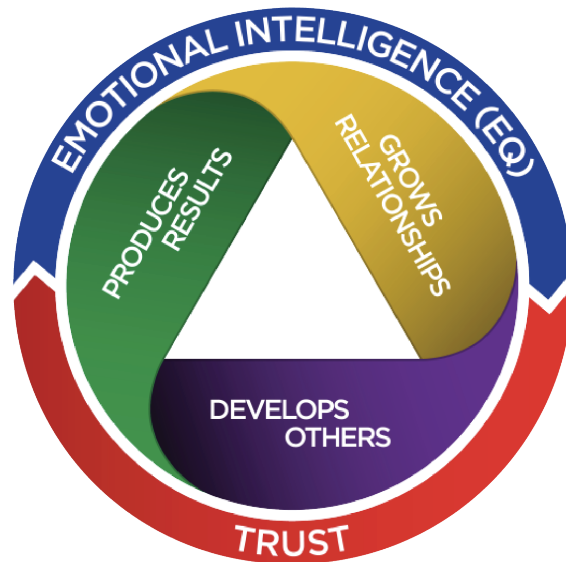




RightPath LQ 360° Report for Richard Results



A leadership development resource designed to grow your
Five Dimensional Leadership

INTRODUCTION

Congratulations on completing the RightPath LQ 360° assessment!

This report is designed to provide valuable feedback that can have a positive impact on your leadership development, personal growth and your journey to become a 5-Dimensional Leader. This unique LQ 360° includes objective data related to how others are experiencing your leadership in **five key areas of leadership behavior**. In addition to measuring **Results**, **Relationship**, **EQ -Emotional Intelligence**, and **Trust**; this 360 measures your LQ (Leadership Intelligence). It provides both metrics and written feedback about how you lead and **Develop Others**.



The RightPath Resources LQ 360 report provides unique and personal feedback.

Reviewing Your Report

Read all the headers carefully. The information below and in the headers for each section will help you gain the maximum from your report. We encourage you to study it carefully from beginning to end without skipping over the explanations.

Be open to feedback. Your attitude toward the information in the report is crucial to how you receive and use it. You will have some elements of very positive feedback; consider how you can continue to build on these strengths. Also, you will likely have some constructive feedback in your report.

Remember, constructive feedback always stings. Our egos tend to be sensitive and even the slightest criticism can hurt. Expect the sting and remember it's normal. Avoid being defensive by recognizing there are no perfect leaders. However, great leaders are the ones who are secure enough to be open to feedback and willing to accept and use it for self-improvement.

Consider both the positive feedback and the constructive feedback in balance. Then move ahead to the productive response of valuing these insights as helpful to your development process.

Report Format

Section 1:

- Category Scores provide a summary of your feedback in the areas of **Results**, **Relationship**, **EQ (Emotional Intelligence - Self and Others)**, **Trust** and **Develops Others**.

Section 2:

- Written Comments provided by your raters are listed in unedited form.

Section 3:

- Reflection and Analysis offers help as you evaluate your feedback.

Appendix:

- Leadership Attributes Summary at the end of the report lists all items ranked from highest to lowest based on Overall Average score.

Raters Summary

Note: 20 of 20 of your selected raters participated in this Leadership 360 for you.

The raters, by category, were as follows:

- 4 of 4 Direct Reports
- 1 of 1 Manager-Direct Line
- 7 of 7 Peer/Associates
- 8 of 8 Others

A total of 14 Not Observed ratings were recorded in this assessment.

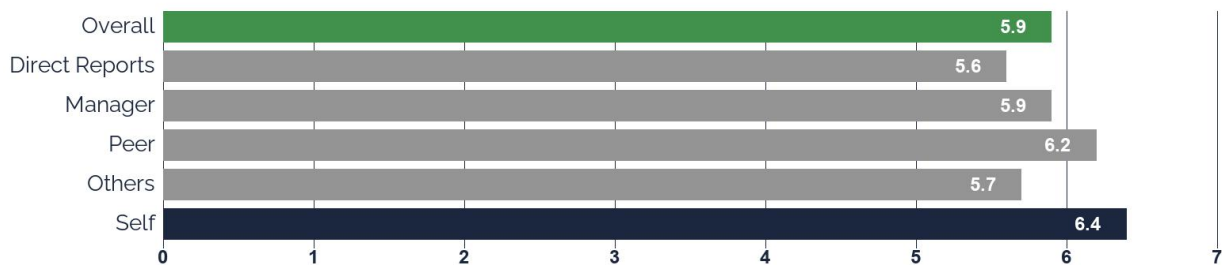
SECTION 1 - CATEGORY RESULTS

RESULTS-ORIENTED BEHAVIORS

Overall Average 5.9

Every organization and therefore every leader must achieve results in order to survive. Results-oriented behaviors include setting the vision, thinking strategically, making decisions and then initiating action to achieve that vision. It is also about the tough side of leadership — setting standards, directing others to achieve results, and then holding people accountable for meeting expected goals.

