



TRUE GROWTH®

360° ASSESSMENT

Prepared For:

COL Joseph A Sample

December 29, 2016

AN LWM III CONSULTING SOLUTION

Reading Your Introspective Leader Awareness Assessment

Read your assessment with an appreciative attitude that the raters are assisting in your continued development. Remember this feedback is a gift!

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 through assessments like this one 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. Self-assessments are excellent tools to learn about you as we did with the Working Differently with Different People, Energy Audit and Readiness for Change tools during the Personal Assessment Seminar. There are so many self-assessments on the market that selecting good ones can be confusing. LWM III 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. LWM III 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,.

Upon returning to the workplace, thank the individuals who you invited to participate in this

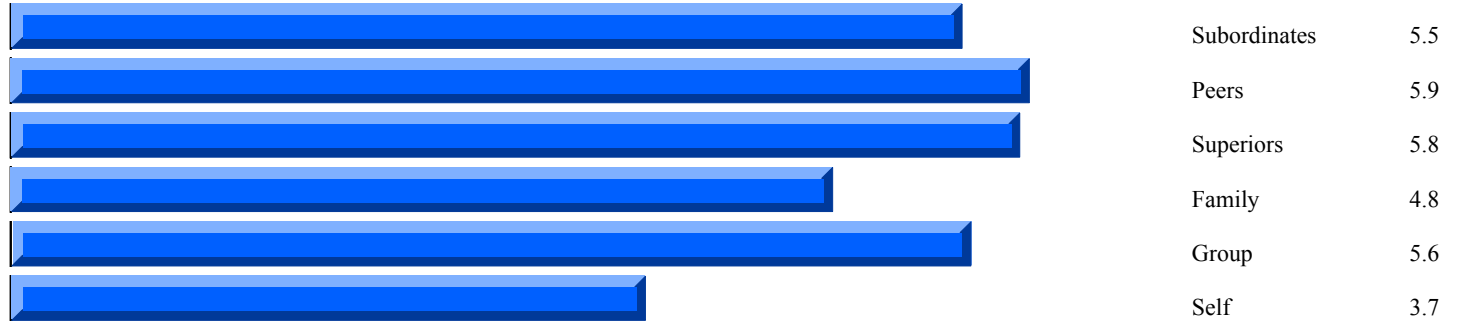
Introspective Leader Awareness Assessment

Results By Category

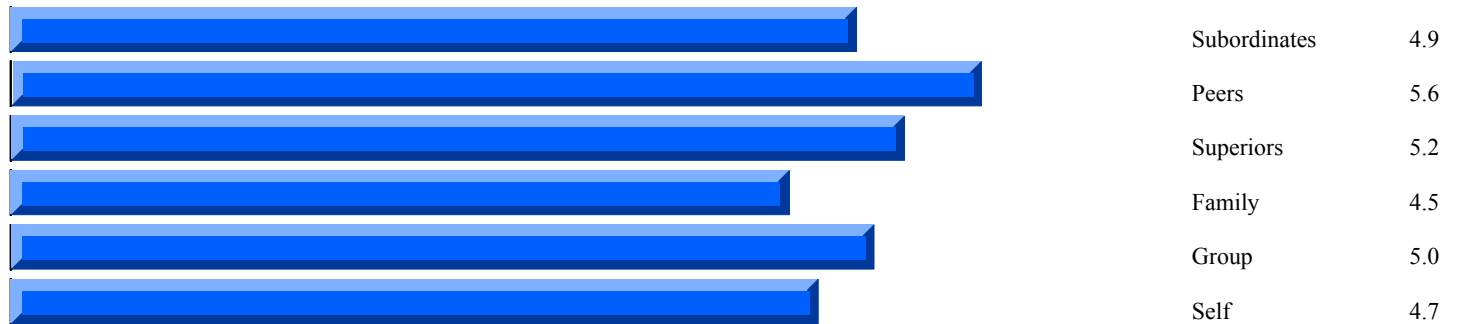
Feedback Receiver: COL Joseph A Sample



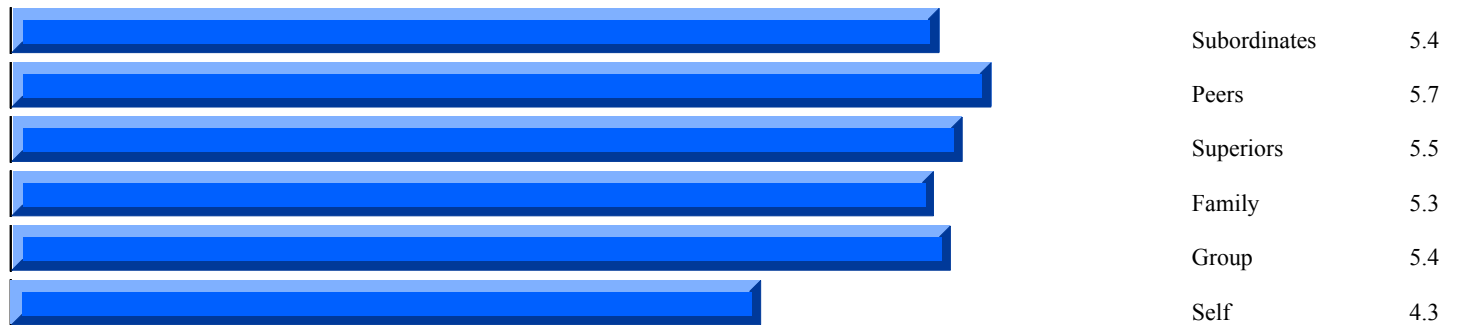
Authentic/Humble (5.6 Average)



Transparent (5.0 Average)

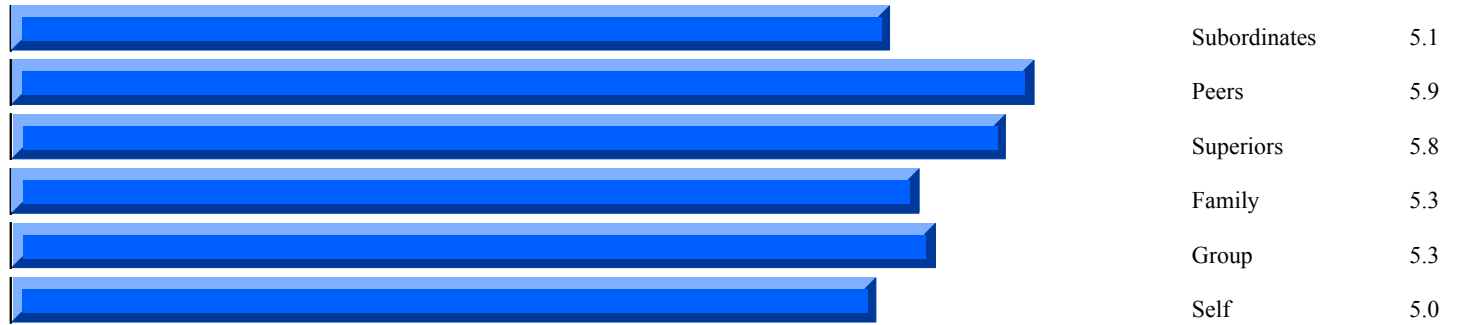


Trustworthy (5.4 Average)

