



INSIGHT DEVELOPMENT REPORT

Sally Sample

Director, Finance & Accounts

Really Awesome Manufacturing Co.

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.

Pixel Leadership Group, LLC 1714 Boardman Poland Road, Suite 9 Poland, OH 44514 330.366.6763
hello@pixelleadershipgrou.com www.pixelleadershipgroup.com

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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.

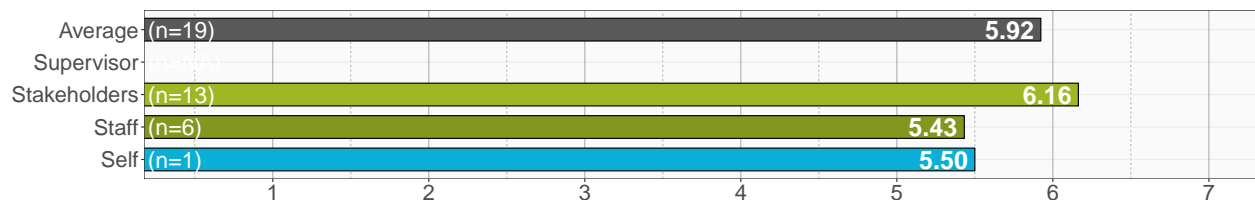
ALL INVITED RATERS

Rater Group	Rater Name
Supervisor	Walter Cronkite
Staff	Tim Robbins
Staff	Ren Stimpy
Staff	Cathy Bates
Staff	Brittany Murphy
Staff	Sheldon Cooper
Staff	Leonard Hoffstetter
Staff	Alexander Hamilton
Stakeholder	Ann Hathaway
Stakeholder	Victoria Beckham
Stakeholder	Colin Firth
Stakeholder	Ashley Judd
Stakeholder	Melissa McCarthy
Stakeholder	Janet Jackson
Stakeholder	Serena Williams
Stakeholder	Post Malone
Stakeholder	Jennifer Lopez
Stakeholder	Dave Matthews
Stakeholder	Kevin Costner
Stakeholder	Greg Kinnear
Stakeholder	Mike Tyson
Stakeholder	Jamie Foxx
Stakeholder	Paul Rudd
Stakeholder	Will Ferrell
Stakeholder	Michael Jordan
Stakeholder	Zachary Levi
Stakeholder	Ryan Reynolds
Stakeholder	Bonnie Raitt

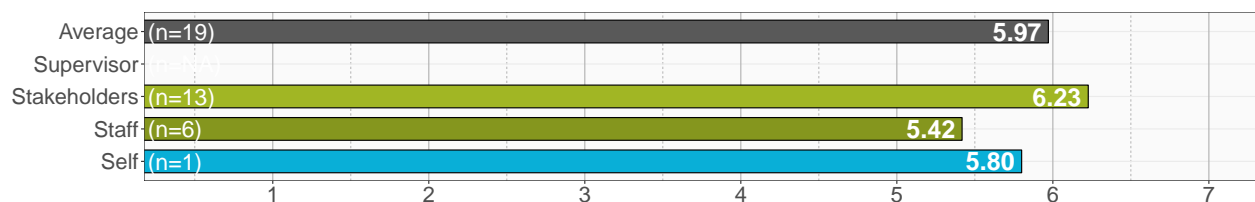
SECTION III: HIGH-LEVEL SNAPSHOT

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.

