Leadership Development Companion

For Demo Surveys December from Better Inc

Generated on: 10 Nov 2023

Better Inc.
Technology Improving the World

Contents

What is in this Companion?

This companion highlights the strengths and development opportunities of your team overall, and for the individuals within the team.

Why REACH Matters

Growing REACH grows effectiveness in many contexts including leadership – take a look at some of the science behind REACH, and why REACH matters here.

What benefits can I get from the information?

We all have our strengths (personality traits that mean certain activities and tasks come naturally) and other tasks that are less natural, and require us to stretch out of our comfort zone.

By focusing training and development on the areas that require a stretch, we can become more adaptable (help those things that feel unnatural to become more natural) therefore become more effective right across our role. Just as importantly, by increasing our self-awareness and awareness of our team members, we can work to each other's strengths for better outcomes. This Leadership Development Companion provides stimulus to take both approaches.

This companion clearly maps your leaders' natural strengths and highlights development opportunities to help them become increasingly comfortable and competent in those areas that don't come naturally.

Leadership Traits and Skills are reviewed in 3 ways through this companion:

1. **Leaders Natural Leading Style** (one of 4 archetypes – Counselor, Advisor, Coach, Driver). Each style has different leadership functions that come more naturally to them than each other style. While no style is better than the other (statistically high performing leaders are equally represented in all four styles).
2. **Leading Dimensions** – these are the 10 Dimensions that sit underneath the 4 archetypes and provide insight as to why different leaders from the same archetype can have distinct differences.
3. **The REACH Quotient** and underlying 16 REACH Skills is grouped into 4 clusters. As leaders develop their 16 REACH Skills, they are developing their ability to meet the diverse communication, management and leadership styles of their different followers and stakeholders.

This companion helps highlight the strengths, balance or lack of balance of the leaders included in this companion. The intended use of this companion is to provide strategic direction to the development and composition of the leadership of the organization.

Part 1: The Leadership Team Archetype Distribution
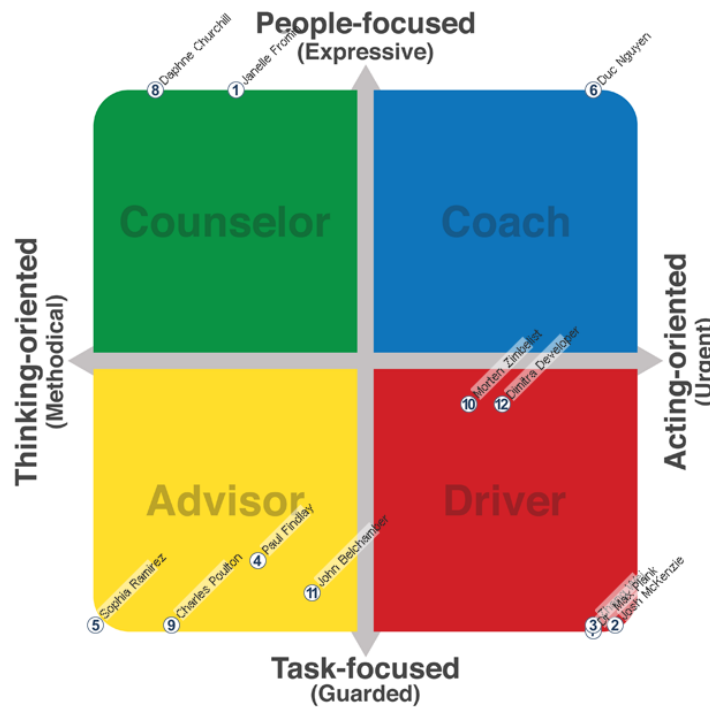
The Archetypes of these 12 Leaders are:

- 17% are within the Counselor Quadrant
- 8% are within the Coach Quadrant
- 42% are within the Driver Quadrant
- 33% are within the Advisor Quadrant

Your Leadership Team Approach

- 50% tend to be more **methodical** (than urgent)
- 50% tend to be more **urgent** (than methodical)
- 75% tend to be more **task focused** (than people focused)
- 25% tend to be more **people focused** (than task focused)

Conversation Starters

Based on this 30,000 foot view, reflect on the following questions:

- By growing our REACH and working to our strengths, we can help people be their best and create a higher performing team. Thinking about the Leadership Team's strengths is there an opportunity to allocate responsibilities differently?
- Does what you see in the culture and performance of your team align with what you see in this companion?
- What benefits do you see from the current mix of styles in this Leadership team?
- What benefits would you gain if you had a different mix of styles on the team or played to each other's strengths?

Part 2: The Leadership Dimensions

Leading Dimensions

Now that you have reviewed the leadership team from a very high level please evaluate ten specific leading dimensions that shape your unique leadership team.

These ten dimensions include five RElating Dimensions and five ACHieving Dimensions.

RElating Dimensions are the dimensions that shape focus on *tasks* and *people* while pursuing goals:

- Affiliation
- Consideration
- Openness
- Status Motivation
- Self-protection

ACHieving Dimensions are the dimensions that shape orientation towards *thinking* and *acting* while pursuing goals:

- Intensity
- Assertiveness
- Risk Tolerance
- Adaptability
- Decision-making

Intensity

This dimension describes how you pursue goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most of us tend to fluctuate between a measured and intense focus at times.

Your Leadership Team's Average Score

Your Team's AverageIntensity
Compared to General Population (over 50,000 person sample)

0   10   20   30   40   50   60   70   80   90   100

More Measured   More Intense
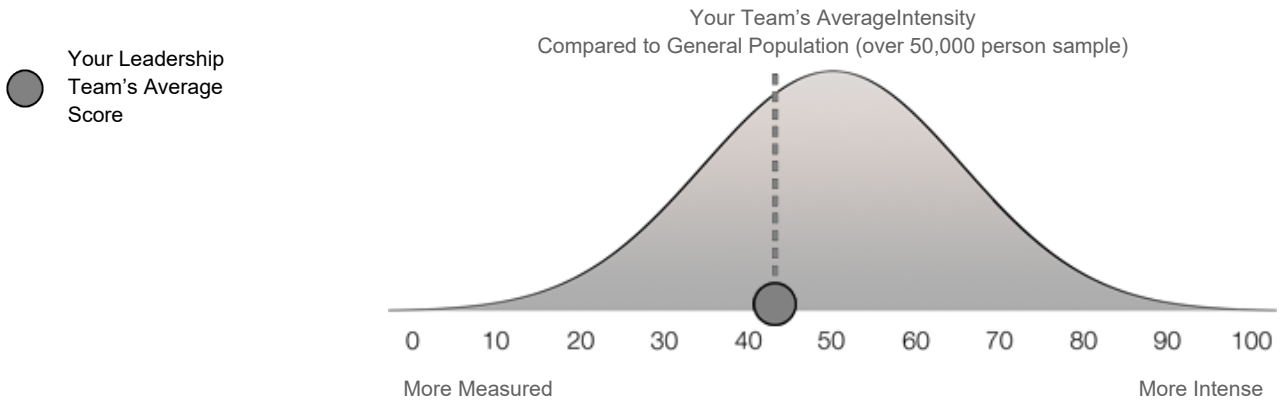
Individual positions on the Intensity continuum

Name	Measured — Intense
Dimitra Developer	*Measured* — *Intense*
Morten Zimbelist	*Measured* — *Intense*
Charles Poulton	*Measured* — *Intense*
Daphne Churchill	*Measured* — *Intense*
Dr Max Plank	*Measured* — *Intense*
Duc Nguyen	*Measured* — *Intense*
Sophia Ramirez	*Measured* — *Intense*
Paul Findlay	*Measured* — *Intense*
John Belchamber	*Measured* — *Intense*
Janelle Fromm	*Measured* — *Intense*
Josh McKenzie	*Measured* — *Intense*
Zhang Wei	*Measured* — *Intense*

Better Inc.