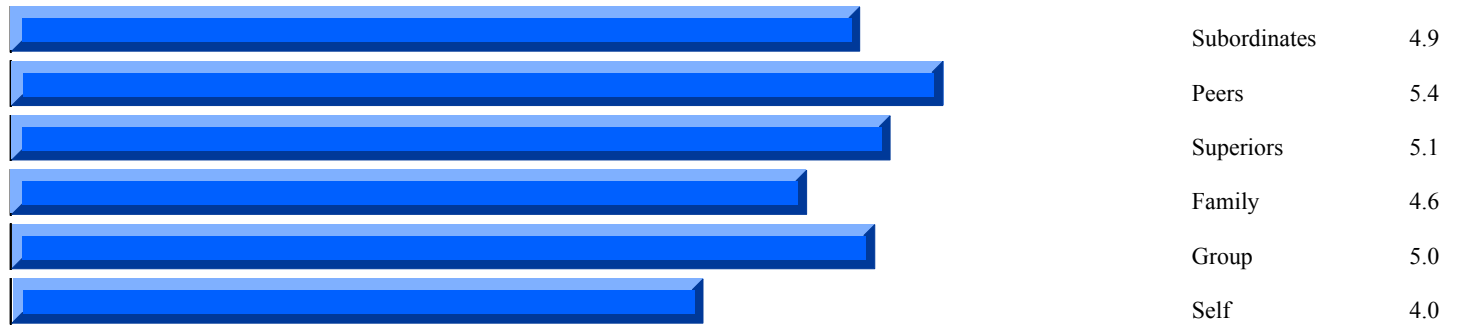


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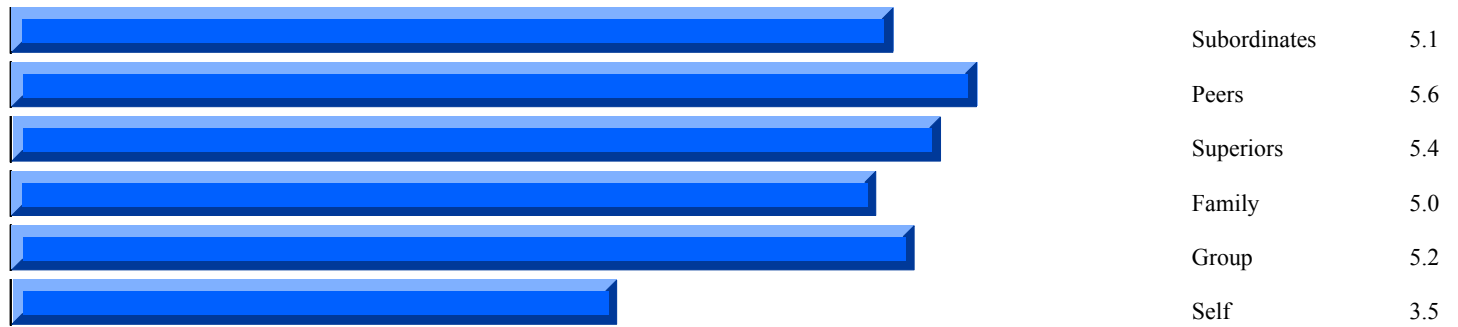
Approachable (5.3 Average)



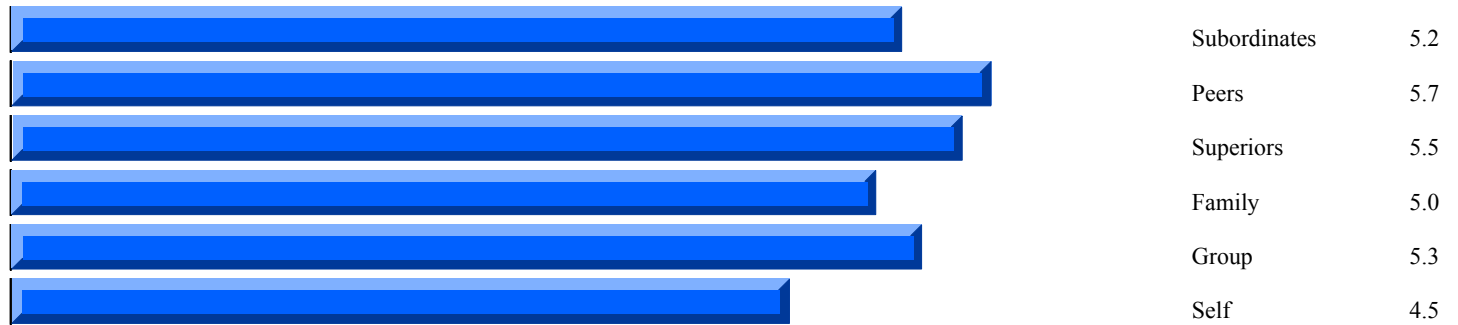
Purposeful (5.0 Average)



Respects/Values People (5.2 Average)



Knows Self (5.3 Average)



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Introspective Leader Awareness Assessment

All Questions By Category

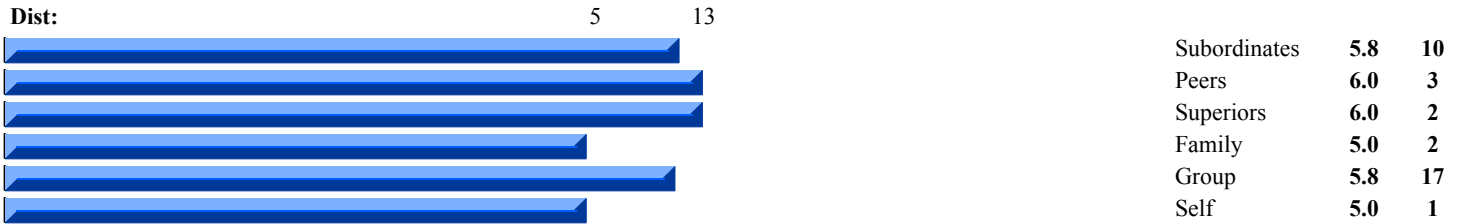
Feedback Receiver: COL Joseph A Sample

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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.



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 our chief compared to the previous chief.
- (Self) I try to be my self ... open and transparent.

Where there could be improvement:

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

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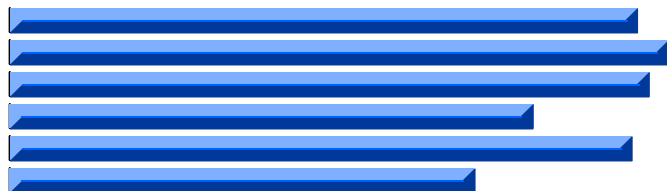
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Avg. #Resp.

Question Category: Authentic/Humble

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

Dist: 1 2 6 9



Subordinates	5.4	10
Peers	5.7	3
Superiors	5.5	2
Family	4.5	2
Group	5.4	17
Self	4.0	1

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.
- LTC White takes the time to sets clear, achievable tasks, priorities them, and ensures we are resourced to accomplish these tasks.
- The aspect lacking in so many leaders is not an ingredient of this leader. Thoughts of how the organization should move forward on any situation is with the thought of how it will effect units down to the Soldier level.
- You held the standard until your last day in the office prior to your PCS. Most people, I am guilty of it too, begin to noticeably slow their production down.
- The breadth of his knowledge on various topics.
- Cares for the well being of soldiers
- Her integrity

Where there could be improvement:

- none
- Again, wouldn't change a thing.
- None noted
- LTC White 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.
- Sometimes allows too many chances for the unit/personnel that continue to show the same repeated floundering posture.
- Time in finite and I wonder if that method had any negative impact on your personal life? From a professional standard, no improvement needed.
- After a task is been given leave it up to the individual to get the task accomplished
- Nothing to offer, he is a servant leader

0 1 2 3 4 5 6

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 1 2 11



Subordinates	5.3	10
Peers	6.0	3
Superiors	6.0	2
Group	5.5	15
Self	2.0	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
 The support received
 I have few data points to reference from this, but your co-workers say you were the glue up there.
 Time and again LTC Arndt credits his subordinates for their contributions. He strives to provide
 Always instilled a team effort concept and provided accolades when deemed appropriate.
 Her praise

Where there could be improvement:

none
 No change required. Your TTPs are clearly working here.
 None note at this time.
 The data point that I have was when outside coordination to a complex problem was made and the issue had a temporary solution. The note was sent to your desk, confirmed with CAPOC and then sent to the other BNs about the fix it solution without acknowledging where the coordination was made. Seems small but peer recognition goes a long way.
 Nothing to offer, she is very observant

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp.

