LeaderLens 360™ | SIGNATURE

Leadership Feedback Report

PREPARED FOR

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Director, Cardiovascular Services · Harborview Health Partners

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CONFIDENTIAL

TALENTWISE™ PARTNERS

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The LeaderLens 360™ | Signature

Feedback that turns perspective into progress.

ABOUT THIS REPORT

Leading well takes clarity, practice, and consistency. This report is an investment in supporting you in this effort: a clearer view of your leadership today and a practical starting point for choosing what to strengthen next.

LeaderLens 360™ | Signature brings your perspective together with feedback from the people who work with you to show how others experience your leadership. It helps you recognize strengths, explore potential blind spots, and identify where focused development could make the greatest difference.

Each assessment reads your leadership through two connected lenses: the level you lead at today and the level above it. Questions reflect the scope of each level, so the feedback speaks to how you lead now and how your leadership can grow.

THE LEADERSHIP LEVELS

L1 Leading Individuals

Creating results directly through a team.

L2 Leading Leaders

Leading through others, and connecting a team of direct and non-direct reports.

L3 Leading the Enterprise

Leading a major company function and acting as a steward of the overall organization.

Your levels are shown on your Leader profile, page 07.

◆ Current level

Feedback from you, your manager, and eligible rater groups shows how consistently you demonstrate the behaviors expected in your role today.

◇ Next level

You and your manager weigh your behaviors against the level above. These results fuel a development conversation; they don't establish promotion readiness.

FROM FEEDBACK TO FOCUSED DEVELOPMENT

Your report and facilitated debrief tie your feedback back to The LeaderCode, so you can read the patterns, understand the differences, and commit to development priorities that matter. Read your results in context: your role, your experience, and how much opportunity your raters have had to observe you.

One or two priorities, on purpose.

Use your scores, written feedback, and business priorities to choose where to focus. Define what you will do differently, practice it in your everyday work, and ask for feedback to track your progress.

Built on The LeaderCode™

The framework behind consistent leadership performance.

LeaderLens 360™ is grounded in The LeaderCode™, TalentWise's proprietary leadership framework designed to help leaders turn effective behavior into consistent, sustainable performance.

Developed from more than 20 years of leading, assessing, and coaching leaders across organizations, cultures, and leadership styles, The LeaderCode translates recurring patterns of leadership success into clear, observable behaviors. It gives leaders a practical way to understand what effective leadership requires, practice it consistently, and adapt it as their responsibilities grow.

THE FRAMEWORK CONNECTS THREE ESSENTIAL COMPONENTS:

01 The Leadership Foundation

PREPARE TO LEAD.

Know Your Role, Lead Yourself, and Work With Others establish the skills that support effective leadership: understanding your responsibilities, managing yourself, and building productive relationships.

- KNOW YOUR ROLE
- LEAD YOURSELF
- WORK WITH OTHERS

02 The Six Leadership Behaviors™

MAKE PERFORMANCE CONSISTENT.

Purpose, Direction, Capability, Accountability, Engagement, and Results define the everyday leadership behaviors that help people align their efforts, execute effectively, and sustain performance. They provide a shared language for what leaders are expected to demonstrate and develop.

- PURPOSE
- DIRECTION
- CAPABILITY
- ACCOUNTABILITY
- ENGAGEMENT
- RESULTS

03 The Leadership Ladder

SCALE YOUR IMPACT.

The same six behaviors apply as leaders progress from leading individuals, to leading leaders, to leading the enterprise. Their application changes with the scope of responsibility, making expectations clear at each level.

L1 → L2 → L3

LeaderLens 360™ brings this framework into focus through feedback on how others experience your leadership. Your assessment, facilitated debrief, coaching, and development use the same language, connecting what you learn to what you practice next.

The goal is leadership success that becomes repeatable: behaviors you apply consistently, progress others can observe, and performance you can sustain.

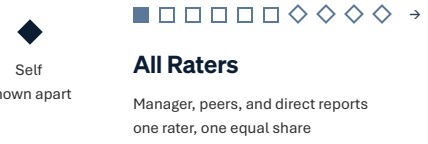
Reading your results

Ratings describe demonstrated behavior relative to the leadership level being assessed. There are five response levels.

1	2	3	4	5
Below Level	**Approaching Level**	◆ EXPECTATION **At Level**	**Above Level**	**Role Model**
The behavior isn't showing up at this level yet.	Shows up sometimes, but not consistently.	Consistently meets expectations at this level.	Consistently exceeds expectations at this level.	You're teaching this behavior to others.

HOW AVERAGES ARE CALCULATED

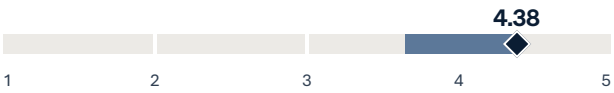
Self-ratings are shown separately and excluded from the All Raters average. Every contributing rater carries equal weight. N/A and unanswered items are excluded; they never count as zero.



AVERAGES AND SCORE BANDS

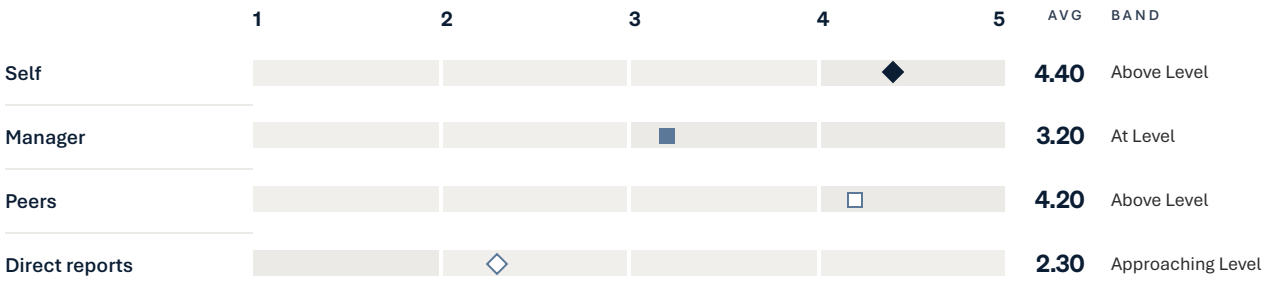
A score of 4.38 is Above Level; your coach may describe it as trending toward Role Model. Small differences may not mean much on their own.

