepting	54 [66%]
Accurate	50
Scheduled	Planned
Persistent	54
Delegator	Trusting
Open	54
Approachable	54
Relaxed	52 [58%]

Work Life Planning Drivers

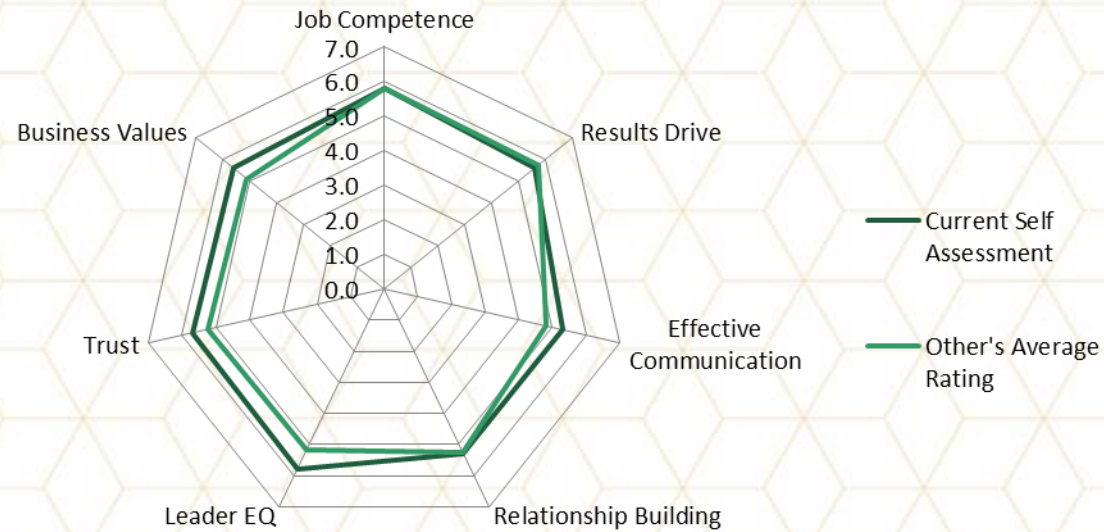
Content	Steady	47
	Balanced	40
	Flexible	48
Cautious	Careful	48
	Stable	46
Anchored	Experience Based	61
	Practical	58
	Left Brain	56



Initiator	Pioneer
Competitive	58
Determined	56
Bold	Risk-Taker
Risk Tolerant	61
Original	Creative
Enterprising	58
Right Brain	59 [82%]

Kim Grant – Leadership Performance

DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Job Competence	5.8	5.8
Results Drive	5.6	5.7
Effective Communication	5.3	4.8
Relationship Building	5.3	5.3
Leader EQ	5.8	5.2
Trust	5.7	5.2
Business Values	5.6	5.1



DNA Behavior[®]

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