Conversation Starters

Thinking about the Intensity distribution indicated in the image above, the points below provide some thought provoking questions.

- Is there a perceived risk or benefit from the current range of Intensity in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Intensity average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Assertiveness

This dimension describes how you assert your viewpoint. Some tend to be very quick to assert their opinions and may aspire to lead others. Others tend to be more reserved and defer opportunities to offer their opinion. Most of us seem to dislike public speaking but will assert ourselves when needed.

People-focused
(Expressive)

Counselor | Coach

Thinking-oriented
(Methodical)

Acting-oriented
(Urgent)

Advisor | Driver

Task-focused
(Guarded)

Your Leadership Team's Average Score

Your Team's Average Assertiveness
Compared to General Population (over 50,000 person sample)

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

More Reflective   More Confident

Individual positions on the Assertiveness continuum

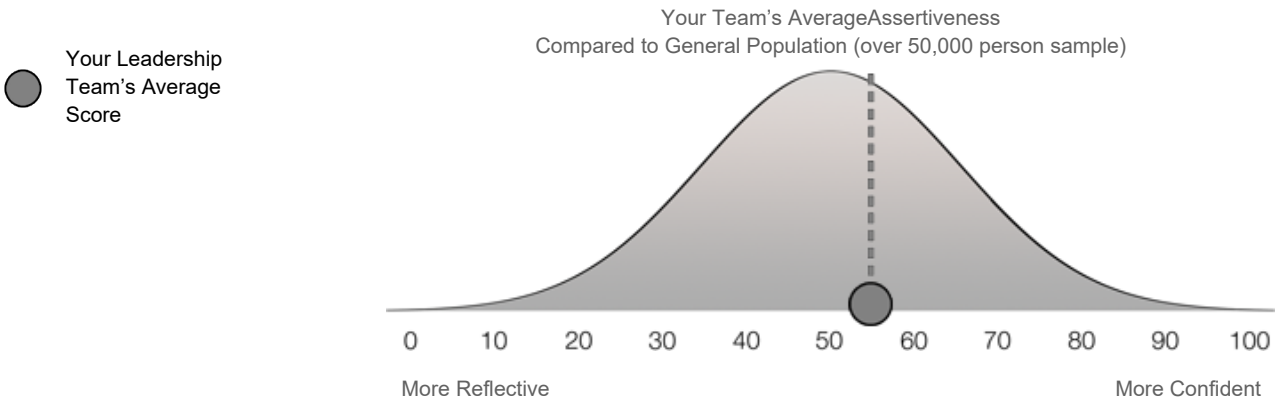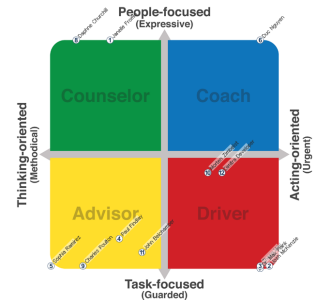|	Reflective		Confident
Dimitra Developer	*Reflective*		*Confident*
Morten Zimbelist	*Reflective*		*Confident*
Charles Poulton	*Reflective*		*Confident*
Daphne Churchill	*Reflective*		*Confident*
Dr Max Plank	*Reflective*		*Confident*
Duc Nguyen	*Reflective*		*Confident*
Sophia Ramirez	*Reflective*		*Confident*
Paul Findlay	*Reflective*		*Confident*
John Belchamber	*Reflective*		*Confident*
Janelle Fromm	*Reflective*		*Confident*
Josh McKenzie	*Reflective*		*Confident*
Zhang Wei	*Reflective*		*Confident*

Conversation Starters

Thinking about the Assertiveness distribution indicated in the image above, the points below provide some thought provoking questions.
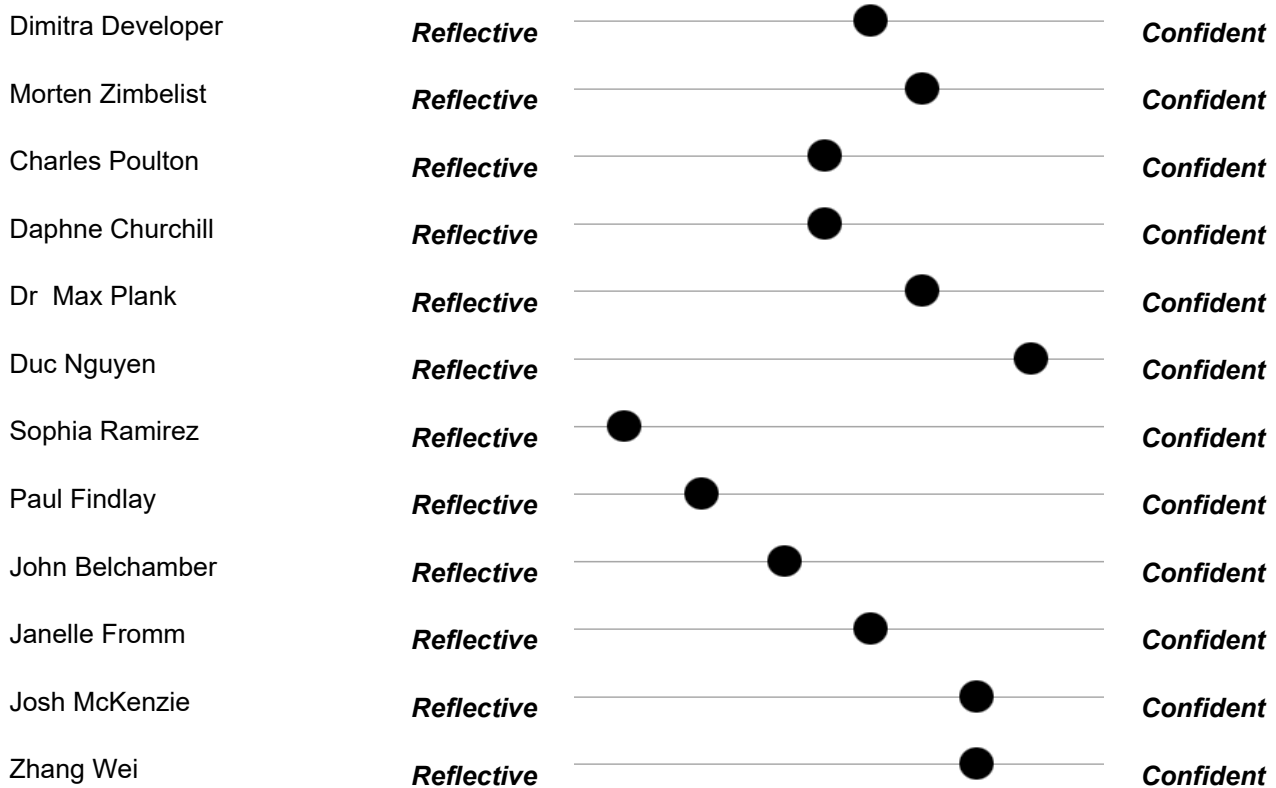
- Is there a perceived risk or benefit from the current range of Assertiveness in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Assertiveness average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Risk Tolerance

This dimension describes how you approach uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful. Most of us tend to fluctuate between avoiding and taking risks, depending on the situation.

