



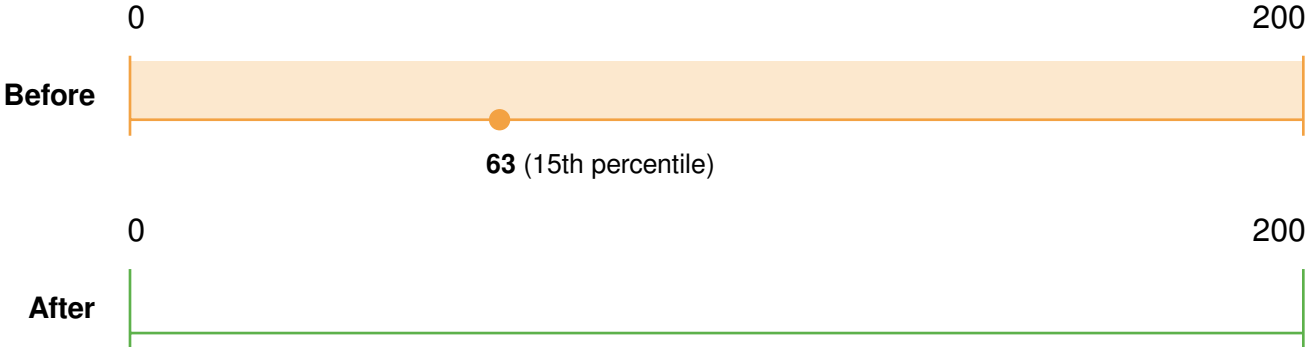
# The 5 Choices **BENCHMARK**<sup>TM</sup>

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**REPORT FOR  
SAMPLE REPORT  
JUNE 30, 2014**

# The 5 Choices Benchmark Report™

	Q2 SCORE		PRODUCTIVITY BEHAVIORS SCORE		TOTAL SCORE
Before	20	+	43	=	63
After	-	+	-	=	-



## ABOUT YOUR TOTAL SCORE

Your TOTAL SCORE is made up of two sub-scores:

- 1. Your Q2 Score (pp. 3–4)** This score shows how much of your time and energy you spend on things that are important and that require action from you.
- 2. Your Productivity Behaviors Score (pp. 5–6)** This score shows how you are doing on specific key actions that will increase your productivity.

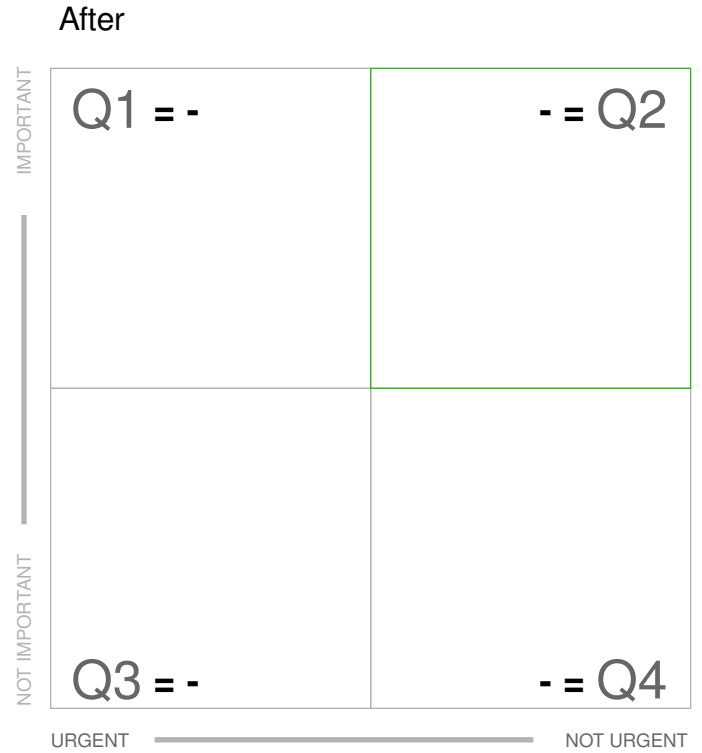
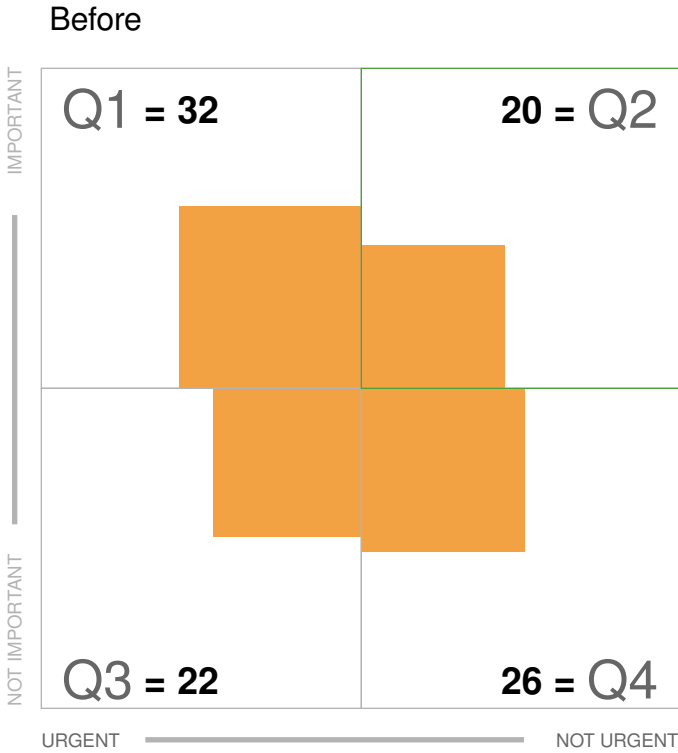
Your TOTAL SCORE appears on the scale above as both a raw score (for example, 130) and within a percentile (for example, 85). The percentile number shows how your raw score ranks against the scores of all the other people who have taken the Benchmark, indicated by the colored bar on the scale. For example, if your raw score were 70, and your percentile were 75, for every 100 people who have taken the 5 Choices Benchmark, 75 of them would have scores lower than yours.

## OPEN RESPONSE

This report also provides an OPEN-RESPONSE score. Because responses to this section are optional, this score is NOT part of your TOTAL SCORE. It is for your information only.

# 1. Your Q2 Score

	Before	After
Q2 Score	20	-



*\*Scores may not add up to 100 due to rounding.*

## THE TIME MATRIX™

The Q2 Score is taken from Quadrant 2 (Q2) of the Time Matrix, above. Q2 is the "Quadrant of Extraordinary Productivity," and time spent in this quadrant has a significant, positive impact on the outcomes you achieve in work and life.

There are two axes on the Time Matrix:

**Importance:** This represents activities you value and that make a positive difference in your work and life.

**Urgency:** This represents activities that require immediate attention, whether or not they are important to you.

### Quadrant 1

Activities in Quadrant 1 are both important and urgent. They are things we care about and that must be done now. This is where we find crises, emergency meetings, last-minute deadlines, pressing problems, and unforeseen events.

This is the "Quadrant of Necessity." Time spent here is necessary, but you usually get a return that is equal to or less than the time and energy you spend. If you live here for long, you will burn out.

# 1. Your Q2 Score (continued)

## Quadrant 2

Activities in Quadrant 2 are important but not urgent. These are the things that really matter to your results but that won't happen unless you ACT on them. It's the "Quadrant of Extraordinary Productivity" because it's where you find the things that really make a difference, like achieving high-impact goals, proactive work, creative thinking, planning, prevention, relationship building, learning, and renewal.

These things don't come at you automatically; you have to decide to invest your time in Quadrant 2. Time spent here always generates a return far greater—often exponentially greater—than the time and energy you put into it.

## Quadrant 3

Activities in Quadrant 3 are urgent but not important. These are things that come at us. They're things that we feel like we need to act on because they clamor for our attention. But when we take a closer look, they turn out to be unimportant, low-value activities. Here we find a lot of needless interruptions, unnecessary reports, and irrelevant meetings. It contains other people's minor issues and is often filled with unimportant email, tasks, phone calls, and so forth.

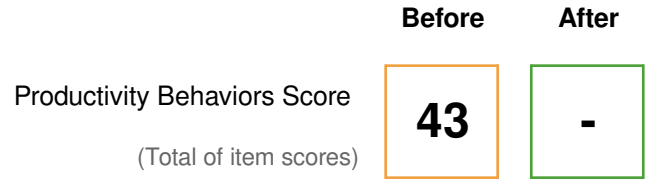
This is the "Quadrant of Distraction," and it always generates a return that is less than the time and energy you spend. If you spend a lot of time here, you're likely to feel very busy but ultimately ineffective and unfulfilled.

## Quadrant 4

Activities in Quadrant 4 are neither important nor urgent. We really shouldn't be here at all, but we often get so worn out spending time in Quadrants 1 and 3, that we go here as a way to escape. This is a place where we shut off our brains and don't do anything of value. Here we find trivial work, along with excessive television, gaming, Internet surfing, gossip, and other time-wasters. This is the "Quadrant of Waste."

Time spent here is unnecessary and generates zero return. If you spend a lot of time here, you're likely to feel lethargic, ineffective, and unfulfilled.

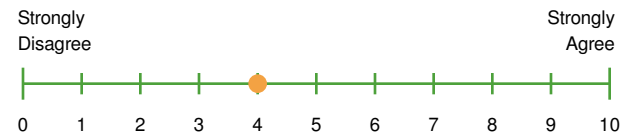
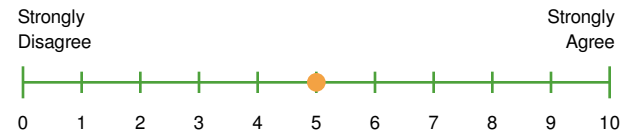
## 2. Your Productivity Behaviors Score



**CHOICE 1:**  
**ACT ON THE IMPORTANT,  
DON'T REACT TO THE URGENT**



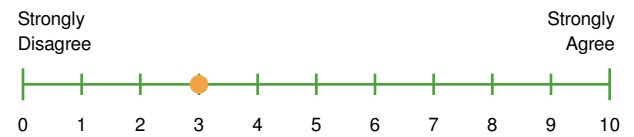
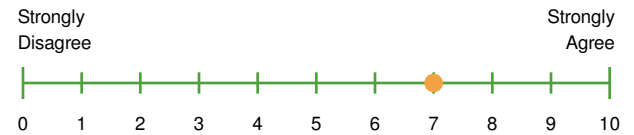
- In a formal conversation with my boss, I have clearly defined the activities that will have the greatest impact on results.
- In a formal conversation with my co-workers or team, I have clearly defined the activities that will have the greatest impact on results.



**CHOICE 2:**  
**GO FOR EXTRAORDINARY,  
DON'T SETTLE FOR ORDINARY**



- I have written down my vision of what success looks like in my work, and I have written a specific set of goals to help me fulfill my vision.
- I have written down my vision of what success looks like in my personal life, and I have written a specific set of goals to help me fulfill my vision.

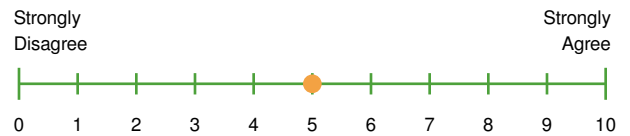
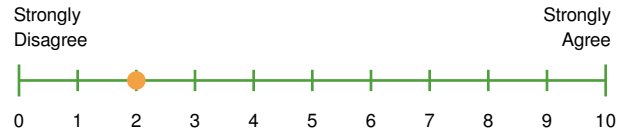


## 2. Your Productivity Behaviors Score (continued)

### CHOICE 3: SCHEDULE THE BIG ROCKS, DON'T SORT GRAVEL

Before	After
7	-

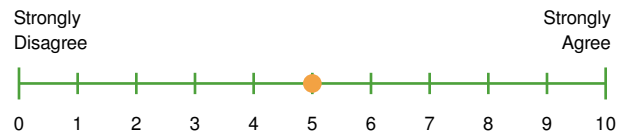
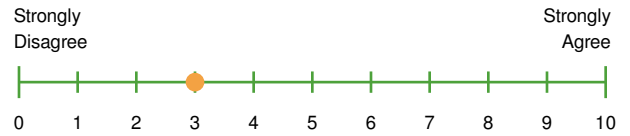
- I take at least 30 minutes each week to plan my priorities for the coming week.
- I take at least 10 minutes each day to plan my priorities for the coming day.



