



GLOBAL LEADER[™] 360° FEEDBACK REPORT

Report for: Sample Global Leader
Organization: Sample Organization
Date: May 1, 20XX

CONFIDENTIAL

GlobaLeader[™] Self Assessment©
GlobaLeadership[™] 360° Assessment©
GlobaLeadership[™] Team Assessment©
GlobaLeader[™] Individualized Report©
GlobaLeadership[™] 360° Feedback Report©
GlobaLeadership[™] Team Feedback Report©
GlobaLeader[™] Individual Development Guide©
GlobaLeader[™] Team Development Guide©



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OVERVIEW OF GLOBALEADER™

Globalization has impacted our current business environment and will continue to do so. This challenge is not daunting to the effective GloboLeader™ - it provokes innovation. The conditions that spark innovation arise from connecting 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.

The 21st Century Leader

The conditions that rise from our global 'neighborhood' represent a paradigm shift; not surprisingly, this paradigm shift gives rise to new leadership roles. Effective leadership in the 21st Century propels organizations along a Global Superhighway, with its hairpin turns and blind curves that extend further and further out from core business. The 21st Century (21C) leader will be at 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 rise to positions of leadership, working across cultures and time zones. Guiding effective organizations will require nimble leaders with the skills, abilities and knowledge to master the 'new'. Those who are going to be the innovators will lead, just as those who are most astute at working across cultures will be successful. This may be a paradigm shift and requires new global leadership roles.



OVERVIEW OF GLOBALEADERSHIP™

Seven GloboLeadership™ Dimensions

After researching leadership issues for over a decade, AIM Strategies® has developed a unique GloboLeadership™ 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 GloboLeadership™ Dimensions that are critical to effectively leading in the 21st Century.



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.



Vista-Leadership	Vista-Leadership enables leaders to envision the future global business environment and their company's future business opportunities while being grounded, but not stuck, in the present. A leader who practices Vista-Leadership has a wide horizon, distills potential possibilities from known elements and is comfortable with the unfamiliar.
Innova-Leadership	Innova-Leadership is about seeking new ways to achieve competitive advantage by drawing on and expanding resources. To put clever ideas into action, leaders must be confident working with the unknown, using their imagination, and encouraging others to be creative – even if it causes disorder.
Adapta-Leadership	Adapta-Leadership enables leaders 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, leaders maintain a positive attitude and successfully address issues around resistance. They succeed at integrating disparate forces to achieve business results, and are adept at working through non-linear and disruptive phases and processes.
Diversa-Leadership	Diversa-Leadership helps leaders understand peoples' 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 leaders must understand how different cultures think, conduct business, and consume products and services. Tomorrow's leaders will require an essential understanding of a wide variety of cultures in order to appropriately adapt business practices.
Communi-Leadership	Communi-Leadership fosters open channels of communication, dialogue, and debate among internal and external stakeholders in multiple locations. A leader with excellent Communi-Leadership skills is considered an effective speaker and presenter in a world of diminished cues. In addition, he or she creates the climate for others to engage in ongoing effective communication.
Collabo-Leadership	Collabo-Leadership draws on the premise that people accomplish great things through collaborating with other talented people. For the global leader, 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 leader to genuinely know his/her team members, manage both vertically and horizontally and create a zone of trust.
Edu-Leadership	Edu-Leadership mastery demands a bit of selflessness because leaders must be prepared to develop their best talent, even if this means the individual's skills are best utilized elsewhere in the organization. In addition, leaders must hold a dual focus - long-term goals, such as developing high potentials while meeting profit targets, and short-term goals, such as completing projects within budgets



INTRODUCTION TO YOUR REPORT

This is your **GloboLeader™ (GL) 360° Feedback Report**, generated from results tabulated from the **GloboLeadership™ 360° Assessment**. It is a multi-rater survey specifically designed for leaders to assess their skills against the increasing demands of global businesses in the 21st century. The feedback contained in your report was provided by you, your manager(s), direct reports, peers, clients, and other participants in the survey.

This report is intended to:

- Give you comprehensive feedback, usually difficult to obtain, on your leadership skills.
- Help you identify your strengths and development areas as a global leader.
- Compare the similarities and differences between how you view yourself and how others view you.
- Provide a pivotal point for development planning at this time.

How This Report Is Organized

Your **GL 360° Feedback Report** is organized into different sections to help you assess your **GloboLeadership™** skills from multiple viewpoints.

Overview of GloboLeadership™	Provides information about the GloboLeadership™ Model and the Seven GL Dimensions .
Section I	
GloboLeadership™ Dimensions and Your Current Position	Compares how you and your respondents rated the relative importance of the Seven GL Dimensions to your current role. The ratings show which GL Dimensions you, your manager(s), direct reports, peers, clients, and other respondents believe are most critical to your job.
GloboLeadership™ Dimensions and Your Performance	Compares how you and your respondents rated your performance on the Seven GL Dimensions . These ratings show how you, your manager(s), direct reports, peers, clients, and other respondents perceive your performance in each GL Dimension .
Summary of Importance and Performance	Summarizes and compares the importance of each GL Dimension with your perceived performance in that dimension. This comparison shows how you are performing in dimensions that are believed to be critical to your job.
Section II	
GloboLeadership™ Dimensions Scores	Provides your Seven GL Dimensions Scores . Each score represents how well you are doing on a GL Dimension based on your leadership behaviors as observed by you, your manager(s), direct reports, peers, clients, and other respondents.
Details by GL Dimensions	Provides additional details on your seven GL Dimension Scores .



INTRODUCTION TO YOUR REPORT

Highest Rated Items	Shows the highest rated items by your respondents from all GL Dimensions and helps identify your top strengths.
Lowest Rated Items	Shows the lowest rated items by your respondents from all GL Dimensions and helps identify your top development areas.
Section III	
Open-Ended Comments	Presents written remarks from you and your respondents on what you should continue to do, start doing, and stop doing. These comments provide additional information on the ratings.
Section IV	
Development Planning	Provides guidelines in converting your feedback into a development plan with specific goals and action steps.

Using Your Report

- This report is based on your self-rating as well as the ratings from these rater groups: *Manager(s)*, *Direct Reports*, *Peers*, *Clients*, and *Others*. To ensure anonymity, *Manager(s)* is the only rater group that can have one respondent. If there is only one respondent in *Direct Reports*, *Peers*, or *Clients*, his/her rating will be included with other groups and put under a category called *Others*.
- Keep in mind that the validity of the feedback depends on how closely the respondents work with you and how long they have known you. Increased 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 page.
- Focus on the highs *and* lows in your ratings. Identify your strengths as well as your development areas as they are equally important to your leadership development.
- Look for points of agreement and significant disagreement between your responses and your raters'. A difference of two points is considered significant. For example, if you rated a GL Dimension a 4.00 and your manager rated the same dimension a 7.00, the difference is significant. If your self-rating is higher than those of others, there might be a blind spot where others do not see what you see. If your self-rating is lower than others', you might be underestimating yourself.
- In addition to comparing your self-rating with every rating from each rater group to get specific information, compare your self-rating with the average of all rater groups to see how closely your self-perceptions match the perceptions of others, in general.
- Pay attention if the ratings from one rater group are especially higher or lower than those from other groups. While this could indicate that individuals in a rater group are harder or easier evaluators compared to others, it could also be a sign of unusual effectiveness or ineffectiveness in your relationship with that group. Either direction should prompt further inquiries and reflection. Also, be mindful that averages are skewed by especially high or low scores.



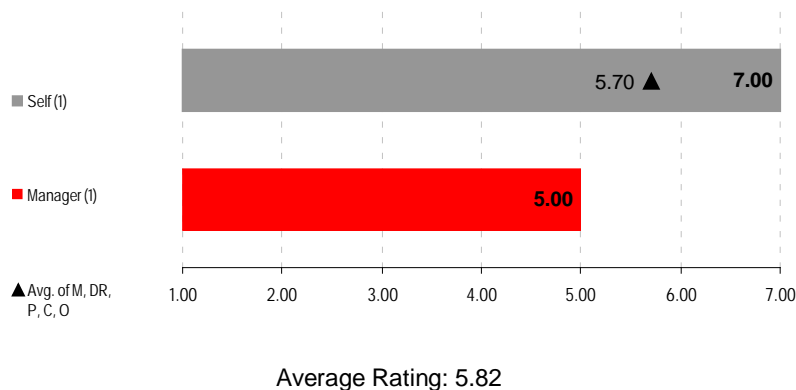
GL DIMENSIONS & YOUR CURRENT POSITION

This section highlights the relative importance of each GL dimension to your current position. The ratings show which GL Dimensions you and your respondents believe are most critical to your job.

Each one of these charts compares your rating for the importance of a GL Dimension to your current role with your manager(s) and others' ratings. The comparison between your rating and your manager's is emphasized because the gap between them represents possible misunderstanding about what is expected of your job performance. If there is a significant gap between how the two of you perceive the importance of a GL Dimension, you should discuss this lack of alignment to get his or her insights and to share yours. This will be helpful to ensure a mutual understanding about the expectation of you in your current position.

In addition, for each GL Dimension, you will find an Average Rating; this calculation is based on ratings from all respondents, including you. This information will help you to assess the importance of the seven GL Dimensions in relation to each another. The more important a GL Dimension is on average, the more it is generally perceived to be critical to your current job.

