

Feedback Report prepared for Global6 Sample – A 8 January 2015

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

- 1 Boss
- 3 Peers
- 5 Direct Reports
- 3 Others

12 All Raters

The raters for your report are from these regions:

- 1 Africa
- 5 English speaking
- 3 Latin Europe
- 3 Scandinavian

Global6 Report

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made the Global6 possible:

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Introduction

Global6 is a tool designed to help you understand the overall image of outstanding leadership held by you and your raters. The value of Global6 lies in the knowledge you will gain when you become aware of both your co-workers' image of outstanding leadership and their specific perceptions of you as that leader.

Global6 Is Not Your Typical 360

- It is not based on a competency model, but a model of leadership characteristics found all over the world.
- Effectiveness is indicated by alignment of scores rather than simply the highest scores.
- It helps you understand the perspectives your raters have about leadership.
- You can lead more effectively when you understand how you are perceived relative to your raters' expectations of an outstanding leader.

Leadership Expectations and Leadership Perceptions

You and your raters assessed each leadership characteristic from two different approaches using different response scales:

Leadership Expectations (Exp). You and your raters were asked to think of outstanding leaders—people exceptionally skilled at motivating, influencing, or enabling others to contribute to the success of an organization. A seven-point response scale indicates whether each characteristic:

- 1 = greatly inhibits outstanding leadership
- 2 = moderately inhibits outstanding leadership
- 3 = slightly inhibits outstanding leadership
- 4 = has no impact on outstanding leadership
- 5 = contributes slightly to outstanding leadership
- 6 = contributes moderately to outstanding leadership
- 7 = contributes greatly to outstanding leadership

Leadership Perceptions (Perc). You and your raters were subsequently asked to indicate the extent to which **you** demonstrate or display each characteristic, using this seven-point response scale:

- 1 = not at all
- 2 = to a very little extent
- 3 = to a little extent
- 4 = to some extent
- 5 = to a moderate extent
- 6 = to a large extent
- 7 = to a very large extent

Introduction

Understanding Your Scores

Leadership Expectations

High expectation scores reflect characteristics that are seen as contributing to effective leadership by your raters. These scores reflect dimensions raters recognize as effective or ineffective leadership. Leadership expectations vary based on several factors, including individual experience, organizational requirements, and cultural background. This means that the different dimensions are not expected to be positively viewed by all raters. Leadership expectations are "in the eyes of the beholders."

Leadership Perceptions

High scores on perceptions mean that you demonstrate the respective characteristic to a high degree and a low score means that you demonstrate the characteristic to a lesser degree.

Match/Mismatch between Expectations and Perceptions

Alignment between Leadership Expectations and Leadership Perceptions scores is desirable. Similar scores (high or low) suggest leadership behaviors match leadership expectations. Misalignment is a cue to explore, learn more, and consider your situation. The point of the feedback is to help you understand the extent to which your behaviors match your raters' expectations of a good leader.

Rater Disagreement about Leadership Expectations

An asterisk (*) by a characteristic indicates a gap of three or more points in your ratings from at least two raters.

Conditions for Scoring Your Report

The following rules describe when scores are reported at an aggregate and single question level. The rules take anonymity and value into account.

In order to receive a **dimension** score in any rater group:

- **Each rater must complete at least 75% of the items, and**
- **The minimum number of raters in the rater group must submit a survey:**

Boss — at least 1
 Peers — at least 2, to ensure anonymity
 Direct Reports — at least 2, to ensure anonymity
 Others — at least 1
 All Raters — at least 4, to ensure anonymity

In order to receive a **characteristic** score in any rater group, the minimum number of raters in the rater group listed below must submit a survey:

Boss — 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

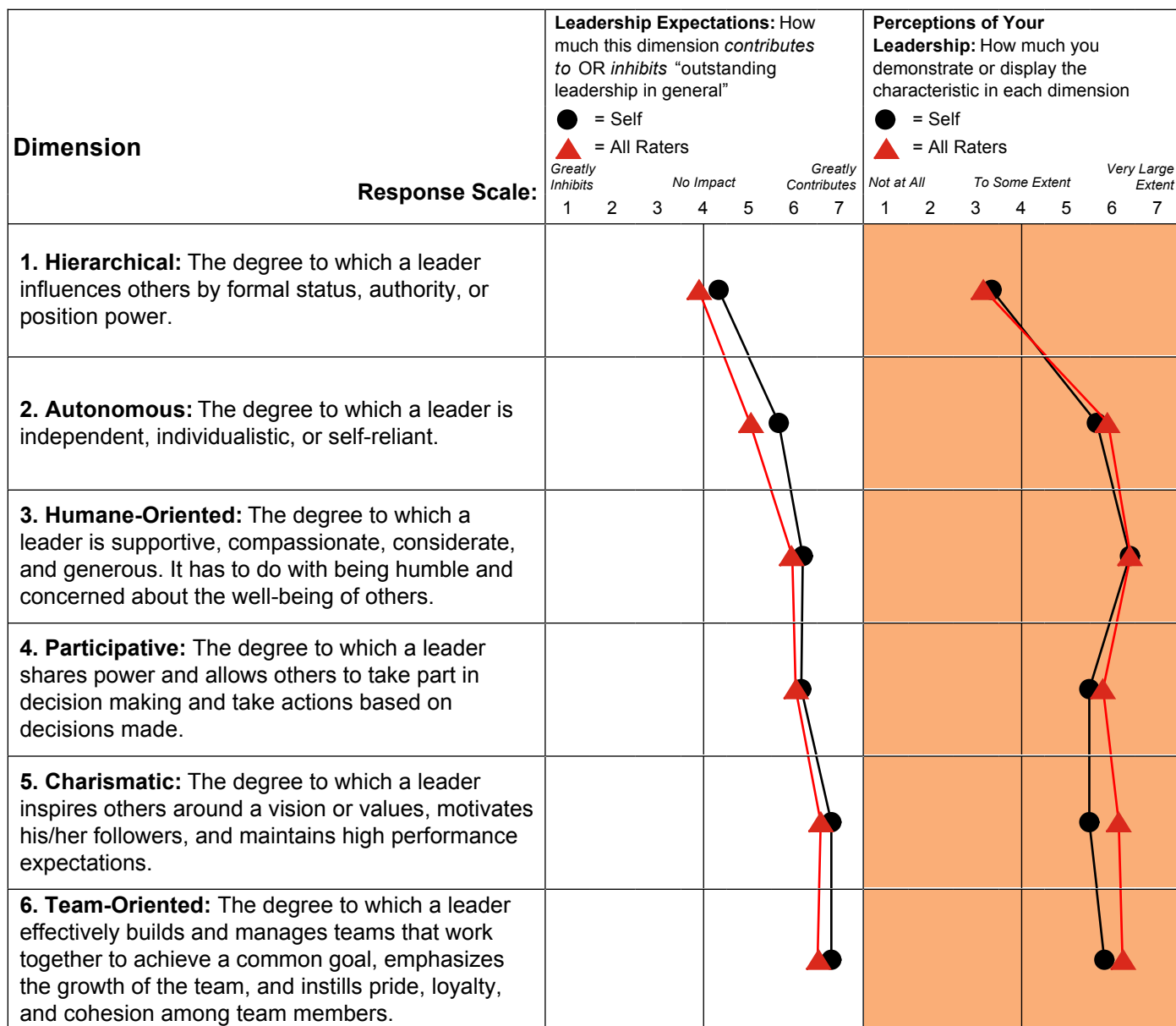
To protect the anonymity of Peers and Direct Reports, if your report contains feedback from exactly two Peers and two Direct Reports, a combined score will be reported and labeled "Peer/Direct Report."

Section 1: Global Leadership Dimensions - Overview Charts

EXPECTATIONS & PERCEPTIONS

Average Scores: Self and All Raters

Information in this section is intended to help you get a quick, high-level understanding of your feedback. The Leadership Characteristics that you and your raters assessed are grouped into six global leadership dimensions. Your individual responses are averaged and plotted below and on the next page, along with the averaged responses of your raters.



Guide for Interpretation

The following questions will guide your interpretation of these feedback results.

- How do your Leadership Expectation responses compare with those of your raters?
- How do your Perceptions of your leadership fit with the Perceptions of others?

