



GLOBAL LEADERSHIP[™] TEAM FEEDBACK REPORT

Report for: Sample Global Team Part A

Organization: Sample Organization

Date: September 1, 20XX



TABLE OF CONTENTS

GLOBALEADERSHIP™ TEAM FEEDBACK REPORT

PAGE NUMBERS

Introduction to Your Feedback Report (2)	
How This Report is Organized	2
Using Your Report	3
Overview of GloboLeadership™ (4)	
New Leadership	4
Seven GloboLeadership™ Dimensions	5
Section I: Importance and Performance (7)	
GL Dimensions and Your Team's Function	7
Summary of Importance and Performance	10
Section II: Team's GL Dimension Scores (11)	
Visual Summary of GL Dimension Scores	11
GL Dimension Scores by Rater Group	12
Highest and Lowest GL Dimensions	12
Total GL Score	13
Details of GL Dimensions Scores	14
Highest and Lowest Rated Items	18
Areas of Key Differences	19
Section III: Open-Ended Comments (20)	20
Section IV: Team Action Planning (21)	
Part I - Reflection	21
Part II - Team Action Plan	23
About AIM Strategies® (26)	26



INTRODUCTION TO YOUR FEEDBACK REPORT

This is your *GloboLeadership*TM (GL) Team Feedback Report. It is based on data provided by the GL Team Assessment that was completed by the entire team, including the team leader. The assessment is designed to analyze how effectively the team incorporates each member’s skills.

Please note that the unit of measure is the team - not any one individual.

This report is intended to:

- Give you comprehensive feedback, usually difficult to obtain, on the collective leadership skills of your team.
- Help you identify your strengths and development areas as a team.
- Provide a basis for team action planning.

HOW THIS REPORT IS ORGANIZED

Your GL Team Feedback Report is organized into different sections to help you assess your GL skills from multiple viewpoints. Please see description of sections below:

Overview of <i>GloboLeadership</i>TM	Provides background information about AIM’s <i>GloboLeadership</i> TM Model and the Seven GL Dimensions.
SECTION I	Importance and Performance
<i>GloboLeadership</i> TM Dimensions and Your Team’s Function	Highlights the relative importance of each GL Dimension to your team’s current function. The ratings indicate which GL Dimensions respondents believe are most critical to the team’s function, and how the team collectively perceives its performance for that dimension.
Summary of Importance and Performance	Summarizes and compares the importance of each GL Dimension with the team’s perceived performance in that dimension. This comparison shows how the team is performing in dimensions that are believed to be critical to your specific job.
SECTION II	Team’s GL Dimension Scores
<i>GloboLeadership</i> TM Dimension Scores	Presents the team’s Seven GL Dimension scores in various ways (visual summary, by rater group, highest and lowest, total GL score) based on the survey responses from the entire team.
Details of GL Dimension Scores	Provides additional details on the team’s Seven GL Dimension scores and goes into more detail by each GL Dimension.



INTRODUCTION TO YOUR FEEDBACK REPORT

Highest and Lowest Rated Items	Shows the highest and lowest rated items (specific question related to a GL Dimension) by all respondents and helps identify the team's top strengths and development areas.
Areas of Key Differences	The areas of key differences illustrate the three questions in the survey that have a wide variance of responses across the team.
SECTION III	Open-Ended Comments
Open-Ended Comments	Presents team members' thoughts about what the team should continue to do, start to do, and stop doing. These verbatim comments provide additional information on the ratings.
SECTION IV	Team Action Planning
Action Planning	Provides guidelines to convert the team feedback into an action plan with specific goals and implementation steps.

USING YOUR REPORT

- This report is based on your self-rating and the ratings from your team members. To ensure anonymity, raters' responses are aggregated, with the exception of the team leader.
- The validity of the feedback depends on how closely the team works on projects and the extent of shared history among the team members. Having a high number of raters in each rater group also increases the validity of your feedback.
- The report uses a 7-point scale. For further explanation of the scale, refer to the key at the bottom of each result(s) page.
- Focus on the highs *and* lows in your ratings. This will help to identify your team's strengths and development areas, as they are equally important to team leadership development.
- Look for points of agreement and significant disagreement among team members' responses. A difference of two points is considered significant.

OVERVIEW OF GLOBALEADERSHIP™

Globalization has impacted our current business landscape and will continue to do so in ways that will challenge leaders. However, capable global leaders will take the opportunity inherent in challenging situations to innovate, and connect the right people with the right ideas in the right environment at the right time. In a business environment of great uncertainty and rapid change, organizational capability fuels an organization's strategic options.

In the current business environment, where virtual teams are the norm rather than the exception, a high level of team performance is valued. Teams have many challenges to address: inter and intra group dynamics, decision making processes and meeting group goals, among others. Evaluating how well its members work together is a helpful step in strengthening the team; in addition it is important to look at the team's collective leadership capabilities in terms of current behaviors and behaviors that members *should* be doing as a group.

NEW LEADERSHIP

The forces that culminated in our global 'neighborhood' represent a paradigm shift; not surprisingly, this paradigm shift gives rise to new leadership roles. Effective leadership in the 21st Century (21C) guides organizations along a Global Superhighway, with its hairpin turns, blind curves and endless stretches of road that extend further and further out from core business. To negotiate such conditions, think of the 21C leader as the hub of a wide network of connections that enable him or her to achieve competitive advantage.

Effective communicators who can motivate teams to master the intricacies of the 'new' will assume positions of leadership in groups that span diverse cultures and time zones. These '*Agents of Connection*' will possess the skills, abilities and knowledge to innovate, diversify and leverage many roles.



OVERVIEW OF GLOBALEADERSHIP™

SEVEN GLOBALEADERSHIP™ DIMENSIONS

After researching leadership issues for over a decade, AIM Strategies® has developed a unique GloboLeadership™ (GL) Suite to help leaders align their skill sets with the increasingly rigorous demands of the global business environment. Based on AIM's research, there are seven dimensions that are critical to effective leadership in our new global world:

**Vista-Leadership • Innova-Leadership • Adapta-Leadership • Diversa-Leadership
Communi-Leadership • Collabo-Leadership • Edu-Leadership**



Considered in isolation, each dimension represents a necessary skill in organizational leadership. However, it is unrealistic to expect any one individual to be expert in both the core business function and in all seven GL Dimensions. For this reason, we consider the true global leader to be an *Agent of Connection*, linking individual team members who have complementary strengths in one or more of these critical dimensions. Although it's important for a leader to be able to assess a situation and determine which dimension or dimensions are essential for its successful resolution, the true leader is one who can orchestrate the efforts of a strong leadership team without having to command their every step.



