



GLOBAL LEADERSHIP ASSESSMENT (GLA)

AGGREGATE REPORT

Sample Report

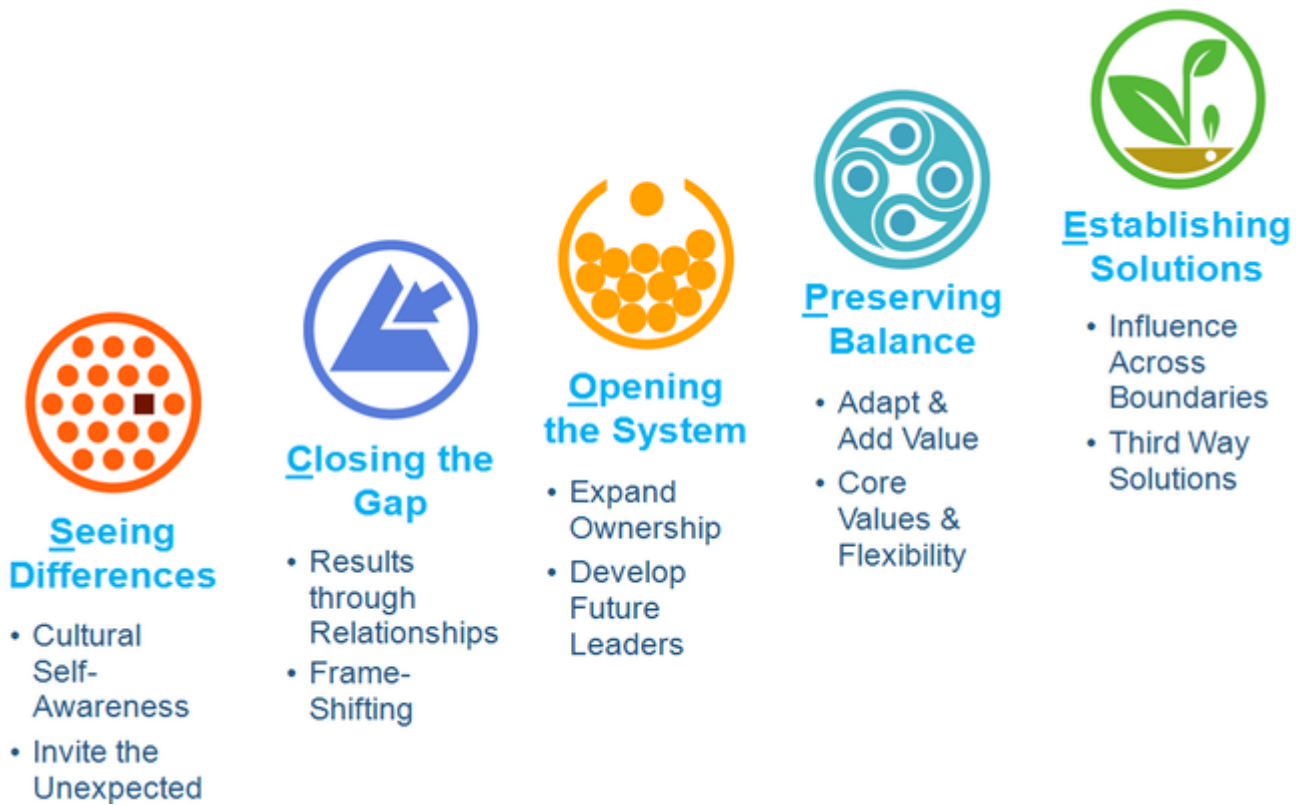


Introduction

Welcome to the Aperian Global Leadership Assessment (GLA). This instrument is designed to help you assess and develop your global leadership capabilities. The GLA consists of five leadership stages and ten behaviors that have been identified through extensive research with successful global leaders across multiple regions and industries. The diagram below illustrates the five stages along with their associated behaviors.

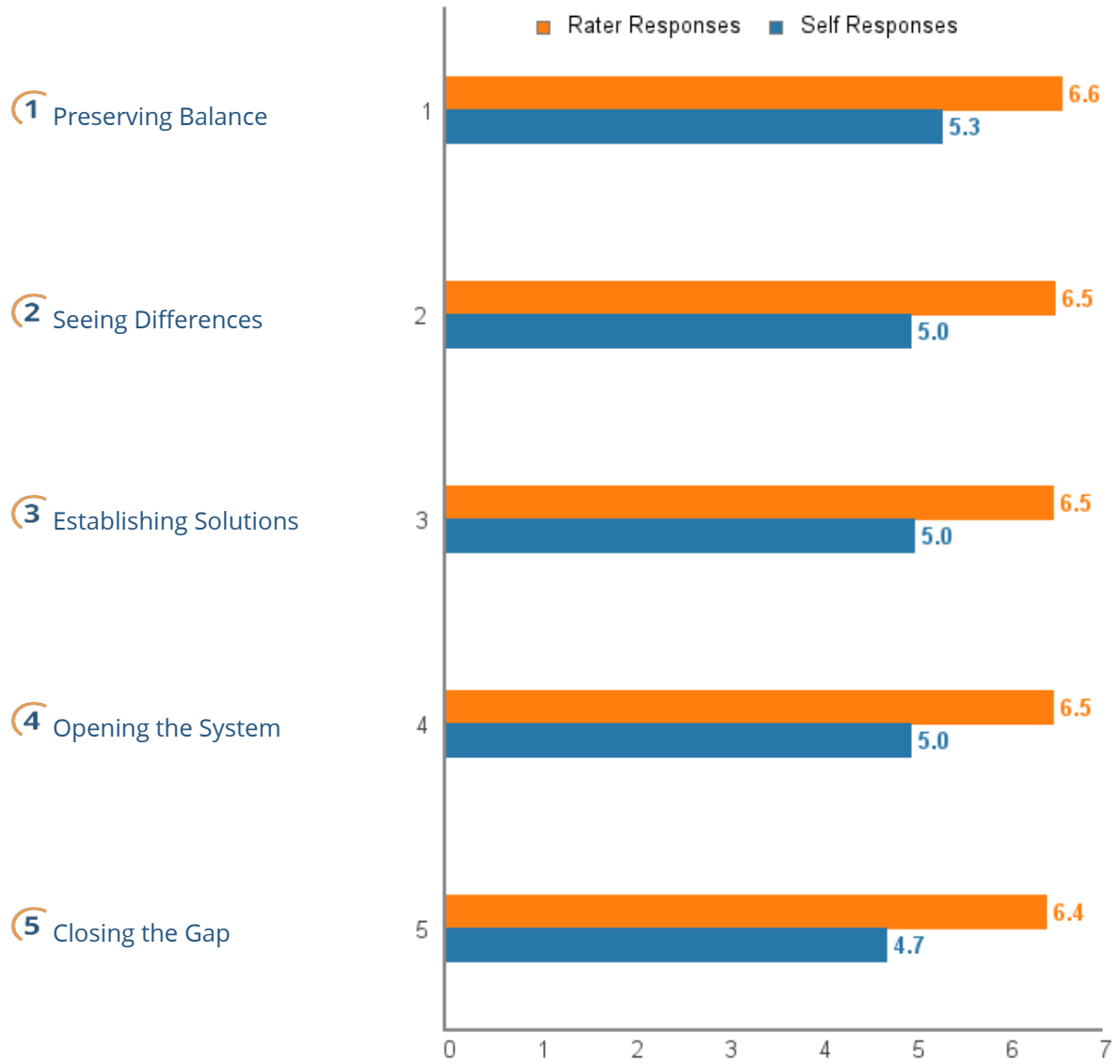
On the following pages you will find:

- An overall summary of your ratings
- Top strengths and areas for improvement
- Priorities for you to focus on, based on your Raters' responses
- Expected and Unexpected strengths and weaknesses based on your Raters' responses
- Detailed scores for all survey items
- Comments



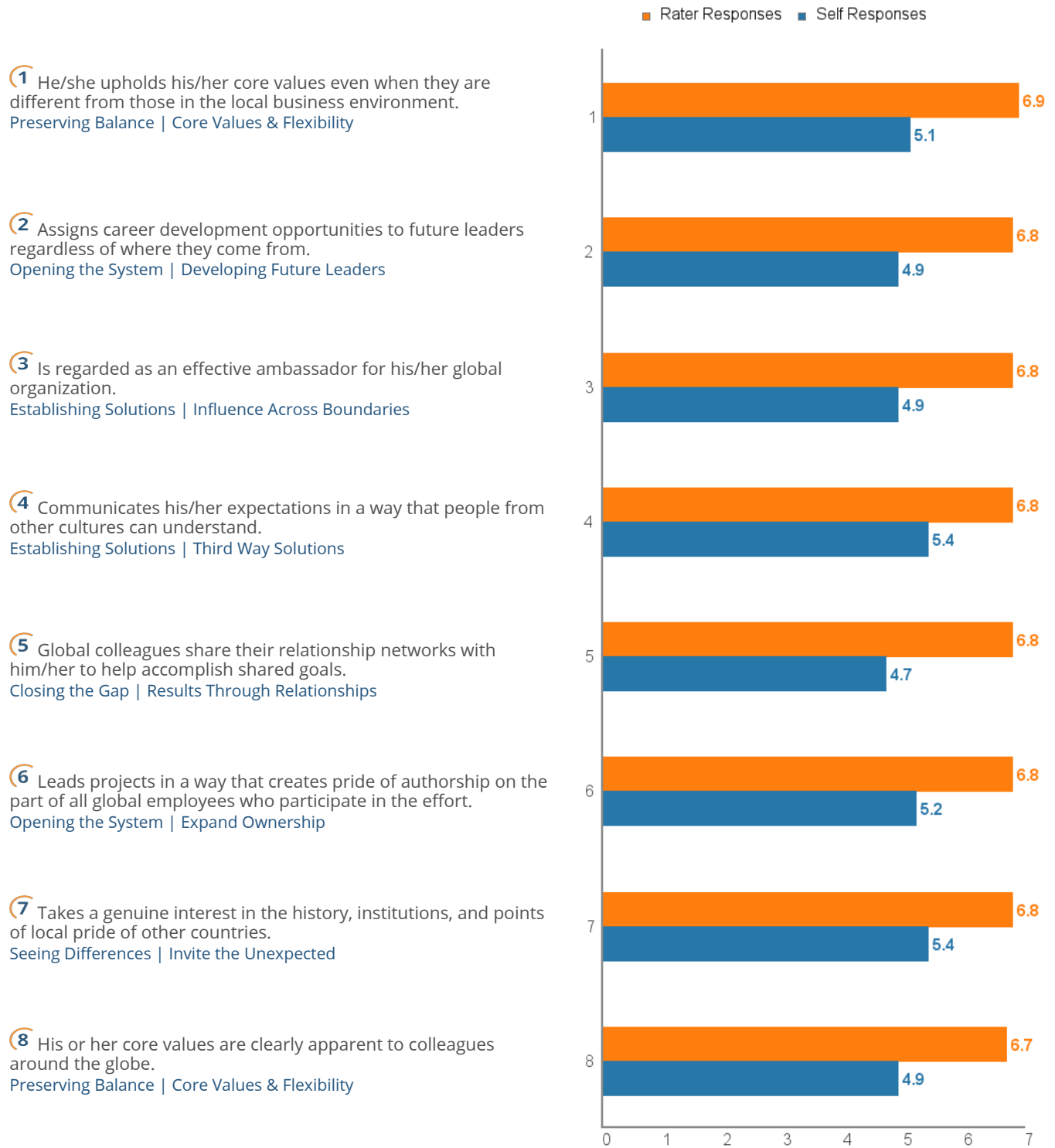
Summary

The scores below are shown from highest to lowest, based on the Raters' average scores for each Stage. If there are no raters, the scores are shown from highest to lowest by Users' scores.