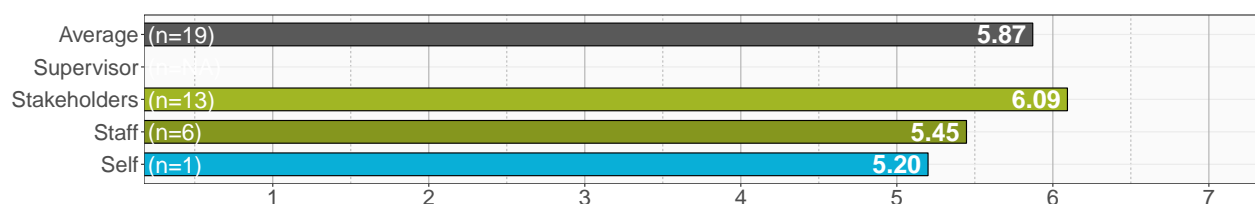
LEADERSHIP EXCELLENCE INDEX



EMPOWERING LEADERSHIP PRACTICES INDEX

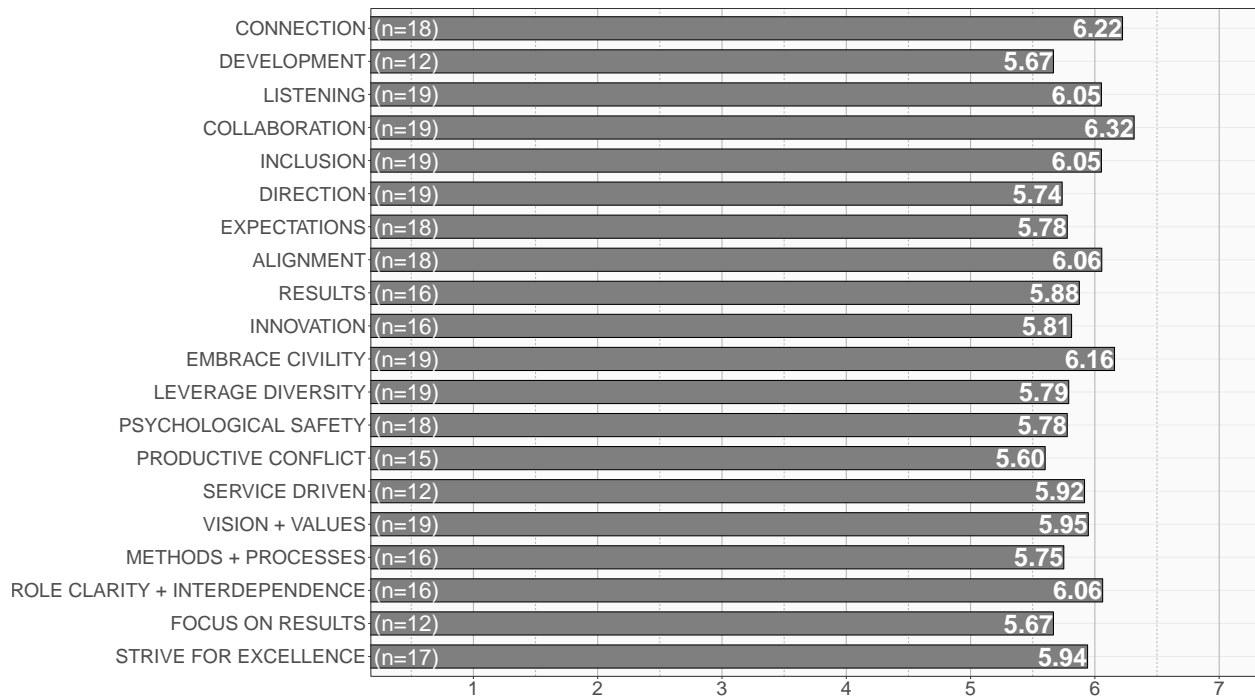


TEAM LEADERSHIP PRACTICES INDEX



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.

