

Develops Strategic Perspective (Leading Change)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.51							2%	20%	29%	24%	25%
Manager	3.33								67%	33%		
Peers	2.80						7%	47%	27%		20%	
Direct Reports	4.00							6%	22%	39%	33%	
Others	3.67							13%	33%	27%	27%	
Self	4.00									100%		

50. Helps others understand the organization's vision and objectives so that they can translate them into challenging and meaningful goals.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.82							12%	18%	47%	24%
Manager	1	4.00									100%	
Peers	5	3.00							40%	40%		20%
Direct Reports	6	4.33									67%	33%
Others	5	4.00								20%	60%	20%
Self	1	4.00									100%	

52. Has a perspective beyond the "day-to-day" work to take a longer-term, broader view of business decisions.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.59							24%	29%	12%	35%
Manager	1	3.00								100%		
Peers	5	2.80							60%	20%		20%
Direct Reports	6	3.83							17%	17%	33%	33%
Others	5	4.20								40%		60%
Self	1	4.00									100%	

51. Maintains a clear perspective between the overall picture and the details.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.12						6%	24%	41%	12%	18%
Manager	1	3.00								100%		
Peers	5	2.60						20%	40%	20%		20%
Direct Reports	6	3.83								50%	17%	33%
Others	5	2.80							40%	40%	20%	
Self	1	4.00									100%	

Champions Change (Leading Change)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.85							1%	10%	21%	38%	30%
Manager	3.75									25%	75%	
Peers	3.50						5%	10%	30%	40%	15%	
Direct Reports	4.08							8%	13%	42%	38%	
Others	3.86							13%	22%	26%	39%	
Self	4.75									25%	75%	

54. Is willing to become a champion for new projects or programs, presenting them so that others support them.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	4.11							6%	11%	50%	33%
Manager	1	4.00									100%	
Peers	5	3.40							20%	20%	60%	
Direct Reports	6	4.50									50%	50%
Others	6	4.33								17%	33%	50%
Self	1	5.00										100%

55. Does an excellent job of marketing projects, programs, or products.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	4.11							6%	11%	50%	33%
Manager	1	4.00									100%	
Peers	5	4.00								20%	60%	20%
Direct Reports	6	4.50									50%	50%
Others	6	3.83							17%	17%	33%	33%
Self	1	5.00										100%

56. Has the courage to make the changes that will improve the organization.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.72							17%	28%	22%	33%
Manager	1	4.00									100%	
Peers	5	3.40							20%	40%	20%	20%
Direct Reports	6	3.83							17%	17%	33%	33%
Others	6	3.83							17%	33%		50%
Self	1	5.00										100%

53. Quickly recognizes situations where change is needed.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.41						6%	12%	35%	29%	18%
Manager	1	3.00								100%		
Peers	5	3.20						20%		40%	20%	20%
Direct Reports	6	3.50							17%	33%	33%	17%
Others	5	3.60							20%	20%	40%	20%
Self	1	4.00									100%	

Customer and External Focus (Leading Change)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.98							5%	30%	27%	38%	
Manager	4.25									75%	25%	
Peers	3.70							10%	50%		40%	
Direct Reports	4.08								30%	30%	40%	
Others	3.88							5%	16%	42%	37%	
Self	3.25							25%	50%		25%	

59. Is the antenna for the organization, bringing in relevant information that benefits the group.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	16	4.38								25%	13%	63%	
Manager	1	5.00										100%	
Peers	5	4.20								40%		60%	
Direct Reports	5	4.40								20%	20%	60%	
Others	5	4.40								20%	20%	60%	
Self	1	5.00										100%	

58. Has demonstrated ability to represent the organization to key groups.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	17	3.94							6%	29%	29%	35%	
Manager	1	4.00									100%		
Peers	5	3.60							20%	40%		40%	
Direct Reports	5	4.20								20%	40%	40%	
Others	6	4.00								33%	33%	33%	
Self	1	2.00							100%				