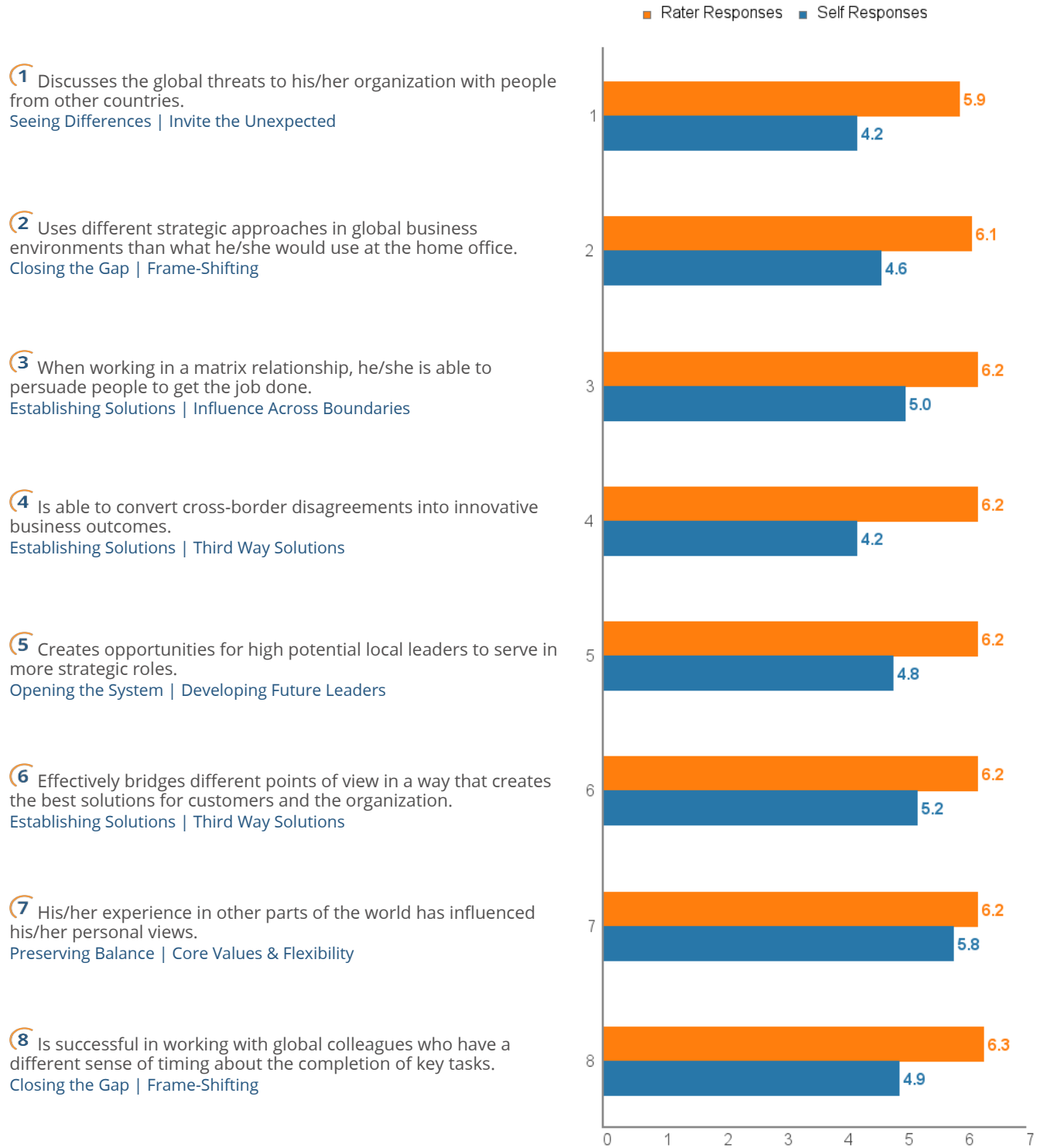
Top Strengths

The scores below show the five highest scoring items by the average Raters' scores. If there are no Raters, the scores are shown from highest to lowest by Users' scores. If there is a tie, there may be up to eight scores shown. An asterisk next to a survey item indicates that this is also an item appearing in the Priority list.



Top Areas for Improvement

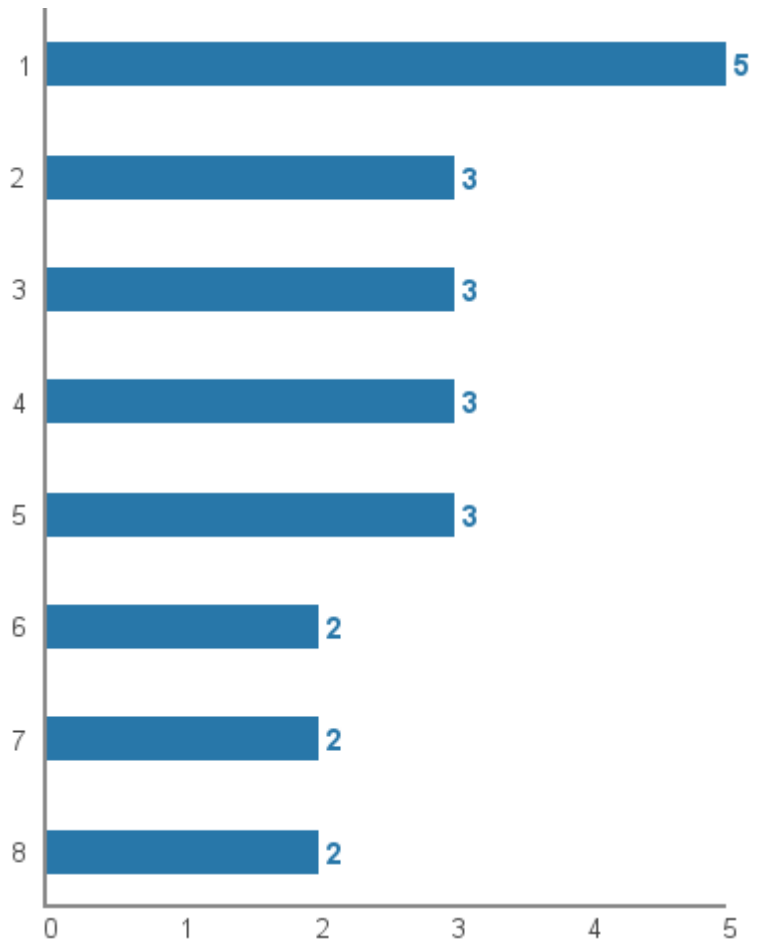
The scores below show the five lowest scoring items by the average Raters' scores. If there are no Raters, the scores are shown from lowest to highest by Users' scores. If there is a tie, up to eight items may be shown. An asterisk next to a survey item indicates that this is also an item appearing in the Priority list.



Priorities

This page shows the top items based on selections made by Raters. If there is a tie, the chart may show up to eight items. The chart displays a count of the number of times that each item was selected by Raters as a Priority. If there were no Raters, the chart shows the Priorities that were selected by the Users.

