



DNA Leadership Performance 360° Profile

DNA Leadership Performance Report for Chris Coddington

Providing in-depth feedback to assist in the development of your leadership performance and the building of enhanced workplace relationships.

Date of Completion: 5-April-2011

Business DNA® Leadership Performance 360°
Chris Coddington
05-Apr-11

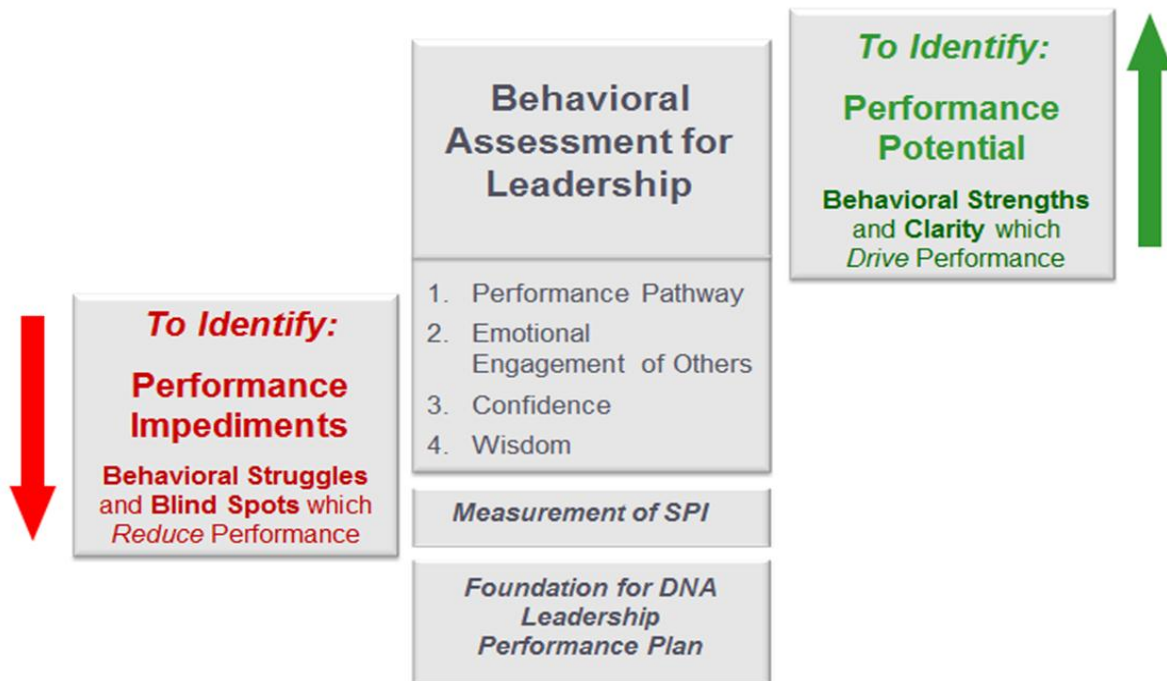
Introduction

Chris, the primary objective of this report is to create a heightened self-awareness of your leadership strengths and struggles to use for education and development purposes. This report uses results gathered from your Business DNA Natural Talents Profile and results gathered from you and your peer's completion of the Business DNA Leadership Performance 360 Profile. This report is designed for you to ultimately improve your workplace effectiveness, become a better leader, and to develop and grow your relationship with your peers in a more positive manner. In particular, the focus of the report is to help you more productively apply your strengths and also manage your struggles so they do not become weaknesses and reduce your effectiveness.

Report Format

- **Section 1.1:** Natural Behavior Leadership Style- Summary of Leadership Behaviors based on your Business DNA Natural Talents Profile.
- **Sections 1.2-4:** Feedback on how others perceive your leadership in the areas of Job Competence, Results Drive, Effective Communication, Relationship Building, Leader EQ, Trust Building, and Business Values.
- **Section 5:** Your Leadership Sustainable Performance Index
- **Section 6:** DNA Leadership Performance Plan based on analysis of your Leadership Performance 360° feedback.
- **Section 7:** Summary of written comments provided by your raters.

DNA Sustainable Performance Model



Using this Report

Raters

10 raters participated in the BusinessDNA Leadership Performance 360 for you. All of the raters responded anonymously and the results in this report will be kept confidential.

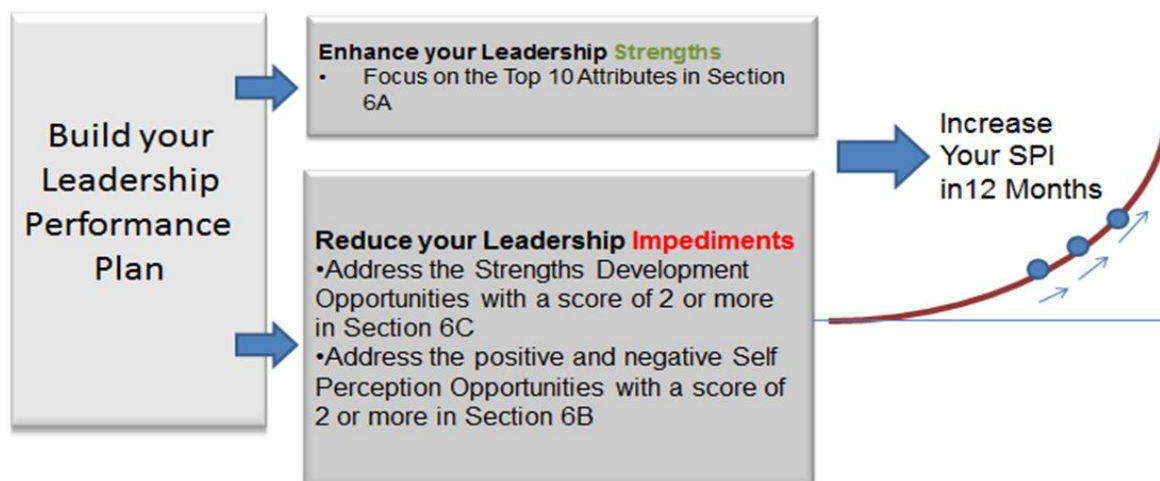
Scoring:

- Your scores in Sections 2 to 5 are based on the following scales:
1= Strongly Disagree 2= Disagree 3= Slightly Disagree 4= Neither agree nor disagree
5= Slightly agree 6= Agree 7= Strongly Agree
- Your Overall Average Score is an average of how all raters have assessed you for the particular item.