57. Helps people understand how meeting customers' needs is central to the mission and goals of the organization.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	15	3.93								33%	40%	27%	
Manager	1	4.00									100%		
Peers	5	3.80								60%		40%	
Direct Reports	5	3.80								40%	40%	20%	
Others	4	4.25									75%	25%	
Self	1	3.00								100%			



60. Has a concrete understanding of customer needs, business goals, and what is important to them.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	15	3.67							13%	33%	27%	27%	
Manager	1	4.00									100%		
Peers	5	3.20							20%	60%		20%	
Direct Reports	5	4.00								40%	20%	40%	
Others	4	3.75							25%		50%	25%	
Self	1	3.00								100%			

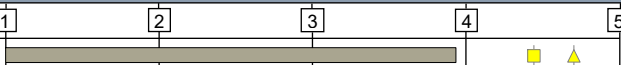
Section 6: Employee Commitment Index

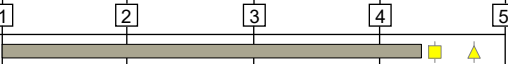
This section displays the detailed results for the Employee Commitment Index, which measures the extent to which your Direct Reports are satisfied and motivated to do their jobs. The results for each item are sorted from the most positive to the least positive. If you did not receive sufficient feedback from Direct Reports, this section will not display any scores.

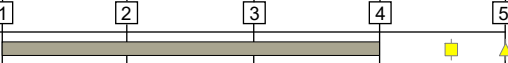
Legend

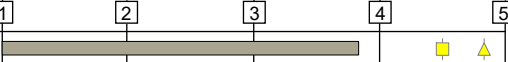
Response	Description
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

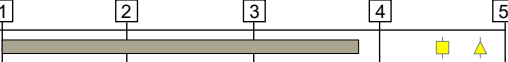
Symbol	Norm
	Extraordinary Leader 75th Percentile Norm
	Extraordinary Leader 90th Percentile Norm

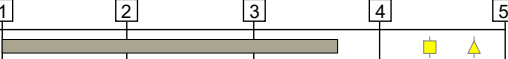
Employee Commitment Index						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	3.93							7%	23%	40%	30%

62. My work environment is a place where people want to go the extra mile.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	4.33								17%	33%	50%

63. I would recommend this organization as a good place to work.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	4.00								33%	33%	33%

61. I feel confident that this organization will achieve its strategic goals.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	3.83								33%	50%	17%

65. All in all, I'm satisfied with this organization as a place to work.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	3.83							17%		67%	17%

64. I rarely think about quitting my job to go to a different organization.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	3.67							17%	33%	17%	33%

Section 7: Importance Ratings

This section displays the 19 Differentiating Competencies ranked from the most important to the least important. Raters were asked to choose four competencies that, if executed with a high level of skill and expertise, would have the most significant impact on your role. This section is not about how well you are currently performing, but is solely about how important the selected competencies are for you to be extremely effective in your current position. The asterisk (*) symbol and yellow highlighting indicate the competencies you personally rated as most important. The numbers displayed in the table below indicate the number of times each competency was selected by the various types of raters. The column labeled "Score" displays your performance on this competency, as measured by the Total score from all of your raters (excluding your Self responses).

COMPETENCY	Score	Total	Manager	Peers	Direct Reports	Others
Develops Strategic Perspective	3.51	9	1	2	3	3
Inspires and Motivates Others to High Performance	4.04	7		1	4	2
Collaboration and Teamwork	3.43	7	1	2	2	2
Technical/Professional Acumen	4.16	5		2	1	2
Solves Problems and Analyzes Issues	3.93	5		2		3
Communicates Powerfully and Prolifically	3.64	5		1	2	2
* Develops Others	3.71	5		1	2	2
Displays High Integrity and Honesty	4.16	4		1	2	1
Innovates	3.70	4	1	2		1
Drives for Results	4.27	3			2	1
Makes Decisions	3.94	3		1	1	1
* Takes Risks	3.71	3			1	2
* Builds Relationships	3.54	3		1	1	1
Values Diversity	3.70	3		1	2	
Establishes Stretch Goals	3.98	2	1	1		
Takes Initiative	4.52	2		1		1
Customer and External Focus	3.98	2		1	1	
* Learning Agility	3.55					
Champions Change	3.85					

Section 8: Highest Scored Items

This section presents items receiving the highest total scores. You should not necessarily assume that an item on this list does not need improvement.