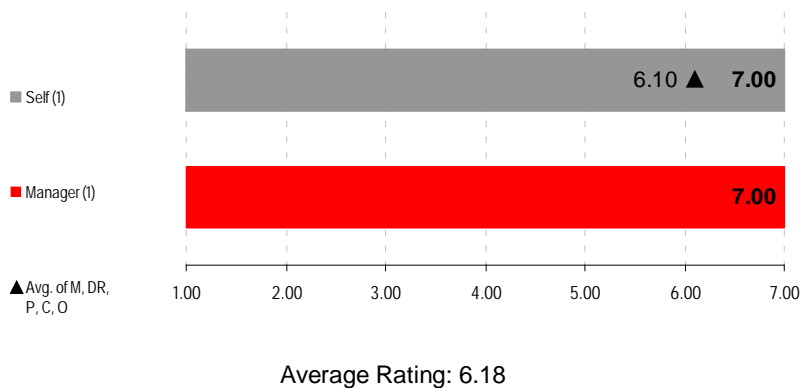
Vista-Leadership: Importance



Vista-Leadership dimension illustrates how important it is for you in your current role 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 your current role; you need to show vision and to anticipate future organizational challenges. Seeing a clear path to the future when others do not and inspiring them to action will be critical to your role.

Innova-Leadership: Importance



Innova-Leadership dimension illustrates how important it is for you in your current role to tap into your creativity, let your imagination run free, and put clever ideas into action.

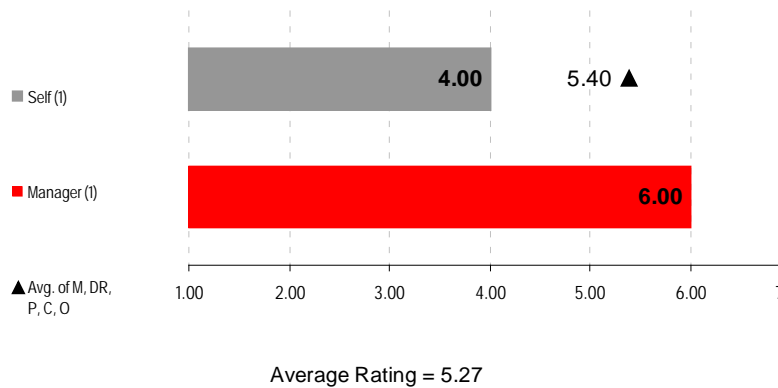
When **Innova-Leadership** is critical to your current role, it is important for you to focus on innovation and to produce competitive advantage through creativity. Encouraging innovation, creative thinking and imagination will be critical to your role.

Key:	M = <i>Manager(s)</i>	DR = <i>Direct Reports</i>	P = <i>Peers</i>	C = <i>Clients</i>	O = <i>Others</i>
Scale:	1.00 = Not Important	4.00 = Important	7.00 = Critically Important		



GL DIMENSIONS & YOUR CURRENT POSITION

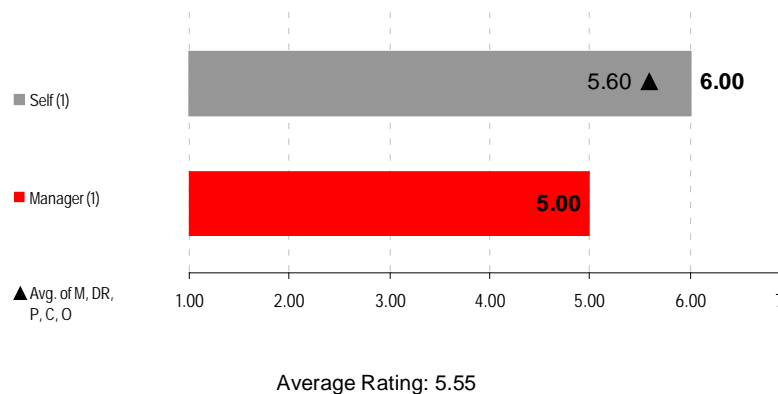
Adapta-Leadership: Importance



Adapta-Leadership category illustrates how important it is for you in your current position to be comfortable with integrating disparate forces to achieve business results.

When **Adapta-Leadership** is critical to your current role, you need to be responsive and flexible and be capable of looking forward, backwards, and sideways. Responding to organizational challenges effectively will be critical to your role.

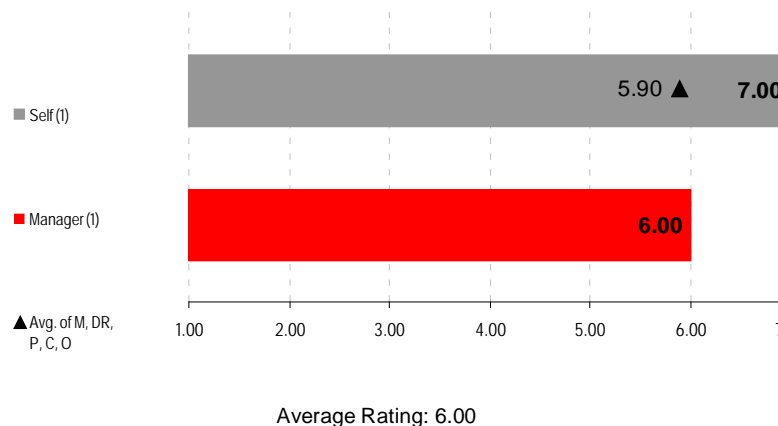
Diversa-Leadership: Importance



Diversa-Leadership category illustrates how important it is for you in your current position to leverage people's differences to achieve synergy.

When **Diversa-Leadership** is critical to your current role, you need to be an expert in different cultures around the world and to then apply this global knowledge in recognizing new business opportunities and in enhancing organizational effectiveness. Fully tapping into your diverse resources to maximize business results will be critical to your role.

Communi-Leadership: Importance



Communi-Leadership category illustrates how important it is for you in your current position to ensure external and internal stakeholders are engaged and that they understand each other's concerns.

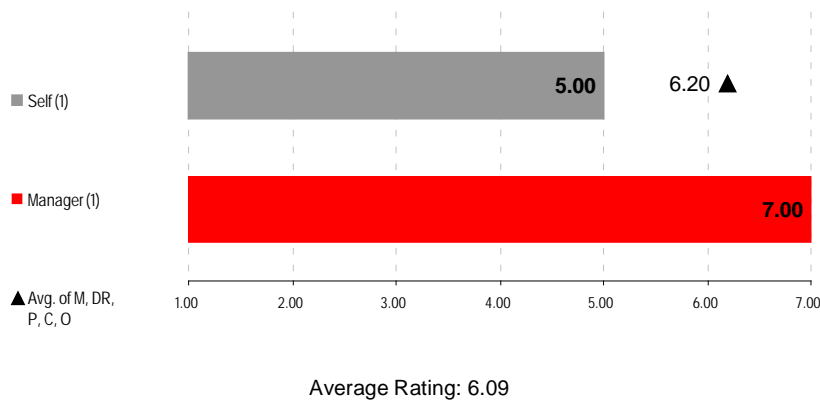
When **Communi-Leadership** is critical to your current role, you need to open up channels of communication and create the dialogue. Enhancing communications among those around you will be critical to your role.

Key: M = Manager(s) DR = Direct Reports P = Peers C = Clients O = Others
 Scale: 1.00 = Not Important 4.00 = Important 7.00 = Critically Important



GL DIMENSIONS & YOUR CURRENT POSITION

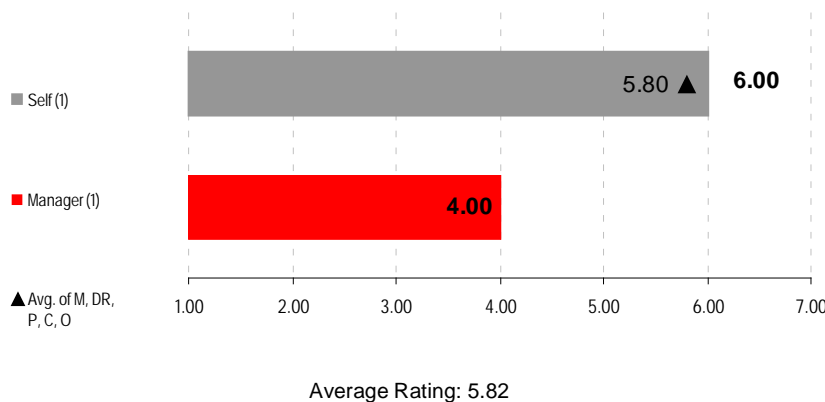
Collabo-Leadership: Importance



Collabo-Leadership category shows how important it is for you in your current position to collaborate with others and to build and nurture relationships.

When **Collabo-Leadership** is critical to your current role, you need to create alliances and partnerships and to facilitate and encourage teamwork. Enhancing collaboration and creating a community will both be critical to your role.

Edu-Leadership: Importance



Edu-Leadership category illustrates how important it is for you in your current position to develop people, promote their learning, and transfer talent to areas in the organization where it is needed.

When **Edu-Leadership** is critical to your current role, you 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 to your role.

