

Saul and Saul, LLC

CERTIFIED COACH: TUCK T. SAUL, PhD

Please rate each of the following dimensions using this scale:

1 = Strongly Disagree **2** = Disagree **3** = Neutral **4** = Agree **5** = Strongly Agree

COLLABORATION

- Is accessible and approachable. _____
- Is considered an outstanding partner, building strong, productive relationships across the organization. _____
- Drives the sharing of vital resources and best practices across the organization. _____
- Works effectively with people at all levels of the organization. _____
- Ensures the company is acting as one team focused on common goals. _____

GROWTH AND DEVELOPMENT

- Serves as a role model for associates to follow regarding development. _____
- Coaches for high performance; sets high standards. _____
- Delegates authority and responsibility effectively. _____
- Contributes to the growth, learning, and success of others. _____
- Consistently assigns the right people to the right projects and tasks. _____
- Effectively rewards, recognizes and publicly celebrates successes of individuals and groups. _____
- Provides valuable feedback to others in a direct and timely manner. _____
- Confronts and resolves performance issues quickly and directly. _____

RESPONSIBILITY/INTEGRITY

- Does what he/she says they will do. _____
- Assumes responsibility for decisions and actions – doesn't pass the buck. _____
- Always acts honestly, ethically and with integrity. _____
- Is trusted by me. _____
- Demonstrates the courage to stand alone on ideas and opinions which differ from others. _____
- Demonstrates the willingness to question and challenge others, including people senior to him or her. _____

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INTERPERSONAL

Creates an environment where people are comfortable speaking freely.	_____
Communicates information in a timely fashion.	_____
Is direct; openly and honestly expresses opinions.	_____
Listens effectively.	_____
Responds to questions and challenges without becoming defensive.	_____
Can be persuasive without being controlling.	_____
Deals with disagreement openly and productively.	_____
Is encouraging and supportive.	_____
Displays a positive attitude.	_____
Treats all people with dignity and respect regardless of their position or role.	_____

RESULTS FOCUSED

Works aggressively to meet goals, strategically focusing on those things that affect results the most.	_____
Focuses the energy of others by setting clear objectives and expectations.	_____
Aggressively focuses on those things that affect the results the most.	_____
Effectively manages and utilizes corporate resources and time.	_____
Makes clear that delivering results is a top priority.	_____
Consistently delivers products, services, or systems which drive customer satisfaction and retention.	_____

VISION AND STRATEGIC MANAGEMENT

Is passionate about the organization and the success of the business: Inspires and energizes others.	_____
Creates a clear and compelling vision of the future for his/her organization.	_____
Translates vision and strategy into actionable goals and priorities.	_____
Has innovative ideas that add to the organization's success.	_____
Finds ways to capitalize on the company's core competencies.	_____
Skillfully balances the need to deliver short-term business results with long-term organization goals.	_____
Stays informed on trends and developments in our industry.	_____

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BUSINESS ACUMEN

- Has a working understanding of financial data and accurately interprets financial statements and reports. _____
- Has strong business acumen. _____
- Able to quickly assimilate and digest information (both written and spoken). _____
- Reaches good, practical decisions based on factual information and sound logic. _____
- Maintains a long-term, strategic focus. _____
- Maintains the appropriate “high level” and “big picture” perspective, without getting involved in the details. _____
- Considers problems and opportunities from a broad, multi-functional perspective. _____

INNOVATION

- Champions and drives support for change. _____
- Effectively manages and reduces resistance to change from individuals and groups. _____
- Reinforces and rewards creative and innovative ideas. _____
- Knows when to innovate and when to leverage and standardize. _____
- Willing to take risks to achieve breakthroughs. _____

OVERALL LEADERSHIP

Considering all aspects of management and leadership, this person is an outstanding leader. _____

COMMENTS

What are this person’s greatest strengths as a leader?

What does this person need to improve on to become a more effective leader?
