



INSIGHT DEVELOPMENT REPORT

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Learn. Grow. Thrive.

Pixel Leadership Group, LLC helps organizations to harness the power of their people leaders as the most important drivers of organizational culture and employee retention. Our organization development psychologists, leadership experts, and data scientists bridge the gap between science and service. We use a systemic and empirically driven approach to advise organizations on how to best achieve their goals through targeted assessment, culture change facilitation, leadership coaching.

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SECTION I: INTRODUCTION

Self-awareness is critical for leadership success. Understanding how you impact others and what they see as your strengths and opportunities for improvement allows you to increase your insight and concentrate on the most impactful development actions. The Pixel Perspectives+ 360 Insight Development Report provides you targeted feedback about your leadership practices in two key areas:

1. **EMPOWERING LEADERSHIP PRACTICES:** First, you and your raters were asked to provide input on your empowering leadership practices. This is a set of 10 items focused on universally important empowering leadership actions that are connected to increased success as a leader.
2. **TEAM LEADERSHIP PRACTICES:** Next, because team leadership is crucial to scale your impact and to build a high performing team, this tool provides insights about how you are doing across 10 key team leadership practices that we know create the environment for exceptional teams.

This report presents the quantitative feedback you received from your various rater groups in relation to your own scores. In total this assessment includes 20 quantitative items (10 Empowering Leadership Practices and 10 Team Leadership Practices), each rated on the same 7-point scale indicating your current skill level.

In addition, written feedback is presented to provide a richer picture of your strengths and key developmental opportunities. The instrument asked raters to provide specific actions you can take to improve. This will give you guidance as you create a development plan.

This report is meant to give you behaviorally based, actionable feedback, which will enable you to gain insights into, and reflect on, your leadership behavior in order to assist in the creation of a focused, personalized leadership development plan. Engaging in intentional, planful efforts to expand your leadership repertoire and deepen your skillset will accelerate your growth and effectiveness as a leader.

EMPOWERING LEADERSHIP PRACTICES

This portion of the instrument is designed to provide feedback about how you are performing across 10 universally important factors central to the effectiveness of a leader in any role and any industry (listed below). Leaders who focus their energy and time on two core areas - managing People and Priorities – are able to scale their impact and deliver exceptional results through others. The assessment included 10 items, 5 People and 5 Priorities items.

- **MANAGING PEOPLE** encompasses a variety of skills and activities that build trust, connection, influence, and foster engagement and motivation for others to feel empowered and achieve shared goals.
- **MANAGING PRIORITIES** involves communicating the big picture, setting a clear direction, mapping execution, ensuring that work is aligned with top priorities, and balancing resources to remain focused on impact.

PIXEL'S EMPOWERING LEADERSHIP PRACTICES MODEL



PEOPLE

1. Builds strong relationships
2. Develops talent
3. Listens attentively
4. Encourages collaboration
5. Champions inclusivity

PRIORITIES

1. Sets the direction
2. Provides clear expectations
3. Aligns goals
4. Delivers quality results
5. Cultivates innovation

TEAM LEADERSHIP PRACTICES

A team's leader plays a critical role in creating the team's culture and setting a team up for success. High functioning, innovative teams have three basic components, which have been described by Garvin, Edmondson, and Gino (2008) and are all incorporated into the PIXEL TEAM10+ MODEL of team dynamics.

These include:

1. **PEOPLE:** A supportive, psychologically safe work environment
2. **PROCESS:** Consistent team practices and behaviors to do the work
3. **LEADER:** A team leader who supports the first two building blocks

Pixel Leadership Group's TEAM10+ MODEL (below) represents the culmination of extensive research into team effectiveness and the factors that distinguish poor performing and average teams from exceptional teams. The science of teams clearly supports the importance of focusing on both the PEOPLE and the PROCESS aspects of how a team functions. The two sides support each other and represent interdependent elements. Within these two aspects of team dynamics, we have identified 10 Key Drivers of team success. These ten drivers, 5 PEOPLE and 5 PROCESS, keep teams performing at optimal levels and able to pursue their identified goals. Starting from the bottom of the model and moving up, each Key Driver provides a groundwork for the Key Driver above it.



The Team Leader's Role in Creating Team Dynamics

The team's leader can create or deteriorate these components through their leadership behaviors and the culture they create. The leader of an exceptional team models desired behaviors and sets the tone for civil interactions among team members. They express appreciation and highlight the importance of team members' unique strengths, motivators, and backgrounds in order to leverage diverse perspectives. The leader encourages divergent opinions, ideas, and perspectives as a way to foster creative and innovative ideas and to surface concerns. The team leader creates psychological safety by establishing a strong foundation of trust and transparency in interactions, ensuring that all team members feel safe to speak up if they see mistakes or to take risks in order to improve the team's outcomes. The leader helps team members to voice differences of opinion, engage in healthy debate, and face disagreements in order to come to a resolution. Finally, through the team leader's own actions of servant leadership they create a climate within the group that values service to others and puts the team's goals ahead of individual gain.

The team leader provides a clear vision, direction, and goals for the team, and frequently ensures the team sees how its daily work contributes to the bigger picture. The leader ensures all team members have clarity about what their roles and responsibilities are, and they understand their teammates' roles and responsibilities as well. They encourage and support the unit to work together to achieve the team's mission. These team members understand that structure, consistency, and clarity of work processes and systems ensures the team can work together efficiently and reduces wasted time and effort. The team leader establishes effective meetings and methods for communication and sharing information. The team leader sets the bar high and pushes the team to excel while regularly paying attention to and rewarding exceptional results.

SECTION II: ORIENTATION TO YOUR REPORT

This section provides an orientation to the assessment, the rating scale, an explanation of rater groups, your invited raters, the report structure, and key terms to facilitate your understanding of the results.

REPORT OVERVIEW

This report is comprised of eight sections: I) Introduction, II) Orientation to Your Report, III) High Level Snapshot, IV) Empowering Leadership Practices, V) Team Leadership Practices, VI) Role Alignment Ratings, VII) Staff Thriving Index, and VIII) Qualitative Feedback. The results presented in this report were compiled from the data collected through an online tool. You (i.e., Self) and those individuals who you invited to complete the tool (i.e., Raters) were asked to provide ratings on 20 behaviorally based items, which make up Pixel's Empowering Leadership Practices and Team Leadership Practices. In addition, individuals were asked to respond to Open-Ended Comments on your strengths to leverage, areas to improve, and additional comments to support their development as a leader.

DEFINITIONS AND TERMS

Item: The items are the individual questions you and your respondents used to provide ratings of your leadership behaviors. Scores for each item are presented.

Rater: Scores are presented by rater group. Rater group types include: Supervisor, Stakeholders, Staff, and Self.

Scores: Scores represent averages for the rater group on the item or items of which a subscale is comprised. When "Not Enough Information to Rate/Not Applicable" was selected, it is not included in the score calculation. To preserve anonymity, when either the Staff or Stakeholder group received less than 3 responses, that group's data will not be presented as a separate group. Any responses received from that rater group will still be included in the Average Score.