RESULTS SCORES *



* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings)

The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

RESULTS	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Knowledgeable in career field.	6.7	6.3	7.0	6.7	6.8	7.0
Competitive, wants to be the best.	6.4	6.5	7.0	6.1	6.4	7.0
Demonstrates good business skills.	6.2	6.3	6.0	6.4	6.0	6.0
Takes action, initiates, proactive.	6.2	6.0	6.0	6.6	5.9	7.0
Visionary, has strategic focus.	6.2	6.0	6.0	6.3	6.1	6.0
Sets/enforces high standards.	6.1	6.0	5.0	6.4	5.9	6.0
Decisive.	6.0	5.5	6.0	6.3	5.9	7.0
Innovative problem solver.	6.0	5.8	6.0	6.0	6.0	7.0
Uses objective analysis in planning.	5.9	5.5	5.0	6.1	5.9	6.0
Organized and well prepared.	5.7	5.5	6.0	6.1	5.3	5.0
Prioritizes to meet key objectives.	5.6	5.3	7.0	6.0	5.3	7.0
Clearly communicates expectations.	5.3	4.3	5.0	5.9	5.3	7.0
Defines and sets clear goals.	5.2	4.5	5.0	6.0	4.9	6.0
Holds people accountable for performance.	5.2	4.8	5.0	5.8	5.0	5.0

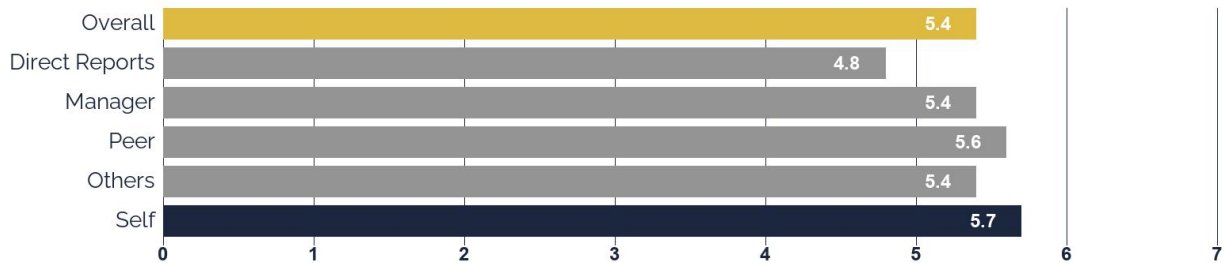
1 - Very Strongly Disagree | 2 - Strongly Disagree | 3 - Disagree | 4 - Neither Agree nor Disagree | 5 - Agree | 6 - Strongly Agree | 7 - Very Strongly Agree

RELATIONSHIP-ORIENTED BEHAVIOR

Overall Average 5.4

Good leaders need good people skills because one of their principle roles is to inspire and motivate others to perform with excellence. The best leaders take a genuine interest in others. Great leaders train, coach, mentor, encourage, and then empower and unleash them to do their work. Your scores in this area reflect your relationship orientation as part of your core leadership attributes.

RELATIONSHIP SCORES *



* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings)

The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

RELATIONSHIP	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Builds strong relationships with internal and external customers.	5.8	5.3	7.0	5.9	5.8	6.0
Approachable.	5.6	5.0	6.0	5.7	5.6	6.0
Builds relationships with peers.	5.6	4.5	5.0	6.1	5.8	6.0
Recognizes and encourages talents in others.	5.6	5.5	6.0	5.9	5.3	5.0
Supportive of others.	5.6	5.3	5.0	5.6	5.8	6.0
Cares about others.	5.6	5.5	5.0	5.4	5.9	6.0
Motivates and inspires others.	5.5	5.0	6.0	5.6	5.5	6.0
Treats people with respect.	5.4	4.5	5.0	5.6	5.8	6.0
Respects peoples' differences.	5.3	4.0	5.0	5.7	5.6	7.0
Gives ongoing feedback.	5.3	5.0	5.0	5.6	5.3	6.0
Helps others adapt to change.	5.2	4.5	5.0	5.7	5.2	5.0
Takes time to coach and develop others.	5.2	4.5	5.0	5.6	5.3	5.0
Good listener, seeks to understand.	4.8	4.0	5.0	5.3	4.8	5.0
Allows people to do their jobs without micromanaging.	4.7	4.5	5.0	5.0	4.5	5.0