Your Team's Average Risk Tolerance
Compared to General Population (over 50,000 person sample)

○ Your Leadership Team's Average Score

0   10   20   30   40   50   60   70   80   90   100

More Cautious   More Bold

Individual positions on the Risk Tolerance continuum

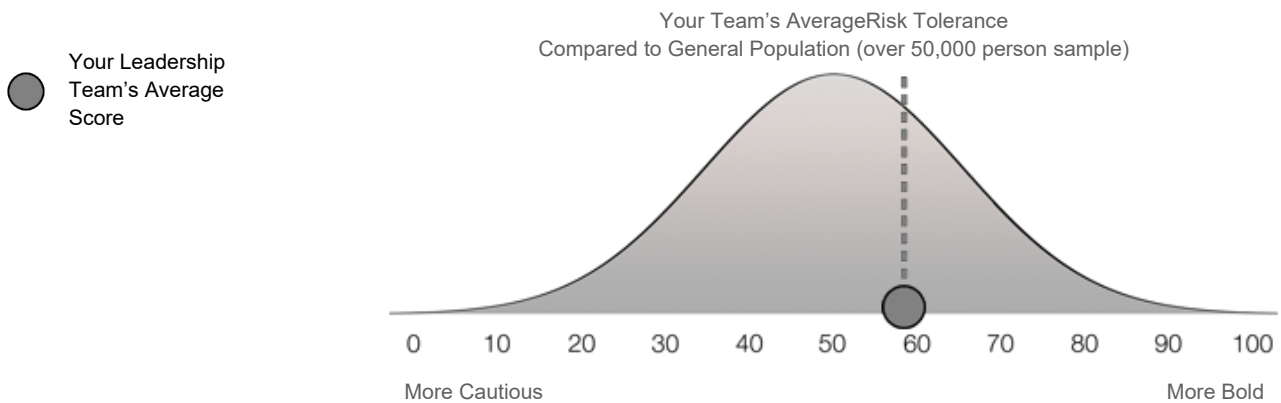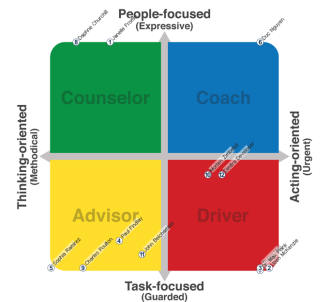| Name		
Dimitra Developer	*Cautious*	*Bold*
Morten Zimbelist	*Cautious*	*Bold*
Charles Poulton	*Cautious*	*Bold*
Daphne Churchill	*Cautious*	*Bold*
Dr Max Plank	*Cautious*	*Bold*
Duc Nguyen	*Cautious*	*Bold*
Sophia Ramirez	*Cautious*	*Bold*
Paul Findlay	*Cautious*	*Bold*
John Belchamber	*Cautious*	*Bold*
Janelle Fromm	*Cautious*	*Bold*
Josh McKenzie	*Cautious*	*Bold*
Zhang Wei	*Cautious*	*Bold*

Conversation Starters

Thinking about the Risk Tolerance distribution indicated in the image above, the points below provide some thought provoking questions.
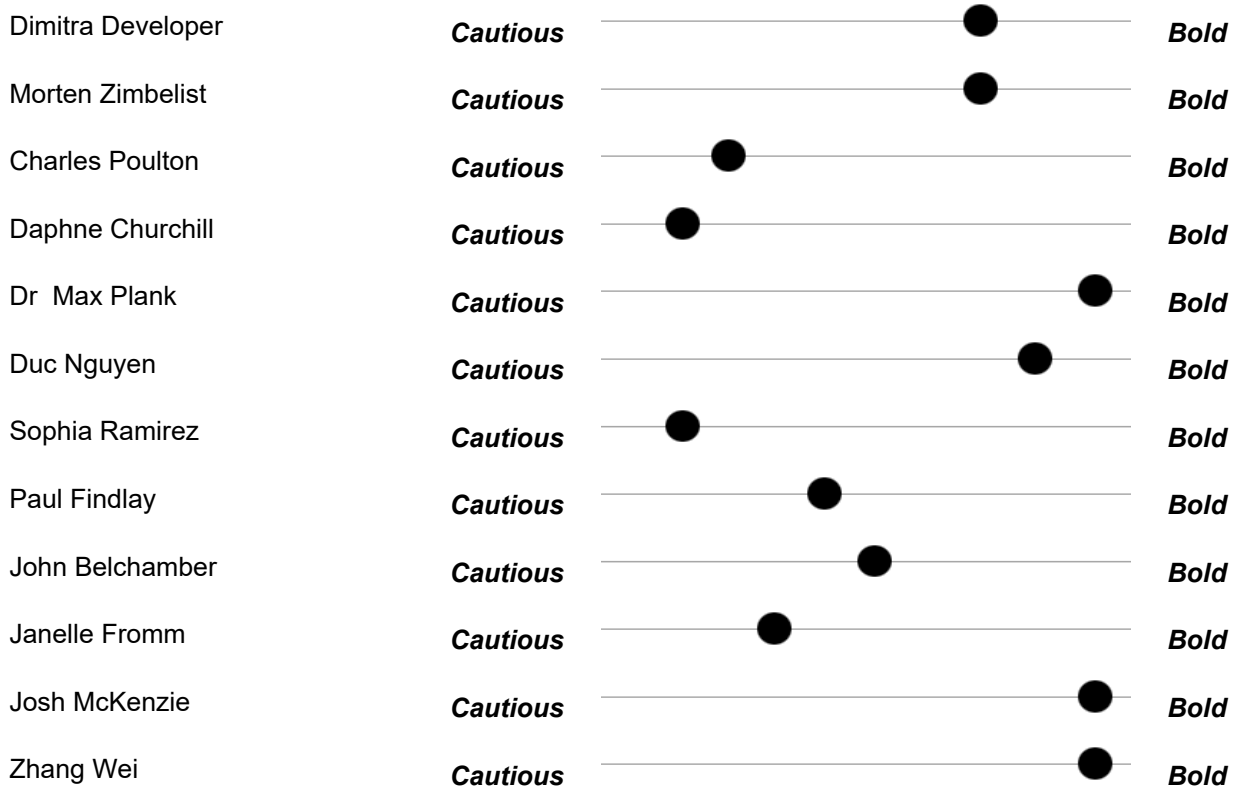
- Is there a perceived risk or benefit from the current range of Risk Tolerance in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Risk Tolerance average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Adaptability

This dimension describes how you navigate change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety. For the most part, we tend to display both reluctance and flexibility at times, depending on the significance of the change.

Your Leadership Team's Average Score

Your Team's AverageAdaptability
Compared to General Population (over 50,000 person sample)

0   10   20   30   40   50   60   70   80   90   100

More Consistent   More Flexible

Individual positions on the Adaptability continuum

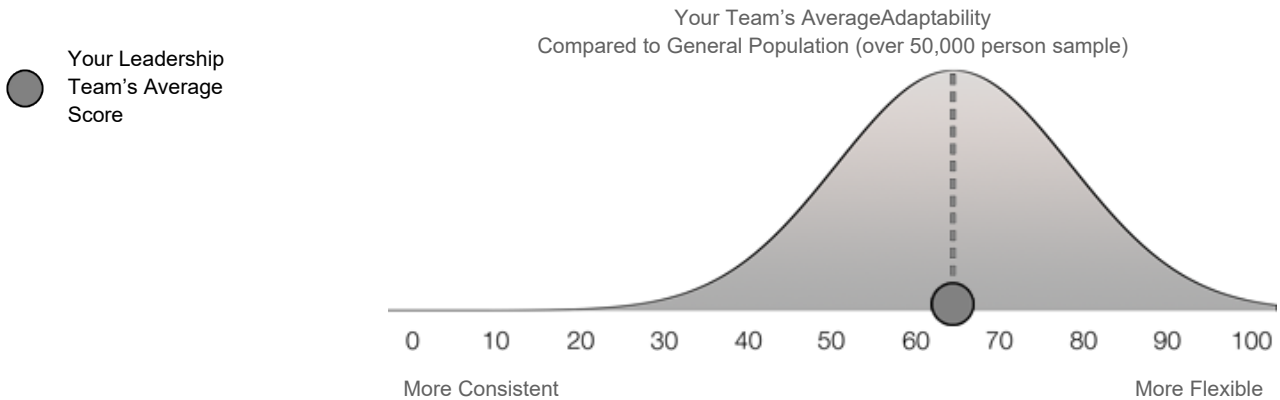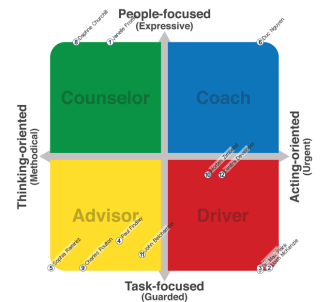| Name		
Dimitra Developer	*Consistent* — ●	*Flexible*
Morten Zimbelist	*Consistent* — ●	*Flexible*
Charles Poulton	*Consistent* ●	*Flexible*
Daphne Churchill	*Consistent* ●	*Flexible*
Dr Max Plank	*Consistent* — ●	*Flexible*
Duc Nguyen	*Consistent* — ●	*Flexible*
Sophia Ramirez	*Consistent* ●	*Flexible*
Paul Findlay	*Consistent* — ●	*Flexible*
John Belchamber	*Consistent* — ●	*Flexible*
Janelle Fromm	*Consistent* — ●	*Flexible*
Josh McKenzie	*Consistent* — ●	*Flexible*
Zhang Wei	*Consistent* — ●	*Flexible*

Better Inc.

