

The Organizational Champion™

Assessment Results

About the Assessment:

How to become an Organizational Champion...

To **Win**, you must excel in behaviors that others find difficult and consistently push these behaviors to others.

To **Tie**, you may find that you perform general leadership responsibilities just as effectively as other leaders across companies, but your performance needs to be enhanced and more consistently applied across situations.

To **Lose**, you may be ignoring critical behaviors or opportunities that will enable you to effectively lead others in today's business environment.

Enlightened

Champions have a strong sense of confidence, self-awareness, and are consistent. They have an understanding of their strengths and weaknesses and are comfortable with who they are at their core. Champions are not defined by circumstances and can confidently maneuver through challenging situations.

Connected

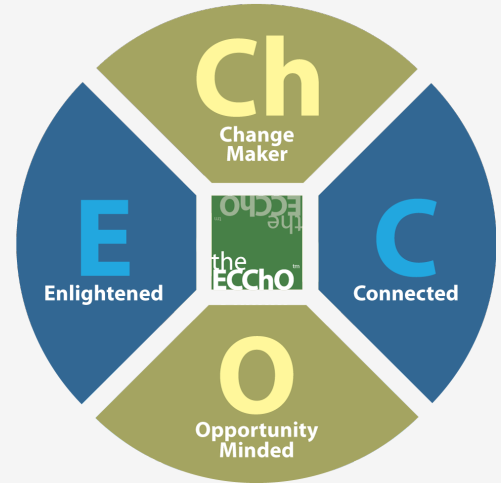
Champions genuinely invest in others and have the ability to build trust through their pursuit of mutually beneficial outcomes. Their passion, energy, and commitment are inspirational to those around them.

Change Maker

Champions are skilled at driving and pushing healthy organizational change through agility, perseverance, communication, and collaboration. Their efforts push the business forward without sacrificing quality or efficiency.

