



Leadership 360 Survey

Report for Jane Doe

Accelerate your genius.

July 30, 2018



Welcome to Your 360 Survey Report

Receiving feedback on your performance can be personal, emotional, and an extremely powerful catalyst for development. The best way to digest performance feedback is to start by understanding a few key aspects of leadership, your strengths, and how we work through change. Review the concepts below as you take in your survey feedback.

Report Response Summary

The table below indicates the number of raters who provided feedback from each rater category. The "All but Self" category includes data from all sources but "Self." If a rating category did not receive enough responses to display data for that category, the number of participants for that category will not be listed in the Report Summary but the the responses will be included in the "All but Self" results.

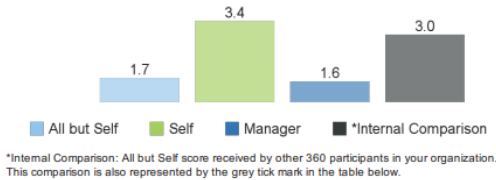
Number of Respondents Who Provided Feedback	
Subject:	Jane Doe
Number of Self evaluations received:	1
Number of Manager evaluations received:	1
Number of Peers evaluations received:	3
Number of Direct Reports evaluations received:	3
Number of Other evaluations received:	4
Number of All but Self evaluations received:	11

Internal Comparison

The internal comparison refers to an average of how others within your organization scored on each question. The internal comparison is identified with a grey tick mark within the All but Self rating starting on page 11 and within the graphs by competency. The internal comparison only applies when groups of 5 or more are participating in the 360 survey process.

Results: Customer Focus

Recognized Opportunity
Both yourself and others view this competency as an opportunity for improvement.

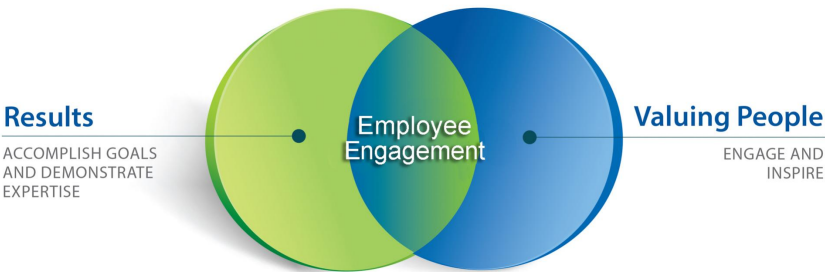


Item	Rater	Respondents	1	2	3	4	5	Mean	Gap From All but Self
Creates a work environment that is highly focused on the customer experience.	All but Self	5	<div></div>					3.3	0.0
	Self	1	<div></div>					3.0	-0.3
	Manager	5	<div></div>					3.8	0.5
	Peers	5	<div></div>					2.1	-1.2
	Direct Reports	5	<div></div>					4.3	1.0
	Other	5	<div></div>					4.5	1.1
Proactively generates creative solutions to address customer needs.	All but Self	5	<div></div>					3.2	0.0
	Self	1	<div></div>					3.7	0.5
	Manager	5	<div></div>					2.3	-1.0
	Peers	5	<div></div>					3.5	0.3
	Direct Reports	5	<div></div>					3.6	0.3
	Other	5	<div></div>					3.7	0.5

The Balance of Leadership

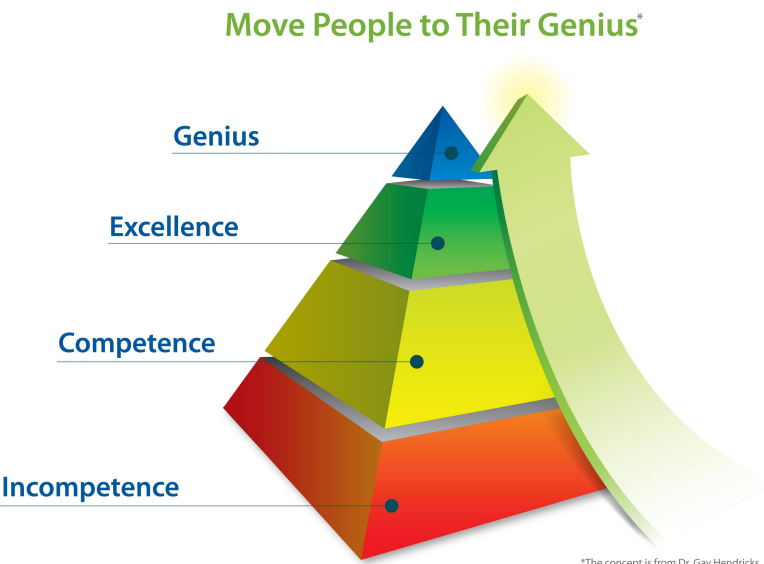
Effective leaders balance achieving results and valuing employees. An over focus on results can lead to a team of employees that burn out or turnover. Leaders that put an over emphasis on valuing people fail to accomplish the goals of the business. The ideal leader brings out the best in others to drive results, foster innovation, and achieve the organization’s mission.

