

The Leadership **BluePrint**™

Sample Company

Pat Sample

October 2018





Welcome to The Leadership BluePrint™

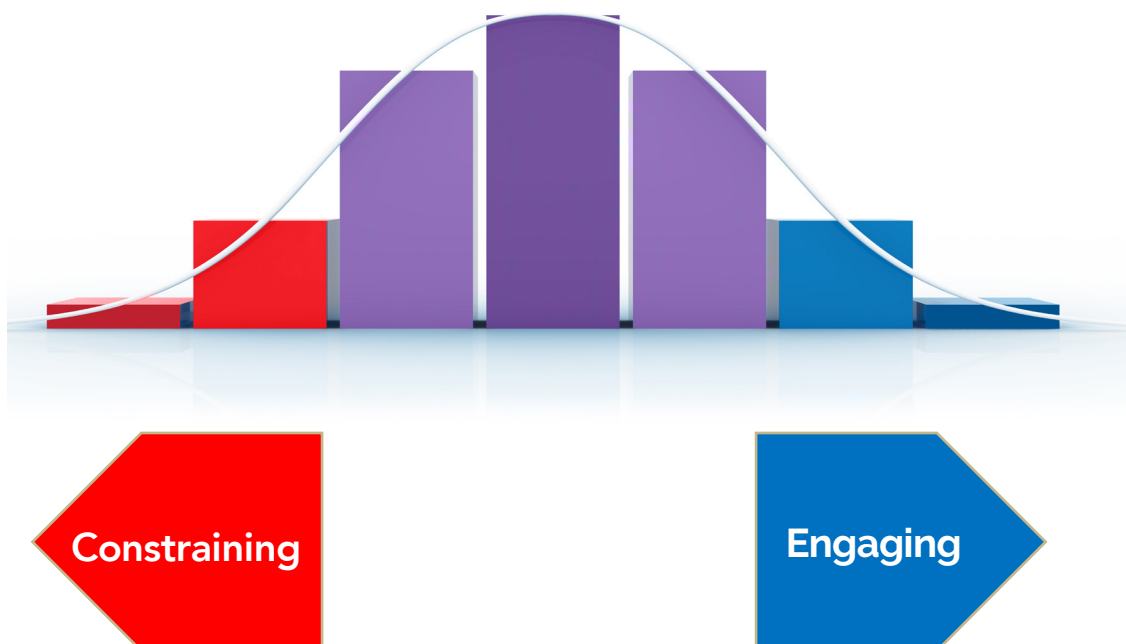
When updating or renovating a home, we traditionally use a blueprint to visualize the relationship between rooms, spaces, and other features of the home. From there we can decide if we want more space in one area by either adding on or by taking away space from another area. The important thing is that a blueprint allows us to visualize the current situation as well as design our future. In this traditional case, we work with an architect to help us decide how best to use the space.

In the same way that blueprints provide information for designing a home, The Leadership BluePrint™ provides feedback on *your* current set of beliefs, which are the parts of our personality that are learned. As we go through life we internalize certain information as fact and we reject other information – these are choices we make. While we are generally not conscious of these choices we have made, they start to define who we are as a person and therefore who we are as a leader.

As a leader you play a critical role in your direct reports' beliefs, you have the opportunity to shape their beliefs as they approach their work within the context of work and potential outside of work. The beliefs you shape in others can drive confidence or fear.

This report provides you with the opportunity to see how your beliefs have been shaped by your experiences, the organizations and leaders that you have worked with and situations that you have found yourself in over your lifetime. In the same way this report will give you feedback on the beliefs that you are driving in others. This report also provides you with feedback on the methods you use to lead and which directly shape the beliefs of others around you. The more your methods are engaging you create confidence and drive performance, the more your methods are constraining you create fear and impede performance.

This data is a valuable gift that you can leverage to improve your own life as well as improve the impact that you have on others as a leader and as a result improve the overall performance within your team and the organization at large.





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The Concept of Mindsetting

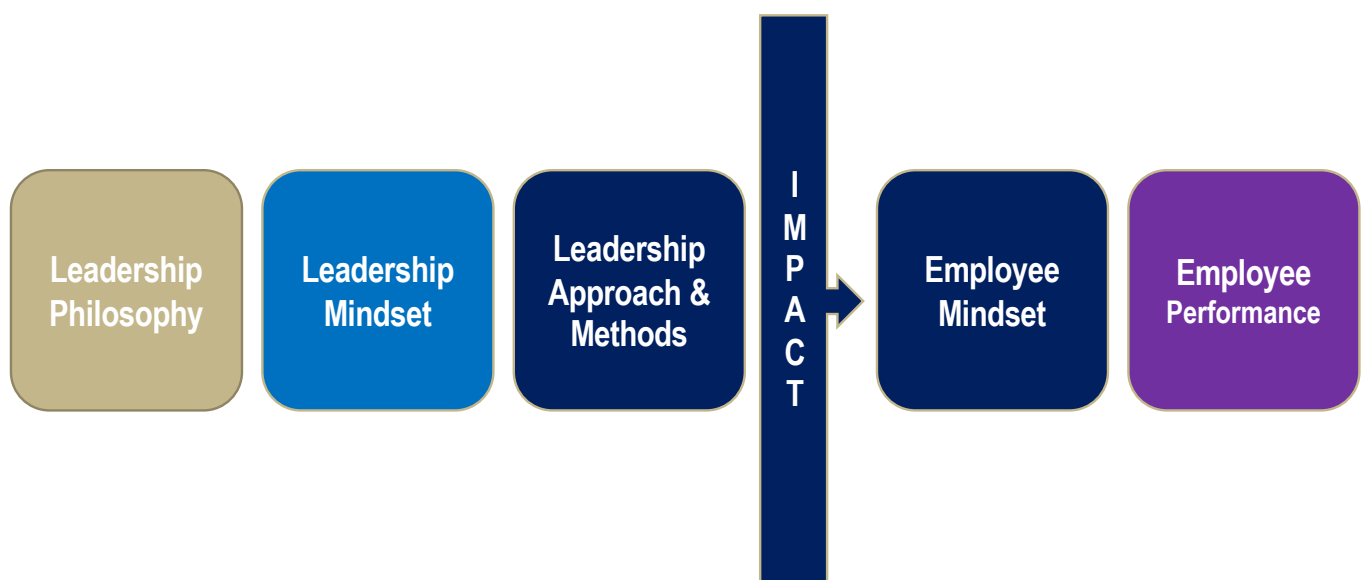
We all experience and know that different leadership behaviors have different impacts on the performance of others. While all leaders are attempting to motivate higher performance, some leaders' actions seem counterintuitive to this goal. There is no shortage of leadership books and theories, so why do leaders still engage in behaviors that are not helpful?

The leader's mindset can help explain the difference between effective and ineffective leadership. By mindset we mean the filter or predisposition through which we look at the world around us. While each of us has our own unique mindset based on experience and socialization – the ability for us to be more purposeful in creating and developing a healthy mindset is key to personal effectiveness. In short, our mindset is our collection of beliefs that we hold to be true about ourselves and the world around us.

In leadership our mindset impacts not only our own performance but also the performance of those whom we lead. As leaders, we want to understand how our behavior is shaping the mindset and performance of those around us. When we are purposeful in creating and shaping a healthy mindset in the people we lead, we are mindsetting. In simple terms healthy mindsetting is creating a belief in those around us that their effort makes a difference. This results in them being engaged and performing at higher levels of effectiveness.

On the next page is an overview of your own mindset and the impact you are having on others' mindset. Further in this report you will get more details on these measures as well as feedback on your current approach and methods that have created this impact.

By changing our approach and methods we can be more effective in our mindsetting.



Overview

Your own Mindset

Your overall score is **639**. Your overall score is in the above average range in terms of operating out of limiting vs. liberating beliefs. Continue to leverage your current strength so that you can let go of your limiting beliefs.

Within your own Mindset, the area where you are leveraging liberating beliefs the most is **Altruism**. This factor suggests that you have a strong sense of purpose and connection with the community.

The area with potential opportunity (where your limiting beliefs may be holding you back is **Approach**. Low scores in this factor suggest an opportunity for you to learn how your approach impacts other people.

Your Impact on Others' Mindset

Your overall score in terms of impacting others is **549**, Your overall impact on others is in the average range in terms of constraining vs. engaging the performance of your staff. Currently you drive both limiting beliefs and liberating beliefs.

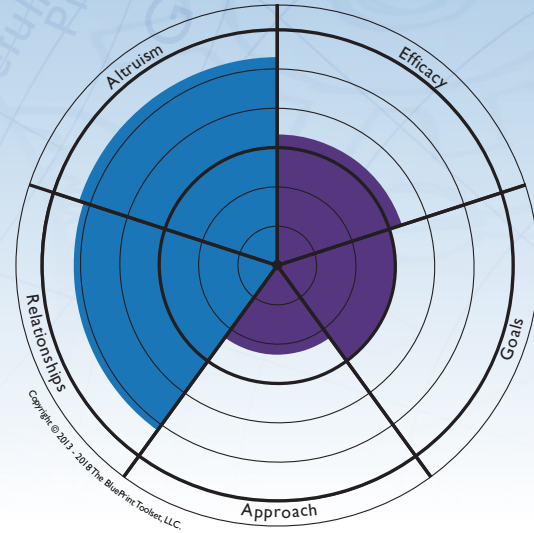
The areas that you are impacting your team the most effectively is **Relationships**, This factor suggests that you encourage healthy relationships with amongst your team.