10 Highest Items	Competency	Total	Manager	Peers	Direct Reports	Others	Self
25. Is energized and excited to take on challenging goals for which he/she is held personally accountable.	Takes Initiative	4.56	5.00	4.60	4.33	4.67	4.00
23. Can always be counted on to follow through on commitments.	Takes Initiative	4.53	4.00	4.60	4.67	4.43	5.00
24. Willingly goes above and beyond what needs to be done.	Takes Initiative	4.47	5.00	4.20	4.67	4.43	5.00
3. Is careful to honor commitments and keep promises.	Displays High Integrity and Honesty	4.44	4.00	4.40	4.33	4.67	5.00
17. Does everything possible to achieve goals.	Drives for Results	4.42	4.00	4.00	4.83	4.43	5.00
59. Is the antenna for the organization, bringing in relevant information that benefits the group.	Customer and External Focus	4.38	5.00	4.20	4.40	4.40	5.00
20. Establishes high standards of excellence for the work group.	Establishes Stretch Goals	4.33	5.00	4.00	4.33	4.50	5.00
37. Brings to the group a high level of energy and enthusiasm.	Inspires and Motivates Others to High Performance	4.32	5.00	4.00	4.33	4.43	5.00
5. His/her skills and knowledge make an important contribution to achieving team results.	Technical/Professional Acumen	4.26	4.00	4.00	4.50	4.29	4.00
18. Achieves agreed-upon goals within the time allotted.	Drives for Results	4.22	4.00	4.00	4.50	4.17	5.00

Section 9: Lowest Scored Items

This section presents items receiving the lowest total scores. You should not necessarily assume that an item on this list is in fact a significant problem.

10 Lowest Items	Competency	Total	Manager	Peers	Direct Reports	Others	Self
51. Maintains a clear perspective between the overall picture and the details.	Develops Strategic Perspective	3.12	3.00	2.60	3.83	2.80	4.00
45. Resolves conflict within the work group.	Collaboration and Teamwork	3.18	3.00	2.60	3.60	3.33	2.00
14. Actively looks for opportunities to get feedback to improve him/herself.	Learning Agility	3.31	3.00	3.25	3.00	3.67	4.00
53. Quickly recognizes situations where change is needed.	Champions Change	3.41	3.00	3.20	3.50	3.60	4.00
12. Constructively challenges the standard approaches and finds improved processes to get work done.	Innovates	3.44	4.00	3.00	4.00	3.17	4.00
38. Balances "getting results" with a concern for others' needs.	Builds Relationships	3.47	5.00	3.00	3.17	4.00	5.00
48. Builds an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds.	Values Diversity	3.47	4.00	3.20	3.40	3.67	5.00
31. Balances risk and rewards that maximize returns while also protecting the organization.	Takes Risks	3.50	4.00	3.00	3.83	3.50	3.00
46. Achieves objectives requiring a high level of cooperation from people in other parts of the organization.	Collaboration and Teamwork	3.50	4.00	2.80	4.00	3.50	4.00
16. Quickly adapts his/her approach in response to people's needs or the situation.	Learning Agility	3.53	4.00	3.40	3.67	3.40	3.00

Section 10: Written Comments

This section displays verbatim the written comments provided by your respondents. You are encouraged to read the comments without trying to individually identify the respondent. Use this section as supplemental information to clarify the numeric data and provide other perspectives not addressed in the survey.