N: For each score you receive, you will see "N" with a number. This is the number of raters from that group.

Average: The Average Score is the mean, or average, of all raters' scores on that item or subscale. This score does not include the Self ratings.

RATING SCALE

The online assessment tool presents individuals with the rating scale below for each of the 20 items. The numeric values throughout this report represent and correspond to this rating scale. Items are worded in the direction that a high score can be interpreted as raters see your skill in that area as exceptional. Therefore, a score of 7.0 (i.e., the highest score possible) would represent that your raters perceive your skill to be at the 95th percentile or that you are more skilled than 95% of other leaders in area. Whereas a score of 1.0 (the lowest score possible) suggests the raters believe you need significant improvement in that area. Please keep in mind that a 4.0 was aligned with “Competent” on the rating scale, suggesting any score at or above a 4.0 suggests that your raters see you as competent in that area. It is important to note: the patterns of insights you will find within this report are unique to you, the role you are in, your relationships with those you invited to complete the tool, and the organizational context in which you work; all results must be interpreted using the nuances of your situation. In order to fully understand and interpret this report, you should participate in a one-on-one debrief session with a qualified professional with expertise using this tool.

Rating Scale

- 7 = Exceptional Strength
- 6 = Strength
- 5 = Slight Strength
- 4 = Competent
- 3 = Slight Improvement Needed
- 2 = Improvement Needed
- 1 = Significant Improvement Needed
- * = Not Enough Information to Rate

INVITED RATERS

This report displays your self-ratings (Self) compared to the ratings of your other respondent groups (i.e., Supervisor, Stakeholders, and Staff). The table below lists the names and relationships of all the individuals who you invited to provide insights through the online tool. Please note, this list is the complete list of invitees; some individuals on this list might not have completed the insight tool.

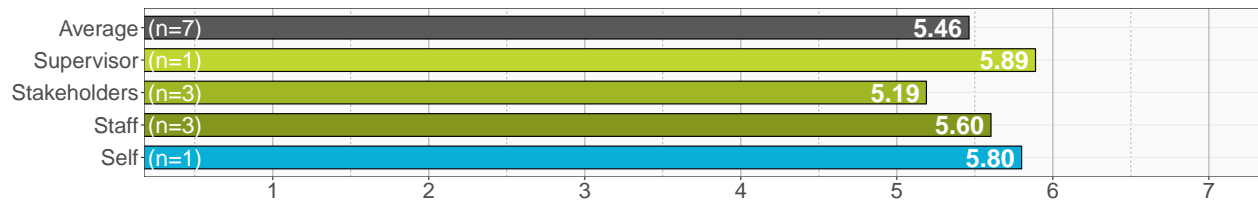
ALL INVITED RATERS

Rater Group	Rater Name
Supervisor	Jennifer Lopez
Staff	Jack Black
Staff	Morgan Freeman
Staff	Angelina Jolie
Stakeholder	Denzel Washington
Stakeholder	Johnny Depp
Stakeholder	Talithia Smith
Stakeholder	Sandra Bullock
Stakeholder	Tom Hanks

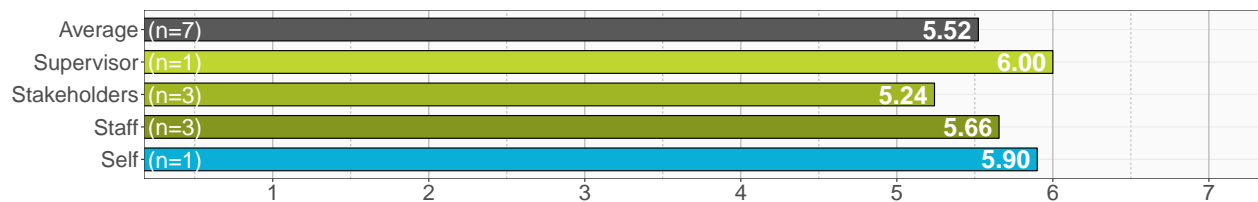
SECTION III: HIGH-LEVEL SNAPSHOT

This section presents a snapshot of your scores at the highest level. On this page, you will find your Leadership Excellence Index is the combination of all 20 items that comprise the Empowering Leadership Practices and Team Leadership Practices scales. Below that your Empowering Leadership Practices Index scores are presented, which is an average of all 10 items of the Empowering Leadership Practices scale. Finally, your Team Leadership Practices Index is presented, which is an average of all 10 items of the Team Leadership Practices scale.