The area you may want to consider improving your impact is **Approach**. Low scores in this factor suggest that you may be encouraging your direct reports to focus on task even at the expensive of others.

This report will not only help you understand where your strengths are coming from, but also allow you to examine a few areas that will help you to continue your growth.

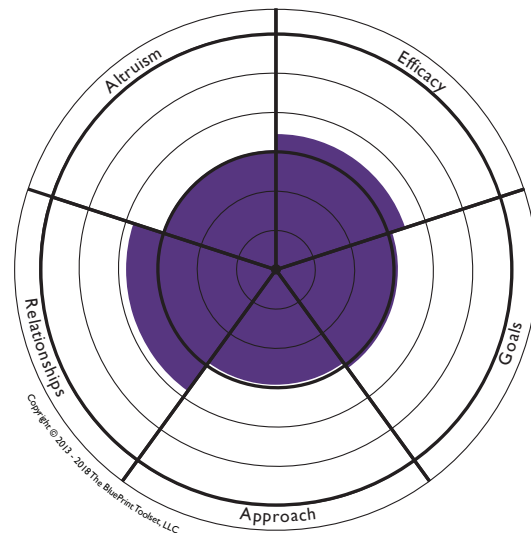
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Contextual Summary

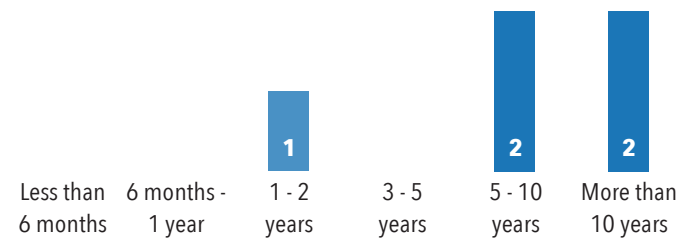
Their connection with you...

The graphs below give you a perspective of the others' roles and how often they interact with you.

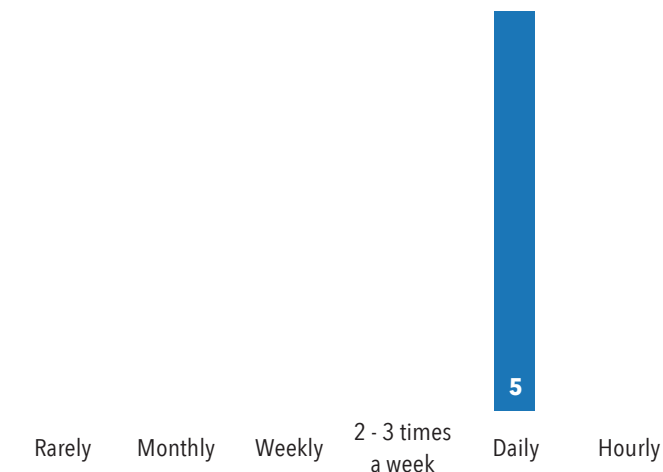
How are the others related to you?



How long have they know you?



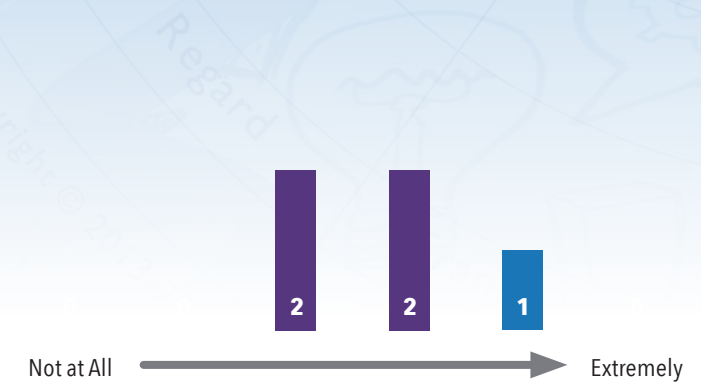
How frequently do they interact with you?



Their outlook on your effectiveness...

The graphs below give you perspective of the how others see your effectiveness as a leader.

How effective do they see you?



Would they recommend others to work for you?



Comments

As part of your feedback as a leader, the others were provided the opportunity to answer two open ended questions giving you the opportunity for specific feedback.

These questions have been designed and presented to provide you with context to the quantitative data and analysis from the rest of the survey. The comments that appear in this report are exactly the way they were typed - no editing has been done. While reading through these comments please keep the following in mind:

- Each comment is just one person's perspective - do not place too much merit on the comment but also do not discard the comment too quickly
- Look for trends in the comments
- While there are clearly different motivations that someone may have when giving feedback like this, it is best to assume that they were motivated to provide the information so that you may act on the information for developing purposes

With these guidelines, the comments on the following pages can be a helpful set of data points to help understand the engagement of the employees.

What do you see as their biggest strength?

I am not sure about her biggest strength but my leader is a good person, has a great heart and willing to assist anyone whom needs her and is accounting savvy.

What do you see as their biggest opportunity to improve their leadership?

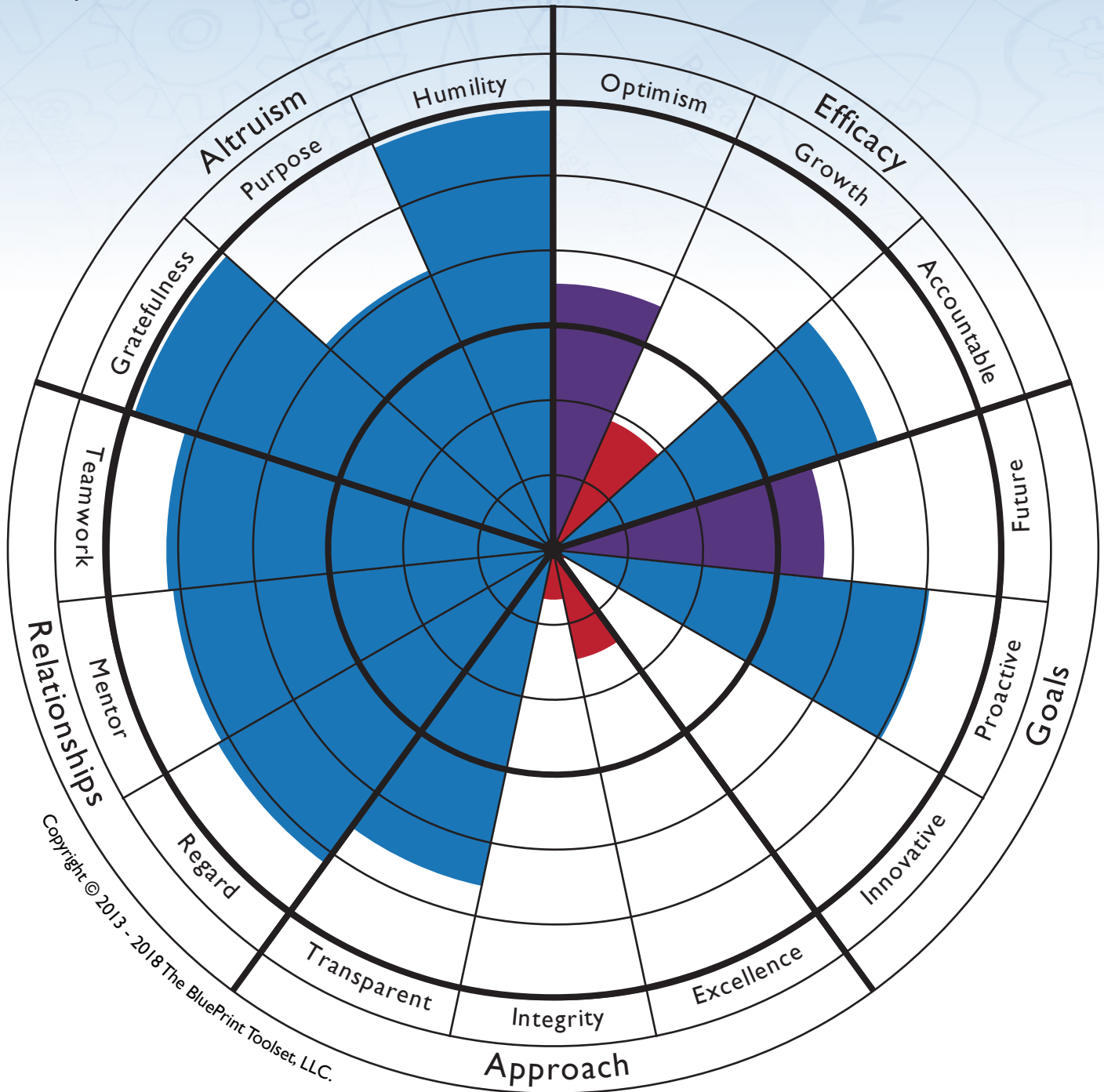
Make fair decisions

Truly lead - make some decisions, stop being passive, not addressing an issue is not going to make it go away. It only make the issues worse, and very frustrating. Repeating the phrase it is going to addressed does no good. There has to be at time frame for addressing an issue, action plan and accountability.

