

THE MAXWELL
LEADERSHIP
ASSESSMENT

The JOHN MAXWELL **Co.**

The Maxwell Leadership Assessment

Prepared for
T acÁ æ, ^||

Powered by



05/04/2010
Visit us at www.johnmaxwell.com
or call 800-333-6506

INTRODUCTION

Congratulations on completing *The Maxwell Leadership Assessment* powered by RightPath. This report is designed to provide valuable feedback that can have a positive impact on your leadership development, personal growth, and journey to become a highly effective 360-degree leader. The objective data in this report is related to how others are experiencing your influence in the five levels of leadership including Position, Permission, Production, People Development, and Pinnacle which all measure your overall leadership effectiveness. This report provides both metrics and written feedback about how you lead and develop others.

Read all the headers carefully. The information below and in the headers for each section will help you gain the maximum from your report. We encourage you to study it carefully from beginning to end without skipping over the explanations.

Be open to feedback. Your attitude toward the information in the report is crucial to how you receive and use it. You will have some elements of very positive feedback; consider how you can continue to build on these strengths. Also, you will likely have some constructive feedback in your report.

Remember, constructive feedback always stings. Our egos tend to be sensitive and even the slightest criticism can hurt. Expect the sting and remember it's normal. Avoid being defensive by recognizing there are no perfect leaders. However, great leaders are the ones who are secure enough to be open to feedback and willing to accept and use it for self-improvement. Consider both the positive feedback and the constructive feedback in balance. Then move ahead to the productive response of valuing these insights as helpful to your development process.

REPORT FORMAT

- Section 1: CATEGORY SCORES provide a summary of your feedback in the areas of Position, Permission, Production, People Development, and Pinnacle (Self and Others).
- Section 2: Written Comments provided by your raters are listed in unedited form.
- Section 3: Reflection and Analysis offers help as you evaluate your feedback.
- Section 4: Leadership Attributes Summary at the end of the report lists all items ranked from highest to lowest based on Overall Average score.

RATERS

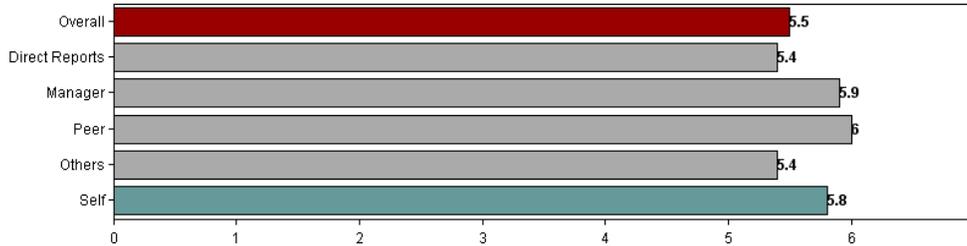
Note: 19 of 20 of your selected raters participated in this assessment for you. The raters, by category, were as follows:

- 11 of 11 Direct Reports
- 1 of 1 Manager-Direct Line
- 2 of 2 Peer/Associates
- 5 of 6 Others

A total of 40 Not Observed ratings were recorded in this assessment.

1a. POSITION (Overall Average 5.5) This is the first level of leadership where people follow you because they have to – because of the position you hold. You serve in your position because of the promise you have shown as a leader. Others are watching you in this level to see if the walk matches the talk. The items below provide feedback on how you are perceived relating to areas like trustworthiness and commitment to the team, as well as how you are viewed as a role model. The scores in this level provide a reflection of how others view your attitude towards them individually and as a team.

POSITION SCORES *



Overall Average 5.5
Direct Reports 5.4
Manager 5.9
Peer 6.0
Others 5.4
Self 5.8

POSITION	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Demonstrates loyalty to the organization.	6.2	6.1	6.0	6.5	6.2	5.0
Shares knowledge and information.	5.7	5.6	6.0	5.5	5.8	5.0
Authentic, willing to be transparent.	5.6	5.6	6.0	6.0	5.2	5.0
Keeps his/her word.	5.6	5.4	6.0	6.5	5.8	5.0
Supports team goals over personal agenda.	5.6	5.5	6.0	6.0	5.4	7.0
Willing to trust others.	5.5	5.5	6.0	5.5	5.2	5.0
Treats others fairly.	5.5	5.5	6.0	5.5	5.2	5.0
Demonstrates humility.	5.4	5.3	6.0	6.5	5.0	6.0
A good role model.	5.4	5.3	5.0	6.5	5.2	6.0
Demonstrates courage to do the right thing.	5.3	5.0	6.0	6.0	5.4	7.0
Walk matches talk.	5.3	5.2	6.0	6.0	5.2	6.0
Recognizes and acknowledges his/her weaknesses.	5.1	4.9	6.0	6.0	5.0	7.0

