



THE CATALYST *EFFECT*

Insert your logo here

The Catalyst Effect Action360™ Report Prepared For

[Client Name]

Friday, January 5, 2022

Colors/fonts/logos can be customized

This report summarizes feedback from the following raters:

1 Self

2 Managers

5 Peers/Others

8 Direct Reports

16 TOTAL RATERS

Footer can be customized

THE CATALYST EFFECT action360™

Before We Begin

CONGRATULATIONS on completing The Catalyst Effect action360™ and on focusing on your desire to be a CATALYTIC LEADER on your team! Before you dive into your personalized report, there are a few things we would like to highlight:

- * Remember that this assessment is a snapshot in time, and YOU get to decide what to do with this feedback.
- * The Reflection Guide at the end of this report is available electronically. Email assessment@thecatalysteffect.org if you would like a copy sent to you.
- * Contact us at assessment@thecatalysteffect.org for any questions you have about this report.

Messaging can be customized (within parameters to still meet Catalyst Effect branding)



“Receiving feedback sits at the intersection of these two needs - our drive to learn and our longing for acceptance.”

— Douglas Stone, Thanks for the Feedback: The Science and Art of Receiving Feedback Well

THE CATALYST EFFECT action360™

About This Report

Your raters evaluated how often they experience you behaving as a **role model** for specific behaviors, tied to specific TWELVE CATALYTIC COMPETENCIES.

Role Model Behavior: behavior which should be imitated to maximize results and drive positive team performance.

In this personalized report:

- * Your direct Manager's ratings and comments are NOT anonymous.
- * Others and Direct Reports ratings and comments have been grouped together and ARE anonymous.
- * The rating scale range is as follows:

10 = Always a role model → 0 = Never a role model

N/O = have not observed was also available and is not counted in your score.

On the following page, we take you through the **Catalyst Effect Model™**, which outlines the TWELVE CATALYTIC COMPETENCIES and FOUR CORNERSTONES. Take some time to familiarize Self with these competencies as you will be focusing on them as you develop your Catalytic Action Plan.

This report is yours to do with as you wish. In addition to this report, we have provided you with a set of GROWTH IDEAS and NEXT STEPS. Take some time to review your results and dive into the recommendations on how you can use this assessment to increase your effectiveness as a Catalyst and **Lead From Wherever You Are™**.

THE CATALYST EFFECT MODEL

About the Catalyst Effect Model™

BECOMING A CATALYST: THE FOUR CORNERSTONES AND TWELVE COMPETENCIES

TWELVE CATALYTIC COMPETENCIES define the behaviors of a catalytic leader or teammate. While some human catalysts are strong in all of them, you can have a significant impact by mastering a core subset. These TWELVE CATALYTIC COMPETENCIES are organized into FOUR CORNERSTONES, based on how they might be used most effectively. They are as follows:



The FOUR CORNERSTONES are defined as follows:

- ✦ **Building Credibility:** Behaviors essential for developing trust, communicating effectively, and generating belief in what can be achieved.
- ✦ **Creating Cohesion:** Behaviors that coalesce relationships and propel mission-oriented action.
- ✦ **Generating Momentum:** Behaviors that elevate and accelerate performance.
- ✦ **Amplifying Impact:** Behaviors that promote excellence and encourage innovation.

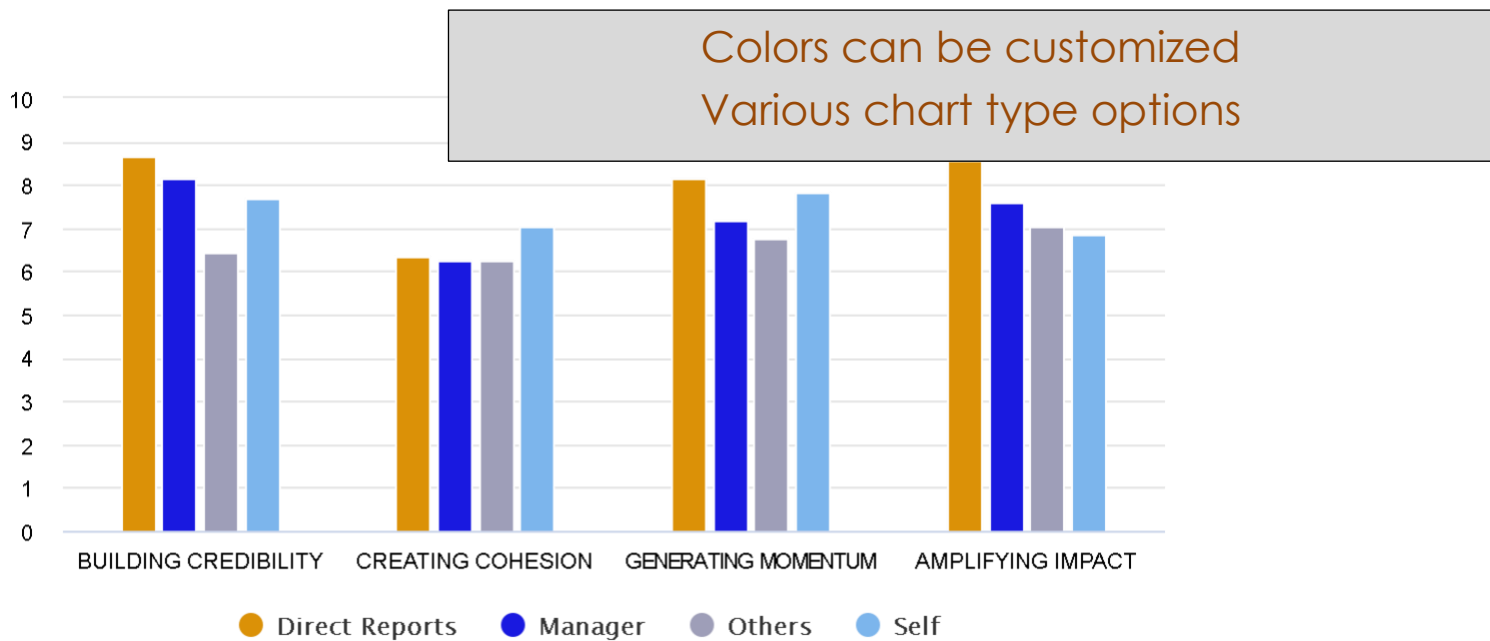
The TWELVE CATALYTIC COMPETENCIES we have identified that elevate individual and team performance are described in greater detail later in this report.