### CHOICE 4: RULE YOUR TECHNOLOGY, DON'T LET IT RULE YOU

Before	After
8	-

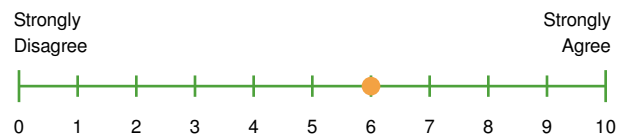
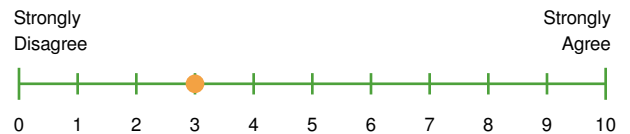
- I have a highly effective system for managing my tasks, appointments, contacts, and notes.
- My email is organized so that I can quickly identify and act on the things that are most important.



### CHOICE 5: FUEL YOUR FIRE, DON'T BURN OUT

Before	After
9	-

- I generally have plenty of energy to accomplish my priorities throughout the day.
- I have a consistent pattern of activities that renew my physical and mental energy throughout the day.

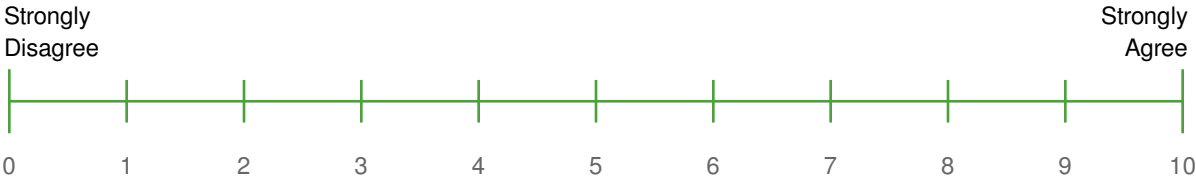


# Open Response (optional)

This section consists of input from others you invited to respond to questions about your overall productivity. If you did not invite others to respond, this section will be blank.

Think of Sample and the quality of his or her results over time. Use the scale below to rate how much you agree or disagree with the following statement:

1. Sample is a very productive person.



2. Explain your answer below.

3. What could this person do to become more productive?

# THE **7** HABITS of Highly Effective People®

SIGNATURE EDITION 4.0

## The 7 Habits Assessment

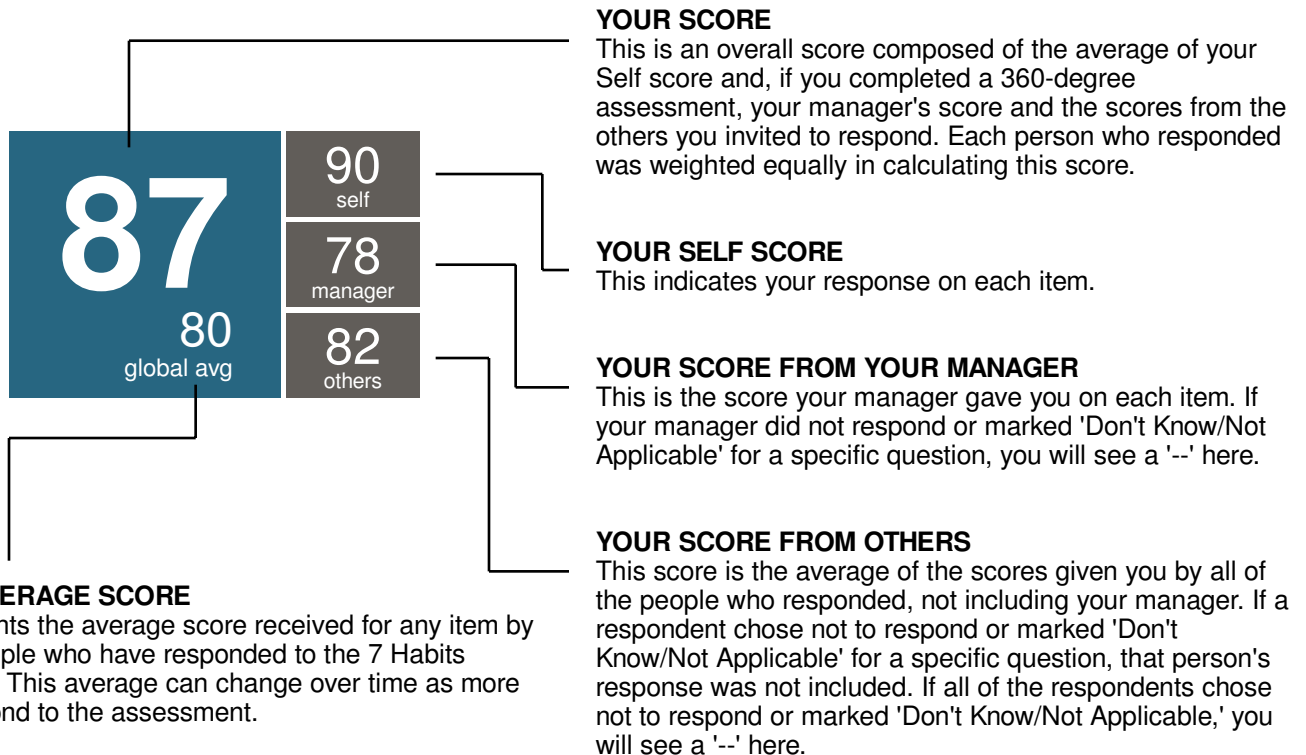
**Sample2 Report2**  
September 30, 2014



Congratulations on taking the 7 Habits Assessment. The assessment is designed to help you become more effective in your work and personal life. We encourage you to review this report carefully and analyze where you are most effective and where you need to improve.

## UNDERSTANDING YOUR SCORE

This assessment contains scores from several different sources. Taken together, they can help you build a more complete picture of how you currently live the 7 Habits. The scoring box explained below is used throughout the report. All of the scores shown in the box are out of 100 points. Here is what each of the scores means:



### GLOBAL AVERAGE SCORE

This represents the average score received for any item by all of the people who have responded to the 7 Habits Assessment. This average can change over time as more people respond to the assessment.

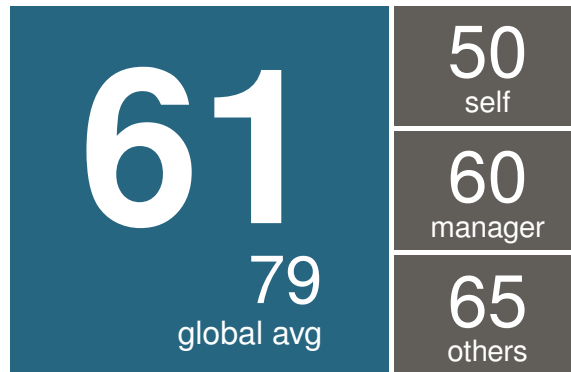
## MAKING THE MOST OF THIS ASSESSMENT

- Recognize that you have the freedom to choose your response to this feedback.
- Focus on positive points as well as areas of needed improvement. Don't let negative results dominate your attention.
- Look for general themes. First, review the overall results, then examine the details.
- Take a balanced view. Straight feedback is a priceless gift. Don't spend time guessing who gave you low scores or expressing hostility toward people who responded. Thank them for taking the time to give you feedback, then use the data in a balanced way to improve your effectiveness.
- Don't make an action plan now. During your *7 Habits* work session, you will review this data and incorporate it into a plan to improve your effectiveness.
- After you've reviewed all of the feedback, take a few minutes to answer the questions on the final page of the assessment.

**Please bring this document with you to your *7 Habits* work session.**

## YOUR OVERALL SCORE

Simply put, this score is a snapshot of your overall effectiveness. It is the average of all the scores for every question from every respondent.



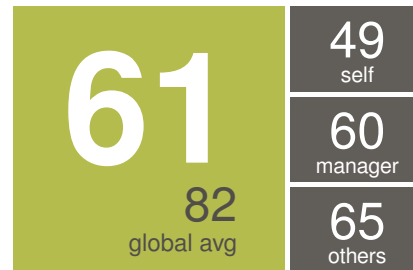
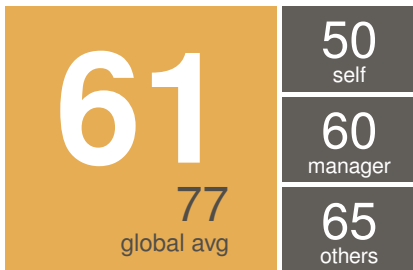
**Respondents:**

The number of people in each category who responded to your assessment:

self: 1      manager: 3      others: 4

## YOUR PRIVATE VICTORY® SCORE

## YOUR PUBLIC VICTORY® SCORE



The Private Victory is Habits 1, 2, and 3. It is the foundation of self-mastery and self-discipline on which true effectiveness is built. This score is the average of all the scores from all the respondents for questions in Habits 1, 2, and 3. Scores for questions and habits included in the Private Victory are in orange boxes.

The Public Victory is Habits 4, 5, and 6. It is the ability to develop deep, rich, meaningful relationships with others. This score is the average of all the scores from all the respondents for questions from Habits 4, 5, and 6. Scores for questions and habits included in the Public Victory are in green boxes.

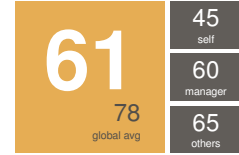
On the following pages, you will also see scores for questions in Habit 7: Sharpen the Saw (blue boxes) and the Emotional Bank Account (grey boxes).

# SCORES BY HABIT

Here are your scores for each of the habits and the Emotional Bank Account. You'll learn more about each of these in your 7 *Habits* work session. Scores for questions and habits in the Private Victory are in orange boxes. Scores for the Public Victory are in green boxes. Scores for questions in Habit 7: Sharpen the Saw are in blue boxes. Scores for questions in the Emotional Bank Account are in grey boxes.

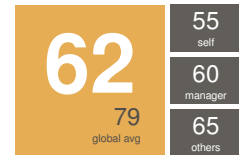
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## HABIT 1: Be Proactive®



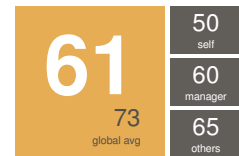
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## HABIT 2: Begin With the End in Mind®



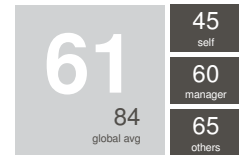
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## HABIT 3: Put First Things First®



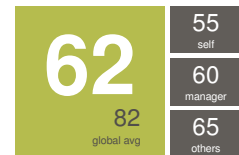
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## EBA Emotional Bank Account



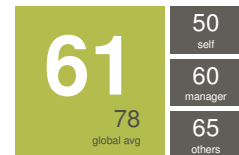
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## HABIT 4: Think Win-Win®



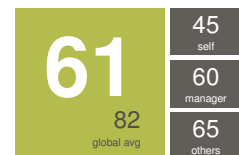
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## HABIT 5: Seek First to Understand, Then to Be Understood®



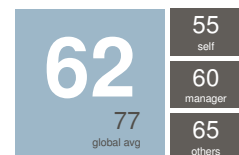
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## HABIT 6: Synergize®

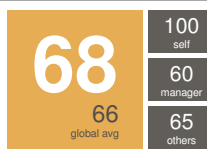
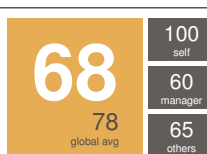
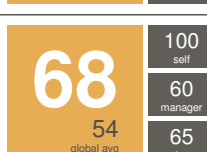
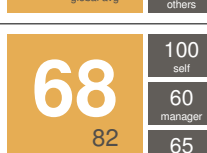
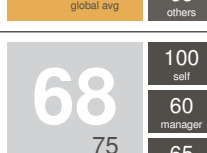
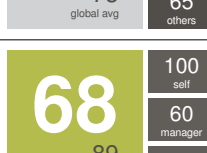
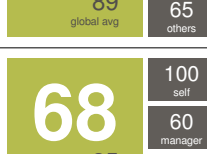
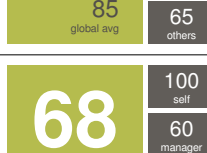
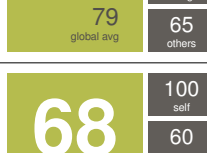
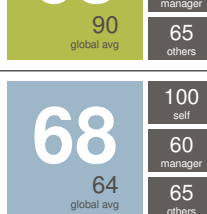


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## HABIT 7: Sharpen the Saw®



## TOP 10 QUESTIONS

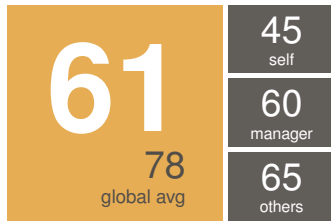
5. I keep a positive attitude, regardless of outside circumstances.	
11. I set clear expectations with others when assigning tasks.	
17. I plan ahead to avoid working in crisis mode.	
23. I take the time to organize and plan my work each week.	
29. I am honest with people.	
35. I am considerate of other people's feelings.	
41. I am easy to approach with a concern.	
47. I communicate with respect toward others, even when I feel strongly about the situation.	
53. I encourage creativity and innovation.	
59. I take time to care for my physical health.	