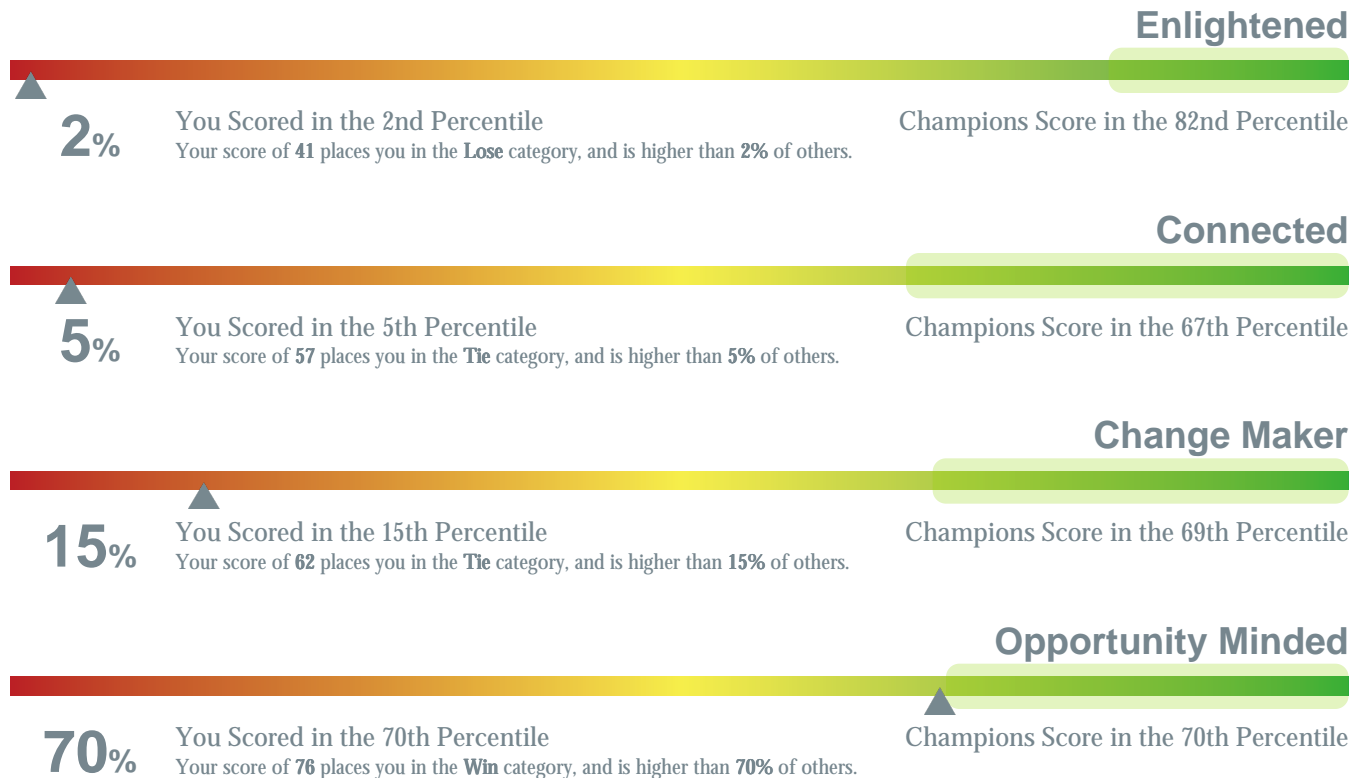
Opportunity Minded

Champions inspire and ignite the possibilities within people and organizations through their curiosity; never settling with what is comfortable. Their ability to capture and communicate bold visions opens the door to new opportunities.

