



APRIL 1, 2022

RESILIENT LEADERSHIP ASSESSMENT

PREPARED FOR JOANNE TERRY

RESILIENT LEADERSHIP ASSESSMENT

Congratulations on completing the Resilient Leadership Assessment. Before you continue with this report, we recommend the following approach:

- 1 Read the report in its entirety, then set it aside
- 2 Read the report again, highlighting that which resonates and that which you question
- 3 For each section, ask yourself:
A) "Am I being honest with myself?"
B) "What do I agree with? What do I disagree with? Why?"
- 4 Create a list noting your observations
- 5 Share the report with a trusted advisor or friend and ask for their honest feedback
- 6 Create an actionable development plan based on your observations

Leadership is about enabling people, individually and collectively, to be the best versions of themselves in pursuit of noble goals.

Leadership habits and competencies are not something we are born with, but something we develop through life experience.

This assessment gives you a baseline understanding of your leadership capabilities at a single point in time. It is important to keep this in mind as you interpret your results. Situational factors and your current mindset will affect these results and your interpretation.

The results of your assessment, particularly in areas where development is required may be difficult to embrace. Understanding one's shortcomings is a deeply uncomfortable process yet one that is vital to ensuring development. You may feel your emotions heighten or even flatten when reviewing the results. Leadership development starts by recognizing, without ego, that you can be better. From there, reflect on and tap into your guiding purpose - those deeply held beliefs that define you.

Remember, you are in control of your destiny.

When reflecting on this assessment, you will naturally start to identify action items and a development plan. When you reach this point, pause. Reflect first on your purpose-driven motivation to change. Ask yourself why and for whom you want to change.

We also encourage you to share these results with others. It is common for people to have blind spots. How we view ourselves is often different than how others view us. The intent is to give yourself a clearer, well-rounded understanding of your strengths, gaps, and intrinsic motivators while seeking support for your development.

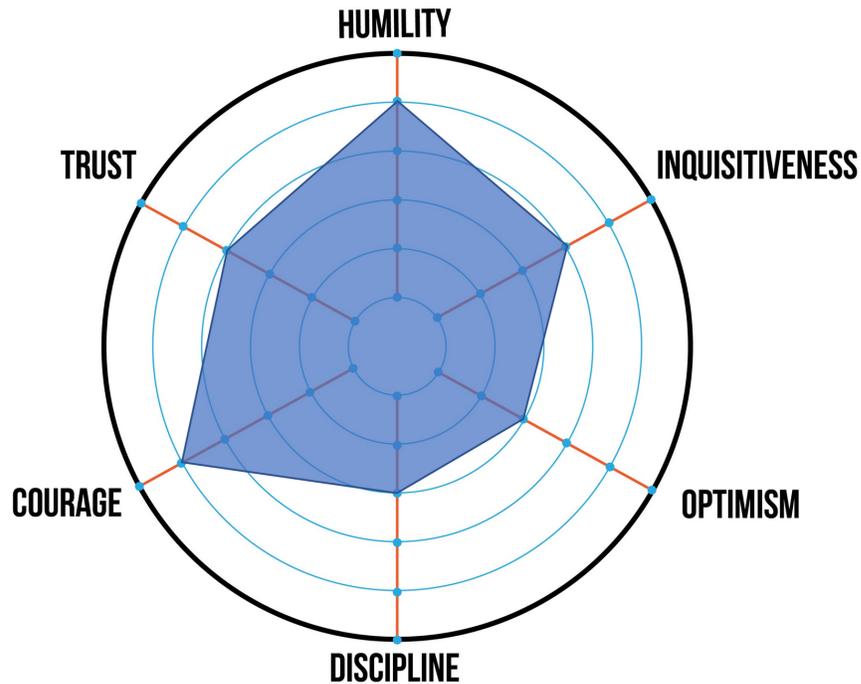
The leadership constructs and habits in this report may sound simple, but enacting them daily in your life is anything but. In short, this takes work. You will face setbacks and challenges. In these instances, lean on your purpose-driven motivations to recentre yourself. Remember that development is not a straight path. Embrace discomfort and seek support when you feel stuck.

We wish you wisdom on your journey.

