

TRUE  GROWTH™
AUTHENTIC
LEADERSHIP
360°

COMPETENCIES AND BEHAVIORS
OF AN
AUTHENTIC LEADER

Prepared For

Dave Sample

May 18, 2009

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888-929-1239

TRUE GROWTH ASSOCIATES

Reading Your 360° Assessment Report

Read your 360° assessment with an appreciative attitude that the raters are assisting in your continued development.

It's a commonly held perception that leaders know who they are. To do so, this requires considerable reflection upon your thoughts, feelings, and behaviors. Obtaining feedback from others, e.g., this 360° assessment is another excellent mechanism to learn about you. Leaders know the perception that others have of them in the workplace environment is more important than their self-perception. Feedback from the people with whom you associate is critical for you to manage your reputation. Self-assessments are excellent tools to learn about you as we did with the Working Differently with Different People. There are so many self-assessments on the market that selecting good ones can be confusing. True Growth Associates can help you select those that can continue your personal development.

There are always three options of what you may do with feedback.

1. Deny it.
2. Listen to understand it, perhaps, but do nothing with it.
3. Listen to understand it and use it to maximize performance.

Tom Rath and Barry Conchie, Strengths Based Leadership, emphasize the importance to know and maximize our strengths. We also know that leaders minimize the impact of their Achilles' Heels or those behaviors that could be interfering with their personal and career development. It makes no sense to shoot yourself in the foot before running the marathon. True Growth Associates want to help you maximize your performance, thus keep you from shooting yourself in the foot with your personal and career development.

This report contains two sources of information.

1. Frequency distribution of responses and a list of scores and means. This information clearly shows both the relative strengths of the means and the gap between your perception and that of the other raters.
2. Comments provided by the raters. Comments can provide additional valuable information to gain further insight into the perception held by others, especially several comments addressing the same behavioral theme,.

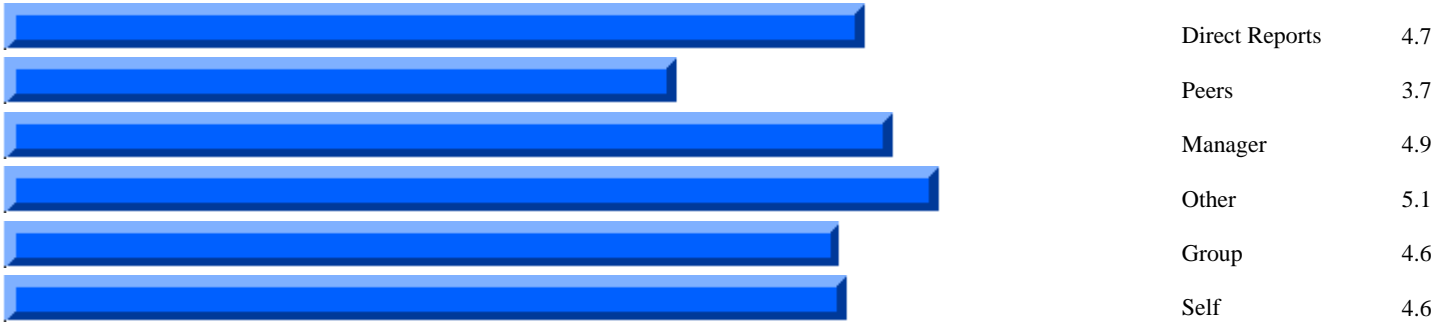
Upon returning to the workplace, thank the individuals who you invited to participate in this 360° and summarize the results for them along with your personal improvement plan. You may also want to take advantage of their feedback in the future by asking them to repeat their measurement.

True Growth Associates Results By Category

Feedback Receiver: Dave Sample

0 1 2 3 4 5 6

Authentic/Humble (4.6 Average)



Transparent (4.1 Average)



Trustworthy (4.6 Average)



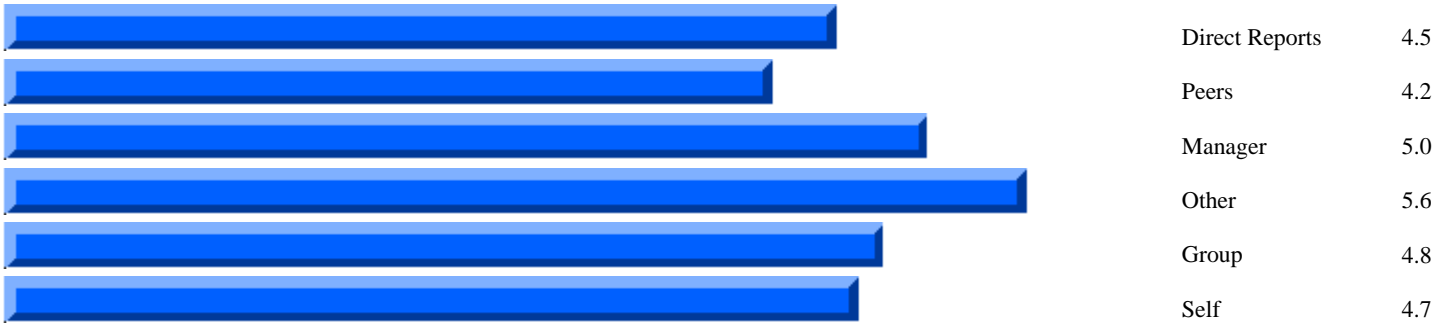
Approachable (4.5 Average)



0 1 2 3 4 5 6

0 1 2 3 4 5 6

Purposeful (4.8 Average)



Respects/Values People (4.2 Average)



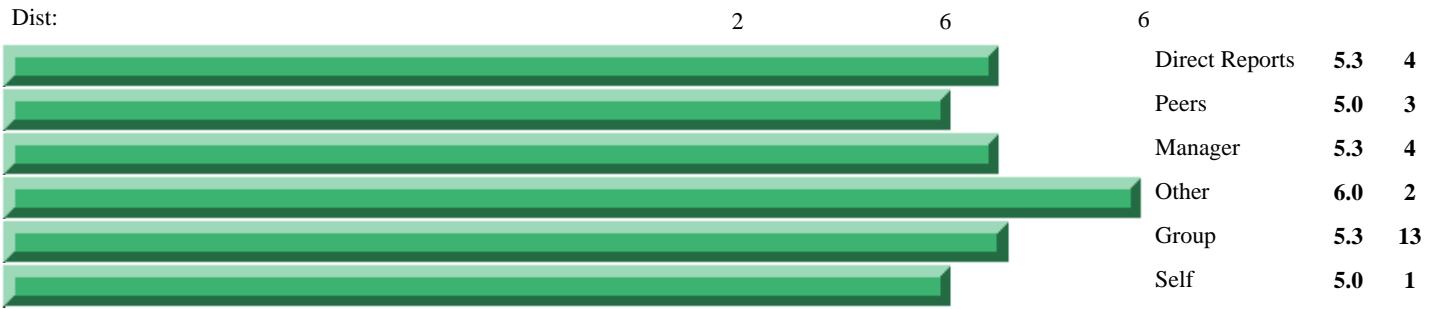
Knows Self (4.5 Average)



0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp

18. The leader passionately shares his/her life's purpose through living it.



What we appreciate:

- He will confront people in gentleness and humility mixed with not avoiding the truth
- DAvid has been active in meeting with some other business people in our area. IF he sees that some issues need addressing, he seems more able to confront and talk about the issues. He is more comfortable in expressing himself in this area than ever before. He is able to do it without offending the person who is receiving his challenge.
- Does not hesitate to take others to task.
- always
-

