



LD12 360

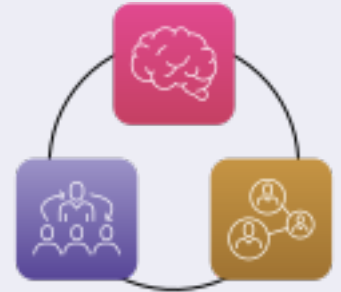
SUMMARY REPORT

Mary Simmons
Mid-level Leader
ABC Company

THE AIIR[®] LEADERSHIP FRAMEWORK

Three Leadership Pillars

Leadership is the act of realizing a clear and compelling vision through others. The best leaders have a broad repertoire of skills to make good decisions and lead people. We believe these leadership skills fall into three domains: Leading Self, Leading Others, and Leading the Organization.



LEADING SELF

Leading others starts with self-leadership. As Lao Tsu said, "Mastering others is a strength; mastering oneself is true power." Self-leadership is the underlying foundation for role-modeling leadership, having self-awareness, and giving yourself enough time, energy, and resilience to lead others and the organization.



LEADING OTHERS

Achieving organizational results is a team sport. Every consequential achievement in organizations is the result of large-scale cooperation. Leaders are at the center of building relationships, motivating cooperation, managing performance, creating healthy cultures, and galvanizing toward the vision.



LEADING THE ORGANIZATION

Over the past decade, the rate of change and disruption have accelerated exponentially. We're living in an unpredictable world, and the future is uncertain. Leading Organizations is about adapting to change and disruption by shaping an agile culture, driving organizational transformation, and making strategic decisions that align with a future-oriented vision.



THE AIIR[®] LEADERSHIP FRAMEWORK - EXPANDED

In the LD12 model, there are 3 Leadership Domains, 12 Leadership Dimensions, and 45 Leadership Skills



Leading Self

SELF-MANAGEMENT

Self-Care Self-Awareness
Confidence Emotion Management
Resilience

DECISION MAKING

Curiosity Problem Solving
Decision Quality

TIME AND ENERGY

Focus Prioritization
Time Management Delegation

LEADERSHIP BRAND

Career Development Gaining Expertise
Executive Presence Personal Brand



Leading Others

BUILDING TRUST

Trust Authenticity

SOCIAL ACUMEN

Empathy Managing Conflict
Listening Communication
Strengthening Relationships
Building Relationships Influence

MANAGING PERFORMANCE

Accountability Coaching
Developing Talent Motivating Others
Empowering Others

TEAM EFFECTIVENESS

Team Culture Team Leadership
Collaboration Team Productivity



Leading The Organization

VISIONING

Innovation Setting Vision
Inspiration

STRATEGIC LEADERSHIP

Strategic Thinking Strategic Management
Stakeholder Management

DRIVING CHANGE

Execution Navigating Change
Leadership Flexibility

CULTURE SHAPING

Culture Building Inclusive Leadership

ABOUT LD12 360 SCORING

Rater Information

NUMBER OF RATERS	RATERTYPE
1	Self
1	Manager
3	Peer
3	Direct Report



Scoring

You and your colleagues responded to statements regarding your leadership style on a scale from 1-6, with 1 indicating that you strongly disagreed with the statement and 6 indicating that you strongly agreed. To put these scores in context, we created six scoring bands that reflect how your scores compare to others in our database: Potential Risk, Opportunity, In Line, Effective, Elevated, and High.

