



GroupLead Profile

Report and Analytics for Action

Prioritizing the critical issues facing your group

Business/Organization Name: **Sample Group Lead Company**

Date of Administration: **April 01, 2018**

Number Completed Surveys: **5**

Introduction

Your GroupLead Profile™ covers the critical areas of behavior that enable a group to solve complex problems and make effective decisions. Based on decades of research on group behavior, addressing behaviors and patterns in your group on the following areas will lead to greater success:

STRATEGIC PERSPECTIVES:

- (A) Strategic Ability
- (B) Managing Strategic Propositions
- (C) Focusing on Priorities

INNOVATION MINDSET:

- (D) Utilizing Ambiguity
- (E) Shifting Perspectives
- (F) Managing Vision and Purpose
- (G) Creating New and Different

GETTING THINGS DONE:

- (H) Making timely Quality Decisions
- (I) Managing Information
- (J) Measuring Progress

WORKING TOGETHER:

- (K) Sharing Commitments
- (L) Exhibiting Mutual Trust
- (M) Managing Conflict
- (N) Being Interpersonally Savvy
- (O) Navigating Political Dynamics

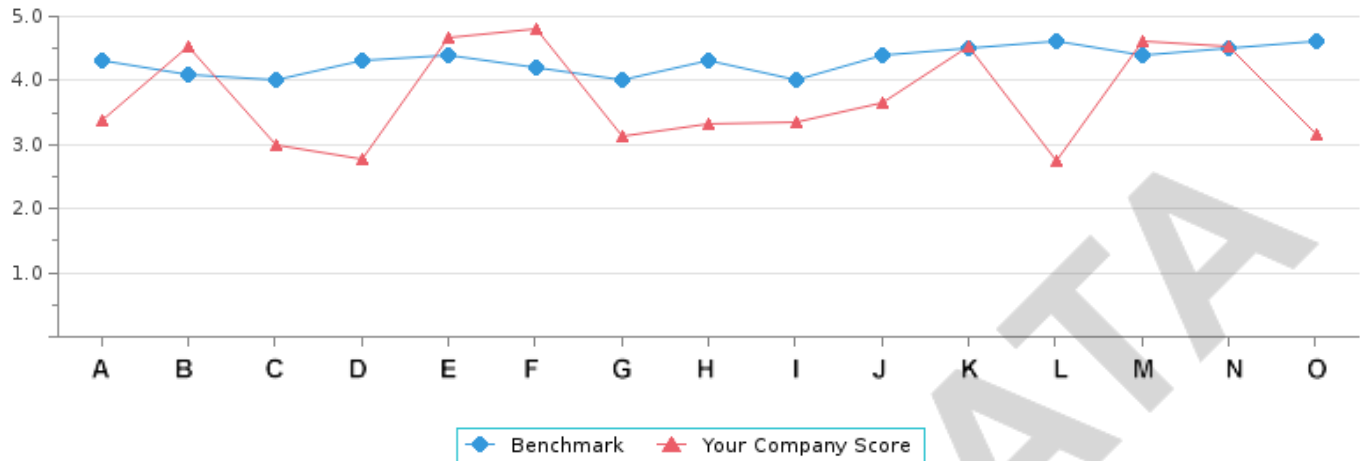
Reading Your Report

Your report enables you to identify average rater scores in each dimension and for each statement of each dimension. You will see the range of ratings and the frequency of ratings so that you can identify key trends in rater data. Within each dimension of the report, the statements are listed in order from highest average to lowest average with the top item highlighted in blue and the bottom item in yellow.

Benchmark data are used to identify possible variances between your group's scores and those of highly effective groups. Any variance greater than .35 is significant. A variance that is +.35 or greater indicates a significant above benchmark performance; a variance of -.35 indicates a significant below benchmark performance.