- 1 I demonstrate a genuine interest in the history, institutions, and points of local pride of other countries.
- 2 I achieve good business results because of my strong personal relationships with my global counterparts.
- 3 I invest significant time to build relationships with my counterparts from different cultures.
- 4 I learn from foreign business colleagues.
- 5 I adopt new practices when I am in different business environments.
- 6 I put myself in the position of people from other parts of the world by asking: What do they want?
- 7 I provide coaching to help develop future global leaders.
- 8 I am regarded as an effective ambassador for my global organization.



Unexpected Strengths

This page shows the items (a) where the gap between the Users' average scores and the Raters' average score is large, (b) where the Raters' average score was higher than Users' average scores, and (c) where the Raters' average score was above the mean of the Raters' responses to all items on the survey.

Competency	Survey Item	Self	Others
Developing Future Leaders	Provides coaching and support to help develop future global leaders.	4.2	6.6
Frame-Shifting	Effectively motivates employees in other locations around the world.	4.3	6.5
Results Through Relationships	Global colleagues share their relationship networks with him/her to help accomplish shared goals.	4.7	6.8
Influence Across Boundaries	Is regarded as an effective ambassador for his/her global organization.	4.9	6.8
Developing Future Leaders	Assigns career development opportunities to future leaders regardless of where they come from.	4.9	6.8

Unexpected Areas for Improvement

This page shows the items (a) where the gap between the Users' average scores and the Raters' average score is large, (b) where the Raters' average score was lower than Users' average scores, and (c) where the Raters' average score was below the mean of the Raters' responses to all items on the survey.

There are no items which meet this criteria.

Expected Strengths

This page shows the items (a) where the gap between the Users' scores and the Raters' average scores is small, and (b) the Raters' average scores was above the mean of all Raters' scores.

Competency	Survey Item	Self	Others
Cultural Self-Awareness	Acknowledges that other cultures have effective leadership practices that may be different from his/her own leadership style.	5.9	6.7

Expected Areas for Improvement

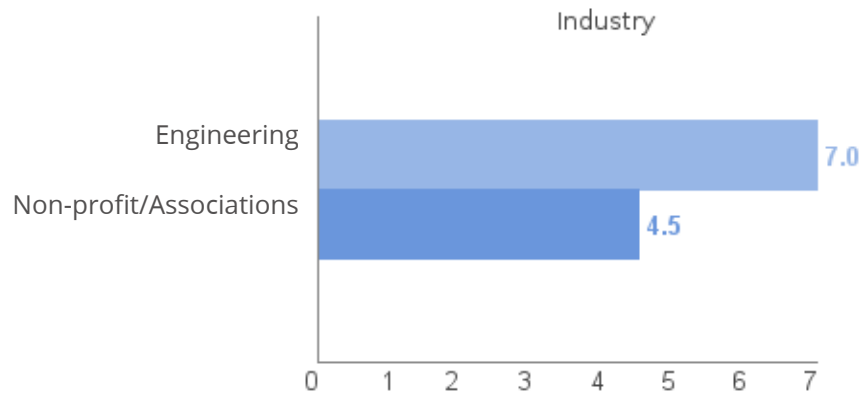
This page shows the items (a) where the gap between the Users' score and the Raters' average scores is small, and (b) the Raters' average score was below the mean of all Raters' scores.

Competency	Survey Item	Self	Others
Core Values & Flexibility	His/her experience in other parts of the world has influenced his/her personal views.	5.8	6.2
Expand Ownership	When decisions have been made in an inclusive way, he/she holds employees accountable.	5.6	6.4
Third Way Solutions	Effectively bridges different points of view in a way that creates the best solutions for customers and the organization.	5.2	6.2

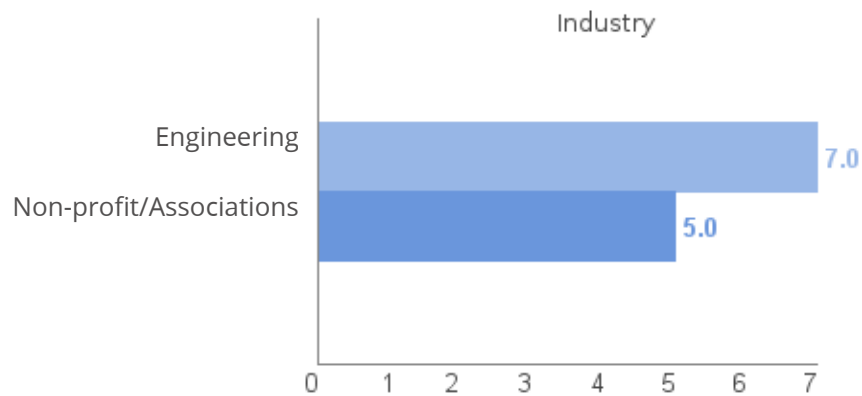
Top Response Gaps by Rater Demographic

This page shows the three items where Raters within a demographic category differed the most in their scores. For an item to be considered, there must be a minimum of three Raters in each of two demographic variables in that demographic (meaning a minimum of six Raters total). The charts show the average Rater score for each of the demographic variables.

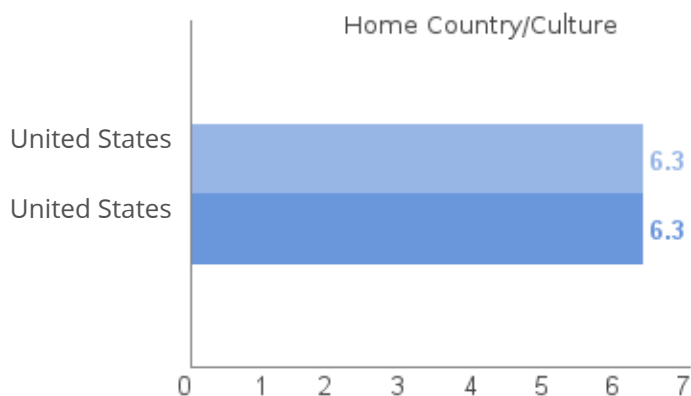
1 Is successful in working with global colleagues who have a different sense of timing about the completion of key tasks. Closing the Gap | Frame-Shifting