Key: M = Manager (I)	DR = Direct Reports	P = Peers	C = Clients	O = Others
Scale: 1.00 = Not Important	4.00 = Important	7.00 = Critically Important	O = Others	



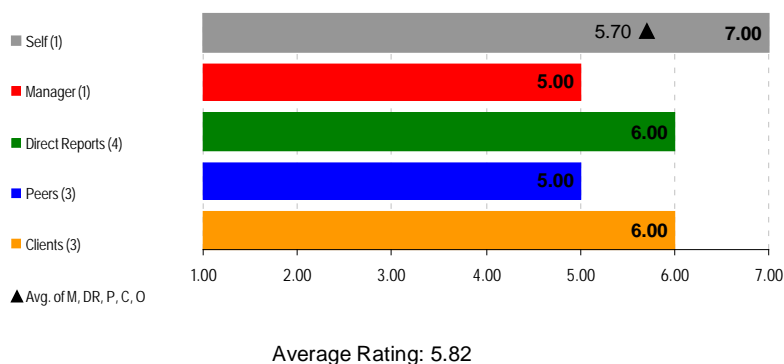
GL DIMENSIONS & YOUR PERFORMANCE

This section highlights your perceived performance of each GL Dimension. These ratings show how you and your respondents perceive your performance in the seven GL Dimensions.

Each chart below compares how you rated your performance in each GL Dimension with ratings from your manager(s), direct reports, peers, clients, and other individuals. This information will help you recognize the similarities and differences between your perception and those of your colleagues, and it will help increase your self-awareness as a leader.

In addition, for each GL Dimension, you will find an Average Rating calculation which is based on ratings from all respondents, including you. This information will help you to assess your performance of each GL Dimension in relation to one another and to help you understand which Dimensions are your strengths and developmental areas.

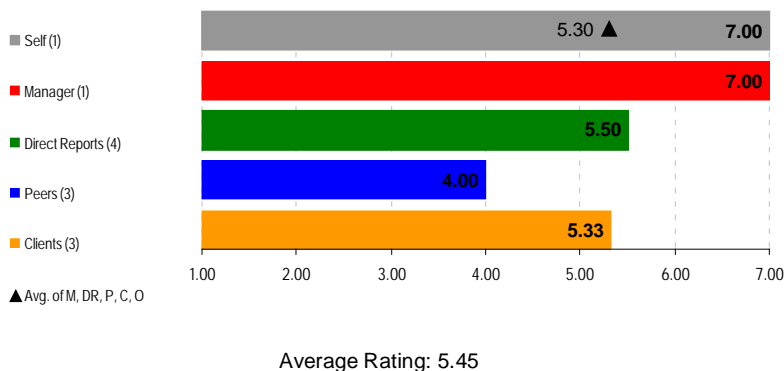
Vista-Leadership: Performance



Vista-Leadership dimension illustrates how important it is for you in your current role to have a wide horizon and to be comfortable with the unfamiliar, while remaining grounded in present day issues.

When you consistently exhibit **Vista-Leadership**, you are visionary and anticipate future organizational challenges. You see a clear path to the future when others do not and inspire them to action.

Innova-Leadership: Performance



Innova-Leadership dimension illustrates how important it is for you in your current role to tap into your creativity, let your imagination run free, and put clever ideas into action.

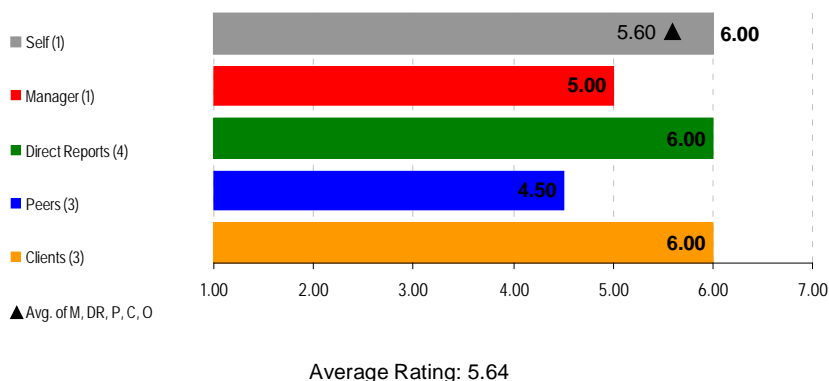
When you consistently exhibit **Innova-Leadership**, you are a change-agent and produce competitive advantage through creativity. You encourage innovation, creative thinking and imagination.

Key:	M = Manager(s)	DR = Direct Reports	P = Peers	C = Clients	O = Others
Scale:	1.00 = Not Developed	4.00 = Competent	7.00 = Outstanding		



GL DIMENSIONS & YOUR PERFORMANCE

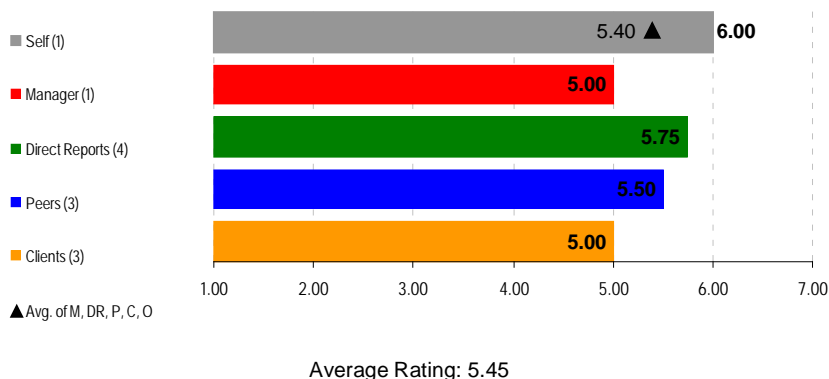
Adapta-Leadership: Performance



Adapta-Leadership dimension illustrates how important it is for you in your current position to be comfortable with integrating disparate forces to achieve business results.

When you consistently exhibit **Adapta-Leadership**, you are responsive and flexible and are capable of looking forward, backwards, and sideways. You also respond to organizational challenges effectively.

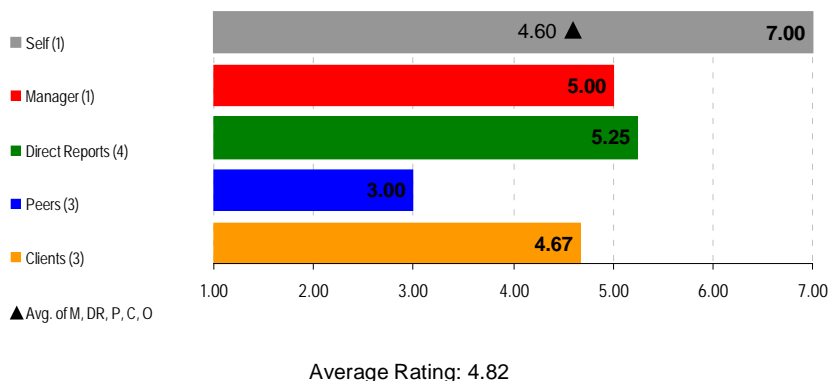
Diversa-Leadership: Performance



Diversa-Leadership dimension illustrates how important it is for you in your current position to leverage people's differences to achieve synergy.

When you consistently exhibit **Diversa-Leadership**, you are an expert in different cultures, applying this global knowledge to recognize new business opportunities and enhance organizational effectiveness. You fully tap into your diverse resources to maximize business results.

Communi-Leadership: Performance



Communi-Leadership dimension illustrates how important it is for you in your current position to ensure external and internal stakeholders are engaged and understand each other's concerns.

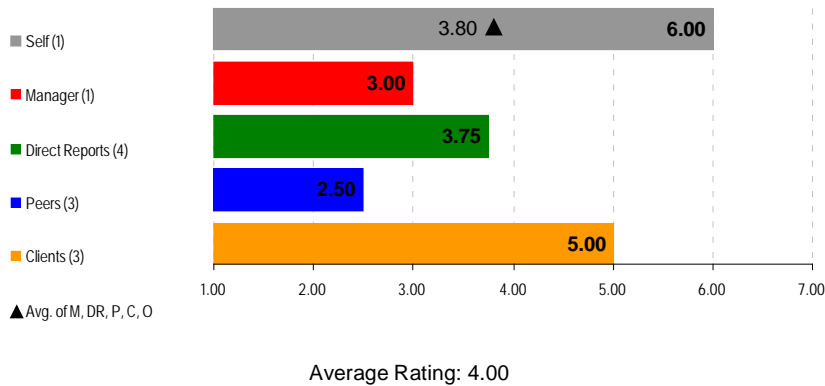
When you consistently exhibit **Communi-Leadership**, you open up channels of communication and create dialogue. You also enhance communications among those around you.

Key: M = Manager(s) DR = Direct Reports P = Peers C = Clients O = Others
Scale: 1.00 = Not Developed 4.00 = Competent 7.00 = Outstanding



GL DIMENSIONS & YOUR PERFORMANCE

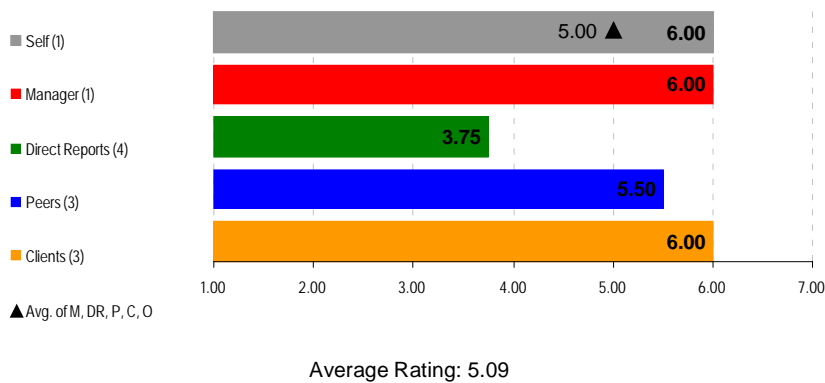
Collabo-Leadership: Performance



Collabo-Leadership dimension illustrates how important it is for you in your current position to collaborate with others and to build and nurture relationships.

