

Leadership I.D. Insights Report

Sophie Clarke

29/01/2015



WELCOME LETTER

Dear Sophie,

The Leadership I.D.™ Insights Report has been developed as the result of research, client projects and our passion in supporting the sustainable development of leaders all over the world. A key shift in the paradigm of leadership is to understand the ways in which leadership has seemed to belong only to those at elite levels. Our Leadership I.D. approach turns this assumption on its head and recognises the leadership qualities that exist in us all. Great leadership is about helping individuals see the leadership qualities in themselves and those around them. This awareness provides a platform of respect and inclusivity that can transcend gender, race and culture. In recognising the unique leadership qualities that exist in every individual we can start to overcome the barriers to a more diverse, more accessible practice of leadership.

We are in a time of redefining leadership and making leadership accessible to everyone. This is the only way we will be able to handle the global complexity that is now commonplace. So thank you for taking part in the report and continuing your define, refine and celebrate your unique leadership identity.

This report will provide you with a summary of your self ratings and in each category of the report you will see developmental tips that relate to your results. At the end of the report you will also be able to read suggested ideas for your ongoing development. Our approach is grounded in our award winning research that how you view yourself as a leader is fundamentally linked to your happiness, impact and success.

This feedback report is confidential and not all of the comments may resonate with your individual circumstance. Rather, this report is suggested as a friendly guide or touch point for you, so that you may continue to develop your uniqueness in leading. Please also note that this information will be used in further research however all participant details will be de-identified and will remain confidential.

Sincerely,

Suzi Skinner and the Roar People Team

WHAT'S IN THIS REPORT

Your Leadership I.D. Insights Report provides you with a comprehensive breakdown of your behaviours including:

How to Interpret Your Report: Outlines how to interpret your feedback, including the rating scales.

Circumplex Summary: The circumplex summary is designed to give you a high level summary of your Leadership identity, your enabling strategies and your potential derailers.

Highest and Lowest Rated Statements: Core strengths and potential development opportunities.

Norm Scores: The norm scores are derived from the last 18 months of assessment data involving 250 participants from a range of organisations across a range of industries in Australia and the UK.

Comments: You were asked to provide additional supporting comments.

HOW TO INTERPRET THIS REPORT

This report is designed to provide you with rich insights into your strengths and development areas through self-reflection. We recommend that you review your results highlighted in the Circumplex on page 5 by noticing the areas you have developed well and those that may require further attention.

The Development Tips for 'higher than average' or 'lower than average results' have been included in your report (regardless of your results). This is because our research shows that you can learn new insights from reading tips for both areas that you are strong in and those that may need more attention.

Further insights could be gained through inviting your team, peers, manager, mentor, friends and family to provide feedback. Please contact the team at Roar People if you would like to activate your 'online nomination form'

The following rating scale was used:

| Abbreviation | Description |
|--------------|-------------------|
| NA | Not Applicable |
| 1 | Not at all |
| 2 | No |
| 3 | Maybe / Sometimes |
| 4 | Yes |
| 5 | Yes, Definitely |

LEADERSHIP IDENTITY ACROSS MY LIFETIME

An identity approach to leadership helps to understand the dynamic nature of leadership development and the ways in which your leadership identity may have changed over various stages of your life. This may be due to different situations you were involved in or the impact of external others (friends/teachers/family members) on your sense of self - in this case, your leadership self.

Central to understanding whether you see yourself as a leader is also being clear about how you define leadership. This is a highly personal question and this report does not attempt to cover the myriad of ways that leadership has and can be defined.

However as you review your sense of leadership over your life (and your answers below) it may be useful to keep your own definition of leadership in mind. The one claim we do subscribe to is that leadership is *a way of being* (not a position or a title) that has a positive impact on others.

How would you rate your 'sense of self as a leader' across the following times in your life? (do you see leadership as being part of who you are?)