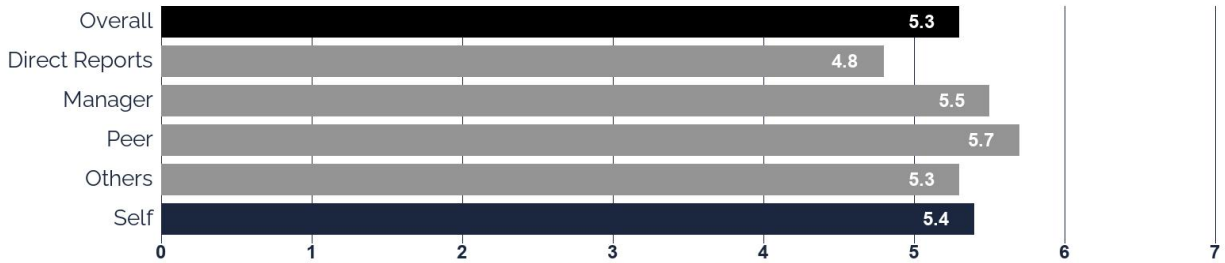
1 = Very Strongly Disagree | 2 = Strongly Disagree | 3 = Disagree | 4 = Neither Agree nor Disagree | 5 = Agree | 6 = Strongly Agree | 7 = Very Strongly Agree

EQ - EMOTIONAL INTELLIGENCE

Overall Average 5.3

Emotional Intelligence (EQ) is a critical component to success in Leadership. As Leaders learn to become more aware about themselves and others, they learn the uniqueness of each relationship and the steps needed for success. When properly equipped, leaders can enhance situational awareness, control the internal dialogue, own the relational interaction, communicate more effectively, manage conflict more successfully, diminish dysfunction, and enhance outcomes.

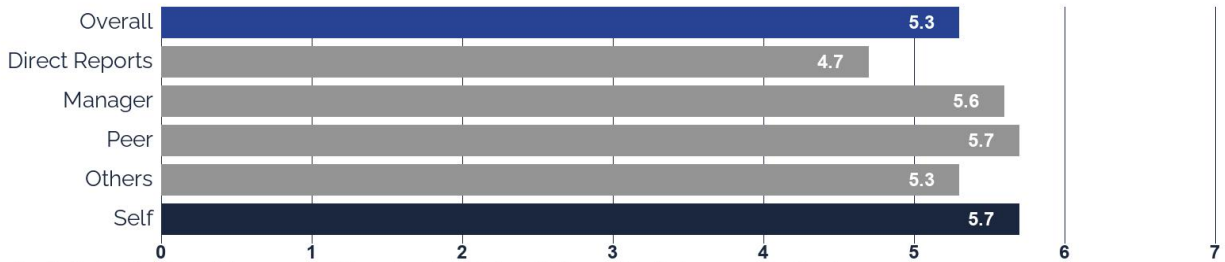
EQ SCORES *



* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings)

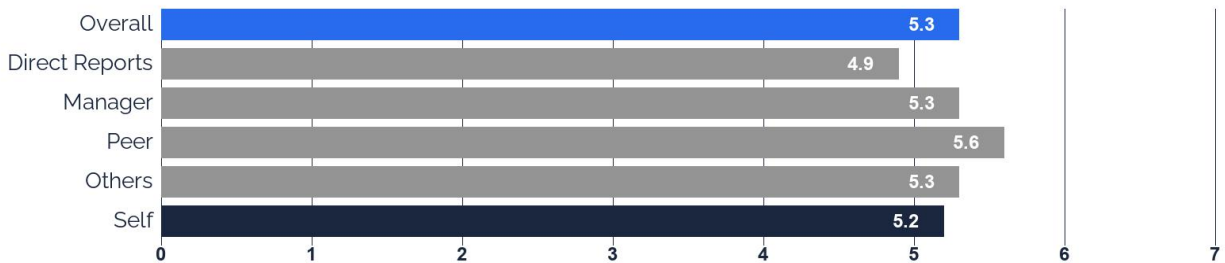
Your scores are further divided into [EQ-Self](#) and [EQ-Others](#) for the items which relate specifically to how you manage your emotions and how you interact with others.

