



Executive Dimensions®

Feedback Report Prepared for

Morteza Anvari

5 August 2015

In addition to your self-ratings, this report includes your ratings from:

1 Boss
1 Board Members
3 Peers
5 Direct Reports
0 Others

10 All Raters

Executive Dimensions Norm Group

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made Executive Dimensions possible:

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Introduction

What is Executive Dimensions?

Executive Dimensions provides you feedback on the leadership behaviors critical for effectiveness at the top levels of an organization.

After reviewing your results, we recommend you use the Executive Dimensions Development Planning Guide to analyze your results and create your plan for development.

How was Executive Dimensions Developed?

Executive Dimensions is based on theory and research on senior executive effectiveness. CCL identified the leadership behaviors of executives through comprehensive reviews of the academic literature. These reviews provided a list of critical leadership competencies and successful performance dimensions. CCL researchers then supplemented this content with data collected from top-level executives enrolled in CCL's Leadership at the Peak program. In this research, senior executives were asked to recall and describe specific examples of leadership behavior—either positive or negative—that they had observed at the top levels of their organization. These critical incidents served to identify additional leadership competencies and provided specific behavioral examples of effective executive leadership that the research team used to create survey items.

CCL compiles Executive Dimensions data from hundreds of executives and thousands of their raters every year. These data are used to create a select normative sample that contains only top-level executives at large companies.

Section 1: Leadership Competencies - Overview Charts

The next three tables provide you with an overview of your scores. Detailed information describing the tables is located at the bottom of each page.

At the beginning of each feedback report section is a Guide for Interpretation. Here you will find a series of questions to help you think broadly about the meaning of your results.

Guide for Interpretation

- Organizations differ in how important various competencies are for success. When does your view match that of your boss and other raters and when does it not match?
- In what categories did you receive your highest and lowest ratings from others?
- Were there any wide differences between Self and All Raters scores? Pay particular attention to areas in which you rated yourself high and your raters rated you low.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

Section 1: Leadership Competencies - Overview Charts

Importance for Success and Average Scores

	Competency	Importance for Success			Average Scores	
		All Raters	Boss	Self	All Raters	Self
Leading the Business	1. Sound judgment	7			[4.52]	4.33
	2. Strategic planning	2		1	4.38	4.14
	3. Leading change	8	1	1	[4.55]	4.60
	4. Results orientation	3	1		4.25	3.50
	5. Global awareness	1			[4.68]	4.80
	6. Business perspective	3		1	4.40	4.00
Leading Others	7. Inspiring commitment	6		1	4.32	4.20
	8. Forging synergy	1			4.37	4.00
	9. Developing and empowering	4	1		4.45	4.33
	10. Leveraging differences	1			[4.50]	4.60
	11. Communicating effectively	4	1		4.38	4.00
	12. Interpersonal savvy	2			4.36	4.14
Leading by Personal Example	13. Courage				4.24	3.60
	14. Executive image	2			[4.50]	4.20
	15. Learning from experience	1		1	4.42	4.40
	16. Credibility	5	1		[4.56]	3.63

The left column of this chart lists the competencies. The center gray column shows the Importance ratings. You and your raters were asked to choose 5 competencies *Most Important for Success* in your organization. The right column of the chart provides the average scores from All Raters and Self for each of the competencies. All Raters includes Boss, but not Self.

You and your raters used the following response scale to indicate your level of effectiveness:

1 = Deficient

2 = Marginally effective

3 = Effective

4 = Highly Effective

5 = Exceptional

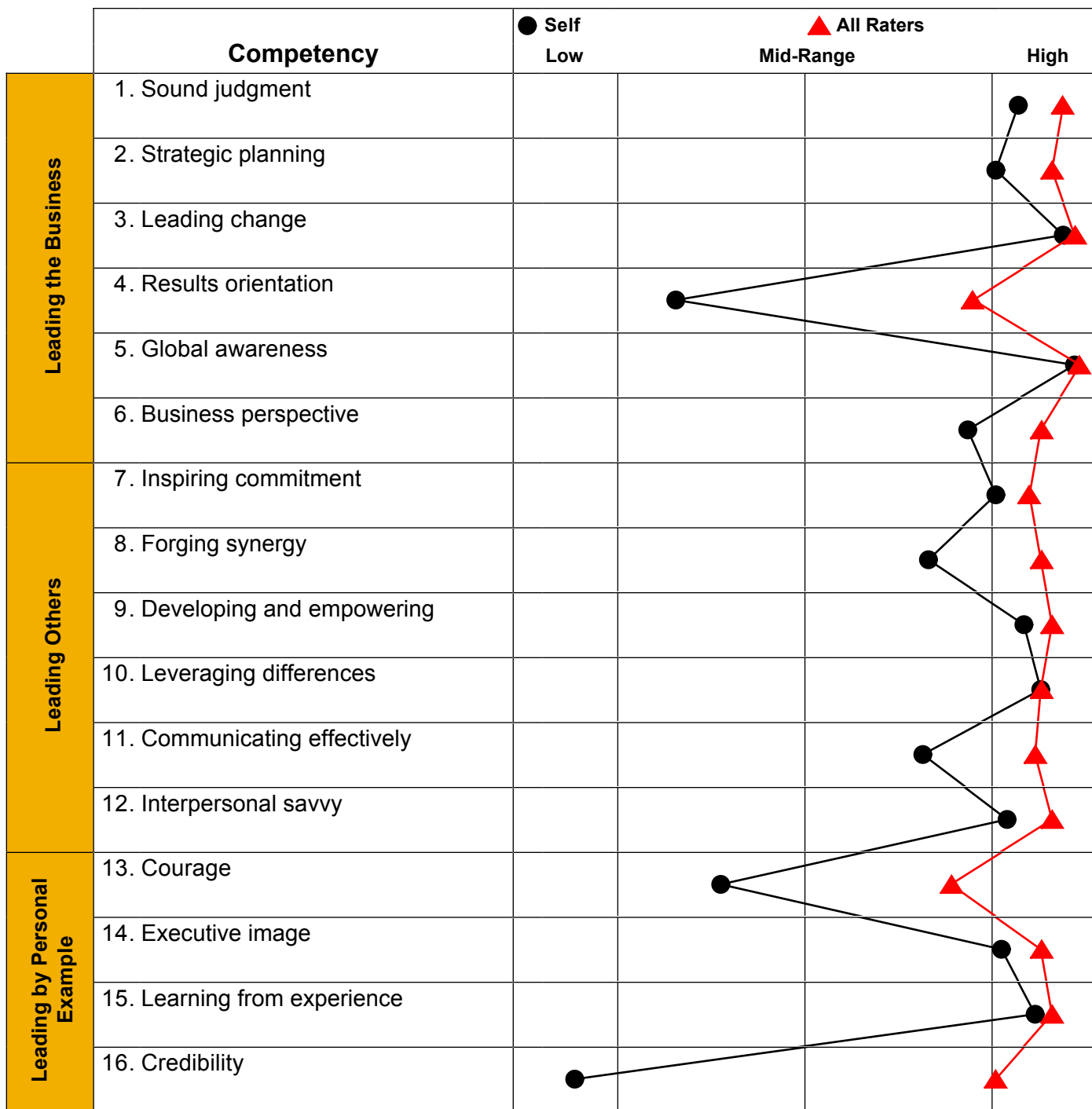
DK = Don't Know/Not Applicable

Key: [Green Box] 6 highest rated competencies by All Raters

[Red Box] 6 lowest rated competencies by All Raters

Section 1: Leadership Competencies - Overview Charts

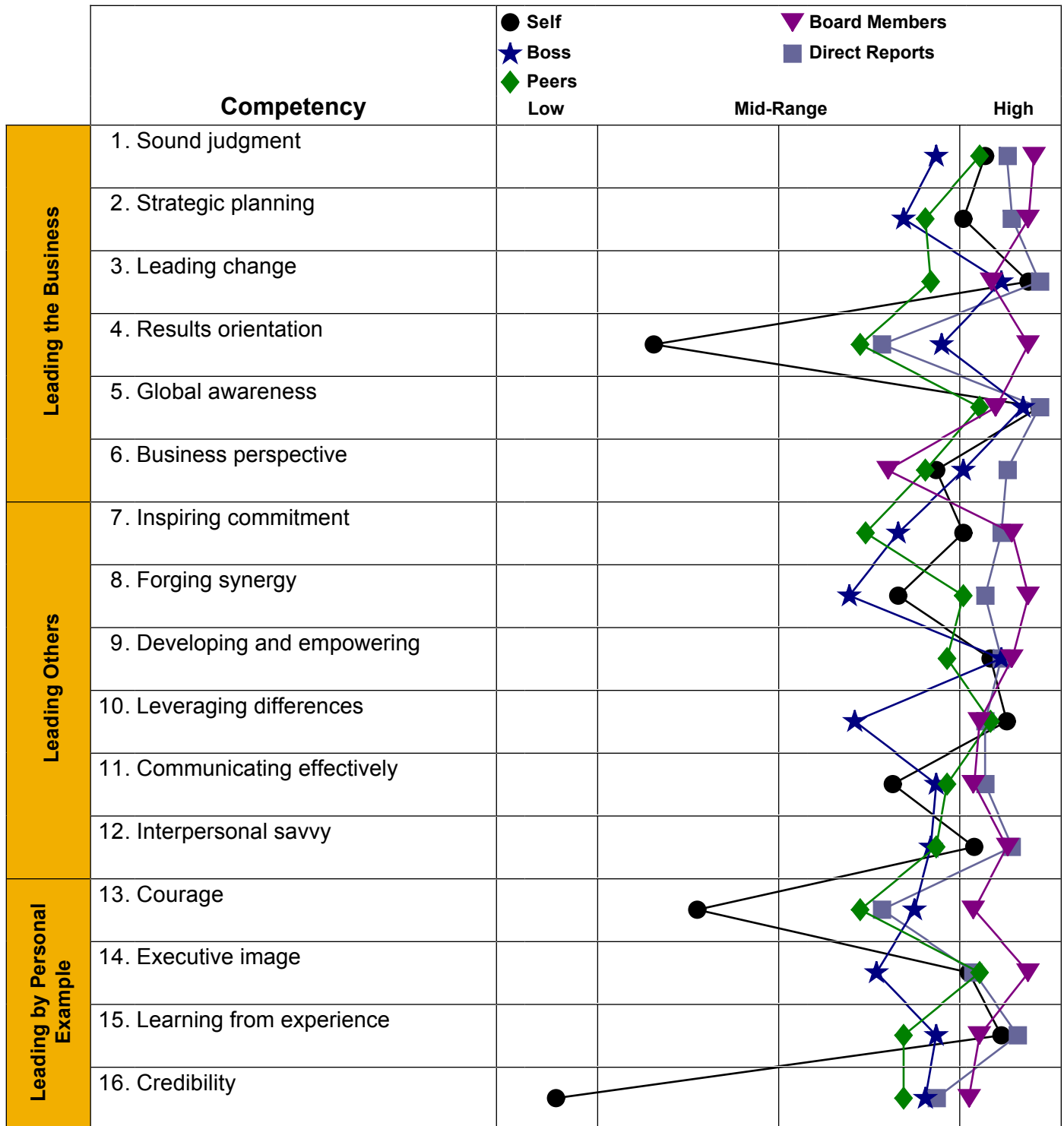
Norm Group Comparisons: Self and All Raters