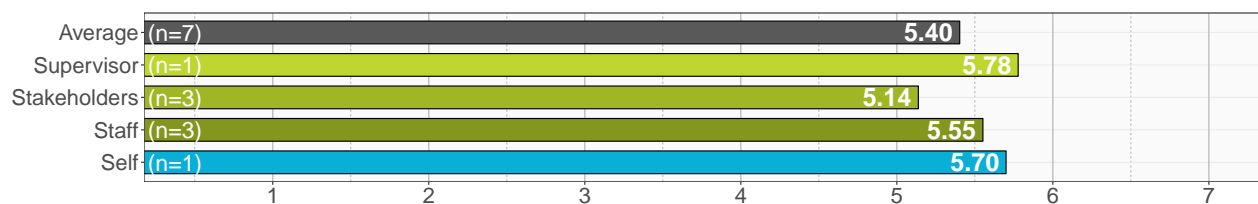
LEADERSHIP EXCELLENCE INDEX



EMPOWERING LEADERSHIP PRACTICES INDEX

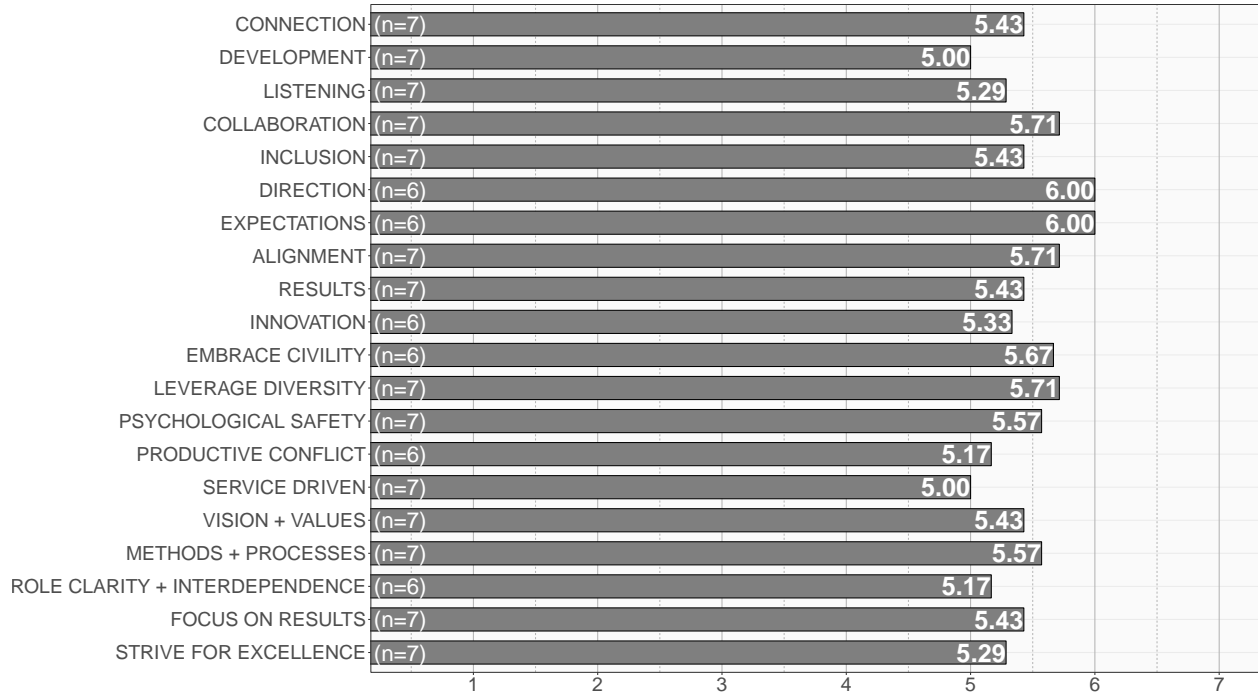


TEAM LEADERSHIP PRACTICES INDEX



OVERVIEW: AVERAGE SCORES FOR ALL ITEMS

This chart presents the average of all your raters' scores for all 20 quantitative items in this assessment. The averages presented below do not include your Self scores. This overview allows you to compare across all the items to identify your relative strengths and areas for improvement.

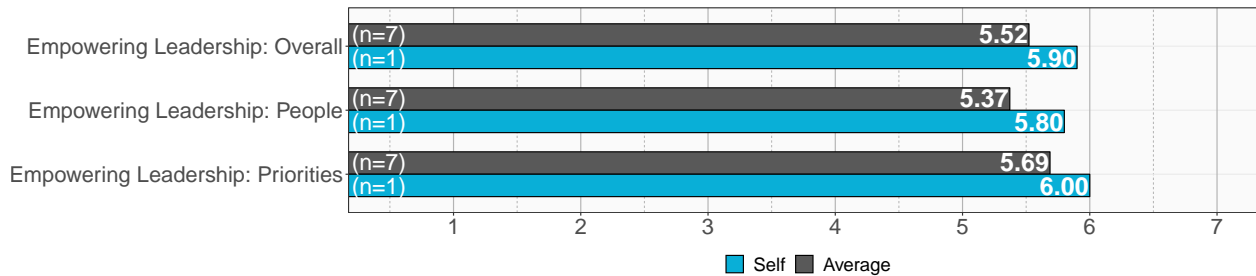


SECTION IV: EMPOWERING LEADERSHIP PRACTICES

This section includes a comparison of your People vs. Priorities scores your Empowering Leadership Practices scale, as well as your item-by-item feedback.

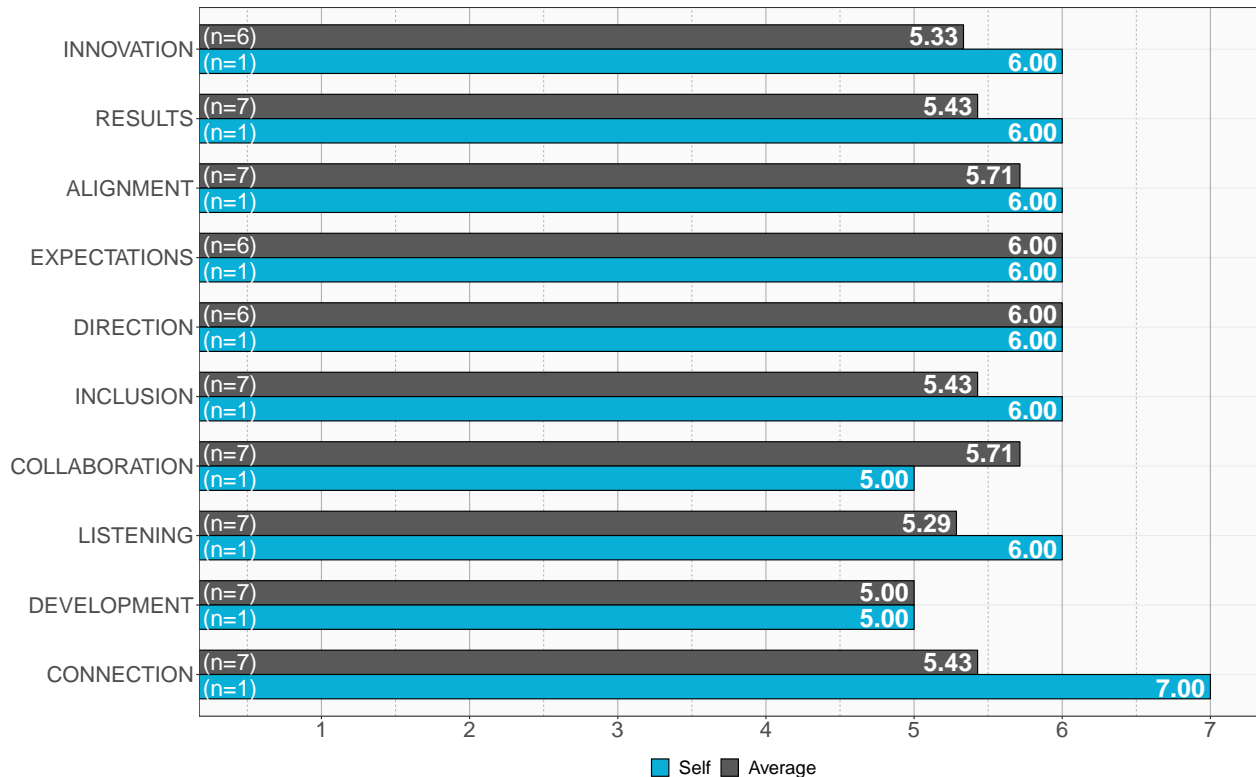
EMPOWERING LEADERSHIP PRACTICES – PEOPLE AND PRIORITIES

This chart presents Self (BLUE) vs. the Average of your raters' scores (GRAY). The Overall score averages all 10 items, the People and Priorities scores each average the 5 items that correspond to that portion of the model.



EMPOWERING LEADERSHIP PRACTICES – ALL ITEMS

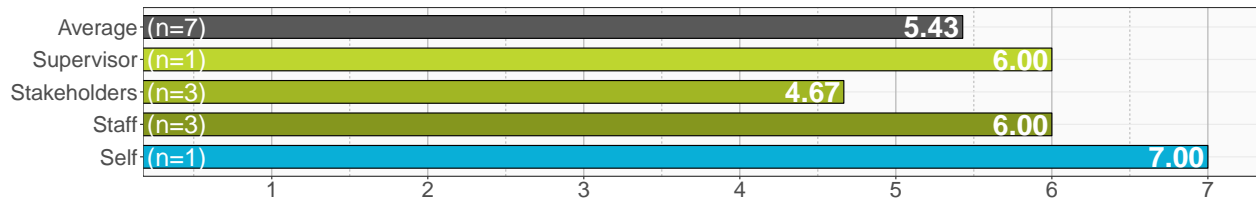
This chart presents Self (BLUE) vs. the Average of your raters' scores (GRAY) for all 10 Empowering Leadership Practices Items to give you an item-by-item comparison.



