

LEADER ASSESSMENT

Sydney Client

Jul 15, 2023

Prepared by **George Sudarkoff**



Table of Contents

[Table of Contents](#)

[Participant Summary](#)

[Supervisors](#)

[Peers](#)

[Direct reports](#)

[Other](#)

[Radar Chart](#)

[Competency Summary](#)

[Self-perception Gaps](#)

[Highlights](#)

[Your Relative Strengths](#)

[Your Opportunities for Improvement](#)

[1. Strategic thinking](#)

[2. Execution](#)

[3. Communication](#)

[4. Managing change](#)

[5. Innovation](#)

[6. Collaboration](#)

[7. Developing talent](#)

[8. Decision-making](#)

[9. Results orientation](#)

[10. Influencing skills](#)

[11. Integrity and ethics](#)

[12. Psychological safety](#)

[Derailers Summary](#)

[Derailers](#)

[Not trusted](#)

[Self-promotes](#)

[Overly critical](#)

Lacks accountability

Struggles to adapt

Micromanages

Perfectionist

Exclusive

Lacks focus

Volatile

Lacks confidence

Closed-minded

Feedback Themes

“What is their greatest strengths as a leader? What abilities or qualities contribute most to their effectiveness?”

“What one thing would most increase their effectiveness as a leader? What are the biggest opportunities for them to develop or improve?”

CONTACT

George Sudarkoff

Participant Summary

This section lists individuals who provided feedback, grouped by work relationship/role.

Supervisors

Supervisor One

Supervisor Two

Peers

Peer One

Peer Two

Peer Three

Peer Four

Direct reports

Report One

Report Two

Report Three

Report Four

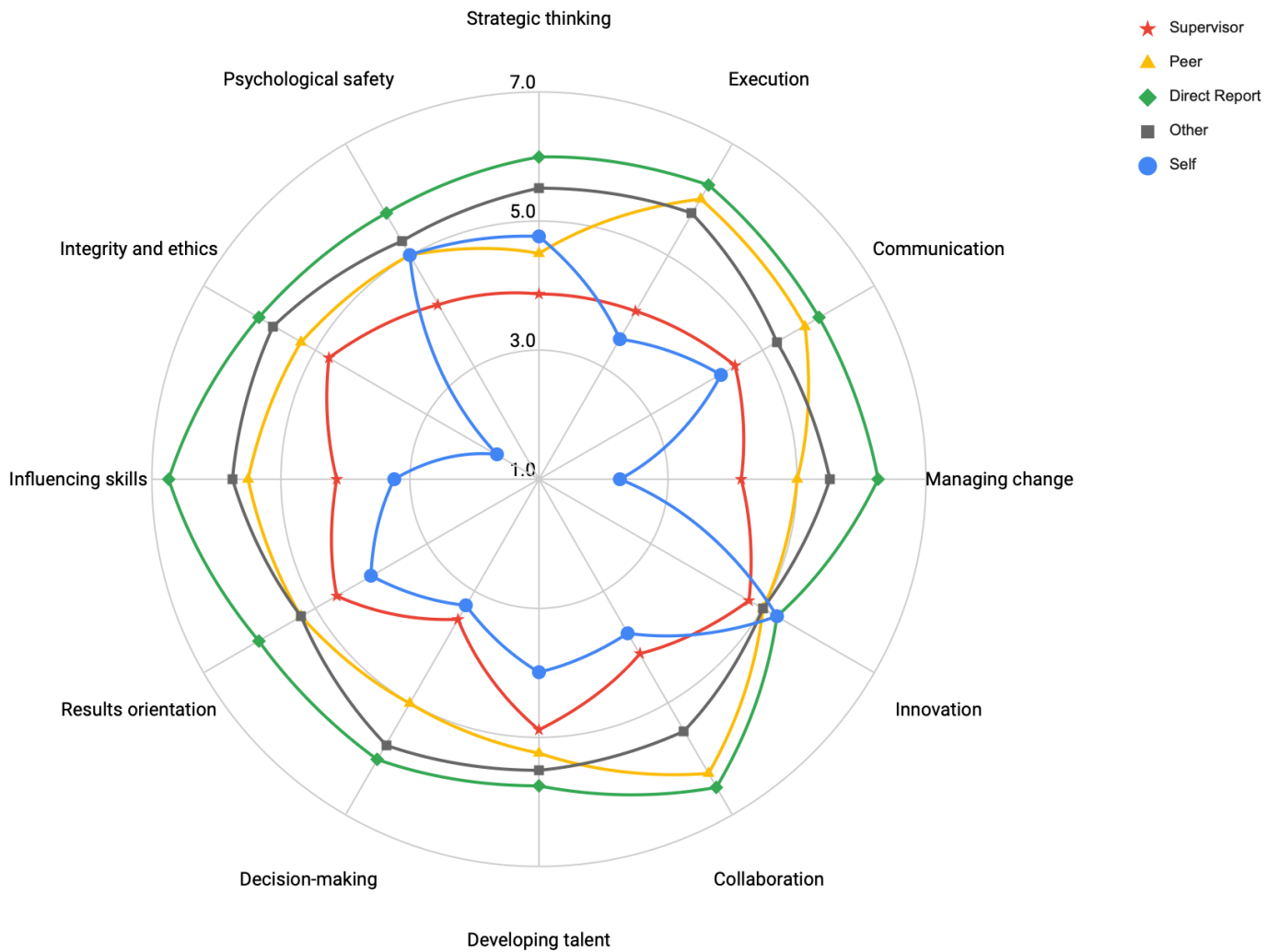
Other

Other One

Radar Chart

Leadership competencies are displayed as data points on a radar chart, with the distance from the center representing the average rating for that competency. The data points for each rater group (self, manager, peer, direct report) are connected to show a line profile and are color-coded by work relationship.

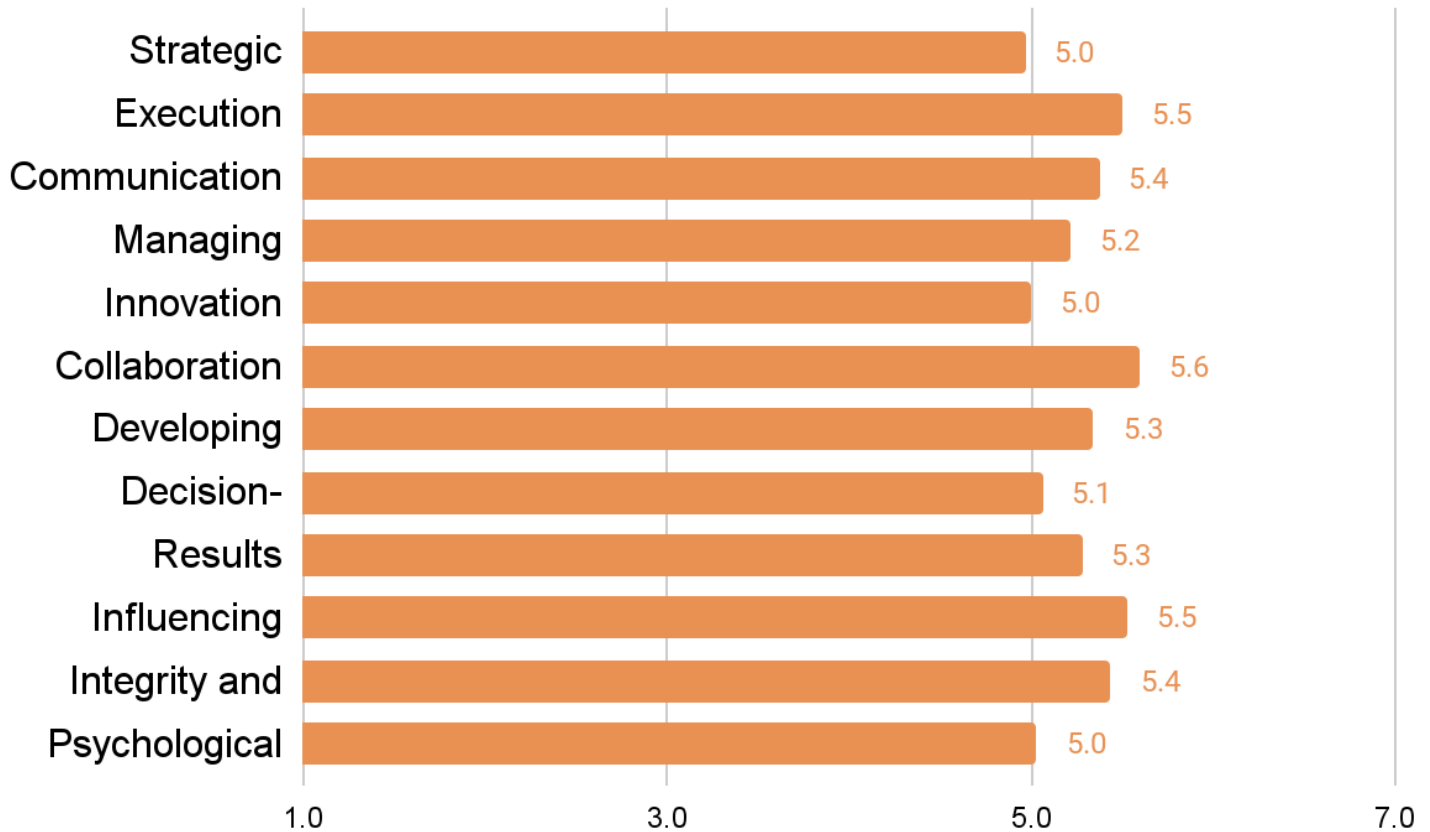
Any potential disconnects between how groups perceive your competencies could be easily identified by deviations in the lines.



Competency Summary

This section provides a summary of the results for each competency.

Competencies scored on a scale from 1 - Strongly Disagree to 7 - Strongly Agree.