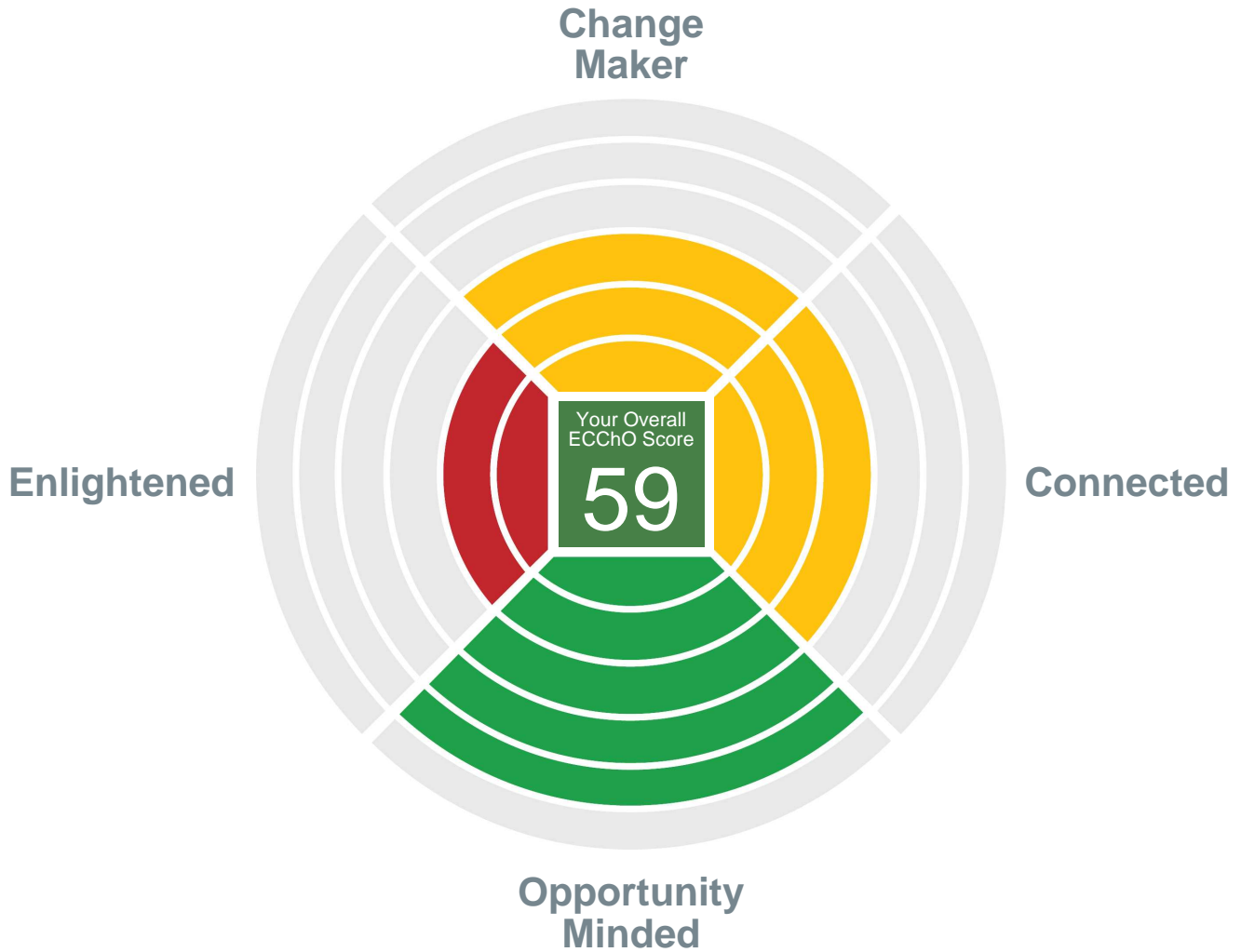


ECChO Assessment Results for Sample Report:

Friday, April 17, 2009 @ 1:26 AM



Your Overall Champion ECChO



Summary of your Organizational Champion's ECChO

ENLIGHTENED

You scored a **41**. This is in the **Lose** category.

Confident (Tie)
Consistent (Lose)
Self-Aware (Lose)

CONNECTED

You scored a **57**. This is in the **Tie** category.

Invested (Tie)
Passionate (Tie)
Cooperative (Lose)

CHANGE MAKER

You scored a **62**. This is in the **Tie** category.

Action Oriented (Tie)
Agile (Win)
Resilient (Tie)

OPPORTUNITY MINDED

You scored a **76**. This is in the **Win** category.

Never Satisfied (Tie)
Visionary (Win)
Courageous (Tie)



Your Organizational Champion's ECChO Details.
Read below for a description of your behaviors & thoughts based on your scores.

Your ENLIGHTENED score placed you in the **Lose** category.

Confident (Tie) - Based on your scores, **you may...**

- seek out new challenges and enjoy stretching yourself
- work well with others and effectively empower them to reach their goals
- find it challenging to explain complex or controversial ideas
- have a good understanding of your message, but struggle to help others understand
- feel uncomfortable sharing ideas with more influential people
- prefer to stay in the background in meetings

Consistent (Lose) - Based on your scores, **you may...**

- handle challenge and criticism positively, making it easy for others to bring issues your way
- feel misunderstood by others at work
- be temperamental at work
- find that others avoid you in stressful situations because you can have an inconsistent or volatile tone

Self-Aware (Lose) - Based on your scores, **you may...**

- be unaware of your strengths and weaknesses
- avoid situations that call into question your weaknesses because you may have a high fear of failure

Your CONNECTED score placed you in the **Tie** category.

Invested (Tie) - Based on your scores, **you may...**

- be fully present and live in the moment
- exude confidence and build trust with others
- easily approach relationships and generally enjoy meeting new people
- be hesitant to take advantage of relationships for fear of causing an inconvenience to others
- recognize that relationships can be beneficial to your work, but still focus on those in which you are most comfortable
- not fully realize the benefit of having numerous, far-reaching relationships

Passionate (Tie) - Based on your scores, **you may...**

- be very open and honest on your stance in any issue
- find your work exciting, enjoy going to work, and help others feel the same
- lack attachment to your work
- feel that emotions have no place at work

Cooperative (Lose) - Based on your scores, **you may...**

- not feel the need to justify or explain your actions
- struggle to get others to fully engage in your cause or mission
- feel that few people truly understand the complexity of your role
- be perceived as difficult when collaborating
- find that your desire to win arguments can get in the way of better outcomes
- be viewed as highly inflexible and find that others avoid negotiating with you

Your Organizational Champion's ECChO Details.
Read below for a description of your behaviors & thoughts based on your scores.

Your CHANGE MAKER score placed you in the **Tie** category.

