

In-Depth Feedback

This section contains detailed information about each core leadership practice (item) and competency in the A³LI inventory. Core practice items are sorted into the 16 competencies included in the inventory. The competencies are in turn sorted into 6 factors. A table showing your score in relation to the average score for that competency is provided. The gray line represents the middle 50% of scores (i.e., 25%-75%).

			Factor: Leading People					
			1	2	3	4	5	
	Competency	Norm Average*	Overall Average					
Norms	Leading Courageously	4.00	4.25					
	Creating Alignment	3.90	3.50					
	Team Leadership	3.87	4.50					
	Developing Leaders	3.85	3.70					
*Average score of the norm group			Key: Your Overall Average Norm Group Average					

The results for each core practice defining the competency are shown in the subsequent table(s):

	Core Practice (Item)	Overall Average	Self	Mgr 1	Peers	Dir Rpts	Others	A3L Page
Leading Courageously	Provides direction without smothering creativity and motivation.	3.48	5.00	3.00	3.67	3.25	3.62	36
	Readily takes on difficult assignments and challenges.	4.40	4.00	5.00	4.33	4.25	4.14	38
	Is direct and assertive with others.	4.31	4.00	5.00	4.00	4.25	3.98	40
	Acts independently and with conviction.	4.15	5.00	4.00	4.13	4.30	4.07	42
	Influences upwards and across the organization effectively.	3.58	2.00	3.00	3.75	3.63	2.78	44

The table includes:

- **Core Practice Item:** The core practice item worded exactly as it appeared in the inventory.
- **Overall Average:** An average of all ratings other than your own.
- **Ratings:** The ratings provided for each item by the rater groups you included. (Note that a group labeled "Colleagues" is shown if too few Peers or Reports completed the inventory.)
- **Highlighting:** The **highest rated practices (and ties)** for each perspective are highlighted in blue on the following pages. The **lowest rated practices (and ties)** are highlighted in red.
- We recommend you note **discrepancies** – where your rating is at least 1.5 points different (higher or lower) than one of the other perspectives.
- **A3L Page:** The page number in MDA's *Awaken, Align, Accelerate* leadership resource guide where you can learn more about the specific leadership practice.

Reminder: The following **response scale** was used in the inventory to rate the degree to which others see you demonstrating specific leadership behaviors:

Not At All	To a Small Degree	To Some Degree	To a Large Degree	To a Very Large Degree	Does Not Apply
1	2	3	4	5	6

Training Sample Only