Section 1: Global Leadership Dimensions - Overview Charts

EXPECTATIONS & PERCEPTIONS

Average Scores: Graphed by Rater Group

<p>Dimension</p> <p style="text-align: right;">Response Scale:</p>	<p>Leadership Expectations: How much this dimension <i>contributes to OR inhibits</i> “outstanding leadership in general”</p> <p>● = Self ★ = Boss ◆ = Peers ■ = Direct Reports ▲ = Others</p> <p style="text-align: center;">Greatly Inhibits No Impact Greatly Contributes</p> <p style="text-align: center;">1 2 3 4 5 6 7</p>	<p>Perceptions of Your Leadership: How much you demonstrate or display the characteristic in each dimension</p> <p>● = Self ★ = Boss ◆ = Peers ■ = Direct Reports ▲ = Others</p> <p style="text-align: center;">Not at All To Some Extent Very Large Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7</p>
<p>1. Hierarchical: The degree to which a leader influences others by formal status, authority, or position power.</p>		
<p>2. Autonomous: The degree to which a leader is independent, individualistic, or self-reliant.</p>		
<p>3. Humane-Oriented: The degree to which a leader is supportive, compassionate, considerate, and generous. It has to do with being humble and concerned about the well-being of others.</p>		
<p>4. Participative: The degree to which a leader shares power and allows others to take part in decision making and take actions based on decisions made.</p>		
<p>5. Charismatic: The degree to which a leader inspires others around a vision or values, motivates his/her followers, and maintains high performance expectations.</p>		
<p>6. Team-Oriented: The degree to which a leader effectively builds and manages teams that work together to achieve a common goal, emphasizes the growth of the team, and instills pride, loyalty, and cohesion among team members.</p>		

Guide for Interpretation

- How do these responses compare to those in the Self and All Raters graph?
- Do your raters appear to agree with each other with regards to expectations? If not, where are the areas in which they diverge?
- Do your raters appear to agree with each other with regards to perceptions? If not, where are the areas in which they diverge?

Section 2: Overall Alignment

This diagram illustrates the amount of overlap between your raters' Leadership Expectations and their Perception of your leadership. You and your raters were asked:

To what degree does this person represent your own image of an outstanding leader?

	My Image of an Outstanding Leader	This Person	Your Results
1. No overlap at all between this person and my image of an outstanding leader			
2. Very little overlap between this person and my image of an outstanding leader			
3. A little overlap between this person and my image of an outstanding leader			
4. Some overlap between this person and my image of an outstanding leader			
5. Moderate overlap between this person and my image of an outstanding leader			
6. A large amount of overlap between this person and my image of an outstanding leader			
7. Complete overlap between this person and my image of an outstanding leader			

Self	5.00	Peers	5.67
All Raters	5.50	Direct Reports	5.60
Boss	6.00	Others	5.00

Guide for Interpretation

- How does your response compare to the responses of your raters?
- How do the responses of your raters compare to each other?
- How do these responses help you understand the rest of your data?

Section 3: Global Leadership Dimensions - Detailed Data

The following pages show each of the dimensions in more detail and include:

Dimension Name and Description

The name and description of each dimension appears at the top of the page. The dimensions are presented from the least to most universally rated as effective for global leadership in all cultures. The ratings are based on research with over 17,000 leaders in 62 cultures.

Leadership Expectations and Leadership Perceptions Compared

The four-quadrant graph displays Leadership Expectations and Perceptions scores in relation to each other for each leadership dimension. The diagonal line represents the space where perceptions and expectations are perfectly aligned. The closer your ratings are to this line, the greater alignment between perceptions of your behaviors and your raters' expectations of an outstanding leader. Ratings close to the diagonal line are preferred. Ratings that fall into the upper-left quadrant suggest more of that dimension is needed to be an outstanding leader. Ratings that fall into the bottom-right quadrant suggest less of that dimension is needed to be an outstanding leader.

Leadership Characteristic Detail

This part of the feedback report shows how your raters responded to each Leadership Characteristic in detail.

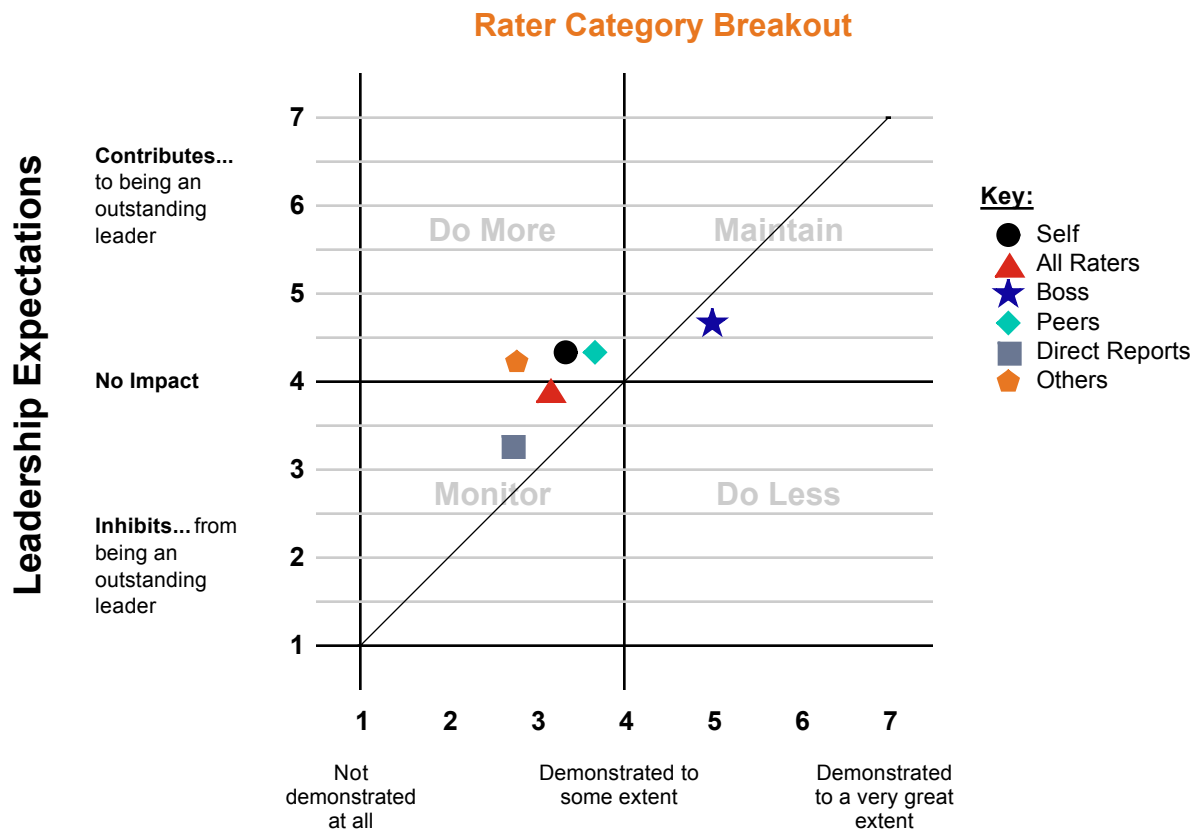
The following Guide for Interpretation applies to all tables in this section.

Guide for Interpretation

- **How do your raters' Perceptions scores (of your demonstrated leadership characteristics) compare to their Expectations scores? Do they think your leadership characteristics match their leadership expectations?**
- **How do your expectations compare to those of your raters?**
- **Are there areas where you consistently perceive yourself higher or lower than how others rate you?**
- **Do all of your raters agree with each other? If not, in which areas do they diverge?**
- **How do the scores from the different rater groups compare to each other?**
- **How do your Leadership Characteristic scores help you understand your dimension scores?**

Section 3: Global Leadership Dimensions - Detailed Data

1. Hierarchical - The degree to which a leader influences others by formal status, authority, or position power.



Perceptions of Your Leadership

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
1. Formal: Follows protocol and traditional ways of behaving according to status and position.	4.00	4.00	3.50*	2.58*	4.00	5.00	3.67*	3.33*	3.00*	2.40*	4.00	1.33
2. Norm-oriented: Acts in strict accordance with organizational standards and conventions.	5.00	3.00	4.25*	3.42*	6.00	7.00	5.33	3.67	3.20*	2.60	4.33	3.33

Key:	
Exp	= Leadership Expectations
Perc	= Leadership Perceptions
*	= Gap of at least 3 points between raters from one rater group.
/	= Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
3. Status-oriented: Pays attention to other people's standing in society and acts accordingly.	4.00	3.00	3.92*	3.50*	4.00	3.00	4.00*	4.00*	3.60*	3.20*	4.33	3.67