When you consistently exhibit **Collabo-Leadership**, you create alliances and partnerships, facilitate and encourage teamwork, and have good one-on-one relationships. You enhance collaboration and create a community.

Edu-Leadership: Performance



Edu-Leadership dimension illustrates how important it is for you in your current position to develop people, promote their learning, and transfer talent to where it is needed.

When you consistently exhibit **Edu-Leadership**, you facilitate growth in others and provide them with guidance and learning opportunities. You develop talent and balance it with business objectives.

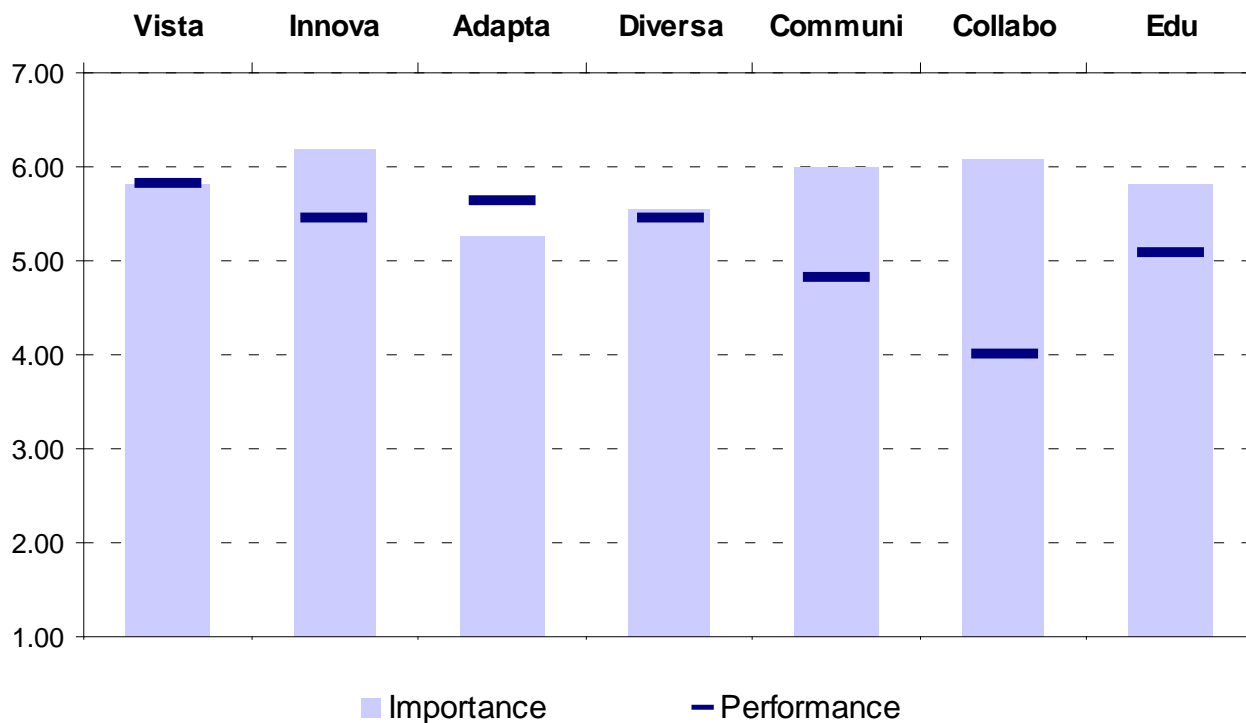
Key: M = Manager(s) DR = Direct Reports P = Peers C = Clients O = Others
 Scale: 1.00 = Not Developed 4.00 = Competent 7.00 = Outstanding



SUMMARY OF IMPORTANCE & PERFORMANCE

This section provides a summary of the relative importance of each GL Dimension and your performance in each dimension. It also compares the two to highlight the difference between what is expected of you and how you are perceived to be performing. Both the importance and your performance of each dimension are calculated by averaging your self-ratings and the ratings from all respondents.

You should pay attention to dimensions where your performance scored lower than their importance. A significant gap (more than 2 points of difference) indicates a key area for improvement. Also, dimensions that are the most important to your current position should be your top priorities if they are your development areas.



7 GL Dimensions	Vista	Innova	Adapta	Diversa	Communi	Collabo	Edu
Importance	5.82	6.18	5.27	5.55	6.00	6.09	5.82
Performance	5.82	5.45	5.64	5.45	4.82	4.00	5.09
<i>Difference</i>	0.00	(0.73)	0.36	(0.09)	(1.18)	(2.09)	(0.73)
<i>Variance</i>	100.0%	88.2%	106.9%	98.4%	80.3%	65.7%	87.5%

YOUR GL DIMENSION SCORES

This section analyzes your **GloboLeadership™ Dimension Scores**.

GloboLeadership™ Dimension Scores

Each GL Dimension Score represents your performance of a GL Dimension based on data provided by you, your manager(s), direct reports, peers, clients and other respondents. These ratings calculated based on specific GL behaviors you exhibit and observed by others.

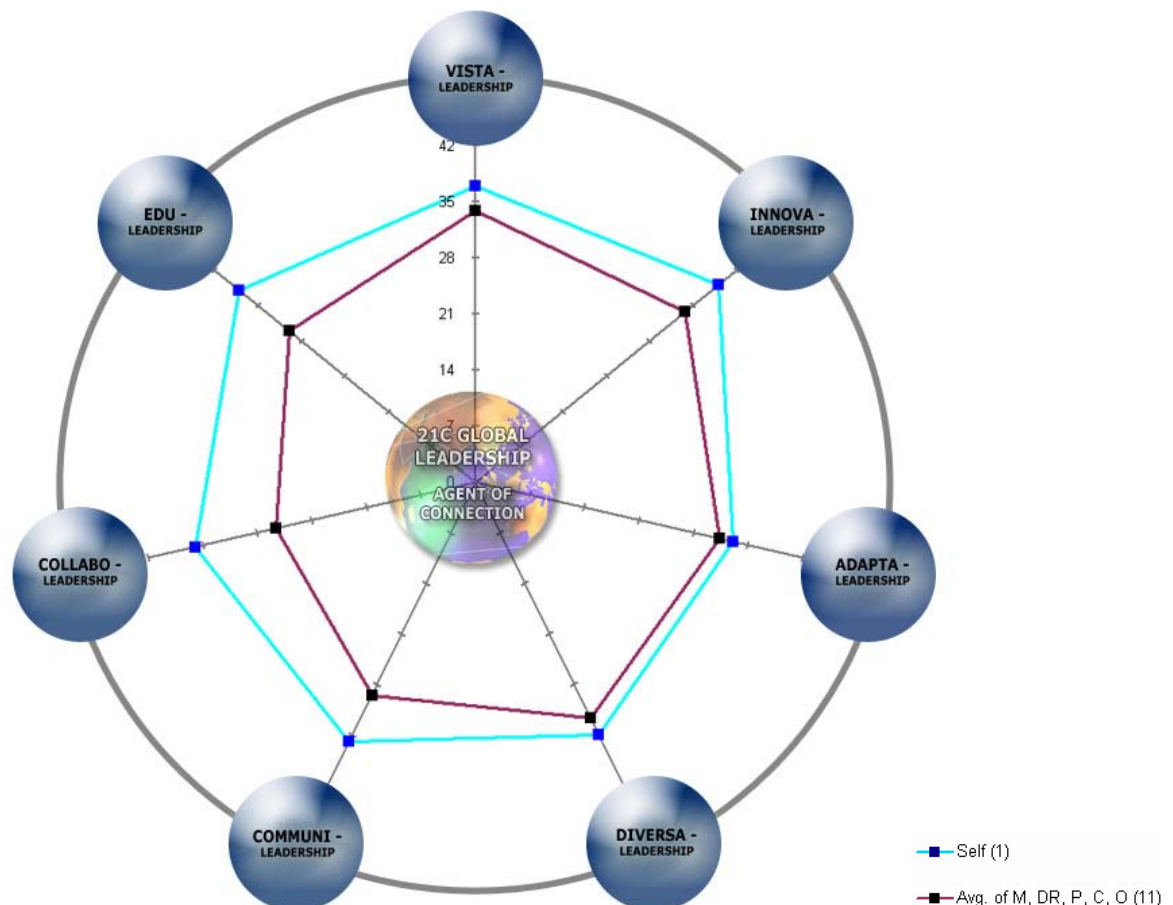
Please note that the most you can score on each GL Dimension is 42 points. Given your current position, you probably practice each of these Dimensions to some extent; therefore, your scores on several Dimensions may be similar.

In this section, you will find the data summarized as follows:

- Visual comparison of self-ratings with average ratings of all respondents by GL Dimension
- Scores by GL Dimension
- Highest and lowest GL Dimension by rater group

Visual Summary

The spider-web chart below provides a visual summary of your **GloboLeadership™** Dimension scores. The chart also compares your dimension scores from self-ratings with the average ratings from all of your respondents. Pay attention to any discrepancy between these ratings.





YOUR GL DIMENSION SCORES

The table below shows your seven GL Dimension Scores, on which the spider-web chart is based. It presents dimension scores from each perspective, along with average scores.

The highest possible score for each dimension is 42 points. A score higher than 36 indicates excellent performance. A score between 18 - 35 means that you consistently perform to the standard expected; below 18 indicates development is needed. Scores are marked with either up arrows or down arrows for quick reference to where they fall.