EQ - SELF



* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings)

EQ - OTHERS

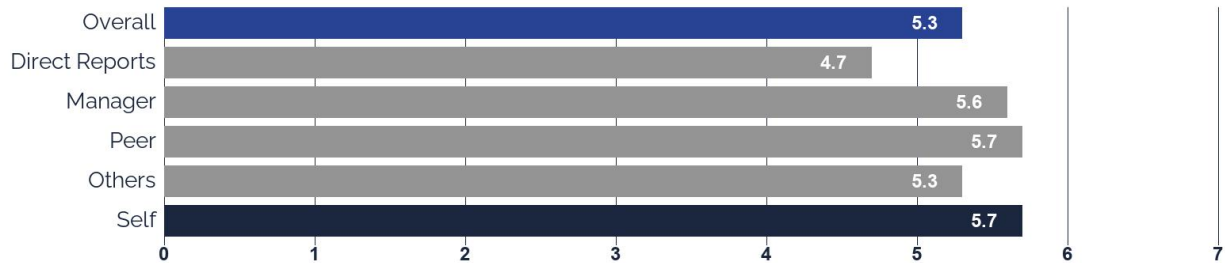


* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings)

EQ - SELF

EQ is about how we manage our emotions in various situations involving self and others. It starts with an awareness of our own emotions and then our ability to manage our responses to those emotions

EQ - SELF SCORES *



* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings)

The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

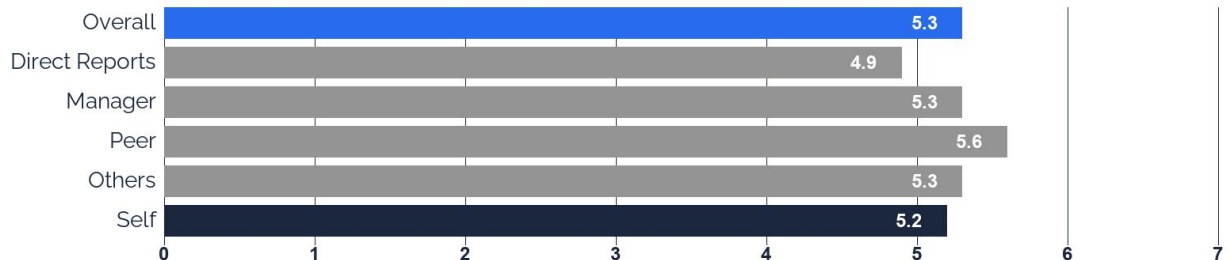
EQ - SELF	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Maintains a positive attitude.	6.0	5.3	6.0	6.4	5.9	6.0
Forgives others when he/she is wronged.	5.5	5.0	6.0	5.8	5.4	5.0
Sets boundaries for self by not getting inappropriately involved in the affairs of others.	5.4	5.0	5.0	5.8	5.3	6.0
Admits when he/she is angry.	5.4	5.3	5.0	5.6	5.4	6.0
Exhibits an ability to learn from his/her mistakes.	5.3	4.8	6.0	5.7	5.1	6.0
Displays a confident but non-threatening nature.	5.3	4.3	6.0	5.7	5.4	5.0
Takes responsibility rather than blaming others when things are not going well.	5.3	5.0	6.0	5.7	5.0	6.0
Listens openly to others' feedback about his/her performance.	5.2	4.8	6.0	5.5	5.1	6.0
Promotes his/her agenda without manipulating others.	5.2	4.5	6.0	5.6	5.0	6.0
Seeks counsel from several sources in order to get other perspectives on his/her creative ideas.	5.1	4.0	5.0	5.3	5.4	5.0
Seeks confirming evidence before making judgments about others.	5.1	4.3	5.0	5.6	5.3	5.0
Allows others to be open about their frustrations without becoming defensive.	5.0	4.0	5.0	5.4	5.0	6.0

1 = Very Strongly Disagree | 2 = Strongly Disagree | 3 = Disagree | 4 = Neither Agree nor Disagree | 5 = Agree | 6 = Strongly Agree | 7 = Very Strongly Agree

EQ - OTHERS

Leaders set the tone in attitude and actions that others will follow. The emotional well-being of your organization is directly, profoundly impacted by your ability to own your Emotions, Lead yourself, and connect well with others. Your EQ will determine your level of Leadership effectiveness.