One key outcome of receiving performance feedback is becoming more mindful of how well you balance both people and results to optimize your results.



Play to Your Genius

We all have areas of “genius.” These are the things we are best at, where we thrive, and often where we have the most fun at work. Unfortunately, we often spend much of our time operating in our zone of competence or incompetence. This leads to frustration, both for you and others. Being aware of your genius and structuring your role to leverage it are keys to successful leadership. Use your survey results to help you understand your genius and where you may be spending too much time in areas of competence or incompetence. (Genius Model created by Dr. Gay Hendricks)



*The concept is from Dr. Gay Hendricks

How to Read Your Report

The feedback in this report starts at a high level and then gets more specific. As you read through the results consider the questions below. Use the Leadership 360 Follow-up Guide for more detail on how to think through your results and create a development plan.

- 1) Do you have a balance between results focus and valuing people?
- 2) Where are there gaps between your own self-assessment and the ratings of others?
- 3) What competencies are most needed for success in your role?
- 4) What is the one area you should focus on that will allow you to continue to grow as a professional?

Understanding your competency ratings

For each competency, you will be provided with the average rating for each category of raters. Items were rated using the following scale:

- 5 = Is a Role Model for Others: Exemplifies excellent performance
- 4 = Very Well: Very strong performance; better than most
- 3 = Satisfactory: Performance meets the needs of the role
- 2 = Needs Some Improvement: There are some areas in which performance could be improved
- 1 = Significant Opportunity for Improvement: Performance is below expectations
- Unable to Answer: Does not apply or have not had the opportunity to observe

If a rater was not familiar with your performance or the survey item did not apply to your role, he or she was given the option to select "Unable to Rate". As a result, you may notice a variation in the total number of respondents from one survey item to the next starting on page 11.

All But Self

The "All But Self" rating category includes all of the scores from all of the rater categories except for the Self-ratings. This category allows you to compare your self scores with all other raters (Manager, Direct Reports, Peers, etc.).

Areas of Genius and Opportunity

The 360 report will also flag areas that are particular areas of genius or opportunities based on your feedback. Pay particular attention to these areas as you determine where to focus your development.



Areas of genius and opportunity will be flagged for each competency based on the ratings you received, as shown below.

Results: Customer Focus

Recognized Opportunity

Both yourself and others view this competency as an opportunity for improvement.

Note: Areas of genius and opportunity are flagged based on your self ratings and ratings from others.

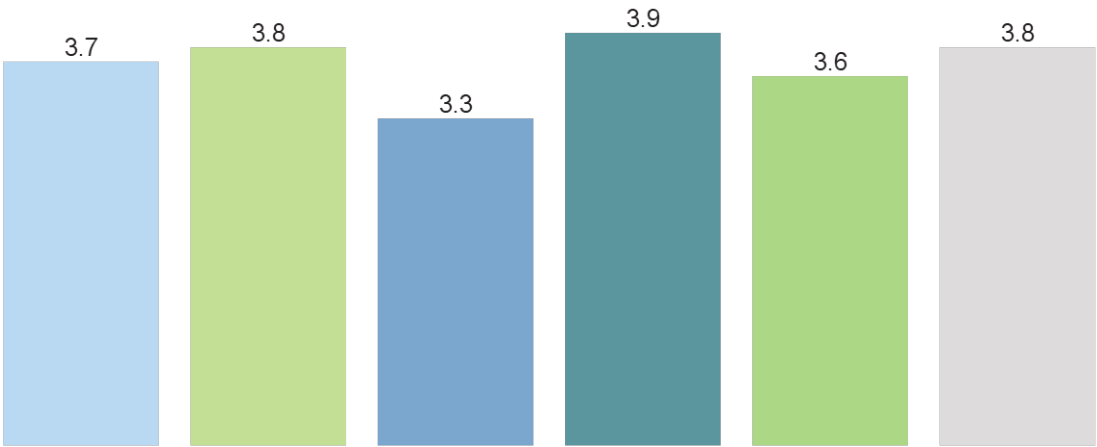
Jane Doe 360 Survey

Overall Ratings

The scores below represent the average rating of all of the competencies by rater category. If a category did not meet the minimum number of respondents, it will show as "No Data Available."

Overall Average

All but Self Self Manager Peers Direct Reports Other



Results vs. People

Effective leaders display a balance between results (driving results and leading through expertise) and valuing people (engaging others and leading through inspiration). Use the scores below to understand how balanced you are in your leadership style.

Results Valuing People



Jane Doe 360 Survey

Executive Summary

This view provides a summary of the highest and lowest scoring items as well as the biggest differences from the self-rating. Items with large perception gaps and/or opportunity for improvement are often good places to focus development efforts.