Action Oriented (Tie) - Based on your scores, **you may...**

- be quick and confident when making decisions
- typically move projects forward despite setbacks
- push the organization to think differently in areas for which you are responsible
- only challenge processes that are very ineffective
- silently let processes outside your role frustrate you
- avoid challenging processes if you feel others will view it as inappropriate

Agile (Win) - Based on your scores, **you may...**

- adapt to change rapidly and enjoy the challenge that new and different situations bring
- value and invest in long-term, rather than short term, relationships
- find it easy and efficient to gather answers using your network of relationships
- function best with a plan and find that unexpected events throw you off

Resilient (Tie) - Based on your scores, **you may...**

- be very poised and steady, able to maintain focus on achieving positive outcomes despite the barriers
- motivate others to be resilient
- rely on your strong work ethic and commitment to achieve results, but struggle to manage multiple projects well
- get frustrated with changes in objectives or scope
- openly share your frustrations when unexpected events occur

Your OPPORTUNITY MINDED score placed you in the **Win** category.

Never Satisfied (Tie) - Based on your scores, **you may...**

- tend to look for better, more efficient solutions
- challenge people on all levels to think and work more efficiently, though they might become resistant
- be constantly curious
- expect yourself and others to go "above and beyond" to successfully execute difficult projects
- enjoy pushing the limits through your work pace and quality
- be open to views and feedback from a wide variety of people as long as you ask for it, but may become defensive or discount feedback if it is unexpectedly provided to you

Visionary (Win) - Based on your scores, **you may...**

- be an inquisitive person who tends to keep your eye towards the future
- value the strategic impact rather than the day-to-day progress
- value people who are willing to be courageous in their work, causing you to regularly push others to keep up with you

Courageous (Tie) - Based on your scores, **you may...**

- enjoy new endeavors that challenge you and the team to perform beyond expectations
- find others feel confident in you and not hesitate in presenting you with tough or challenging situations
- feel comfortable delegating big assignments to others with experience
- find it hard to immediately trust others to perform up to your standards
- not step outside of your immediate comfort zone to take on new challenges
- not attempt actions that have the potential for failure



Enlightened

Score: 41 Percentile: 2nd

Category	Win/Tie/Lose	Score	Trend*
Confident	Tie	57	N/A
Consistent	Lose	38	N/A
Self-Aware	Lose	27	N/A



Enlightened

Champions have a strong sense of confidence, self-awareness, and are consistent. They have an understanding of their strengths and weaknesses and are comfortable with who they are at their core. Champions are not defined by circumstances and can confidently maneuver through challenging situations.

Champion's Average Score: 77

Your Average Score: 41

Difference: **-36**

Champions who are **Enlightened** can be described as **Confident**, **Consistent**, and **Self-Aware**.

Confident

Champions are self-assured in their actions, opinions and decision-making. They remain poised and communicate effectively in even the most extreme situations.

Champion's Average Score: 75

Your Average Score: 57

Difference: **-18**

Consistent

Champions are reliable and steady, even when faced with uncertainty or opposition. Champions' opinions and actions remain true to their character and are not defined by their circumstances.

Champion's Average Score: 77

Your Average Score: 38

Difference: **-39**

Self-Aware

Champions have a keen awareness of their abilities and continuously pursue an understanding of their performance. Champions have the ability to maximize their strengths and mitigate their weaknesses.

Champion's Average Score: 78

Your Average Score: 27

Difference: **-51**

* Trending scores will be available on your next Deluxe report.

Enlightened

Based on your performance in the Enlightened category and the areas that have the highest potential for improvement, these coaching tips & action items are recommended to help you develop into an Organizational Champion.



Coaching Tips:

Take a hike.

Ok. Maybe not a hike, but a walk might do you some good following a setback. Take a lonely walk down the hall or outside to collect your thoughts. Try to avoid being in a position of having to react right out of the gate to bad news. By taking a moment to clear your head and capture proper perspective, you'll be better able to represent the true nature of a dilemma.

Identify your counter-balance.

None of us are good at everything. We have certain strengths that we depend on for success. And we have weaknesses that can impede progress. Oftentimes, we avoid situations that highlight our weaknesses. But rather than avoiding situations, seek out your counter-balance – that person who is strong in your area of weakness. Either learn from them or empower them. But definitely leverage them in order to continuously open doors that could lead to opportunities.

