



## Business DNA<sup>®</sup> Leadership Engagement 360° Profile

### Leadership Performance Report for Chris Coddington

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

**Date of Completion: 1-August-2009**

# Business DNA® Leadership Engagement 360°

Chris Coddington

01-Aug-09

## 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 Engagement 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:** Natural Behavior Leadership Style- Summary of Leadership Behaviors based on your Business DNA Natural Talents Profile.
- **Sections 2-8:** Feedback on how others perceive your leadership in the areas of Communication Bridge, Results Driver, Relationship Connector, Leader EQ, Trust Builder, Business Values, and Job Competence.
- **Section 9: Analysis of your Leadership Engagement 360 feedback.**
- **Section 10:** Summary of written comments provided by your raters.

### Raters

9 raters participated in the BusinessDNA Leadership Engagement 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 8 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** 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 2 to 8** 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 2 to 8**. 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 2 to 8**. 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 9, we provide in summary format a Leadership Performance Plan based on your Leadership Engagement 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 10** 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.

## Section 1: Natural Behavior Leadership Style- Strategist profile

We have prepared this Leadership Engagement 360 Report starting with your Core Work Life Profile based on the Natural Talents Profile. 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.*

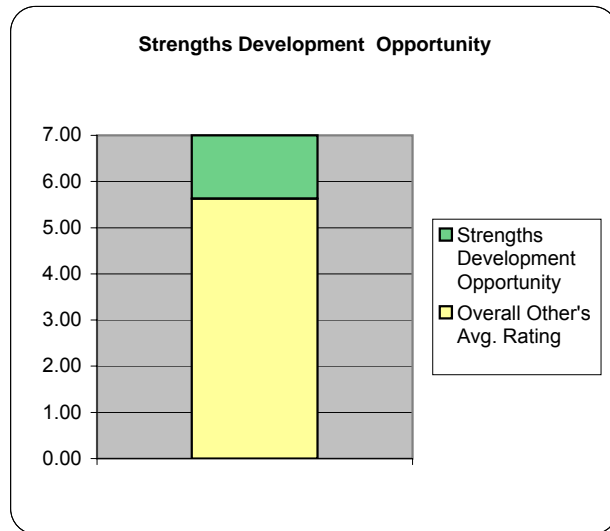
Natural Behavioral Style per your Natural Talents Profile			
Factor 1 - Commanding			
1.	Take Charge	63	
	Authoritative		60
	Self-reliant		65
	Frank		52
Factor 2 - People			
2.	Outgoing	45	
	Expressive		45
	Sociable		39
	Communicative		52
Factor 3 - Patience			
3.	Patient	26	
	Empathetic		27
	Encouraging		28
	Accepting		33
Factor 4 - Structured			
4.	Planned	53	
	Accurate		51
	Scheduled		51
	Persistent		58
Factor 5 - Trust			
5.	Trust	39	
	Delegator		37
	Open		45
	Approachable		26
	Relaxed		47
Factor 6 - Pioneering			
6.	Pioneering	63	
	Initiator		60
	Competitive		70
	Determined		58
Factor 7 - Risk			
7.	Risk	74	
	Bold		73
	Risk Tolerant		74
Factor 8 - Creativity			
8.	Creativity	53	
	Original		52
	Enterprising		53
	Left/Right Brain		50

Based on the combination of the behavioral factors, your natural talents for leadership are set out in the table below.

Natural Leadership Behavior Insights		
1	Desire to Lead:	HIGH
2	Relationships:	LOW
3	Results:	HIGH
4	Setting Goals:	HIGH
5	Pursuing Goals	HIGH
6	New Solution Driven:	HIGH
7	Detailed:	MEDIUM
8	Direct Communication:	HIGH
9	Difficult Conversations:	HIGH
10	Listening:	LOW
11	Quick Decision-Making:	HIGH
12	Need for Control:	HIGH

## Section 2: Communication Bridge

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.