A. Please list the leadership skills and abilities that you would consider strengths for this person.

Manager

Delphine is a passionate champion of her people - she cares deeply for the welfare and recognition of her team and always stands up for them. She is an authentic leader who also cares deeply about the Dermira culture, she is courageous in speaking up whenever she feels the culture is not being valued. Delphine has earned the admiration and respect of employees across the organization for her passion, engagement, and technical expertise.

Peers

Sincerity - A genuine passion for the Dermira cause
 Courageous - Raise uncomfortable topics rather than go with the group think
 strong technical ability
 inclusive
 ability to adjust to changes
 attention to details
 dedication and high energy
 result driven

Delphine's technical skills combined with an incredible passion for the job and a can-do attitude to make things happen. She strives do to the "right thing" and speaks "truth to power", even if the message is not popular or difficult. Finally, she IS (embodies) Dermira's culture. She makes it fun to come to work every day.

drives for results, considers others, raises difficult issues

Takes lead in bringing the objectives to the team and emphasizes cross functional input as and when needed.

Direct Reports

Delphine leads by example setting standard both by individual contribution as well as inspiring others in her group to perform at the highest level. She expects a high level of competence and performance and equips her team to perform at a high level. She continually inspires her team by being inclusive, providing perspective and context, providing the tools and empowering her team members to achieve challenging goals. Delphine is also very open transparent in communicating organizational updates

Strengths are:

- Energizes and inspires people to high levels of effort and performance
- Focused, goal oriented
- Takes initiative
- Works hard, is a role model
- Good communication skills

lead by example, driving

Enthusiasm and positive energy to motivate others, open to and inclusive of all team members.

In considering whether Delphine is a strong leader, I ask myself whether she and her department are effective (goal and customer-focused), whether individuals at all levels within her group consider legitimate her position as leader and are willing to engage with her in fulfilling our mandate, respect her and feel respected, is a strong communicator, and fosters a positive and fun team culture. I would say yes to each of these questions.

Delphine leads a department whose output is highly technical. She recognizes that the value of this output to our customers and to the organization as a whole is measured by the accuracy, quality and timeliness of the data provided. Without stating it explicitly, it is clear to her group that this is an important part of our team mission. She is highly focused on ensuring that the department delivers on its commitments. I believe the result of this is that the Pharmaceutical Sciences team has earned a high degree of credibility within the company. Importantly, she ensures that the team, and individuals, know that their contributions are recognized by her, senior management and the even board. Scientific leadership and credibility are extremely important to success in Delphine's role. She has a highly tuned scientific acumen. When consulting subject matter experts in her group, she frequently asks probing, insightful and often challenging questions to ensure she understands the underlying science of the problem and the proposed solution. The department has seen a lot of change over the last year, organizationally as well as from project and personnel perspectives. The positive way in which Delphine has adjusted to and even embraced these changes has been inspirational and has certainly helped me to adapt. Delphine can delegate well, but importantly knows how to monitor effectively to ensure individual and team success. In summary, the leadership skills that I would consider strengths for Delphine are: Honesty and Credibility, Communication, Effective Delegation and Empowerment, Adaptability, the Ability to Inspire Others, Accountability, Goal-focused, Strategic Thinking, and Scientific Acumen.

Others

Incredibly hard worker. Always one of the leaders in the organization in driving key outcomes in pharmaceutical sciences. Great leadership on culture team.

Delphine bring a great deal of enthusiasm, energy and passion to her role and the company. She also is very technically sound in her role, and the company has historically relied heavily on this expertise. In terms of other leadership skills and abilities, I have not had the chance to work as closely with Delphine over the past year as I have had in prior years, so it's more difficult for me to comment since this feedback is limited to within the past year. I also don't have visibility into Delphine's leadership within her team.

Organized

Approachable

Passionate

Cares about the company and others

Persistent

Willing to roll up sleeves

Inclusive

Inspiring others to achieve aggressive goals, and having a vision for how people and culture can achieve company goals.

Committed to achieving aggressive goals by inspiring her team.