YOUR SUMMARY DATA

The Four Cornerstones

This graph and table show the average rating for each CATALYTIC CORNERSTONE.

SCALE	GRAPH LEGEND
10 = Always a role model	Self = your ratings
7.5 = Usually a role model	Manager = your manager's ratings
5 = Sometimes a role model	Others = the average of all "Others" raters
2.5 = Rarely a role model	Direct Reports = the average of all Direct Report raters
0 = Never a role model	
N/O = have not observed	



	BUILDING CREDIBILITY	CREATING COHESION	GENERATING MOMENTUM	AMPLIFYING IMPACT
SELF	7.67	7.02	7.81	6.83
MANAGER	8.17	6.25	7.19	7.60
PEERS/ OTHERS	6.42	6.25	6.77	7.02
DIRECT REPORTS	8.67	6.35	8.13	8.56

REFLECTION:



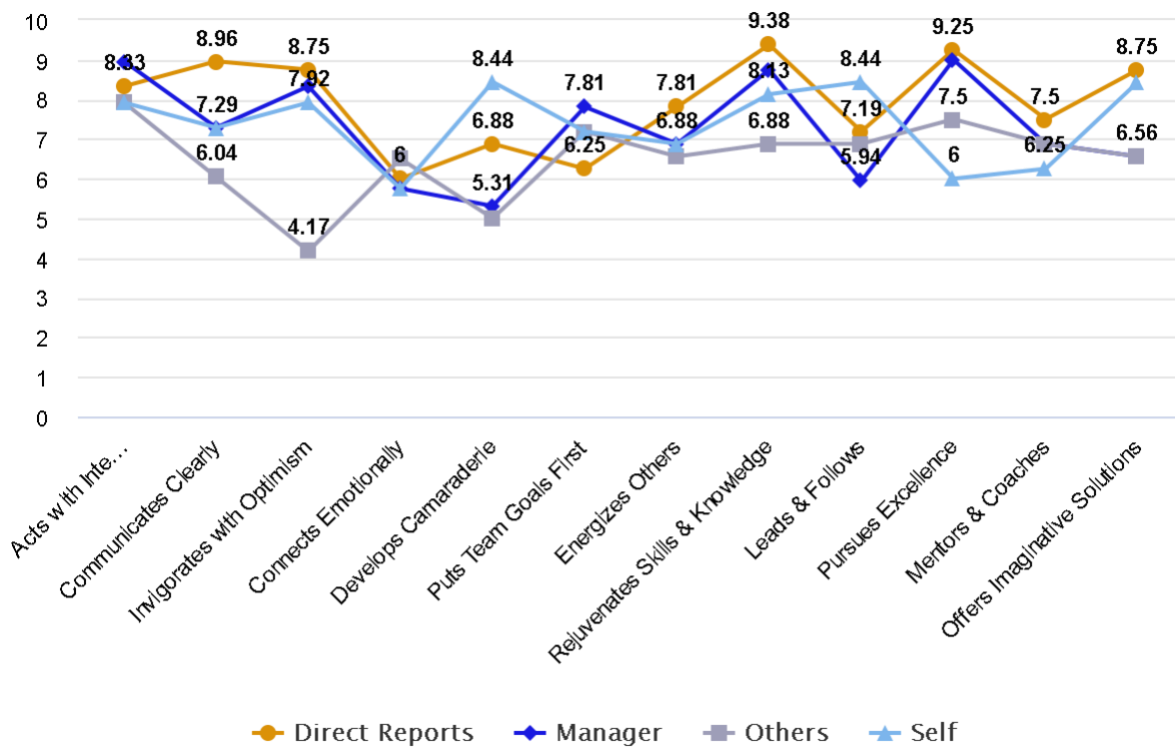
- * What patterns do you see in the graph and table above?
- * Is one Cornerstone quite a bit lower, or higher than the Others?
- * Are there differences between rater scores? What might this tell you?

YOUR SUMMARY DATA

The Twelve Catalytic Competencies

This graph shows the average rating for each CATALYTIC COMPETENCY.

SCALE	GRAPH LEGEND
10 = Always a role model	Self = your ratings
7.5 = Usually a role model	Manager = your manager's ratings
5 = Sometimes a role model	Others = the average of all other raters
2.5 = Rarely a role model	Direct Reports = the average of all Direct Report raters
0 = Never a role model	
N/O = have not observed	



Average ratings are also displayed in table format on the next page



REFLECTION:

- * What patterns do you see in the graph above or the tables on the next 2 pages?
- * Is one Competency quite a bit lower, or higher than the others?
- * Are there differences in rater scores? What might this tell you?

