The Introspective Leader
Awareness Assessment

COMPETENCIES AND BEHAVIORS OF AN INTROSPECTIVE AND AUTHENTIC LEADER

Prepared For
COL Hank Sample

July 24, 2015
Read your assessment with an appreciative attitude that the raters are assisting in your continued development. Remember this is feedback is a gift!

It’s a commonly held perception that leaders know who they are. To do so, this requires considerable reflection upon your thoughts, feelings, and behaviors. Obtaining feedback from others through assessments like this one is another excellent mechanism to learn about you. Leaders know the perception that others have of them in the workplace environment is more important than their self-perception. Feedback from the people with whom you associate is critical for you to manage your reputation. Self-assessments are excellent tools to learn about you as we did with the Working Differently with Different People, Energy Audit and Readiness for Change tools during the Personal Assessment Seminar. There are so many self-assessments on the market that selecting good ones can be confusing. LWM III Associates can help you select those that can continue your personal development.

There are always three options of what you may do with feedback.

1. Deny it.
2. Listen to understand it, perhaps, but do nothing with it.
3. Listen to understand it and use it to maximize performance.

Tom Rath and Barry Conchie, Strengths Based Leadership, emphasize the importance to know and maximize our strengths. We also know that leaders minimize the impact of their Achilles’ Heels or those behaviors that could be interfering with their personal and career development. It makes no sense to shoot yourself in the foot before running the marathon. LWM III Associates want to help you maximize your performance, thus keep you from shooting yourself in the foot with your personal and career development.

This report contains two sources of information.

1. **Frequency distribution of responses and a list of scores and means.** This information clearly shows both the relative strengths of the means and the gap between your perception and that of the other raters.

2. **Comments provided by the raters.** Comments can provide additional valuable information to gain further insight into the perception held by others, especially several comments addressing the same behavioral theme.

Upon returning to the workplace, thank the individuals who you invited to participate in this assessment and summarize the results for them along with your personal improvement plan. You may also want to take advantage of their feedback in the future by asking them to repeat their measurement.
Introspective Leader Awareness Assessment
Results By Category

Feedback Receiver: COL Hank Sample

Authentic/Humble (5.6 Average)
- Subordinates: 5.7
- Peers: 5.7
- Superiors: 5.0
- Other: 5.5
- Family: 6.0
- Group: 5.6
- Self: 5.0

Transparent (5.3 Average)
- Subordinates: 5.4
- Peers: 5.3
- Superiors: 3.7
- Other: 5.5
- Family: 5.4
- Group: 5.3
- Self: 4.0

Trustworthy (5.6 Average)
- Subordinates: 5.6
- Peers: 5.6
- Superiors: 4.0
- Other: 5.4
- Family: 5.8
- Group: 5.6
- Self: 5.0
Feedback Receiver: COL Hank Sample

Approachable (5.5 Average)

- Subordinates: 5.7
- Peers: 5.5
- Superiors: 3.8
- Other: 5.3
- Family: 5.8
- Group: 5.5
- Self: 4.3

Purposeful (5.4 Average)

- Subordinates: 5.5
- Peers: 5.4
- Superiors: 3.8
- Other: 5.2
- Family: 5.8
- Group: 5.4
- Self: 5.3

Respects/Values People (5.6 Average)

- Subordinates: 5.7
- Peers: 5.5
- Superiors: 4.3
- Other: 5.5
- Family: 5.9
- Group: 5.6
- Self: 5.0

Results By Category
Feedback Receiver: COL Hank Sample

Knows Self (5.5 Average)

- Subordinates: 5.7
- Peers: 5.3
- Superiors: 4.5
- Other: 5.5
- Family: 5.6
- Group: 5.5
- Self: 4.5
Question Category: Authentic/Humble

1. The leader is genuine and not trying to imitate someone else in speech, expressions or gestures. Viewed as the real deal and not modeling or emulating anyone else.

