360° Feedback Results for
Don Kartzmark

September 5, 2024

Summary results from 14 raters, including:

2 Managers
6 Peers / Direct Reports
6 Indirect Reports

Interviews with 1 indirect report and 1 direct report

Cortex Leadership Consulting

This report contains a summary of your 360-Degree Feedback results. The report begins with a high-level overview and progresses into greater detail as you proceed through it. Start by reading through the entire report to the end of the comments section. Try to keep an open mind as you look at the numeric data and read the comments from your raters. Once you have familiarized yourself with the report and your results, go back through the report and look for inconsistencies, patterns, and themes. Work back and forth between the numeric data and the comments as you do this.

Remember that any inconsistencies in your results mean that others see you from different perspectives or might have different expectations of you. If possible, debrief your results with your manager and/or HR representative. In these meetings you should identify a short list of actionable items. Do not focus on who said what.

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This report presents your results in two ways: as average (raw) scores and as Percentile Scores. It is important that you take a moment to understand what these different scores represent.

	1 2 3 4 5	AVG	%ILE	N	DIST
Sample	▇▇▇▇	3.8	68	11	▁▃▅█

AVG is simply the average of the ratings that you received. The lowest possible score is a 1 (Poor), and the highest possible score is a 5 (Outstanding). In the sample above, the bar chart represents the average score from all rater groups.

Percentile Scores (%ILE) show how your scores compare to the scores received by others. Average (raw) scores don't indicate whether your scores are high or low. Percentile scores make this possible by eliminating the natural variation across items and providing a benchmark to measure the raw scores by.

The Percentile Scores on this report show how you scored versus thousands of managers and executives across a broad range of different organizations.

Percentiles indicate what percentage of people scored lower than you. The lowest possible score is a 1 (1st percentile) and the highest possible score is a 99 (99th percentile). The 50th percentile would be average.
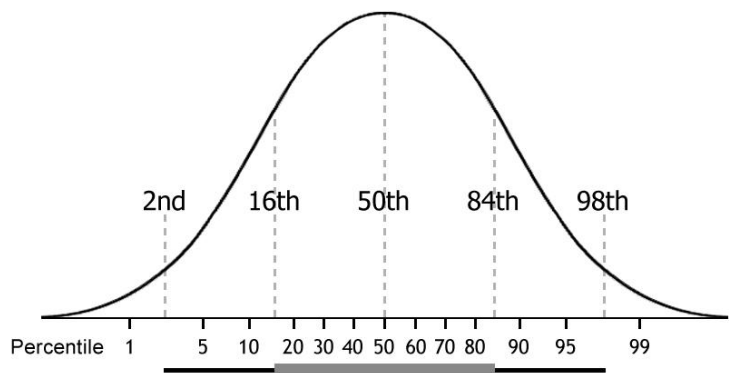
Number of Respondents (N) indicates how many of your raters answered each item. The number of respondents may differ from one item to the next because some items are only asked of specific rater groups, and some raters might have selected "Unable to Rate".
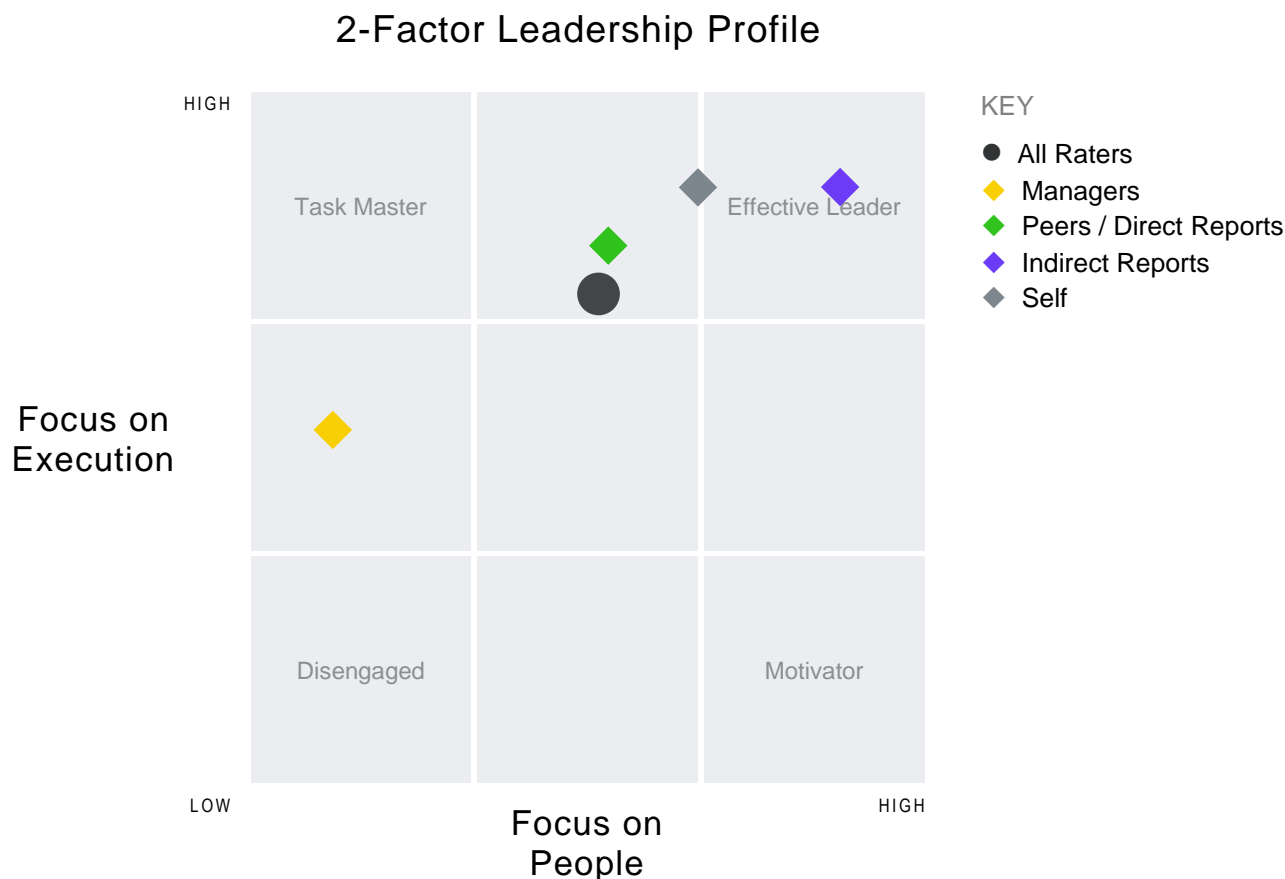
Frequency Distribution (DIST) – A small histogram (bar chart) next to each item shows how responses were distributed across the rating scale. This provides an indication of how much agreement or disagreement there was among raters.

A high level of agreement indicates a more consistent and reliable result. A high level of disagreement, where responses are more spread out, means people have differing perceptions of your competency in that area. The frequency distribution can also show whether there is an outlier response – for example, if one rater gave a low score while everyone else gave high scores.

All "category" and "overall" scores in this report are based on the average of the scores from each rater group, not each rater. For example, a rating from 1 manager carries the same weight as ratings from 10 direct reports.