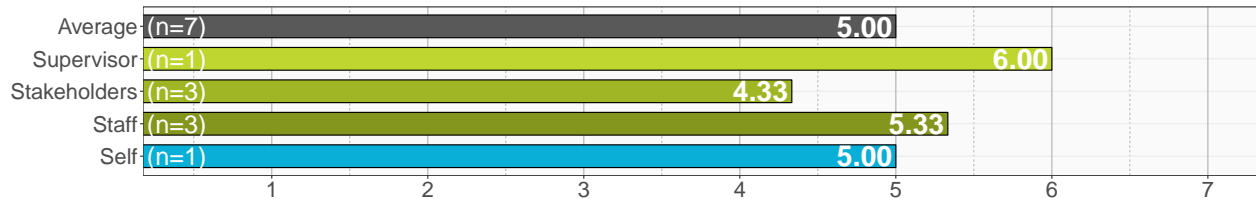
EMPOWERING LEADERSHIP PRACTICES: PEOPLE

Below your rater groups' and your scores for all 5 People Items of the Empowering Leadership Practices scale are presented. The actual text for each item is included above each chart.

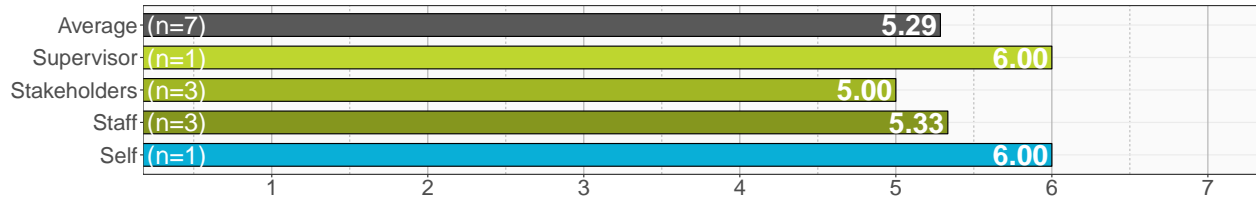
CONNECTION Builds and maintains strong relationships.



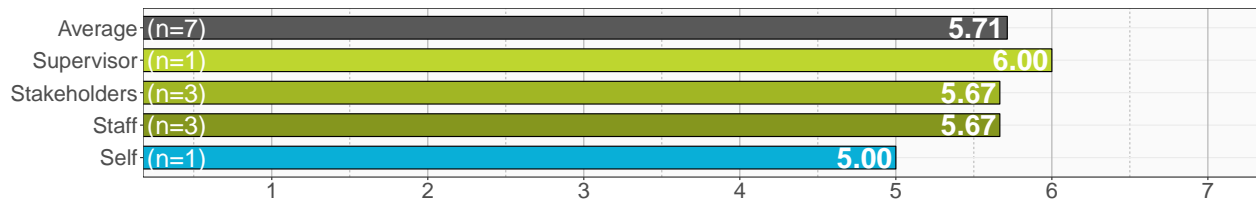
DEVELOPMENT Develops the talents of others.



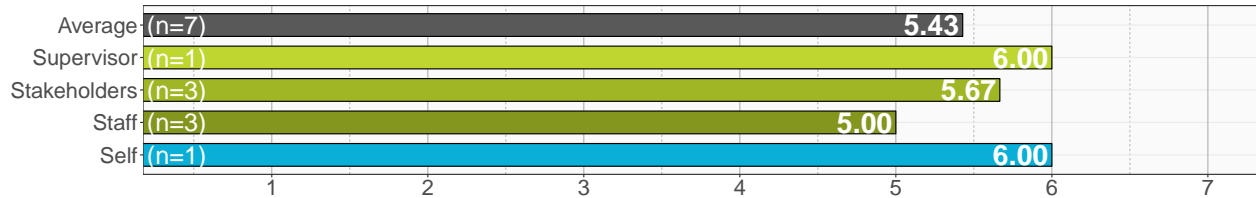
LISTENING Listens attentively to understand others' points of view.



COLLABORATION Encourages Collaboration.



INCLUSION Makes others feel included.

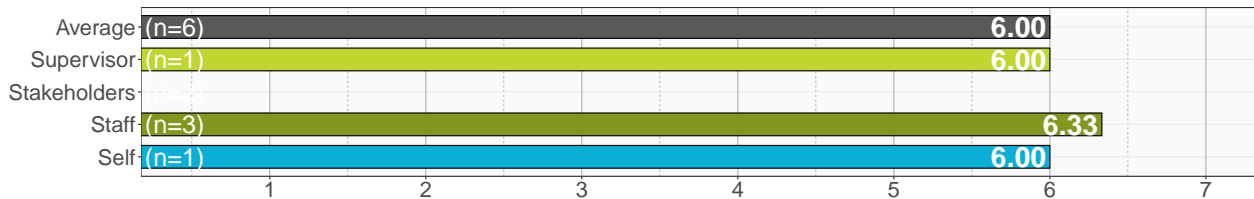


EMPOWERING LEADERSHIP PRACTICES: PRIORITIES

Below your rater groups' and your scores for all 5 Priorities Items of the Empowering Leadership Practices scale are presented. The actual text for each item is included above each chart.

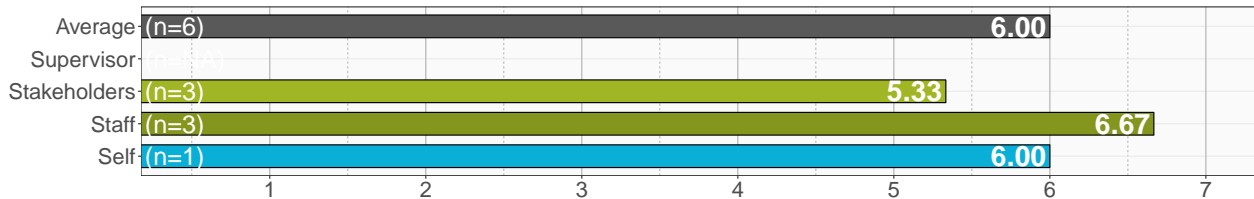
DIRECTION

Creates clarity about the group's direction and priorities.