At Level is solid, not finished, and can still be a development priority.



WORKED EXAMPLE · ONE AREA, FOUR PERSPECTIVES

Illustrative values

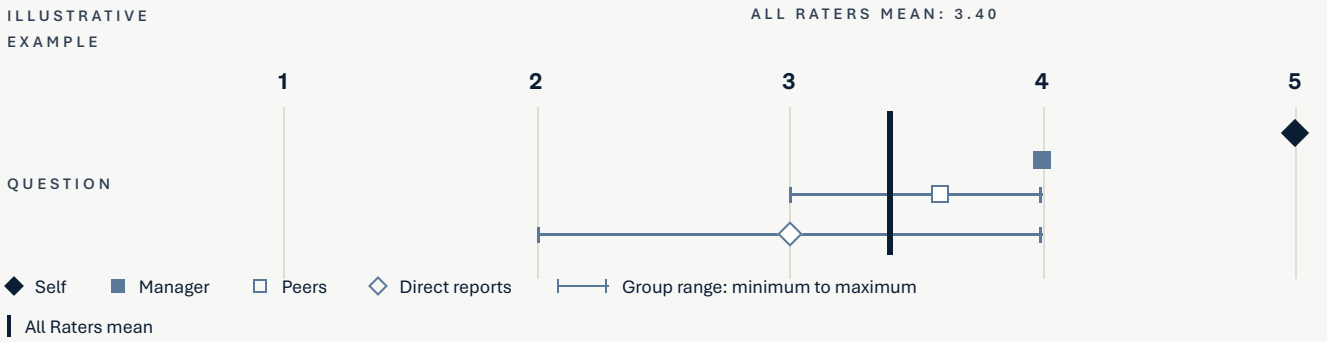


The same area can land in different bands for different perspectives. Here, direct reports experience the behavior below the expectation while self and peers see it above. That difference is the conversation, not the average.

Read in order Patterns across areas → Differences between perspectives → Question-level detail → Comments for examples

Understanding the charts

The examples below explain the report's visual language. They're illustrative and don't describe this participant.



01 Position on the scale

A marker farther to the right means a higher rating against the assessed level. Individual responses use whole numbers; group averages can contain decimals.

02 Agreement and differences

Markers close together suggest similar average perspectives. Overlapping markers can hide one another, so check the detailed results and comments before drawing conclusions.

03 Summary bars and detailed results

Summary bars show area averages. Detailed pages break each area down to individual questions. A question-level range runs from the lowest to the highest whole-number response in the group, and its marker shows the mean; in the Peers example, responses span 3 to 4 with a mean of 3.6. Area averages can contain decimals because they summarize multiple questions. All Raters is an aggregate, not a separate respondent group.

PARTICIPATION AND CONFIDENTIALITY

Missing and combined results

An unavailable result is not a zero. N/A is not evidence of poor performance. Authorized combinations of groups are labeled Blended.

Written feedback

Read comments for examples and recurring themes, not for authorship. Don't try to identify respondents.

Access and sharing

This report is for you and authorized recipients, for development purposes. Confirm handling of written feedback with your practitioner.

What to share

Share your development commitments with the colleagues who can help you keep them. Share the full report only with authorized recipients.

SECTION 02

02 Insight

Leader profile

The participant, assessed leadership levels, assessment window, and response counts.

LEADER

Thomas Whitfield

Director, Cardiovascular Services · Harborview Health Partners

Company	**Harborview Health Partners**
Role	**Director, Cardiovascular Services**
Tenure at company	**17 years, 3 months**
Time in current role	**7 years, 7 months**
Current level	**L2 · Leading Leaders**
Next-level view	**L3 · Leading the Enterprise**
Team	**15 direct reports**
Assessment window	**September 9, 2026 to October 9, 2026**
Report	**October 2026**

RATER PANEL

8 of 8 invited responded

100% response rate

Self	1 of 1
Manager	1 of 1
Peers	3 of 3 · 100%
Direct reports	3 of 3 · 100%

Group scores appear when reporting requirements are met. Grouping reduces the risk of identifying individual responses.

THE LEVEL THIS REPORT ASSESSES

L2 Leading Leaders

Assesses a leader's ability to lead successfully through other leaders.

L3 Leading the Enterprise

Assesses a leader's ability to lead a core organizational function while also serving as a steward of the broader enterprise.

THE NINE AREAS

We assessed the foundational skills that support effective leadership:

KNOW YOUR ROLE · LEAD YOURSELF · WORK WITH OTHERS

And the six leadership behaviors that drive consistent performance:

PURPOSE · DIRECTION · CAPABILITY · ACCOUNTABILITY · ENGAGEMENT · RESULTS

Your leadership story

Seventeen years at Harborview and seven leading Cardiovascular Services have produced a leader people trust, follow, and grow under. The same steadiness that earned that trust is also why the service moves at a measured pace.

THE FOUNDATION · WHAT PEOPLE RELY ON

→ p. 15

Your foundation is the strongest part of your story, and everyone sees it the same way. On Know Your Role, Lead Yourself and Work With Others, your self-ratings and the average of your manager, peers and direct reports sit within a fraction of a point. Two behaviors drew 5.00 from every rater: delivering on commitments by the deadline you agreed to, and escalating decisions outside your authority. “Nobody delivers more quietly,” your manager writes.

THE BEHAVIOR YOU UNDERRATE

→ p. 21

Capability is your hidden strength. You rated yourself 3.80; others rated you 4.43, the widest gap in your report. Placing high-potential leaders into stretch roles scored 5.00 from every group. Your manager calls you the best developer of people in the hospital, and a peer has borrowed two of your people and found both ready.