SAMPLE Overall Scale Results

Overall Business Smarts



Dimensions Above Benchmarks

- (B) Managing Strategic Propositions
- (E) Shifting Perspectives
- (F) Managing Vision and Purpose
- (M) Managing Conflict
- (K) Sharing Commitments
- (N) Being Interpersonally Savvy

Dimensions Below Benchmarks

- (G) Creating New and Different
- (J) Measuring Progress
- (H) Making timely Quality Decisions
- (A) Strategic Ability
- (I) Managing Information
- (O) Navigating Political Dynamics
- (C) Focusing on Priorities
- (D) Utilizing Ambiguity
- (L) Exhibiting Mutual Trust

SAMPLE Overall Data Results

Mathematical average of all raters

Range of Responses from All Raters

Frequency Distribution of All Raters

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Managing Vision and Purpose	4.81	4-5	0	0	0	24	100	4.2	0.61
Shifting Perspectives	4.66	2-5	0	2	5	26	92	4.4	0.26
Managing Conflict	4.60	4-5	0	0	0	48	73	4.4	0.20
Managing Strategic Propositions	4.54	1-5	1	0	10	34	80	4.1	0.04
Being Interpersonally Savvy	4.53	1-5	3	7	2	22	91	4.5	0.03
Sharing Commitments	4.52	1-5	2	0	3	46	74	4.5	0.02
Measuring Progress	3.64	1-5	12	17	14	39	40	4.4	-0.76
Strategic Ability	3.37	1-5	21	14	19	36	33	4.3	-0.93
Managing Information	3.35	1-5	4	15	72	21	25	4.0	-0.65
Making timely Quality Decisions	3.31	1-5	9	31	8	44	20	4.3	-0.99
Creating New and Different	3.20	1-5	15	20	35	35	20	4.0	-1.43
Navigating Political Dynamics	3.16	1-5	24	26	19	16	39	4.6	-1.44
Focusing on Priorities	2.99	1-5	24	26	22	23	25	4.0	-1.01
Utilizing Ambiguity	2.80	1-5	44	14	12	28	25	4.3	-1.50
Exhibiting Mutual Trust	2.75	1-5	29	31	25	22	18	4.6	-1.85

BLUE highlights indicate top two dimensions.

YELLOW highlights indicate bottom two dimensions.

Industry Relevant Benchmark Scores

Your Group's Variance with Industry Relevant

SAMPLE Dimension Data

Average of All Raters for this Specific Dimension

Range of Ratings for this Specific Dimension

Frequency Distribution of Raters for this Specific Dimension

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Sharing Commitments	4.52	1-5	2	0	3	46	74	4.5	0.02

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
52	Expresses a belief that the goal and objectives can be achieved	4.72	4-5	0	0	0	7	18
51	Shares a clear commitment to the aspirations of the group	4.52	3-5	0	0	1	10	14
55	Actively seeks to build trust and mutual commitments	4.52	1-5	2	0	1	3	19
53	Demonstrates a commitment to the implementation of group plans	4.48	4-5	0	0	0	12	13
54	Develops a set of shared procedures and processes which are utilized	4.36	3-5	0	0	1	14	10

BLUE highlights indicate top item.

YELLOW highlights indicate bottom item.

Average, Range, and Frequency of Ratings for Each Behavior in a Specific Dimension

Your Group's Results

When reviewing your group's results, you should keep the following tips in mind:

- The number of raters is important to consider. If the number of raters is too small, trends are difficult to use in decision making. Though potentially helpful prompts for discussion, having less than five raters significantly moderates the scores. If the number of raters is very large (greater than 50), then small differences are very important. For example, you can have the same average for two different dimensions but the distributions of ratings are very different and are worthy of discussion.
- Trends in the ratings of specific behaviors should be the focus of your attention rather than any "outliers". For example, if a behavior such as "Works well in times of risk and uncertainty" has an average of 2.3, the fact that someone gave that behavior a "5" rating is of relatively low interest and does not negate the overall lower trend.
- Group benchmarks are a useful "snap shot" for major trends in your market. The forces which affect any given market are formidable, from government regulations to technology shifts, and these factors impact how any given industry views itself. The benchmark data are actively analyzed and recalculated bi-annually.
- Before fully accepting any data as hard and fast, keep in mind that in any rater group, individual standards of calibration impact results. The behavior of a manager may be seen by one rater as infrequent and from another rater as frequent — same behavior, but a different personal yardstick is being applied. For this reason, having a broad range of raters is important so that true trends and averages account for these slight variations.
- **As you look at overall, dimensional and specific behavior data consider these four questions:**
 - 1. What are the relevant data points and trends, given your context?**
 - 2. What do these data points and trends suggest about our group's performance?**
 - 3. If true, how do these data points and trends indicate strengths and weaknesses?**
 - 4. What strengths do you want to maintain and which weaknesses do you want to address?**

Interpreting Your Group's Data

You have the following kinds of data in your report. Please keep these interpretation definitions in mind when analyzing your data.