Your Leadership Mindset

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Your Path for Personal Growth

For growth, you want to take a balanced approach of leveraging your strengths by acknowledging and applying your liberating beliefs while also addressing your limiting beliefs and recognizing how they are holding you back from being the leader you are capable of.

While you will find it easier to see how the above enabling beliefs help you to be successful, your limiting beliefs are not that easy for you to see as limiting beliefs. If you knew they were limiting beliefs already, you might not hold them. Since you do hold them as beliefs, you also for one reason or another, feel justified or right in believing them. Growth will come from being able to let go of these beliefs and start to adopt the more constructive beliefs.

The strengths and limiting beliefs listed below are a good place for you to start your action plan – but these are based on statistics and not your actual experience. For a fuller look at your results turn to pages 26 - 45. These pages provide you with the definitions of each of the five factors and 15 styles as well as the beliefs associated with each style and your individual scores from both perspectives, self and impact.

Leverage Your Strengths

The two highest scale scores are:

- **Humility:** Your ability to be open to ideas and concepts that may diverge from your own.
- **Gratefulness:** Your ability to recognize that your success is a shared success with key people in your life.

From these two scales, the beliefs that you want to continue to hold and to leverage include:

- Accept that important information can come from anyone
- Be comfortable with who you are as a person
- Acknowledge the people who help you
- Be respectful of other people's time

Addressing your Limiting Beliefs

Your limiting beliefs emerged from the two styles with your lowest scores:

- **Innovative:** A tendency to stick within your comfort zone instead of trying something new.
- **Integrity:** A tendency to over promise and under deliver.

From these two scales the beliefs that are potentially holding you back include:

- Accept the rules regardless of the situation
- Always take the same approach
- Do what ever it takes to get the result
- Realize that the ends justify the means

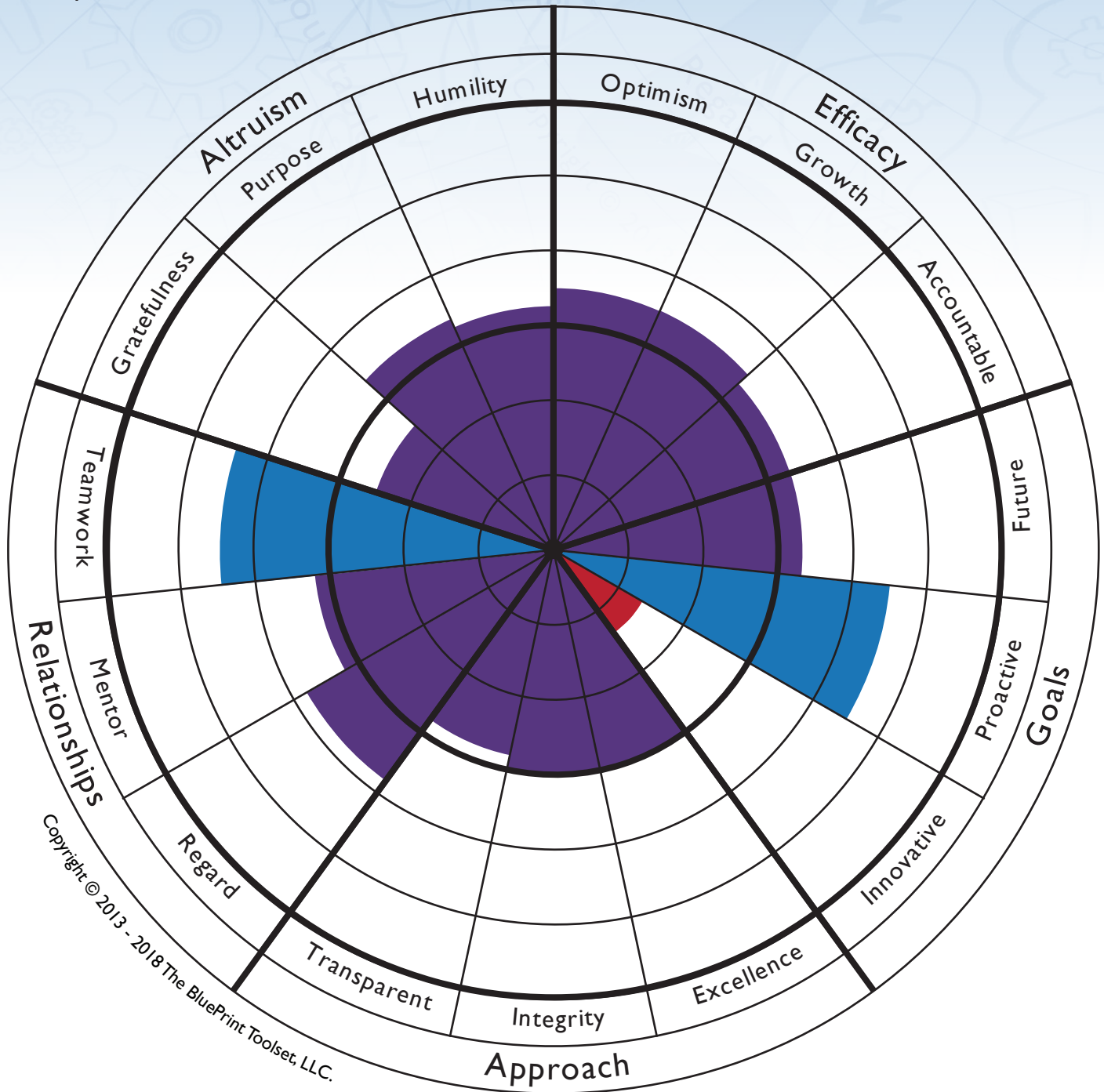
From these same two styles are the liberating beliefs that you may want to adopt to reduce the frequency and intensity of the above limiting beliefs. These include:

- Challenge current assumptions to achieve better results
- Be creative and innovative
- Act on your convictions
- Express your ideas/concerns even if they are unpopular

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Your Path for Leadership Growth

For your growth as a leader, you want to take a balanced approach of leveraging your strengths by acknowledging and applying your positive impact you are having on others while also addressing your negative impact on others and how that may be holding them back and limiting the performance in your area.

The strengths and limiting beliefs listed below are a good place for you to start your action plan – but these are based on statistics and not your actual experience. For a fuller look at your impact as a leader turn to pages 26 - 45. These pages provide you with the definitions of each of the five factors and 15 styles as well as the beliefs associated with each style and your individual scores.

Leverage Your Strengths

The two highest scale scores are:

- **Proactive:** Your ability to inspire others to anticipate what needs to be done next.
- **Teamwork:** Your ability to inspire others to see the benefit of cooperating with others.

From these two scales, the beliefs that you want to continue to inspire and to leverage include:

- Be proactive in seeking information
- Plan ahead
- Support effective team collaboration
- Cooperate towards the achievement of a common goal

Addressing your Limiting Beliefs

Your leashing beliefs emerged from the two scales with your lowest scores:

- **Innovative:** A tendency to drive others to stick within their comfort zone instead of trying something new.
- **Gratefulness:** A tendency to drive others to be self absorbed and blind to the contributions of others.

From these two scales the beliefs that you are driving that will hold back your team's performance include:

- Accept the rules regardless of the situation
- Always take the same approach
- See your needs and goals as the most important
- Diminish the contribution of others

From these same two styles are the liberating beliefs that you may want to adopt to reduce the frequency and intensity of the above limiting beliefs. These include inspiring others to:

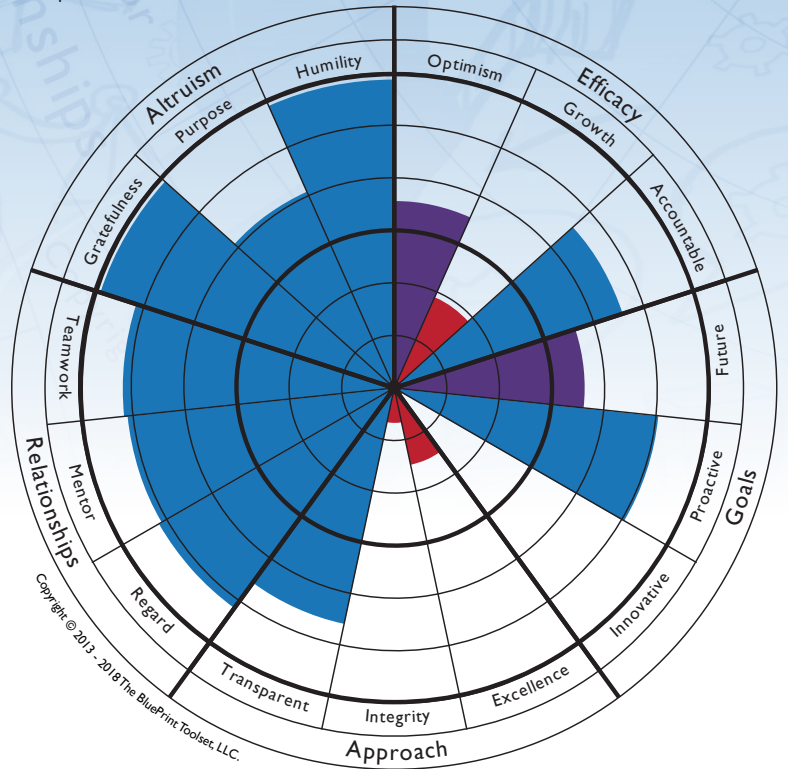
- Challenge current assumptions to achieve better results
- Try new approaches to improve performance
- Recognize others' contribution to your success
- Acknowledge the people who help you