Using diligent efforts to understand the strategies and objectives of the company, then supporting them visibly and aggressively.

highly technical proficiency and ability to clearly communicate to others

strong commitment to mentorship and development of subordinates

demonstrates continued commitment to corporate culture

Extensive industry-based experience that informs all her actions

Uninhibited in asking key questions, even though the prevailing winds are from a different direction

Leads by example

Strongly values and promotes the overall culture of the organization

Self

passionate, focused, driven, thorough, empathy, rational, systematic, walk the walk, in the trenches with the team when needed, roll up your sleeves attitude, coach, supportive of change,

B. Is there anything this person does that might be considered a fatal flaw* or critical weakness? (*A fatal flaw exists when leaders have behavioral or performance issues that, if NOT addressed, could ultimately lead to career derailment or job failure.)

Manager

Delphine can improve her leadership maturity in several areas: Her passion for her people can sometimes color her objectivity and get in the way of putting the big picture above her functional defenses. Delphine's approach to headcount and compensation puts her people first, but does not demonstrate an appreciation for business and budget challenges that demand trade-offs and tough decisions. Delphine's outspokenness is a strength, how she does it can sometimes come across as whining about problems rather than offering pragmatic solutions. As a leader, Delphine can demonstrate more of a future focus, she can appear stuck in the past, nostalgic for the way things used to be, versus leading confidently into a new future. Finally, Delphine can find opportunities to practice more delegation, less management of the details to free her time to focus on strategic change opportunities.

Peers

overly protective of her team members

lack of desire to gather or listen to feedbacks

although very supportive of the groups tends to over micro manage the group leading to confusion and alignment of objectives. should focus more on developing the group rather than taking the lead all the time.

Too tied to how things used to be, goes through motions of accepting change, but doesn't really

Simplifying communication, not every one needs to know every detail

Sometimes misses the big picture

No

Direct Reports

Critical weakness:

- Being too competitive that misses the big picture.

wrong decision making

None

From my perspective, Delphine has no fatal flaws or critical weaknesses.

Needs to be more open to accepting dissenting opinions or experiences. When presented with something that is against what is understood or believed of someone, has difficulty being open and maybe changing opinions. Difficult to change minds despite technical argument, or has hard time trying to see something from a different point of view. Once has an opinion of someone, hard to overturn or argue against.

Others

I haven't had enough direct interaction or visibility to effectively comment on this.

I have observed no fatal flaws.

Needs to better understand when to communicate and appropriate amount of detail vs, too much. Distracts from key messages.

I do not feel Delphine has any fatal flaws. Two specific areas that could be roadblocks to her career growth could be

-inability to communicate effectively on strategic and priority topics (not reading the audience and providing the most useful and relevant information)

-getting stuck in "her way to do it", which is usually scientifically valid, but may have other components to the decision that she must consider.

No

too much focus on detail and losing sight of big picture

C. What leadership ability, if done exceptionally well by this person, would have the most significant impact on the productivity or effectiveness of the organization?

Manager

Ability to show up as a Dermira business leader who can take tough positions that reflect practical reality while maintaining the optimism and enthusiasm for the future.

Peers

This is difficult because there is not much Delphine doesn't do extremely well. The one thing that may come to mind is to advertise her incredible skill and her group's skills to the outside world (at international conferences or workshops), so the world recognized what incredible work Tech.Ops is doing at Dermira.

Be less territorial

Being patient and letting others lead the project would be very helpful. As a leader should focus on the growth or guidance to the employees.

listen to feedback

people management/coaching

Applying a more global view to the detailed picture

Direct Reports

Empowering and coaching team members to become leaders on their own

Great cheerleader for the company both internally and externally. Enthusiastic telling of the Dermira story and purpose, getting others on board with the big picture and what the company has accomplished.

Would suggest to improve in aspects of collaboration and team work.

fairness

Accountability (which Delphine already does exceptionally well).

Others

achieving fine balance between advocating for what may be right versus maintaining collegial and collaborative relationship with other groups

Ensuring that the organization understands what needs to be done in a way the maintains healthy relationships.