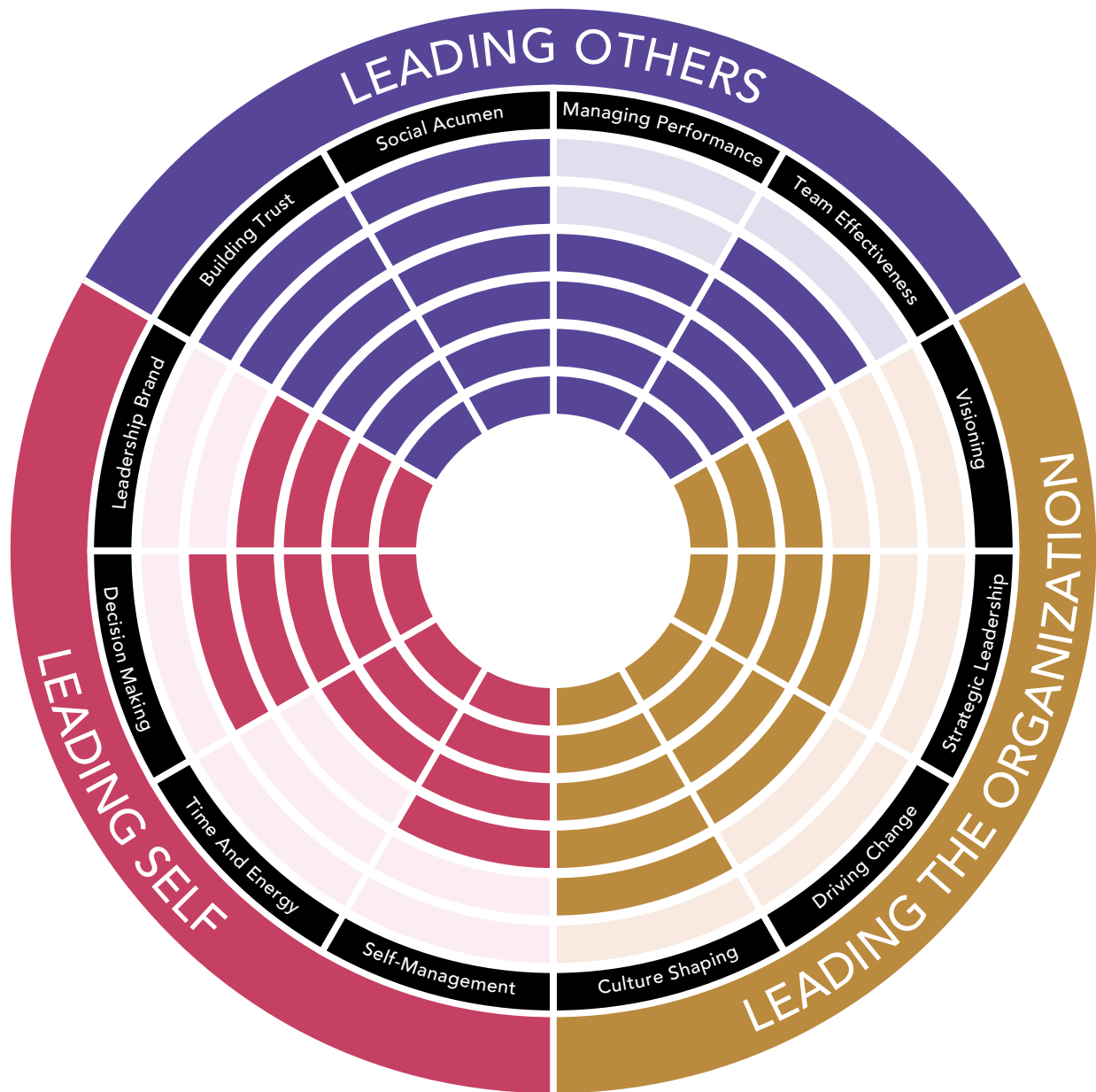
6	Strongly agree
5	Agree
4	Somewhat agree
3	Somewhat disagree
2	Disagree
1	Strongly disagree

LABEL	SCORING RANGE
High	5.3 - 6.0
Elevated	5.1 - 5.2
Effective	4.8 - 5.0
In line	4.3 - 4.7
Opportunity	3.9 - 4.2
Potential Risk	1.0 - 3.8

Example



SUMMARY SCORES



LEADING SELF

Self-Management

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Self Management deals with your level of self-awareness surrounding your leadership, ability to set aside time to engage in self-care, confidence in your abilities, resilience, and ability to manage emotions.

Time And Energy

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Time and Energy measures your ability to effectively focus effort and attention, set priorities, manage time, and delegate in the interest of efficiency.