Dimension — The GroupLead Profile has 15 dimensions. Each dimension represents a cluster of group behaviors that impacts a specific aspect of group effectiveness. The more dimensions with high average scores reflects a group with members are engaged with more levels of the group's processes which leads to performance. Those dimensions with lower average scores need further analysis at the item or statement level which reveals specific behaviors to consider. From a statistical perspective across all industries any average score below a 3.5 merits further exploration.

Item or Statement — An item or statement is the specific behavior being rated by raters. There are 90 specific behaviors that are rated, with ten manager behaviors within each dimension.

Average — The mathematical average of all raters on a specific item or question and the sum of all ratings within a dimension. Any item rated with "Don't Know or Does Not Apply" is noted but NOT used in the calculation.

Range — The range of ratings given by a group of raters, which could be any part of the rating system such as 1 to 3, 2 to 5, 3 to 4, etc. This shows the broad degree of fluctuation in rater perceptions. If this is a broad range, this may mean that some raters are not adequately engaged with associates in the business to see the behavior. If the range is narrow, it is reasonable to conclude a stable perception of the behavior exists.

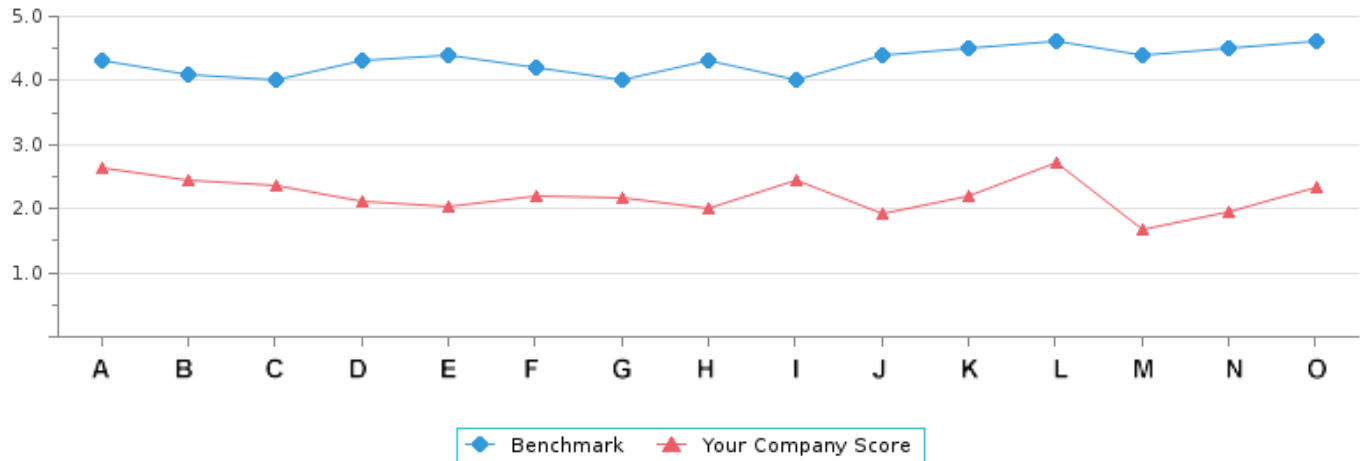
Frequency — The frequencies with which raters select a specific number. How many individuals rated a behavior as 1, 2, 3, 4 or 5? Do raters "cluster" in their ratings? Are there several clusters (e.g. lots of 2s and 5s)? If most raters in a group rate the same score, it is reasonable to conclude the behavior is viewed the same. If there are multiple clusters, it is important to explore why some people see the behavior so much more than others.