Question Category: Transparent

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

Dist: 1 3 4 10



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.
- The compassion displayed for the units/soldiers.
- Handworker focused on key issues impacting the most people.
- Again, doesn't beat around the bush; his actions emulate his words.
- She is consistent, no need to guess her plan of action

Where there could be improvement:

- none
- none noted at this time
- Sometimes allows too many chances for the unit/personnel that continue to show the same repeated floundering posture.
- None, she is detailed with her expectations

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

Dist: 1 1 4 5 5



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
- LTC White has not verbalized these points as much as he
- Unquestionable professional posture towards all ranks.
- Her conviction to the mission

Where there could be improvement:

- none
- I've not personally observed this.
- None note at this time
- Small talk isn't a trait I'd pin you with. It's very mission focused. Pro and Con.
- Personal values and army values are unknown
- None she stays on target

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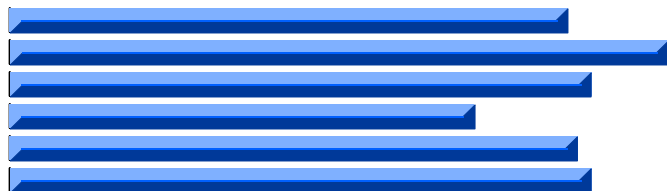
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Avg. #Resp.

Question Category: Transparent

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

Dist: 1 2 2 6 7



Subordinates	4.8	10
Peers	5.7	3
Superiors	5.0	2
Family	4.0	2
Group	4.9	17
Self	5.0	1

What we appreciate:

- Good communication skills
- Very good teacher - guides others to success.
- Very strong here; Marcus leads through shared understanding.
- Transparent about all actions
- Without a doubt.
- You've done the analysis and understand the intricacies in decision making that will impact the end user; you could properly frame the problem and address it.
- With his position, he didn't owe anyone an answer on all things, however, did his best to ensure all staff members we aware the reasons for decisions made.
- She clearly communicates her intent to complete the mission

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
- Nothing to offer

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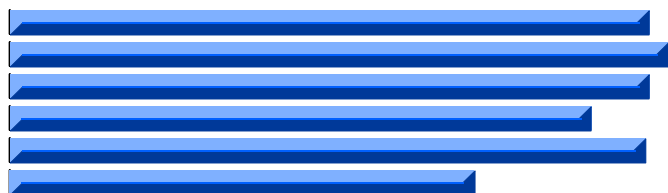
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Avg. #Resp.

Question Category: Trustworthy

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

Dist: 4 3 11



Group	Avg.	#Resp.
Subordinates	5.5	10
Peers	5.7	3
Superiors	5.5	2
Family	5.0	2
Group	5.5	17
Self	4.0	1

What we appreciate:

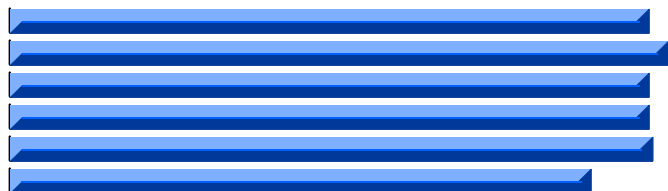
- always does what is right
- No question.
- Fully concur
- He tells you the truth every time.
- 100%, all the time from my stand point.
- She lives by the honesty system

Where there could be improvement:

- none
- None noted at this time
- Nothing, I truly trust her judgement

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

Dist: 1 6 11



Group	Avg.	#Resp.
Subordinates	5.5	10
Peers	5.7	3
Superiors	5.5	2
Family	5.5	2
Group	5.5	17
Self	5.0	1

What we appreciate:

- dedicated to meeting his obligations
- Great dedication and work ethic.
- For better or for worse, I would follow LTC White down whatever path he leads us down because he strives to deliver on promises made.
- Witnessed this on multiple occasions.
- Commitments were only made after a well researched plan and forecasting.
- Her devotion, she is clearly empathetic when it comes to supporting her soldiers

Where there could be improvement:

- none
- None noted at this time
- None, I appreciate her consistency

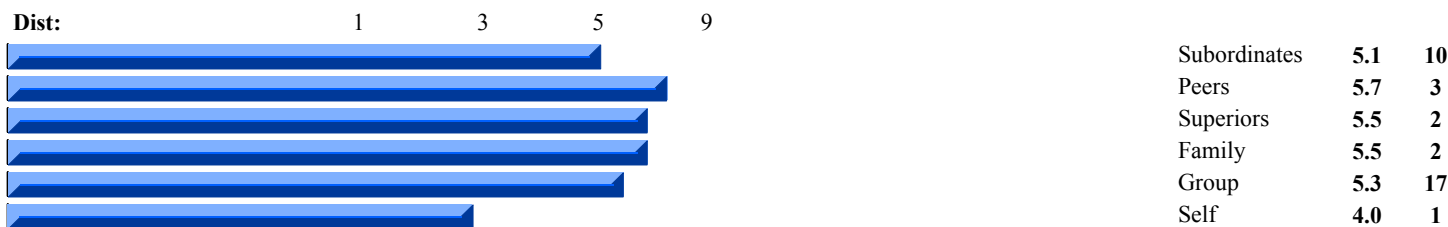
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0 1 2 3 4 5 6

Avg. #Resp.

Question Category: Trustworthy

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



What we appreciate:

accepts responsibility for both good and bad
 Marcus 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.
 Marcus very willingly admits when he does not know something or if he feels he made a mistake.
 Not really enough data to make an accurate assessment here. I have witnessed acceptance of altering view/policy when it was brought up in conversation. This could demonstrate willingness to admit 'fault', although a strong word.
 I have not been privy to any mistakes but feel her integrity would shine in this case

Where there could be improvement:

none
 None noted at this time
 Unable to offer answer

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp.

Question Category: Approachable

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

Dist: 1 1 2 12



Subordinates	5.2	10
Peers	6.0	3
Superiors	6.0	2
Group	5.5	15
Self	6.0	1

What we appreciate:

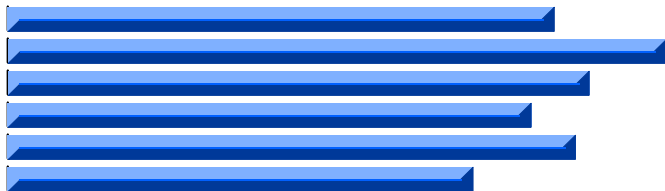
absolutely confident and comfortable when engaging others
 Appropriately confident given his competence. I think he enjoys mental wrestling and active conversation and is never hesitant to engage in such.
 Yes. He's a very confident leader.
 Very approachable.
 Very self assured and willing to engage on broad stroke and technical conversation.
 I never thought twice about approaching him with any issue or concern. Very approachable and provides sound guidance and advice.
 Talks with soldiers
 She is approachable and open to communication

Where there could be improvement:

none
 None noted at this time
 The stoic nature of your demeanor seems standoffish upon initial engagement despite the truth being otherwise.
 When talking to soldiers says inappropriate statements
 She is already approachable, no need for improvement