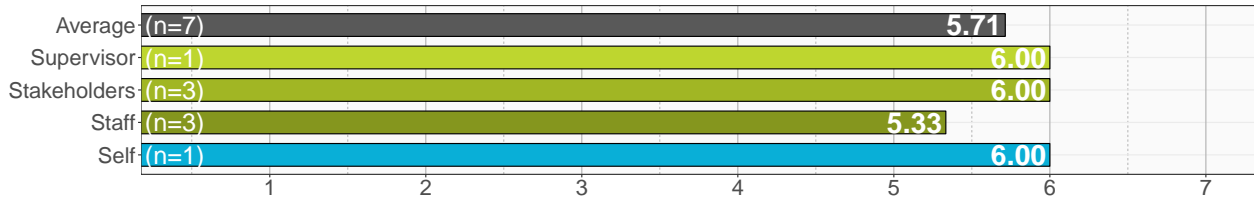
EXPECTATIONS

Communicates expectations in a direct and transparent manner.



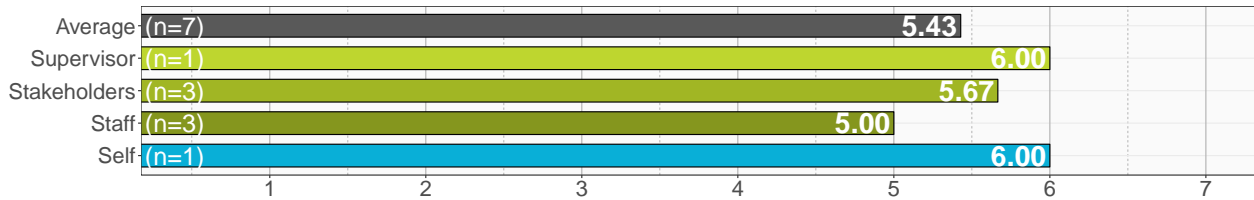
ALIGNMENT

Aligns work around clearly defined goals.



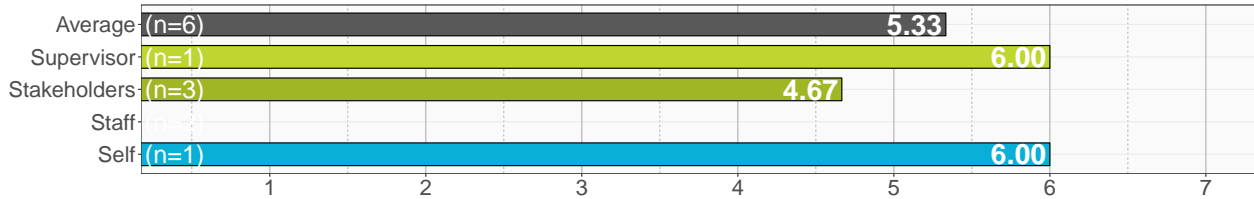
RESULTS

Delivers quality results consistently.



INNOVATION

Cultivates learning and innovation.

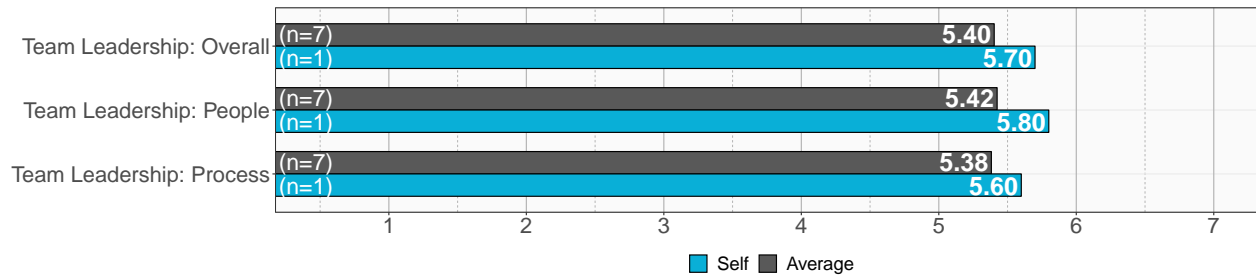


SECTION V: TEAM LEADERSHIP PRACTICES

This section includes a comparison of your People vs. Process scores your Team Leadership Practices, as well as your item-by-item feedback.

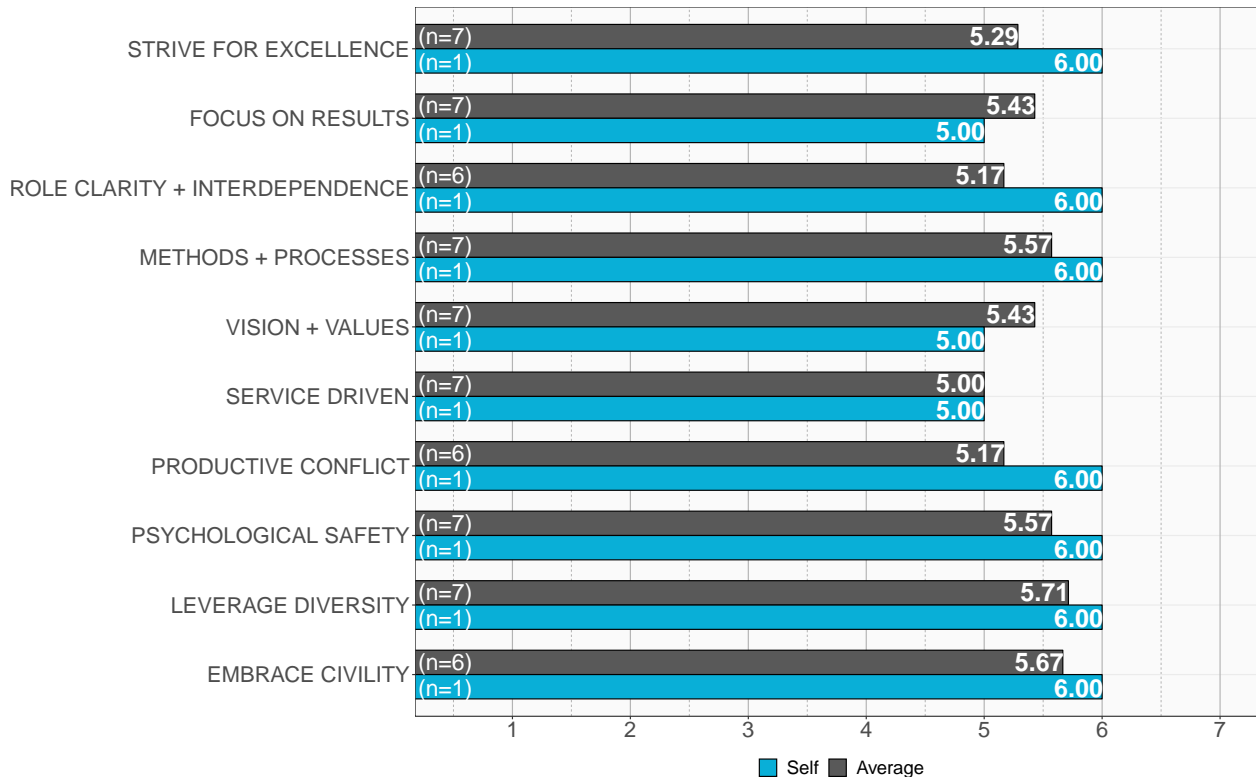
TEAM LEADERSHIP PRACTICES – PEOPLE AND PROCESS

This chart presents Self (BLUE) vs. the Average of your raters' scores (GRAY). The Overall score averages all 10 items, the People and Process scores each average the 5 items that correspond to that portion of the model.



