



# TRUE GROWTH<sup>®</sup>

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## 360 ASSESSMENT

### Period to Period Comparative Report

Prepared For:

**Joseph Sample**

AN LWM III CONSULTING SOLUTION

# LWMIII ASSOCIATES

## Reading Your 360° Assessment Report

Read your 360° assessment with an appreciative attitude that the raters are assisting in your continued development.

Please note that this report compares your previous True Growth Associates 360 Degree Feedback results with your most current survey process. This will allow you to determine how your efforts to capitalize on your strengths and improve on your developmental areas have progressed. There are two sets of Bars for each of the graphs. The blue (top) bar represents your most recent results and the red (bottom) bar is from your previous feedback. Any comments listed as part of the question responses are from the most recent period only.

It's a commonly held perception that leaders know who they are. To do so, this requires considerable reflection upon your thoughts, feelings, and behaviors. Obtaining feedback from others, e.g., this 360° assessment is another excellent mechanism to learn about you. Leaders know the perception that others have of them in the workplace environment is more important than their self-perception. Feedback from the people with whom you associate is critical for you to manage your reputation. There are so many self-assessments on the market that selecting good ones can be confusing. LWMIII Associates can help you select those that can continue your personal development.

There are always three options of what you may do with feedback.

1. Deny it.
2. Listen to understand it, perhaps, but do nothing with it.
3. Listen to understand it and use it to maximize performance.

Tom Rath and Barry Conchie, Strengths Based Leadership, emphasize the importance to know and maximize our strengths. We also know that leaders minimize the impact of their Achilles' Heels or those behaviors that could be interfering with their personal and career development. It makes no sense to shoot yourself in the foot before running the marathon. True Growth Associates want to help you maximize your performance, thus keep you from shooting yourself in the foot with your personal and career development.

This report contains two sources of information.

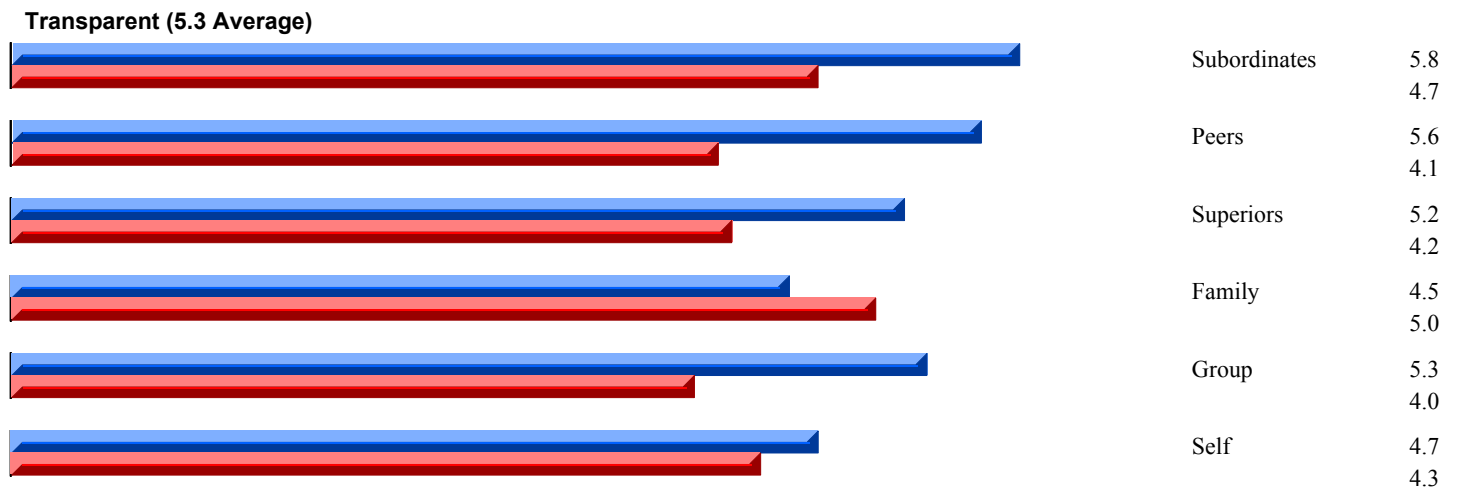
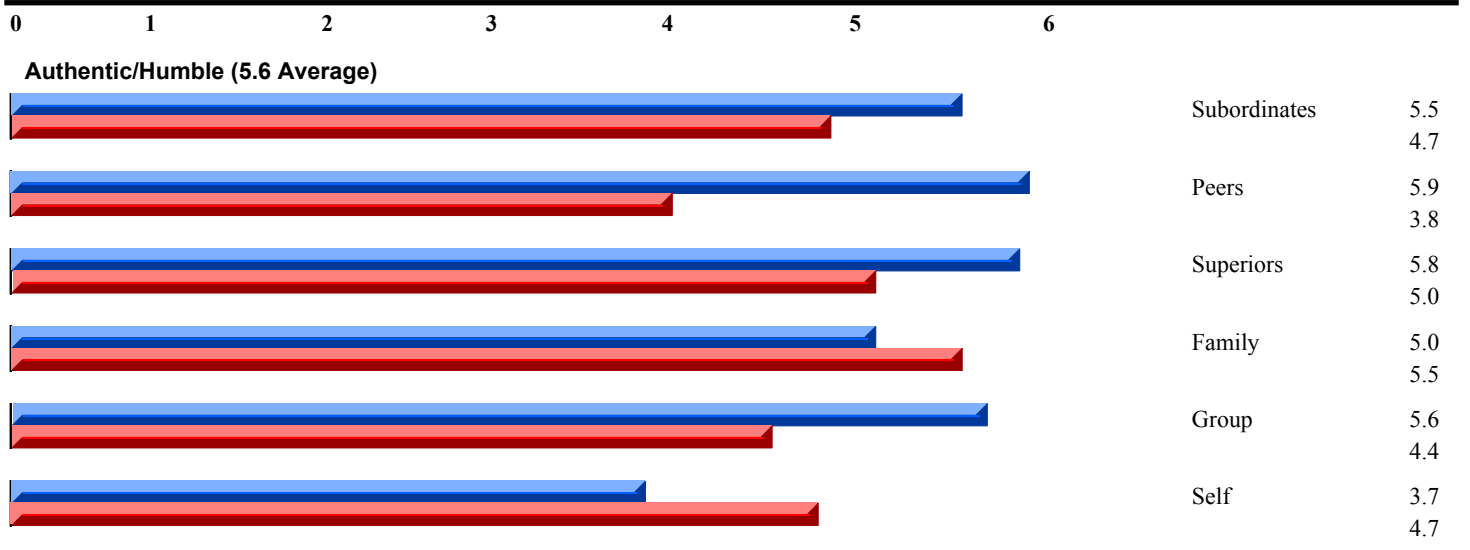
1. Frequency distribution of responses and a list of scores and means. This information clearly shows both the relative strengths of the means and the gap between your perception and that of the other raters.
2. Comments provided by the raters. Comments can provide additional valuable information to gain further insight into the perception held by others, especially several comments addressing the same behavioral theme,.

# LWMIII ASSOCIATES

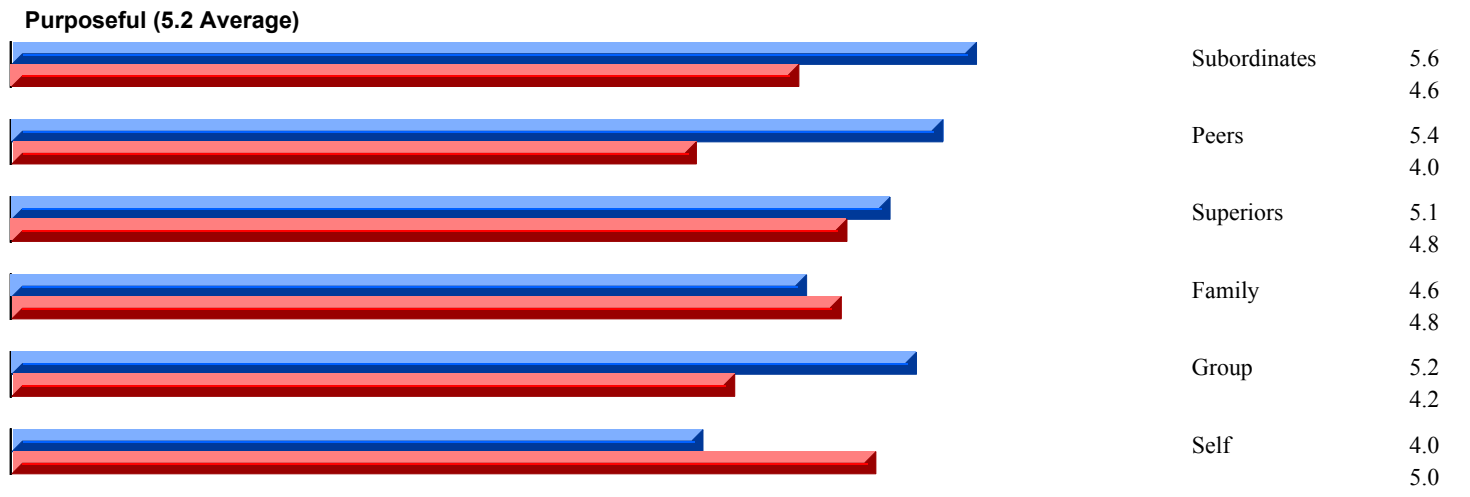
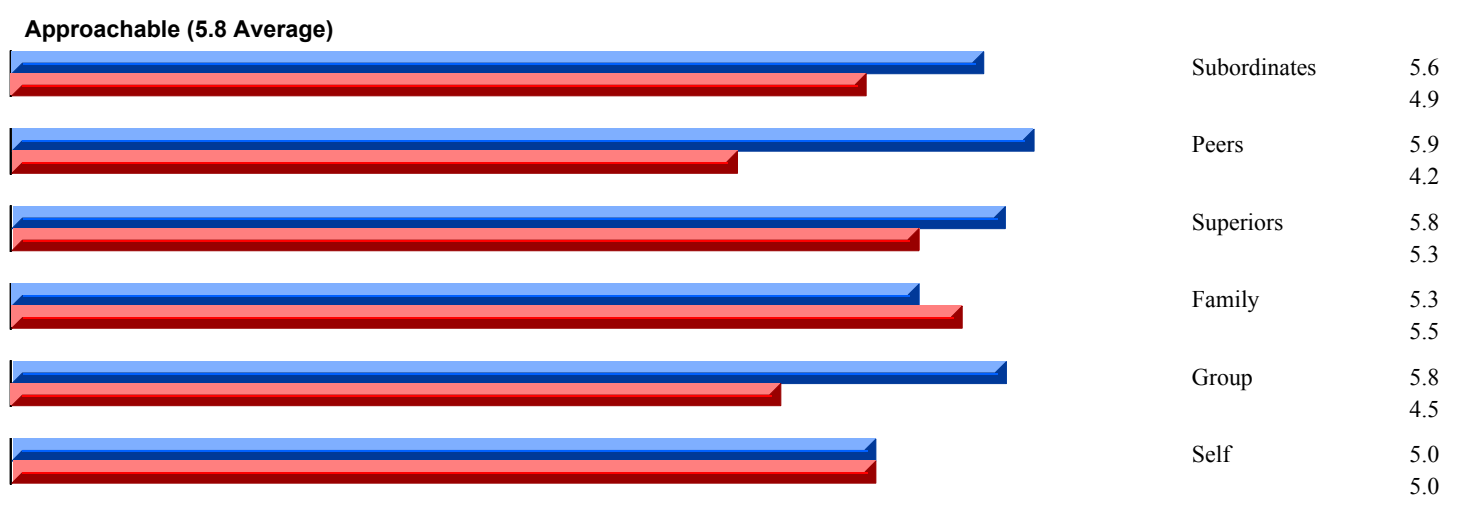
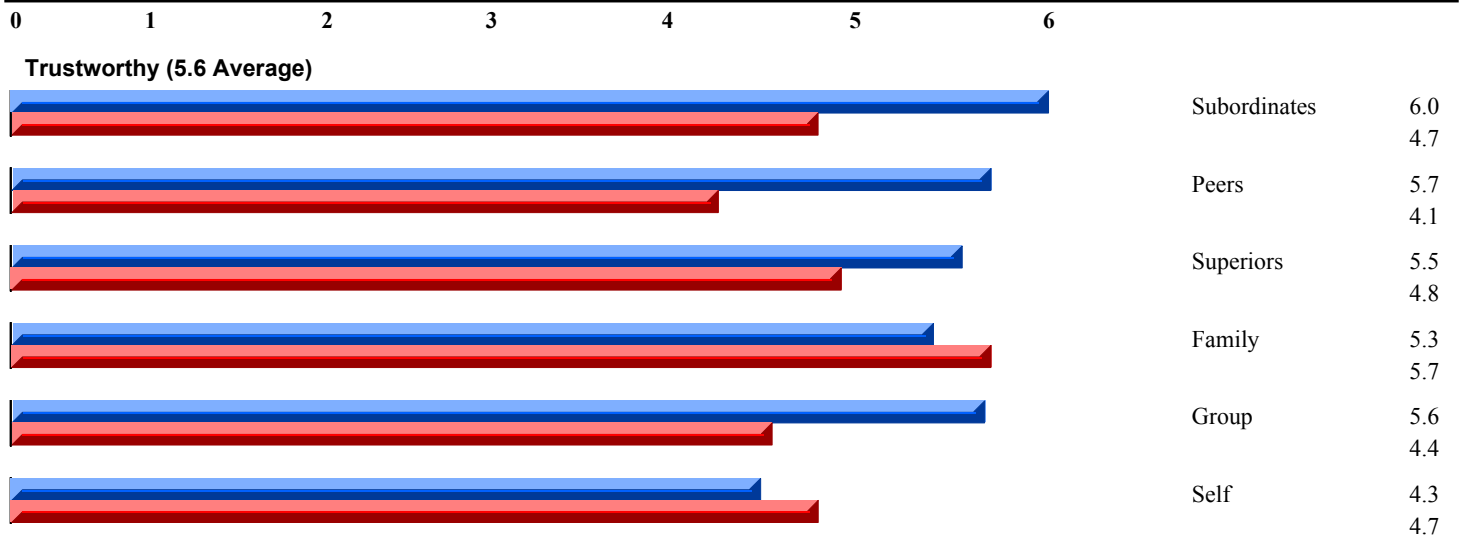
## Results By Category