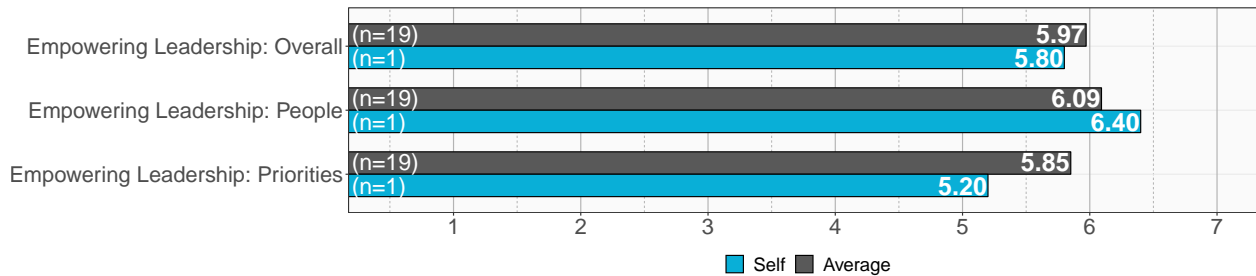


SECTION IV: EMPOWERING LEADERSHIP PRACTICES

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

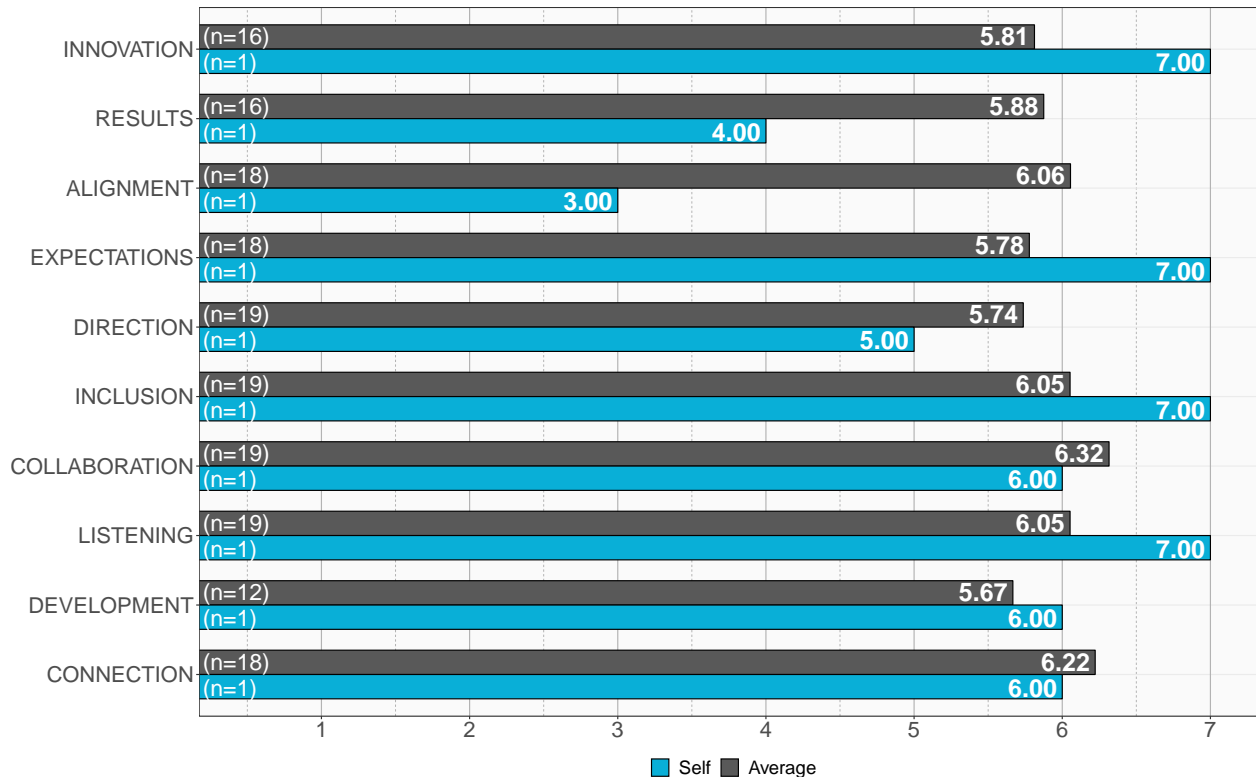
EMPOWERING LEADERSHIP PRACTICES – PEOPLE AND PRIORITIES

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

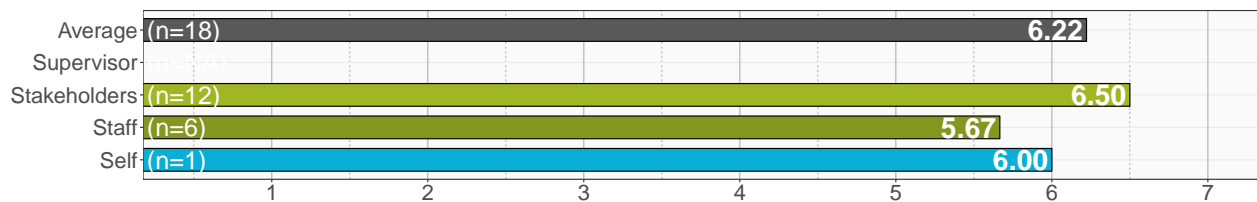
This chart presents Self (BLUE) vs. the Average of your raters' scores (GRAY) for all 10 Empowering Leadership Practices Items to give you an item-by-item comparison.



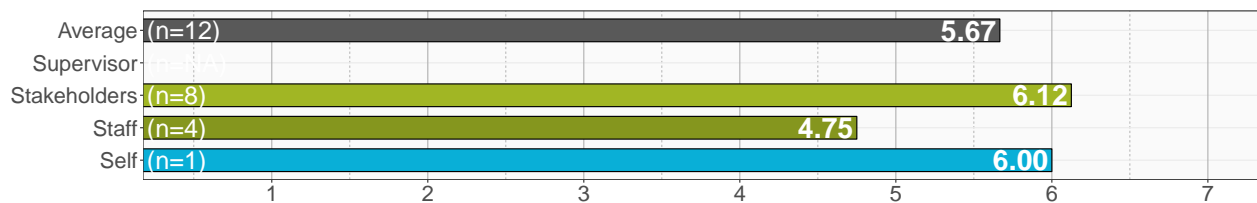
EMPOWERING LEADERSHIP PRACTICES: PEOPLE

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.

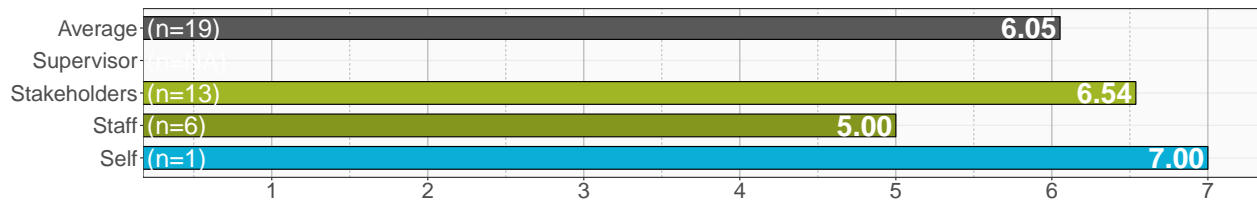
CONNECTION Builds and maintains strong relationships.



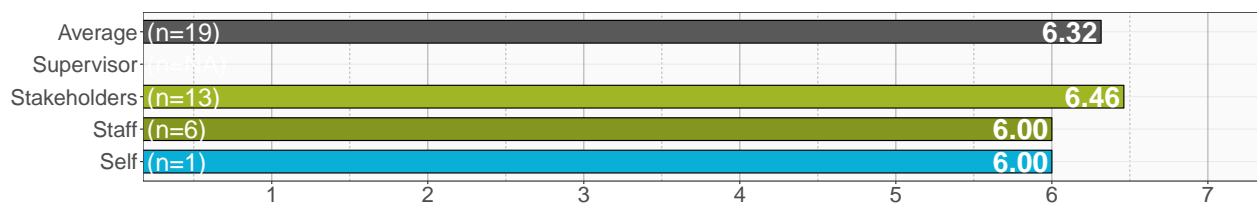
DEVELOPMENT Develops the talents of others.



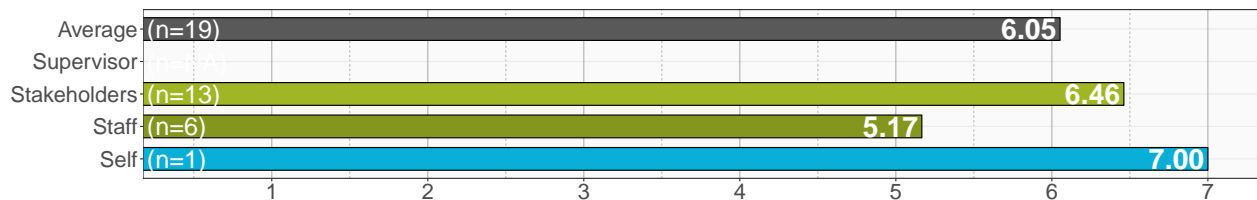
LISTENING Listens attentively to understand others' points of view.



COLLABORATION Encourages Collaboration.