GL Dimension Scores							
Rater Group/ Dimension	Vista	Innova	Adapta	Diversa	Communi	Collabo	Edu
Self (1)	37 ↑	39 ↑	33	35	36 ↑	36 ↑	38 ↑
Manager (1)	33	41 ↑	33	33	29	23	37 ↑
Direct Reports (4)	35	35	32	33	32	23	25
Peers (3)	26	25	21	29	20	24	31
Clients (3)	39 ↑	36 ↑	37 ↑	35	33	32	34
Average of M, DR, P, C, O	34	34	31	33	30	26	30
Average of All	34	34	32	33	30	27	31

Key: ↓ = Development Needed (0-17) Blank = Competent (18 – 35) ↑ = Excellent (36 -42)

The table below summarizes your highest and lowest GL Dimensions from each rater group. It shows the dimension considered by each rater group to be your strongest and the dimension considered to be your weakest. The more consistent your result is across rater groups, the more compelling is the message.

Your Highest and Lowest Dimensions		
Rater Group	Highest Dimension	Lowest Dimension
Self (1)	Innova	Adapta
Manager (1)	Innova	Collabo
Direct Reports (4)	Innova	Collabo
Peers (3)	Edu	Communi
Clients (3)	Vista	Collabo



YOUR GL DIMENSION SCORES

Total GloboLeader™ Score

The Total GloboLeader™ score indicates your overall performance as a GloboLeader™, and it is the sum of your seven GL Dimension scores. This score gives a high-level view of your GloboLeadership™ skills and behaviors.

The table below shows your Total GL Scores from various perspectives, the average of your respondents' ratings, and the average of all ratings, including yours. The highest possible score is 294 points. A score higher than 252 indicates an excellent overall GloboLeadership™ performance. A score between 127 and 252 means that you consistently perform to the standard expected; below 126 indicates that development is needed.

When interpreting your Total GL score, keep in mind that even an overall high score may contain GL Dimensions with low scores that require development. Similarly, an overall low score could contain GL Dimensions with high scores that are your strengths. Refer back to your seven GL Dimension Scores on the previous page for more details.

YOUR TOTAL GL SCORES

Rater Group	Total GL Score	Development Needed		Competent		Excellent	
		0	125	126	251	252	294
Self (1)	254					X	
Manager (1)	229				X		
Direct Reports (4)	213				X		
Peers (3)	174			X			
Clients (3)	246				X		
Average of M, DR, P, C, O	217				X		
Average of All	220				X		



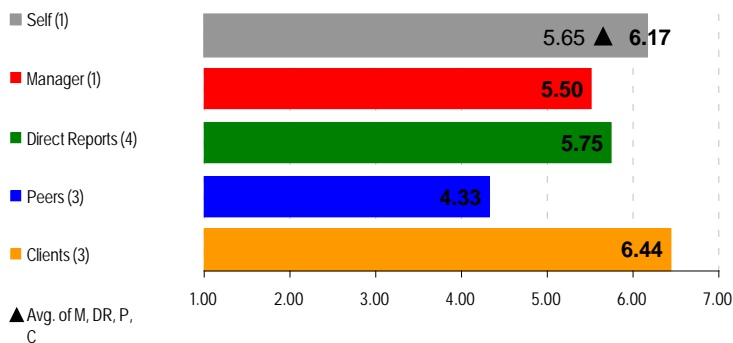
DETAILS BY GL DIMENSION

This section presents additional details on your seven GL Dimension Scores.

Each chart below compares your average item rating for a dimension with your respondents' ratings. Presented in a 7-point scale, these ratings will allow you to directly compare the three components of this feedback report: the importance of GL Dimensions; your perceived performance; and your performance of their related behaviors.

For each GL Dimension, you will find an Average Rating calculation which is based on ratings from all respondents, including you. This information will help you to assess your performance of each GL Dimension in relation to one another and to help you understand which Dimensions are your strengths and developmental areas. Your GL Dimension Score is also provided.

Vista-Leadership: Details



Average Rating: 5.70
Dimension Score: 34

Vista-Leadership enables leaders to envision the future global business environment and their company's future business opportunities while being grounded, but not stuck, in the present. A leader who practices **Vista-Leadership** has a wide horizon, distills potential possibilities from known elements, and is comfortable with the unfamiliar.

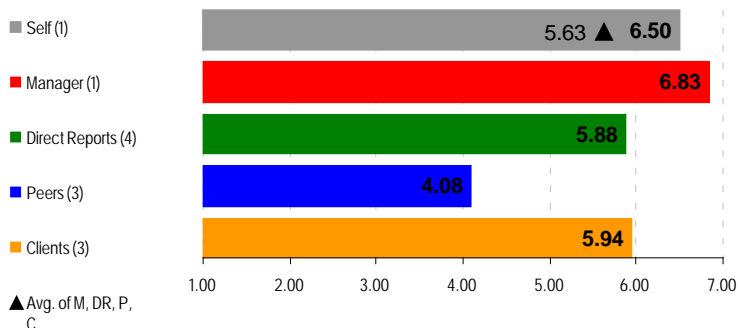
A leader who practices **Vista-Leadership** exhibits the following behaviors:

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

Key: M = *Manager(s)* DR = *Direct Reports* P = *Peers* C = *Clients* O = *Others*
 Scale: 1.00 = Strongly Disagree 7.00 = Strongly Agree

DETAILS BY GL DIMENSION

Innova-Leadership: Details



Average Rating: 5.71

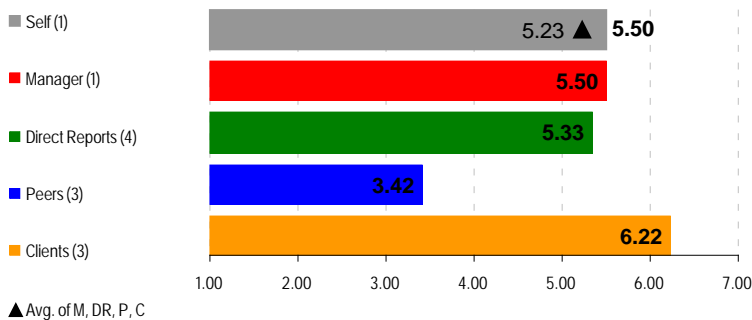
Dimension Score: 34

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

A leader who practices **Innova-Leadership** exhibits the following behaviors:

- Seeks new ways to achieve competitive advantage by forming novel ideas and associations.
- Demonstrates confidence and in 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 through them.
- Transforms organizational culture and structure to support new societal and workforce norms to gain the most competitive edge.
- Uses technological advances to foster business innovation and carefully protects such innovation.

Adapta-Leadership: Details



Average Rating: 5.26

Dimension Score: 32

Adapta-Leadership enables leaders 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, leaders maintain a positive attitude and successfully address issues around resistance. They succeed at integrating disparate forces to achieve business results, and are adept at working through non-linear and disruptive phases and processes.

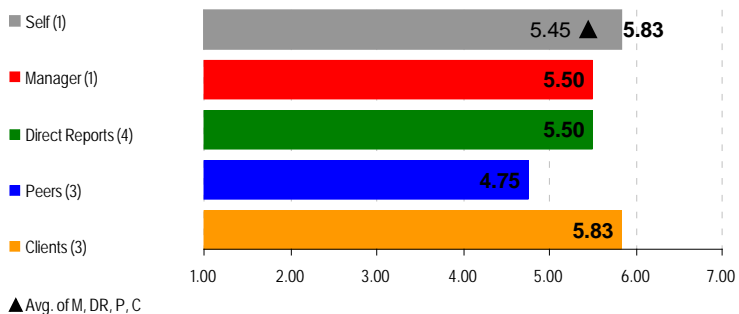
A leader who practices **Adapta-Leadership** exhibits the following behaviors:

- 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 immediate future.
- Spots the hot societal and workforce issues that will have major effects on the organization and adapts new practices to sustain the organization.
- Sorts through and prioritizes the deluge of information that technology throws at the organization.



DETAILS BY GL DIMENSION

Diversa-Leadership: Details



Average Rating: 5.48

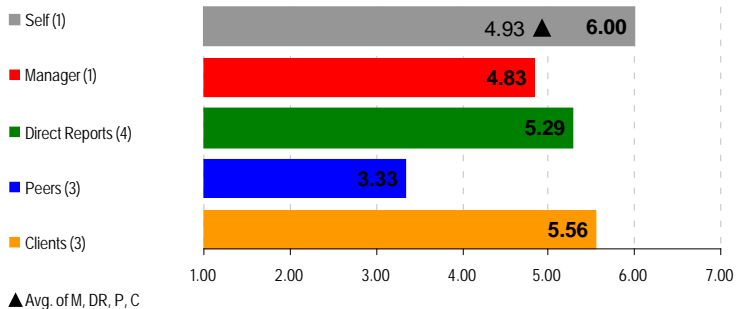
Dimension Score: 33

Diversa-Leadership helps leaders understand peoples’ 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 leaders must understand how different cultures think, conduct business, and consume products and services. Tomorrow’s leaders will require an essential understanding of a wide variety of cultures in order to appropriately adapt business practices.

A leader who practices **Diversa-Leadership** exhibits the following behaviors:

- Thinks globally and adapts personal style to the styles of people in different countries.
- Values cultural differences but balances 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 increases the value of people with 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: 5.03

Dimension Score: 30

Communi-Leadership fosters open channels of communication, dialogue, and debate among internal and external stakeholders in multiple locations. A leader with excellent **Communi-Leadership** skills is considered an effective speaker and presenter in a world of diminished cues. In addition, he or she creates the climate for others to engage in ongoing effective communication.