Highs and Lows

Top 3 Rated Items (All but Self)		
Competency	Item	Mean
Leads Change	Takes thoughtful risks consistent with the organization's values to achieve business results.	4.5
Leads Change	Effectively implements change.	4.5
Leads Change	Is positive and resilient, even during times of change or ambiguity.	4.4
Bottom 3 Rated Items (All but Self)		
Competency	Item	Mean
Drives Accountability	Consistently holds others accountable for meeting deadlines and producing high quality work.	3.0
Models Culture and Values	Consistently delivers on promises made to others.	3.1
Strategic Thinking	Proactively monitors the external environment and incorporates such factors into a vision and strategy for the future.	3.2

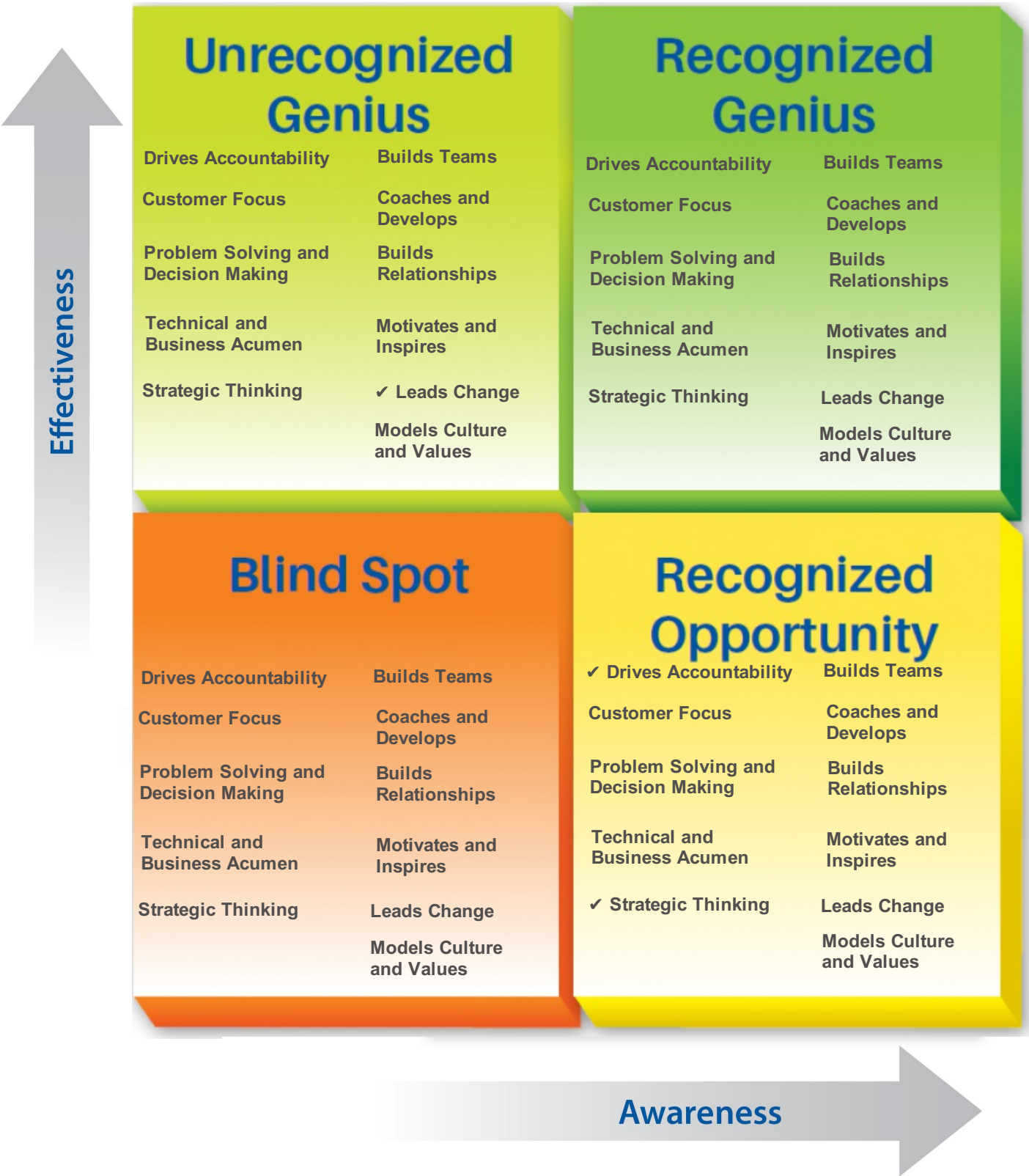
Perception Gaps

Top 3 Positive Gaps: All But Self rated you higher than you rated yourself				
Competency	Item	All but Self	Self	Gap
Leads Change	Takes thoughtful risks consistent with the organization's values to achieve business results.	4.5	2.0	2.5
Leads Change	Strongly encourages others to come up with new and better ways of doing things.	4.2	2.0	2.2
Problem Solving and Decision Making	Evaluates the organizational capabilities required for future success and (talent, technology, etc.) takes action to address potential gaps.	3.9	2.0	1.9
Bottom 3 Negative Gaps: You rated yourself higher than All But Self				
Competency	Item	All but Self	Self	Gap
Models Culture and Values	Consistently delivers on promises made to others.	3.1	5.0	-1.9
Customer Focus	Proactively generates creative solutions to address customer needs.	3.5	5.0	-1.5
Problem Solving and Decision Making	Makes sound and timely decisions.	3.5	5.0	-1.5