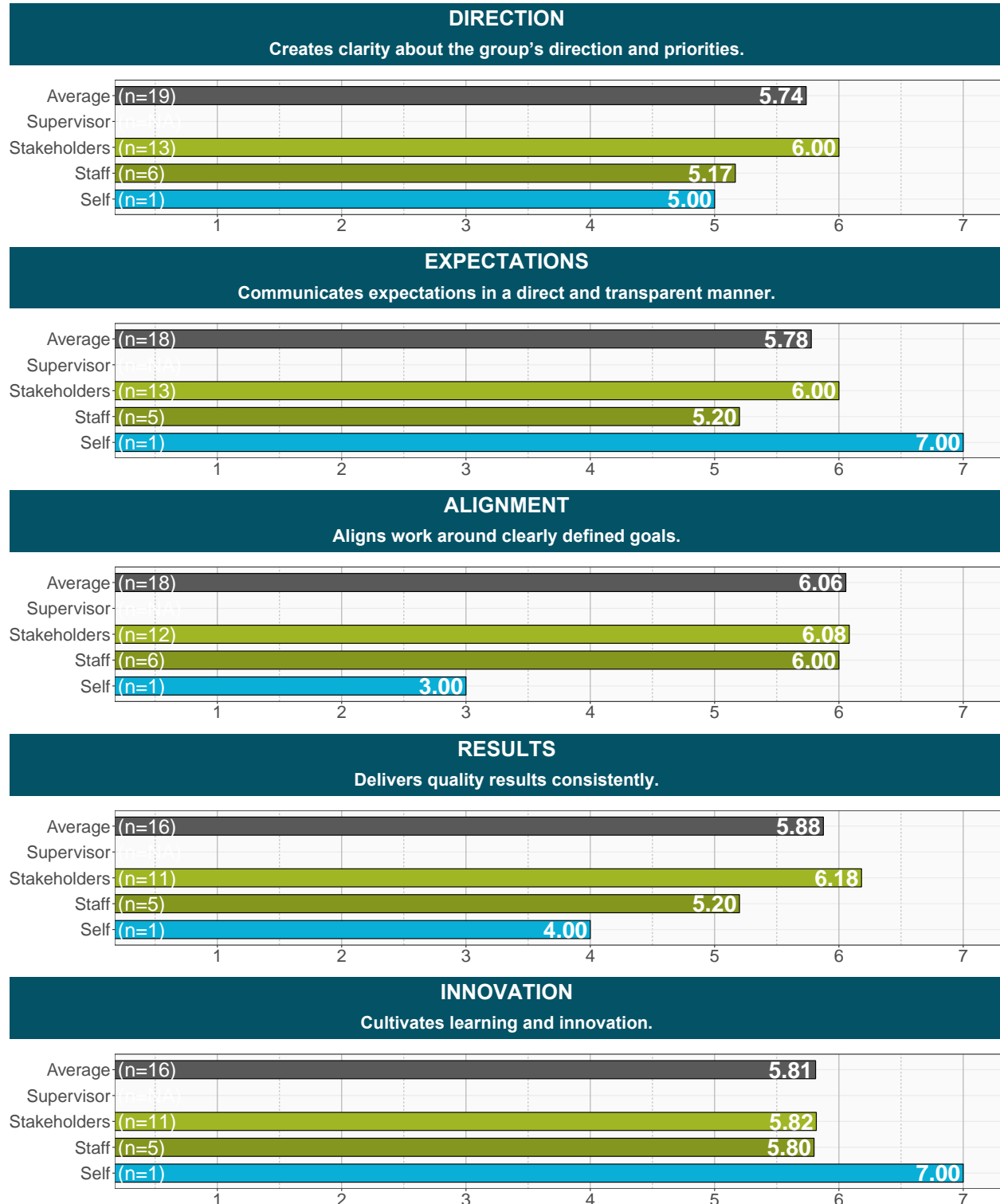


INCLUSION Makes others feel included.



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.

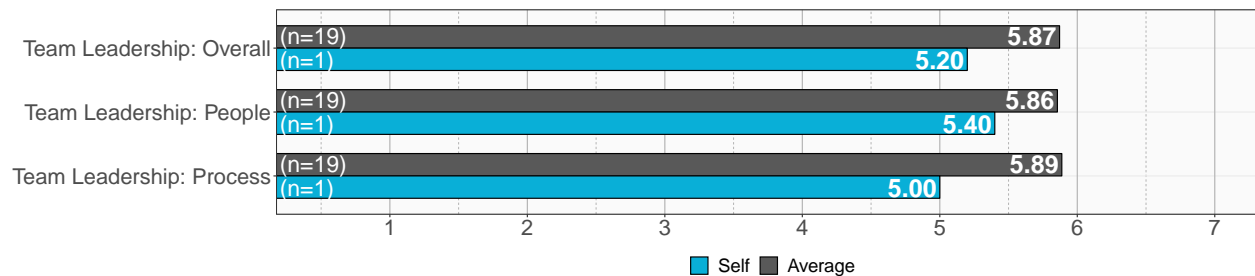


SECTION V: TEAM LEADERSHIP PRACTICES

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

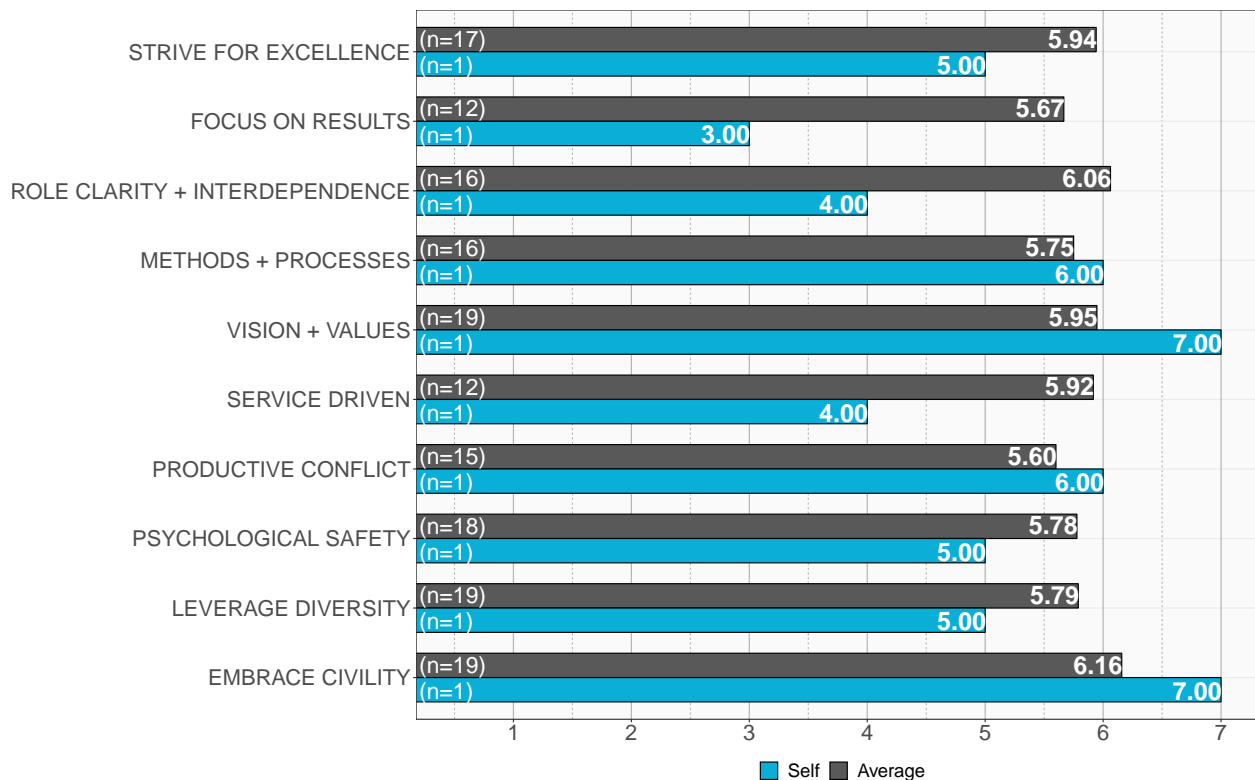
TEAM LEADERSHIP PRACTICES – PEOPLE AND PROCESS

