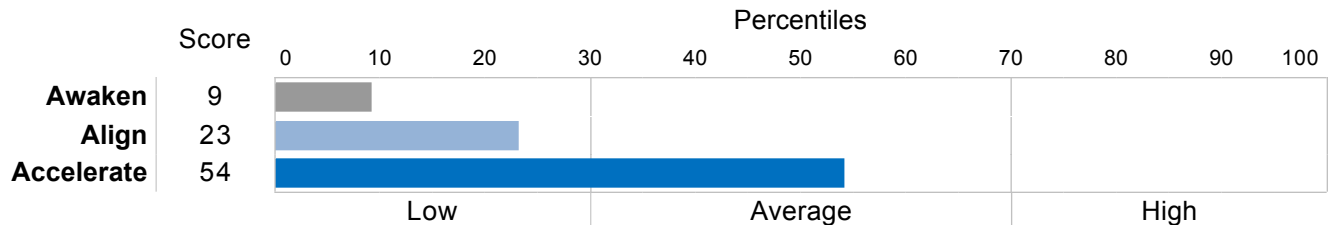


A³ Profile

This section reports your **Awaken, Align and Accelerate** scores – the extent to which others see you as self-aware and interested in gaining additional insight, aligned with key business goals and objectives, and driven to work hard to accomplish results and advance your professional development. The scores below are the average of all others' ratings on select core practices that are included in several *different* competencies and are shown on the next page.



Awaken Potential

The skills and practices involved in the **Awaken** phase include having an accurate understanding of one's strengths and weaknesses, and a desire to gain new insights in order to continue to learn and develop. People with high scores demonstrate good self-awareness, curiosity, and an interest in feedback from others. They are seen as open, self-reflective, and interested in new ideas and experiences. People with low scores may be seen as narrow, overly conventional, defensive, and/or resistant to feedback.

Score = 9%

You received a low score on the **Awaken** scale. This suggests that you may not be as open to learning or new experiences as most. You may not routinely seek or act on feedback from others. You may avoid taking risks, fear making mistakes, or fail to learn everything you can when you do make them.

Align Goals

The skills and practices involved in the **Align** phase include pursuing goals that are in sync with those of the organizations. People with high scores are focused on the organization's business agenda, and establish goals for their own learning and development that will help them accomplish the organization's objectives. They are seen as responsible, reliable, and cooperative. People with low scores may be seen as undirected, overly self-interested, changeable, and/or aloof.

Score = 23%

You received a low score on the **Align** scale. This suggests that you may not be seen as having or showing as consistent a focus on the critical goals and key business priorities of your organization as most – and/or may not emphasize the need to develop the skills needed by organizational leaders. You may need to think more carefully about what you and others must do or accomplish to help the organization be successful.

Accelerate Performance

The skills and practices involved in the **Accelerate** phase include driving performance (for one's self and others) to accomplish results for the organization. People with high scores eagerly tackle difficult tasks, execute well, and get things done. They are seen as taking initiative, and as showing persistence and determination. People with low scores may be described as unproductive, as willing to give up on difficult tasks, and as reluctant to make mistakes. They may be seen as unnecessarily cautious, indecisive, overly compliant, and/or content.

Score = 54%

You received an average score on the **Accelerate** scale. This suggests that you can be determined, but may not consistently display the strong sense of drive that is often expected of senior leaders. You may want to consider where and when taking more initiative or showing greater energy for your work could be helpful.

Training Sample Only