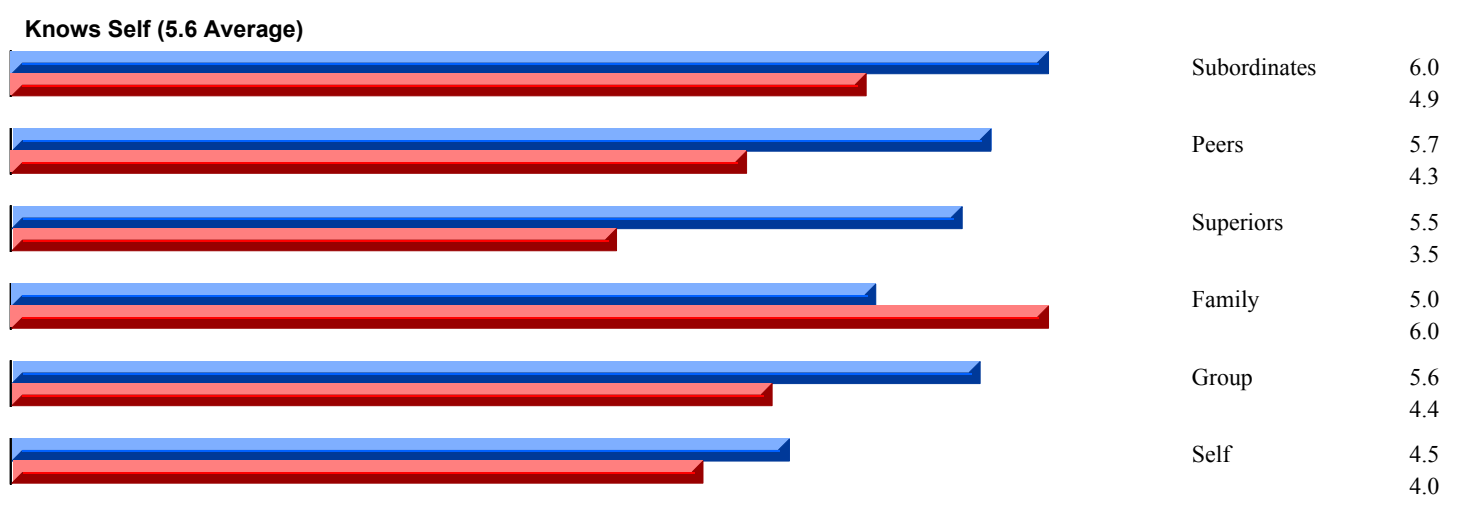
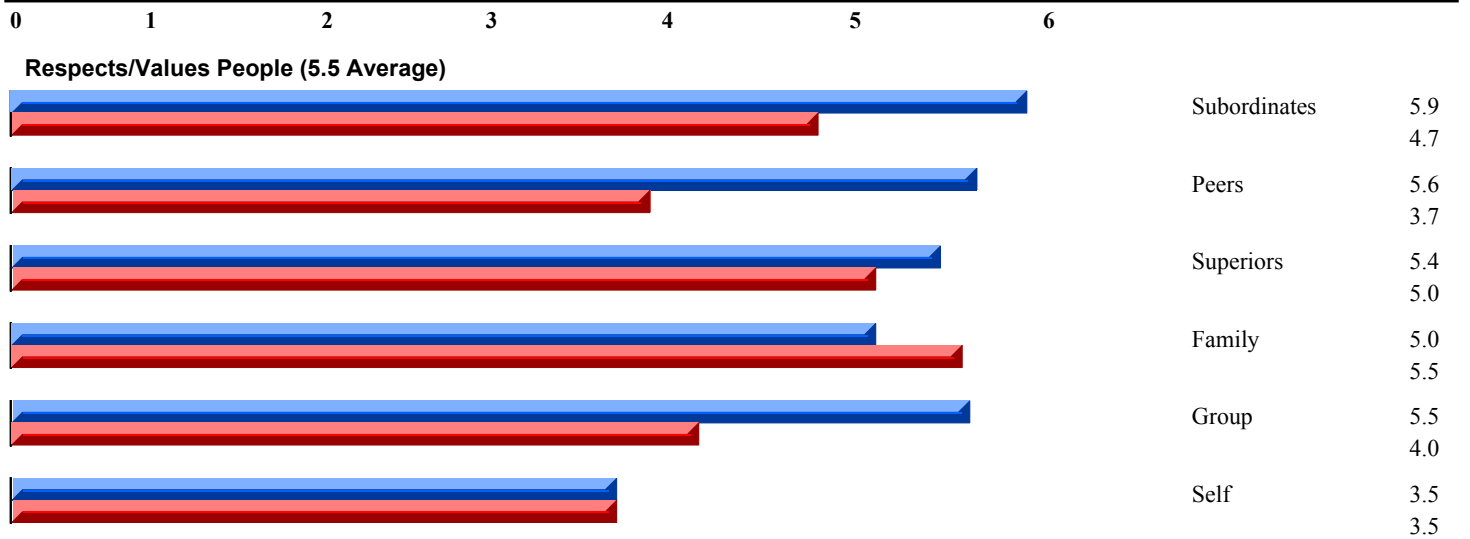
■ This Period  
■ First Period

Feedback Receiver: Joseph A Sample



0 1 2 3 4 5 6





0 1 2 3 4 5 6

# Introspective Leader Awareness Assessment

## All Questions By Category

■ This Period  
■ First Period

Feedback Receiver: COL Joseph A Sample

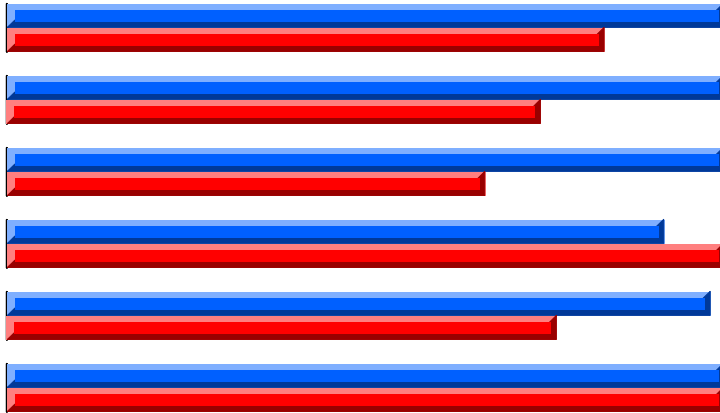
0 1 2 3 4 5 6

Avg. #Resp.

### Question Category: Authentic/Humble

**1 The leader is genuine and not trying to imitate someone else in speech, expressions or gestures. Viewed as the real deal and not modeling or emulating anyone else.**

Dist: 2 8



Subordinates	6.0	2
	5.0	9
Peers	6.0	3
	4.5	15
Superiors	6.0	2
	4.0	1
Family	5.5	2
	6.0	1
Group	5.9	9
	4.6	32
Self	5.0	1
	5.0	1

#### What we appreciate:

Absolutely his own man  
 Exceptionally talented, and self-aware enough to know it, but remains humble and accepting of his roles. Never flashy or seeking any attention, even though his competence warrants both.  
 Your candor and direct approach.  
 A very candid leader  
 Candid and direct.  
 Direct approach to everything.  
 COL Sample was a breath of fresh air when he took over as FUOPS chief compared to the previous FUOPS chief.

#### Where there could be improvement:

none  
 I wouldn't change a thing.  
 none  
 No real area of improvement noted at this time

0 1 2 3 4 5 6

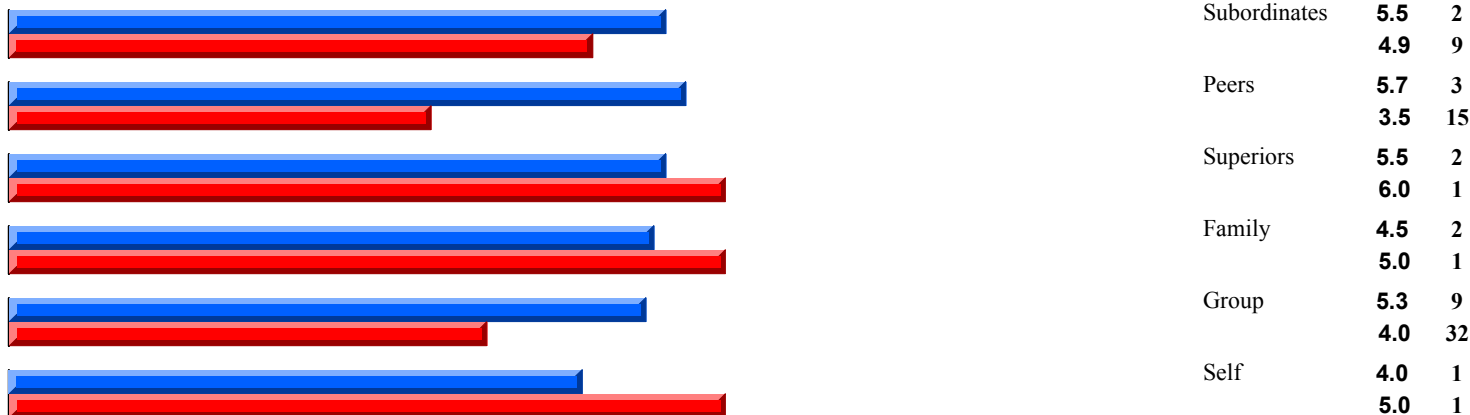
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Avg. #Resp.

**Question Category: Authentic/Humble**

**2 The leader puts the interest of others and the team ahead of his/her own self interests.**

Dist: 2 4 4



**What we appreciate:**

- Selfless leader
- Very selfless. Naturally looks to coach and develop others - both individuals and groups - to advance the long term capability of the organization first.
- You are clearly all about the mission and the insuring all the warfighting functions are working in concert to accomplish the mission.
- Consistently demonstrates this trait.
- Ability to guide subordinates and superiors in any task.
- COL Sample takes the time to sets clear, achievable tasks, priorities them, and ensures we are resourced to accomplish these tasks.

**Where there could be improvement:**

- none
- Again, wouldn't change a thing.
- None noted
- COL Sample is politically astute, and while I believe that he has the best interests of the team and the organization at heart, he is sometimes perceived as a political operator with sharp elbows in his dealings with other staff members throughout the command.

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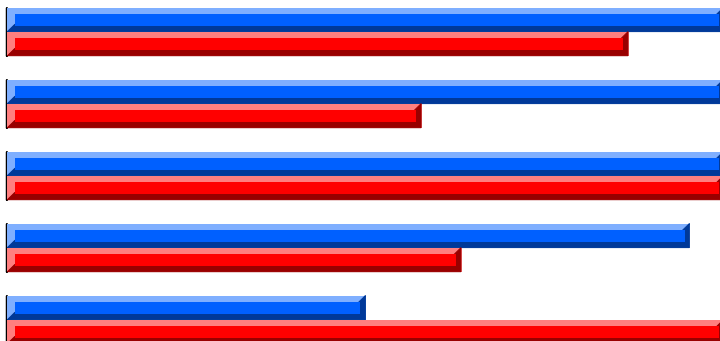
0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Authentic/Humble**

**3 The leader avoids the limelight while ensuring team members receive recognition for their performance.**

Dist: 1 1 6



Subordinates	5.0	2
	4.3	9
Peers	6.0	3
	3.5	15
Superiors	6.0	2
	6.0	1
Group	5.7	7
	3.8	31
Self	2.0	1
	4.0	1

**What we appreciate:**

Highlights the performance of his subordinates and not himself  
 Talented enough to dominate most interactions and efforts, but simply doesn't. Delegates, prioritizes and gives recognition and responsibility exactly where it's deserved and needed.  
 Powering down to and enabling the OPTs.  
 He is a SAMS graduate, and he always finds ways to impart that knowledge on the command

**Where there could be improvement:**

none  
 No change required. Your TTPs are clearly working here.  
 None note at this time.

