

LEADERSHIP STYLE GRAPH

LEADER'S NAME: HALL, TODD M
COMPANY NAME: GLASTENDER

Assessment Completed By 8 User(s)

Red Line (0-2): Attention Required

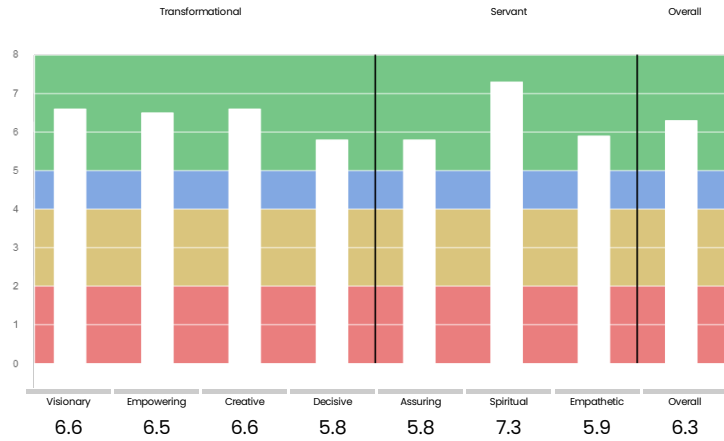
Yellow Line (2-4): Needs Improvement

Blue Line (4-5): Average

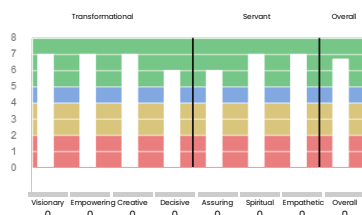
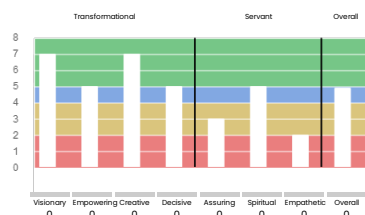
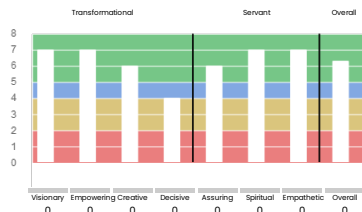
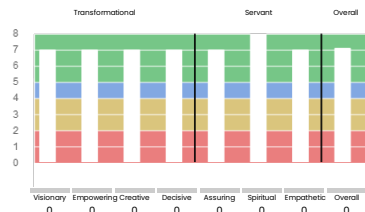
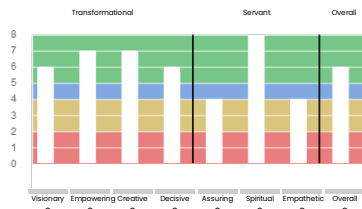
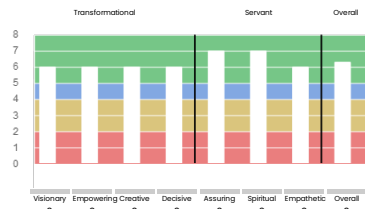
Green Line (5-8): Strong

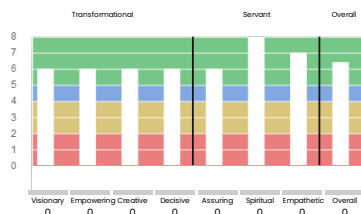
Preferred Reveal: Balanced in both leadership styles on or above level 5.

The goal is to move all competencies into the green shaded area. Research shows that organizations with leaders possessing strong transformational and servant leadership skills outperform their competition by better than 80%.