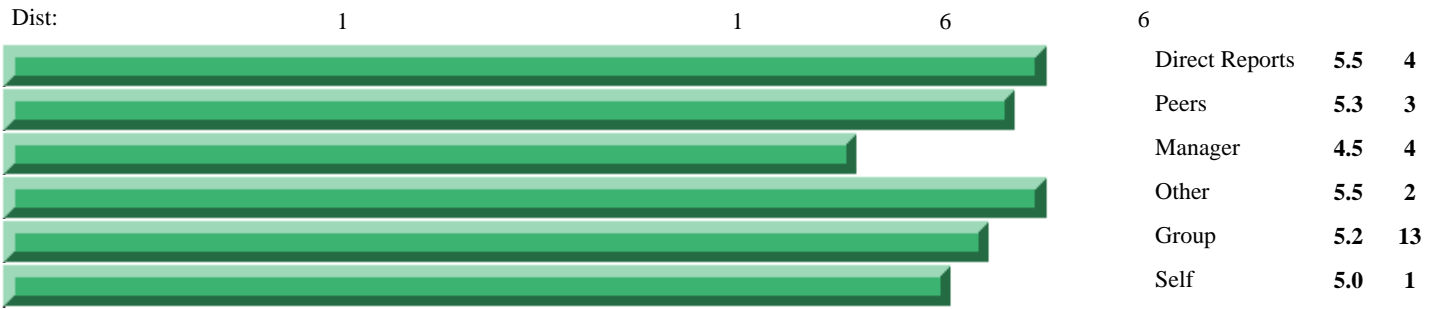
What we do not appreciate:

- He does not always communicate his feelings and opinions. He often holds things close to his chest.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp

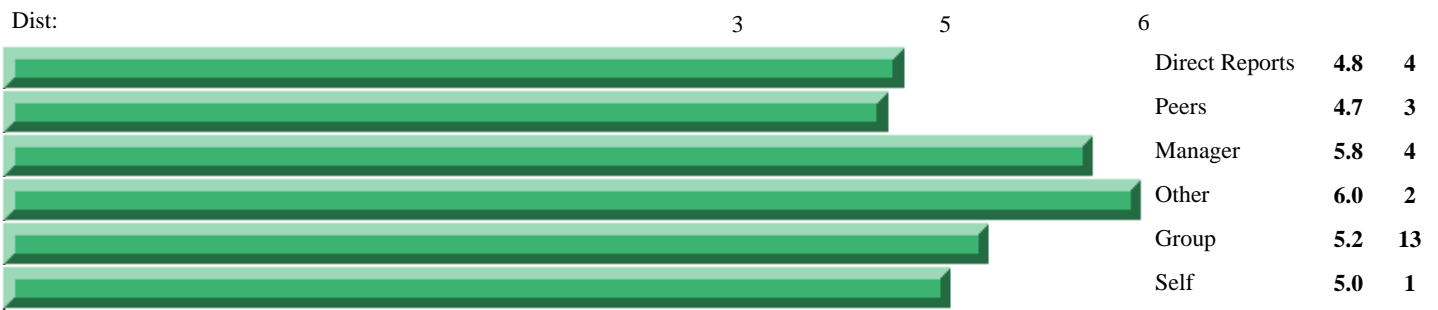
32. The leader strives to maximize his/her strengths in working relationships.



What we appreciate:

- Has a firm vision and understands how to achieve it and expresses it to others in appropriate language
- Dave is able to inspire others with his words
- With clarity and distinction.
- He writes it well and at times is able to articulate his vision.

20. The leader demonstrates the importance to balance life between career, family and self.



What we appreciate:

- He does, with question
- David likes to make sure he is not confronting prematurely and gives a person time to rectify poor behavior or performance. In the past, he was too lenient with employees. He has learned how to judge situations based on character qualities and that has helped him when addressing issues with individuals.
- Dave is good at pointing out where changes are needed and motivating others in the direction of change.
- Consistently stands for right and respectfully warns others of unacceptable conditions.
- He tries to do this
- Has greatly improved over the years.
- Strives to assure the right people are in the right positions so that poor performance should not occur.

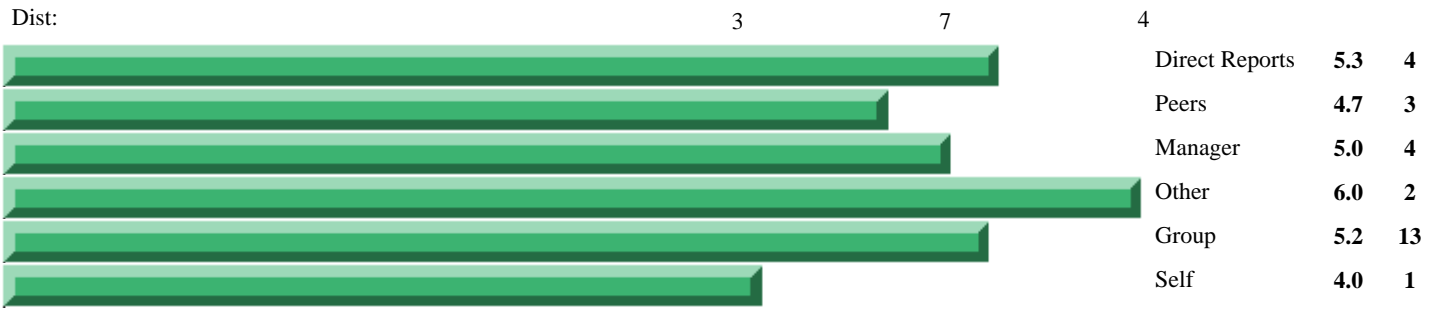
What we do not appreciate:

- Dave is sometimes impulsive when implementing new ideas, information or strategies.
- It would help to develop leadership style not only through extensive training sessions but by personal experiences and gut feelings that pertain to the industry we are in.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp

13. The leader acts in a way to create a reputation of being self assured.



What we appreciate:

- Reacts appropriately to all situations and expresses empathy, shares joy, sadness, etc. when exposed to others emotions.
- Exercises great self control under pressured circumstances
- Emotional issues do not cloud the bigger picture/mission. They are under control.
- Demonstrates passion for an idea or objective without raising his voice or use of strong-armed tactics.
- He tries very hard to be successful in this area and agonizes over his failures. His sensitivity to people is a huge plus.
- Has improved and does very well.