Action Steps recommended by other Organizational Champions:

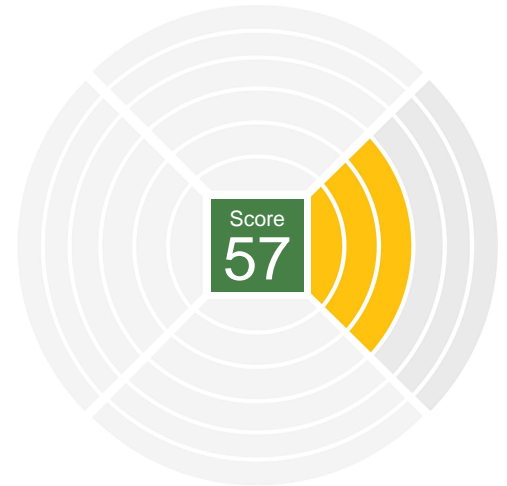
Here are some actions you can take to begin improving:

- 1) Be open to not knowing the answer and admitting when you are not the expert. Find the experts when necessary and get to the answer.
- 2) The next time you make a mistake, pay close attention to the response you give. Do you ignore the mistake? Do you get mad? Do you blame others, bringing them into the accountability process? Determine which of your responses get in the way of your improvement and make adjustments.
- 3) Identify a teammate with which you have a lot of trust. Ask this person to provide in-depth, constructive feedback to you on some regular basis. Schedule a recurring time to meet with this person. Share progress made each week from the feedback that was given from the previous meeting.
- 4) Set aside time each week to be available for team or customer feedback.

Connected

Score: 57 Percentile: 5th

Category	Win/Tie/Lose	Score	Trend*
Invested	Tie	69	N/A
Passionate	Tie	73	N/A
Cooperative	Lose	28	N/A



Connected

Champions genuinely invest in others and have the ability to build trust through their pursuit of mutually beneficial outcomes. Their passion, energy, and commitment are inspirational to those around them.

Champion's Average Score: 76
 Your Average Score: 57
 Difference: **-19**

Champions who are **Connected** can be described as **Invested**, **Passionate**, and **Cooperative**.

Invested

Champions value and build strong, collaborative relationships. They don't just network; they truly connect with individuals within and beyond their workgroups and industries.

Champion's Average Score: 73
 Your Average Score: 69
 Difference: **-4**

Passionate

Champions feel and exhibit a personal commitment and excitement for their work. They have the ability to ignite energy and excitement in others.

Champion's Average Score: 77
 Your Average Score: 73
 Difference: **-4**

Cooperative

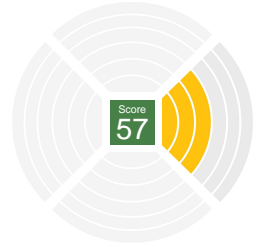
Champions strive for mutually beneficial relationships. They consistently demonstrate a win-win mentality and openly collaborate with others in their interactions and negotiations.

Champion's Average Score: 77
 Your Average Score: 28
 Difference: **-49**

* Trending scores will be available on your next Deluxe report.

Connected

Based on your performance in the Connected category and the areas that have the highest potential for improvement, these coaching tips & action items are recommended to help you develop into an Organizational Champion.



Coaching Tips:

Spend more time with your critics.

We like spending time with people we like and with people who like us back. When we experience someone who offers criticism, we can become defensive or ignore the feedback. Try something different. Approach your critics and invite them to provide a much more thorough explanation of the challenge. Ask more questions for clarity and maintain a truly interested mindset. Draw upon your critics to make you better regardless if they are a direct report, a peer, a supervisor, or an expert in your field.

Seek more opportunities for personal inspiration.

Many people who are passionate and energetic are so, not because of their personality style, but because of their life experiences. The most passionate people have experienced extraordinary events, both tragic and exhilarating. Passionate people have allowed themselves to be moved by amazing things. Are you noticing amazing events in life? If not, why? Be impressed with deserving things. Allow, better yet, push yourself to become excited. You'll find your communications will follow your mindset, and others will be energized, influenced, and inspired by it.