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Jane Doe's Areas of Genius and Opportunity

A check next to the competency indicates that the feedback you received falls under the parameters of that genius/opportunity category. Not all competencies will fall in one of the four categories. It is recommended that you pay attention to competencies that do, as they may be particular areas of genius or opportunity for you.

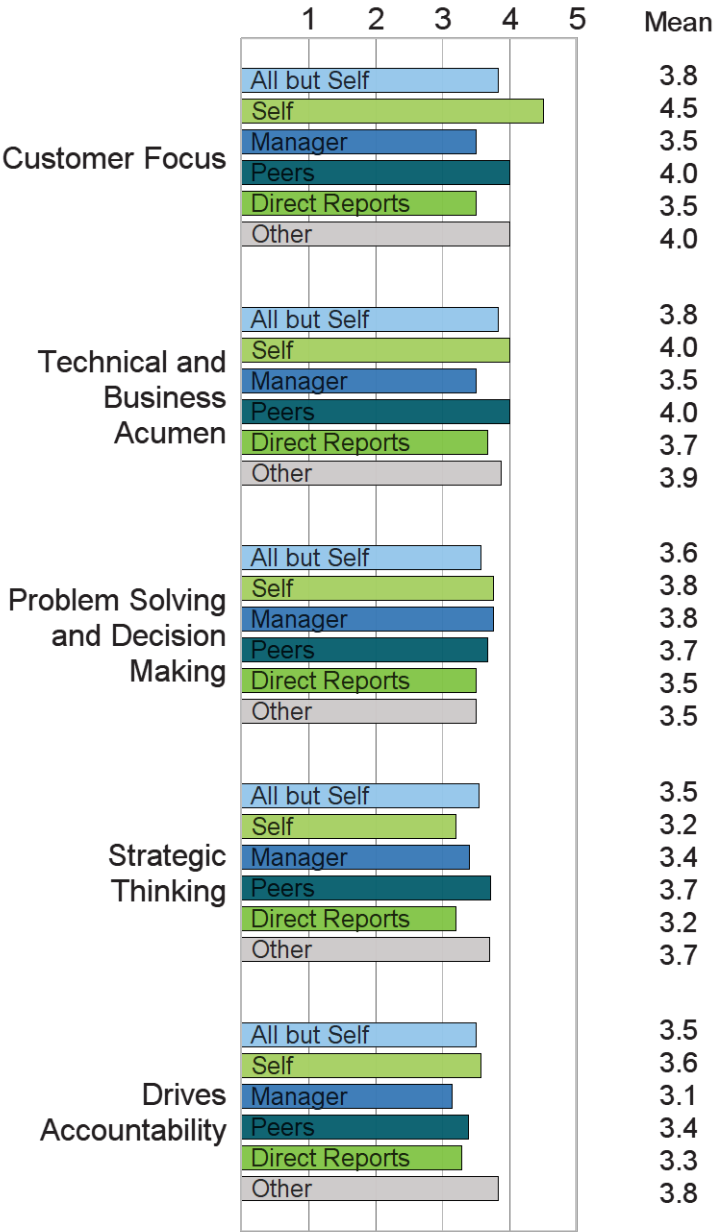


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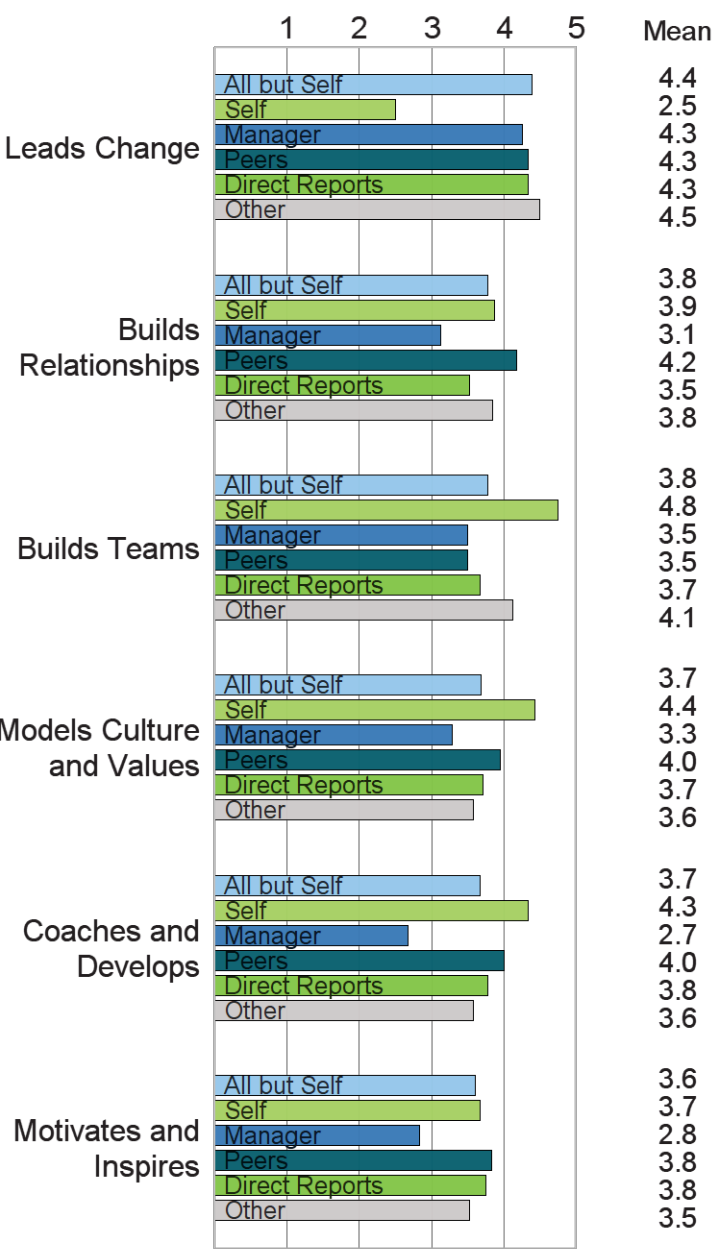
Competency Ratings: Scores in Order of All but Self Rating

Use this chart to help you gauge your degree of self-awareness. Gaps of .3 are considered significant.

Results Competencies



Valuing People Competencies



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Relative Strengths and Opportunities

Raters were asked to think about all the leadership competencies and then identify 1) your two greatest areas of strength/genius, and 2) your two greatest areas of opportunity. The graph below shows the results for All but Self. The highest counts for the **green bar** show perceptions about your top strengths, and the highest counts for the **gray bar** indicate where others think you have the most potential for growth.



Self-Reflection

Considering others' perceptions and the results provided in this report, what would you identify as your two greatest strengths and opportunities for improvement?:

Strengths: _____

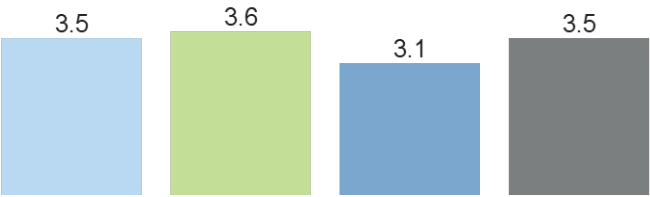
Opportunities: _____

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Results: Drives Accountability

Recognized Opportunity

Both yourself and others view this competency as an opportunity for improvement.



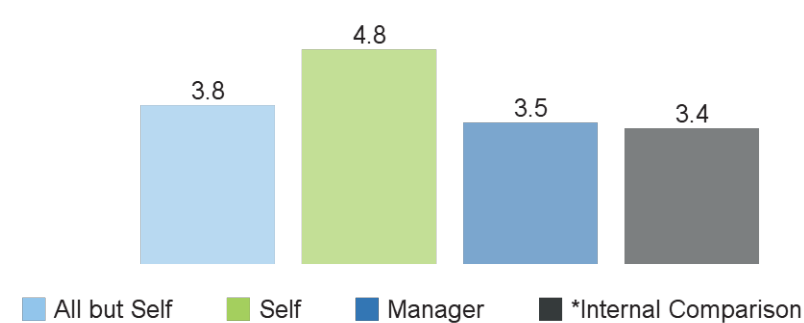
All but Self Self Manager *Internal Comparison

*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

Item	Rater	Respondents	1	2	3	4	5	Mean	Gap From All but Self
Sets clear expectations and priorities and defines what success looks like.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.5	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					5.0	1.5
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.5
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					2.7	-0.8
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.3	-0.1
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.5
Is flexible and adjusts work plans as necessary.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.5	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.5
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					2.0	-1.5
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.5
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.5
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					3.8	0.3
Clearly asserts her/his opinions to others.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.8	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					2.0	-1.8
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.2
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.3	-0.5
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.3	-0.5
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					4.5	0.7
Consistently holds others accountable for meeting deadlines and producing high quality work.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	1.0
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.0
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.0
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.0
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.0
Consistently delivers excellent results.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.6	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.6
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					2.0	-1.6
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.7	0.0
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.3	-0.3
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					4.3	0.6
Delegates appropriately.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.3	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.7
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.7
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					2.7	-0.6
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.3	0.1
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					3.5	0.2
Creates an appropriate sense of urgency and motivation to do more than is expected.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.8	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.8
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.8
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					4.3	0.5
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.7	-0.2
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					3.8	-0.1