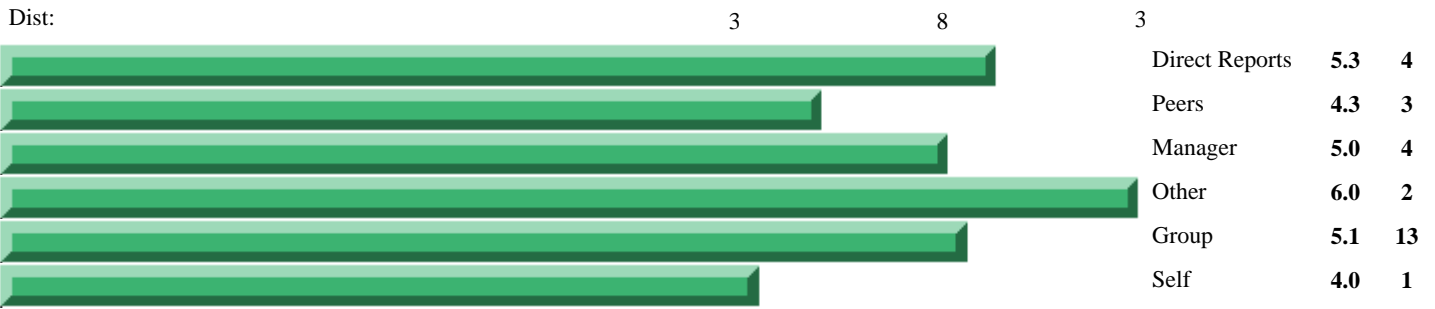
What we do not appreciate:

- Seems almost to try too hard to be friendly without significant meaning behind the friendliness.
- Long at times for crewmembers.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp

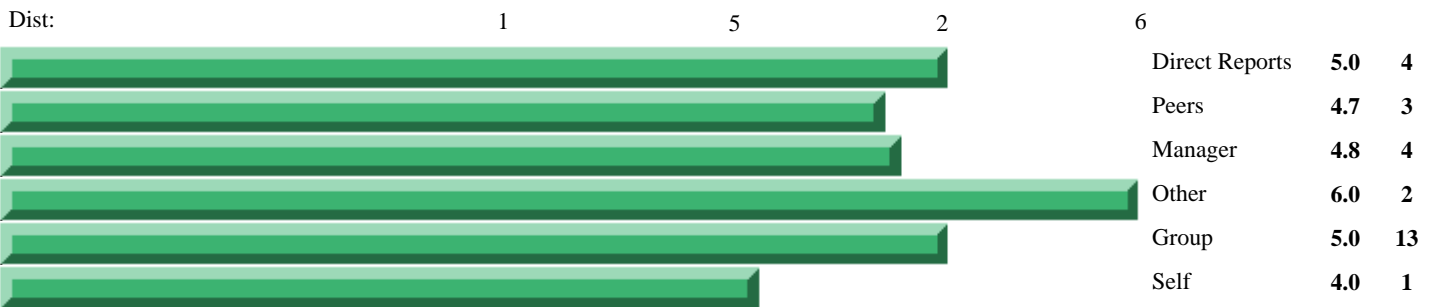
2. The leader puts the interest of others and the team ahead of his/her own self interests.



What we appreciate:

- Personal experience. He is faithful, consistent, clear and caring, speaking truth and hope to difficult situations, even if the truth is difficult to hear.
- Yes 100%
- He has been very committed to coaching me
- Offers to help others without being asked.
- He is trying to delegate and open to mentoring.
- Has coached everyone in the co. and has been a great coach in my life.
- The time committed to regular one on one is the most effective demonstration of this trait.
- Always willing to mentor to others.

21. The leader seeks to continuously improve his/her performance.



What we appreciate:

- Yes, I know from experience that this is true of dave
- very tactful
- DAvid has an amazing ability to express himself with tact and not be offensive. Sometimes people are offended because of his position (as President of our Company, as an elder of the church) as they don't want to be seen in a negative light.
- High level of transparency and honesty.
- Always.
- Speaks what he believes and would never knowingly lie.

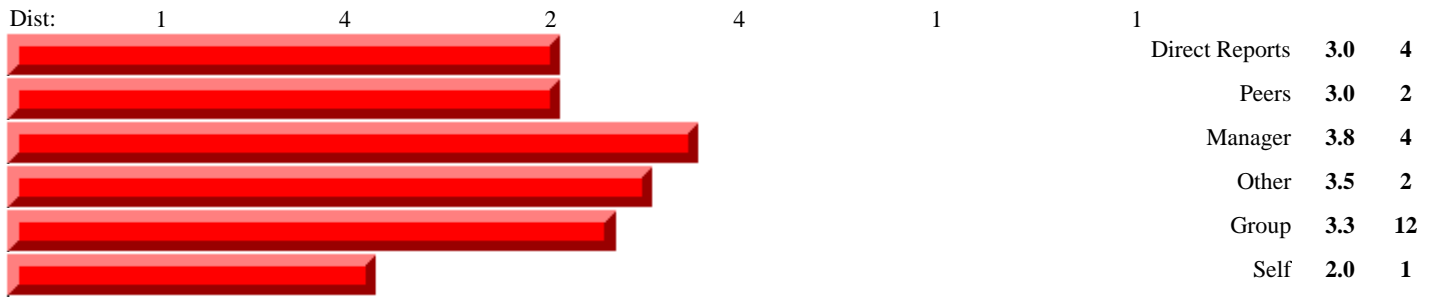
0 1 2 3 4 5 6

True Growth Associates Developmental Areas

Feedback Receiver: Dave Sample

0 1 2 3 4 5 6 Avg. # Resp.

28. The leader makes an effort to know and use people's names.



What we appreciate:

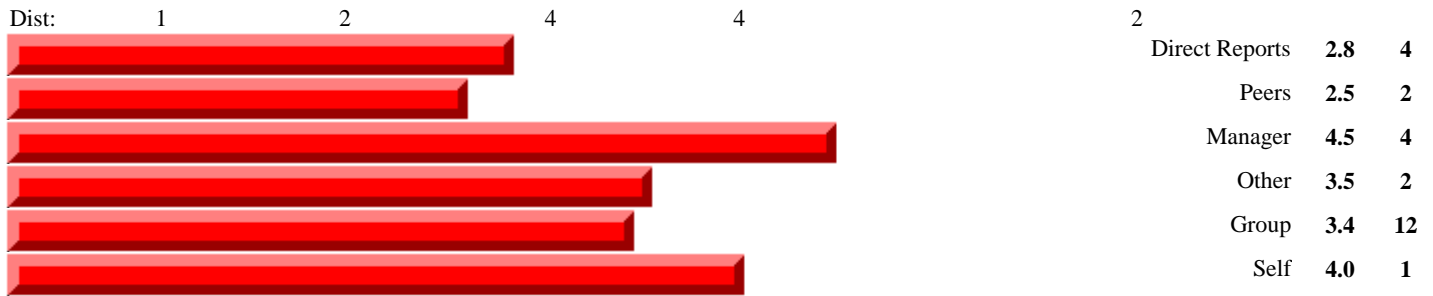
- Self sacrificing and concerned for others welfare in the future
- Always considers the long-term impact of any decision, without accepting any credit for personal efforts.

0 1 2 3 4 5 6

Developmental

0 1 2 3 4 5 6 Avg. # Resp.

14. The leader acts in a manner that encourages others to provide feedback to improve his/her performance.



What we appreciate:

- Again, I would say that based on my experience Dave is trying hard to be a good person and leader but is relying too much on companies like yours to guidance when I feel the guidance he needs is within him and through God.
- Not "by the book" kind of person. Flexible and attentive, ready to change course if needed.
- He leads with focus and purpose
- DAvid has always been a leader but realized that he may not be as effective as he wanted to be. He started wanting this improvement in 2003 or 2004 and got involved with FMI and Character training.
- I believe it's a work in progress. High self-expectations.
- Self-confident without being conceited.
- He keeps everyone in the loop. He has very organized plans and conveys them well. He has a mind for detail and logic. He says what he means and has the strength of character to stand in adverse conditions. He is a man of hesed love and compassion.
- Very good leader, some development from other trainers.
- Has been to extensive training sessions and trains employees with his own style after.