EQ - OTHERS SCORES *



* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings)

The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

EQ OTHERS	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Celebrates and rewards accomplishments of others in an appropriate manner.	5.6	5.3	5.0	6.0	5.5	5.0
Helps others learn positive lessons from their mistakes.	5.6	4.8	6.0	6.0	5.7	5.0
Trusts others without being naïve.	5.5	5.0	5.0	5.7	5.6	5.0
Treats others who challenge him/her with respect.	5.5	4.5	6.0	5.9	5.6	6.0
Avoids trivializing the feelings of others.	5.5	5.0	6.0	5.9	5.3	5.0
Responds appropriately when others need help.	5.4	4.8	5.0	5.7	5.4	6.0
Sets appropriate boundaries with others by respectfully explaining what is and is not acceptable.	5.4	5.0	5.0	5.6	5.6	5.0
Acknowledges how others feel without immediately trying to change their feelings.	5.3	4.8	5.0	5.7	5.4	5.0
Gives difficult feedback in a way that communicates a genuine concern for the individual.	5.2	5.0	5.0	5.5	5.1	5.0
Pays attention to others' feelings.	5.1	4.8	5.0	5.3	5.0	5.0
Seeks to discover what is important to others.	5.1	5.0	6.0	5.3	4.9	5.0
Recognizes when others are discouraged.	4.7	4.5	5.0	5.0	4.5	5.0

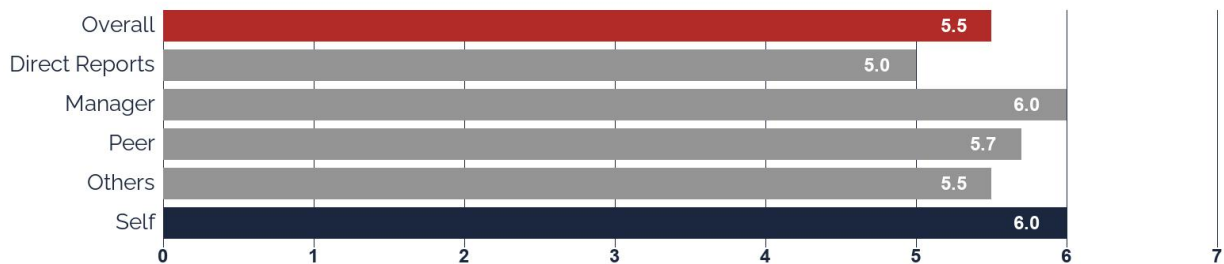
1 = Very Strongly Disagree | 2 = Strongly Disagree | 3 = Disagree | 4 = Neither Agree nor Disagree | 5 = Agree | 6 = Strongly Agree | 7 = Very Strongly Agree

TRUST

Overall Average 5.5

Research on trust indicates that people tend to trust people who are seen as being authentic, real, transparent, humble, fair, and honest. People are always watching to see if a leader's walk matches his or her talk. Items in this block of leadership provide feedback on how an individual is perceived in these areas that are related to trustworthiness and commitment to the group, as well as how the individual is viewed as a role model. Your score in this group provides a reflection of how others view your attitudes and actions toward them individually and the team as a whole.

TRUST SCORES *



* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings)

The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

TRUST	Overall Avg	Direct Reports	Manager	Peer	Others	Self
Authentic, willing to be transparent.	5.9	5.5	6.0	5.9	6.1	7.0
Demonstrates loyalty to the organization.	5.8	5.3	6.0	6.0	5.9	7.0
Demonstrates courage to do the right thing.	5.8	5.5	6.0	6.0	5.9	7.0
Treats others fairly.	5.6	4.8	6.0	5.9	5.8	6.0
Walk matches talk.	5.6	5.5	6.0	5.7	5.5	6.0
A good role model.	5.6	4.8	7.0	5.4	5.9	6.0
Shares knowledge and information.	5.5	4.8	6.0	6.0	5.3	5.0
Keeps his/her word.	5.4	5.0	6.0	5.6	5.3	6.0
Supports team goals over personal agenda.	5.3	4.5	6.0	5.6	5.4	6.0
Willing to trust others.	5.3	4.8	6.0	5.7	5.1	5.0
Demonstrates humility.	5.3	4.8	6.0	5.4	5.3	5.0
Recognizes and acknowledges his/her weaknesses.	5.1	4.8	5.0	5.7	4.7	6.0

