

Intermodal Leadership Success Factors

Leadership Feedback Report

based on ratings from

5 Observers

for

Mr. Lea D. R. Sample

1-Oct-07

**Leadership Success Profile for
Lea D.R. Sample
October 2007**

Guidelines for Use and Interpretation of This Report

The information contained in this report is very sensitive. Every effort will be made to ensure that the material is handled in a confidential and highly professional manner.

However, in order to maximize the value of the report, and to assist you in making the most of the information contained within it, the results will be shared with a few key individuals.

A digital copy of your report will be shared with your immediate boss and the head of HR as well. These individuals will be available to assist you with the implementation of any developmental plans suggested by the results. A summary of the group results will be shared with key personnel.

A copy of the report may also be made available to an **Executive Coach** who will assist you with the interpretation of the results and the identification of any development plans based on feedback from the report.

The information contained in the report can be very helpful to your performance and long term development if it is used properly. Keep the following points in mind when considering how to use this report:

Because of the confidential nature of the report it is not recommended that you try to figure out "who said what" -- keep your focus on the message and what you can do to improve.

- The report is a snapshot in time and thus reflects current perceptions
- The report is useful in understanding how people perceive your performance on the various competencies
- The report is useful for identifying areas for development and training
- The report is useful in understanding how you are seen as a leader.

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Instructions for Interpreting and Using the Results

The following pages contain the results of the analyses of your observers ratings of your competence and performance against the Leadership Success Factors.

Information from your observers has been aggregated to provide an overall estimate of your skill and competence. The use of multiple observers increases the reliability and validity of the conclusions of the report.

The first section of the report determines the degree of importance that the observers you selected place on each of the eight Leadership Success Factors as they relate to the successful performance of your role. Different positions in the organization will require varying degrees of expertise and emphasis on these factors.

Understanding your confirmed and acknowledged strengths will enable you to develop a more successful developmental plan to maximize your performance and achieve your goals.

Carefully review the results on the next few pages. Look at the importance ratings, the critical success factors, and the specific skills which the assessment items represent.

After reviewing the data, analyze the highest rated areas looking for patterns and trends in the data. Next, look carefully at the 15 lowest rated areas.

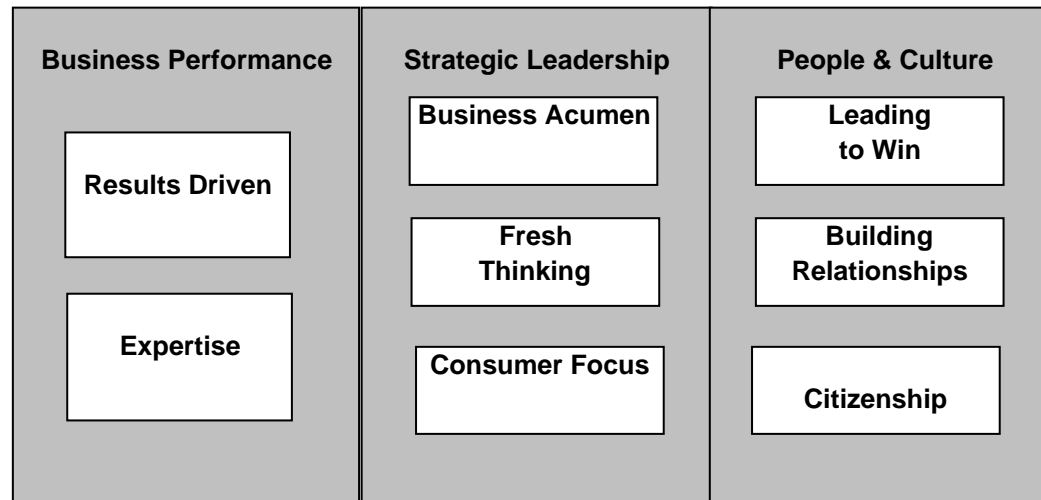
Some people find the verbatim comments the most revealing. Read through these for more personal statements of how you might improve and develop.

Finally, with your coach or trusted colleague, combine the information into a developmental plan that leverages your strengths against your areas for development. Be sure to pick realistic and achievable goals to work towards. Get information on specific instances and examples that you would like to modify on a day to day basis.

Please refer to the developmental guide associated with this report to help determine actions and behaviors to improve overall effectiveness.

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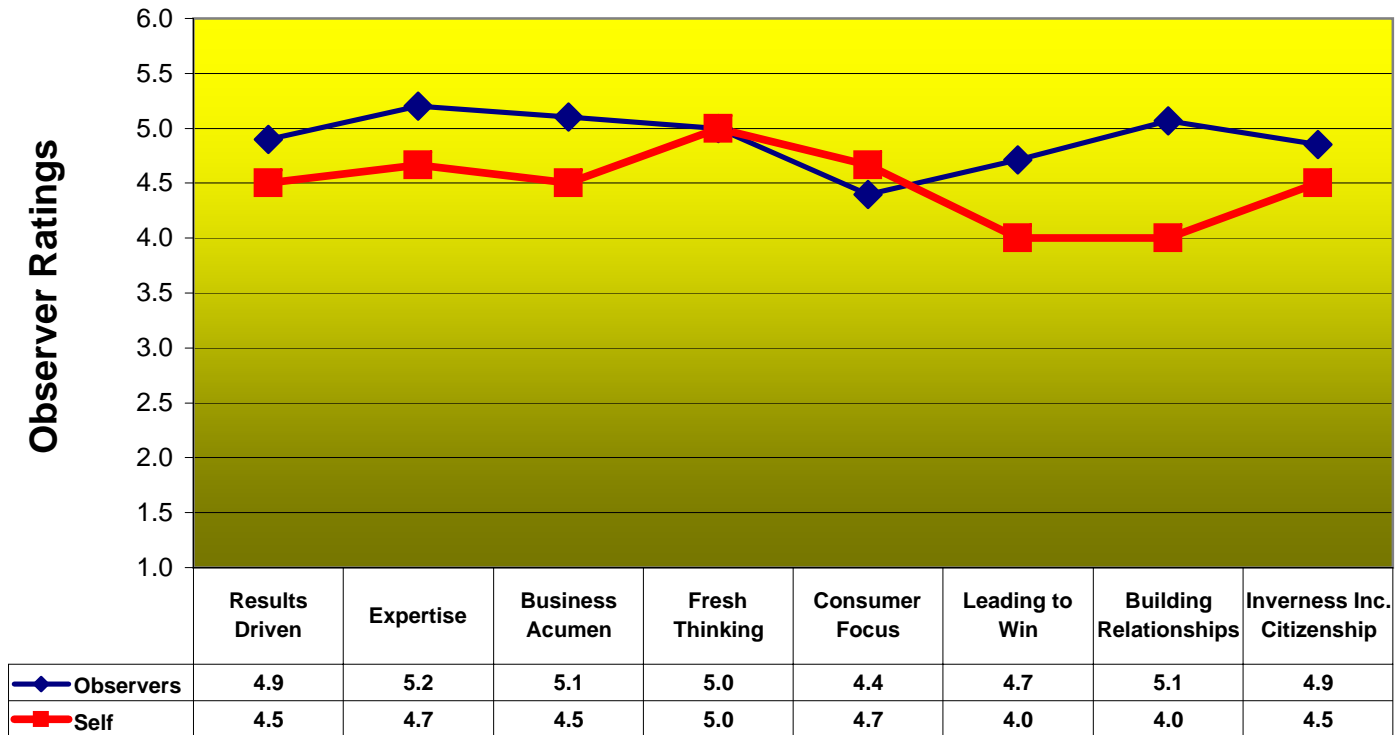
The results of the observations and ratings in the report that follows are based on the Leadership Success Factors which have been identified as critically important to your immediate and long term success. The ratings you and your observers provided are grouped within these factors.