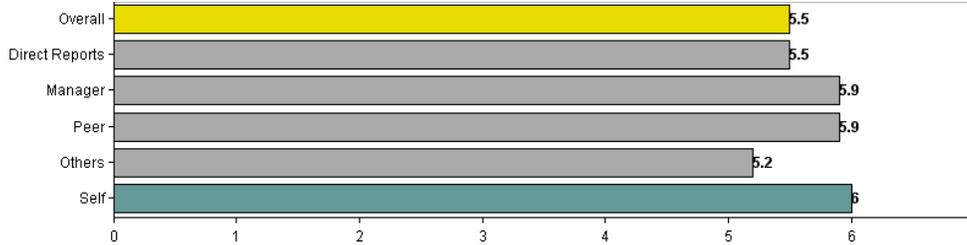
1 = Very Strongly Disagree 2 = Strongly Disagree 3 = Disagree 4 = Neither Agree nor Disagree 5 = Agree 6 = Strongly Agree 7 = Very Strongly Agree

* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings) Subsequent lines reflect the other rater groups by name and score. The bottom line is your self-rating.

** The table shows each of the items in this category, ranked highest to lowest score based on Overall Average.

1b. PERMISSION (Overall Average 5.5) At this level of leadership, people follow you because they have given you permission to develop a relationship with them. Great leaders inspire and motivate other leaders to perform with excellence. In order to motivate and produce the best results, a leader takes a genuine interest in others. Great leaders train, coach, mentor, encourage and empower! The scores in this level reflect your relationship competencies as part of your core leadership attributes.

PERMISSION SCORES *



Overall Average 5.5

Direct Reports 5.5

Manager 5.9

Peer 5.9

Others 5.2

Self 6.0

PERMISSION**	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Treats people with respect.	6.1	6.2	6.0	6.5	5.6	7.0
Allows people to do their jobs without micromanaging.	5.8	5.8	6.0	6.0	5.5	6.0
Approachable.	5.6	5.5	6.0	6.0	5.8	5.0
Good listener, seeks to understand.	5.6	5.7	6.0	6.0	5.2	7.0
Cares about others.	5.5	5.5	6.0	5.5	5.4	6.0
Gives ongoing feedback.	5.5	5.6	6.0	6.0	4.7	5.0
Builds strong relationships with internal and external customers.	5.4	5.5	6.0	5.5	5.0	6.0
Takes time to coach and develop others.	5.4	5.4	6.0	6.0	5.0	6.0
Respects peoples' differences.	5.4	5.5	6.0	5.5	5.0	7.0
Builds relationships with peers.	5.4	5.1	6.0	6.0	5.6	5.0
Supportive of others.	5.3	5.3	6.0	5.5	5.0	6.0
Recognizes and encourages talents in others.	5.3	5.3	6.0	6.0	5.0	7.0
Helps others adapt to change.	5.2	5.4	5.0	5.5	4.8	5.0
Motivates and inspires others.	5.0	5.0	5.0	6.0	4.5	6.0

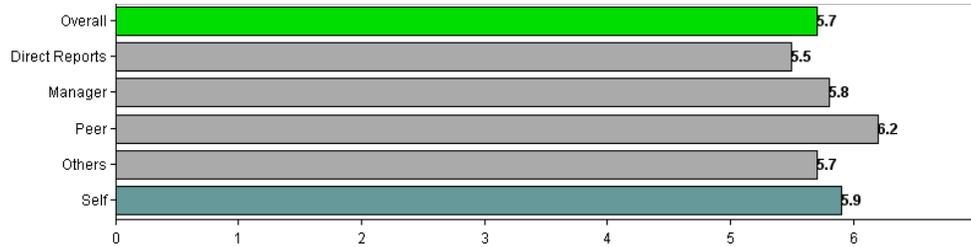
1 = Very Strongly Disagree 2 = Strongly Disagree 3 = Disagree 4 = Neither Agree nor Disagree 5 = Agree 6 = Strongly Agree 7 = Very Strongly Agree

* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings) Subsequent lines reflect the other rater groups by name and score. The bottom line is your self-rating.