## BOTTOM 10 QUESTIONS

6. I am in control of my emotions and actions.	<div style="display: flex; align-items: center;"> <div style="background-color: #f4a460; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>78 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>
12. I have a clear sense of purpose in life.	<div style="display: flex; align-items: center;"> <div style="background-color: #f4a460; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>73 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>
18. I work toward long-term solutions, not just “quick fixes.”	<div style="display: flex; align-items: center;"> <div style="background-color: #f4a460; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>80 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>
24. I take the time to organize and plan my life outside of work.	<div style="display: flex; align-items: center;"> <div style="background-color: #f4a460; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>74 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>
30. I follow through on commitments.	<div style="display: flex; align-items: center;"> <div style="background-color: #ccc; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>74 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>
36. I consider the needs of others when making a decision.	<div style="display: flex; align-items: center;"> <div style="background-color: #92d050; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>78 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>
42. I do not dominate discussions, and I allow others to share their views.	<div style="display: flex; align-items: center;"> <div style="background-color: #92d050; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>74 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>
48. I share negative feedback without making others feel defensive.	<div style="display: flex; align-items: center;"> <div style="background-color: #92d050; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>68 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>
54. I work collaboratively with others to find better solutions.	<div style="display: flex; align-items: center;"> <div style="background-color: #92d050; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>85 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>
60. I regularly seek feedback on ways I can improve.	<div style="display: flex; align-items: center;"> <div style="background-color: #8eb9e0; padding: 10px; text-align: center; margin-right: 10px;"> <span style="font-size: 2em; font-weight: bold;">55</span>  <small>74 global avg</small> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">0 self</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">60 manager</div> <div style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">65 others</div> </div> </div>

# HABIT 1: BE PROACTIVE®

Sample2 Report2  
SEPTEMBER 30, 2014



Proactivity means that, as human beings, we are responsible for our own lives. Our behavior is a function of our own conscious choice, based on principles, rather than a product of our conditions, based on feelings.

1. I work to solve problems rather than avoiding them.
 

58	20
	60
	65
87	global avg

---

2. I maintain self-control, even in difficult or emotional circumstances.
 

60	40
	60
	65
70	global avg

---

3. I accept responsibility for my actions rather than making excuses.
 

63	60
	60
	65
89	global avg

---

4. I focus on things I can do something about rather than things that are beyond my control.
 

65	80
	60
	65
55	global avg

---

5. I keep a positive attitude, regardless of outside circumstances.
 

68	100
	60
	65
66	global avg

---

6. I am in control of my emotions and actions.
 

55	0
	60
	65
78	global avg

---

7. I take initiative to get things done.
 

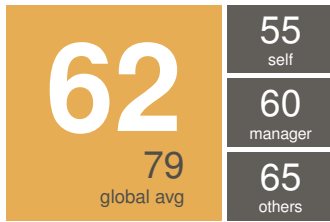
58	20
	60
	65
90	global avg

---

8. I treat people with courtesy and respect, regardless of past negative experiences I might have had.
 

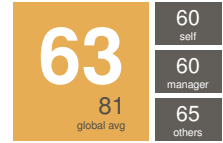
60	40
	60
	65
87	global avg

# HABIT 2: BEGIN WITH THE END IN MIND®

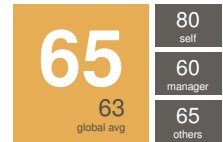


To Begin With the End in Mind means to start every endeavor with clearly defined outcomes. It also means to determine our own life's purpose. It ensures that as we are climbing the ladder of success, it's leaning against the right wall.

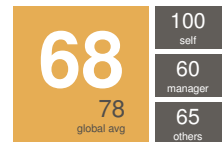
9. I start meetings with a clear agenda.



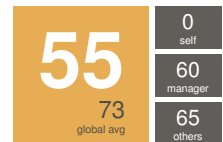
10. I begin projects with a clear understanding of desired results.



11. I set clear expectations with others when assigning tasks.



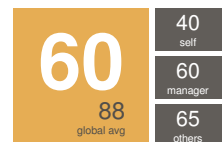
12. I have a clear sense of purpose in life.



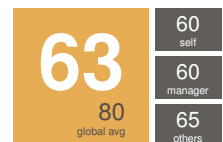
13. I have a strong sense of purpose in my work.



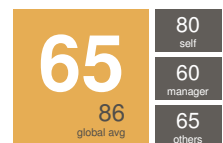
14. I make decisions based on a consistent set of values.



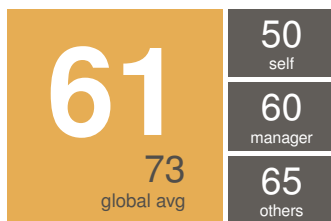
15. I think through desired outcomes before starting an important conversation.



16. I am clear about my priorities.



# HABIT 3: PUT FIRST THINGS FIRST®

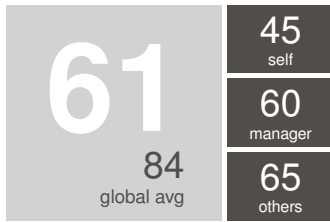


Put First Things First is at the heart of effective self-management. It's the ability to organize our time around the most important things.

<p>17. I plan ahead to avoid working in crisis mode.</p>	<table border="1"> <tr> <td rowspan="4">68</td> <td>100</td> </tr> <tr> <td>60</td> </tr> <tr> <td>65</td> </tr> <tr> <td>54</td> </tr> <tr> <td></td> <td>self</td> </tr> <tr> <td></td> <td>manager</td> </tr> <tr> <td></td> <td>others</td> </tr> <tr> <td></td> <td>global avg</td> </tr> </table>	68	100	60	65	54		self		manager		others		global avg
68	100													
	60													
	65													
	54													
	self													
	manager													
	others													
	global avg													
<p>18. I work toward long-term solutions, not just "quick fixes."</p>	<table border="1"> <tr> <td rowspan="4">55</td> <td>0</td> </tr> <tr> <td>60</td> </tr> <tr> <td>65</td> </tr> <tr> <td>80</td> </tr> <tr> <td></td> <td>self</td> </tr> <tr> <td></td> <td>manager</td> </tr> <tr> <td></td> <td>others</td> </tr> <tr> <td></td> <td>global avg</td> </tr> </table>	55	0	60	65	80		self		manager		others		global avg
55	0													
	60													
	65													
	80													
	self													
	manager													
	others													
	global avg													
<p>19. I stay focused and do not allow other people's urgencies and interruptions to dominate my day.</p>	<table border="1"> <tr> <td rowspan="4">58</td> <td>20</td> </tr> <tr> <td>60</td> </tr> <tr> <td>65</td> </tr> <tr> <td>57</td> </tr> <tr> <td></td> <td>self</td> </tr> <tr> <td></td> <td>manager</td> </tr> <tr> <td></td> <td>others</td> </tr> <tr> <td></td> <td>global avg</td> </tr> </table>	58	20	60	65	57		self		manager		others		global avg
58	20													
	60													
	65													
	57													
	self													
	manager													
	others													
	global avg													
<p>20. I respect people's time (i.e., I do not waste others' time with trivial interruptions).</p>	<table border="1"> <tr> <td rowspan="4">60</td> <td>40</td> </tr> <tr> <td>60</td> </tr> <tr> <td>65</td> </tr> <tr> <td>85</td> </tr> <tr> <td></td> <td>self</td> </tr> <tr> <td></td> <td>manager</td> </tr> <tr> <td></td> <td>others</td> </tr> <tr> <td></td> <td>global avg</td> </tr> </table>	60	40	60	65	85		self		manager		others		global avg
60	40													
	60													
	65													
	85													
	self													
	manager													
	others													
	global avg													
<p>21. I can say no to other people's requests when it is appropriate to do so.</p>	<table border="1"> <tr> <td rowspan="4">63</td> <td>60</td> </tr> <tr> <td>60</td> </tr> <tr> <td>65</td> </tr> <tr> <td>57</td> </tr> <tr> <td></td> <td>self</td> </tr> <tr> <td></td> <td>manager</td> </tr> <tr> <td></td> <td>others</td> </tr> <tr> <td></td> <td>global avg</td> </tr> </table>	63	60	60	65	57		self		manager		others		global avg
63	60													
	60													
	65													
	57													
	self													
	manager													
	others													
	global avg													
<p>22. I don't let personal online activities interfere with my work or home responsibilities.</p>	<table border="1"> <tr> <td rowspan="4">65</td> <td>80</td> </tr> <tr> <td>60</td> </tr> <tr> <td>65</td> </tr> <tr> <td>83</td> </tr> <tr> <td></td> <td>self</td> </tr> <tr> <td></td> <td>manager</td> </tr> <tr> <td></td> <td>others</td> </tr> <tr> <td></td> <td>global avg</td> </tr> </table>	65	80	60	65	83		self		manager		others		global avg
65	80													
	60													
	65													
	83													
	self													
	manager													
	others													
	global avg													
<p>23. I take the time to organize and plan my work each week.</p>	<table border="1"> <tr> <td rowspan="4">68</td> <td>100</td> </tr> <tr> <td>60</td> </tr> <tr> <td>65</td> </tr> <tr> <td>82</td> </tr> <tr> <td></td> <td>self</td> </tr> <tr> <td></td> <td>manager</td> </tr> <tr> <td></td> <td>others</td> </tr> <tr> <td></td> <td>global avg</td> </tr> </table>	68	100	60	65	82		self		manager		others		global avg
68	100													
	60													
	65													
	82													
	self													
	manager													
	others													
	global avg													
<p>24. I take the time to organize and plan my life outside of work.</p>	<table border="1"> <tr> <td rowspan="4">55</td> <td>0</td> </tr> <tr> <td>60</td> </tr> <tr> <td>65</td> </tr> <tr> <td>74</td> </tr> <tr> <td></td> <td>self</td> </tr> <tr> <td></td> <td>manager</td> </tr> <tr> <td></td> <td>others</td> </tr> <tr> <td></td> <td>global avg</td> </tr> </table>	55	0	60	65	74		self		manager		others		global avg
55	0													
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	others													
	global avg													

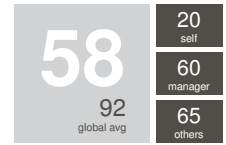


# EMOTIONAL BANK ACCOUNT

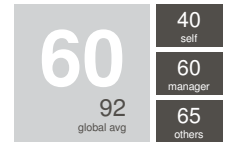


The Emotional Bank Account (EBA) is a metaphor for the amount of trust that exists in a relationship. Deposits build and repair trust in relationships. Withdrawals break down and lessen trust in relationships.

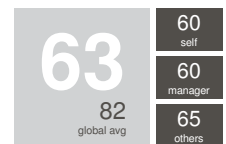
25. I willingly help others.



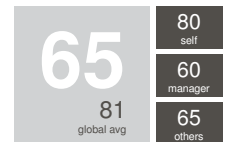
26. I show courtesy toward others.



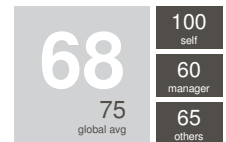
27. I am loyal to others when they are not there (i.e., I do not criticize people behind their backs).



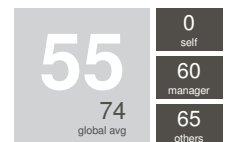
28. I make building relationships a priority.



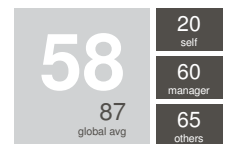
29. I am honest with people.



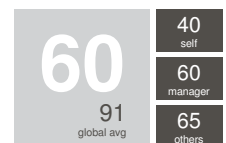
30. I follow through on commitments.



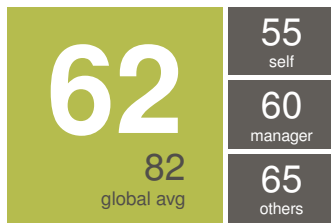
31. I apologize when I have made a mistake.



32. I can be trusted to keep confidences.

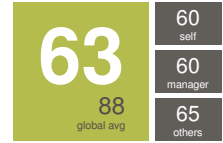


# HABIT 4: THINK WIN-WIN®

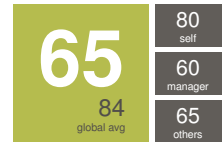


Win-win is a frame of mind and heart that seeks mutual benefit in all human interactions. It's based on the paradigm that there's plenty for everybody—that one person's success is not achieved at the expense of others.

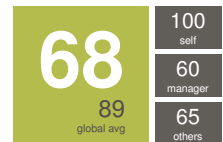
33. I share credit and recognition for success.



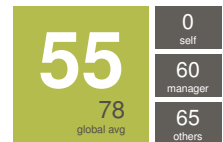
34. I treat all people fairly (i.e., I do not show favoritism).