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.

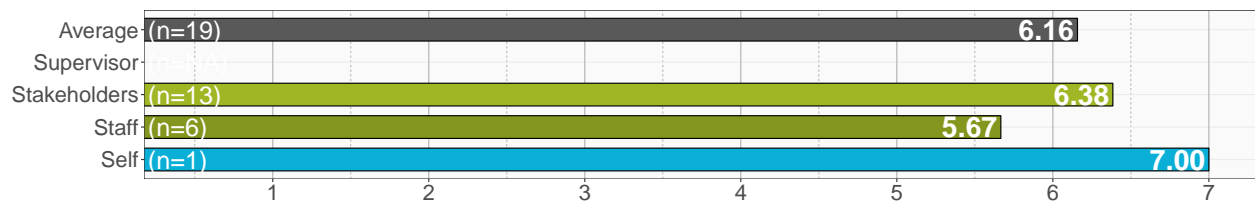


TEAM LEADERSHIP: PEOPLE ITEMS

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.

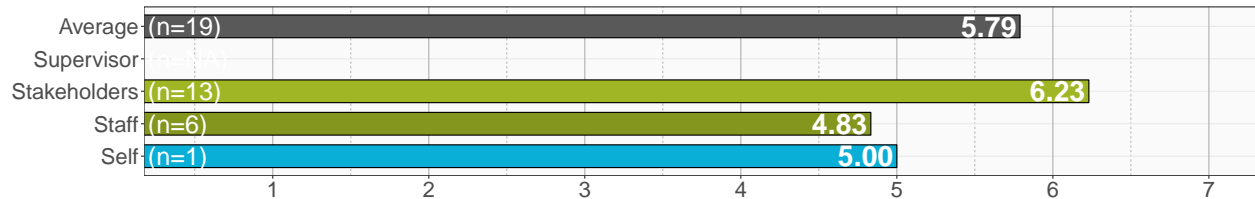
EMBRACE CIVILITY

Creates a respectful and courteous team environment.



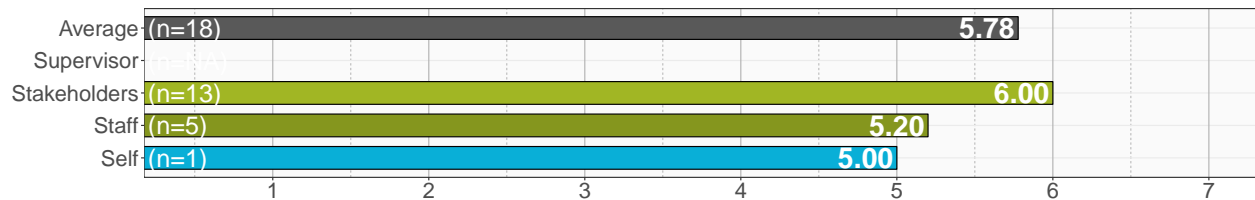
LEVERAGE DIVERSITY

Encourages a team atmosphere that values diversity of backgrounds, experiences, and perspectives.



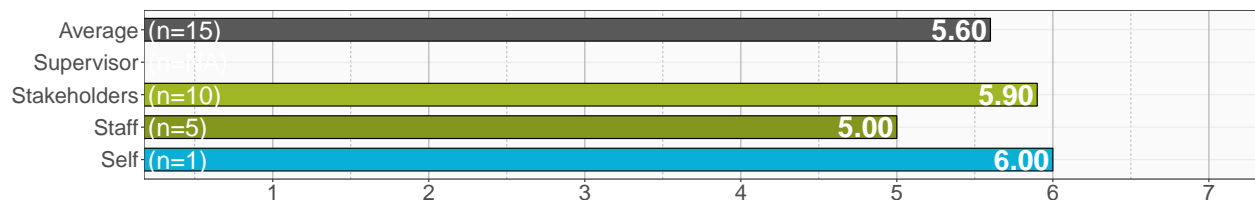
PSYCHOLOGICAL SAFETY

Makes everyone on the team feel safe expressing opposing viewpoints.



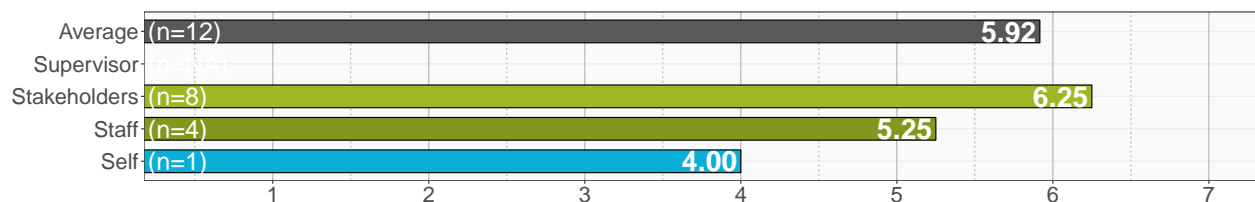
PRODUCTIVE CONFLICT

Facilitates productive team dialogue even when there is disagreement.