OVERALL SUMMARY

YOUR PROFILE

You profile as an individual with a strong grasp of a few leadership habits, and gaps with others. Coupled with your willingness to change and clear guiding purpose, reflection on and interpretation of your assessment will allow for the creation of a targeted development plan.



Leadership is about balance. Certain behaviours will govern how you conduct yourself on a daily basis and while others will influence your relationships with other people. To excel as a leader, both aspects must be considered and developed. Based on your assessment, your interactions with others demonstrate positive leadership yet you are held back in how you govern yourself.

Keep in mind, in order for your team to perform at the highest possible level, you must embrace the habits and behaviours that allow you to excel. As you interpret this assessment, identify the key areas that will help you govern yourself more effectively.

On a finer grained examination of each of the six habits, you profile as having a good to great capacity to act with humility and understand that success requires a team effort, and lead with courage and conviction in the face of

challenge. Your leadership effectiveness could likely be enhanced by developing your capacity to act with discipline and stay focused on accomplishing what matters and keep an optimistic belief in the abilities of you and your team to overcome challenges.

Your profile reveals at least some important developmental opportunities as well as areas in which you already have a solid foundation. It is also important to get feedback from others to understand any potential blind spots and gaps between how you see yourself and how you are perceived by those around you. The content in this report calls out more specific information on each of the leadership competencies and ways to continue to strengthen your leadership skills.

YOUR RESULTS

01

MOTIVATION

Current Motivation Level



Intrinsic motivation is what drives us towards our goals. Being clear on your motivation is a vital foundation necessary to develop the core habits of leadership.

Changing how you lead will not be easy. Making habits of new behaviours is even harder. Motivation is what ensures we know why we are seeking change and helps us persevere when we face setbacks.

You profile as an individual with a moderate level of intrinsic motivation. You feel reasonably motivated to show up every day, but struggle with tapping into a deeply held purpose-driven motivation. You are able to approach each day with enthusiasm, but it takes deliberate work to find that energy. External factors such as praise, accomplishment, or financial compensation are strong motivators for you. Where you struggle is linking your work to a core personal purpose.

We encourage you to take some time and reflect on your personal purpose and your deeply held beliefs that influence your motivation.



AUJ	1,822	12,518,000
EJK	3,480	228,483,000
HPL	1,042	85,978,000
KEE	485	8,349,000
NAH	8,569	189,301,000
QOP	6,402	102,498,000
TRK	976	24,697,000
WBG	6,289	78,002,000
AHD	2,234	22,110,000

WWS	978	8,320	18,985	645	8,808
PLC	1,230	1,020	1,580	619	6,019
WVC	3,485	9,542	2,609	4,522	1,808
LAI	1,210	1,120	1,148	1,122	1,160
YVW	1,311	1,170	1,150	762	1,901
QAN	1,210	1,170	1,150	762	1,901
HHZ	1,170	1,150	762	1,901	1,901
TT	1,150	762	1,901	1,901	1,901
BBM	1,901	1,901	1,901	1,901	1,901
CCP	1,901	1,901	1,901	1,901	1,901
OMJ	1,901	1,901	1,901	1,901	1,901
QPY	1,901	1,901	1,901	1,901	1,901

YOUR RESULTS

02

TRUST



Trust is the habit most critical to resilient leadership. Trust is difficult to build, easy to lose, and the being a trusted by your colleagues is central to your success. There are five key components that contribute to creating trust: care, character, competency, consistency, and communication. Mastery of these components will allow you to foster deeper, more meaningful relationships with others.

Your assessment indicates that you know how to build trust and you understand how important it is yet it is not something that you maintain consistently.

Your job as a leader is not only to create trust-based relationships, but an environment that enables trust to flourish among your team. Building trust must be approached with intentionality and without ego.

Your team is likely seeing a lack of consistency in your approach to interactions and there will be times when you are not communicating as well as you could.

Great leaders have the ability to regulate their emotions and mood in pursuit of showing up the same way each day. Concurrently, great leaders set clear expectations of their team and communicate regularly and with clarity.

Because you are a caring person and know how to build trust, this is likely an area that will see dramatic improvement simply by focusing on it.

