



Your Leadership Profile

E

Focused Executor

As a Focused Executor you excel at doing the analysis, planning, and hard implementation work required to turn the promise of an evolving new idea into something concrete and valuable. You get excited at seeing projects completed—at turning on the new machine, product, or service that you've just built and seeing it actually work.

Your Assessment Averages

3.4 Courage to Innovate
Details **3.0** Discovery Skills
Details **4.5** Delivery Skills
Details

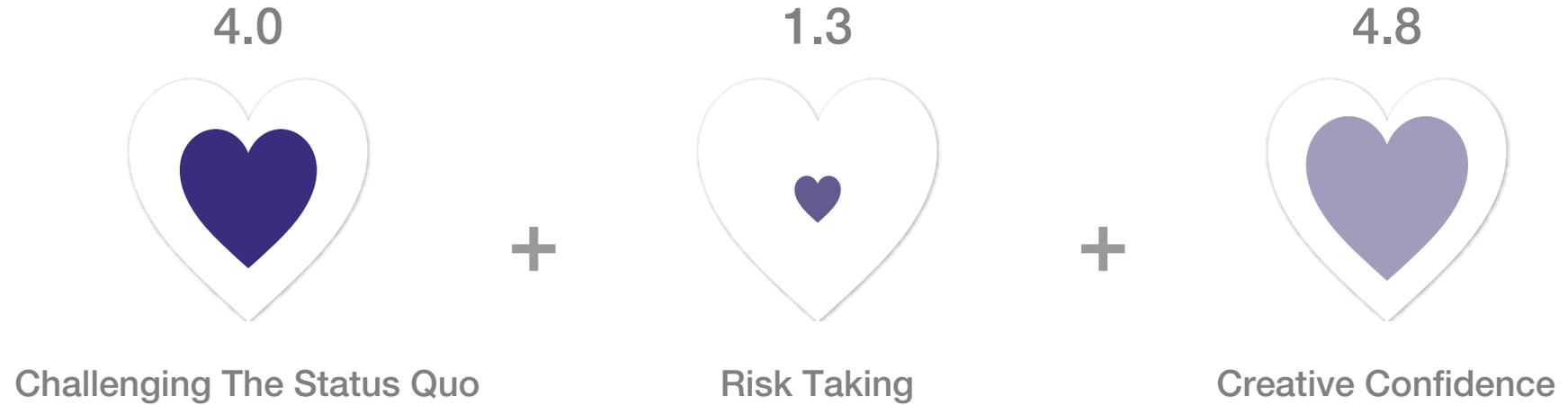
*All scores calculated out of 7.0

Discovery-Delivery Skills Matrix



★ Your Profile

Your Courage to Innovate



Your Courage to Innovate

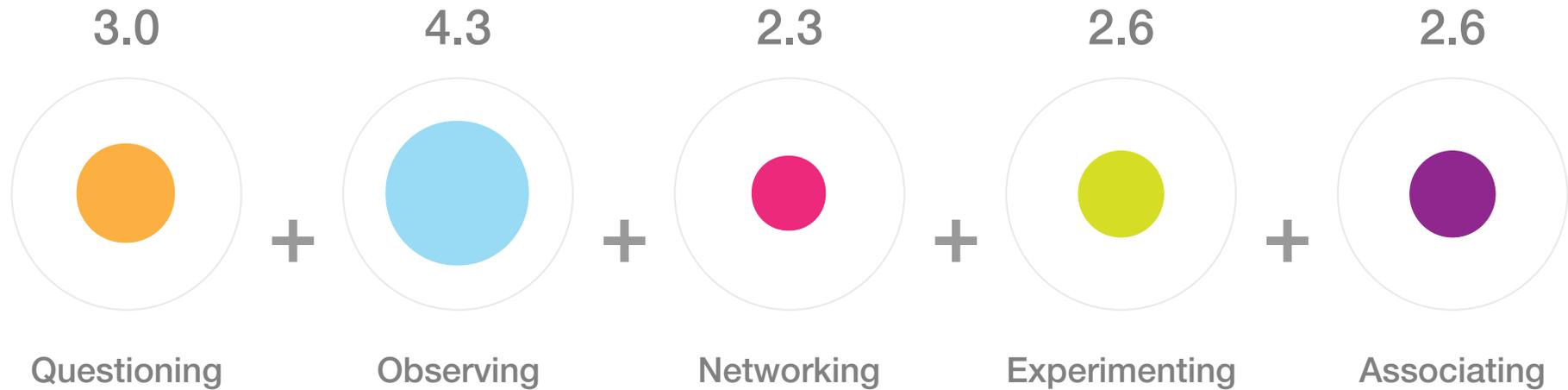


Why do innovators question, observe, network, and experiment more than other individuals? Successful innovators consistently show the Courage to Innovate, which means they:

- 1) challenge the status quo
- 2) take smart risks to make change happen
- 3) feel confident in their creative capacity

Each component of Courage to Innovate matters. Each plays a key role in building the motivational force to make change happen.