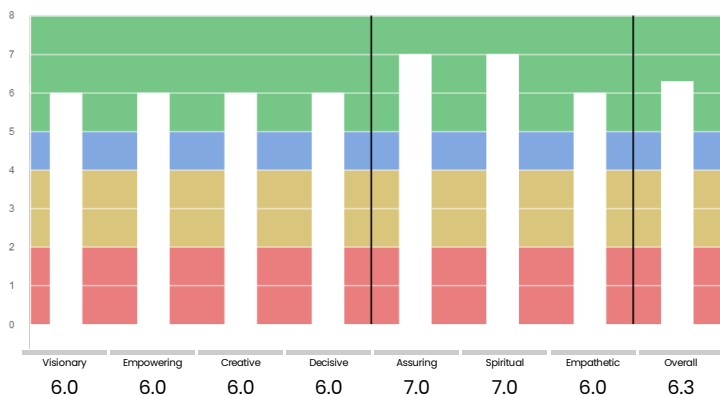


INDIVIDUAL REPORTS





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No.	Competency	Question	Answer
1	Visionary	This leader has a clear understanding of how to deal with cultural challenges that impact our organization.	Agree (100.00 %)
2	Empowering	I believe this leader fosters meaningful relationships with the workers.	Agree (100.00 %)
3	Collaborative	This leader welcomes challenges/threats for the sake of developing new solutions.	Agree (87.50 %)
4	Decisive	This leader makes important and necessary decisions whether he/she is comfortable or not.	Agree (87.50 %)
5	Assuring	When I am struggling with quality performance, this leader takes time to talk with me to fully understand the problem.	Agree (100.00 %)
6	Spiritual	I believe this leader accepts honest criticism.	Agree (75.00 %)
7	Empathetic	A personal tragedy within the team is more of a priority to this leader than business as usual.	Agree (87.50 %)
8	Visionary	This leader will seek my input on decisions that impact my job.	Agree (100.00 %)
9	Empowering	This leader creates team mentality through assimilation, development, and communication.	Agree (75.00 %)
10	Collaborative	I believe that my leader is willing to try new things and is open to the input of his workers.	Agree (100.00 %)
11	Decisive	When this leader is under pressure to make decisions, he/she seems to make decisions with confidence.	Agree (100.00 %)
12	Assuring	When a team member fails, or makes a mistake, this leader is quick to discover why and help the worker do better.	Agree (75.00 %)
13	Spiritual	This leader has an ability to bring a sense of calm to chaotic situations.	Agree (87.50 %)
14	Empathetic	When a team member publicly loses his or her temper to the leader, this leader will engage in mature conversation to better understand the problem.	Agree (100.00 %)
15	Visionary	This leader helps me see the difference we make by the products or service we provide.	Agree (100.00 %)
16	Empowering	This leader maximizes organizational functionality by giving workers authority to implement new solutions to problems.	Agree (100.00 %)
17	Collaborative	If a team member proposes a new method to accomplish a task, this leader allows experimentation, provided there is no danger involved.	Disagree
18	Decisive	If a decision MUST be made but facts that inform the decision cannot be found, this leader is known to make the decision confidently.	Disagree
19	Assuring	This leader places value on merit and skills over seniority.	Agree (100.00 %)
20	Spiritual	When this leader discovers that there is someone who is opposed to his or her ideas, the leader works to develop the relationship to understand the differences better.	Disagree
21	Empathetic	This leader is approachable when it comes to workers feeling free to share their personal and professional struggles that may hinder performance.	Agree (100.00 %)
22	Visionary	I believe this leader values self-improvement as an integral part of the future success of the company.	Agree (100.00 %)

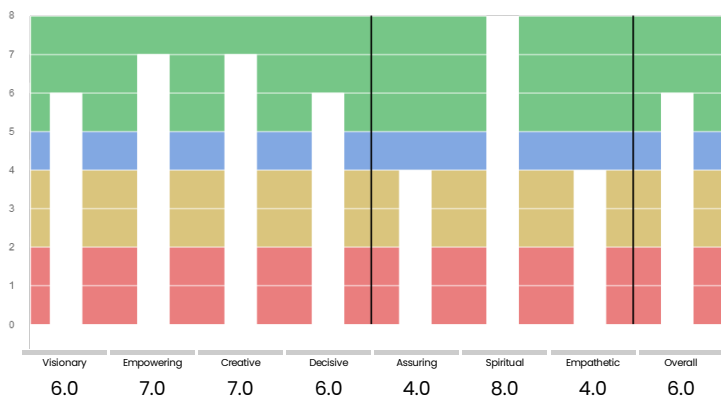
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24	Collaborative	This leader is open to trying something new for problem-solving and critical solutions.	Agree (100.00 %)
25	Decisive	This leader does everything he/she can to avoid missing deadlines regardless of how busy the day is.	Agree (87.50 %)
26	Assuring	When it comes to taking the lead on important projects, this leader gives second chances to those who have previously failed.	Agree (87.50 %)
27	Spiritual	This leader is known to sacrifice a win for the sake of ethics and morality.	Agree (100.00 %)
28	Empathetic	During a disagreement, this leader is interested in the opposition's viewpoint rather than seeking a win.	Agree (87.50 %)
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47	Assuring	If an employee seems to work in isolation as a habit, this leader will talk with the worker about his or her strengths and encourage a heightened level of group participation.	Agree (50.00 %)
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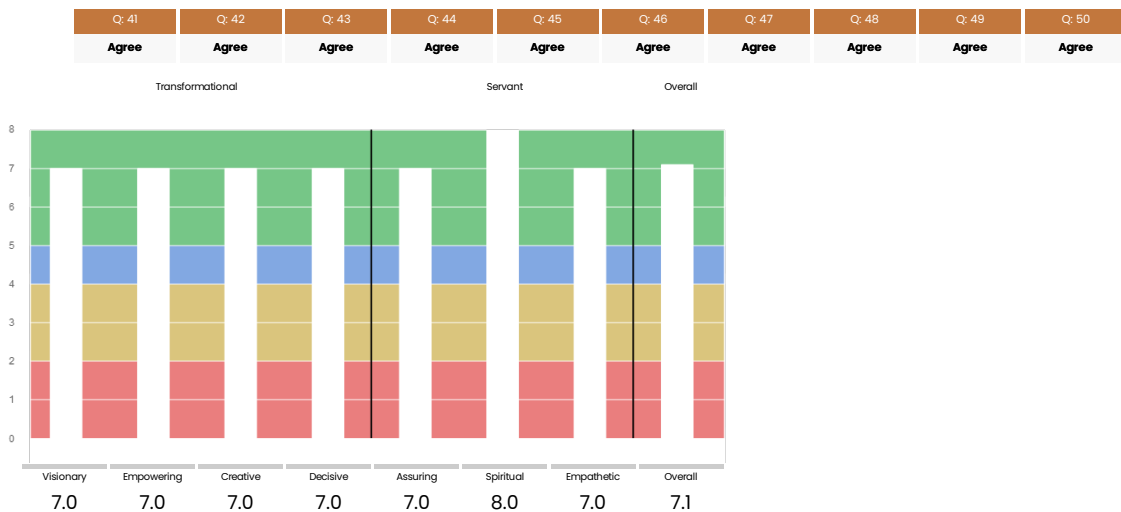
Transformational