COMPETENCY SCALE KEY:

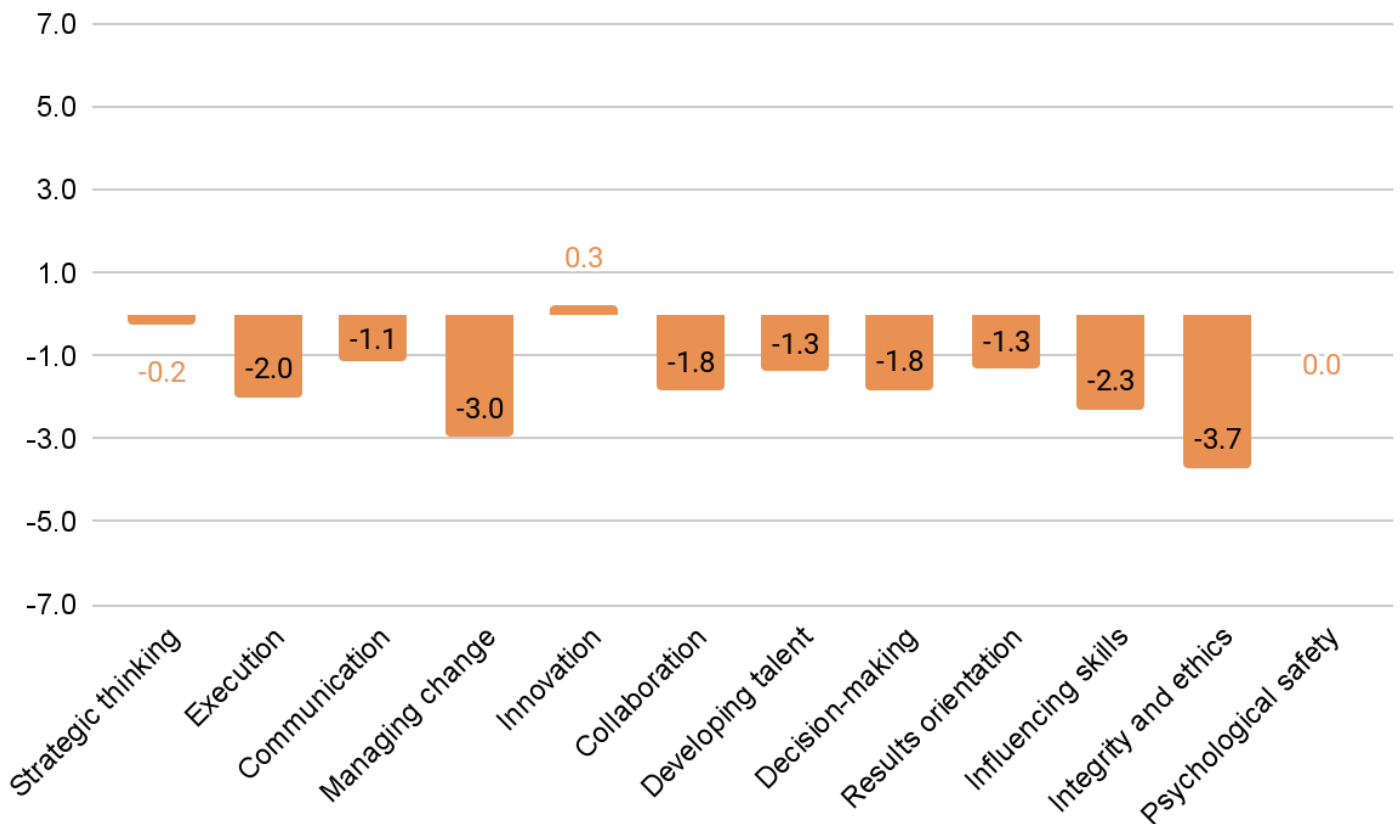
- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Somewhat Disagree
- 4 - Neither Agree nor Disagree
- 5 - Somewhat Agree
- 6 - Agree
- 7 - Strongly Agree

Self-perception Gaps

The following chart shows the gap between self-perception and the perception of you by your colleagues. *It does not necessarily indicate a competence gap.*

Scores below zero represent underestimating your competency level relative to how your colleagues see you. Please note that it's normal for most people to underestimate themselves slightly.

Scores above zero represent overestimating your competency level relative to how your colleagues see you.



Highlights

Highlights are areas with the highest and lowest scores across all competencies in your assessment—areas of relative strengths and opportunities for improvement.

Your Relative Strengths

| Self | Overall | Competence |
|------------|------------|---|
| 2.0 | 6.0 | 2.4 Drives projects and initiatives to successful outcomes. (Execution) |
| 1.0 | 5.9 | 4.4 Helps shape a culture, comfortable with change. (Managing change) |
| 4.0 | 5.9 | 6.2 Works cross-functionally to achieve shared goals. (Collaboration) |
| 4.0 | 5.9 | 6.3 Values diverse perspectives and input. (Collaboration) |
| 2.0 | 5.9 | 10.3 Negotiates win-win solutions. (Influencing skills) |

Your Opportunities for Improvement

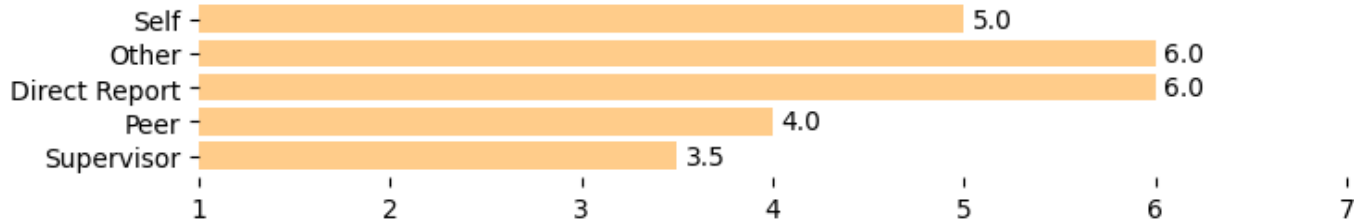
| Self | Overall | Competence |
|------------|------------|---|
| 4.0 | 4.5 | 9.4 Ties strategies directly to key metrics. (Results orientation) |
| 4.0 | 4.6 | 1.2 Anticipates future challenges and opportunities. (Strategic thinking) |
| 7.0 | 4.6 | 12.2 Actively listens and responds non-judgmentally to questions and concerns. (Psychological safety) |
| 5.0 | 4.8 | 3.1 Conveys information clearly and effectively. (Communication) |
| 6.0 | 4.8 | 5.2 Facilitates an environment of creativity and experimentation. (Innovation) |

1. Strategic thinking

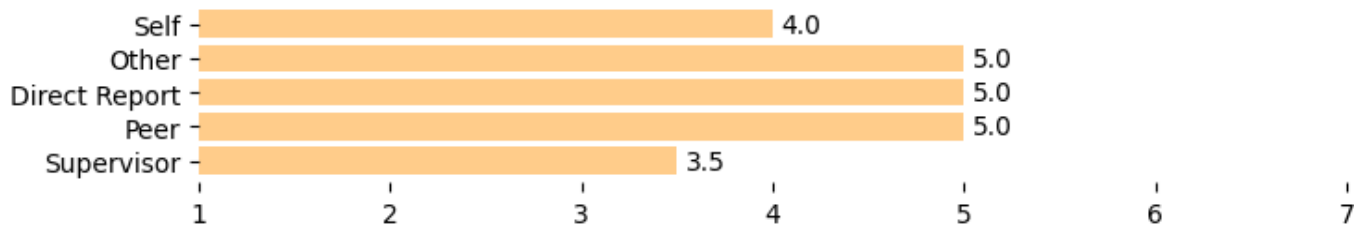
| Self | Overall | GAP |
|------------|------------|-------------|
| 4.8 | 5.0 | -0.2 |

Ability to set vision and direction, see the big picture, and anticipate future needs.

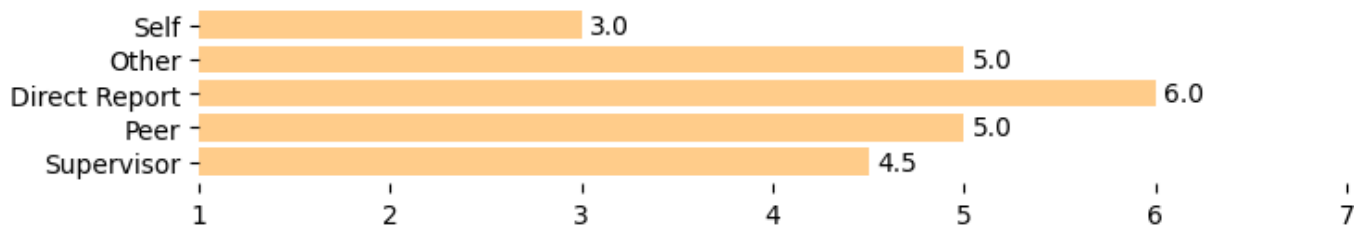
1.1 Sets a clear vision and direction for the organization.



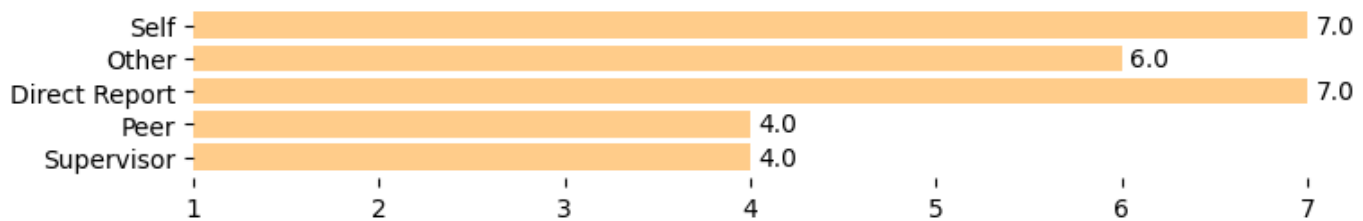
1.2 Anticipates future challenges and opportunities.



1.3 Thinks broadly and long-term about business needs.



1.4 Develops innovative strategies and plans.

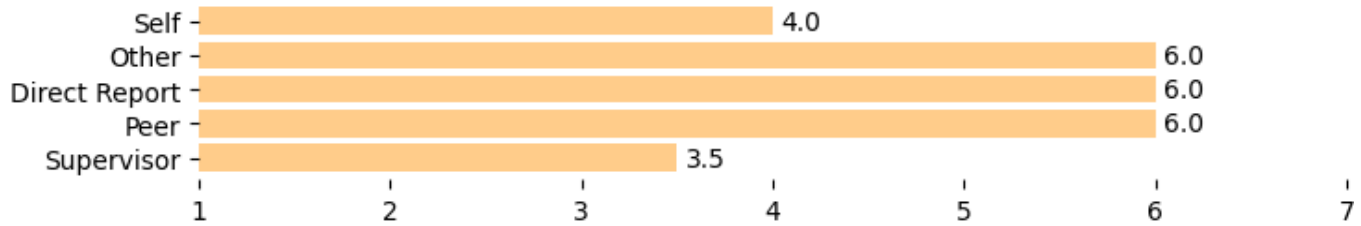


2. Execution

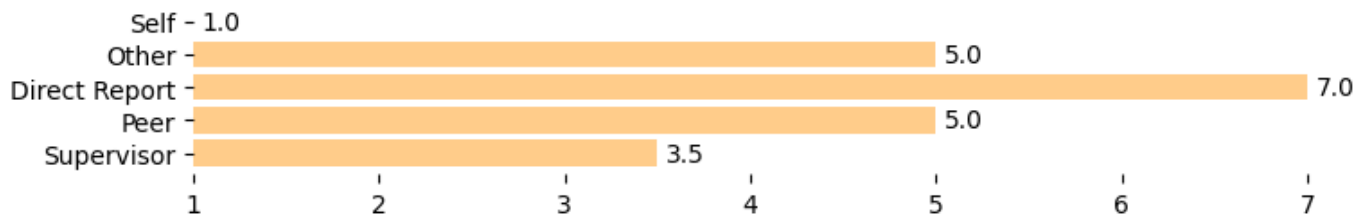
| | | |
|------------|------------|-------------|
| 3.5 | 5.5 | -2.0 |
|------------|------------|-------------|

Skill in delivering results, overcoming obstacles, and implementing ideas.