Your Discovery Skills



Your Discovery Skills



Discovery Skills refer to the set of skills that contribute to one's ability to generate novel insights that result in new products, processes, or business models.

The five discovery competencies are comprised of the following:

- 1) Questioning
- 2) Observing
- 3) Networking
- 4) Experimenting
- 5) Associating

Your Delivery Skills



Your Delivery Skills

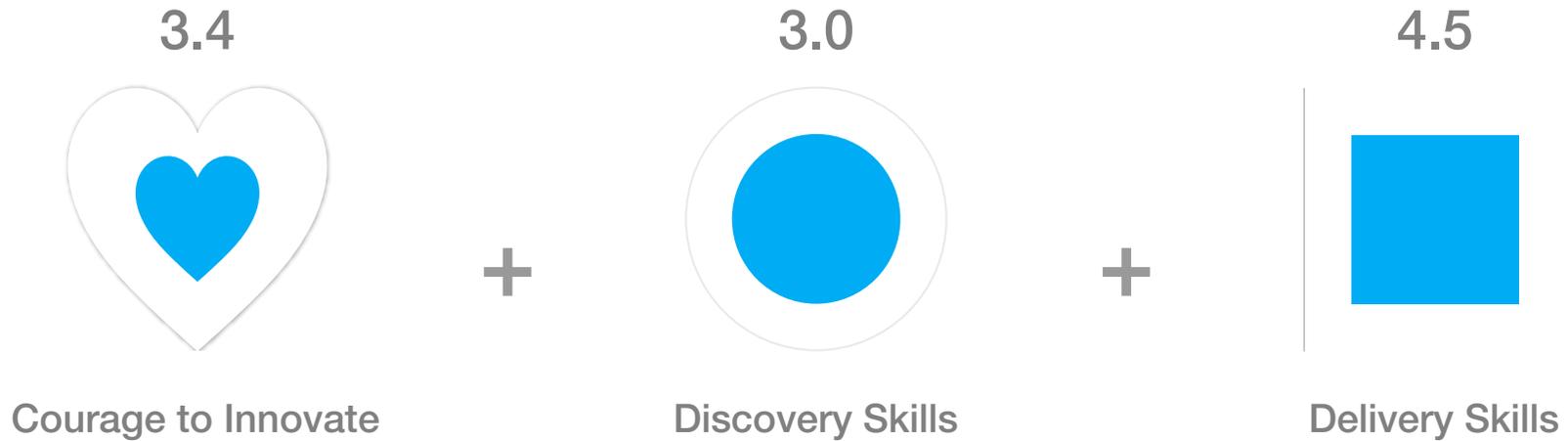


Delivery Skills refer to the important set of skills that contribute to one's ability to execute on a business plan, thereby delivering impressive financial results.

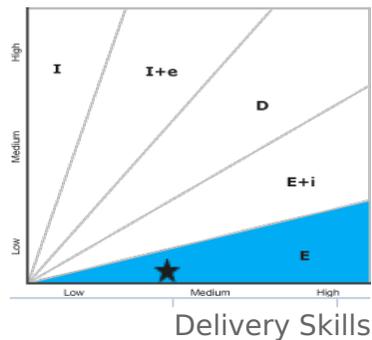
The delivery skills include four main dimensions:

- 1) Analyzing
- 2) Planning
- 3) Detail Oriented
- 4) Self-Disciplined

Building Your Innovators DNA



E - Focused Executor



Putting Your Profile to Work

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Summary of Responses

♥ Challenging the Status Quo

QUESTION

I have a strong desire to change the world.