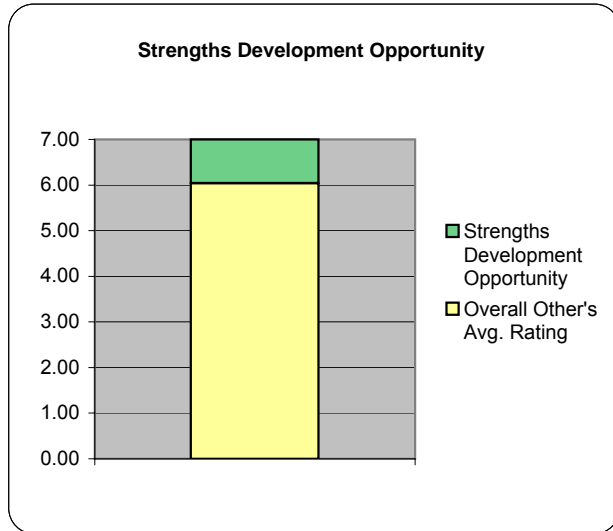
**Overall Self Assessment 6.2**  
**– Overall Other's Avg. Rating 5.63**  
**Overall Self Perception Opportunity: 0.57**

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

Communication Bridge Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
1. Comfortable speaking directly	7.0	5.56	1.44	1.44
2. Responds diplomatically when needed	6.0	6.00	0.00	1.00
3. Clearly communicates expectations	6.0	5.78	0.22	1.22
4. Gives ongoing feedback	6.0	4.78	1.22	2.22
5. Adapts communication for people/situations	6.0	5.78	0.22	1.22
6. Speaks calmly in difficult conversations	6.0	5.56	0.44	1.44
7. Regularly communicates the vision and goals	6.0	5.89	0.11	1.11
8. Invites others to engage in conversation	6.0	5.33	0.67	1.67
9. Expresses true views in meetings	7.0	5.89	1.11	1.11
10. Communicates to avoid surprises for others	6.0	5.78	0.22	1.22

## Section 3: Results Driver

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.



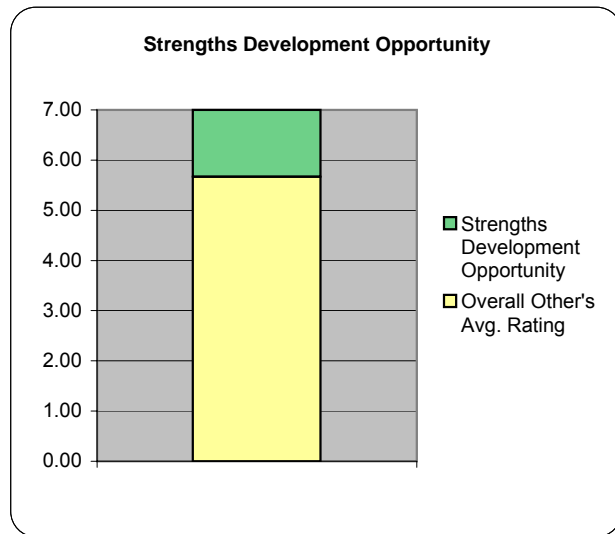
**Overall Self Assessment 6.6**  
**– Overall Other's Avg. Rating 6.04**  
**Overall Self Perception Opportunity: 0.56**

**Total Maximum Rating: 7**  
**– Overall Other's Avg. Rating 6.04**  
**Overall Strengths Development Opportunity: 0.96**

Results Driver 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 completed	6.0	5.78	0.22	1.22
12. Competitive to achieve goals	7.0	6.67	0.33	0.33
13. Decisive decision maker	7.0	6.56	0.44	0.44
14. Prioritizes to meet key objectives	7.0	6.33	0.67	0.67
15. Measures and tracks success	6.0	5.56	0.44	1.44
16. Takes action and is proactive	7.0	6.44	0.56	0.56
17. Focuses on the bottom line	6.0	5.44	0.56	1.56
18. Celebrates successes	6.0	5.33	0.67	1.67
19. Enforces high standards	7.0	5.78	1.22	1.22
20. Disciplined work habits	7.0	6.56	0.44	0.44

## Section 4: Relationship Connector

A dominating factor determining the success of any leader is his or her ability to create lasting relationships. A true Relationship Connector builds 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.