Displayed below is a statistically derived overview of your leadership style based on the two primary factors of leadership.

Regardless of whether you are leading an organization, managing a team, or working as an individual contributor, these factors are fundamental.

2-Factor Leadership Profile

KEY
- ● All Raters
- ◆ Managers
- ◆ Peers / Direct Reports
- ◆ Indirect Reports
- ◆ Self

Focus on Execution (vertical axis, HIGH to LOW)

Focus on People (horizontal axis, LOW to HIGH)

Quadrant labels: Task Master (upper left), Effective Leader (upper right), Disengaged (lower left), Motivator (lower right)

High scorers on "People"…
- Are sincere and straightforward
- Set a positive example
- Encourage open dialog
- Are open to feedback and criticism
- Recognize & reward employees' contributions
- Motivate and inspire those around them

High scorers on "Execution"…
- Focus on achieving results
- Are decisive
- Follow through on commitments
- Hold others accountable
- Demand excellence
- Understand the business

The most effective leaders (upper right) achieve a balance between working with people and achieving bottom-line results.

Focusing on what you are good at and on what comes naturally to you is one of the most effective ways to be more successful.

As you consider your development goals, be sure to include a plan for how you will leverage and build on your strengths.

Highest-Rated Items

Item	1 2 3 4 5	AVG	%ILE
Clarity & Purpose – Gives me the freedom I need to do my job effectively		5.0	95
Interpersonal – Gives personal attention; is accessible		5.0	97
Knowledge & Strategy – Understands the technical aspects of his/her job		4.5	74
Execution – Remains focused, even under pressure		4.4	84
Execution – Makes timely decisions		4.3	88
Clarity & Purpose – Gives feedback accurately, timely and fairly		4.3	90
Knowledge & Strategy – Feels comfortable in a fast-changing environment		4.3	81
Clarity & Purpose – Delegates authority; encourages independence		4.2	81
Knowledge & Strategy – Has the ability to handle increasing levels of complexity		4.2	70
Execution – Follows through on commitments		4.2	71

ℹ️ Think about which of the following areas are important to your current role or your future career goals. Keep in mind, if you have a low score on something that does not come naturally to you and that is not essential to your success, then you will probably be better off focusing your development efforts elsewhere.
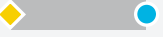
Nevertheless, be honest with yourself about things that might not be in your comfort zone or come naturally to you, but that are critical to your success. Focus your development efforts in those areas.

Lowest-Rated Items

Item	AVG	%ILE
Character – Serves others; avoids selfishness	2.8	3
Interpersonal – Creates an atmosphere that inspires others to achieve at a higher level	2.9	14
Interpersonal – Encourages collaboration for mutual benefit of all parties	3.1	11
Clarity & Purpose – Develops learning opportunities for employees	3.4	39
Knowledge & Strategy – Actively leads efforts to drive innovation and change	3.4	36
Character – Open to feedback and criticism	3.5	41
Interpersonal – Sensitive to satisfaction and morale in the group	3.5	42
Character – Provides a positive example; "walks the talk"	3.5	32
Character – Eagerly pursues new knowledge, skills, and methods	3.6	34
Character – Builds trust by being open and honest	3.6	33

Don Kartzmark

Items with a difference of at least 1.0 (raw score)
"Others" does not include "Self"

Manager underestimates your skills, compared to others

	1 2 3 4 5	MGR	OTH	GAP
Character – Builds trust by being open and honest		2.5	4.2	1.7
Clarity & Purpose – Clearly defines goals and expectations		3.0	4.6	1.6
Clarity & Purpose – Delegates authority; encourages independence		3.5	5.0	1.5
Interpersonal – Sensitive to satisfaction and morale in the group		2.5	4.0	1.5
Character – Serves others; avoids selfishness		2.0	3.5	1.5
Execution – Pushes people to achieve at a higher level		3.0	4.3	1.3
Interpersonal – Encourages collaboration for mutual benefit of all parties		2.5	3.7	1.2

Manager overestimates your skills, compared to others

Items with a difference of at least 1.0 (raw score)
"Others" includes everybody except "Self"

Unrecognized skills (self rating lower than others' ratings)

	1	2	3	4	5	SELF	OTH	GAP
Clarity & Purpose – Gives feedback accurately, timely and fairly						3.0	4.3	1.3
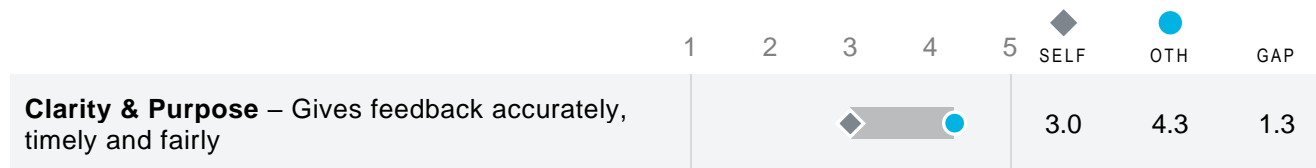
Overestimated skills (self rating higher than others' ratings)

	1	2	3	4	5	SELF	OTH	GAP
Interpersonal – Creates an atmosphere that inspires others to achieve at a higher level						5.0	2.9	2.1
Interpersonal – Encourages collaboration for mutual benefit of all parties						5.0	3.1	1.9
Character – Provides a positive example; "walks the talk"						5.0	3.5	1.5
Character – Builds trust by being open and honest						5.0	3.6	1.4
Clarity & Purpose – Communicates an inspiring vision						5.0	3.7	1.3
Execution – Takes action with non-performers						5.0	3.8	1.2
Character – Serves others; avoids selfishness						4.0	2.8	1.2

Knowledge & Strategy

	1 2 3 4 5	AVG	%ILE
All Raters		4.1	67
Managers		3.7	42
Peers / Direct Reports		3.9	57
Indirect Reports		4.7	92
Self	▲	4.8	92

Character

	1 2 3 4 5	AVG	%ILE
All Raters		3.6	38
Managers		3.1	20
Peers / Direct Reports		3.5	32
Indirect Reports		4.4	86
Self	▲	4.1	66

Interpersonal

	1 2 3 4 5	AVG	%ILE
All Raters		3.7	49
Managers		2.9	14
Peers / Direct Reports		3.9	56
Indirect Reports		4.6	91
Self	▲	4.4	81

Clarity & Purpose

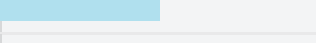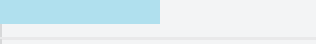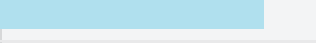|	1 2 3 4 5	AVG	%ILE
All Raters		4.0	68
Managers		3.4	30
Peers / Direct Reports		4.2	77
Indirect Reports		4.7	95
Self	▲	4.3	76

"All Respondents" scores do not include "Self"