HOW YOU HOLD THE SERVICE TOGETHER

→ p. 22

Accountability (4.43), **Engagement** (4.20) and **Results** (4.11) are aligned strengths. You hold leaders to shared outcomes, not just their own team’s numbers (5.00), and turn engagement feedback into specific action (4.71). One quieter note: delivering through the leaders you manage rather than doing the work yourself is your lowest Results item at 3.71.

WHERE THE STORY IS STILL BEING WRITTEN

→ pp. 18–19

Purpose (3.29 from others) and **Direction** (3.00) are where the picture changes. Defining a shared purpose for the function sits at 3.00 with every group. Direction is your one possible blind spot: you rated yourself 3.60, your direct reports 2.60, and translating strategy into specific goals for each team is the lowest-rated question in your report at 2.57. A peer puts it this way: “The service is run beautifully and changes very slowly. Both are true.”

LOOKING AHEAD · THE NEXT LEVEL

→ pp. 13–14

At the enterprise level the pattern holds. **Purpose** remains the clearest area for focus: you place it at 3.00 and your manager at 2.80, and on putting purpose into words employees can repeat, your manager marks 2.00. **Capability** carries forward as a strength, with your manager at 4.00, the highest next-level rating. These views come from you and your manager only.

NINE AREAS · OTHERS’ VIEW

THE FOUNDATION

Know Your Role	4.46
Work With Others	4.43
Lead Yourself	4.16

THE SIX BEHAVIORS

Capability	4.43
Accountability	4.43
Engagement	4.20
Results	4.11
Purpose	3.29
Direction	3.00

Average of manager, peers and direct reports against L2 expectations, scale 1–5. Detail on page 10.

WHAT THE FEEDBACK POINTS TO

All Raters means unless noted

Leverage — What others already count on

4.43 **Capability**
Stretch roles that develop leaders 5.00 from every group · self 3.80

4.46 **Know Your Role**
Delivers commitments on deadline 5.00 · escalates beyond authority 5.00

4.43 **Accountability**
Holds leaders to shared outcomes, not just their own team 5.00

Focus — Where the feedback points to growth

3.00 **Direction**
Translating strategy into team goals 2.57 · direct reports 2.60, self 3.60

3.29 **Purpose**
Defining a shared purpose leaders can commit to 3.00, every group

3.71 **Results** · one item
Delivering through the leaders you manage, not doing the work yourself

This page describes how you lead today. It does not prescribe actions or assess readiness for the next level.

How you lead today

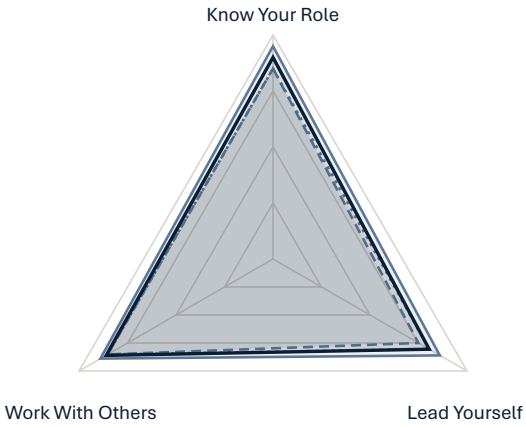
The foundation supports leadership in the current role. The six behaviors describe how leaders put that foundation into practice.

SELF · MANAGER · PEERS · DIRECT REPORTS

Center: Below Level · Edge: Role Model

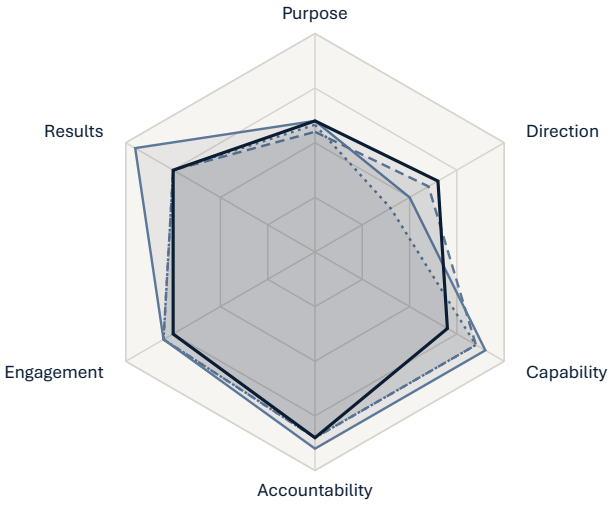
THE FOUNDATION

Three skills beneath the six behaviors



THE SIX BEHAVIORS

How the foundation shows up in practice



Similar shapes indicate similar average ratings. Where the shapes pull apart, perspectives differ, and those differences are prompts for discussion. The exact numbers, ranges, and agreement are on the next page.

THE FOUNDATION

Know Your Role
Understanding what you are responsible for, having the expertise to deliver it, seeing how your work creates value, and operating within the edges of your role. The foundation of credibility.

Lead Yourself
The inward half of the foundation: character and integrity, resilience and self-management, and self-awareness. The foundation of trust.

Work With Others
The outward half of the foundation: communication, emotional intelligence, and collaboration. Where inner work shows up in how you treat people.

WHAT THE SIX BEHAVIORS MEAN

Purpose
Creating one shared purpose that leaders across the function align to and use in decisions.

Direction
Translating strategy into coordinated goals, sequencing, and decision ownership across multiple teams.

Capability
Building leadership bench strength through talent reviews, succession planning, coaching, and stretch roles.

Accountability
Building shared accountability across teams through joint metrics, escalation paths, and cross-team performance reviews.

Engagement
Strengthening culture across teams through modeled behavior, cross-boundary trust, communication rhythms, and action on engagement data.

Results
Delivering through leaders and systems: business reviews, process improvement, early intervention, and short/long-term balance.

The numbers behind the picture

Leading Leaders · L2. Each marker is an average from one perspective against the expectations of your current level. Agreement shows how closely your manager, peers, and direct reports align with one another.