Keep this model in mind as you view your results and plan any developmental activities.

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Self vs. Observer Ratings Against Critical Success Factors



Business Performance	Strategic Leadership	People & Culture
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Number of observers contributing to these ratings = 5

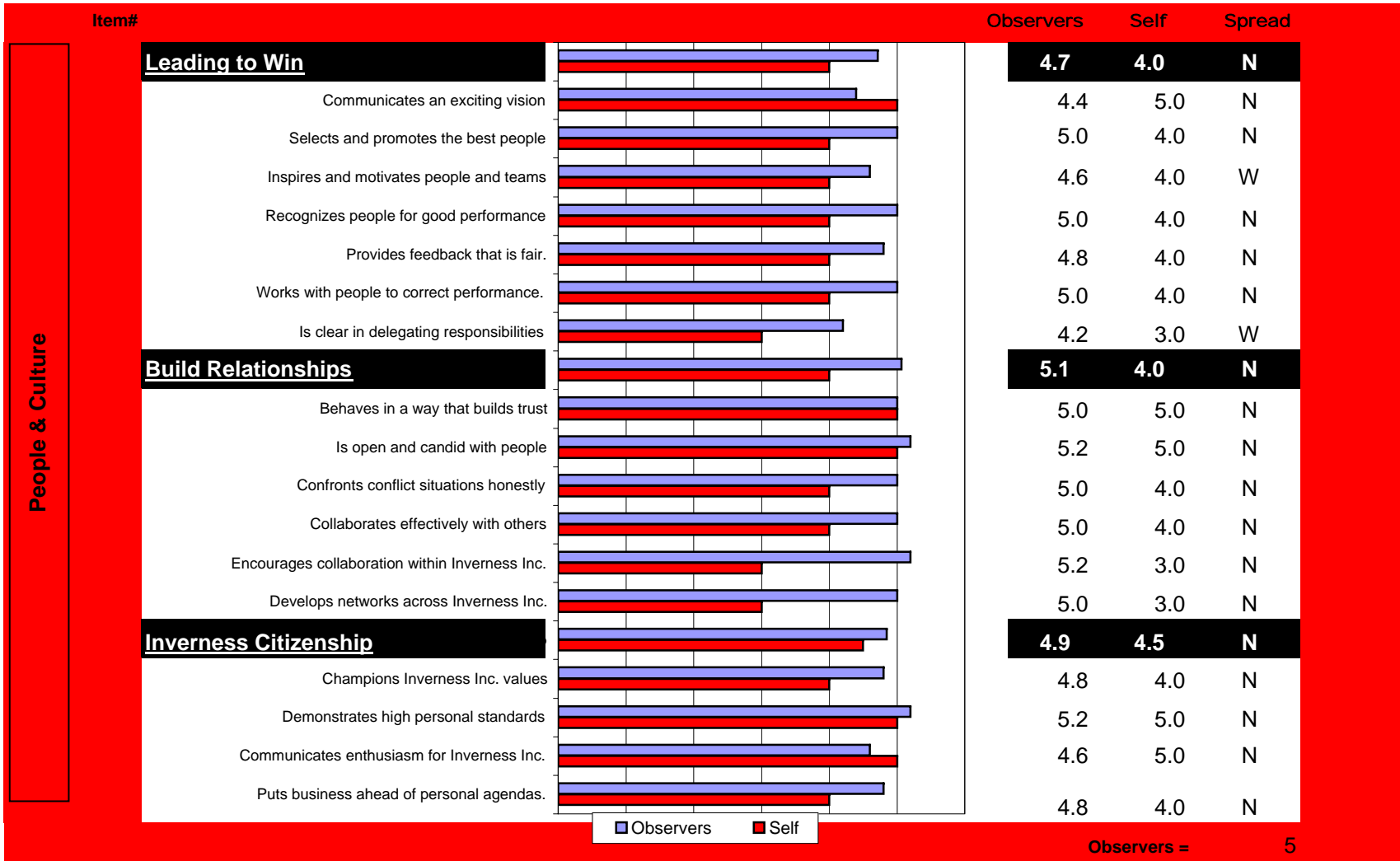
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Analysis of Self vs. Observer Ratings Against Critical Success Factors



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Analysis of Self vs. Observer Ratings Against Critical Success Factors



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Inverness Inc. Success Factors
Leadership Feedback Report

Top 10 Strongest Areas Determined by Observers Ratings

Item#		Obs	Self	SD	
TOP RANKED	8	Knows the business	5.6	5.0	N
	5	Demonstrates functional expertise	5.6	5.0	N
	6	Leverages expertise to get things done	5.4	5.0	N
	3	Spends time on the important priorities	5.2	5.0	N
	31	Demonstrates high personal standards	5.2	5.0	N
	28	Encourages collaboration within Inverness Inc.	5.2	3.0	N
	25	Is open and candid with people	5.2	5.0	N
	13	Encourages innovation & risk taking	5.0	5.0	N
	9	Knows how to get things done	5.0	5.0	N
	29	Develops networks across Inverness Inc.	5.0	3.0	N