Decision Making

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Decision Making refers to the ability to seek out and synthesize newly-acquired information and use it to make sound judgments in balance with intuition.

Leadership Brand

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Leadership Brand deals with your ability to play an active strategic role in your ongoing career development, acquisition of job-relevant knowledge, exert executive presence, and champion your own reputation and visibility in the organization.

LEADING OTHERS

Building Trust

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Building trust refers to your capacity to lead authentically in alignment with your values and in doing so instill faith and followership in those you lead.

Social Acumen

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Social acumen deals with your ability to demonstrate empathy, engage in active listening, manage conflict effectively, assert influence, and other elements of leader-like relationship- management.

Managing Performance

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Managing performance refers to your aptitude for holding yourself and others accountable; coaching, motivating, and developing your team; and empowering others to take ownership of their performance.

Team Effectiveness

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Team effectiveness deals with your ability to collaborate with others, lead teams, and champion productivity and a meaningful team culture.

LEADING THE ORGANIZATION

Visioning

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Visioning concerns your ability to innovate, set a vision, and inspire buy-in from others.

Strategic Leadership

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Strategic leadership deals with your ability to develop and manage big- picture strategy as well as manage stakeholder relationships and outcomes for implementing new strategies.

Driving Change

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Driving change refers to your ability to execute on a vision by way of agile, flexible leadership and navigating change at the organizational level.

Culture Shaping

Rater Category	Score					
Self						
Manager						
Peer						
Direct Report						
Other						

Culture shaping deals with your ability to build an organizational culture wherein members feel engaged via inclusive leadership.

LD12 LEADERSHIP DIMENSIONS

OVERALL RATINGS

Scoring

Label	High	Elevated	Effective	In line	Opportunity	Potential Risk
Scoring Range	5.3 - 6.0	5.1 - 5.2	4.8 - 5.0	4.3 - 4.7	3.9 - 4.2	1.0 - 3.8

*The - means not enough raters responded to protect confidentiality

Leading Self

	Overall	Self	Manager	Peer	Direct Report	Other
Self-Management	5.00	5.80	5.60	4.40	5.40	-
Time And Energy	4.71	4.50	4.75	4.58	4.83	-
Decision Making	5.24	5.33	5.33	5.22	5.22	-
Leadership Brand	4.96	4.00	4.75	4.83	5.17	-

Leading Others

	Overall	Self	Manager	Peer	Direct Report	Other
Building Trust	5.71	5.00	6.00	5.50	5.83	-
Social Acumen	5.35	5.57	6.00	5.05	5.43	-
Managing Performance	4.83	5.00	4.80	4.60	5.07	-
Team Effectiveness	5.14	5.25	5.00	5.00	5.33	-

Leading The Organization

	Overall	Self	Manager	Peer	Direct Report	Other
Visioning	4.62	4.00	4.33	4.67	4.67	-
Strategic Leadership	5.05	5.00	5.67	5.11	4.78	-
Driving Change	5.10	5.00	4.67	4.78	5.56	-
Culture Shaping	5.29	5.50	6.00	4.67	5.67	-



DIVING DEEPER

DIMENSIONS

LEADING SELF

The next pages provide definitions and scores for each dimension within Leading Self. The scores for the dimensions were rated by you and your colleagues.

As such, each Leading Self dimension compares self-ratings with other ratings to measure alignment between your perception and what others think.

Self-Management

Self Management deals with your level of self-awareness surrounding your leadership, ability to set aside time to engage in self-care, confidence in your abilities, resilience, and ability to manage emotions.

Self
All Others



Time And Energy

Time and Energy measures your ability to effectively focus effort and attention, set priorities, manage time, and delegate in the interest of efficiency

Self
All Others



Decision Making

Decision Making refers to the ability to seek out and synthesize newly-acquired information and use it to make sound judgments in balance with intuition.

Self
All Others



Leadership Brand

Leadership Brand deals with your ability to play an active strategic role in your ongoing career development, acquire job-relevant knowledge, exert executive presence, and champion your own reputation and visibility in the organization.

Self
All Others



SKILLS

LEADING SELF

The next pages provide definitions and scores for each skill within Leading Self. The scores for the skills were rated by you and your colleagues.