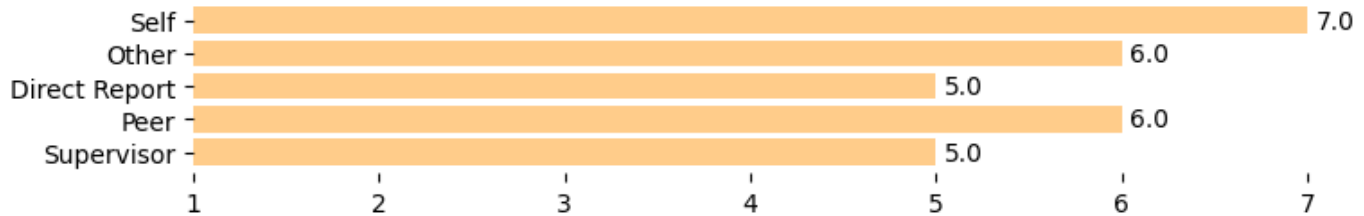
2.1 Delivers on promises and commitments.



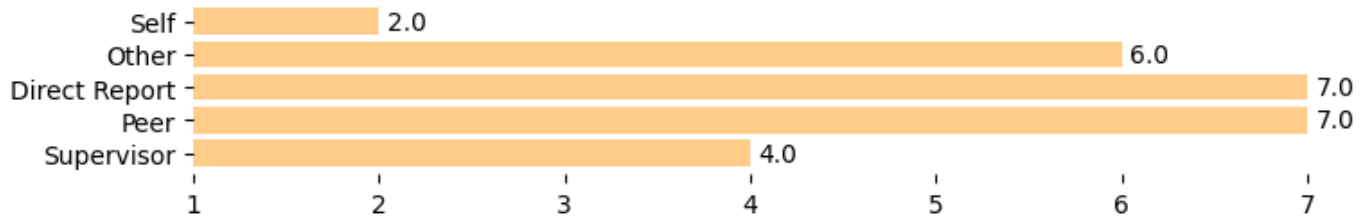
2.2 Overcomes obstacles to achieve goals.



2.3 Implements ideas and solutions effectively.



2.4 Drives projects and initiatives to successful outcomes.

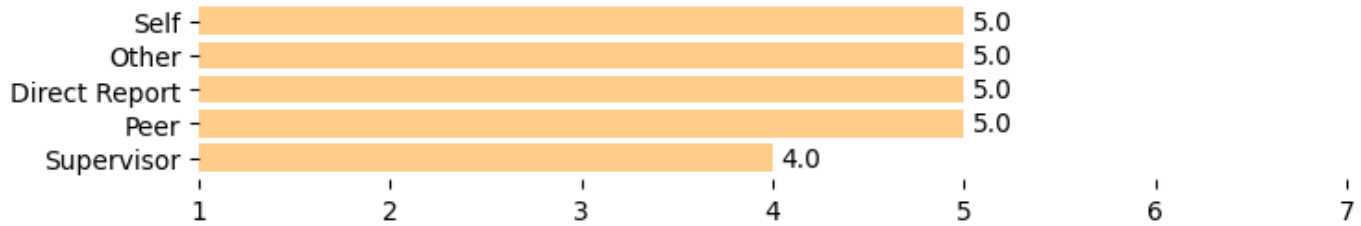


3. Communication

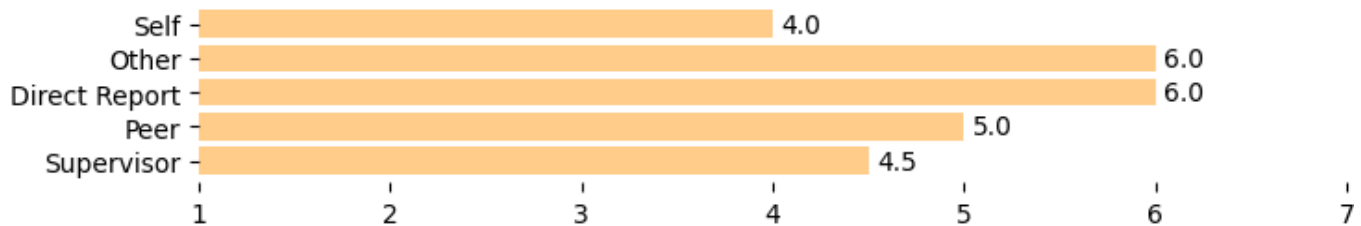
| | | |
|------------|------------|-------------|
| 4.3 | 5.4 | -1.1 |
|------------|------------|-------------|

Effectiveness in conveying ideas, listening, and explaining decisions.

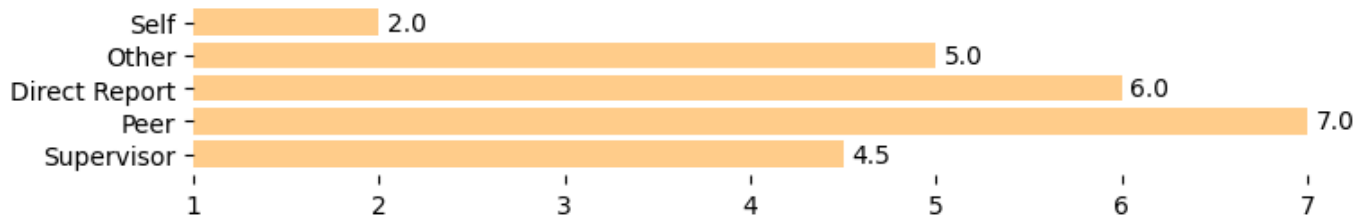
3.1 Conveys information clearly and effectively.



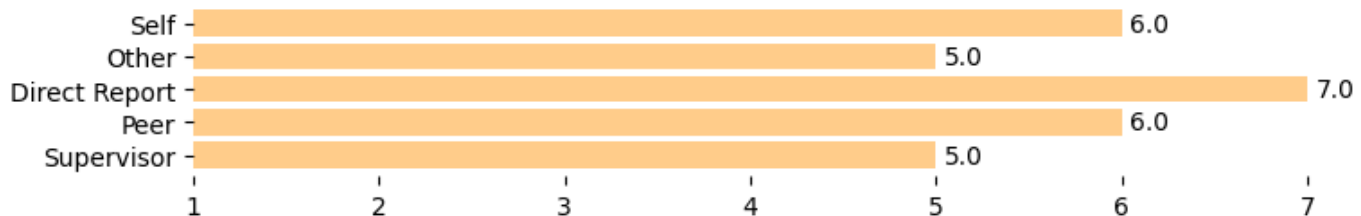
3.2 Actively listens to others' input and ideas.



3.3 Explains complex issues or decisions transparently.



3.4 Tailors communication style to audience.

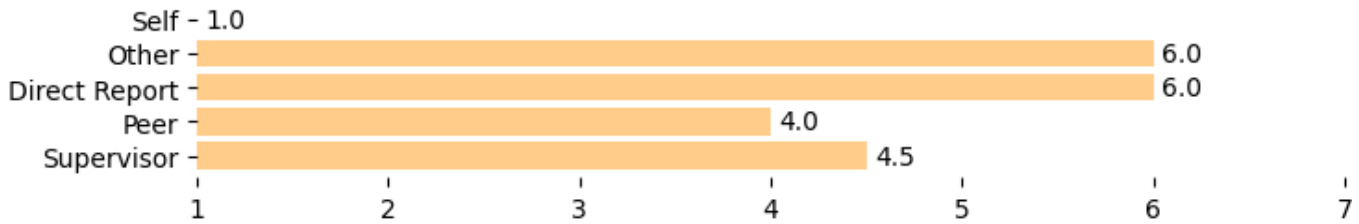


4. Managing change

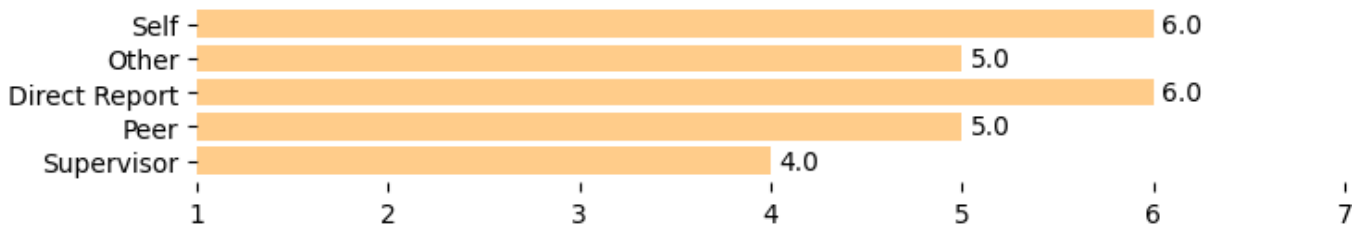
| | | |
|-----|-----|------|
| 2.3 | 5.2 | -3.0 |
|-----|-----|------|

Leading and enabling organizational change initiatives.

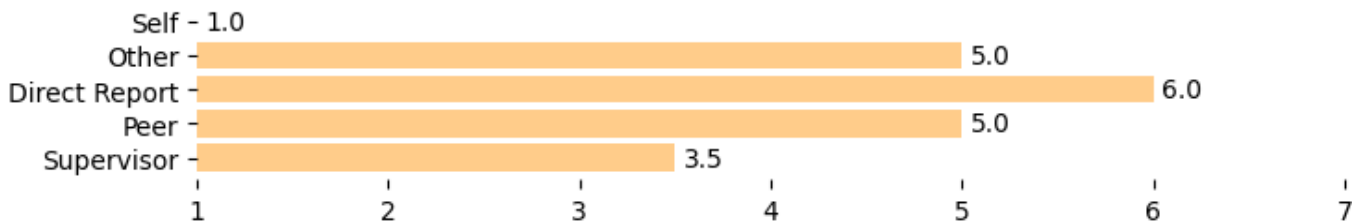
4.1 Leads and champions organizational change efforts.



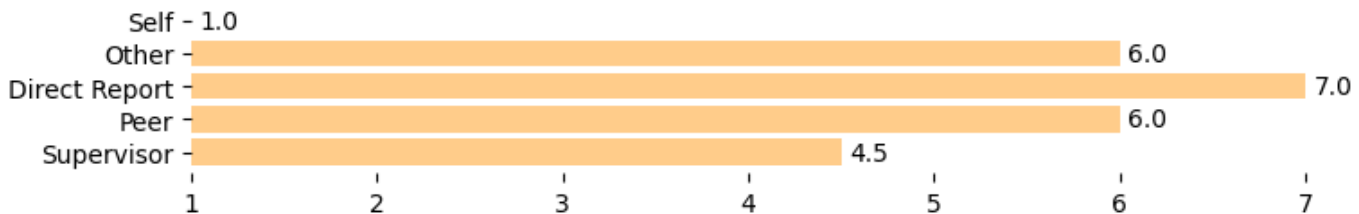
4.2 Secures buy-in and commitment to change initiatives.