Conversation Starters

Thinking about the Adaptability distribution indicated in the image above, the points below provide some thought provoking questions.

- Is there a perceived risk or benefit from the current range of Adaptability in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Adaptability average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Decision-making

This dimension describes how we learn and process information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most of us tend to balance both perceptive and analytical approaches to some degree in making decisions.

Your Leadership Team's Average Score

Your Team's AverageDecision-making
Compared to General Population (over 50,000 person sample)

0 10 20 30 40 50 60 70 80 90 100

More Analytical   More Intuitive

Individual positions on the Decision-making continuum

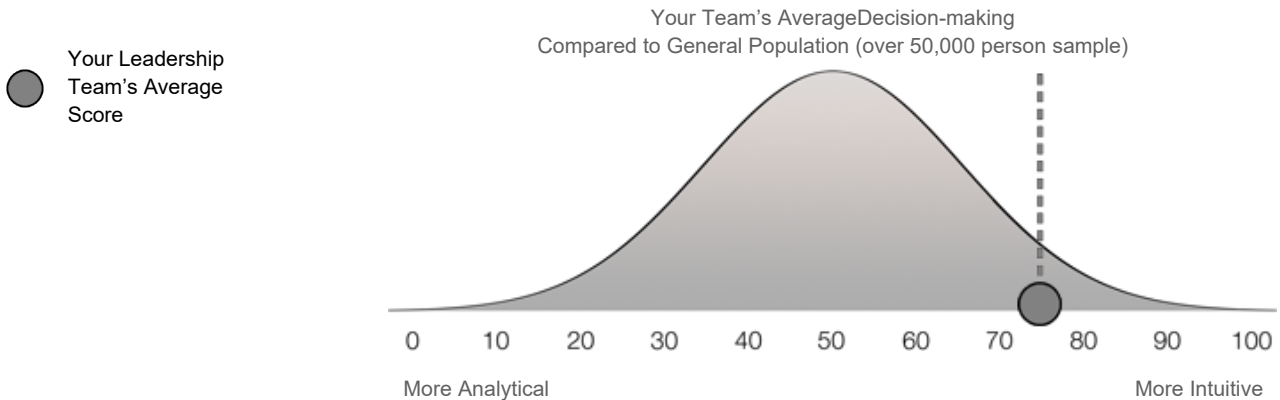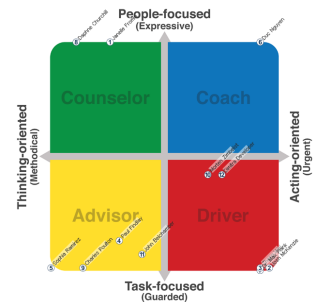| Name		
Dimitra Developer	*Analytical*	*Intuitive*
Morten Zimbelist	*Analytical*	*Intuitive*
Charles Poulton	*Analytical*	*Intuitive*
Daphne Churchill	*Analytical*	*Intuitive*
Dr Max Plank	*Analytical*	*Intuitive*
Duc Nguyen	*Analytical*	*Intuitive*
Sophia Ramirez	*Analytical*	*Intuitive*
Paul Findlay	*Analytical*	*Intuitive*
John Belchamber	*Analytical*	*Intuitive*
Janelle Fromm	*Analytical*	*Intuitive*
Josh McKenzie	*Analytical*	*Intuitive*
Zhang Wei	*Analytical*	*Intuitive*

Conversation Starters

Thinking about the Decision-making distribution indicated in the image above, the points below provide some thought provoking questions.
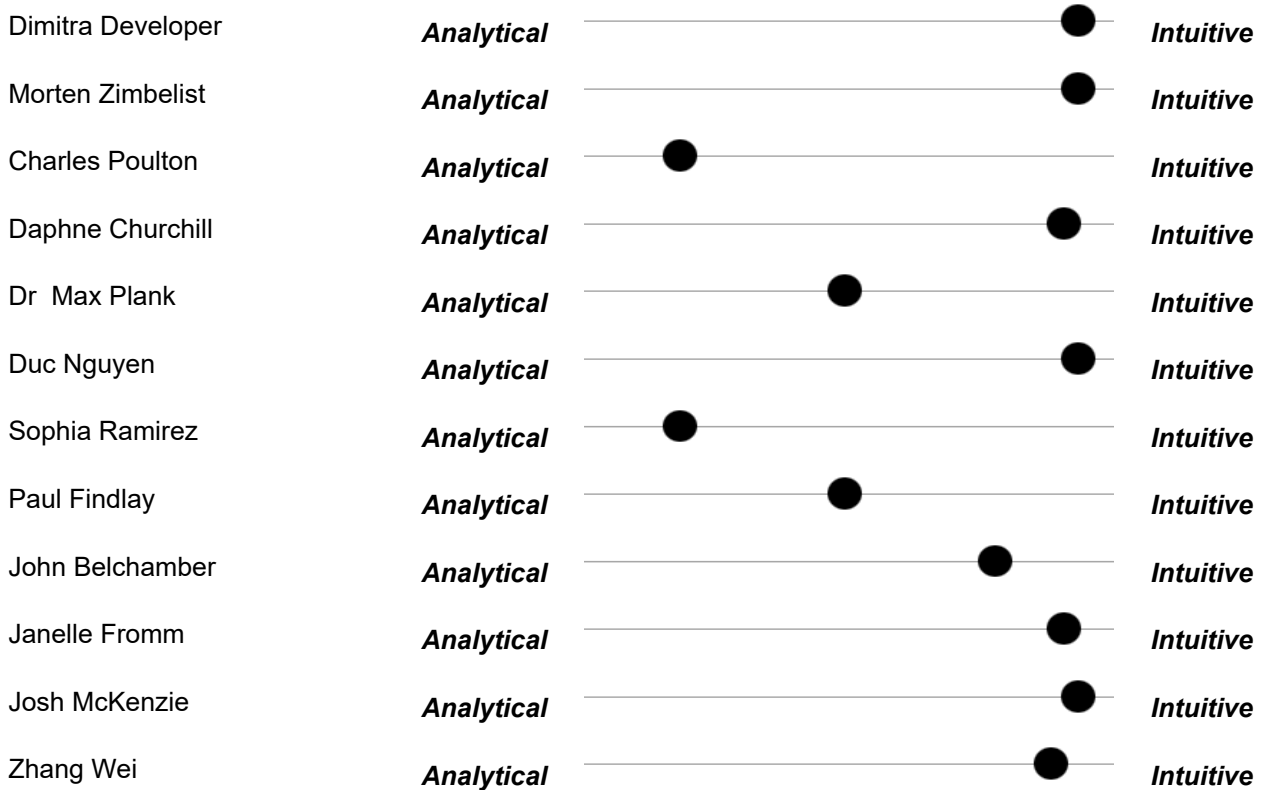
- Is there a perceived risk or benefit from the current range of Decision-making in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Decision-making average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Affiliation

This dimension describes how we collaborate with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together. Most of us tend to work independently or collectively at times, based on the circumstances.