As such, each Leading Self skill compares self-ratings with other ratings to measure alignment between your perception and what others think.



Self-Care

Self-Management

Actively attending to one's own mental, emotional, and physical well-being personally and professionally.

Self

All Others



Self-Awareness

Self-Management

Conscious knowledge of one's own character, feelings, and motives that guide behavior and decision making.

Self

All Others



Confidence

Self-Management

A feeling of self-assurance and personal efficacy arising from an appreciation of one's own qualities.

Self

All Others



Emotion Management

Self-Management

The ability to be aware of and constructively manage positive and challenging emotions.

Self

All Others



Resilience

Self-Management

The capacity to maintain composure through challenging times and to recover from setbacks.

Self

All Others



Focus

Time And Energy

Effectively concentrating one's attention and effort on the most pressing needs to complete tasks and deliver on responsibilities.

Self

All Others



Prioritization

Time And Energy

Capacity to organize tasks and actions based on level of urgency and importance.

Self

All Others



Time Management

Time And Energy

Planning and exercising conscious control of time spent on specific activities to increase effectiveness, efficiency, and productivity.

Self

All Others



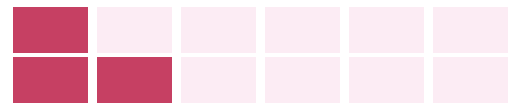
Delegation

Time And Energy

Getting work done by sharing responsibility for outcomes along with the agency to do what is needed to produce results.

Self

All Others



Curiosity

Decision Making

The tendency to recognize and seek out novel and challenging information, ideas, and experiences.

Self

All Others



Problem Solving

Decision Making

Synthesizing diverse data sources, analyzing cause-effect relationships, and engaging in critical thinking to make accurate assessments and implement effective solutions.

Self

All Others



Decision Quality

Decision Making

Making good judgments by balancing data, experience, and intuition.

Self

All Others



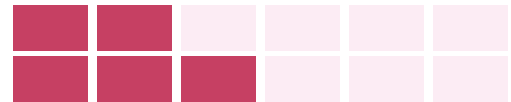
Career Development

Leadership Brand

Identifying and implementing strategies for career growth.

Self

All Others



Gaining Expertise

Leadership Brand

Acquiring new job-relevant knowledge and experiences that facilitate being an expert on the industry, company, product, or technical domain.

Self

All Others



Executive Presence

Leadership Brand

Demonstrating self-confidence, poise, and authenticity that inspires confidence in others to believe in and follow your leadership.

Self

All Others



Personal Brand

Leadership Brand

Cultivating one's reputation at work by making visible one's identity and distinctiveness as a leader.

Self

All Others



DIMENSIONS

LEADING OTHERS

The next pages provide definitions and scores for each dimension within Leading Others. The scores for the dimensions were rated by you and your colleagues.

As such, each Leading Others dimension compares self-ratings with other ratings to measure alignment between your perception and what others think.

Building Trust

Building trust refers to your capacity to lead authentically in alignment with your values and in doing so instill faith and followership in those you lead.

Self



All Others

Social Acumen

Social acumen deals with your ability to demonstrate empathy, engage in active listening, manage conflict effectively, assert influence, and other elements of leader-like relationship-management.

Self



All Others

Managing Performance

Managing performance refers to your aptitude for holding yourself and others accountable; coaching, motivating, and developing your team; and empowering others to take ownership of their performance.

Self



All Others

Team Effectiveness

Team effectiveness deals with your ability to collaborate with others, lead teams, and champion productivity and a meaningful team culture.

Self



All Others

SKILLS

LEADING OTHERS

The next pages provide definitions and scores for each skill within Leading Others. The scores for the skills were rated by you and your colleagues.

As such, each Leading Others skill compares self-ratings with other ratings to measure alignment between your perception and what others think.



Trust

Building Trust

Conducting oneself in a way that demonstrates to others reliability and intention to do the right thing.

Self

All Others



Authenticity

Building Trust

Capacity to be true to one's own personality, own one's limitations and mistakes, ask for advice, and receive constructive feedback.