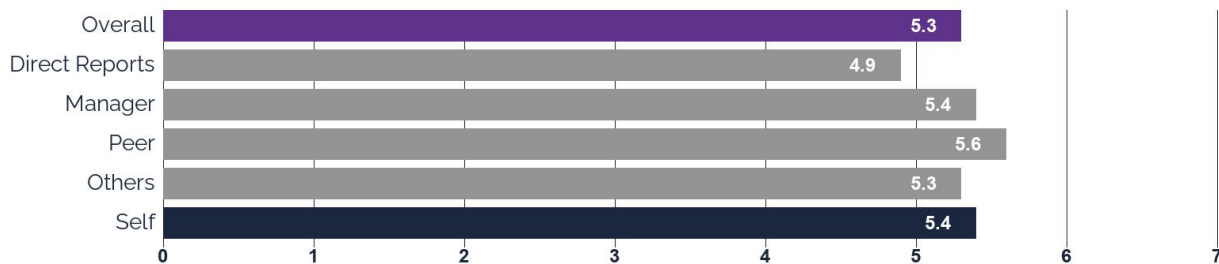
1 = Very Strongly Disagree | 2 = Strongly Disagree | 3 = Disagree | 4 = Neither Agree nor Disagree | 5 = Agree | 6 = Strongly Agree | 7 = Very Strongly Agree

DEVELOPS OTHERS

Overall Average 5.3

Great leaders embrace development for themselves personally and professionally. A true 5-Dimensional Leader also Develops Others. Leaders with strong LQ (Leadership Intelligence) realize that time invested in Developing Others has exponential impact on leading organizational success and employee satisfaction. Using the other measured dimensions (Results, Relationship, EQ, Trust) in concert helps them effectively Develop Others. By taking time to Develop Others, 5-Dimensional Leaders build a strong bench of leaders for the future of their work area and for the organization.

DEVELOPS OTHERS SCORES *



* Top line indicates the Overall Average of all the raters for this item (it does not include your self-ratings)

The table shows each of the items in this category, ranked highest to lowest score based on **Overall Average**.

DEVELOPS OTHERS	Overall Avg	Direct Reports	Manager	Peer	Others	Self	Category
Celebrates and rewards accomplishments of others in an appropriate manner.	5.6	5.3	5.0	6.0	5.5	5.0	EQ-OTHERS
Helps others learn positive lessons from their mistakes.	5.6	4.8	6.0	6.0	5.7	5.0	EQ-OTHERS
Recognizes and encourages talents in others.	5.6	5.5	6.0	5.9	5.3	5.0	Relationship
A good role model.	5.6	4.8	7.0	5.4	5.9	6.0	Trust
Supportive of others.	5.6	5.3	5.0	5.6	5.8	6.0	Relationship
Motivates and inspires others.	5.5	5.0	6.0	5.6	5.5	6.0	Relationship
Responds appropriately when others need help.	5.4	4.8	5.0	5.7	5.4	6.0	EQ-OTHERS
Sets appropriate boundaries with others by respectfully explaining what is and is not acceptable.	5.4	5.0	5.0	5.6	5.6	5.0	EQ-OTHERS
Clearly communicates expectations.	5.3	4.3	5.0	5.9	5.3	7.0	Results
Gives ongoing feedback.	5.3	5.0	5.0	5.6	5.3	6.0	Relationship
Gives difficult feedback in a way that communicates a genuine concern for the individual.	5.2	5.0	5.0	5.5	5.1	5.0	EQ-OTHERS
Holds people accountable for performance.	5.2	4.8	5.0	5.8	5.0	5.0	Results
Helps others adapt to change.	5.2	4.5	5.0	5.7	5.2	5.0	Relationship
Takes time to coach and develop others.	5.2	4.5	5.0	5.6	5.3	5.0	Relationship
Seeks to discover what is important to others.	5.1	5.0	6.0	5.3	4.9	5.0	EQ-OTHERS
Allows people to do their jobs without micromanaging.	4.7	4.5	5.0	5.0	4.5	5.0	Relationship
Recognizes when others are discouraged.	4.7	4.5	5.0	5.0	4.5	5.0	EQ-OTHERS

1 = Very Strongly Disagree | 2 = Strongly Disagree | 3 = Disagree | 4 = Neither Agree nor Disagree | 5 = Agree | 6 = Strongly Agree | 7 = Very Strongly Agree

SECTION 2 - WRITTEN COMMENTS

What are this person's greatest strengths when it comes to relating to and leading others?