What we appreciate:
- He is his own person
- That He Let me take care of issues and never stepped in unless I asked for help!
- Honest and most direct. Comes off as an officer that I would like to emulate.
- Bill is very genuine and makes you feel at ease when you first meet.
- openness, in communicating desires and goals
- He is his own person and very unassuming.
- He also listens well
- He is one of us
- COL Sample is direct when discussing difficult issues instead of wasting time sugar coating things.
- COL S is the genuine article. COL S has his own way of expressing himself.
- Bill operates in a very authentic manner such that the internal and external teams understands that all actions are done to benefit the greater Army, not a personal agenda.
- COL Sample is always genuine - He doesn't copy anyone else.
- COL Sample will always take or make the time to sit down and talk with subordinate.
- (Self) Taking care of my people

Where there could be improvement:
- none
- none
- none
- None in this area
- More organization and memory skills
Question Category: Authentic/Humble

2. The leader puts the interest of others and the team ahead of his/her own self interests.

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What we appreciate:

He is a good team player and looks out for the people he works with.
He is always thinking of his staff and it is acted in such a way that his staff believes he cares.
He was very approachable.
He helps himself and others.
Even under fire he was last out.
When we were working together, I never had the sense COL Sample was more interested in political expediency to further your future. He really was working to accomplish the mission in the best possible way.
Col S is selfless. The COL seems to balance team, mission, and family - excellent.
If Bill has a self interest, it is not expressed. All interest is in improving the greater Army.
He has the ability to see what other personnel need and bring those requirements into the course of action selected.
Very dedicated, passionate and compassionate when relating with others.

Where there could be improvement:

NONE
none
drive on.
none

We could all be more aggressive in this area.
Need to take care of self and keep a balance.
More attention to recognition.
3. The leader avoids the limelight while ensuring team members receive recognition for their performance.

What we appreciate:

He always let me and my soldiers recieve all the limelight when he was the one who pushed us and guided us to success.
Not a bullshitter. Takes care of his people.
None
Appreciates the auxillary staff
As stated above, COL Sample was after successful mission accomplishment while keeping the folks implementing the mission in mind and providing the tools to ensure their success.
The statement is true.
Bill is quick to point out positives of team members and look for opportunities to commend.
He places his personnel into the limelight - if you work for COL S you will get the recognition you deserve.
(Self) Prefer to give the staff the leeway to accomplish the mission

Where there could be improvement:
NONE

None in this area
4. The leader’s words and actions are consistently aligned.

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What we appreciate:

- is how he follows up on promised action.
- He was fair across the board.
- Does what he says.
- none
- what you see is what you get!
- Words and actions are aligned
- Bill’s words and actions are consistent. It would be rare for them to not be and would be accountable due to task/activity overload versus on purpose.
- What He says is what he means - there is no question that she will change her mind on you like some leaders. You can take what she says to the bank.
- (Self) willing to listen to alternatives

Where there could be improvement:

- None
- His strength in other areas may cause a reluctance to accept constructive feedback.
- Periodically seek feedback - ask for it.
- none
- Every now and then a good idea get missed. This is natural - continue writing down the good ideas and following through.

not always the most graceful at accepting critique and "bumps" in the road
5. The leader openly discusses his/her personal values and the organization's values with colleagues.

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Subordinates 5.1 9
Peers 5.0 5
Superiors 3.0 1
Other 5.7 6
Family 4.6 5
Group 5.0 26
Self 4.0 1

What we appreciate:

His candor and professionalism
Talks a lot about where his experiences have shaped who he is.
I liked COL Sample's willingness to emphasize the importance of family and friends to a person's success.
Yes - the COl discusses values
I have not heard these discussed as Hank is not one to speak about himself but rather is genuinely interested in the team.
He will listen and discuss his and your views with you.
Candid expression and insight of subjects.
(Self) Willing to share ideas

Where there could be improvement:

I would like to know a little more about what makes him tick.
Sometimes he is a bit too quick to move toward the party line - This doesn't happen very often though -
A lot of Army officers are too politically correct. COL S is not.
Sometimes seems to be spread too thin to take discussions deep.
Not always totally open about personal feelings.
For command and senior staff positions, write down likes, dislikes, values, philosophy about leave-mission-training-family, empowerment guidelines. It will save time. The staff needs to know.
(Self) I can improve in this area. I know my people want to know more about me. I am working on this.
**Question Category: Transparent**

6. The leader ensures people are informed about the reasons for his/her decisions/actions.

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**What we appreciate:**

- He always let me know why we wanted issues changed or remain the same.
- Excellent communicator.
- I have found him to believe in buy-in. He often explains the reason for his actions.
- Explains the days duties, and makes sure everyone agrees and understands.
- Definitely always lets people know why and what, etc
- Always being informed.
- COL Sample heard us out with ideas before making decisions and then He'd talk to us about the decision, including mitigating information (like higher up direction) so we understood what to expect.
- The COL shares status and rationale for actions and decisions.
- Where appropriate, Bill will let not only the internal team but the community at large know as to why decisions or actions were taken.
- You understand why a decision was made and who chose it.
- (Self) explains actions as they happen.