◆ Self ■ Manager □ Peers ◇ Direct reports ⊢⊣ Group range | All Raters mean

AREA	1 2 3 4 5	SELF	MGR	PEERS	DR	AGREEMENT *
THE FOUNDATION						
Know Your Role		**4.60**	4.80	4.40	4.40	Moderate
Lead Yourself		**4.22**	4.44	4.00	4.22	Moderate
Work With Others		**4.44**	4.56	4.41	4.41	High
THE SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™						
Purpose		**3.40**	3.40	3.20	3.33	High
Direction		**3.60**	3.00	3.40	2.60	Split
Capability		**3.80**	4.60	4.40	4.40	High
Accountability		**4.40**	4.60	4.40	4.40	High
Engagement		**4.00**	4.20	4.20	4.20	High
Results		**4.00**	4.80	4.00	4.00	Split

*Agreement: High when the three rater groups sit within 0.35 of each other, Moderate within 0.60, Split beyond. Next-level ratings appear on page 13.

READ THE PATTERN ACROSS PERSPECTIVES

Your groups line up closely on Work With Others, Accountability and Engagement. Direction is where they part: your peers place you well above your direct reports, who sit at 2.60. Results also divides them, with your manager higher than your peers and direct reports. Ask your direct reports what goals feel unclear.

How your view compares

Start with the patterns, then explore the evidence. The map below places each of the nine areas by two questions: do others see it as a strength, and do you see it the same way?

The number beside each area is the gap: your self-rating minus the average of your manager, peers, and direct reports. Positive means you rate yourself higher.

	YOU SEE IT THE SAME WAY	YOU SEE IT DIFFERENTLY
OTHERS: STRENGTH	**Aligned strengths** Others rate these highly, and so do you. Build on them. Know Your Role +0.14 Lead Yourself +0.06 Work With Others +0.01 Accountability −0.03 Results −0.11 Engagement −0.20 WHAT IT MEANS **Know Your Role anchors trust** Your direct reports know you stay with them in trouble; one writes, “Never leaves anyone to face a problem alone.” That trust is the base others rely on. Ask them which of your habits matters most. See page 15.	**Hidden strengths** Others rate these higher than you do. Use them on purpose. Capability −0.63 WHAT IT MEANS **Others see your bench more clearly** Others place Capability 0.63 above your own rating, the largest gap in the report. Placing high-potential leaders into stretch roles is unanimous at 5.00. One peer writes, “I have borrowed two of them and both were ready.” Ask what they see that you discount. See page 21.
OTHERS: ROOM TO GROW	**Shared development** Every perspective sees room to grow. Purpose +0.11 WHAT IT MEANS **Make shared purpose visible to leaders** Your groups agree on Purpose, with little between you. One peer writes, “The horizon is this year.” The purpose leaders use in decisions may not yet be shared. Ask two of them to say it back. See page 18.	**Possible blind spots** You rate these higher than others do. Ask for examples. Direction +0.60 WHAT IT MEANS **Close the gap on Direction** On Direction you sit at 3.60 and your direct reports at 2.60. One writes, “Change is discussed for a long time before it happens.” Decisions wait, so ask them which one waited too long. See page 19.

The questions that stood out

The ten highest and ten lowest-rated current-level questions, All Raters. They show the specific behaviors behind the area scores. Read the left column from the highest-rated question down; the right column counts down to the lowest-rated question, 01.

RATED HIGHEST · ALL RATERS

01	Delivers on the commitments they make by the deadline they agreed to · KNOW YOUR ROLE	5.00
02	Escalates decisions that are outside their authority instead of making them alone · KNOW YOUR ROLE	5.00
03	Puts what serves the broader business ahead of what serves only their own area · WORK WITH OTHERS	5.00
04	Places high-potential leaders into stretch roles that develop them · CAPABILITY	5.00
05	Holds their leaders accountable for shared outcomes, not just their own team's results · ACCOUNTABILITY	5.00
06	Turns engagement feedback into specific actions for leaders · ENGAGEMENT	4.71
07	Responds to critical feedback without becoming defensive · LEAD YOURSELF	4.57
08	Adjusts their approach based on how the other person is responding · WORK WITH OTHERS	4.57
09	Knows the standard their work must meet without needing it re-explained · KNOW YOUR ROLE	4.43
10	Demonstrates command of the skills their current role requires · KNOW YOUR ROLE	4.43

RATED LOWEST · ALL RATERS

10	Delivers results through the leaders they manage rather than doing the work themselves · RESULTS	3.71
09	Sets explicit, non-negotiable leadership expectations for the leaders they manage · PURPOSE	3.57
08	Makes explicit trade-off decisions when teams compete for the same capacity · DIRECTION	3.43
07	Communicates direction so consistently that every team hears the same priorities · DIRECTION	3.00
06	Names a single owner for each major cross-team decision · DIRECTION	3.00
05	Sequences work across teams so dependencies are handled in the right order · DIRECTION	3.00
04	References the function's shared purpose when making decisions that affect multiple teams · PURPOSE	3.00
03	Aligns the leaders they manage around the same top priorities · PURPOSE	3.00
02	Defines a shared purpose that leaders across the function can commit to · PURPOSE	3.00
01	Translates the function's strategy into specific goals for each team · DIRECTION	2.57

SECTION 03

03 The next level

How expectations change

The same six behaviors remain relevant as scope broadens. The work changes from leading leaders and functions to leading the enterprise. Next-level results reflect only your perspective and your manager's.

BEHAVIOR	CURRENT · L2	NEXT · L3	1 2 3 4 5
Purpose	Align leaders around shared purpose	**Shape enterprise purpose and culture**	Self 3.00 · Mgr 2.80
Direction	Translate strategy across teams	**Set strategic direction and enterprise focus**	Self 3.40 · Mgr 3.20
Capability	Build bench strength and leadership depth	**Build organizational capability**	Self 3.60 · Mgr 4.00
Accountability	Create cross-team accountability	**Drive enterprise accountability**	Self 3.80 · Mgr 3.80
Engagement	Strengthen culture across functions	**Sustain enterprise engagement and trust**	Self 3.40 · Mgr 3.80
Results	Deliver through leaders and systems	**Deliver enterprise performance and impact**	Self 3.20 · Mgr 3.40

◆ Self ■ Manager Scale 1–5 against L3 expectations

Direction: choices across the whole company

At the next level, you and your manager sit close on Direction, as said earlier. The work widens from coordinating goals across teams to choosing where the company competes and keeping enterprise priorities to a short list. Talk through a recent initiative you declined, and where to narrow next.