Execution

	1	2	3	4	5	AVG	%ILE
All Raters						4.1	76
Managers						3.6	48
Peers / Direct Reports						4.3	86
Indirect Reports						4.4	88
Self						4.6	86
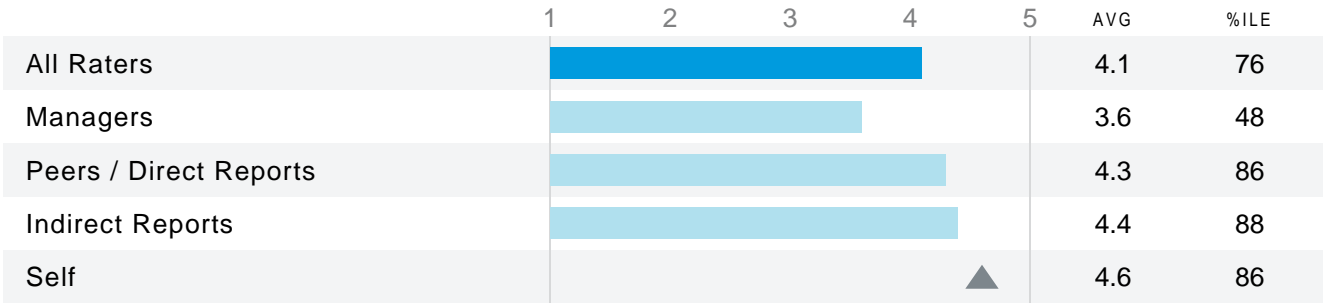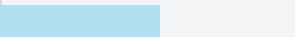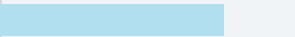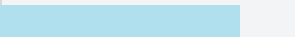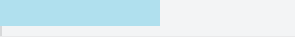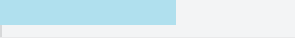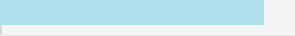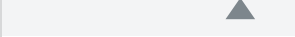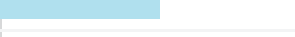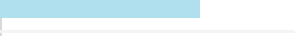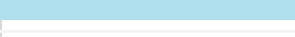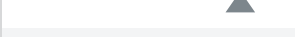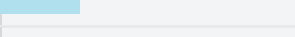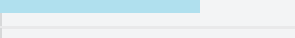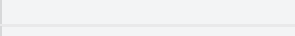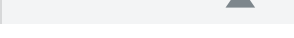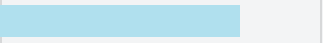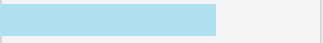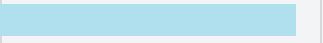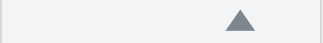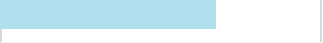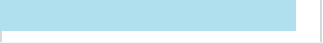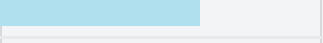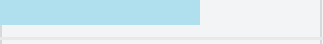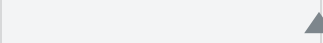
Knowledge & Strategy

		1 2 3 4 5	AVG	%ILE	N	DIST
Understands the technical aspects of his/her job	**All Raters**		**4.5**	**74**	**13**	
	Managers		4.0	41	2	
	Peers / Direct Reports		4.4	70	5	
	Indirect Reports		5.0	95	6	
	Self		5.0	95	1	
Takes a broad, strategic approach to problem solving and decision making	**All Raters**		**4.2**	**77**	**13**	
	Managers		4.0	68	2	
	Peers / Direct Reports		3.8	56	5	
	Indirect Reports		4.7	95	6	
	Self		5.0	99	1	
Has the ability to handle increasing levels of complexity	**All Raters**		**4.2**	**70**	**12**	
	Managers		3.5	26	2	
	Peers / Direct Reports		4.2	73	4	
	Indirect Reports		4.8	94	6	
	Self		5.0	97	1	
Feels comfortable in a fast-changing environment	**All Raters**		**4.3**	**81**	**13**	
	Managers		4.0	64	2	
	Peers / Direct Reports		4.2	76	5	
	Indirect Reports		4.7	93	6	
	Self		5.0	98	1	
Actively leads efforts to drive innovation and change	**All Raters**		**3.4**	**36**	**13**	
	Managers		3.0	13	2	
	Peers / Direct Reports		3.0	13	5	
	Indirect Reports		4.3	87	6	
	Self		4.0	72	1	
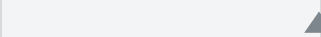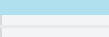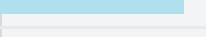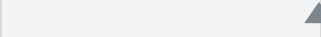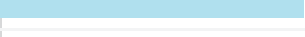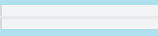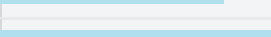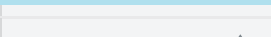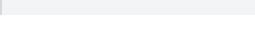
Character

		1 2 3 4 5	AVG	%ILE	N	DIST
Eagerly pursues new knowledge, skills, and methods	**All Raters**		**3.6**	**34**	**12**	
	Managers		3.0	7	2	
	Peers / Direct Reports		3.8	45	4	
	Indirect Reports		4.0	63	6	
	Self	▲	3.0	7	1	
Knows own strengths and limitations	**All Raters**		**3.7**	**55**	**13**	
	Managers		3.5	37	2	
	Peers / Direct Reports		3.4	30	5	
	Indirect Reports		4.3	89	6	
	Self	▲	4.0	73	1	
Open to feedback and criticism	**All Raters**		**3.5**	**41**	**14**	
	Managers		3.0	14	2	
	Peers / Direct Reports		3.2	21	6	
	Indirect Reports		4.3	88	6	
	Self	▲	4.0	73	1	
Respected by others	**All Raters**		**3.7**	**43**	**14**	
	Managers		3.0	9	2	
	Peers / Direct Reports		3.5	30	6	
	Indirect Reports		4.7	91	6	
	Self	▲	4.0	61	1	
Serves others; avoids selfishness	**All Raters**		**2.8**	**3**	**8**	
	Managers		2.0	1	2	
	Peers / Direct Reports		3.5	27	6	
	Indirect Reports		-	-		
	Self	▲	4.0	59	1	

Character *cont'd*

		1 2 3 4 5	AVG	%ILE	N	DIST
Accepts responsibility for own mistakes	**All Raters**		**4.1**	**68**	**14**	
	Managers		4.0	61	2	
	Peers / Direct Reports		3.7	38	6	
	Indirect Reports		4.7	93	6	
	Self	▲	4.0	61	1	
Builds trust by being open and honest	**All Raters**		**3.6**	**33**	**14**	
	Managers		2.5	1	2	
	Peers / Direct Reports		3.7	37	6	
	Indirect Reports		4.7	92	6	
	Self	▲	5.0	98	1	
Provides a positive example; "walks the talk"	**All Raters**		**3.5**	**32**	**8**	
	Managers		3.5	32	2	
	Peers / Direct Reports		3.5	32	6	
	Indirect Reports		-	-		
	Self	▲	5.0	98	1	
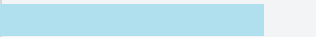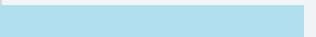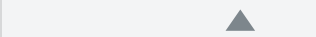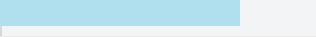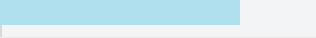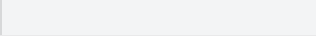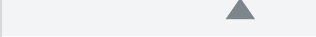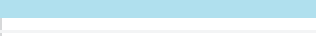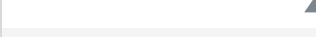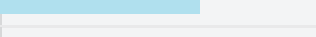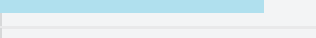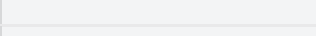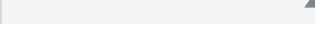
Interpersonal