Your Impact on Culture

Your Leadership Mindset

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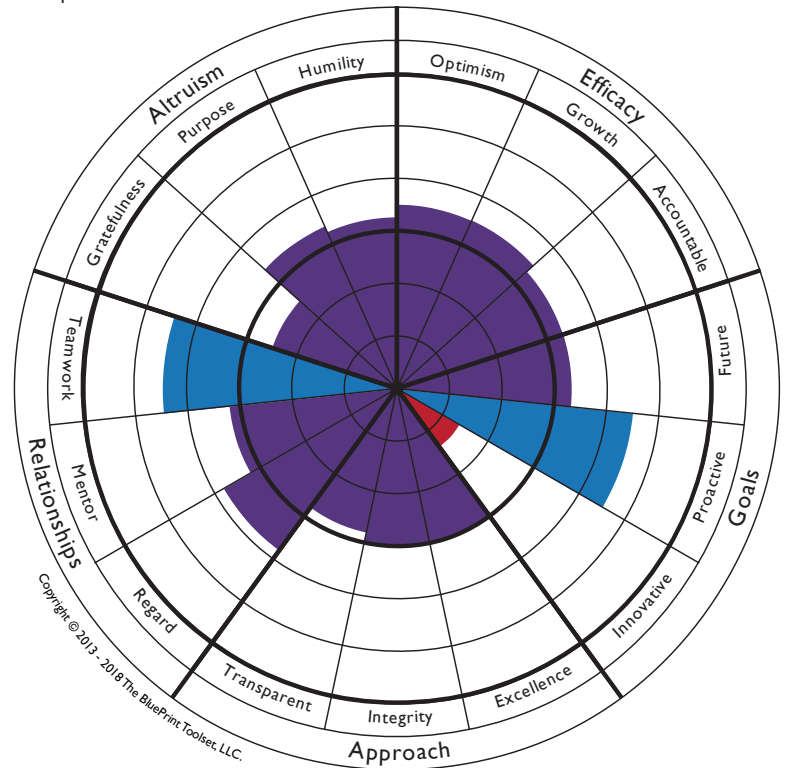
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	Leadership Mindset	Impact on Others' Mindset	Delta
Index	639	549	-90
Efficacy	56	58	2
Optimism	60	59	-1
Growth	32	59	27
Accountable	77	56	-21
Goals	50	52	2
Future	61	56	-5
Proactive	85	76	-9
Innovative	3	23	20
Approach	38	49	11
Excellence	25	50	25
Integrity	11	50	39
Transparent	77	47	-30
Relationships	87	64	-22
Regard	87	64	-23
Mentor	86	54	-32
Teamwork	87	75	-12
Altruism	89	51	-38
Gratefulness	99	42	-57
Purpose	69	57	-12
Humility	99	55	-44

Your Approach to Mindsetting

Our approach as a leader is a reflection of our own mindset, and it impacts the performance of others. In this report we will be presenting six methods that you currently demonstrate to some degree that not only shape the mindset of your reports but help to shape your organizations culture. Before we get into the detail, we will start with the two fundamental approaches that you can take (we all do a bit of both). These are:

Engaging - Leading others by:

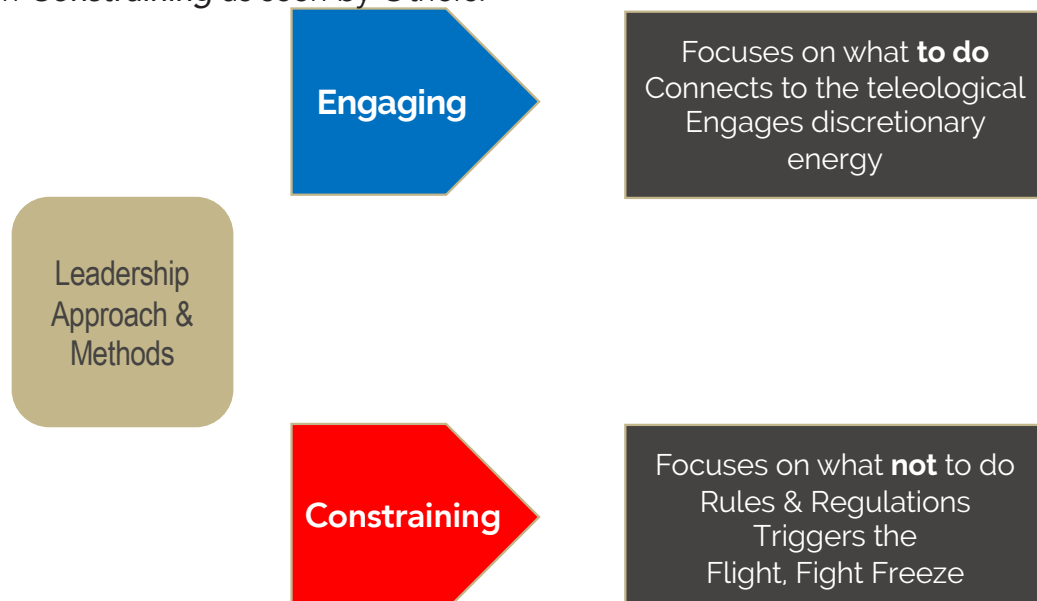
- Being clear on what it is that you want
- Connecting them to a specific goal
- Create a clear picture of success
- Creating a sense of engagement through autonomy

Constraining - Leading others by:

- Being clear on what it is that you do not want
- Focusing on the rules and regulations
- Focusing on what to avoid
- Creating a disengagement through micromanaging

Most leaders who read these two approaches immediately recognize that having an engaging approach is the more effective way to lead. However, even though we can recognize that from an academic perspective we still use many constraining approaches. Our own limiting beliefs that are also presented in this report helps to discover the root cause of these. While other constraining approaches will show up from our feedback from others and therefore are a scotoma to us (blind spot).

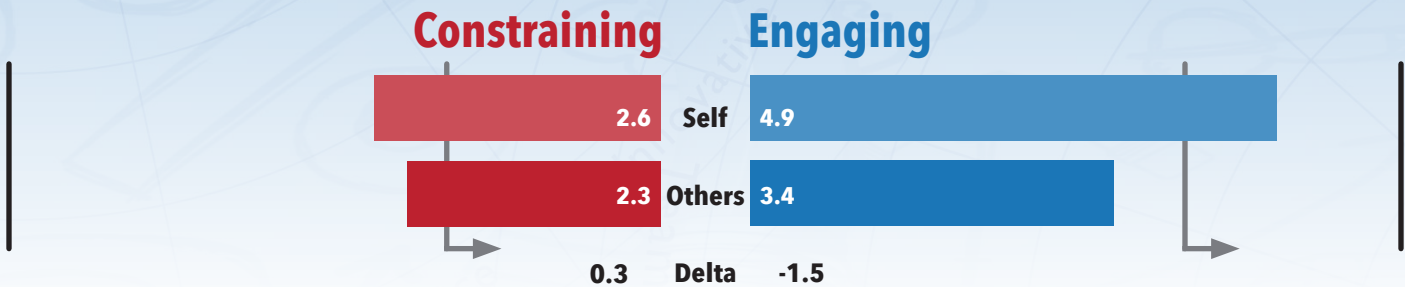
The key to effective leadership is to engage the discretionary energy of our direct reports in a way that has them working towards goals that are aligned to the vision and mission of the organization. While constraints would never be completely gone - they are only there for the minority of direct reports who keep moving off the path, most of your direct reports will not be aware of them. From a score perspective that would be a score higher then **4** on **Engaging** and less that **2** on **Constraining** as seen by Others.



Your Path for an Improved Approach

To focus your growth as a leader, you want to look at your overall approach. What is helping you to be more Engaging and what are you doing that keeps you approaching some things from a constraining way.

The graphic below provides an overview of your approach by combining all six methods into a total score for both your perspective and the perspective of the others.



As you look at these results first look at how you see yourself acting vs how others see you acting. A Delta of greater than one suggest a scotoma—the greater the Delta the bigger the scotoma. Remember that these are two different perspectives and if you see yourself as more effective than others see, you at least recognize the value of the Engaging approach, but you just need to adjust your interaction so your intentions become more transparent.

Leverage Your Strengths

The highest *Engaging* method as observed by others is:

- **Driving Results:** Your ability to coach others to higher levels of performance.

From this method others see you effectively:

- Holds you accountable for your performance
- Provides useful coaching so that you can perform better

Addressing your Opportunity

Your highest *Constraining* method as observed by others is:

- **Goal Facilitating:** A tendency to focus on short term issues and avoiding mistakes.

From this method others see you constraining them by:

- Encourages you to find short-term solutions to current problems
- Identifies which mistakes you should avoid

From this same method, the following two actions can be used to improve engagement:

- Provides you with a vivid picture of success
- Connects your work to the strategic goals of the organisation

Leveraging Your Strengths

What do you see as your two biggest strengths as a leader.