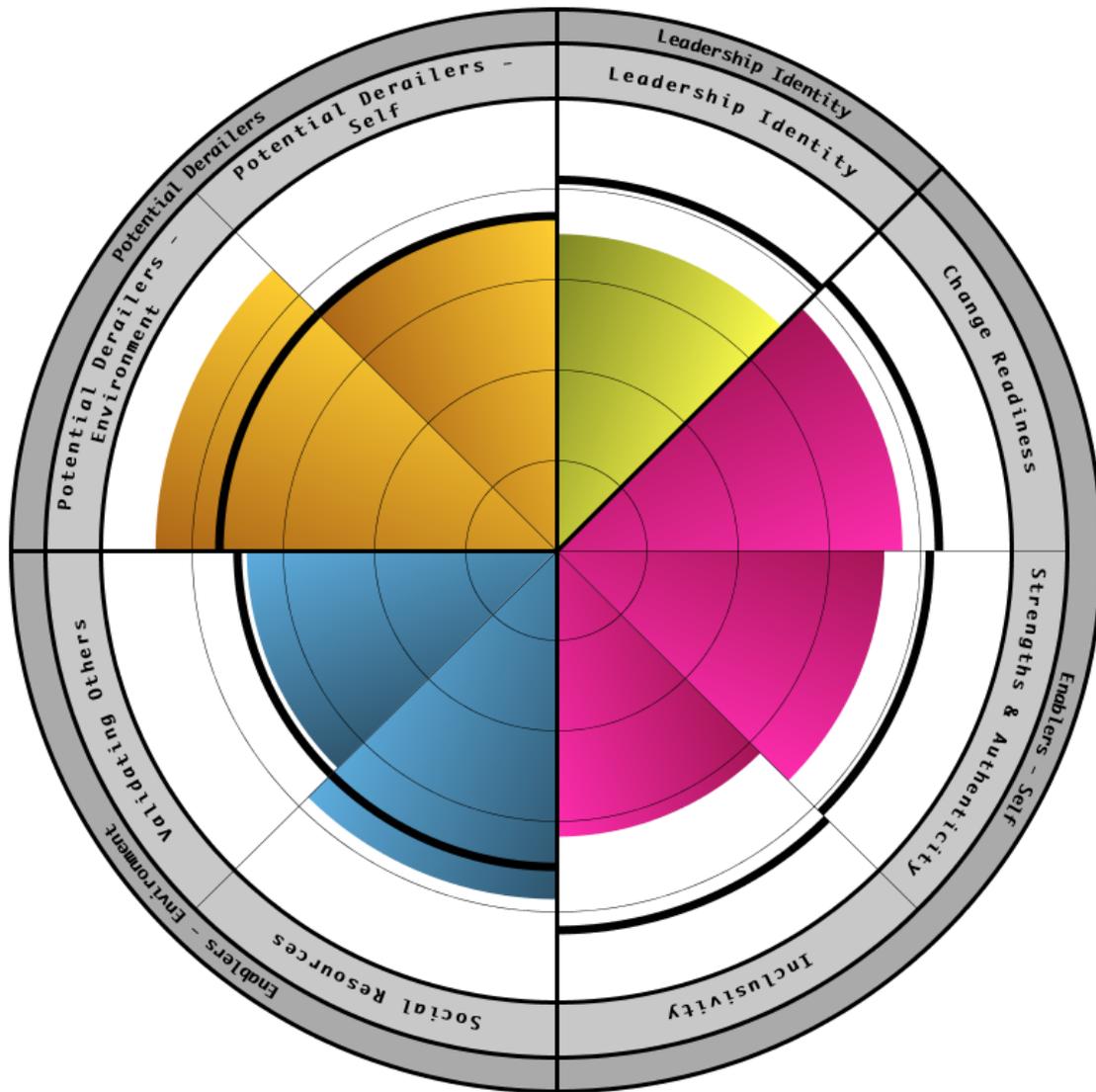
My sense of myself as a leader:

| | 1 Definitely a part of me | 2 Very much a part of me | 3 Somewhat a part of me | 4 Not a part of me | 5 Not at all a part of me |
|-------------------------------|---------------------------------|--------------------------------|-------------------------------|--------------------------|---------------------------------|
| Today | | | | | |
| 1 year ago | | | | | |
| My Young Adulthood (up to 29) | | | | | |
| My Teenage Years | | | | | |
| My Childhood | | | | | |