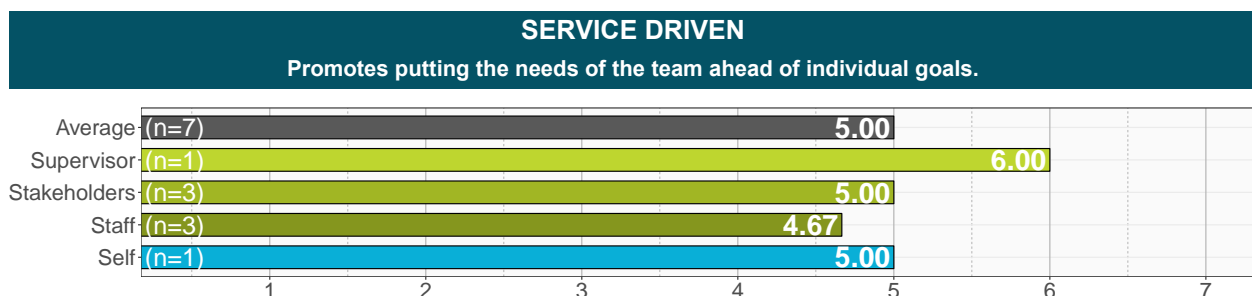
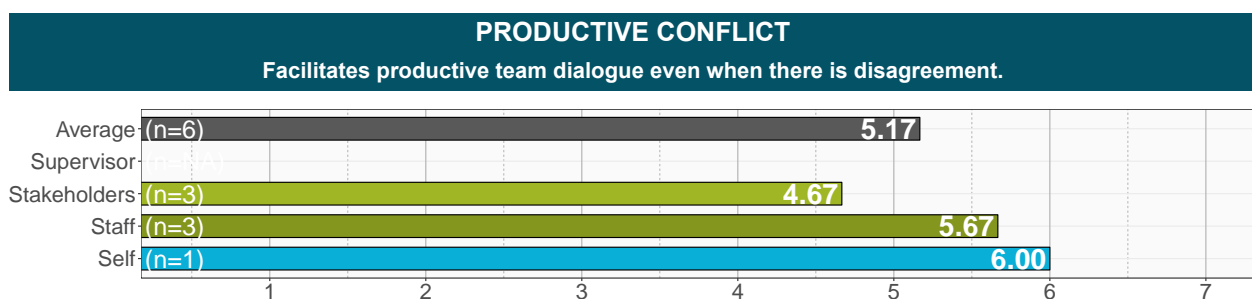
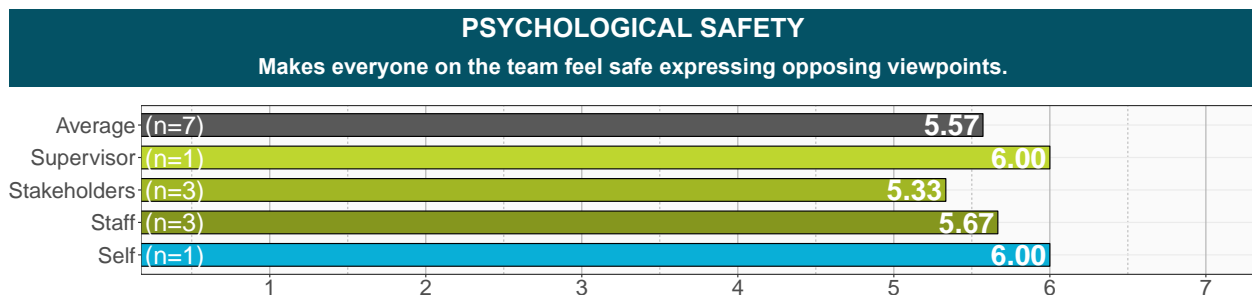
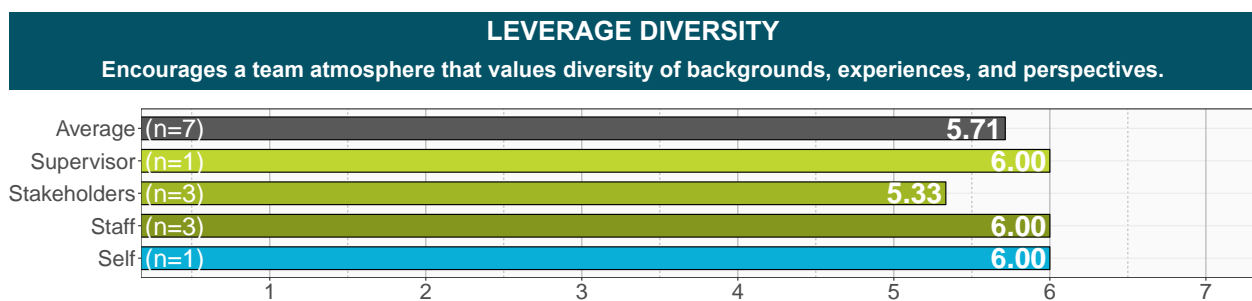
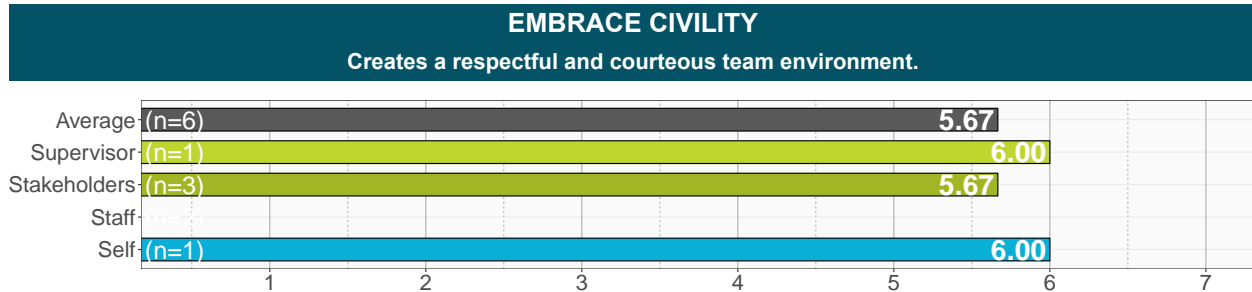
TEAM LEADERSHIP PRACTICES – ALL ITEMS

This chart presents Self (BLUE) vs. the Average of your raters' scores (GRAY) for all 10 Team Leadership Practices Items to give you an item-by-item comparison.



TEAM LEADERSHIP: PEOPLE ITEMS

Below your rater groups' and your scores for all 5 People Items of the Team Leadership Practices scale are presented. The actual text for each item is included above each chart.