** The table shows each of the items in this category, ranked highest to lowest score based on Overall Average.

1c. PRODUCTION (Overall Average 5.7) The third level of leadership is about getting results with a team. Every organization, and therefore every leader, must achieve results in order to grow and expand. Results-oriented behaviors include setting the vision, thinking strategically, making decisions and initiating action to achieve that vision. Producing results in the production level means casting the vision and holding others accountable. In this level, people follow you because of what you've done for the organization.

PRODUCTION SCORES *



Overall Average 5.7
Direct Reports 5.5
Manager 5.8
Peer 6.2
Others 5.7
Self 5.9

PRODUCTION**	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Competitive, wants to be the best.	6.2	6.1	6.0	7.0	6.0	7.0
Knowledgeable in career field.	6.2	6.1	7.0	7.0	6.0	7.0
Innovative problem solver.	5.9	5.6	6.0	6.5	6.4	7.0
Prioritizes to meet key objectives.	5.7	5.6	6.0	7.0	5.4	6.0
Sets/enforces high standards.	5.7	5.5	6.0	5.5	6.0	6.0
Uses objective analysis in planning.	5.6	5.4	6.0	6.0	6.0	6.0
Holds people accountable for performance.	5.6	5.5	5.0	6.0	5.8	6.0
Decisive.	5.6	5.6	5.0	6.0	5.6	5.0
Demonstrates good business skills.	5.6	5.7	6.0	6.0	5.2	6.0
Visionary, has strategic focus.	5.5	5.4	5.0	5.5	6.0	7.0
Takes action, initiates, proactive.	5.4	5.3	6.0	6.0	5.2	5.0
Defines and sets clear goals.	5.4	5.4	6.0	6.0	5.2	5.0
Clearly communicates expectations.	5.3	5.0	6.0	5.5	5.6	5.0
Organized and well prepared.	5.3	5.0	5.0	6.5	5.6	4.0

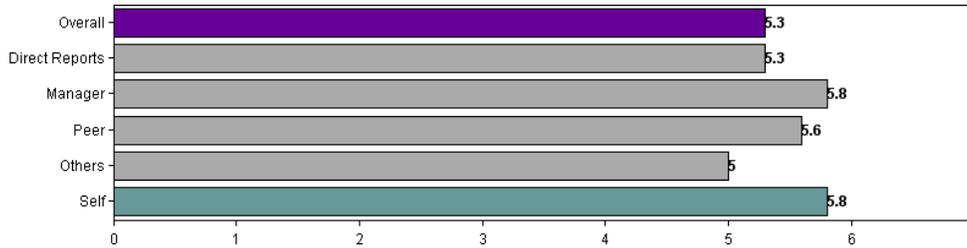
1 = Very Strongly Disagree 2 = Strongly Disagree 3 = Disagree 4 = Neither Agree nor Disagree 5 = Agree 6 = Strongly Agree 7 = Very Strongly Agree

* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings) Subsequent lines reflect the other rater groups by name and score. The bottom line is your self-rating.

** The table shows each of the items in this category, ranked highest to lowest score based on Overall Average.

1d. PEOPLE DEVELOPMENT (Overall Average 5.3) Great leaders embrace developing others both personally and professionally. Highly effective leaders realize that time invested in developing others has an immeasurable impact on leading organizational success and employee satisfaction. Using the other levels of leadership (Position, Permission and Production) together helps leaders effectively develop others. At this level of leadership, you use your experience and knowledge to reproduce your own skills in the lives of others. When you do this, people follow you because of what you've done for them.