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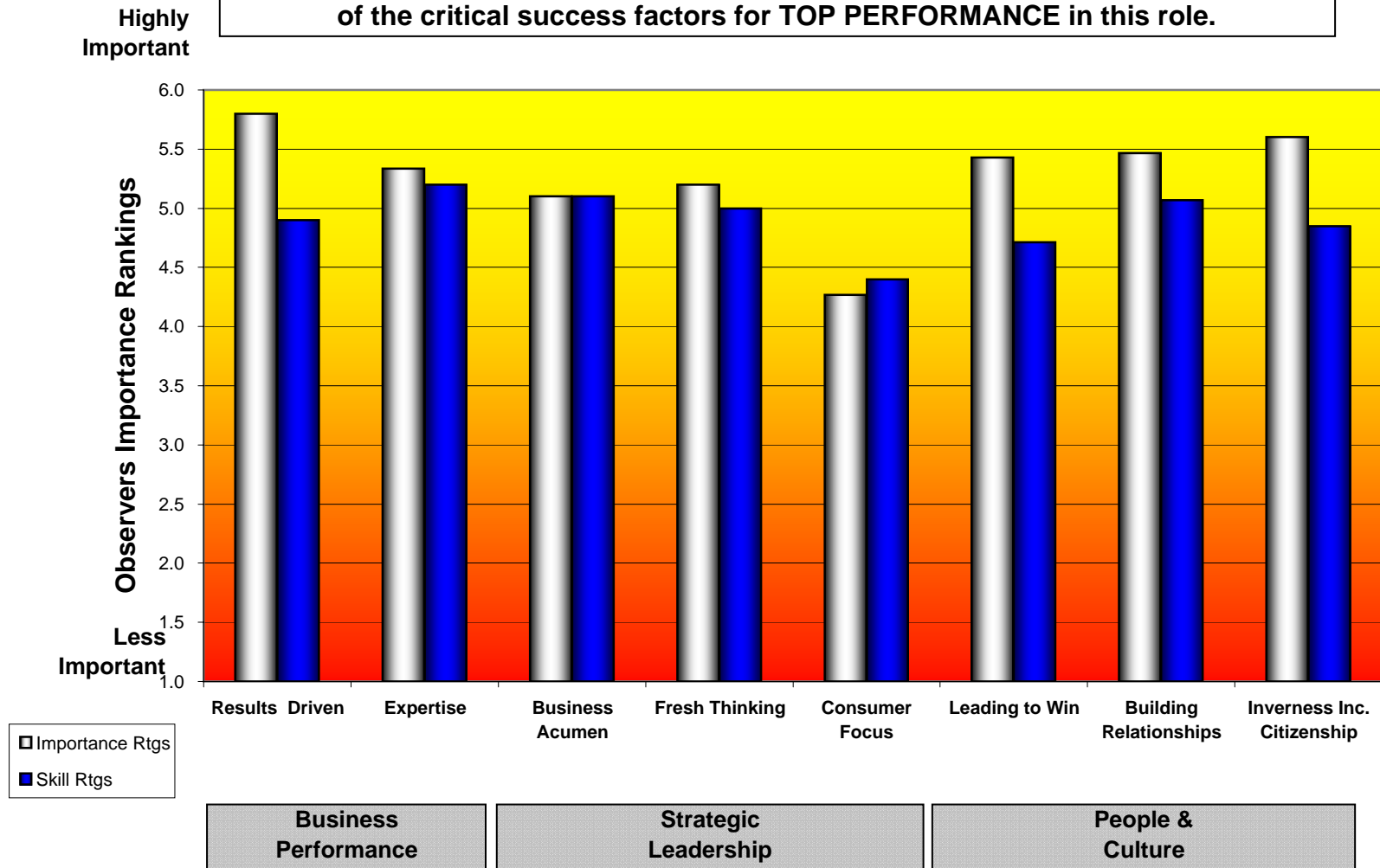
**Inverness Inc. Success Factors
Leadership Feedback Report**

**10 Lowest Rated Areas
Determined by Observers Ratings**

Item#	Observers	Self	SD
LOWEST RANKED 15	4.0	5.0	N
23	4.2	3.0	W
16	4.4	4.0	W
17	4.4	5.0	N
7	4.6	4.0	N
19	4.6	4.0	W
32	4.6	5.0	N
2	4.6	4.0	N
21	4.8	4.0	N
10	4.8	4.0	N

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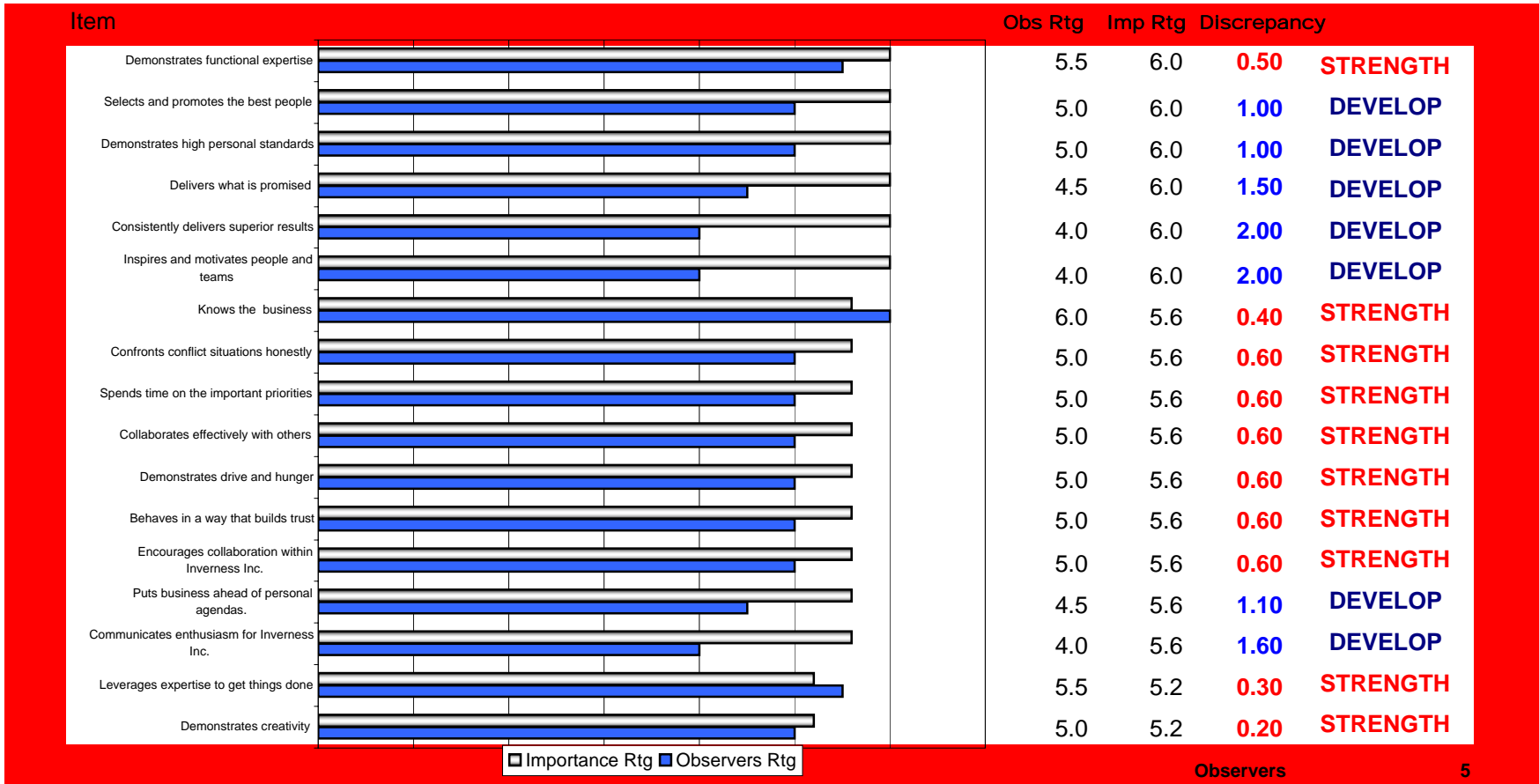
**Average of observers ratings of the SKILL against IMPORTANCE
of the critical success factors for TOP PERFORMANCE in this role.**