Methodology to Interpreting This Report and Developing Your Leadership Performance Plan

- The starting point of this report in **Section 1.1** is to identify your natural leadership behaviors. The natural leadership behaviors reflect the core of who you are and therefore the foundation of your strengths and struggles for leadership. The key to your leadership success will be how you consistently use your strengths and manage your struggles. This will always be a "balancing act". Nevertheless, to grow as a leader there will be areas of modification required in the appropriate circumstances.
- Sections 1.2 to 4** show how you perceive and how others experience your actual performance in 75 leadership attributes across 7 key areas fundamental to leadership. These experiences of your leadership may differ to your natural behavior for many reasons. The reasons can include circumstances, education, beliefs and your overall confidence in yourself.
- The next key area that the report identifies is your "Self Perception Opportunities" for each leadership attribute in **Sections 1.2 to 4**. The Self Perception Opportunity is the difference between how you perceive your leadership and how others perceive it. A positive perception opportunity indicates that you perceive your leadership to be better than how others have rated you. A negative perception opportunity indicates you perceive your leadership to be worse than how others have rated you. In both cases, where the perception opportunity is 2 or more then this would be an area to focus on in your Leadership Performance Plan. These scores are highlighted in red.
- In addition, the report identifies your "Strengths Development Opportunities" for each leadership attribute in **Sections 1.2 to 4**. The Strengths Development Opportunity is the difference between how others experience your leadership and the maximum score of 7. Where the opportunity is 2 or more this would be a strengths development area that needs to be addressed in your Leadership Performance Plan.
- In **Section 6**, we provide in summary format a **Leadership Performance Plan** based on your Leadership Performance 360 profile feedback. This will help assimilate the key areas that need to be considered in your leadership development.
- You will also find the written comments in **Section 7** very helpful in identifying your rater's thoughts in assessing your leadership.
- A key to becoming a successful leader is accepting constructive feedback. This is the goal of this report. There will be some areas that you may be surprised by or even hurt by. This is natural. Please remember there are no perfect leaders and growth is a constant journey.

Methodology for Transforming Your Leadership Performance



Section 1.1: Performance Pathway- Behavioral Talent Alignment

We have prepared this Leadership Performance 360 Report starting with your Core Work Life Profile based on the Business DNA Natural Talents Report. Your Core Work Life Profile is "Strategist", which is one of our ten unique profiles. This information will most closely describe your natural behavioral style for leadership. However, it may not reflect how your leadership has been changed or influenced from time to time by circumstances, learning or values.

Strategists are highly charged, creative leaders with their feet firmly set on the ground and well able to realize visions. They excel by blending their strong drive to reach goals with a desire for precision, accuracy, and quality. As a result, they are equipped to be strategic leaders in situations where achieving results in a challenging environment is a priority.

| Based on the combination of the behavioral factors, your natural talents for leadership are set out in the table below. | | | |
|--|-------------------------|---------|-------|
| Natural Leadership Behavior Insights | | | |
| | | T-Score | Pop % |
| 1 | Desire to Lead: | 60 | 84% |
| 2 | Relationships: | 32 | 4% |
| 3 | Results: | 71 | 98% |
| 4 | Setting Goals: | 77 | 99% |
| 5 | Pursuing Goals | 80 | 99% |
| 6 | New Solution Driven: | 68 | 96% |
| 7 | Detailed: | 64 | 92% |
| 8 | Direct Communication: | 63 | 90% |
| 9 | Difficult Conversations | 62 | 88% |
| 10 | Listening: | 32 | 4% |
| 11 | Quick Decision-Making | 68 | 96% |
| 12 | Need for Control: | 64 | 92% |
| The Population Percentage indicates where your T-score for natural leadership is relative to the population. A Population percentage of 99% would indicate that you have a higher natural behavior in that specific area than 99% of the population. | | | |

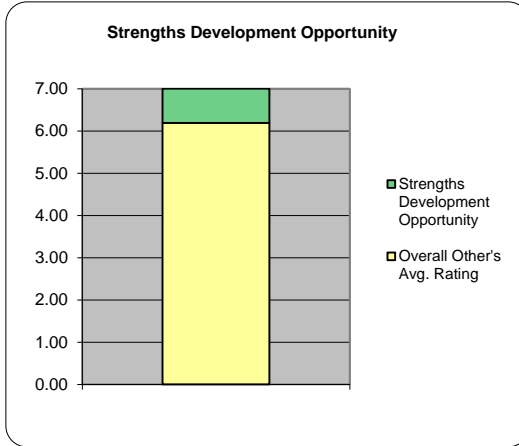
Your leadership performance will increase when there is a high degree of alignment between your role in the business and your natural talents for leadership as set out in the table above. An objective for high performance is to be in a role which enables you to use your natural talents 80 percent of the time. In addition, a high degree of self awareness of your talents will enable you to more effectively utilize the talents of others in your team and also adapt your natural style in managing them.