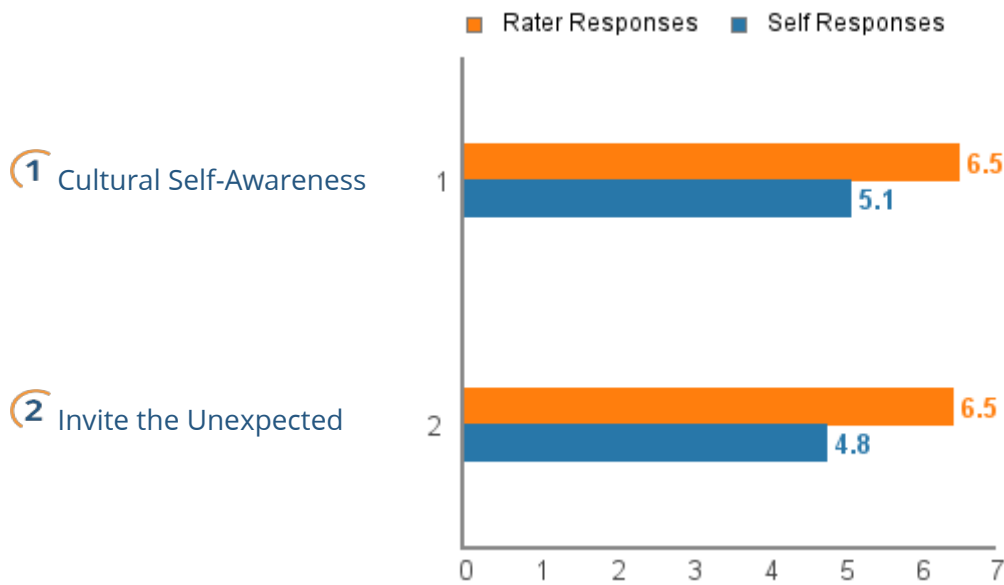
2 Allows global employees some freedom in how they meet his/her expectations. Opening the System | Expand Ownership



3 Is able to convert cross-border disagreements into innovative business outcomes. Establishing Solutions | Third Way Solutions



Seeing Differences



Cultural Self-Awareness: Effective Leadership Definition:

- Sees own leadership style as shaped by and belonging to a particular cultural background, representing one of many viable leadership approaches.
- Recognizes there may be various ways of accomplishing the same goal.
- Puts self in the position of foreign employees and customers to understand their motivations.
- Does not expect other cultures to adapt to his/her own leadership style.
- Questions own approach without giving it up entirely; recognizes that what matters the most is to get the job done.

Cultural Self-Awareness: Ineffective Leadership Definition:

- Rigidly adheres to previous patterns of success even when in a new environment.
- Believes that own leadership style will be effective in any environment.
- Experiences different leadership styles as threatening or as evidence of inferior training/education.
- Expects local culture to adapt to his/her own or headquarters leadership standards and styles.

Invite the Unexpected: Effective Leadership Definition:

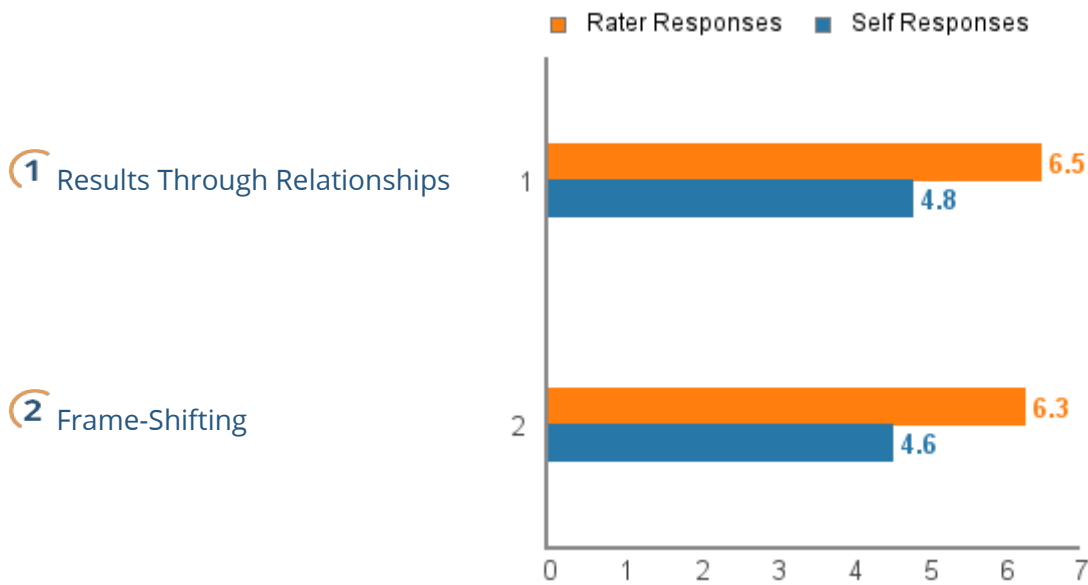
- Conveys an attitude that is open to new information and experiences; corrects for blind spots through disciplined questioning of all assumptions.
- Seeks out new experiences in local market environments to accelerate learning.
- Cultivates a wide network and develops multiple sources of information.
- Demonstrates real interest in the history, institutions, and points of local pride in other countries.
- Seeks out and builds on existing best practices in different locations before introducing his/her own ideas or headquarters' mandates.

Invite the Unexpected: Ineffective Leadership Definition:

- Introduces own ideas first; positions self as teacher, not as a learner.
- Relies exclusively on local employees and colleagues who speak his/her language rather than investing time to learn the local language.
- Attempts to create and maintain a familiar comfort zone in foreign environments, while showing little interest in or curiosity about new surroundings.
- Immediately tries to establish credibility through directive action. Does not pause sufficiently to ask questions, build relationships or gather information.

If your scores are low in this Stage, see the advice in the Appendix of this report.

Closing the Gap



Results through Relationships: Effective Leadership Definition:

- Invests significant time in relationship building with colleagues from other countries ahead of his/her own task agenda.
- Leverages global colleagues' employee, industry, and governmental relationship networks to help accomplish business goals.
- Solicits the help and advice of a cultural guide to interpret situations.
- Recognizes need to depend on global colleagues to accomplish complex tasks in different environments.
- Adjusts communication style in order to be able to hear indirect feedback.