**Where there could be improvement:**

- None
- Sometimes sharing rationale before decisions or action is needed too.
- None - He is a decisive leader.
- May not be aware that everyone is not informed.
Question Category: Trustworthy

7. The leader acts with integrity, i.e., does what is right, regardless of his/her personal feelings.

What we appreciate:
- again his professionalism
- none
- Sometimes it would probably be easier if he wasn't so correct, but since he is so correct, it is what it is
- COL Sample was unwaivering about doing the right thing.
- The COL acts with integrity - absolutely.
- Bill will always act with integrity. If a mistake is made, He will not hide from it.
- No questions on this - He always does what is right.
- Bill has always been a completely trustworthy individual.
- (Self) Will usually be impartial in decision making

Where there could be improvement:
- none
- It terms of "do what is right", sometimes the challenge is determining "what is the right thing to do or what are the alternatives". Asking these questions may help in the future
- No improvement necessary
- sometimes not hardline enough allows grey areas.

8. The leader makes every effort to deliver on promises and commitments.

What we appreciate:
- always
- the effort in trying to fulfill goals
- He is very trust worthy.
- I never saw COL Sample make a promise He didn't keep.
- Col S delivers
- If He makes a promise you can take it to the bank.

Where there could be improvement:
- none
- No improvement necessary
9 The leader willingly admits his/her mistakes and accepts complete responsibility for his/her actions.

What we appreciate:
Again his cannor and Intgerity
Humble yet very accomplHed
openess in expresing mistakes and way to learn from them and move forward.
COL Sample willing admitted mistakes - few though they were.
there were few.
Bill does not hide that mistakes happen but rather acknowledges them and moves on.
He is willingly to admit that he is wrong
(Self) have no problem admitting I was wrong

Where there could be improvement:
none
It's a difficult balance to accept the responsibility of a subordinate's behavior (as in you are the boss) and the perception of covering someone's mistakes just to protect them.
I haven't seen his make that many mistakes - all were corrected - this is hard to evaluate.

Dist: 1 3 10 13

Subordinates 5.6 9
Peers 5.4 5
Superiors 4.0 1
Other 5.0 6
Family 5.4 5
Group 5.3 26
Self 5.0 1
### Question Category: Approachable

#### 10. The leader acts in a self-assured way and is comfortable engaging in conversation.

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**What we appreciate:**
- carries himself with confidence
- Very approachable
- Col S is confident is all observed situations.
- Bill has the self confidence to work through activities even if they are new and could potentially cause issues if done wrong. Where appropriate, He will ask for assistance rather than hiding that he does not know something.
- No questions - He is in charge
- (Self) Personable

**Where there could be improvement:**
- none
- delegate authority more so others may act.
- None necessary

#### 11. The leader encourages others to provide feedback to improve his/her performance and the organization’s performance. Is receptive to negative information, i.e., does not “shoot messengers”.

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**What we appreciate:**
- He always has an open door policy and his staff feels comfortable to talk.
- COL Sample definitely seeks feedback.
- Hank is easily approachable.
- He asks the right questions

**Where there could be improvement:**
- It is hard for the staff to address individual performance, however, asking the staff to address mission performance improvements may assist in organization improvements.
- COL S is so aggressive in his work that some folks don't bring issues to him. He doesn't always see that they are holding back - part of this is due to the fact that his soldiers are very loyal and don't want to question his decisions. (plus he is usually right) I don't think COL S knows that they are holding back - he just has to prompt them some more.
- (Self) Tell everyone the door is open.
12 The leader demonstrates the courage to challenge others.

**What we appreciate:**

He has no fear of standing up for the folks he is responsible for but also has good judgement as to when to press a case and when not to.

Stands up for what he thinks is right.

confronts problems head on

Without a doubt, Col S will challenge others.

Depending upon the situation and venue, Bill will challenge issues that could sidetrack or impact the project. Sometimes challenges must be handled in private that were revealed in public. The charisma required to navigate some of these situations is exemplified in his actions.

He always challenges issues that he knows are wrong.

(Self) will ask questions

**Where there could be improvement:**

none

Sometimes it seemed more challenge was needed for less productive office mates.

Challenge internal staff to produce quality products in a timely manner.