Number of observers contributing to these ratings = 5

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Observer Ratings of SKILLS Ranked in Order of Importance for Success



**Items with Lower discrepancy scores (<1.0) are strengths, based on observer ratings of importance for success.
Items with Higher discrepancy scores (>1.0) indicate the areas needing improvement.**

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Results in the table below indicate areas of Strength and areas for Immediate Improvement.

<div style="border: 1px solid black; padding: 5px; width: 30px; margin: 0 auto;">Strength</div> <div style="text-align: center; margin: 10px 0;">↑</div> <div style="text-align: center; margin: 10px 0;">↓</div> <div style="border: 1px solid black; padding: 5px; width: 30px; margin: 0 auto;">Weakness</div>	Less Important Strengths	Important Strengths Consistent with Success Factors
	Anticipates future consumer trends Knows what the competition is doing	Demonstrates functional expertise Leverages expertise to get things done Knows how to get things done Develops networks across Inverness Inc. Exercises good business judgment Behaves in a way that builds trust Spends time on the important priorities
	Areas for Improvement (not immediate)	Areas for Improvement Immediate !!
	Delivers what is promised Selects and promotes the best people Is clear in delegating responsibilities Communicates enthusiasm for Inverness Inc. Puts business ahead of personal agendas. Demonstrates high personal standards	Consistently delivers superior results Inspires and motivates people and teams
	<div style="border: 1px solid black; padding: 5px; width: 50px; display: inline-block;">Low</div> <div style="text-align: center; margin: 0 20px;">← Importance →</div> <div style="border: 1px solid black; padding: 5px; width: 50px; display: inline-block;">High</div>	

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Your results are grouped according to the Leadership Success Factors and indicate where you need to develop.

Observers Rating	Success Factor	Assessment
Rated Highly Important for Success	Results Driven	Strength
	Citizenship	Strength
	Building Relationships	Strength
	Leading to Win	Strength
Rated Lower Importance for Success	Expertise	Strength
	Fresh Thinking	Strength
	Business Acumen	Strength
	Consumer Focus	Strength

**Leadership Success Profile for
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These un-edited statements describe **STRENGTHS** identified by your observers.

Observer Identified Strengths

Technical Knowledge

Is direct and honest regarding needs of the company and challenges being faced.

Always up for a challenge

Larry's technical ability is his #1 strength. He is able to look at a problem from different angles and if his team stalls in sc

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These un-edited statements describe **STRENGTHS** identified by your observers.

Observer Identified Strengths

Overall Business Knowledge - Larry went from being in charge of the Engineering group to his new role as Site Manager. He has done a great job in learning all aspects of his new role.

Offers assistance and asks for assistance. Larry is an excellent team player.

Larry has recognized that he needs to adapt from a focused role to that of one of greater and broader responsibility. He didn't pretend to "know" and he is in the process of growing into the larger role.

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These un-edited statements describe **STRENGTHS** identified by your observers.

Observer Identified Strengths

Honest Communicator - Larry does not beat around the bush. He feels it is important for people to understand the state of the business unit and communicates what must be done.

Larryisms.

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These un-edited statements and suggestions for **DEVELOPMENT** were offered by your observers.

Observer Identified Areas for Development

Continue to build the team for the Louisville Site.

Move away from relying on a few people to relying on the entire team. It appears to be "favoritism".

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These un-edited statements and suggestions for **DEVELOPMENT** were offered by your observers.

Observer Identified Areas for Development

Continue efforts to communicate with all levels of the organization.

Work more on building a cohesive team. Make the team dependent on each other. For example, assign goals to each person where they must work with each other in order to succeed. Perhaps some team development/training would also help.

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These un-edited statements and suggestions for **DEVELOPMENT** were offered by your observers.

Observer Identified Areas for Development



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The following pages contain a Supplemental Table of supervisor, self, and non-supervisor ratings by item and a response breakdown for individual items.