YOUR SUMMARY DATA

The Twelve Catalytic Competencies

	BUILDING CREDIBILITY			CREATING COHESION		
	Acts with Integrity & Inspires Trust	Communicates Clearly	Invigorates with Optimism	Connects Emotionally	Develops Camaraderie	Puts Team Goals First
SELF	7.92	7.29	7.92	5.75	8.44	7.19
MANAGER	8.96	7.29	8.33	5.75	5.31	7.81
PEERS / OTHERS	7.92	6.04	4.17	6.50	5.00	7.19
DIRECT REPORTS	8.33	8.96	8.75	6.00	6.88	6.25

YOUR SUMMARY DATA

The Twelve Catalytic Competencies

	GENERATING MOMENTUM			AMPLIFYING IMPACT		
	Energizes Others	Rejuvenates Skills & Knowledge	Leads & Follows	Pursues Excellence	Mentors & Coaches Others	Offers Imaginative Solutions
SELF	6.88	8.13	8.44	6.00	6.25	8.44
MANAGER	6.88	8.75	5.94	9.00	6.88	6.56
PEERS / OTHERS	6.56	6.88	6.88	7.50	6.88	6.56
DIRECT REPORTS	7.81	9.38	7.19	9.25	7.50	8.75

WRITTEN COMMENTS

Catalytic Assessment

To be "Catalytic" is to be able to cause or invoke significant change or action. A person who is Catalytic sparks positive performance in others and the team.

THE DEGREE TO WHICH YOU AND YOUR RATERS BELIEVE YOU ARE CATALYTIC:

- Somewhat Catalytic – Self
- Somewhat Catalytic - Direct Reports
- Somewhat Catalytic – Manager
- Somewhat Catalytic - Manager
- Extremely Catalytic - Others
- Somewhat Catalytic - Direct Reports
- Somewhat Catalytic - Direct Reports
- Somewhat Catalytic - Direct Reports
- Extremely Catalytic - Direct Reports
- Extremely Catalytic – Others
- Extremely Catalytic - Others
- Somewhat Catalytic - Others
- Somewhat Catalytic - - Others
- Somewhat Catalytic - Direct Reports
- Somewhat Catalytic - Direct Reports
- Extremely Catalytic - Direct Reports

COMMENTS ON WHY THESE RATINGS:

- They are a consistent high performer and expects those around them to meet their high expectations. With them on the team, the team is more likely to be higher performing. It is also true that they can sometimes become more focused on themselves than their team. - Direct Reports
- Is highly participative with our team but could be more engaged with everyone on the team vs just a select few. - Manager
- They are a wonderful person I enjoy working with - Others
- I try to make other people better but can do more here. – Self
- I have seen them demonstrate significant strategic thinking which moves a project forward. Their opportunity to grow may be in how they translate to their team. - Manager
- They're always positive and ready to help in any situation. - Others
- N/A - Others
- They should get out of their office more and meet with people directly - Others
- I feel empowered by my manager to do my best and they trust me to drive our organization forward in big and little ways - Direct Reports
- While I love working with them, I think there are ways they could help our team drive results further. - Direct Reports
- I enjoy working with them and they're a good manager. - Direct Reports
- They are hardworking, analytical, and knowledgeable, they're a great role model. - Direct Reports

WRITTEN COMMENTS

STOP - START - CONTINUE

To increase your impact on your team and organization, the following is what your raters recommend you **STOP DOING**:

- They would be more effective if they stopped have times of 'tunnel vision'. Sometimes they get so focused on their own goals that I think they simply don't see how their actions impact others around them - Direct Reports
- Needing to be seen as the expert in most discussions...sometimes "talks over" others and needs to step back and listen more. - Manager
- Quit asking for permission all the time. - Others
- Trying to burn the candle at both ends - Self
- There is an unhealthy competitiveness. I need them to see through a new lens and help me develop a culture where everyone is on the same team. - Manager
- They are very kind and willing to help anyone who asks for it. Because of this, people tend to take advantage of their kindness and rely on them to do their work for them. Though it is easy for me to say "just say no", I know that there may be other repercussions for doing so and it may just not be possible. - Others
- Not sure - Others
- They are doing their best with what has been a strange past year and a half – Direct Reports
- They're doing good so far for being new to the position. - Others
- Nothing - Others
- Nothing, stay the same leader – Direct Reports
- Leave admin duties to others - Others

Additional custom open-ended questions can be added and would appear after the built in action360™ questions

WRITTEN COMMENTS

STOP - START - CONTINUE

To increase your impact on your team and organization, the following is what your raters recommend you **START DOING**:

- They could start setting aside more time to purposefully interact with others. For example, they could proactively set appointments to speak with them. - Direct Reports
- Admit when their idea is not correct, or when it may be the best among the options we are considering. Can be a bit stubborn about holding onto the position or view they have adopted. - Manager
- Come prepared to meeting with an agenda for what they want accomplished – Others
- Asking more questions to better understand where other people are coming from... – Self
- I think this survey is a great way to help them as well as others (if results come back meaningful) - I'd love to hear more about the things they are doing to self-improve. – Others
- They need to ensure they have enough time for themselves to think through her team strategy/direction and gain clarity in what they want. They are creative and often has good insights. It is my experience that they often arrive at those moments through discussion and many of their ideas are not well articulated. Taking the time to stay focused on the opportunities and strategies to get there will keep things moving forward and protect their time to: 1) strategize with others (2) Help their managers solve their issues without them becoming their own (3) keep the big picture at the front of decision-making – Others
- See above - Direct Reports
- Being completely transparent about decisions. If decisions are theirs then own them and do not say that it was a company or leadership decision unless it really was. Also be better able to offer people advancement paths and opportunities. - Direct Reports
- Advocate for realistic goals and workloads. – Others
- Start genuinely considering the employee's perspective when setting goals, performance metrics, and strategies. Be open to changing her mind/decision and open to team-driven decisions/ideas Start recognizing the expertise of employees in their own area allow upward mobility and promotions, acknowledge the value of roles like leads and managers rather than trying to do everything themselves. This is not totally specific to them but be more transparent/equitable about salary of the roles under her when it comes time for raises. – Others
- More 1:1's to hear out performance and perspectives of others, coming to more team meetings, having more of a relationship within the team vs just the managers of the team. – Direct Reports
- Unsure right now – Direct Reports

WRITTEN COMMENTS

STOP - START - CONTINUE

To increase your impact on your team and organization, the following is what your raters recommend you **CONTINUE DOING**:

- They should keep expecting high performance from themselves and others. They raise the bar consistently. - Direct Reports
- Driving excellence in our work. Continuing to be dedicated to the team's success and to tracking the performance metrics we have established. We are seen as a high performing team and need to keep it that way. - Manager
- Keep up the great attitude and ability to think ahead! - Others
- Being awesome. – Self
- They are very knowledgeable in all aspects of their role. I want them to continue building that knowledge base as we all work to become the "industry expert" in everything we do. - Manager
- More forward thinking. - Others
- Continue building relationships, continue being positive and approachable. The team appreciates these qualities. - Others
- Being positive. - Others
- Continue to strive to make things better. Continue to teach and explain systems, processes to others. - Others
- Positive attitude - Direct Reports
- Staying positive - Direct Reports
- Being positive, they are always looking at the positive side. - Direct Reports
- Showing willingness to listen and change the way things have been done before - Direct Reports
- Trying to do their job - Direct Reports

YOUR PERSONAL GROWTH REPORT

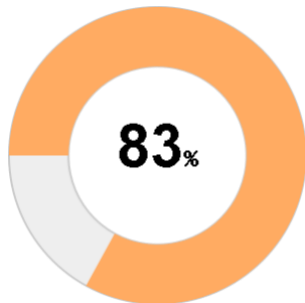
CORNERSTONE 1: Building Credibility

ACTS WITH INTEGRITY AND INSPIRES TRUST

Definition: Lives authentically. Demonstrates ethical principles and values in a manner that promotes trust.

Counter Behaviors: Deceitful, dishonest, fails to meet commitments.

This competency is a potential area of GROWTH for [Client Name]



Acts with Integrity & Inspires Trust

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- How quickly do you come to the conclusion that you have the right answer or idea? How aware are you of others' concerns and how do you let them know you understand them?
- How well do you respect others' time? Do you show up on time for meetings? With what urgency do you respond to others' request? It shows respect; or conversely can indicate to others that you do not value their time.
- How hard do you press when considering actions that you or the group should take? To what extent does that make others nervous or concerned relative to your values or ethics?
- How well do your actions align with your words? Our actions often speak more loudly than our words.
- How do you decide whether or not to share concerns directly with another person? How often do you vent to someone else instead? You might consider that if there are issues or conflicts within the team, one should strive to directly address them versus letting them simmer.
- How willing are you to recognize when you make mistakes and openly apologize for them? Have you established a pattern of owning the mistake, apologizing, and working with the team to move forward?
- Do you occasionally stretch the truth? How often do you shy away from sharing bad news or having difficult conversations? What's your best strategy for being open and honest, no matter the audience, topic, or situation.

AVERAGE SELF SCORE

7.92/10

AVERAGE MANAGER SCORE

8.96/10

AVERAGE OTHERS SCORE

7.92/10

AVERAGE DIRECT REPORTS SCORE

8.33/10

YOUR PERSONAL GROWTH REPORT

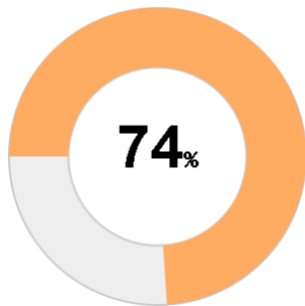
CORNERSTONE 1: Building Credibility

COMMUNICATES CLEARLY

Definition: Actively speaks and writes in clear concise messages; listens closely for understanding. Employs creative ways to convey ideas, concepts, and content that cross cultural, language and educational boundaries. Breaks through communication barriers to achieve results.

Counter Behaviors: Communicates little or ambiguously; ignores suggestions and input of others.