No need for improvement

13 The leader is frequently visible throughout the workplace.

**What we appreciate:**

Always at work unless he had to be off.

COL Sample made it a point to personally get to know each branch team member by spending time with all of us. He also made it a point to ensure the senior leadership knew who we were and what we were doing.

very visible and approachable

He is always himself

**Where there could be improvement:**

None
14 The leader openly shares his/her life's calling (purpose).

Dist: 4 9 14

What we appreciate:

- He is consistently mentoring which is extremely important.
- COL Sample priority was his "soldiers" and accomplishing the mission. He emphasized the need to enjoy our work and to work as a team.
- mission oriented, dedicated
- Not sure more needs to be shared then being a COL in the Army. Getting to that level seems to clearly state that.
- Great mentor and leader

Where there could be improvement:

- none
- Can't be improved

15 The leader encourages his/her people to consider their future and to ensure they are fueling their calling in life.

Dist: 4 10 13

What we appreciate:

- his willingness to help others achieve their goals
- Always listened to what I wanted to do in my future endevers
- none
- COL Sample worked hard to encourage folks to do their best and to be their best.
- Life's calling -- Generally not observed or discussed. However, I sense Col S is definitely interested is peoples well being. Also COl S has asked "what would you like to work on?"
- Bill works to get people the opportunity to work on things that speak to them and not in areas that they struggle in.
- Absolutely
- Genuinely cares about others
- (Self) do everything I can to provide options and direction and support the individuals decisions

Where there could be improvement:

- NONE
- none
- Asking "what would you like to work on?" is good. Oassionally insist on getting a response.
- None
- more organized to affect more people
16 The leader demonstrates the importance of an effective work/life balance between career, family, and self.

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What we appreciate:

- his devotion to his children.
- His commitment to his Kids.
- the time taken to travel and spent time with family members
- This is one of his greatest strengths.
- spends quality well spent time with his children, enjoying trips, and the fun side of life, and also enjoys his "me time"
- COL Sample strongly supported team members balancing career, family, and self.
- Col S's overall balance
- While long hours are typical in this position, Bill looks for opportunities to balance while applicable and takes the time off when needed. If anything, He gives too much to the position.
- He loves his job.
- (Self) Family first, Army family next and take time to recharge

Where there could be improvement:

- NONE
- none
- He needs to take more time off.
- Bill has always had an exceptional work ethic but has sacrificed self. Over the past few years, it is good to see that He is moving more towards a balance in his life.
- Can sometimes get too focused on one or two of these and the others can suffer
**Feedback Receiver: COL Hank Sample**

**Question Category: Purposeful**

### 17 The leader seeks to continuously improve his/her performance.

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- **Subordinates**: 5.7, 9
- **Peers**: 5.6, 5
- **Superiors**: 3.0, 1
- **Other**: 5.3, 6
- **Family**: 6.0, 5
- **Group**: 5.5, 26
- **Self**: 4.0, 1

**What we appreciate:**

- He is always looking to improve skills
- Attends numerous CE courses
- COL Sample always looked for opportunities to learn and improve.
- I sense Col S desires to improve is everything He does.
- Bill looks for ways to continually improve performance and when issues arise, works around them rather than settling or waiting for someone else.
- He is always looking to improve himself
- (Self) wide array of training

**Where there could be improvement:**

- NONE
- no
- Periodically seek advice and recommendations from seniors and subject matter experts on complex matters.
- Finding the right balance between his work and social life.
18 The leader ensures that everyone understands that competently completing their responsibilities is essential to achieving the team's mission.

What we appreciate:

- You always knew your role in the team.
- Gets help out to others when it is needed.
- COL Sample definitely made sure we all understood the organizational goals, missions, and objectives.
- During the Colonel short tenure he built a team to execute the mission at hand.
- Enabling a vision requires a mode of creativity that can be difficult for team members to handle.
- It's a balance of understanding who can create and who can execute the creation. Identifying those who can create and shifting the team to be in the proper skill set position allows tasks to be achieved competently.
- He is a visionary.

Where there could be improvement:

- Ensure everyone understands the unit's mission and how their contributions enable success.
- The team members who provided limited support to the organizational goals, missions, and objectives did not seem to change their approach to the job. Some days that was very frustrating.
- Creation and execution are two distinctly different skill sets and processes. In an organization where most processes are documented, being in a project that will ultimately transform the way the Army handles computing is daunting. Bill has strived to work through the creation phase and shifting team members and tasks where appropriate to achieve the vision. In some cases, team members should have been replaced quicker.
- This vision isn't always passed down to the lowest worker.
- Make sure everyone shares the vision.
19. The leader lives the principle that real success is helping others to be successful while the organization accomplishes the mission.