As you review your responses it may be helpful to think of the ways in which you have been validated as a leader and perhaps the ways that you may have been undermined as a leader. It seems in most people's lives there is a fair experience of both sides of this equation.

Reflecting on your personal experiences of leadership helps to identify the strategies you put in place (or the perspectives that helped you) that may come in useful today. Consider: What perspectives served you well? What approaches could still be relevant today?

Your responses highlight the very personal way that leadership identity can vary (or remain the same) across stages of our lives. It is important to remember that the process of defining who you are as a leader is something that continues across your lifetime as you continue to grow.



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Self ratings
Norm scores

The Overall Leadership Identity Summary offers a visual outline of your ratings in each category. This summary view will help you to identify your strengths and development opportunities.

The data contained in this graph is further analysed throughout this report. The shaded areas represent the average of your self ratings. The black line represents the norm scores.

Your Leadership Identity Correlation

Your response to whether you see yourself as a leader Today was:

It is useful to compare this response to your Leadership Identity Self Rating in the Summary Diagram above.

This comparison considers whether there may be a difference between your intuitive sense of yourself as a leader (referred to on page 3) and your self ratings of your Leadership Identity behaviours and beliefs (as answered in the Leadership Identity survey questions).

The following page on Leadership Identity will provide you with further points for reflection.

The overall ratings for the Leadership Identity Category and ratings for each individual statement are displayed. Each category is broken down into detail in the following pages.

HIGHEST RATED STATEMENTS

Shows your three HIGHEST rated statements, including statements with shared scores, up to a maximum of five statements.

| Score | Statement | Category |
|-------|---|-----------------------------------|
| 5 | I believe leadership qualities exist in everyone | Validating Others |
| 5 | I am not impacted by any gender stereotypes about my capability or my potential | Potential Derailers - Environment |
| 5 | I appreciate the value and contribution that social resources and connections can make to my career | Social Resources |
| 5 | It is important to me to be a leader | Leadership Identity |
| 5 | My family decisions are supported by my organisation | Potential Derailers - Environment |

LOWEST RATED STATEMENTS

Shows your three LOWEST rated statements, including statements with shared scores, up to a maximum of five statements..

| Score | Statement | Category |
|-------|---|---------------------|
| 2 | Praising others for their leadership actions is a regular part of my week | Validating Others |
| 2 | I am comfortable introducing myself as a leader | Leadership Identity |
| 2 | My decision making is gender neutral | Inclusivity |
| 2 | I see myself as a leader in my daily work | Leadership Identity |

Your Score

70 %

Roar People Norm

82 %

Whether you identify yourself as a leader and the extent to which this is integrated into your identity (sense of self). Includes ways in which you define this aspect of who you are, including unique traits and career experiences.

HIGHER THAN NORM SCORE: LEVERAGE

Your self-rating indicates that you recognise leadership is an aspect of who you are in the world, a part of your identity. At the same time you understand that your leadership identity is continually evolving and that you are capable of continuing to develop this aspect of yourself. Understanding that leadership identity is an ongoing process across your entire career, your self-rating shows that you are prepared to spend time and energy on your development in this area. This is in line with research which shows that leadership identity evolves over our entire careers. Your willingness to stay open to adapting and refining this aspect of yourself is a characteristic of high performers

Thought starter:

- How are you acknowledging your leadership identity? For example: In our careers, particularly as we become more senior, the level of ambiguity in our roles can increase. As a result, decision making can become more difficult and this is often where our Leadership Identity can be showcased and relied upon. How are you using your Leadership I.D. as a foundation for your decision making?
- How are you celebrating this aspect of yourself? For example: How often do you share your Leadership beliefs with those around you?
- What more could you be doing?