Benchmarks — Using industry averages of scores, benchmarks are established for each dimension and for each item of the inventory.

Variance — The difference of your group's score from established benchmarks. Significant statistical evidence reveals that averages with a .35 variance with the benchmark are mission critical leading indicators.

Overall Scale Results

Overall GroupLead Results for Sample Group Lead Company



Dimensions Above Benchmarks

Dimensions Below Benchmarks

- (A) Strategic Ability
- (B) Managing Strategic Propositions
- (C) Focusing on Priorities
- (D) Utilizing Ambiguities
- (E) Shifting Perspectives
- (F) Managing Vision and Purpose
- (G) Creating New and Different
- (H) Making Timely Quality Decisions
- (I) Managing Information
- (J) Measuring Progress
- (K) Sharing Commitments
- (L) Exhibiting Mutual Trust
- (M) Managing Conflict
- (N) Being Interpersonally Savvy
- (O) Navigating Political Dynamics

Overall Data Results

Overall Data Results for Sample Group Lead Company

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Exhibiting Mutual Trust	2.72	2-5	0	11	11	2	1	4.6	-1.88
Strategic Ability	2.64	1-5	4	9	6	4	2	4.3	-1.66
Managing Strategic Propositions	2.44	1-5	4	12	4	4	1	4.1	-1.66
Managing Information	2.44	1-4	3	11	8	3	0	4.0	-1.56
Focusing on Priorities	2.36	1-5	3	12	9	0	1	4.0	-1.64
Navigating Political Dynamics	2.32	1-4	3	12	9	1	0	4.6	-2.28
Sharing Commitments	2.2	1-4	6	9	9	1	0	4.5	-2.3
Managing Vision and Purpose	2.2	1-4	7	8	8	2	0	4.2	-2
Creating New and Different	2.16	1-4	4	14	6	1	0	4.0	-1.84
Utilizing Ambiguities	2.12	1-3	4	14	7	0	0	4.3	-2.18
Shifting Perspectives	2.04	1-4	6	13	5	1	0	4.4	-2.36
Making Timely Quality Decisions	2	1-3	6	13	6	0	0	4.3	-2.3
Being Interpersonally Savvy	1.96	1-4	8	11	5	1	0	4.5	-2.54
Measuring Progress	1.92	1-4	9	10	5	1	0	4.4	-2.48
Managing Conflict	1.68	1-3	12	9	4	0	0	4.4	-2.72

BLUE highlights indicate top two dimensions and YELLOW highlights indicate bottom two dimensions.

Dimension Results

Exhibiting Mutual Trust Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Exhibiting Mutual Trust	2.72	2-5	0	11	11	2	1	4.6	-1.88

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
57	Invites a "devil's advocate" position from its members from its members without causing harm to group relationships	3	2-5	0	2	2	0	1
58	Is willing to share personal observations without concern about a loss of confidentiality	3	2-4	0	1	3	1	0
56	Shows confidence in each other's maintenance of confidentiality	2.8	2-4	0	2	2	1	0
60	Shares a commitment to openness	2.4	2-3	0	3	2	0	0
59	Shares agendas and needs without worry	2.4	2-3	0	3	2	0	0

Strategic Ability Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Strategic Ability	2.64	1-5	4	9	6	4	2	4.3	-1.66

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
1	Is known for its ability to conceive strategic solutions	3.4	2-5	0	2	0	2	1
3	Demonstrates an ability to understand current trends	3	2-5	0	2	2	0	1
4	Demonstrates a capacity to plan for future consequences	2.6	1-4	1	1	2	1	0
2	Brings together broad knowledge and perspectives	2.4	1-4	1	2	1	1	0
5	Actively thinks through multiple scenarios when thinking about future choices and goals	1.8	1-3	2	2	1	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Managing Information Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Managing Information	2.44	1-4	3	11	8	3	0	4.0	-1.56

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
44	Solicits information from reliable sources using systematic procedures	2.6	2-3	0	2	3	0	0
42	Organizes and shares information with others on a timely basis	2.6	1-4	1	1	2	1	0
45	Takes time to prioritize and organize information to be shared	2.4	2-3	0	3	2	0	0
43	Takes into account multiple sources of information before issuing statements	2.4	1-4	1	2	1	1	0
41	Discusses probable implications of information to be shared	2.2	1-4	1	3	0	1	0