**What we appreciate:**

- He was a very good teacher.
- COL Sample definitely encouraged our individual success as a means to organizational success.
- Col S likes to help others and takes time to discuss issues and concerns
- Through encouragement and guidance, Bill works to have everyone on the team be successful.
- Sometimes that means a team member should be moved to another area as they are unable to achieve success with the skill set required on the team.
- Great mentor/leader
- Very encouraging to others
- (Self) totally want my subordinates to take my job

**Where there could be improvement:**

- Weak individuals need to be encouraged to show improvement in the eyes of their peers.
- In some cases, a change to the team should happen quicker but due to Bill kind nature, this can be difficult.
- None
- more one on one activities
20  The leader encourages, listens to understand and then uses the input of others when appropriate.

What we appreciate:
- He is open to suggestion
- ENCOURAGED ME TO STAND UP FOR WHAT I BELIEVE IN.
- Holds team meetings with the staff
- COL Sample always went "around the table" for input.
- Agree with statement.
- Bill will always encourage others’ feedback in meetings.
- He always asks for input.

Where there could be improvement:
- NONE
- Col S could define his preferred methods of receiving inputs.
- He needs to remember that his personnel are very loyal and will need to be prompted.

21  The leader truly cares for others and treats them fairly with dignity and respect.

What we appreciate:
- He has a good respectful "Live and let live" attitude with people. He is not judgemental.
- Very fair to everyone.
- Again was always fair across the Board.
- I have observed Bill treating all kinds of classes of people with respect.
- Always!
- Absolutely. The COL emphasizes teamwork.
- Bill has always demonstrated this with all team members.
- Everyone is treated fairly.

Where there could be improvement:
- None
22  The leader strives to minimize what he/she does that adversely impacts working relationships.

What we appreciate:
this is another significant strength.
As a contractor, I was thrilled to work for someone who gave direction and expected me to do the job.
In general, the COL follows this tenent.
Without empowering team members, the project would falter as too many moving parts are happening. When issues arise from that, it is identified, resolved and we move forward.
He empowers his personnel
(Self) totally give guidance and step back

Where there could be improvement:
In a contractor and government employee mix, empowerment was not discussed often enough.
None

23  The leader empowers others to make independent decisions within his/her intent.

What we appreciate:
very professional when it came to conversations with peers.
COL Sample is a humble leader.
In general, a true statement.
He is always self aware.

Where there could be improvement:
none
None

could be more interactive and try to pull out feedback
Question Category: Knows Self

24 The leader is knowledgeable of how he/she is perceived by colleagues.

Dist: 1 3 12 6

<table>
<thead>
<tr>
<th>Role</th>
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</tr>
<tr>
<td>Self</td>
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</table>

What we appreciate:
COL Sample is very even keeled.
Col S likes to meet people.
Bill exemplifies his strengths in working relationships and in areas where He might be weak, works to improve in those areas as well.
N/A

Where there could be improvement:
If time and mission permit, conduct a self assessment and share professional (and maybe personal) strengths and weaknesses. Maybe the staff can compensate for weaknesses and complement strengths.
None

25 The leader is comfortable with who he/she is.

Dist: 2 2 22

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What we appreciate:
The leader is very confident and yet humble at the same time. A true mentor.
Never clamed to be something he wasn't. As genuine as they come.
He's proud of his profession.
When you have the utmost integrity to the mission and yourself and when you are willing to nurture others to enjoy what they do and do their best you can always hold your head high - that's the essence of Hank Sample.
He is always calm - no matter how bad the pressure
Is very humble
(Self) I feel good about myself and confident in my abilities.

Where there could be improvement:
I would not change a thing.
 Doesn't always acknowledge how great his accomplishments are and doesn't always share with others.
Introspective Leader Awareness Assessment

Strengths

Feedback Receiver: COL Hank Sample

1. The leader is genuine and not trying to imitate someone else in speech, expressions or gestures. Viewed as the real deal and not modeling or emulating anyone else.

