

Instructions for Completing the Global Leader of the Future Inventory

The Andersen Consulting Global Leader of the Future Inventory has been developed based on research involving future leaders from over 120 of the world's leading global organizations.

The person named on the cover will be participating in a process that focuses on her/his individual development. As part of that process this person will receive feedback from you and several other co-workers in the immediate future. This person will receive a consolidation of responses from all of the people who have been asked to provide feedback. You will not be identified in any way. To assure complete anonymity, you should not identify yourself or make reference to anything that would identify you.

As you consider the behaviors of this individual, please choose the response that best describes how satisfied you are with his/her performance. The more honest you are in your responses, the more useful the feedback will be to the person being rated. The summary report will enable the individual to understand how her/his behavior is perceived by others.

While some items may appear to be similar, treat each item separately. No two items are the same. Although you may not have complete information concerning this individual's practices, try to provide a rating based on the information that you have. If you feel unable to answer a question, use the "No Information" category. This response will not be calculated in the summary results. Please do not use the "Neither Satisfied nor Dissatisfied" response if you feel unable to respond to an item.

After responding to the questions, you will have the opportunity to provide information about areas where the individual is especially effective and where he/she could be more effective. Finally, please supply any additional comments you would like the individual to be aware of, particularly regarding items that may not have been covered in the questionnaire portion.

Your responses will be combined with those of others into a summary report that is tabulated by an independent processing center. No one in the company (other than the individual you are rating) will see this feedback report unless she or he chooses to share it. The information in the report will be used for personal development and will not be used to influence this person's performance appraisal, pay or promotion opportunities.

Please seal this completed inventory and return it *within five days* to the processing center. We have enclosed a pre-addressed envelope for your convenience.

Thank you for your time and commitment!

Consider this person's effectiveness in the following areas:

How satisfied are you with the way this individual..

Demonstrating Integrity

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
1. Demonstrates honest, ethical behavior in all interactions	1	2	3	4	5	N
2. Ensures that the highest standards for ethical behavior are practiced throughout the organization.....	1	2	3	4	5	N
3. Avoids political or self-serving behavior.....	1	2	3	4	5	N
4. Courageously "stands up" for what he/she believes in.....	1	2	3	4	5	N
5. Is a role model for living our organization's values (lead by example).....	1	2	3	4	5	N

Encouraging Constructive Dialogue

6. Asks people what he/she can do to improve.....	1	2	3	4	5	N
7. Genuinely listens to others.....	1	2	3	4	5	N
8. Accepts constructive feedback in a positive manner (avoids defensiveness).....	1	2	3	4	5	N
9. Strives to understand the <i>other person's</i> frame of reference.....	1	2	3	4	5	N
10. Encourages people to challenge the status quo.....	1	2	3	4	5	N

Creating a Shared Vision

11. Creates and communicates a clear vision for our organization.....	1	2	3	4	5	N
12. Effectively involves people in decision-making.....	1	2	3	4	5	N
13. Inspires people to commit to achieving the vision.....	1	2	3	4	5	N
14. Develops an effective strategy to achieve the vision.....	1	2	3	4	5	N
15. Clearly identifies priorities.....	1	2	3	4	5	N

Developing People

16. Consistently treats people with respect and dignity.....	1	2	3	4	5	N
17. Asks people what they need to do their work better.....	1	2	3	4	5	N
18. Ensures that people receive the training they need to succeed.....	1	2	3	4	5	N
19. Provides effective coaching.....	1	2	3	4	5	N
20. Provides developmental feedback in a timely manner.....	1	2	3	4	5	N
21. Provides effective recognition for others' achievements.....	1	2	3	4	5	N

Please turn the page for additional items . . .

Consider this person's effectiveness in the following areas:

How satisfied are you with the way this individual..

Building Partnerships

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
22. Treats co-workers as partners, not competitors.....	1	2	3	4	5	N
23. Unites the organization into an effective team.....	1	2	3	4	5	N
24. Builds effective partnerships across the company.....	1	2	3	4	5	N
25. Discourages destructive comments about other people or groups....	1	2	3	4	5	N
26. Builds effective alliances with other organizations.....	1	2	3	4	5	N
27. Creates a network of relationships that help to get things done.....	1	2	3	4	5	N

Sharing Leadership

28. Willingly shares leadership with business partners.....	1	2	3	4	5	N
29. Defers to others when they have more expertise.....	1	2	3	4	5	N
30. Strives to arrive at an outcome <i>with</i> others (as opposed to <i>for</i> others)...	1	2	3	4	5	N
31. Creates an environment where people focus on the larger good (avoids sub-optimization or "turfism").....	1	2	3	4	5	N