35. I am considerate of other people's feelings.



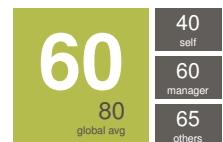
36. I consider the needs of others when making a decision.



37. I value other people's interests as well as my own.



38. I work to find solutions that benefit everyone.



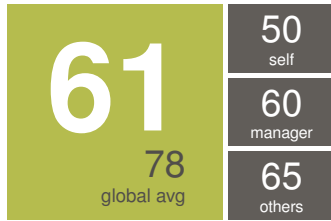
39. When working with others, I take time to establish mutually agreed-upon outcomes.



40. I share my point of view with confidence, even when others may not see it the same way.

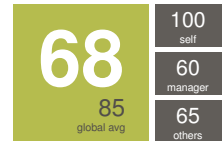


# HABIT 5: SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD.®

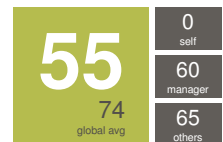


Seek First to Understand, Then to Be Understood means we try to completely understand another person before presenting our own point of view. It means balancing courage and consideration and expressing our views with clarity and respect.

41. I am easy to approach with a concern.



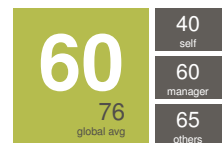
42. I do not dominate discussions, and I allow others to share their views.



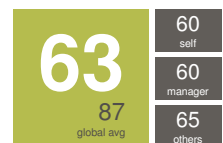
43. I communicate my views clearly.



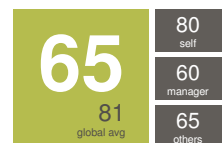
44. I receive negative feedback without becoming defensive.



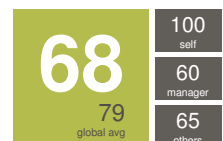
45. I am genuinely interested in listening to the views of others.



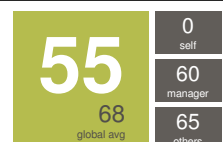
46. I seek to understand problems before attempting to solve them.



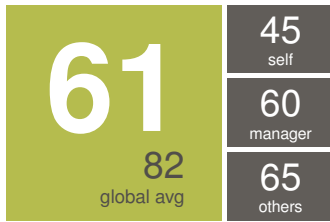
47. I communicate with respect toward others, even when I feel strongly about the situation.



48. I share negative feedback without making others feel defensive.



# HABIT 6: SYNERGIZE®

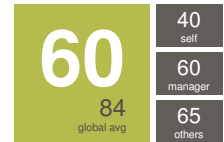


Synergy is the manifestation of all the other habits working together. It means collaborating to create 3rd Alternatives rather than settling for compromise. When we Synergize, the whole is greater than the sum of its parts—one plus one equals three or more.

49. I seek out the strengths of others to get things done.



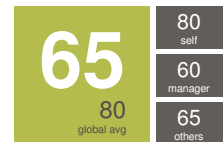
50. I am comfortable working with people who are different from me.



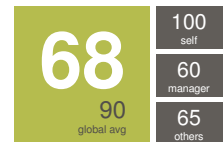
51. I regularly build relationships with people outside of my work group.



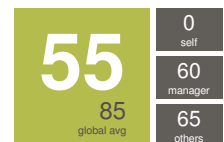
52. I am flexible and open-minded in trying new ideas.



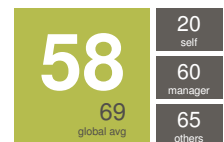
53. I encourage creativity and innovation.



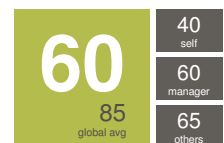
54. I work collaboratively with others to find better solutions.



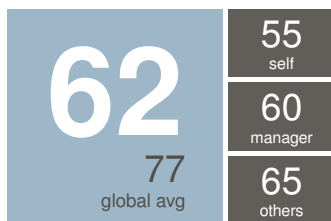
55. I regularly seek out people with different points of view.



56. I do not let my ego get in the way of better ideas.

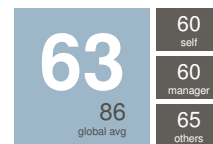


# HABIT 7: SHARPEN THE SAW®

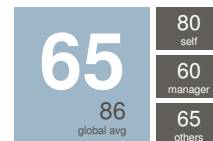


Habit 7 is preserving and enhancing the greatest asset we have—ourselves. It's regularly renewing the four dimensions of our nature: body, mind, heart, and spirit.

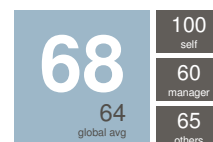
57. I am competent in my field of work.



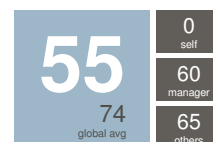
58. I care about others and try to build lasting relationships.



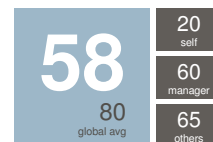
59. I take time to care for my physical health.



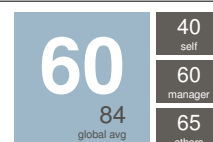
60. I regularly seek feedback on ways I can improve.



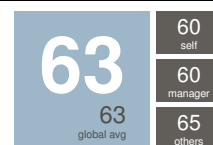
61. I take steps to improve my unique talents and abilities.



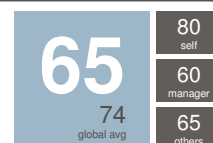
62. I take time to find enjoyment and meaning in life.



63. I balance all aspects of life (i.e., work, leisure, family) to maintain overall effectiveness.



64. I spend some time each day to invest in myself.



## Written Comments

Note: Written comments are transcribed verbatim.

1. List your three most positive qualities with regard to overall effectiveness.  

---
2. Describe the three most important things you could improve to increase overall effectiveness.  

---
3. If desired, use the space below to clarify your responses in this survey.  

---

## Next Steps

As you prepare for the *7 Habits* work session, review your scores and consider the following questions:

1. Where were your strengths?
2. Where do you feel you need to improve?
3. How did your Self scores compare with others' scores (manager, others, norm)? What might this tell you about yourself?
4. What other thoughts or insights did you have as you reviewed this data?



# LEADERSHIP QUOTIENT™

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LQ1 Report for: Sample Report  
June 11, 2014

**L**EADERSHIP  
Great Leaders • Great Teams • Great Results



## Introduction to the LQ1 Report

This report contains data on how others see you as a leader and is an essential part of the *Leadership: Great Leaders, Great Teams, Great Results* workshop. Please make sure to **PRINT THIS OUT AND BRING IT WITH YOU TO THE WORKSHOP.**

As you review this report, remember the following three items:

1. **Do NOT take action now.** During the workshop, you will review this data in depth and develop a complete action plan. Go ahead and do a high-level review now, looking for areas that stand out, then put the report aside until the workshop.
2. **Take a balanced view.** Straight feedback is a priceless gift. Don't spend time guessing who gave you low scores or express hostility toward people who responded. Use the data in a balanced, objective way to improve your leadership abilities.
3. **You will have the opportunity to take this twice.** The workshop includes two LQ assessments. This report (LQ1) reflects the assessment taken before the workshop. The second (LQ2) will be taken six months after the workshop to measure improvement.

### How Your Score Is Calculated

Your **LQ Score** is an average of scores for each of the 4 Imperatives of Great Leaders. Each **Imperative Score** is derived from answers to two questions.

- The *first* question for each imperative asks respondents to indicate their level of agreement with a number of statements about your leadership.
- The *second* question for each imperative asks respondents to choose which of two statements is more likely to represent you as a leader.

Both of these questions are rated on a six-point scale. Each number on the scale is given a point value as follows:

Number	1	2	3	4	5	6
Points	0	20	40	60	80	100

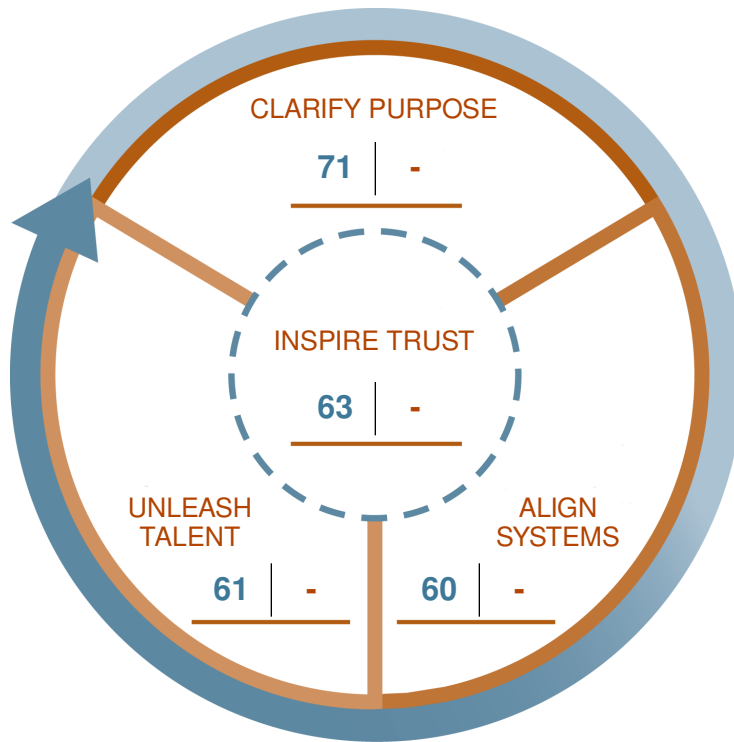
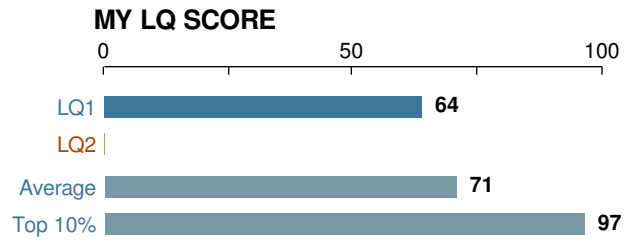
Your **IMPERATIVE SCORE** is an average of ALL respondent scores for both the first and second questions. "Self" scores are not included in the calculation, but are included for comparison. Items marked "I Don't Know or N/A" are also not included in the calculation.

Question 9 is your leadership **Net Promoter Score (NPS)**. This score is NOT part of your LQ Score. It is a separate measure that indicates people's willingness to recommend you as a leader. It is calculated from a 10-point scale by subtracting the percentage of people who marked 0 to 6 from the percentage of people who marked 9 or 10. **It is not uncommon to have a negative score on this question.**

The "Average" and "Top 10%" scores are provided for comparison and represent a statistically representative sample of managers from the United States and Canada. This comparative data was gathered in conjunction with Harris Interactive.

# LQ1 Summary

LQ1 Score	LQ2 Score*
64	-



The 4 Imperatives of Great Leaders

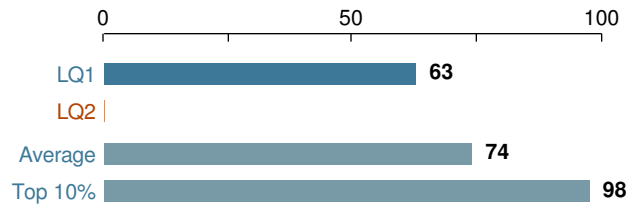
## Who Participated?

Self	Boss	Direct Report	Other	Total
1   -	1   -	3   -	3   -	8   -

\*Your LQ2 score will appear when you take the second LQ, approximately six months after the workshop.