Self

All Others



Empathy

Social Acumen

Capacity to understand and relate to another's emotional state and see things from their perspective.

Self

All Others



Managing Conflict

Social Acumen

Constructively addressing disagreement to achieve an optimal resolution that minimizes negative impact and leverages positive conflict.

Self

All Others



Listening

Social Acumen

Taking time to see another's perspective in a way that makes the other person feel understood and without interjecting one's own beliefs or opinions.

Self

All Others



Communication

Social Acumen

Clearly conveying thoughts, feelings, ideas, and expectations verbally and nonverbally across methods.

Self

All Others



Strengthening Relationships

Social Acumen

Proactive investment in developing and maintaining relationships over time.

Self

All Others



Building Relationships

Social Acumen

Working to build relationships with people who may be helpful in achieving work-related goals and establishing advantages.

Self

All Others



Influence

Social Acumen

The ability to have a motivating effect on others without exerting power and control.

Self

All Others



Accountability

Managing Performance

The willingness of an individual to account for their actions, accept responsibility for them, and share results in a transparent manner.

Self

All Others



Coaching

Managing Performance

Helping others improve performance by posing probing questions that guide them toward learning, development, and finding their own solutions.

Self

All Others



Developing Talent

Managing Performance

Efforts that foster learning, employee engagement, and employee development to drive productivity and organizational performance.

Self

All Others



Motivating Others

Managing Performance

Inspiring others' commitment to their work and organizational excellence.

Self

All Others



Empowering Others

Managing Performance

Providing others with a sense of ownership and the means to achieve something.

Self

All Others



Team Culture

Team Effectiveness

Investing in team dynamics and interpersonal functioning of the team.

Self

All Others



Team Leadership

Team Effectiveness

Team Leader skills that enable others to work together in a way that produces results and value beyond what could be achieved individually.

Self

All Others



Collaboration

Team Effectiveness

Effectively working with others to actualize a common purpose or achieve a shared goal.

Self

All Others



Team Productivity

Team Effectiveness

Focusing on the efficiency and productivity of a team.

Self

All Others



DIMENSIONS LEADING THE ORGANIZATION

The next pages provide definitions and scores for each dimension within Leading The Organization. The scores for the dimensions were rated by you and your colleagues.

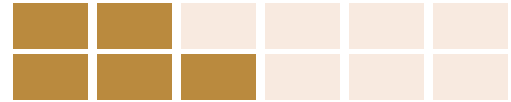
As such, each Leading The Organization dimension compares self-ratings with other ratings to measure alignment between your perception and what others think.

Visioning

Visioning concerns your ability to innovate, set a vision, and inspire buy-in from others.

Self

All Others



Strategic Leadership

Strategic leadership deals with your ability to develop and manage big-picture strategy as well as manage stakeholder relationships and outcomes for implementing new strategies.

Self

All Others



Driving Change

Driving change refers to your ability to execute on a vision by way of agile, flexible leadership and navigating change at the organizational level.

Self

All Others



Culture Shaping

Culture shaping deals with your ability to build an organizational culture wherein members feel engaged via inclusive leadership.

Self

All Others



SKILLS LEADING THE ORGANIZATION

The next pages provide definitions and scores for each skill within Leading the Organization. The scores for the skills were rated by you and your colleagues.

As such, each Leading the Organization skill compares self-ratings with other ratings to measure alignment between your perception and what others think.



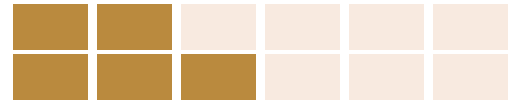
Innovation

Visioning

Introducing a new idea or concept, or advancing an existing idea or concept, in order to derive a novel solution to an existing problem.

Self

All Others



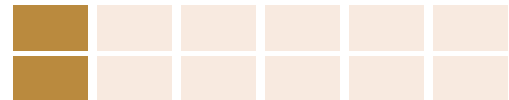
Setting Vision

Visioning

Establishing and communicating a clear and compelling future state, usually connected to organizational advances, and reinforcing it over time

Self

All Others



Inspiration

Visioning

Communicating and living the organization's values and aspirations.