Creatively in developing alternative solutions, focusing her communication concisely, and on the right issues, and aggressively developing her team.

Using her extensive knowledge and experience to push projects forward in a manner that clearly articulates the value of her proposed approach to the greater organization

The ability crisply to describe the action and its overall organizational value is essential.

To continue to lead by example

My feedback may not be as useful since I have not had as much direct visibility into or interaction with Delphine over the past year. This said, in terms of Delphine's ability to impact the productivity or effectiveness of the organization, I would offer the following:

- Ability to effectively anticipate (look around the corner) and resolve problems, and effectively communicate to "the masses" the issues at play and our resolution plans

- Ability to effectively motivate and lead her team with calm, cool and collected leadership, in particular through times of change or crisis

Self

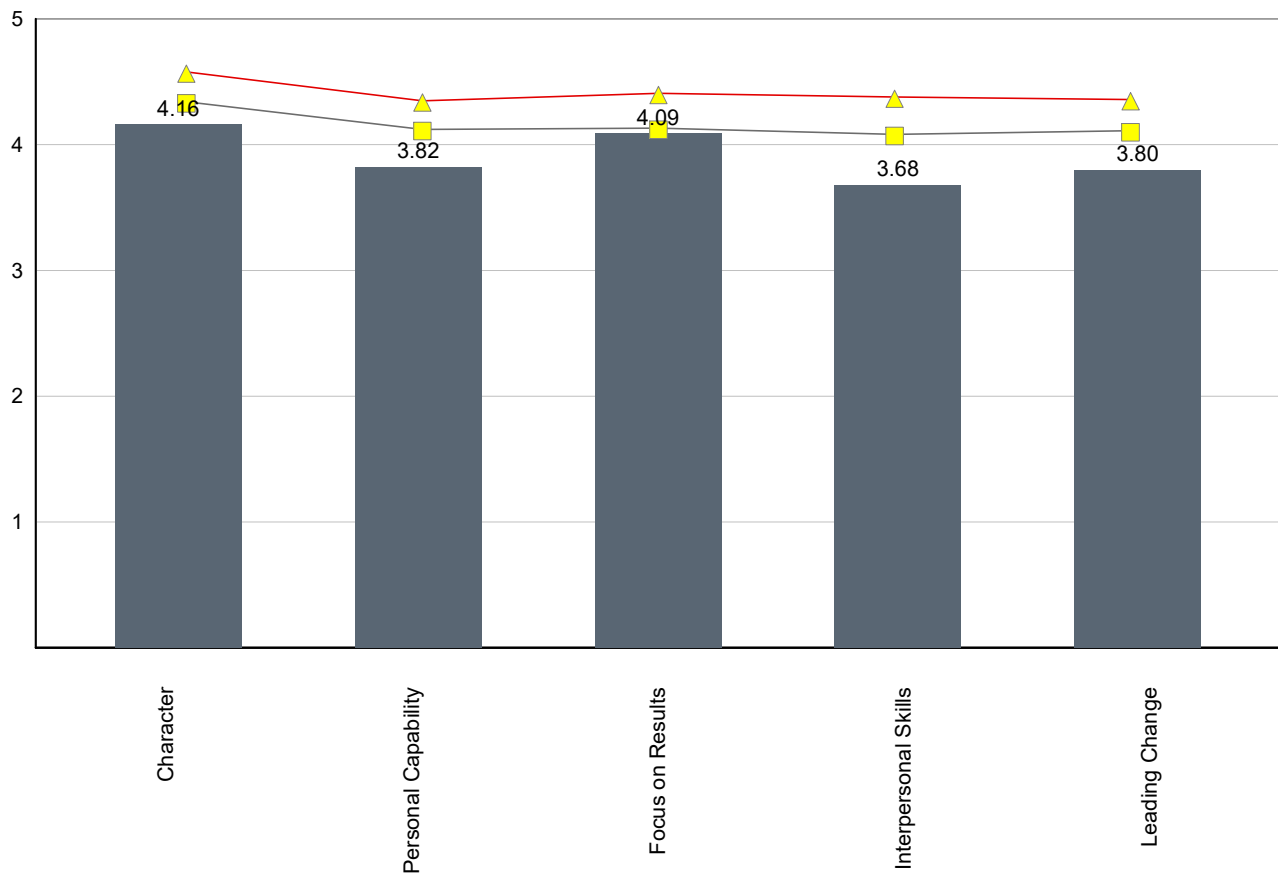
be more confident, take critics with a grain of salts,