Servant

Overall



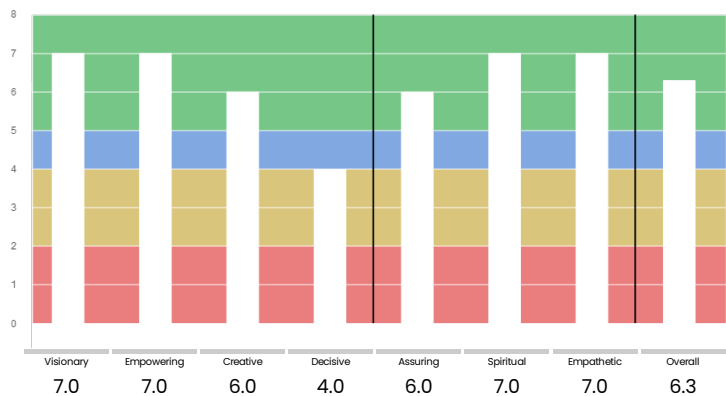
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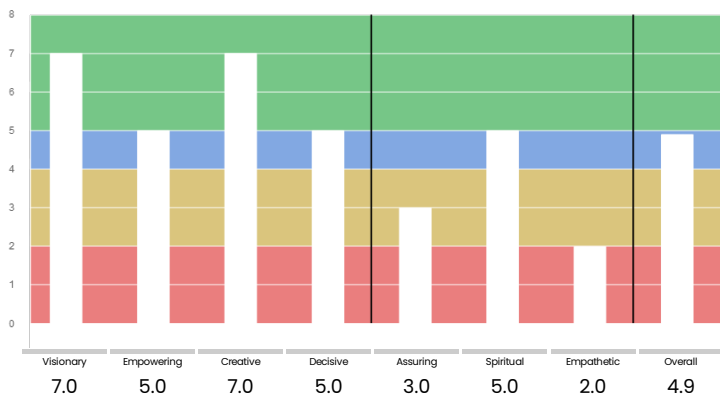
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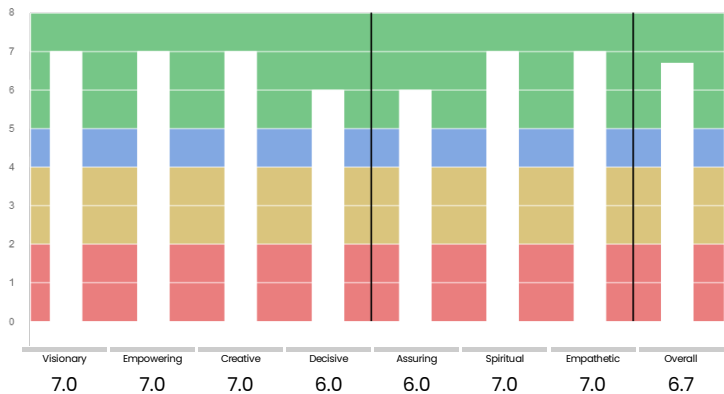
Transformational