Section 1.2: Performance Pathway- Job Competence

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



Overall Self Assessment 6.5
– Overall Other's Avg. Rating 6.19
Overall Self Perception Opportunity: 0.31



Total Maximum Rating: 7
– Overall Other's Avg. Rating 6.19
Overall Strengths Development Opportunity: 0.81

| Performance Pathway: Job Competence Attributes | Self Assessment | Other's Avg. Rating | Self Perception Opportunity | Strengths Development Opportunity |
|--|-----------------|---------------------|-----------------------------|-----------------------------------|
| 1. Operates in a mature way | 7.0 | 6.60 | 0.40 | 0.40 |
| 2. Effectively uses past experiences | 7.0 | 6.10 | 0.90 | 0.90 |
| 3. Skilled and knowledgeable in current role | 7.0 | 6.60 | 0.40 | 0.40 |
| 4. Able to teach others | 6.0 | 5.80 | 0.20 | 1.20 |
| 5. Simplifies complex concepts | 6.0 | 5.20 | 0.80 | 1.80 |
| 6. Solves problems resourcefully | 6.0 | 6.40 | -0.40 | 0.60 |
| 7. Builds and implements processes | 7.0 | 6.40 | 0.60 | 0.60 |
| 8. Uses analysis in planning | 6.0 | 6.60 | -0.60 | 0.40 |
| 9. Demonstrates strong business skills | 7.0 | 6.60 | 0.40 | 0.40 |
| 10. Knows how to mobilize people and resources | 6.0 | 5.60 | 0.40 | 1.40 |

Section 1.2: Performance Pathway- Job Competence (Comments)

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

- Making split second hard decisions.
- Using detailed analysis to create office procedures and protocols which can be used across all of our branches.
- Mediating a difficult and potentially emotional conflict amongst co-workers.
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2. Are there any other skills or experiences that Chris Coddington should have?

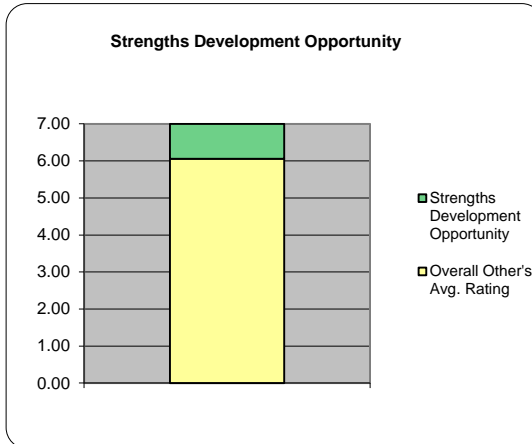
- Be nicer to people and take the time to address team members individually on a scheduled basis.
- Slow it down and ensure team is following you.
- Take the time to listen to others more frequently.
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Section 1.3: Performance Pathway- Results Drive

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



Overall Self Assessment 6.6
- Overall Other's Avg. Rating 6.06
Overall Self Perception Opportunity: 0.54



Total Maximum Rating: 7
- Overall Other's Avg. Rating 6.06
Overall Strengths Development Opportunity: 0.94

| Results Drive Attributes | Self Assessment (A) | Other's Avg. Rating (B) | Self Perception Opportunity (A minus B) | Strengths Development Opportunity (Max score of 7 minus B) |
|---|------------------------|----------------------------|--|---|
| 11. Checks to see that tasks are properly completed | 6.0 | 5.80 | 0.20 | 1.20 |
| 12. Competitive to achieve goals | 7.0 | 6.70 | 0.30 | 0.30 |
| 13. Decisive decision maker | 7.0 | 6.50 | 0.50 | 0.50 |
| 14. Prioritizes to meet key objectives | 7.0 | 6.30 | 0.70 | 0.70 |
| 15. Works to a written plan | 6.0 | 5.60 | 0.40 | 1.40 |
| 16. Takes action and is proactive | 7.0 | 6.40 | 0.60 | 0.60 |
| 17. Focuses on the bottom line and tracks successes | 6.0 | 5.60 | 0.40 | 1.40 |
| 18. Passion for work | 6.0 | 5.40 | 0.60 | 1.60 |
| 19. Defines a clear vision | 7.0 | 5.80 | 1.20 | 1.20 |
| 20. Disciplined work habits | 7.0 | 6.50 | 0.50 | 0.50 |

Section 1.3: Performance Pathway- Results Drive (Comments)

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

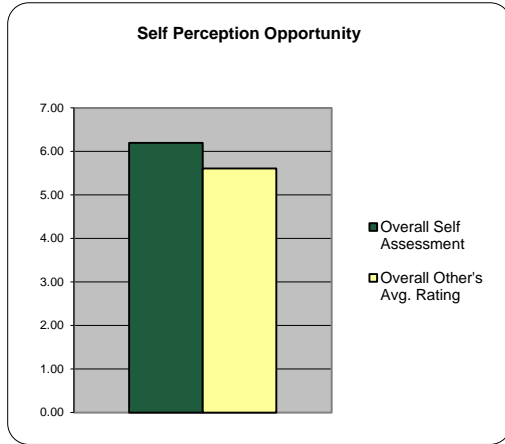
- Great project manager- I have seen you juggle 15 projects at the same time. This shows your drive to getting results when they are necessary
- Chris, you have the ability to think way ahead with strategic moves of the firm. This is something I value and allows us to get results.
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2. Are there any activities you would like to see Chris Coddington focusing his/her attention on?

