

The **4** Essential Roles of **LEADERSHIP**[™]

Report for: Jennifer Pennington
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CONTENTS

Introduction to the Assessment Report	3
---------------------------------------	---

The 4 Essential Roles of Leadership Assessment Overview	4
---	---

Categories

1. Inspire Trust	5
------------------	---

2. Create Vision	7
------------------	---

3. Execute Strategy	9
---------------------	---

4. Coach Potential	11
--------------------	----

Rankings and Frequencies	13
--------------------------	----

Written Comments and Your LNPS	18
--------------------------------	----

INTRODUCTION TO THE ASSESSMENT REPORT

The 4 Essential Roles of Leadership

This report contains feedback from *the 4 Essential Roles of Leadership* Assessment and is an important part of the work session. Please make sure to print this out and bring it with you.

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

1. **Do NOT take action now.** During the work session, 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 work session.
2. Feedback is a priceless gift. Use the data in a balanced, objective way to improve your leadership abilities.

How Your Score Is Calculated

Your 4 ESSENTIAL ROLES SCORE is an average of ALL respondent scores. "Self" scores are not included in the calculation, but are included for comparison. Items marked "No Opinion" are also not included in the calculation.

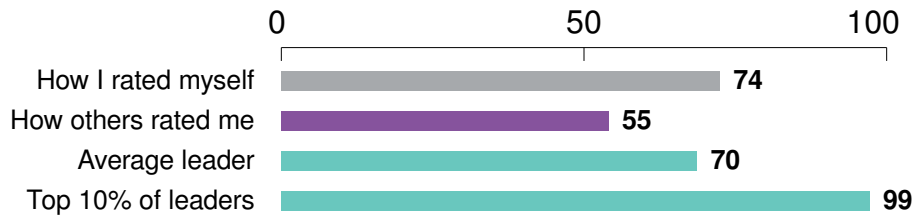
Each question asks respondents to indicate their level of agreement with a number of statements about your leadership, and is rated on a 5-point scale. Each response on the scale is given a point value as follows:

Response	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
Points	0	25	50	75	100

Your LEADERSHIP NET PROMOTER SCORE (LNPS) is a separate measure (not included as part of your overall assessment score) that indicates other people's willingness to recommend you as a leader. This question asks, "How likely are you to recommend Jennifer as a good leader to work for?" It is calculated on 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 possible to have a negative score on this question. Detailed information for this question is found starting on page 18.

This report also includes responses to open-ended questions about your leadership skills. These responses are found starting on page 18.

THE 4 ESSENTIAL ROLES OF LEADERSHIP ASSESSMENT OVERVIEW

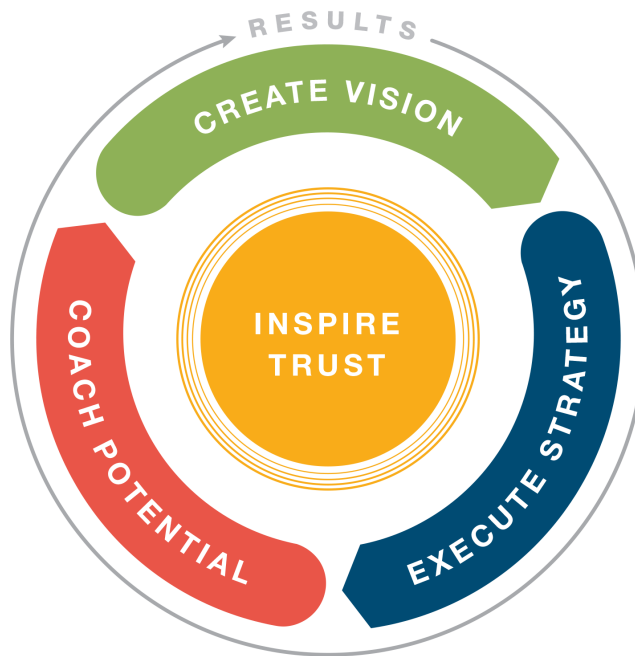


My 4 Essential Roles Score

55

My Leadership Net Promoter Score (LNPS)

-86



INSPIRE TRUST

55

CREATE VISION

56

EXECUTE STRATEGY

54

COACH POTENTIAL

56

Who Participated?