Managing Strategic Propositions Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Managing Strategic Propositions	2.44	1-5	4	12	4	4	1	4.1	-1.66

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
6	Is known for its ability to deliver on strategic solutions	3.6	3-5	0	0	3	1	1
10	Regularly conducts reviews of similar, competitive organizations	2.6	2-4	0	3	1	1	0
7	Invites contrary thinking and broad input at all stages of planning	2.4	2-4	0	4	0	1	0
8	Evaluates resources for capacity to meet future goals	2	1-4	2	2	0	1	0
9	Develops methods to quickly adjust plans and direction as needed	1.6	1-2	2	3	0	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Focusing on Priorities Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Focusing on Priorities	2.36	1-5	3	12	9	0	1	4.0	-1.64

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
12	Evaluates activity in terms of their importance to goals	2.6	2-3	0	2	3	0	0
14	Aligns resources to priorities and goals	2.4	1-5	2	1	1	0	1
13	Removes barriers to achieving priorities	2.4	2-3	0	3	2	0	0
15	Creates systems of accountability as related to goals	2.2	1-3	1	2	2	0	0
11	Regularly identifies which tasks are mission critical, important, (and nice to do)	2.2	2-3	0	4	1	0	0

Navigating Political Dynamics Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Navigating Political Dynamics	2.32	1-4	3	12	9	1	0	4.6	-2.28

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
72	Actively seeks to see the positive intent of others	2.8	2-4	0	2	2	1	0
73	Has a process to navigate through highly charged political situations	2.8	2-3	0	1	4	0	0
71	Anticipates political frictions that could slow down the group and then address them appropriately	2.4	2-3	0	3	2	0	0
74	Views politics as a natural part of public and community life	2.2	2-3	0	4	1	0	0
75	Demonstrates an understanding of opposite points of view	1.4	1-2	3	2	0	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Managing Vision and Purpose Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Managing Vision and Purpose	2.2	1-4	7	8	8	2	0	4.2	-2

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
26	Communicates a vision that inspires the community/organization	2.4	2-3	0	3	2	0	0
30	Actively communicates goals and plans to all stakeholders	2.4	1-3	1	1	3	0	0
29	Cuts through complexity to make things understandable to others outside the group	2.2	1-4	2	1	1	1	0
27	Is passionate about what stakeholders (community, organization, etc.) need	2.2	1-4	2	1	1	1	0
28	Speaks plainly on complex issues	1.8	1-3	2	2	1	0	0

Sharing Commitments Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Sharing Commitments	2.2	1-4	6	9	9	1	0	4.5	-2.3

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
51	Shares a clear commitment to the aspirations of the group	2.8	2-4	0	2	2	1	0
53	Demonstrates a commitment to the implementation of group plans	2.2	1-3	1	2	2	0	0
52	Expresses a belief that the goal and objectives can be achieved	2.2	1-3	2	0	3	0	0
54	Develops a set of shared procedures and processes which are utilized	2	1-3	1	3	1	0	0
55	Actively seeks to build trust and mutual commitments	1.8	1-3	2	2	1	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Creating New and Different Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Creating New and Different	2.16	1-4	4	14	6	1	0	4.0	-1.84

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
34	Generates creative ideas	2.6	2-3	0	2	3	0	0
35	Values input from staff at all levels	2.4	2-4	0	4	0	1	0
32	Tolerates risks and is comfortable with failure	2	1-3	2	1	2	0	0
31	Engages people with different ideas and perspectives from outside the group	2	1-3	1	3	1	0	0
33	Uses mistakes as a learning opportunity	1.8	1-2	1	4	0	0	0

Utilizing Ambiguities Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Utilizing Ambiguities	2.12	1-3	4	14	7	0	0	4.3	-2.18