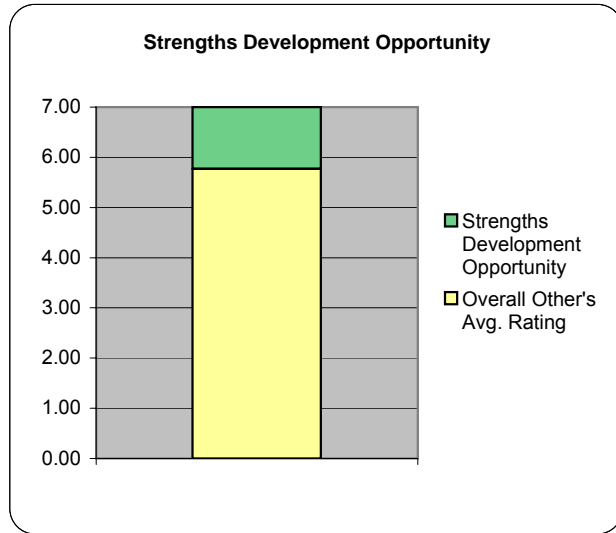
**Overall Self Assessment 5.7**  
**– Overall Other's Avg. Rating 5.67**  
**Overall Self Perception Opportunity: 0.03**

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

Relationship Connector Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
21. Demonstrates understanding for others' concerns	6.0	5.89	0.11	1.11
22. Provides regular encouragement to others	5.0	5.22	-0.22	1.78
23. Tolerant of honest mistakes	6.0	5.44	0.56	1.56
24. Builds long term relationships	6.0	6.00	0.00	1.00
25. Treats people with respect	6.0	6.33	-0.33	0.67
26. Good listener	6.0	5.11	0.89	1.89
27. Respects people's differences	6.0	6.11	-0.11	0.89
28. Responds to questions patiently	5.0	5.56	-0.56	1.44
29. Wants and helps others to succeed	6.0	6.44	-0.44	0.56
30. Makes the workplace happy and fun	5.0	4.56	0.44	2.44

## Section 5: 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.



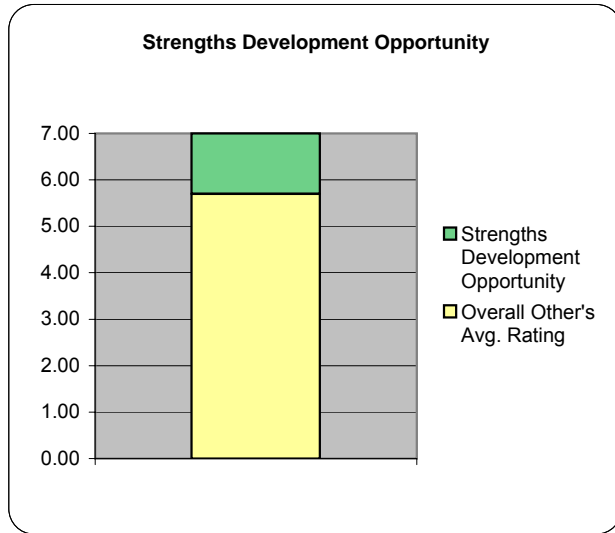
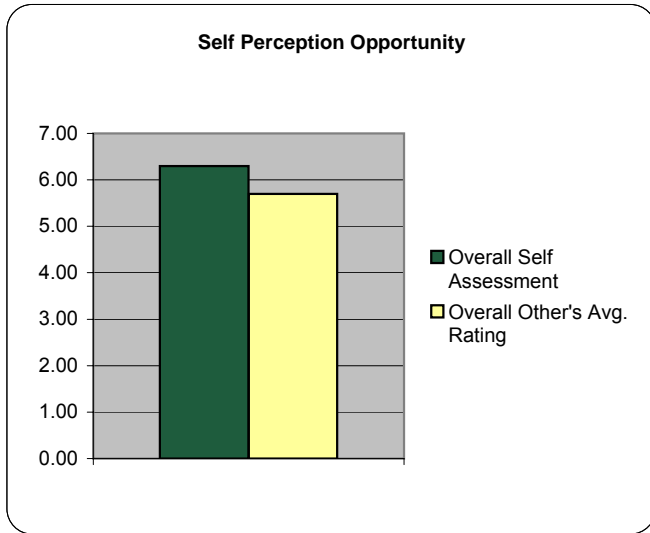
**Overall Self Assessment 6.07**  
**– Overall Other's Avg. Rating 5.77**  
**Overall Self Perception Opportunity: 0.3**

