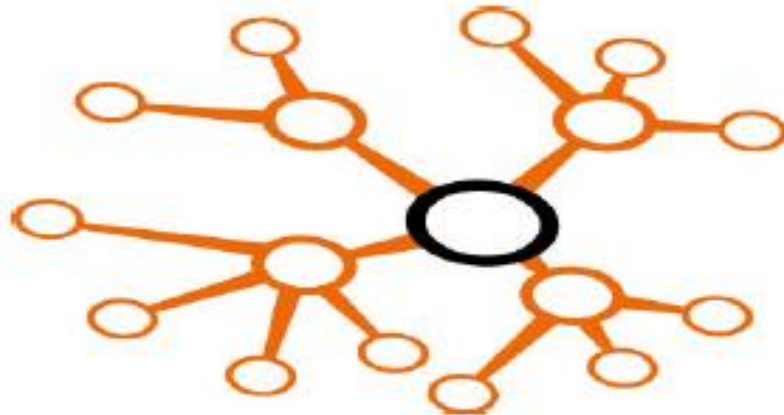


Leadership Equity Assessment™



Individual performance report #1

January, 2010

Benchmark:	Insurance Company, Inc.
Report owner:	John Smith
Number of responses:	13

Introduction to Leadership Equity Assessment™ (LEA)

This report contains **your personal results** from Insurance Company, Inc.'s 1 Leadership Equity Assessment™.

Leadership Equity Assessment™ is based on 12 statements concerning ones daily work that your direct reports have answered by expressing their level of agreement with each statement. The score on the 12 statements shows to what extent your direct reports perceive having **the right working conditions for creating excellent results.**

Although the 12 statements is labeled "leadership competencies" the results in this report is not a personal assessment of you as a manager. We used the term leadership competencies to stress the point that one of your primary responsibilities as a manager is to continuously develop your direct reports' conditions for creating results, and that the ability to facilitate this continuous improvement depends on your leadership competencies, and the way you put your competencies into action.

The 12 statements assess four basic work conditions (LEA building blocks):



- **LEA Foundation:**
3 statements focusing on matching expectations, resources and talent utilization.
- **Motivation:**
4 statements focusing on recognition, listening to employees, mission and quality focus.
- **Development:**
3 statements focusing on developmental focus, development dialogue and learning opportunities.
- **Relations:**
2 statements focusing on matching caring for the employees and friendships at work.

Table of contents in the LEA report

The LEA report contains the following:

Page 2: Introduction

Page 3: General user guidelines

Page 4: Interpretation of the results

Page 5: Result overview

Page 6 to 29: Results on each of the 12 LEA-statement

Page 30 - : Written comments from your direct reports

Last pages: Presentation guidelines, tools for categorizing the results and developing an action plan.

This report is personal and may not be copied and/or distributed by anyone other than the client organization and the report owner named at the front page.

LEA is based on extensive research published by Marcus Buckingham & Curt Coffman, their research included employee and business performance data from more than 100 countries. The LEA measurement tool is developed by Leadership Equity, and has subsequently been validated by Professor, Ph.D. Jakob K. Eskildsen, The Aarhus School of Business, University of Aarhus, Denmark.

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Understanding the results																												
<p>The report provides the following results:</p> <p>Benchmark: The Benchmark represents the average results from Insurance Company, Inc..</p> <p>Direct reports: "Direct reports' assessment" is the combined results of all of your direct reports.</p> <p>Manager's self-assessment: The self assessment section is based on the 12 management questions you answered as a manager.</p>																												
<p>All answers given by your direct reports as well as your own self assessment have been converted into index values based on the method illustrated on the left.</p> <p>The following results are presented for each of the 12 statements:</p> <ul style="list-style-type: none"> • Assessment score (an index value ranging from 0 to 100) • Assessment distribution (the range of the different answers given) 	<p>Answer alternatives:</p> <table style="border-collapse: collapse;"> <tr><td style="border: 1px solid black; padding: 2px;">7</td><td style="padding: 2px;">I totally agree</td></tr> <tr><td style="border: 1px solid black; padding: 2px;">6</td><td style="padding: 2px;"></td></tr> <tr><td style="border: 1px solid black; padding: 2px;">5</td><td style="padding: 2px;">I somewhat agree</td></tr> <tr><td style="border: 1px solid black; padding: 2px;">4</td><td style="padding: 2px;"></td></tr> <tr><td style="border: 1px solid black; padding: 2px;">3</td><td style="padding: 2px;">I somewhat disagree</td></tr> <tr><td style="border: 1px solid black; padding: 2px;">2</td><td style="padding: 2px;"></td></tr> <tr><td style="border: 1px solid black; padding: 2px;">1</td><td style="padding: 2px;">I totally disagree</td></tr> </table>	7	I totally agree	6		5	I somewhat agree	4		3	I somewhat disagree	2		1	I totally disagree	<p>Conversion of answers to index</p> <table style="border-collapse: collapse;"> <tr><td style="background-color: #006400; color: white; padding: 2px;">7</td><td style="padding: 2px;">Index = 100</td></tr> <tr><td style="background-color: #008000; color: white; padding: 2px;">6</td><td style="padding: 2px;">Index = 75</td></tr> <tr><td style="background-color: #90EE90; color: black; padding: 2px;">5</td><td style="padding: 2px;">Index = 50</td></tr> <tr><td style="background-color: #FFD700; color: black; padding: 2px;">4</td><td style="padding: 2px;">Index = 25</td></tr> <tr><td style="background-color: #FF0000; color: white; padding: 2px;">3</td><td rowspan="3" style="padding: 2px;">} Index = 0</td></tr> <tr><td style="background-color: #FF0000; color: white; padding: 2px;">2</td></tr> <tr><td style="background-color: #FF0000; color: white; padding: 2px;">1</td></tr> </table>	7	Index = 100	6	Index = 75	5	Index = 50	4	Index = 25	3	} Index = 0	2	1
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General guidelines on how to use the LEA-report																												
<p>The LEA report consists of over 30 pages of text and graphics. We suggest you begin by focusing on understanding the following six key points:</p> <ol style="list-style-type: none"> 1. The Leadership Equity Index 2. Your scores on the four basic working conditions (LEA Foundation, Motivation, Development and Relations) 3. Index values on each statement 4. Benchmark score on each statement 5. Perception Window 6. Development over time (if relevant) <p>When you have read and understood your results on the above, we suggest you look into the individual LEA statements on pages 6 – 29 to check the spread (assessment distribution) and to better understand each statement and your result.</p> <p>From page 30 onwards, you'll find comments from your direct reports. These comments usually help you as a manager to better understand the index value on a specific statement.</p> <p>The final page of the report consists of tools to help you analyze, prioritize and present the results for your direct reports. We suggest you use your direct reports in this process.</p> <p>Choose no more than 3 action points to work on until the next survey.</p>																												