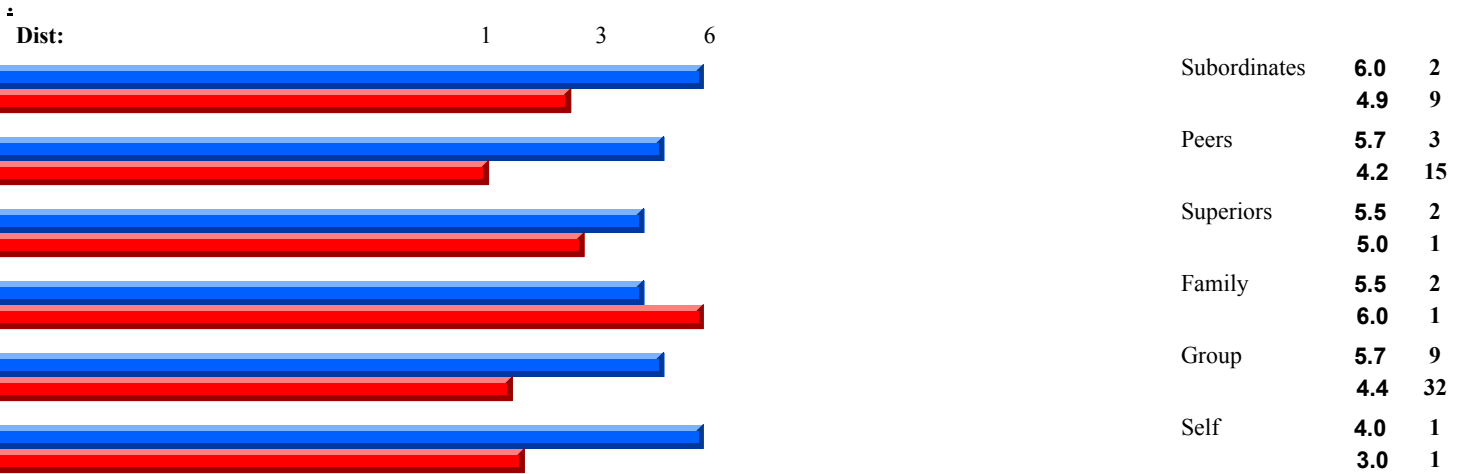
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**Question Category: Transparent**

**4 The leader's words and actions are consistently aligned.**



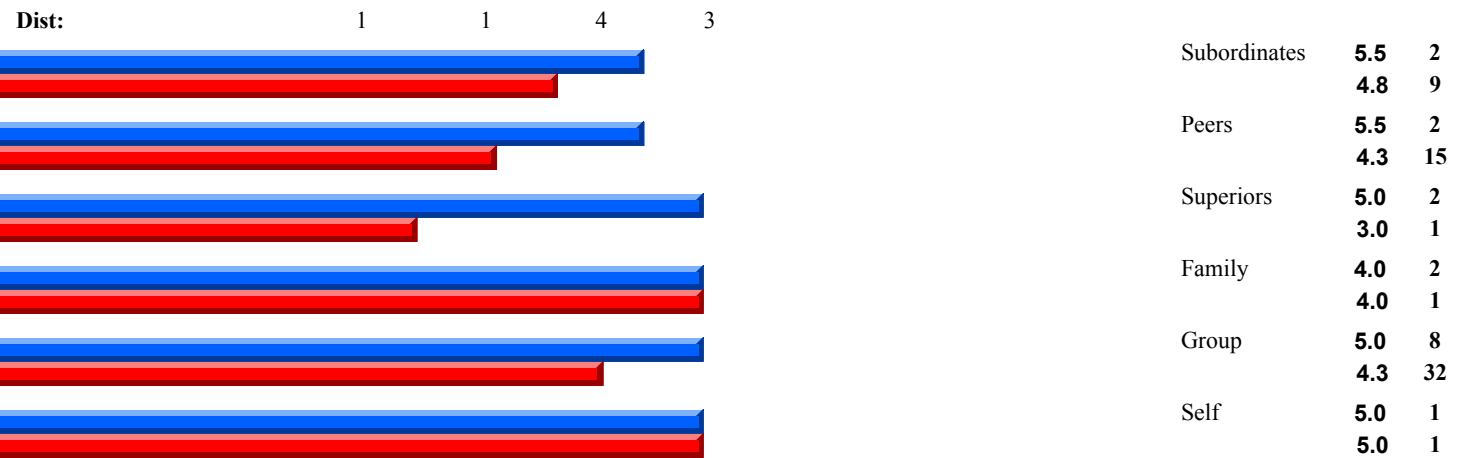
**What we appreciate:**

- Always does what he says
- Very articulate and thoughtful, and matches that maturity with composed action.
- Fully concur
- honesty and straight forwardness
- Although often perceived as an adept political maneuverer, he does not mislead or misdirect others on his intentions.

**Where there could be improvement:**

- none
- none noted at this time

**5 The leader openly discusses his/her personal values and the Army values with colleagues.**



**What we appreciate:**

- Confident and genuine in expressing his values
- Displays them as a matter of routine.
- He believes in family and walk the walk
- COL Sample has not verbalized these points as much as he

**Where there could be improvement:**

- none
- I've not personally observed this.
- None note at this time

0 1 2 3 4 5 6

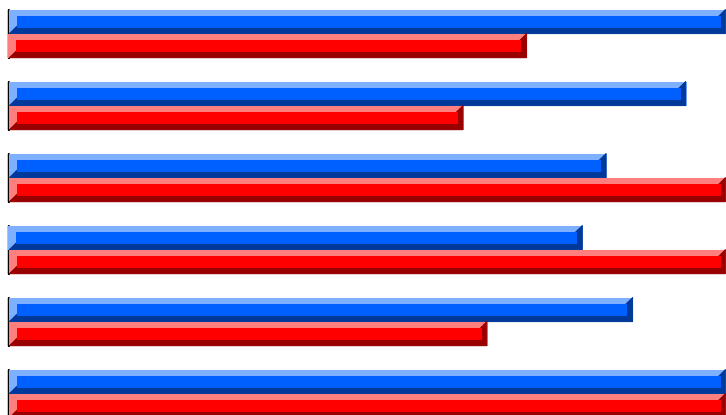
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Avg. #Resp.

**Question Category: Transparent**

**6 The leader ensures people are informed about the reasons for his/her decisions/actions.**

Dist: 1 5 4



Subordinates	6.0	2
	4.3	9
Peers	5.7	3
	3.8	15
Superiors	5.0	2
	6.0	1
Family	4.0	2
	5.0	1
Group	5.2	9
	4.0	32
Self	5.0	1
	5.0	1

**What we appreciate:**

- Good communication skills
- Very good teacher - guides others to success.
- Very strong here; he leads through shared understanding.
- Transparent about all actions

**Where there could be improvement:**

- sometimes initiates action before everyone is clear on the reasoning
- Few have his level of experience, knowledge, and competence at this grade - requires even more deliberate effort on his part to let others learn from his decision making and thought processes.
- He is intelligent...has vision. But...occasionally gets out ahead of his vision with his actions without expressing his intent up front (leaving others behind).
- None noted at this time

0 1 2 3 4 5 6

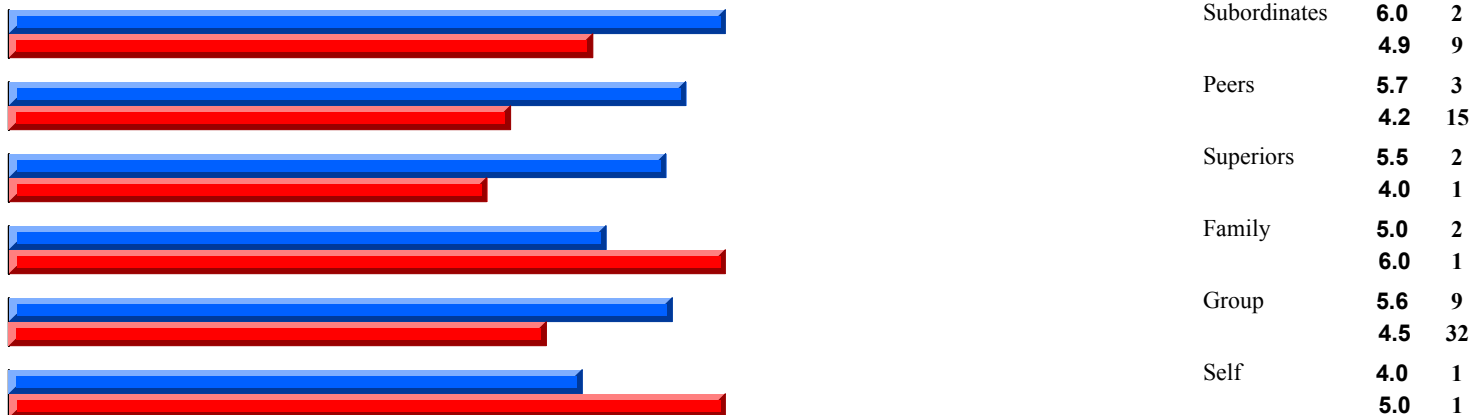
0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Trustworthy**

**7 The leader acts with integrity, i.e., does what is right, regardless of his/her personal feelings.**

Dist: 2 2 6



**What we appreciate:**

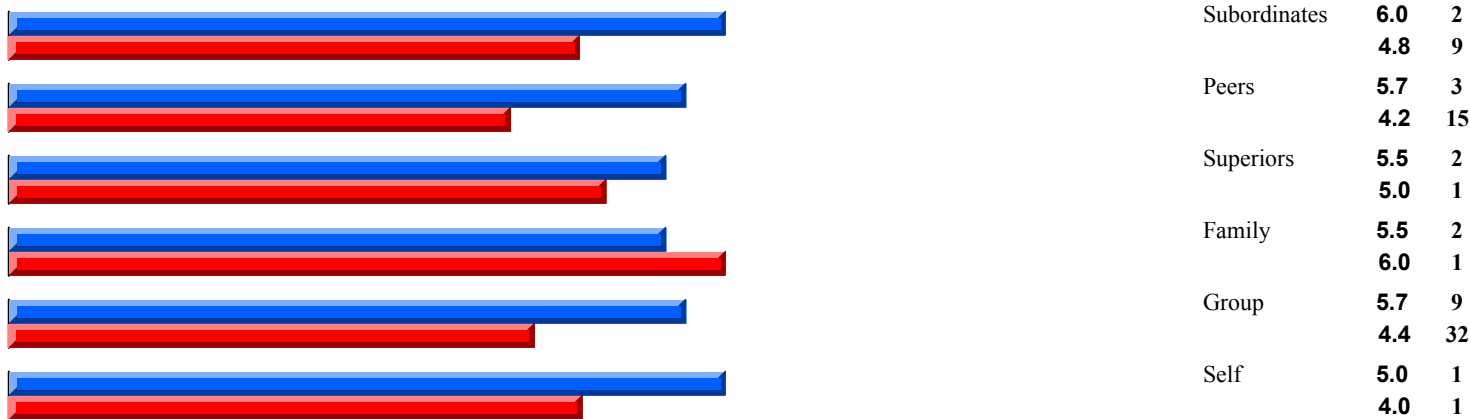
- always does what is right
- No question.
- Fully concur
- He tells you the truth every time.

**Where there could be improvement:**

- none
- None noted at this time

**8 The leader makes every effort to deliver on promises and commitments.**

Dist: 4 6



**What we appreciate:**

- dedicated to meeting his obligations
- Great dedication and work ethic.
- For better or for worse, I would follow COL Sample down whatever path he leads us down because he strives to deliver on promises made.

**Where there could be improvement:**

- none
- None noted at this time

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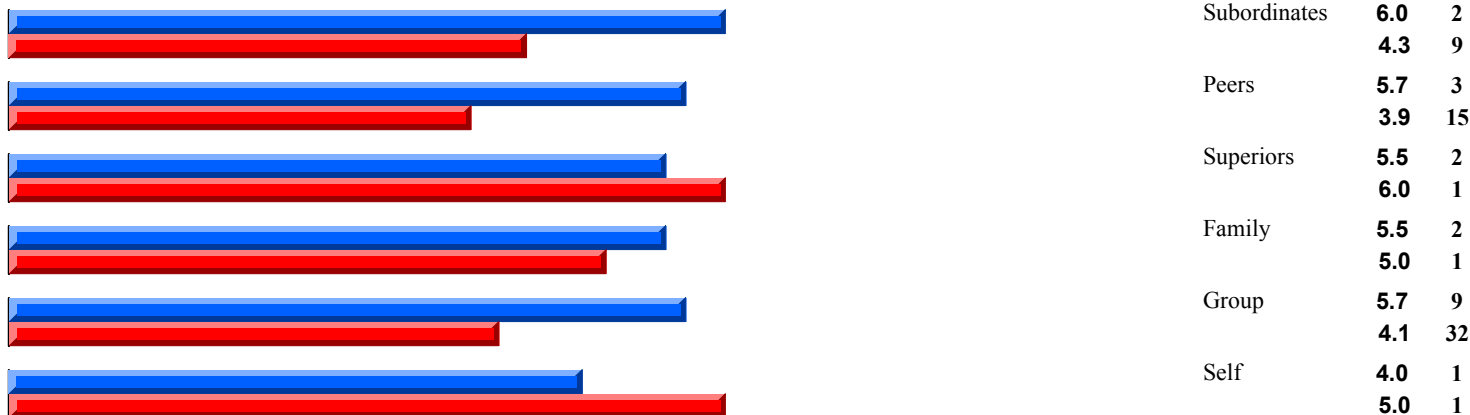
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Avg. #Resp.

**Question Category: Trustworthy**

**9 The leader willingly admits his/her mistakes and accepts complete responsibility for his/her actions.**

Dist: 1 3 6



**What we appreciate:**

accepts responsibility for both good and bad  
 He is clearly focused on learning, improving and providing the best long term results for the organization. To that end, he doesn't hesitate to accept responsibility for or even self-identify mistakes or problem areas.  
 He very willingly admits when he does not know something or if he feels he made a mistake.

**Where there could be improvement:**

none  
 None noted at this time

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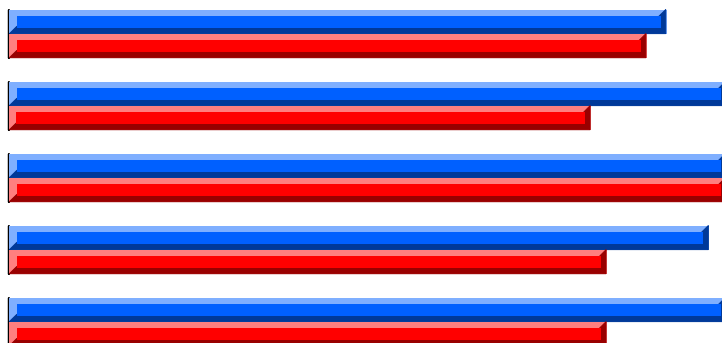
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Avg. #Resp.