Purpose: one purpose across the enterprise

You place Purpose at 3.00 at the next level, your manager at 2.80. On putting purpose into words employees can repeat, your manager marks 2.00. The work widens from one shared purpose in your function to purpose that guides resources company-wide. Ask your manager which recent decision needed that.

Current- and next-level ratings use different questions and expectations. A numerical difference between them is not a measure of readiness, and these observations do not predict performance in a future role. The Leadership Foundation is assessed once, in the context of the current role.

Next-level question results

Leading the enterprise. Every question behind the six behaviors, with your rating and your manager's. Use these to choose development experiences.

Purpose

Self 3.00 · Mgr 2.80

- Articulates the company's purpose in language employees at every level can repeat
- Explains how the company's mission creates long-term value for its stakeholders
- Makes resource decisions (budget, people, time) that visibly match the company's stated purpose
- Uses stories to make the company's purpose concrete for employees
- Holds senior leaders to expectations that reflect the company's stated values

Direction

Self 3.40 · Mgr 3.20

- Makes clear strategic choices about where the company will and will not compete
- Limits enterprise priorities to a small enough set that the organization knows what matters most
- Aligns the executive team around one agreed direction
- Communicates strategic direction in simple terms the whole organization can act on
- Declines initiatives that fall outside the company's stated priorities

Capability

Self 3.60 · Mgr 4.00

- Designs the organization's structure to fit its strategy
- Directs investment toward the capabilities the strategy most depends on
- Builds succession depth for the most senior roles
- Acts decisively when the organization lacks a capability the strategy requires
- Strengthens the leadership pipeline below the executive team

Accountability

Self 3.80 · Mgr 3.80

- Sets enterprise-level metrics that define success for the whole company
- Maintains a regular cadence of enterprise performance reviews
- Holds executives accountable for enterprise results, not just their function's results
- Assigns clear executive ownership for the company's major risks
- Intervenes decisively when an executive repeatedly fails to deliver

Engagement

Self 3.40 · Mgr 3.80

- Explains major changes candidly, including what is still uncertain
- Follows through on the commitments the company makes publicly
- Uses company-wide listening channels to track employee sentiment
- Acts visibly on concerns raised by employees
- Upholds the company's stated values when making difficult business decisions

Results

Self 3.20 · Mgr 3.40

- Reviews enterprise performance across financial and non-financial measures together
- Uses the company scorecard to drive decisions, not just to report results
- Adjusts enterprise plans quickly when conditions change
- Avoids decisions that boost short-term results at the expense of long-term value
- Defines success measures that go beyond quarterly financial results

◆ Self ■ Manager Scale 1–5 against L3 expectations

SECTION 04

04 Behavior and comment detail

THE FOUNDATION · 01

Know Your Role

Understanding what you are responsible for, having the expertise to deliver it, seeing how your work creates value, and operating within the edges of your role. The foundation of credibility.

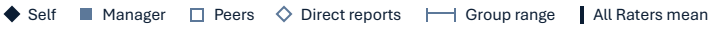
SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.60	4.46	+0.14

10 QUESTIONS	1 2 3 4 5	ALL
Describes their responsibilities in terms of outcomes they own, not just activities they perform		4.00
Knows the standard their work must meet without needing it re-explained		4.43
Demonstrates command of the skills their current role requires		4.43
Keeps learning new skills as their role and tools evolve		4.43
Delivers on the commitments they make by the deadline they agreed to		5.00
Flags risks or delays early, before they become surprises		4.00
Explains how their work contributes to business results		4.43
Prioritizes their work based on impact to the business rather than personal preference		4.43
Routes requests to the person who owns them instead of taking work that belongs to others		4.43
Escalates decisions that are outside their authority instead of making them alone		5.00



WHAT THE PATTERN SHOWS

Every group places this foundation at or above the L2 bar, and your own view sits within 0.14 of theirs. Two items are unanimous at 5.00: delivering by the agreed deadline, and escalating decisions outside your authority. The two 4.00s, outcomes and early risk flags, are where the marks sit closest to the line.

COMMENTS FROM RATERS

> *"Thomas is super knowledgeable about his role. He is constantly helping out others and sharing what he knows."*

THE FOUNDATION · 02

Lead Yourself

The inward half of the foundation: character and integrity, resilience and self-management, and self-awareness. The foundation of trust.

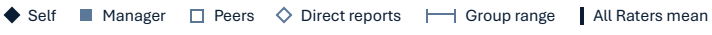
SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.22	4.16	+0.06

9 QUESTIONS	1 2 3 4 5	ALL
Tells the truth even when it is uncomfortable or costly		3.86
Owns their mistakes instead of shifting blame to others		4.00
Acts consistently with what they say they value		4.29
Stays composed when under pressure		4.00
Adapts productively when plans or priorities change		4.43
Maintains steady performance through setbacks		4.00
Describes their own strengths and weaknesses accurately		4.29
Shows awareness of how their behavior affects the people around them		4.00
Responds to critical feedback without becoming defensive		4.57



WHAT THE PATTERN SHOWS

Perspectives agree, with a 0.06 gap between your view and theirs. Responding to critical feedback without becoming defensive is the high item at 4.57. Telling the truth when it is uncomfortable is the lowest at 3.86, the one place where the peer mark sits below the other groups.

COMMENTS FROM RATERS

> *"Fair and direct, and better than most of us at keeping the problem separate from the people in it."*

> *"He is the same person on a good day and a bad one. When the cath lab schedule fell apart in the spring nobody saw him lose composure."*

THE FOUNDATION · 03

Work With Others

The outward half of the foundation: communication, emotional intelligence, and collaboration. Where inner work shows up in how you treat people.