Behaviours To Monitor

As you work on building trust with your team, you will want to keep an eye out for core behaviours that stand in your way and enable success. Based on the results of your assessment:

- Defaulting to keeping to yourself yet you occasionally work to get to know others on a personal level
- Demonstrating a moderate level of care and interest in the needs of others
- Occasionally sharing relevant information, but only when deemed crucial
- Struggling to openly express praise and encouragement yet recognizing the value of these actions
- Adequately managing emotions during tense situations and conflicts

YOUR RESULTS

03

INQUISITIVENESS

Being inquisitive is the act of gathering information, asking for opinions and perspectives, and listening to the answers. It is the curious desire to understand and the action of listening. To be inquisitive you need to be present, ask questions, and listen deliberately.



The results of your assessment indicate you have a moderate level of inquisitiveness. You generally seek input from your colleagues to engage and to ensure multiple perspectives are considered in making decisions.

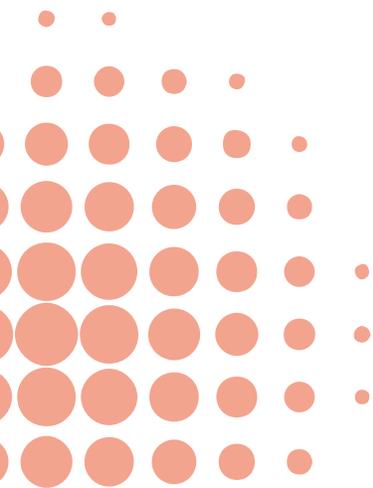
However, at times you will wobble in this approach. This will occur when the path forward is abundantly clear to you (and less so for others) or when you are under high stress. In these cases, you have a tendency to proceed without the input of your team.

You have learned the importance of engaging with your teams and are adept at seeking insights. By being disciplined in your approach to ensure you don't waver from this you will enhance the functioning and engagement of the team you lead.

Behaviours To Monitor

As you work on being inquisitive with your team, you will want to keep an eye out for core behaviours that might stand in your way:

- Over-reliance on past experience without seeking to understand emerging trends
- Lack of consistency in applied inquisitiveness
- Lack of commitment to engaging team members.



YOUR RESULTS

04

HUMILITY

The recognition and belief that an individual cannot succeed alone and can only achieve great results through the galvanized collaboration of those around them. Humility is not modesty but the understanding that one person alone cannot do the job.



Your assessment results indicate that you recognize the importance of investing in the development of your team. You understand that enterprise success depends on the performance of the collective over any individual. You balance your time between your own tasks and working with your team.

Yet there are times when you deviate from this course. It could be that individual ambition takes over. But the more likely scenario is you are pressed for time and find it easier to take on tasks yourself than to invest in others' ability to take them on. This will work in the short term but will yield sub-optimal results in the long term.

Humility is one of the hardest habits to master and doesn't come naturally to many, yet it is one of the most important for creating a strong, results-driven team.

Behaviours To Monitor

As you work on practicing humility, you will want to keep an eye out for core behaviours that might stand in your way and enable success:

- Understanding the goals of your team and supporting them when aligned with business objectives
- Lack of demonstrated willingness to be change your mind
- Lack of commitment to ongoing development of individuals who report to you.

YOUR RESULTS

05

COURAGE



Courage encompasses both the conviction to lead with principles in the face of opposition and to act despite the fear of failure. It takes courage to follow your convictions and push into zones of discomfort that are necessary for individual, team, and organizational growth. Defining moments will arise when your values conflict with those of others.

The results of your assessment indicate you lead with principles and clarity of purpose. You have courage of conviction and courage to be uncomfortable (action despite the fear of failure). You are likely described by your colleagues as a trailblazer and innovator who isn't afraid to fail. You have clearly defined personal values and are unwavering in your adherence to them.

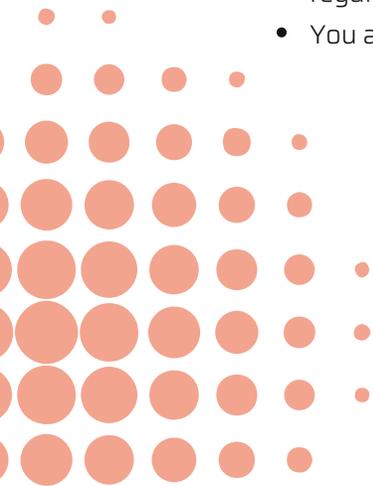
You are able to use this courage to inspire others. Your clearly defined purpose allows you to make value-driven decisions, even when those decisions may be unpopular. In other words, you don't try to appease everyone with each decision, instead opting for paths forward that are aligned with their values.