OVERVIEW OF GLOBALEADERSHIP™

Vista- Leadership	<p>Vista-Leadership enables teams to envision the future global business environment and the company’s future business opportunities while being grounded, but not stuck, in the present. Teams that practice Vista-Leadership have a wide horizon, distill potential possibilities from known elements and are comfortable with the unfamiliar.</p>
Innova- Leadership	<p>Innova-Leadership is about seeking new ways to achieve competitive advantage by drawing on and expanding resources. To put clever ideas into action, teams must be confident working with the unknown, using their imagination, and encouraging others to be creative – even if it causes disorder.</p>
Adapta- Leadership	<p>Adapta-Leadership enables teams to move in any direction at any time in any situation as they learn from their experiences in the moment, and adapt accordingly. When leading change, teams maintain a positive attitude and successfully address issues around resistance. Teams succeed at integrating disparate forces to achieve business results, and are adept at working through non-linear and disruptive phases and processes.</p>
Diversa- Leadership	<p>Diversa-Leadership helps teams understand other people’s cultural differences and leverage those differences as business strengths. Whereas the diversity of yesterday was about race and gender, the diversity of today is about cultural relativity, and so global teams must understand how different cultures think, conduct business, and consume products and services. Team members will require an essential understanding of a wide variety of cultures in order to appropriately adapt business practices.</p>
Communi- Leadership	<p>Communi-Leadership fosters open channels of communication, dialogue, and debate among internal and external stakeholders in multiple locations. Teams with excellent Communi-Leadership skills will effectively represent themselves verbally in a world of diminished cues. In addition, team members create the climate for others to engage in ongoing effective communication.</p>
Collabo- Leadership	<p>Collabo-Leadership draws on the premise that people accomplish great things through collaborating with other talented people. For global teams, this means drawing together people with unique abilities and varying perspectives regardless of geographic location or culture, integrating their skills and creating synergy. Collabo-Leadership requires the team to know all team members, manage both vertically and horizontally and create a zone of trust.</p>
Edu- Leadership	<p>Edu-Leadership mastery demands a bit of selflessness because teams must be prepared to develop their best talent collectively, across the organization, even if this means utilizing a team member’s skills elsewhere in the organization. In addition, teams must hold a dual focus – the long-term goal of developing high potentials to secure a viable workforce and the short-term goals of completing projects within budgets and deadlines.</p>



I - IMPORTANCE AND PERFORMANCE

GL DIMENSIONS AND YOUR TEAM'S FUNCTION

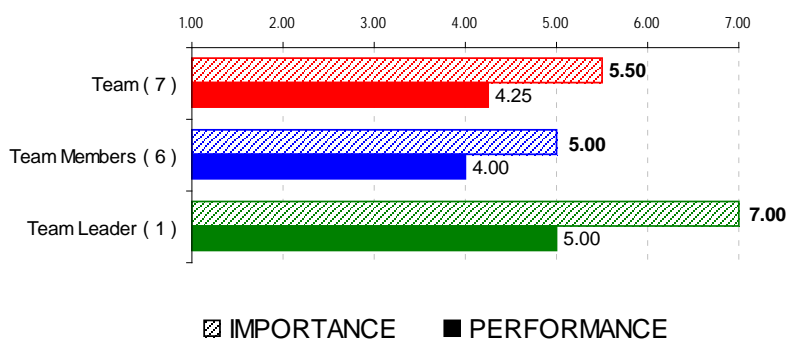
RELATIVE IMPORTANCE OF EACH GL DIMENSION AND HOW YOUR TEAM PERFORMS ON EACH

This section highlights the relative importance of each GL Dimension to your team's current function. The ratings indicate which GL Dimensions respondents believe are most critical to the team's function, and how the team collectively perceives its performance for that dimension.

Seven charts follow, one for each dimension. Each chart contains six bars; the three bars with diagonal lines indicate how important the three groups of respondents - (1) the collective team score, based on ratings from all respondents, (2) the team members (without the leader) score and (3) the team leader - consider the GL Dimension. The remaining bars with solid lines indicate the team's perceived performance for that dimension.

Note: Any gap between the importance and perceived performance represents possible misunderstandings about what is expected of the team. Any significant gap between how the team leader and team members perceive the importance of a GL Dimension should be discussed to ensure a mutual understanding about the team's expectations.

Vista-Leadership: Importance & Performance



The **Vista-Leadership** Dimension illustrates how important it is for the team to have a wide horizon and to be comfortable with the unfamiliar, while remaining grounded in present day issues.

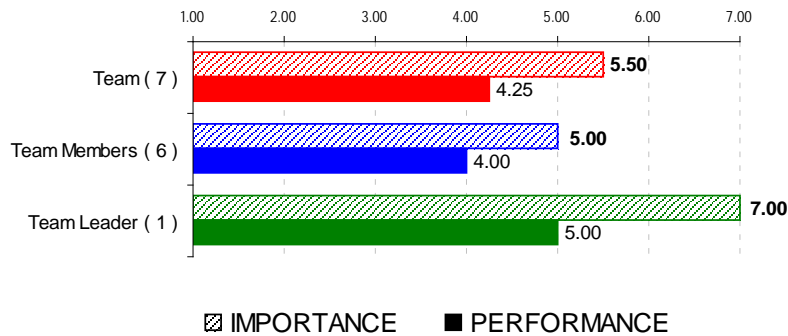
When **Vista-Leadership** is critical to the team, members need to demonstrate visionary behaviors and anticipate future organizational challenges. Sensing a clear path to the future when others do not and inspiring them to action will be critical to the team.