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: 1 1 5 4 7



Subordinates	4.7	10
Peers	5.7	3
Superiors	5.0	2
Family	4.5	2
Group	4.9	17
Self	4.0	1

What we appreciate:

encourages feedback
 Again, Very approachable.
 Willing to listen to outside opinions and engage with the Soldier. Data set not great enough to understand if you 'shoot the messenger'.
 She is very flexible and clearly registers all recommendations to prevent that "shoot the messenger" moment

Where there could be improvement:

receptive to negative feedback mostly from only those he respects and has confidence in
 None noted at this time
 Has not asked individuals who have been around for a while to give information or advise
 She has willingly accepted improvement, no opinions to offer

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 2 2 13



Subordinates	5.2	10
Peers	6.0	3
Superiors	6.0	2
Family	6.0	2
Group	5.5	17
Self	5.0	1

What we appreciate:

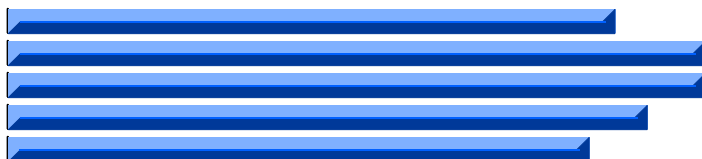
fearless when he feels he is correct and the issue is important
 Absolutely - fearless about engaging others to clarify things, raising issues, or speaking truth to power.
 Willingness to openly express views creates an environment of trust...and, contributes to collaboration.
 LTC White is not afraid to debate his point with Senior field grade and flag officers, and has the requisite technical and operational proficiencies to do so.
 All mentioned before is the same.
 Challenge it what made her the great leader she has become, she clearly wants to share the wealth of her knowledge

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
 Nowhere

13 The leader is frequently visible throughout the workplace.

Dist: 2 4 9



Subordinates	5.2	9
Peers	6.0	3
Superiors	6.0	2
Group	5.5	14
Self	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.
 Not enough data for this. I do know that many a late nights and DONSA's were worked, if only for a few hours.
 Always accessible and easy to find
 She appears when it counts and not so much as to appear as if she is micro-managing

Where there could be improvement:

none
 None noted at this time
 nowhere

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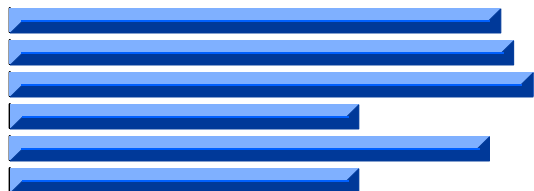
0 1 2 3 4 5 6

Avg. #Resp.

Question Category: Purposeful

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

Dist: 2 4 6 1 4



Subordinates	4.2	9
Peers	4.3	3
Superiors	4.5	2
Family	3.0	2
Group	4.1	16
Self	3.0	1

What we appreciate:

- shares openly when required or asked
- I understand that LTC white gave up a lucrative job in the private sector to come back on active duty and compete for command.
- Not enough data for this.
- I'm not looking for a leader to discuss his more personal purpose, or life's calling.
- Yes, she is a soldier first and stands proud

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
- LTC White does not actively discuss his life's purpose other than his goals for the Army.
- It is unknown
- No improvement, she is a proud soldier

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

Dist: 3 5 6 4



Subordinates	4.8	10
Peers	4.3	3
Superiors	4.5	2
Family	4.5	2
Group	4.6	17
Self	4.0	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 LTC White is scheduled to do so with me in the near future, which is a positive start.
- Not enough data for this.
- She is about growth and wants to share her history in hopes to motivate junior soldiers

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
- NO improvements recommended

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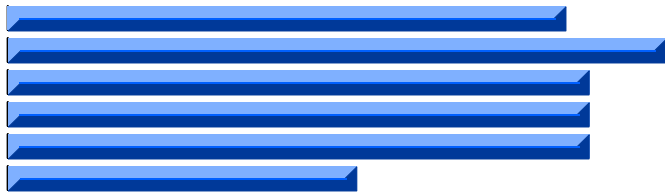
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Avg. #Resp.

Question Category: Purposeful

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

Dist: 1 2 2 6 7



Subordinates	4.8	10
Peers	5.7	3
Superiors	5.0	2
Family	5.0	2
Group	5.0	17
Self	3.0	1

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.
- LTC White demonstrates a good work life balance for his staff to emulate.
- Encourages MRT training
- Her love of faith and family, both home and military.

Where there could be improvement:

- like most of us, he needs to continue to strive for better balance
- None noted at this time
- I would question this based on the number of hours that appeared to be worked. The Army will eventually fire us all and all that remains is the family that followed us on this journey.
- May need some help in learning how to balance self
- Nowhere

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

Dist: 1 4 13



Subordinates	5.4	10
Peers	6.0	3
Superiors	6.0	2
Family	6.0	2
Group	5.6	17
Self	5.0	1

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.
- It was apparent a great deal of time was spent reading and learning how the Army operates, both up/down and left/right.
- Always seeking improvement and learning to stay sharp and ahead of the game

Where there could be improvement:

- none
- None noted at this time
- She is up to par, no need to improve

0 1 2 3 4 5 6

0 1 2 3 4 5 6

Avg. #Resp.

Question Category: Purposeful

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

Dist: 1 2 3 9



Subordinates	5.1	9
Peers	6.0	3
Superiors	5.5	2
Group	5.4	14
Self	5.0	1

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.
- Not enough data to assess.
- Ensured all members of the staff played an important role in daily operations.

Where there could be improvement:

- none
- None noted at this time

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

Dist: 1 3 6 7



Subordinates	5.1	9
Peers	6.0	3
Superiors	5.0	2
Family	4.5	2
Group	5.2	16
Self	4.0	1

What we appreciate:

- excellent teammate and team leader; high personal and professional standards
- I could see this due to the comprehensive guidance continually put out.

Where there could be improvement:

- sometimes prone to exclude those that have demonstrated a lack of drive or ability
- None noted at this time
- Leader needs to trust that what she had told other to do will get done.

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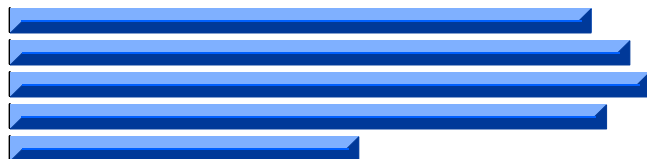
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Avg. #Resp.

Question Category: Respects/Values People

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

Dist: 1 1 3 3 8



Subordinates	5.0	10
Peers	5.3	3
Superiors	5.5	2
Group	5.1	15
Self	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.
 Always.
 Not enough data to assess.
 Took the time to listen to different perspectives and appreciated the fact.
 She is very approachable

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
 Leader makes hasty decision and doesn't find out all the facts
 No where

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

Dist: 1 3 2 10



Subordinates	5.3	10
Peers	5.7	3
Superiors	5.5	2
Group	5.4	15
Self	4.0	1

What we appreciate:

treats everyone with dignity and respect
 Without question, everyone treated equally.
 Not enough data to assess but general interactions would suggest so.
 His understanding of the "low density" MOS importance to the team and mission. When individuals perform he is one of the first to recognize and provide positive feedback.
 She treats those as she would want her family to be treated

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
 nowhere

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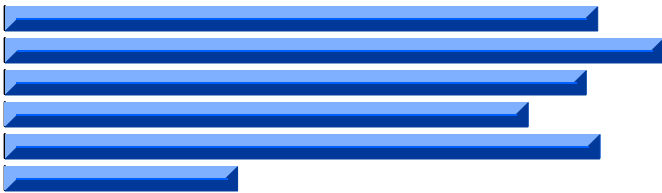
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Avg. #Resp.