Results through Relationships: Ineffective Leadership Definition:

- Puts his/her agenda first, and regards relationship building with local colleagues as optional.
- Relies predominantly on email with global counterparts rather than telephone, videoconference or face to face meetings.
- Maintains strict boundaries between personal and professional relationships; is not socially available outside of official contexts.
- Relies on colleagues from similar cultural backgrounds for input and advice; does not reach out to people who might have a different perspective.

Frame-Shifting: Effective Leadership Definition:

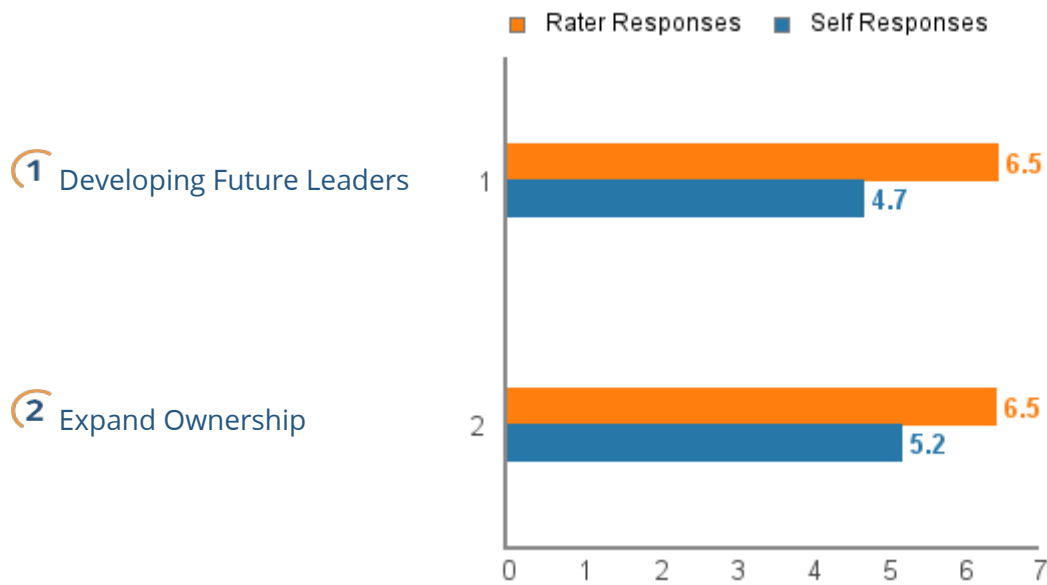
- Is able to distinguish between real agreement and polite responses that do not necessarily signify agreement or commitment.
- Adapts leadership practices to adjust to different cultural environments.
- Adjusts expectations and working style to gain results and commitment in cultures where deadlines may be imprecise.
- Is able to modify his/her communication style for maximum effectiveness in a particular environment.

Frame-Shifting: Ineffective Leadership Definition:

- Maintains exactly the same leadership style regardless of the cultural environment.
- Expects global counterparts to communicate in the same manner as people do at headquarters.
- Relies on "yes" or "no" questions to gain commitment in indirect cultures. Fails to communicate expectations clearly or overly relies on implied meanings when working in more direct cultures.

If your scores are low in this Stage, see the advice in the Appendix of this report.

Opening the System



Expand Ownership: Effective Leadership Definition:

- Crafts processes for gathering and sharing information, exchanging ideas, and making decisions that are systematically inclusive rather than exclusive.
- Creates decisionmaking processes that increase the participation and involvement of global talent.
- Holds employees accountable for decisions in which they have taken part.
- Builds global employees' shared pride of authorship for proposals and ideas.
- Establishes an open door policy for global counterparts and ensures support from senior levels.

Expand Ownership: Ineffective Leadership Definition:

- Insists on the need for global consistency over local market needs.
- Sees the process of "globalization" as an add on, a simple matter of making small adjustments to the original headquarters' plan.
- Places the locus of control and authority for decisions firmly at headquarters.
- Operates in and fails to address a system in which subsidiary locations need to overcome numerous disadvantages for their voices to be truly heard: physical distance, language barriers, a smaller scale of business that draws less attention and resources, etc.

Developing Future Leaders: Effective Leadership Definition:

- Provides coaching and support to help develop future global leaders from any cultural background.
- Creates opportunities for high potential local leaders to serve in more strategic regional and/or global roles.
- Advocates on behalf of talented leaders from other countries even when their styles depart from corporate culture norms.
- Recognizes and addresses own cultural biases in the selection and promotion of global high potential employees.

Developing Future Leaders: Ineffective Leadership Definition:

- Evaluates most highly those who reflect his/her own work habits, values and communication style.
- Assesses global employees' capabilities based on language skill level.
- Does not recognize that there may be different and more efficient ways to getting the job done in comparison with own customary style.
- Misinterprets leadership conduct based on own cultural preferences in areas such as direct versus indirect communication or the acceptable degree of emotional expression.

If your scores are low in this Stage, see the advice in the Appendix of this report.

Preserving Balance



Adapt & Add Value: Effective Leadership Definition:

- Manages effectively within different cultural contexts while also asking good questions about the way things are normally done.
- Balances learning and teaching, incorporating the input of colleagues and customers from other locations while also offering new information and ideas.
- Tempers pushing for change with scrupulous self awareness, judgment, restraint and adaptation to local circumstances.
- Builds a foundation of mutual respect and inquiry by patiently learning about the new environment before stepping forward with something new.

Adapt & Add Value: Ineffective Leadership Definition:

- Attempts to be directive too quickly and introduces objectives and/or processes that are unsuitable to the business environment.
- Pushes international standards that go against local culture without first investing in relationships to build trust and credibility.
- Allows local operations to work according to the status quo without questioning existing processes or bringing a different perspective.
- Micromanages local operations instead of offering strategic direction and empowering others.