1.00 = Not Important 4.00 = Important 7.00 = Critically Important
 1.00 = Low Performance 4.00 = Average Performance 7.00 = High Performance



I - IMPORTANCE AND PERFORMANCE

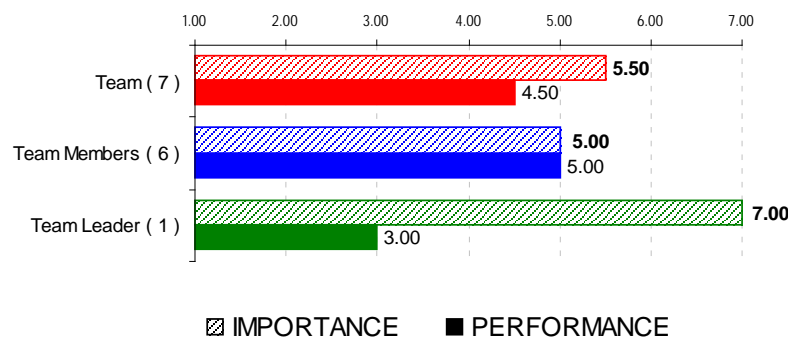
Innova-Leadership: Importance & Performance



The **Innova-Leadership** Dimension illustrates how important it is for the team to tap into the collective creativity of the team members, to let their imagination run free, and to put clever ideas into action.

When **Innova-Leadership** is critical to the team's role, members should focus on innovation to produce competitive advantage. Encouraging a higher level of innovation, creative thinking and imagination will be critical.

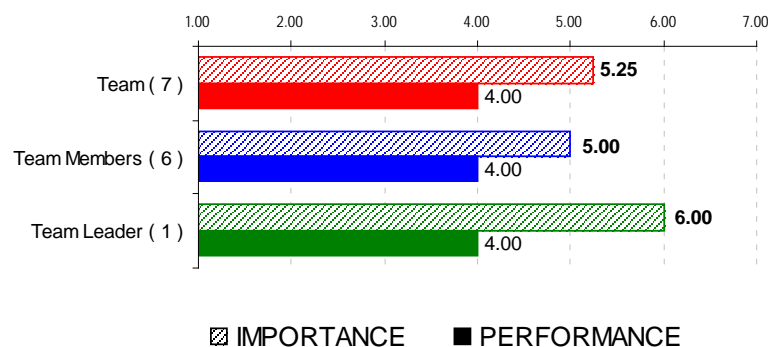
Adapta-Leadership: Importance & Performance



The **Adapta-Leadership** Dimension illustrates how important it is for the team to be comfortable with integrating disparate forces to achieve business results.

When **Adapta-Leadership** is critical to the team's role, team members need to be responsive and flexible and be capable of looking forward, backwards, and sideways - in all directions. Responding to organizational challenges effectively will be critical to the team.

Diversa-Leadership: Importance & Performance



The **Diversa-Leadership** Dimension illustrates how important it is for the team to leverage team members' differences to achieve synergy.

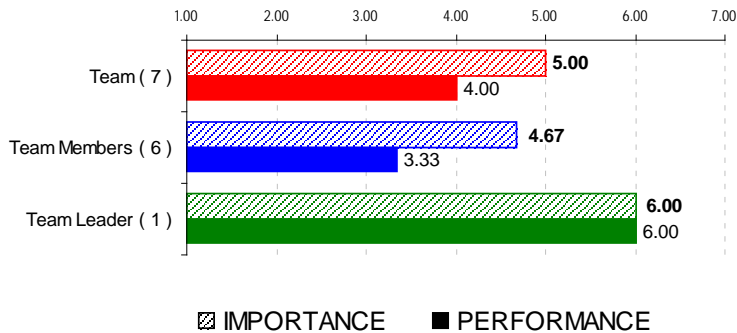
When **Diversa-Leadership** is critical to the team's role, team members need to be knowledgeable about different cultures and to then apply this global knowledge in recognizing new business opportunities and in enhancing organizational effectiveness. Fully tapping into these diverse resources will be critical to the team.

1.00 = Not Important 4.00 = Important 7.00 = Critically Important
 1.00 = Low Performance 4.00 = Average Performance 7.00 = High Performance



I - IMPORTANCE AND PERFORMANCE

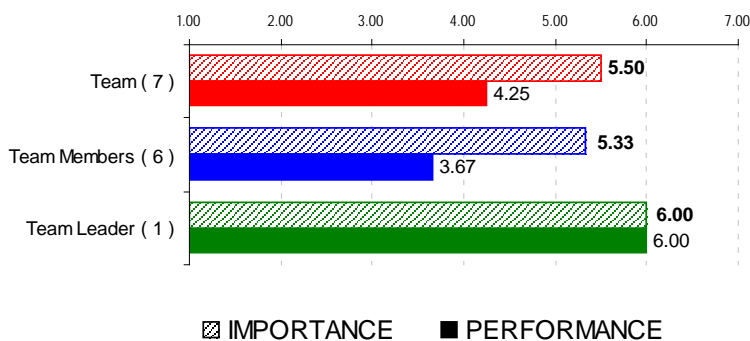
Communi-Leadership: Importance & Performance



The **Communi-Leadership** Dimension illustrates how important it is for the team to ensure that external and internal stakeholders are engaged and that they understand each other's concerns.

When **Communi-Leadership** is critical to the team's role, team members need to open up channels of communication and create the dialogue (new conversations). Enhancing communication among those around you will be critical.

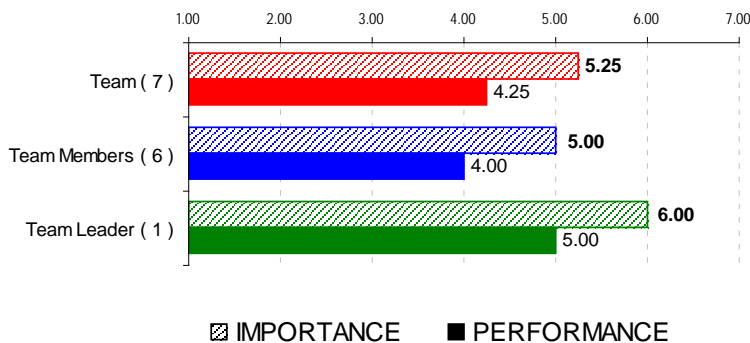
Collabo-Leadership: Importance & Performance



The **Collabo-Leadership** Dimension shows how important it is for the team to collaborate with team members and to build and nurture relationships.

When **Collabo-Leadership** is critical to the roles that team members take on to create alliances and partnerships which facilitate and encourage teamwork, enhancing collaboration and creating a community are critical.

Edu-Leadership: Importance & Performance



The **Edu-Leadership** Dimension illustrates how important it is for the team to develop people, promote their learning, and transfer talent to areas in the organization where it is needed.

When **Edu-Leadership** is critical to the team's role, team members need to facilitate growth in others and to provide them with guidance and learning opportunities. Developing talent and balancing it with business objectives will be critical.