**Total Maximum Rating: 7**  
**– Overall Other's Avg. Rating 5.77**  
**Overall Strengths Development Opportunity: 1.23**

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)
31. Motivates and inspires others	6.0	5.89	0.11	1.11
32. Allows others to be open about their frustrations with out becoming defensive	6.0	5.78	0.22	1.22
33. Comfortable listening openly to other's feedback about his/her performance	6.0	5.78	0.22	1.22
34. Takes personal responsibility	7.0	6.67	0.33	0.33
35. Collaborates with others on his/her ideas	6.0	6.22	-0.22	0.78
36. Seeks confirming evidence before making judgements about others	6.0	5.89	0.11	1.11
37. Forgives others when he/she is wronged	6.0	5.22	0.78	1.78
38. Admits when he/she is angry	5.0	5.56	-0.56	1.44
39. Recognizes and responds appropriately to the emotions of others	6.0	5.33	0.67	1.67
40. Manages negative emotions well when disappointed	6.0	5.33	0.67	1.67
41. Avoids trivializing the feelings of others	6.0	5.67	0.33	1.33
42. Willing to compromise	6.0	5.89	0.11	1.11
43. Manages ego and self-promotion	7.0	5.89	1.11	1.11
44. Not overly protective of prior decisions	6.0	5.78	0.22	1.22
45. Positively influences others without manipulating them.	6.0	5.67	0.33	1.33

## Section 6: Trust Builder

A leader's ultimate currency for obtaining buy-in from his/her followers is trust. In order to gain trust of others, a leader must first learn to trust him or herself and then secondly trust others. The ability of a leader to trust him or herself will determine whether there is trust inside the team and with clients.



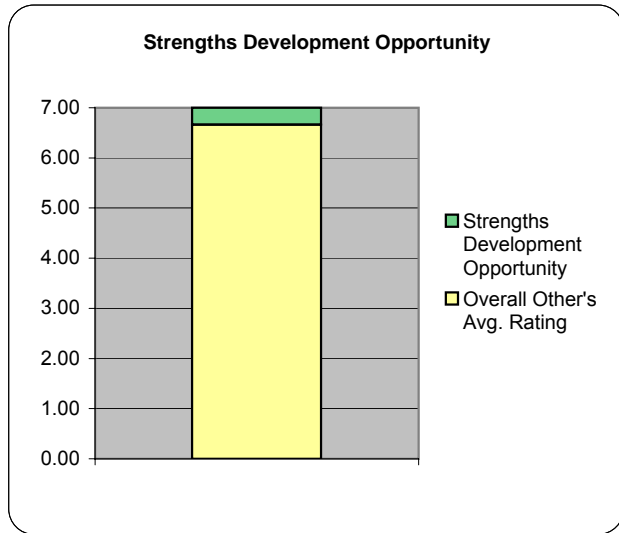
**Overall Self Assessment 6.3**  
**– Overall Other's Avg. Rating 5.7**  
**Overall Self Perception Opportunity: 0.6**

**Total Maximum Rating: 7**  
**– Overall Other's Avg. Rating 5.7**  
**Overall Strengths Development Opportunity: 1.3**

Trust Builder Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
46. Respects confidentiality	7.0	6.33	0.67	0.67
47. Provides positive energy	6.0	5.78	0.22	1.22
48. Delegates and does not interfere	6.0	5.56	0.44	1.44
49. Shares emotions and feelings	6.0	5.00	1.00	2.00
50. Open with ideas and information	6.0	5.67	0.33	1.33
51. Vulnerable, acknowledges his/her mistakes	6.0	5.44	0.56	1.56
52. Shows humility	7.0	6.00	1.00	1.00
53. Willing to trust others	6.0	5.22	0.78	1.78
54. Authentic	7.0	6.44	0.56	0.56
55. Has an inclusive approach	6.0	5.56	0.44	1.44

## Section 7: Business Values

The core of any leader's decisions will be his or her values. 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.