Your Leadership Team's Average Score

Your Team's AverageAffiliation
Compared to General Population (over 50,000 person sample)

0   10   20   30   40   50   60   70   80   90   100

More Independent   More Social

Individual positions on the Affiliation continuum

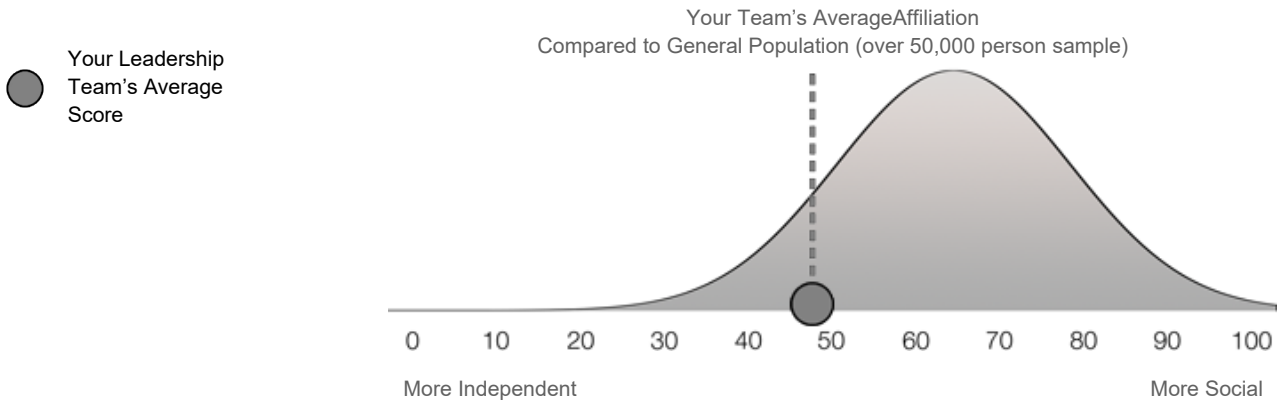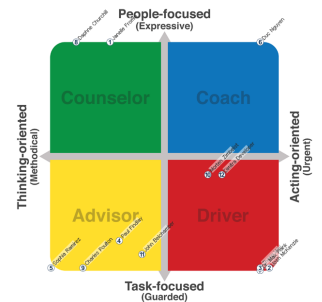| Name		
Dimitra Developer	*Independent*	*Social*
Morten Zimbelist	*Independent*	*Social*
Charles Poulton	*Independent*	*Social*
Daphne Churchill	*Independent*	*Social*
Dr Max Plank	*Independent*	*Social*
Duc Nguyen	*Independent*	*Social*
Sophia Ramirez	*Independent*	*Social*
Paul Findlay	*Independent*	*Social*
John Belchamber	*Independent*	*Social*
Janelle Fromm	*Independent*	*Social*
Josh McKenzie	*Independent*	*Social*
Zhang Wei	*Independent*	*Social*

Conversation Starters

Thinking about the Affiliation distribution indicated in the image above, the points below provide some thought provoking questions.

- Is there a perceived risk or benefit from the current range of Affiliation in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Affiliation average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Consideration

This dimension describes how we recognize the feelings and interests of those around us. While some of us go out of our way to learn how we can help others, some of us tend to approach others more formally or objectively. Most of us tend to fluctuate between sensitive and objective approaches.

⬤ Your Leadership Team's Average Score

Your Team's AverageConsideration
Compared to General Population (over 50,000 person sample)

More Objective   More Nurturing

Individual positions on the Consideration continuum

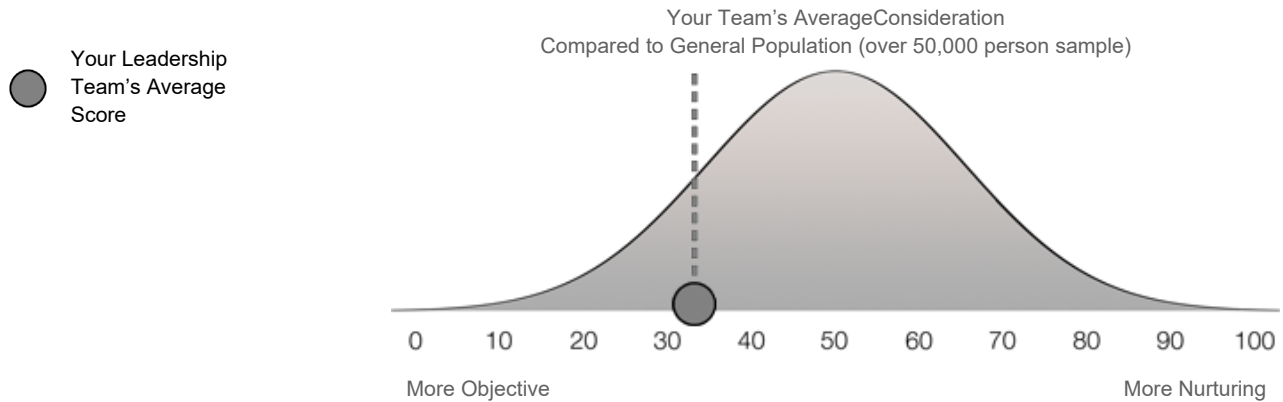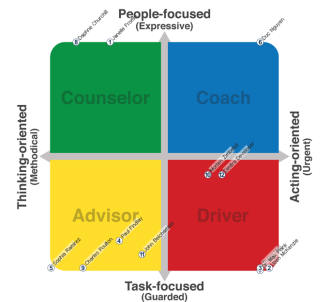|		
Dimitra Developer	*Objective*	*Nurturing*
Morten Zimbelist	*Objective*	*Nurturing*
Charles Poulton	*Objective*	*Nurturing*
Daphne Churchill	*Objective*	*Nurturing*
Dr Max Plank	*Objective*	*Nurturing*
Duc Nguyen	*Objective*	*Nurturing*
Sophia Ramirez	*Objective*	*Nurturing*
Paul Findlay	*Objective*	*Nurturing*
John Belchamber	*Objective*	*Nurturing*
Janelle Fromm	*Objective*	*Nurturing*
Josh McKenzie	*Objective*	*Nurturing*
Zhang Wei	*Objective*	*Nurturing*