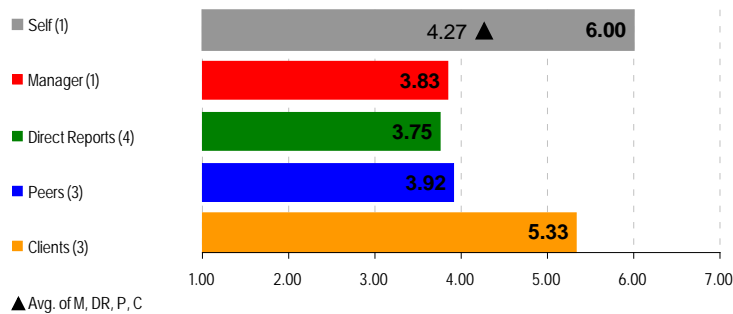
A leader who practices **Communi-Leadership** exhibits the following behaviors:

- Creates dialogs, 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 new ways to use technology to maintain and enhance communication within the organization instead of letting it closed down.



DETAILS BY GL DIMENSION

Collabo-Leadership: Details



Average Rating: 4.42

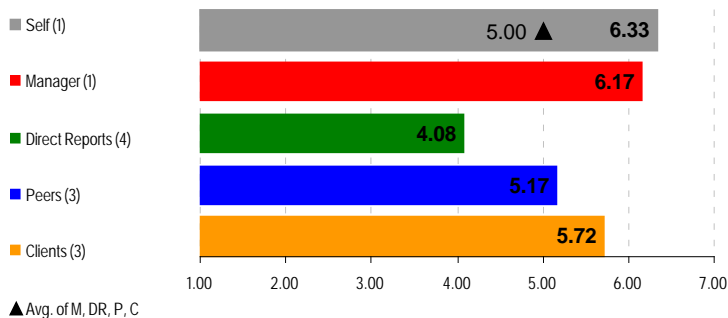
Dimension Score: 27

Collabo-Leadership draws on the premise that people accomplish great things through collaborating with other talented people. For the global leader, 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 leader to genuinely know his/her team members, manage both vertically and horizontally and create a zone of trust.

A leader who practices **Collabo-Leadership** exhibits the following behaviors:

- Networks to create alliances and partnership.
- Shares insights and exchanges best practices.
- Clarifies expectations that exist as a result of cultural and generational differences between co-workers, allowing teams to become more functional and effective.
- 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 sustain unified virtual teams despite the many technological and geographic barriers.

Edu-Leadership: Details



Average Rating: 5.12

Dimension Score: 31

Mastering **Edu-Leadership** demands a bit of selflessness because leaders must be prepared to develop their best talent, even if this means the individual's skills are best utilized elsewhere in the organization. In addition, leaders must hold a dual focus - long-term goals, such as developing high potentials while meeting profit targets, and short-term goals, such as completing projects within budgets and deadlines.

A leader who practices **Edu-Leadership** exhibits the following behaviors:

- Identifies, develops and retains talent at all levels.
- Matches talent with the needs of the organization to maximize business results.
- 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 advanced.
- Utilizes technology to enable continuous learning and development.



HIGHEST RATED ITEMS BY PERSPECTIVE

This section shows your five highest rated items from each rater group across all GL Dimensions. These items represent your strongest behaviors from each perspective.

You may find that on some of these items, your self-ratings are lower than those of your respondents. These items represent strengths of which you are not aware. Also, if one rater group considered a behavior to be your strength, while another rater group gave it a significantly lower rating, it represents differences in the ways you interact with different groups.

From Manager(s)

■ Self (1) ■ Manager (1) ■ Direct Reports (4) ■ Peers (3) ■ Clients (3)

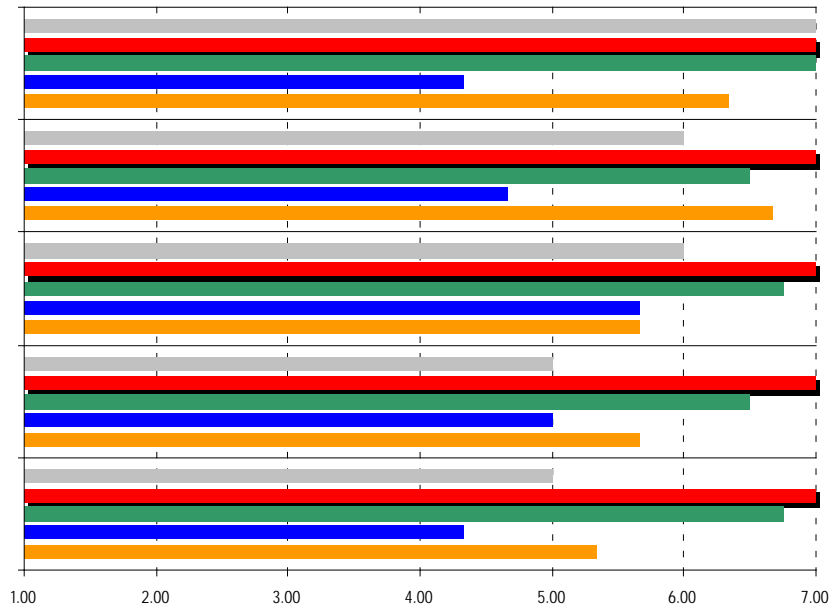
Diversa - Adapts leadership style according to the cultural, social, and business norms of stakeholders.

Communi - Regularly informs and updates appropriate colleagues on key decisions, regardless of their physical location

Vista - Considers global market trends and the competitive landscape when devising future organizational strategy.

Innova - Engages with complex problems by taking things apart, rearranging them, and putting them back together.

Edu - Transfers people across organizational boundaries, regardless of their location, position or role, to further the organization's interests.



From Direct Reports

■ Self (1) ■ Manager (1) ■ Direct Reports (4) ■ Peers (3) ■ Clients (3)

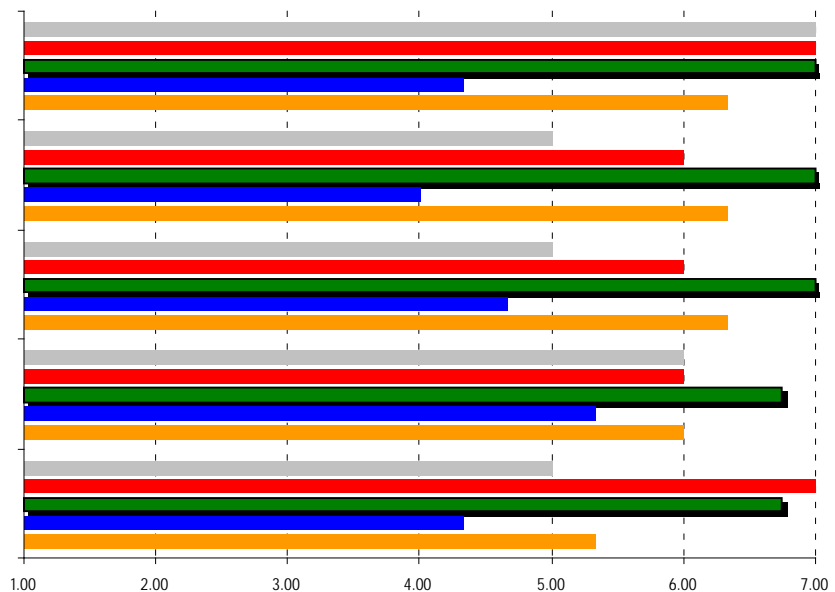
Diversa - Adapts leadership style according to the cultural, social, and business norms of stakeholders.

Communi - Establishes Virtual Team group norms, clarifies roles, and holds virtual team members accountable.

Adapta - Introduces the need for change despite opposition and gains support from key stakeholders.

Innova - Creates solutions that challenge conventional thinking.

Edu - Transfers people across organizational boundaries, regardless of their location, position or role, to further the organization's interests.



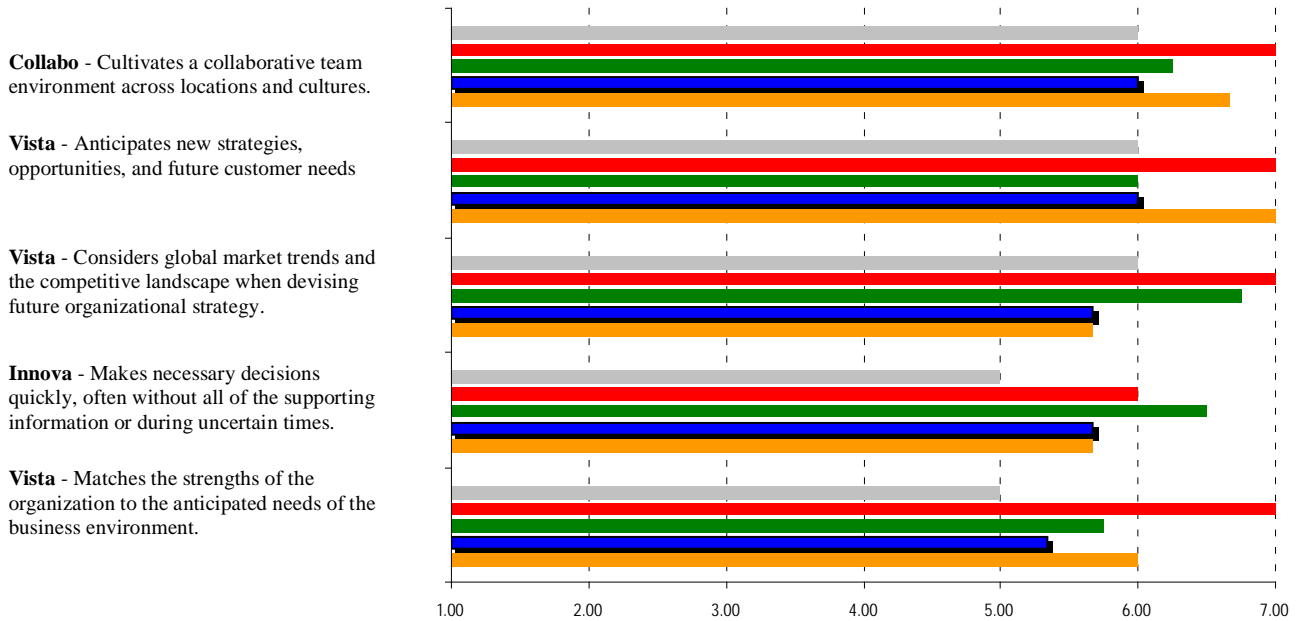
Scale: 1.00 = Strongly Disagree 7.00 = Strongly Agree