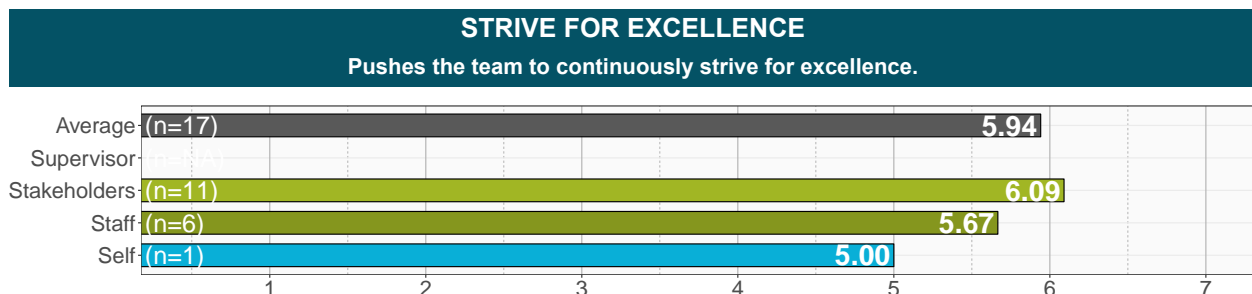
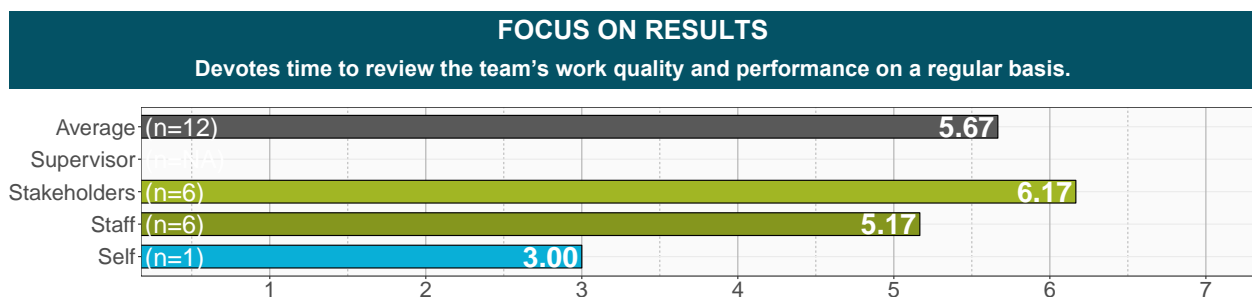
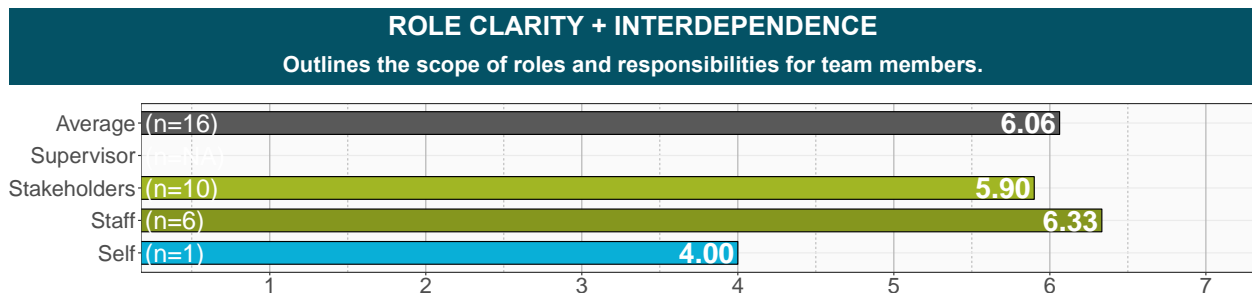
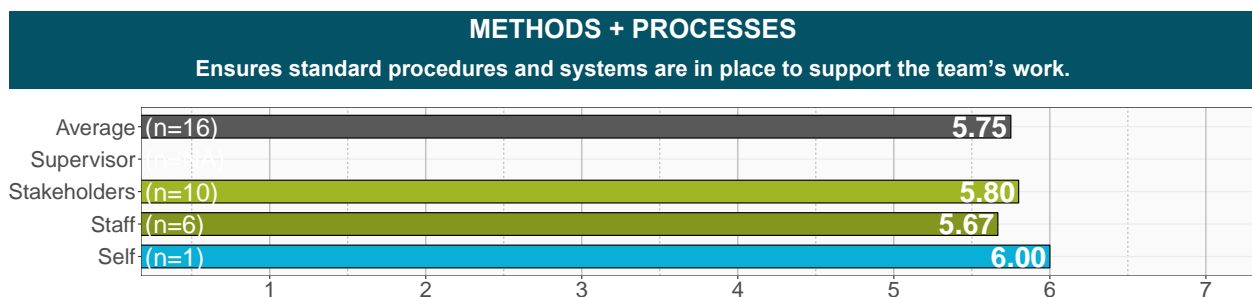
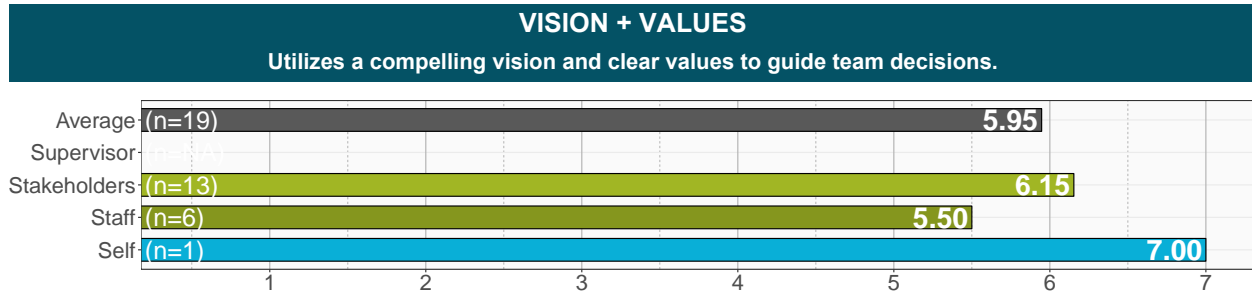
SERVICE DRIVEN

Promotes putting the needs of the team ahead of individual goals.