Question Category: Respects/Values People

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

Dist: 1 1 3 6 7



Category	Avg.	#Resp.
Subordinates	5.1	10
Peers	5.7	3
Superiors	5.0	2
Family	4.5	2
Group	5.1	17
Self	2.0	1

What we appreciate:

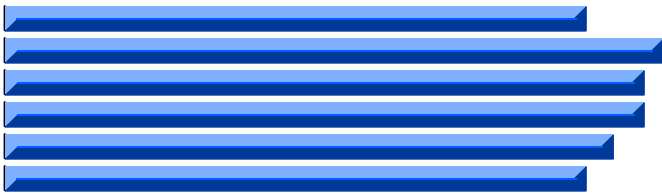
- self aware and good at establishing and maintaining good working relationships
- Very conscientious and a total team player.
- You always looked out for all.
- The mission comes first, I haven't experienced this character

Where there could be improvement:

- sometimes dismissive of relationships he sees as lacking value
- None noted at this time
- Leader does not allow individuals to do their job and be trusted with making sure the job gets done.
- unsure

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

Dist: 2 2 4 10



Category	Avg.	#Resp.
Subordinates	5.0	10
Peers	5.7	3
Superiors	5.5	2
Family	5.5	2
Group	5.2	17
Self	5.0	1

What we appreciate:

- delegates as appropriate
- Definitely not a micro-manager.
- Steadfastness to concepts.
- Her clarity in direction is simple to follow

Where there could be improvement:

- none
- None noted at this time
- Only data point I have was early in the your tenure. The intent was given but so was exactly how the cat needed to be skinned. The program that was in place was a successful method based on previous attempts using alternate methods.
- Am satisfied at the 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: 1 5 4 6



Subordinates	4.9	10
Peers	5.3	3
Superiors	5.0	2
Group	5.0	15
Self	4.0	1

What we appreciate:

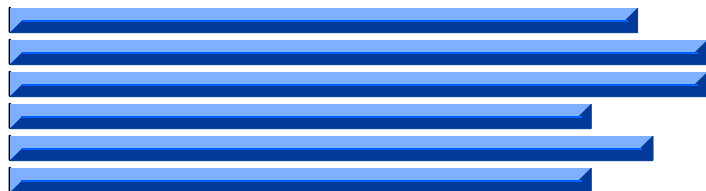
self aware in most cases
 I'd say very self-aware.
 I have no idea if this is the case. I assume all people have a general feeling of where they stand based on both verbal and non-verbal ques.
 I think he is aware that others respect him, but may not be aware of the fullest extent of that respect.
 She has a tough exterior

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
 No knowledge
 No where

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

Dist: 1 2 2 13



Subordinates	5.4	10
Peers	6.0	3
Superiors	6.0	2
Family	5.0	2
Group	5.5	17
Self	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.
 I would 100% agree as you are a confident leader.
 She stands tall, prod and accomplished

Where there could be improvement:

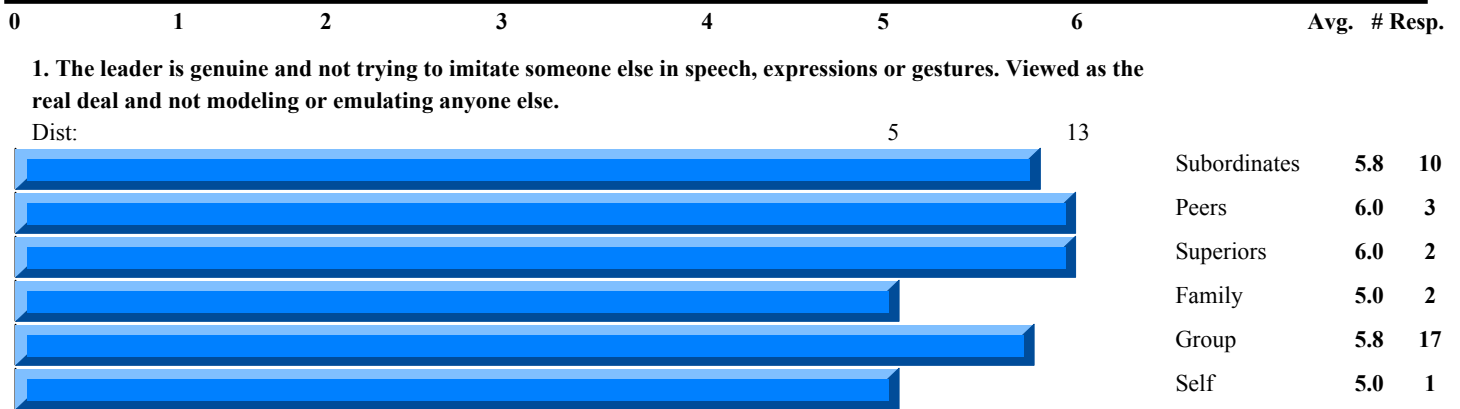
none
 None noted at this time
 ni where

0 1 2 3 4 5 6

Introspective Leader Awareness Assessment

Strengths

Feedback Receiver: COL Joseph A Sample



What we appreciate:

- Col Sample was a breath of fresh air when he took over as our chief compared to the previous 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.
- (Self) I try to be my self ... open and transparent.
- 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 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
- It was apparent a great deal of time was spent reading and learning how the Army operates, both up/down and left/right.
- Always seeking improvement and learning to stay sharp and ahead of the game

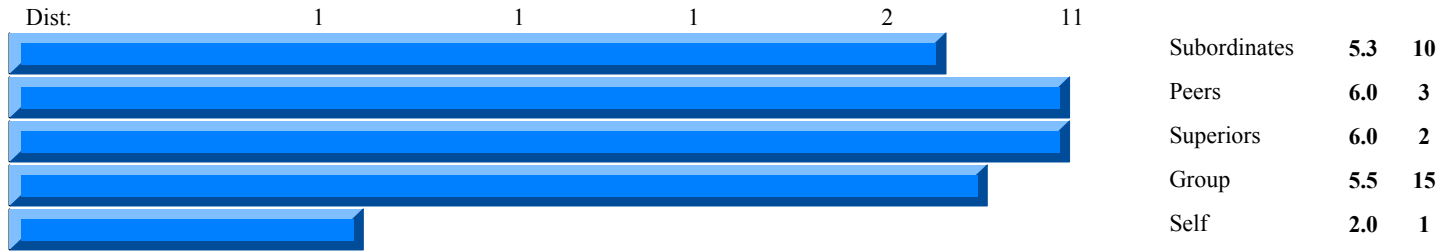
Where there could be improvement:

- None noted at this time
- none
- She is up to par, no need to improve

0 1 2 3 4 5 6

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

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



What we appreciate:

- 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
- Highlights the performance of his subordinates and not himself
- I have few data points to reference from this, but your co-workers say you were the glue up there.
- Always instilled a team effort concept and provided accolades when deemed appropriate.
- Time and again LTC Arndt credits his subordinates for their contributions. He strives to provide
- The support received
- Her praise

Where there could be improvement:

- None note at this time.
- No change required. Your TTPs are clearly working here.
- none
- The data point that I have was when outside coordination to a complex problem was made and the issue had a temporary solution. The note was sent to your desk, confirmed with CAPOC and then sent to the other BNs about the fix it solution without acknowledging where the coordination was made. Seems small but peer recognition goes a long way.
- Nothing to offer, she is very observant

