

Leadership Metrics for Two Year Period

Years: 2014 to 2015

#	Item	Respondent Average Rating		Respondent Differential	Self-Assessment Rating		Self-Assessment Differential
		Year 1	Year 2		Year 1	Year 2	
1	Withholds judgment until the person can examine facts, seek clarification, and uncover what is actually happening	2	3	1	3	3	0
2	Knows not only how business in general works but how the organization where the person works is structured to provide for customers	3	3	0	3	3	0
3	Collaborates with others to solve problems and find opportunities	3	3	0	2	3	1
4	Diagnoses problems effectively and responsibly to find solutions	2	3	1	3	3	0
5	Uses measurements effectively to determine if solutions are achieved	1	2	1	3	3	0
6	Helps others avoid rushing to solutions without diagnosing the problem	2	3	1	4	3	-1
7	Influences the behaviors of others effectively while maintaining positive relationships with them	3	4	1	2	3	1
8	Avoids using verbal persuasion such as threats (expressed or implied), complaining, nagging, or begging	2	3	1	4	3	-1
9	Influences others to work effectively and collaboratively	3	4	1	3	3	0
10	Clarifies expectations when working with others	2	3	1	4	2	-2
11	Acknowledges and learns from mistakes	2	2	0	2	2	0
12	Involves others with problem solving and decision making	3	3	0	3	3	0
13	Coaches others to build their capabilities	4	4	0	4	4	0
14	Supports others who may need help accomplishing tasks	3	3	0	4	4	0
15	Provides feedback to help others learn	3	4	1	4	4	0
16	Encourages and cares for others by making the environment more favorable for work and development	3	3	0	4	3	-1
17	Finds creative solutions that make work easier for everyone (such as making job aids, templates, and other support documents)	1	2	1	2	2	0
18	Uses data to provide others with insight	1	2	1	3	2	-1
19	Listens carefully to what others say with the intent to understand their perspective rather than listening to respond	2	3	1	3	3	0

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Years: 2014 to 2015

#	Item	Respondent Average Rating		Respondent Differential	Self-Assessment Rating		Self-Assessment Differential
		Year 1	Year 2		Year 1	Year 2	
20	Seeks feedback from others to improve leadership practices	2	4	2	3	3	0
21	Shares leadership goals and asks for support in achieving them	1	4	3	1	4	3
22	Beyond what the organization requires, invests time into professional development opportunities such as attending webinars, chapter association events, and conferences	1	4	3	2	3	1
23	Maintains a strong professional network outside of the organization	2	3	1	2	3	1
24	Regularly searches for new ideas and ways of practicing and shares these with others in the organization	1	4	3	2	3	1
25	Practices stewardship by sharing technical expertise and leadership knowledge with others outside of the person's immediate team	2	2	0	2	2	0
26	Actively participates in the professional community such as through an association or professional network	2	3	1	2	3	1
27	Communicates with other professionals through email exchanges, blogs, networking events, chapter events, or conferences	2	3	1	2	3	1

First Year Leadership Survey Results

Survey Results Date: November 10, 2014

Instructions: Enter your self-assessment rating in Column B and the average respondent rating in Column C. In Column D will be the differences between your rating and the average respondent rating. Select 1-2 items that you want to focus on developing. In Column F, type an objective for the two items that you want to focus on (leave other rows blank). In Column G, type your measures so that you'll know when you achieve your objective. In Column H, List your objective's due date.

#	Item	Average Assessment Rating	Self-Assessment Rating	Assessment Differential	Objective	Objective's Measurement	Due Date
1	Withholds judgment until the person can examine facts, seek clarification, and uncover what is actually happening	2	3	-1			
2	Knows not only how business in general works but how the organization where the person works is structured to provide for customers	3	3	0			
3	Collaborates with others to solve problems and find opportunities	3	2	1			
4	Diagnoses problems effectively and responsibly to find solutions	2	3	-1			
5	Uses measurements effectively to determine if solutions are achieved	1	3	-2			
6	Helps others avoid rushing to solutions without diagnosing the problem	2	4	-2			
7	Influences the behaviors of others effectively while maintaining positive relationships with them	3	2	1			
8	Avoids using verbal persuasion such as threats (expressed or implied), complaining, nagging, or begging	2	4	-2			
9	Influences others to work effectively and collaboratively	3	3	0			
10	Clarifies expectations when working with others	2	4	-2	For new work assignments, clarify expectations and intended outcomes. During the assignments, provide confirming & corrective feedback on how people are accomplishing work in relation to expectations. Acknowledge when expectations change and why.	For each assignment, count the conversations in which I explain or clarify expectations. To achieve this, there should be at least one conversation about expectations before, during, and afterwards.	8/31/2015
11	Acknowledges and learns from mistakes	2	2	0			
12	Involves others with problem solving and decision making	3	3	0			
13	Coaches others to build their capabilities	4	4	0			
14	Supports others who may need help accomplishing tasks	3	4	-1			
15	Provides feedback to help others learn	3	4	-1			