4.3 Supports employees through periods of change.



4.4 Helps shape a culture, comfortable with change.

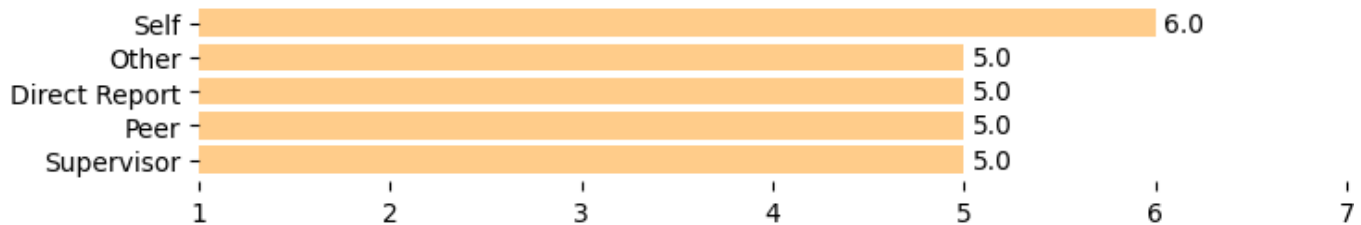


5. Innovation

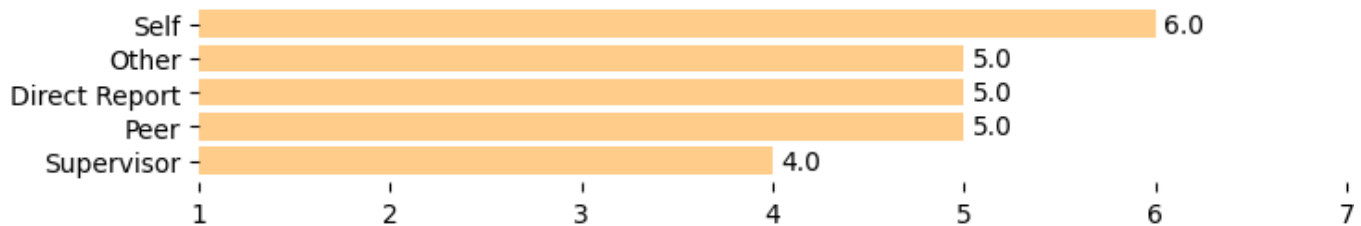
| | | |
|------------|------------|------------|
| 5.3 | 5.0 | 0.3 |
|------------|------------|------------|

Capacity to encourage new ideas, facilitate innovation, and challenge the status quo.

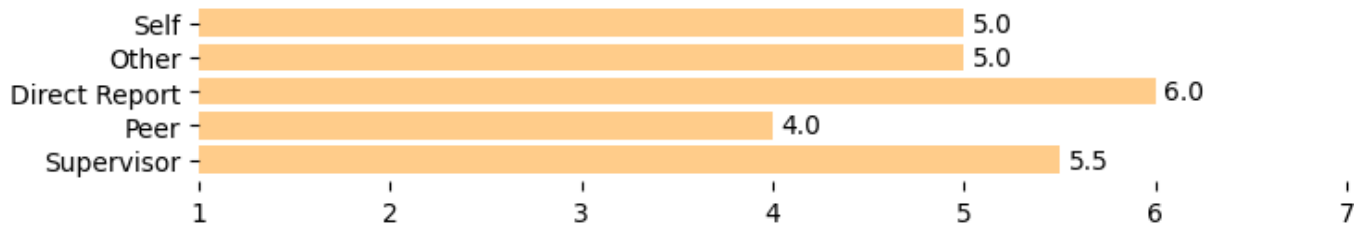
5.1 Encourages new ideas and innovative thinking.



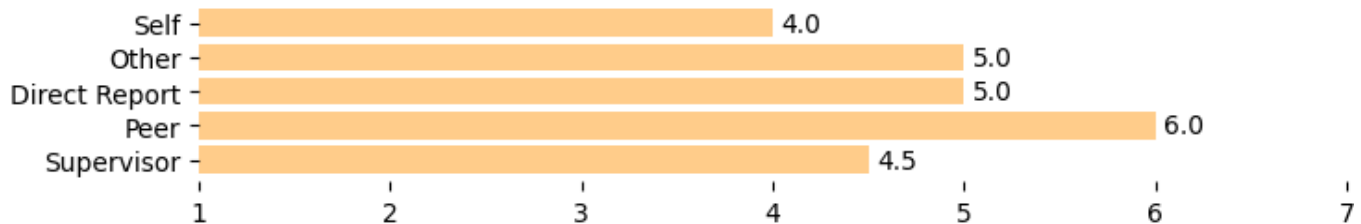
5.2 Facilitates an environment of creativity and experimentation.



5.3 Challenges traditional ways of doing things.



5.4 Implements new solutions and processes.

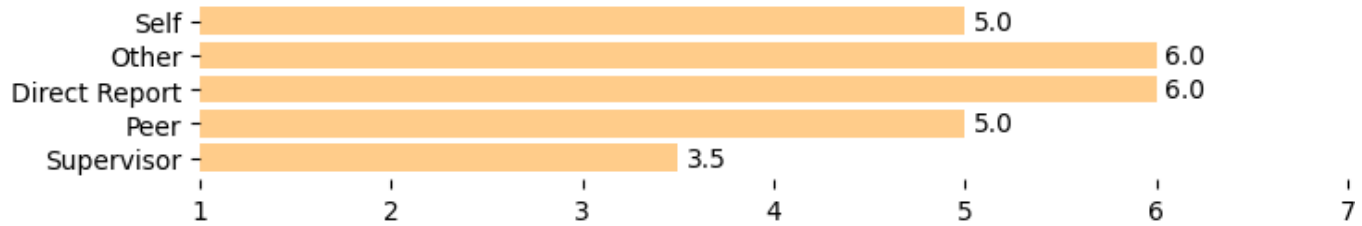


6. Collaboration

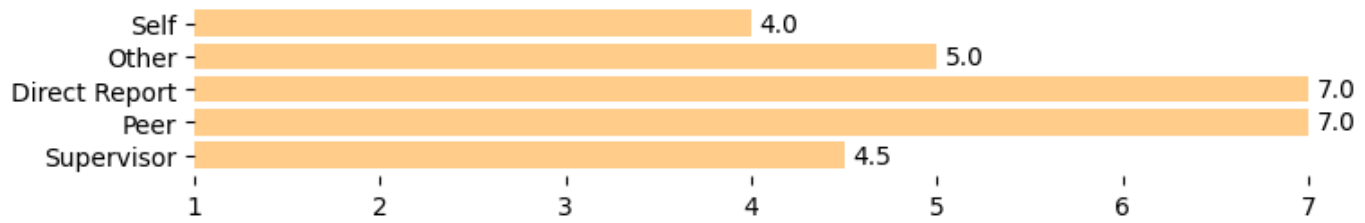
| | | |
|------------|------------|-------------|
| 3.8 | 5.6 | -1.8 |
|------------|------------|-------------|

Building partnerships, alliances, and working cross-functionally.

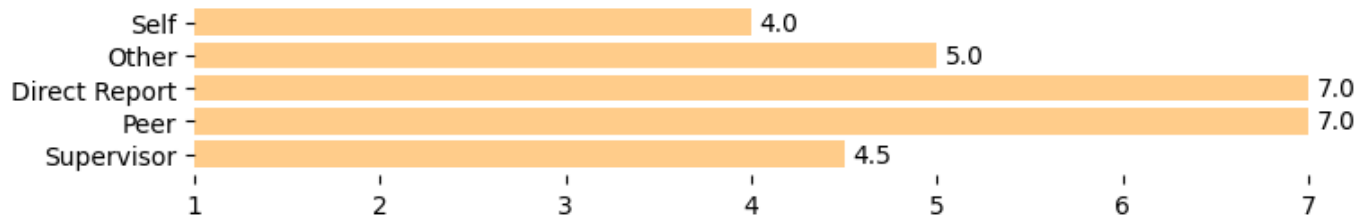
6.1 Builds partnerships and alliances across groups.



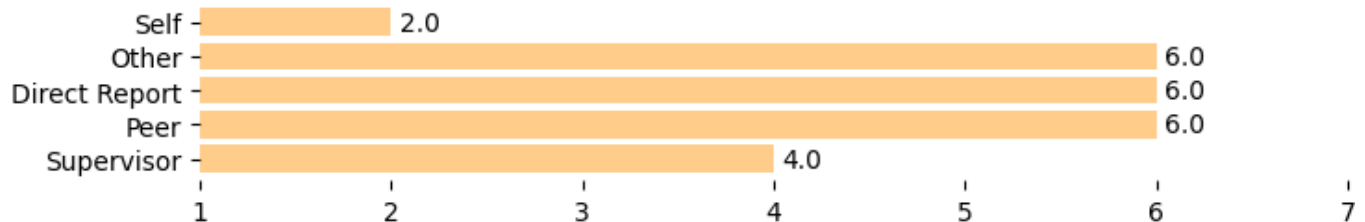
6.2 Works cross-functionally to achieve shared goals.



6.3 Values diverse perspectives and input.



6.4 Gets buy-in and promotes teamwork.

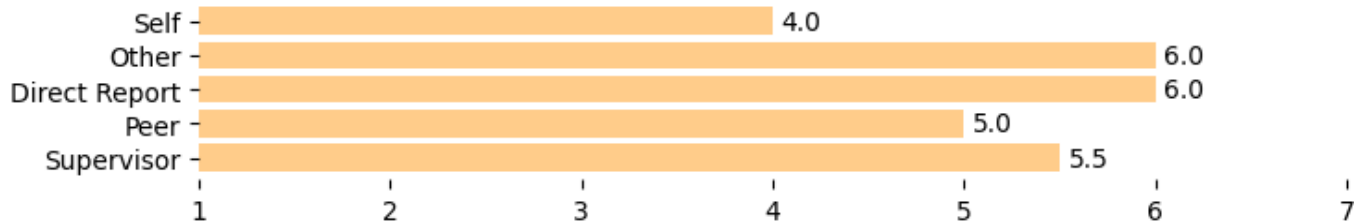


7. Developing talent

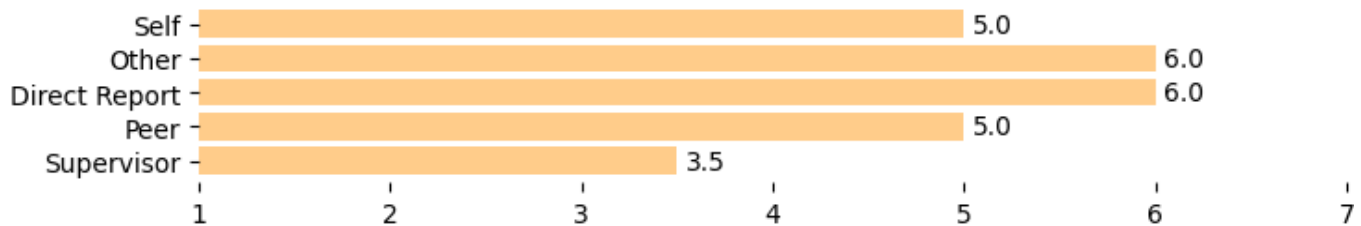
| | | |
|------------|------------|-------------|
| 4.0 | 5.3 | -1.3 |
|------------|------------|-------------|

Coaching, mentoring, and advancing high-potential leaders.