Action Steps recommended by other Organizational Champions:

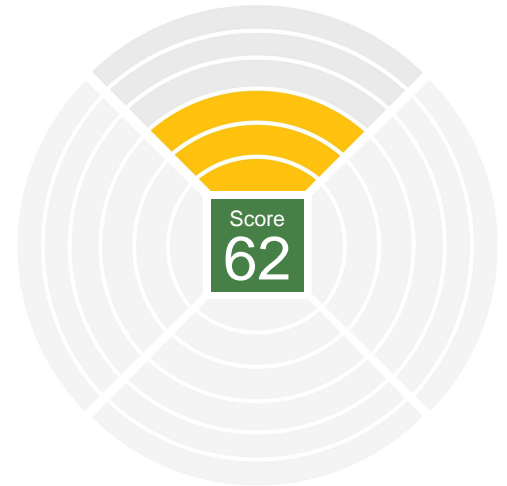
Here are some actions you can take to begin improving:

- 1) Identify the departments that are critical to your success in your role. For the relationships you have inside of these departments, take the time to understand what motivates those people. Truly understanding someone's motivations allows you to work towards the best outcome for that person and for you.
- 2) Understand the difference in individual learning styles. Find out what works best for those you supervise, mentor or train and use that knowledge to teach them more effectively. Pay attention to whether discussion, demonstrations or visuals helps someone understand.
- 3) Prove to your team that you work as hard for them as they do for you. Create a sense of unity by working side-by-side when needed and reinforce the value of this with others.
- 4) Check in with your customers, peers, managers and direct reports on a regular basis to see if you are currently serving their unique needs and ask for feedback on how you can improve.

Change Maker

Score: 62 Percentile: 15th

Category	Win/Tie/Lose	Score	Trend*
Action Oriented	Tie	56	N/A
Agile	Win	74	N/A
Resilient	Tie	57	N/A



Change Maker

Champions are skilled at driving and pushing healthy organizational change through agility, perseverance, communication, and collaboration. Their efforts push the business forward without sacrificing quality or efficiency.

Champion's Average Score: 77

Your Average Score: 62

Difference: **-15**

Champions who are **Change Maker** can be described as **Action Oriented**, **Agile**, and **Resilient**.

Action Oriented

Champions are always moving forward. They value progress, performance, and continuous improvement.

Champion's Average Score: 77

Your Average Score: 56

Difference: **-21**

Agile

Champions have the ability to work quickly and effectively, utilizing a variety of skills, resources and knowledge to easily maneuver through project requirements, problems, and barriers.

Champion's Average Score: 73

Your Average Score: 74

Difference: **+1**

Resilient

Champions do not give up. They use mistakes or setbacks as opportunities to learn and find new ways to succeed.

Champion's Average Score: 82

Your Average Score: 57

Difference: **-25**

* Trending scores will be available on your next Deluxe report.

Change Maker

Based on your performance in the Change Maker category and the areas that have the highest potential for improvement, these coaching tips & action items are recommended to help you develop into an Organizational Champion.



Coaching Tips:

Use change as an opportunity to invest in and commit to a healthier lifestyle – focus on getting better personally to counter your stress.

You might find it a little odd to recommend this action to some of you who struggle with changing demands, but it's a recommendation based on science. Believe it or not, people who are in good physical and emotional health are often better at embracing change. Do you find yourself eating or exercising more or less during periods of change? Have you become more secluded? Do you sleep too much during change processes? If so, monitor your behavior and make decisions for better health. It might not be a bad idea to step up your exercise regimen during change to allow your body to release some stress.

Contribute new ideas by becoming more vocal.

It's easy sometimes to keep your nose down and focused on your own work. But more and more, companies are seeing the value of collaborative processes between groups. These collaborations ignite new ideas and efficiencies throughout entire processes. An easy way to contribute more is to become more vocal. Everyone appreciates an honest question. Get comfortable asking "What if?" more. "What if" questions aren't threatening to others, but still force thought. You'll likely find that you can contribute to areas outside of your direct role more than you thought.