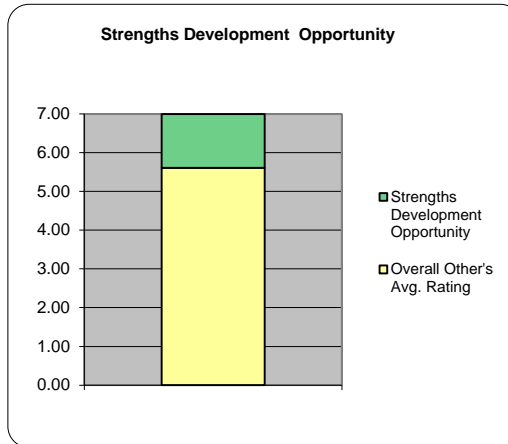
- While you are a strategic thinker you don't always need to be thinking about the reinvention of items. I would like to see you sticking to our proven methods and "going with it".
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Section 2.1: Emotional Engagement- Effective Communication

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



Overall Self Assessment 6.2
- Overall Other's Avg. Rating 5.61
Overall Self Perception Opportunity: 0.59



Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.61
Overall Strengths Development Opportunity: 1.39

| Effective Communication Attributes: Emotional Engagement | Self Assessment (A) | Other's Avg. Rating (B) | Self Perception Opportunity (A minus B) | Strengths Development Opportunity (Max score of 7 minus B) |
|--|------------------------|----------------------------|--|---|
| 21. Comfortable speaking directly | 7.0 | 5.60 | 1.40 | 1.40 |
| 22. Responds diplomatically when needed | 6.0 | 5.90 | 0.10 | 1.10 |
| 23. Clearly communicates expectations | 6.0 | 5.80 | 0.20 | 1.20 |
| 24. Gives ongoing feedback | 6.0 | 4.90 | 1.10 | 2.10 |
| 25. Adapts communication for people/situations | 6.0 | 5.70 | 0.30 | 1.30 |
| 26. Speaks calmly in difficult conversations | 6.0 | 5.60 | 0.40 | 1.40 |
| 27. Regularly communicates the vision and goals | 6.0 | 5.90 | 0.10 | 1.10 |
| 28. Invites others to engage in conversation | 6.0 | 5.10 | 0.90 | 1.90 |
| 29. Expresses true views in meetings | 7.0 | 5.90 | 1.10 | 1.10 |
| 30. Communicates to avoid surprises for others | 6.0 | 5.70 | 0.30 | 1.30 |

Section 2.1: Emotional Engagement- Effective Communication (Comments)

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



Chris, you address individuals in the right or most appropriate way for that person, I appreciate that.



Chris can be a bit frank at times in intimate conversations, he could benefit from softening his tone in some situations.



Chris is a great leader, he always addresses me with great poise and caters his communication style to his audience



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



Chris, I feel that in annual performance reviews you could address the meeting in a more relaxed fashion.

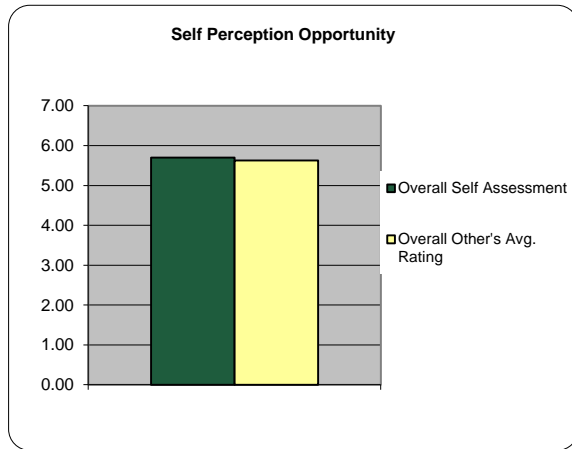


Chris, you are a good listening but don't always portray that. I personally know that you are always thinking 3 moves ahead but our clients don't always.

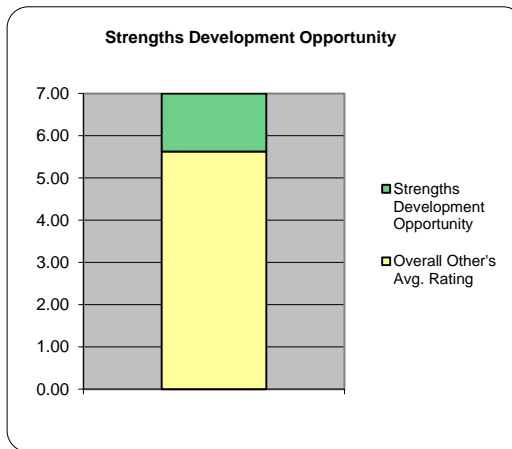


Section 2.2: Emotional Engagement- Relationship Building

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



Overall Self Assessment 5.7
- Overall Other's Avg. Rating 5.63
Overall Self Perception Opportunity: 0.07



Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.63
Overall Strengths Development Opportunity: 1.37

| Emotional Engagement: Relationship Building Attributes | Self Assessment (A) | Other's Avg. Rating (B) | Self Perception Opportunity (A minus B) | Strengths Development Opportunity (Max score of 7 minus B) |
|--|------------------------|----------------------------|--|---|
| 31. Demonstrates understanding for others' concerns | 6.0 | 5.80 | 0.20 | 1.20 |
| 32. Provides regular encouragement to others | 5.0 | 5.20 | -0.20 | 1.80 |
| 33. Tolerant of honest mistakes | 6.0 | 5.40 | 0.60 | 1.60 |
| 34. Responds to questions patiently | 6.0 | 5.90 | 0.10 | 1.10 |
| 35. Treats people with respect | 6.0 | 6.20 | -0.20 | 0.80 |
| 36. Good listener | 6.0 | 5.20 | 0.80 | 1.80 |
| 37. Respects people's differences | 6.0 | 6.00 | 0.00 | 1.00 |
| 38. Celebrates successes | 5.0 | 5.60 | -0.60 | 1.40 |
| 39. Wants and helps others to succeed | 6.0 | 6.40 | -0.40 | 0.60 |
| 40. Makes the workplace happy and fun | 5.0 | 4.60 | 0.40 | 2.40 |

Section 2.2: Emotional Engagement- Relationship Building Attributes (Comments)

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



You are a valuable member of our team when it comes to building strategic relationships.



