

Senior Leader Overview

shows how an individual scores against each of the ten Leadership competencies.

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong		
Achievement Orientation: <i>Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.</i>	6.9													
Impact and Influence: <i>Influences others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.</i>	7.8													
Innovation: <i>Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.</i>	7.6													
Leading People: <i>Takes responsibility to achieve the organization's mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.</i>	6.9													
Strategic Thinking: <i>Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.</i>	2.6													
Communication: <i>Promotes clear understandings, presents clear ideas, speaks up regarding concerns, listens effectively, provides timely and helpful information, and takes responsibility to confirm that communications are received.</i>	6.4													
Energizing People: <i>Motivates others to achieve goals, articulates a common vision, engages team members, relates openly, and empowers others to achieve.</i>	7.9													
Learning Agility: <i>Gains knowledge from experiences, successes, and mistakes, and applies that knowledge to new situations or responsibilities.</i>	6.9													

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Problem Solving: <i>Is perceptive and logical when identifying problems, finds the source or cause of problems, and thinks through potential difficulties of the solution steps.</i>	6.4																			
Resilience and Perseverance: <i>Persists in the face of adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.</i>	8.2																			