Conversation Starters

Thinking about the Consideration distribution indicated in the image above, the points below provide some thought provoking questions.
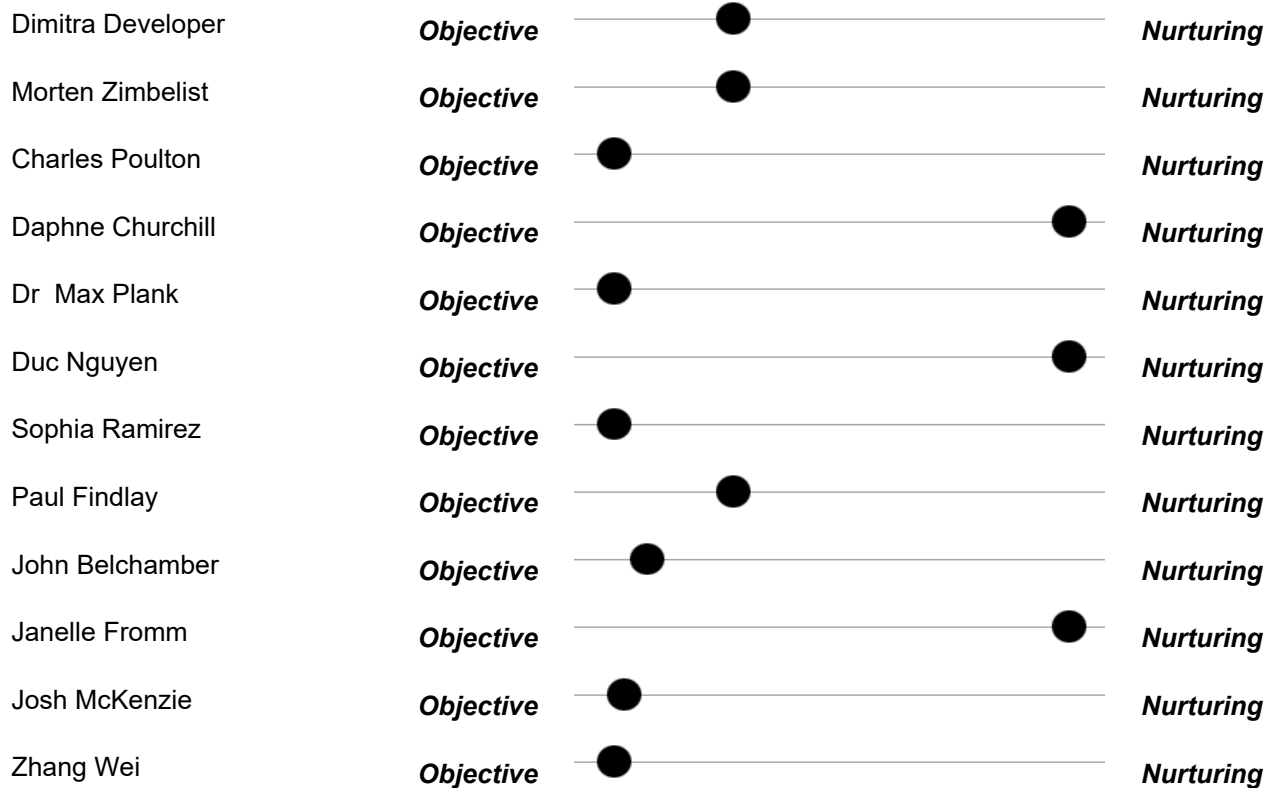
- Is there a perceived risk or benefit from the current range of Consideration in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Consideration average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Openness

This dimension describes your interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most of us tend to be quiet at times, and open up in others, depending on the circumstances.

Your Leadership Team's Average Score

Your Team's Average Openness
Compared to General Population (over 50,000 person sample)

0   10   20   30   40   50   60   70   80   90   100

More Private   More Open

Individual positions on the Openness continuum

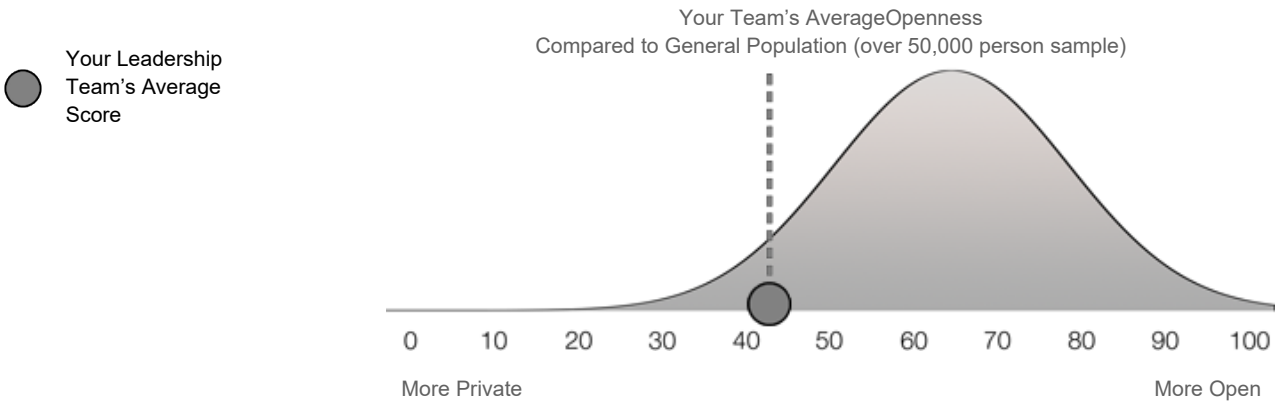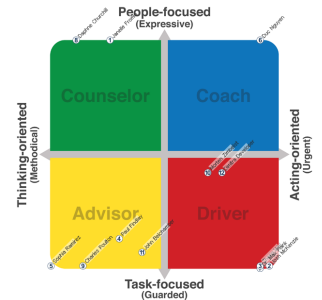|	Private		Open
Dimitra Developer			
Morten Zimbelist			
Charles Poulton			
Daphne Churchill			
Dr Max Plank			
Duc Nguyen			
Sophia Ramirez			
Paul Findlay			
John Belchamber			
Janelle Fromm			
Josh McKenzie			
Zhang Wei			

Conversation Starters

Thinking about the Openness distribution indicated in the image above, the points below provide some thought provoking questions.

- Is there a perceived risk or benefit from the current range of Openness in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Openness average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Status Motivation

This dimension describes how we relate to others as we accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards. Most of us tend to enjoy both opportunities from time to time.

Your Leadership Team's Average Score

Your Team's AverageStatus Motivation
Compared to General Population (over 50,000 person sample)

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

More Competitive   More Contented

Individual positions on the Status Motivation continuum

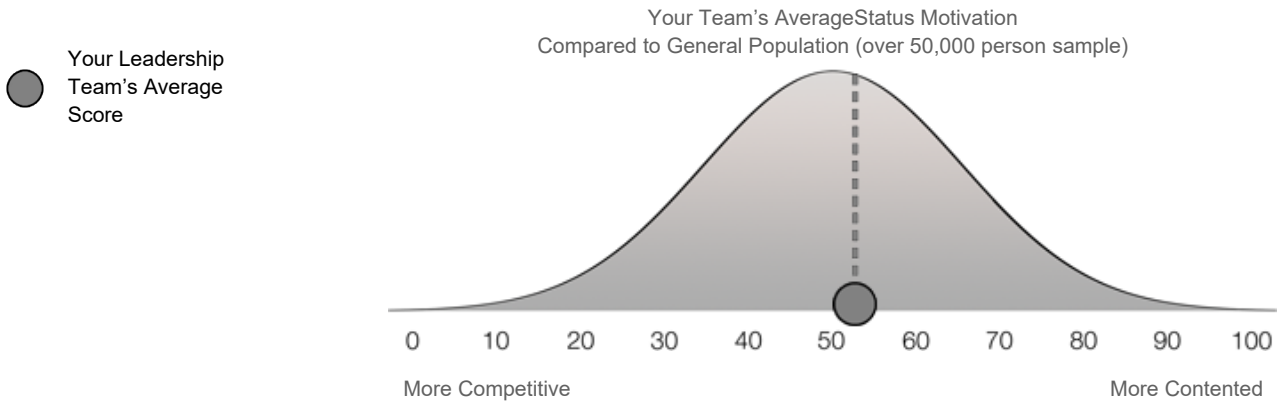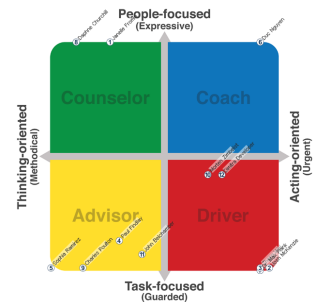| Name		
Dimitra Developer	*Competitive*	*Contented*
Morten Zimbelist	*Competitive*	*Contented*
Charles Poulton	*Competitive*	*Contented*
Daphne Churchill	*Competitive*	*Contented*
Dr Max Plank	*Competitive*	*Contented*
Duc Nguyen	*Competitive*	*Contented*
Sophia Ramirez	*Competitive*	*Contented*
Paul Findlay	*Competitive*	*Contented*
John Belchamber	*Competitive*	*Contented*
Janelle Fromm	*Competitive*	*Contented*
Josh McKenzie	*Competitive*	*Contented*
Zhang Wei	*Competitive*	*Contented*