Chris is forthright.



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



Chris, you are such a hard worker- I would like to see you take some time to relax and celebrate your successes with your staff while building the "inter office" relationship.

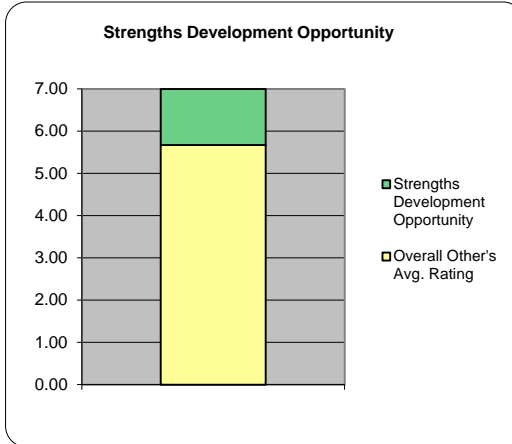
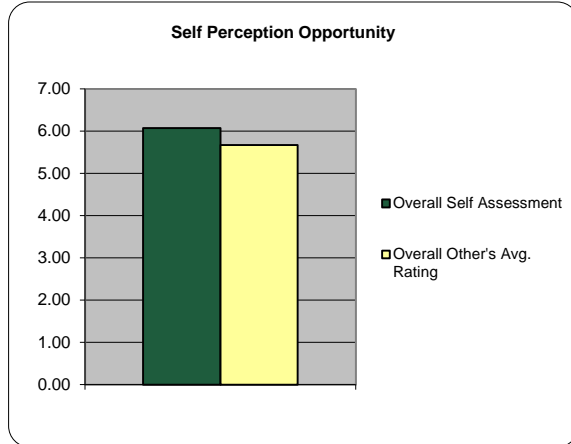


You spend a lot of your time seeking out business relationships. I would like to see you putting the same effort in to manage the existing ones.



Section 2.3: Emotional Engagement- Leader EQ

Leader EQ, or "Emotional Intelligence" is the ability to proactively manage your own emotions and appropriately respond to the emotions of others. The role as an emotionally intelligent leader is centered on the ability to recognize and balance the impulses and influences of the logical and emotional parts of the brain.



Overall Self Assessment 6.07
- Overall Other's Avg. Rating 5.67
Overall Self Perception Opportunity: 0.39

Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.67
Overall Strengths Development Opportunity: 1.33

| Emotional Engagement: Leader EQ Attributes | Self Assessment (A) | Other's Avg. Rating (B) | Self Perception Opportunity (A minus B) | Strengths Development Opportunity (Max score of 7 minus B) |
|---|------------------------|----------------------------|--|---|
| 41. Motivates and inspires others | 6.0 | 5.80 | 0.20 | 1.20 |
| 42. Allows others to be open about their frustrations with out becoming defensive | 6.0 | 5.70 | 0.30 | 1.30 |
| 43. Comfortable listening openly to other's feedback about his/her performance | 6.0 | 5.60 | 0.40 | 1.40 |
| 44. Takes personal responsibility | 7.0 | 6.60 | 0.40 | 0.40 |
| 45. Collaborates with others on his/her ideas | 6.0 | 6.10 | -0.10 | 0.90 |
| 46. Seeks confirming evidence before making judgements about others | 6.0 | 5.90 | 0.10 | 1.10 |
| 47. Forgives others when he/she is wronged | 6.0 | 5.20 | 0.80 | 1.80 |
| 48. Admits when he/she is angry | 5.0 | 5.40 | -0.40 | 1.60 |
| 49. Recognizes and responds appropriately to the emotions of others | 6.0 | 5.10 | 0.90 | 1.90 |
| 50. Manages negative emotions well when disappointed | 6.0 | 5.20 | 0.80 | 1.80 |
| 51. Avoids trivializing the feelings of others | 6.0 | 5.70 | 0.30 | 1.30 |
| 52. Willing to compromise | 6.0 | 5.80 | 0.20 | 1.20 |
| 53. Manages ego and self-promotion | 7.0 | 5.80 | 1.20 | 1.20 |
| 54. Not overly protective of prior decisions | 6.0 | 5.60 | 0.40 | 1.40 |
| 55. Positively influences others without manipulating them. | 6.0 | 5.60 | 0.40 | 1.40 |

Section 2.3: Emotional Engagement- Leader EQ (Comments)

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

- Chris always helps mediate conflicts by keeping a rational mindset and avoiding the emotions involved.

- Chris always keeps his mind in a rational standpoint.

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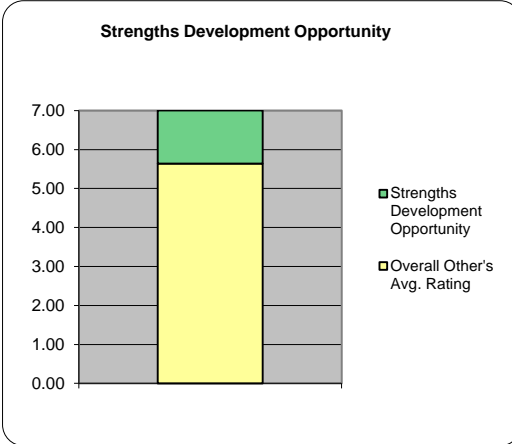
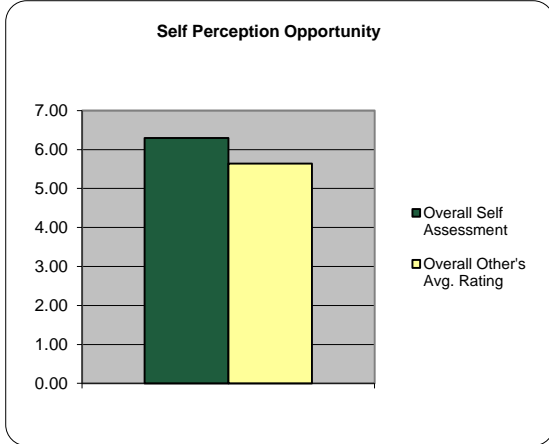
2. What could Chris Coddington do more of to improve how he/she deals with difficult or emotional situations?