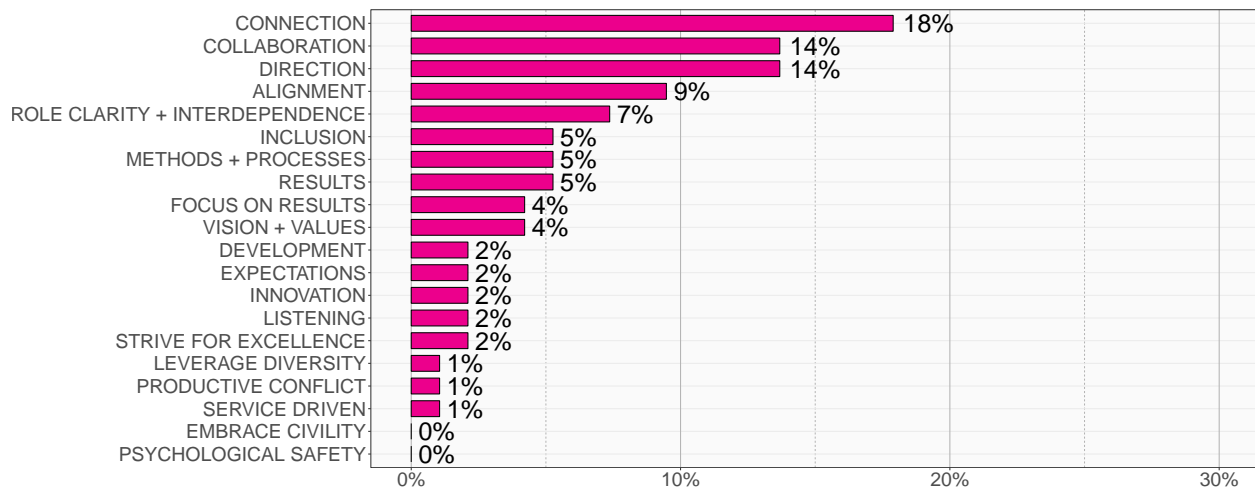
TEAM LEADERSHIP: PROCESS ITEMS

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.



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.