You view this level of discomfort as a necessity that fuels your growth. You recognize when complacency creeps in and work to find new zones of discomfort. This includes having the ability to have tough conversations for the benefit of your team's development and success.

Behaviours To Monitor

As you continue to find new ways to demonstrate courage, you will want to identify and leverage some core behaviours:

- You speak up and takes a stand in the face of resistance or adversity
- You have tough conversations and give difficult feedback when needed
- Your team appreciates that you lead with integrity and uphold your personal values regardless of opposition
- You act decisively after considering the necessary information



YOUR RESULTS

06

OPTIMISM

Optimism is a mindset in which one anticipates the good over the bad and believes that hard work leads to positive outcomes. It is the belief that we will overcome whatever obstacles stand in our way and will succeed in pursuit of our purpose.



Your assessment results indicate that your level of optimism is low. You profile as an individual who tends to let negative thoughts and pessimism govern their decision making. When evaluating a decision, you often dwell on the most negative possible outcomes. Over time, fear and self-doubt have begun to creep into your thinking and behaviour. This can lead to inaction, stagnation, or a sense of powerlessness.

When faced with challenges or setbacks, you are at risk of giving up or feeling dejected. You have a clear view of the external disruptions that surround you, yet often view these challenges as insurmountable.

Regardless of whether it is being unrealistically idealistic or overly pessimistic, your leadership effectiveness is hindered by lacking a solid and grounded level of optimism to accomplish results.

Over time, and without a deliberate mindset shift, those around you will begin to adopt a mindset of negativity and pessimism.

An inherent sense of optimism—the mindset that our hard work will allow us to overcome difficulties—is paramount for achieving success. Without it, leaders will struggle to overcome challenges and will become victims of their own self-limiting beliefs.

Behaviours To Monitor

As you work on practicing optimism, you will want to keep an eye out for core behaviours that might stand in your way:

- Lacking pragmatism while being overly idealistic in dealing with business problems
- Dwelling on mistakes and becoming self-critical and self-defeating
- Visible anxiety or stress when considering what might happen in the future
- Dwelling on worst-case scenarios

YOUR RESULTS

07

DISCIPLINE

Discipline bridges the gap between a desire to change and achieving results. It is the trait that enables action, and thus, growth. Acting with discipline involves establishing what needs to be done, setting accountabilities, and acting in a focused manner.



Your assessment results suggest that building a stronger level of discipline is a developmental need for enhancing your leadership effectiveness. You profile as an individual who lacks a solid level of discipline and has difficulty staying focused on priorities. You tend to fall prey to distractions or less important work that comes your way. You are at risk of sacrificing what is important for what is urgent and drifting into patterns of procrastination, doing work at the last minute, and being inconsistent in meeting obligations and deadlines.

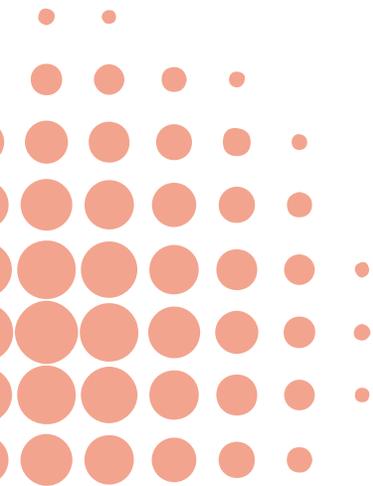
Your team can often be discouraged by the inconsistency, unpredictability, or unreliability that is prevalent with your behaviours. This can cause your team to lose trust in your ability to deliver and, over time, they may question your leadership capabilities. Building discipline is an important precursor to gaining the trust of your team.

Discipline is something that takes time to build. It requires being consistent and intentional in doing what matters every day.