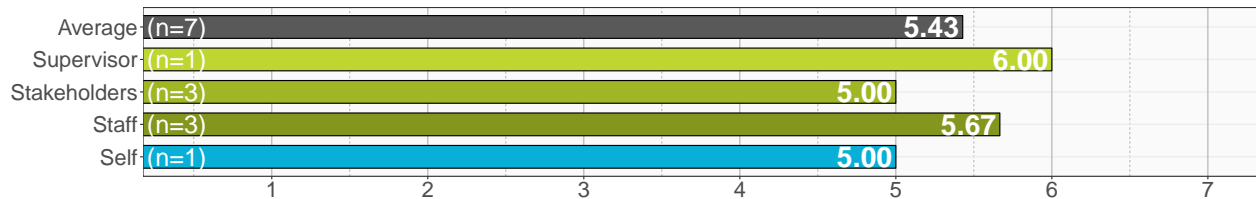


TEAM LEADERSHIP: PROCESS ITEMS

Below your rater groups' and your scores for all 5 Process Items of the Team Leadership Practices scale are presented. The actual text for each item is included above each chart.

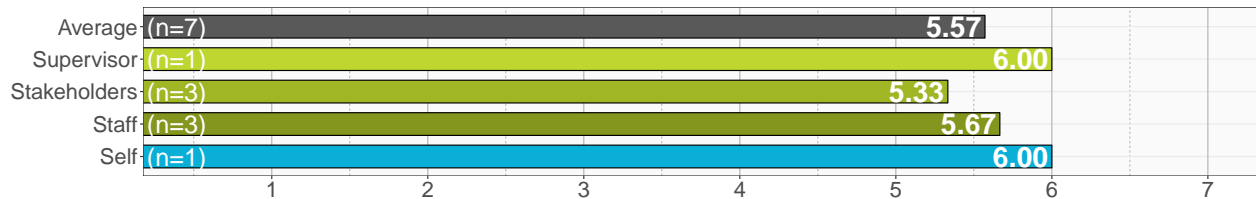
VISION + VALUES

Utilizes a compelling vision and clear values to guide team decisions.



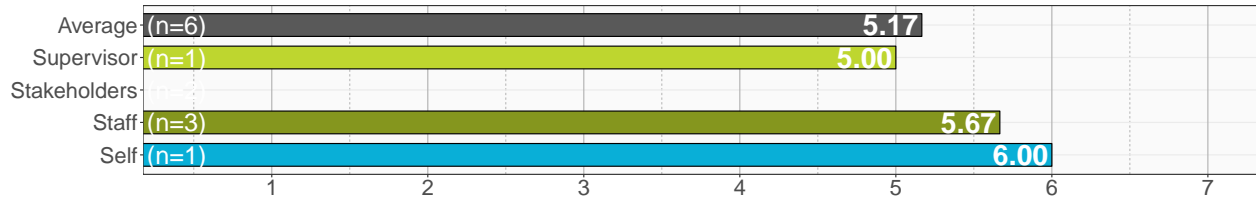
METHODS + PROCESSES

Ensures standard procedures and systems are in place to support the team's work.



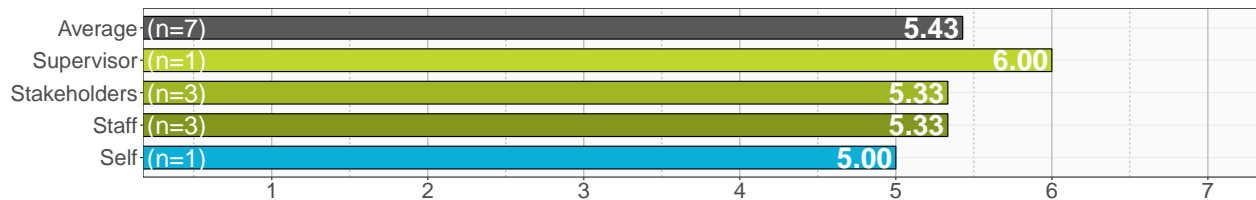
ROLE CLARITY + INTERDEPENDENCE

Outlines the scope of roles and responsibilities for team members.



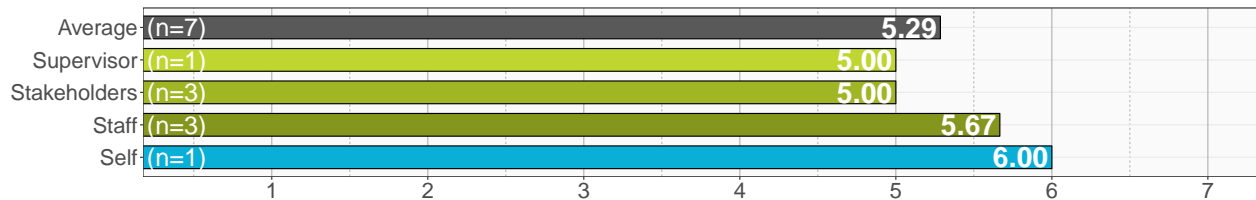
FOCUS ON RESULTS

Devotes time to review the team's work quality and performance on a regular basis.



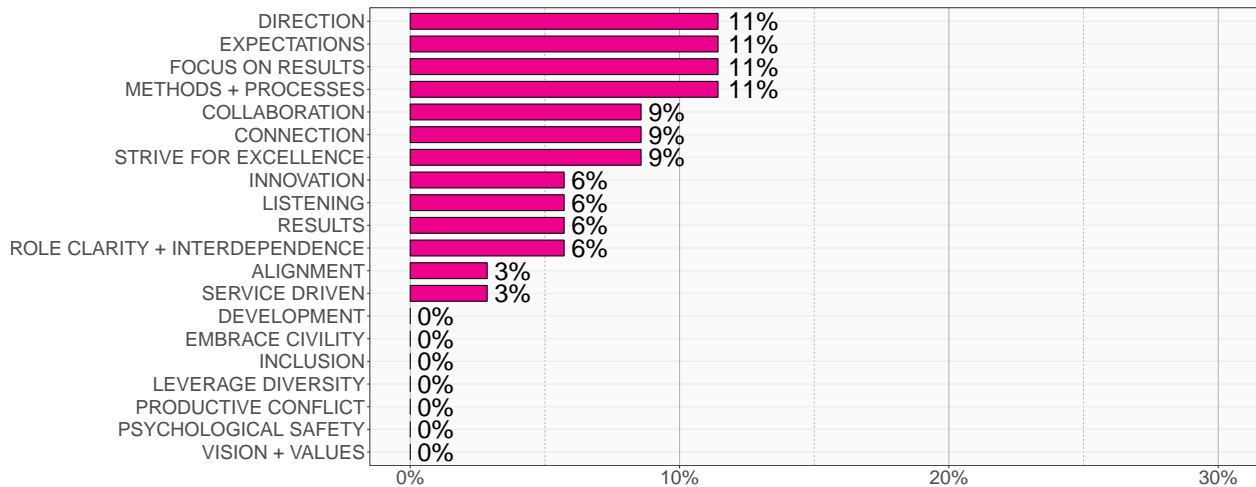
STRIVE FOR EXCELLENCE

Pushes the team to continuously strive for excellence.