Section 11: Supplemental View: Leadership Tent Model

This graph displays your Total scores for the 5 Tent Poles in relation to the Extraordinary Leader norms, which are overlaid as line graphs. The Total score is an average of the scores from all competencies included in that tent pole. See the following page for a list of the competencies included in each of the tent poles. This graph provides a quick summary of your overall areas of strength. It can be used to help identify opportunities for "balancing your tent." This is an alternate way to view the key data already presented in Section 3.

Legend

Response	Description	Symbol	Norm
5	Outstanding Strength - Top 10%	■	Extraordinary Leader 75th Percentile Norm
4	Strength - Top Quartile	▲	Extraordinary Leader 90th Percentile Norm
3	Competent - Good Performance		
2	Needs Some Improvement - Inconsistent Performance		
1	Needs Significant Improvement - Poor Performance		



Character

1. Displays High Integrity and Honesty

Personal Capability

2. Technical/Professional Acumen
3. Solves Problems and Analyzes Issues
4. Innovates
5. Learning Agility

Focus on Results

6. Drives for Results
7. Establishes Stretch Goals
8. Takes Initiative
9. Makes Decisions
10. Takes Risks

Interpersonal Skills

11. Communicates Powerfully and Prolifically
12. Inspires and Motivates Others to High Performance
13. Builds Relationships
14. Develops Others
15. Collaboration and Teamwork
16. Values Diversity