- Chris you have always taken a more rational approach to decisions and situations. This is a good trait for quick decision making but something you need to be conscious of when emotional engaging others.

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Section 3: Confidence- Trust

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



Overall Self Assessment 6.3
- Overall Other's Avg. Rating 5.64
Overall Self Perception Opportunity: 0.66

Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.64
Overall Strengths Development Opportunity: 1.36

| Confidence: Trust Attributes | Self Assessment (A) | Other's Avg. Rating (B) | Self Perception Opportunity (A minus B) | Strengths Development Opportunity (Max score of 7 minus B) |
|---|------------------------|----------------------------|--|---|
| 56. Demonstrates self belief | 7.0 | 6.40 | 0.60 | 0.60 |
| 57. Provides positive energy | 6.0 | 5.80 | 0.20 | 1.20 |
| 58. Delegates and does not interfere | 6.0 | 5.60 | 0.40 | 1.40 |
| 59. Shares emotions and feelings | 6.0 | 5.00 | 1.00 | 2.00 |
| 60. Open with ideas and information | 6.0 | 5.60 | 0.40 | 1.40 |
| 61. Vulnerable, acknowledges his/her mistakes | 6.0 | 5.20 | 0.80 | 1.80 |
| 62. Shows humility | 7.0 | 5.70 | 1.30 | 1.30 |
| 63. Willing to trust others | 6.0 | 5.20 | 0.80 | 1.80 |
| 64. Authentic | 7.0 | 6.40 | 0.60 | 0.60 |
| 65. Has an inclusive approach | 6.0 | 5.50 | 0.50 | 1.50 |

Section 3: Confidence- Trust (Comments)

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

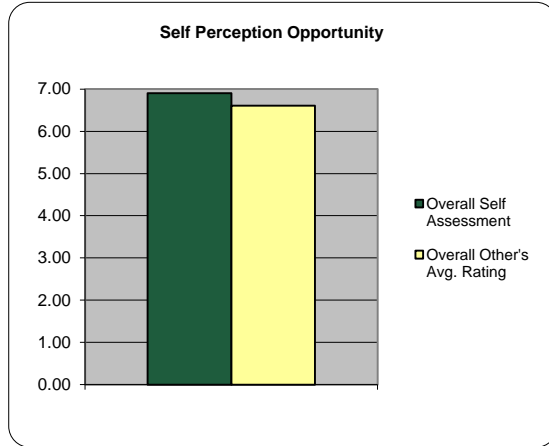
- If a mistake is made, you are the first to admit if you are wrong.
- Chris, regardless of the task you always approach it with a positive manner and it allows you to get things done while still keeping the energy high. I appreciate this.
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2. What does Chris Coddington need to do so he/she improves in building trust with others?

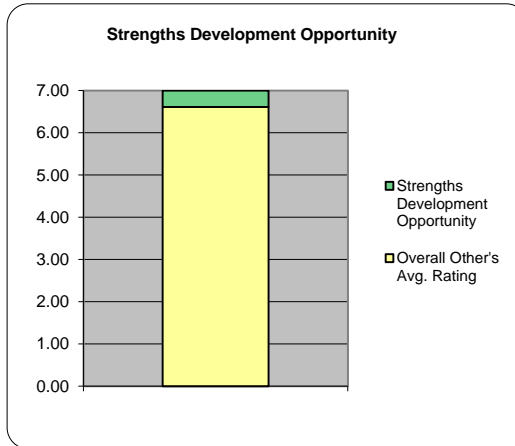
- Chris, I gather you are naturally skeptical but managing this is important when trusting others.
- At times you come across aggressive and in a controlling manner. This tends to make others think that you are less trusting when delegating tasks and responsibilities
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Section 4: Wisdom- Business Values

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



Overall Self Assessment 6.9
- Overall Other's Avg. Rating 6.61
Overall Self Perception Opportunity: 0.29



Total Maximum Rating: 7
- Overall Other's Avg. Rating 6.61
Overall Strengths Development Opportunity: 0.39

| Wisdom: Business Values Attributes | Self Assessment (A) | Other's Avg. Rating (B) | Self Perception Opportunity (A minus B) | Strengths Development Opportunity (Max score of 7 minus B) |
|--|------------------------|----------------------------|--|---|
| 66. Supports company policies and values | 7.0 | 6.60 | 0.40 | 0.40 |
| 67. Demonstrates courage to do the right thing | 7.0 | 6.60 | 0.40 | 0.40 |
| 68. Has honesty and integrity | 7.0 | 6.70 | 0.30 | 0.30 |
| 69. Walk matches talk | 7.0 | 6.50 | 0.50 | 0.50 |
| 70. Keeps his/her promises | 7.0 | 6.60 | 0.40 | 0.40 |
| 71. Has good self-control | 6.0 | 6.60 | -0.60 | 0.40 |
| 72. Treats others fairly | 7.0 | 6.60 | 0.40 | 0.40 |
| 73. Thinks before taking action | 7.0 | 6.70 | 0.30 | 0.30 |
| 74. Exercises sound judgment | 7.0 | 6.60 | 0.40 | 0.40 |
| 75. Acts responsibly | 7.0 | 6.60 | 0.40 | 0.40 |

Section 4: Wisdom- Business Values (Comments)

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

- Your personal decision to always stay integral and implementing an ethics code in the office.
- Taking the risk to face new endeavors and follow your dream.
- Persistently approaching his goals and confidently facing critics.
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2. What could Chris Coddington do more of to improve decision-making?