Others			Self	Total
Direct Reports	Peers	My Leader		
3	3	1	1	8

1. INSPIRE TRUST

Direct Report	Peer	My Leader	Average Leader	Top 10% of Leaders	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
					Others					
						0	25	50	75	100
48	57	71	70	99	68					
					55					

When it comes to inspiring a culture of trust, Jennifer...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
A. Acts in congruence with his or her values and principles.	92	58	75	75					
				75					
B. Is genuinely open to rethinking ideas.	33	58	100	100					
				54					
C. Shows courage in dealing with difficult situations.	50	75	75	100					
				64					
D. Genuinely cares about people.	50	75	100	100					
				68					
E. Acts in everyone's best interests.	33	67	50	75					
				50					
F. Lets others know his or her intentions.	42	58	75	50					
				54					
G. Is highly competent in his or her role.	33	58	50	75					
				46					

When it comes to inspiring a culture of trust, Jennifer...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
H. Works to keep his or her skills and knowledge relevant.	42	50	75	50					
				50					
I. Displays an inclusive leadership style.	33	58	25	50					
				43					
J. Openly expresses confidence in others.	58	42	100	75					
				57					
K. Takes responsibility for results.	50	50	75	50					
				54					
L. Stays strong and shows resilience.	42	42	50	75					
				43					
M. Intentionally focuses on building a positive team culture.	50	42	75	25					
				50					
N. Models the organization's values.	58	58	75	50					
				61					

2. CREATE VISION

Direct Report	Peer	My Leader	Average Leader	Top 10% of Leaders	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
					Others					
						0	25	50	75	100
55	48	81	70	99	86					
					56					

When it comes to creating a shared vision and strategy, Jennifer...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
A. Helps the team understand the organization's mission, vision, and strategy.	42	25	75	100					
				39					
B. Has an inspiring vision for the team.	50	42	75	75					
				50					
C. Focuses the team on understanding and meeting customer needs (internal and external).	50	58	50	100					
				54					
D. Has a clear understanding of external influences and how they affect the team.	67	58	100	75					
				68					
E. Understands and values the team's core capabilities.	50	75	100	100					
				68					
F. Helps the team impact the organization's financial success.	58	42	75	75					
				54					
G. Regularly communicates the team's strategy in a compelling way to create buy-in at multiple levels.	58	50	75	100					
				57					

When it comes to creating a shared vision and strategy, Jennifer...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
H. Communicates clearly and concisely.	67	33	75	75					
				54					
I. Communicates confidently and positively.	50	50	100	75					
				58					

3. EXECUTE STRATEGY

Direct Report	Peer	My Leader	Average Leader	Top 10% of Leaders	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
					Others					
						0	25	50	75	100
52	51	73	70	99	73					
					54					

When it comes to executing the team's strategy and goals, Jennifer...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
A. Ensures the right people are in the right roles.	67	50	75	75					
				63					
B. Eliminates unnecessary hierarchy.	42	42	100	75					
				50					
C. Recognizes and rewards great performance regularly.	58	50	100	100					
				61					
D. Ensures people have the right resources to be productive.	42	50	50	50					
				46					
E. Empowers the people closest to the work to make decisions.	67	50	75	75					
				61					
F. Focuses the team's energy and resources on the most important goals.	50	50	50	75					
				50					
G. Establishes clear measures to track progress on team goals.	50	42	75	75					
				50					

When it comes to executing the team's strategy and goals, Jennifer...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
H. Meets regularly to discuss progress of team goals.	50	88	50	50					
				63					
I. Creates accountability for the team to achieve their goals.	50	50	75	75					
				54					
J. Allows people the freedom and latitude they need to accomplish their work.	42	50	75	75					
				50					

4. COACH POTENTIAL

Direct Report	Peer	My Leader	Average Leader	Top 10% of Leaders	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
					Others					
						0	25	50	75	100
52	52	78	70	99	73					
					56					