This chart displays your Self and All Rater scores relative to the scores of other people who have used Executive Dimensions. On this chart you can see if your scores are low, mid-range, or high compared to the normative database CCL maintains for Executive Dimensions.

Section 1: Leadership Competencies - Overview Charts

Norm Group Comparisons: By Rater Group



This chart provides more detailed information by breaking the All Rater scores into the component rater groups: Boss, Board Members, Peers and Direct Reports. Self scores are also plotted on this chart.

Section 2: Leadership Competencies - Comprehensive Data

The comprehensive data section shows each of the competencies in more detail and includes:

Competency Name and Description

The name and description appear at the top of the page.

Competency Summary with Breakout by Rater Group

The Importance column shows how many respondents chose the competency as one of the five *Most Important for Success* in your organization.

The Scores column shows your actual, or raw, competency score. You and your raters used the following response scale to indicate your level of effectiveness:

- 1 = Deficient
- 2 = Marginally effective
- 3 = Effective
- 4 = Highly Effective
- 5 = Exceptional
- DK = Don't Know/Not Applicable

Your norm group comparisons by rater group are reprinted in this chart. Your scores by rater group are plotted relative to scores of individuals in your norm or reference group.

In order to receive a competency-level score in any rater group:

- Each rater must complete at least 50% of the items in the competency, and
- A minimum number of raters in the group must submit a survey:

Boss - at least 1	Direct Reports - at least 2
Board Members - at least 1	Others - at least 1
Peers - at least 2	All Raters - at least 4

Item-level Feedback

This part of your feedback report shows the greatest level of detail and indicates how your raters responded to the individual items (questions) in the survey. The questions were listed in random order in the survey and are organized by competency in this report.

In order to receive an item-level score, the following number of raters must respond:

- Boss - at least 1
- Board Members - at least 1
- Peers - at least 3, to ensure anonymity
- Direct Reports - at least 3, to ensure anonymity
- Others - at least 1
- All Raters - at least 4, to ensure anonymity

Peers and Direct Reports are protected rater groups. If your report contains feedback from exactly two Peers and two Direct Reports, a combined score will be reported and labeled "Peers/Direct Reports".

Highest and Lowest Rated Items

The 5 highest rated items (including tied scores) for **each** rater group are bracketed and shaded in green. The 5 lowest rated items (including tied scores) are underlined and shaded in red.

Section 2: Leadership Competencies - Comprehensive Data

Rater Disagreement

An asterisk (*) by an item indicates a gap of three points or more in your ratings from at least two individuals in that rater group on that item.

Guide for Interpretation



- How do your responses compare to those of your raters?
- How do the scores from the various rater groups compare to each other?
- Are there areas where you consistently rate yourself lower or higher than others rate you?
- How do your scores compare to those of the norm group?

Section 2: Leadership Competencies - Comprehensive Data

1. Sound judgment - Makes timely decisions; readily understands complex issues; develops solutions that effectively address problems.

	Importance	Scores	Low	Mid-Range	High
Self		4.33			●
All Raters	7	4.52			▲
Boss		4.33			★
Board Members		5.00			▼
Peers		4.33			◆
Direct Reports		4.57			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
1. Sees underlying concepts and patterns in complex situations.	5.00	[5.00]	[5.00]	4.33	[5.00]	--
2. Gives appropriate weight to the concerns of key stakeholders.	4.00	4.00	[5.00]	4.33	4.60	--
3. Readily grasps the crux of an issue despite having ambiguous information.	4.00	4.00	[5.00]	[4.67]	4.80	--
4. Makes effective decisions in a timely manner.	3.00	[5.00]	[5.00]	4.33	4.40	--
5. Accurately differentiates between important and unimportant issues.	5.00	4.00	[5.00]	4.33	4.20	--
6. Develops solutions that effectively address underlying problems.	5.00	4.00	[5.00]	4.00	4.40	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