LOWER THAN NORM SCORE: DEVELOP

Your self-rating indicates that you are not yet comfortable with seeing yourself as a leader – or that leadership is not a role or identity which you feel is a part of who you are. This is not uncommon as we all begin our leadership journeys. To assist you with your development:

- It may be useful to reflect on how you are defining leadership.
- Who do you consider to be a leader? For example: Does your definition rely on being in a formal leadership role or are you comfortable that individuals can lead from any position – regardless of their title?
- And what do you think leadership really is? For example: Does your interpretation of leadership involve big picture thinking and influence or is there a more every day, inclusive definition of leadership that can apply? Recognising the leadership is not the sole domain of people in senior positions is a powerful and exciting perspective that will help you tap into the leadership potential of the people around you.
- Redefining leadership in a more accessible way (recognising that leadership qualities exist within everyone) may be a good reflection point for you. This redefining of leadership can be quite challenging for some individuals, particularly if you have been conditioned to think of leadership as something that only belongs to those at the top of organisations or those that have people reporting to them. However in today's complex world leading organisations are recognising the leadership power that exists within every individual and are finding ways to unleash this.

Thought starter:

- What steps can you take to showcase your unique leadership identity at work? For example: What are your core beliefs around leadership and how do you share these with others?
- What aspects of yourself are unique to you? For example: Are you a natural innovator? Or are you a critical thinker? Whatever your particular traits and preferences, these are components of your leadership identity.
- And what are the ways you can bring these to life more frequently?

Your Score

76 %

Roar People Norm

84 %

Refers to the degree to which you are ready to take on some level of personal or professional change.

HIGHER THAN NORM SCORE: LEVERAGE

Your self-rating indicates that you are open and willing to make change. You recognise that you are responsible for making the change and are prepared to experience some discomfort in making this happen. Your rating suggests that you are prepared to take action and continue your leadership development. This openness to change is fundamental to your continuing to refine your leadership identity – this is particularly relevant as you come across new experiences or situations which may require an adaptation or refinement of your leadership approach.

Thought starter:

- How are you capturing your changes? For example: What forums or experiences are you involved in which will continue to challenge your perspectives?
- What are you holding yourself accountable to? For example: How are you ensuring that your development continues to be stretched?

LOWER THAN NORM SCORE: DEVELOP

Your self-rating indicates that you may be hesitant about making changes for yourself or committing to take action. This is a common step in the change process – even though you may be yet to make any change! Your rating suggests that you may need to think through the realistic positives of making change so that you can feel motivated to move into action. Consider being more open minded about your career development and be on the lookout for change opportunities that can help you achieve your future goals. From a leadership identity perspective, openness to change is an important characteristic of great leaders, particularly as situations evolve and the requirement to adapt one's leadership approach becomes more pertinent.

Thought starter:

- What are the areas in your professional development or leadership approach that you could consider adapting? For example: Are there forums or events that you can become involved in which may open your thinking towards new approaches to leading?
- What could be the potential benefits in making this change?
- What may you miss out on if you maintain the status quo?

Your Score

72 %

Roar People Norm

82 %

Knowledge and practice of using your natural strengths in your work. This can include working to your values and being your authentic self at work.

HIGHER THAN NORM SCORE: LEVERAGE

Your self-rating indicates you are familiar with the innate strengths that you bring to your career and are comfortable living these. From a leadership identity perspective this is critical in building the trust with those around you. Authentic leaders are those that understand who they are and are grounded in their own sense of self. Even so, working to our strengths is something we can all continue to enhance – particularly when we consider the various domains of our lives (work, home, friendships, relationships and so on). Consider whether you are leveraging your strengths in all of these.