Conversation Starters

Thinking about the Status Motivation distribution indicated in the image above, the points below provide some thought provoking questions.
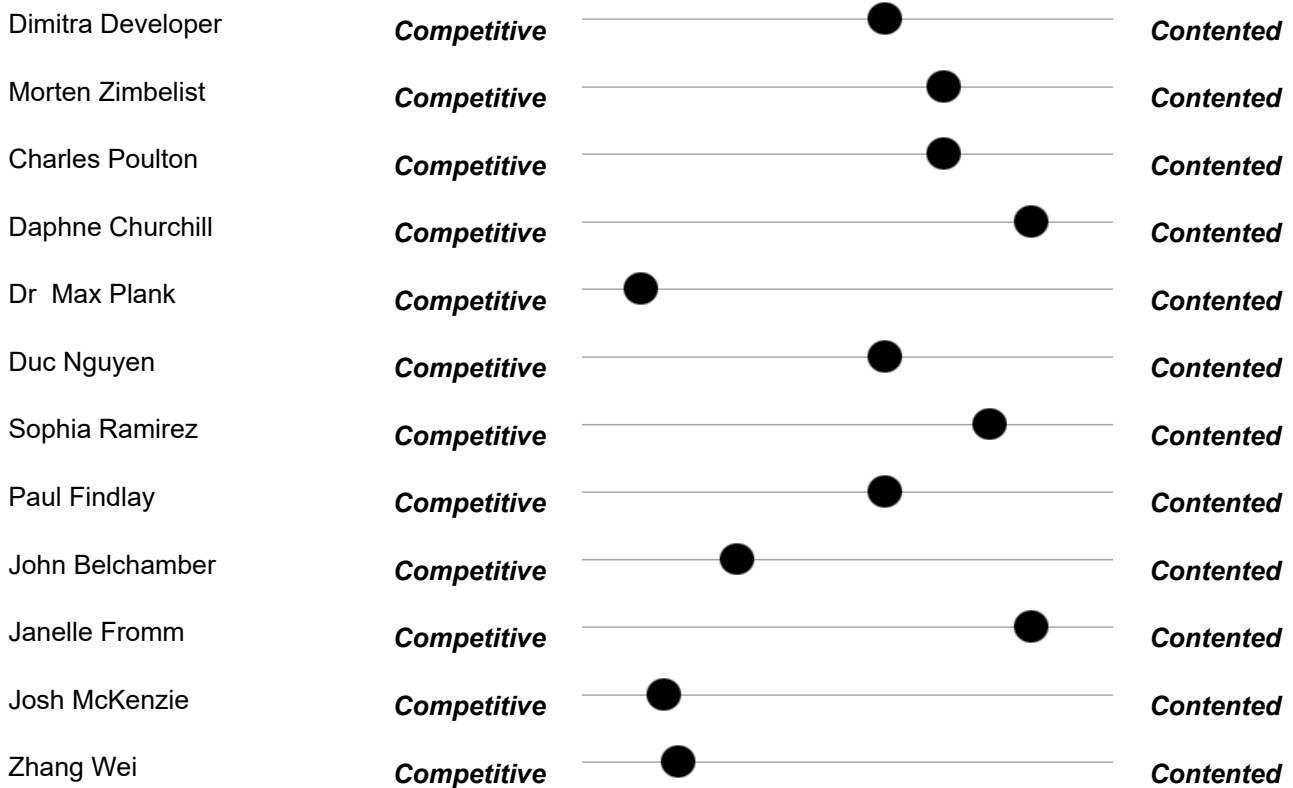
- Is there a perceived risk or benefit from the current range of Status Motivation in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Status Motivation average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Self-protection

This dimension describes how you tend to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, we tend to balance trust with skepticism in common situations.

⬤ Your Leadership Team's Average Score

Your Team's Average Self-protection
Compared to General Population (over 50,000 person sample)

More Skeptical   More Trusting

Individual positions on the Self-protection continuum

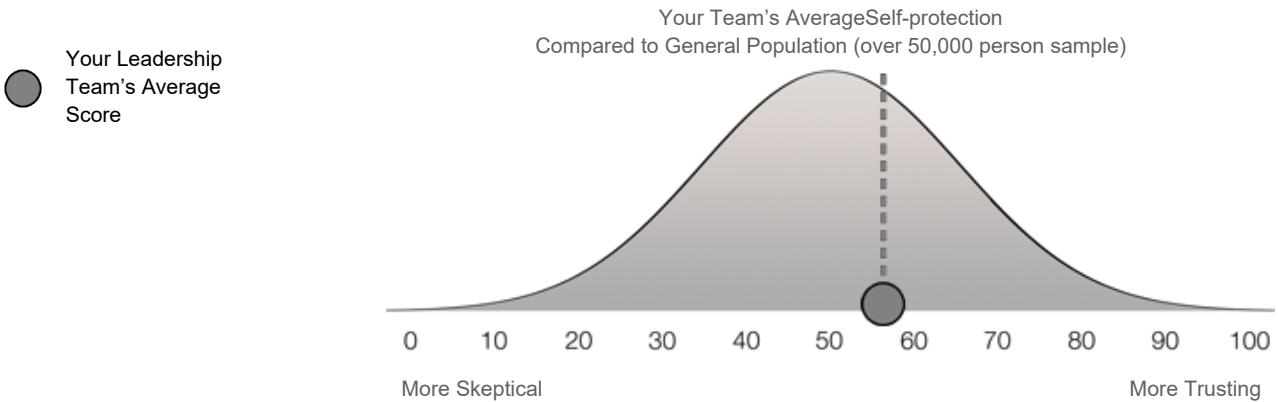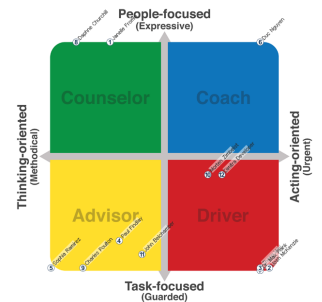| Name		
Dimitra Developer	Skeptical ———————⬤———	Trusting
Morten Zimbelist	Skeptical ————————————⬤—	Trusting
Charles Poulton	Skeptical ——————⬤—————	Trusting
Daphne Churchill	Skeptical ————————————⬤	Trusting
Dr Max Plank	Skeptical ——⬤——————————	Trusting
Duc Nguyen	Skeptical ————————————⬤	Trusting
Sophia Ramirez	Skeptical ———⬤——————————	Trusting
Paul Findlay	Skeptical ———⬤——————————	Trusting
John Belchamber	Skeptical ——————⬤—————	Trusting
Janelle Fromm	Skeptical ———————————⬤—	Trusting
Josh McKenzie	Skeptical ——⬤———————————	Trusting
Zhang Wei	Skeptical ——⬤———————————	Trusting

Better Inc.