I thrive on changing the status quo.

I challenge the way things are currently done.

YOUR RESPONSE

7

2

3

♥ Risk Taking

QUESTION

I am not afraid of making big mistakes.

YOUR RESPONSE

1

I am not afraid to fail.

1

I frequently take risks.

2

♥ Creative Confidence

QUESTION

I struggle to find unique, creative solutions to problems.

YOUR RESPONSE

4

I am not creative.

7

I am confident in my ability to generate creative ideas.

5

I am a creative problem solver.

3

● Questioning

QUESTION	YOUR RESPONSE
I often ask questions that challenge the status quo.	4
I constantly ask thought-provoking questions to get at the root of the problem.	3
I rarely ask questions that challenge others' fundamental assumptions.	2
I ask insightful 'what if' questions that provoke exploration of new possibilities.	3
I ask provocative questions that make others uncomfortable.	3

● Observing

QUESTION	YOUR RESPONSE
I rarely pay attention to everyday experiences to get new ideas.	6
I get innovative ideas by directly observing how people interact with products or services.	4
I have a continuous flow of new ideas that comes through observing the world.	3
I go on observing excursions to watch how customers or end users experience various products or services.	N/A
I visit other organizations to look for new ways of doing things.	N/A

● Networking

QUESTION	YOUR RESPONSE
I rarely meet with people outside of the immediate industry to find best practices and spark new ideas.	2
I frequently interact with a large network of contacts to get ideas for new products or services.	2
I actively seek out individuals from very different backgrounds who can help find or evaluate new ideas.	2
I talk to new people with surprisingly different perspectives to generate or get feedback on ideas.	3
I talk with a diverse set of people (e.g., from different business functions, companies, industries, geographies, etc.) to find or refine new business ideas.	N/A

● Experimenting

QUESTION	YOUR RESPONSE
I actively search for new ideas through experimenting.	3
I rarely experiment to create new ways of doing things.	2
I have a history of taking things apart to see how they work.	2
I am adventurous, trying out new experiences to spark new ideas.	3
I run pilots or small experiments to see if an idea works.	3

● Associating

QUESTION	YOUR RESPONSE
I rarely find solutions to problems by drawing on solutions or ideas developed in other industries, fields, or disciplines.	2
I creatively solve challenging problems by drawing on diverse ideas or knowledge.	5
I find new ideas by relating out-of-industry trends and patterns to my organization.	2
I brainstorm ways to solve problems by borrowing ideas from industries or situations unrelated to our organization.	2
I connect ideas from industries or situations unrelated to our business (often through analogy).	2

■ Analyzing

QUESTION	YOUR RESPONSE
I do not make rash decisions.	2
I always do careful analysis of data to make well-thought-out decisions.	3
I insist on realism and facts when making decisions.	3
I strongly prefer to make data-driven decisions rather than rely on gut instinct or intuition.	3
I jump into new projects quickly without doing careful analysis.	4

■ Planning

QUESTION

I excel at breaking down a goal or plan into the micro tasks required to achieve it.

YOUR RESPONSE

3

I do work according to an organized plan.

6

I am not well-organized in work life.

6

I rely on written plans to guide my use of time.

7

I create a written plan to guide my actions.

6

■ Detail Oriented

QUESTION

I don't pay attention to details at work.

7

I focus on the details to make sure work is done precisely.

5

I am careful to avoid making mistakes.

7

I focus so intensely on completing tasks flawlessly that others get annoyed sometimes.

5

I notice small mistakes that others don't see.

6

■ Self Disciplined

QUESTION

I need a push to get started on new tasks.

I don't procrastinate on things that should get done.

I always follow through to complete a task, no matter what the obstacles are.

I hold myself strictly accountable for getting results.

I set aside time to double check the accuracy of my work assignments.

YOUR RESPONSE

3

2

5

3

4