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
19	Explores issues even when emotionally invested in other challenges	2.6	1-3	1	0	4	0	0
16	Takes measured risks when making decisions	2.4	1-3	1	1	3	0	0
20	Works well in times of risk and uncertainty	2	2-2	0	5	0	0	0
18	Deals with long-term issues that may have no immediate solutions	1.8	1-2	1	4	0	0	0
17	Explores new issues even when old issues are not yet resolved	1.8	1-2	1	4	0	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Shifting Perspectives Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Shifting Perspectives	2.04	1-4	6	13	5	1	0	4.4	-2.36

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
24	Invites fresh thinking on challenges and opportunities	2.6	1-4	1	1	2	1	0
23	Trusts members will shift perspectives with adequate and valid information	2.2	2-3	0	4	1	0	0
25	Considers a range of options and choices before settling on a course of action	2	1-3	1	3	1	0	0
22	Openly shares different perspectives and opinions	1.8	1-3	2	2	1	0	0
21	Views issues from multiple perspectives	1.6	1-2	2	3	0	0	0

Making Timely Quality Decisions Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Making Timely Quality Decisions	2	1-3	6	13	6	0	0	4.3	-2.3

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
39	Makes timely decisions even if there is extended debate and fact finding	2.2	2-3	0	4	1	0	0
36	Follows good decision processes when faced with complex situations	2.2	2-3	0	4	1	0	0
38	Makes decisions without all of the data or information	2.2	1-3	1	2	2	0	0
37	Uses various decision making tools and techniques	1.8	1-3	3	0	2	0	0
40	Anticipates appropriate boundaries and timeframes for making decisions	1.6	1-2	2	3	0	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Being Interpersonally Savvy Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Being Interpersonally Savvy	1.96	1-4	8	11	5	1	0	4.5	-2.54

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
66	Easily connects with others, regardless of race, gender, ethnicity, or social status	2.4	1-4	1	2	1	1	0
70	Makes it a point to help others feel included and important	2	1-3	2	1	2	0	0
69	Shows sensitivity to others' needs	1.8	1-2	1	4	0	0	0
68	Makes time for individuals to make connections and express interest in each other	1.8	1-3	2	2	1	0	0
67	Creates an open inclusive climate for building relationships	1.8	1-3	2	2	1	0	0

Measuring Progress Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Measuring Progress	1.92	1-4	9	10	5	1	0	4.4	-2.48

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
46	Looks at concrete factors such as, frequency of occurrence, amount of time involved related to implementing decisions	2.8	2-4	0	2	2	1	0
50	Sets realistic and concrete goals that can be measured	2.2	1-3	1	2	2	0	0
49	Solicits specificity from each group member in terms of expectations of how to measure progress	1.8	1-3	2	2	1	0	0
47	Carefully develops tasks and activities with attention to measuring progress	1.6	1-2	2	3	0	0	0
48	Builds feedback loops into all activities and programs	1.2	1-2	4	1	0	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Managing Conflict Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Managing Conflict	1.68	1-3	12	9	4	0	0	4.4	-2.72

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
61	Regularly uses internal communication methods to address conflicts	2.4	2-3	0	3	2	0	0
64	Deals with difficult issues calmly	1.8	1-3	2	2	1	0	0
65	Uses constructive and active behaviors such as perspective taking and generous listening when dealing with conflict	1.4	1-2	3	2	0	0	0
63	Seeks consensus by allowing all stakeholders an opportunity to express their views	1.4	1-3	4	0	1	0	0
62	Seeks to resolve tough issues	1.4	1-2	3	2	0	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

The Business Smarts Suite includes three assessments developed to provide you with important business information on the overall activities in the business (Business Smarts Profile), in marketing initiatives (Marketing Smarts Profile), and in building a growth orientation (Strategic Smarts Profile). These assessments are one aspect of our overall Business Smarts Consulting services.

Business Smarts Consulting covers the following services:

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Discovery Assessment may include the Business Smarts Suite, interviews with key stakeholders, customer focus groups, and key trend analysis.	Analytics Analyzing all data sets, testing hypotheses, and report generation. Post assessment follow-up.	Development Creation of a detailed growth plan, inclusive of a strategic retreat, establishment of KPIs, key actions, and detailed action plan.	Execution Action matrix for plan execution, deployment sessions, talent alignment, and organizational communication.	Results Monitoring KPIs, evaluation of goal achievement, plan adjustments, and plan renewal.