Your overall Leadership Equity Index

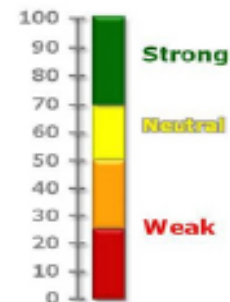


The overall Leadership Equity Index is calculated as the average response to the 12 leadership competencies. An index of 100 is the maximum.

Index above 70 is considered strong.

Index between 50 and 70 is neutral.

Index below 50 indicates an important improvement area with big potential for growth.



The four basic work conditions (LEA building blocks)

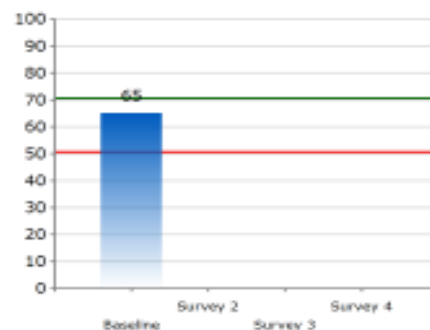


The 12 statements relate to four basic work conditions. An index is calculated for each work condition based on the 2-4 statements pertaining to that specific work condition.

The "Foundation" measures your direct reports perception of the clarity of expectations/goals, resource availability and talent utilization. A solid foundation is a prerequisite for creating excellent results. A Foundation Index below 70 indicates that you need to improve the Foundation before you focus on motivation, development and relations.

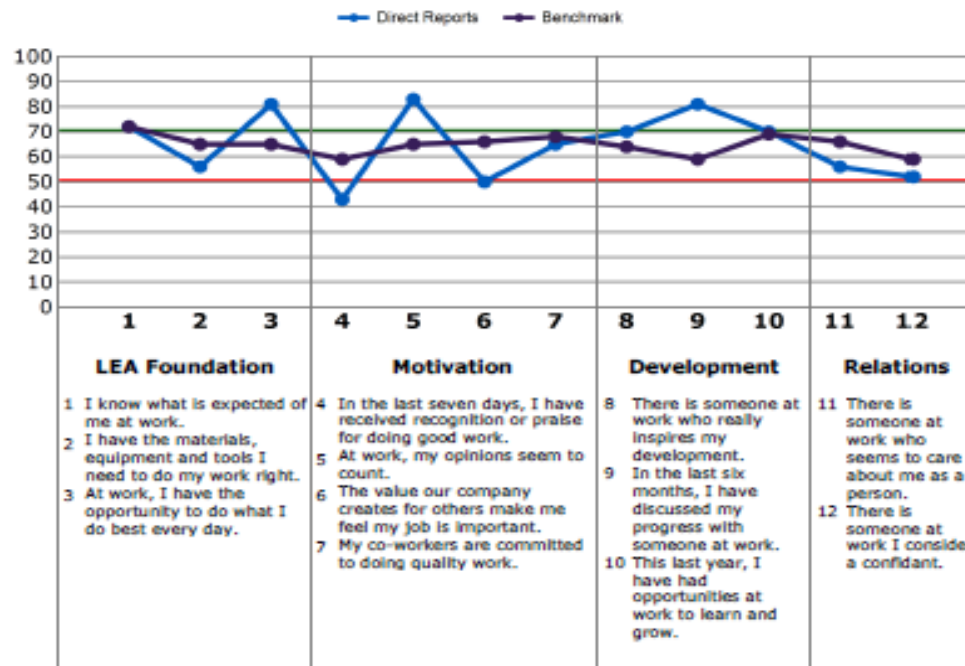
If the foundation is solid (Index +70) then direct your attention to improving Motivation, Development or Relations.

Development over time



The graph shows how your overall Leadership Equity Index develops over time. The baseline represents the first survey.

The 12 Leadership Competencies



Perception Window

The Perception Window shows your direct reports' assessment compared to your own self-assessment.

Known strength:

You and your direct reports both perceive these areas as strengths. Maintain your present focus.

Known potential:

You and your direct reports agree that the current results are inadequate. There is a known potential for improvement.

Overrated competence:

There is a mismatch between your own perception and that of your direct reports - you overrate the effect your actions have! These areas are your "blind spots", and you need to find out why your present actions do not create the results you expected.

Underrated Competence:

You have a relatively low focus on these conditions, but your direct reports nevertheless give a positive assessment. You can either divert your improvement effort to other areas, or you can ask for feedback on these competencies. Some "hidden" competencies might surface.