PEOPLE DEVELOPMENT SCORES *



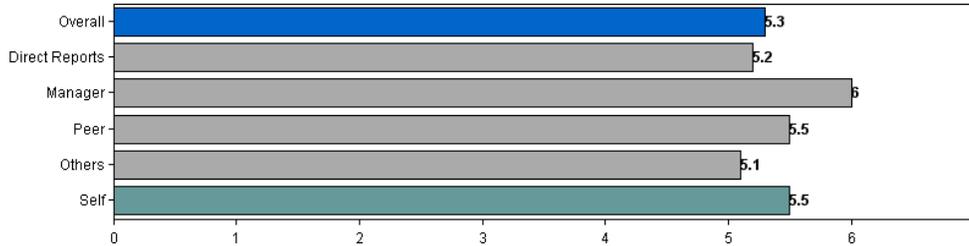
Overall Average 5.3
Direct Reports 5.3
Manager 5.8
Peer 5.6
Others 5.0
Self 5.8

PEOPLE DEVELOPMENT	Overall Avg	Direct Reports	Manager	Peer	Others	Self	Category
Allows people to do their jobs without micromanaging.	5.8	5.8	6.0	6.0	5.5	6.0	Permission
Celebrates and rewards accomplishments of others in an appropriate manner.	5.7	5.6	6.0	6.0	5.5	5.0	Pinnacle-O
Holds people accountable for performance.	5.6	5.5	5.0	6.0	5.8	6.0	Production
Gives ongoing feedback.	5.5	5.6	6.0	6.0	4.7	5.0	Permission
Sets appropriate boundaries with others by respectfully explaining what is and is not acceptable.	5.4	5.5	6.0	5.0	5.3	6.0	Pinnacle-O
Takes time to coach and develop others.	5.4	5.4	6.0	6.0	5.0	6.0	Permission
A good role model.	5.4	5.3	5.0	6.5	5.2	6.0	Position
Supportive of others.	5.3	5.3	6.0	5.5	5.0	6.0	Permission
Clearly communicates expectations.	5.3	5.0	6.0	5.5	5.6	5.0	Production
Responds appropriately when others need help.	5.3	5.3	6.0	5.5	5.2	6.0	Pinnacle-O
Recognizes and encourages talents in others.	5.3	5.3	6.0	6.0	5.0	7.0	Permission
Helps others adapt to change.	5.2	5.4	5.0	5.5	4.8	5.0	Permission
Seeks to discover what is important to others.	5.1	5.1	6.0	5.5	4.5	6.0	Pinnacle-O
Gives difficult feedback in a way that communicates a genuine concern for the individual.	5.1	5.2	6.0	5.0	4.5	6.0	Pinnacle-O
Helps others learn positive lessons from their mistakes.	5.1	5.0	6.0	5.0	5.0	5.0	Pinnacle-O
Motivates and inspires others.	5.0	5.0	5.0	6.0	4.5	6.0	Permission
Recognizes when others are discouraged.	4.7	4.5	6.0	5.0	4.6	6.0	Pinnacle-O

1 = Very Strongly Disagree 2 = Strongly Disagree 3 = Disagree 4 = Neither Agree nor Disagree 5 = Agree 6 = Strongly Agree 7 = Very Strongly Agree

1e. PINNACLE (Overall Average 5.3) At this level of leadership, you have helped many other leaders over a long period of time that you have earned the respect of people who follow you because of what you represent. The results in this level represent your awareness of your emotions – yours and others – and the appropriateness of your response to them. The scores in this category reflect the amount of respect you receive and give to others (and may also be referred to as emotional intelligence). The graph below shows your Overall Pinnacle scores.

PINNACLE SCORES *



Overall Average	5.3
Direct Reports	5.2
Manager	6.0
Peer	5.5
Others	5.1
Self	5.5

Your scores are further divided into Pinnacle-Self (Pinnacle-S) and Pinnacle-Others (Pinnacle-O) for the items which relate specifically to how you manage your emotions and how you interact with others.

PINNACLE-SELF

Overall Average	5.3
Direct Reports	5.3
Manager	6.0
Peer	5.7
Others	5.2
Self	5.3

PINNACLE-OTHERS

Overall Average	5.2
Direct Reports	5.2
Manager	6.0
Peer	5.3
Others	5.1
Self	5.6

* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings) Subsequent lines reflect the other rater groups by name and score. The bottom line is your self-rating.