- Chris, I feel you should spend more in your analysis in the decision making process.
- More upfront planning.
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Section 5: Your Leadership Sustainable Performance Index

Based on the results of your Business DNA Leadership Performance 360 Profile we have measured your Leadership Sustainable Performance Index ("SPI"). Your Leadership SPI measures your current leadership performance capacity and shows your potential for leadership performance growth. Knowing your current leadership performance is the ideal starting point for building your DNA Leadership Performance Plan. The performance objective is for you to increase your Leadership SPI over time.

The leadership strengths highlighted in this report indicate your areas of potential which need to be sustained. The leadership development opportunities reflect your leadership performance impediments which need further development. Once you have awareness of these areas of leadership potential and impediments you can build your DNA Leadership Performance Plan.

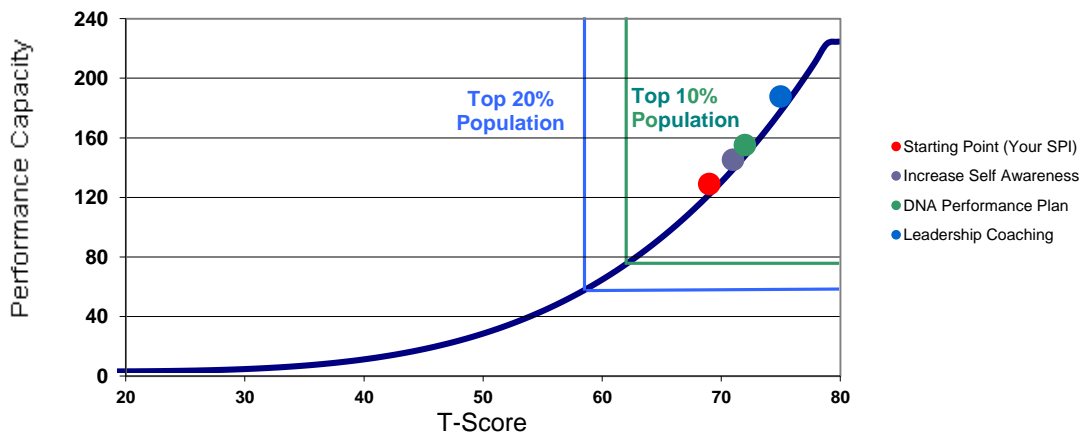
The graph below indicates your SPI score and the level of your performance against the general population. You will see from the graph the increase in leadership capacity that can be achieved once you move into the top 20% of leadership performance.

Your SPI reflects your leadership performance in the following areas:

| | | |
|-----------|-----------------------|--------|
| Section 1 | Performance Pathway: | 87.50% |
| Section 2 | Emotional Engagement: | 80.52% |
| Section 3 | Confidence: | 80.57% |
| Section 4 | Wisdom: | 94.43% |

Based on these scores your Leadership SPI score is 129 which translates to a T-Score of 69. This means you currently perform at a higher level than 97% of the population.

Leadership Sustainable Performance Index (SPI)



| | | |
|---|--|---|
| 1. Increase Self Awareness | 2. Create Your DNA Leadership Performance Plan | 3. Leadership Coaching |
| Build your Leadership Performance Pathway and emotional engagement of others based on greater self awareness of your Leadership strengths and development opportunities highlighted in this report. | Increase your leadership confidence and make wise decisions for improved leadership performance. | Practice smart behaviors to protect and sustain your leadership performance. You will see your Leadership SPI increase. |

Section 6: Your Leadership Performance Plan

Your DNA Leadership Performance Plan has been developed to highlight specific areas of your leadership style. We recommend that your leadership development be focused on Parts A and B first. After you have addressed items in parts A and B, additional insights on your leadership can be found on the following page, steps C and D of your DNA Leadership Performance Plan.

A. Your Leadership Strengths:

Your Leadership Strengths are the 10 items in which you scored highest on out of 75 total items based on the "Other's Avg. Rating". The development focus on these items is to encourage you to maintain your current level of leadership in these areas.

| | Leadership Attribute | Category | Self Assessment | Other's Avg. Rating |
|----|--|-----------------|-----------------|---------------------|
| 1 | 58. Has honesty and integrity | Business Values | 7 | 6.7 |
| 2 | 63. Passion for work | Business Values | 7 | 6.7 |
| 3 | 12. Competitive to achieve goals | Results Drive | 7 | 6.7 |
| 4 | 56. Supports company policies and values | Business Values | 7 | 6.6 |
| 5 | 60. Keeps his/her promises | Business Values | 7 | 6.6 |
| 6 | 68. Skilled and knowledgeable in current role | Job Competence | 7 | 6.6 |
| 7 | 57. Demonstrates courage to do the right thing | Business Values | 7 | 6.6 |
| 8 | 66. Thinks ahead with strategic insights | Job Competence | 7 | 6.6 |
| 9 | 65. Acts responsibly | Business Values | 7 | 6.6 |
| 10 | 34. Takes personal responsibility | Leader EQ | 7 | 6.6 |