SECTION VI: ROLE ALIGNMENT RATINGS

This section presents Role Alignment Ratings. These ratings are calculated by determining the percentage of raters who indicate a specific leadership practice is important for a specific role. All raters were asked to think about the needs of the organization to identify the top five (5) of the twenty (20) leadership practices that are most important for success for someone in your current role. Here, the raters were not asked to rate you, but instead to rate which of the leadership practices are most important and impactful for any individual in the role you currently fill.

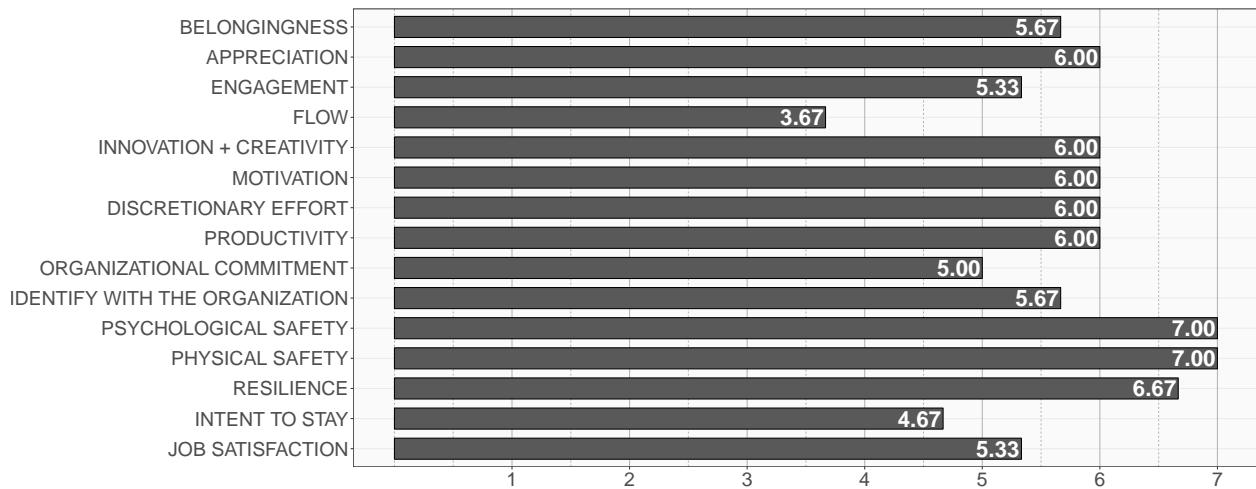


Leadership Practices	Average Score	Importance Score	Self	Supervisor	Stakeholder	Staff
DIRECTION	6.00	11%	1		3	3
EXPECTATIONS	6.00	11%		1	2	1
FOCUS ON RESULTS	5.43	11%		1	2	2
METHODS + PROCESSES	5.57	11%		1	2	3
COLLABORATION	5.71	9%	1			
CONNECTION	5.43	9%			1	
STRIVE FOR EXCELLENCE	5.29	9%	1	1	1	
INNOVATION	5.33	6%				2
LISTENING	5.29	6%			2	
RESULTS	5.43	6%	1		1	3
ROLE CLARITY + INTER.	5.17	6%		1	1	
ALIGNMENT	5.71	3%				
SERVICE DRIVEN	5.00	3%	1			1
DEVELOPMENT	5.00	0%				
EMBRACE CIVILITY	5.67	0%				
INCLUSION	5.43	0%				
LEVERAGE DIVERSITY	5.71	0%				
PRODUCTIVE CONFLICT	5.17	0%				
PSYCHOLOGICAL SAFETY	5.57	0%				
VISION + VALUES	5.43	0%				

SECTION VII: STAFF THRIVING INDEX

This section presents your staff's scores on 15 Indicators of Staff Thriving. Only your staff responded to the items that are included in these scores (i.e., the items were not presented to your other raters for their input). These scores can provide you insights into your staff's current work experience and help you target your development actions. Items were rated on a 7-point agreement scale from Strongly Disagree (1) to Strongly Agree (7). The first graph below presents the average scores for each of the 15 Indicators of Staff Thriving. The highest score possible is a 7.00 and the lowest is a 1.00. For this scale, higher scores indicate more positive workplace experiences. Next, your Staff's Current Thriving Zone is presented. This is a standardized score comparing your Staff's average across all 15 Indicators compared to our normative database of Staff across many leaders, organizations, and industries.

15 INDICATORS OF STAFF THRIVING



YOUR STAFF'S CURRENT THRIVING ZONE

Your Staff's Current Thriving Zone is a standardized score comparing your staff's average across the 15 Staff Thriving Indicators (below) to our normative sample.



SECTION VIII: QUALITATIVE FEEDBACK

This final section presents the verbatim comments provided by your respondents to the three open-ended questions below. Please note, all comments are included exactly as they were typed by your respondents without editing.

STRENGTHS

Rater Group	What are this leader's greatest strengths?
Supervisor	He connects with his peers, keeps communication flowing
Stakeholder	He's helpful, kind, loves to learn, open to new ideas
Stakeholder	Well articulated on technical side of finance while still remaining conversational.
Stakeholder	Managing cashflow, keeping people informed, domain knowledge
Staff	Strategifc, good commuicator, open, and cofident
Staff	Clear communicator, transparent about everything he's involved in. He also is open to new ideas. Good at keeping us in the loop.
Staff	He's really great at giving clear direction and delegation
Self	Transparency, listening and quick thinking.

OPPORTUNITIES TO IMPROVE

Rater Group	What are this leader's greatest opportunities to improve?
Stakeholder	Clearer priorities - don't be afraid to say no. Delegate more. His team seems stretched thin and at times they do not deliver as expected. Clearer processes for his team.
Stakeholder	Communication
Staff	Technology and work flow. Delegate more to us.
Staff	He could learn more about what people are doing everyday in order to assist if other need help
Staff	Better organization, be clear about what we should be working on and what we should say no to
Self	I don't spend enough time coaching and I need to delegate more

RECOMMENDED ACTIONS

Rater Group	Please describe 3-5 concrete actions that this leader can take to immediately improve their effectiveness at work.
Stakeholder	1. Say No or at least not right now more; 2. hold staff, specifically managers, accountable for their performance and skill delegating and leading their teams; 3. be more direct and firm when communicating with other team members.
Stakeholder	Be clearer about your priorities to others, increase responsiveness to emails, increase follow up responsiveness on tasks, be sure to follow-through and communicate when you can't
Staff	Restructure team, stronger managers under him, hold his managers accountable
Staff	Assist when his employees have too much on their plates, learn more about day to day operations
Staff	Be clearer about the expectations, deadlines, who is responsible for what when delegating
Self	Meet with my team members on a regular basis. Delegate more effectively. Spend more time coaching to build up my managers' and whole team's skills and knowledge.