Dist: 5 22

What we appreciate:
- Bill is very genuine and makes you feel at ease when you first meet.
- COL Sample will always take or make the time to sit down and talk with subordinate.
- COL Sample is always genuine - He doesn't copy anyone else.
- Bill operates in a very authentic manner such that the internal and external teams understands that all actions are done to benefit the greater Army, not a personal agenda.
- COL S is the genuine article. COL S has his own way of expressing himself.
- COL Sample is direct when discussing difficult issues instead of wasting time sugar coating things.
- He is one of us
- He also listens well
- (Self) Taking care of my people
- openness, in communicating desires and goals
- Honest and most direct. Comes off as an officer that I would like to emulate.
- That He Let me take care of issues and never stepped in unless I asked for help!
- He is his own person
- He is his own person and very unassuming.

Where there could be improvement:
- None
- More organization and memory skills
- None in this area
- None
- None

Subordinates 5.9 9
Peers 5.8 5
Superiors 5.0 1
Other 5.8 6
Family 6.0 5
Group 5.8 26
Self 5.0 1
21. The leader truly cares for others and treats them fairly with dignity and respect.

What we appreciate:
- He has a good respectful "Live and let live" attitude with people. He is not judgemental.
- Very fair to everyone.
- Again was always fair across the Board.
- I have observed Bill treating all kinds of classes of people with respect.
- Always!
- Absolutely. The COL emphasizes teamwork.
- Bill has always demonstrated this with all team members.
- Everyone is treated fairly.

Where there could be improvement:
- None

25. The leader is comfortable with who he/she is.

What we appreciate:
- He is very confident and yet humble at the same time. A true mentor.
- Never claimed to be something he wasn't. As genuine as they come.
- He's proud of his profession.
- When you have the utmost integrity to the mission and yourself and when you are willing to nurture others to enjoy what they do and do their best you can always hold your head high - that's the essence of Hank Sample.
- He is always calm - no matter how bad the pressure.
- Is very humble.
- (Self) I feel good about myself and confident in my abilities.

Where there could be improvement:
- I would not change a thing.
- Doesn't always acknowledge how great his accomplishments are and doesn't always share with others.
7. The leader acts with integrity, i.e., does what is right, regardless of his/her personal feelings.

What we appreciate:
- again his professionalism
- none
- Sometimes it would probably be easier if he wasn't so correct, but since he is so correct, it is what it is
- COL Sample was unwaivering about doing the right thing.
- The COL acts with integrity - absolutely.
- Bill will always act with integrity. If a mistake is made, He will not hide from it.
- No questions on this - He always does what is right..
- Bill has always been a completely trustworthy individual.
- (Self) Will usually be impartial in decision making

Where there could be improvement:
- none
- It terms of "do what is right", sometimes the challenge is determining "what is the right thing to do or what are the alternatives". Asking these questions may help in the future
- No improvement necessary
- sometimes not hardline enough allows grey areas.

23. The leader empowers others to make independent decisions within his/her intent.

What we appreciate:
- very professional when it came to conversations with peers.
- COL Sample is a humble leader.
- In general, a true statement.
- He is always self aware.

Where there could be improvement:
- none
- None
- could be more interactive and try to pull out feed back
8. The leader makes every effort to deliver on promises and commitments.

What we appreciate:
- always
- the effort in trying to fulfill goals
- He is very trust worthy.
- I never saw COL Sample make a promise He didn't keep.
- Col S delivers
- If He makes a promise you can take it to the bank.

Where there could be improvement:
- none
- No improvement necessary

19. The leader lives the principle that real success is helping others to be successful while the organization accomplishes the mission.

What we appreciate:
- this is his strongest leadership skill.
- He was a very good teacher.
- COL Sample definitely encouraged our individual success as a means to organizational success.
- Col S likes to help others and takes time to discuss issues and concerns
- Through encouragement and guidance, Bill works to have everyone on the team be successful.
  Sometimes that means a team member should be moved to another area as they are unable to achieve success with the skill set required on the team.
- Great mentor/leader
- Very encouraging to others
- (Self) totally want my subordinates to take my job

Where there could be improvement:
- Weak individuals need to be encouraged to show improvement in the eyes of their peers.
- In some cases, a change to the team should happen quicker but due to Bill kind nature, this can be difficult.
- None
- more one on one activities
5. The leader openly discusses his/her personal values and the organization's values with colleagues.