		1	2	3	4	5	AVG	%ILE	N	DIST

Gives personal attention; is accessible

	AVG	%ILE	N
All Raters	**5.0**	**97**	**7**
Managers	-	-	
Peers / Direct Reports	5.0	97	1
Indirect Reports	5.0	97	6
Self	5.0	97	1

Sensitive to satisfaction and morale in the group

	AVG	%ILE	N
All Raters	**3.5**	**42**	**14**
Managers	2.5	4	2
Peers / Direct Reports	3.5	42	6
Indirect Reports	4.5	91	6
Self	4.0	72	1

Creates an atmosphere that inspires others to achieve at a higher level

	AVG	%ILE	N
All Raters	**2.9**	**14**	**8**
Managers	2.5	4	2
Peers / Direct Reports	3.3	34	6
Indirect Reports	-	-	
Self	5.0	99	1

Recognizes honest mistakes as learning experiences

	AVG	%ILE	N
All Raters	**4.2**	**76**	**14**
Managers	3.5	28	2
Peers / Direct Reports	4.2	76	6
Indirect Reports	4.8	98	6
Self	4.0	65	1

Recognizes the value of people with different talents and skills

	AVG	%ILE	N
All Raters	**3.8**	**49**	**14**
Managers	3.0	7	2
Peers / Direct Reports	3.8	53	6
Indirect Reports	4.5	91	6
Self	4.0	66	1
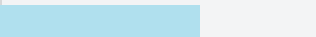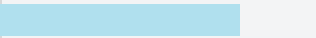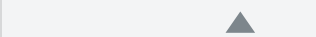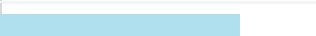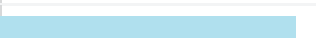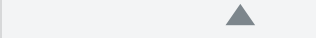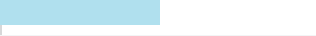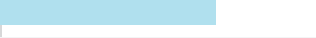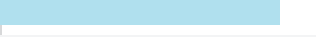
Interpersonal *cont'd*

		1 2 3 4 5	AVG	%ILE	N	DIST
Develops a talented team	**All Raters**		**3.8**	**57**	**13**	
	Managers		3.5	40	2	
	Peers / Direct Reports		3.6	47	5	
	Indirect Reports		4.2	80	6	
	Self	▲	4.0	72	1	
Encourages collaboration for mutual benefit of all parties	**All Raters**		**3.1**	**11**	**8**	
	Managers		2.5	1	2	
	Peers / Direct Reports		3.7	44	6	
	Indirect Reports		-	-		
	Self	▲ 5.0	5.0	99	1	
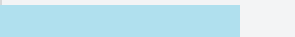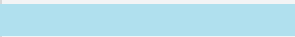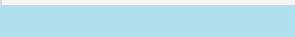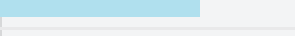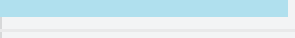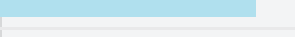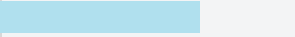
Clarity & Purpose

		AVG	%ILE	N
Clearly defines goals and expectations	All Raters	**4.1**	**71**	**14**
	Managers	3.0	9	2
	Peers / Direct Reports	4.3	86	6
	Indirect Reports	4.8	97	6
	Self	4.0	68	1
Gives me the freedom I need to do my job effectively	All Raters	**5.0**	**95**	**1**
	Managers	-	-	
	Peers / Direct Reports	5.0	95	1
	Indirect Reports	-	-	
	Self	5.0	95	1
Articulates the strategy in plain language	All Raters	**4.0**	**66**	**3**
	Managers	4.0	66	2
	Peers / Direct Reports	4.0	66	1
	Indirect Reports	-	-	
	Self	4.0	66	1
Delegates authority; encourages independence	All Raters	**4.2**	**81**	**3**
	Managers	3.5	36	2
	Peers / Direct Reports	5.0	98	1
	Indirect Reports	-	-	
	Self	5.0	98	1
Enlists the talent of others in order to meet objectives	All Raters	**3.9**	**61**	**8**
	Managers	3.5	28	2
	Peers / Direct Reports	4.3	87	6
	Indirect Reports	-	-	
	Self	5.0	99	1

Clarity & Purpose cont'd

		1 2 3 4 5	AVG	%ILE	N	DIST
Recognizes and rewards high performers	**All Raters**		**3.8**	**56**	**8**	
	Managers		3.5	40	2	
	Peers / Direct Reports		4.0	70	6	
	Indirect Reports		-	-		
	Self	▲	4.0	70	1	
Gives feedback accurately, timely and fairly	**All Raters**		**4.3**	**90**	**7**	
	Managers		-	-		
	Peers / Direct Reports		4.0	76	1	
	Indirect Reports		4.7	97	6	
	Self	▲	3.0	15	1	
Develops learning opportunities for employees	**All Raters**		**3.4**	**39**	**8**	
	Managers		3.0	16	2	
	Peers / Direct Reports		3.8	66	6	
	Indirect Reports		-	-		
	Self	▲	4.0	75	1	
Communicates an inspiring vision	**All Raters**		**3.7**	**60**	**14**	
	Managers		3.0	20	2	
	Peers / Direct Reports		3.7	57	6	
	Indirect Reports		4.5	93	6	
	Self	▲	5.0	99	1	

Execution

		1 2 3 4 5	AVG	%ILE	N	DIST
Remains focused, even under pressure	**All Raters**		**4.4**	**84**	**14**	
	Managers		4.0	58	2	
	Peers / Direct Reports		4.7	92	6	
	Indirect Reports		4.7	92	6	
	Self	▲	5.0	98	1	
Pushes people to achieve at a higher level	**All Raters**		**3.8**	**64**	**13**	
	Managers		3.0	13	2	
	Peers / Direct Reports		4.2	84	5	
	Indirect Reports		4.3	89	6	
	Self	▲	5.0	99	1	
Holds people accountable	**All Raters**		**4.1**	**79**	**13**	
	Managers		3.5	38	2	
	Peers / Direct Reports		4.6	96	5	
	Indirect Reports		4.2	83	6	
	Self	▲	4.0	74	1	
Takes action with non-performers	**All Raters**		**3.8**	**70**	**7**	
	Managers		3.5	54	2	
	Peers / Direct Reports		4.0	82	5	
	Indirect Reports		-	-		
	Self	▲	5.0	99	1	
Plans effectively; avoids firefighting	**All Raters**		**4.1**	**81**	**13**	
	Managers		3.5	45	2	
	Peers / Direct Reports		4.4	93	5	
	Indirect Reports		4.3	91	6	
	Self	▲	4.0	77	1	

Execution cont'd

		1 2 3 4 5	AVG	%ILE	N	DIST
Makes timely decisions	**All Raters**		**4.3**	**88**	**14**	
	Managers		4.0	72	2	
	Peers / Direct Reports		4.3	88	6	
	Indirect Reports		4.7	96	6	
	Self		5.0	99	1	
Follows through on commitments	**All Raters**		**4.2**	**71**	**13**	
	Managers		4.0	60	2	
	Peers / Direct Reports		4.2	73	5	
	Indirect Reports		4.3	80	6	
	Self		4.0	60	1	

Scores for "All Respondents" are based on the average of the scores from each rater group (excluding self).