This competency is an area for [Client Name] to FOCUS ON DEVELOPING



Communicates Clearly

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- Give some thought to how your physical presence, voice tone/volume, and speed of speech comes across to others. In what way might you be intimidating or alternatively, is your physical “presence” so low key that others don’t connect with you?
- How well do you demonstrate that you are listening to others through eye contact, non- verbal acknowledgement, confirming the other person’s ideas by paraphrasing them, and checking for understanding? When in doubt, have you tried to slow down the conversation? How prone are you to “talk over” others as you get excited about sharing your ideas?
- How have you challenged yourself to “listen even when you don’t want to?”
- How clearly and concisely do you present your ideas as opposed to saying “too much”? How you would like to solicit the perspective of others? In what circumstances is it easier or harder to use fewer words?
- In most conversations, what percentage of the time do you spend talking versus listening? Asking questions vs. giving your perspective? Seeking to learn from the experience of others versus wanting others to hear your experience?
- TIP: Use open-ended questions frequently and effectively. These can begin with What...? How...? Why...”? Tell me about... Describe... What if...?

AVERAGE SELF SCORE	AVERAGE MANAGER SCORE	AVERAGE OTHERS SCORE	AVERAGE DIRECT REPORTS SCORE
7.29/10	7.29/10	6.04/10	8.96/10

YOUR PERSONAL GROWTH REPORT

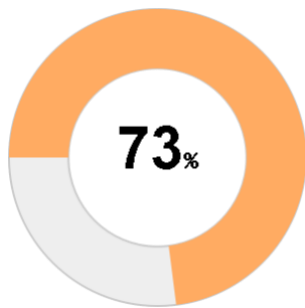
CORNERSTONE 1: Building Credibility

INVIGORATES WITH OPTIMISM

Definition: Energizes others with a confident, hope-filled outlook on the future. Conveys a can-do attitude.

Counter Behaviors: Saps others with negativity and pessimism; complains or gossips (often behind the backs of others).

This competency is an area for [Client Name] to FOCUS ON DEVELOPING



Invigorates with Optimism

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- What level of awareness do you have regarding the energy and optimism that you bring into a meeting room? How positive is it? Is it realistically upbeat? Or are you a bit pessimistic or overly concerned about failure or conflict?
- How often do you take advantage of opportunities to make statements that are supportive of the team’s ability to do good work? How frequently are you a thoughtful, positive encourager of others when warranted?
- How balanced are your critical, challenging comments (“no, but...”) with “yes, and...” statements? How likely is it that you bring optimism rather than pessimism to the discussion?
- When presented with obstacles how eagerly do you pursue alternative solutions? With what frequency do you engage in brainstorming activities?
- What percentage of time do you spend asking questions versus making statements? How often do you pause and consider if a question could be more impactful than a statement? How important is it to you to suggest solutions versus demonstrating genuine curiosity in the ideas of those around you?

AVERAGE SELF SCORE	AVERAGE MANAGER SCORE	AVERAGE OTHERS SCORE	AVERAGE DIRECT REPORTS SCORE
7.92/10	8.33/10	4.17/10	8.75/10

YOUR PERSONAL GROWTH REPORT

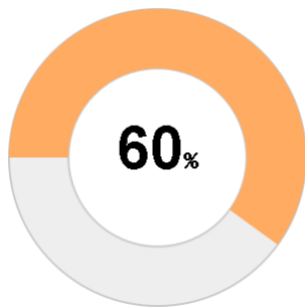
CORNERSTONE 2: Creating Cohesion

CONNECTS EMOTIONALLY

Definition: Acknowledges the emotional signals of others and responds empathetically.

Counter Behaviors: Aloof from others, ignores what others are feeling or criticizes their emotions; indifferent.

This competency is an area for [Client Name] to FOCUS ON DEVELOPING



Connects Emotionally

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- How able are you to constructively share your feelings and express your emotions with others, both positive and negative? How vulnerable are you willing to be in certain situations?
- How freely are you to ask others for help when you need it? How comfortable are you in showing vulnerability in that way?
- How often do you engage in opportunities to connect with other team members? How proactive are you in seeking out those interactions? ****The strongest emotional connections are often made during breaks or breathers, or during intentional team events - relax and laugh together.**
- How well do you balance positivity with realism? When are you able to recognize that, while it is “ok to not be ok” there is a time to move forward?
- How often do you invite others to share and talk about difficult topics in the context of a safe space? What do you do to encourage or support that environment?
- **TIP:** Everyone responds to emotions and conflict differently. Recognize what is an appropriate response for you during times of stress and change. If you are not sure, ask a peer to reflect on the effectiveness of your behaviors under stress or conflict.

AVERAGE SELF SCORE

5.75/10

AVERAGE MANAGER SCORE

5.75/10

AVERAGE OTHERS SCORE

6.50/10

AVERAGE DIRECT REPORTS SCORE

6.00/10

YOUR PERSONAL GROWTH REPORT

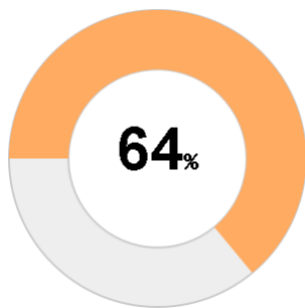
CORNERSTONE 2: Creating Cohesion

DEVELOPS CAMARADERIE

Definition: Establishes a positive rapport and fosters constructive interactions.

Counter Behaviors: Adversarial, creates conflict, divisive, discredits others, cliquish. Sees others as rivals rather than partners.