- Driven, strong vision, willing to share thought process
- Deep and broad understanding of business and risk issues. Genuinely cares about the company and his team. Provides creative solutions to complex issues
- Incredibly knowledgeable; understanding of the commercial side; great partner! Richard has done a great job immersing himself into his role at the company and is already providing great value to the company. He is never afraid to speak his mind and he does it with great clarity.
- Richard has been really open to feedback and shows a lot of passion and excitement and is truly an expert in his field
- Drive, work ethic, experience, passion, knowledge, communication skills, organization skills, strategic thinking, focus
- Strong subject matter expertise, transparent and willing to share knowledge with others, confident agent of change within the company
- Richard is amazing in his energy and ability to work on a multitude of projects. He is a skilled communicator and is extremely effective in building customer confidence. He will always step forward to help solve a problem or work a deal even though he has little to no bandwidth. His capacity to work is remarkable.
- Richard is very willing to share his insights in a manner that helps others understand and relate to his perspective. He provides his vision and supports his team to ensure they're able to achieve that goal.
- Richard has exceptional knowledge of his subject matter and solid business instincts. He does a good job of explaining conceptually how things will work in a future state and the required steps to get there. He has, and imbues on others, tremendous confidence in what we will achieve together.
- Setting an objective, lays a clear path to achieve it, connecting the right people and being transparent to clients on the process.
- The company desperately needed Richard's skills and experience.

What are this person's greatest struggles when it comes to relating to and leading others?

- Communication style can be short and curt, sometimes making it seem like other opinions or knowledge does not matter.
- Unpacking the obstacles created by legacy systems and processes. Implementing changes too quickly without adequate communication and preparation across the organization
- Richard is going at an incredibly fast pace, which we have asked him to do, yet this often leaves damage along the way
- Struggles with alternative ideas and perspectives from his (although already improving)
- Struggles at times with building two-way relationships, seems to focus primarily on his agenda in a way that does not always welcome the ideas or involvement of other people.
- His team seems to struggle with their development and naturally looking to him as a leader that they aspire to emulate

- The only struggle I've seen was early on when Richard was getting himself established within the company. Not taking time to understand when someone is raising a concern that should be discussed, but instead moving forward with his own agenda.
- Because he has such a clear understanding of what is possible and where we are going, I think Richard may look past the immediate challenges that could present risks in contracting. I think he needs to step back from execution of day-to-day tasks and spend more time thinking about the high level objectives; this, however, is subject to having the resources to do this.
- I have not observed him struggling when relating to others. He's very approachable and leads with empathy.
- The pace is fast at the company and it's hard to keep up. I think the frenetic pace, can at times put Richard on the defensive.
- Richard does have a tendency to talk over others in calls.

What are this person's strengths and struggles in relation to Developing Others?

(Any other comments you wish to make can be put in this section also.)

- Open and notable effort to impart knowledge, desire to grow skill sets of those around him.
- At some point, I would like to see Richard step back and see how/why we do things at the company, instead of just throwing it to the side
- Strengths: Richard is a true "lead by example" leader. He isn't afraid to jump into the mix to make things happen, all while setting the stage for the future. He always shoots for the win with his team but is clear in his expectation that goals remain realistic. Struggles: It's clear that Richard's #1 priority is the blended scorecard and I believe that is showing in how some of his team is being left to their own devices to maintain business as usual.
- Richard has a great understanding of his subject matter and his goals. He's willing to listen to other viewpoints, explain the credit & risk perspective and find ways that we can work to achieve all objectives. He's someone who inspires others to do their best work.
- Richard's greatest strength is he can break down very complicated processes and present it to you in a very easy way. This helps get teams on board to collaborate and bring out the best outcome in short periods of time.

SECTION 3 - REFLECTION and ANALYSIS

Review your Average Score for each category found in Section 1 of the report. Write "highest" beside the highest score and "lowest" beside the lowest.

Results	5.9	_____
Relationship	5.4	_____
EQ (Emotional Intelligence)	5.3	_____
Trust	5.5	_____
Develops Others	5.3	_____

What surprised you about these scores?

What encouraged you about these scores?

Examine your Written Comments (section #2 of this report).

Which comments confirmed the feedback you received from your scores?

Rater List:

Spire, Brian (Manager - Direct Line)
Bider, Randy (Direct Report)
Lenor, Fred (Direct Report)
Ross, Vincent (Direct Report)
Smith, Amanda (Direct Report)
Adams, Kauleen (Peer/Associate)
Alvers, Tony (Peer/Associate)
Campbell, Jimmy (Peer/Associate)

Copper, Jeff (Peer/Associate)
Peters, Jace (Peer/Associate)
Smith, Martha (Peer/Associate)
Zipper, Daniel (Peer/Associate)
Davidson, Jason (Other)
Freeman, Michelle (Other)
Grant, Jenn (Other)
Gally, Jim (Other)

Gorman, Peter (Other)
Rayes, Sue (Other)
Tims, Nick (Other)
Willis, Frank (Other)
Results, Richard (Self)