Pinnacle-Self**	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Maintains a positive attitude.	5.9	5.8	6.0	6.0	6.0	5.0
Displays a confident but non-threatening nature.	5.7	5.5	6.0	6.5	5.6	6.0
Sets boundaries for self by not getting inappropriately involved in the affairs of others.	5.5	5.6	6.0	6.0	5.0	4.0
Listens openly to others' feedback about his/her performance.	5.5	5.3	6.0	5.5	6.0	5.0
Takes responsibility rather than blaming others when things are not going well.	5.4	5.1	6.0	6.0	5.6	6.0
Exhibits an ability to learn from his/her mistakes.	5.3	5.4	6.0	5.5	5.0	6.0
Promotes his/her agenda without manipulating others.	5.3	5.4	6.0	5.5	4.8	5.0
Seeks confirming evidence before making judgments about others.	5.2	5.0	6.0	5.0	5.4	6.0
Seeks counsel from several sources in order to get other perspectives on his/her creative ideas.	5.1	5.0	6.0	6.5	4.5	6.0
Allows others to be open about their frustrations without becoming defensive.	5.1	5.1	6.0	5.5	4.6	5.0
Admits when he/she is angry.	5.0	4.9	6.0	5.0	5.0	4.0
Forgives others when he/she is wronged.	4.9	5.0	6.0	3.0	5.0	6.0

Pinnacle-Others**	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Celebrates and rewards accomplishments of others in an appropriate manner.	5.7	5.6	6.0	6.0	5.5	5.0
Sets appropriate boundaries with others by respectfully explaining what is and is not acceptable.	5.4	5.5	6.0	5.0	5.3	6.0
Pays attention to others' feelings.	5.3	5.1	6.0	5.5	5.4	6.0
Treats others who challenge him/her with respect.	5.3	5.1	6.0	6.0	5.4	6.0
Trusts others without being naïve.	5.3	5.3	6.0	5.0	5.3	5.0
Avoids trivializing the feelings of others.	5.3	5.4	6.0	5.5	5.0	5.0
Responds appropriately when others need help.	5.3	5.3	6.0	5.5	5.2	6.0
Seeks to discover what is important to others.	5.1	5.1	6.0	5.5	4.5	6.0
Gives difficult feedback in a way that communicates a genuine concern for the individual.	5.1	5.2	6.0	5.0	4.5	6.0
Acknowledges how others feel without immediately trying to change their feelings.	5.1	5.0	6.0	5.0	5.2	5.0
Helps others learn positive lessons from their mistakes.	5.1	5.0	6.0	5.0	5.0	5.0
Recognizes when others are discouraged.	4.7	4.5	6.0	5.0	4.6	6.0

1 = Very Strongly Disagree 2 = Strongly Disagree 3 = Disagree 4 = Neither Agree nor Disagree 5 = Agree 6 = Strongly Agree 7 = Very Strongly Agree

** The table shows each of the items in this category, ranked highest to lowest score based on Overall Average.

**What are this person's strengths and struggles in relation to People Development?
(Any other comments you wish to make can be put in this section also.)**

- Max has definitely grown in his position. Working on making himself available to his team. Leads projects well but doesn't always understand when we feel like we are meeting his expectations
- As a great leader who gives us respect and the freedom to do jobs our own way.
- Great to work with and gives latitude for us to do our jobs.
- Sometimes get the impression that Max may be over-stressed.
- Max has come a long way and risen to the challenges given to him.
- Next challenge should be to manage a non-tech project so he can grow outside his comfort zone.

3. REFLECTION AND ANALYSIS

a) Refer to your Average Score for each category on Pages 2-6 of the report. Mark your score beside each category below. Write “highest” beside the highest score and “lowest” beside the lowest.

Production _____
Permission _____
Pinnacle _____
Position _____
People Development _____

b) What surprised you about these scores? _____

c) What encouraged you about these scores? _____

Examine your Written Comments (Section #2 of this report).

Which comments confirmed the feedback you received from your scores?

Rater List:

Connor, Ted (Direct Report)
Desmond, James (Direct Report)
Davis, Priscilla (Direct Report)
Farquar, Sam (Other)
Gomez, Daria (Self)
Guthrie, Rob (Direct Report)
Helms, Josie (Other)
Huber, Walter (Other)
Hutchins, Margaret (Direct Report)
Hulse, Sheldon (Other)
Jay, Maggie (Direct Report)
Justin, David (Peer/Associate)
Kelley, Mark (Direct Report)
Kluz, Chris (Direct Report)
Lovett, Karl (Direct Report)
Masrich, Jon (Direct Report)
Minter, Martin (Other)
Noor, Yolanda (Other)
Parker, Gary (Manager - Direct Line)
Patrice, Chad (Direct Report)

Reid, Gary (Peer/Associate)