Empowering People

32. Builds people's confidence.....	1	2	3	4	5	N
33. Takes risks in letting others make decisions.....	1	2	3	4	5	N
34. Gives people the freedom they need to do their job well.....	1	2	3	4	5	N
35. Trusts people enough to let go (avoids micro-management).....	1	2	3	4	5	N

Thinking Globally

36. Recognizes the impact of globalization on our business.....	1	2	3	4	5	N
37. Demonstrates the adaptability required to succeed in a global environment.....	1	2	3	4	5	N
38. Strives to gain the variety of experiences needed to conduct global business.....	1	2	3	4	5	N
39. Makes decisions that incorporate global considerations.....	1	2	3	4	5	N
40. Helps others understand the impact of globalization.....	1	2	3	4	5	N

Appreciating Diversity

41. Embraces the value of diversity in people (including culture, race, sex or age).....	1	2	3	4	5	N
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Please turn the page for additional items . . .

Consider this person's effectiveness in the following areas:

How satisfied are you with the way this individual..

Appreciating Diversity continued

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
42. Effectively motivates people from different cultures or backgrounds...	1	2	3	4	5	N
43. Recognizes the value of diverse views and opinions.....	1	2	3	4	5	N
44. Helps others appreciate the value of diversity.....	1	2	3	4	5	N
45. Actively expands his/her knowledge of other cultures (through interactions, language study, travel, etc.).....	1	2	3	4	5	N

Developing Technological Savvy

46. Strives to acquire the technological knowledge needed to succeed in tomorrow's world.....	1	2	3	4	5	N
47. Successfully recruits people with needed technological expertise.....	1	2	3	4	5	N
48. Effectively manages the use of technology to increase productivity....	1	2	3	4	5	N

Ensuring Customer Satisfaction (in the Andersen Global Leader of the Future Inventory, customers are defined as the people who use the products/services provided by this individual and his/her organization. A customer may be either someone inside or outside the organization.)

49. Inspires people to achieve high levels of customer satisfaction.....	1	2	3	4	5	N
50. Views business processes from the ultimate customer perspective (has an "end to end" perspective).....	1	2	3	4	5	N
51. Regularly solicits input from customers.....	1	2	3	4	5	N
52. Consistently delivers on commitments to customers.....	1	2	3	4	5	N
53. Understands the competitive options available to his/her customers...	1	2	3	4	5	N

Maintaining a Competitive Advantage

54. Communicates a positive, "can do" sense of urgency toward getting the job done.....	1	2	3	4	5	N
55. Holds people accountable for their results.....	1	2	3	4	5	N
56. Successfully eliminates waste and unneeded cost.....	1	2	3	4	5	N
57. Provides products/services that help the company have a clear competitive advantage.....	1	2	3	4	5	N
58. Achieves results that lead to long-term shareholder value.....	1	2	3	4	5	N

Achieving Personal Mastery

59. Deeply understands his/her own strengths and weaknesses.....	1	2	3	4	5	N
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Please turn the page for additional items . . .

Consider this person's effectiveness in the following areas:

How satisfied are you with the way this individual..

Achieving Personal Mastery continued

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	No Information
60. Invests in ongoing personal development.....	1	2	3	4	5	N
61. Involves people who have strengths that he/she does not possess.....	1	2	3	4	5	N
62. Demonstrates effective emotional responses in a variety of situations.	1	2	3	4	5	N
63. Demonstrates self-confidence as a leader.....	1	2	3	4	5	N

Anticipating Opportunities

64. Invests in learning about future trends.....	1	2	3	4	5	N
65. Effectively anticipates future opportunities.....	1	2	3	4	5	N
66. Inspires people to focus on future opportunities (not just present objectives).....	1	2	3	4	5	N
67. Develops ideas to meet the needs of the new environment.....	1	2	3	4	5	N

Leading Change

68. Sees changes as an opportunity, not a problem.....	1	2	3	4	5	N
69. Challenges the system when change is needed.....	1	2	3	4	5	N
70. Thrives in ambiguous situations (demonstrates flexibility when needed).....	1	2	3	4	5	N
71. Encourages creativity and innovation in others.....	1	2	3	4	5	N
72. Effectively translates creative ideas into business results.....	1	2	3	4	5	N

This individual is especially effective at...

This individual could be even more effective if...

Please return completed form within five days to:



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