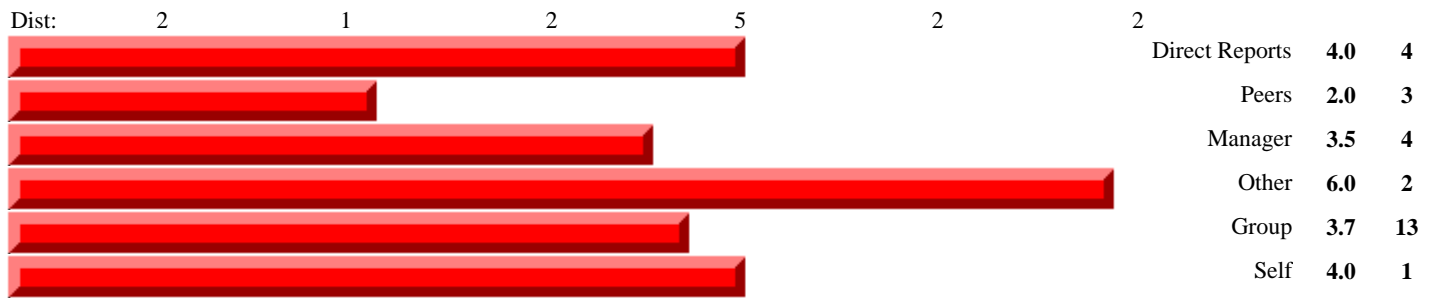
What we do not appreciate:

- Hard to tell in my brief conversations how much meaning behind the inquiries.
- he can spread himself too thin trying to do everything for everyone when he needs to take time for himself
- Open door policy to wide open at times. Remind employees to bring issues up thur chain and if not satisfied, then go to dave.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

8. The leader strives to keep people informed about the reasons for his/her decisions/actions.



What we appreciate:

- He serves others and put others needs above his own
- Again, always inquires about how you are doing.
- Empathetic, attentive, patient, consistent, remembers situations and expresses concern regarding situations, process of improvement in the other individuals life, etc.
- cares for people
- David really cares for the people in his company. For example,he has real compassion for our employees and understands what the job demands of them and their families. He tries to alleviate the stress of the crew's travel whenever he can.
- Is aware of and seeks out needs of others.
- This is one of the candidate's best traits. Seems to be thinking about taht hte other needs and how to assist others in their growth.
- Is able to relate to the challenges of others.
- he is always there for you
- Does care about everyone and comes across that way
- Shows this with how all employees are treated - provides open-door policy and takes time to listen.

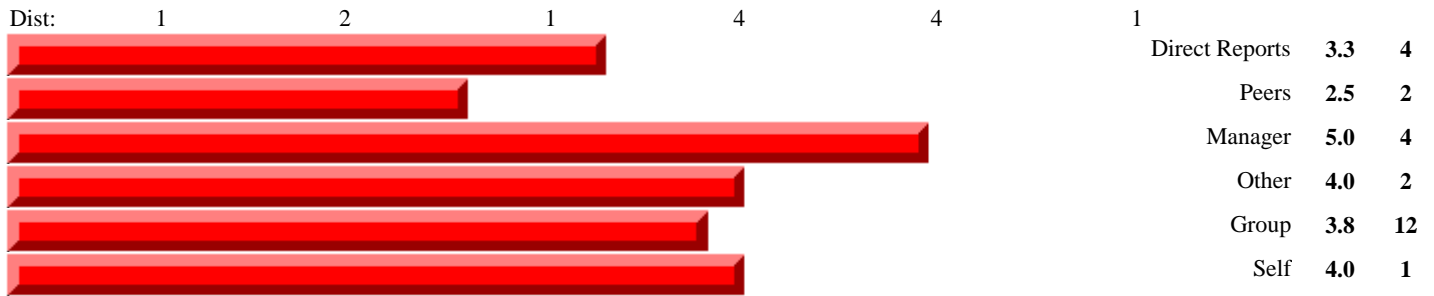
What we appreciate:

- Always seeks to provide a clear understanding of any particular point of view or position.
- He tries
- yes, and hard to do at times
- Use of electronic communication copying all concerned facilitates teamwork.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

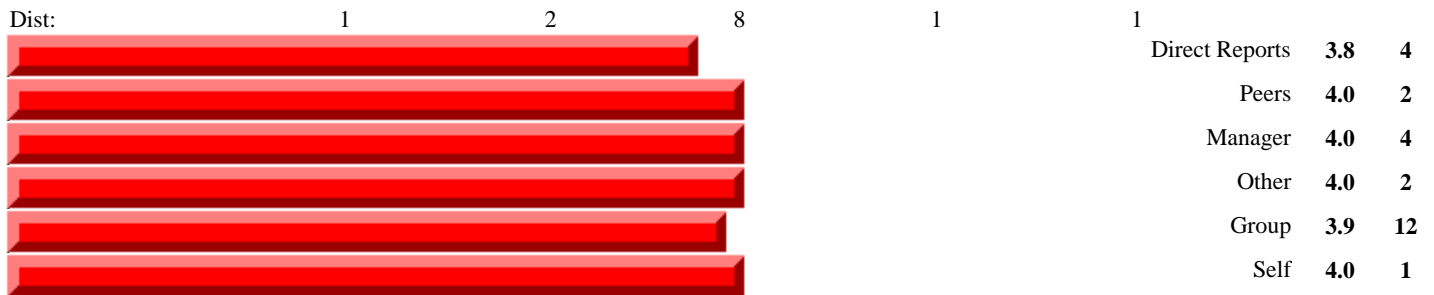
24. The leader encourages everyone to offer input.



What we appreciate:

- He is dependable and very responseable
- strong character
- Compassion and consistency.
- I could only wish they would have Daves values.
- His beliefs and understanding of what is right.

31. The leader is knowledgeable of how he/she is perceived by colleagues.



What we appreciate:

- Balances life, uses time wisely between reality and future vision, one step at a time
- Years of experience has provided a wealth of character.
- Has a good vision for the future
- Not as much involved in the day to day but understands ties.
- Understands the day-to-day but more involved in the big picture.

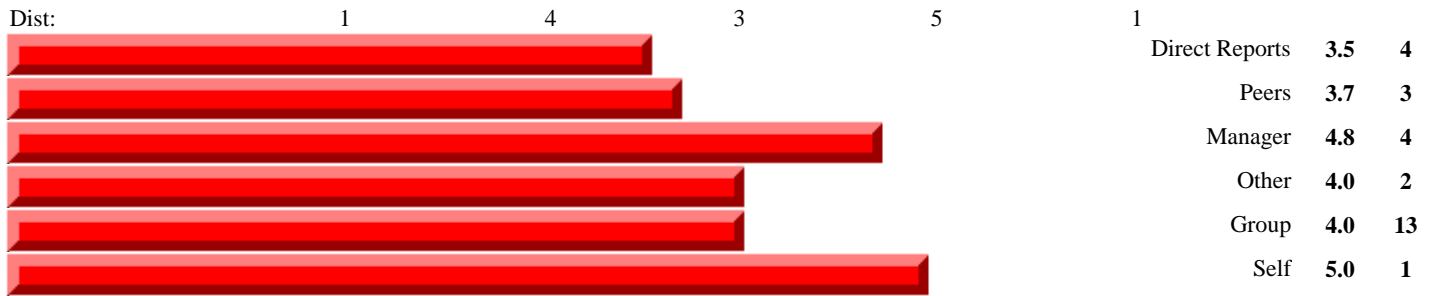
What we do not appreciate:

- He is very trusting and this can lead to decisions that later have to be examined and changed.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

7. The leader openly discusses his/her personal values.



What we appreciate:

- His Humilty and Integrity
- Always friendly and warm in greeting.
- Consistency, flexibility, empathy, vision, patience
- He has made himself vulnerable.
- David is the real deal. What you see is what you get. He tries to live according to his convictions..I know as I have lived with him for 35 years!
- Follows through with ideas and doesn't ask others to do what he is not willing to do by example.
- Absolutely. Takes charge with a fully developed thought
- very honest person
- Talks are genuine and heart felt
- Is the real deal - never fake or two-faced.