From your review of all your liberating beliefs from page 11, what are your two liberating beliefs that you want to leverage as a leader?

How do your two liberating beliefs help you with your strengths as a leader?

How can you increase the frequency and intensity of your liberating beliefs to continue to grow as a leader?

How do your personal beliefs help you to be engaging as leader (as seen on page17) ?

How do your personal beliefs help you to inspire the strengths identified on page 9 &13.

As you leverage your liberating beliefs (both personal and impact), how can that help you reduce the frequency and intensity of your habits that prevent you from being a better leader (as outlined on page 9 & 13)?

Addressing Your Limiting Beliefs

What do you see as your two biggest opportunities for growth as a leader.

From your review of all your limiting beliefs from page 11, what are your two limiting beliefs that you want to leverage in your action plan?

How are these two limiting beliefs connected to your constraining approaches (page 17 & pages 46-51)?

How have your two limiting beliefs held you back in the past?

Where, how, or why did you adopt these beliefs?

Is this situation still true, or at least is it true in all cases?

How could you improve as a leader if you were able to let go of these beliefs?

From your review of your impact as a leader and the limiting beliefs that you are driving in others (page 13), what are the two limiting beliefs that you are currently driving that is holding back your team the most?

Why do you think you drive those limiting beliefs in others?

How are these two limiting beliefs connected to your constraining approaches (page 17 & pages 46-51))

What other constraining approaches (1 or 2) do you want to address to improve your leadership?

What performance outcome are you using to rationalize these approaches?

Can you achieve this performance outcome with an engaging approach?

What are the 1 or 2 engaging approaches that you want to develop?

How are your current limiting beliefs keeping you from utilizing these engaging approaches?

Can you let go of driving those beliefs and still achieve the results that you want to achieve?

What two new beliefs can you inspire in others that will provide more sustainable performance?

What obstacles or setbacks may occur as you are working on adopting these two new beliefs?

Is the benefit of adopting these new beliefs worth the effort of overcoming these obstacles or setbacks?

What are one or two things you can do to overcome these potential obstacles or setbacks?

Write an *If... Then Action* for each obstacle. An *If... Then Action* helps you to be prepared. The *IF* is the obstacle coming to life, and the *THEN* is your predetermined action. For example, *if* I am offered cake, *then* I will say no thank you. In my self-talk, I will add that my health is more important to me than one piece of cake.

Action Summary

What current company program or efforts can you leverage on your development as a leader?

Notes:

A series of horizontal lines for taking notes.



Efficacy

The Efficacy factor measures the extent to which organizations expect and encourage their members to approach tasks with a sense of confidence and resilience. Organizations that score high on this factor tend to:

- Have higher levels of employee engagement
- Be more responsive to the needs of clients
- Embrace continuous improvement

Optimism

The Optimism scale measures the extent to which organizations expect and encourage their members to approach tasks with a sense that success is likely. Organizations that score high on this style tend to have employees who:

- Operate with a can-do attitude
- Take initiative
- Willingly do hard work to achieve results

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Accept failure as a likely option
- Disparage new initiatives
- Tend to focus on the negative

Growth

The Growth scale measures the extent to which organizations expect and encourage their members to approach tasks as an opportunity to learn and grow. Organizations that score high on this style tend to have employees who:

- Believe their effort makes a difference
- Learn from past mistakes to improve current performance
- Find the challenge of the task engaging

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Have to be right
- React defensively to feedback
- Focus on image over substance

Accountable

The Accountable scale measures the extent to which organizations expect and encourage their members to take ownership over their actions. Organizations that score high on this style tend to have employees who:

- Are resilient to setbacks
- Take personal responsibility for performance
- Are flexible in their approach

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Give up when faced with challenges
- Push decisions upward
- Focus on blame

Optimism

Self Score

60

To what extent do you...

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Average Others Score

59

To what extent do you expect others to...

Delta*

-1

Liberating Beliefs

4	Confident in my ability to achieve goals.	5.0	1.0
5	Identify the reasons why a new plan can work.	4.4	-0.6
6	Recognize that there will be challenges to achieving my goals.	4.0	-2.0

Limiting Beliefs

2	Critical of new ideas.	1.6	0.4
3	Identify the problems and reasons a new plan will not work.	3.6	-0.6
2	Accept that failure is the most likely outcome.	1.6	0.4

* In the Delta column a positive score means that you are impacting others' mindset in a healthier way than you are for yourself. This is an opportunity to adjust your own self talk to match how you talk to others.

If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Growth

Self Score

32

To what extent do you...

Average Others Score

59

To what extent do you expect others to...

Delta*

27

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Liberating Beliefs

4	Use mistakes as a path to growth	4.8	0.8
5	Enjoy the challenge of the task	4.8	-0.2
4	See the opportunity for you to grow	3.6	-0.4

Limiting Beliefs

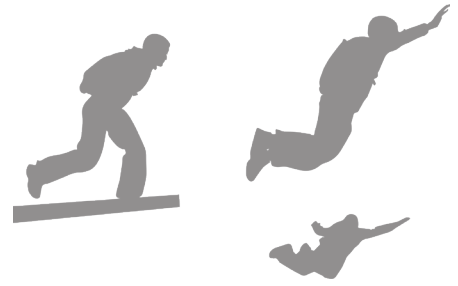
1	Never be wrong	1.4	-0.4
4	Limit your actions to what you are capable of	2.2	1.8
3	Look smart all the time	3.0	0.0

* In the Delta column a positive score means that you are impacting others' mindset in a healthier way than you are for yourself. This is an opportunity to adjust your own self talk to match how you talk to others.

If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Accountable



**Self
Score**

77

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

**Average
Others
Score**

56

Delta*

-21

To what extent do you...

Liberating Beliefs

To what extent do you expect others to...

6	Maintain resilience in spite of setbacks	4.2	-1.8
4	Examine options before acting	4.2	0.2
6	Accept personal responsibility for your performance	5.2	-0.8

Limiting Beliefs

1	Give up when something is too hard	1.0	0.0
1	Feel helpless	1.2	-0.2
2	Assign blame for mistakes	1.6	0.4

* In the Delta column a positive score means that you are impacting others' mindset in a healthier way than you are for yourself. This is an opportunity to adjust your own self talk to match how you talk to others.

If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6



Goals

The Goals factor measures the extent to which organizations expect and encourage their members to be moving towards the accomplishment of goals. Organizations that score high on this factor tend to:

- Engage their employees with clearly set goals and objectives
- Align their resources for maximum performance
- Be strategic in their decision making

Future

The Focus scale measures the extent to which organizations expect and encourage their members to focus on the future by leveraging the strengths of the past. Organizations that score high on this style tend to have employees who:

- Move towards a vivid image of the future
- Self-correct and adjust their approach to ensure the achievement of a goal
- Make rational choices

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Hold onto the flaws of past performance
- Get caught up in the "should have" blame game
- Have higher levels of stress

Proactive

The Proactive scale measures the extent to which organizations expect and encourage their members to anticipate what needs to be done next. Organizations that score high on this style tend to have employees who:

- Think through and plan
- Have contingency plans, just in case
- Demonstrate high energy in getting the job done

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Approach issues reactively, or are inactive
- Seemed to be bureaucratic by nature
- Have low energy and motivation

Innovative

The Innovation scale measures the extent to which organizations expect and encourage their members to approach tasks in new and creative ways. Organizations that score high on this style tend to have employees who:

- Naturally disrupt routine through their approach
- Combine seemingly disparate ideas into a single, relevant innovation
- Approach tasks flexibly

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Lock on to the current approach
- Resist change
- Focus on rules and procedures instead of outcomes

Future

Self Score

61

To what extent do you...

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Average Others Score

56

To what extent do you expect others to...

Delta*

-5

Liberating Beliefs

6	Visualize what success looks like	4.8	-1.2
4	Use past mistakes to create new options moving forward	4.4	0.4
6	Focus on what to do next time	3.8	-2.2

Limiting Beliefs

3	Focus on why we failed	2.8	0.2
2	Focus on past mistakes	1.8	0.2
4	Focus on what should have happened	3.2	0.8

* In the Delta column a positive score means that you are impacting others' mindset in a healthier way than you are for yourself. This is an opportunity to adjust your own self talk to match how you talk to others.

If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Proactive

Self Score

85

To what extent do you...

Average Others Score

76

To what extent do you expect others to...

Delta*

-9

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Liberating Beliefs

5	Be proactive in seeking information	5.2	0.2
6	Plan ahead	5.0	-1.0
5	Make things happen	5.0	0.0

Limiting Beliefs

2	Wait for direction before starting	1.8	0.2
2	Worry that you do not have the right information to act	2.2	-0.2
1	Feel bored with your current task	1.8	-0.8

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If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Innovative



**Self
Score**

3

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

**Average
Others
Score**

23

Delta*

20

To what extent do you...

Liberating Beliefs

To what extent do you expect others to...