When it comes to unleashing potential through feedback and coaching, Jennifer...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
A. Regularly provides positive feedback.	67	50	100	100					
				70					
B. Is comfortable giving tough feedback in a helpful way.	75	58	75	75					
				68					
C. Doesn't tolerate low performance or inappropriate behavior.	50	58	75	50					
				57					
D. Welcomes candid feedback from others.	50	50	100	50					
				57					
E. Sees potential in others and brings out the best in them.	50	58	75	100					
				57					
F. Is a good listener.	25	58	100	100					
				50					
G. Helps people discover their own solutions rather than solving their problems for them.	42	63	50	75					
				50					

When it comes to unleashing potential through feedback and coaching, Jennifer...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
H. Reminds people of their own talent and experience when problem solving.	42	42	50	75					
				43					
I. Is a good coach.	58	33	75	50					
				50					
J. Takes time to build other leaders.	58	50	75	50					
				57					

RANKINGS AND FREQUENCIES

	Frequencies						Scores				
	Disagree a Lot				Agree a Lot		Direct Report	Peer	My Leader	Others	Self
	1	2	3	4	5	?					
Inspire Trust A. Acts in congruence with his or her values and principles.	1	0	0	4	3	0	92	58	75	75	75
Coach Potential A. Regularly provides positive feedback.	0	0	3	0	3	2	67	50	100	70	100
Create Vision E. Understands and values the team's core capabilities.	0	0	4	1	3	0	50	75	100	68	100
Inspire Trust D. Genuinely cares about people.	0	2	1	1	4	0	50	75	100	68	100
Coach Potential B. Is comfortable giving tough feedback in a helpful way.	1	0	0	6	1	0	75	58	75	68	75
Create Vision D. Has a clear understanding of external influences and how they affect the team.	0	0	3	4	1	0	67	58	100	68	75
Inspire Trust C. Shows courage in dealing with difficult situations.	1	0	2	2	3	0	50	75	75	64	100
Execute Strategy A. Ensures the right people are in the right roles.	0	1	1	5	0	1	67	50	75	63	75
Execute Strategy H. Meets regularly to discuss progress of team goals.	0	1	3	2	1	1	50	88	50	63	50

	Frequencies						Scores				
	Disagree a Lot				Agree a Lot		Direct Report	Peer	My Leader	Others	Self
	1	2	3	4	5	?					
Execute Strategy E. Empowers the people closest to the work to make decisions.	0	1	2	5	0	0	67	50	75	61	75
Inspire Trust N. Models the organization's values.	0	0	5	3	0	0	58	58	75	61	50
Execute Strategy C. Recognizes and rewards great performance regularly.	0	1	3	2	2	0	58	50	100	61	100
Create Vision I. Communicates confidently and positively.	0	1	3	2	1	1	50	50	100	58	75
Coach Potential C. Doesn't tolerate low performance or inappropriate behavior.	0	2	2	4	0	0	50	58	75	57	50
Coach Potential D. Welcomes candid feedback from others.	0	1	5	1	1	0	50	50	100	57	50
Coach Potential E. Sees potential in others and brings out the best in them.	0	1	3	3	1	0	50	58	75	57	100
Create Vision G. Regularly communicates the team's strategy in a compelling way to create buy-in at multiple levels.	0	2	2	2	2	0	58	50	75	57	100
Inspire Trust J. Openly expresses confidence in others.	0	2	2	3	1	0	58	42	100	57	75
Coach Potential J. Takes time to build other leaders.	1	0	3	4	0	0	58	50	75	57	50