APPENDIX

Leadership Attributes Summary

Rank	Item	Category	Average
1	Knowledgeable in career field.	Results	6.7
2	Competitive, wants to be the best.	Results	6.4
3	Demonstrates good business skills.	Results	6.2
4	Takes action, initiates, proactive.	Results	6.2
5	Visionary, has strategic focus.	Results	6.2
6	Sets/enforces high standards.	Results	6.1
7	Decisive.	Results	6.0
8	Innovative problem solver.	Results	6.0
9	Maintains a positive attitude.	EQ-SELF	6.0
10	Uses objective analysis in planning.	Results	5.9
11	Authentic, willing to be transparent.	Trust	5.9
12	Demonstrates loyalty to the organization.	Trust	5.8
13	Demonstrates courage to do the right thing.	Trust	5.8
14	Builds strong relationships with internal and external customers.	Relationship	5.8
15	Organized and well prepared.	Results	5.7
16	Treats others fairly.	Trust	5.6
17	Celebrates and rewards accomplishments of others in an appropriate manner.*	EQ-OTHERS	5.6
18	Helps others learn positive lessons from their mistakes.*	EQ-OTHERS	5.6
19	Walk matches talk.	Trust	5.6
20	Approachable.	Relationship	5.6
21	Builds relationships with peers.	Relationship	5.6
22	Recognizes and encourages talents in others.*	Relationship	5.6
23	A good role model.*	Trust	5.6
24	Prioritizes to meet key objectives.	Results	5.6
25	Supportive of others.*	Relationship	5.6
26	Cares about others.	Relationship	5.6
27	Shares knowledge and information.	Trust	5.5
28	Motivates and inspires others.*	Relationship	5.5
29	Trusts others without being naïve.	EQ-OTHERS	5.5
30	Treats others who challenge him/her with respect.	EQ-OTHERS	5.5
31	Avoids trivializing the feelings of others.	EQ-OTHERS	5.5
32	Forgives others when he/she is wronged.	EQ-SELF	5.5

*Items from LQ - Develops Others section

Leadership Attributes Summary (continued)

Rank	Item	Category	Average
33	Sets boundaries for self by not getting inappropriately involved in the affairs of others.	EQ-SELF	5.4
34	Admits when he/she is angry.	EQ-SELF	5.4
35	Responds appropriately when others need help.*	EQ-OTHERS	5.4
36	Sets appropriate boundaries with others by respectfully explaining what is and is not acceptable.*	EQ-OTHERS	5.4
37	Treats people with respect.	Relationship	5.4
38	Keeps his/her word.	Trust	5.4
39	Exhibits an ability to learn from his/her mistakes.	EQ-SELF	5.3
40	Supports team goals over personal agenda.	Trust	5.3
41	Willing to trust others.	Trust	5.3
42	Demonstrates humility.	Trust	5.3
43	Respects peoples' differences.	Relationship	5.3
44	Clearly communicates expectations.*	Results	5.3
45	Acknowledges how others feel without immediately trying to change their feelings.	EQ-OTHERS	5.3
46	Gives ongoing feedback.*	Relationship	5.3
47	Displays a confident but non-threatening nature.	EQ-SELF	5.3
48	Takes responsibility rather than blaming others when things are not going well.	EQ-SELF	5.3
49	Listens openly to others' feedback about his/her performance.	EQ-SELF	5.2
50	Gives difficult feedback in a way that communicates a genuine concern for the individual.*	EQ-OTHERS	5.2
51	Promotes his/her agenda without manipulating others.	EQ-SELF	5.2
52	Defines and sets clear goals.	Results	5.2
53	Holds people accountable for performance.*	Results	5.2
54	Helps others adapt to change.*	Relationship	5.2
55	Takes time to coach and develop others.*	Relationship	5.2
56	Recognizes and acknowledges his/her weaknesses.	Trust	5.1
57	Pays attention to others' feelings.	EQ-OTHERS	5.1
58	Seeks to discover what is important to others.*	EQ-OTHERS	5.1
59	Seeks counsel from several sources in order to get other perspectives on his/her creative ideas.	EQ-SELF	5.1
60	Seeks confirming evidence before making judgments about others.	EQ-SELF	5.1
61	Allows others to be open about their frustrations without becoming defensive.	EQ-SELF	5.0
62	Good listener, seeks to understand.	Relationship	4.8
63	Allows people to do their jobs without micromanaging.*	Relationship	4.7
64	Recognizes when others are discouraged.*	EQ-OTHERS	4.7

*Items from LQ - Develops Others section