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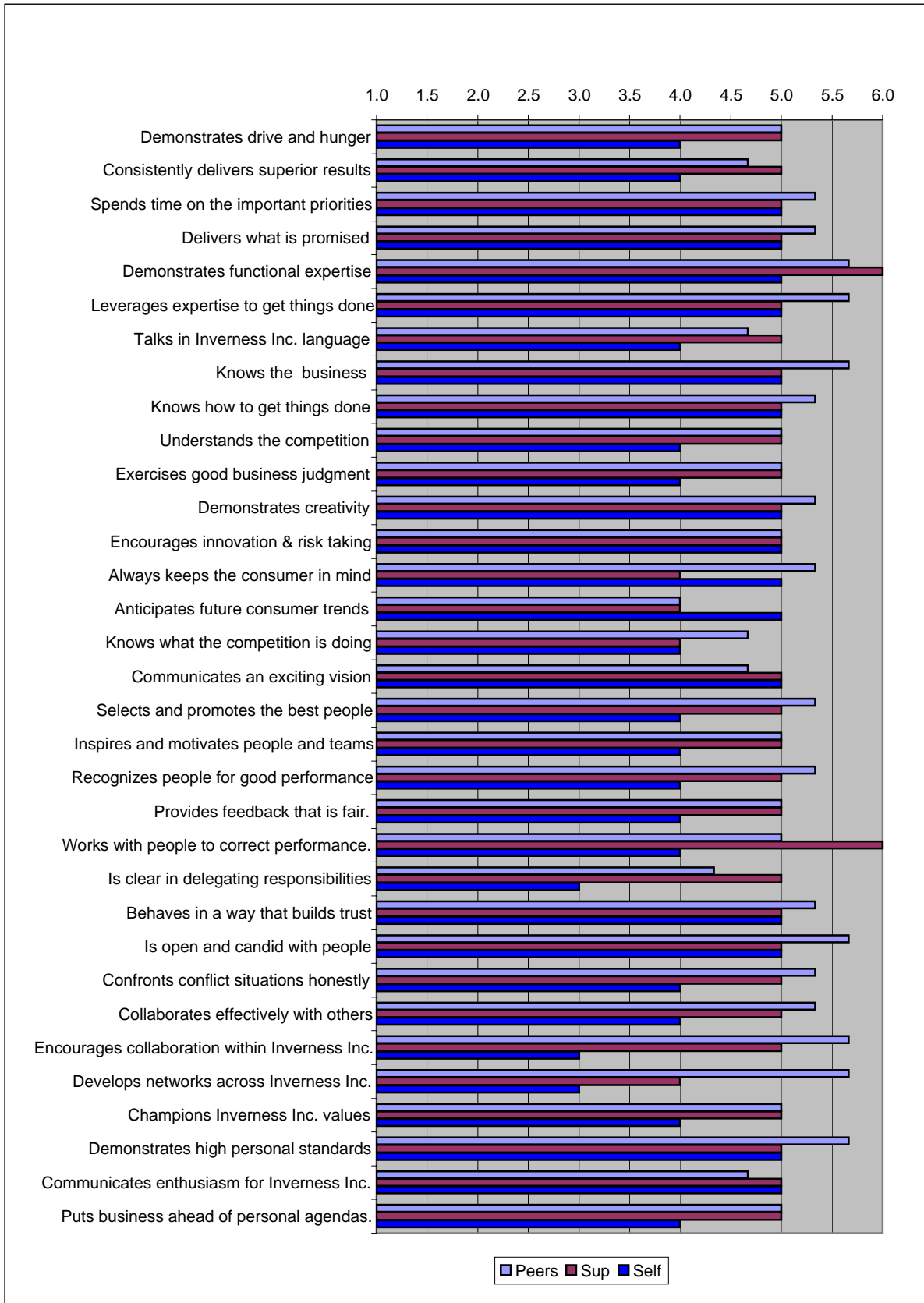
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Ranked by Item Number

Item	Peers	Self	Sup
1 Demonstrates drive and hunger	5.0	4.0	5.0
2 Consistently delivers superior results	4.7	4.0	5.0
3 Spends time on the important priorities	5.3	5.0	5.0
4 Delivers what is promised	5.3	5.0	5.0
5 Demonstrates functional expertise	5.7	5.0	6.0
6 Leverages expertise to get things done	5.7	5.0	5.0
7 Talks in Inverness Inc. language	4.7	4.0	5.0
8 Knows the business	5.7	5.0	5.0
9 Knows how to get things done	5.3	5.0	5.0
10 Understands the competition	5.0	4.0	5.0
11 Exercises good business judgment	5.0	4.0	5.0
12 Demonstrates creativity	5.3	5.0	5.0
13 Encourages innovation & risk taking	5.0	5.0	5.0
14 Always keeps the consumer in mind	5.3	5.0	4.0
15 Anticipates future consumer trends	4.0	5.0	4.0
16 Knows what the competition is doing	4.7	4.0	4.0
17 Communicates an exciting vision	4.7	5.0	5.0
18 Selects and promotes the best people	5.3	4.0	5.0
19 Inspires and motivates people and teams	5.0	4.0	5.0
20 Recognizes people for good performance	5.3	4.0	5.0
21 Provides feedback that is fair.	5.0	4.0	5.0
22 Works with people to correct performance.	5.0	4.0	6.0
23 Is clear in delegating responsibilities	4.3	3.0	5.0
24 Behaves in a way that builds trust	5.3	5.0	5.0
25 Is open and candid with people	5.7	5.0	5.0
26 Confronts conflict situations honestly	5.3	4.0	5.0
27 Collaborates effectively with others	5.3	4.0	5.0
28 Encourages collaboration within Inverness Inc	5.7	3.0	5.0
29 Develops networks across Inverness Inc.	5.7	3.0	4.0
30 Champions Inverness Inc. values	5.0	4.0	5.0
31 Demonstrates high personal standards	5.7	5.0	5.0
32 Communicates enthusiasm for Inverness Inc	4.7	5.0	5.0
33 Puts business ahead of personal agendas.	5.0	4.0	5.0
	Observers	Self	Sup

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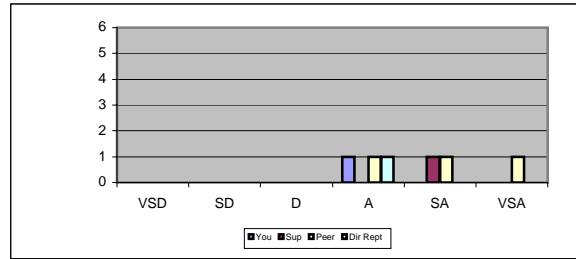


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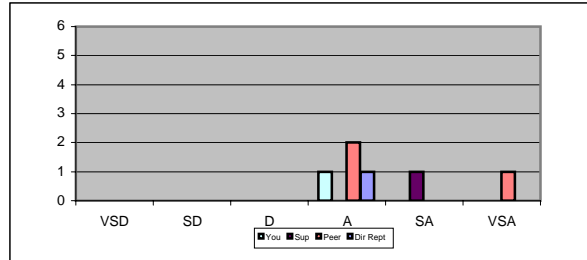
Item 1. *Demonstrates drive and hunger*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	1	1
Dir Rept	0	0	0	1	0	0