HIGHEST RATED ITEMS BY PERSPECTIVE

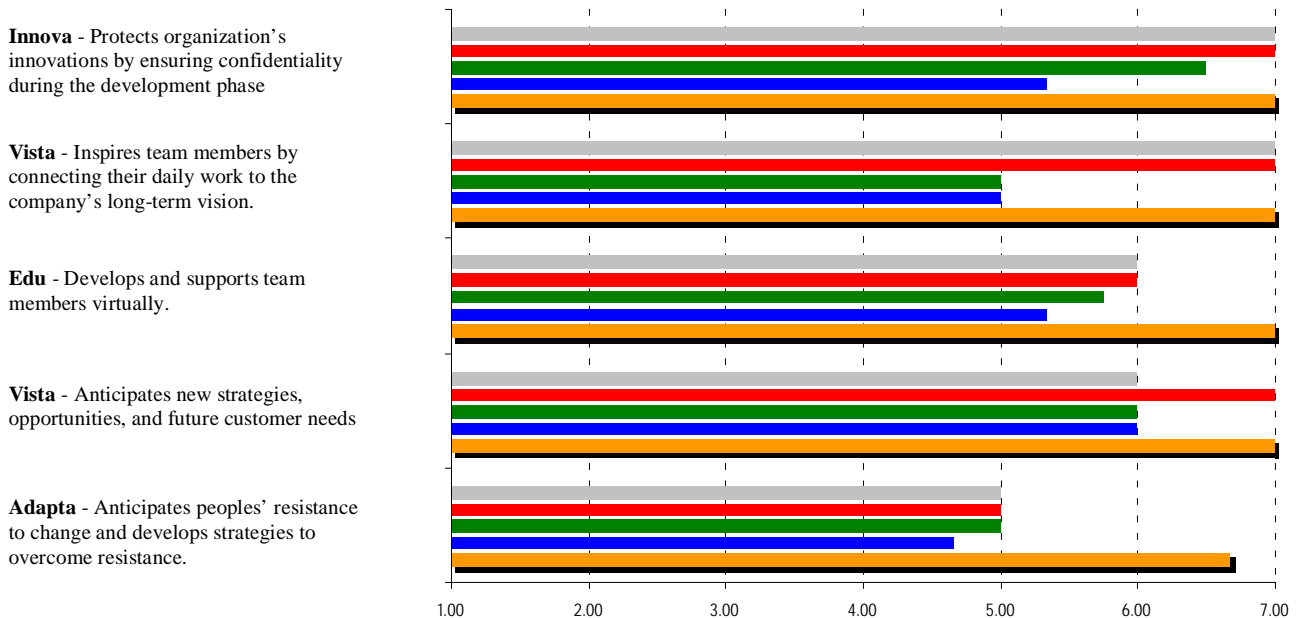
From Peers

Self (1) Manager (1) Direct Reports (4) Peers (3) Clients (3)



From Clients

Self (1) Manager (1) Direct Reports (4) Peers (3) Clients (3)



Scale: 1.00 = Strongly Disagree 7.00 = Strongly Agree



LOWEST RATED ITEMS BY PERSPECTIVE

This section shows your five lowest rated items from each rater group across all GL Dimensions. These items represent behaviors most requiring development from each perspective.

You may find that on some of these items, your self-ratings are higher than those of your respondents. These items represent development areas of which you are not aware. Also, if one rater group considered a behavior to be your weakness, while another rater group gave it a significantly higher rating, it represents differences in the ways you interact with different groups.

From Manager(s)

■ Self (1) ■ Manager (1) ■ Direct Reports (4) ■ Peers (3) ■ Clients (3)

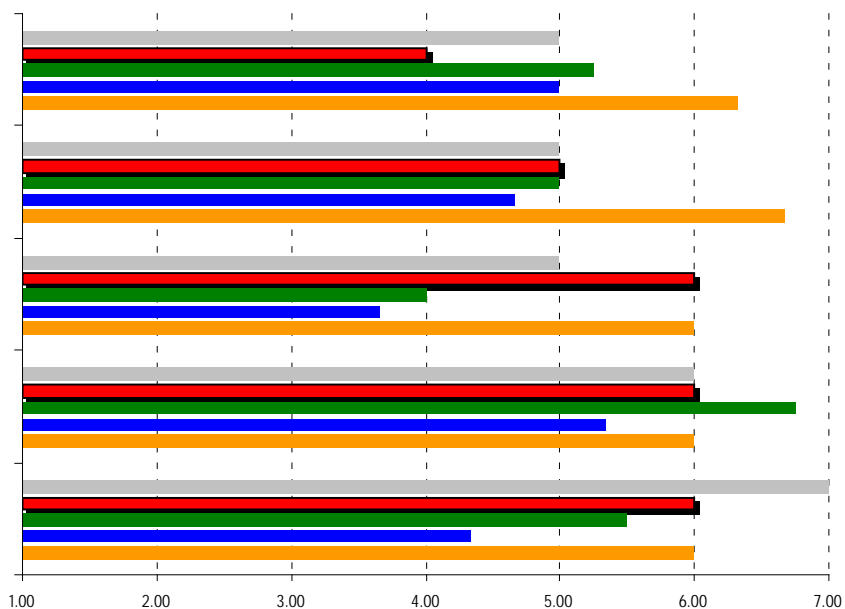
Diversa - Understands why the business practices in the countries where we do business have been successful in each respective market.

Adapta - Anticipates peoples' resistance to change and develops strategies to overcome resistance.

Innova - Considers how to make a societal impact with the company's products and/or services.

Innova - Creates solutions that challenge conventional thinking.

Adapta - Simultaneously considers many options and shifts quickly if they do not work.



From Direct Reports

■ Self (1) ■ Manager (1) ■ Direct Reports (4) ■ Peers (3) ■ Clients (3)

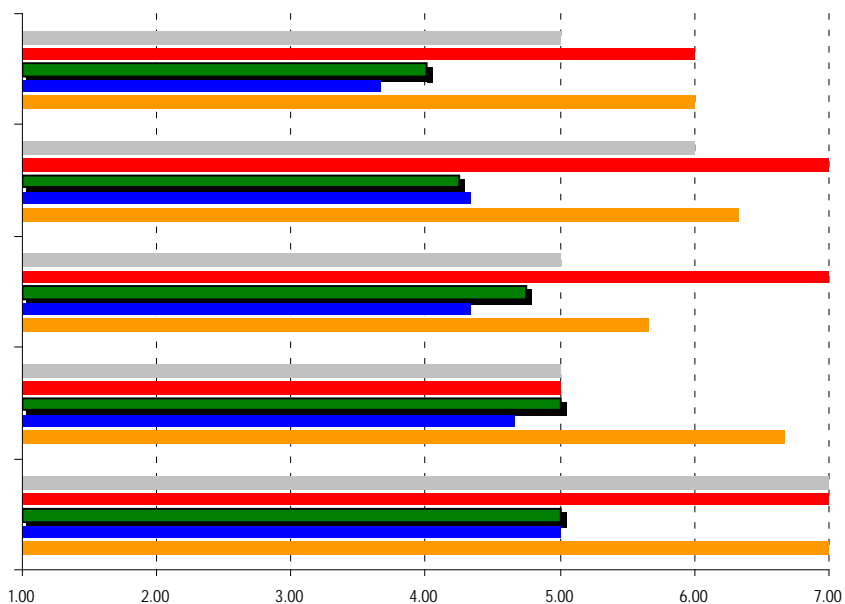
Innova - Considers how to make a societal impact with the company's products and/or services.

Communi - Maintains open communication with direct reports who are not in the same physical location.

Adapta - Expresses a positive attitude when faced with a complex dilemma.

Adapta - Anticipates peoples' resistance to change and develops strategies to overcome resistance.

Vista - Inspires team members by connecting their daily work to the company's long-term vision.