2. Strategic planning - Develops long-term objectives and strategies; translates vision into realistic business strategies.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.14			●
All Raters	2	4.38			▲
Boss		4.14		★	
Board Members		4.86			▼
Peers		4.07		◆	
Direct Reports		4.51			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
7. Regularly updates plans to reflect changing circumstances.	4.00	3.00	[5.00]	4.00	4.00	--
8. Translates his or her vision into realistic business strategies.	4.00	4.00	[5.00]	4.33	4.60	--
9. Weighs the concerns of all relevant business functions when developing plans.	4.00	[5.00]	4.00	4.33	4.60	--
10. Articulates wise, long-term objectives and strategies.	4.00	4.00	[5.00]	4.00	4.80	--
11. Develops plans that balance long-term goals with immediate organizational needs.	4.00	4.00	[5.00]	--	4.80	--
12. Develops plans that contain contingencies for future changes.	4.00	[5.00]	[5.00]	4.00	4.40	--
13. Successfully integrates strategic and tactical planning.	5.00	4.00	[5.00]	3.67	4.40	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

3. Leading change - Supports activities that position the business for the future; offers novel ideas and perspectives.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.60			●
All Raters	8	4.55			▲
Boss	1	4.60			★
Board Members		4.60			▼
Peers		4.10		◆	
Direct Reports		4.80			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
14. Correctly judges which creative ideas will pay off.	4.00	4.00	4.00	3.67	4.60	--
15. Supports activities that position the business for the future.	5.00	[5.00]	[5.00]	4.33	4.80	--
16. Pushes the organization to adopt new initiatives.	5.00	[5.00]	[5.00]	4.00	[5.00]	--
17. Offers novel ideas and perspectives.	5.00	4.00	[5.00]	4.33	4.80	--
18. Fosters a climate of experimentation.	4.00	[5.00]	4.00	--	4.80	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

4. Results orientation - Aligns resources to accomplish key objectives; assigns clear accountability for important objectives.

	Importance	Scores	Low	Mid-Range	High
Self		3.50		●	
All Raters	3	4.25			▲
Boss	1	4.50			★
Board Members		5.00			▼
Peers		4.06		◆	
Direct Reports		4.17		■	
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
19. Assigns clear accountability for important objectives.	3.00	4.00	[5.00]	4.33	4.00	--
20. Pushes the organization to address the concerns of key stakeholders.	4.00	[5.00]	[5.00]	3.67	4.60	--
21. Clearly conveys objectives, deadlines, and expectations.	3.00	4.00	[5.00]	4.00	4.20	--
22. Holds self accountable for meeting commitments.	4.00	[5.00]	[5.00]	4.33	4.40	--
23. Aligns organizational resources to accomplish key objectives.	4.00	4.00	[5.00]	4.00	3.80	--
24. Acts with a sense of urgency.	3.00	[5.00]	[5.00]	4.00	4.00	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

5. Global awareness - Leads the organization in understanding international issues; tracks global trends and world events.

	Importance	Scores	Low	Mid-Range	High
Self		4.80			●
All Raters	1	4.68			▲
Boss		4.80			★
Board Members		4.60			▼
Peers		4.30			◆
Direct Reports		4.85			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
25. Leads the organization in understanding international issues.	5.00	[5.00]	4.00	--	4.67	--
26. Monitors global trends that may affect the organization.	5.00	4.00	[5.00]	--	4.50	--
27. Understands how world events might affect the organization's plans.	5.00	[5.00]	[5.00]	3.67	[5.00]	--
28. Seeks opportunities to learn about different cultures and customs.	5.00	[5.00]	[5.00]	--	4.80	--
29. Adapts behavior to fit different cultural norms.	4.00	[5.00]	4.00	4.00	4.75	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

6. Business perspective - Understands the perspectives of different functional areas in the organization; has a firm grasp of external conditions affecting the organization.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.00			●
All Raters	3	4.40			▲
Boss		4.40			★
Board Members		4.20		▼	
Peers		4.14		◆	
Direct Reports		4.60			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
30. Understands the perspectives of different functional areas in the organization.	5.00	[5.00]	4.00	4.33	4.60	--
31. Understands the strengths and weaknesses of major competitors.	3.00	[5.00]	4.00	4.00	4.60	--
32. Has a firm grasp of external conditions affecting the organization.	5.00	4.00	4.00	4.33	4.80	--
33. Stays informed about the strategic moves of major competitors.	4.00	[5.00]	4.00	--	[5.00]	--
34. Regularly seeks data about customer satisfaction.	3.00	3.00	[5.00]	--	4.20	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

7. Inspiring commitment - Motivates others to perform at their best.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.20			●
All Raters	6	4.32			▲
Boss		4.20		★	
Board Members		4.80			▼
Peers		3.93		◆	
Direct Reports		4.48			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
35. Rallies support throughout the organization to get things done.	4.00	4.00	[5.00]	4.00	4.00	--
36. Publicly praises others for their performance.	5.00	[5.00]	[5.00]	[4.67]	4.80	--
37. Infuses the organization with a sense of purpose.	5.00	[5.00]	[5.00]	4.00	4.40	--
38. Understands what motivates other people to perform at their best.	4.00	4.00	[5.00]	3.67	4.60	--
39. Provides tangible rewards for significant organizational achievements.	3.00	3.00	4.00	3.33	4.60	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