Jane Doe 360 Survey

Valuing People: Builds Teams



*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

Item	Rater	Respondents	1	2	3	4	5	Mean	Gap From All but Self
Is highly talented at getting people to work together.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.6	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					5.0	1.4
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.6
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.7	0.0
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.6
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					4.3	0.6
Excels at creating a work environment where people feel valued.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.5	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.5
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.5
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.7	0.1
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.5
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					3.8	0.2
Attracts and hires talented employees.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					5.0	1.0
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.0
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.0
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.0
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					4.0	0.0
Manages relationships without favoritism.	All but Self	11	<div><div></div><div></div><div></div><div></div><div></div></div>					3.9	0.0
	Self	1	<div><div></div><div></div><div></div><div></div><div></div></div>					5.0	1.1
	Manager	1	<div><div></div><div></div><div></div><div></div><div></div></div>					3.0	-0.9
	Peers	3	<div><div></div><div></div><div></div><div></div><div></div></div>					2.7	-1.2
	Direct Reports	3	<div><div></div><div></div><div></div><div></div><div></div></div>					4.7	0.8
	Other	4	<div><div></div><div></div><div></div><div></div><div></div></div>					4.5	0.6

Gap Analysis: Top 10 Positive Gaps

The table below helps you to understand where perceptions of your performance may be different from your own. Ask others for examples of why they may view your performance as stronger or less positive than your evaluation. Gaps of .3 or higher are considered significant.

Positive Gaps: All But Self rated you higher than you rated yourself					
Rank	Competency	Item	All but Self	Self	Gap
1	Leads Change	Takes thoughtful risks consistent with the organization's values to achieve business results.	4.5	2.0	2.5
2	Leads Change	Strongly encourages others to come up with new and better ways of doing things.	4.2	2.0	2.2
3	Problem Solving and Decision Making	Evaluates the organizational capabilities required for future success and (talent, technology, etc.) takes action to address potential gaps.	3.9	2.0	1.9
4	Drives Accountability	Clearly asserts her/his opinions to others.	3.8	2.0	1.8
5	Motivates and Inspires	Effectively persuades others in order to build commitment for ideas.	3.6	2.0	1.6
6	Motivates and Inspires	Communicates a motivating and inspiring vision for the future.	3.5	2.0	1.5
7	Leads Change	Effectively implements change.	4.5	3.0	1.5
8	Leads Change	Is positive and resilient, even during times of change or ambiguity.	4.4	3.0	1.4
9	Strategic Thinking	Identifies strategic priorities based on the greatest potential for positive impact.	3.4	2.0	1.4
10	Technical and Business Acumen	Is highly skilled at using company data and metrics to make decisions.	3.9	3.0	0.9

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Gap Analysis: Negative Gaps

The table below helps you to understand where perceptions of your performance may be different from your own. Ask others for examples of why they may view your performance as stronger or less positive than your evaluation. Gaps of .3 or higher are considered significant.

Negative Gaps: You rated yourself higher than All But Self					
Rank	Competency	Item	All but Self	Self	Gap
1	Models Culture and Values	Consistently delivers on promises made to others.	3.1	5.0	-1.9
2	Customer Focus	Proactively generates creative solutions to address customer needs.	3.5	5.0	-1.5
3	Problem Solving and Decision Making	Makes sound and timely decisions.	3.5	5.0	-1.5
4	Drives Accountability	Sets clear expectations and priorities and defines what success looks like.	3.5	5.0	-1.5
5	Motivates and Inspires	Motivates and inspires others to do their best work.	3.5	5.0	-1.5
6	Models Culture and Values	Behaves with consistency (rarely surprises others with how he/she behaves).	3.5	5.0	-1.5
7	Builds Relationships	Resolves conflict effectively.	3.6	5.0	-1.4
8	Builds Teams	Is highly talented at getting people to work together.	3.6	5.0	-1.4
9	Technical and Business Acumen	Has strong positive relationships with other functional areas of the organization.	3.7	5.0	-1.3
10	Models Culture and Values	Makes decisions based on what is right ahead of what is easy or less risky.	3.8	5.0	-1.2

Jane Doe 360 Survey

Highest to Lowest Rated Items (Manager vs. All But Self)