Self

All Others



Strategic Thinking

Strategic Leadership

To understand the bigger picture of the organization's current state, where it needs to go, and devising a plan for how it will get there.

Self

All Others



Strategic Management

Strategic Leadership

Managing relationships, expectations, and information sharing with the key people who are crucial to the success of a project or initiative.

Self

All Others



Stakeholder Management

Strategic Leadership

The ongoing process of setting goals, making plans, and adapting to realities in order to execute on a strategy

Self

All Others



Execution

Driving Change

Successful actualization of a strategy or set of objectives through collaboration, planning, coordinated action steps, and measuring results.

Self

All Others



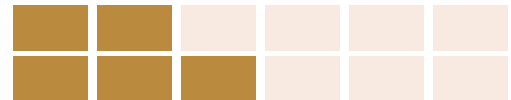
Navigating Change

Driving Change

Effectively introducing and managing organizational change with clear communication and an ability to lead others through ambiguity and resistance.

Self

All Others



Leadership Flexibility

Driving Change

Capacity to bend and flex one's leadership style to match the situation.

Self

All Others



Culture Building

Culture Shaping

Introducing intentional practices to grow an organization's current culture to an ideal state.

Self

All Others



Inclusive Leadership

Culture Shaping

Fostering an environment of connection, respect, and involvement for all members of an organization to foster engagement and value creation.

Self

All Others



RATINGS

TOP 5 STRENGTHS AND OPPORTUNITIES

This section shows your top strengths and opportunities for development on a 1 to 6 rating scale. The strength items are your top five based on your colleagues' perspectives, whereas the opportunities items were rated lowest.



RATINGS | STRENGTHS AND OPPORTUNITIES

Signature Strengths

RANK	ITEM	SCORE
1	This leader clearly articulates and sets the organizational vision.	3.86
2	This leader is bold and confident in their own perspective.	4.14
3	This leader is effective at leading high-performing teams.	4.29
4	This leader is successful at motivating their team to achieve goals.	4.29
5	This leader is effective at delegating tasks to the right team members.	4.29

Opportunities for Development

RANK	ITEM	SCORE
45	This leader is empathetic to the needs and concerns of others.	5.86
44	This leader fosters a positive team culture.	5.71
43	This leader executes on plans and initiatives.	5.71
42	This leader is very successful at building and maintaining trust with stakeholders.	5.71
41	This leader is authentic in their interactions with others, never appearing as they are playing politics.	5.71

RATINGS

OVERALL ITEM

SCORES

This section shows your scores on all LD12 360 items that were rated on a 1 to 6 scale. These ratings are from your colleagues and do not include self-ratings. Each item has a color to illustrate which leadership dimensions and skills they represent, and they are ordered from high to low for ease of interpretation. As you review your results, the goal is to pinpoint additional behaviors and themes that can be celebrated as strengths or areas for development.



RATINGS | OVERALL

RANK	ITEM	SCORE	SKILL	DIMENSION
1	This leader clearly articulates and sets the organizational vision.	3.86	Setting Vision	Visioning
2	This leader is bold and confident in their own perspective.	4.14	Confidence	Self-Management
3	This leader is effective at leading high-performing teams.	4.29	Team Leadership	Team Effectiveness
4	This leader is successful at motivating their team to achieve goals.	4.29	Motivating Others	Managing Performance
5	This leader is effective at delegating tasks to the right team members.	4.29	Delegation	Time And Energy
6	This leader holds themselves and others accountable for results.	4.43	Accountability	Managing Performance
7	This leader is capable of leading the organization through transformation.	4.43	Navigating Change	Driving Change
8	This leader is committed to their career development.	4.43	Career Development	Leadership Brand
9	This leader prioritizes tasks and initiatives that align with organizational goals.	4.57	Prioritization	Time And Energy
10	This leader is committed to revolutionizing the organization.	4.71	Innovation	Visioning
11	This leader empowers team members to take initiative.	4.71	Empowering Others	Managing Performance
12	This leader is effective at setting goals, formulating strategy, and adapting plans to meet organizational objectives.	4.71	Strategic Management	Strategic Leadership
13	This leader listens and responds to feedback from team members.	4.71	Listening	Social Acumen
14	This leader thinks strategically and understands all the moving parts in the organization.	4.86	Strategic Thinking	Strategic Leadership
15	This leader maintains focus on key initiatives and objectives, even when others are distracted by new ideas.	4.86	Focus	Time And Energy