8. Forging synergy - Maintains smooth, effective working relationships; promotes effective teamwork.

	Importance	Scores	Low	Mid-Range	High
Self		4.00		●	
All Raters	1	4.37			▲
Boss		4.00		★	
Board Members		5.00			▼
Peers		4.22			◆
Direct Reports		4.40			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
40. Focuses others' energy on common goals, priorities, and problems.	4.00	4.00	[5.00]	4.33	4.40	--
41. Helps direct reports resolve their conflicts constructively.	4.00	3.00	[5.00]	4.00	4.20	--
42. Seeks common ground in an effort to resolve conflicts.	4.00	3.00	[5.00]	[4.67]	4.40	--
43. Works harmoniously with key stakeholders.	4.00	[5.00]	[5.00]	[4.67]	4.60	--
44. Identifies and removes barriers to effective teamwork.	4.00	4.00	[5.00]	3.33	4.40	--
45. Maintains smooth, effective working relationships.	4.00	[5.00]	[5.00]	4.33	4.40	--

Key:	
 	= 5 highest rated items (plus ties) for each rater group
 	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

9. Developing and empowering - Offers constructive feedback and encouragement; delegates work and encourages individual initiative.

	Importance	Scores	Low	Mid-Range	High
Self		4.33			●
All Raters	4	4.45			▲
Boss	1	4.67			★
Board Members		4.67			▼
Peers		4.17			◆
Direct Reports		4.53			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
46. Delegates work that provides substantial responsibility and visibility.	4.00	4.00	4.00	[4.67]	4.40	--
47. Acts as a mentor, helping others to develop and advance in their careers.	5.00	[5.00]	[5.00]	4.33	4.80	--
48. Supports the decisions and actions of direct reports.	4.00	[5.00]	[5.00]	4.33	4.60	--
49. Utilizes others' capabilities appropriately.	4.00	[5.00]	4.00	3.67	4.20	--
50. Develops staff through constructive feedback and encouragement.	5.00	4.00	[5.00]	4.00	4.40	--
51. Encourages individual initiative in determining how to achieve broad goals.	4.00	[5.00]	[5.00]	4.00	4.80	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

10. Leveraging differences - Works effectively with people who differ in race, gender, culture, age, or background; leverages the unique talents of others to enhance organizational effectiveness.

	Importance	Scores	Low	Mid-Range	High
Self		4.60			●
All Raters	1	4.50			▲
Boss		4.20		★	
Board Members		4.60			▼
Peers		4.47			◆
Direct Reports		4.56			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
52. Promotes policies that are sensitive to the needs of a diverse workforce.	4.00	4.00	[5.00]	4.00	4.20	--
53. Works well with people who differ in race, gender, culture, or age.	5.00	4.00	4.00	[5.00]	[5.00]	--
54. Leverages the unique talents and viewpoints of others.	4.00	4.00	[5.00]	4.33	4.40	--
55. Hires people with a diversity of skills and backgrounds.	5.00	4.00	4.00	[4.67]	4.60	--
56. Respects employees regardless of their position or background.	5.00	[5.00]	[5.00]	4.33	4.60	--

Key:	
 	= 5 highest rated items (plus ties) for each rater group
 	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

11. Communicating effectively - Expresses ideas clearly and concisely; disseminates information about decisions, plans, and activities.

	Importance	Scores	Low	Mid-Range	High
Self		4.00			●
All Raters	4	4.38			▲
Boss	1	4.33			★
Board Members		4.50			▼
Peers		4.22			◆
Direct Reports		4.47			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
57. Expresses ideas fluently and eloquently.	3.00	4.00	4.00	4.00	4.40	--
58. Prevents unpleasant surprises by communicating important information.	4.00	[5.00]	[5.00]	4.00	4.60	--
59. Encourages direct and open discussions about important issues.	5.00	[5.00]	[5.00]	4.33	4.60	--
60. Writes clearly and concisely.	3.00	3.00	4.00	4.00	4.40	--
61. Conveys ideas through lively examples and images.	5.00	[5.00]	[5.00]	[4.67]	4.80	--
62. Clearly articulates even the most complex concepts.	4.00	4.00	4.00	4.33	4.00	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

12. Interpersonal savvy - Understands own impact on situations and people; accurately senses when to give and take when negotiating.

	Importance	Scores	Low	Mid-Range	High
Self		4.14			●
All Raters	2	4.36			▲
Boss		4.14			★
Board Members		4.57			▼
Peers		4.05			◆
Direct Reports		4.54			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
63. Tailors communication based on other's needs, motivations, and agendas.	4.00	4.00	4.00	4.33	4.40	--
64. Understands own impact on situations and people.	4.00	4.00	[5.00]	4.00	4.40	--
65. Influences others without using formal authority.	5.00	4.00	[5.00]	4.00	4.60	--
66. Knows when and with whom to build alliances.	4.00	4.00	4.00	4.00	4.60	--
67. Wins concessions from others without harming relationships.	4.00	[5.00]	[5.00]	4.00	4.40	--
68. Adjusts leadership style according to the demands of the situation.	4.00	4.00	[5.00]	4.00	4.60	--
69. Accurately senses when to give and take when negotiating.	4.00	4.00	4.00	4.00	4.80	--

Key:

- = 5 highest rated items (plus ties) for each rater group
- = 5 lowest rated items (plus ties) for each rater group
- * = Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

13. Courage - Acts decisively to tackle difficult problems; perseveres in the face of problems; takes the lead on unpopular though necessary actions.