1.00 = Not Important 4.00= Important 7.00 = Critically Important

1.00 = Low Performance 4.00= Average Performance 7.00 = High Performance



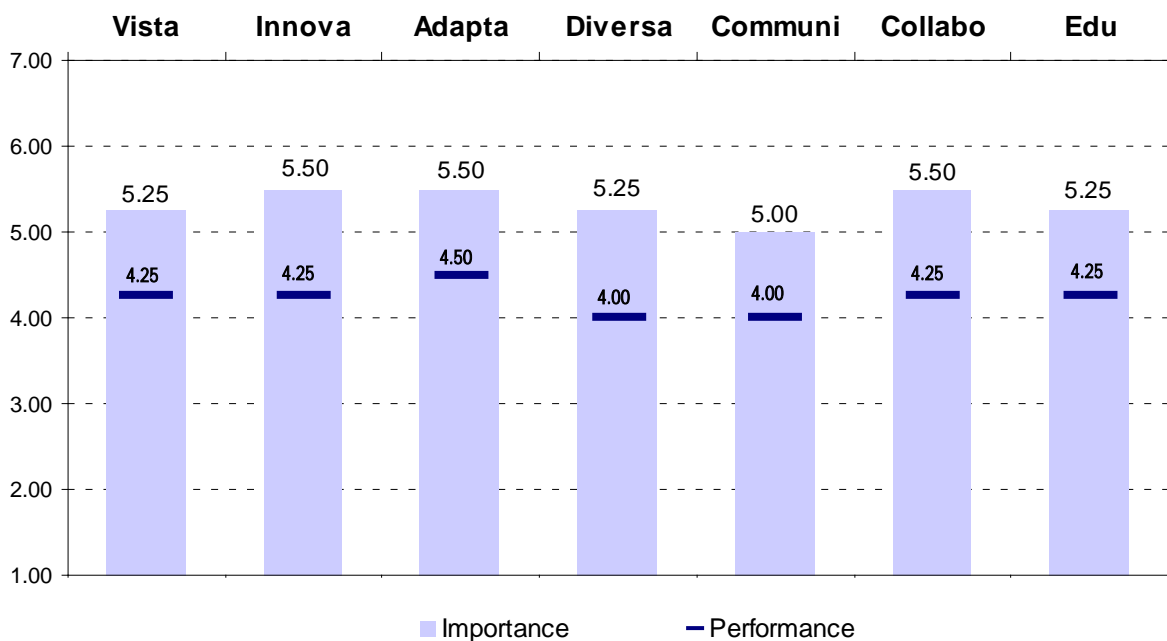
I - IMPORTANCE AND PERFORMANCE

SUMMARY OF IMPORTANCE AND PERFORMANCE

This section summarizes both the relative importance of each GL Dimension and the team members' perceived performance, highlighting the difference between expectation and actual.

Note: Both the importance and performance scores for each dimension are calculated by averaging the self-ratings of all the team members.

The team should pay particular attention to dimensions where the performance score is lower than importance; a significant gap (more than 2 points) indicates a key area for improvement and therefore a potential priority for the team.



7 GL Dimensions	Vista	Innova	Adapta	Diversa	Communi	Collabo	Edu
Importance	5.25	5.50	5.50	5.25	5.00	5.50	5.25
Performance	4.25	4.25	4.50	4.00	4.00	4.25	4.25
Difference	(1.00)	(1.25)	(1.00)	(1.25)	(1.00)	(1.25)	(1.00)
Variance	81.0%	77.3%	81.8%	76.2%	80.0%	77.3%	81.0%

II - TEAM'S GL DIMENSION SCORES

This section presents a detailed analysis of your team's *GlobeLeadership*TM Dimension scores, which are calculated from the results of an in-depth assessment of 42 behaviors that are commonly exhibited by highly effective teams.

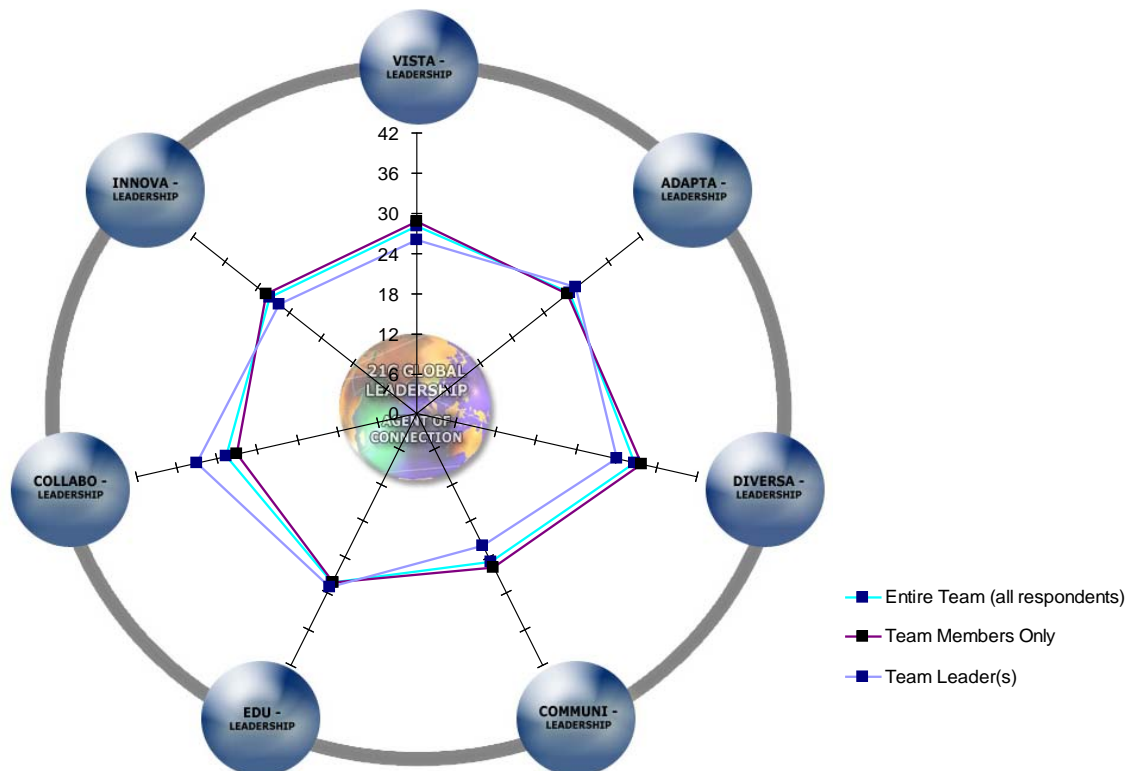
Each GL Dimension score represents the team's performance based on data provided by the entire team (leader(s) and members). It is possible for scores on several dimensions to be similar because team members may exhibit each of these dimensions to some extent.