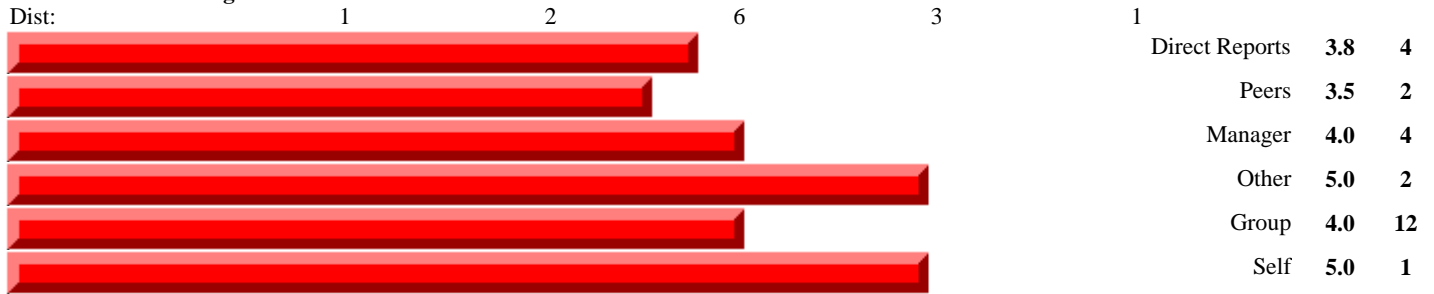
What we appreciate:

- Takes time to visit after a particularly tough debate.
- Very effective at preserving unity.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

22. The leader ensures that everyone understands that competently completing their job responsibilities is essential to achieving the team's vision.



What we appreciate:

- To maintain, support and uphold sound moral principles in himself, family, friends and co-workers
- His commitment to his faith, his family, church and friends
- safety, relationships
- This is a function of working very closely together and needs more time in close collaboration.
- Is that I could answer this questions with reasonable accuracy, is a testament to Daves consistent approach.
- No question here - Jesus first, family second, job and friends third
- Virtue and Honor
- Training on character traits, standards and values of the company.

0 1 2 3 4 5 6

True Growth Associates

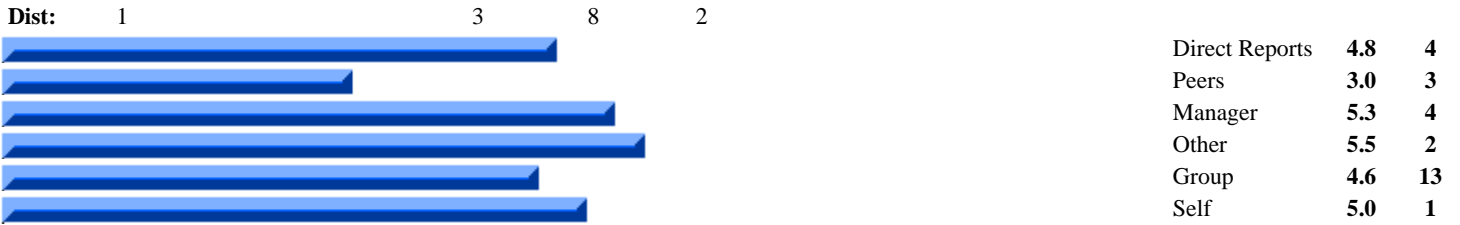
All Questions By Category

Feedback Receiver: Dave Sample

0 1 2 3 4 5 6 Avg. #Resp

Question Category: Authentic/Humble

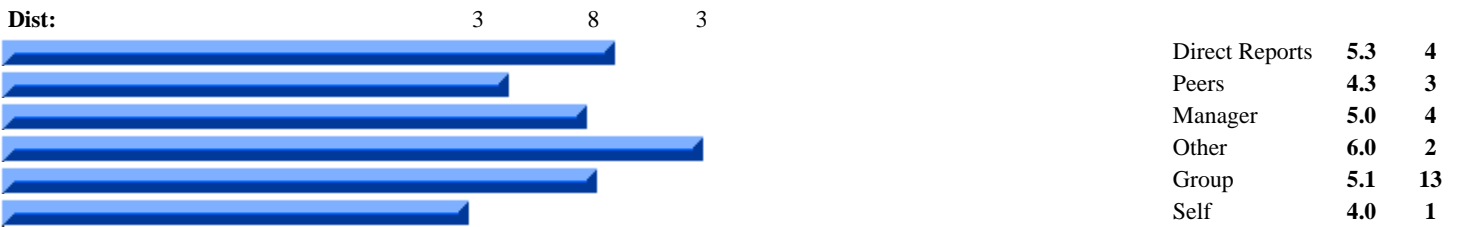
1 The leader is genuine and not trying to mimic someone else.



What we appreciate:

Never.
dave says what he means and means what he says everyday.

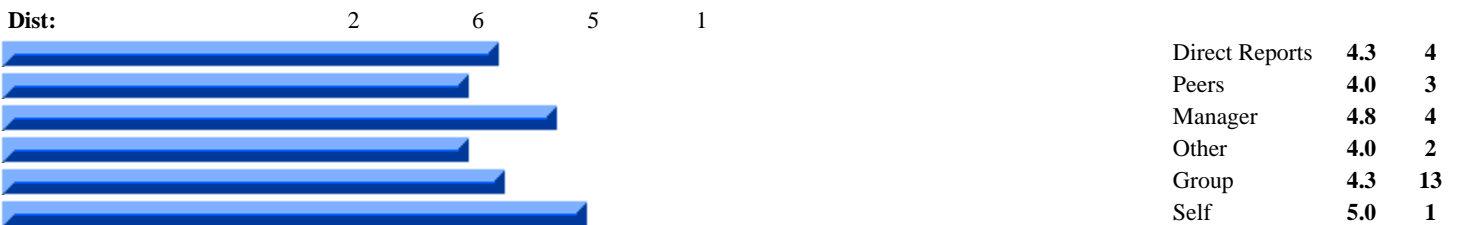
2 The leader puts the interest of others and the team ahead of his/her own self interests.



What we appreciate:

He is trying to delegate and open to mentoring.
Personal experience. He is faithful, consistent, clear and caring, speaking truth and hope to difficult situations, even if the truth is difficult to hear.
Yes 100%
The time commtted to regular one on one is the most effective demonstration of this trait.
Offers to help others without being asked.
Always willing to mentor to others.
Has coached everyone in the co. and has been a great coach in my life.
He has been very committed to coaching me

3 The leader avoids the limelight while ensuring team members receive recognition for their performance.



What we appreciate:

he tries
A great consensus builder.
Lots of different types of people to deal with and does very well

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Authentic/Humble

4 The leader genuinely cares about other people.

Dist: 1 4 6 3



Direct Reports	5.0	4
Peers	3.7	3
Manager	4.8	4
Other	5.0	2
Group	4.6	13
Self	5.0	1

What we appreciate:

Goes overboard

Always quick to point deserved praise to others.

Has made a great effort on this and is genuine in his praise.