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#	Item	Average Assessment Rating	Self-Assessment Rating	Assessment Differential	Objective	Objective's Measurement	Due Date
16	Encourages and cares for others by making the environment more favorable for work and development	3	4	-1			
17	Finds creative solutions that make work easier for everyone (such as making job aids, templates, and other support documents)	1	2	-1			
18	Uses data to provide others with insight	1	3	-2			
19	Listens carefully to what others say with the intent to understand their perspective rather than listening to respond	2	3	-1			
20	Seeks feedback from others to improve leadership practices	2	3	-1			
21	Shares leadership goals and asks for support in achieving them	1	1	0			
22	Beyond what the organization requires, invests time into professional development opportunities such as attending webinars, chapter association events, and conferences	1	2	-1	During 2015, actively develop my leadership and management skills by attending 1 national conference, participating in six webinars, join 1 professional association, find 1 mentor, and network with 6 other professionals outside of the organization.	From the objective, count attendance to conferences, webinars, mentor meetings, network communications per professional, number of professionals that I network with, and number of professional associations I join. Success is based on the targeted count and the effectiveness for each count.	11/30/2015
23	Maintains a strong professional network outside of the organization	2	2	0			
24	Regularly searches for new ideas and ways of practicing and shares these with others in the organization	1	2	-1			
25	Practices stewardship by sharing technical expertise and leadership knowledge with others outside of the person's immediate team	2	2	0			
26	Actively participates in the professional community such as through an association or professional network	2	2	0			
27	Communicates with other professionals through email exchanges, blogs, networking events, chapter events, or conferences	2	2	0			

Second Year Leadership Survey Results

Survey Results Date: December 4, 2015

Instructions: Enter your self-assessment rating in Column B and the average respondent rating in Column C. In Column D will be the differences between your rating and the average respondent rating. Select 1-2 items that you want to focus on developing. In Column F, type an objective for the two items that you want to focus on (leave other rows blank). In Column G, type your measures so that you'll know when you achieve your objective. In Column H, List your objective's due date.

#	Item	Average Assessment Rating	Self-Assessment Rating	Assessment Differential	Objective	Objective's Measurement	Due Date
1	Withholds judgment until the person can examine facts, seek clarification, and uncover what is actually happening	3	3	0			
2	Knows not only how business in general works but how the organization where the person works is structured to provide for customers	3	3	0			
3	Collaborates with others to solve problems and find opportunities	3	3	0			
4	Diagnoses problems effectively and responsibly to find solutions	3	3	0			
5	Uses measurements effectively to determine if solutions are achieved	2	3	-1	Before new projects, document metrics for success. Measure project status to metrics. Communicate metric results.	For each project, count the number of metrics, the number of times that metrics are communicated, and number of metrics that are fully measured throughout the project.	11/15/2016
6	Helps others avoid rushing to solutions without diagnosing the problem	3	3	0			
7	Influences the behaviors of others effectively while maintaining positive relationships with them	4	3	1			
8	Avoids using verbal persuasion such as threats (expressed or implied), complaining, nagging, or begging	3	3	0			
9	Influences others to work effectively and collaboratively	4	3	1			
10	Clarifies expectations when working with others	3	2	1			
11	Acknowledges and learns from mistakes	2	2	0			
12	Involves others with problem solving and decision making	3	3	0			
13	Coaches others to build their capabilities	4	4	0			
14	Supports others who may need help accomplishing tasks	3	4	-1			
15	Provides feedback to help others learn	4	4	0			
16	Encourages and cares for others by making the environment more favorable for work and development	3	3	0			

Second Year Leadership Survey Results

Survey Results Date: December 4, 2015

Instructions: Enter your self-assessment rating in Column B and the average respondent rating in Column C. In Column D will be the differences between your rating and the average respondent rating. Select 1-2 items that you want to focus on developing. In Column F, type an objective for the two items that you want to focus on (leave other rows blank). In Column G, type your measures so that you'll know when you achieve your objective. In Column H, List your objective's due date.

#	Item	Average Assessment Rating	Self-Assessment Rating	Assessment Differential	Objective	Objective's Measurement	Due Date
17	Finds creative solutions that make work easier for everyone (such as making job aids, templates, and other support documents)	2	2	0	For each project and for team management, work with the team to identify opportunities for making the work easier with performance-support tools. After projects, evaluate with the team what performance-support tools we could have used to improve performance and discuss how the tools that we did create were effective	Document the performance-support tools created per project and for the overall team. Document the effectiveness of each tool (scale 1 to 5). Document the number of tools identified after the project.	11/15/2016
18	Uses data to provide others with insight	2	2	0			
19	Listens carefully to what others say with the intent to understand their perspective rather than listening to respond	3	3	0			
20	Seeks feedback from others to improve leadership practices	4	3	1			
21	Shares leadership goals and asks for support in achieving them	4	4	0			
22	Beyond what the organization requires, invests time into professional development opportunities such as attending webinars, chapter association events, and conferences	4	3	1			
23	Maintains a strong professional network outside of the organization	3	3	0			
24	Regularly searches for new ideas and ways of practicing and shares these with others in the organization	4	3	1			
25	Practices stewardship by sharing technical expertise and leadership knowledge with others outside of the person's immediate team	2	2	0			
26	Actively participates in the professional community such as through an association or professional network	3	3	0			
27	Communicates with other professionals through email exchanges, blogs, networking events, chapter events, or conferences	3	3	0			