Note: 42 is the highest score attainable for each GL Dimension. In this part, you will find the data summarized as follows:

- Visual summary of GL Dimension Scores
- Details of GL Dimension Scores
- Highest and Lowest GL Dimensions
- Total GL Score

VISUAL SUMMARY OF GL DIMENSION SCORES

The spider-web chart below provides a visual summary of the team's *GlobeLeadership*TM Dimension scores. The chart compares the dimension scores from the average ratings of all respondents with that of the team members only, without the leader. Note any discrepancies between the scores.





II - TEAM'S GL DIMENSION SCORES

GL DIMENSION SCORES BY RATER GROUP

The table below shows the scores by GL Dimension by rater group which comprise the data from the spider-web chart on the previous page. It presents the summary of scores from each rater group perspective (team, team members, team leader).

The highest possible score for each dimension is 42 points; 36 or higher indicates excellence; 18 - 35 indicates competent performance; 18 or lower indicates development is needed. For quick reference, an arrow next to a score indicates excellence or development needed, as per the legend below.

RATER GROUP	GL DIMENSIONS						
	VISTA	INNOVA	ADAPTA	DIVERSA	COMMUNI	COLLABO	EDU
Team (7) (all respondents)	28	28	29	33	25	29	28
Team Members (6)	29	28	28	34	26	27	28
Team Leader (1)	26	26	30	30	22	33	29

Key: ↓ = Development Needed (0-17) No arrow = Competent (18 – 35) ↑ = Excellent (36 -42)

HIGHEST AND LOWEST GL DIMENSIONS

The table below lists the names of both the highest and lowest rated GL Dimension by rater group (team, team members, team leader).

Highest and Lowest GL Dimensions		
Rater Group	Highest Dimension	Lowest Dimension
Team (7)	Diversa	Communi
Team Members (6)	Diversa	Communi
Team Leader (1)	Collabo	Communi



II - TEAM'S GL DIMENSION SCORES

TOTAL GL SCORE

The total GloboLeadership™ score indicates the team's overall performance and represents the sum of all seven GL Dimension scores.

The table below shows the team's average total scores from various perspectives - team members, team leaders and the entire team. The highest possible score is 294 points; 252 or greater indicates an excellent overall performance; 126 - 251 indicates standard performance; 125 or less indicates that development is needed.

Note: Although the team's overall performance may indicate a high score overall, specific GL Dimensions with low scores may require development. Similarly, an overall low score may contain GL Dimensions with high scores that indicate strengths.

(Refer to team seven GL Dimension Scores on the previous page for additional details.)

TOTAL TEAM GL SCORES

RATER GROUP	TOTAL GL SCORE	DEVELOPMENT NEEDED		COMPETENT		EXCELLENT	
		0	125	126	251	252	294
Team (7)	199			X			
Team Members (6)	200			X			
Team Leader (1)	196			X			



II - TEAM'S GL DIMENSION SCORES

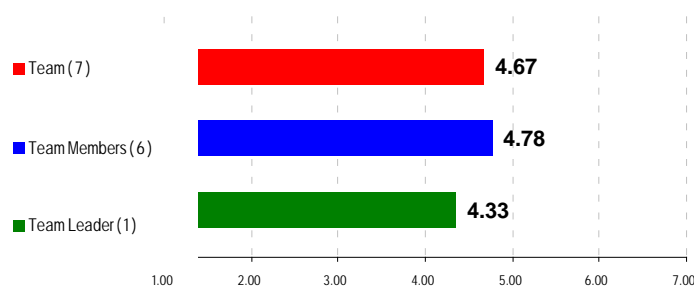
DETAILS OF GL DIMENSION SCORES

This section presents additional details on the team's seven GL Dimension Scores.

Each of the seven charts that follow in the next few pages contains the following information:

- Average rating by dimension is the average of all of the performance ratings by rater group, including those from the entire team, team members and team leader(s). The ratings are scored along a 7 point scale allowing you to directly compare these three ratings with each other.
- The team score represents the sum of scores for each dimension as rated by the entire team.
- A simple definition of the GL Dimension.
- A list of behaviors associated with each dimension.

Vista-Leadership: Details



Average Rating: 4.59

Team Score: 28

Vista-Leadership enables teams to envision the future global business environment and the company's future business opportunities while being grounded, but not stuck, in the present. Teams that practice Vista-Leadership have a wide horizon, distill potential possibilities from known elements and are comfortable with the unfamiliar.

A team that practices **Vista-Leadership** exhibits the following behaviors:

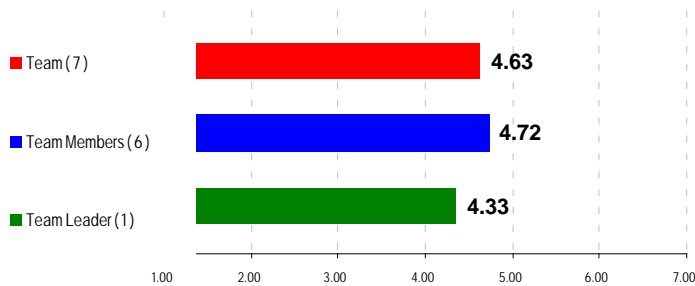
- Sees a clear path to the future and rallies folks around the vision.
- Digests the 'now' and understands where the organization needs to focus.
- Forecasts new global areas of development and develops business strategies to encourage future organizational growth.
- Spots future societal and workforce trends and determines the appropriate organizational initiatives in anticipation of the future.
- Discerns which technological advances are best for the organization and utilizes them to the organization's best advantage.