Self Score	Belief	Average Others Score	Delta*
4	Be creative and innovative	4.8	0.8
4	Try new approaches to improve performance	4.0	0.0
3	Challenge current assumptions to achieve better results	3.2	0.2

Limiting Beliefs

6	Accept the rules regardless of the situation	3.6	2.4
4	Always take the same approach	3.4	0.6
4	Keep things the way they are	3.2	0.8

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No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6



Approach

The Approach factor measures the extent to which organizations expect and encourage their members to balance the drive for task accomplishment with the need to engage others in the process. Organizations that score high on this factor tend to:

- Achieve extraordinary results
- Operate with high levels of ethics
- Communicate the “why” along with the “what”

Excellence

The Excellence scale measures the extent to which organizations expect and encourage their members to focus on performing above the current standard. Organizations that score high on this style tend to have employees who:

- Strive to achieve superior results
- Focus on realizing continual incremental growth
- Leverage current resources to achieve desired results

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Miss the big picture performance due to focus on minor flaws
- Focus on what resources are missing to get the perfect result
- Internalize minor mistakes as major failures

Integrity

The Integrity scale measures the extent to which organizations expect and encourage their members to keep their promises and to operate within ethical boundaries. Organizations that score high on this style tend to have employees who:

- Have the courage to speak up if they have a concern
- Follow up on commitments
- Demonstrate ethics in everything they do

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Use the needs of the customer as justification to treat coworkers poorly
- Change their stated opinion to match the opinion of those in charge
- Over promise and under deliver

Transparent

The Transparent scale measures the extent to which organizations expect and encourage their members to be open in communications. Organizations that score high on this style tend to have employees who:

- Communicate consistently
- Provide a clear understanding of the context and why of a decision
- Are trusted by others

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Tell a different story to different people
- Use information as a source of power and control
- Create suspicion and distrust

Excellence

Self Score

25

To what extent do you...

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Average Others Score

50

To what extent do you expect others to...

Delta*

25

Liberating Beliefs

4	Perform beyond the current standard	4.0	0.0
4	Strive to consistently improve performance	4.4	0.4
6	Have excellence as your goal	5.0	-1.0

Limiting Beliefs

1	Appear perfect	2.4	-1.4
5	See things as either good or bad	3.6	1.4
4	Realize that anything less than perfect is unacceptable	2.0	2.0

* In the Delta column a positive score means that you are impacting others' mindset in a healthier way than you are for yourself. This is an opportunity to adjust your own self talk to match how you talk to others.

If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Integrity

Self Score

11

To what extent do you...

Average Others Score

50

To what extent do you expect others to...

Delta*

39

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Liberating Beliefs

4	Act on your convictions	4.0	0.0
4	Express your ideas/concerns even if they are unpopular	3.4	-0.6
6	Retain your integrity	5.6	-0.4

Limiting Beliefs

5	Realize that the ends justify the means	3.0	2.0
2	Just agree with others to fit in	3.0	-1.0
6	Do what ever it takes to get the result	3.8	2.2

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If the score is negative, than your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Transparent



Self Score

77

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Average Others Score

47

Delta*

-30

To what extent do you...

Liberating Beliefs

To what extent do you expect others to...

5	Operate with an open agenda	4.2	-0.8
4	Be clear and concise in your communication	4.8	0.8
4	Let people know why	3.8	-0.2

Limiting Beliefs

1	Maintain a hidden agenda	1.2	-0.2
1	Keep information to yourself	2.0	-1.0
3	Focus on short term gains regardless of the long term cost	1.8	1.2

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If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6



Relationships

The Relationships factor measures the extent to which organizations expect and encourage their members to work well together and to collaborate. Organizations that score high on this factor tend to:

- Leverage team work for superior customer service
- Communicate effectively within and between departments
- Build a strong succession plan

Regard

The Regard scale measures the extent to which organizations expect and encourage their members to see the value that each individual has. Organizations that score high on this style tend to have employees who:

- Value the content of people's ideas regardless of their position
- Are willing to spend time with people
- Embrace diversity

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Are very political in who they will spend time with
- Create an atmosphere of us vs. them
- Act hostilely towards people different than themselves

Mentor

The Mentor scale measures the extent to which organizations expect and encourage their members to help others grow and develop. Organizations that score high on this style tend to have employees who:

- Provide feedback that enables growth
- Listen effectively
- Celebrate other's success

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Can be insensitive when interacting with others
- Listen poorly
- Appear jealous of other's success

Teamwork

The Teamwork scale measures the extent to which organizations expect and encourage their members to work together and collaborate. Organizations that score high on this style tend to have employees who:

- Cooperate to achieve the common goal
- Share information and best practices with others
- Have supportive relationships with coworkers

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Obstruct the efforts of others
- Throw their peers under the bus
- Focus on what makes them look good

Regard

**Self
Score**

87

To what
extent
do you...

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

**Average
Others
Score**

64

To what extent
do you expect
others to...

Delta*

-23

Liberating Beliefs

5	Have an unconditional positive regard for others	4.6	-0.4
6	See others as worthy of your time	4.6	-1.4
6	See everyone as having value	5.0	-1.0

Limiting Beliefs

1	See yourself as better than most people	1.4	-0.4
1	See others as basically untrustworthy	1.2	-0.2
3	Approach others with caution	3.2	-0.2

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If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Self Score

86

To what extent do you...

Average Others Score

54

To what extent do you expect others to...

Delta*

-32

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Liberating Beliefs

6	Take time to listen to others Sample Companys and concerns	4.6	-1.4
6	Actively celebrate others success	3.8	-2.2
5	Share information with others to help them succeed	5.0	0.0

Limiting Beliefs

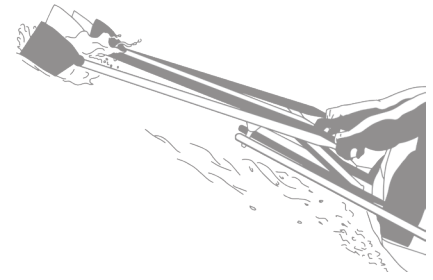
3	Be guarded when talking with others	2.8	0.2
1	Be unimpressed with others efforts	1.2	-0.2
1	Feel frustrated when told about someone else's success	1.0	0.0

* In the Delta column a positive score means that you are impacting others mindset in a healthier way than you are for yourself. This is an opportunity to adjust your own self talk to match how you talk to others.

If the score is negative, than your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Teamwork



Self Score

87

To what extent do you...

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Average Others Score

75

To what extent do you expect others to...

Delta*

-12

Liberating Beliefs

Self Score	Statement	Average Others Score	Delta*
6	Support effective team collaboration	4.8	-1.2
5	Involve those affected by your actions/ decisions	3.6	-1.4
6	Cooperate towards the achievement of a common goal	4.8	-1.2

Limiting Beliefs

Self Score	Statement	Average Others Score	Delta*
3	Identify the weaknesses and mistakes of your peers	1.4	1.6
1	Succeed even at the expense of your peers	1.2	-0.2
2	Impress the "right people" to get your ideas accepted	2.2	-0.2

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No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Altruism

The Altruism factor measures the extent to which organizations expect and encourage their members to connect a higher purpose and meaning with what they do. Organizations that score high on this factor tend to:

- Retain good employees longer
- Attract new employees with consistent values to the organization
- Have a strong brand in the community

Gratefulness

The Gratefulness scale measures the extent to which organizations expect and encourage their members to recognize the interdependence of performance. Organizations that score high on this style tend to have employees who:

- Value the assistance others provide
- Respect other people's time
- Openly acknowledge others help

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Ignore the contributions of others
- Are only aware of their own time and effort
- Tend to be self absorbed

Purpose

The Purpose scale measures the extent to which organizations expect and encourage their members to connect with the mission of the organization. Organizations that score high on this style tend to have employees who:

- Connect how their efforts at work improve the community at large
- Are seen as effective ambassadors for the brand
- Make choices that are consistent with their values

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Focus on short-term personal gain
- Appear greedy
- Will compromise their values for financial benefit



Humility

The Humility scale measures the extent to which organizations expect and encourage their members to be open to ideas and concepts that may diverge from their own perspective. Organizations that score high on this style tend to have employees who:

- Will discuss ideas that differ from their own
- Are open to opportunities and information coming from anywhere
- Are seen as respectful

Organizations that score low and hold limiting beliefs in this style tend to have employees who:

- Quickly discount people who have a different view on things
- Have blind spots to many information sources
- Come across as arrogant

Gratefulness

Self Score

99

To what extent do you...

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Average Others Score

42

To what extent do you expect others to...

Delta*

-57

Liberating Beliefs

6		2.8	-3.2
6	Recognize others' contribution to your success	2.8	-3.2
6	Acknowledge the people who help you	4.6	-1.4
6	Be respectful of other people's time	5.0	-1.0

Limiting Beliefs

1	Exaggerate your contribution	1.2	-0.2
1	Diminish the contribution of others	1.4	-0.4
1	See your needs and goals as the most important	2.6	-1.6

* In the Delta column a positive score means that you are impacting others' mindset in a healthier way than you are for yourself. This is an opportunity to adjust your own self talk to match how you talk to others.

If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Purpose

Self Score

69

To what extent do you...

Average Others Score

57

To what extent do you expect others to...