<b>INSPIRE TRUST</b>	<b>LQ1 Score</b>	<b>LQ2 Score</b>

**YOUR SCORE**



## Question 1

*When it comes to building credibility and trust, Sample...*

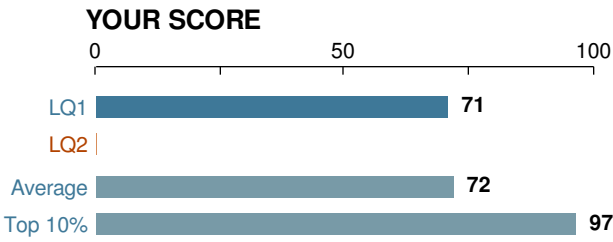
	Self	Boss	Direct Report	Other	Average Score
A. Tells the truth.	80 -	80 -	60 -	60 -	63 -
B. Shows respect for others.	80 -	80 -	60 -	60 -	63 -
C. Is straightforward--does not have a hidden agenda.	100 -	80 -	53 -	73 -	66 -
D. Fixes mistakes and doesn't cover things up.	80 -	60 -	53 -	73 -	63 -
E. Shows loyalty--does not badmouth others behind their backs.	80 -	60 -	60 -	73 -	66 -
F. Delivers results--has a clear track record of performance.	80 -	80 -	67 -	67 -	69 -
G. Constantly works to improve his or her abilities.	80 -	80 -	67 -	60 -	66 -
H. Confronts reality--does not hide from unpleasant situations.	100 -	80 -	60 -	60 -	63 -
I. Openly discusses and clarifies expectations.	80 -	60 -	53 -	60 -	57 -
J. Holds others accountable for results.	80 -	80 -	60 -	67 -	66 -
K. Genuinely listens to others.	80 -	80 -	53 -	60 -	60 -
L. Keeps commitments.	80 -	80 -	60 -	53 -	60 -
M. Extends trust to others.	80 -	60 -	73 -	53 -	63 -

## Question 2

*As a leader, Sample is more likely to:*

Rely on the power of position or title to get things done.	Rely on the strength of his or her relationships and personal credibility to get things done.	Self	Boss	Direct Report	Other	Average Score
		80 -	60 -	47 -	53 -	51 -
<b>"INSPIRE TRUST" SCORES</b>		<b>83 -</b>	<b>73 -</b>	<b>59 -</b>	<b>62 -</b>	<b>63 -</b>

<b>CLARIFY PURPOSE</b>	<b>LQ1 Score</b>	<b>LQ2 Score</b>



### Question 3

*When it comes to purpose and vision, Sample...*

	Self	Boss	Direct Report	Other	Average Score
A. Involves others in setting vision and direction.	80 -	80 -	67 -	80 -	74 -
B. Is in touch with the needs of customers (internal or external).	80 -	60 -	73 -	80 -	74 -
C. Focuses the team on meeting the needs of customers (internal or external).	100 -	80 -	73 -	73 -	74 -
D. Helps the team understand how they impact the organization's financial success (revenue, budgets, donations, etc.).	80 -	60 -	73 -	73 -	71 -
E. Helps the team understand the organization's mission and strategy.	80 -	80 -	47 -	80 -	66 -

### Question 4

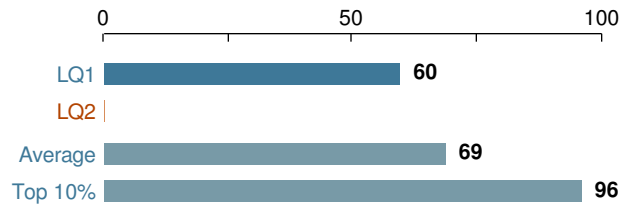
*As a leader, Sample is more likely to:*

Expect people to focus on their own job and leave the bigger picture to someone else.	Ensure people understand how their work contributes to the bigger picture.	Self	Boss	Direct Report	Other	Average Score
1	2	3	4	5	6	
		80 -	80 -	67 -	67 -	69 -

<b>"CLARIFY PURPOSE" SCORES</b>	<b>83 -</b>	<b>73 -</b>	<b>67 -</b>	<b>76 -</b>	<b>71 -</b>
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<b>ALIGN SYSTEMS</b>	<b>LQ1 Score</b>	<b>LQ2 Score</b>

**YOUR SCORE**



### Question 5

*When it comes to getting work done, Sample...*

	Self	Boss	Direct Report	Other	Average Score
A. Clearly defines the most important goals.	80 -	80 -	53 -	73 -	66 -
B. Establishes clear measures to track progress on these goals.	80 -	60 -	47 -	67 -	57 -
C. Meets regularly to discuss progress on these goals.	80 -	60 -	53 -	47 -	51 -
D. Creates a culture that attracts high performers.	100 -	60 -	67 -	53 -	60 -
E. Encourages people to grow and develop.	80 -	80 -	67 -	60 -	66 -
F. Helps the right people get into the right jobs.	100 -	60 -	53 -	53 -	54 -
G. Recognizes and rewards people for performance.	80 -	60 -	53 -	60 -	57 -
H. Creates systems and processes that help people better accomplish their work.	80 -	80 -	53 -	60 -	60 -
I. Regularly gathers feedback from customers (internal or external).	80 -	80 -	73 -	60 -	69 -
J. Uses customer feedback to improve performance.	100 -	80 -	67 -	60 -	66 -

### Question 6

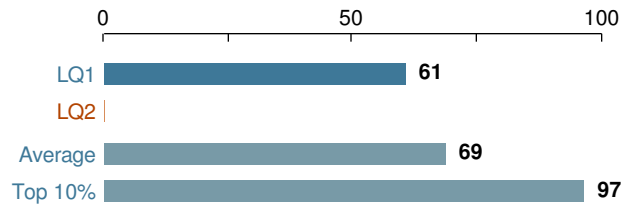
*As a leader, Sample is more likely to:*

Create an environment where everything depends on him or her.	Design systems and processes to help things move forward independent of him or her.	Self	Boss	Direct Report	Other	Average Score
1 2 3 4 5 6		80 -	80 -	47 -	60 -	57 -

<b>"ALIGN SYSTEMS" SCORES</b>	<b>85 -</b>	<b>71 -</b>	<b>58 -</b>	<b>59 -</b>	<b>60 -</b>
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<b>UNLEASH TALENT</b>	<b>LQ1 Score</b>	<b>LQ2 Score</b>

**YOUR SCORE**



## Question 7

*When it comes to working with others, Sample...*

	Self	Boss	Direct Report	Other	Average Score
A. Sees potential in others and brings out the best in them.	80 -	80 -	73 -	67 -	71 -
B. Helps people tap into their talents and passion at work.	80 -	60 -	67 -	53 -	60 -
C. Ensures that people are paid fairly for the work they do.	80 -	80 -	47 -	40 -	49 -
D. Helps people feel that their contributions are valued and appreciated.	80 -	60 -	60 -	47 -	54 -
E. Ensures there is a clear understanding around the results people are expected to achieve.	100 -	80 -	47 -	60 -	57 -
F. Involves people in setting their work goals--does not mandate them.	80 -	60 -	60 -	67 -	63 -
G. Allows people the freedom and latitude they need to accomplish their work.	80 -	80 -	60 -	60 -	63 -
H. Creates a culture where everyone is accountable for results.	100 -	60 -	67 -	67 -	66 -
I. Gives people candid and helpful feedback.	80 -	80 -	60 -	67 -	66 -
J. Welcomes candid feedback from others.	80 -	60 -	60 -	60 -	60 -
K. Is seen by others as a source of help and support.	80 -	80 -	73 -	53 -	66 -

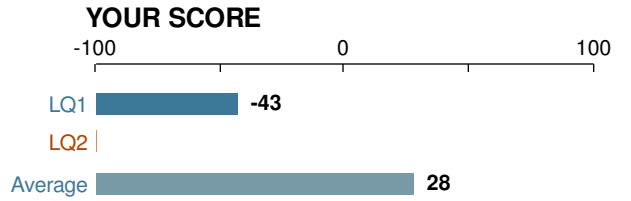
## Question 8

*As a leader, Sample is more likely to:*

Push, control, and watch over people in order to get results.	Unleash, empower, and support people in order to get results.	Self	Boss	Direct Report	Other	Average Score
1 2 3 4 5 6		80 -	60 -	60 -	60 -	60 -

<b>"UNLEASH TALENT" SCORES</b>	<b>83 -</b>	<b>70 -</b>	<b>61 -</b>	<b>58 -</b>	<b>61 -</b>
--------------------------------	-------------	-------------	-------------	-------------	-------------

<b>LEADERSHIP NPS</b>	<b>LQ1 Score</b>	<b>LQ2 Score</b>



### Question 9

*All things considered, how likely are you to recommend Sample as a leader to others?*

	Not at all likely								Extremely likely		
	0	1	2	3	4	5	6	7	8	9	10
Self	-	-	-	-	-	-	-	-	-	1	-
Boss	-	-	-	-	-	-	-	-	-	1	-
Direct Report	-	-	-	-	1	1	-	-	1	-	-
Other	-	-	-	-	-	1	1	-	1	-	-
<b>Total</b>	-	-	-	-	1	2	1	-	1	1	-

% Promoters      % Detractors      NPS

$$\begin{array}{|c|c|} \hline 14 & - \\ \hline \end{array}
 -
 \begin{array}{|c|c|} \hline 57 & - \\ \hline \end{array}
 =
 \begin{array}{|c|c|} \hline -43 & - \\ \hline \end{array}$$

COMMENTS

Question 10

*Please explain below why you chose the number you did on Question 9, above.*

---



COMMENTS

Question 11

*If there were one thing Sample could do to improve in leadership, what would it be?*

---

COMMENTS

Question 12

*Please describe an instance where you saw Sample exhibit great leadership.*

---

This report is for: **Sample**

Report Created on: 2/12/15 7:12

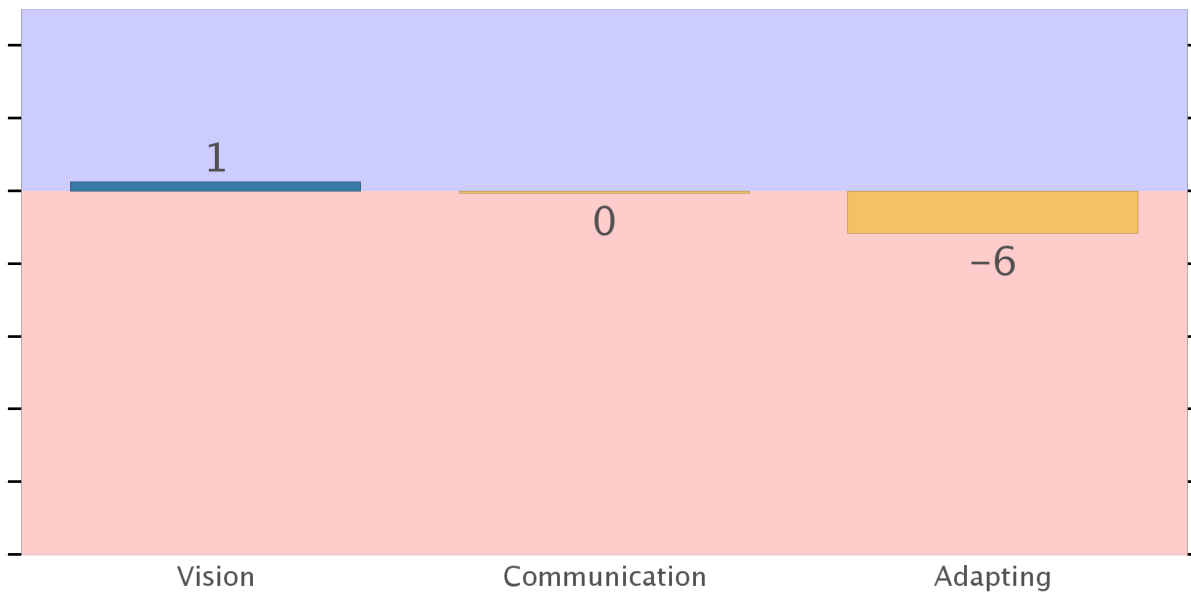
## The Generational Rapport Inventory (GRI)

Self Assessment Report

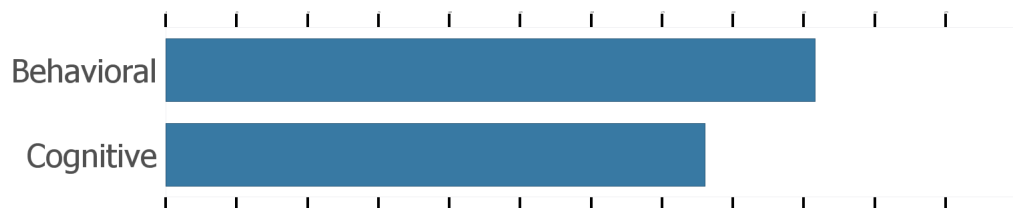
The GRI™ self-assessment captures how you think and behave regarding 9 skill areas when working with Millennial (twenty-something) employees. Recognizing generational differences in the workplace, as well as the specific needs of each generation, is critical to becoming an effective manager.