Scale: **1.00** = Low Performance **4.00** = Average Performance **7.00** = High Performance



II - TEAM'S GL DIMENSION SCORES

Innova-Leadership: Details



Average Rating: 4.56

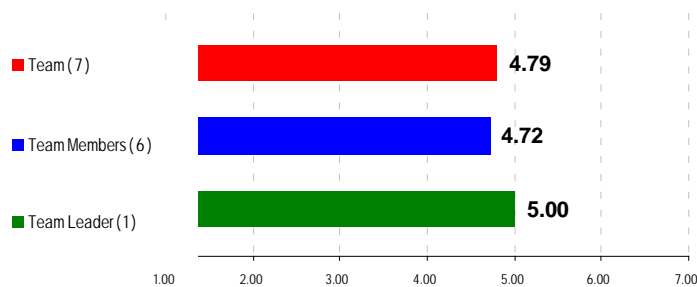
Team Score: 28

Innova-Leadership is about seeking new ways to achieve competitive advantage by drawing on and expanding resources. To put clever ideas into action, teams must be confident working with the unknown, using their imagination, and encouraging others to be creative – even if it causes disorder.

A team that practices **Innova-Leadership** exhibits the following behaviors:

- Seeks new ways to achieve competitive advantage by forming novel ideas and associations.
- Demonstrates confidence in the face of ambiguity and challenges the organization to take risks.
- Embraces the chaos and uncertainty of globalization and creates an atmosphere of creativity and innovation.
- Transforms organizational culture and structure to support new societal and workforce norms.
- Uses technological advances to foster business innovation and carefully protects such innovation.

Adapta-Leadership: Details



Average Rating: 4.84

Team Score: 29

Adapta-Leadership enables teams to move in any direction at any time in any situation as they learn from their experiences in the moment, and adapt accordingly. When leading change, teams maintain a positive attitude and successfully address issues around resistance. Teams succeed at integrating disparate forces to achieve business results, and are adept at working through non-linear and disruptive phases and processes.

A team that practices **Adapta-Leadership** exhibits the following behaviors:

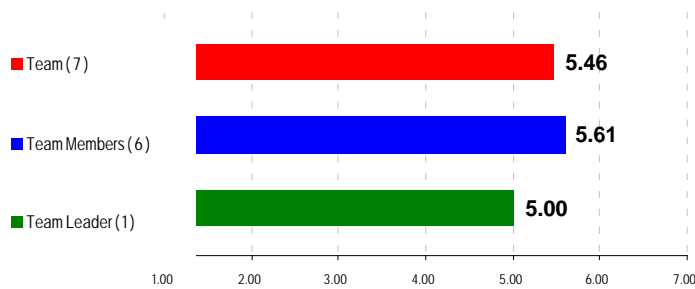
- Is fast and flexible and capable of looking forward, backwards, and sideways.
- Manages dual forces and is not daunted by working through out-of-sync phases and processes.
- Responds rapidly to immediate global business changes and devises ways to sustain the organization through the near future.
- Spots current societal and workforce issues that will have major effects on the organization, and adapts new practices to sustain it.
- Sorts through and prioritizes the deluge of information that technology throws at the organization.

Scale: **1.00** = Low Performance **4.00** = Average Performance **7.00** = High Performance



II - TEAM'S GL DIMENSION SCORES

Diversa-Leadership: Details



Average Rating: 5.36

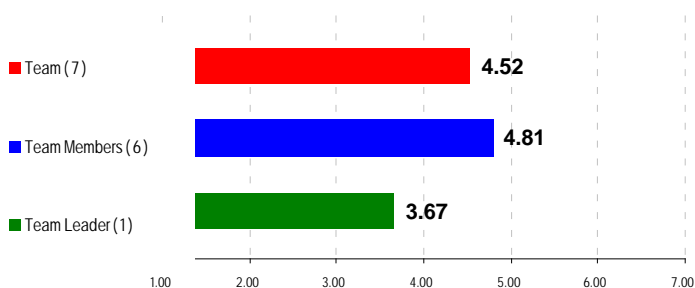
Team Score: 33

Diversa-Leadership helps teams understand cultural differences and leverage those differences as business strengths. The diversity of yesterday was about race and gender; today's diversity is about cultural relativity, and so global teams must understand how different cultures think, conduct business, and consume products and services. Tomorrow's teams will require an essential understanding of a wide variety of cultures in order to appropriately adapt business practices.

A team that practices **Diversa-Leadership** exhibits the following behaviors:

- Thinks globally and adapts personal style to the styles of people in different countries.
- Values cultural differences, balancing them with unified organizational values.
- Guides the organization to create products and services tailored to the future needs of multiple and various markets by applying his or her global knowledge.
- Taps into diverse resources and utilizes people's unique skills, knowledge, abilities and perspectives.
- Challenges others to clearly articulate their differences and resolve conflict in a virtual setting.

Communi-Leadership: Details



Average Rating: 4.33

Team Score: 25

Communi-Leadership fosters open channels of communication, dialogue, and debate among internal and external stakeholders in multiple locations. Teams with excellent Communi-Leadership skills will effectively represent themselves verbally in a world of diminished cues. In addition, team members create the climate for others to engage in ongoing effective communication.

A team that practices **Communi-Leadership** exhibits the following behaviors:

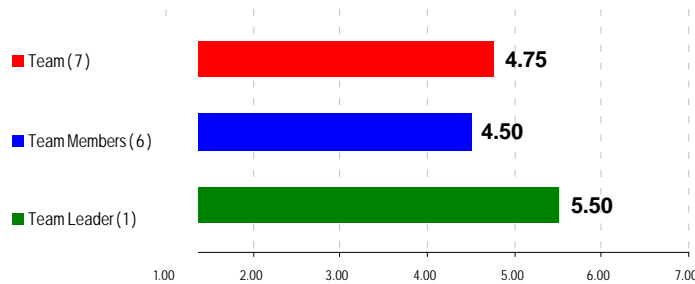
- Creates dialog, bridges of understanding, knowledge sharing and goodwill.
- Masters the interpretation of body languages, emotional cues, nuances and underlying messages.
- Learns ways to communicate through cultural differences with global business partners.
- Creates an environment of trust through attentive listening and effective dialogue.
- Actively develops and uses technology in new ways to maintain and enhance communication within the organization instead of blocking dialog.