Leading Change

17. Develops Strategic Perspective
18. Champions Change
19. Customer and External Focus

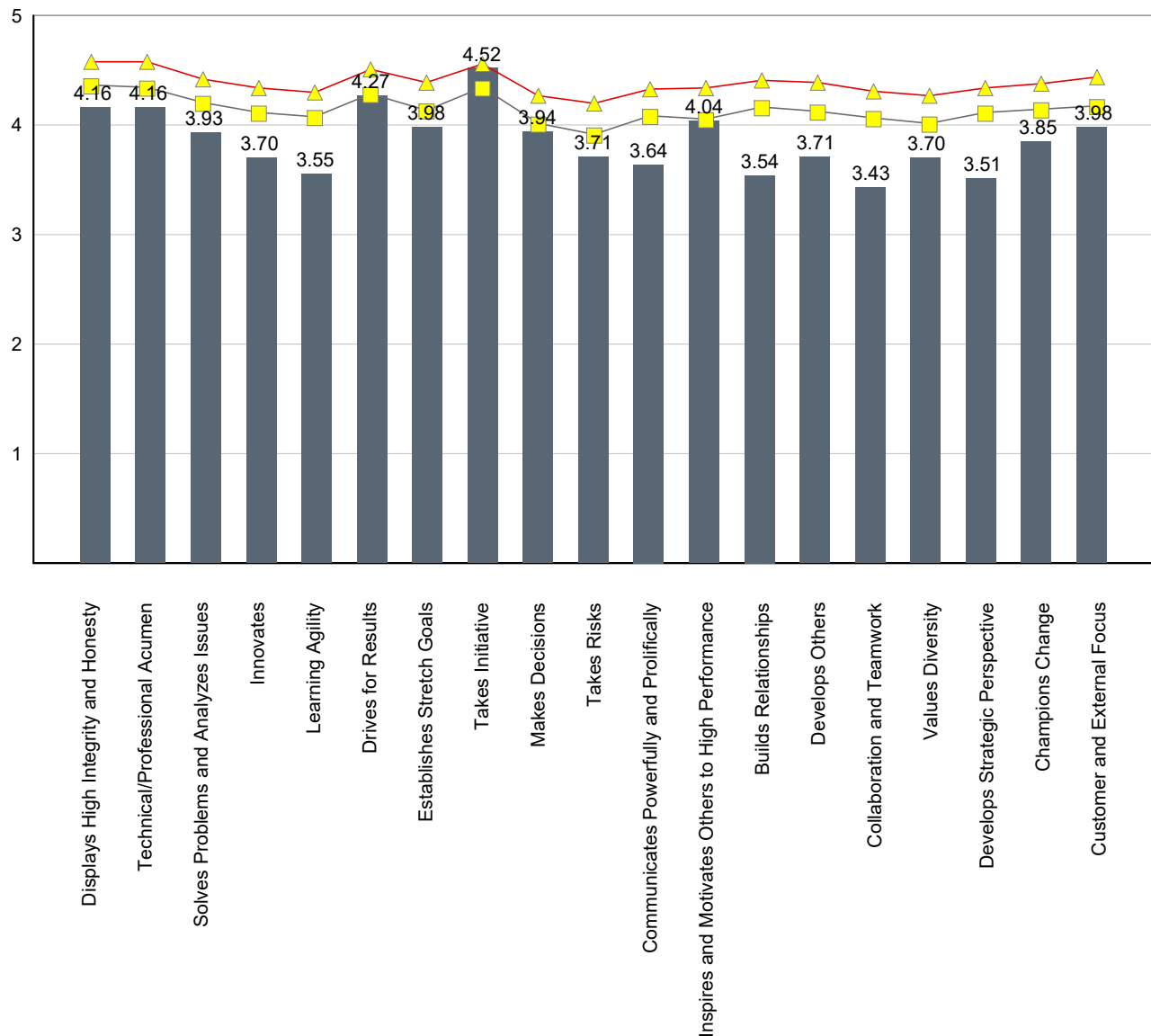
Section 12: Supplemental View: 19 Differentiating Competencies Summary

This graph displays your Total scores for the 19 Differentiating Competencies in relation to the Extraordinary Leader norms, which are overlaid as line graphs. The Total score is an average of all ratings from respondent groups other than Self. This is an alternate way to view the key data already presented in Section 4.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm



Section 13: Supplemental View: 19 Differentiating Competencies (Differences in Perception)

This section displays your Total and Self scores for all of the 19 Differentiating Competencies along with a bar graph indication of the size of the gap between the two (Total Score - Self Score). Blue-colored bars in the positive direction indicate that others (as indicated by the Total score) rated you higher than you rated yourself. Brick-colored bars in the negative direction indicate the reverse. Use this section to help identify areas where your self-perception is different from how others perceive you.

Competency	Total	Self	Gap Size	Gap Size Graph
Customer and External Focus	3.98	3.25	0.73	
Technical/Professional Acumen	4.16	3.67	0.49	
Collaboration and Teamwork	3.43	3.00	0.43	
Innovates	3.70	3.33	0.37	
Develops Others	3.71	3.67	0.04	
Takes Risks	3.71	3.67	0.04	
Solves Problems and Analyzes Issues	3.93	4.00	-0.07	
Takes Initiative	4.52	4.67	-0.15	
Learning Agility	3.55	3.75	-0.20	
Makes Decisions	3.94	4.33	-0.39	
Develops Strategic Perspective	3.51	4.00	-0.49	
Drives for Results	4.27	5.00	-0.73	
Displays High Integrity and Honesty	4.16	5.00	-0.84	
Champions Change	3.85	4.75	-0.90	
Inspires and Motivates Others to High Performance	4.04	5.00	-0.96	
Values Diversity	3.70	4.67	-0.97	
Establishes Stretch Goals	3.98	5.00	-1.02	
Builds Relationships	3.54	4.67	-1.13	
Communicates Powerfully and Prolifically	3.64	5.00	-1.36	