	Importance	Scores	Low	Mid-Range	High
Self		3.60		●	
All Raters		4.24			▲
Boss		4.40			★
Board Members		4.60			▼
Peers		4.07		◆	
Direct Reports		4.24		■	
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
70. Takes the lead on unpopular though necessary actions.	4.00	[5.00]	[5.00]	4.00	4.20	--
71. Acts decisively to tackle difficult problems.	3.00	4.00	[5.00]	3.67	4.20	--
72. Perseveres in the face of problems and difficulties.	4.00	[5.00]	[5.00]	4.33	4.60	--
73. Confronts conflicts promptly so they do not escalate.	4.00	3.00	4.00	4.00	3.80	--
74. Has the courage to confront others when necessary.	3.00	[5.00]	4.00	4.33	4.40	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

14. Executive image - Communicates confidence and steadiness during difficult times; adapts readily to new situations.

	Importance	Scores	Low	Mid-Range	High
Self		4.20			●
All Raters	2	4.50			▲
Boss		4.20		★	
Board Members		5.00			▼
Peers		4.40			◆
Direct Reports		4.52			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
75. Communicates confidence and steadiness during difficult times.	4.00	[5.00]	[5.00]	[4.67]	4.60	--
76. Projects confidence and poise.	5.00	[5.00]	[5.00]	[4.67]	4.60	--
77. Adapts readily to new situations.	5.00	[5.00]	[5.00]	4.33	4.60	--
78. Commands attention and respect.	3.00	3.00	[5.00]	4.33	4.20	--
79. Accepts setbacks with grace.	4.00	3.00	[5.00]	4.00	4.60	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

15. Learning from experience - Reflects on and learns from experience; understands own weaknesses and how to compensate for them.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.40			●
All Raters	1	4.42			▲
Boss		4.40			★
Board Members		4.60			▼
Peers		4.03		◆	
Direct Reports		4.61			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
80. Reflects on and learns from experience.	5.00	[5.00]	[5.00]	4.00	4.60	--
81. Accepts responsibility for his or her problems.	4.00	[5.00]	[5.00]	[4.67]	4.60	--
82. Understands own weaknesses and how to compensate for them.	5.00	4.00	[5.00]	4.00	4.60	--
83. Seeks candid feedback on his or her performance.	4.00	4.00	4.00	3.67	4.80	--
84. Changes behavior in response to feedback.	4.00	4.00	4.00	--	4.50	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 2: Leadership Competencies - Comprehensive Data

16. Credibility - Acts in accordance with stated values; follows through on promises; uses ethical considerations to guide decisions and actions.

	Importance	Scores	Low	Mid-Range	High
Self		3.63	●		
All Raters	5	4.56			▲
Boss	1	4.75			★
Board Members		4.88			▼
Peers		4.42		◆	
Direct Reports		4.55			■
Others		--			

	Self	Boss	Board Members	Peers	Direct Reports	Others
85. Uses ethical considerations to guide decisions.	3.00	[5.00]	[5.00]	[5.00]	[5.00]	--
86. Through words and deeds encourages honesty throughout the organization.	4.00	4.00	[5.00]	[4.67]	4.60	--
87. Speaks candidly about tough issues facing the organization.	4.00	[5.00]	4.00	4.33	4.20	--
88. Tells the truth, not just what important constituents want to hear.	3.00	[5.00]	[5.00]	4.33	4.40	--
89. Can be trusted to maintain confidentiality.	4.00	[5.00]	[5.00]	4.33	4.60	--
90. Places ethical behavior above personal gain.	4.00	[5.00]	[5.00]	4.33	4.60	--
91. Follows through on promises.	4.00	[5.00]	[5.00]	4.00	4.75	--
92. Acts in accordance with his or her stated values.	3.00	4.00	[5.00]	4.33	4.40	--

Key:	
	= 5 highest rated items (plus ties) for each rater group
	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

Section 3: Written Comments

Responses to the open-ended questions are listed here exactly as they were typed by each respondent.

What are this person's most significant strengths as a leader?

Self

- I am optimistic and happy,
I am a motivator,
I like and trust my coworker and effectively leverage the differences.

Boss

- - Analytical / Problem Solving
- Motivation and Empowering of workforce
- Innovative, adaptive to change
- Optimistic approach to solving new challenges

Board Members

- Mort's most significant strengths are commitment to the mission, personal integrity, intelligence and ingenuity, interpersonal relationships, loyalty, and work ethic.

Peers / Direct Reports

- 1)Contagious high energy and passion to improve and transform organizations to drive success.
2) Cares and respects others
3) Credible - highly knowledgeable and fact based
4) Highly visionary - Sees and understands very complex problems and develops effective solutions and strategies.
5) Transparent and honest
6) Excellent mentor - Understands how a learning organization and work-life balance can promote high performance and productivity.
- Strong technical/analytical background
Willing to mentor other analysts
Understands politics within Pentagon and relationship to analytical independence
Ability to work in the weeds when required or looking at the big picture.
Broad experience allows understanding problem from other organizations perspective
- A very strong Strategic Vision for the organization
- Effectively uses models to convey ideas that are difficult to describe. Also uses everyday examples to illustrate points. Astute in political environment to understand when to give and when to stand firm. Encourages individual initiative in determining how to achieve broad goals.
- Understand how each team member can contribute effectively and challenges everyone in ways that encourages high performance. Knowledgeable and experienced, but always humble in his approach and allows open discussion to obtain the best alternatives. Encouraging, supportive, fair,

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are the written comments related to feedback you received in the Comprehensive Data section of this report?
- How are the comments consistent or inconsistent with comments from other sources?