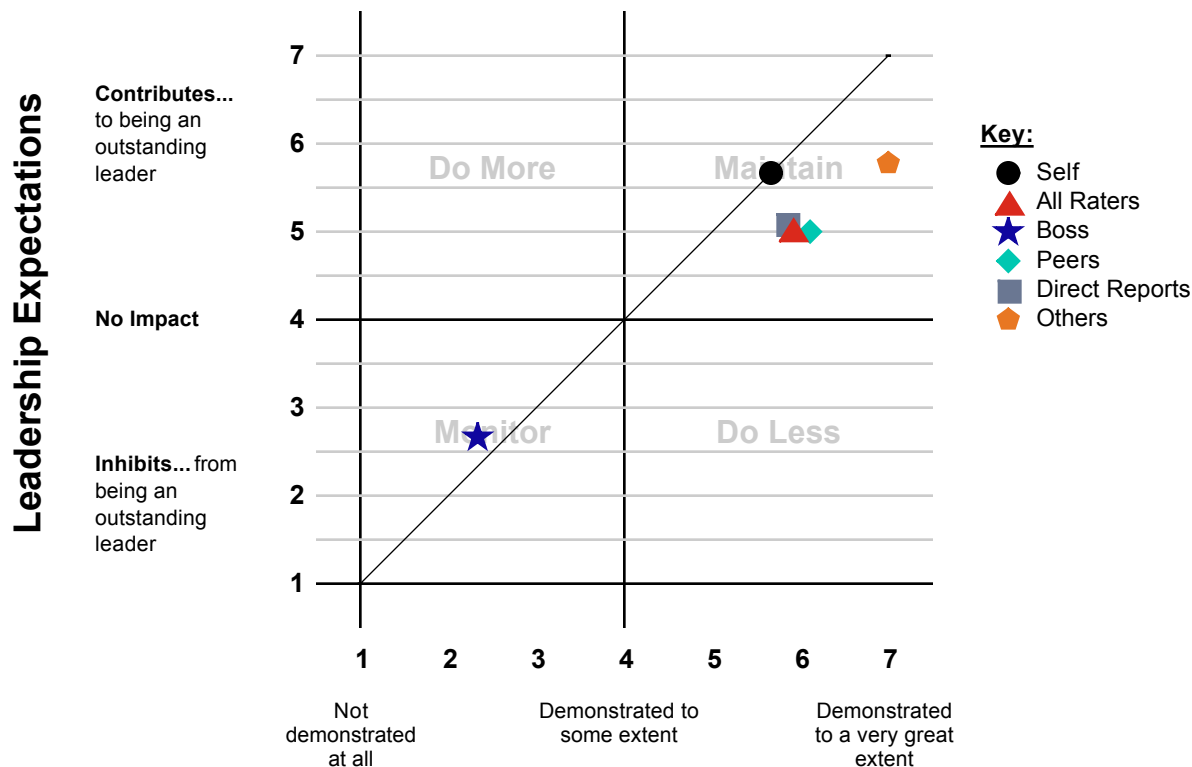
Key:

Exp	=	Leadership Expectations
Perc	=	Leadership Perceptions
*	=	Gap of at least 3 points between raters from one rater group.
/	=	Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

2. Autonomous - The degree to which a leader is independent, individualistic, or self-reliant.

Rater Category Breakout



Perceptions of Your Leadership

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
4. Independent: Acts independently, self-contained.	5.00	5.00	4.50*	5.58*	2.00	1.00	4.33*	5.33*	4.40*	5.80*	5.67	7.00
5. Self-sufficient: Works well as an individual without overly depending on others.	6.00	6.00	5.25	6.33	4.00	5.00	5.67	6.67	5.20	6.00	5.33	7.00
6. Self-reliant: Makes his/her own decisions; inner-directed.	6.00	6.00	5.33*	5.83*	2.00	1.00	5.00*	6.33	5.60	5.80	6.33	7.00

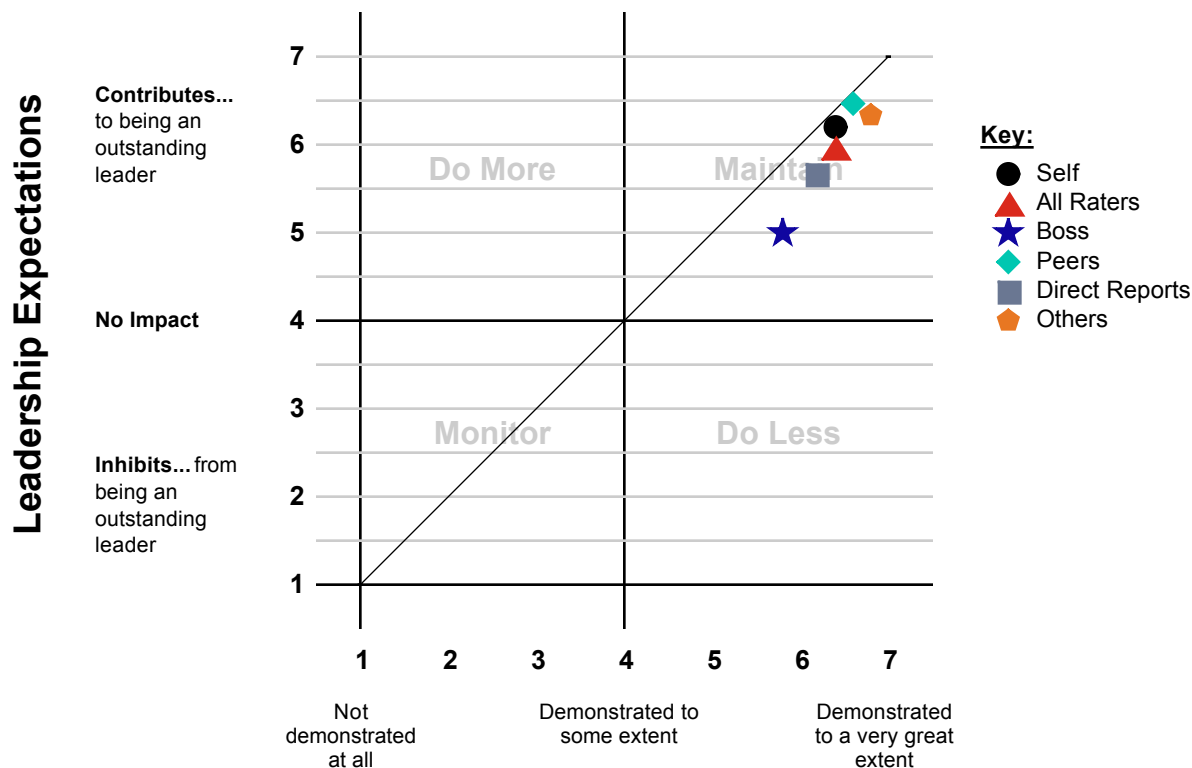
Key:

- Exp = Leadership Expectations
- Perc = Leadership Perceptions
- * = Gap of at least 3 points between raters from one rater group.
- / = Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

3. Humane-Oriented - The degree to which a leader is supportive, compassionate, considerate, and generous. It has to do with being humble and concerned about the well-being of others.

Rater Category Breakout



Perceptions of Your Leadership

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
7. Generous: Is willing to give of his/her time or resources to help others.	6.00	7.00	5.58*	6.50	5.00	7.00	5.67	6.00	5.60*	6.60	5.67	6.67
8. Modest: Does not boast; is unpretentious.	6.00	6.00	5.67*	6.08*	5.00	7.00	6.00	6.67	5.40*	5.20*	6.00	6.67
9. Compassionate: Is considerate and kind.	7.00	6.00	6.25	6.42	5.00	5.00	7.00	6.67	5.60	6.20	7.00	7.00
10. Humane: Shows empathy for others; gives help to others.	6.00	6.00	6.17	6.83	5.00	6.00	6.67	6.67	6.00	7.00	6.33	7.00

Key:

- Exp = Leadership Expectations
- Perc = Leadership Perceptions
- * = Gap of at least 3 points between raters from one rater group.
- / = Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
11. Sympathetic: Acknowledges and understands feelings of others.	6.00	7.00	6.17*	6.25*	5.00	4.00	7.00	7.00	5.60*	6.00*	6.67	6.67