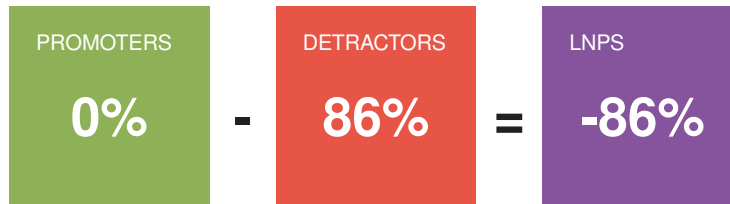
	Frequencies						Scores				
	Disagree a Lot				Agree a Lot		Direct Report	Peer	My Leader	Others	Self
	1	2	3	4	5	?					
Create Vision F. Helps the team impact the organization's financial success.	0	2	2	4	0	0	58	42	75	54	75
Create Vision C. Focuses the team on understanding and meeting customer needs (internal and external).	0	0	6	1	1	0	50	58	50	54	100
Create Vision H. Communicates clearly and concisely.	1	0	3	4	0	0	67	33	75	54	75
Inspire Trust B. Is genuinely open to rethinking ideas.	1	2	0	3	2	0	33	58	100	54	100
Inspire Trust F. Lets others know his or her intentions.	0	1	5	2	0	0	42	58	75	54	50
Inspire Trust K. Takes responsibility for results.	0	1	5	2	0	0	50	50	75	54	50
Execute Strategy I. Creates accountability for the team to achieve their goals.	1	1	2	3	1	0	50	50	75	54	75
Create Vision B. Has an inspiring vision for the team.	0	3	1	4	0	0	50	42	75	50	75
Coach Potential I. Is a good coach.	0	2	4	2	0	0	58	33	75	50	50
Execute Strategy F. Focuses the team's energy and resources on the most important goals.	0	3	2	2	1	0	50	50	50	50	75

	Frequencies						Scores				
	Disagree a Lot				Agree a Lot	No Opinion	Direct Report	Peer	My Leader	Others	Self
	1	2	3	4	5	?					
Execute Strategy G. Establishes clear measures to track progress on team goals.	1	1	2	4	0	0	50	42	75	50	75
Coach Potential G. Helps people discover their own solutions rather than solving their problems for them.	0	1	4	2	0	1	42	63	50	50	75
Execute Strategy B. Eliminates unnecessary hierarchy.	1	1	3	2	1	0	42	42	100	50	75
Execute Strategy J. Allows people the freedom and latitude they need to accomplish their work.	1	1	1	4	0	1	42	50	75	50	75
Inspire Trust H. Works to keep his or her skills and knowledge relevant.	1	1	3	3	0	0	42	50	75	50	50
Coach Potential F. Is a good listener.	1	3	0	1	3	0	25	58	100	50	100
Inspire Trust M. Intentionally focuses on building a positive team culture.	0	3	3	2	0	0	50	42	75	50	25
Inspire Trust E. Acts in everyone's best interests.	1	1	2	4	0	0	33	67	50	50	75
Inspire Trust G. Is highly competent in his or her role.	0	2	4	2	0	0	33	58	50	46	75
Execute Strategy D. Ensures people have the right resources to be productive.	0	2	5	1	0	0	42	50	50	46	50

	Frequencies						Scores					
	Disagree a Lot				Agree a Lot	No Opinion	Direct Report	Peer	My Leader	Others	Self	
	1	2	3	4	5	?						
Inspire Trust												
I. Displays an inclusive leadership style.	0	3	4	1	0	0	33	58	25	43	50	
Inspire Trust												
L. Stays strong and shows resilience.	0	3	3	2	0	0	42	42	50	43	75	
Coach Potential												
H. Reminds people of their own talent and experience when problem solving.	1	2	2	3	0	0	42	42	50	43	75	
Create Vision												
A. Helps the team understand the organization's mission, vision, and strategy.	1	2	3	1	1	0	42	25	75	39	100	

YOUR LEADERSHIP NET PROMOTER SCORE

How likely are you to recommend Jennifer as a good leader to work for?



Why did you choose that rating?

Self

I am friendly.

My Leader

She listens well.

Direct Report

She is very helpful.

She's ok.

She is awful.

Peer

Good friend.

test

Need new leader.

WRITTEN COMMENTS

What does Jennifer do really well as a leader?

Self

Involve others in decision making.

Listen actively.

My Leader

Bring cookies more.

Also donuts.

Direct Report

Takes responsibility.

She is good at chess.

Meetings.

Peer

Listens well.

test

test

What two or three things could Jennifer do to improve his or her leadership?

Self

Reward success.

Listen to others.

My Leader

Listens well

Direct Report

Delegate more.

Research new technology.

Better coffee in break room.

Snacks.

More breaks.

Parties

Peer

I don't know.

test

test

What other comments or clarification would you like to add?

Self

No other comments.

My Leader

nothing

Direct Report

none

none

none

Peer

none

test

test