Core Values & Flexibility: Effective Leadership Definition:

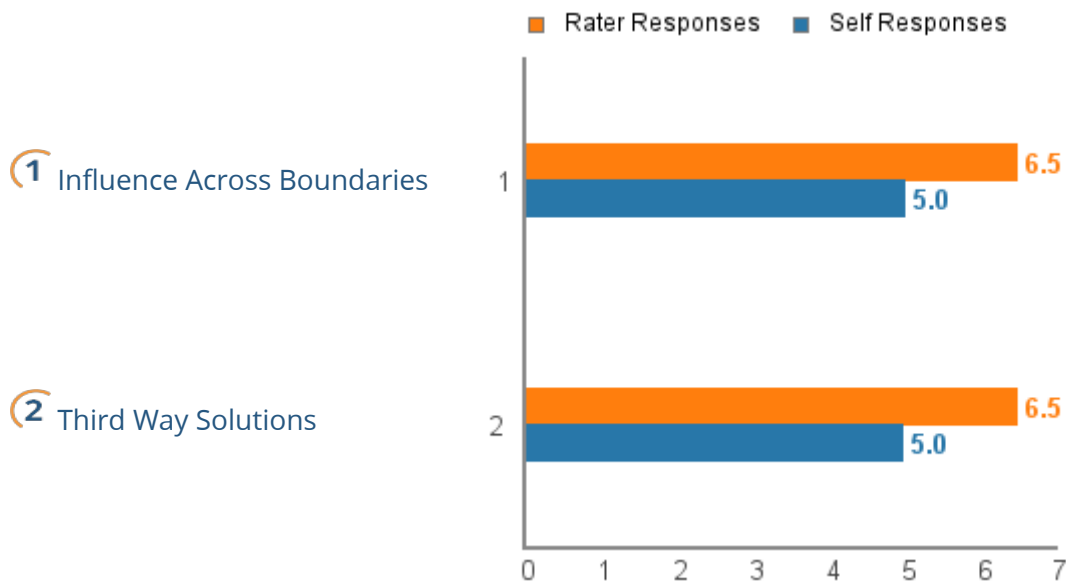
- Provides clarity about key personal and corporate values.
- Consistently upholds a small number of core values even when these differ from local norms.
- Modifies approach to achieving organizational goals so long as core values are preserved.
- Adopts respected values from other parts of the world based on experience in different locations.

Core Values & Flexibility: Ineffective Leadership Definition:

- Communicates ambiguously or not at all about key personal or corporate core values.
- Adheres strictly to the practices, values, and styles of home country. Unable to differentiate between home country preferences or habits and core values which are non negotiable.
- Holds so many "core values" that he/she is inflexible in the face of different practices in other countries.

If your scores are low in this Stage, see the advice in the Appendix of this report.

Establishing Solutions



Influence across Boundaries: Effective Leadership Definition:

- Serves as an effective ambassador and role model both inside and outside the organization.
- Creatively leverages limited resources to deliver new global solutions.
- Persuades people across geographies and organizational lines to get the job done in a matrix environment.
- Represents the enterprise to other institutions in the government, media, or industry with a high level of political acumen.

Influence across Boundaries: Ineffective Leadership Definition:

- Relies on fulfillment of functional role alone to establish credibility and get the job done. Seen as a one sided advocate for either headquarters or local perspectives.
- Displays intolerance for ambiguity.
- Lacks resilience: gives up after meeting a dead end or exhausting resources normally relied upon for solving problems.

Third Way Solutions: Effective Leadership Definition:

- Communicates expectations in a way that people from different cultures can understand.
- Bridges headquarters and subsidiary perspectives in a way that enables mutual understanding and creates a shared sense of purpose.
- Builds on the ideas of team members from different backgrounds to create the best solutions for the organization.
- Converts cross border disagreements into innovative business outcomes.
- Displays an experimental approach and is open to trying new things.

Third Way Solutions: Ineffective Leadership Definition:

- Perceived as biased in disputes between headquarters and subsidiaries.
- Advocates a particular view in decisionmaking discussions rather than acting as a catalyst for the creation of new solutions.
- Relies too heavily on precedents from past experience in other locations and rejects new ideas.

If your scores are low in this Stage, see the advice in the Appendix of this report.

Individual Survey Items

Cultural Self-Awareness

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range							
	5.1	6.5	6.3	6.6	n/a	n/a	4.9	1	2	3	4	5	6	7	
Sees how his/her cultural background has influenced his/her leadership style.	5.3	6.5	6.3	6.7	n/a	n/a	5.2								
Puts self in the position of people from other parts of the world by asking: What do they want?	5.1	6.3	6.0	6.5	n/a	n/a	4.9								
Checks with people from other cultures to ensure that his/her leadership style is effective in different environments.	4.0	6.6	6.7	6.4	n/a	n/a	4.3								
Acknowledges that other cultures have effective leadership practices that may be different from his/her own leadership style.	5.9	6.6	6.3	6.8	n/a	n/a	5.3								

Invite the Unexpected

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range							
	4.8	6.4	6.1	6.6	n/a	n/a	4.9	1	2	3	4	5	6	7	
Takes a genuine interest in the history, institutions, and points of local pride of other countries.	5.4	6.9	7.0	6.8	n/a	n/a	5.2								
Builds upon the existing strengths of people in other countries before introducing his/her own ideas.	4.5	6.2	5.7	6.6	n/a	n/a	4.7								
Discusses the global threats to his/her organization with people from other countries.	4.2	5.9	5.7	6.0	n/a	n/a	4.5								
Adopts new practices when he/she is in different business environments.	4.9	6.4	6.0	6.8	n/a	n/a	5.0								

Results Through Relationships

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range						
	4.9	6.6	6.4	6.6	n/a	n/a	4.9	1	2	3	4	5	6	7
Achieves good business results because of his/her strong personal relationships with global counterparts.	5.2	6.5	6.3	6.6	n/a	n/a	4.9							
Global colleagues share their relationship networks with him/her to help accomplish shared goals.	4.7	6.8	6.7	6.8	n/a	n/a	5.0							
Invests significant time to build relationships with counterparts from different cultures.	5.1	6.5	6.7	6.3	n/a	n/a	4.9							
Seeks out cultural guides to help build strong business relationships in different cultures.	4.4	6.2	5.8	6.6	n/a	n/a	4.7							

Frame-Shifting

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range						
	4.6	6.3	6.3	6.4	n/a	n/a	4.7	1	2	3	4	5	6	7
Is able to distinguish between real agreement and polite responses that do not necessarily signify agreement.	4.4	6.5	6.7	6.2	n/a	n/a	4.7							
Is successful in working with global colleagues who have a different sense of timing about the completion of key tasks.	4.9	6.4	6.3	6.4	n/a	n/a	4.7							
Uses different strategic approaches in global business environments than what he/she would use at the home office.	4.6	6.1	5.8	6.3	n/a	n/a	4.8							
Effectively motivates employees in other locations around the world.	4.3	6.5	6.5	6.5	n/a	n/a	4.6							