Scale: 1.00 = Strongly Disagree 7.00 = Strongly Agree

LOWEST RATED ITEMS BY PERSPECTIVE

From Peers

Self (1) Manager (1) Direct Reports (4) Peers (3) Clients (3)

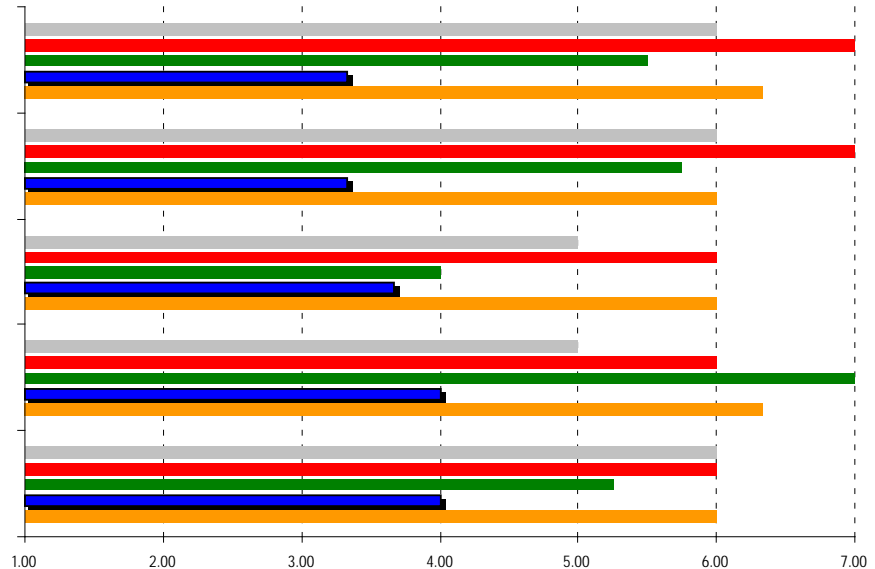
Adapta - Uses the tension in opposing ideas to generate and implement better ideas.

Communi - Recognizes and adjusts to communication cues, such as vocal intonation, language, and facial expressions.

Innova - Considers how to make a societal impact with the company's products and/or services.

Communi - Establishes Virtual Team group norms, clarifies roles, and holds virtual team members accountable.

Collabo - Seeks ways for direct reports to contribute to both formal and informal group projects.



From Clients

Self (1) Manager (1) Direct Reports (4) Peers (3) Clients (3)

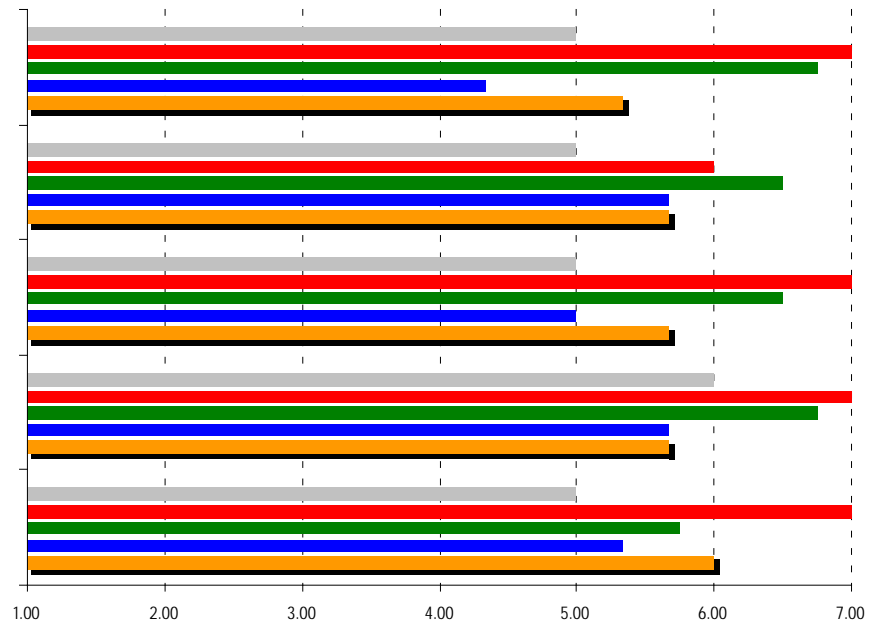
Edu - Transfers people across organizational boundaries, regardless of their location, position or role, to further the organization's interests.

Innova - Makes necessary decisions quickly, often without all of the supporting information or during uncertain times.

Innova - Engages with complex problems by taking things apart, rearranging them, and putting them back together.

Vista - Considers global market trends and the competitive landscape when devising future organizational strategy.

Vista - Matches the strengths of the organization to the anticipated needs of the business environment.



Scale: 1.00 = Strongly Disagree 7.00 = Strongly Agree



OPEN-ENDED COMMENTS

1. What should this GloboLeader™ continue to do?

Self

- Develop a 'brand' for the department. Develop a global team, stay in touch with clients, consultants and business associates, and build a better reputation.

Manager(s)

- Communicate better.

Peers

- Actively engage people in various locations.
- Encourage team members with positive feedback.

Direct Reports

- Continue to listen to others' ideas.
- Continue to provide coaching / solutions on workplace issues.
- Continue to forecast future trends.
- Look for ways to maximize business opportunities.

Clients

- 1-Communication skills 2-Collaboration and team working 3-Innovative and creative 4-Familiar cultural differences.
- To share information, motivate people, bring the best of all, being open and easy accessible.

2. What 2-3 areas should this GloboLeader™ develop to enhance his/her effectiveness?

Self

- Develop a 'brand' for the department. Develop a global team, stay in touch with clients, consultants and business associates, and build a better reputation.

Manager(s)

- Do a better job to define who the organization has... 'decision rights,' what authorities and resources those who are accountable have, and which decisions they need to – and, as importantly, need *not* – seek higher level approval.
- Challenge her people to accelerate progress.

Peers

- Give better instructions, motivate people, and be more timid with the feedback.
- Connect with team more.
- Time management, strategic planning.
- More online service offerings for delivering training to remote colleagues. More service offerings on cross-cultural competencies.



OPEN-ENDED COMMENTS

Direct Reports

- Global virtual communication innovation and creativity.
- 1 - Focus on high level projects that are important in today's biz environment.
2 - Concentrate on one or two areas that are important to global leaders and create a marketable program around it.
- Focus. Better time management, delegate more to others.
- Give us the information and tools to do our job. It is taking more emails and phone calls than before, and we don't have a process map to answer the customer's questions.
- Too many budget functions; this drives a lack of productivity.
- Freedom to operate. For example, if we aren't going to hit a target, we feel secure enough to speak up to our Site Leader.

Clients

- 1-Being open-minded. 2-Being supportive and helper. 3-Feedback. 4-Provide challenges to improve performance.
- Being more flexible and more open to other ideas, thoughts. Push right things to be done in the right moment.

3. What actions or behaviors should this GloboLeader™ eliminate, reduce or change to improve his/her effectiveness?

Self

- Too much paperwork on my desk - lower the amount, get rid of some, organize better, bring in team members to help, delegate it out so I can focus on clients.

Manager(s)

- Generalize what type of the leader he/she is and give relative suggestions to enhance his/her global leadership.

Peers

- Be more restrained with negative emotions.
- Long meeting.
- She should eliminate her perfectionist mind.

Direct Reports

- Don't use phone calls for initial communications with out-of-country employees; instead, use emails and other technology means to eliminate language barriers.
- Consider spending individual time with direct reports to enhance communication.
- Reduce the emotional sensitivity, decrease tension and eliminate anxiety.
- Too much time is lost on day-to-day activities, more focus on future and vision, big picture.
- This GloboLeader should change from absolute authority oriented to open-minded.

Clients

- Don't spread self so thin.
- Respond to emails more efficiently.



OPEN-ENDED COMMENTS

3. Any additional comments

Self

- Develop a 'brand' for the department. Develop a global team, stay in touch with clients, consultants and business associates, and build a better reputation.

Manager(s)

- Trusting of direct reports abilities and challenging them to accelerate progress.
- Switch to participatory one, at least a bit...

Peers

- More listening.
- I think she's good enough.
- Same as above (eliminate or reduce).

Direct Reports

- Excessive micro-management.
- See above - it's basically the same question.
- Current organization involves a lot of influencing, which makes it hard to handle at each site due to lack of clarity.

Clients

- Increase clarity and ability to focus.
- Prioritize issues and activities - pay more attention to first need ones. Spend more time on important ones, and less time on everyday work.



DEVELOPMENT PLANNING

Development planning is a vital part of a multi-rater feedback process. This section will help you to create an individual development plan based on the feedback you have just received. A good development plan will enable you to make the most of your strengths as a global leader, as well as to address your development needs in this increasingly challenging business environment.

As you review and reflect on your *GlobeLeadership*TM results and feedback from others, remember that no one can be excellent in all Seven Dimensions of *GlobeLeadership*TM. An effective, successful global leader of the 21st century strives for a balance among the Seven GL Dimensions and exercises different dimensions of leadership as situations demand. In other words, during your development planning process, prioritize your development needs based on their importance to your current role and the key challenges you face.

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

- Reflection - Where you reflect on the feedback you received.
- Development Plan - Where you formulate goals and actions based on your reflection.

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

Reflection

1. Summarize the feedback you received by identifying your strengths and development areas proposed by each perspective.

Self	
Strengths	Development Areas

Manager(s)	
Strengths	Development Areas



DEVELOPMENT PLANNING

Direct Reports	
Strengths	Development Areas

Peers	
Strengths	Development Areas

Clients	
Strengths	Development Areas



DEVELOPMENT PLANNING

2. What are a few major differences between the feedback you received from your raters and your self assessment? What are some of the surprises?

3. What do the differences mean to you?

4. Given this information and based on your reflection, what are the three key areas to focus your development efforts on?



DEVELOPMENT PLANNING

Part B: Your Development 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:
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DEVELOPMENT 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:
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DEVELOPMENT 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:
-----------------	---------------------------



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For Further Information

AIM Strategies®, Applied Innovative Management® Strategies

86 Prospect Park Southwest, Suite #100

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