Thought Starter:

- In what ways are you living to your strengths across all the areas of your life? For example: Individuals who report a significant difference between who they are at work and who they are at home can often suffer energy depletion as they try to manage their work personas. Whilst professionalism is a foundation of leading it is also important to structure your work in a way which draws on your innate strengths and energises you.
- How can you share your experience in this area and “strengths spot” for those around you? For example: How often do you notice the strengths in those around you and acknowledge this for them? This is a powerful way to validate their unique leadership ID.

LOWER THAN NORM SCORE: DEVELOP

Your self-rating indicates that you may not be fully aware of the strengths and values that you bring to your career or that you are not able to apply them to your work. Your self-rating highlights that there may be an opportunity to bring more of yourself to work and your strengths are a great way to do this.

This presents a great opportunity for you to learn more about the strengths that you bring (as every human has them) and to think about how you can bring them to life more frequently. Concentrating on activating your strengths in your career will add to your satisfaction and motivation as research shows that utilising our strengths is energising.

Thought Starter:

- Which strengths most define you and how can you live these strengths more frequently? For example: If relationships are a core strength, how do you ensure that you work involves the people aspect more regularly?
- What is one way for you to balance out who you are at work with who you are at home? For example: If humour is a core part of your sense of self, how do you showcase this (appropriately) for others?

Your Score

63 %

Roar People Norm

84 %

Your knowledge of the potentially different attitudes, feelings, and behaviours that a given society or culture associates with being a male or female. This includes whether you think critically about different expectations of men and women.

HIGHER THAN NORM SCORE: LEVERAGE

Your self-rating indicates you have good insight into the gender dynamics in your workplace and that you are effective in addressing these. Gender awareness is one aspect of the broader diversity in our world. Your awareness of gender dynamics indicates that you are likely to be aware of the biases that can exist towards other diverse characteristics including (but not limited to) age, culture and ethnicity. Being inclusive in your approach is fundamental to great leadership as we move into an era of higher complexity and global connectedness. This level of awareness is not as common as you may think and is often a useful perspective for those you may be working with.

Thought Starter:

- How can you share your insight with those around you? For example: Being able to ask whether any unhelpful assumptions are being made of a person (or a group of people) is a great way to educate others in what can often be hidden dynamics.
- What useful tips or strategies could you suggest for one of your colleagues? For example: Is there someone that could benefit from your perspective on how to be more inclusive? This can be a highly personal topic so having the courage to help another with insight into this area can be hugely positive if managed well

LOWER THAN NORM SCORE: DEVELOP:

Your self-rating indicates that you may need to build your awareness regarding the gender dynamics that are taking place in your organisation. This can often be a gradual process and requires a level of critical insight into what the hidden dynamics are going on around you.

Asking questions of your organisation (listed below) will help to shed light on this area and help you to ascertain the level of inclusiveness in your organisation. (These are often hard to detect but can be very impactful on the long term careers of men and women).

Questions Include:

- What is the gender representation of men and women at senior levels?
- Are your senior teams gender balanced?
- Are men and women paid equally for equal work?
- What leadership behaviours are rewarded?

Another useful strategy is to identify someone that manages this well and tap in to their expertise.

Thought Starter:

- Who around you role models an inclusive approach?
- How could you learn from them in this area?
- What other strategies could you put in place?

| | |
|------------|-------------|
| Your Score | 77 % |
|------------|-------------|

| | |
|------------------|-------------|
| Roar People Norm | 70 % |
|------------------|-------------|

Refers to your appreciation and activity in building your connections with important others in your life and career. Includes the strategies and activities applied.

HIGHER THAN NORM SCORE: LEVERAGE

Your self-rating indicates you are confident in maximising your connections in your career and social domains and ensuring you feel supported in your choices. Research shows that high performers have a kaleidoscope of support from many different areas (mentors/ sponsors/ peer support/ coaches) and this is key to ensuring that your sense of yourself as a leader is validated and supported in the long term.