Item 2. *Consistently delivers superior results*

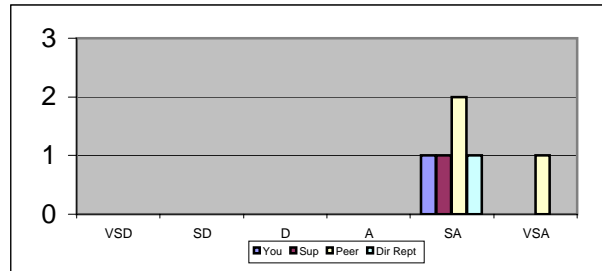
	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	2	0	1
Dir Rept	0	0	0	1	0	0



Mr. Lea D. R. Sample

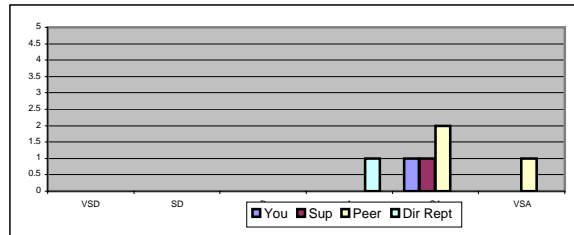
Item 3. *Spends time #####*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	2	1
Dir Rept	0	0	0	0	1	0



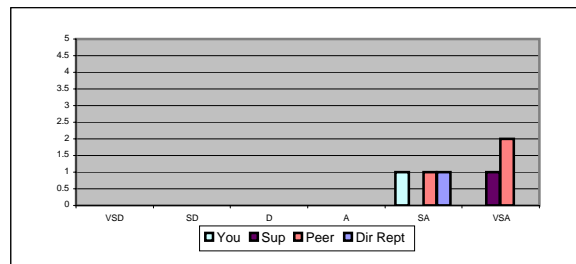
Item 4. *Delivers what is promised*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	2	1
Dir Rept	0	0	0	1	0	0



Item 5. *Demonstrates functional expertise*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	0	1
Peer	0	0	0	0	1	2
Dir Rept	0	0	0	0	1	0

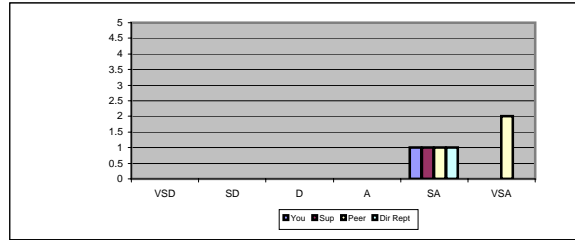


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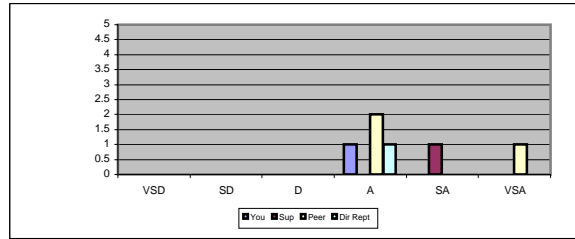
Item 6. *Leverages expertise to get things done*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	1	2
Dir Rept	0	0	0	0	1	0



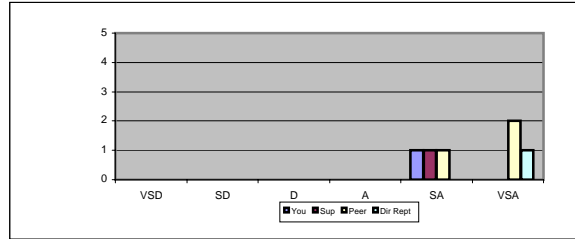
Item 7. *Talks in Inverness Inc. language*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	2	0	1
Dir Rept	0	0	0	1	0	0



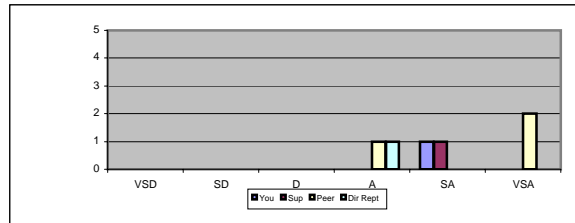
Item 8. *Knows the business*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	1	2
Dir Rept	0	0	0	0	0	1



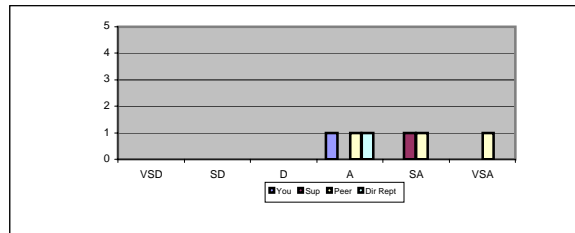
Item 9. *Knows how to get things done*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	0	2
Dir Rept	0	0	0	1	0	0



Item 10. *Understands the competition*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	1	1
Dir Rept	0	0	0	1	0	0

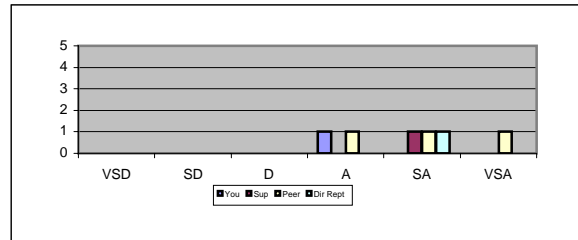


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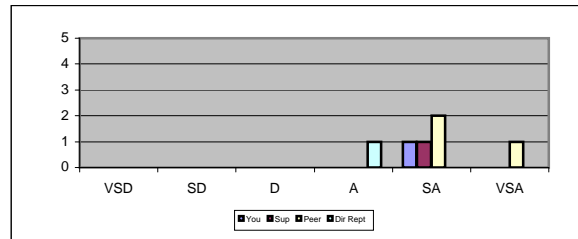
Item 11. *Exercises good business judgment*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	1	1
Dir Rept	0	0	0	0	1	0



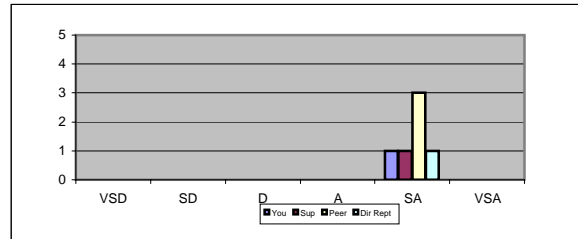
Item 12. *Demonstrates creativity*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	2	1
Dir Rept	0	0	0	1	0	0