### Summary Scores

Skill Summary: Vision, Communication, Adapting



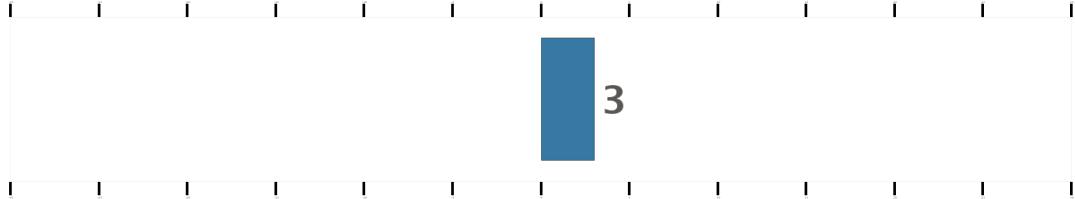
Difference between your Cognitive (how you think) vs Behavioral (how you behave):



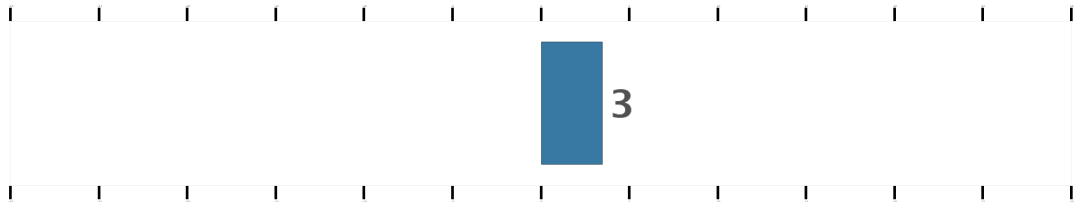
## Vision Skills

One challenge managers face when working with Millennials is helping them see things from a different point of view. Though Millennials are generally bright and like asking questions, they may lack real-world experience, or may simply need more information about a particular task.

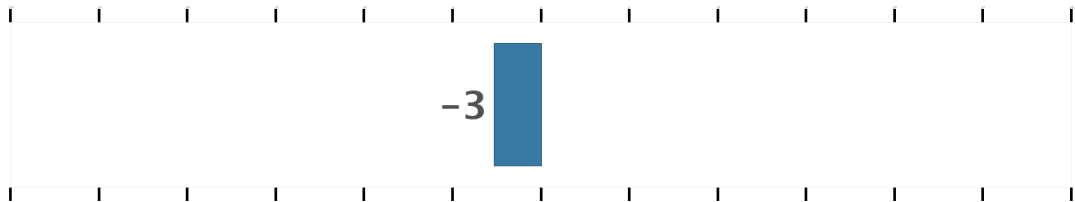
Skill 1: Show them the big picture



Skill 2: Make it matter to them



Skill 3: Include the details



Something I would like to improve:

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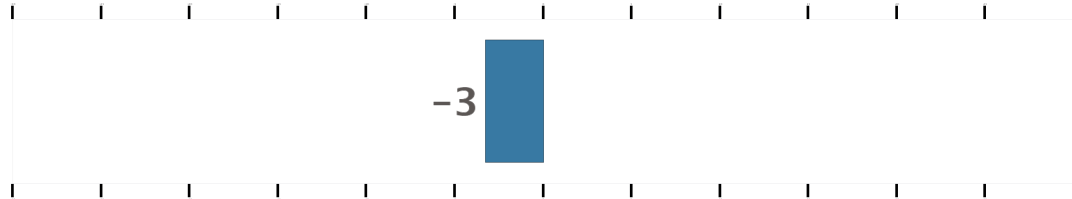
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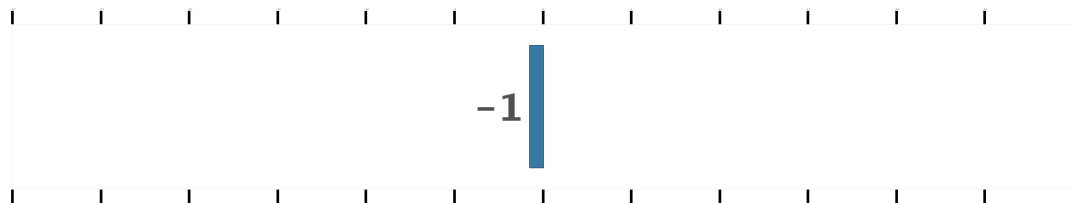
## Communication Skills

Communication skills are focused around getting your message across. Millennials grew up with detailed communication about everything from school projects to behavior at home. Managers can take advantage of this by removing common communication obstacles and by being detailed and positive.

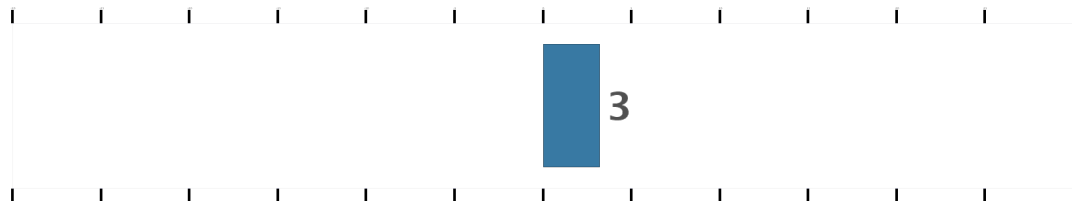
Skill 4: Build a relationship



Skill 5: Be positive when correcting



Skill 6: Don't take things personally



Something I would like to improve:

---

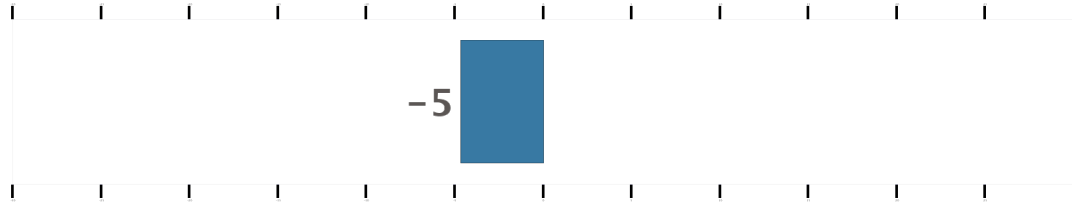
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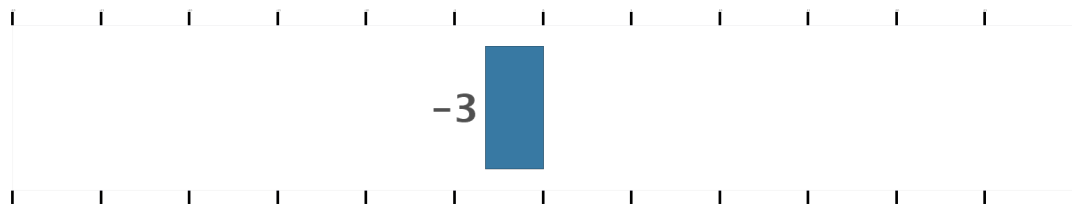
## Adapting Skills

One of the biggest challenges managers face working with Millennials is adapting to the particular strengths of the Millennial generation. Due to their unique background and large population, Millennials are less likely to just go along with traditions or rules in the workplace. Managers who can adapt to their employees, when practical, will be more likely to succeed.

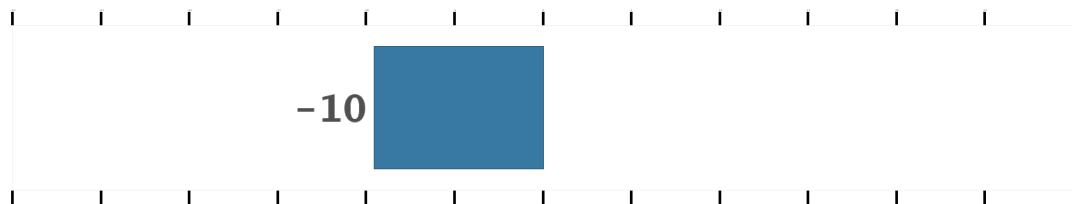
Skill 7: Put their imagination to work



Skill 8: Create the right rewards



Skill 9: Be flexible



Something I would like to improve:

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---

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## Presentation Advantage Benchmark

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**SAMPLE2 REPORT2**  
JUNE 30, 2014  
Self Surveys: 1  
Open Response Surveys: 3

# Introduction to the *Presentation Advantage* Benchmark

The Presentation Advantage Benchmark is an assessment tool that measures your level of performance in the key skill areas required to be a persuasive and engaging communicator.

As you review this report, remember the following two items:

1. Use this data to become a better presenter and communicator. If you chose to include the 2 open response questions to get feedback from others, remember to take a balanced view and use the feedback to further improve.
2. If you haven't done so already, make sure that you remember to re-take the benchmark after five weeks and compare your Before and After scores to see a real measure of improvement!

## How Your Score Is Calculated

Your OVERALL score is the sum of the 5 sections of Presentation Advantage benchmark that you completed. The two Open Response questions are not included in your Overall score. You should compare your Overall score with the following scale:

Poor Skills	Average Skills	Above-Average Skills	Excellent Skills
0-62	63-98	99-135	136-170

Your SECTION scores are the sum of the questions in the section.



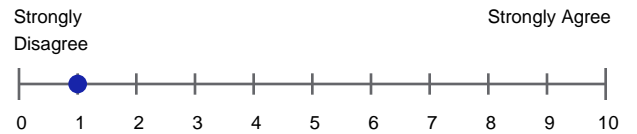
# Overall Score

Before	After
76	-

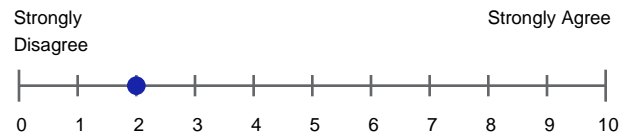
## Connecting with The Audience

Before	After
10	-

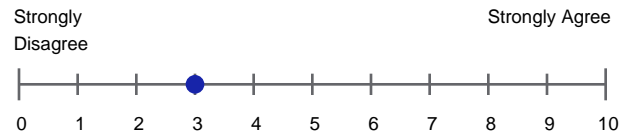
1. I ensure my audiences see me as someone with high character.



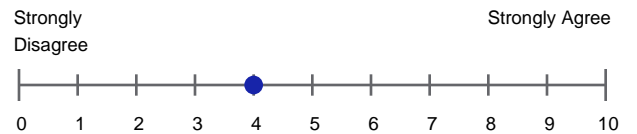
2. I ensure my audiences see me as someone with high competence.



3. I always bring passion to the message I am sharing.



4. I always engage and re-engage the audience.



# Develop A Powerful Message

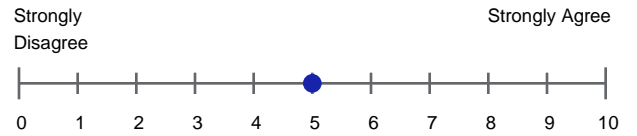
Before

After

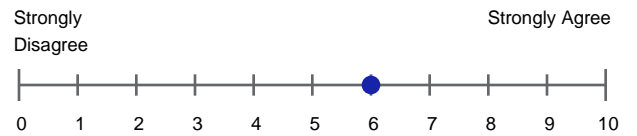
26

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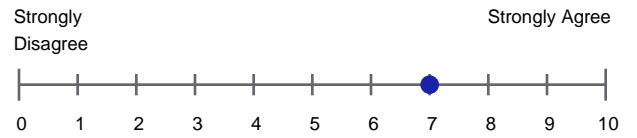
5. I accurately define the purpose of my message.



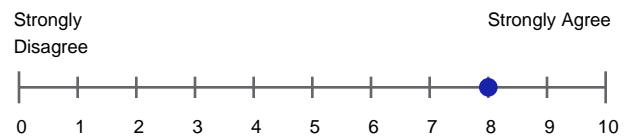
6. I analyze my audience and their needs.



7. I think through all reasonable logistics.



8. I effectively structure my presentation with an introduction, key points, and a conclusion.



# Design Impactful Visuals

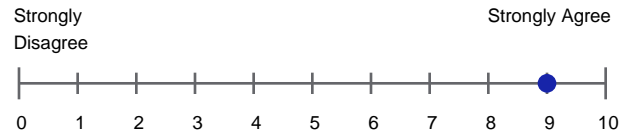
Before

After

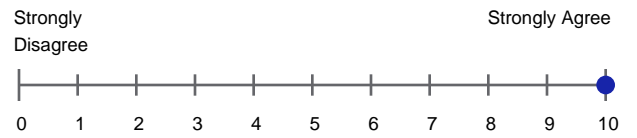
19

-

9. I design impactful visuals with the audience in mind.



10. I design effective notes and prompts for myself.



# Deliver with Excellence

Before

After

6

-

11. I know how to create a “first and ongoing impression” with the audience.



12. I know how to deliver visuals effectively.



13. I effectively manage fear and stress around presenting.



14. I am prepared to handle tough questions and group dynamics.



# Practice

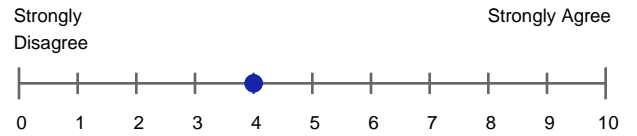
Before

After

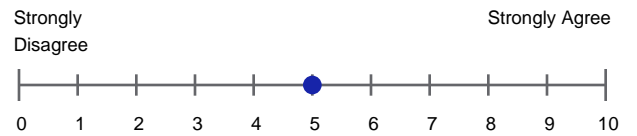
15

-

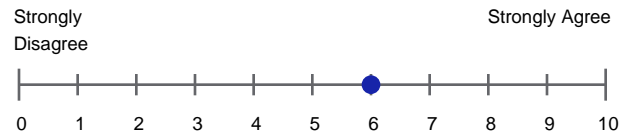
15. I self-assess my performance so I can improve.