What we appreciate:
- His candor and professionalism
- Talks a lot about where his experiences have shaped who he is.
- I liked COL Sample's willingness to emphasize the importance of family and friends to a person's success.
- Yes - the COL discusses values
- I have not heard these discussed as Hank is not one to speak about himself but rather is genuinely interested in the team.
- He will listen and discuss his and your views with you.
- Candid expression and insight of subjects.
- (Self) Willing to share ideas

Where there could be improvement:
- I would like to know a little more about what makes him tick.
- Sometimes he is a bit to quick to move toward the party line - This doesn't happen very often though - A lot of Army officers are too politically correct. COL S is not.
- Sometimes seems to be spread too thin to take discussions deep.
- Not always totally open about personal feelings.
- For command and senior staff positions, write down likes, dislikes, values, philosophy about leave-mission-training-family, empowerment guidelines. It will save time. The staff needs to know.
- (Self) I can improve in this area. I know my people want to know more about me. I am working on this.
24. The leader is knowledgeable of how he/she is perceived by colleagues.

<table>
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<tr>
<th>Dist:</th>
<th>1</th>
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<th>12</th>
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<tr>
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**What we appreciate:**
- COL Sample is very even keeled.
- Col S likes to meet people.
- Bill exemplifies his strengths in working relationships and in areas where He might be weak, works to improve in those areas as well.
- N/A

**Where there could be improvement:**
- If time and mission permit, conduct a self assessment and share professional (and maybe personal) strengths and weaknesses. Maybe the staff can compensate for weaknesses and complement strengths.
- None
18. The leader ensures that everyone understands that competently completing their responsibilities is essential to achieving the team’s mission.

What we appreciate:
- You always knew your role in the team.
- Gets help out to others when it is needed
- COL Sample definitely made sure we all understood the organizational goals, missions, and objectives.
- During the Colonel short tenure he built a team to execute the mission at hand.
- Enabling a vision requires a mode of creativity that can be difficult for team members to handle. It's a balance of understanding who can create and who can execute the creation. Identifying those who can create and shifting the team to be in the proper skill set position allows tasks to be achieved competently.
- He is a visionary.

Where there could be improvement:
- Ensure everyone understands the unit's mission and how their contributions enable success.
- The team members who provided limited support to the organizational goals, missions, and objectives did not seem to change their approach to the job. Some days that was very frustrating.
- Creation and Execution are two distinctly different skill sets and processes. In an organization whose most processes are documented, being in a project that will ultimately transform the way the Army handles computing is daunting. Bill has strived to work through the creation phase and shifting team members and tasks where appropriate to achieve the vision. In some cases, team members should have been replaced quicker.
- This vision isn't always passed down to the lowest worker.
- Make sure everyone shares the vision
9. The leader willingly admits his/her mistakes and accepts complete responsibility for his/her actions.

What we appreciate:
- Again his cannor and Intgerity
- Humble yet very accompliHed
- openness in expresing mistakes and way to learn from them and move forward.
- COL Sample willing admitted mistakes - few though they were.
- there were few.
- Bill does not hide that mistakes happen but rather acknowledges them and moves on.
- He is willingly to admit that he is wrong
- (Self) have no problem admitting I was wrong

Where there could be improvement:
- none
- It's a difficult balance to accept the responsibility of a subordinate's behavior (as in you are the boss) and the perception of covering someone's mistakes just to protect them.
- I haven't seen his make that many mistakes - all were corrected - this is hard to evaluate.
15. The leader encourages his/her people to consider their future and to ensure they are fueling their calling in life.

Dist: 4 10 13

- Subordinates 5.3 9
- Peers 5.2 5
- Superiors 4.0 1
- Other 5.2 6
- Family 5.8 5
- Group 5.3 26
- Self 6.0 1

What we appreciate:
- his willingness to help others achieve their goals
- Always listened to what I wanted to do in my future endeavors
- none
- COL Sample worked hard to encourage folks to do their best and to be their best.
- Life's calling -- Generally not observed or discussed. However, I sense Col S is definitely interested in peoples well being. Also COI S has asked "what would you like to work on?"
- Bill works to get people the opportunity to work on things that speak to them and not in areas that they struggle in.
- Absolutely
- Genuinely cares about others
- (Self) do everything I can to provide options and direction and support the individuals decisions

Where there could be improvement:
- NONE
- none
- Asking "what would you like to work on?" is good. Ocassionally insist on getting a response.
- None
- more organized to affect more people
16. The leader demonstrates the importance of an effective work/life balance between career, family, and self.