B. Your Leadership Development Opportunities:

Your Leadership Development Opportunities are the 7 Leadership Categories (scored in sections 2 to 8) ranked using the "Overall Other's Avg. Rating". These Leadership Categories are ranked based on the amount of time you should allocate towards developing your leadership skills in these areas. A rank of 1 indicates this category will require the most attention in your DNA Leadership Performance Plan and a score of 7 indicates that this category would need the least amount of time for development. The time you allocate towards the lowest ranking items will promote positive leadership performance growth.

| | Leadership Category | Self Assessment | Overall Other's Avg. Rating |
|---|-------------------------|-----------------|-----------------------------|
| 1 | Effective Communication | 6.2 | 5.61 |
| 2 | Relationship Building | 5.7 | 5.63 |
| 3 | Trust | 6.3 | 5.64 |
| 4 | Leader EQ | 6.07 | 5.67 |
| 5 | Results Drive | 6.6 | 6.06 |
| 6 | Job Competence | 6.5 | 6.19 |
| 7 | Business Values | 6.9 | 6.61 |

C. Your Leadership Self Perception Opportunity:

Your Leadership Self Perception Opportunity table shows the top 10 items in which you could further develop your leadership strengths based on the "Your Self Perception Opportunity". The Self Perception Opportunity is the difference between how you perceive your leadership and how others perceive it. A positive perception opportunity indicates that you perceive your leadership to be better than how others have rated you. A negative perception opportunity indicates you perceive your leadership to be worse than how others have rated you. In both cases, where the perception opportunity is 2 or more then this would be an area to focus on in your DNA Leadership Performance Plan. These scores are highlighted in red.

| | Leadership Attribute | Category | Your Self Perception Opportunity |
|----|---|-------------------------|----------------------------------|
| 1 | 1. Comfortable speaking directly | Effective Communication | 1.4 |
| 2 | 52. Shows humility | Trust | 1.3 |
| 3 | 19. Enforces high standards | Results Drive | 1.2 |
| 4 | 43. Manages ego and self-promotion | Leader EQ | 1.2 |
| 5 | 4. Gives ongoing feedback | Effective Communication | 1.1 |
| 6 | 9. Expresses true views in meetings | Effective Communication | 1.1 |
| 7 | 49. Shares emotions and feelings | Trust | 1.0 |
| 8 | 39. Recognizes and responds appropriately to the emotions of others | Leader EQ | 0.9 |
| 9 | 8. Invites others to engage in conversation | Effective Communication | 0.9 |
| 10 | 67. Makes wise decisions | Job Competence | 0.9 |

D. Your Strengths Development Opportunity:

Your Strengths Development Opportunity table shows the top 10 items in which you could further develop your leadership strengths, based on the "Other's Avg. Rating". The Strengths Development Opportunity is the difference between how others experience your leadership and the maximum score of 7. Where the opportunity is 2 or more this would be a strengths development area that needs to be addressed in your DNA Leadership Performance Plan.

| | Leadership Attribute | Category | Your Strengths Development Opportunity |
|----|---|-------------------------|--|
| 1 | 30. Makes the workplace happy and fun | Relationship Building | 2.4 |
| 2 | 4. Gives ongoing feedback | Effective Communication | 2.1 |
| 3 | 49. Shares emotions and feelings | Trust | 2.0 |
| 4 | 39. Recognizes and responds appropriately to the emotions of others | Leader EQ | 1.9 |
| 5 | 8. Invites others to engage in conversation | Effective Communication | 1.9 |
| 6 | 70. Simplifies complex concepts | Job Competence | 1.8 |
| 7 | 40. Manages negative emotions well when disappointed | Leader EQ | 1.8 |
| 8 | 53. Willing to trust others | Trust | 1.8 |
| 9 | 22. Provides regular encouragement to others | Relationship Building | 1.8 |
| 10 | 37. Forgives others when he/she is wronged | Leader EQ | 1.8 |

Section 7: Overall Written Comments

Following the assessment of your leadership style using the 75 leadership attributes, raters were prompted to provide anonymous written feedback on your leadership Strengths, Areas for Development and on your Overall Leadership. The rater's comments are below.

Overall Comments on your Leadership Strengths:

Your Comments: Visionary, Courageous, and Implements new ideas smoothly

Other's Comments:

Leads by example
Great Leader
Great Boss
Great Public Speaker
Chooses and sticks to Goals
Organized
See Strategic future
Sets Great Example
Leader

Ability to stay focused on goals
Competence
Integrity
GREAT INTUITION
Decisive Decision Maker
Passion for what he does
Hard Working
Drive
Good work ethic

Humility, willingness to continue personal
Business Values
Results Focused
GREAT CHARACTER
entrepreneur
Servant Leader
Results
Trust
Passionate about his vision
The unwavering determination to complete

Overall Comments on your Areas of Development:

Your Comments: Communicate problems earlier Be more approachable Communicate goals more often

Other's Comments:

Continue to balance work and family.

Chris's natural tendency is to over complicate and does not always see that. But when pointed out he can simplify.

Check in on progress of business plans on monthly basis and link back to strategic goals of the firm.

Celebrate and encourage others more

Take the "Less is More" approach

Simplify things

Take time to listen to views and ideas of others before making judgment or interrupting to avoid shutting others out of the discussion.

Never stop refining and simplifying the process

Overall Comments on your Overall Leadership:

Your Comments: Remember to stay true to myself and my early vision.

Other's Comments:

Chris's continued growth as a leader is impressive.

Chris, you are a great leader and a great inspiration to me. Your character, integrity and work ethics are a good example for me.

Next Steps

Further Education

We have a number of education and facilitation programs available to enhance your understanding of what the profiles mean and how to use them in your business. Please contact us at inquiries@businessdnaresources.com for more information and access to the following programs:

- Executive Coaching
- Leadership Development
- Business Succession
- Business Risk Management
- Team Development
- Hiring
- Sales Coaching
- Business Planning