Scale: **1.00** = Low Performance **4.00** = Average Performance **7.00** = High Performance



II - TEAM'S GL DIMENSION SCORES

Collabo-Leadership: Details



Average Rating: 4.92

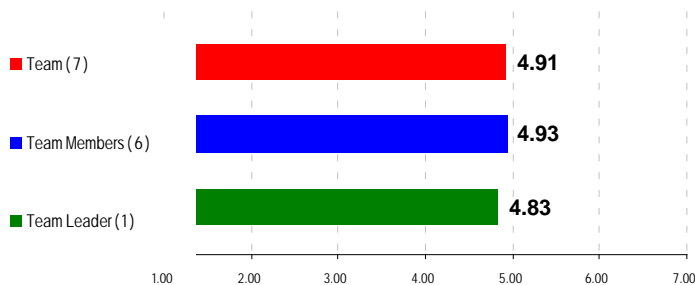
Team Score: 29

Collabo-Leadership draws on the premise that people accomplish great things through collaborating with other talented people. For global teams, this means drawing together people with unique abilities and varying perspectives regardless of geographic location or culture, integrating their skills and creating synergy.

A team that practices **Collabo-Leadership** exhibits the following behaviors:

- Networks to create alliances and partnerships.
- Shares insights and exchanges best practices.
- Clarifies expectations that exist as a result of cultural and generational differences among co-workers.
- Fosters a work environment that supports collaboration, and guides the team in establishing trusting and mutually beneficial relationships which direct individual work towards group objectives.
- Creates and sustains unified virtual teams despite the many technological and geographic barriers.

Edu-Leadership: Details



Average Rating: 4.89

Team Score: 28

Edu-Leadership mastery demands a bit of selflessness because teams must be prepared to develop their best talent collectively, across the organization, even if this means utilizing a team member's skills elsewhere in the organization. In addition, teams must hold a dual focus – the long-term goal of developing high potentials to secure a viable workforce and the short-term goals of completing projects within budgets and deadlines.

A team that practices **Edu-Leadership** exhibits the following behaviors:

- Identifies, develops and retains talent at all levels.
- Matches talent with the needs of the organization.
- Manages talent and growth across the organization, giving individuals and teams the opportunity to adopt innovative roles and gain global experiences.
- Provides learning opportunities that allow individuals to reach professional objectives while also helping the organization to remain sophisticated and ahead of the curve.
- Utilizes technology to enable continuous learning and development.

Scale: 1.00 = Low Performance 4.00= Average Performance 7.00 = High Performance

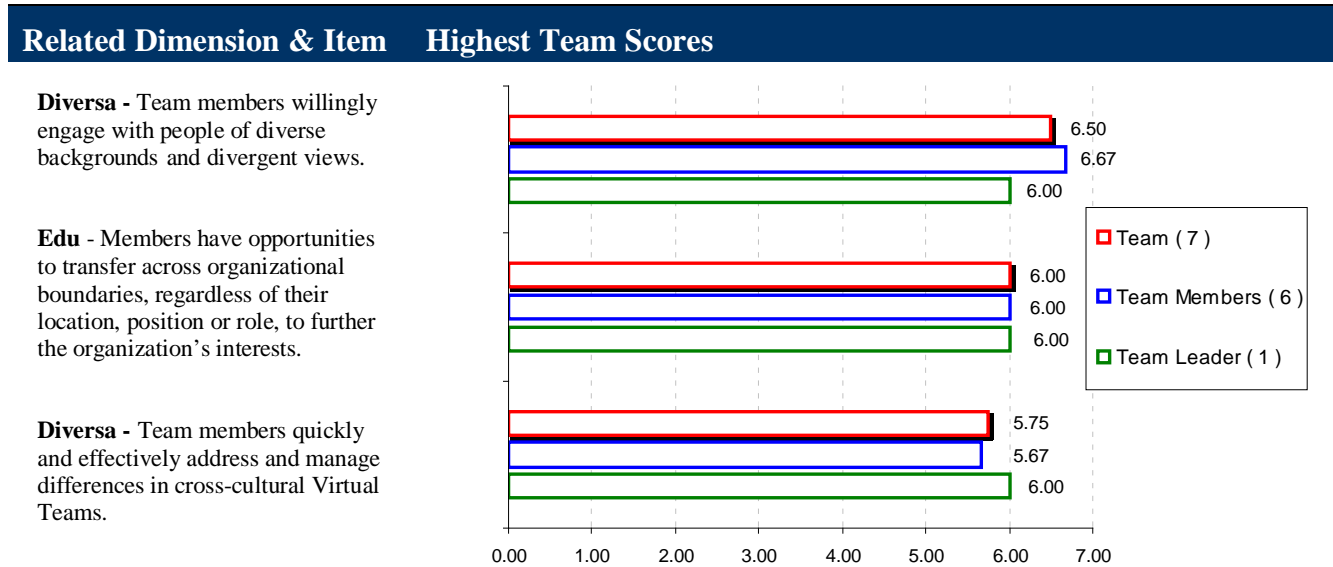
II - TEAM'S GL DIMENSION SCORES

HIGHEST AND LOWEST RATED ITEMS

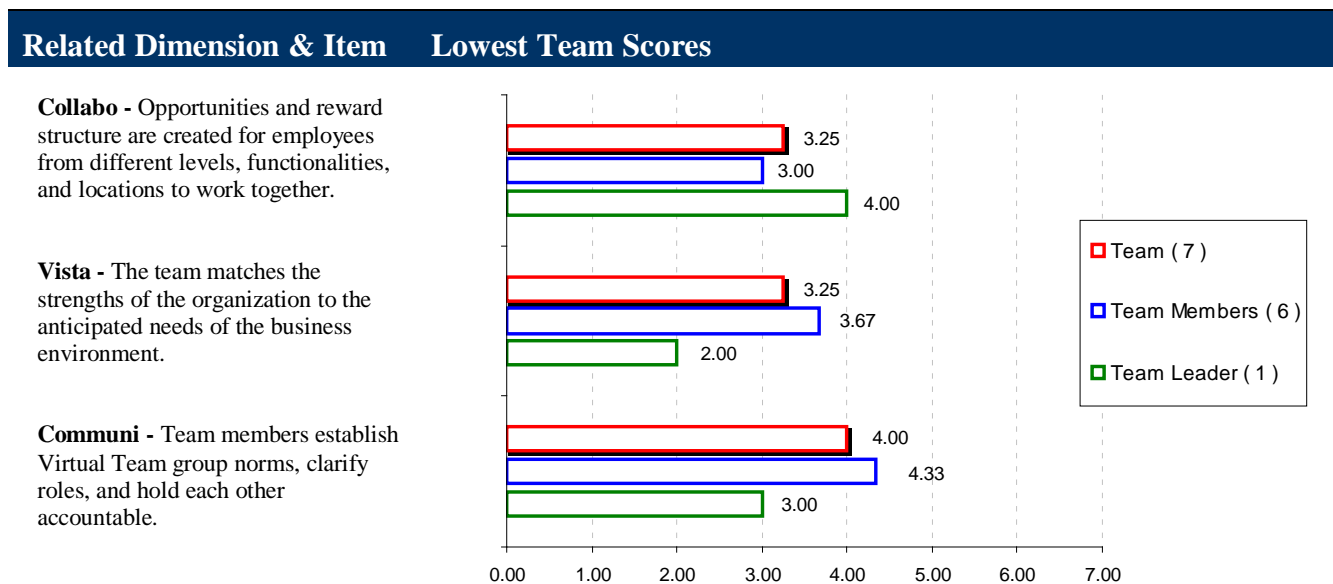
The graphs below highlights the team's three highest and three lowest rated items* for each rater group, across all GL Dimensions; they represent the team's strongest and weakest behaviors from each perspective (member, leader, entire team). Some items may show variance among raters, due to the fact that there are differences in each rater group.