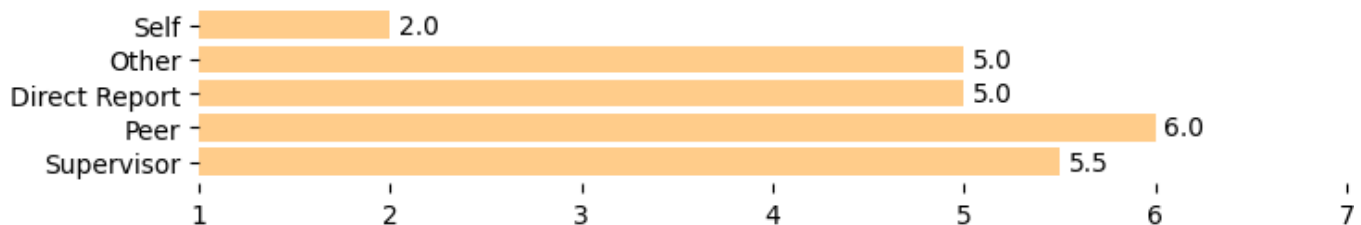
7.1 Provides challenging assignments and opportunities for others to grow.



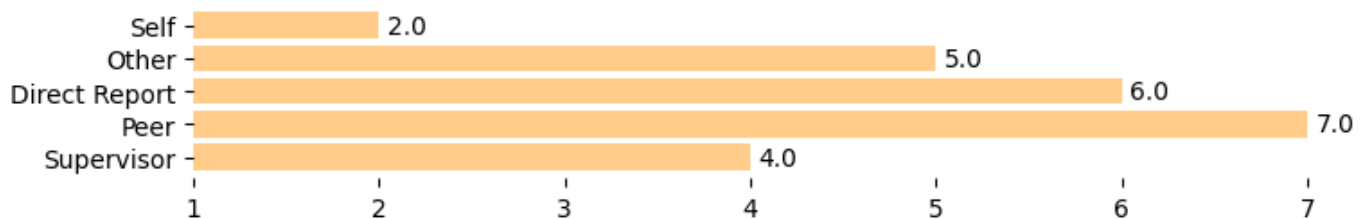
7.2 Invests time in coaching, mentoring, and supporting others.



7.3 Holds frequent conversations with others about their development.



7.4 Develops successors and builds bench strength.

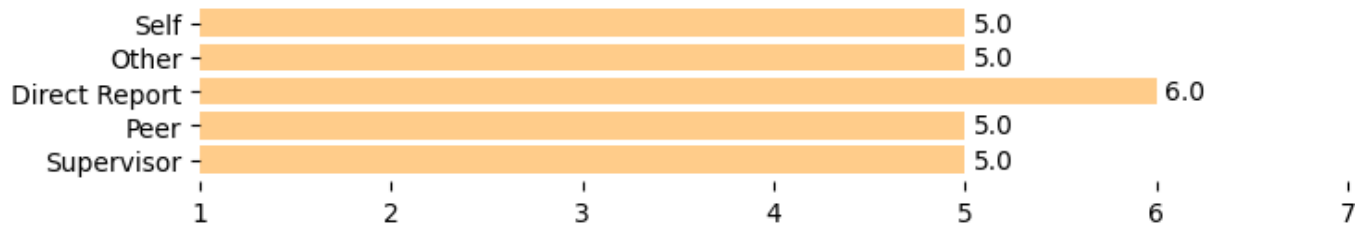


8. Decision-making

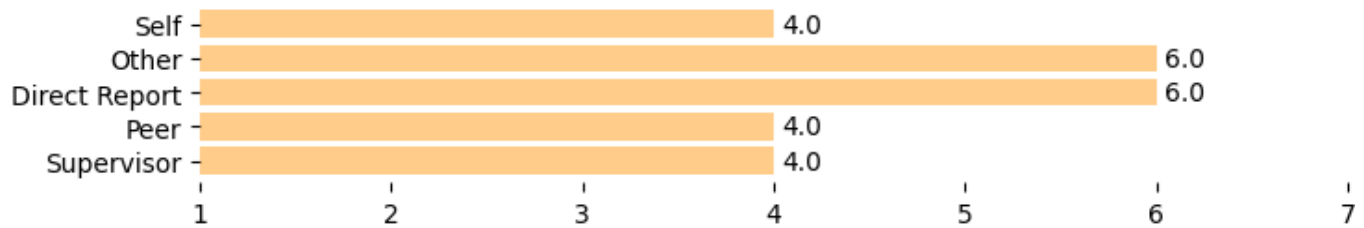
| | | |
|------------|------------|-------------|
| 3.3 | 5.1 | -1.8 |
|------------|------------|-------------|

Skill in analyzing options, thinking critically, and deciding.

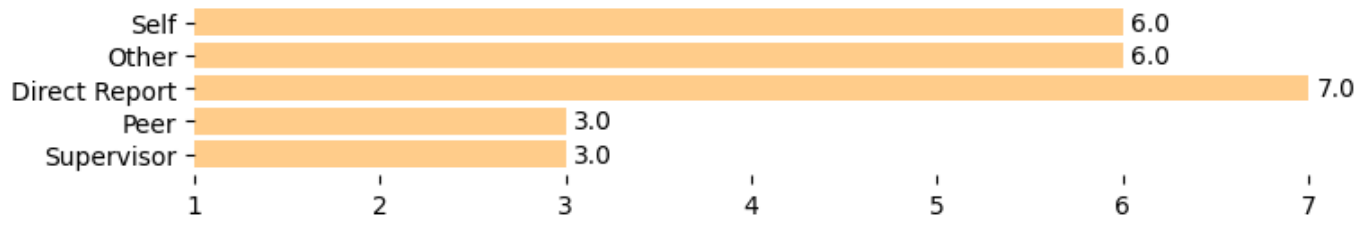
8.1 Demonstrates sound judgment and analysis of options.



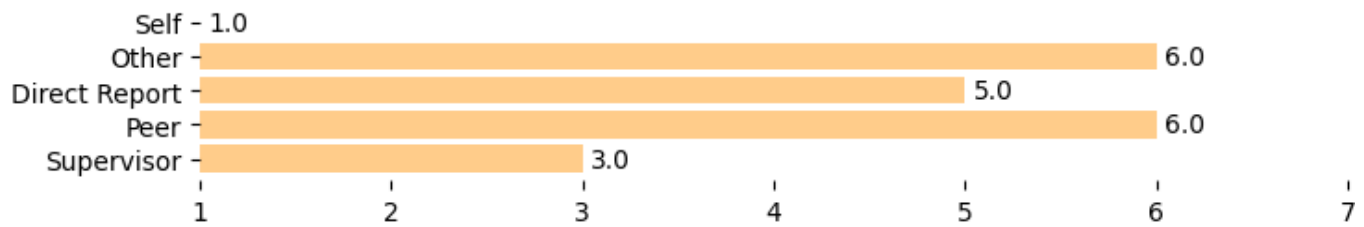
8.2 Thinks critically to resolve difficult issues.



8.3 Makes timely decisions even with imperfect data.



8.4 Is comfortable making unpopular decisions when needed.

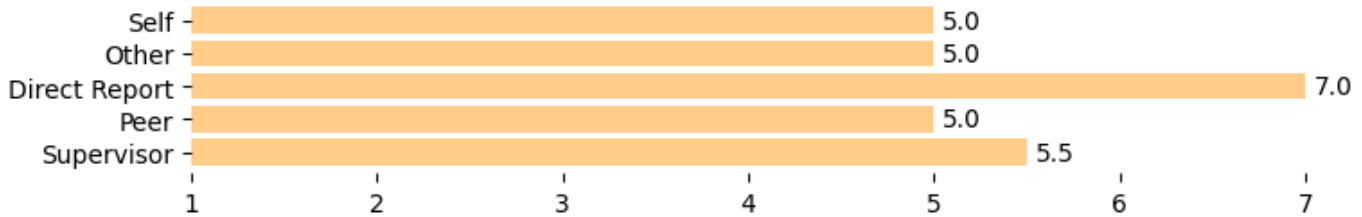


9. Results orientation

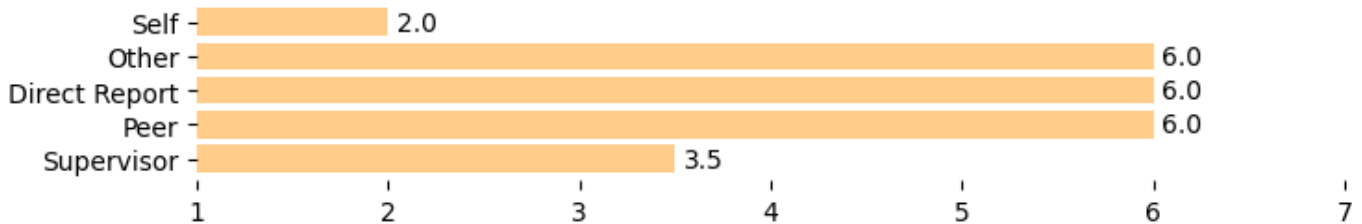
| | | |
|------------|------------|-------------|
| 4.0 | 5.3 | -1.3 |
|------------|------------|-------------|

Focus on outcomes, setting ambitious goals and standards.

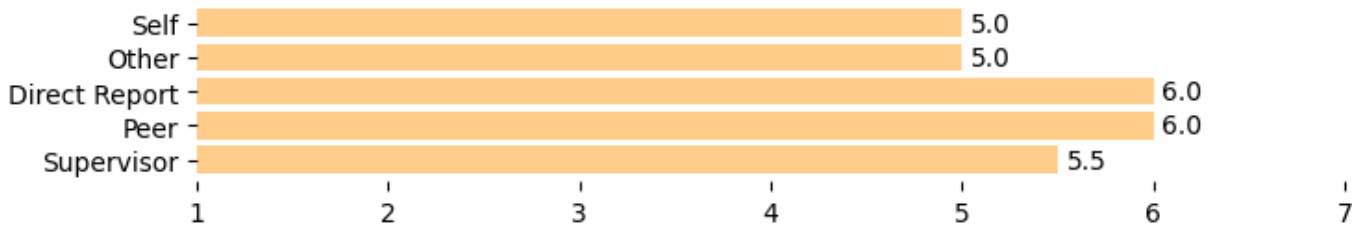
9.1 Sets high standards and ambitious goals.