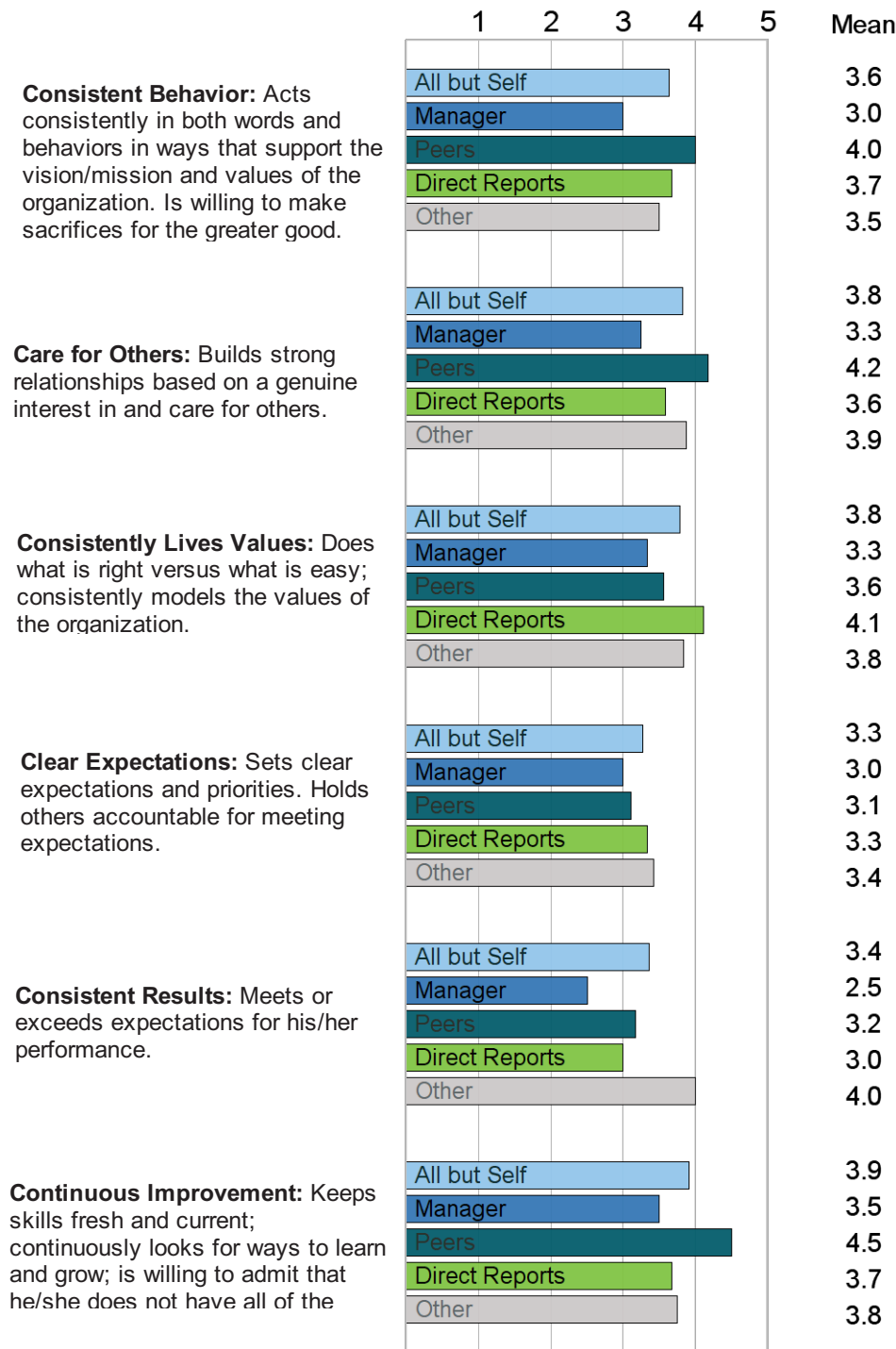
Highest Items as Rated by Manager		
Competency	Item	Mean
Leads Change	Is positive and resilient, even during times of change or ambiguity.	5.0
Leads Change	Takes thoughtful risks consistent with the organization's values to achieve business results.	5.0
Customer Focus	Creates a work environment that is highly focused on the customer experience.	5.0
Builds Teams	Attracts and hires talented employees.	4.0
Drives Accountability	Sets clear expectations and priorities and defines what success looks like.	4.0
Lowest Items as Rated by Manager		
Competency	Item	Mean
Coaches and Develops	Provides timely, useful and constructive feedback.	2.0
Builds Relationships	Resolves conflict effectively.	2.0
Motivates and Inspires	Communicates in a compelling, impactful manner.	2.0
Customer Focus	Proactively generates creative solutions to address customer needs.	2.0
Motivates and Inspires	Helps others understand the meaning and importance of their work.	2.0

Highest Items as Rated by All But Self		
Competency	Item	Mean
Leads Change	Takes thoughtful risks consistent with the organization's values to achieve business results.	4.5
Leads Change	Effectively implements change.	4.5
Leads Change	Is positive and resilient, even during times of change or ambiguity.	4.4
Motivates and Inspires	Provides meaningful recognition for the accomplishments of others.	4.3
Leads Change	Strongly encourages others to come up with new and better ways of doing things.	4.2
Lowest Items as Rated by All But Self		
Competency	Item	Mean
Drives Accountability	Consistently holds others accountable for meeting deadlines and producing high quality work.	3.0
Models Culture and Values	Consistently delivers on promises made to others.	3.1
Strategic Thinking	Proactively monitors the external environment and incorporates such factors into a vision and strategy for the future.	3.2
Problem Solving and Decision Making	Involves others in the decision making process.	3.2
Drives Accountability	Delegates appropriately.	3.3

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Trust Index

Trust is made of many factors and yet often, when trust is at risk, it is due to just one or two specific types of behavior. The six dimensions of trust below can help you understand what you do well to build and maintain trust and where you may have opportunities for improvement.