Section 3: Written Comments

What are this person's most significant strengths as a leader?

inspiring, and courageous. Makes you feel proud you work for him.

- Forward-thinking, motivational, team-builder, highly competent, and follows-through on commitments.
- Keen sense of new opportunities. Sets stretch goals that are obtainable.
- Compassionate and listens effectively. Knowledgeable: During his career, he has done the work that he expects his subordinates to complete; he is a subject matter expert. Acts decisively when the need is present. Fully supports his subordinates in their plans and actions. Always shows a cheerful disposition and it is always very easy to converse with him.

Others

- No comments were provided

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are the written comments related to feedback you received in the Comprehensive Data section of this report?
- How are the comments consistent or inconsistent with comments from other sources?

Section 3: Written Comments

What are this person's most significant development needs as a leader?

Self

- I need development in Effective Communication, in order to express my ideas clearly.

Boss

- - Resolving Conflict
- - Optimizing use workforce through delegation and workload assignment

Board Members

- Trust his own judgement and instincts, realize his significant strengths and positive contributions, understand the motives of others are not always as perceived.

Peers / Direct Reports

- None noted.
- Recommend trying other leadership tools to meet mission requirements where the organization doesn't have multiple people working on the same problem being unaware of each others work.
- NA
- Continue to share and enable best practices and information sharing across the organization (i.e., through publications, speeches, lunch and learn sessions, etc)
- Ability to buld more allies from out side organization will help ensure long term success.
- I cannot think of any.
- I am sure every leader can benefit from development oppourtinites, but to date, I have not observed any area in which Mr. Anvari shows a difficiency on even the smallest scale that would lead me to believe that he has not considered ways to make himself a more effective leader and person deserving respect.
- Tough question. I recommend a sincere focus on subordinates development and their concerns, providing recommendations based on his extensive knowledge and experience.

Others

- No comments were provided

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are the written comments related to feedback you received in the Comprehensive Data section of this report?
- How are the comments consistent or inconsistent with comments from other sources?

Section 3: Written Comments

In what ways could this person do more to develop other leaders in the organization?

Self

- I can do more by development and empowerment of our organization potential leaders.

Boss

- - Continue to seek and identify future leaders and provide opportunities for developmental assignments, cross functional assignments, and leadership training opportunities.
- Continue to monitor workforce/pipeline for future mid-tier and senior level supervisors
- Mentoring of current management/leaders for building bench to replace senior leader positions in organization

Board Members

- Sometimes, this is difficult to do while adhering to government personnel rules, but he should, in an informal way,
 1. identify those with leadership potential,
 2. make sure they opportunities for leadership training,
 3. challenge them to develop solutions to increasingly difficult issues and seek out their counsel, and
 4. generally observe and advise them of their performance.

Peers / Direct Reports

- It is so rare to work with someone who has such a genuine and sincere interest in developing others in the organization. In just a short time, Mr. Anvari has transformed me personally into a more valuable resource, encouraging me to seek opportunitites, certifications, and challenges that will make me a leader.
- faoster cross training / professional development assignments.
- 1) Enterprise wide: reach out to more leaders to educate them on the benefits and value proposition of: a) creating financial transparency and b)linking financial and performance goals through integrated Cost Management capabilities.
2) Within Organization: Promote and praise more cross functional synergies amongst divisions to maximize results and successful outcomes.
- Look for opportunities for leaders in the organization to professionally develop to the next level of leadership
- Continue to (1) challenge subordinates with tough assignments, and (2) build teamwork between both directorates.
- Inspire them to set new goals, beyond last years accomplishments.

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are the written comments related to feedback you received in the Comprehensive Data section of this report?
- How are the comments consistent or inconsistent with comments from other sources?

Section 3: Written Comments

In what ways could this person do more to develop other leaders in the organization?

- He does a great job of supporting subordinates when they present and defend their work to higher leadership. An additional dry run may help the subordinates anticipate potential questions.
- Encourage subordinates to complete courses in leadership (CES). Communicate regularly with subordinates, providing feedback on performance of assigned duties.

Others

- No comments were provided

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are the written comments related to feedback you received in the Comprehensive Data section of this report?
- How are the comments consistent or inconsistent with comments from other sources?

Section 3: Written Comments

What is one thing that this person could do to increase his/her impact as a leader?

Self

- I can increase my impact by having more contacts with my second and third layer subordinates.

Boss

- - Continue and strengthen professional relations with peers, superiors and customers

Board Members

- Exhibit more self-confidence and less humility.