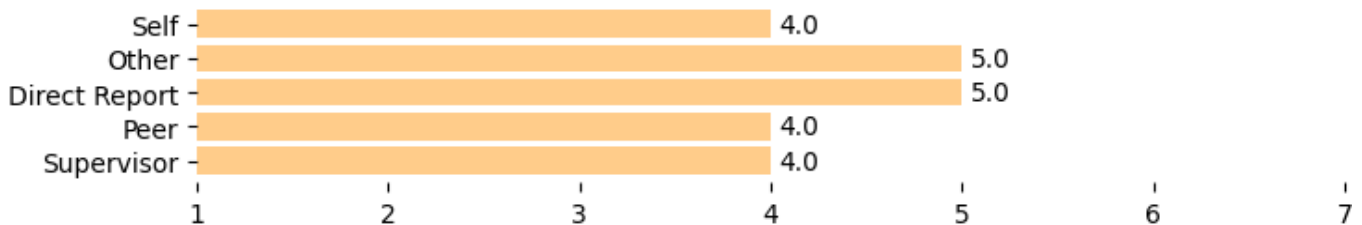
9.2 Pushes self and others for exceptional results.



9.3 Focuses on desired outcomes and impact.



9.4 Ties strategies directly to key metrics.

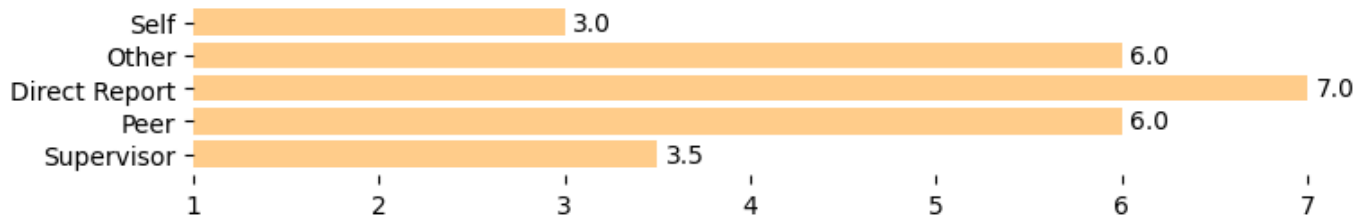


10. Influencing skills

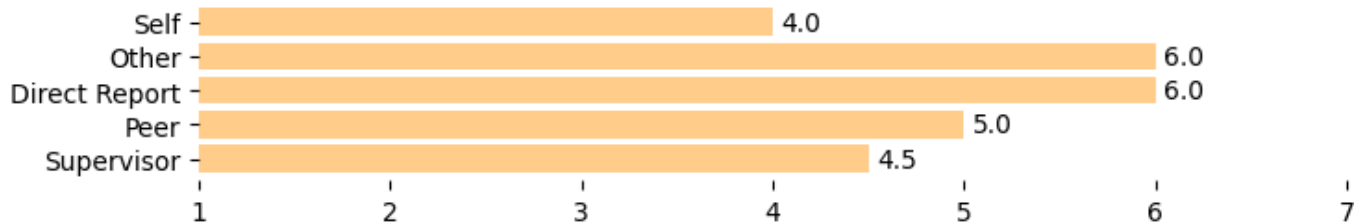
| | | |
|------------|------------|-------------|
| 3.3 | 5.5 | -2.3 |
|------------|------------|-------------|

Persuading others and gaining commitment to ideas.

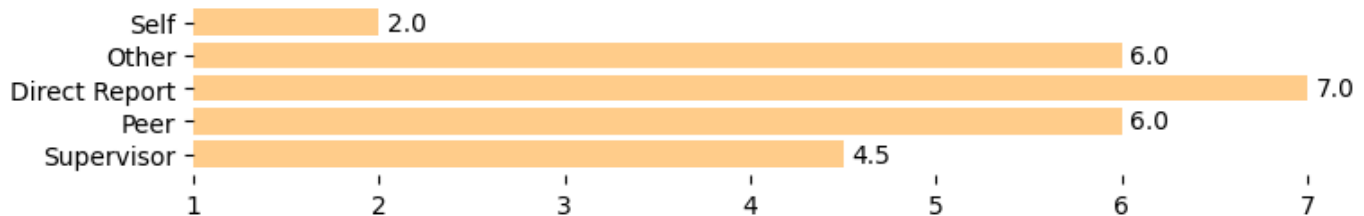
10.1 Persuades others to adopt ideas or change opinions.



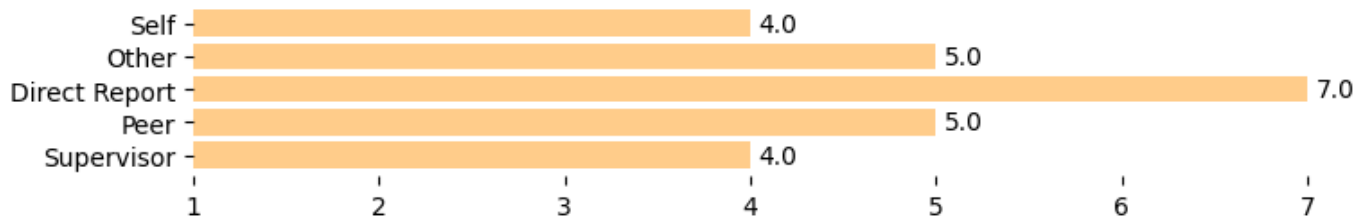
10.2 Wins commitment through compelling arguments.



10.3 Negotiates win-win solutions.



10.4 Overcomes resistance or objections.

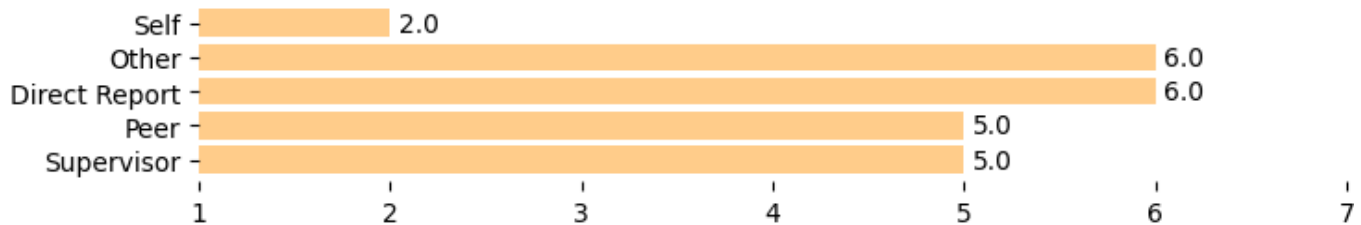


11. Integrity and ethics

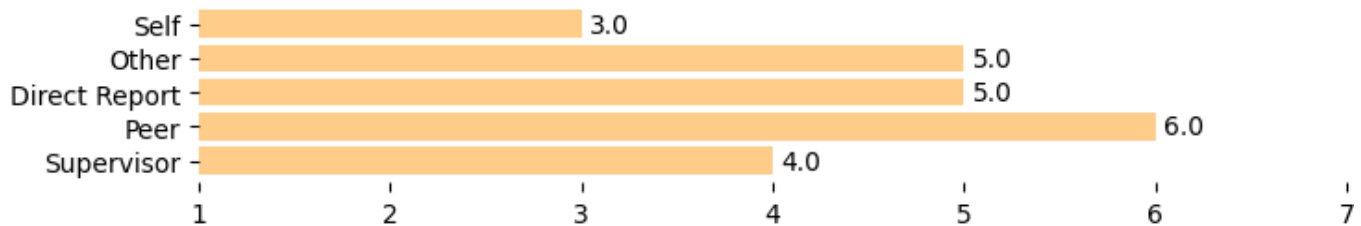
| | | |
|------------|------------|-------------|
| 1.8 | 5.4 | -3.7 |
|------------|------------|-------------|

Modeling and upholding values, trustworthiness.

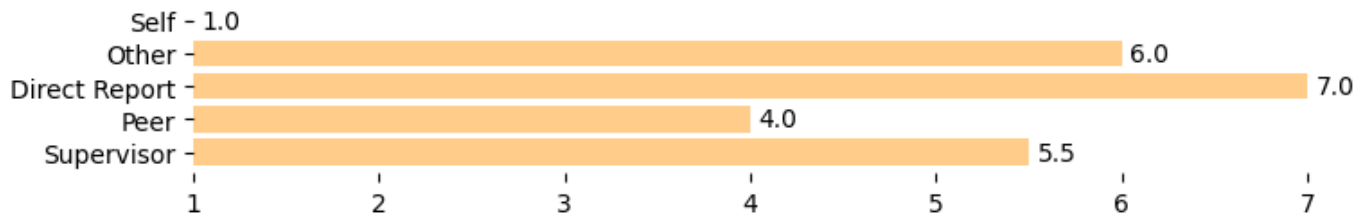
11.1 Serves as a role model of high ethical standards.



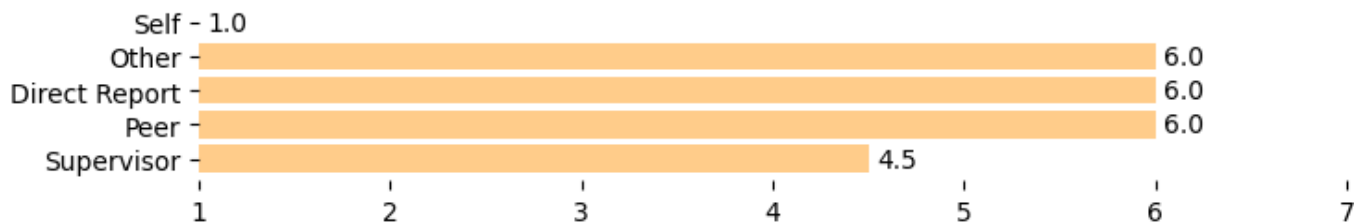
11.2 Upholds stated values of the organization.



11.3 Instills trust, dignity, and respect in the workplace.



11.4 Demonstrates consistency between words and actions.

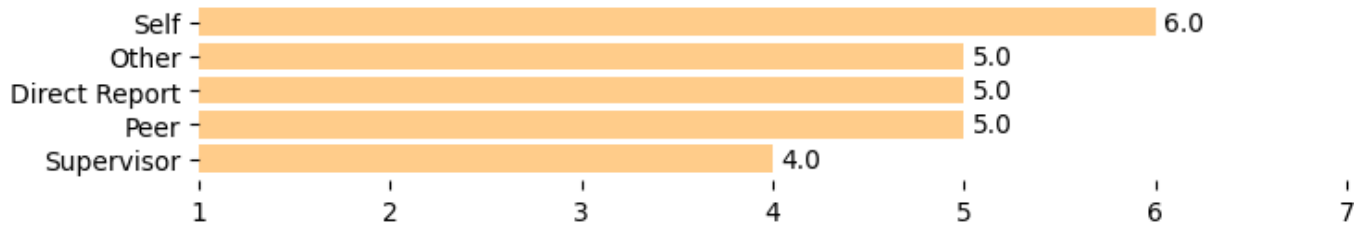


12. Psychological safety

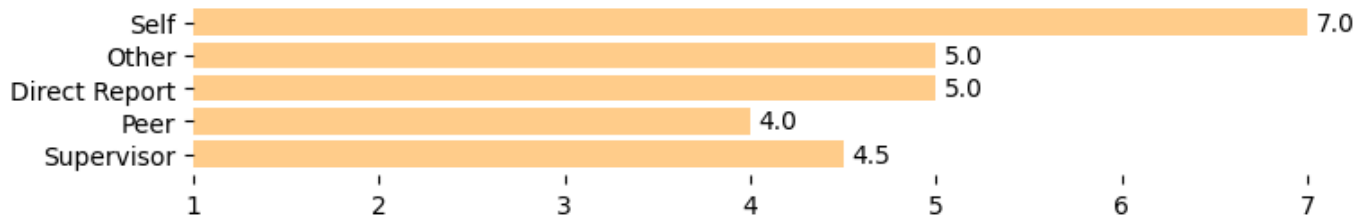
| | | |
|-----|-----|-----|
| 5.0 | 5.0 | 0.0 |
|-----|-----|-----|

Cultivating an open environment where people feel comfortable taking risks and engaging without fear.