4. Leadership Attributes Summary

Rank	Item	Category	Average
1	Competitive, wants to be the best.	Production	6.2
2	Demonstrates loyalty to the organization.	Position	6.2
3	Knowledgeable in career field.	Production	6.2
4	Treats people with respect.	Permission	6.1
5	Innovative problem solver.	Production	5.9
6	Maintains a positive attitude.	Pinnacle-S	5.9
7	Allows people to do their jobs without micromanaging.	Permission	5.8
8	Prioritizes to meet key objectives.	Production	5.7
9	Sets/enforces high standards.	Production	5.7
10	Shares knowledge and information.	Position	5.7
11	Celebrates and rewards accomplishments of others in an appropriate manner.	Pinnacle-O	5.7
12	Displays a confident but non-threatening nature.	Pinnacle-S	5.7
13	Uses objective analysis in planning.	Production	5.6
14	Approachable.	Permission	5.6
15	Holds people accountable for performance.	Production	5.6
16	Good listener, seeks to understand.	Permission	5.6
17	Decisive.	Production	5.6
18	Demonstrates good business skills.	Production	5.6
19	Authentic, willing to be transparent.	Position	5.6
20	Keeps his/her word.	Position	5.6
21	Supports team goals over personal agenda.	Position	5.6
22	Willing to trust others.	Position	5.5
23	Visionary, has strategic focus.	Production	5.5
24	Cares about others.	Permission	5.5
25	Gives ongoing feedback.	Permission	5.5
26	Sets boundaries for self by not getting inappropriately involved in the affairs of others.	Pinnacle-S	5.5
27	Treats others fairly.	Position	5.5
28	Listens openly to others' feedback about his/her performance.	Pinnacle-S	5.5
29	Takes responsibility rather than blaming others when things are not going well.	Pinnacle-S	5.4
30	Sets appropriate boundaries with others by respectfully explaining what is and is not acceptable.	Pinnacle-O	5.4
31	Builds strong relationships with internal and external customers.	Permission	5.4
32	Takes time to coach and develop others.	Permission	5.4

* Purple represents items from the People Development section.

Leadership Attributes Summary (continued)

Rank	Item	Category	Overall Avg
33	Takes action, initiates, proactive.	Production	5.4
34	Defines and sets clear goals.	Production	5.4
35	Demonstrates humility.	Position	5.4
36	A good role model.	Position	5.4
37	Respects peoples' differences.	Permission	5.4
38	Builds relationships with peers.	Permission	5.4
39	Supportive of others.	Permission	5.3
40	Demonstrates courage to do the right thing.	Position	5.3
41	Exhibits an ability to learn from his/her mistakes.	Pinnacle-S	5.3
42	Clearly communicates expectations.	Production	5.3
43	Walk matches talk.	Position	5.3
44	Pays attention to others' feelings.	Pinnacle-O	5.3
45	Treats others who challenge him/her with respect.	Pinnacle-O	5.3
46	Trusts others without being naïve.	Pinnacle-O	5.3
47	Avoids trivializing the feelings of others.	Pinnacle-O	5.3
48	Promotes his/her agenda without manipulating others.	Pinnacle-S	5.3
49	Responds appropriately when others need help.	Pinnacle-O	5.3
50	Organized and well prepared.	Production	5.3
51	Recognizes and encourages talents in others.	Permission	5.3
52	Seeks confirming evidence before making judgments about others.	Pinnacle-S	5.2
53	Helps others adapt to change.	Permission	5.2
54	Seeks to discover what is important to others.	Pinnacle-O	5.1
55	Recognizes and acknowledges his/her weaknesses.	Position	5.1
56	Gives difficult feedback in a way that communicates a genuine concern for the individual.	Pinnacle-O	5.1
57	Seeks counsel from several sources in order to get other perspectives on his/her creative ideas.	Pinnacle-S	5.1
58	Allows others to be open about their frustrations without becoming defensive.	Pinnacle-S	5.1
59	Acknowledges how others feel without immediately trying to change their feelings.	Pinnacle-O	5.1
60	Helps others learn positive lessons from their mistakes.	Pinnacle-O	5.1
61	Admits when he/she is angry.	Pinnacle-S	5.0
62	Motivates and inspires others.	Permission	5.0
63	Forgives others when he/she is wronged.	Pinnacle-S	4.9
64	Recognizes when others are discouraged.	Pinnacle-O	4.7

* Purple represents items from the People Development section.