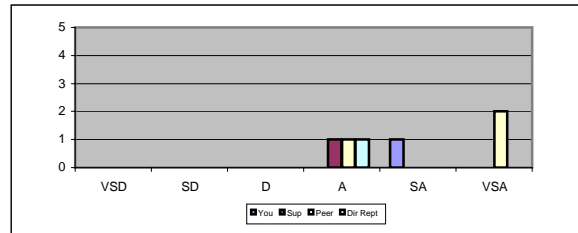
Item 13. *Encourages innovation & risk taking*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	3	0
Dir Rept	0	0	0	0	1	0



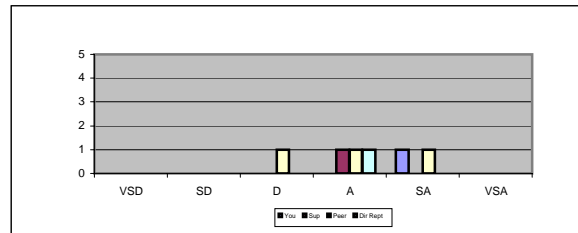
Item 14. *Always keeps the consumer in mind*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	1	0	0
Peer	0	0	0	1	0	2
Dir Rept	0	0	0	1	0	0



Item 15. *Anticipates future consumer trends*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	1	0	0
Peer	0	0	1	1	1	0
Dir Rept	0	0	0	1	0	0

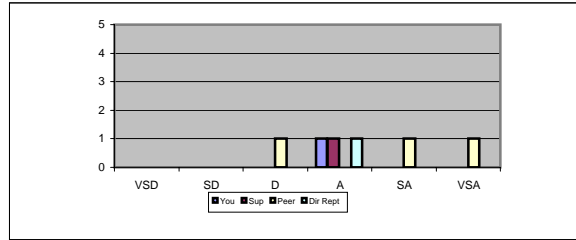


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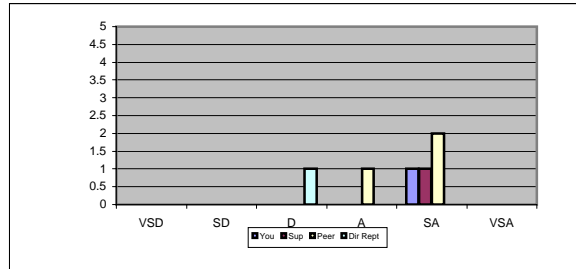
Item 16. *Knows what the competition is doing*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	1	0	0
Peer	0	0	1	0	1	1
Dir Rept	0	0	0	1	0	0



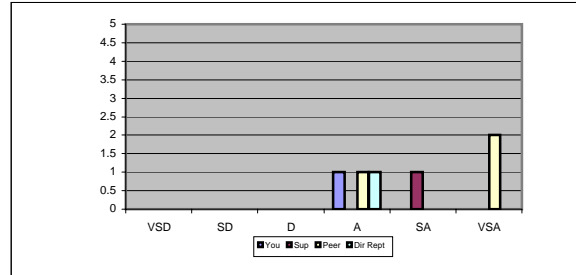
Item 17. *Communicates an exciting vision*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	2	0
Dir Rept	0	0	1	0	0	0



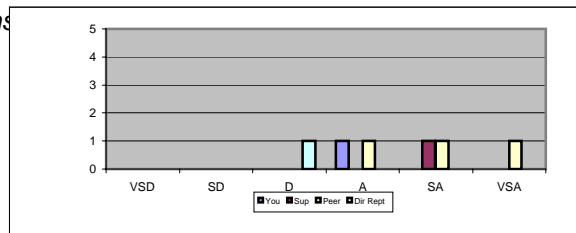
Item 18. *Selects and promotes the best people*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	0	2
Dir Rept	0	0	0	1	0	0



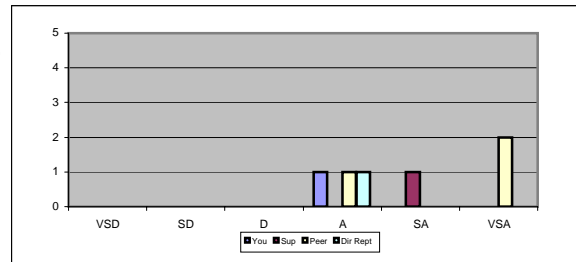
Item 19. *Inspires and motivates people and teams*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	1	1
Dir Rept	0	0	1	0	0	0



Item 20. *Recognizes people for good performance*

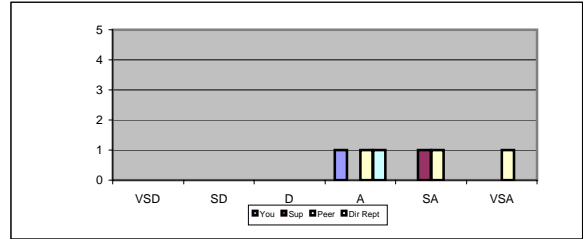
	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	0	2
Dir Rept	0	0	0	1	0	0



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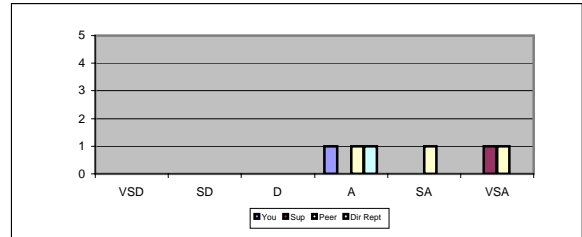
Item 21. *Provides feedback that is fair.*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	1	1
Dir Rept	0	0	0	1	0	0



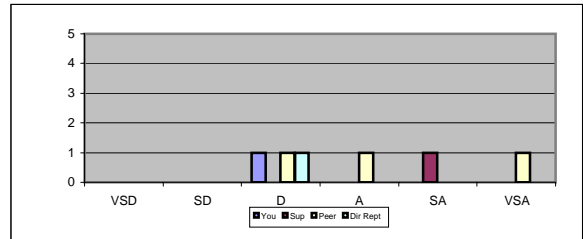
Item 22. *Works with people to correct performance.*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	0	1
Peer	0	0	0	1	1	1
Dir Rept	0	0	0	1	0	0



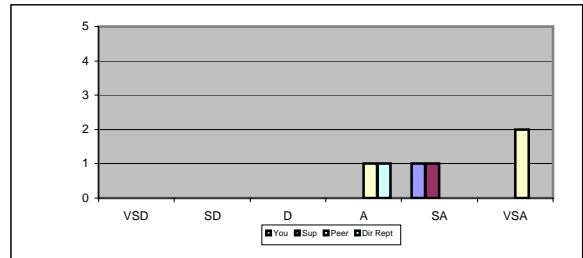
Item 23. *Is clear in delegating responsibilities*