16. I am open to feedback.



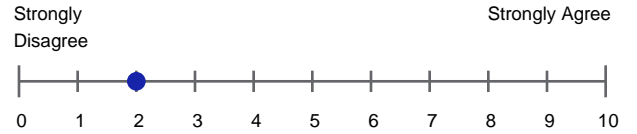
17. I plan time to practice for any presentation.



## Open Response (optional)

This section consists of input from others you invited to respond to the following questions. If you did not invite others to respond or the minimum requirement of 3 responses were not met, this section will be blank.

1. Is Sample2 a persuasive and engaging presenter and communicator?



2. Please explain why you gave that score.

**Before**



## Project Management Benchmark

---

**SAMPLE2 REPORT2**  
SEPTEMBER 11, 2014  
Self Surveys: 1  
Open Response Surveys: 3

# Introduction to the Project Management Essentials Benchmark

The Project Management Essentials Benchmark is an assessment tool that measures your level of performance in the key skill areas required to be a successful project manager.

As you review this report, remember the following two items:

1. Use this data to become a better project manager and leader of your project team. If you choose to include the three "open response" questions to get feedback from others, remember to take a balanced view and use the feedback to further improve.
2. If you haven't done so already, make sure you remember to retake the benchmark after five weeks and compare your "before" and "after" scores to see a real measure of improvement!

## How Your Score Is Calculated

Your OVERALL score is the sum of the six sections of the Project Management Essentials Benchmark you completed. The three "open response" questions are not included in your overall score. You should compare your overall score with the following scale:

Poor Skills: 0-62, Average Skills: 63-90, Above-Average Skills: 91-132, Excellent Skills: 133-140

Your SECTION scores are the sum of the questions in the section.



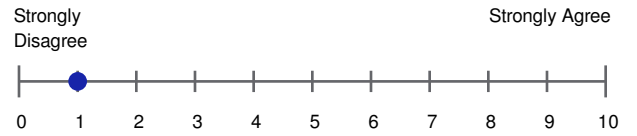
# Overall Score

Before	After
61	-

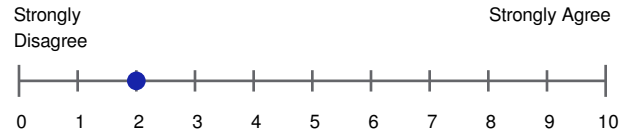
## When initiating a project

Before	After
3	-

1. I accurately identify the people who determine the success or failure of the project (key stakeholders).



2. I create a written document that clearly captures the project's key deliverables and expectations.



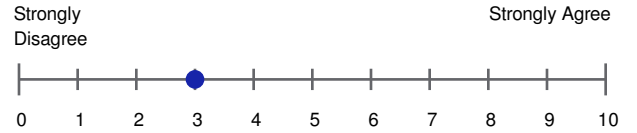
# When planning a project

Before After

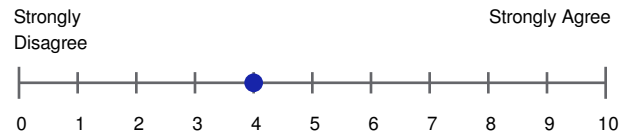
7

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3. I create effective strategies for avoiding or managing risks.



4. I document a realistic and well-defined schedule to achieve the project's deliverables.



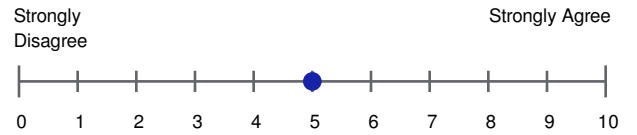
Before After

11

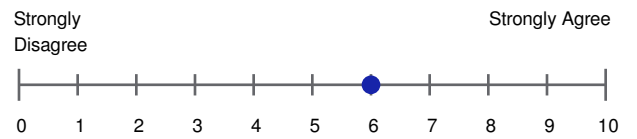
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## When executing a project

5. I meet at least weekly with my team to review project progress.



6. I give effective performance feedback to team members.

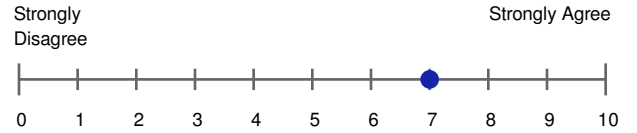


15

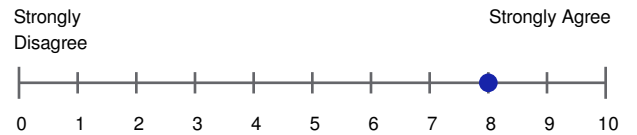
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# When monitoring and controlling a project

7. I regularly communicate project status to key stakeholders.



8. I have a process for effectively managing changes to the project (timeline, budget, deliverables, etc.).



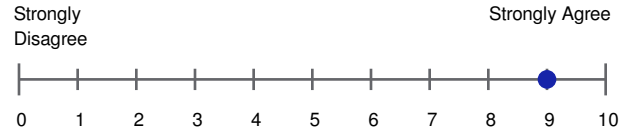
# When closing a project

Before After

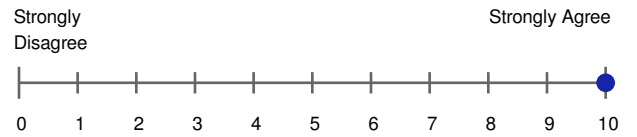
19

-

9. I recognize team members for their efforts.



10. I document lessons learned so I/we can do better next time.



# Throughout the life of the project

6

-

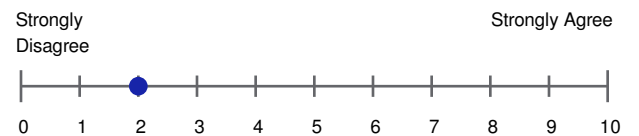
11. I demonstrate respect to the people involved.



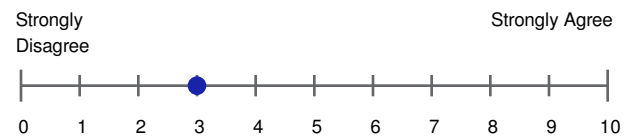
12. I listen to others in order to understand their viewpoints.



13. I make sure expectations are clearly communicated to everyone involved in the project.



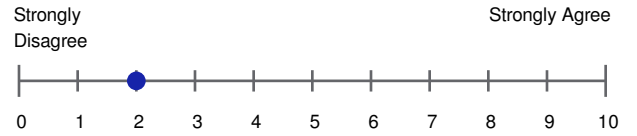
14. I create an environment where people are motivated to follow through on their commitments.



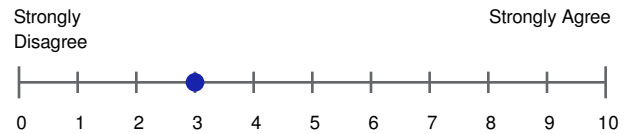
## Open Response (optional)

This section consists of input from others you invited to respond to the following questions. If you did not invite others to respond or the minimum requirement of 3 responses were not met, this section will be blank.

1. How would you rate Sample2 on his or her ability to complete large tasks or projects effectively?



2. How would you rate Sample2 on his or her ability to inspire and engage team members around large tasks and projects?



# Open Response (optional)

3. Please explain your answers below.

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# TRUST QUOTIENT™

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Report for: Sample Report  
Workshop Date: October 30, 2011  
Date Printed: November 19, 2015

**SPEED**  
OF  
**TRUST**®

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# Introduction to Your tQ Report

Welcome to your tQ Report. The purpose of this report is to help you identify strengths to capitalize on and areas to improve as you strive to build trust with others. Your Trust Quotient, or tQ score, is an indicator of the level of trust others have in you.

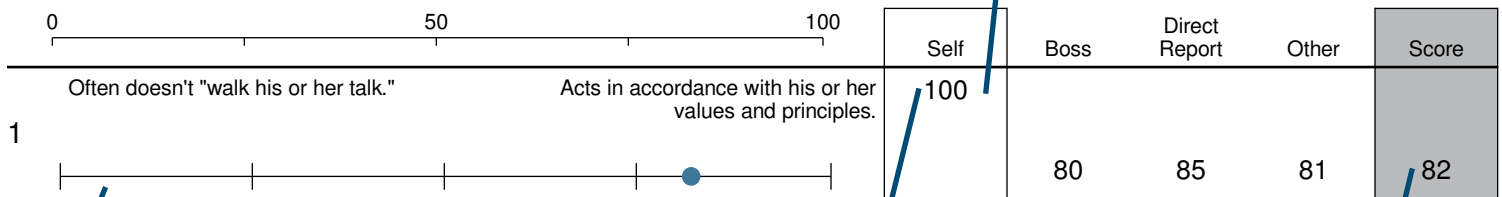
As you review this report, remember—

1. Take a balanced view. Straight feedback is a priceless gift. Don't worry about who gave you what scores. Thank the respondents for giving you feedback.
2. Print this report and bring it with you to *The Speed of Trust* workshop. Your facilitator will help you understand the data and make action plans for improving your tQ.

## How Your tQ Score Is Calculated

Your tQ score is a number on a scale of 0–100, where 100 indicates world-class trust levels. Your tQ score is the average of scores on Questions 1–26 and 28. Each question has the same weight in the score. Questions 27, 29, and 33 call for written responses and are not scored. Questions 30–32 and 34–35 do not affect your personal tQ score because they deal with your organization.

## How to Understand Question Data



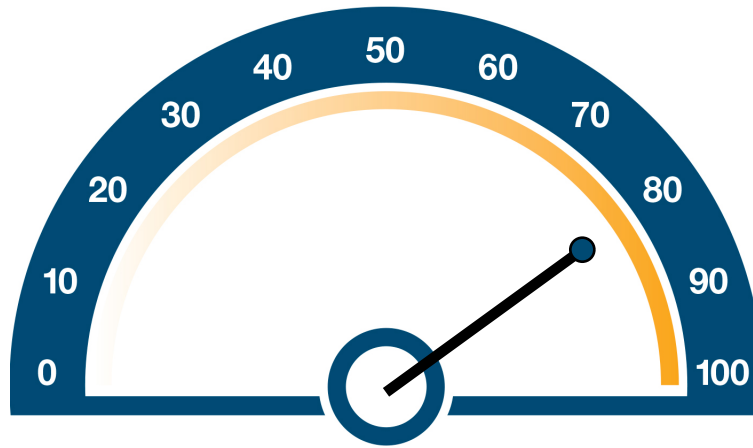
Your tQ2 data will appear when you take the tQ Comparative

The bar shows you quickly where you score on a scale of 0–100.

**Self** is the score you gave yourself. It is not included in the "Average" score.

**Score** is the average of scores you received from your boss, direct reports, and others.

## tQ Summary

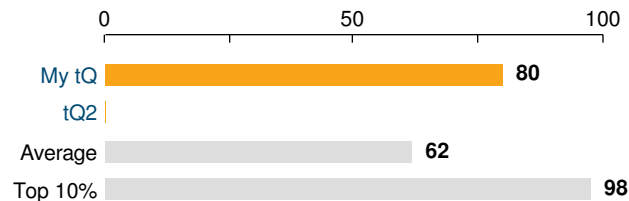


My tQ	tQ2
80	-

### TRUST METER

The Trust Meter is like a car speedometer, and your tQ score is your current “speed” of trust. If your speed is 0–55, you need to work urgently to increase your score. A speed of 56–80 means you have trust issues with some respondents. A speed of over 80 indicates respondents trust you—but unless your speed is consistently 100, you can always improve your Speed of Trust. The same scale applies to the score of each individual question.

### My tQ Score



	Self	Boss	Direct Report	Other	Score
Self Trust	62	80	81	82	81
Relationship Trust	52	80	82	75	79
Total					80

Your tQ score is a number on a scale of 0–100, where 100 indicates world-class trust levels. The “Average” and “Top 10%” scores are for comparison to a statistically representative sample of adult workers from the United States and Canada as determined by the Harris Poll. Your tQ score is an average of your sub-scores in the areas of Self Trust and Relationship Trust (Questions 1–26, 28).

### Organizational and Market Trust Scores

You also received sub-scores in the areas of Organizational Trust and Market Trust (Questions 30–32 and 34–35).