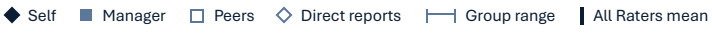
SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.44	4.43	+0.01

9 QUESTIONS	1 2 3 4 5	ALL
Listens fully before offering their own view		4.00
Explains ideas in a way others can easily understand		4.43
Raises difficult topics directly rather than avoiding them		4.29
Notices when someone in a discussion is uncomfortable or disengaged		4.43
Adjusts their approach based on how the other person is responding		4.57
Responds to the underlying concern, not just the surface question		4.43
Shares credit for work done with others		4.29
Works through disagreements without damaging working relationships		4.43
Puts what serves the broader business ahead of what serves only their own area		5.00



WHAT THE PATTERN SHOWS

The closest alignment in the report: 4.44 self against 4.43 from others. Putting the broader business ahead of your own area is unanimous at 5.00, and adjusting your approach to the other person reaches 4.57. Listening fully before offering your own view is the lowest item at 4.00.

COMMENTS FROM RATERS

No comments were added for this behavior.

BEHAVIOR 01

SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Purpose

Creating one shared purpose that leaders across the function align to and use in decisions.

SELF VS. OTHERS → p. 11

Shared development area

Every perspective sees room to grow.

SELF	OTHERS	GAP
3.40	3.29	+0.11

5 QUESTIONS	1 2 3 4 5	ALL
Defines a shared purpose that leaders across the function can commit to		3.00
Aligns the leaders they manage around the same top priorities		3.00
Sets explicit, non-negotiable leadership expectations for the leaders they manage		3.57
References the function's shared purpose when making decisions that affect multiple teams		3.00
Addresses drift when a team's actions run counter to the function's shared purpose		3.86

◆ Self ■ Manager □ Peers ◇ Direct reports ⊢⊣ Group range ▌All Raters mean

WHAT THE PATTERN SHOWS

The one area every perspective places below the L2 bar, including your own at 3.40. Three items sit at exactly 3.00 from every group: defining a shared purpose, aligning leaders around the same priorities, and referencing the purpose in cross-team decisions. Addressing drift (3.86) and setting non-negotiable expectations (3.57) are the higher items.

COMMENTS FROM RATERS

> *"I could not tell you the five-year picture for the service. I know this year's targets well."*

> *"When we started the heart pathway work it was not obvious which purpose we were serving, ours or the whole system's."*

BEHAVIOR 02

SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Direction

Translating strategy into coordinated goals, sequencing, and decision ownership across multiple teams.

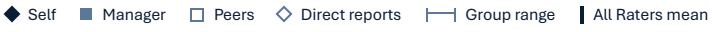
SELF VS. OTHERS → p. 11

Possible blind spot

You rate this higher than others do. Ask for examples.

SELF	OTHERS	GAP
3.60	3.00	+0.60

5 QUESTIONS	1	2	3	4	5	ALL
Translates the function's strategy into specific goals for each team						2.57
Sequences work across teams so dependencies are handled in the right order						3.00
Names a single owner for each major cross-team decision						3.00
Communicates direction so consistently that every team hears the same priorities						3.00
Makes explicit trade-off decisions when teams compete for the same capacity						3.43



WHAT THE PATTERN SHOWS

The widest self-versus-others gap in the report that runs against you: 3.60 self, 3.00 from others. Translating strategy into specific goals for each team is the lowest-rated question in the report at 2.57, and the direct-report mark on it sits at 2. On three further items your rating is a full point above the group mean. Making explicit trade-off decisions is the high item at 3.43.

COMMENTS FROM RATERS

> *"I would like the strategy conversation to start from the whole heart pathway rather than from the service owned here."*

> *"Joint planning with cardiology starts late and I think that is a choice rather than an accident."*

> *"The next level would ask for direction across services, and I am not yet sure the appetite is there."*

> *"I have been slower than I should be to reshape the service around the new cath lab. The old model is comfortable."*

Continued on page 20 →

BEHAVIOR 02

Direction

Comments from raters, continued

> *"Our unit gets its priorities in the monthly meeting but I could not say how they connect to the service strategy. We fill in the gap ourselves."*

> *"When two of our units need the same capacity it is usually resolved quickly, but who owns the call is not always clear until Thomas steps in."*

> *"He communicates the same message to everyone, which I value. What I want more of is the longer horizon behind the message."*

> *"Sequencing across the three units has improved this year. It still depends on Thomas being in the room."*

> *"I would like to see the goals for each team written down somewhere we can all see them, not just discussed."*

BEHAVIOR 03

SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Capability

Building leadership bench strength through talent reviews, succession planning, coaching, and stretch roles.

SELF VS. OTHERS → p. 11

Hidden strength

Others rate this higher than you do.

SELF	OTHERS	GAP
3.80	4.43	−0.63



WHAT THE PATTERN SHOWS

A hidden strength: others rate this 0.63 higher than you do, the largest gap in the report. Placing high-potential leaders into stretch roles is unanimous at 5.00, and talent reviews and coaching time both sit at 4.43. Evaluating leaders on future potential is the one item where your own mark (3) sits a full point below the others.

COMMENTS FROM RATERS

> *"The best developer of people in the hospital. The service is a talent pipeline for the rest of the system."*

> *"Growing people is done better on this service than anywhere else in the hospital."*

> *"Has built a deep team. I have borrowed two of them and both were ready."*

> *"He planned my next role with me two years ago and I am in it now."*

BEHAVIOR 04

SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Accountability

Building shared accountability across teams through joint metrics, escalation paths, and cross-team performance reviews.

SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.40	4.43	−0.03

5 QUESTIONS	1 2 3 4 5	ALL
Establishes shared metrics that multiple teams own together		4.00
Puts escalation paths in place so cross-team issues get resolved quickly		4.43
Reviews performance across teams together rather than team by team		4.29
Confronts misalignment between teams as soon as it appears		4.43
Holds their leaders accountable for shared outcomes, not just their own team's results		5.00

◆ Self ■ Manager □ Peers ◇ Direct reports ⊢⊣ Group range ▌All Raters mean

WHAT THE PATTERN SHOWS

Perspectives agree within 0.03. Holding leaders accountable for shared outcomes rather than their own team's results is unanimous at 5.00. Escalation paths and confronting misalignment both reach 4.43. Establishing shared metrics that multiple teams own together is the lowest item at 4.00, marked the same by every group.

COMMENTS FROM RATERS

> *"Keeps every joint commitment and says plainly when one cannot be kept."*

> *"He holds us to the service result, not just our own unit's numbers. It took some getting used to and it has made us a better team."*

BEHAVIOR 05

SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Engagement

Strengthening culture across teams through modeled behavior, cross-boundary trust, communication rhythms, and action on engagement data.

SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.00	4.20	−0.20

5 QUESTIONS	1 2 3 4 5	ALL
Models the behaviors they expect from leaders across the function		4.00
Builds working trust between teams that depend on each other		4.00
Maintains a regular rhythm of communication so every team hears from leadership		4.29
Uses listening channels (such as skip-levels or surveys) to hear concerns from all levels		4.00
Turns engagement feedback into specific actions for leaders		4.71

◆ Self ■ Manager □ Peers ◇ Direct reports ⊢⊣ Group range ▌All Raters mean

WHAT THE PATTERN SHOWS

Aligned, with others 0.20 above your view. Turning engagement feedback into specific actions for leaders is the high item at 4.71 and the only one where the manager mark reaches 5. The other four items all sit at or near 4.00 with every group marking them the same, including the communication rhythm at 4.29.

COMMENTS FROM RATERS

> *"Nobody delivers more quietly. Every commitment made to me this year has been kept."*

BEHAVIOR 06

SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Results

Delivering through leaders and systems: business reviews, process improvement, early intervention, and short/long-term balance.

SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.00	4.11	−0.11



WHAT THE PATTERN SHOWS

Aligned at 4.00 self and 4.11 from others. Avoiding short-term targets that sacrifice long-term capability is the high item at 4.43. Business reviews, process fixes and early warning signals each sit at 4.14, with the manager mark at 5 on all three. Delivering through the leaders you manage rather than doing the work yourself is the lowest item at 3.71.

COMMENTS FROM RATERS

> *"Building the next layer is where I have put my effort. Three of my former leads run services elsewhere in the system now."*

> *"He still picks up pieces of work that one of us could own. We would take them."*

In their own words

Written feedback grouped by rater perspective. Read it alongside the ratings, looking for examples and recurring themes.

Self 3 COMMENTS

> *Building the next layer is where I have put my effort. Three of my former leads run services elsewhere in the system now.*

> *I have been slower than I should be to reshape the service around the new cath lab. The old model is comfortable.*

> *I have run this service for seven years and I know its people, its numbers and its risks.*

Manager 4 COMMENTS

> *Composure is a strength, but it can read as reluctance to move. The cath lab model should have changed a year ago.*

> *Nobody delivers more quietly. Every commitment made to me this year has been kept.*

> *The best developer of people in the hospital. The service is a talent pipeline for the rest of the system.*

> *The next level would ask for direction across services, and I am not yet sure the appetite is there.*

Peers 9 COMMENTS

> *Fair and direct, and better than most of us at keeping the problem separate from the people in it.*

> *Growing people is done better on this service than anywhere else in the hospital.*

> *Has built a deep team. I have borrowed two of them and both were ready.*

> *I would like the strategy conversation to start from the whole heart pathway rather than from the service owned here.*

> *Joint planning with cardiology starts late and I think that is a choice rather than an accident.*

> *Keeps every joint commitment and says plainly when one cannot be kept.*

Peers CONTINUED

> *Steadiest presence in the director group and generous with people, including mine.*

> *The horizon is this year. The system's plan for cardiac care in five years is not a conversation this director starts.*

> *The service is run beautifully and changes very slowly. Both are true.*

Direct reports 9 COMMENTS

> *Approachable and consistent, and the same person on a good day and a bad one.*

> *Change is discussed for a long time before it happens, and sometimes the moment has passed.*

> *Coaching is regular and about me rather than about the numbers.*

> *Has made time for my development every quarter without fail.*

> *Never leaves anyone to face a problem alone, and the unit knows it.*

> *The best leader I have worked for on development. My next role was planned with me two years ago and I am now in it.*

> *The long-range plan for the service is not something I could describe, and I lead a unit within it.*

> *The service could move faster and I think the team would follow if asked.*

> *Trusts us to run our own units and steps in only when asked.*

SECTION 05

05 From insight to action

Developing what matters most

01

Start with the business outcome

Identify the outcome that matters most over the next six months, and where stronger leadership would improve it.

02

Weigh the evidence

Look for patterns across ratings and comments. A lowest score does not automatically identify the most useful priority.

03

Consider strengths as well as gaps

Decide what to strengthen, what to apply more deliberately, and what to practice for broader responsibility.

04

Choose a behavior you can practice

Name the action, who will experience the change, and the support you need. Focus on what others can observe.

05

Agree how you will review progress

Record the outcome, first action, evidence of progress, and review date. Revisit it with your manager or practitioner.

Start with the current level, where your leaders feel the difference now, then look at how the same behaviors widen at the next level. Most growth comes from experience on the job, so start there.

L2 TODAY · LEADING LEADERS

DIRECTION — Self 3.60 · Others 3.00 · DR 2.60

Translate strategy into goals

WHY IT MATTERS

Your leaders fill the gap between the service strategy and their unit priorities themselves. Clear goals for each team let them move without waiting for you to step in.

HOW TO PRACTICE

Experience	Lead the cath lab service redesign this quarter, naming goals and decision owners for each team.
Relationship	Ask a leader who sequences work across teams to review your goal map with you monthly.
Learning	The LeaderCode book · Direction: translating strategy into coordinated goals and trade-offs.