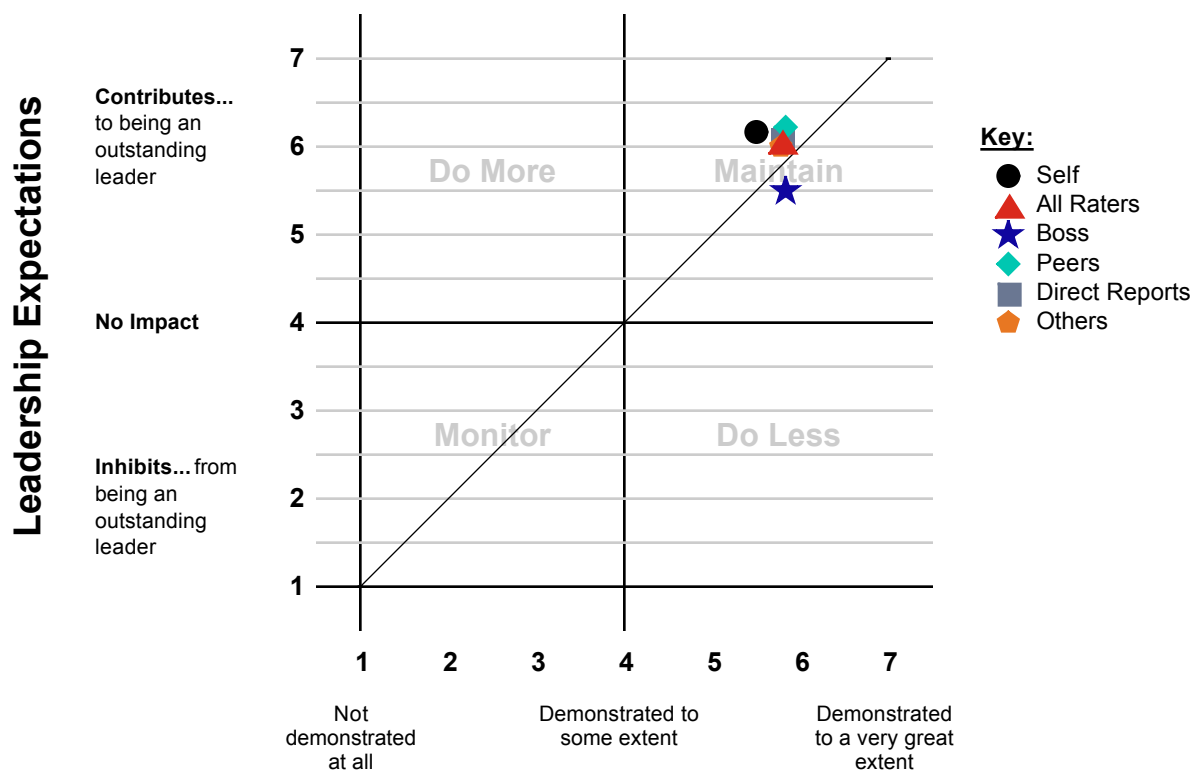
Key:

Exp	=	Leadership Expectations
Perc	=	Leadership Perceptions
*	=	Gap of at least 3 points between raters from one rater group.
/	=	Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

4. Participative - The degree to which a leader shares power and allows others to take part in decision making and take actions based on decisions made.

Rater Category Breakout



Perceptions of Your Leadership

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
12. Consensus-seeking: Makes decisions that reflect input from all important stakeholders.	7.00	6.00	5.75*	5.83*	5.00	5.00	5.33	6.33	6.00*	5.80*	6.00	5.67
13. Delegates: Shares or gives control of projects and tasks to direct reports.	5.00	4.00	6.58	6.00*	7.00	6.00	6.67	6.33	6.40	5.60*	6.67	6.33

Key:

- Exp = Leadership Expectations
- Perc = Leadership Perceptions
- * = Gap of at least 3 points between raters from one rater group.
- / = Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
14. Inclusive: Shares power and authority with others.	6.00	6.00	5.83*	6.00*	5.00	6.00	6.67	6.00	6.20	6.20	4.67	5.67*
15. Involving: Includes others in decision making.	6.00	6.00	5.83	5.75*	5.00	6.00	6.33	5.67	5.80	5.60*	5.67	6.00*
16. Participative: Shares power, information, and resources with others.	6.00	5.00	6.25	5.75*	5.00	6.00	6.33	6.00	6.20	5.60	6.67	5.67*
17. Collaborative: Prefers to work together with others on projects or tasks.	7.00	6.00	6.00*	5.50*	6.00	6.00	6.00	4.67	5.80*	6.00*	6.33	5.33

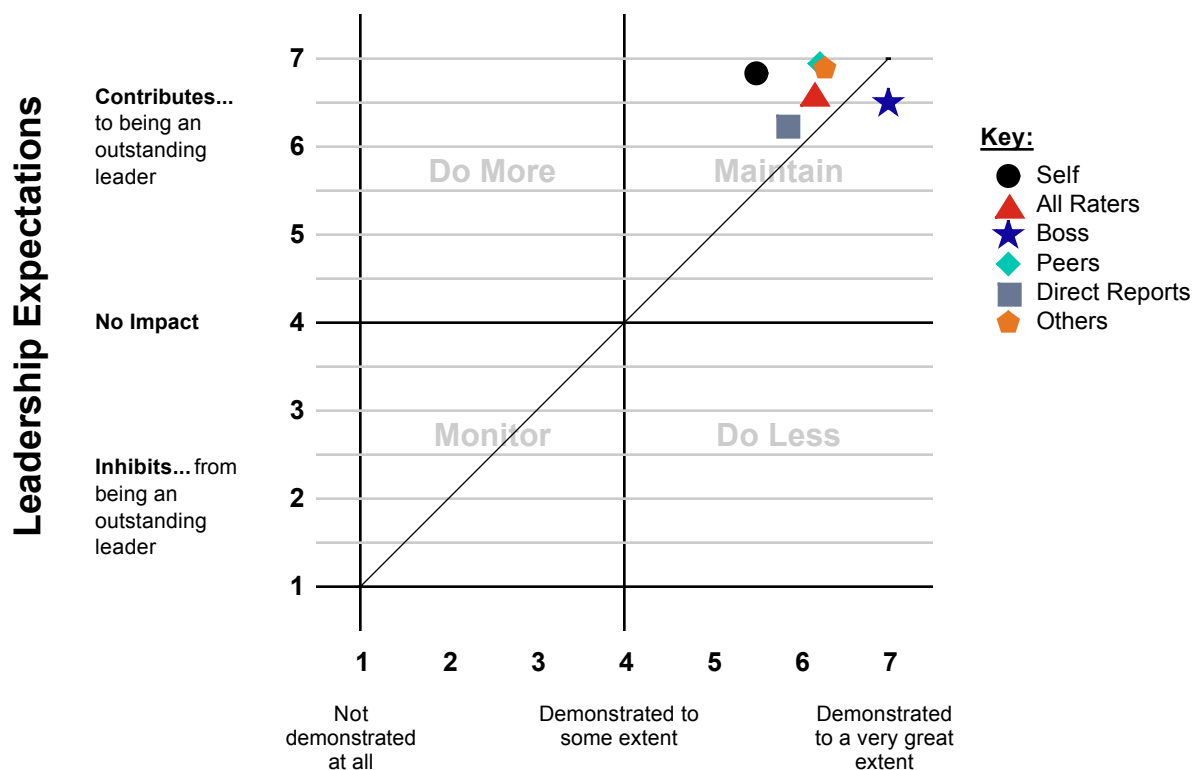
Key:

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Perc	=	Leadership Perceptions
*	=	Gap of at least 3 points between raters from one rater group.
/	=	Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

5. Charismatic - The degree to which a leader inspires others around a vision or values, motivates his/her followers, and maintains high performance expectations.

Rater Category Breakout



Perceptions of Your Leadership

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
18. Charismatic: Displays strong enthusiasm that inspires commitment to values or action.	7.00	5.00	6.42	6.42	6.00	7.00	7.00	6.33	5.80	6.20	7.00	6.67
19. Excellence-oriented: Strives for excellence in performance of self and others.	7.00	6.00	6.75	6.42	6.00	7.00	7.00	6.67	6.60	6.00	7.00	6.67

Key:

- Exp = Leadership Expectations
- Perc = Leadership Perceptions
- * = Gap of at least 3 points between raters from one rater group.
- / = Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
20. Foresight: Anticipates what might happen in the future in order to develop a vision that engages others.	6.00	6.00	6.42	5.08*	6.00	7.00	7.00	5.00*	6.20	4.40*	6.33	5.67
21. Visionary: Thinks about the future and forms a vision that others can relate to.	7.00	5.00	6.58	5.92*	7.00	7.00	7.00	6.00*	6.00	5.60*	7.00	6.00*
22. Inspirational: Inspires, motivates, and generates enthusiasm.	7.00	5.00	6.67	6.42*	7.00	7.00	7.00	6.67	6.20	6.40	7.00	6.00*
23. Performance-oriented: Motivates others to strive for excellent performance.	7.00	6.00	6.75	6.67	7.00	7.00	6.67	6.67	6.60	6.60	7.00	6.67