5 The leader uses constructive feedback to improve his/her performance

Dist: 3 6 4 1



Direct Reports	4.3	4
Peers	3.3	3
Manager	4.5	4
Other	5.0	2
Group	4.2	13
Self	4.0	1

What we appreciate:

Most of the time

Always takes time for others. Don't know how he does it.

Is considerate to others and works hard to find common agreement.

No one in the company can create a schedule for work like he does along with balancing out everything else. Can also multi-task.

I would say yes.

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Transparent

6 The leader's words and actions are consistently aligned.

Dist: 1 1 3 4 5



Direct Reports	4.3	4
Peers	4.7	3
Manager	5.5	4
Other	3.5	2
Group	4.6	13
Self	5.0	1

What we appreciate:

David is constantly reading books that will help him grow and help him counsel others.
yes, I see that in his life everyday
Consistency.

7 The leader openly discusses his/her personal values.

Dist: 1 4 3 5 1



Direct Reports	3.5	4
Peers	3.7	3
Manager	4.8	4
Other	4.0	2
Group	4.0	13
Self	5.0	1

What we appreciate:

very honest person
Consistency, flexibility, empathy, vision, patience
David is the real deal. What you see is what you get. He tries to live according to his convictions..I know as I have lived with him for 35 years!
Follows through with ideas and doesn't ask others to do what he is not willing to do by example.
His Humilty and Integrity
Always friendly and warm in greeting.
Absolutely. Takes charge with a fully developed thought
Is the real deal - never fake or two-faced.
Talks are genuine and heart felt
He has made himself vulnerable.

What we appreciate:

Very effective at preserving unity.
Takes time to visit after a particularly tough debate.

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Transparent

8 The leader strives to keep people informed about the reasons for his/her decisions/actions.

Dist: 2 1 2 5 2 2



Direct Reports	4.0	4
Peers	2.0	3
Manager	3.5	4
Other	6.0	2
Group	3.7	13
Self	4.0	1

What we appreciate:

he is always there for you
 Empathetic, attentive, patient, consistent, remembers situations and expresses concern regarding situations, process of improvement in the other individuals life, etc.
 David really cares for the people in his company. For example, he has real compassion for our employees and understands what the job demands of them and their families. He tries to alleviate the stress of the crew's travel whenever he can.
 Is aware of and seeks out needs of others.
 He serves others and put others needs above his own
 This is one of the candidate's best traits. Seems to be thinking about taht hte other needs and how to assist others in their growth.
 Again, always inquires about how you are doing.
 Is able to relate to the challenges of others.
 Shows this with how all employees are treated - provides open-door policy and takes time to listen.
 Does care about everyone and comes across that way
 cares for people

What we appreciate:

He tries
 Use of electronic communication copying all concerned facilitates teamwork.
 Always seeks to provide a clear understanding of any particular point of view or position.
 yes, and hard to do at times

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Trustworthy

9 The leader acts with integrity, i.e., does what is right, regardless of his/her personal feelings.

Dist: 2 3 8



Direct Reports	4.5	4
Peers	3.3	3
Manager	5.0	4
Other	5.0	1
Group	4.4	12
Self	5.0	1

What we appreciate:

- He has lately been checking with others to be sure he is on course before he acts on sensitive issues. There is safety in a multitude of councilors.
- Mostly open to challenges
- David doesn't mind being told about his weaknesses. He knows he is not perfect and is trying to understand his weaknesses now, more than ever before. This is a result of the Character training and his wanting to teach that to others. He is more apt to challenge now that he can better articulate his stance.
- Wants real change in himself and others.
- He has a desire to learn and mature
- Carefully considers both sides of a discussion and is willing to change a point of view.
- Accepts feedback and is willing to make changes as needed. Continues to work on making the company better. Provides training for others.
- Feel challenged on a regular basis and has helped my growth.

What we appreciate:

- Definitely self-sacrificing
- Consistency.

10 The leader delivers on all promises and fulfills commitments.

Dist: 7 2 5



Direct Reports	4.5	4
Peers	4.7	3
Manager	5.3	4
Other	5.0	2
Group	4.8	13
Self	5.0	1

What we appreciate:

- Genuine and consistent to his own self expectations and knows his limits
- His public and private life match
- Dave's approach is highly authentic. He's not opposed to using ideas from whatever source, but they don't come across as phony, or just imitation. Ideas are adapted because they will work, and are just as easily discarded if they don't fit.
- A person of clear-headed thinking and is always prepared.
- Has goals for himself and works on achieving them - not worried about how others are.
- Set himself apart by his actions and always looks at situations in a different light the rest of us.

What we appreciate:

- faithful
- Yes it would be
- Dave is disciplined without being driven in a manner that turns people off.
- Without question.

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Trustworthy

11 The leader willingly admits his/her mistakes.

Dist: 1 5 5 3



Direct Reports	4.8	4
Peers	3.3	3
Manager	5.0	4
Other	6.0	2
Group	4.7	13
Self	4.0	1

What we appreciate:

Always places others first
 Is a strong personality type, but demonstrates and communicates his own need and desire for humility.
 He is more interested in what he can help you succeed in than himself
 Despite his own accomplishments, Dave finds it very easy to work with others where they are..easily breaks down barriers.
 He is always kind and considerate and does not come off to me as someone with arrogance or self conceit. However I think to some they feel his humility is part of a show.
 Does not allow a pre-conceived notion to distract from others point of view. Never seeks recognition for wonderful ideas and observations.
 Admits to others when mistakes are made.
 I am Able to contest ideas without being made to feel combative. Very open to suggestions and change.

What we appreciate:

Always.

12 The leader accepts complete responsibility for his/her actions.

Dist: 2 5 3 2



Direct Reports	4.3	4
Peers	3.5	2
Manager	4.8	4
Other	6.0	1
Group	4.5	11
Self	4.0	1

What we appreciate:

Can admit mistakes, faults and accept imperfection in himself and others
 His Genuine
 I believe he is but some feedback from others I hear to be different.
 Consistency.
 Very secure in his beliefs and portrays it.

What we appreciate:

always
 Is never hearing back from those who might have been the subject of protracted debate.
 excellent

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Approachable

13 The leader acts in a way to create a reputation of being self assured.

Dist: 3 7 4



Direct Reports	5.3	4
Peers	4.7	3
Manager	5.0	4
Other	6.0	2
Group	5.2	13
Self	4.0	1

What we appreciate:

He tries very hard to be successful in this area and agonizes over his failures. His sensitivity to people is a huge plus.

Reacts appropriately to all situations and expresses empathy, shares joy, sadness, etc. when exposed to others emotions.

Exercises great self control under pressured circumstances

Emotional issues do not cloud the bigger picture/mission. They are under control.

Demonstrates passion for an idea or objective without raising his voice or use of strong-armed tactics.

Has improved and does very well.

What we don't appreciate:

Seems almost to try too hard to be friendly without significant meaning behind the friendliness.

Long at times for crewmembers.

14 The leader acts in a manner that encourages others to provide feedback to improve his/her performance.

Dist: 1 2 4 4 2



Direct Reports	2.8	4
Peers	2.5	2
Manager	4.5	4
Other	3.5	2
Group	3.4	12
Self	4.0	1

What we appreciate:

He keeps everyone in the loop. He has very organized plans and conveys them well. He has a mind for detail and logic. He says what he means and has the strength of character to stand in adverse conditions. He is a man of hesed love and compassion.

Not "by the book" kind of person. Flexible and attentive, ready to change course if needed.

DAvid has always been a leader but realized that he may not be as effective as he wanted to be.