Thought Starter:

- Even as proficient as you are in this area, research tells us we all have areas that we can expand upon further.
- When you consider your connections, are you satisfied that your support network is strong? Often it is not so much the quantity of your connections but rather the quality of these relationships that really matter.
- Are you in regular contact with your key supports?
- Are there others outside of your existing connections that you would like to connect with?
- How can you make this happen?

LOWER THAN NORM SCORE: DEVELOP

Your self-rating indicates that you have room to develop your social resources and to ensure that you have the support you need in your career. Being more proactive in this area is a characteristic of high performers and it is never too late to start! Research tells us that developing your connections is an ongoing process which benefits from consideration and planning. Building your social resources is a lifelong process that requires you to be intentional and to persevere with building sustainable relationships over the long term.

Thought Starter:

- Who outside of your organisation could you reconnect with? For example: Reconnecting with previous managers or colleagues from other roles can be a powerful way to build your connections.
- What forums could you sign up for? For example: Are there professional bodies or networking groups that you could join? This is often an effective way to get access to a range of new contacts outside of your existing connections.
- What is one action you could take on a weekly or monthly basis that helps you build or strengthen your support? For example: Diarising a weekly coffee catch up with a contact is a simple way to begin to embed these connecting behaviours into your leadership repertoire. This is an important skill that improves with practice.
- Who could you connect with from your career to date?

Your Score

68 %

Roar People Norm

70 %

Your recognition and activity in validating (confirming/ encouraging/ supporting) the leadership qualities in the people around you.

HIGHER THAN NORM SCORE: LEVERAGE

Your responses indicate that you are active in creating a culture of leadership and empowering others to lead. You are able to recognise the leadership qualities of the people around you and practice creating opportunities to tap into their leadership potential. Your willingness to share and promote the leadership prospects of others is a foundational aspect of high performance and inclusive cultures. Your readiness to do this is often not shared across organisations and is something to be celebrated.

Thought Starter:

- How do you share your perspective (on validating the leadership potential of others) with your colleagues?
- What activities have been particularly useful in empowering others to lead? For example: Are there ways to divide up certain projects to give more opportunities for team members to lead?
- How can you share your knowledge in this area with others who may not be familiar with it? For example: Are you able to articulate your inclusive views of leadership with your peers or team?

LOWER THAN NORM SCORE: DEVELOP

Your responses indicate that you may not be willing or active in recognising, tapping into or acknowledging the leadership qualities of the people around you. Often what gets in our way (when we think about tapping into the leadership potential of others) is the mental models of leadership that we all hold in our heads. For some individuals, leadership only comes with a title whereas for others leadership is a form of social influence that can positively impact the lives of others.

Research on leadership identity supports this second perspective and we acknowledge that this may be a challenging view for some individuals. To help you reflect on this we encourage you to identify what assumptions you are making about leadership and potentially what assumptions you are making about the people around you.

Thought Starter:

- What is your definition of leadership?
- What is the definition of leadership for the people around you?
- How can you start to open yourself to the possibility that leadership can be shared?

Your Score

88 %

Roar People Norm

74 %

Ways in which your sense of yourself as a leader can be undermined by your organisational or societal context.

HIGHER THAN NORM SCORE: LEVERAGE

Your responses indicate that you are not currently at risk of being derailed from your leadership self. This is a great position to be in and means that you are either proactively managing any potential leadership derailers in your environment and/or you are well supported by external others.

Research shows that derailers can change over time so we encourage you to remain mindful of these and continue to stay active in managing them well.

LOWER THAN NORM SCORE: DEVELOP:

Derailers refer to the ways in which your sense of yourself as a leader can be undermined by your organisational context and any self limiting beliefs you may hold. These derailers are often very hard to spot and can be embedded in organisational norms. Examples can include typically linear career paths to senior management (this can include the current paths to leadership for example from CFO to CEO rather than supporting those that have different organisational backgrounds)the impact of career breaks on career progression (valuing the enormous impact that time outside of the workplace can have on one's growth and sense of self); or the lack of work flexibility to match one's life stage (for example: the importance of flexible work for working parents, mature age workers and so on).