**Question Category: Approachable**

**10 The leader acts in a self-assured way and is comfortable engaging in conversation.**

Dist: 1 7



Category	Avg.	#Resp.
Subordinates	5.5	2
	5.3	9
Peers	6.0	3
	4.9	15
Superiors	6.0	2
	6.0	1
Group	5.9	7
	5.0	31
Self	6.0	1
	5.0	1

**What we appreciate:**

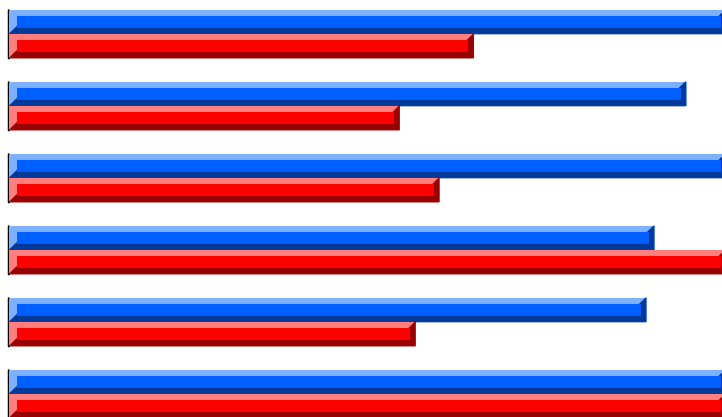
absolutely confident and comfortable when engaging others  
 Appropriately confident given his competence. I think he enjoys mental wrestling and active conversation and is never hesitant to engage in such.  
 Yes. He's a very confident leader.

**Where there could be improvement:**

none  
 None noted at this time

**11 The leader encourages others to provide feedback to improve his/her performance and the organization's performance. Is receptive to negative information, i.e., does not "shoot messengers".**

Dist: 2 4 4



Category	Avg.	#Resp.
Subordinates	6.0	2
	3.9	9
Peers	5.7	3
	3.3	15
Superiors	5.0	2
	3.0	1
Family	4.5	2
	5.0	1
Group	5.3	9
	3.4	32
Self	4.0	1
	4.0	1

**What we appreciate:**

encourages feedback

**Where there could be improvement:**

receptive to negative feedback mostly from only those he respects and has confidence in  
 None noted at this time

0 1 2 3 4 5 6

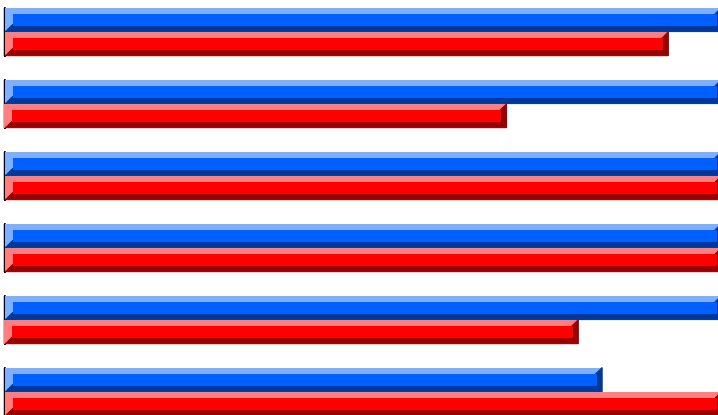
0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Approachable**

**12 The leader demonstrates the courage to challenge others.**

Dist: 1 9



Subordinates	6.0	2
	5.6	9
Peers	6.0	3
	4.2	15
Superiors	6.0	2
	6.0	1
Family	6.0	2
	6.0	1
Group	6.0	9
	4.8	32
Self	5.0	1
	6.0	1

**What we appreciate:**

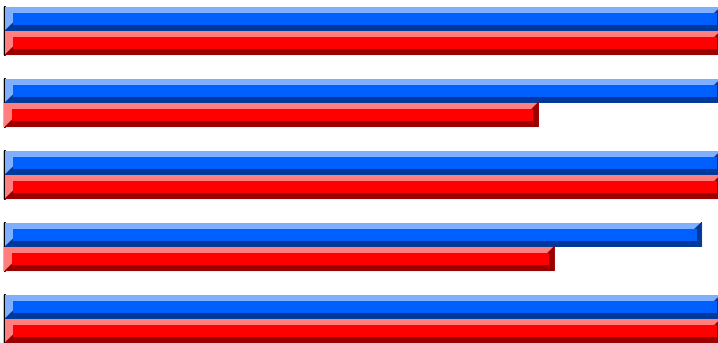
fearless when he feels he is correct and the issue is important  
 Absolutely - fearless about engaging others to clarify things, raising issues, or speaking truth to power.  
 Willingness to openly express views creates an environment of trust...and, contributes to collaboration.  
 COL Sample is not afraid to debate his point with Senior field grade and flag officers, and has the requisite technical and operational proficiencies to do so.

**Where there could be improvement:**

none  
 There can often be multiple ways to successfully accomplish something. Be wary of being too aggressive in trying to promote the way you deem the best...even if it might be.  
 None noted at this time

**13 The leader is frequently visible throughout the workplace.**

Dist: 2 5



Subordinates	5.0	1
	5.0	9
Peers	6.0	3
	4.5	15
Superiors	6.0	2
	6.0	1
Group	5.8	6
	4.6	31
Self	5.0	1
	5.0	1

**What we appreciate:**

visible and engaging with subordinates  
 Energy, can-do attitude, charisma, and an active personality that drive others to over-achieve by his example.  
 I believe most of us appreciate having yourself and Mr. Pugh out on the FUOPS floor with us as opposed to sequestering yourselves in separate offices. This is probably the best business practice for day to day FUOPS operations.

**Where there could be improvement:**

none  
 None noted at this time

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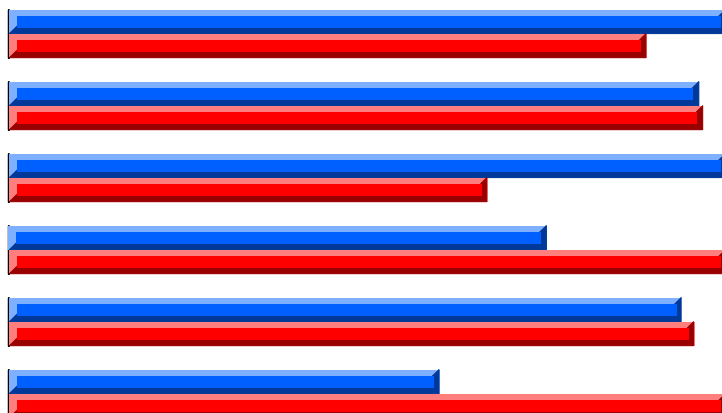
0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Purposeful**

**14 The leader openly shares his/her life's calling (purpose).**

Dist: 1 2 4 1 2



Subordinates	5.0	2
	4.4	9
Peers	4.3	3
	4.4	14
Superiors	4.5	2
	3.0	1
Family	3.0	2
	4.0	1
Group	4.2	9
	4.3	31
Self	3.0	1
	5.0	1

**What we appreciate:**

shares openly when required or asked  
 I understand that COL Sample gave up a lucrative job in the private sector to come back on active duty and compete for command.

**Where there could be improvement:**

tends to keep a small circle of trust  
 Probably a great story about the reasons behind his return to service after a long break.  
 Not observed.  
 Not totally clear what his 'life's calling' is...definitely a dedicated leader and warrior, but not completely clear about his higher purpose (not to challenge his commitment...just not totally clear).  
 None noted at this time  
 COL Sample does not actively discuss his life's purpose other than his goals for the Army.

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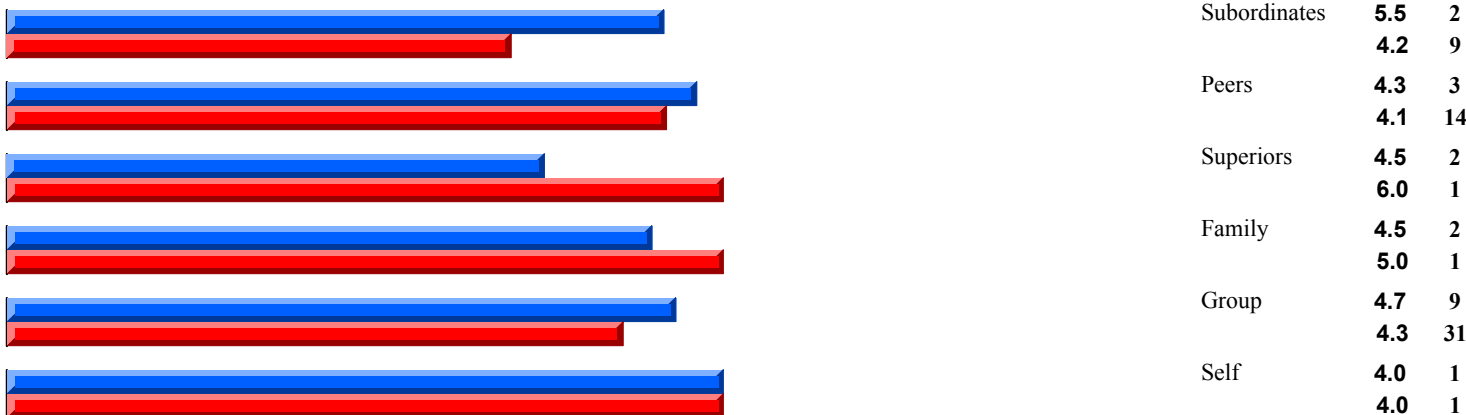
0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Purposeful**

**15 The leader encourages his/her people to consider their future and to ensure they are fueling their calling in life.**

Dist: 1 3 5 1



**What we appreciate:**

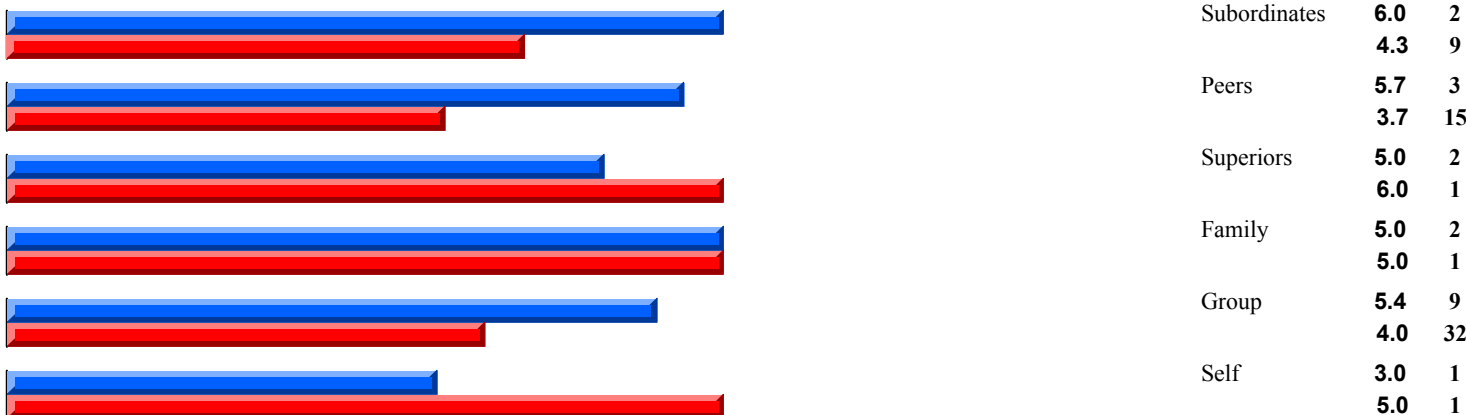
good mentor and leader  
 I think subordinates consider him a great coach and mentor.  
 To date, no one counseled about my future options in this command, but COL Sample is scheduled to do so with me in the near future, which is a positive start.

**Where there could be improvement:**

tends share only with those he sees as the most valuable members of the team  
 Not observed.  
 None noted at this time

**16 The leader demonstrates the importance of an effective work/life balance between career, family, and self.**

Dist: 1 5 4



**What we appreciate:**

works to achieve balance  
 Is an example of being highly effective, yet highly efficient, which helps him clearly demonstrate life balance.  
 Yes, demonstrates balance with his family.  
 Often seen at community events supporting his family.  
 COL Sample demonstrates a good work life balance for his staff to emulate.

**Where there could be improvement:**

like most of us, he needs to continue to strive for better balance  
 None noted at this time

0 1 2 3 4 5 6



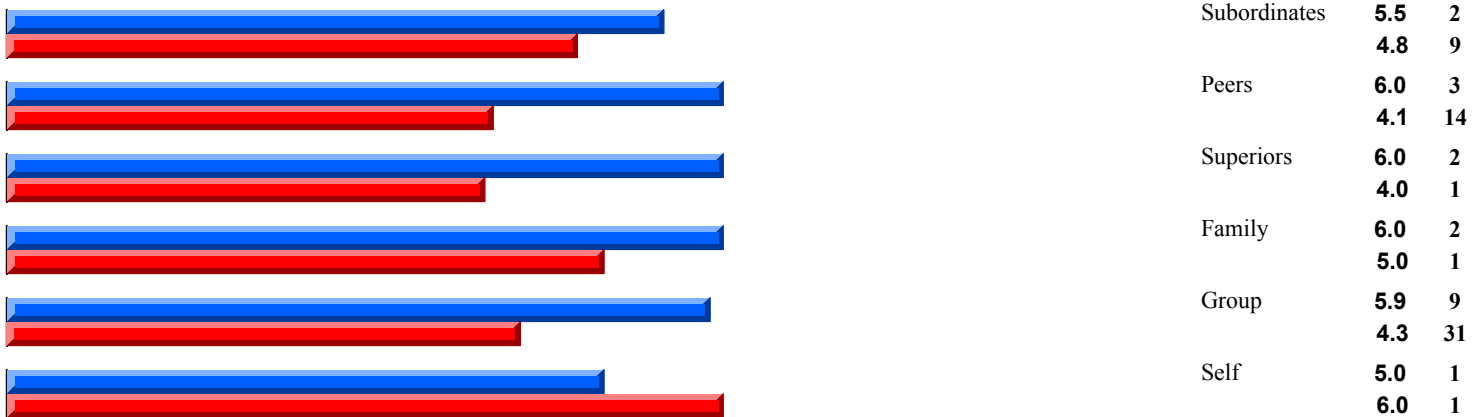
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Avg. #Resp.