Knowledge & Strategy

		1	2	3	4	5	AVG	%ILE
Understands the technical aspects of his/her job	**All Raters**	-	-	-	5	8	4.5	74
	Managers	-	-	-	2	-	4.0	41
	Peers / Direct Reports	-	-	-	3	2	4.4	70
	Indirect Reports	-	-	-	-	6	5.0	95
	Self	-	-	-	-	1	5.0	95
Takes a broad, strategic approach to problem solving and decision making	**All Raters**	-	1	2	3	7	4.2	77
	Managers	-	-	1	-	1	4.0	68
	Peers / Direct Reports	-	1	1	1	2	3.8	56
	Indirect Reports	-	-	-	2	4	4.7	95
	Self	-	-	-	-	1	5.0	99
Has the ability to handle increasing levels of complexity	**All Raters**	-	-	1	5	6	4.2	70
	Managers	-	-	1	1	-	3.5	26
	Peers / Direct Reports	-	-	-	3	1	4.2	73
	Indirect Reports	-	-	-	1	5	4.8	94
	Self	-	-	-	-	1	5.0	97
Feels comfortable in a fast-changing environment	**All Raters**	-	-	1	6	6	4.3	81
	Managers	-	-	-	2	-	4.0	64
	Peers / Direct Reports	-	-	1	2	2	4.2	76
	Indirect Reports	-	-	-	2	4	4.7	93
	Self	-	-	-	-	1	5.0	98
Actively leads efforts to drive innovation and change	**All Raters**	1	1	3	5	3	3.4	36
	Managers	-	-	2	-	-	3.0	13
	Peers / Direct Reports	1	1	1	1	1	3.0	13
	Indirect Reports	-	-	-	4	2	4.3	87
	Self	-	-	-	1	-	4.0	72

Character

		1	2	3	4	5	AVG	%ILE
Eagerly pursues new knowledge, skills, and methods	**All Raters**	-	-	4	7	1	3.6	34
	Managers	-	-	2	-	-	3.0	7
	Peers / Direct Reports	-	-	2	1	1	3.8	45
	Indirect Reports	-	-	-	6	-	4.0	63
	Self	-	-	1	-	-	3.0	7
Knows own strengths and limitations	**All Raters**	1	-	2	7	3	3.7	55
	Managers	-	-	1	1	-	3.5	37
	Peers / Direct Reports	1	-	1	2	1	3.4	30
	Indirect Reports	-	-	-	4	2	4.3	89
	Self	-	-	-	1	-	4.0	73
Open to feedback and criticism	**All Raters**	-	2	3	7	2	3.5	41
	Managers	-	1	-	1	-	3.0	14
	Peers / Direct Reports	-	1	3	2	-	3.2	21
	Indirect Reports	-	-	-	4	2	4.3	88
	Self	-	-	-	1	-	4.0	73
Respected by others	**All Raters**	-	2	2	5	5	3.7	43
	Managers	-	-	2	-	-	3.0	9
	Peers / Direct Reports	-	2	-	3	1	3.5	30
	Indirect Reports	-	-	-	2	4	4.7	91
	Self	-	-	-	1	-	4.0	61
Serves others; avoids selfishness	**All Raters**	1	2	1	3	1	2.8	3
	Managers	-	2	-	-	-	2.0	1
	Peers / Direct Reports	1	-	1	3	1	3.5	27
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	1	-	4.0	59

Character cont'd

		1	2	3	4	5	AVG	%ILE
Accepts responsibility for own mistakes	**All Raters**	-	-	3	6	5	4.1	68
	Managers	-	-	-	2	-	4.0	61
	Peers / Direct Reports	-	-	3	2	1	3.7	38
	Indirect Reports	-	-	-	2	4	4.7	93
	Self	-	-	-	1	-	4.0	61
Builds trust by being open and honest	**All Raters**	1	1	2	4	6	3.6	33
	Managers	-	1	1	-	-	2.5	1
	Peers / Direct Reports	1	-	1	2	2	3.7	37
	Indirect Reports	-	-	-	2	4	4.7	92
	Self	-	-	-	-	1	5.0	98
Provides a positive example; "walks the talk"	**All Raters**	1	1	2	1	3	3.5	32
	Managers	-	1	-	-	1	3.5	32
	Peers / Direct Reports	1	-	2	1	2	3.5	32
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	-	1	5.0	98

Interpersonal

		1	2	3	4	5	AVG	%ILE
Gives personal attention; is accessible	**All Raters**	-	-	-	-	7	5.0	97
	Managers	-	-	-	-	-	-	-
	Peers / Direct Reports	-	-	-	-	1	5.0	97
	Indirect Reports	-	-	-	-	6	5.0	97
	Self	-	-	-	-	1	5.0	97
Sensitive to satisfaction and morale in the group	**All Raters**	1	1	2	6	4	3.5	42
	Managers	-	1	1	-	-	2.5	4
	Peers / Direct Reports	1	-	1	3	1	3.5	42
	Indirect Reports	-	-	-	3	3	4.5	91
	Self	-	-	-	1	-	4.0	72
Creates an atmosphere that inspires others to achieve at a higher level	**All Raters**	1	1	3	2	1	2.9	14
	Managers	-	1	1	-	-	2.5	4
	Peers / Direct Reports	1	-	2	2	1	3.3	34
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	-	1	5.0	99
Recognizes honest mistakes as learning experiences	**All Raters**	-	-	2	5	7	4.2	76
	Managers	-	-	1	1	-	3.5	28
	Peers / Direct Reports	-	-	1	3	2	4.2	76
	Indirect Reports	-	-	-	1	5	4.8	98
	Self	-	-	-	1	-	4.0	65
Recognizes the value of people with different talents and skills	**All Raters**	-	2	-	8	4	3.8	49
	Managers	-	1	-	1	-	3.0	7
	Peers / Direct Reports	-	1	-	4	1	3.8	53
	Indirect Reports	-	-	-	3	3	4.5	91
	Self	-	-	-	1	-	4.0	66

Interpersonal cont'd

		1	2	3	4	5	AVG	%ILE
Develops a talented team	**All Raters**	-	-	4	7	2	3.8	57
	Managers	-	-	1	1	-	3.5	40
	Peers / Direct Reports	-	-	3	1	1	3.6	47
	Indirect Reports	-	-	-	5	1	4.2	80
	Self	-	-	-	1	-	4.0	72
Encourages collaboration for mutual benefit of all parties	**All Raters**	1	1	2	2	2	3.1	11
	Managers	-	1	1	-	-	2.5	1
	Peers / Direct Reports	1	-	1	2	2	3.7	44
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	-	1	5.0	99