* an item is a specific question related to a dimension

DETAILS OF HIGHEST GL DIMENSIONS



DETAILS OF LOWEST GL DIMENSIONS



Scale: 1.00 = Low Performance 4.00 = Average Performance 7.00 = High Performance



II - TEAM'S GL DIMENSION SCORES

AREAS OF KEY DIFFERENCES

The items listed below represent specific questions where the team members' responses were widely dispersed. Below each question, along with the name of the associated dimension, you will see the question's average score as well as a table depicting the distribution of the team's response. These questions may be great starting points for team discussions.

Note: If there are no responses listed below, each member of your team answered consistently.

Question # 26: **Systematically collects and analyzes data about the industry and global marketplace, then applies this information to business opportunities**

Dimension: Vista – Leadership

The average score for this question was **3.85 out of 7.0**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree/ Disagree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
2	1	0	0	2	2	0	0

Question # 20: **Matches the strengths of the organization to the anticipated needs of the business environment.**

Dimension: Vista – Leadership

The average score for this question was **4.02 out of 7.0**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree/ Disagree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
0	2	1	0	0	1	3	0

Question # 1: **Inspires team members by connecting their daily work to the company's long-term vision.**

Dimension: Vista – Leadership

The average score for this question was **5.25 out of 7.0**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree/ Disagree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
1	2	0	0	2	2	0	0



III - OPEN-ENDED COMMENTS

NOTE TO CLIENT (only for discussion/not for Survey): You will have the option to choose three or four appropriate questions for your team.

Instructions: You can provide feedback and/or suggestions on what the team should do to improve.

1. How does the team forecast future business and organizational trends and challenges?

Team

-
-

Team Leader

-
-

2. How does the team encourage / trigger innovation and creative thinking inside and outside the team?

3. How does the team ensure internal resiliency when responding to organizational and business challenges in the global marketplace?

4. How does the team leverage people's different perspectives, backgrounds, expertise and cultures to achieve synergy?

5. How does the team maintain and build collaborative relationships inside and outside the team in a global environment?

6. How does the team encourage and ensure honest and open communications with each other and with stakeholders?

7. How does the team expose its team members and others to talent development opportunities that grow global leaders?

8. Additional comments



IV - TEAM ACTION PLANNING

Action planning is a vital part of the team assessment process. This section will help you to create a team action plan based on team ratings. A good plan will enable the team to practice global leadership and to address team members' developmental needs in an increasingly challenging business environment.

As you review and reflect on your team's *GlobeLeadership*TM results, remember that no one team or team member can excel in all Seven Dimensions of *GlobeLeadership*TM. An effective global team in the 21st Century strives to balance the Seven GL Dimensions, and exercises different dimensions of leadership according to the situation. The team should keep this in mind and prioritize its action planning activities accordingly.

In the Action Planning section of this report, you will find the following:

- **Part I - Reflection** - to reflect on the feedback you received.
- **Part II - Team Action Plan** - to formulate goals and actions based on your reflection.

Remember: Be honest with yourself, but don't be too harsh!

PART I - REFLECTION

1. Summarize the feedback you received by identifying the team's strengths and developmental areas.

STRENGTHS	DEVELOPMENTAL AREAS



IV - TEAM ACTION PLANNING

2. Were there any surprises regarding the ratings from different rater groups?

3. What do the differences mean?

4. Given the survey results, and based on your reflection, what are the top three areas to focus team development efforts on?



IV - TEAM ACTION PLANNING

PART II: TEAM ACTION PLAN

PRIORITY #1

Dimension for Development:

Objectives: (List specific behaviors related to the dimension)

Specific Actions:	Timeframe:	Resources:
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

Major Obstacle:	Solution to the Obstacle:
-----------------	---------------------------



IV - TEAM ACTION PLANNING

PRIORITY # 2

Dimension for Development:

Objectives: (List specific behaviors related to the dimension)

Specific Actions:	Timeframe:	Resources:
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

Major Obstacle:	Solution to the Obstacle:
-----------------	---------------------------



IV - TEAM ACTION PLANNING

PRIORITY #3

Dimension for Development:

Objectives: (List specific behaviors related to the dimension)

Specific Actions:	Timeframe:	Resources:
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

Major Obstacle:	Solution to the Obstacle:
-----------------	---------------------------



OPEN-ENDED COMMENTS



ABOUT AIM STRATEGIES®

AIM Strategies®, Applied Innovative Management, provides customized people-focused strategies to meet the dynamic needs of organizations, teams and individuals. Our mission is to help clients build effective global leadership and people management skills to enhance business performance. Known for an innovative approach, which clearly links with the client's business strategy, we help you equip global leaders with the skills necessary for business success in the 21st Century. We are confident that the solutions we develop will fit your needs and culture.

Please visit www.aim-strategies.com to learn more about how our services unlock the people potential of your organization.

For Further Information

AIM Strategies®, Applied Innovative Management® Strategies

Brooklyn, New York 11218-1205

T: (718) 832-6767 or 6699

F: (718) 832-6660

info@aim-strategies.com

admin@aim-strategies.com

training@aim-strategies.com

research@aim-strategies.com

updates@aim-strategies.com

mailings@aim-strategies.com

marketing@aim-strategies.com