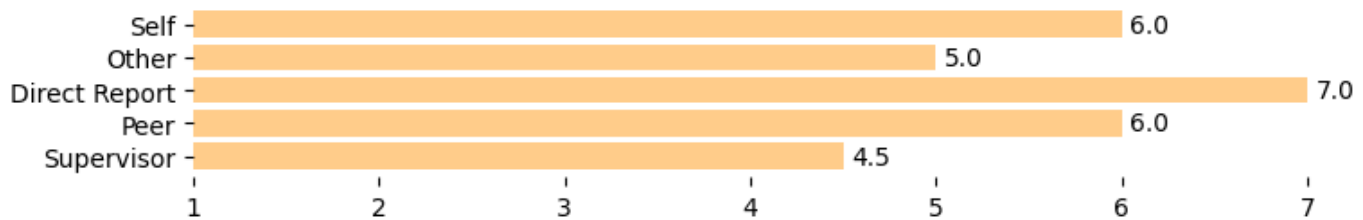
12.1 Encourages team members to take risks and share new ideas without fear of failure.



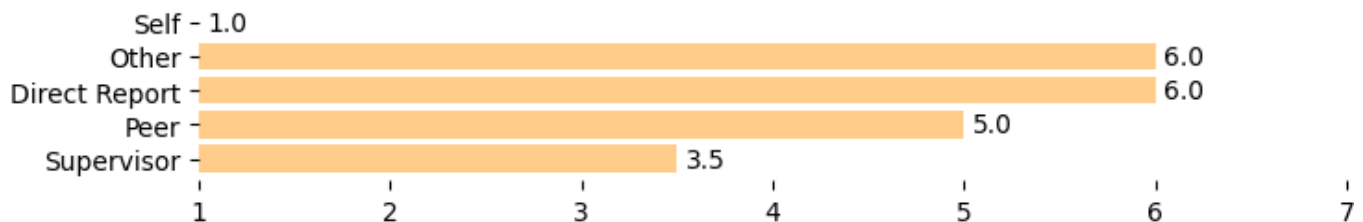
12.2 Actively listens and responds non-judgmentally to questions and concerns.



12.3 Fosters an environment where people feel comfortable approaching the leader.



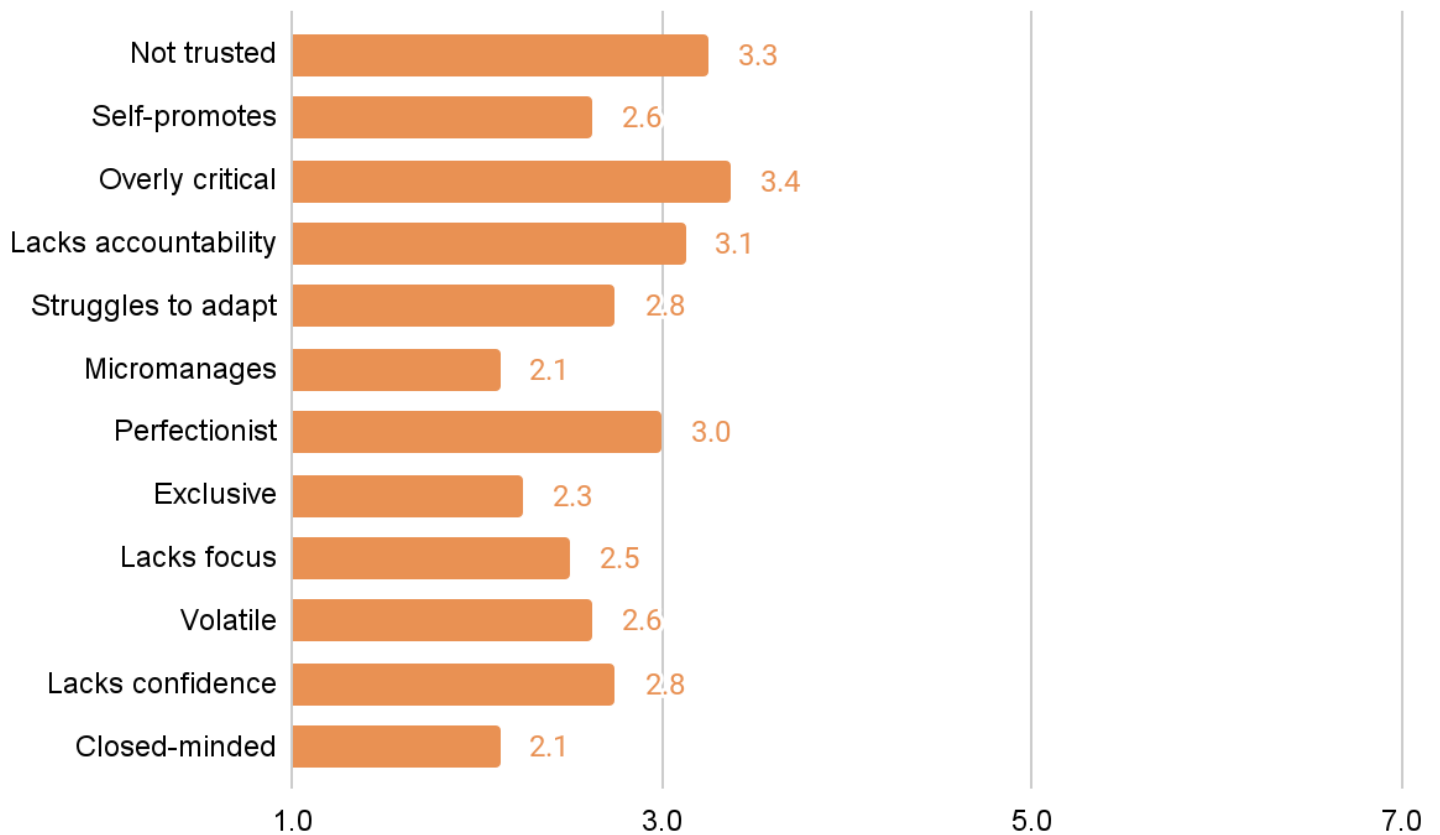
12.4 Openly admits mistakes and limitations without blaming others.



Derailers Summary

Derailers refer to ineffective behaviors, tendencies, or flaws that can impede or 'derail' a leader's potential for success.

Derailers are scored on a scale from 1 - Strongly Disagree to 7 - Strongly Agree.



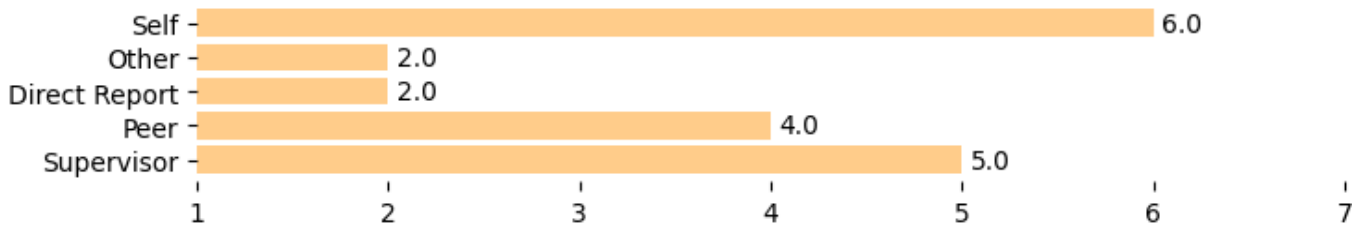
DERAILER SCALE KEY:

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

Derailers

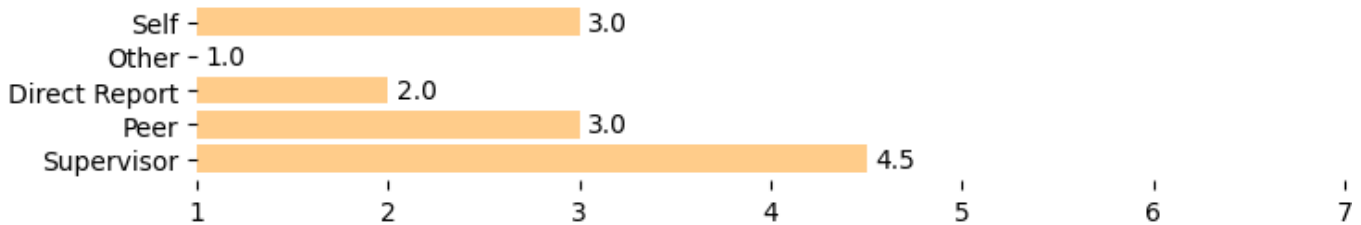
Not trusted

Has trouble developing rapport and trusting relationships with colleagues.



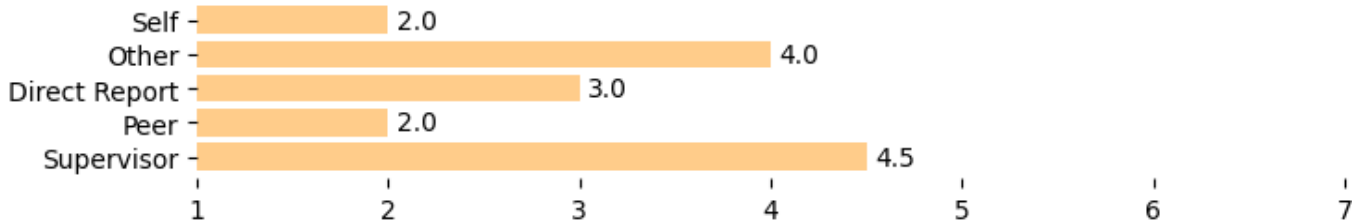
Self-promotes

Takes credit for others' accomplishments or focuses on self-promotion.