Clarity & Purpose

		1	2	3	4	5	AVG	%ILE
Clearly defines goals and expectations	**All Raters**	-	-	2	5	7	4.1	71
	Managers	-	-	2	-	-	3.0	9
	Peers / Direct Reports	-	-	-	4	2	4.3	86
	Indirect Reports	-	-	-	1	5	4.8	97
	Self	-	-	-	1	-	4.0	68
Gives me the freedom I need to do my job effectively	**All Raters**	-	-	-	-	1	5.0	95
	Managers	-	-	-	-	-	-	-
	Peers / Direct Reports	-	-	-	-	1	5.0	95
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	-	1	5.0	95
Articulates the strategy in plain language	**All Raters**	-	-	-	3	-	4.0	66
	Managers	-	-	-	2	-	4.0	66
	Peers / Direct Reports	-	-	-	1	-	4.0	66
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	1	-	4.0	66
Delegates authority; encourages independence	**All Raters**	-	-	1	1	1	4.2	81
	Managers	-	-	1	1	-	3.5	36
	Peers / Direct Reports	-	-	-	-	1	5.0	98
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	-	1	5.0	98
Enlists the talent of others in order to meet objectives	**All Raters**	-	-	1	5	2	3.9	61
	Managers	-	-	1	1	-	3.5	28
	Peers / Direct Reports	-	-	-	4	2	4.3	87
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	-	1	5.0	99

Clarity & Purpose cont'd

		1	2	3	4	5	AVG	%ILE
Recognizes and rewards high performers	**All Raters**	-	-	3	3	2	3.8	56
	Managers	-	-	1	1	-	3.5	40
	Peers / Direct Reports	-	-	2	2	2	4.0	70
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	1	-	4.0	70
Gives feedback accurately, timely and fairly	**All Raters**	-	-	-	3	4	4.3	90
	Managers	-	-	-	-	-	-	-
	Peers / Direct Reports	-	-	-	1	-	4.0	76
	Indirect Reports	-	-	-	2	4	4.7	97
	Self	-	-	1	-	-	3.0	15
Develops learning opportunities for employees	**All Raters**	-	-	3	5	-	3.4	39
	Managers	-	-	2	-	-	3.0	16
	Peers / Direct Reports	-	-	1	5	-	3.8	66
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	1	-	4.0	75
Communicates an inspiring vision	**All Raters**	-	1	4	4	5	3.7	60
	Managers	-	-	2	-	-	3.0	20
	Peers / Direct Reports	-	1	2	1	2	3.7	57
	Indirect Reports	-	-	-	3	3	4.5	93
	Self	-	-	-	-	1	5.0	99

Execution

		1	2	3	4	5	AVG	%ILE
Remains focused, even under pressure	**All Raters**	-	-	-	6	8	4.4	84
	Managers	-	-	-	2	-	4.0	58
	Peers / Direct Reports	-	-	-	2	4	4.7	92
	Indirect Reports	-	-	-	2	4	4.7	92
	Self	-	-	-	-	1	5.0	98
Pushes people to achieve at a higher level	**All Raters**	-	-	4	4	5	3.8	64
	Managers	-	-	2	-	-	3.0	13
	Peers / Direct Reports	-	-	2	-	3	4.2	84
	Indirect Reports	-	-	-	4	2	4.3	89
	Self	-	-	-	-	1	5.0	99
Holds people accountable	**All Raters**	-	-	2	6	5	4.1	79
	Managers	-	-	1	1	-	3.5	38
	Peers / Direct Reports	-	-	-	2	3	4.6	96
	Indirect Reports	-	-	1	3	2	4.2	83
	Self	-	-	-	1	-	4.0	74
Takes action with non-performers	**All Raters**	-	-	2	4	1	3.8	70
	Managers	-	-	1	1	-	3.5	54
	Peers / Direct Reports	-	-	1	3	1	4.0	82
	Indirect Reports	-	-	-	-	-	-	-
	Self	-	-	-	-	1	5.0	99
Plans effectively; avoids firefighting	**All Raters**	-	-	1	8	4	4.1	81
	Managers	-	-	1	1	-	3.5	45
	Peers / Direct Reports	-	-	-	3	2	4.4	93
	Indirect Reports	-	-	-	4	2	4.3	91
	Self	-	-	-	1	-	4.0	77

Execution cont'd

		1	2	3	4	5	AVG	%ILE
Makes timely decisions	**All Raters**	-	-	1	6	7	4.3	88
	Managers	-	-	-	2	-	4.0	72
	Peers / Direct Reports	-	-	1	2	3	4.3	88
	Indirect Reports	-	-	-	2	4	4.7	96
	Self	-	-	-	-	1	5.0	99
Follows through on commitments	**All Raters**	-	-	1	8	4	4.2	71
	Managers	-	-	-	2	-	4.0	60
	Peers / Direct Reports	-	-	1	2	2	4.2	73
	Indirect Reports	-	-	-	4	2	4.3	80
	Self	-	-	-	1	-	4.0	60

Executive Summary for Don Kartzmark's Comments from Raters

1. Strengths and Positive Contributions

Don is recognized as a highly capable and knowledgeable leader within the organization. His deep understanding of the market, strong relationship-building skills, and commitment to customer satisfaction are consistently highlighted as significant strengths.

- **Customer Advocacy and Market Expertise:** Don is highly regarded for his dedication to understanding and meeting customer needs. As noted by his manager, *"Don is passionately committed to the client, places their needs above all else, and puts more time and energy into client relations than any of his peers."* This commitment to customer advocacy is a cornerstone of his success and contributes to strong, lasting relationships with clients.
- **Commercial Acumen and Negotiation Skills:** Don's ability to navigate complex commercial negotiations and secure competitive deals is another key strength. Colleagues describe him as having *"strong commercial negotiation skills"* and *"a high level of confidence"* in his market. His strategic approach to maximizing deal opportunities while maintaining competitive pricing is well-respected.
- **Leadership and Communication:** Don's leadership style, while sometimes direct, is effective in driving his team to perform at a high level. One colleague mentioned, *"Don is a well-respected leader at Haskell who puts the client first and drives his teams to perform at the highest level."* His ability to communicate clearly and deliver messages effectively, both internally and externally, is valued by those who work with him.
- **Experience and Knowledge Sharing:** Don's extensive experience in design and construction, particularly in the beverage industry, is a significant asset. He is recognized for strategically conserving his leadership time and energy on high-return targets. As one colleague noted, *"Don does a great job providing an outstanding client experience."* His willingness to share his knowledge and experience with others is appreciated, contributing to the development of his team.

2. Areas for Development

While Don's strengths are clear, the feedback also highlights several areas where he could focus on improvement, particularly in fostering collaboration, building trust, and enhancing his leadership approach.

- **Collaboration and Team Engagement:** A recurring theme in the feedback is Don's tendency to operate independently, which can sometimes hinder collaboration. One manager suggested, *"Don acts independently and makes decisions for his benefit with little to no coordination and communication with others. This behavior erodes trust and can appear as dishonest."* By engaging more collaboratively with his team and other stakeholders early in the process, Don could enhance team cohesion and reduce friction later on.
- **Openness to New Ideas and Feedback:** While Don has made progress in being open to feedback, there is room for further growth. As one colleague observed, *"Don seems to prefer the way 'it has always been done' and is resistant to other ideas."* Embracing a more open-minded approach to new ideas and differing perspectives

could lead to more innovative solutions and broader acceptance of his leadership.