This competency is an area for [Client Name] to FOCUS ON DEVELOPING



Develops Camaraderie

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- How do you personally establish a positive rapport and foster constructive interactions?
- How likely are you to be so focused on your own performance that others are viewed, or may feel as though they are viewed by you, as rivals?
- How can you best connect with other team members in a positive manner, expressing your genuine interest in helping others contribute to the team?
- How well do you visibly support the “can do” spirit of the team, i.e. that together, the team can achieve their goals and win together?
- Under what circumstances would you reach out to someone individually to address a difficult relationship with them? How does the impact to the team factor into your decision-making? How do you consider how to discuss your concerns and/or the situation?
- How frequently can your competitive behavior become too intense, combative, or argumentative? When it does, what is most often the impact to those around you?
- How does Developing Camaraderie factor into your definition of success?

AVERAGE SELF SCORE	AVERAGE MANAGER SCORE	AVERAGE OTHERS SCORE	AVERAGE DIRECT REPORTS SCORE
8.44/10	5.31/10	5.00/10	6.88/10

YOUR PERSONAL GROWTH REPORT

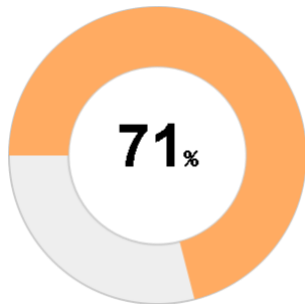
CORNERSTONE 2: Creating Cohesion

PUTS TEAM GOALS FIRST

Definition: Prioritizes team success and process over personal goals. Selfless; does what it takes to achieve results by focusing on overarching team goals.

Counter Behaviors: Promotes self; puts own interests and performance ahead of the team’s mission. Focuses on self to the exclusion of others and the team.

This competency is an area for [Client Name] to FOCUS ON DEVELOPING



Puts Team Goals First

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- How likely are you to view all wins as team wins and celebrate them? In what situations is this most difficult in for you?
- How often do you help others achieve their goals and maximize their contributions to the team by providing positive feedback? How likely are you to take the lead in recognizing and showing appreciation to others?
- When are you most likely to align your ideas and goals with the team’s best interest? To what degree are you ego-less when searching for the best ideas? How often do you prioritize the team over your personal interests?
- How likely are you to do what needs to be done even if you do not have passion for it, or it may seem beneath your skill level?
- Do you share your personal goals with others? What is your opportunity to reinforce how they tie to team goals?

AVERAGE SELF SCORE	AVERAGE MANAGER SCORE	AVERAGE OTHERS SCORE	AVERAGE DIRECT REPORTS SCORE
7.19/10	7.81/10	7.19/10	6.25/10

YOUR PERSONAL GROWTH REPORT

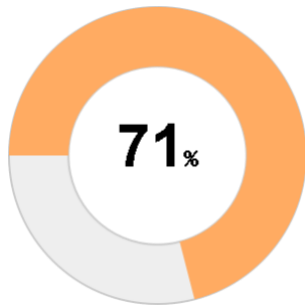
CORNERSTONE 3: Generating Momentum

ENERGIZES OTHERS

Definition: Ignites others to achieve organizational objectives.

Counter Behaviors: Disengages from others. Saps organization momentum. Expedient. Focuses on being busy rather than achieving key outcomes.

This competency is an area for [Client Name] to FOCUS ON DEVELOPING



Energizes Others

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- How curious are you about individuals’ motivation and engagement? How interested are you to seek to understand what inspires you and others?
- Who can you ask “what drives you to work hard; to perform at your very best”? Or, “How can I help you perform at your optimal level”?
- How often do you do your part, and let others know of your progress in “check point” discussions regarding work goals? How transparent are you about your progress in your work or on shared projects?
- How meaningful is the team’s mission and vision to you personally? How can you tie your energy to team achievements and inspire others to join you?
- With what frequency do you “allow great to be the enemy of good”? How able are you to drive toward consensus when the team needs to move on and “agree to disagree”?
- Are you more likely to look for the ways that something can be achieved, rather than focusing on the reasons it cannot be achieved?
- How good are you at recognizing seemingly small wins of others and do you give authentic, meaningful feedback when appropriate?

AVERAGE SELF SCORE

6.88/10

AVERAGE MANAGER SCORE

6.88/10

AVERAGE OTHERS SCORE

6.56/10

AVERAGE DIRECT REPORTS SCORE

7.81/10

YOUR PERSONAL GROWTH REPORT

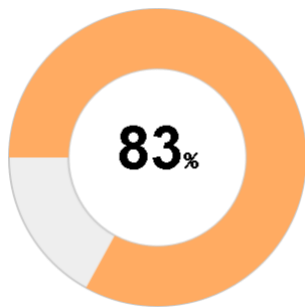
CORNERSTONE 3: Generating Momentum

REJUVENATES SKILLS AND KNOWLEDGE

Definition: Seeks and acquires leading-edge knowledge and expertise. Curious about new developments and concepts and how to apply them.

Counter Behaviors: Content with current skill and knowledge set. Rebuffs suggestions and opportunities for improvement.

This competency is a potential area of GROWTH for [Client Name]



Rejuvenates Skills & Knowledge

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- How realistic are you about what you do really well and in what areas you may have skill gaps?
- How often do you talk with trusted peers, along with your supervisor, to understand where you can improve? How proactively do you pursue those conversations?
- To what degree do you consider yourself a committed learner; being committed to getting better every day?
- Reflect on what underlies the performance of the highest contributing people in your field of expertise. How do they ensure that their skill set does not become out of date?
- How can you focus on learning together with others on your team? How can you make it a fun, growth experience?
- How often do you carve out time in your schedule to focus on learning? What timing and frequency works best for you? How would you like it to change?
- How can you challenge yourself to ask more questions of yourself and of others around you? How can you hold yourself accountable to adopting a mindset of continuous learning?
- What challenging assignment or opportunity outside of your comfort zone would you like to learn more about?