Behaviours To Monitor

As you work on practicing discipline, you will want to keep an eye out for core behaviours that might stand in your way:

- Becoming easily distracted while struggling to focus on key priorities
- You leave tasks to the last minute with the risk of missing key deadlines
- Your team does feel they have clear expectations and they lack a culture of accountability



DEVELOPMENT PLANNING

1) HIGH-LEVEL PERSPECTIVE

When considering how best to interpret your assessment results and identify key developmental areas it is important to look for general patterns before diving into specific findings. Therefore, let's first examine the overall profile of your assessment results based on patterns and dependencies that emerged.

Your results suggest you excel at interacting with others but struggle with governing yourself in an effective way. This is often seen with highly selfless leaders who prioritize the needs of their team above their own. This is often done to the detriment of personal wellbeing. It is recommended that you take incremental steps to more effectively make decisions that guide your personal actions. Consider implementing a more disciplined approach to your day-to-day life. When envisioning the future, focus on the positive. Seek out opportunities to be uncomfortable. In this way, you will become a more capable individual and effective leader.



DEVELOPMENT PLANNING

2) IMPORTANT CONSIDERATIONS

There are a number of factors that can influence one's ability to effectively develop and live out the six habits of resilient leadership. These same factors can also influence how people respond to this assessment and distort the accuracy of their results. Therefore, it is important to carefully consider the following factors as well as seek feedback from others when interpreting the rest of your report.

Your profile shows some signs of:

Impression management - the tendency to present yourself in an overly favorable light. While some level of managing one's impression is normal and adaptive, your profile shows an elevated level. Others with similar scores may be perceived to be either overly self-confident or overly worried about coming across in a very favorable way and downplaying their weaknesses. This can have the unintentional effect of giving the impression of lacking self-awareness or authenticity. This also suggests that your scores on the assessment results may be higher than would be expected if you were rated by others around you.

Lacking empathy - the capacity and/or willingness to put yourself in someone else's shoes and seek to understand their needs. Individuals with similar scores may be perceived as uncaring, self-centered, and potentially manipulative. While some successful leaders can have some of these traits, they tend to corrode the trust that is essential to leading a team and, if left unchecked, risk derailing people's leadership effectiveness and careers.

Overconfidence - the tendency to overestimate your capacities and potentially under-estimate the abilities of those around you. A reasonable level of overconfidence can have some advantages, such as being more inclined to take on challenges and high visibility roles. However, people with this level of overconfidence risk being seen as arrogant, overly self-focused, entitled, and having a sense of superiority over others. Regardless of whether this is done intentionally or unconsciously, these tendencies risk being very off-putting to others. Moreover, they are likely to corrode the trust and mutual respect needed to lead a team.

DEVELOPMENT PLANNING

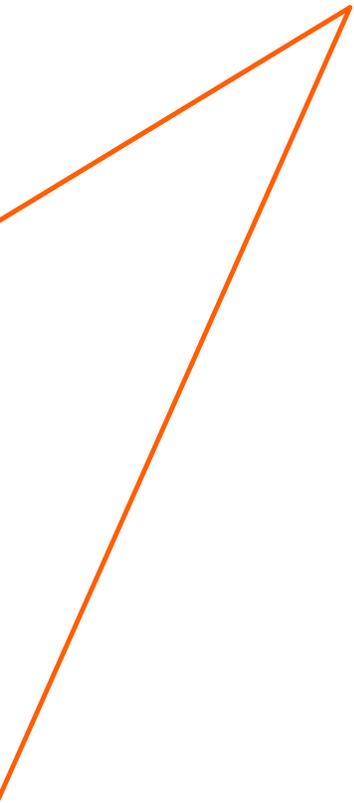
2) IMPORTANT CONSIDERATIONS (CON'T)

Your profile does not currently reveal any noticeable concerns related to:

Discouragement - feeling a lack of hope and powerlessness, having negative expectations about oneself and their future, and suffering a loss of motivation.

Overwhelmed - feeling stressed, worrying excessively, and struggling to cope with the demands you are facing.

Emotionally reactive - the tendency to have strong and erratic emotional reactions that are out of proportion to the events that trigger them.



DEVELOPMENT PLANNING

3) BUILDING ON YOUR LEADERSHIP STRENGTHS

One of the best ways to become a stronger leader is to leverage your strengths. Below are some suggestions for continuing to build and leverage the aspects of your strongest leadership habit.