What we appreciate:
- his devotion to his children.
- His commitment to his Kids.
- the time taken to travel and spent time with family members
- This is one of his greatest strengths.
- spends quality well spent time with his children, enjoying trips, and the fun side of life, and also enjoys his "me time"
- COL Sample strongly supported team members balancing career, family, and self.
- Col S's overall balance
- While long hours are typical in this position, Bill looks for opportunities to balance whise applicable and takes the time off when needed. if anything, He gives too much to the position.
- He loves his job.
- (Self) Family first, Army family next and take time to recharge

Where there could be improvement:
- NONE
- none
- He needs to take more time off.
- Bill has always had an exceptional work ethic but has sacrificed self. Over the past few years, it is good to see that He is moving more towards a balance in his life.
- Can sometimes get too focused on one or two of these and the others can suffer
11. The leader encourages others to provide feedback to improve his/her performance and the organization’s performance. Is receptive to negative information, i.e., does not “shoot messengers”.

What we appreciate:
- He always has an open door policy and his staff feels comfortable to talk.
- COL Sample definitely seeks feedback.
- Hank is easily approachable.
- He asks the right questions

Where there could be improvement:
- It is hard for the staff to address individual performance, however, asking the staff to address mission performance improvements may assist in organization improvements.
- COL S is so aggressive in his work that some folks don't bring issues to him. He doesn't always see that they are holding back - part of this is due to the fact that his soldiers are very loyal and don't want to question his decisions. (plus he is usually right) I don't think COL S knows that they are holding back - he just has to prompt them some more.
- (Self) Tell everyone the door is open.
**Blind Spots**

**Introspective Leader Awareness Assessment**

Feedback Receiver: COL Hank Sample

<table>
<thead>
<tr>
<th>Gaps</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>OTHERS PERCEIVED ME LOWER</em></td>
<td>Encourages others to live their purpose. (15)</td>
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<tr>
<td></td>
<td>Demonstrates the importance of balance in life. (16)</td>
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<tr>
<td></td>
<td>Places the interest of others first. (2)</td>
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<td>Helps others be successful. (19)</td>
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<td>Empowers others. (23)</td>
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<td>Acts with integrity. (7)</td>
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<td>Is comfortable with who he/she is. (25)</td>
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<tr>
<td><em>SELF</em></td>
<td>Explains team responsibilities. (18)</td>
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<td>Admits mistakes. (9)</td>
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<td>Shares life's purpose. (14)</td>
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<td>Keeps people informed. (6)</td>
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<td>Is self-assured. (10)</td>
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<td>Encourages input by all. (20)</td>
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<td>Visible in workplace. (13)</td>
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<td>Treats everyone fairly. (21)</td>
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<td>Asks for feedback from others. (11)</td>
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<td>Minimizes adversity in relationships. (22)</td>
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<td>Avoids limelight. (3)</td>
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<td>Seeks continuous improvement. (17)</td>
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<td>Fulfils promises. (8)</td>
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<td>Knows how is perceived by others. (24)</td>
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<td>Words and actions are aligned. (4)</td>
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<tr>
<td></td>
<td>Shows the courage to challenge others. (12)</td>
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</tbody>
</table>

* "Gaps" are determined by comparing "Self" to "Total Group" ratings.*
RESOURCES

True Growth™ Resources:
• Executive Coaching
• Leader Development
• Organizational Consulting

Authentic Leadership Readings:
• The Power of Full Engagement – Jim Loehr and Tony Schwartz
• Why Should Anyone be Led by You? What it takes to be an Authentic Leader- Rob Goffe and Gareth Jones
• A New Breed of Leader – Sheila Murray Bethel
• The Slight Edge – Jeff Olson – www.tapesandtools.com
• Now, Discover Your Strengths – Buckingham & Clifton
• The Seven Acts of Courage – Robert E. Staub
• True Success - Tom Morris, Ph.D.
• The Speed of Trust – Stephen M.R. Covey
• Authentic Leadership – Bill George
• True North – Bill George
• Primal Leadership – Learning to Lead with Emotional Intelligence – Daniel Goleman
• Leadership and Self-Deception – The Arbinger Institute
• Beyond Winning – The Timeless Wisdom of Great Philosopher Coaches – Gary Walton
• Doing Right in a Shrinking World – Louis DeThomasis & Neal St. Anthony
• The Heart of Leadership – 12 Practices of Courageous Leaders - Robert E. Staub
• The 7 Habits of Highly Effective People – Stephen R. Covey
• PeopleSmart Leaders – Larry Cole, Ph.D.
The Introspective Leader
Awareness Assessment

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