0 1 2 3 4 5 6

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

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



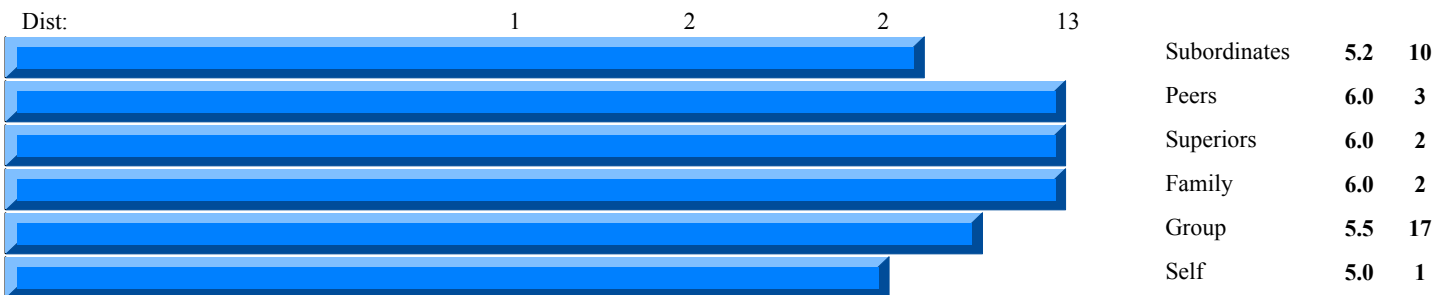
What we appreciate:

- For better or for worse, I would follow LTC White down whatever path he leads us down because he strives to deliver on promises made.
- Great dedication and work ethic.
- dedicated to meeting his obligations
- Commitments were only made after a well researched plan and forecasting.
- Witnessed this on multiple occasions.
- Her devotion, she is clearly empathetic when it comes to supporting her soldiers

Where there could be improvement:

- None noted at this time
- none
- None, I appreciate her consistency

12. The leader demonstrates the courage to challenge others.



What we appreciate:

- LTC White 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.
- Willingness to openly express views creates an environment of trust...and, contributes to collaboration.
- Absolutely - fearless about engaging others to clarify things, raising issues, or speaking truth to power.
- fearless when he feels he is correct and the issue is important
- All mentioned before is the same.
- Challenge it what made her the great leader she has become, she clearly wants to share the wealth of her knowledge

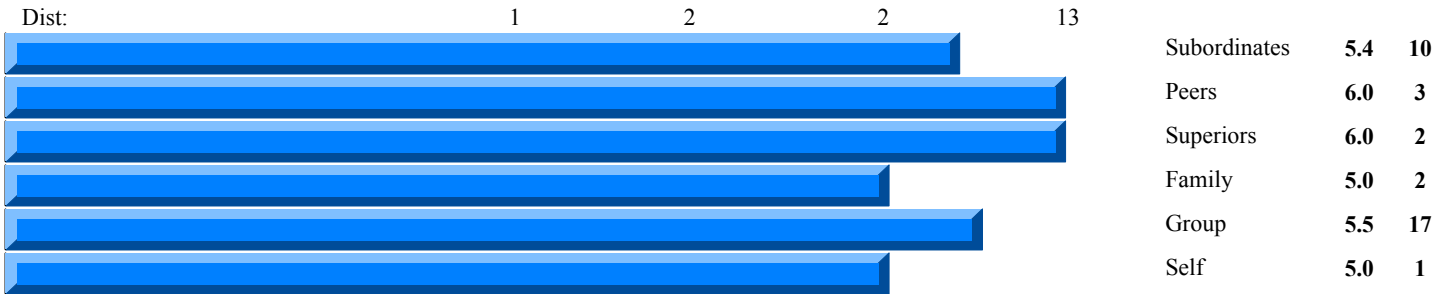
Where there could be improvement:

- 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
- none
- Nowhere

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.



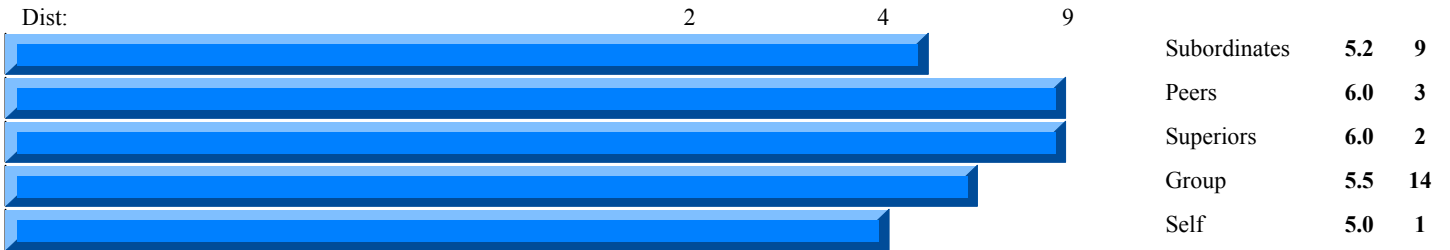
What we appreciate:

- 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
- I would 100% agree as you are a confident leader.
- She stands tall, prod and accomplished

Where there could be improvement:

- None noted at this time
- none
- ni where

13. The leader is frequently visible throughout the workplace.



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
- Not enough data for this. I do know that many a late nights and DONSA's were worked, if only for a few hours.
- Always accessible and easy to find
- She appears when it counts and not so much as to appear as if she is micro-managing

Where there could be improvement:

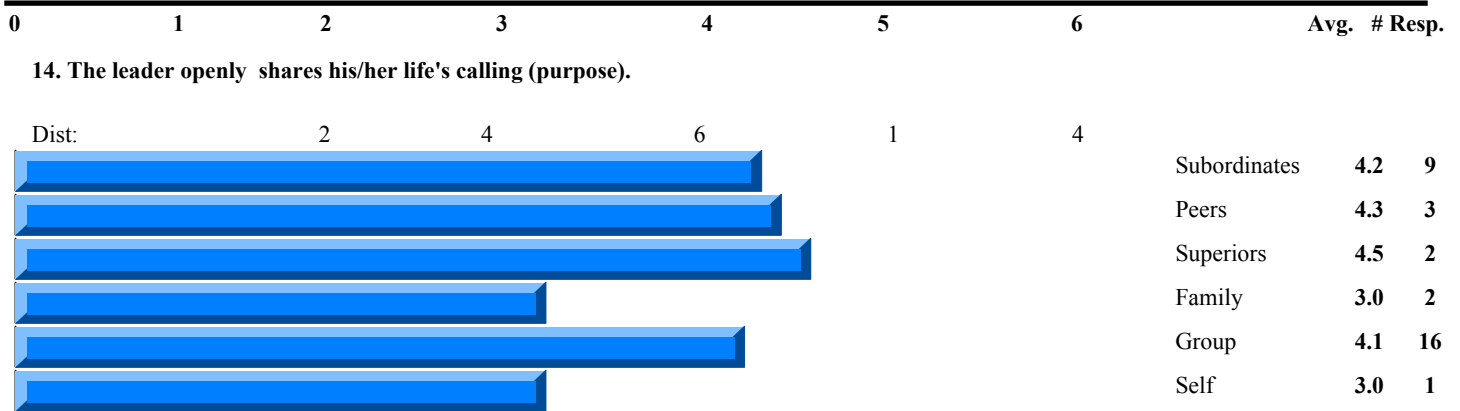
- None noted at this time
- none
- nowhere

0 1 2 3 4 5 6

Introspective Leader Awareness Assessment

Developmental Areas

Feedback Receiver: COL Joseph A Sample



What we appreciate:

- I understand that LTC white 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
- Not enough data for this.
- I'm not looking for a leader to discuss his more personal purpose, or life's calling.
- Yes, she is a soldier first and stands proud