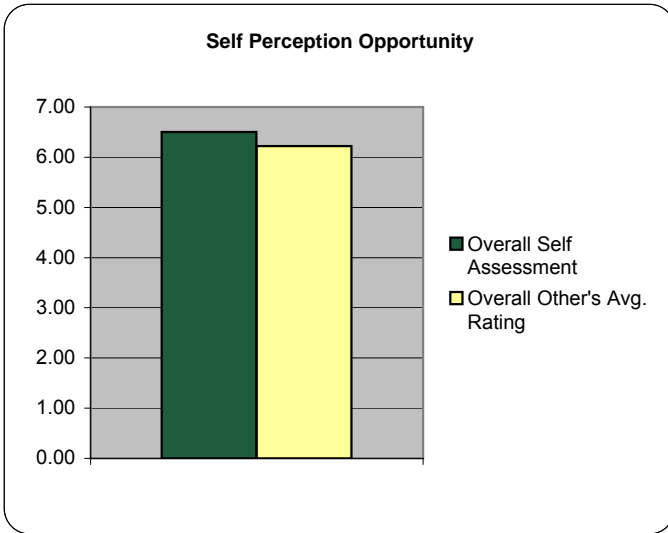
**Overall Self Assessment 6.9**  
**– Overall Other's Avg. Rating 6.66**  
**Overall Self Perception Opportunity: 0.24**

**Total Maximum Rating: 7**  
**– Overall Other's Avg. Rating 6.66**  
**Overall Strengths Development Opportunity: 0.34**

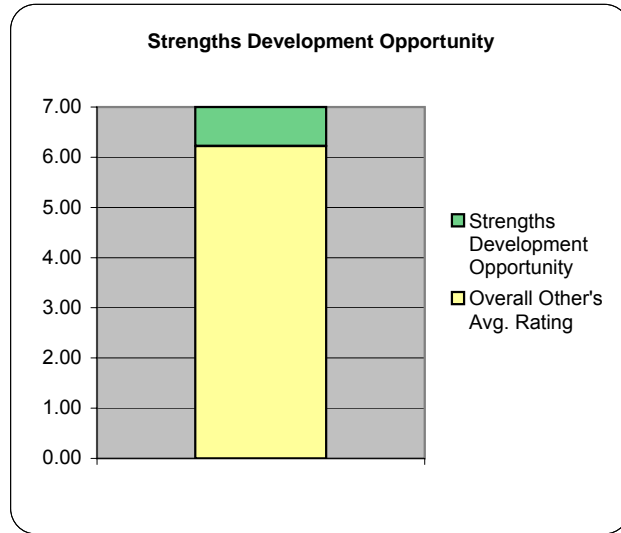
Business Values Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
56. Supports company policies and values	7.0	6.67	0.33	0.33
57. Demonstrates courage to do the right thing	7.0	6.67	0.33	0.33
58. Has honesty and integrity	7.0	6.78	0.22	0.22
59. Walk matches talk	7.0	6.56	0.44	0.44
60. Keeps his/her promises	7.0	6.56	0.44	0.44
61. Has strong work ethic	6.0	6.56	-0.56	0.44
62. Treats others fairly	7.0	6.78	0.22	0.22
63. Passion for work	7.0	6.67	0.33	0.33
64. Loyal to the organization	7.0	6.67	0.33	0.33
65. Acts responsibly	7.0	6.67	0.33	0.33

## Section 8: Job Competence

Integral to a successful team is a leader's competency. JobCompetence refers to the degree to which a leader has 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 process difficult decisions to be made in a timely manner.