He started wanting this improvement in 2003 or 2004 and got involved with FMI and Character training.

I believe it's a work in progress. High self-expectations.

He leads with focus and purpose

Again, I would say that based on my experience Dave is trying hard to be a good person and leader but is relying too much on companies like yours to guidance when I feel the guidance he needs is within him and through God.

Self-confident without being conceited.

Has been to extensive training sessions and trains employees with his own style after.

Very good leader, some development from other trainers.

What we don't appreciate:

he can spread himself too thin trying to do everything for everyone when he needs to take time for himself

Hard to tell in my brief conversations how much meaning behind the inquiries.

Open door policy to wide open at times. Remind employees to bring issues up thur chain and if not satisfied, then go to dave.

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Approachable

15 The leader demonstrates the courage to challenge others.

Dist: 1 1 3 5 4



Direct Reports	5.0	4
Peers	4.3	3
Manager	5.3	4
Other	3.5	2
Group	4.7	13
Self	4.0	1

What we appreciate:

- He is very open to counsel.
- He is teachable
- Actively seeks out feedback.
- Always ready to lend a hand or share a burden.
- Always available to listen and encourages others to provide feedback for any improvement. input from others

What we don't appreciate:

- At times he acts too quickly, but not often.
- Maybe a bit reluctant to challenge others
- Is open to challenge but has a tough exterior that can be intimidating to some.

16 The leader encourages others to challenge him/her.

Dist: 1 1 2 5 5



Direct Reports	4.8	4
Peers	3.7	3
Manager	4.8	4
Other	6.0	2
Group	4.7	13
Self	5.0	1

What we appreciate:

- Always does what he says he'll do.
- He is truthful and upfront with you
- One of the greatest strengths -- Dave always follows through with commitments.
- Consistency is a strong personal trait. sets and lives by example.

What we don't appreciate:

- For the simple fact that Dave is always trying to improve by taking these classes I believe he is looking for something more in himself. However I believe he could be more himself without all the self-help coaching.

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Approachable

17 The leader is frequently visible throughout the workplace.

Dist: 3 4 6 1



Direct Reports	4.0	4
Peers	3.7	3
Manager	4.5	4
Other	5.5	2
Group	4.3	13
Self	5.0	1

What we appreciate:

- He doesn't waver - consistent
- Steady and secure with himself and bases his values at the highest moral levels
- He is committed to what he believes and stands by those truths
- Practices what he preaches.
- Have changed and reworded but virtue has never changed

What we don't appreciate:

- Knows the right course and pursues results with less consulting than is sometimes appreciated.

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Purposeful

18 The leader passionately shares his/her life's purpose through living it.

Dist: 2 6 6



Direct Reports	5.3	4
Peers	5.0	3
Manager	5.3	4
Other	6.0	2
Group	5.3	13
Self	5.0	1

What we appreciate:

always

DAvid has been active in meeting with some other business people in our area. IF he sees that some issues need addressing, he seems more able to confront and talk about the issues. He is more comfortable in expressing himself in this area than ever before. He is able to do it without offending the person who is receiving his challenge.

He willconfront people in gentleness and humilty mixed with not avoiding the truth

Does not hesitate to take others to task.

What we don't appreciate:

He does not always communicate his feelings and opinions. He often holds things close to his chest.

19 The leader encourages others to live their life's purpose.

Dist: 1 2 2 8



Direct Reports	5.5	4
Peers	4.0	2
Manager	6.0	4
Other	4.5	2
Group	5.3	12
Self	6.0	1

What we appreciate:

always

He is a Man of word and deed

Authenticity is one of greatest strenghts.

Always.

very well

What we don't appreciate:

He is a very sensitive person that has to be careful with anger and and feelings of failure. Most of these responses are part of his personality and often not accurate.

At times, set in his beliefs, but usally right.

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Purposeful

20 The leader demonstrates the importance to balance life between career, family and self.

Dist: 3 5 6



Direct Reports	4.8	4
Peers	4.7	3
Manager	5.8	4
Other	6.0	2
Group	5.2	13
Self	5.0	1

What we appreciate:

He tries to do this

David likes to make sure he is not confronting prematurely and gives a person time to rectify poor behavior or performance. In the past, he was too lenient with employees. He has learned how to judge situations based on character qualities and that has helped him when addressing issues with individuals.

He does, with question

Dave is good at pointing out where changes are needed and motivating others in the direction of change.

Consistently stands for right and respectfully warns others of unacceptable conditions.

Strives to assure the right people are in the right positions so that poor performance should not occur.

Has greatly improved over the years.

What we don't appreciate:

Dave is sometimes impulsive when implementing new ideas, information or strategies.

It would help to develop leadership style not only through extensive training sessions but by personal experiences and gut feelings that pertain to the industry we are in.

21 The leader seeks to continuously improve his/her performance.

Dist: 1 5 2 6



Direct Reports	5.0	4
Peers	4.7	3
Manager	4.8	4
Other	6.0	2
Group	5.0	13
Self	4.0	1

What we appreciate:

DAvid has an amazing ability to express himself with tact and not be offensive. Sometimes people are offended because of his position (as President of our Company, as an elder of the church) as they don't want to be seen in a negative light.

Yes, I know from experience that this is true of dave

High level of transparency and honesty.

Always.

Speaks what he belives and would never knowing lie.

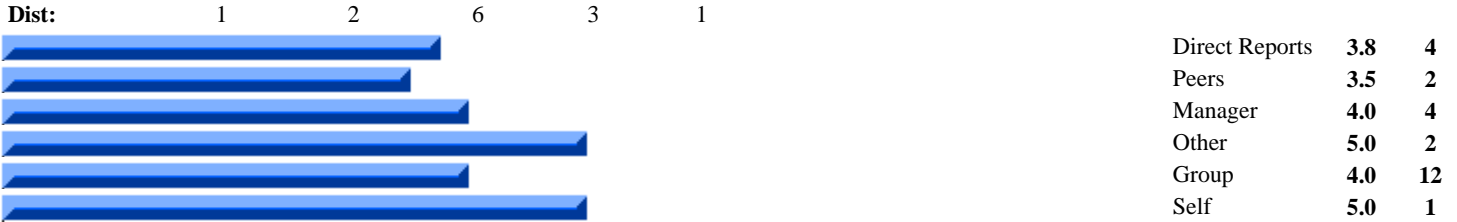
very tactful

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. #Resp

Question Category: Purposeful

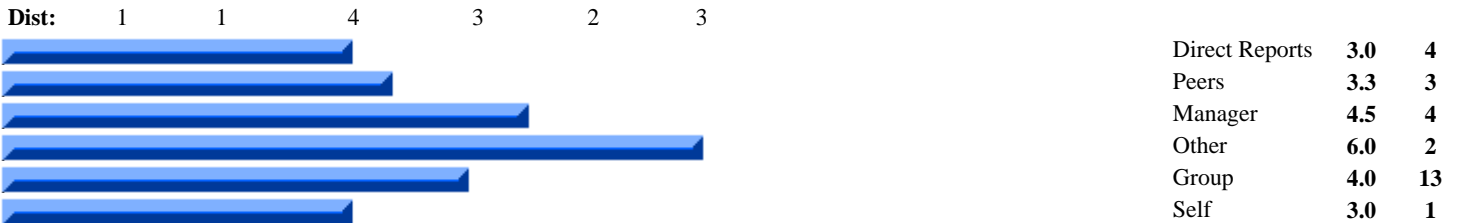
22 The leader ensures that everyone understands that competently completing their job responsibilities is essential to achieving