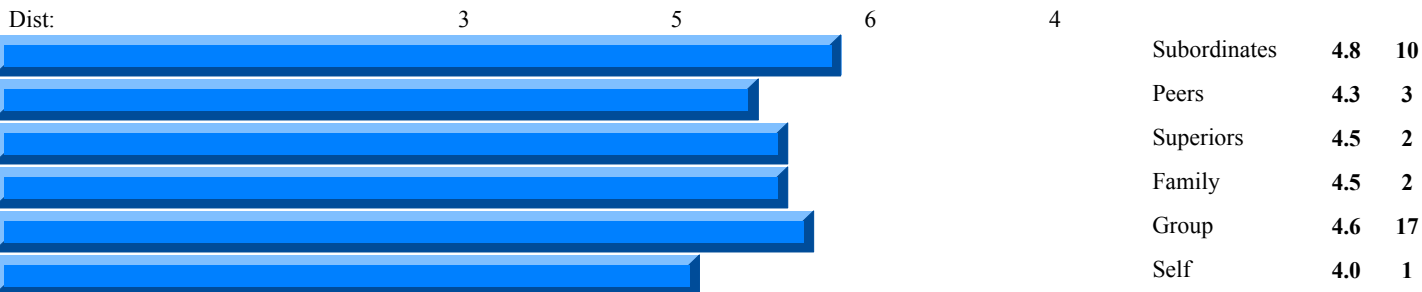
Where there could be improvement:

- LTC White 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
- It is unknown
- No improvement, she is a proud soldier



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.



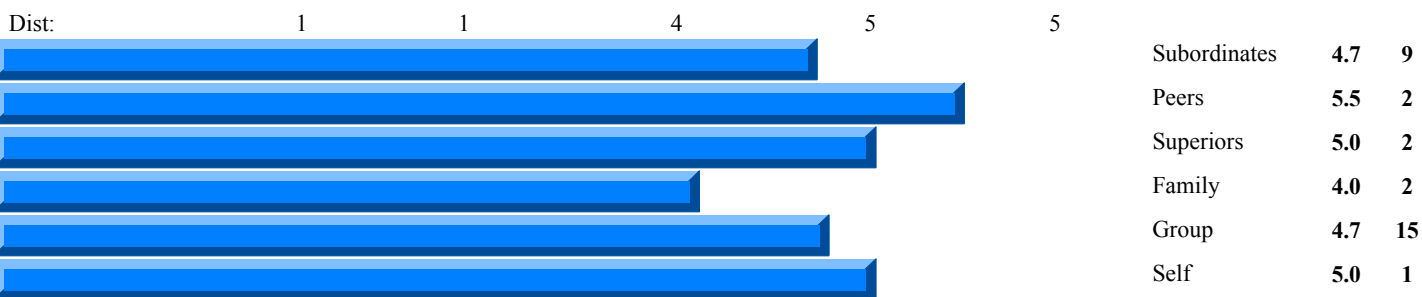
What we appreciate:

- To date, no one counseled about my future options in this command, but LTC White 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
- Not enough data for this.
- She is about growth and wants to share her history in hopes to motivate junior soldiers

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
- NO improvements recommended

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



What we appreciate:

- LTC White 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
- Unquestionable professional posture towards all ranks.
- Her conviction to the mission

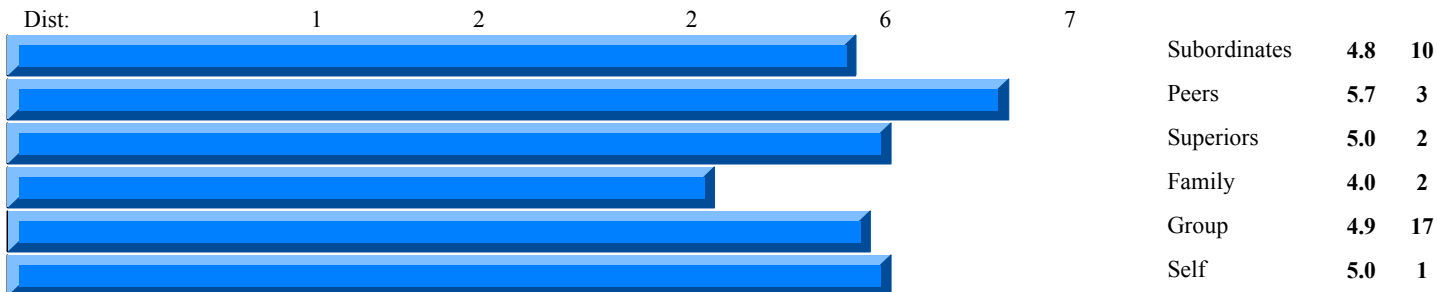
Where there could be improvement:

- I've not personally observed this.
- None note at this time
- none
- Small talk isn't a trait I'd pin you with. It's very mission focused. Pro and Con.
- Personal values and army values are unknown
- None she stays on target

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; Marcus leads through shared understanding.
- Very good teacher - guides others to success.
- Transparent about all actions
- Good communication skills
- You've done the analysis and understand the intricacies in decision making that will impact the end user; you could properly frame the problem and address it.
- With his position, he didn't owe anyone an answer on all things, however, did his best to ensure all staff members we aware the reasons for decisions made.
- Without a doubt.
- She clearly communicates her intent to complete the mission

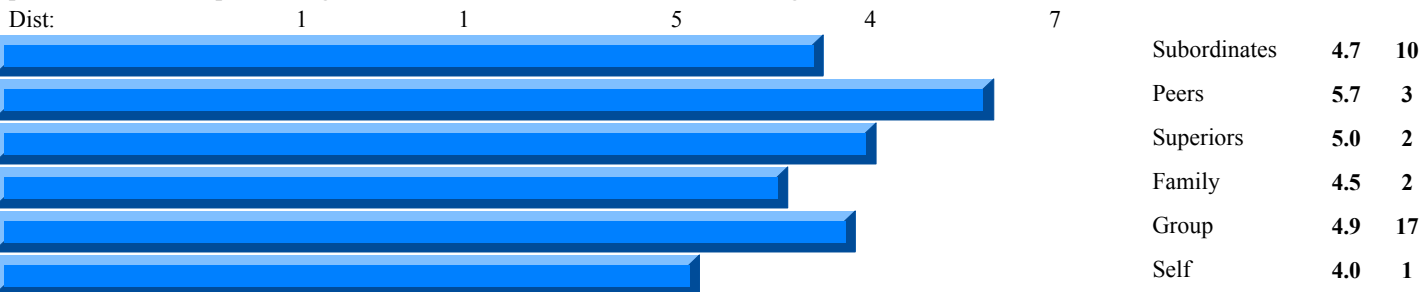
Where there could be improvement:

- 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
- Nothing to offer

0 1 2 3 4 5 6

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

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".