Servant

Overall



Q: 21	Q: 22	Q: 23	Q: 24	Q: 25	Q: 26	Q: 27	Q: 28	Q: 29	Q: 30
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Q: 31	Q: 32	Q: 33	Q: 34	Q: 35	Q: 36	Q: 37	Q: 38	Q: 39	Q: 40
Agree	Disagree	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
Q: 41	Q: 42	Q: 43	Q: 44	Q: 45	Q: 46	Q: 47	Q: 48	Q: 49	Q: 50
Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
Transformational			Servant			Overall			



No.	Competency	Question	Answer
1	Visionary	This leader has a clear understanding of how to deal with cultural challenges that impact our organization.	Agree (100.00 %)
2	Empowering	I believe this leader fosters meaningful relationships with the workers.	Agree (100.00 %)
3	Collaborative	This leader welcomes challenges/threats for the sake of developing new solutions.	Agree (87.50 %)
4	Decisive	This leader makes important and necessary decisions whether he/she is comfortable or not.	Agree (87.50 %)
5	Assuring	When I am struggling with quality performance, this leader takes time to talk with me to fully understand the problem.	Agree (100.00 %)
6	Spiritual	I believe this leader accepts honest criticism.	Disagree
7	Empathetic	A personal tragedy within the team is more of a priority to this leader than business as usual.	Agree (87.50 %)
8	Visionary	This leader will seek my input on decisions that impact my job.	Agree (100.00 %)
9	Empowering	This leader creates team mentality through assimilation, development, and communication.	Agree (75.00 %)
10	Collaborative	I believe that my leader is willing to try new things and is open to the input of his workers.	Agree (100.00 %)
11	Decisive	When this leader is under pressure to make decisions, he/she seems to make decisions with confidence.	Agree (100.00 %)
12	Assuring	When a team member fails, or makes a mistake, this leader is quick to discover why and help the worker do better.	Agree (75.00 %)
13	Spiritual	This leader has an ability to bring a sense of calm to chaotic situations.	Agree (87.50 %)
14	Empathetic	When a team member publicly loses his or her temper to the leader, this leader will engage in mature conversation to better understand the problem.	Agree (100.00 %)
15	Visionary	This leader helps me see the difference we make by the products or service we provide.	Agree (100.00 %)
16	Empowering	This leader maximizes organizational functionality by giving workers authority to implement new solutions to problems.	Agree (100.00 %)
17	Collaborative	If a team member proposes a new method to accomplish a task, this leader allows experimentation, provided there is no danger involved.	Agree (87.50 %)
18	Decisive	If a decision MUST be made but facts that inform the decision cannot be found, this leader is known to make the decision confidently.	Agree (75.00 %)
19	Assuring	This leader places value on merit and skills over seniority.	Agree (100.00 %)
20	Spiritual	When this leader discovers that there is someone who is opposed to his or her ideas, the leader works to develop the relationship to understand the differences better.	Agree (75.00 %)
21	Empathetic	This leader is approachable when it comes to workers feeling free to share their personal and professional struggles that may hinder performance.	Agree (100.00 %)
22	Visionary	I believe this leader values self-improvement as an integral part of the future success of the company.	Agree (100.00 %)
23	Empowering	This leader provides necessary information and training relevant to the job, then does not micromanage.	Agree (87.50 %)
24	Collaborative	This leader is open to trying something new for problem-solving and critical solutions.	Agree (100.00 %)
25	Decisive	This leader does everything he/she can to avoid missing deadlines regardless of how busy the day is.	Agree (87.50 %)
26	Assuring	When it comes to taking the lead on important projects, this leader gives second chances to those who have previously failed.	Agree (87.50 %)
27	Spiritual	This leader is known to sacrifice a win for the sake of ethics and morality.	Agree (100.00 %)
28	Empathetic	During a disagreement, this leader is interested in the opposition's viewpoint rather than seeking a win.	Agree (87.50 %)
29	Visionary	This leader seeks to transform workers into future leaders.	Agree (75.00 %)
30	Empowering	This leader knows my confidence on the job and does not micromanage me.	Agree (100.00 %)
31	Collaborative	This leader keeps the team sharp and effective through regular meetings whereby we collaborate on ideas.	Agree (87.50 %)
32	Decisive	"No risk, no reward" is a reflection of this leader's ideology.	Disagree
33	Assuring	This leader is a great listener.	Disagree
34	Spiritual	I am confident that this leader is in control of his or her emotions regardless of having a bad day.	Agree (87.50 %)
35	Empathetic	When in a discussion with this leader, I feel that he or she is attempting to understand my fears and reservations about the topic.	Agree (62.50 %)
36	Visionary	This leader understands different personalities and can help struggling workers accordingly.	Agree (100.00 %)