RANK	ITEM	SCORE	SKILL	DIMENSION
16	This leader is aware of their strengths and shortcomings.	5.00	Self-Awareness	Self-Management
17	This leader drives team productivity and efficiency.	5.00	Team Productivity	Team Effectiveness
18	This leader stays updated with the latest industry knowledge.	5.00	Gaining Expertise	Leadership Brand
19	This leader sets aside time for relaxation and self-care activities to maintain well-being and performance.	5.00	Self-Care	Self-Management
20	This leader promotes diversity, equity, and inclusion within the organization.	5.14	Inclusive Leadership	Culture Shaping
21	This leader is proficient at managing their time.	5.14	Time Management	Time And Energy
22	This leader is very curious and open to new ideas and learning opportunities.	5.14	Curiosity	Decision Making
23	This leader has established a compelling leadership brand within the organization.	5.14	Personal Brand	Leadership Brand
24	This leader has a clear communication style.	5.14	Communication	Social Acumen
25	This leader adapts their leadership style to different situations and individuals.	5.14	Leadership Flexibility	Driving Change
26	This leader is effective at influencing stakeholders to achieve organizational goals.	5.29	Influence	Social Acumen
27	This leader is effective at identifying and developing talent within their team.	5.29	Developing Talent	Managing Performance
28	This leader effectively resolves conflicts.	5.29	Managing Conflict	Social Acumen
29	This leader has a strong executive presence, commanding respect and attention in a room.	5.29	Executive Presence	Leadership Brand
30	This leader has an inspiring leadership style.	5.29	Inspiration	Visioning

RATINGS | OVERALL

RANK	ITEM	SCORE	SKILL	DIMENSION
31	This leader consistently makes well-informed and timely decisions.	5.29	Decision Quality	Decision Making
32	This leader is skilled in identifying and solving complex problems.	5.29	Problem Solving	Decision Making
33	This leader is an effective coach and mentor.	5.43	Coaching	Managing Performance
34	This leader nurtures and maintains long-term relationships.	5.43	Strengthening Relationships	Social Acumen
35	This leader quickly bounces back from challenges and setbacks.	5.43	Resilience	Self-Management
36	This leader is excellent at managing emotions in high-pressure situations.	5.43	Emotion Management	Self-Management
37	This leader builds and sustains a healthy and productive organizational culture.	5.43	Culture Building	Culture Shaping
38	This leader manages relationships with various internal and external stakeholders.	5.57	Stakeholder Management	Strategic Leadership
39	This leader effectively promotes collaboration among team members.	5.57	Collaboration	Team Effectiveness
40	This leader is effective in establishing new relationships within and outside the organization.	5.71	Building Relationships	Social Acumen
41	This leader is authentic in their interactions with others, never appearing as they are playing politics.	5.71	Authenticity	Building Trust
42	This leader is very successful at building and maintaining trust with stakeholders.	5.71	Trust	Building Trust
43	This leader executes on plans and initiatives.	5.71	Execution	Driving Change
44	This leader fosters a positive team culture.	5.71	Team Culture	Team Effectiveness
45	This leader is empathetic to the needs and concerns of others.	5.86	Empathy	Social Acumen

FEEDBACK

The following pages share colleagues' answers to two open-ended questions about strengths and areas for improvement. Please pay special attention to frequently occurring themes in the feedback, rather than focusing on one-off comments. The goal is to integrate this qualitative data with information on the previous pages.

What are Mary's greatest strengths?