- **Building Trust and Avoiding Self-Centeredness:** Some feedback indicates that Don's approach can sometimes come across as self-centered or dismissive, which may impact trust within the team. One colleague mentioned, *"Don focuses on personal goals first."* Building trust by being more transparent, avoiding side conversations, and ensuring that decisions are made with the broader team's interests in mind could strengthen his leadership effectiveness.
- **Leadership Style and Humility:** While Don is respected for his market expertise, there is a perception that his leadership style could benefit from more humility and inclusivity. As one comment noted, *"Don can seem aloof or arrogant at times. I would like to see Don lead with more humility and take on a few people to mentor and challenge outside his project/client pursuit strength areas."* By fostering a more inclusive leadership style and mentoring others, Don could broaden his influence and support the development of future leaders.

3. Opportunities for Growth

Don's feedback also presents several opportunities for growth that could enhance his leadership capabilities and overall impact within the organization.

- **Enhancing Team Development:** While Don is skilled in managing client relationships and projects, there is an opportunity for him to focus more on developing his team. A colleague suggested, *"Don would do well to make sure he helps develop more like him."* By investing time in mentoring and developing his team members, Don could help build a stronger, more capable team that can operate independently and effectively.
- **Improving Communication and Coordination:** Another area of growth for Don is improving communication and coordination, particularly with other departments and disciplines. Early engagement and collaboration could prevent misunderstandings and ensure that all team members are aligned on project goals. As one manager advised, *"Be more collaborative on the front end of projects…This early engagement will make others more aware of the opportunity and create less friction later."*
- **Managing Stress and Emotional Responses:** Don's feedback suggests that managing stress and being more mindful of his communication style in challenging situations could further enhance his leadership. One piece of advice was, *"Slow down and think about your words and actions before acting…For him to ascend in leadership, it needs to be consistently positive."* By managing his stress and considering the impact of his words and actions, Don could create a more positive and supportive work environment.
- **Broadening Leadership Impact:** Finally, Don is encouraged to expand his leadership beyond his immediate market responsibilities. By leading initiatives that have a broader impact on the organization and taking on roles that challenge him outside his comfort zone, Don could further demonstrate his leadership potential and contribute to the organization's overall success.

The rater comments demonstrate Don has deep market knowledge, strong client advocacy, and effective communication skills. To continue his growth as a leader, Don could focus on fostering greater collaboration, building trust, embracing new ideas, and expanding his leadership impact within the organization. By addressing these areas with his coach, Don can continue to enhance his effectiveness as a leader and contribute even more significantly to the success of his team and the organization.

Executive Summary for Don Kartzmark's Interview Results

1. Strengths and Positive Contributions

Don is recognized for his strategic thinking, trust in his team, and ability to provide a calm and confident presence in challenging situations. His leadership style, though direct, is effective in maintaining focus on the big picture and ensuring successful outcomes.

- **Strategic Leadership:** Don excels in strategic thinking, often focusing on long-term goals and broader business objectives. One interviewee noted, *"He lives in the strategic world almost most of the time... His focus on the strategy allows people to be more tactical."* This ability to prioritize strategy while still addressing tactical needs when necessary is a key strength that helps align his team's efforts with the organization's overall goals.
- **Trust and Empowerment:** Don's leadership style is marked by a high level of trust in his team. He avoids micromanaging and allows his team members the autonomy to execute their responsibilities. As one colleague mentioned, *"He definitely trusts what I'm doing. He doesn't second guess, what I'm doing and what I'm saying."* This trust empowers his team to operate independently while still aligning with his strategic direction.
- **Calm and Reassuring Presence:** In high-pressure situations, Don brings a calm and confident demeanor that helps reassure both clients. One interviewee shared, *"He brings a confidence of experience that sells our customers... that everything's going to be okay, and we're going to get through this particular issue."* This ability to provide stability and assurance in challenging moments with clients is highly valued by those who work with him.
- **Open Communication:** Don fosters an environment of open and transparent communication, particularly with his direct reports. Another interviewee highlighted this, stating, *"We have a very open communication. I bring up issues... and he gives me his feedback on how he does it, what he feels has worked for him."* This open dialogue allows for honest exchanges of ideas and helps build trust within the team.

2. Areas for Development

While Don's strengths are clear, the feedback also highlights several areas where he could focus on improvement, particularly in managing emotional responses, refining communication, and balancing strategic with tactical actions.

- **Managing Emotional Responses:** A recurring theme in the feedback is Don's tendency to let emotions influence his immediate reactions, particularly in tactical situations. One interviewee observed, *"Sometimes his emotions take over... he needs to kind of stand back and think of what he's going to say."* By managing his

emotional responses more effectively, Don could avoid potential misunderstandings and ensure that his communication remains constructive, even in challenging situations.

- **Refining Communication with Clients:** While Don is generally effective in client interactions, there are instances where his directness could be tempered to avoid alienating clients. One colleague mentioned, *"Sometimes you can see his frustrations bleed through... if you're going to be curt with a client, make it by choice and not by emotion."* Being more mindful of how his words and tone might be perceived could help Don maintain strong client relationships, even when delivering difficult messages.
- **Balancing Strategy with Tactical Execution:** While Don excels in strategic thinking, there is feedback suggesting that he could improve in managing tactical details, particularly when these details have a significant impact on project outcomes. One interviewee noted, *"When you get into the technicalities, he is better at the strategy than in the actual technicalities."* Ensuring that tactical decisions are well-informed and aligned with the broader strategy could enhance the effectiveness of his leadership.

3. Opportunities for Growth

The interviews also present several opportunities for Don to enhance his leadership capabilities and overall impact within the organization.

- **Enhancing Influence Across Teams:** Don could focus on expanding his influence beyond his immediate team by fostering collaboration with other divisions and departments. One interviewee suggested, *"He could find the common ground... that will certainly help on those other relationships where they are not seeking the same interest."* Building stronger cross-functional relationships could enhance Don's ability to drive broader organizational success.
- **Strengthening Tactical Decision-Making:** While Don's strategic focus is a significant strength, there is an opportunity for him to refine his approach to tactical decision-making, particularly in high-stakes situations. As one interviewee noted, *"He should check the number for every project that he has done."* By ensuring that tactical decisions are based on thorough analysis and accurate information, Don could further enhance the credibility and effectiveness of his leadership.
- **Improving Accessibility and Support:** Don could also work on being more accessible to his team members, providing guidance and support as needed. One interviewee mentioned, *"If he were more accessible to me, that would be even better."* Increasing his availability, particularly during critical moments, could help Don provide more timely support and ensure that his team feels fully supported.

The interviews about Don highlight a leader with strong strategic acumen, trust in his team, and a calming presence in challenging situations. To continue his growth as a leader, Don could focus on managing his emotional responses, refining his communication with clients, balancing strategic with tactical execution, and expanding his influence across the organization. By addressing these areas with his coach, Don can continue to enhance his effectiveness as a leader and contribute even more significantly to the success of his team and the organization.