For more details and information, please contact us at 336-774-0330 or info@business-smarts.biz.

Check our blog for tips and suggestions: www.b-smarts.blogspot.com

Open Responses for each Dimension

Comments are verbatim without adjustment or correction. Each bullet represents an individual comment.

Dimension	Written Comment or Suggestion
Exhibiting Mutual Trust	<ul style="list-style-type: none"> • We need to be more playful in our discussions. • We do not tolerate challenging questions. • No comments provided.
Strategic Ability	<ul style="list-style-type: none"> • We need more attention to big trends. • We need to learn more about scenario planning and thinking. • Need to train people on strategic thinking • Allow time for discussion. Explore different points of view. • No comments provided.
Managing Strategic Propositions	<ul style="list-style-type: none"> • We need to systematically get trends. • We could do a better job if we created more networks. • Need to teach people on what to look at • Hire Ted's group. • No comments provided.
Managing Information	<ul style="list-style-type: none"> • We need to develop better sources of informatoin. • We have yet to really figure out the timing of good communication with all key players. • We need to research implications more often. • No comments provided.
Focusing on Priorities	<ul style="list-style-type: none"> • We need to be more intentional about the use of resrouces. • We have no real way to make people or committees accountable. • We need more forms of measurement • Regularly evaluate our priorities. • No comments provided.
Navigating Political Dynamics	<ul style="list-style-type: none"> • We have trouble being open to multiple perspectives. • We know that all of our big issues are essentially political. Not sure how we can manage this better. • No comments provided.
Sharing Commitments	<ul style="list-style-type: none"> • Hard to get to the best choices with so little trust. • We are pretty optimistic and not always realistic in getting issues addressed. • More social time will build trust • No comments provided.
Managing Vision and Purpose	<ul style="list-style-type: none"> • Can't communicate what we don't know. • We need to have more social media communication among all of

	<p>our stakeholders.</p> <ul style="list-style-type: none"> • We need more ways to communicate • Publish more articles about our actions. • No comments provided.
Creating New and Different	<ul style="list-style-type: none"> • We need to learn how to use a broader range of people. • Don't see us working too hard to show support for those who have different views. • We don't take risks • Solicit more research data. • No comments provided.
Utilizing Ambiguities	<ul style="list-style-type: none"> • We need the tools to analyze options and solutions. • We have trouble with taking risks as a group. We are overly conventional which gets in our way. • Have more specific tasks. • No comments provided.
Shifting Perspectives	<ul style="list-style-type: none"> • We need to be more patient with alternative suggestions. • We don't really open the door for multiple perspectives. • WE need to open more doors from people with different perspectives • Invite more discussions. • No comments provided.
Making Timely Quality Decisions	<ul style="list-style-type: none"> • We need to work on making decisions with incomplete information. • We set unrealistic dates for reaching goals. • Need more ways of making decisions • We need to plan more accurately. • No comments provided.
Being Interpersonally Savvy	<ul style="list-style-type: none"> • We need to work on helping people feel included. • Being inclusive with diversity and welcoming diversity is a problem. • We need more diversity on the board • No comments provided.
Measuring Progress	<ul style="list-style-type: none"> • Getting feedback from more sources would benefit out decisions. • Simply don't have feedback processes in place throughout the organization. • We need to set up more feedback loops on the board. • No comments provided.
Managing Conflict	<ul style="list-style-type: none"> • We need to recognize conflict more effectively. • We need conflict management skills training. • Conflict is ignored and needs to be facilitated. • No comments provided.

Action from Your Discussion of the Data

Given the ratings and observations of raters, what actions or follow-up do you plan to take.

Dimension	Action to Enhance
Strategic Ability	
Managing Strategic Propositions	
Focusing on Priorities	
Utilizing Ambiguity	
Shifting Perspectives	
Managing Vision and Purpose	
Creating New and Different	
Making timely Quality Decisions	
Managing Information	
Measuring Progress	
Sharing Commitments	
Exhibiting Mutual Trust	
Managing Conflict	
Being Interpersonally Savvy	
Navigating Political Dynamics	