Conversation Starters

Thinking about the Self-protection distribution indicated in the image above, the points below provide some thought provoking questions.
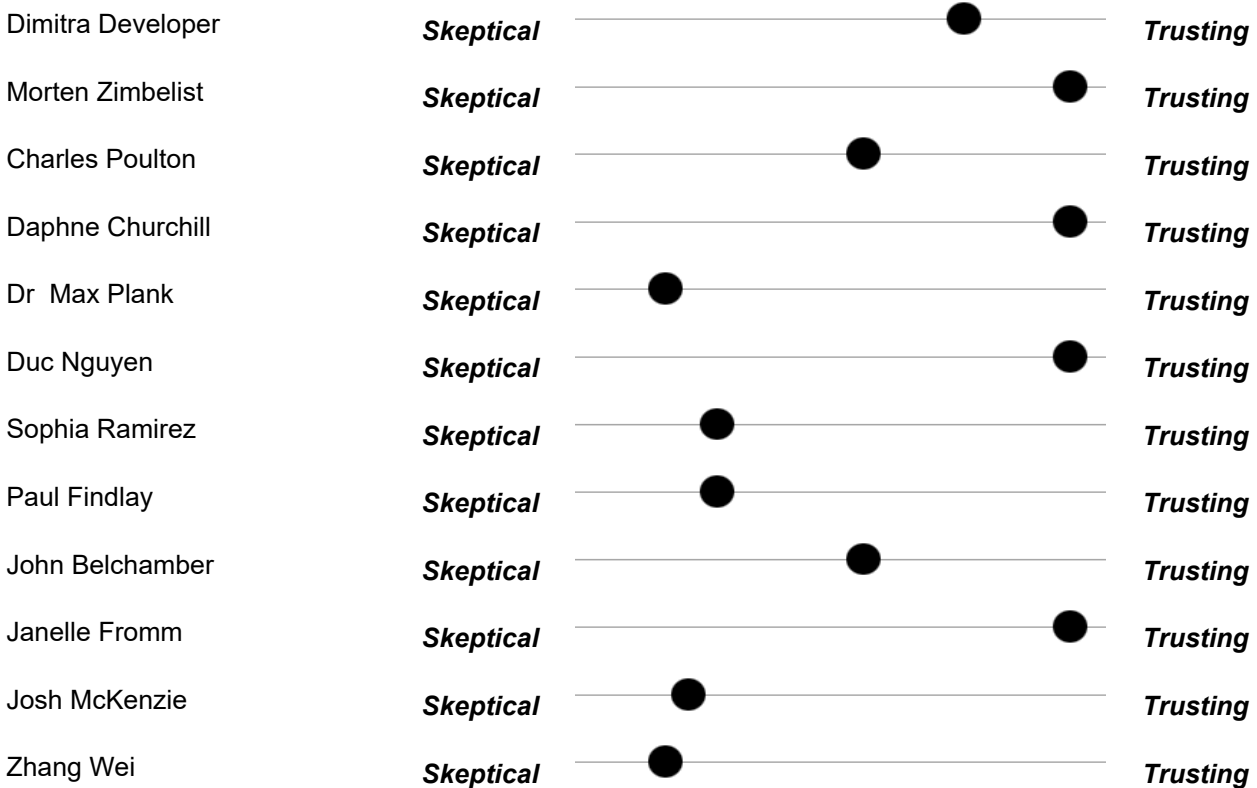
- Is there a perceived risk or benefit from the current range of Self-protection in the leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?
- Is the Self-protection average of this Leadership group vs the broader population expected or unexpected?
- Do you see sufficient diversity in the leadership team's approach?
- Considering recent history, has the balance or imbalance of the current team led to advantages or otherwise for the organization?
- Could changes in strategic mix have potentially changed outcomes positively or negatively?
- Are there succession planning considerations, purposeful adaptability/delegation/outsourcing (such as using external consultants) things that should be considered?

Part 3: Your Team's Current REACH Ratings

Relating to Others

Counseling Characteristics	Population Average	Team Average	0	1	2	3	4	5
Assimilating team members	3.81	3.58						
Cultivating team spirit	3.80	3.67						
Identifying personal needs	3.57	3.33						
Recognizing others' efforts	3.87	3.67						
Cluster Average:	**3.76**	**3.56**	More Challenging			Moderate		More Comfortable

Coaching Characteristics	Population Average	Team Average	0	1	2	3	4	5
Building rapport	3.67	4.08						
Easing tensions during conflict	3.53	3.25						
Finding opportunities for synergy	3.55	4.00						
Rallying others around a cause	3.69	3.75						
Cluster Average:	**3.61**	**3.77**	More Challenging			Moderate		More Comfortable

Achieving Goals

Driving Characteristics	Population Average	Team Average	0	1	2	3	4	5
Establishing clear expectations	3.68	4.00						
Evaluating individual performance	3.59	3.67						
Exercising control over processes	3.51	3.67						
Guiding team during change	3.43	3.67						
Cluster Average:	**3.55**	**3.75**	More Challenging			Moderate		More Comfortable

Advising Characteristics	Population Average	Team Average	0	1	2	3	4	5
Addressing quality concerns	3.58	3.67						
Aligning resources with needs	3.48	3.67						
Designing team structure/function	3.50	3.67						
Integrating diverse perspectives	3.58	3.58						
Cluster Average:	**3.54**	**3.65**	More Challenging			Moderate		More Comfortable

Average REACH Quotient of this leadership team: 3.27

Conversation Starters

- Is there a perceived risk or benefit from the average REACH skills across this leadership cohort?
- Can we better delegate or balance each other by acknowledging our differences as strengths?

Part 4: Benchmarking – giving context to our current REACH scores

REACH measures agility to adapt to different people, tasks and situations.

Higher REACH correlates to higher performance.

According to a 2017 Harvard Business Review article, researchers have found the often-cited "80:20 principle" applies to workplace productivity. This principle simply means that the top 20% of employees contribute about 80% of the output in the typical workplace.

Shortly after the article was published, researchers with the OrgDev Institute conducted a meta-analysis to evaluate the 80:20 principle among organizations leveraging the REACH Ecosystem. The analysis included thousands of employees from a variety of industries including healthcare, retail, hospitality, mining, industrial, government, not-for-profit, professional services and more. On the following page, an excerpt from this meta-analysis reveals that REACH Quotient scores correlate with performance and reinforce the famed 80:20 principle.

Organizations participating in the meta-analysis provided performance ratings for their employees (who had completed the REACH Profile). These ratings were categorized based on relative performance: below average performers, mid-range performers and top performers. The table overlays these performance categories with the distribution of average REACH Quotient scores.

While it is possible to be a top performer and *not* have a correspondingly high REACH Quotient score, the higher a person's REACH Quotient score is, the more likely they are to be recognized as a top performer based on this global benchmark. The bottom line: people in the top 20% of REACH Quotient scores are more likely to be the top performers in their respective workplaces.

Growing REACH is your opportunity to improve performance

The good news is that REACH can be grown, and that the development roadmap and resources needed to grow REACH are included in the REACH Ecosystem.

REACH provides the tools to develop awareness, train, coach and reinforce learning to grow REACH of your people.

Tracking growth of REACH of individuals can be useful in succession planning and development of future leaders.

REACH Score	Global Percentile
5	0.1%
4.9	0.6%
4.8	1.2%
4.7	2.0%
4.6	2.6%
4.5	4.3%
4.4	5.3%
4.3	8.2%
4.2	11.6%
4.1	13.6%
4	18.6%
3.9	22.1%
3.8	29.0%
3.7	36.9%
3.6	41.1%
3.5	50.2%
3.4	54.5%
3.3	62.6%
3.2	70.0%
3.1	73.2%
3	78.9%
2.9	83.5%
2.8	87.6%
2.7	90.4%
2.6	91.7%
2.5	93.9%
2.4	94.8%
2.3	96.1%
2.2	97.1%
2.1	97.5%
2	98.2%
1.9	98.4%
1.8	98.8%
1.7	99.2%
1.6	99.3%
1.5	99.4%
1.4	99.6%
1.3	99.7%
1.2	99.8%
1.1	99.9%
1	100.0%

Your Leadership Team's current REACH is: 3.27

Global Average REACH of leaders (3.79)

Global Average REACH all roles (3.51)

'Below average performers' most commonly have below average REACH

'Mid-range performers' most commonly have 'average REACH'

'High Performers' are most commonly in the top 20% REACH globally

Better Inc.

Part 5: What next - The Roadmap Forward

1. The *Training Needs Analysis (TNA)* and *Coaches Companion* can already be produced without any additional surveys and provide guidance for growing the REACH of your leaders.

2. Compare the Self-assessed REACH Ratings to the employee experience.

   a. *REACH Culture Surveys:* By using the *REACH Culture Survey* you can achieve an additional layer of insight to blind spots and hidden strengths. REACH Culture Surveys are effective for individual teams and for the broader organization.

   b. *REACH 360*: To get more direct feedback on a leader's style, REACH 360 can provide actionable insights.

We hope this has been a valuable learning experience for you, and that you continue your development journey.

Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participant's self-reporting. While such patterns of behavior tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behavior. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the REACH Profile.