Expand Ownership

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range						
	5.3	6.5	6.4	6.5	n/a	n/a	5.0	1	2	3	4	5	6	7
Allows global employees some freedom in how they meet his/her expectations.	5.0	6.4	6.5	6.3	n/a	n/a	4.9							
Creates decision-making processes that encourage the participation of global colleagues.	5.2	6.4	6.5	6.2	n/a	n/a	5.0							
When decisions have been made in an inclusive way, he/she holds employees accountable.	5.6	6.3	6.0	6.5	n/a	n/a	5.1							
Leads projects in a way that creates pride of authorship on the part of all global employees who participate in the effort.	5.2	6.8	6.7	6.8	n/a	n/a	5.0							

Developing Future Leaders

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range						
	4.7	6.5	6.0	6.7	n/a	n/a	4.8	1	2	3	4	5	6	7
Develops future global leaders from any cultural background based on their performance and potential.	5.0	6.3	5.8	6.7	n/a	n/a	5.0							
Provides coaching and support to help develop future global leaders.	4.2	6.5	6.3	6.7	n/a	n/a	4.6							
Creates opportunities for high potential local leaders to serve in more strategic roles.	4.8	6.1	6.0	6.2	n/a	n/a	4.6							
Assigns career development opportunities to future leaders regardless of where they come from.	4.9	6.5	6.0	7.0	n/a	n/a	5.1							

Adapt & Add Value

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range						
	5.3	6.6	6.5	6.6	n/a	n/a	5.1	1	2	3	4	5	6	7
Learns from foreign business colleagues.	5.4	6.6	6.5	6.6	n/a	n/a	5.5							
Chooses the right moments to drive change in a foreign business environment.	4.9	6.8	7.0	6.6	n/a	n/a	4.8							
Listens carefully to the views of people from other cultural backgrounds.	5.6	6.6	6.5	6.7	n/a	n/a	5.4							
Makes tough decisions when required after considering the different perspectives on the issues.	5.1	6.2	6.0	6.4	n/a	n/a	4.9							

Core Values & Flexibility

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range						
	5.3	6.6	6.6	6.6	n/a	n/a	5.1	1	2	3	4	5	6	7
His/her experience in other parts of the world has influenced his/her personal views.	5.8	6.3	6.3	6.2	n/a	n/a	5.4							
His or her core values are clearly apparent to colleagues around the globe.	4.9	6.8	6.8	6.7	n/a	n/a	5.0							
He/she upholds his/her core values even when they are different from those in the local business environment.	5.1	6.8	6.5	7.0	n/a	n/a	5.0							
Is flexible in applying his/her organization's values while preserving their primary intention.	5.2	6.7	6.8	6.5	n/a	n/a	4.8							

Influence Across Boundaries

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range						
	5.0	6.5	6.4	6.5	n/a	n/a	4.9	1	2	3	4	5	6	7
Works smoothly across different organizational functions to accomplish global business tasks.	5.3	6.6	6.5	6.6	n/a	n/a	5.0							
Delivers new solutions regardless of cultural differences and organizational barriers.	4.9	6.3	6.0	6.5	n/a	n/a	4.7							
Is regarded as an effective ambassador for his/her global organization.	4.9	6.8	6.8	6.8	n/a	n/a	5.0							
When working in a matrix relationship, he/she is able to persuade people to get the job done.	5.0	6.3	6.3	6.2	n/a	n/a	4.8							

Third Way Solutions

In the table below, the orange circle represents the average of participants "Self" scores on each item. If the survey included raters, then the light gray horizontal bar represents the range of all the raters' responses. The short black vertical bar represents the average score of all raters (All But Self).

Item	Self	All But Self	Mgr	Peers	Direct Reports	Other	Self Norm	Range						
	4.9	6.5	5.9	6.6	n/a	n/a	4.9	1	2	3	4	5	6	7
Communicates his/her expectations in a way that people from other cultures can understand.	5.4	6.6	6.3	6.9	n/a	n/a	5.0							
Successfully integrates the ideas of diverse team members.	4.9	6.6	6.5	6.7	n/a	n/a	5.0							
Is able to convert cross-border disagreements into innovative business outcomes.	4.2	5.9	5.5	6.3	n/a	n/a	4.4							
Effectively bridges different points of view in a way that creates the best solutions for customers and the organization.	5.2	5.9	5.3	6.4	n/a	n/a	5.1							

Appendix

Seeing Differences

1. Provide yourself with fresh information through new publications, contacts, experiences.
2. Seek out “crucible experiences” in a different function and/or geography to broaden your awareness and skills.
3. Find a “cultural guide” for a place or set of circumstances that you need to learn about.
4. Identify the basic assumptions behind your approach to solving problems and question their relevance to a new situation.

Closing the Gap

1. Broaden your personal network to reach across different functions and/or geographies.
2. Approach a new challenge with both a business strategy and a “relationship strategy.”
3. Actively experiment with styles of leadership and communication that are different from your own habitual approach.
4. Consider how aspects of an established strategy or value proposition for the company in mature markets may need to be modified in a different location.

Opening the System

1. Request input from global stakeholders who would not normally be involved in a decision.
2. Approach each decision point with three questions: What is the relevant data that we’re missing? Who else should be involved? How can we create a process that enables everyone to provide input?
3. Examine your everyday circle of colleagues and expand it to include more people who are not like you – who come from different environments or have different personal styles.
4. Seek out a colleague in another function or location to mentor or be mentored by.

Preserving Balance

1. Start a new role in “learning mode” and bracket your sense of urgency to act right away.
2. Start a change management effort by acknowledging local points of pride, affirming what is being done well already, and leveraging the frustrations and aspirations of your colleagues.
3. Selectively experiment with a leadership stance that is “counter-cultural” in a particular setting and yet consistent with your core values (will your approach stick when you are gone?)
4. Use a difficult situation to clarify and test your own core values.

Establishing Solutions

1. Cultivate a versatile set of positive influencing skills (ie., beyond logical persuasion)
2. Position yourself as a “catalyst” rather than an “advocate”; draw out and build solutions based on others’ ideas.
3. Cultivate your “shuttle diplomacy” skills – how can you be a trusted advisor for all sides?
4. Align diverse stakeholders, objectives, and metrics to provide a foundation for greater trust.
5. Seek out the best solutions together with others along a flexible range from “standardize” to “synergize” to “adopt.”