AVERAGE SELF SCORE

8.13/10

AVERAGE MANAGER SCORE

8.75/10

AVERAGE OTHERS SCORE

6.88/10

AVERAGE DIRECT REPORTS SCORE

9.38/10

YOUR PERSONAL GROWTH REPORT

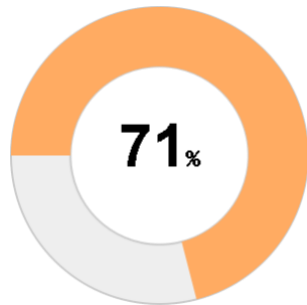
CORNERSTONE 3: Generating Momentum

LEADS AND FOLLOWS

Definition: Leads when best qualified to accelerate progress toward objectives. Partners with others or follows the leadership of others when their knowledge and expertise are well suited to the task. Demonstrates respect for the abilities of others.

Counter Behaviors: Insists on doing things own way and knows what is best. Considers self to be indispensable. May undermine others.

This competency is an area for [Client Name] to FOCUS ON DEVELOPING



Leads & Follows

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- How willing are you to follow others?
- How would you assess your ability to be patient and allow others to lead even in situations where you believe you might be more effective?
- How do you seek to understand and demonstrate your respect for the abilities of others? In what ways do you validate or compliment their skills or ideas when they are displayed? How could you be better in this area?
- How willing are you to step up and lead? How often do you make a proposal and lead the group in navigating the conversation?
- How well do you understand that anyone on your team(s) can step up to lead in certain situations? How often do you pursue conversations about how you can share leadership roles in meetings or project?
- Based on your observations in sports or the arts, how do accomplished performers also contribute to various members of the team sharing leadership? How can you replicate this within your team?
- What's your inclination to act as though you are the smartest person in the room? How often do you consider the opinions and positions of others as much as you work to have your own be heard?

AVERAGE SELF SCORE

8.44/10

AVERAGE MANAGER SCORE

5.94/10

AVERAGE OTHERS SCORE

6.88/10

AVERAGE DIRECT REPORTS SCORE

7.19/10

YOUR PERSONAL GROWTH REPORT

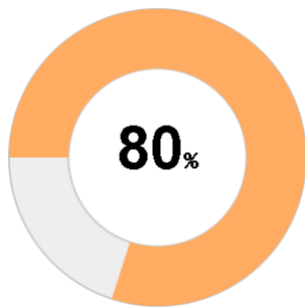
CORNERSTONE 4: Amplify Impact

PURSUES EXCELLENCE

Definition: Demonstrates extensive knowledge or competence. Advocates for the high-caliber performance of others.

Counter Behaviors: Accepts mediocrity. Seeks to gain advantages over others and to gain undeserved credit.

This competency is a potential area of GROWTH for [Client Name]



Pursues Excellence

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- What’s your level of understanding of what products or services satisfy your clients/customers? How reliant are you on facts and data during client interaction?
- How biased to action are you? How do you strive to make things better every day? How do you think plays into your effectiveness?
- How frequently do you complete personal learning opportunities that focus on excellence as a practice, e.g. approaches to quality, innovation, measurement?
- Have you identified a mentor who can assist you in developing excellence and help to hold you accountable? They may be selected due to their focus on technical excellence or because of their strength in interpersonal skills.
- How do you celebrate success? How can you be more active in recognizing the excellence of your teammates, and of the team as a whole? How focused is it on progress and not just end results?
- How do you know that you are successful? What measurements or metrics can you use to indicate your individual progress toward your goal? What about metrics for team performance?

AVERAGE SELF SCORE

6.00/10

AVERAGE MANAGER SCORE

9.00/10

AVERAGE OTHERS SCORE

7.50/10

AVERAGE DIRECT REPORTS SCORE

9.25/10

YOUR PERSONAL GROWTH REPORT

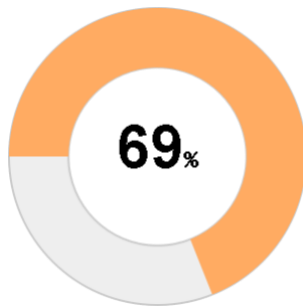
CORNERSTONE 4: Amplify Impact

MENTORS AND COACHES OTHERS

Definition: Models exemplary behavior and supports the personal and professional development of others by providing constructive advice.

Counter Behaviors: Focused on self; does not share knowledge or techniques with others; does not pass on what others have taught.

This competency is an area for [Client Name] to FOCUS ON DEVELOPING



Mentors & Coaches

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- How willing are you to express a genuine interest in the development of others, especially those who are less experienced or tenured than you? How constructive are you in your approach and how do you help others identify actions which they may take to positively move forward?
- How can you establish a positive presence across the broader organization? Are you a “go to” person when it comes to others asking you for input? How often do you advocate for your team members? How frequently do you give them resources or share your expertise when appropriate to help them be successful?
- What’s your level of competency in being patient and listening intently?
- How focused are you on yourself? What is the opportunity cost of that level of focus on self?
- How can you share knowledge or techniques with others, or pass on to others, what you have been taught?
- TIP: Keep in mind that confidentiality underlies all effective coaching and mentoring relationships. Maintain confidentiality when needed or requested.