**Question Category: Purposeful**

**17 The leader seeks to continuously improve his/her performance.**

Dist: 2 8



**What we appreciate:**

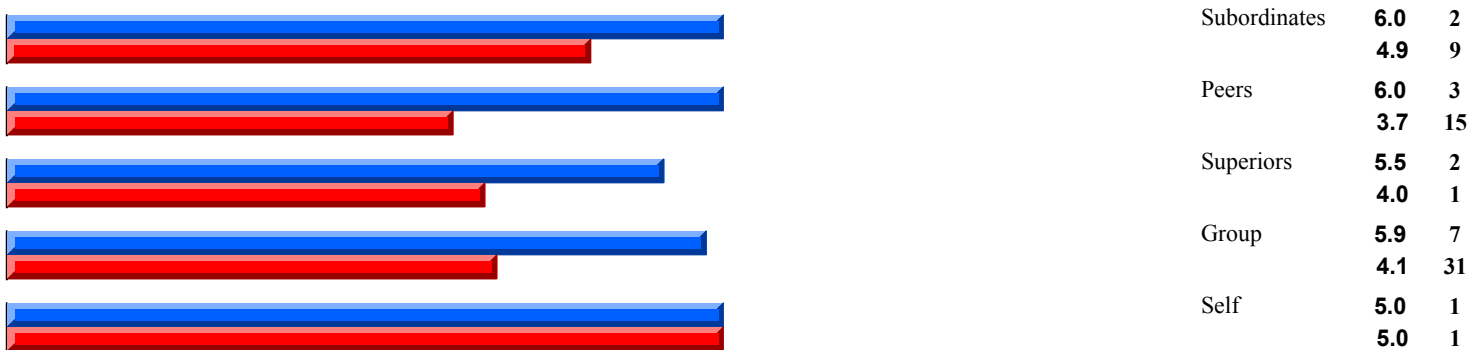
always looks for opportunities to increase his knowledge and ability  
 Is clearly a type A perfectionist, but one who is hardest on himself and who would always jump at the chance to get better.  
 I believe so. "If I'm off base here somebody let me know." --I've heard him say this and ask openly from others how we can improve processes.

**Where there could be improvement:**

none  
 None noted at this time

**18 The leader ensures that everyone understands that competently completing their responsibilities is essential to achieving the team's mission.**

Dist: 2 6



**What we appreciate:**

excellent team leader; establishes and enforces standards  
 Good at delegating and getting max output from all subordinates.  
 Demands accountability and justification to ideas and concepts.

**Where there could be improvement:**

none  
 None noted at this time

0 1 2 3 4 5 6

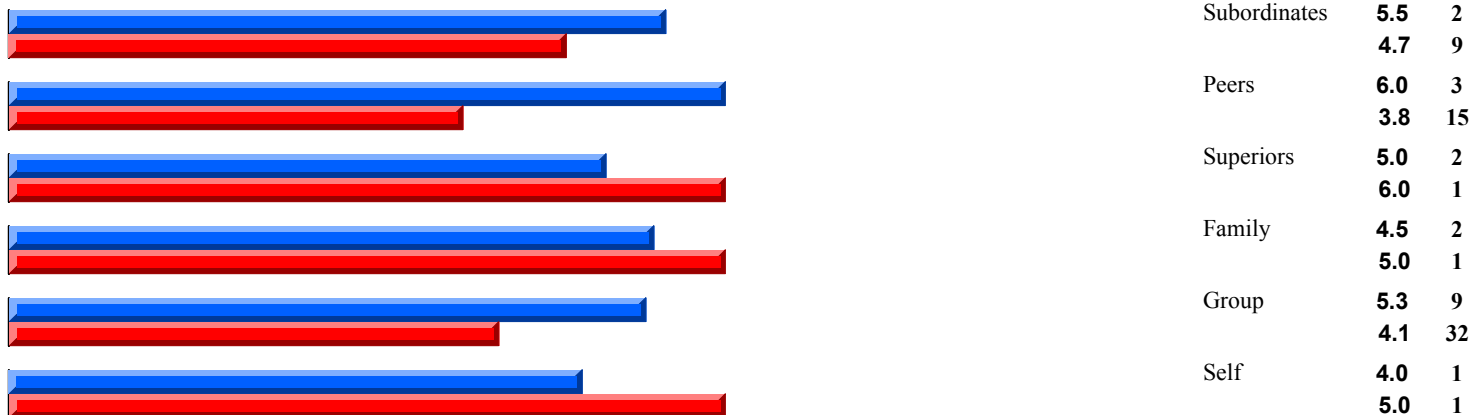
0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Purposeful**

**19 The leader lives the principle that real success is helping others to be successful while the organization accomplishes the mission.**

Dist: 2 4 4



**What we appreciate:**

excellent teammate and team leader; high personal and professional standards

**Where there could be improvement:**

sometimes prone to exclude those that have demonstrated a lack of drive or ability

None noted at this time

0 1 2 3 4 5 6

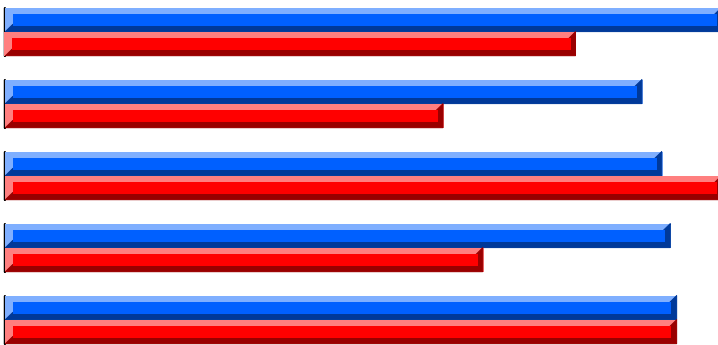
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Avg. #Resp.

**Question Category: Respects/Values People**

**20 The leader encourages, listens to understand and then uses the input of others when appropriate.**

Dist: 1 3 4



Subordinates	6.0	2
	4.8	9
Peers	5.3	3
	3.7	15
Superiors	5.5	2
	6.0	1
Group	5.6	7
	4.0	32
Self	3.0	1
	3.0	1

**What we appreciate:**

listens to understand and uses what he hears  
 Despite often knowing the right answer, is definitely open to tapping into the ideas and efforts of others, both higher and lower.  
 Appreciated your interaction during the CL Garoua planning whereas others outside the command were obfuscating the view of the environment.

**Where there could be improvement:**

sometimes excludes those outside a small circle of trusted seniors, peers and subordinates  
 I agree overall however he can be short with folks. His precise and 'to the point' manner may be misconstrued by members of the team who assume that their input is not important.  
 However...can be stubborn when 'stuck' on his position/idea.  
 None noted at this time

**21 The leader truly cares for others and treats them fairly with dignity and respect.**

Dist: 1 2 5



Subordinates	6.0	2
	4.4	9
Peers	5.7	3
	3.5	15
Superiors	5.5	2
	5.0	1
Group	5.7	7
	3.7	31
Self	4.0	1
	2.0	1

**What we appreciate:**

treats everyone with dignity and respect

**Where there could be improvement:**

none  
 However...other teammates (for context, 'other' meaning folks who do not have a background or fundamental understanding of his 'style') have commented that he comes across as curt or unwilling to listen. Getting to know him, his directness is intended to create efficiencies/effective work environments. Might be better served informing 'new audiences' about his style.  
 None noted at this time

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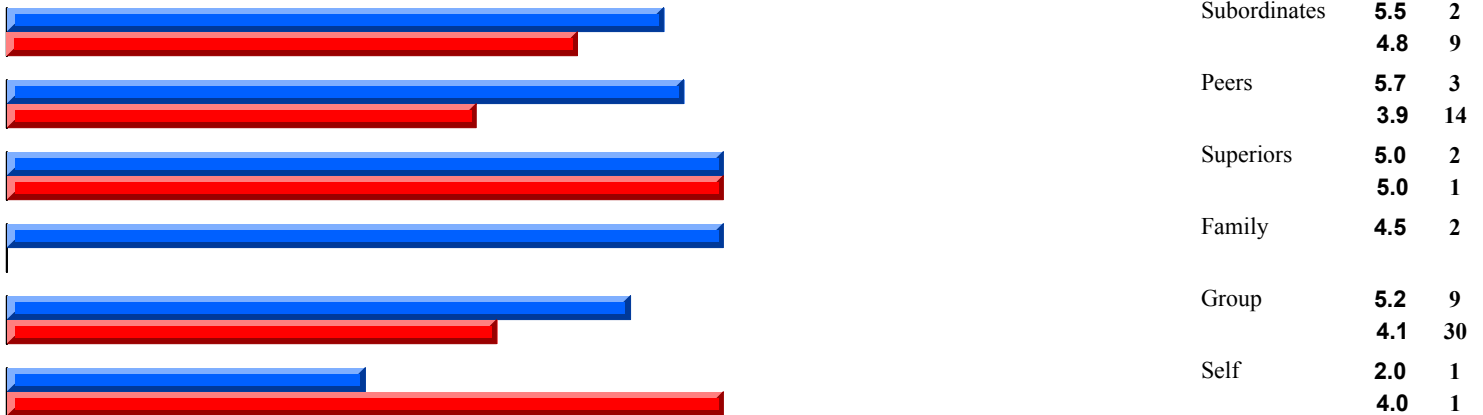
0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Respects/Values People**

**22 The leader strives to minimize what he/she does that adversely impacts working relationships.**

Dist: 1 1 5 3



**What we appreciate:**

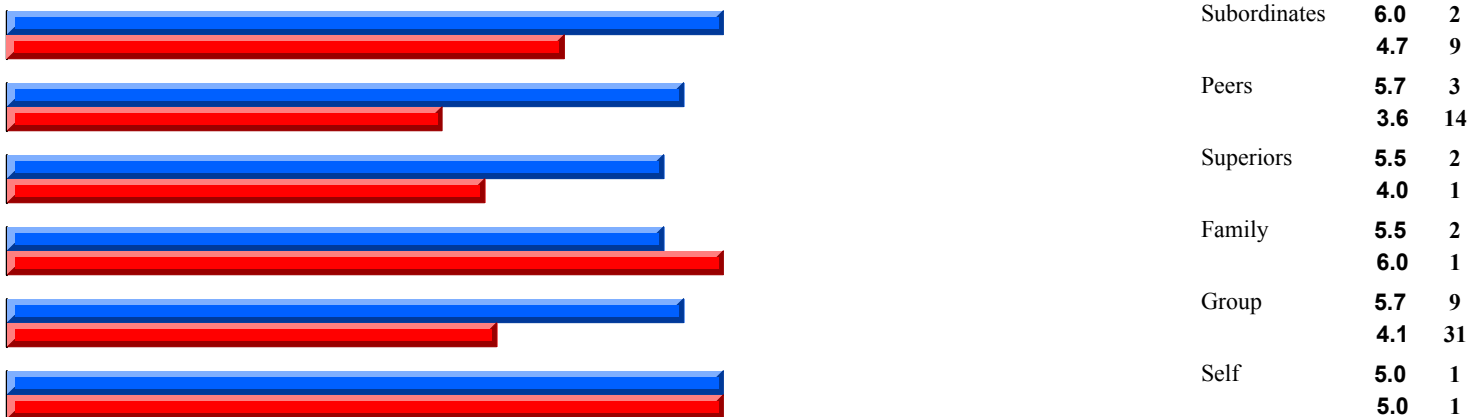
self aware and good at establishing and maintaining good working relationships  
Very conscientious and a total team player.

**Where there could be improvement:**

sometimes dismissive of relationships he sees as lacking value  
None noted at this time

**23 The leader empowers others to make independent decisions within his/her intent.**

Dist: 4 6



**What we appreciate:**

delegates as appropriate  
Definitely not a micro-manager.

**Where there could be improvement:**

none  
None noted at this time

0 1 2 3 4 5 6

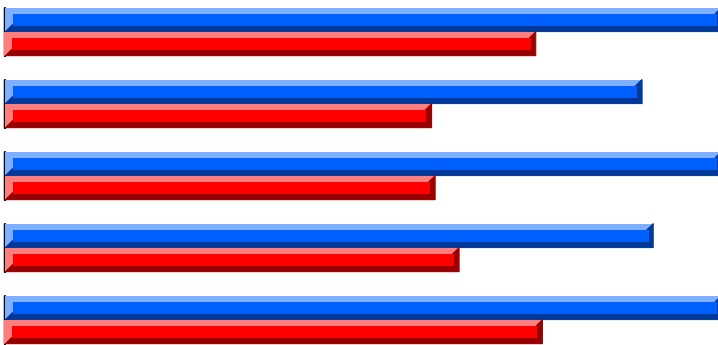
0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Knows Self**

**24 The leader is knowledgeable of how he/she is perceived by colleagues.**

Dist: 2 2 4



Category	Avg.	#Resp.
Subordinates	6.0	2
	4.4	9
Peers	5.3	3
	3.6	14
Superiors	5.0	2
	3.0	1
Group	5.4	7
	3.8	30
Self	4.0	1
	3.0	1

**What we appreciate:**

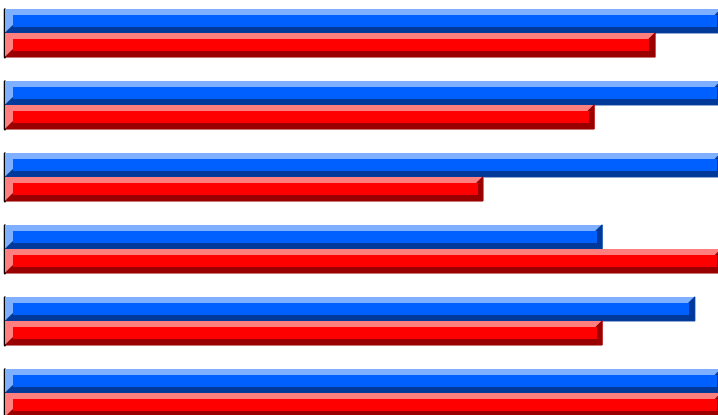
self aware in most cases  
I'd say very self-aware.