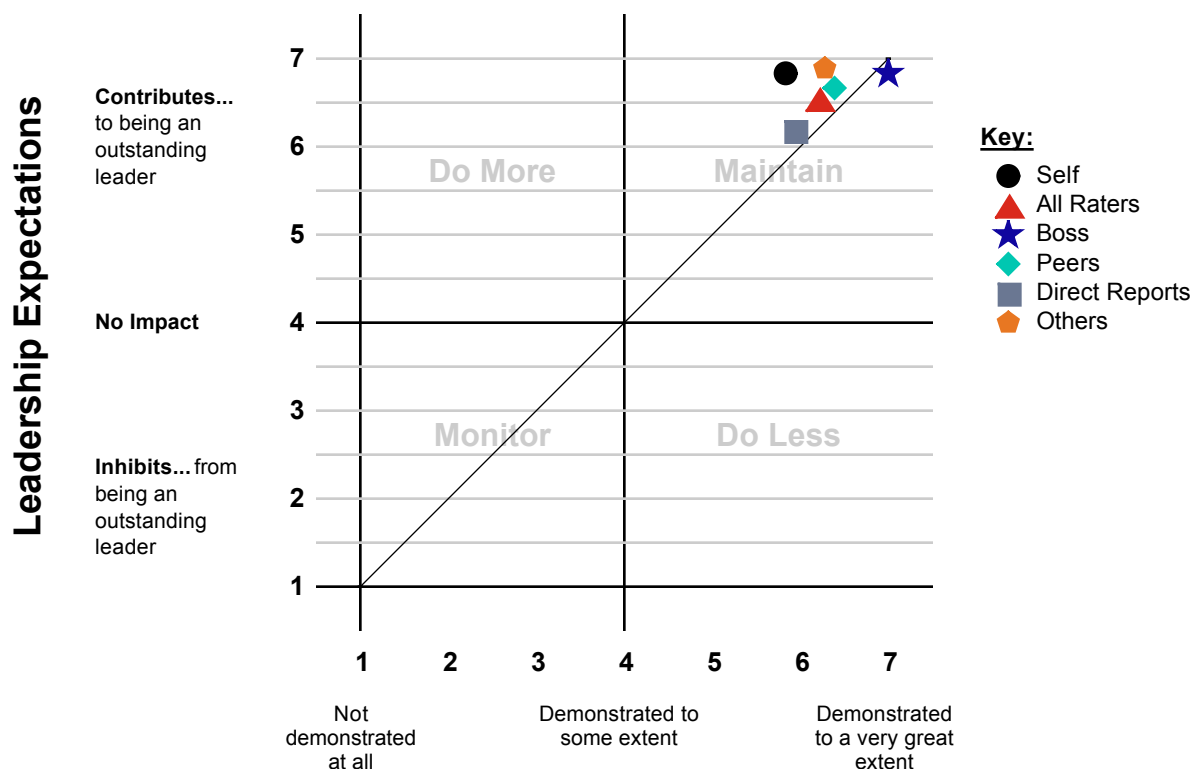
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Perc	=	Leadership Perceptions
*	=	Gap of at least 3 points between raters from one rater group.
/	=	Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

6. Team-Oriented - The degree to which a leader effectively builds and manages teams that work together to achieve a common goal, emphasizes the growth of the team, and instills pride, loyalty, and cohesion among team members.

Rater Category Breakout



Perceptions of Your Leadership

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
24. Mediator: Deals with conflicts between group members in a constructive way.	7.00	7.00	6.17*	6.08*	6.00	7.00	6.33	5.67	6.00*	5.80*	6.33	6.67
25. Organized: Is methodical and transparent in working relationships; manages complex work groups well.	6.00	5.00	6.58	5.83*	7.00	7.00	6.33	6.33	6.40	5.60	7.00	5.33

Key:

- Exp = Leadership Expectations
- Perc = Leadership Perceptions
- * = Gap of at least 3 points between raters from one rater group.
- / = Ratings close to the diagonal line are preferred.

Section 3: Global Leadership Dimensions - Detailed Data

Characteristics	Self		All Raters		Boss		Peers		Direct Reports		Others	
	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc	Exp	Perc
26. Skillful Coordinator: Effectively aligns the different talents and interests of team members.	7.00	6.00	6.75	6.08*	7.00	7.00	7.00	6.33	6.40	5.80	7.00	6.00*
27. Skillful Negotiator: Identifies win-win solutions for team members with diverse or conflicting interests.	7.00	6.00	6.33*	6.25	7.00	7.00	7.00	6.33	5.40*	6.00	7.00	6.33
28. Team Builder: Encourages and enables group members to work together.	7.00	6.00	6.75	6.67	7.00	7.00	7.00	7.00	6.40	6.40	7.00	6.67
29. Team Unifying: Integrates people, information, and tasks into a cohesive working whole.	7.00	5.00	6.58	6.50	7.00	7.00	6.33	6.67	6.40	6.20	7.00	6.67

Key:

Exp	=	Leadership Expectations
Perc	=	Leadership Perceptions
*	=	Gap of at least 3 points between raters from one rater group.
/	=	Ratings close to the diagonal line are preferred.

Section 4: Written Comments

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

What is this person already doing that makes him or her effective working across cultures?

Self

- Reading, researching, and studying as I seek to understand those from other cultures. Going where the person is rather than seeking for them to come to where I am.

Boss

- He is a visionary. Great at sharing ideas, involving people in decision making, and seeing the potential in people. Can get people together on a common goal.

Peers / Direct Reports

- Engages with other people to learn about them.
- Lots of experience in working across cultures and approaches every cultural situation with an open mind.
- His ability to listen attentively over sustained periods enables him to understand the other person.
- Is very self-aware and emotionally intelligent. Understands cultural conditioning. Has experience working across cultures.
- Plenty of experience with working with people from all over the world. Open and accessible to anybody.

Others

- No comments provided

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are these comments consistent or inconsistent with the scores you received?
- How is this feedback consistent or inconsistent with information you have received from other sources?

Section 4: Written Comments

What should this person do to be more effective working across cultures?

Self

- Listen and ask more questions.

Boss

- Network more.

Peers / Direct Reports

- Be more sensitive to cultural differences and where necessary, adapt his own approach.
- Continue exploring and working with a wide range of people.
- Create more space for people from other cultures to share and ask questions.

Others

- No comments provided

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are these comments consistent or inconsistent with the scores you received?
- How is this feedback consistent or inconsistent with information you have received from other sources?

Section 5: Supplementary Data

Greatest Difference Between Self and All Raters

Listed below are the Leadership Characteristics for which Self and All Raters scores show the greatest differences. The first table lists differences in Expectations scores; the second table lists differences in Perceptions scores.

Expectations				● = Self ▲ = All Raters						
Dimension	Characteristic	Self	All Raters	Greatly Inhibits		No Impact			Greatly Contributes	
				1	2	3	4	5	6	7
4. Participative	13. Delegates	5.00	6.58					●		▲
4. Participative	12. Consensus-seeking	7.00	5.75						▲	●
4. Participative	17. Collaborative	7.00	6.00						▲	●
6. Team-Oriented	24. Mediator	7.00	6.17						▲	●
1. Hierarchical	2. Norm-oriented	5.00	4.25					▲	●	












Additional Characteristic(s) had equivalent self-rater difference as the last Characteristic listed above.

Perceptions				● = Self ▲ = All Raters						
Dimension	Characteristic	Self	All Raters	Not at All		To Some Extent			Very Large Extent	
				1	2	3	4	5	6	7
4. Participative	13. Delegates	4.00	6.00					●		▲
6. Team-Oriented	29. Team Unifying	5.00	6.50					●		▲
1. Hierarchical	1. Formal	4.00	2.58			▲		●		
5. Charismatic	18. Charismatic	5.00	6.42					●		▲
5. Charismatic	22. Inspirational	5.00	6.42					●		▲

Section 5: Supplementary Data

Greatest Alignment Between Expectations and Perceptions for All Raters













Listed below are the Leadership Characteristics for which All Raters scores show the greatest alignment between Expectations and Perceptions. These are the characteristics on which your raters perceive that you best meet their expectations regarding outstanding leadership.

All Raters				 = Expectations  = Perceptions						
				Greatly Inhibits		No Impact			Greatly Contributes	
Dimension	Characteristic	Expectations	Perceptions	Not at All		To Some Extent			Very Large Extent	
				1	2	3	4	5	6	7
5. Charismatic	18. Charismatic	6.42	6.42							
3. Humane-Oriented	11. Sympathetic	6.17	6.25							 
4. Participative	12. Consensus-seeking	5.75	5.83							 
4. Participative	15. Involving	5.83	5.75							 
5. Charismatic	23. Performance-oriented	6.75	6.67							 

Additional Characteristic(s) had equivalent expectation-perception alignment as the last Characteristic listed above.

Greatest Discrepancy Between Expectations and Perceptions for All Raters

Listed below are the Leadership Characteristics for which All Raters scores show the greatest discrepancy between Expectations and Perceptions. These are the characteristics on which your raters perceive that you least meet their expectations regarding outstanding leadership.