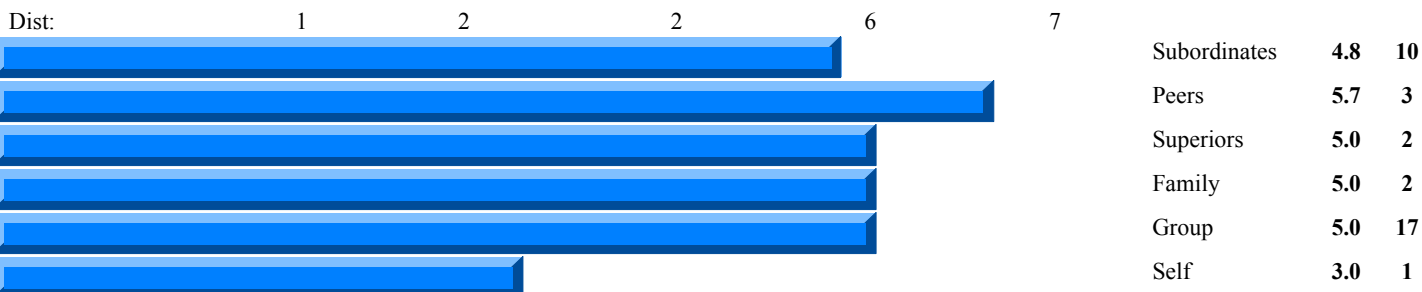
What we appreciate:

- encourages feedback
- Willing to listen to outside opinions and engage with the Soldier. Data set not great enough to understand if you 'shoot the messenger'.
- Again, Very approachable.
- She is very flexible and clearly registers all recommendations to prevent that "shoot the messenger" moment

Where there could be improvement:

- None noted at this time
- receptive to negative feedback mostly from only those he respects and has confidence in
- Has not asked individuals who have been around for a while to give information or advise
- She has willingly accepted improvement, no opinions to offer

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



What we appreciate:

- LTC White demonstrates a good work life balance for his staff to emulate.
- Often seen at community events supporting his family.
- Yes, demonstrates balance with his family.
- Is an example of being highly effective, yet highly efficient, which helps him clearly demonstrate life balance.
- works to achieve balance
- Encourages MRT training
- Her love of faith and family, both home and military.

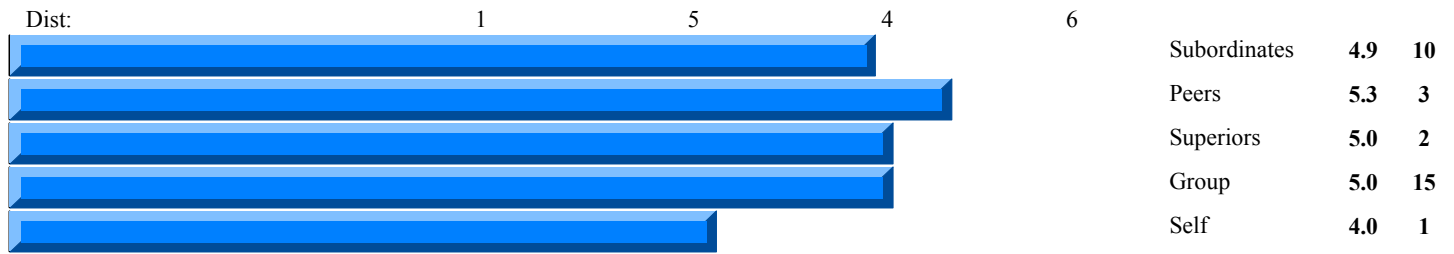
Where there could be improvement:

- None noted at this time
- like most of us, he needs to continue to strive for better balance
- I would question this based on the number of hours that appeared to be worked. The Army will eventually fire us all and all that remains is the family that followed us on this journey.
- May need some help in learning how to balance self
- Nowhere

0 1 2 3 4 5 6

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

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



What we appreciate:

- I'd say very self-aware.
- self aware in most cases
- I have no idea if this is the case. I assume all people have a general feeling of where they stand based on both verbal and non-verbal ques.
- I think he is aware that others respect him, but may not be aware of the fullest extent of that respect.
- She has a tough exterior

Where there could be improvement:

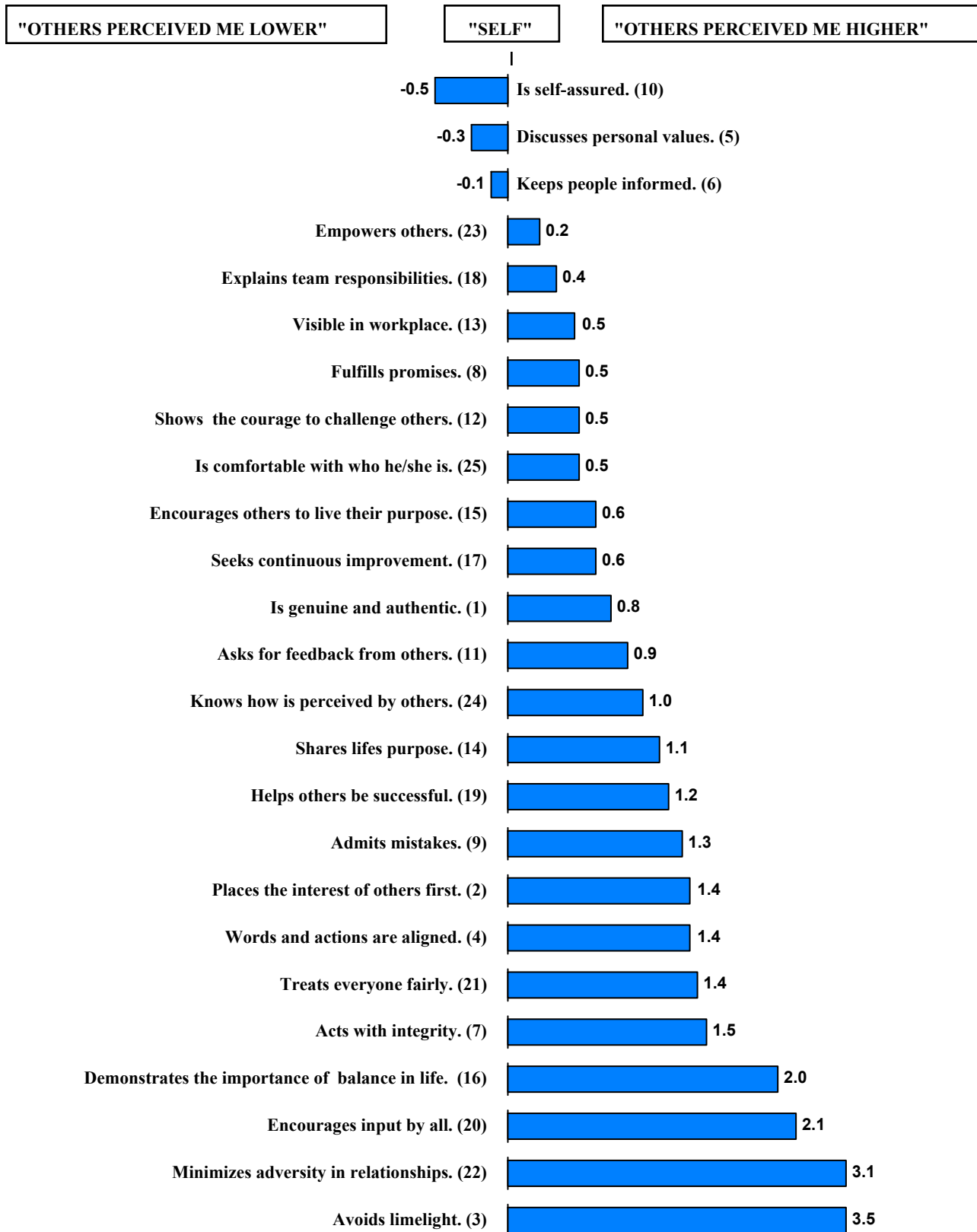
- Not certain he is 'knowledgeable' about others perceptions. Refer back to comments regarding 'informing new audiences' of his style.
- None noted at this time
- sometimes considered mechanistic or strong headed by those seniors, peers and subordinates that are outside of his immediate circle of trust
- No knowledge
- No where

0 1 2 3 4 5 6

Introspective Leader Awareness Assessment

Blind Spots

Feedback Receiver: COL Joseph A Sample



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



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