**Where there could be improvement:**

sometimes considered mechanistic or strong headed by those seniors, peers and subordinates that are outside of his immediate circle of trust  
Not certain he is 'knowledgeable' about others perceptions. Refer back to comments regarding 'informing new audiences' of his style.  
None noted at this time

**25 The leader is comfortable with who he/she is.**

Dist: 1 1 8



Category	Avg.	#Resp.
Subordinates	6.0	2
	5.4	9
Peers	6.0	3
	4.9	15
Superiors	6.0	2
	4.0	1
Family	5.0	2
	6.0	1
Group	5.8	9
	5.0	32
Self	5.0	1
	5.0	1

**What we appreciate:**

confident and comfortable in his own skin without being arrogant  
More experienced and capable than most, including many of his superiors, but never shows it and always appears content in the service of the mission.

**Where there could be improvement:**

none  
None noted at this time

0 1 2 3 4 5 6

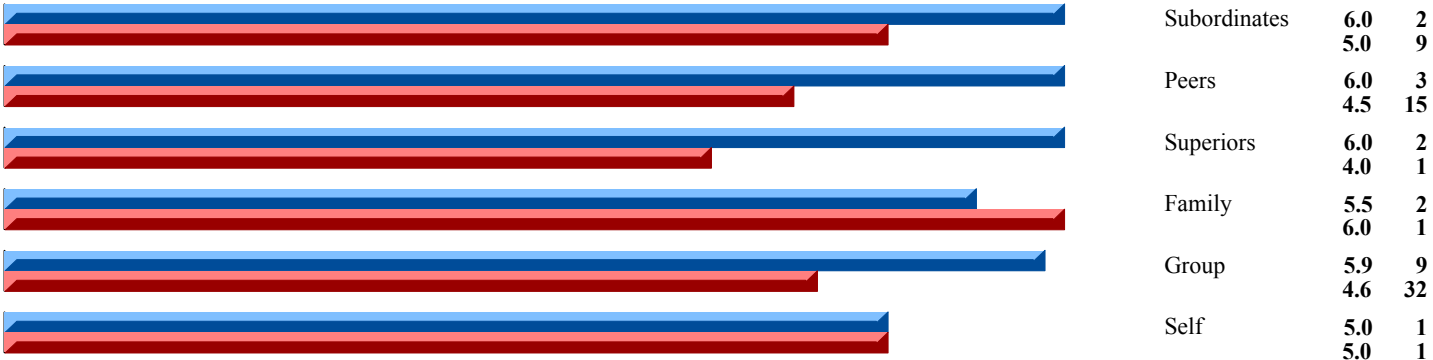


0 1 2 3 4 5 6 Avg. # Resp.

**1. The leader is genuine and not trying to imitate someone else in speech, expressions or gestures. Viewed as the real deal and not modeling or emulating anyone else.**

Dist:

2 8



**What we appreciate:**

- COL Sample was a breath of fresh air when he took over as FUOPS chief compared to the previous FUOPS chief.
- Candid and direct.
- A very candid leader
- Exceptionally talented, and self-aware enough to know it, but remains humble and accepting of his roles. Never flashy or seeking any attention, even though his competence warrants both.
- Your candor and direct approach.
- Direct approach to everything.
- Absolutely his own man

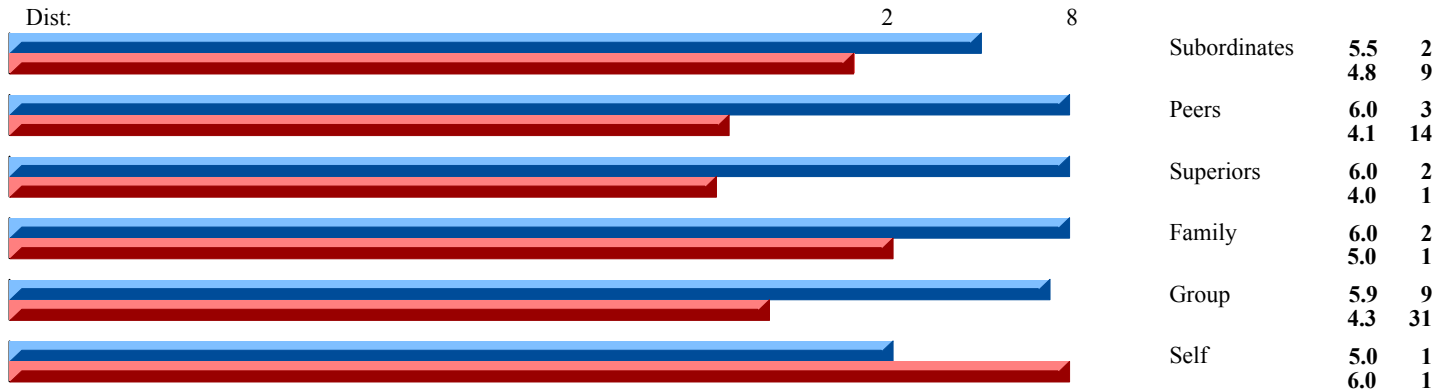
**Where there could be improvement:**

- none
- No real area of improvement noted at this time
- I wouldn't change a thing.
- none

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

17. The leader seeks to continuously improve his/her performance.



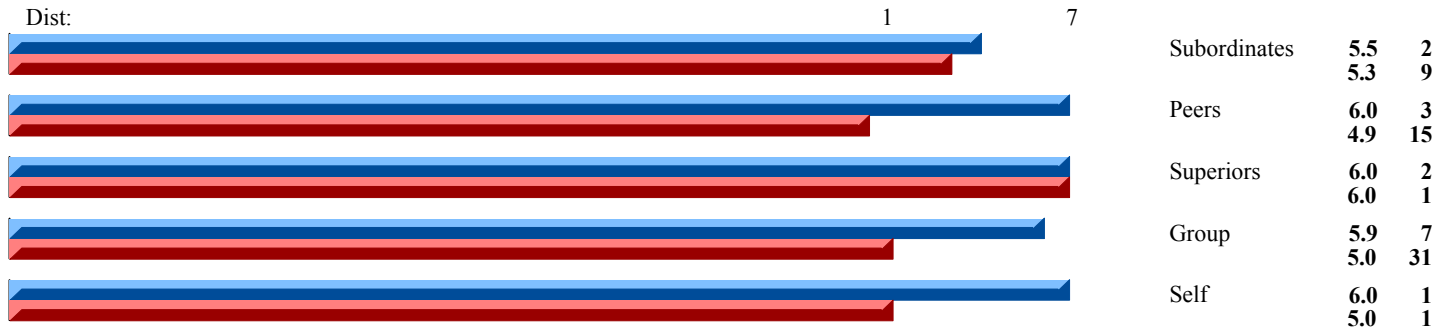
What we appreciate:

- I believe so. "If I'm off base here somebody let me know." --I've heard him say this and ask openly from others how we can improve processes.
- Is clearly a type A perfectionist, but one who is hardest on himself and who would always jump at the chance to get better.
- always looks for opportunities to increase his knowledge and ability

Where there could be improvement:

- None noted at this time
- none

10. The leader acts in a self-assured way and is comfortable engaging in conversation.



What we appreciate:

- Yes. He's a very confident leader.
- Appropriately confident given his competence. I think he enjoys mental wrestling and active conversation and is never hesitant to engage in such.
- absolutely confident and comfortable when engaging others

Where there could be improvement:

- None noted at this time
- none

0 1 2 3 4 5 6

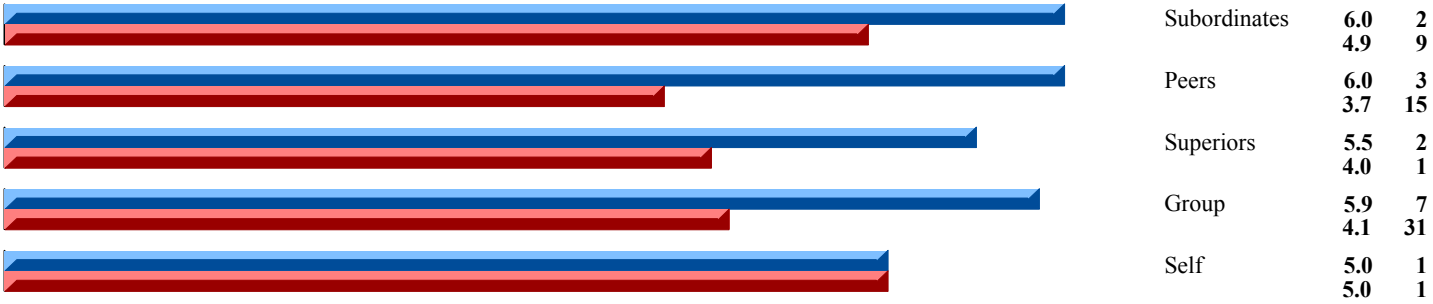


0 1 2 3 4 5 6 Avg. # Resp.

18. The leader ensures that everyone understands that competently completing their responsibilities is essential to achieving the team's mission.

Dist:

2 6



What we appreciate:

- Demands accountability and justification to ideas and concepts.
- Good at delegating and getting max output from all subordinates.
- excellent team leader; establishes and enforces standards

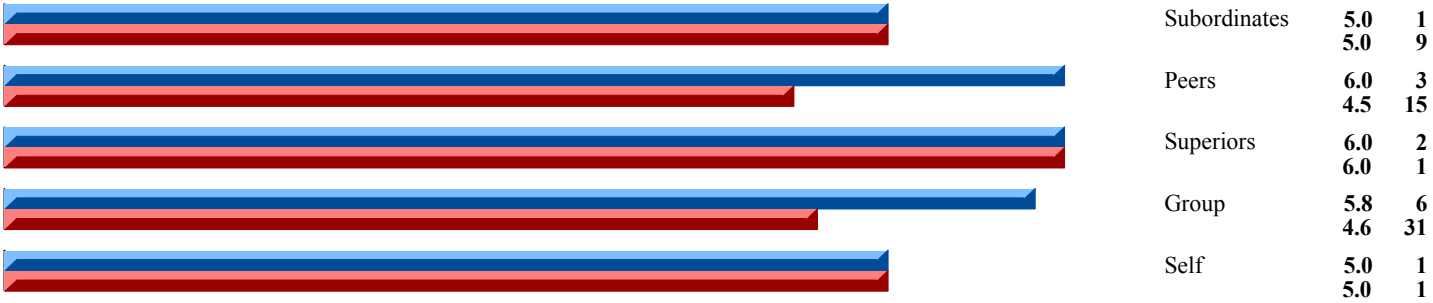
Where there could be improvement:

- None noted at this time
- none

13. The leader is frequently visible throughout the workplace.

Dist:

2 5



What we appreciate:

- Energy, can-do attitude, charisma, and an active personality that drive others to over-achieve by his example.
- I believe most of us appreciate having yourself and Mr. Pugh out on the FUOPS floor with us as opposed to sequestering yourselves in separate offices. This is probably the best business practice for day to day FUOPS operations.
- visible and engaging with subordinates

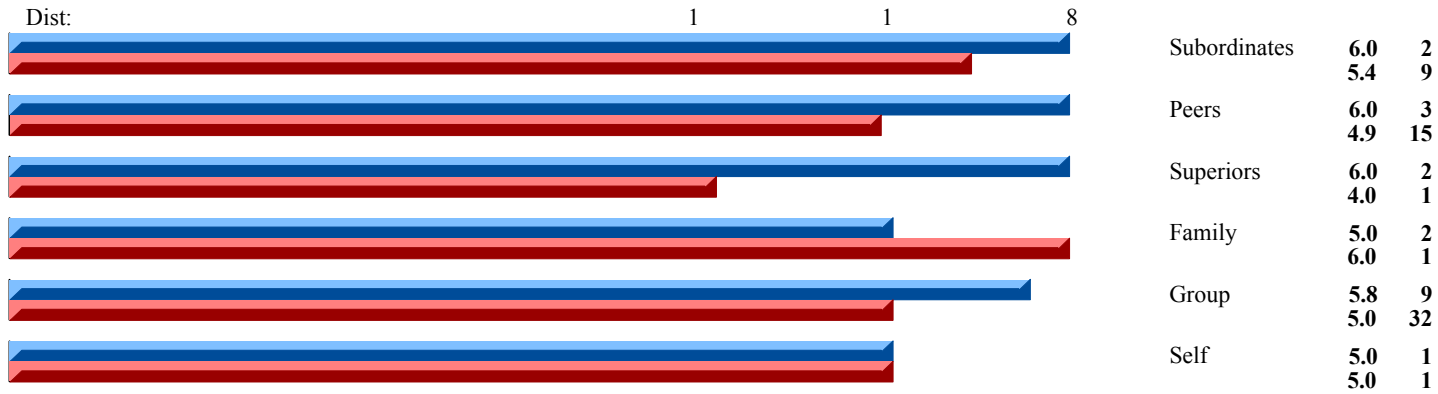
Where there could be improvement:

- None noted at this time
- none

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

25. The leader is comfortable with who he/she is.



What we appreciate:

- More experienced and capable than most, including many of his superiors, but never shows it and always appears content in the service of the mission.
- confident and comfortable in his own skin without being arrogant

Where there could be improvement:

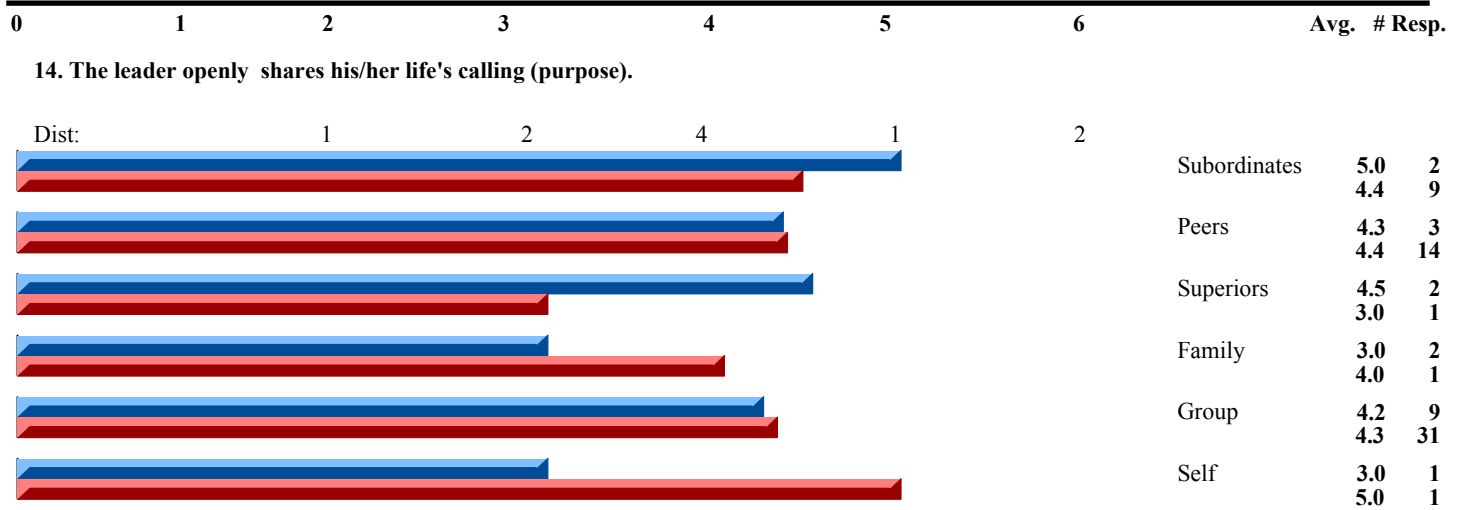
- None noted at this time
- none

0 1 2 3 4 5 6

# Introspective Leader Awareness Assessment Developmental Areas

■ This Period  
■ First Period

Feedback Receiver: COL Joseph A Sample



**What we appreciate:**

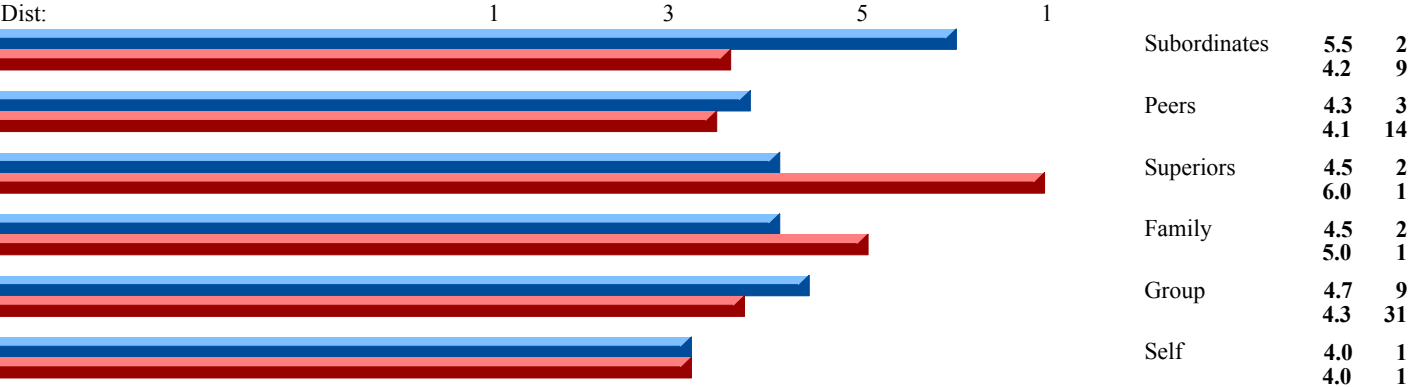
- I understand that COL Sample gave up a lucrative job in the private sector to come back on active duty and compete for command.
- shares openly when required or asked

**Where there could be improvement:**

- COL Sample does not actively discuss his life's purpose other than his goals for the Army.
- Not totally clear what his 'life's calling' is...definitely a dedicated leader and warrior, but not completely clear about his higher purpose (not to challenge his commitment...just not totally clear).
- Not observed.
- Probably a great story about the reasons behind his return to service after a long break.
- None noted at this time
- tends to keep a small circle of trust

0 1 2 3 4 5 6 Avg. # Resp.

**15. The leader encourages his/her people to consider their future and to ensure they are fueling their calling in life.**



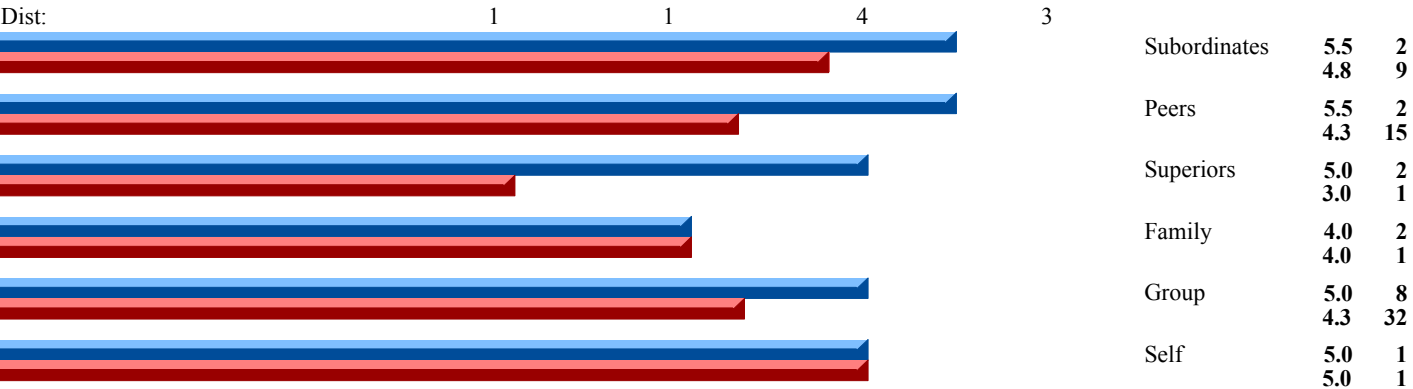
**What we appreciate:**

- To date, no one counseled about my future options in this command, but COL Sample is scheduled to do so with me in the near future, which is a positive start.
- I think subordinates consider him a great coach and mentor.
- good mentor and leader

**Where there could be improvement:**

- Not observed.
- None noted at this time
- tends share only with those he sees as the most valuable members of the team

**5. The leader openly discusses his/her personal values and the Army values with colleagues.**



**What we appreciate:**

- COL Sample has not verbalized these points as much as he
- Displays them as a matter of routine.
- He believes in family and walk the walk
- Confident and genuine in expressing his values

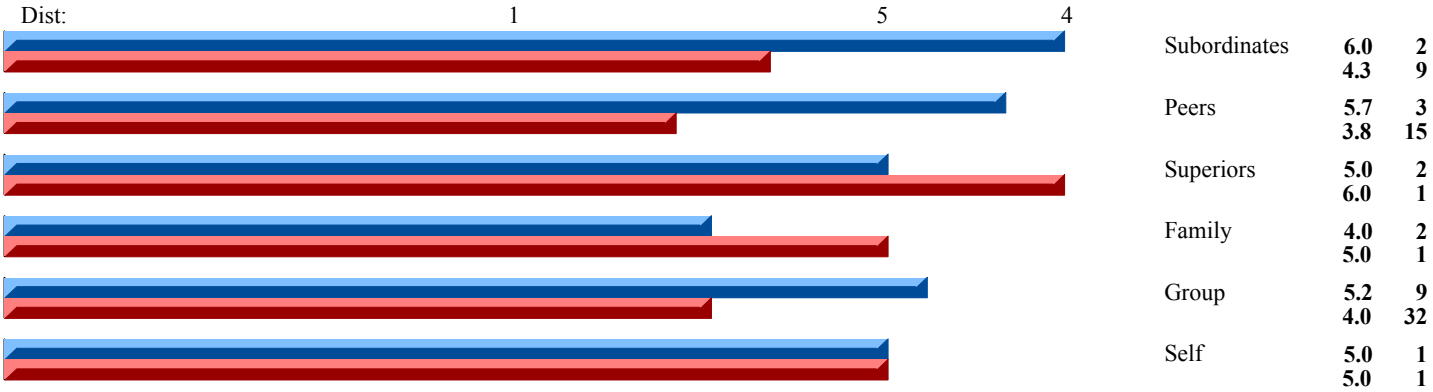
**Where there could be improvement:**

- I've not personally observed this.
- None note at this time
- none

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

**6. The leader ensures people are informed about the reasons for his/her decisions/actions.**



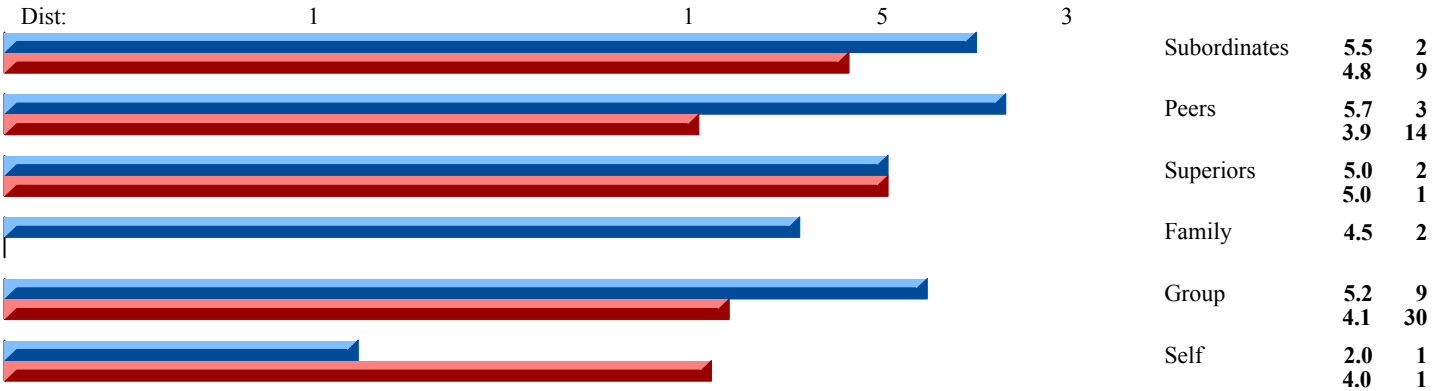
**What we appreciate:**

- Very strong here; he leads through shared understanding.
- Very good teacher - guides others to success.
- Transparent about all actions
- Good communication skills

**Where there could be improvement:**

- He is intelligent...has vision. But...occasionally gets out ahead of his vision with his actions without expressing his intent up front (leaving others behind).
- Few have his level of experience, knowledge, and competence at this grade - requires even more deliberate effort on his part to let others learn from his decision making and thought processes.
- None noted at this time
- sometimes initiates action before everyone is clear on the reasoning

**22. The leader strives to minimize what he/she does that adversely impacts working relationships.**



**What we appreciate:**

- Very conscientious and a total team player.
- self aware and good at establishing and maintaining good working relationships

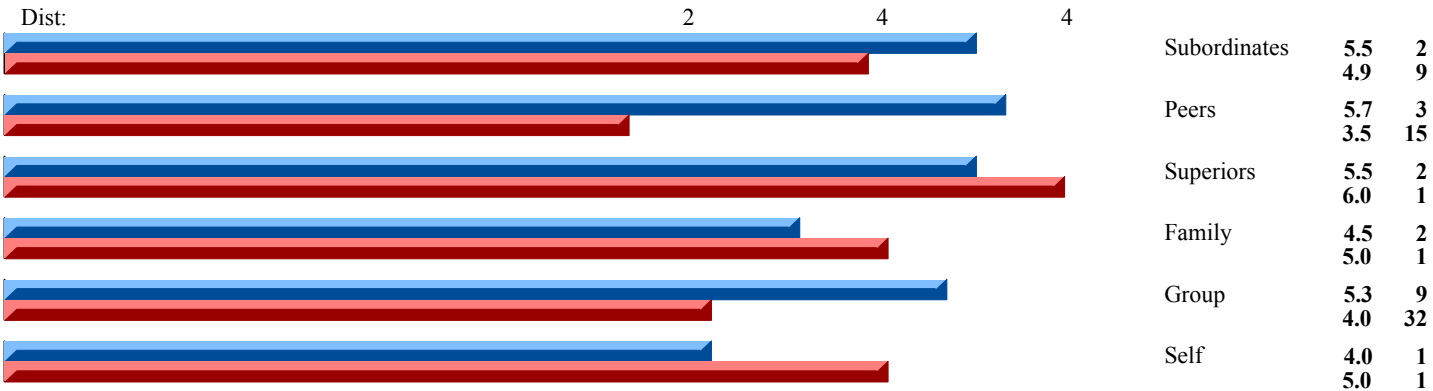
**Where there could be improvement:**

- None noted at this time
- sometimes dismissive of relationships he sees as lacking value