Peers / Direct Reports

- Better tailor briefings and other information to the audience. Most of the senior Army leaders are non-technical and easily are lost/confused.
- Upon deep consideration and much thought, I wish I could think of even a small thing Mr. Anvari could do to increase his impact as a leader; but I can't. His existing approach to impacting those around him, how he shares his thoughts, ideas and passion for innovation, and in general how he approaches life and his relationships with others in general, has been a very inspiring experience for me and I am so thankful I have had the opportunity to support his mission.
- Pursue the next level in an SES position.
- Keep doing what he is doing now. Impact is growing every day.
- Visit employees regularly to assess job satisfaction or identify problems early.
- Continue to communicate with subordinates the challenges the organization is facing to keep everyone situational aware.
- Assign tasks and projects with clear accountability and responsibility (roles + responsibilities) while promoting cross functional collaboration.
- Leave his office more to visit subordinates, discussing business and personal topics.

Others

- No comments were provided

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are the written comments related to feedback you received in the Comprehensive Data section of this report?
- How are the comments consistent or inconsistent with comments from other sources?

Section 4: Supplementary Data

Greatest Differences Between All Raters and Self Scores

Listed below are the 15 items in Section 2 representing the greatest difference between your Self scores and All Raters scores.

	Item	Competency	All Raters	Self
85.	Uses ethical considerations to guide decisions.	Credibility	5.00	3.00
4.	Makes effective decisions in a timely manner.	Sound judgment	4.50	3.00
88.	Tells the truth, not just what important constituents want to hear.	Credibility	4.50	3.00
31.	Understands the strengths and weaknesses of major competitors.	Business perspective	4.40	3.00
74.	Has the courage to confront others when necessary.	Courage	4.40	3.00
92.	Acts in accordance with his or her stated values.	Credibility	4.40	3.00
19.	Assigns clear accountability for important objectives.	Results orientation	4.20	3.00
21.	Clearly conveys objectives, deadlines, and expectations.	Results orientation	4.20	3.00
24.	Acts with a sense of urgency.	Results orientation	4.20	3.00
57.	Expresses ideas fluently and eloquently.	Communicating effectively	4.20	3.00
78.	Commands attention and respect.	Executive image	4.20	3.00
34.	Regularly seeks data about customer satisfaction.	Business perspective	4.13	3.00
60.	Writes clearly and concisely.	Communicating effectively	4.10	3.00
71.	Acts decisively to tackle difficult problems.	Courage	4.10	3.00
39.	Provides tangible rewards for significant organizational achievements.	Inspiring commitment	4.00	3.00

Section 4: Supplementary Data

Highest Rated Items in Leadership Competencies

Listed below are the 15 **highest** rated items in Section 2 from All Raters.

Item	Competency	All Raters	Self
85. Uses ethical considerations to guide decisions.	Credibility	5.00	3.00
28. Seeks opportunities to learn about different cultures and customs.	Global awareness	4.89	5.00
1. Sees underlying concepts and patterns in complex situations.	Sound judgment	4.80	5.00
36. Publicly praises others for their performance.	Inspiring commitment	4.80	5.00
53. Works well with people who differ in race, gender, culture, or age.	Leveraging differences	4.80	5.00
61. Conveys ideas through lively examples and images.	Communicating effectively	4.80	5.00
3. Readily grasps the crux of an issue despite having ambiguous information.	Sound judgment	4.70	4.00
15. Supports activities that position the business for the future.	Leading change	4.70	5.00
16. Pushes the organization to adopt new initiatives.	Leading change	4.70	5.00
43. Works harmoniously with key stakeholders.	Forging synergy	4.70	4.00
47. Acts as a mentor, helping others to develop and advance in their careers.	Developing and empowering	4.70	5.00
75. Communicates confidence and steadiness during difficult times.	Executive image	4.70	4.00
76. Projects confidence and poise.	Executive image	4.70	5.00
81. Accepts responsibility for his or her problems.	Learning from experience	4.70	4.00
11. Develops plans that balance long-term goals with immediate organizational needs.	Strategic planning	4.67	4.00

Additional item(s) had All Raters scores that tied with the score of last item listed.

Section 4: Supplementary Data

Lowest Rated Items in Leadership Competencies

Listed below are the 15 **lowest** rated items in Section 2 from All Raters.

Item	Competency	All Raters	Self
73. Confronts conflicts promptly so they do not escalate.	Courage	3.80	4.00
7. Regularly updates plans to reflect changing circumstances.	Strategic planning	4.00	4.00
23. Aligns organizational resources to accomplish key objectives.	Results orientation	4.00	4.00
39. Provides tangible rewards for significant organizational achievements.	Inspiring commitment	4.00	3.00
35. Rallies support throughout the organization to get things done.	Inspiring commitment	4.10	4.00
41. Helps direct reports resolve their conflicts constructively.	Forging synergy	4.10	4.00
44. Identifies and removes barriers to effective teamwork.	Forging synergy	4.10	4.00
49. Utilizes others' capabilities appropriately.	Developing and empowering	4.10	4.00
60. Writes clearly and concisely.	Communicating effectively	4.10	3.00
62. Clearly articulates even the most complex concepts.	Communicating effectively	4.10	4.00
71. Acts decisively to tackle difficult problems.	Courage	4.10	3.00
34. Regularly seeks data about customer satisfaction.	Business perspective	4.13	3.00
13. Successfully integrates strategic and tactical planning.	Strategic planning	4.20	5.00
14. Correctly judges which creative ideas will pay off.	Leading change	4.20	4.00
19. Assigns clear accountability for important objectives.	Results orientation	4.20	3.00

Additional item(s) had All Raters scores that tied with the score of last item listed.