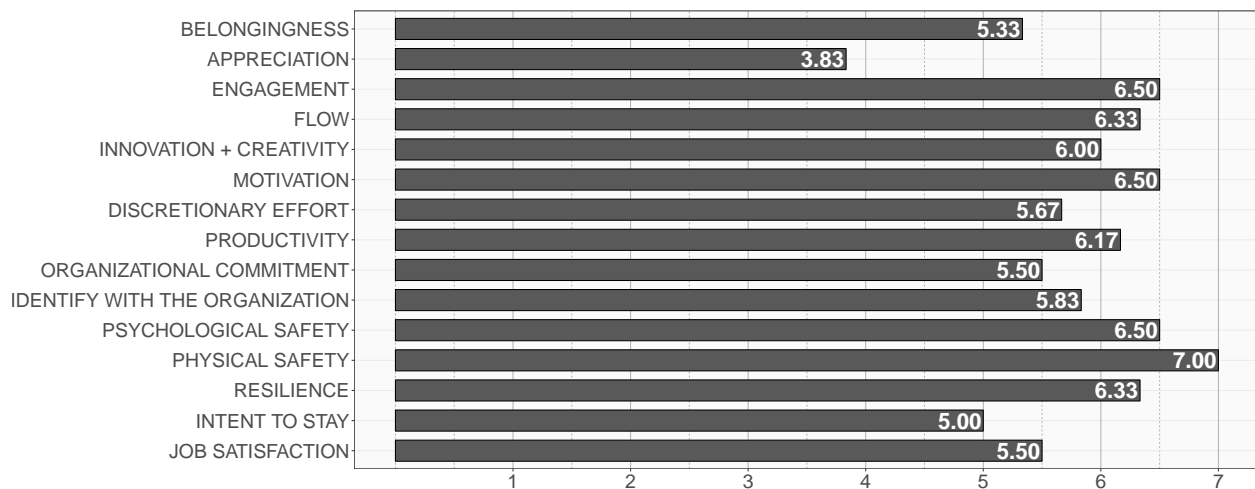


Leadership Practices	Average Score	Importance Score	Self	Supervisor	Stakeholder	Staff
CONNECTION	6.22	18%	1		11	6
COLLABORATION	6.32	14%			8	5
DIRECTION	5.74	14%	1		9	4
ALIGNMENT	6.06	9%	1		6	3
ROLE CLARITY + INTER.	6.06	7%	1		5	2
INCLUSION	6.05	5%			3	2
METHODS + PROCESSES	5.75	5%			3	2
RESULTS	5.88	5%			3	2
FOCUS ON RESULTS	5.67	4%			4	
VISION + VALUES	5.95	4%	1		3	1
DEVELOPMENT	5.67	2%			1	1
EXPECTATIONS	5.78	2%			2	
INNOVATION	5.81	2%			2	
LISTENING	6.05	2%			2	
STRIVE FOR EXCELLENCE	5.94	2%			2	
LEVERAGE DIVERSITY	5.79	1%			1	
PRODUCTIVE CONFLICT	5.60	1%				1
SERVICE DRIVEN	5.92	1%				1
EMBRACE CIVILITY	6.16	0%				
PSYCHOLOGICAL SAFETY	5.78	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?
Stakeholder	Sally is collaborative, communicative, and good at working through large systems to effect change.
Stakeholder	Leadership, willingness to learn, willingness to teach
Stakeholder	She continues to build community in all the right places.
Stakeholder	Sally is at ease and confident in moving forward in a specific way
Stakeholder	enthusiasm for and expertise
Stakeholder	Subject matter knowledge and leadership in initiating institutional change
Stakeholder	Her ability to get things done. Her logic and honesty about the needs of a project.
Stakeholder	Inclusivity, making connections
Stakeholder	Sally is an excellent communicator and leader. I deeply respected the way that she mentored and led her team and how she was always willing to educate those that she interacted with. Sally is a very balanced and effective leader and always maintained a professional attitude. Her knowledge and expertise as well as building employee engagement is appreciated and respected. She always has time for me.
Stakeholder	Communication, meets a barrier and ability to navigate through to a solution
Stakeholder	Sally has a wonderful ability to establish trust and authority without talking down to people. She is extremely knowledgeable in her space.
Stakeholder	Sally is a very collaborative, energetic, and passionate leader.
Staff	Sally is extremely organized and brings considerable experience to her position. She is easy to talk to and very likeable which is an important asset when working with our many internal and external partners. She has also demonstrated her strong commitment to the organization and its goals under the new CEO.
Staff	Teamwork, communication, bringing together diverse groups.
Staff	Sally is a seasoned professional who is very capable. Her laser-like focus and very structured practices create the hard lines/parameters needed in the fluid setting of the ever-changing landscapes of our organization
Staff	Leadership and Applying Effective Strategy
Staff	Work ethic, relationship building, respect for others, organizational abilities, concern for others, mindset
Staff	Communication, Time-management, Mindfulness
Self	Connecting team members to the larger mission and vision of the CEO and organization through organized planning (structured roles and responsibilities) and visualization (mapping relationships of roles to organizational strategy).

OPPORTUNITIES TO IMPROVE

Rater Group	What are this leader's greatest opportunities to improve?
Stakeholder	Identify a few key goals to make progress on, rather than trying to cover all bases with limited resources.
Stakeholder	Demand excellence from those around her, ID and foster talent, and push for what is needed over what can be done.
Stakeholder	Assuring that the minions among us know the resources, if we don't know how to use a skill
Stakeholder	Communication clarity - shorter emails about complicated topics.
Stakeholder	Sally is a professional and a competent person. She has a great sense of pride in her work. She can only build on these proven characteristics if she feels the need to improve.
Stakeholder	Email communications
Stakeholder	I observed Sally working on capturing and communicating her individual and her term's accomplishments. She added tremendous value to our department and to her prior employer and it is my hope that on her new role she continues to hold her head high and continue to take pride in the work that she performs
Stakeholder	Sally is very detail-oriented and documents absolutely everything, to the point that it's too much information to digest at times. I think she's aware of this and working on it, but it's a significant gap. Emails are too long. Excel spreadsheets have too many columns. It is all good for herself as the audience but does not translate well when asking others to manage it/provide feedback.
Staff	I understand Sally's desire to limit the time spent in meetings however it is not always feasible to cover everything that needs to be covered in 30 minutes. Most meetings run over the time allotted.
Staff	n/a
Staff	1. Holding staff accountable, 2. Facing conflict head-on, 3. Recognizing and honoring the strengths of those around her.
Staff	Learn how to increase accountability from others
Staff	Reduce number of projects to expedite results
Staff	Not Applicable
Self	Instituting a consistent goal-setting structure for team members at the project level to ensure accountability of work contributed as well as successes to celebrate.

RECOMMENDED ACTIONS

Rater Group	Please describe 3-5 concrete actions that this leader can take to immediately improve their effectiveness at work.
Stakeholder	Push for the world we want and not the one we think we can get. Demand more of those around them and elevate partners who demonstrate leadership while challenging those who are at the table to do even more.
Stakeholder	Continue being present , showing up, doing follow up, and connecting others
Stakeholder	1) word count limit on emails; 2) I wonder if there is something about communicating about finance TO dummies (since we're all still catching up!) 3) bringing in Assistant Director who can help increase her bandwidth
Stakeholder	She is in the top tier of professional that I know. She is a problem solver. a leader who knows how to get things done in a timey manner with a gentle smile. Those are concrete values that makes Sally effective.
Stakeholder	Quicker response to emails, making executive decisions rather than waiting for 100% buy-in
Stakeholder	1. Continue to listen, observe and ask questi
Stakeholder	1. Shorten emails considerably, summarizing only key points. 2. Consider the audience when drafting key documents or emails, and what their attention span will allow them to read and respond to. 3. Don't hoard documentation "just in case." Delete extraneous files to keep things organized and clean.
Staff	There are a lot of moving parts within the Organization and Sally is involved in many projects, it would be helpful to have some mechanism where she could convey a summary of those projects and their status to staff on a regular basis. As mentioned above, increase the time allotted for meetings to more accurately reflect a realistic timeframe to cover all points needed to cover. Sally has only been our organization for a short time and in a few weeks she will be hiring an Assistant so in some ways I feel these questions are being asked too early to have good answers and that management will change once an Assistant is in place. One continuing challenge within the office is the inequity of responsibilities among staff which can cause hard feelings, if Sally could address this issue it would go a long way towards improving morale.
Staff	n/a
Staff	To be more effective, it is recommended that Sally is more consistent with expectations, treats everyone the same. She tends to have a few "go to" people and the rest are left feeling like we can't contribute or get meaningful work.
Staff	Difficult question to answer at this time, Be more Inclusive
Staff	Can't think of any
Self	Using a project management tool; discuss new projects as a time, review which we should accept and which we should say no to. Think about how to more evenly and fairly distribute work. Set some big milestone targets. Let's review how we are doing regularly. And as a team we should look for some quick wins.