What we appreciate:

No question here - Jesus first, family second, job and friends third
 To maintain, support and uphold sound moral principles in himself, family, friends and co-workers
 His commitment to his faith, his family, church and friends
 This is a function of working very closely together and needs more time in close collaboration.
 Is that I could answer this questions with reasonable accuracy, is a testament to Daves consistent approach.
 Training on character traits, standards and values of the company.
 Virtue and Honor
 safety, relationships

23 The leader lives the principle that real success is helping others to be successful.



What we appreciate:

Admitting failure and taking action to correct it or begin again
 He really does lead by example
 Is you can tell the depth of Dave's personal and business experience that guides his thoughts.
 Believe it's done on a regular basis

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Respects/Values People

24 The leader encourages everyone to offer input.

Dist: 1 2 1 4 4 1



Direct Reports	3.3	4
Peers	2.5	2
Manager	5.0	4
Other	4.0	2
Group	3.8	12
Self	4.0	1

What we appreciate:

He is dependable and very responsible
 Compassion and consistency.
 His beliefs and understanding of what is right.
 I could only wish they would have Daves values.
 strong character

25 The leader listens to understand other's points of view.

Dist: 2 1 3 5 2



Direct Reports	3.3	4
Peers	3.0	2
Manager	5.3	4
Other	5.5	2
Group	4.3	12
Self	5.0	1

What we appreciate:

When errors have occurred he has used himself as a bad example. It takes a big man to do this.
 That a fact. Integrity all the way
 I could not imagine a single decision or recommendation that Dave has made that would cause
 any concern.
 nothing to be ashamed of.
 strong set of ethics

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Respects/Values People

26 The leader uses the input of others

Dist: 1 1 5 5 2



Group	Avg.	#Resp
Direct Reports	4.8	4
Peers	3.0	3
Manager	5.0	4
Other	4.0	2
Group	4.3	13
Self	4.0	1

What we appreciate:

Always
 David doesn't often carry on long conversations with people. He is often a man of few words...except when it comes to God or the business. But he is always quick to greet a person warmly and treat them with respect.
 yes he does
 There is no question Dave does he best he can by each person in every situation.
 Consistency.

What we don't appreciate:

His tender heart at times causes him to not always act although he has come a long way in this area.
 Occasionally makes a judgment on behavior/performance without getting all the necessary facts/information.
 Be more involved when an employee is failing in performance and make sure employee is aware in a timely manner.

27 The leader treats everyone as equals regardless of their position.

Dist: 1 7 3 3



Group	Avg.	#Resp
Direct Reports	4.3	4
Peers	3.0	3
Manager	4.8	4
Other	6.0	2
Group	4.4	13
Self	5.0	1

What we appreciate:

Openly speaks of this and also acts on it consistently
 Is his strong convictions without feeding the need to preach.
 His love for his family and his employees. Always wanting to help others.
 God

What we don't appreciate:

His verbal communication skills are not always as good as they should be. Misunderstandings can occur if he is not careful with his wording.

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Respects/Values People

28 The leader makes an effort to know and use people's names.

Dist: 1 4 2 4 1 1



Direct Reports	3.0	4
Peers	3.0	2
Manager	3.8	4
Other	3.5	2
Group	3.3	12
Self	2.0	1

What we appreciate:

Self sacrificing and concerned for others welfare in the future
 Always considers the long-term impact of any decision, without accepting any credit for personal efforts.

29 The leader takes others' feelings into consideration when presenting the facts.

Dist: 1 5 3 4



Direct Reports	4.0	4
Peers	4.5	2
Manager	5.3	4
Other	6.0	2
Group	4.8	12
Self	4.0	1

What we appreciate:

Quietly, with action more than words
 every day he is talking about his vision and desires in the context of his team
 With consistency.
 On a regular basis

30 The leader empowers others to make independent decisions.

Dist: 2 3 5 3



Direct Reports	5.0	4
Peers	3.0	2
Manager	5.3	4
Other	4.0	2
Group	4.6	12
Self	4.0	1

What we appreciate:

The enthusiasm is real
 He is consistent in his mission, even if others don't see it. (most do-others are just blind)

 Always has a smile on his face and ready to help.
 Involvement in company meetings and relaying what is important.
 Has become a better motivator

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Knows Self

31 The leader is knowledgeable of how he/she is perceived by colleagues.

Dist: 1 2 8 1 1



Direct Reports	3.8	4
Peers	4.0	2
Manager	4.0	4
Other	4.0	2
Group	3.9	12
Self	4.0	1

What we appreciate:

- Has a good vision for the future
- Balances life, uses time wisely between reality and future vision, one step at a time
- Years of experience has provided a wealth of character.
- Understands the day-to-day but more involved in the big picture.
- Not as much involved in the day to day but understands ties.

What we don't appreciate:

- He is very trusting and this can lead to decisions that later have to be examined and changed.

32 The leader strives to maximize his/her strengths in working relationships.

Dist: 1 1 6 6



Direct Reports	5.5	4
Peers	5.3	3
Manager	4.5	4
Other	5.5	2
Group	5.2	13
Self	5.0	1

What we appreciate:

- He writes it well and at times is able to articulate his vision.
- Has a firm vision and understands how to achieve it and expresses it to others in appropriate language
- With clarity and distinction.
- Dave is able to inspire others with his words

33 The leader strives to minimize what he/she does that adversely impacts working relationships.

Dist: 3 5 5



Direct Reports	4.0	4
Peers	4.0	2
Manager	4.8	4
Other	4.0	2
Group	4.3	12
Self	3.0	1

What we appreciate:

- Serving Jesus - in word action and deed.
- Without question.

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp

Question Category: Knows Self

34 The leader is comfortable with who he/she is, i.e., comfortable living in his/her own skin.

Dist: 2 5 6 1



Direct Reports	4.3	4
Peers	4.0	3
Manager	5.3	4
Other	4.5	2
Group	4.5	13
Self	3.0	1

What we appreciate:

- no bragging
- Consistently speaks of goals and ambitions of life.

0 1 2 3 4 5 6

RESOURCES

True Growth™ Resources:

- Executive Coaching
- Leader Development
- Organizational Consulting
- Motivational Speaking

Authentic Leadership Readings:

- **The Power of Full Engagement** – Jim Loehr and Tony Schwartz
- **Why Should Anyone be Led by You?** *What it takes to be an Authentic Leader*- Rob Goffe and Gareth Jones
- **A New Breed of Leader** – Sheila Murray Bethel
- **The Slight Edge** – Jeff Olson – www.tapesandtools.com
- **Now, Discover Your Strengths** – Buckingham & Clifton
- **The Seven Acts of Courage** – Robert E. Staub
- **True Success** - Tom Morris, Ph.D.
- **The Speed of Trust** – Stephen M.R. Covey
- **Authentic Leadership** – Bill George
- **True North** – Bill George
- **Primal Leadership – Learning to Lead with Emotional Intelligence** – Daniel Goleman
- **Leadership and Self-Deception** – The Arbinger Institute
- **Beyond Winning – The Timeless Wisdom of Great Philosopher Coaches** – Gary Walton
- **Doing Right in a Shrinking World** – Louis DeThomasis & Neal St. Anthony
- **The Heart of Leadership – 12 Practices of Courageous Leaders** - Robert E. Staub
- **The 7 Habits of Highly Effective People** – Stephen R. Covey
- **PeopleSmart Leaders** – Larry Cole, Ph.D.

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