**Overall Self Assessment 6.5**  
**– Overall Other's Avg. Rating 6.22**  
**Overall Self Perception Opportunity: 0.28**



**Total Maximum Rating: 7**  
**– Overall Other's Avg. Rating 6.22**  
**Overall Strengths Development Opportunity: 0.78**

Job Competence Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
66. Thinks ahead with strategic insights	7.0	6.67	0.33	0.33
67. Makes wise decisions	7.0	6.11	0.89	0.89
68. Skilled and knowledgeable in current role	7.0	6.67	0.33	0.33
69. Able to teach others	6.0	5.89	0.11	1.11
70. Simplifies complex concepts	6.0	5.22	0.78	1.78
71. Solves problems resourcefully	6.0	6.44	-0.44	0.56
72. Builds and implements processes	7.0	6.44	0.56	0.56
73. Uses analysis in planning	6.0	6.56	-0.56	0.44
74. Demonstrates strong business skills	7.0	6.56	0.44	0.44
75. Knows how to mobilize people and resources	6.0	5.67	0.33	1.33

## Section 9: Your Leadership Performance Plan

Your 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 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	6.8
2	62. Treats others fairly	Business Values	7	6.8
3	56. Supports company policies and values	Business Values	7	6.7
4	68. Skilled and knowledgeable in current role	Job Competence	7	6.7
5	57. Demonstrates courage to do the right thing	Business Values	7	6.7
6	66. Thinks ahead with strategic insights	Job Competence	7	6.7
7	65. Acts responsibly	Business Values	7	6.7
8	34. Takes personal responsibility	Leader EQ	7	6.7
9	64. Loyal to the organization	Business Values	7	6.7
10	63. Passion for work	Business Values	7	6.7

### 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 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 growth.

	Leadership Category	Self Assessment	Overall Other's Avg. Rating
1	Communication Bridge	6.2	5.63
2	Relationship Connector	5.7	5.67
3	Trust Builder	6.3	5.7
4	Leader EQ	6.07	5.77
5	Results Driver	6.6	6.04
6	Job Competence	6.5	6.22
7	Business Values	6.9	6.66

### 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 Leadership Performance Plan. These scores are highlighted in red.

	Leadership Attribute	Category	Your Self Perception Opportunity
1	1. Comfortable speaking directly	Communication Bridge	1.4
2	4. Gives ongoing feedback	Communication Bridge	1.2
3	19. Enforces high standards	Results Driver	1.2
4	9. Expresses true views in meetings	Communication Bridge	1.1
5	43. Manages ego and self-promotion	Leader EQ	1.1
6	52. Shows humility	Trust Builder	1.0
7	49. Shares emotions and feelings	Trust Builder	1.0
8	67. Makes wise decisions	Job Competence	0.9
9	26. Good listener	Relationship Connector	0.9
10	70. Simplifies complex concepts	Job Competence	0.8

### 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 Leadership Performance Plan.

	Leadership Attribute	Category	Your Strengths Development Opportunity
1	30. Makes the workplace happy and fun	Relationship Connector	2.4
2	4. Gives ongoing feedback	Communication Bridge	2.2
3	49. Shares emotions and feelings	Trust Builder	2.0
4	26. Good listener	Relationship Connector	1.9
5	70. Simplifies complex concepts	Job Competence	1.8
6	53. Willing to trust others	Trust Builder	1.8
7	22. Provides regular encouragement to others	Relationship Connector	1.8
8	37. Forgives others when he/she is wronged	Leader EQ	1.8
9	18. Celebrates successes	Results Driver	1.7
10	39. Recognizes and responds appropriately to the emotions of others	Leader EQ	1.7

## 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.

### Comments on your Leadership Strengths:

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

Other's Comments:

Leads by example	Ability to stay focused on goals	Humility, willingness to continue personal
Great Leader	Competence	Business Values
Great Boss	Integrity	Results Focused
Great Public Speaker	GREAT INTUITION	GREAT CHARACTER
Chooses and sticks to Goals	Decisive Decision Maker	entrepreneur
Organized	Passion for what he does	Servant Leader
See Strategic future	Hard Working	Results
Sets Great Example	Drive	Trust
Leader	Good work ethic	Passionate about his vision

### 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

### 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.

### 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](mailto: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