Your responses indicate there are a range of potential leadership derailers that you may be currently facing. These may be at an organisational or societal level. Take some time to identify what these specific derailers may be and build an action plan to mediate them. We recommend that you do this in consultation with a trusted advisor or mentor who may assist you in formulating your plans.

Consider the following questions:

- What are the obstacles you are currently facing? (Are they part of the culture where you work?)
- How can you start to address these? (Often it is the smallest steps that can reap the most reward so consider what activities or conversations can start to head you in the direction you want to go)
- Who is a trusted person in your life that you can use as a sounding board?

Your Score

73 %

Roar People Norm

74 %

Ways in which your sense of yourself as a leader can be undermined by any self limiting beliefs.

HIGHER THAN NORM SCORE: LEVERAGE

Your responses indicate you do not hold any self limiting beliefs regarding your leadership identity. You have good awareness of the potential areas that may derail your sense of yourself as a leader and you are proactive in putting yourself forward for developmental or career opportunities.

LOWER THAN NORM SCORE: DEVELOP:

Your responses indicate there are some areas in which your sense of yourself as a leader may be undermined – this may be your level of awareness of the impact of potential derailers or a sense that you may be holding yourself back from development opportunities. The ability to identify what we may be doing to derail our own leadership opportunities is a level of insight that requires focus and practiced inquiry.

Consider finding a coach, mentor or trusted advisor who may assist you in identifying the areas that may need addressing and who can help you to formulate a plan to manage these to build your unique sense of your own leadership approach.

Consider the following questions:

- What self limiting beliefs are you holding onto?
- What would be a more powerful interpretation of this thought?
- How can you start to address these?
- Who is a trusted person in your life that you can use as a sounding board?

Leadership Identity - Additional Comments

I have never been in a leadership role, so I believe my colleagues see me as an equal and not as a leader, and rightfully so. For my career development to secure future leadership/managerial roles, I definitely want to develop these skills. There have been situations at work where I have needed to lead and direct the team, which I've been comfortable doing so and through my work ethic, I strive to influence people's decision making. But at this point in my career, I can't say I'm a manager or leader - this is something you have to earn.

Change Readiness - Additional Comments

I am fortunate my workplace is encouraging of, and provides an allocated budget towards professional development. This incentivised me to undertake the Diploma and complete various other courses. I don't have a chart of personal goals and when they will be achieved, but I do self reflect and analyse my development, and where it's going so I'm never stagnant for too long, and always moving in the right direction.

I am fine to step out of my comfort zone, and try new things if I can self assess how the skill set is evolving, and improving myself. I tell myself I'm fine with 'constructive criticism', but I think anybody's capable of feeling hurt and derailed somewhat if their style of work and workplace performance is questioned - so I'm definitely not immune to setbacks or failures affecting me. I acknowledge how important it is to be accountable for one's actions, and I take complete responsibility for evolving my leadership skills.

COMMENTS

Social Resources - Additional Comments

I'm interested to know what you mean by sponsors supporting my career development. Are you referring to reference groups (like family and friends)? I have one Mentor at the moment; that's my manager I report directly to - is this sufficient or should I have more?

Professional speaking is part of my job, so I am definitely confident with having a voice, and speaking amongst a crowd, though I still get nervous especially if it's a large audience and/or a meeting with the CEO and other Executive General Managers. Will this nervousness ever pass?

I am on LinkedIn, and meet plenty of contacts through my day to day work, however I could network more.

Strengths & Authenticity - Additional Comments

The difference between who you are inside and outside of work is a tricky one - because at work you must always shine your happy face, whereas outside of work, the true emotions of life are often at the forefront of one's personality. Generally speaking I would like to think I'm a strong character, and the same person, regardless of whether this is displayed in a working or non-working environment.