All Raters				 = Expectations  = Perceptions						
				Greatly Inhibits		No Impact			Greatly Contributes	
Dimension	Characteristic	Expectations	Perceptions	Not at All		To Some Extent			Very Large Extent	
				1	2	3	4	5	6	7
5. Charismatic	20. Foresight	6.42	5.08							
2. Autonomous	4. Independent	4.50	5.58							
2. Autonomous	5. Self-sufficient	5.25	6.33							
1. Hierarchical	1. Formal	3.50	2.58							
3. Humane-Oriented	7. Generous	5.58	6.50							

Section 5: Supplementary Data

Global Leadership Dimensions by Region

The graphs in this section show your individual response averages and those of your raters by region. By grouping your raters regionally, you can discover the impact of the cultural perspective of your raters on your results. In order to receive a dimension score for a regional rater group, the following criteria must be met:

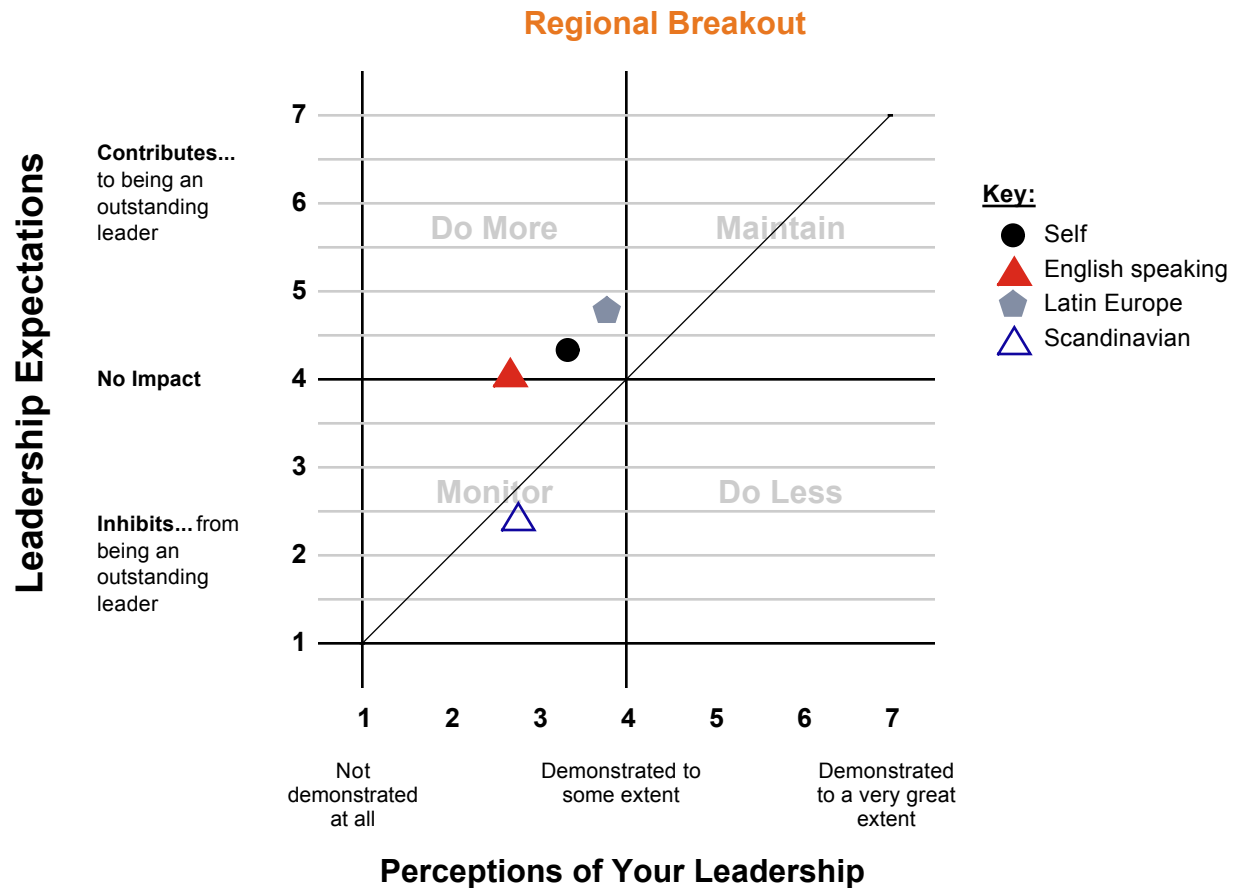
- A minimum number of 3 raters in the region must submit a survey; and
- Each rater must complete at least 75% of the items in the dimension.

The leadership dimensions are presented from the least to the most universally regarded measures of effectiveness across all cultures. These groupings are based on the results of several studies clustering countries together according to the similarity of cultural values. The eleven regions represent the following country groupings:

Region	Countries Included
Africa	Botswana, Burkina, Egypt, Ethiopia, Ghana, Mali, Morocco, Namibia, Nigeria, Rwanda, South Africa, Zambia, Zimbabwe
Arab	Bahrain, Saudi Arabia, UAE
East Asia	China, Hong Kong, Japan, South Korea, Singapore, Taiwan
Eastern Europe	Albania, Bulgaria, Georgia, Greece, Hungary, Kazakhstan, Moldova, Romania, Russia, Serbia, Ukraine
English speaking	Australia, Canada, Ireland, New Zealand, United Kingdom, United States
Germanic Europe	Austria, Germany, Netherlands, Switzerland
Latin America	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Peru, Trinidad, Uruguay, Venezuela
Latin Europe	Belgium, France, Italy, Portugal, Spain
Scandinavian	Finland, Sweden, Norway, Denmark
Southern Asia	India, Indonesia, Malaysia, Philippines, Sri Lanka, Thailand, Vietnam
Other	Pakistan, Poland, All other countries not already listed

Section 5: Supplementary Data

1. Hierarchical - The degree to which a leader influences others by formal status, authority, or position power.



All Rater Means and Standard Deviations for Leadership Expectations by Region*

The table below shows Leadership Expectation information for the regions where CCL has collected sufficient normative data. NOTE: This table does not reflect any of your personal data but could be useful for comparison purposes.

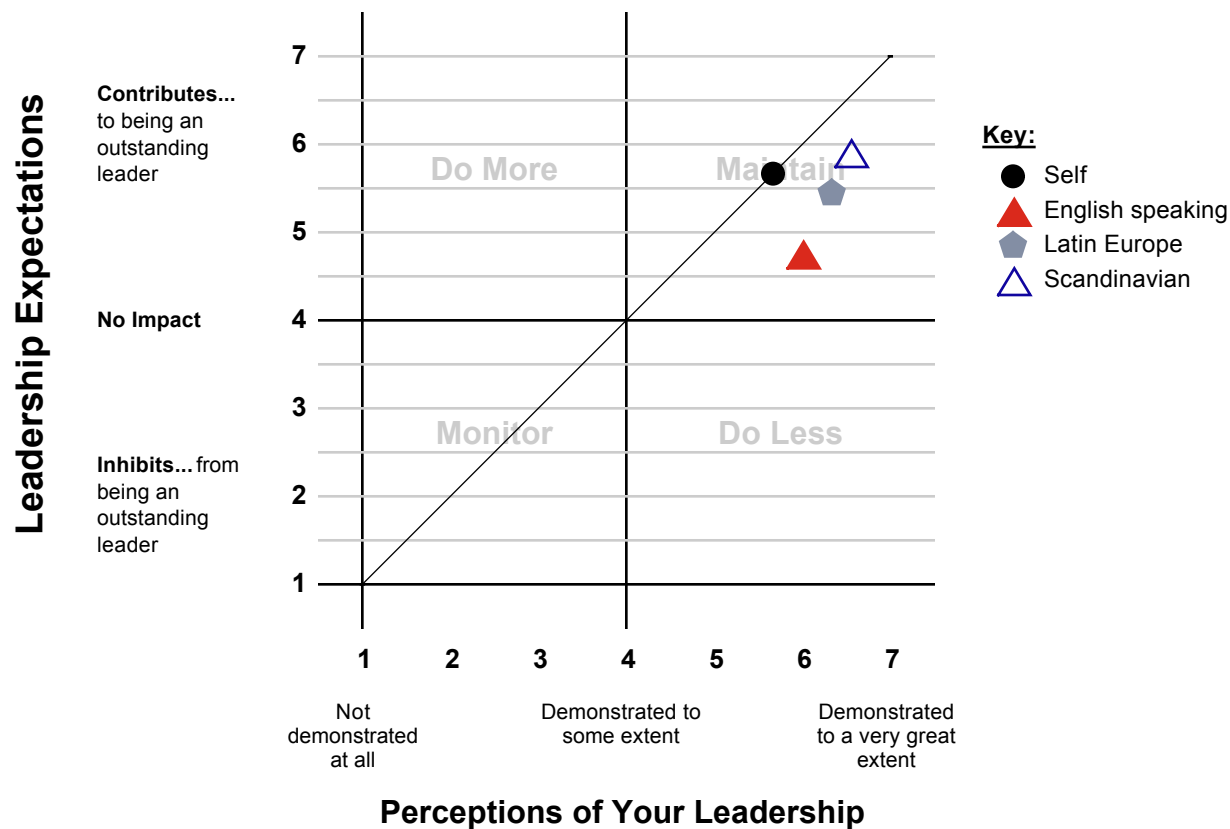
Region	Hierarchical	
	Mean	SD
English speaking	4.15	1.27
Latin Europe	--	--
Scandinavian	--	--

*Source: CCL database

Section 5: Supplementary Data

2. Autonomous - The degree to which a leader is independent, individualistic, or self-reliant.

Regional Breakout



All Rater Means and Standard Deviations for Leadership Expectations by Region*

The table below shows Leadership Expectation information for the regions where CCL has collected sufficient normative data. NOTE: This table does not reflect any of your personal data but could be useful for comparison purposes.