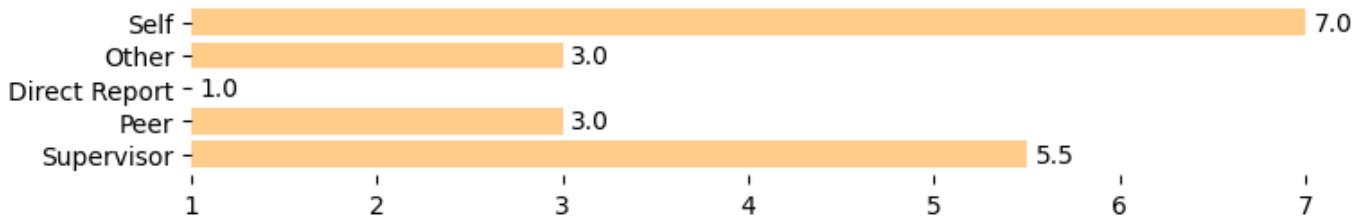
Overly critical

Comes across as harsh or critical in communication style.



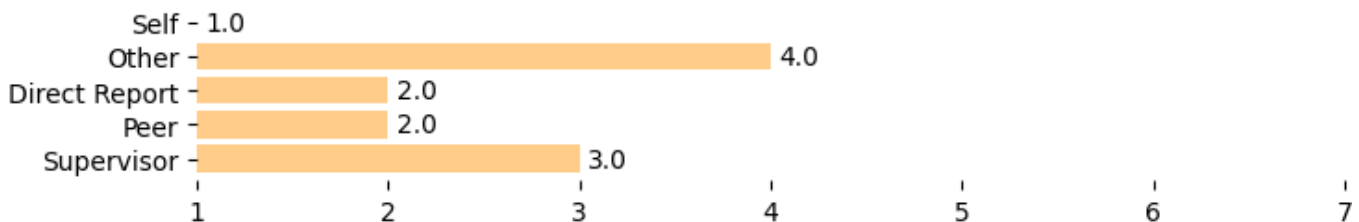
Lacks accountability

Makes commitments but fails to follow through and deliver on promises.



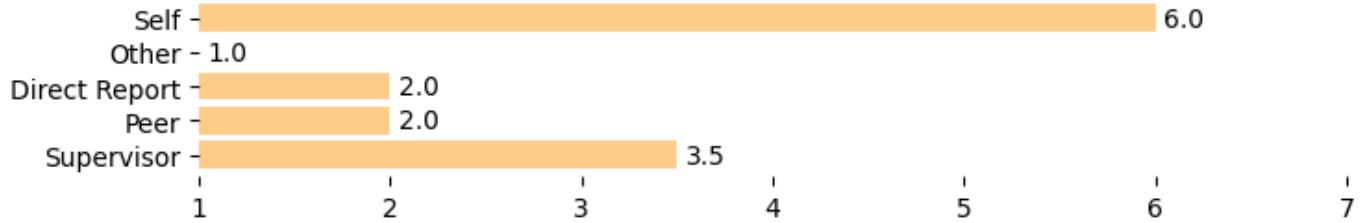
Struggles to adapt

Struggles dealing with uncertainty or adapting to shifting priorities.



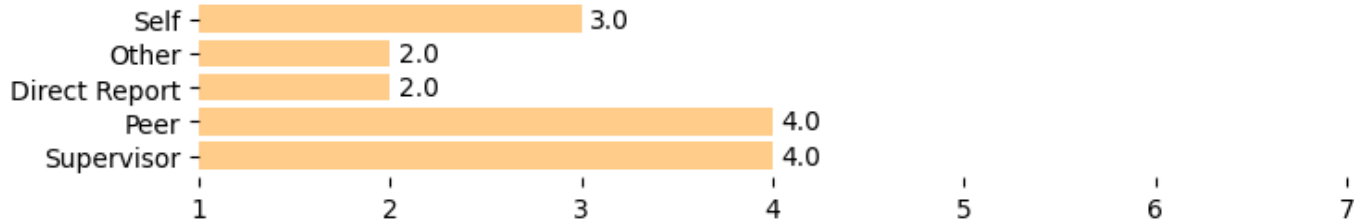
Micromanages

Tends to micromanage others instead of empowering them.



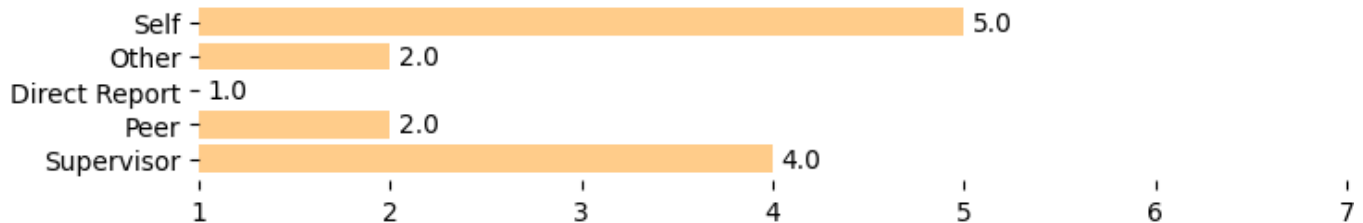
Perfectionist

Obsessive, fails to recognize when something is good enough.



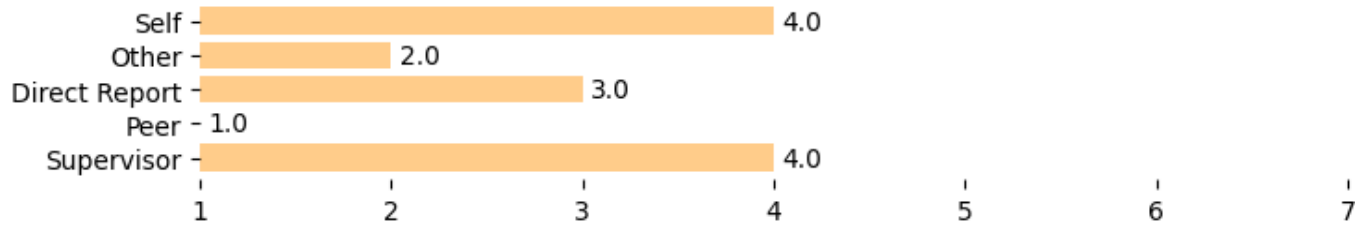
Exclusive

Demonstrates insufficient awareness or sensitivity around diversity and inclusion.



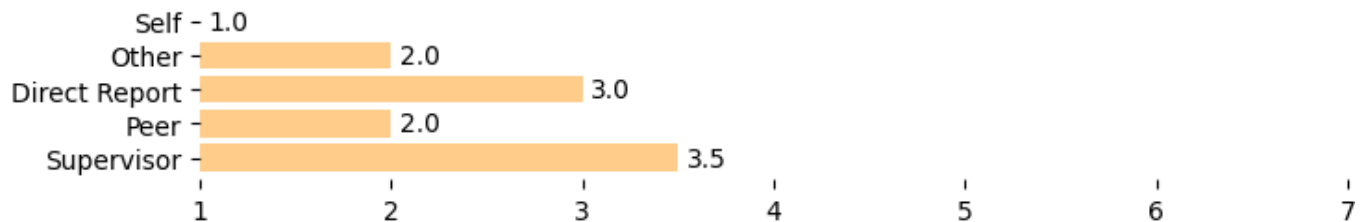
Lacks focus

Easily distracted and fails to get critical things done.



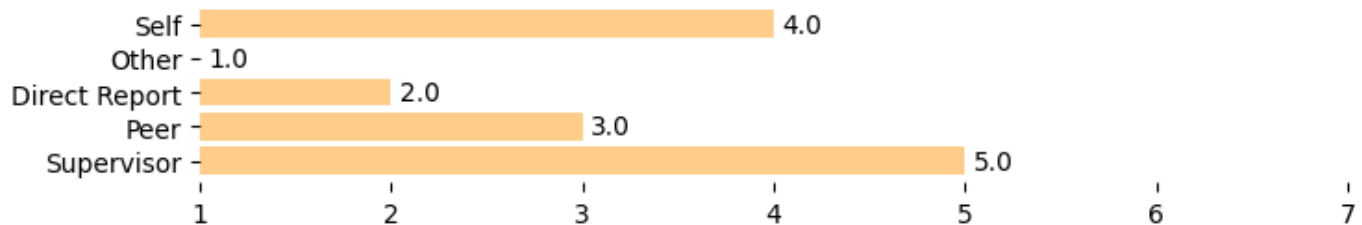
Volatile

Has difficulty maintaining composure and loses temper easily.



Lacks confidence

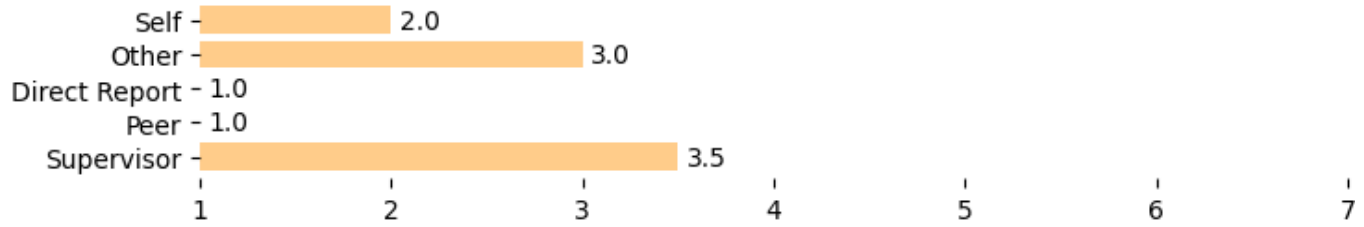
Overly concerned with making mistakes, indecisive.



Closed-minded

Not open to critical feedback or new ideas; unwilling to consider other viewpoints.

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| 2.0 | 2.1 | -0.1 |
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Feedback Themes

This section lists common themes observed in open-ended feedback.

“What is their greatest strengths as a leader? What abilities or qualities contribute most to their effectiveness?”

Based on the feedback provided, here are some key themes about Sydney’s strengths as a leader:

1. **Communication skills** - Multiple examples highlight Sydney's clear, open, and direct communication style. Her ability to communicate complex topics is also noted.
2. **Listening** - Sydney is called out multiple times as being a good, active listener. Her listening skills are seen as her strength.
3. **Empathy and trust** - Sydney is described as empathetic, able to build trust, and showing genuine care for her team's growth and success.
4. **Supportive** - The feedback references Sydney consistently supporting her team and providing guidance. Her support of others stands out.
5. **Rational and pragmatic** - She is noted to approach tough situations rationally and focus on solutions. Her level-headedness is noted as a strength.
6. **Technical skills** - Sydney is described as having strong technical skills and the ability to pick up new skills quickly. Her technical competence stands out.

In summary, the main positive themes are communication, listening ability, empathy, supportiveness, pragmatism, and technical skills.

“What one thing would most increase their effectiveness as a leader? What are the biggest opportunities for them to develop or improve?”

Here are some common themes from the feedback on areas for improvement:

1. **Relationship building** - Multiple notes on improving work relationships. Feedback suggests challenges with relationship building.
2. **Communication skills** - Feedback mentions needing better communication of vision/strategy and being more assertive in communication.
3. **Handling pressure** - A few notes suggest difficulties managing work pressures and affecting the leadership approach.
4. **Long-term thinking** - One piece of feedback advises thinking more long-term vs short-term.

In summary, the main themes are relationship building, communication skills, handling pressure, and strategic thinking.

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