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

**2. The leader puts the interest of others and the team ahead of his/her own self interests.**



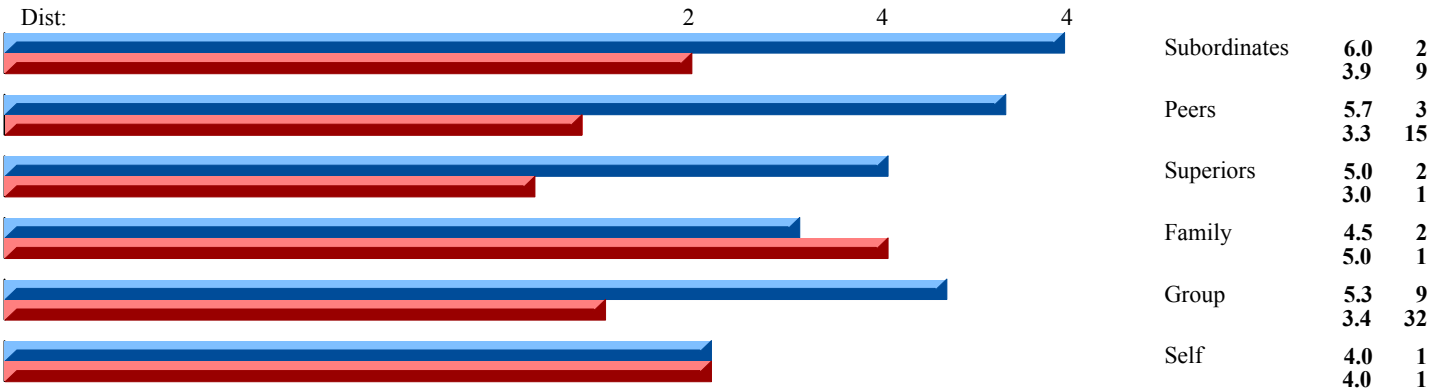
**What we appreciate:**

- COL Sample takes the time to sets clear, achievable tasks, priorities them, and ensures we are resourced to accomplish these tasks.
- Consistently demonstrates this trait.
- Very selfless. Naturally looks to coach and develop others - both individuals and groups - to advance the long term capability of the organization first.
- You are clearly all about the mission and the insuring all the warfighting functions are working in concert to accomplish the mission.
- Ability to guide subordinates and superiors in any task.
- Selfless leader

**Where there could be improvement:**

- COL Sample is politically astute, and while I believe that he has the best interests of the team and the organization at heart, he is sometimes perceived as a political operator with sharp elbows in his dealings with other staff members throughout the command.
- None noted
- Again, wouldn't change a thing.
- none

**11. The leader encourages others to provide feedback to improve his/her performance and the organization's performance. Is receptive to negative information, i.e., does not "shoot messengers".**



**What we appreciate:**

- encourages feedback

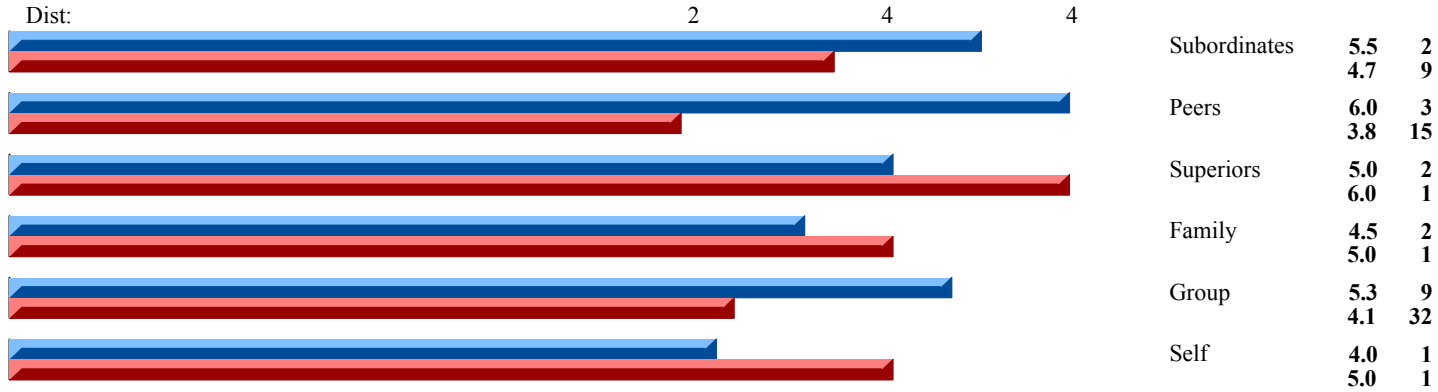
**Where there could be improvement:**

- None noted at this time
- receptive to negative feedback mostly from only those he respects and has confidence in

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

**19. The leader lives the principle that real success is helping others to be successful while the organization accomplishes the mission.**



**What we appreciate:**

- excellent teammate and team leader; high personal and professional standards

**Where there could be improvement:**

- None noted at this time
- sometimes prone to exclude those that have demonstrated a lack of drive or ability

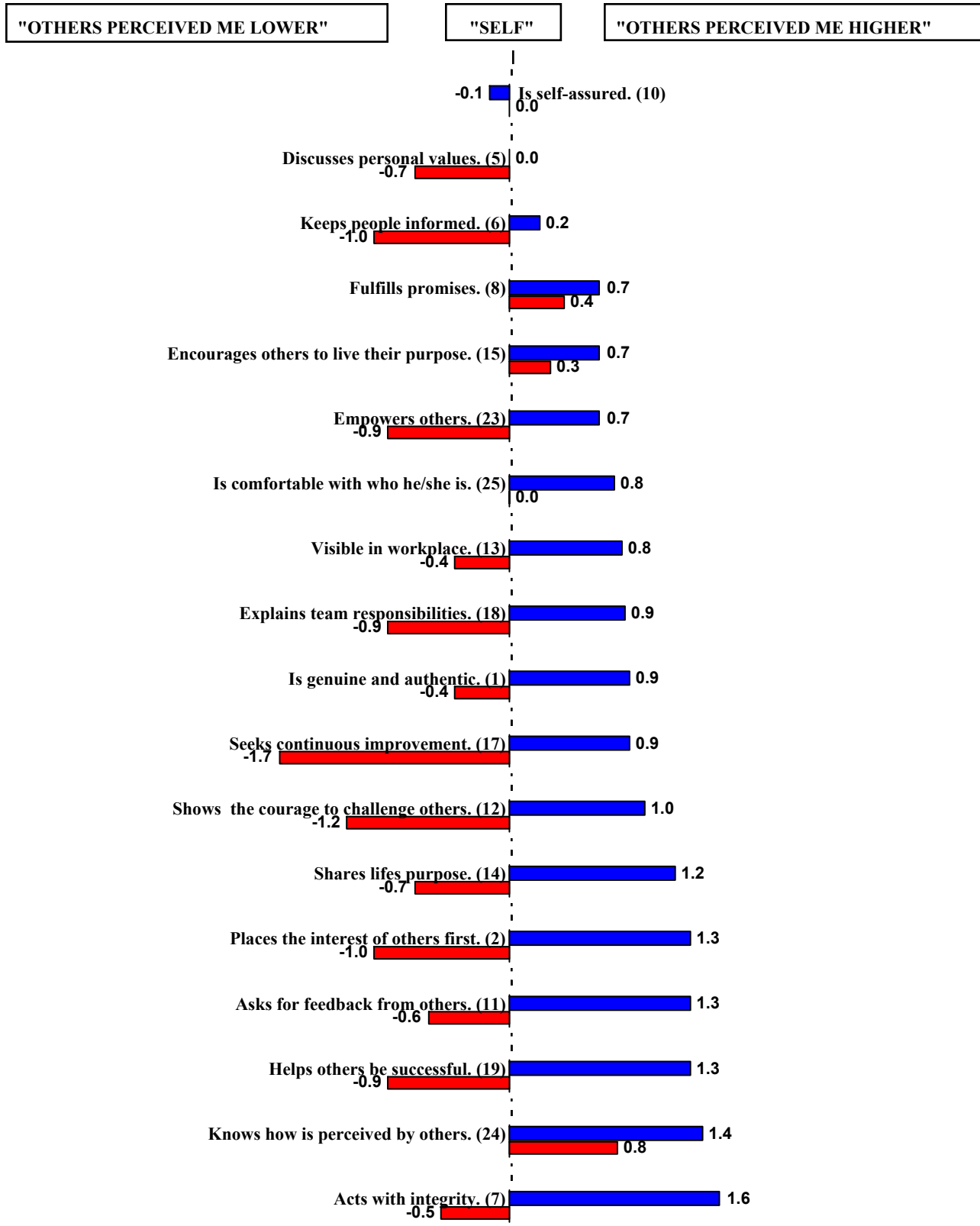
0 1 2 3 4 5 6

# LWMIII ASSOCIATES

## Blind Spots

■ This Period  
■ First Period

Feedback Receiver: Joseph A Sample



\* "Gaps" are determined by comparing "Self" to "Total Group" ratings.

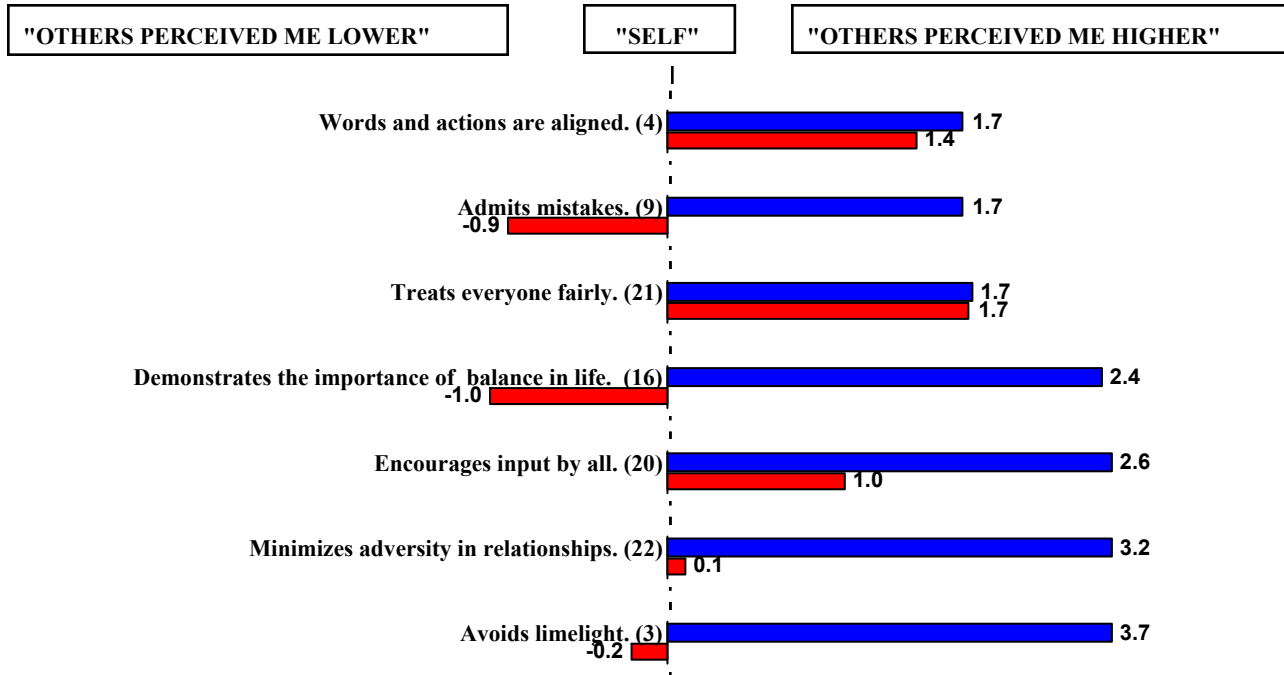


# LWMIII ASSOCIATES

## Blind Spots

■ This Period  
■ First Period

Feedback Receiver: Joseph A Sample



\* "Gaps" are determined by comparing "Self" to "Total Group" ratings.

## RESOURCES

### LWMIII Associates Resources:

- Executive Coaching
- Leader Development
- Organizational Consulting

### Authentic Leadership Readings:

- **The Power of Full Engagement** – Jim Loehr and Tony Schwartz
- **Why Should Anyone be Led by You?** *What it takes to be an Authentic Leader-* Rob Goffe and Gareth Jones
- **A New Breed of Leader** – Sheila Murray Bethel
- **The Slight Edge** – Jeff Olson – [www.tapesandtools.com](http://www.tapesandtools.com)
- **Now, Discover Your Strengths** – Buckingham & Clifton
- **The Seven Acts of Courage** – Robert E. Staub
- **True Success** - Tom Morris, Ph.D.
- **The Speed of Trust** – Stephen M.R. Covey
- **Authentic Leadership** – Bill George
- **True North** – Bill George
- **Primal Leadership – Learning to Lead with Emotional Intelligence** – Daniel Goleman
- **Leadership and Self-Deception** – The Arbinger Institute
- **Beyond Winning – The Timeless Wisdom of Great Philosopher Coaches** – Gary Walton
- **Doing Right in a Shrinking World** – Louis DeThomasis & Neal St. Anthony
- **The Heart of Leadership – 12 Practices of Courageous Leaders** - Robert E. Staub
- **The 7 Habits of Highly Effective People** – Stephen R. Covey
- **PeopleSmart Leaders** – Larry Cole, Ph.D.



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360° ASSESSMENT

FEEDBACK IS A GIFT!