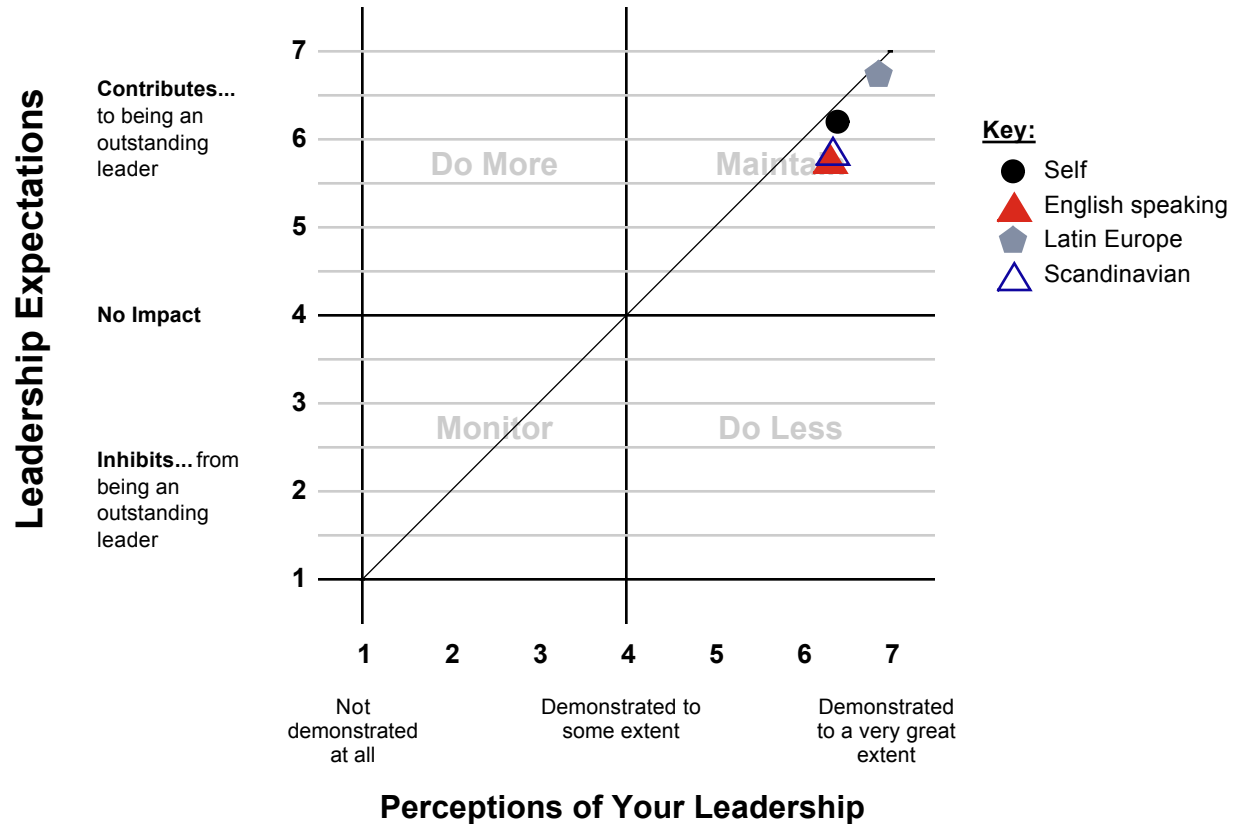
Region	Autonomous	
	Mean	SD
English speaking	4.97	1.13
Latin Europe	--	--
Scandinavian	--	--

*Source: CCL database

Section 5: Supplementary Data

3. Humane-Oriented - The degree to which a leader is supportive, compassionate, considerate, and generous. It has to do with being humble and concerned about the well-being of others.

Regional Breakout



All Rater Means and Standard Deviations for Leadership Expectations by Region*

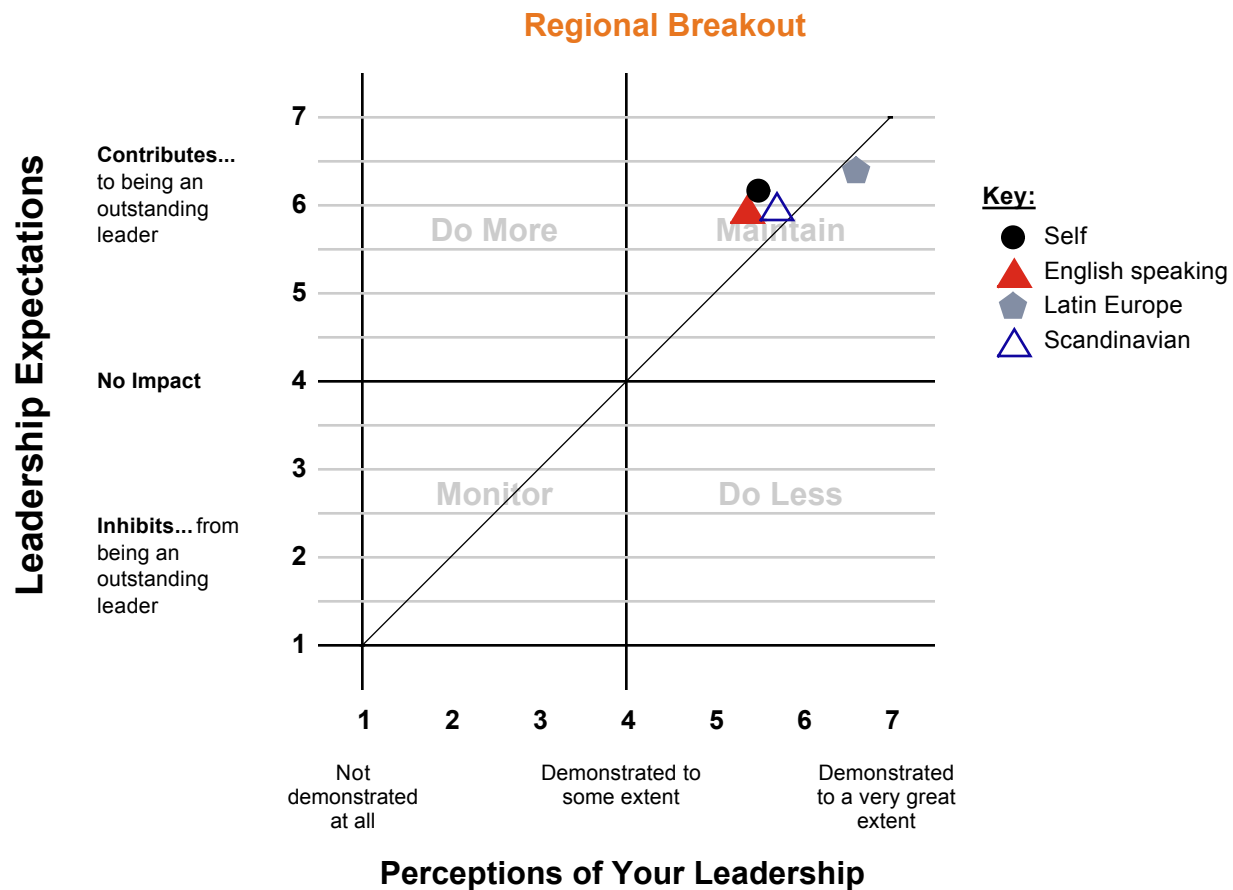
The table below shows Leadership Expectation information for the regions where CCL has collected sufficient normative data. NOTE: This table does not reflect any of your personal data but could be useful for comparison purposes.

Region	Humane-Oriented	
	Mean	SD
English speaking	5.80	0.77
Latin Europe	--	--
Scandinavian	--	--

*Source: CCL database

Section 5: Supplementary Data

4. Participative - The degree to which a leader shares power and allows others to take part in decision making and take actions based on decisions made.