	VSD	SD	D	A	SA	VSA
You	0	0	1	0	0	0
Sup	0	0	0	0	1	0
Peer	0	0	1	1	0	1
Dir Rept	0	0	1	0	0	0



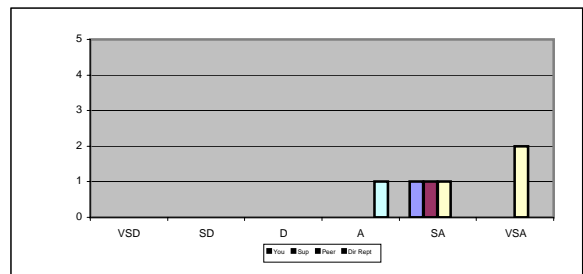
Item 24. *Behaves in a way that builds trust*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	0	2
Dir Rept	0	0	0	1	0	0



Item 25. *Is open and candid with people*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	1	2
Dir Rept	0	0	0	1	0	0



Leadership Success Profile for Lea D.R. Sample October 2007

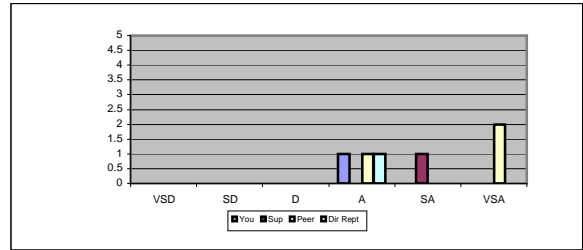
Item 26. *Confronts conflict situations honestly*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	0	2
Dir Rept	0	0	0	1	0	0



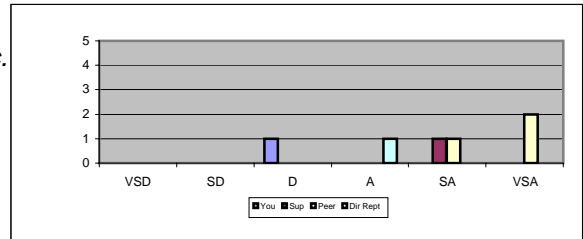
Item 27. *Collaborates effectively with others*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	0	2
Dir Rept	0	0	0	1	0	0



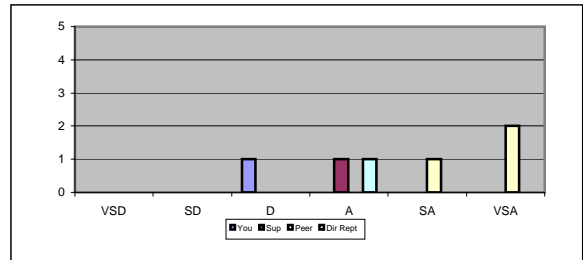
Item 28. *Encourages collaboration within Inverness Inc.*

	VSD	SD	D	A	SA	VSA
You	0	0	1	0	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	1	2
Dir Rept	0	0	0	1	0	0



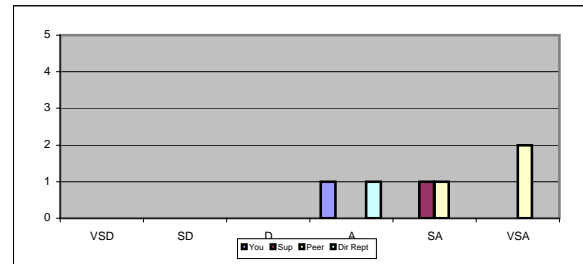
Item 29. *Develops networks across Inverness Inc.*

	VSD	SD	D	A	SA	VSA
You	0	0	1	0	0	0
Sup	0	0	0	1	0	0
Peer	0	0	0	0	1	2
Dir Rept	0	0	0	1	0	0



Item 30. *Champions Inverness Inc. values*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	1	2
Dir Rept	0	0	0	1	0	0

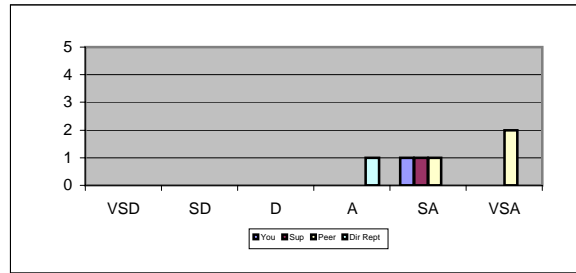


Leadership Success Profile for Lea D.R. Sample

October 2007

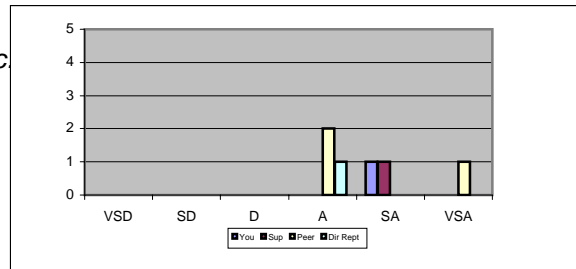
Item 31. *Demonstrates high personal standards*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	0	1	2
Dir Rept	0	0	0	1	0	0



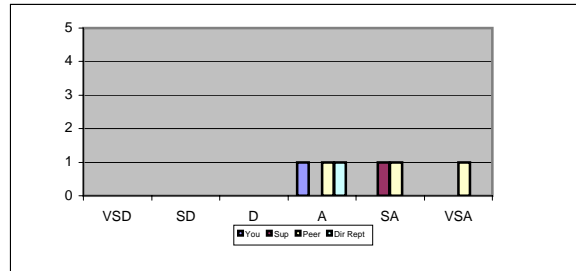
Item 32. *Communicates enthusiasm for Inverness Inc*

	VSD	SD	D	A	SA	VSA
You	0	0	0	0	1	0
Sup	0	0	0	0	1	0
Peer	0	0	0	2	0	1
Dir Rept	0	0	0	1	0	0



Item 33. *Puts business ahead of personal agendas.*

	VSD	SD	D	A	SA	VSA
You	0	0	0	1	0	0
Sup	0	0	0	0	1	0
Peer	0	0	0	1	1	1
Dir Rept	0	0	0	1	0	0



**Leadership Success Profile for
Lea D.R. Sample**
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In collaboration with your executive coach, identify the top three areas for development and ACTIONS you will take to address these concerns.

Top 3 Developmental Suggestions	
1	<hr/> <hr/> <hr/>
2	<hr/> <hr/> <hr/>
3	<hr/> <hr/> <hr/>
	<hr/> <hr/> <hr/>

Oct-07