Highest Trust Scores		
Trust Category	Item	Mean
Care for Others	Treats others with a high level of respect.	4.1
Continuous Improvement	Demonstrates a desire to learn and grow as a leader.	4.0
Care for Others	Demonstrates a high degree of care and concern for others.	3.9
Lowest Trust Scores		
Category	Item	Mean
Clear Expectations	Consistently holds others accountable for meeting deadlines and producing high quality work.	3.0
Consistent Results	Consistently delivers on promises made to others.	3.1
Clear Expectations	Effectively addresses poor performers (does not let poor performance go unaddressed).	3.4

Jane Doe 360 Survey

COMMENTS

What is Jane best at?

Manager
Dapibus culpa tincidunt.
Peers
Atque, scelerisque tempora ac fringilla.
Laoreet? Pretium interdum temporibus imperdiet.
Curabitur nullam, duis commodo sollicitudin
Direct Reports
Curabitur nullam, duis commodo sollicitudin
Dapibus culpa tincidunt.
Curabitur nullam, duis commodo sollicitudin
Other
Cursus nullam in enim magna.
Laoreet? Pretium interdum temporibus imperdiet.
Laoreet? Pretium interdum temporibus imperdiet.
Dapibus culpa tincidunt.
Self
Dapibus culpa tincidunt.



Now What?

Now that you have your 360 feedback, where do you go from here?

The **Leadership 360 Survey Follow-up Guide** will walk you through a step-by-step process to understand your feedback and create a plan for improvement.

Step 1. Build Self-Awareness by Understanding the key take aways in your feedback.

Step 2. Reflect: How does the feedback relate to your career goals?

Step 3. Share your results with others (manager, peers, direct reports) and ask for input

Step 4. Pick one specific area for improvement and create a development plan

We're here to help.

Newmeasures is available to help accelerate your leadership development. Contact us for more information about Executive Coaching and survey follow-up support services.

877.888.3817

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Appendix

Jane Doe 360 Survey

Appendix: Rating Distribution by Competency

Results: Drives Accountability

All but Self						
Item	Needs Significant Improvement	Needs Some Improvement	Satisfactory	Very Well	Role Model	Mean
Sets clear expectations and priorities and defines what success looks like.	-	2	4	3	2	3.5
Is flexible and adjusts work plans as necessary.	-	2	5	1	3	3.5
Clearly asserts her/his opinions to others.	-	2	3	1	5	3.8
Consistently holds others accountable for meeting deadlines and producing high quality work.	-	5	2	3	1	3.0
Consistently delivers excellent results.	-	1	4	4	2	3.6
Delegates appropriately.	1	1	4	4	1	3.3
Creates an appropriate sense of urgency and motivation to do more than is expected.	-	1	2	6	2	3.8

Results: Customer Focus

All but Self						
Item	Needs Significant Improvement	Needs Some Improvement	Satisfactory	Very Well	Role Model	Mean
Creates a work environment that is highly focused on the customer experience.	-	1	1	4	5	4.2
Proactively generates creative solutions to address customer needs.	-	3	3	2	3	3.5

Jane Doe 360 Survey

Valuing People: Coaches & Develops

All but Self						
Item	Needs Significant Improvement	Needs Some Improvement	Satisfactory	Very Well	Role Model	Mean
Effectively addresses poor performers (does not let poor performance go unaddressed).	-	4	1	4	2	3.4
Supports me/others in development opportunities.	-	-	3	6	2	3.9
Provides timely, useful and constructive feedback.	-	2	2	4	3	3.7

Valuing People: Builds Relationships

All but Self						
Item	Needs Significant Improvement	Needs Some Improvement	Satisfactory	Very Well	Role Model	Mean
Creates a welcoming and supportive environment in which people are encouraged to express their true viewpoints.	-	2	1	5	3	3.8
Treats others with a high level of respect.	-	1	3	1	6	4.1
Resolves conflict effectively.	-	2	1	6	1	3.6
Values the experience and contributions of people from different backgrounds.	-	-	3	3	4	4.1
Actively listens with interest and hears what is said.	-	1	4	5	1	3.5
Demonstrates a high degree of care and concern for others.	-	1	3	3	4	3.9
Shows a genuine interest in connecting with me.	-	-	6	2	3	3.7
Communicates with a high level of transparency and consistency.	1	2	2	3	3	3.5