Delta*

-12

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Liberating Beliefs

Self Score	Statement	Average Others Score	Delta*
6	Recognize how your efforts impact the community at large	4.8	-1.2
5	Align your personal goals with a purpose	4.4	-0.6
5	Contribute to the growth and success of the community at large	4.4	-0.6

Limiting Beliefs

Self Score	Statement	Average Others Score	Delta*
3	Focus on your immediate payoff	2.0	1.0
1	Manipulate others to achieve your goals	1.0	0.0
2	Utilize resources for your personal gain	2.0	0.0

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If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Humility



Self Score

99

To what extent do you...

Your percentile score compares the aggregate of your scores below to the normative sample of leaders from around the world

Average Others Score

55

To what extent do you expect others to...

Delta*

-44

Liberating Beliefs

6	Accept that important information can come from anyone	4.8	-1.2
6	Be open to ideas and concepts that are different from your own	4.8	-1.2
6	Be comfortable with who you are as a person	4.6	-1.4

Limiting Beliefs

1	Be right	4.4	-3.4
1	Point out why others are wrong	1.4	-0.4
1	Discount ideas different than your own	1.4	-0.4

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If the score is negative, then your own mindset is healthier than your expectations of others. This is an opportunity to set expectations that are more aligned to your own self talk.

No Response	Never	Rarely	Sometimes	Usually	Almost Always	Always
0	1	2	3	4	5	6

Connecting the Dots

The first two methods are designed to help provide a strong *why* for your direct reports.

The more people understand the *why* we are doing what we are doing, how it connects to the success of the organization, the greater purpose of what we are doing, the more energy they will invest.

We engage our people by connecting them to the bigger picture, provide them with an intrinsic reason to work.

Goal Facilitation

The Goal Facilitation method is how we connect our direct reports to the goals at hand. Clear goals create a strong sense of purpose and create energy. Direct reports who see their leader as having high Engaging scores on this method:

- Have higher levels of confidence to accomplish tasks
- Are more resilient to set backs
- Have higher levels of innovation

Direct reports who see their leader as having high Constraining scores on this method:

- Are slower to act due to fear of making a mistake
- Show less initiative as there is uncertainty about what the goal really is
- Resist new methods or approaches due to risk of making a mistake

Messaging

The Messaging method is how we communicate to our direct reports. With technology and social media communication is easier and more complicated at the same time. Consistency of message and the utilization of multiple methods is key to ensure the message is getting heard. Direct reports who see their leader as having high Engaging scores on this method:

- Have higher levels of certainty of the future
- Act with a great sense of purpose
- Understand how their role fits with the larger organizational goals

Direct reports who see their leader as having high Constraining scores on this method:

- Are less productive
- Feel there is a lack of strategy and purpose to their work
- Are less engaged as they are uncertain of the goal

WHY *Connect the Dots*

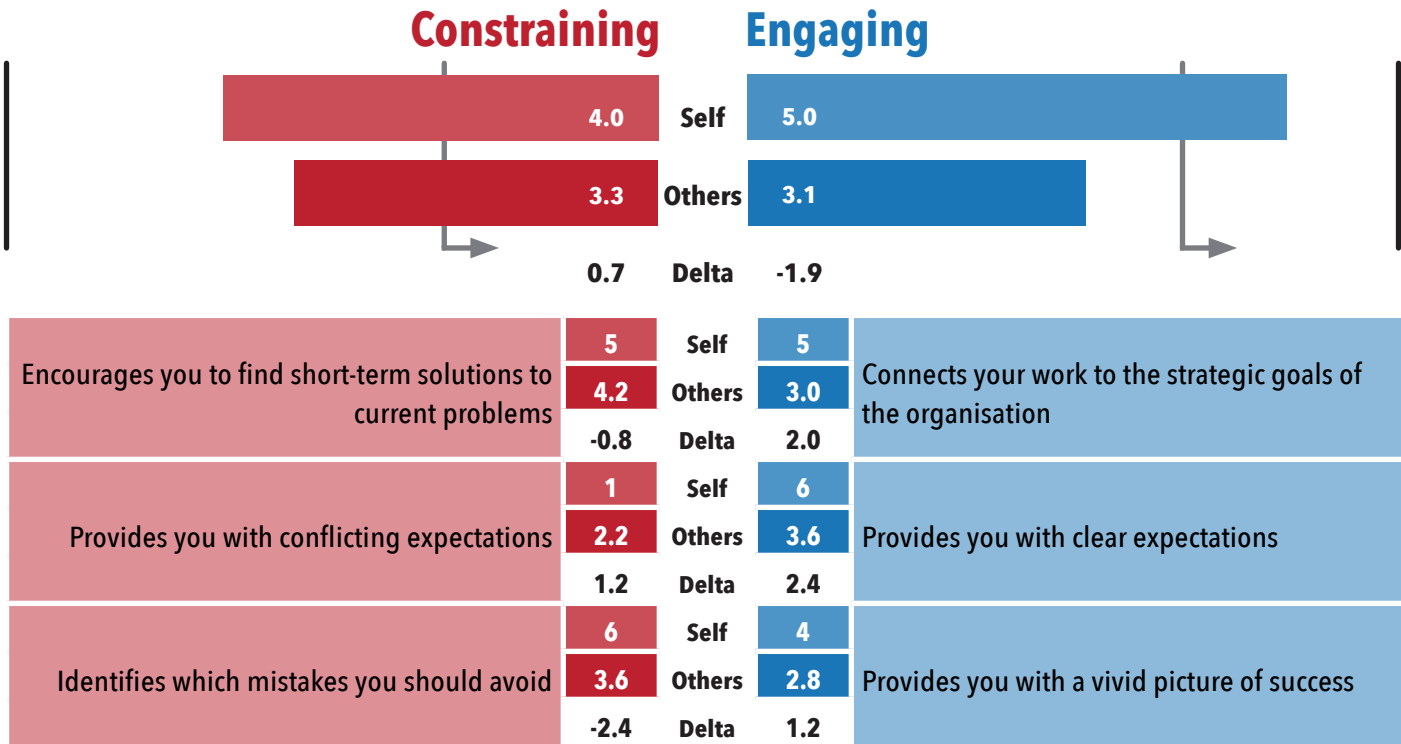
Goal Facilitation

Shared Vision
Goal Setting
Creating Flow

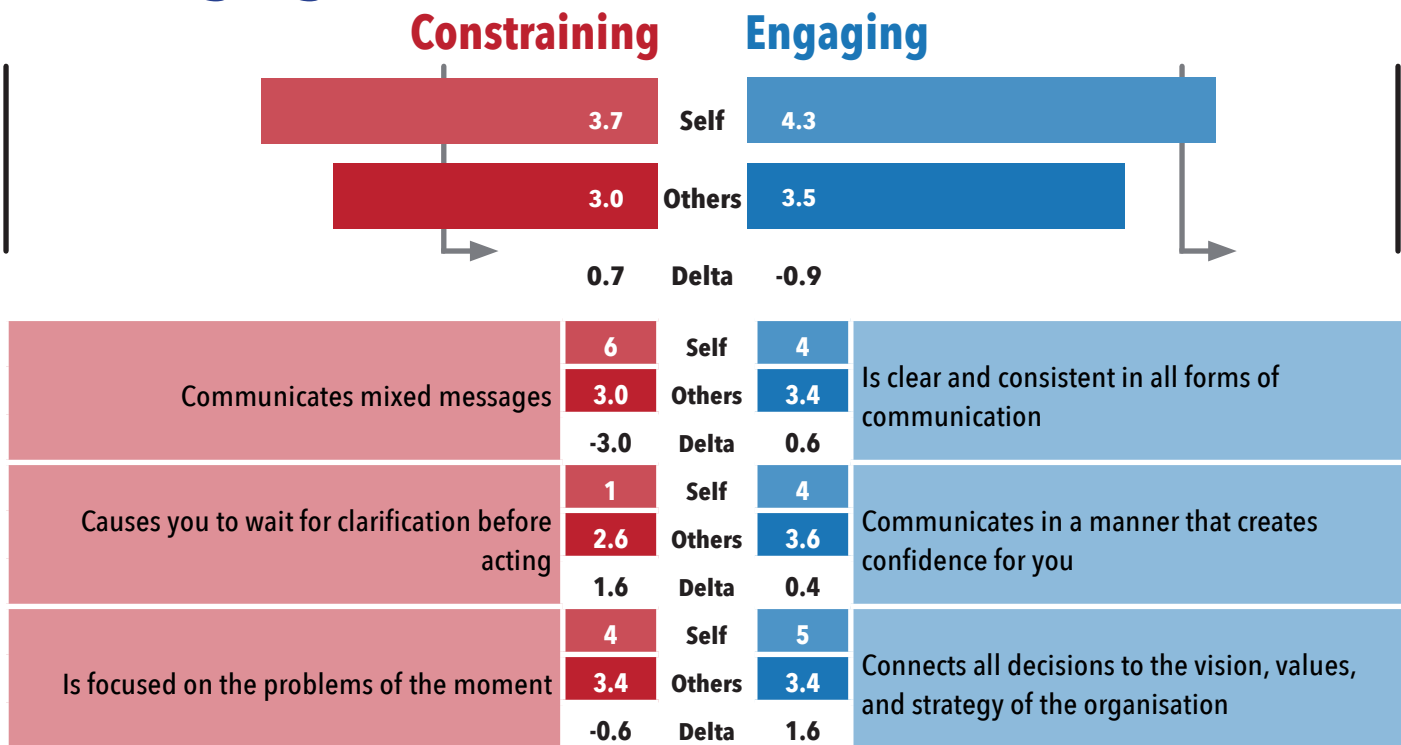
Messaging

Clear, Consistent & Style-Verbal, Written & Social Media – Communication, Intentional

Goal Facilitation



Messaging



Never 1 | Rarely 2 | Sometimes 3 | Usually 4 | Almost Always 5 | Always 6

Delta: Is the difference between the Self score and the Others score. A negative score occurs when the others rate you more positive than you rate yourself. The larger the number the greater chance of a blind spot.