AVERAGE SELF SCORE

6.25/10

AVERAGE MANAGER SCORE

6.88/10

AVERAGE OTHERS SCORE

6.88/10

AVERAGE DIRECT REPORTS SCORE

7.50/10

YOUR PERSONAL GROWTH REPORT

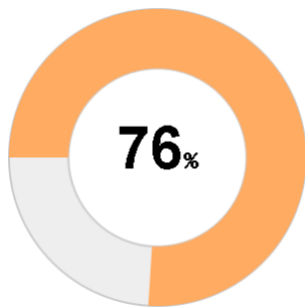
CORNERSTONE 4: Amplify Impact

OFFERS IMAGINATIVE SOLUTIONS

Definition: Presents creative, imaginative, and value-adding ideas for solving problems and achieving objectives.

Counter Behaviors: Rigid, advocates conventional approaches, resists experimenting with new ideas, resists change.

This competency is a potential area of GROWTH for [Client Name]



Offers Imaginative Solutions

% of time your raters as a collective average believe you behave as a role model for the behaviors within this competency

Reflections for [Client Name]

- How self-aware of your behavior are you? Do you put a damper on discussions by presenting arguments (perhaps a bit too early in the discussion) as to why an idea will not work?
- How willing are you to engage in “what if” discussions can be an important part of your team behavior? What do you do to actively support those types of conversations when they occur?
- How can you be more flexible in your approaches to solving problems? How do you learn best from peers who are highly imaginative? In what way could you stretch yourself in this area?
- How well do you keep pace with the best innovators in your field via conferences, journals, mentors? What is a resource that you would like to explore further?
- How apt are you to give up too easily? In what situations are you more likely to push forward, tactfully, and drive for action?
- TIP: Great ideas achieve little until they are translated into action. Even if it is a small step, challenge yourself and the team to act on innovative ideas quickly!

AVERAGE SELF SCORE

8.44/10

AVERAGE MANAGER SCORE

6.56/10

AVERAGE OTHERS SCORE

6.56/10

AVERAGE DIRECT REPORTS SCORE

8.75/10

YOUR CATALYTIC GROWTH PLAN

Reflection Guide

We recognize that this is quite a bit of data to digest. We would like to encourage you to take one more ‘look’ at your data and feedback before you decide where to focus.

STEP 1: Identify your highest and lowest scores, both your perception and that of your raters.

Look at the graphs & tables on pages 6 & 7.

Please list below the two competencies where your raters scored you <u>highest</u> :	Please list below the two competencies where you scored Self <u>highest</u> :
•	•
•	•
What might this indicate?	

Please list below the two competencies where your raters scored you <u>lowest</u> :	Please list below the two competencies where you scored Self <u>lowest</u> :
•	•
•	•
What might this indicate?	

Where are the greatest gaps in scores between you and your raters?

Competency:
<i>Why might this be? Is it significant enough to pay attention to?</i>

YOUR CATALYTIC GROWTH PLAN

Reflection Guide

STEP 2: Determine your greatest Strengths and your greatest GROWTH Opportunities.

Please go back and look at the competencies where the feedback or data stood out to you the most. What do you believe are your greatest Strengths? Growth Opportunities?

Catalytic Competencies	
STRENGTHS	GROWTH OPPORTUNITIES

STEP 3: Use these reflections to complete your Catalytic Action Plan on the next page.

YOUR CATALYTIC ACTION PLAN

Call to Action

Based on your reflection, choose **TWO CATALYTIC COMPETENCIES** that you will focus on over the next 3-6 months. Complete the action plan below, reflecting on the “What? So What? and Now What?”.

CATALYTIC COMPETENCY # 1: _____

WHAT (THE DATA OR FEEDBACK WHICH INDICATES YOU SHOULD FOCUS ON THIS COMPETENCY)

SO WHAT (WHY IT MATTERS TO YOU)

CATALYTIC COMPETENCY # 2: _____

WHAT (THE DATA OR FEEDBACK WHICH INDICATES YOU SHOULD FOCUS ON THIS COMPETENCY)

SO WHAT (WHY IT MATTERS TO YOU)

NOW WHAT (WHAT ARE YOU GOING TO DO? BE SPECIFIC, ENSURE THESE GOALS ARE IMPORTANT AND MEASUREABLE)

SPECIFICS OF GOAL	
IMPORTANCE OF ACHIEVING THIS GOAL	
MEASURES OF SUCCESS	

YOUR JOURNEY CONTINUES

Resources & Next Steps

NEXT STEPS:

- * If you are engaged with a Catalyst Effect Coach, they will be reaching out to you shortly to schedule your first coaching session. If you do not have a coach but would like to, email us at info@thecatalysteffect.org for more information.
- * Schedule time to meet with your direct manager.
 - Share your report and discuss the most significant data (if you are comfortable).
 - Share your Catalytic Action Plan. What would they add? What questions do they have? What support do you need from them? How will they help you track your progress?
- * Share your results with peers or others whom you trust. Discuss how they can support your growth and be constructively honest with you as you maximize your strengths and address your gaps.
- * Thank each person who took the time to give you feedback.
 - Share high-level discoveries (you do not need to necessarily show them this report, though you certainly can!).
 - Let them know what your growth plan is and how they might assist.
- * If you wish to track your progress, a second round of the Catalyst Effect Assessment™ is available to you. For more information on the follow-up assessment process please contact us at info@thecatalysteffect.org.

Additional custom final page can be added to reflect your company's values, growth plan, etc.