My job is growing, and I now work 4 days instead of 5. It's very challenging to do a superior job with less time and more work. I persevere, it's a wonderful workplace and great people, plus the projects are enjoyable but I would like to learn how to better manage the workload.

Gender Awareness - Additional Comments

This was a difficult category of questions to answer - I have worked in an all female workplace for more than 3 years now. We are a small team, and I've witnessed first hand when one of us moves on, and the position needs filling, it is more appealing to hire another female so they feel comfortable and fit in nicely with the existing workplace culture, especially given it can be quite 'girly' in terms of social chats and team building occasions.

Validating Others - Additional Comments

Because of my growing role, I need to delegate tasks to the office assistant, which I have done in the past, but hasn't work out as I'd hoped, probably due to a lack of training, and micro managing on my part. I think everyone is secretly a leader, as they must in one way, shape or another lead their own lives - though some are more successful at this than others.

My ability to train and mentor others into becoming leaders is something I can definitely improve on. When things go wrong, how do you avoid hurting the person's feelings when addressing the issue and providing feedback? How do you also handle different personalities? Are there set theories and styles of leadership management in place that you follow, or is this something you customise to yourself and your workplace. I myself, am just learning the ropes to leadership status.

Potential Derailers - Environment - Additional Comments

I have great support through work. I have witnessed first hand, employees being promoted into managerial positions because internal promotion is the first avenue, and awarded on merit if the right candidate is available.

This has inspired me to complete this course and strive to secure a managerial position within the firm, when the opportunity presents itself.

Potential Derailers - Self - Additional Comments

I could definitely achieve more self discipline to be happy and content in life, without constantly feeling the need for something more and overindulgence - though I try and divert this personality trait towards self development rather than other lifestyle choices which are not in my best interests (overeating etc..). It's difficult to achieve that perfect balance across all aspects of life.

Since finishing my Degree, and enjoying my current job for 3+ years, my career confidence is definitely at its peak and I'm looking to evolving this even more, though I never want to be cocky or too confident as this can be very off-putting.

NEXT STEPS FOR YOUR REFLECTION

Thank you for taking the time to reflect on your Leadership Identity, recognising that you are on a creative journey to continue to develop your own unique leadership approach. Our research confirms that your self-knowledge (for example, your character strengths), combined with your connections and the benefits of an inclusive environment will sustain you in your career and in achieving the success you aspire to. Taking time out for self reflection (like reading and actioning this feedback) will continue to help you to embrace the leader you naturally are (or aspire to be): inclusive, connected and inspirational.

We recommend that you spend some time reviewing the feedback in this report with a trusted advisor - that may be a peer/ mentor or friend with whom you can discuss the content confidentially with. Consider the 8 questions below to help digest the information and build a development plan for yourself:

1. Do any items stand out from the report? If so why?
2. What are some key themes in the report (for example are there specific areas that you need to pay attention to)?
3. Are there some correlations between your self rating of your leadership ID and your rating for Validating Others? What could this mean?
4. Are you clear about your Strengths and Values? Can you articulate them below?
5. Are there any potential derailers that you need to address? What could you do?
6. How can you strengthen your internal enablers? And your external enablers?
7. What areas do you consider are relevant for your own development plan?
8. What areas, if any, require further clarification?

As you review this report you may also consider using the information as a platform to continue your leadership development and embark on a 360 review of your Leadership ID. There is further information on this service on our website www.roarpeople.com.au. Alternatively you can contact us via email: enquiries@selftalk.com.au.

Finally we would like to quote one of the inspirational leaders of our time, Nelson Mandela whose own leadership approach gets to the heart of ours:

"When we let our own light shine, we unconsciously give other people permission to do the same".

Celebrate your unique leadership and continue to validate others.

Sincerely,

Suzi Skinner

And the Roar People team