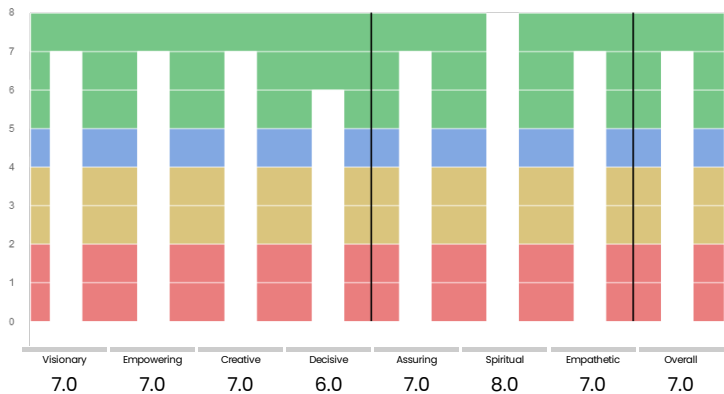
No.	Competency	Question	Answer
37	Empowering	This leader promotes organizational success by gathering different ideas from various team members.	Agree (100.00 %)
38	Collaborative	When it comes to accomplishing important tasks, this leader asks the team for thoughts on creative solutions.	Agree (100.00 %)
39	Decisive	This leader, having approved a plan that someone executed, will own the result if it failed and not cast blame.	Agree (100.00 %)
40	Assuring	After a couple attempts to help improve poor performance, this leader is willing to seek other opportunities within the company that may be a better fit.	Agree (100.00 %)
41	Spiritual	This leader is a leader of high integrity.	Agree (100.00 %)
42	Empathetic	This leader understands conflict and will listen to discover why I am opposed.	Agree (75.00 %)
43	Visionary	This leader has an ability to see solutions that others cannot see.	Agree (87.50 %)
44	Empowering	When a worker does great work this leader knows how to respond according to each person's preference of praise.	Agree (87.50 %)
45	Collaborative	This leader encourages "out of the box" thinking as a means to drive the company forward.	Agree (100.00 %)
46	Decisive	If a decision is made but new information is discovered after implementing the decision, this leader adjusts his or her previous decision according to the new findings.	Agree (100.00 %)
47	Assuring	If an employee seems to work in isolation as a habit, this leader will talk with the worker about his or her strengths and encourage a heightened level of group participation.	Agree (50.00 %)
48	Spiritual	I am inspired by this leader for the responsibility taken by his/her own mistakes.	Agree (100.00 %)
49	Empathetic	This leader's affirming body language tells me that he or she is genuinely concerned about and listening to my complaint.	Agree (75.00 %)
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Q: 1	Q: 2	Q: 3	Q: 4	Q: 5	Q: 6	Q: 7	Q: 8	Q: 9	Q: 10
Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
Q: 11	Q: 12	Q: 13	Q: 14	Q: 15	Q: 16	Q: 17	Q: 18	Q: 19	Q: 20
Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
Q: 21	Q: 22	Q: 23	Q: 24	Q: 25	Q: 26	Q: 27	Q: 28	Q: 29	Q: 30
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Transformational

Servant

Overall



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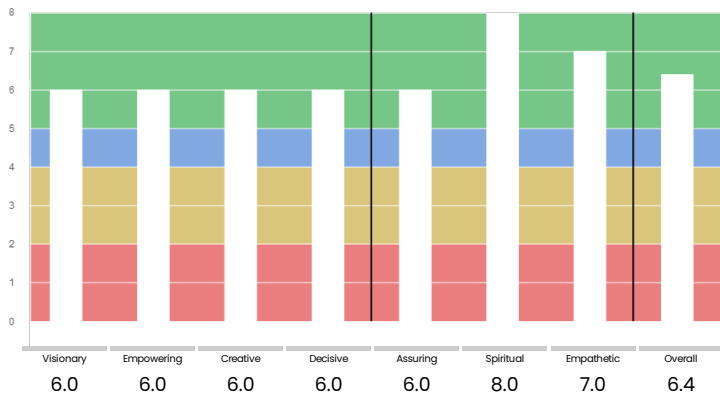
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Transformational

Servant

Overall



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