Humility:

When your team accomplishes something great, you can be found at the back of the room applauding. You value success but not the credit that comes with it. You are highly competent yet are aware of your own shortcomings, and you don't shy away from them. You fit the description of what Jim Collins calls a "Level 5 Leader". Big personalities and highly charismatic leaders can only take a team so far. Those that are truly capable of creating a captivating and common vision then leveraging the talents and passions of those around them are the leaders who will accomplish great things.

The challenge with this level of humility is that your team and those around you may begin to feel like they can do great things on their own. This, to a degree, is true. However, your role as a leader is to ensure consistency and adaptability. Be cognizant not to allow your team to settle for short-term wins at the expense of long-term success.

Developmental Recommendations:

- Continue to prioritize the goals and ambitions of your team and find ways to enable their achievement
- Be vocal about sharing and celebrating successes while being the first to take accountability for mistakes made by your team
- Shift your language from "me" and "I" to "we" and "they" when talking to or about your team

Recommend Reading:

- Good to Great - Jim Collins
- What Got You Here Won't Get You There - Marshall Goldsmith

DEVELOPMENT PLANNING

4) AREAS FOR GROWTH AND DEVELOPMENT

Becoming an effective and well-rounded leader requires being intentional about taking action on growing the weaker areas of your leadership toolkit. Below are recommendations for developing your two weakest leadership habits.

Discipline:

Developing the habit of discipline requires building the practices, routines, and structures needed to single-mindedly focus on what needs to be done and to follow through on it without getting sidetracked.

To master discipline, you first need to clearly outline your long-term goals and priorities. Then you need to work backward and reverse engineer these to determine specific short-term goals for each week and month as well as action items for each day. This requires setting aside time each week to plan your schedule, review your calendar, and ensure you are focusing on the necessary priorities to move toward your long-term objectives.

Another important practice to acting with discipline involves being intentional about setting up routines and plans for how you will efficiently utilize your time as well as ward off distractions. As a leader, discipline starts with mastering your own priorities, but it also extends to holding your team accountable for their priorities. Therefore, discipline also requires ongoing meetings with your team to establish and confirm priorities and accountabilities to ensure your team focuses on what matters.

Recommend Reading:

- Can't Hurt Me - David Goggins
- Grit: The Power of Passion and Perseverance - Angela Duckworth

DEVELOPMENT PLANNING

4) AREAS FOR GROWTH AND DEVELOPMENT (CON'T)

Optimism:

Picture your retirement. What have you accomplished? What is the impact you had on the world and those around you?

Those who struggle with optimism often find themselves envisioning a bleak picture of the future. Or, at the very least, a positive picture they believe can't be accomplished. In the face of adversity and pessimism, try following a few simple steps:

1. Reframe your vision of the future into one that is bright, impactful, and achievable
2. Share this vision with your team and seek input and buy-in
3. Confront your reality and understand the short and long-term impediments to achieving this vision
4. Identify a clear roadmap together with your team
5. Embrace the discomfort and learn from the mistakes along the way
6. Never waver

Climbing a mountain without first believing you can will make the journey impossible. Trust your strengths, your team, and the plan you make. Deal with setbacks. Learn from failures. Keep the vision alive and your team engaged.

Recommend Reading:

- How Will You Measure Your Life? - Clayton Christensen
- Man's Search for Meaning - Viktor Frankl

NEXT STEPS

- Reflect on the following leadership development questions:
 - a. How do your assessment results affect your understanding of yourself as a leader? How can you use these to increase your self-awareness?
 - b. Identify your greatest strengths and the different ways that you can more effectively leverage them.
 - c. Consider your most important areas for growth and identify two to three actions to take to develop these areas.
- Read the book *Rise Up: Leadership Habits for Turbulent Times*. You will learn from the real-life case studies based on industry leaders, CEOs, and personal stories demonstrating the 6 habits. This book provides a deep dive into the creation of the Resilient Leadership Framework.
- Connect with Ignite Management Services on LinkedIn and book a consultation call with our team by emailing info@ignitemanagement.ca. Our team will review your report with you and discuss how Ignite can work with you to develop your own customized development plan to achieve your goals.