All Rater Means and Standard Deviations for Leadership Expectations by Region*

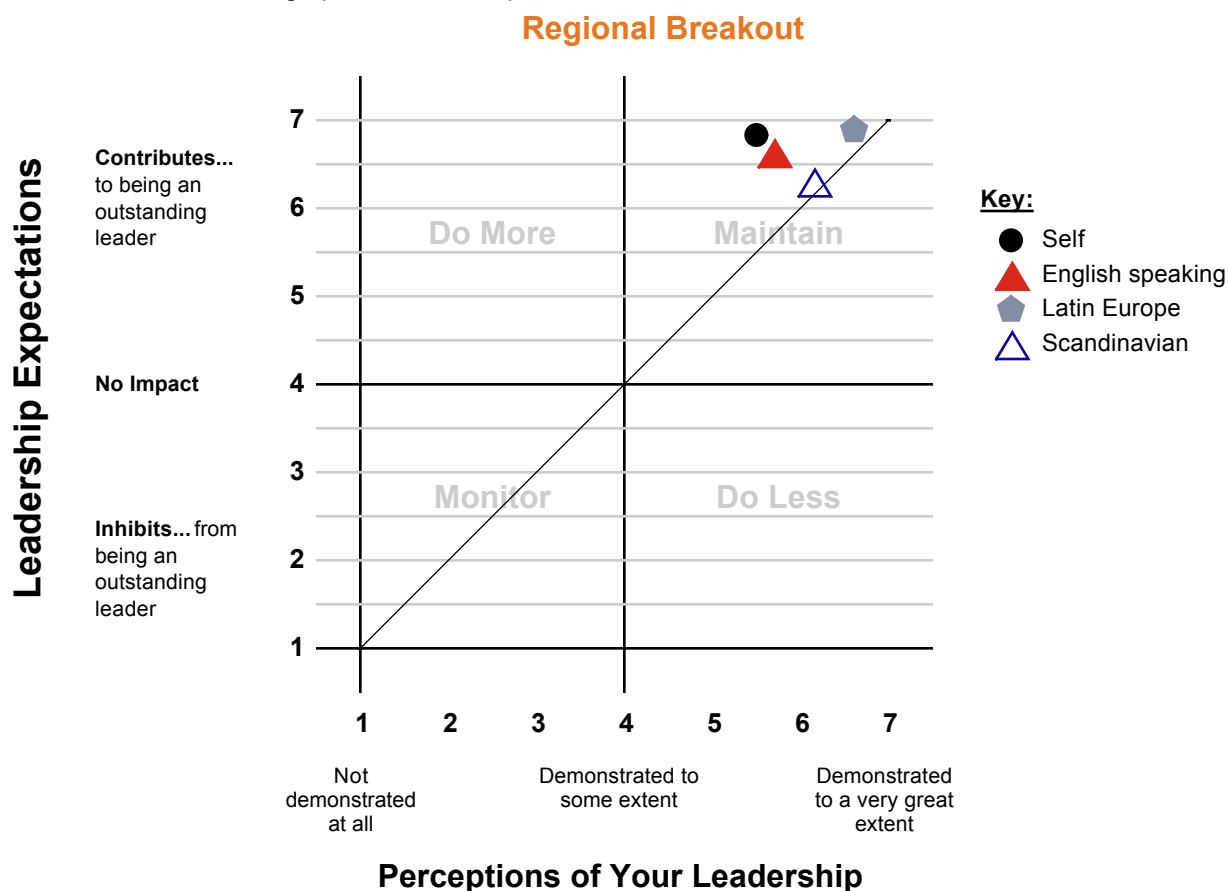
The table below shows Leadership Expectation information for the regions where CCL has collected sufficient normative data. NOTE: This table does not reflect any of your personal data but could be useful for comparison purposes.

Region	Participative	
	Mean	SD
English speaking	6.00	0.70
Latin Europe	--	--
Scandinavian	--	--

*Source: CCL database

Section 5: Supplementary Data

5. Charismatic - The degree to which a leader inspires others around a vision or values, motivates his/her followers, and maintains high performance expectations.



All Rater Means and Standard Deviations for Leadership Expectations by Region*

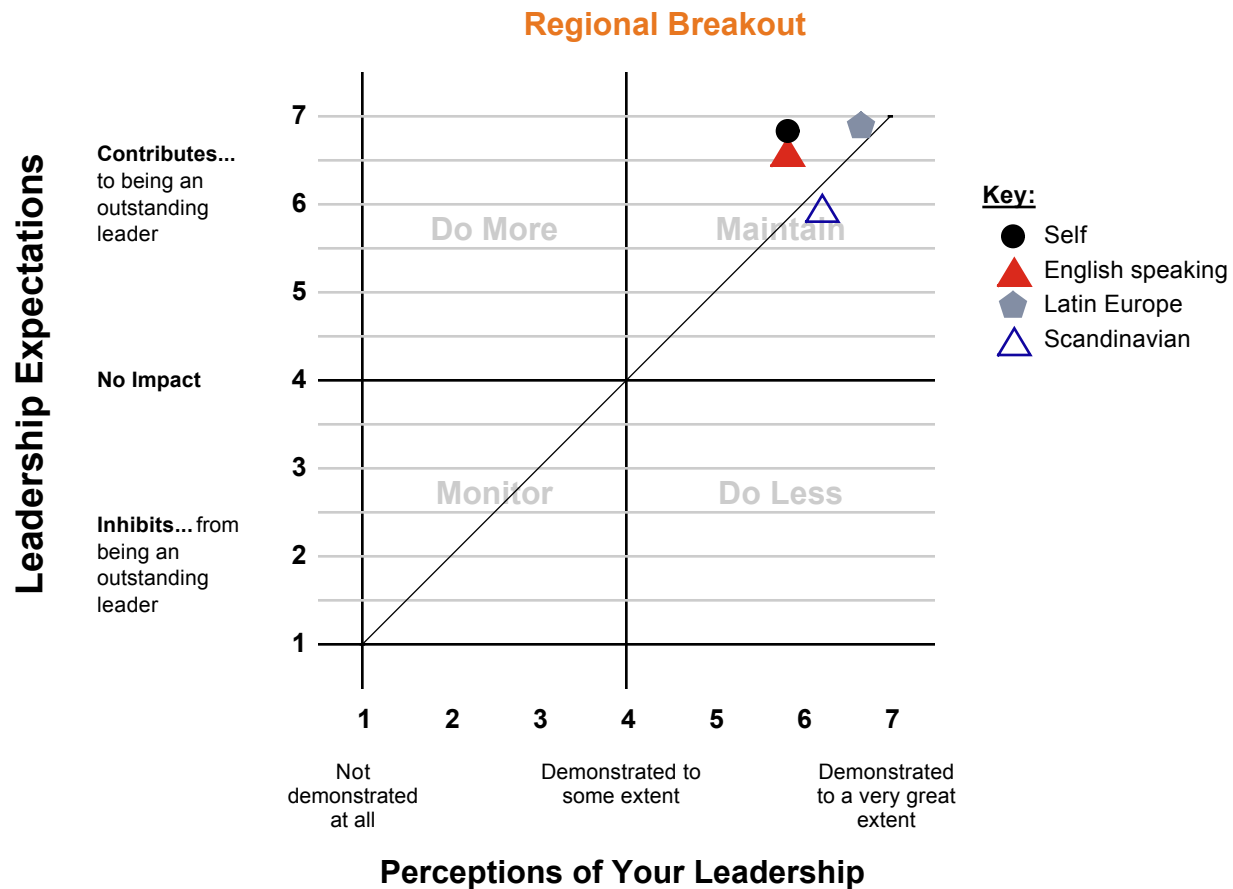
The table below shows Leadership Expectation information for the regions where CCL has collected sufficient normative data. NOTE: This table does not reflect any of your personal data but could be useful for comparison purposes.

Region	Charismatic	
	Mean	SD
English speaking	6.49	0.83
Latin Europe	--	--
Scandinavian	--	--

*Source: CCL database

Section 5: Supplementary Data

6. Team-Oriented - The degree to which a leader effectively builds and manages teams that work together to achieve a common goal, emphasizes the growth of the team, and instills pride, loyalty, and cohesion among team members.



All Rater Means and Standard Deviations for Leadership Expectations by Region*

The table below shows Leadership Expectation information for the regions where CCL has collected sufficient normative data. NOTE: This table does not reflect any of your personal data but could be useful for comparison purposes.

Region	Team-Oriented	
	Mean	SD
English speaking	6.16	1.11
Latin Europe	--	--
Scandinavian	--	--

*Source: CCL database