USE YOUR STRENGTH

You already grow leaders through stretch roles. Give each unit leader ownership of their team's goal and coach them on it, rather than resolving the call yourself.

PROGRESS LOOKS LIKE

Your direct reports can state their team's goal without checking with you.

PURPOSE — Self 3.40 · Others 3.29

Shared purpose, stated plainly

WHY IT MATTERS

Your leaders know this year's targets well but not the longer picture. A shared purpose helps them make cross-team decisions the way you would.

HOW TO PRACTICE

Experience	Write the long-range cardiac care plan for your service, then test it with your unit leaders.
Relationship	Pair with a cardiology counterpart to start joint planning earlier and agree one shared purpose.
Learning	The LeaderCode book · Purpose: building a shared purpose that guides everyday decisions.

USE YOUR STRENGTH

People trust your word because you keep it. Bring the same consistency to one purpose statement, and repeat it until your leaders repeat it to their teams.

PROGRESS LOOKS LIKE

Your leaders use the same purpose words when they explain trade-offs.

DEVELOPING WHAT MATTERS MOST · CONTINUED

Also worth knowing, question by question

L2 TODAY · LEADING LEADERS · QUESTION LEVEL

Beyond your two areas to explore, Direction and Purpose, these individual questions stand out, high and low. All Raters.

STRENGTHS TO KEEP USING		OPPORTUNITIES TO WATCH	
Delivers on the commitments they make by the deadline they agreed to · KNOW YOUR ROLE	5.00	Delivers results through the leaders they manage rather than doing the work themselves · RESULTS	3.71
Places high-potential leaders into stretch roles that develop them · CAPABILITY	5.00	Tells the truth even when it is uncomfortable or costly · LEAD YOURSELF	3.86
Holds their leaders accountable for shared outcomes, not just their own team's results · ACCOUNTABILITY	5.00	Evaluates leaders on future potential, not only current results · CAPABILITY	4.00

L3 LOOKING AHEAD · LEADING THE ENTERPRISE

Purpose

Self 3.00 · Mgr 2.80

WHAT WIDENS

From one shared purpose in your function to purpose that guides resources company-wide.

ONE STRETCH

Contribute to the system's long-range plan for cardiac care, beyond your own service.

ASK YOUR MANAGER

Which recent decision needed a company-wide purpose?

Direction

Self 3.40 · Mgr 3.20

WHAT WIDENS

From coordinating goals across teams to choosing where the company competes and keeping enterprise priorities to a short list.

ONE STRETCH

Join one cross-service planning effort, such as joint planning with cardiology, and help narrow its priorities.

ASK YOUR MANAGER

What would direction across services ask of me?

Next-level views come from you and your manager only. They support a development conversation and do not establish readiness. See pages 13 and 14.

Conversations to start

Questions drawn from across this report, grouped by who to ask.

Your direct reports	*"Which goals feel unclear?" · "Which decision waited too long?" · "Can you say the service's purpose back to me in your own words?"*
Your peers	*"What would it look like to start the strategy conversation from the whole heart pathway?"*
Your manager	*"Which recent decision needed a company-wide purpose?"*

Others count on you to hold your leaders to shared outcomes. Use that trust to start with the one change your service needs most.

Turn patterns into choices

Reflect on the left as part of your debrief. Use the prompts on the right with your practitioner. Ground the conversation in examples and choose the action that matters most.

YOUR DEBRIEF

What feels familiar in this feedback, and what surprised you?

What in this feedback matters the most for your role as you move forward?

Which strength do others see that you tend to discount?

If one thing changed in six months, what would you want your direct reports to say?

WITH YOUR PRACTITIONER

01 Start with your reaction

What feels familiar, what surprises you, and what evidence would help you understand the feedback?

02 Explore the current-level difference

On Direction, you sit at 3.60 while your direct reports sit at 2.60. Where have you seen that difference show up in how goals land? Whose view do you most want to understand?

03 Consider broader responsibility

Looking at Purpose with broader responsibility in mind, what wider work there have you already taken on, and what has your manager noticed? Which upcoming piece of work would give you room to practice it?

04 Choose for business impact

Which behavior would make the greatest difference to your effectiveness and business priorities? What strength will you use, and what will you make room for?

05 Make the commitment observable

What will you do, who will experience the change, and what will they notice? When will you begin, and when will you review progress?

MY PRIORITY AND THE BUSINESS OUTCOME IT SUPPORTS

Write it in one sentence.

Your development plan

Connect one to two chosen priorities, a specific action, and evidence others can observe. Complete one plan for each commitment.

PRIORITY BEHAVIOR / ASSESSED LEVEL

BUSINESS OUTCOME THIS WILL SUPPORT

WHAT I WILL DO DIFFERENTLY

WHEN I WILL PRACTICE

STRENGTH I WILL USE

SUPPORT I NEED, AND FROM WHOM

WHAT OTHERS WILL NOTICE

EVIDENCE OF PROGRESS

FIRST ACTION AND DATE

REVIEW DATE AND WITH WHOM

FIRST 120 DAYS

◆ Day 30

Start and tell people

Choose the action you will practice first, when you will use it, and the business outcome it supports. Tell relevant colleagues what you are working on.

◆ Day 60

Ask for examples of change

Ask what is improving and what still needs attention, without asking people to defend their original ratings.

◆ Day 90–120

Review evidence and adjust

Use your agreed review dates to discuss evidence, obstacles, and support. Update the plan as you learn which actions make the greatest difference.

AT 120 DAYS

Leverage LeaderLens CheckPoint™

LeaderLens CheckPoint™ is a follow-up assessment designed to reinforce development and track progress at the 120-day mark. It brings together your perspective and your manager's feedback to review changes in your leadership behaviors, recognize progress, and identify where continued focus is needed. Watch for additional details on how to use CheckPoint as part of your development.

LeaderLens 360™ | SIGNATURE

Feedback that turns perspective into progress.

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LeaderLens 360™ | Signature

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