Professional Development Plan for Don Kartzmark

1. Enhancing Emotional Intelligence and Empathy
Objective: Improve Don's ability to manage emotions, increase empathy, and listen to others' perspectives, particularly in high-pressure situations.

Key Areas:
- **Self-Regulation & Social Awareness:** Don can benefit from improving his ability to recognize and manage his emotions (high Self-Regulation score of 72) while enhancing his awareness of how these emotions impact others (moderate Social Awareness score of 53).

Action Steps:
1. **VIPE Model for Collaborative Conversations:** Utilize the Cortex Team Strengths VIPE model (Vision, Ideation, Planning, Execution) to structure conversations, ensuring that Don actively listens and incorporates others' perspectives.
   - **Application:** In meetings, Don should consciously follow the VIPE model, starting with a clear Vision, engaging in Ideation by inviting others' input, moving to Planning collaboratively, and ensuring alignment during Execution. This structured approach will help Don remain focused on listening and integrating diverse viewpoints.
2. **Leadership & Self Deception:** As part of continuous improvement, Don should read *Leadership & Self Deception* by the Arbinger Institute. This book will help him understand how self-deception can hinder his ability to see others' perspectives and improve his relational dynamics.
   - **Application:** Don can set aside time each week to reflect on the principles from the book and apply them to his interactions, especially in challenging situations where he might be prone to react emotionally.
3. **3 Vital Questions Micro-Learning Course:** Enroll in the 3 Vital Questions micro-learning course to further develop Don's ability to shift from a problem-reactive mindset to an outcome-creating mindset. This will support his growth in managing emotional triggers and improving his decision-making processes.
   - **Application:** Don should complete the course modules and apply the principles to his daily leadership practices, especially in situations that require him to manage stress and emotions effectively.

2. Building Collaborative Relationships
Objective: Foster a more collaborative environment by actively engaging with team members, reducing the perception of independence or "lone wolf" behavior.

Key Areas:
- **Collaboration & Inclusion:** Don's low score in Collaborative (0) and high Commanding (92) suggest a preference for control that could inhibit collaboration. Emphasizing inclusivity and shared decision-making will be crucial.

Action Steps:
1. **VIPE Model for Team Engagement:** Continue using the Cortex Team Strengths

VIPE model in all team meetings to ensure that all voices are heard and valued. The model's focus on Ideation and Planning will encourage collaboration and shared ownership of decisions.

- o **Application:** In each meeting, Don should begin by setting a clear Vision, then actively engage in Ideation by soliciting input from all participants, collaboratively develop a Plan, and ensure everyone is aligned on Execution. This approach will reinforce a culture of collaboration.

2. **10 Rules of Inclusion for Self-Reflection:** Use the *10 Rules of Inclusion* as a self-reflection tool to enhance Don's curiosity and openness during internal meetings. These rules will help Don remain mindful of inclusivity and ensure that he is considering diverse perspectives.
   - o **Application:** Before and after each key meeting, Don should review the 10 Rules of Inclusion, reflecting on how well he adhered to them during the discussion. This practice will help him remain curious and inclusive, fostering a more collaborative environment.
3. **Mentorship and Peer Support:** To further enhance collaboration, Don should establish a peer mentorship program where he can guide emerging leaders while also practicing collaborative leadership.
   - o **Application:** Identify potential leaders within the organization and set up regular mentorship sessions. During these sessions, Don should use the VIPE model to facilitate discussions, ensuring that he is both leading and listening effectively.

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3. Balancing Strategic and Tactical Actions
Objective: Enhance Don's ability to balance strategic focus with effective tactical execution, ensuring that long-term goals are aligned with day-to-day operations.

Key Areas:
- **Strategic Focus vs. Tactical Execution:** Don's DISC profile shows strengths in strategic thinking (high Dominance and Influence) but lower scores in Compliance, which might lead to gaps in managing tactical details.

Action Steps:
1. **VIPE Model for Strategic Alignment:** Use the VIPE model to align daily operations with long-term strategies. This will help Don integrate strategic thinking with tactical execution more effectively.
   - o **Application:** During project planning and review sessions, Don should guide his team through the VIPE process, ensuring that tactical activities (Execution) are directly contributing to the broader Vision and strategic goals.
2. **Leadership & Self Deception Application:** Apply the principles from *Leadership & Self Deception* to balance strategic and tactical decision-making. The book's insights on self-awareness and relational dynamics will help Don ensure that his strategic decisions are grounded in reality and informed by a clear understanding of the tactical landscape.
   - o **Application:** After completing the book, Don should create a personal action plan to apply its lessons to both strategic and tactical aspects of his work. This might include setting specific goals for how he will involve his team in both

planning and execution.

3. **Delegation and Tactical Feedback Loop:** Improve delegation by using the VIPE model to ensure that tactical decisions are well-coordinated with the broader strategy. This will help Don maintain strategic oversight while empowering his team to handle tactical details.
   - ○ **Application:** Don should identify key team members to take on more responsibility for tactical execution, using the VIPE model to guide them through the process. Regular check-ins should be scheduled to review progress and make adjustments as needed.

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4. Improving Openness to New Ideas
Objective: Foster a culture of innovation and inclusivity by being more open to new ideas and perspectives from his team.

Key Areas:
- **Openness & Collaboration:** Don's high Commanding and low Collaborative scores indicate a need to be more receptive to new ideas and alternative approaches as does some of the responses from those he works for and with.

Action Steps:
1. **Innovation Roundtables Using VIPE:** Implement *Innovation Roundtables* structured by the VIPE model to encourage brainstorming and idea generation within the team. The VIPE model's emphasis on Ideation will ensure that all team members have a voice in the innovation process.
   - ○ **Application:** Schedule monthly roundtables where team members can present new ideas. Don should use the VIPE model to facilitate these sessions, ensuring that all perspectives are considered and that the final decision aligns with the strategic Vision.
2. **10 Rules of Inclusion for Curiosity:** Use the *10 Rules of Inclusion* as a guide to remain curious and open to different perspectives. These rules will help Don stay mindful of the importance of inclusivity in fostering innovation.
   - ○ **Application:** Before each Innovation Roundtable, Don should review the 10 Rules of Inclusion to prepare himself to listen openly and encourage diverse ideas. After each session, he should reflect on how well he adhered to these principles and identify areas for improvement.
3. **Continuous Learning with the 3 Vital Questions:** Enroll in the 3 Vital Questions micro-learning course to develop Don's ability to shift from a problem-reactive mindset to an outcome-creating mindset, enhancing his openness to new ideas.
   - ○ **Application:** Don should complete the course and apply its principles to his leadership practices, particularly in situations where he might otherwise default to familiar approaches. The course will help him stay open to new possibilities and more collaborative ways of working.

This professional development plan is designed to help Don leverage his strengths while addressing key areas for growth. By focusing on emotional intelligence, collaboration, balancing strategic and tactical actions, and openness to new ideas, Don can enhance his leadership effectiveness and contribute more significantly to the success of his team and

organization. Regular check-ins with a coach or mentor, using the outlined Cortex servant leadership materials, will support Don in implementing these strategies and achieving his development goals.