Action Steps recommended by other Organizational Champions:

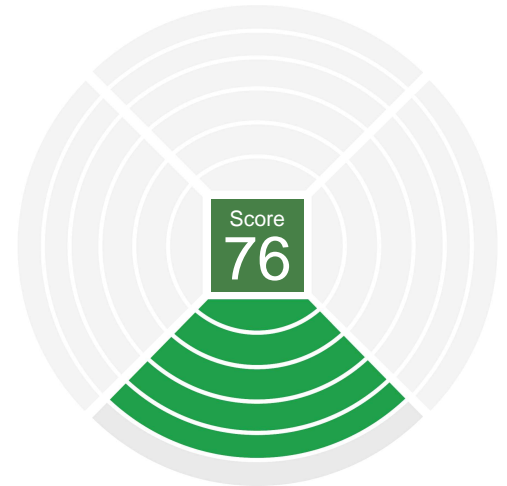
Here are some actions you can take to begin improving:

- 1) When you face a barrier or setback, decide what you can change and what you cannot. Prioritize the things that you can change and acknowledge, but don't dwell on, those you can't.
- 2) When you realize that you will miss a deadline, acknowledge this as soon as possible. Assemble a team that can help you achieve your goal on time and on target or proactively address how things should shift accordingly.
- 3) Identify 1-2 leaders that you admire for their resilience and their ability to face tough challenges head on. Ask them to lunch and understand their perspective, how they approach challenges, and how they've dealt with specific challenges throughout their career.
- 4) When a mistake occurs, put aside your ego and keep in mind that it's not just about you and how you look. Look at the impact your mistake has on others and don't be afraid to recognize its impact. Use this as motivation to try again.

Opportunity Minded

Score: 76 Percentile: 70th

Category	Win/Tie/Lose	Score	Trend*
Never Satisfied	Tie	72	N/A
Visionary	Win	90	N/A
Courageous	Tie	67	N/A



Opportunity Minded

Champions inspire and ignite the possibilities within people and organizations through their curiosity; never settling with what is comfortable. Their ability to capture and communicate bold visions opens the door to new opportunities.

Champion's Average Score: 76
 Your Average Score: 76
 Difference: 0

Champions who are **Opportunity Minded** can be described as **Never Satisfied**, **Visionary**, and **Courageous**.

Never Satisfied

Champions are constantly curious about the possibilities. They are continuously pushing performance improvement of individuals and processes.

Champion's Average Score: 80
 Your Average Score: 72
 Difference: -8

Visionary

Champions are always looking to the future. They promote innovation and creative thinking. Champions can communicate in a way that promotes buy-in for their vision.

Champion's Average Score: 70
 Your Average Score: 90
 Difference: +20

Courageous

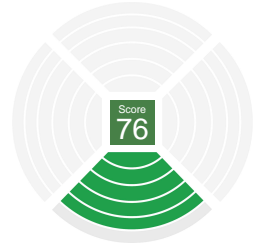
Champions welcome and thrive on the unknown. Champions are passionate about discovering new ideas, innovative solutions, and executing the "impossible".

Champion's Average Score: 78
 Your Average Score: 67
 Difference: -11

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Opportunity Minded

Based on your performance in the Opportunity Minded category and the areas that have the highest potential for improvement, these coaching tips & action items are recommended to help you develop into an Organizational Champion.



Coaching Tips:

Find something transformational to pursue.

It's easy to make safe moves in our careers or in our roles. After all, our jobs are supposed to provide security to our lives. And safe decisions or pursuits that don't push our capabilities may help us hang onto our jobs. But bold moves are what truly elevate champions. Play it safe in most things, but find something transformational to pursue. Test the "courage" waters and see where it leads you. You might find exponential growth and career opportunities because of it.

Invite a few "outsiders" in to give their observations or input on your work product, processes and/or team.

The best organizations have something they call cross-departmental collaboration. That phrase sounds a lot like "consultant speak", but it harbors an important point – the more people talk openly and honestly, the more improvement and innovation occurs. If you or your organization struggles in this area, become the model. Invite others into your area and seek their input. Hopefully they will return the favor to you and you'll inspire a more open and collaborative culture.

Action Steps recommended by other Organizational Champions:

Here are some actions you can take to begin improving:

- 1) Identify and accept one stretch assignment that exceeds your normal job requirements. Make sure it is attainable, yet is challenging enough to grow your knowledge and skills.
- 2) Seek out and invest in one learning opportunity this month that will build your skills around innovation and creativity. Share what you learn with your team.
- 3) Spend time every week studying and learning about your competition. What are they doing now? What is their big priority, product or initiative? Allow this to push you forward and challenge you to stay ahead of your competition.
- 4) Take time this week for an internal audit of how you use fear in your work life. Does fear paralyze you into no action or does fear motivate you and propel you forward?