Manager	Mary does a great job of engaging, motivating, and mentoring her team. She is an excellent problem-solver, and I trust her decision-making completely. I know I can depend on Mary to hold down the fort in my absence. She is also very bright - a quick study. She is always willing to dive in and learn something new.
Peer	Mary's greatest areas of strength lie in her exceptional analytical skills and her innate ability to foster meaningful connections with others. Her analytical prowess allows her to dissect complex problems, identify underlying patterns, and devise innovative solutions that are both effective and efficient. This cognitive capability is complemented by her strong interpersonal skills, which enable her to communicate her ideas clearly and persuasively, build and maintain robust professional relationships, and inspire collaboration among her team members. Mary's combination of critical thinking and emotional intelligence positions her as a valuable asset in any team or project, making her adept at navigating the challenges of today's fast-paced and interconnected world.
	Mary does a great job of inspiring productivity in her team by leading with empathy. She is very inclusive of others and is an excellent presenter/public speaker. Her insights are clear, concise, and well thought-out when she presents to stakeholders and to our larger peer group. Mary is kind and empathetic. I appreciate the way she engages with my team and offers to step in and help, even when I know she has so much on her plate. I know she leads her team the same way - always willing to lend a helping hand. Mary is warm, compassionate, and empathetic as a leader/manager. She is always willing to step in and help, especially when it comes to clearly explaining/clarifying more ambiguous directives.
Direct Report	Dependable, self-motivated, trustworthy, team-oriented, emotional awareness. Mary is particularly skilled at creating an atmosphere where people feel safe to be their true selves. This helps contribute to free flow of ideas and paves the way for innovation. She always ensures that others feel heard and included in group discussions and is skilled at encouraging the "quieter" voices in the room to share their perspectives.

FEEDBACK | AREAS FOR IMPROVEMENT

What are Mary's greatest areas of opportunity?

Manager

Mary struggles with delegating. Her team is productive, but I'm not so sure she is running it efficiently, especially when it comes to putting the right people in the right roles. She does a good job of mentoring and offering counsel, but I think she spends a bit too much time in the weeds (doing paperwork tasks, e.g.). She often works late, and she shouldn't have to. I don't want to see her get burnt out on executing tasks she could easily delegate; I want to see her leverage her presentation skills and executive command in more strategic discussions.

While Mary definitely capitalizes on opportunities to lead with compassion and empathy, she may need to employ a harder-driving approach when it comes to galvanizing productivity on her team. From where I sit, I can see Mary juggling a lot of tasks that she should be able to delegate to others. Her people won't learn how to do things independently if she doesn't let them (i.e., get out of the weeds when appropriate). This will also help free up her time to think more strategically about the business and take firmer stances on our strategic trajectory.

Peer

Conversely, Mary's greatest areas of opportunity stem from her tendency to be overly cautious and her struggle with time management. Her cautious approach, while beneficial in ensuring thoroughness and minimizing risks, can sometimes hinder her ability to make swift decisions, especially in fast-moving environments where quick judgment is paramount. Additionally, Mary's ambition and commitment to excellence can lead to challenges in prioritizing tasks effectively, occasionally resulting in missed deadlines or undue stress. Recognizing these areas, there is significant potential for growth as Mary works to balance her meticulous nature with the demands of rapid decision-making and develops strategies to enhance her time management skills, ensuring she can meet her objectives efficiently without compromising on quality.

Mary could stand to more boldly assert her viewpoint, especially with more senior leaders and external stakeholders. It would be excellent for her brand. Additionally, while her willingness to help is a strength in many situations, I think it bogs her down and keeps her from being able to share her voice and views more broadly across the organization. She should let her team do things on their own without always feeling the need to step in and help.

Direct Report

Mary sometimes struggles to delegate and give targeted feedback. I think it will be important for her not to over-index on sensitivity to others' feelings to make sure everyone on the team is being productive and meeting expectations.

Mary sometimes struggles to communicate or articulate how individual tasks connect to the broader

FEEDBACK | AREAS FOR IMPROVEMENT

What are Mary's greatest areas of opportunity?

Direct Report	vision of the team and the organization. It would also be beneficial for her to leverage her executive presence to make more of an impact on strategic initiatives. Don't try to do everything on your own, delegate.
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