Energize Action

The Energizing Action methods are designed to help provide the *what* for your direct reports.

After your direct reports know the why clarity of the what becomes important. The overarching outcome of these methods is to create an independent engaged direct report who feels connected to the organization while also getting support and guidance from you.

Connecting

The Connecting method develops a healthy level of interdependence within the organization while also removing the barriers of divisional silos. Creating connections across the organization helps to put each others work into context. Direct reports who see their leader as having high Engaging scores on this method:

- Experience higher level of cooperation with the other departments.
- Are more independent in seeking information from other parts of the organization
- Recognize how their performance impacts other departments

Direct reports who see their leader as having high Constraining scores on this method:

- Compete with other departments
- Blame others for productivity problems
- Feel more isolated

Driving Results

The Driving Results method is how we coach and provide feedback to our direct reports. Feedback is essential to improve performance, the way to provide feedback so that it is received as coaching and not micromanaging is the goal. Direct reports who see their leader as having high Engaging scores on this method:

- Feel supported in their efforts
- Are willing to take reasonable risks to get better results
- Understand how their effort makes a difference

Direct reports who see their leader as having high Constraining scores on this method:

- Feel micromanaged
- Are fearful of making mistakes
- Do not feel that their effort matters

WHAT

*Energize
Action*

Connecting

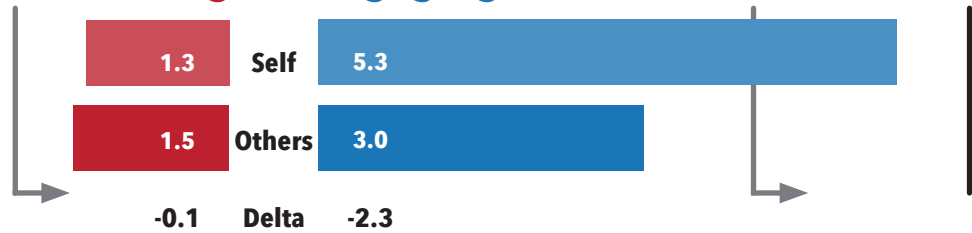
Relationships
Networking
Corporate Webbing

Driving
Results

Feedback
Coaching
Accountability

Connecting

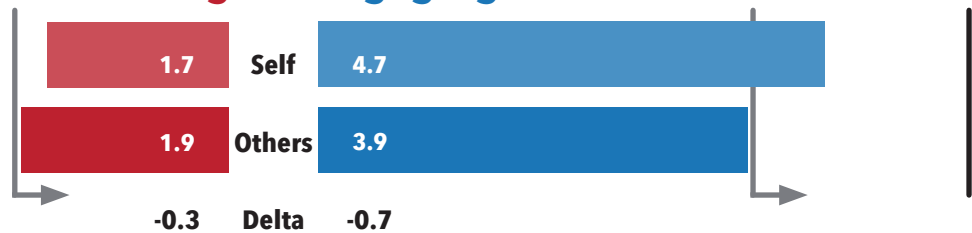
Constraining Engaging



Identifies how other work groups are negatively impacting your performance	2	Self	5	Connects you to other people in the organisation to broaden your perspective
	2.0	Others	3.4	
	0.0	Delta	1.6	
Discourages your interaction with other work groups	1	Self	6	Encourages you to network inside and outside of the organisation
	1.2	Others	2.2	
	0.2	Delta	3.8	
Keeps your department focused by limiting your interaction with other departments	1	Self	5	Reinforces the interdependence between your work group and other work groups
	1.2	Others	3.4	
	0.2	Delta	1.6	

Driving Results

Constraining Engaging



Micromanages	1	Self	3	Provides useful coaching so that you can perform better
	1.2	Others	3.4	
	0.2	Delta	-0.4	
Does not address underperformance	3	Self	5	Holds you accountable for your performance
	2.4	Others	5.2	
	-0.6	Delta	-0.2	
Focuses on the mistakes you have made	1	Self	6	Helps you move forward after setbacks
	2.2	Others	3.2	
	1.2	Delta	2.8	

Never 1 Rarely 2 Sometimes 3 Usually 4 Almost Always 5 Always 6

Delta: Is the difference between the Self score and the Others score. A negative score occurs when the others rate you more positive than you rate yourself. The larger the number the greater chance of a blind spot.

Nurture Growth

The final two methods are designed to help provide the *how* for your direct reports.

The how provides a long term perspective on the day to day activities, it recognizes the importance of character and values.

It provides your direct reports with the context that you are willing to invest in their future.

Developing Thinking

The Developing Thinking method is how we create innovation and growth. With disruption occurring in so many industries developing the habit to think in new ways is important for individual as well as your organizations growth. Direct reports who see their leader as having high Engaging scores on this method:

- Engage in continuous improvement
- Are more comfortable with change
- Thinks in terms of possibilities

Direct reports who see their leader as having high Constraining scores on this method:

- Get stuck in the past methods
- Miss opportunities for new approaches
- Focus on why new ideas cannot work

Character Building

The Character Building method is how we role model for our direct reports. Role modeling is more than just acting in ethical ways, it is purposefully communicating the values and why you do what you do. Direct reports who see their leader as having high Engaging scores on this method:

- Have higher levels of confidence in their leader
- Have a clear sense of right and wrong
- Feel a strong sense of engagement

Direct reports who see their leader as having high Constraining scores on this method:

- Distrust their leader
- May take short cuts to achieve short term goals
- Feels constrained in their role and responsibility

HOW

*Nurture
Growth*

Developing
Thinking

Critical Thinking
Divergent Thinking
Innovation

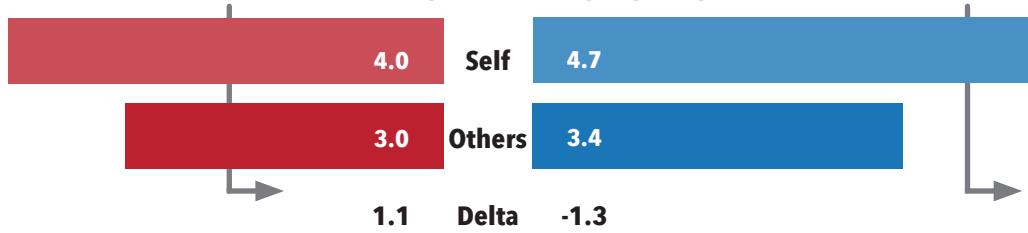
Character
Building

Establish Climate & Culture
Reinforce Values
Role Model

Developing Thinking

Constraining

Engaging

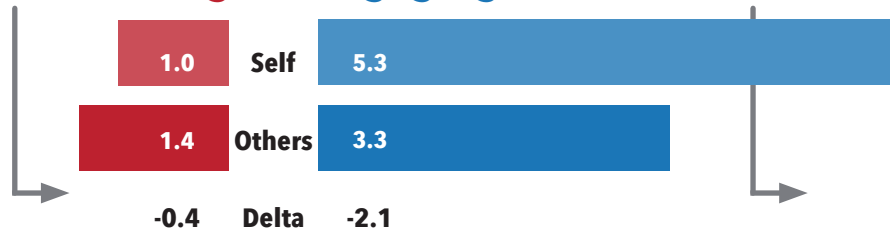


Reinforces the tried-and-true path	6	Self	4	Encourages you to look at issues from different perspectives
	3.3	Others	3.2	
	-2.8	Delta	0.8	
Keeps you focused on the rules and regulations	5	Self	4	Allows you to challenge current assumptions to achieve better results
	3.6	Others	3.4	
	-1.4	Delta	0.6	
Discourages you from expressing new ideas and approaches	1	Self	6	Encourages you to try new ideas and approaches
	2.0	Others	3.6	
	1.0	Delta	2.4	

Character Building

Constraining

Engaging



Is not trustworthy	1	Self	6	Is a role model for you
	1.2	Others	3.2	
	0.2	Delta	2.8	
Allows you to ignore the values so you can achieve the goals	1	Self	6	Reminds you of the organisation's values when making tough decisions
	1.2	Others	2.8	
	0.2	Delta	3.2	
Constrains your performance	1	Self	4	Creates an environment where you can be your best
	1.8	Others	3.8	
	0.8	Delta	0.2	

Never 1 Rarely 2 Sometimes 3 Usually 4 Almost Always 5 Always 6

Delta: Is the difference between the Self score and the Others score. A negative score occurs when the others rate you more positive than you rate yourself. The larger the number the greater chance of a blind spot.



ism

Efficacy
Growth

amwork

Relationships

Mentor

Accountable

Regard

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Transpa

Future

Proactive
Goals



THE
PACIFIC
INSTITUTE®

novati