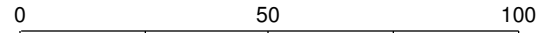
	Self	Score
Organizational Trust	49	49
Market Trust	88	88

### Who Participated?

	Self	Boss	Direct Report	Other	Total Respondents
Number of Participants	1	1	4	4	10

# SELF TRUST

## YOUR "SELF TRUST" SCORE



My tQ  81

tQ2

Average  63

Top 10%  98

## INTEGRITY

Sample...

	0	50	100	Self	Boss	Direct Report	Other	Score
1	Often doesn't "walk his or her talk." <span style="float: right;">Acts in accordance with his or her values and principles.</span>			0	80	85	95	89
2	Tends to go along with the crowd. <span style="float: right;">Shows courage and willingness to take a stand.</span>			20	60	85	100	89
3	Has a hard time acknowledging that someone else may be right. <span style="float: right;">Is genuinely open to rethinking ideas.</span>			40	80	80	90	84

## INTENT

Sample...

	0	50	100	Self	Boss	Direct Report	Other	Score
4	Tends to act in his or her own best interest. <span style="float: right;">Acts in everyone's best interest.</span>			60	80	85	75	80
5	Pretends to care about people. <span style="float: right;">Genuinely cares about people.</span>			80	100	70	70	73
6	Acts as if there is not enough credit or opportunities to go around. <span style="float: right;">Acts as if there is more than enough credit and opportunities for everyone.</span>			100	100	85	75	82

# SELF TRUST (continued)

## CAPABILITIES

Sample...

		0	50	100	Self	Boss	Direct Report	Other	Score
7	Lacks skills important to his or her job.	Is highly competent in his or her job.			40	80	85	80	82
8	Is unclear about where he or she is headed.	Is confident about where he or she is headed.			60	80	75	65	71
9	Doesn't seem to know how to build trust with others.	Works to build trust with others.			100	80	85	95	89

## RESULTS

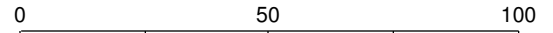
Sample...

		0	50	100	Self	Boss	Direct Report	Other	Score
10	Cannot always be counted on.	Is thoroughly reliable.			80	60	85	100	89
11	Has low expectations.	Expects to succeed.			60	80	65	75	71
12	Does only what he or she is told to do.	Takes initiative to get things done.			100	80	85	60	73

<b>"SELF TRUST" SCORES</b>					62	80	81	82	81
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# RELATIONSHIP TRUST

## YOUR "RELATIONSHIP TRUST" SCORE



My tQ 79

tQ2

Average 62

Top 10% 98

Sample...

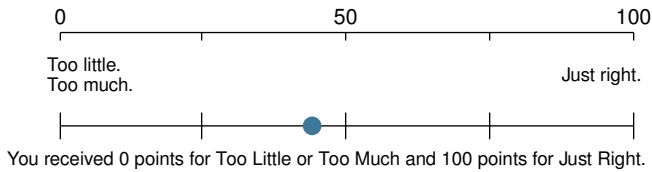
		Self	Boss	Direct Report	Other	Score
13	Withholds or "spins" the truth. <span style="float:right">Always tells the straight story.</span>	100 -	60 -	85 -	50 -	66 -
14	Shows more respect to those who can be helpful to him or her. <span style="float:right">Treats everyone with respect.</span>	80 -	80 -	95 -	65 -	80 -
15	Seems to have "hidden agendas" (questionable motives). <span style="float:right">Is thoroughly open about his or her intentions.</span>	60 -	80 -	85 -	75 -	80 -
16	Often covers up mistakes. <span style="float:right">Openly acknowledges mistakes and takes responsibility.</span>	40 -	20 -	85 -	65 -	69 -
17	Downplays the contributions of others. <span style="float:right">Gives appropriate credit and is loyal to the absent.</span>	20 -	80 -	100 -	90 -	93 -
18	Stays busy, but often fails to deliver results. <span style="float:right">Has a track record of delivering expected results.</span>	0 -	80 -	85 -	95 -	89 -
19	Seems satisfied with his or her current abilities. <span style="float:right">Constantly works to improve his or her abilities.</span>	100 -	100 -	85 -	85 -	87 -
20	Tends to skirt the real issues. <span style="float:right">Confronts reality and takes tough issues "head on."</span>	80 -	80 -	85 -	95 -	89 -
21	Assumes that expectations are clear when they're not. <span style="float:right">Consistently discusses and clarifies expectations.</span>	60 -	100 -	60 -	100 -	82 -
22	Tends to blame others when things go wrong. <span style="float:right">Always takes responsibility for results, good or bad.</span>	40 -	80 -	85 -	75 -	80 -

# RELATIONSHIP TRUST (continued)

Sample...

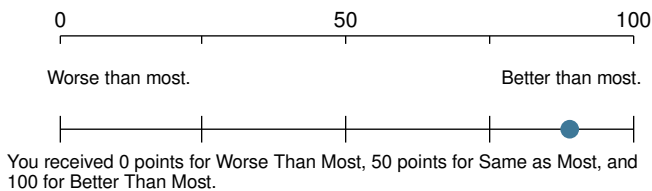
	0	50	100	Self	Boss	Direct Report	Other	Score
23				20	-	85	80	83
24				40	-	50	60	60
25				40	-	85	45	69

26. Overall, Sample tends to trust other people...



Responses	Self	Boss	Direct Report	Other	Total Respondents
Too little.	-	-	1	1	2
Just right.	1	1	1	2	5
Too much.	-	-	2	1	3

28. How does Sample compare to other people you work with in behaving in ways that create trust?

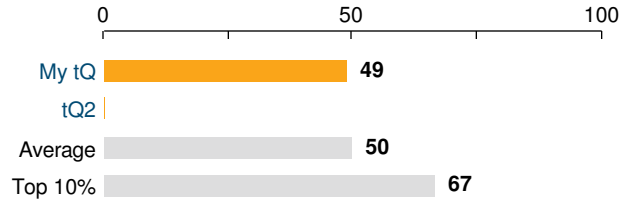


Responses	Self	Boss	Direct Report	Other	Total Respondents
Worse than most.	1	-	1	-	2
Same as most.	-	-	-	2	2
Better than most.	-	-	3	2	5

"RELATIONSHIP TRUST" SCORES	52	80	82	75	79
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# ORGANIZATIONAL TRUST

## YOUR "ORGANIZATIONAL TRUST" SCORE



30. Please rate the quality of Sample Organization's systems and processes in the following categories:

		Self	
A.	Financial (processing, budgeting, invoicing, auditing). 	80	-
B.	Decision making. 	80	-
C.	Employee training and development. 	60	-
D.	Performance management (rewards and recognition, performance reviews, career advancement). 	40	-
E.	Information systems (computers, networks, tech support). 	20	-
F.	Innovation (R & D, idea sharing, continuous improvement). 	100	-
G.	Meeting management. 	60	-
<b>Total</b> 		<b>63</b>	<b>-</b>

31. Please rate the current trust level of Sample Organization.

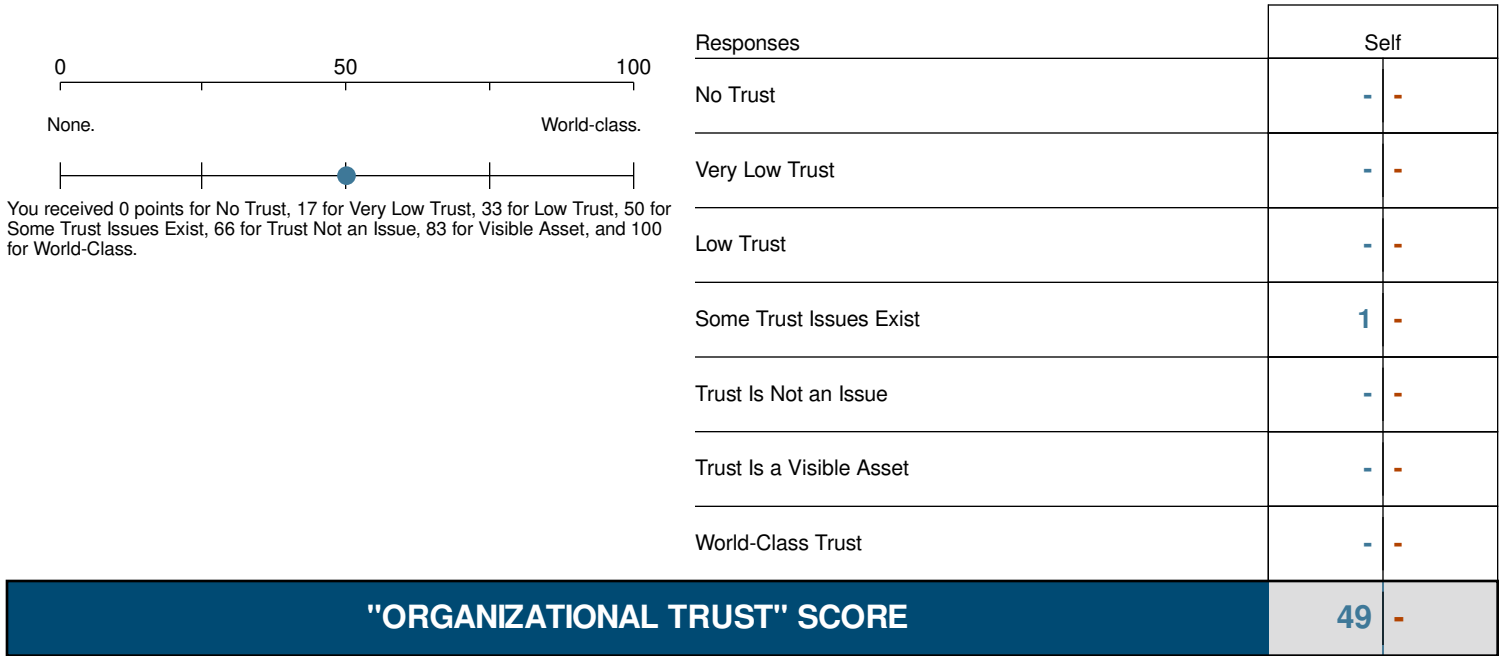
		Self	
Responses			
No Trust		-	-
Very Low Trust		-	-
Low Trust		1	-
Some Trust Issues Exist		-	-
Trust Is Not an Issue		-	-
Trust Is a Visible Asset		-	-
World-Class Trust		-	-
<b>"ORGANIZATIONAL TRUST" SCORE</b>		<b>49</b>	<b>-</b>

You received 0 points for No Trust, 17 for Very Low Trust, 33 for Low Trust, 50 for Some Trust Issues Exist, 66 for Trust Not an Issue, 83 for Visible Asset, and 100 for World-Class.



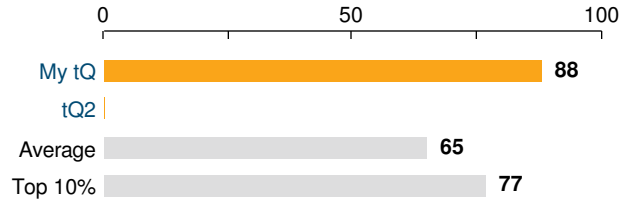
# ORGANIZATIONAL TRUST (continued)

32. Please rate the current trust level of your team or workgroup.

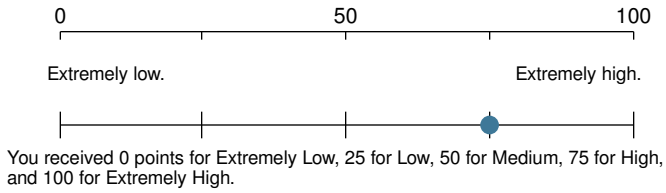


# MARKET TRUST

## YOUR "MARKET TRUST" SCORE

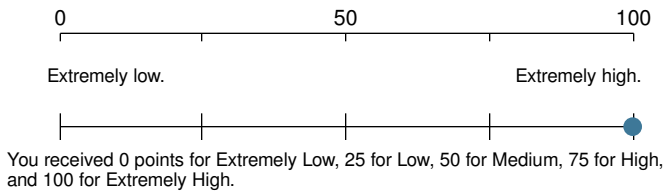


### 34. Please rate the reputation of Sample Organization.



Responses	Self	
Extremely Low	-	-
Low	-	-
Medium	-	-
High	1	-
Extremely High	-	-

### 35. Please rate the reputation of your team or workgroup.



Responses	Self	
Extremely Low	-	-
Low	-	-
Medium	-	-
High	-	-
Extremely High	1	-

<b>"MARKET TRUST" SCORE</b>	<b>88</b>	-
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## COMMENTS

### Question 27

*Please explain your answer to Question 26: "Overall, Sample tends to trust other people..."*

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## COMMENTS

### Question 29

*What are the three most important actions Sample could take to increase trust with you?*

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## COMMENTS

### Question 33

*What two to three things could Sample Organization do to raise your rating?*

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