The Healthy Leader Assessment®

HEALTHY COMPANIES
INTERNATIONAL

FOUNDATIONS OF HEALTHY LEADERSHIP

LEADERSHIP IS HARDER THAN EVER. The speed and complexity of an unrelenting marketplace require you to continually reinvent yourself to stay on top of your job. How do you do that?

While there are widely shared frameworks and commonly accepted behaviors that help define what great leaders do, what is missing is a new way of defining what drives leaders from the inside. The Healthy Leader® synthesizes into a holistic framework our insights from hundreds of interviews with executives in dozens of countries with the latest research in leadership, management, neuroscience, psychology, and biology. The results show that the person you are naturally impacts the actions you choose to take, which then determine your effectiveness as a leader and the overall performance of your organization.

The Healthy Leader Assessment® is designed to provide a snapshot of your current leadership health across these dimensions to identify development opportunities for achieving the leadership legacy and results you envision. This distinct and holistic model provides a foundation and personal profile that can guide your professional growth and development.

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WHO YOU ARE DRIVES WHAT YOU DO

LINKING LEADERSHIP 'HEALTH' TO BUSINESS OUTCOMES

THE HEALTHY LEADER® MODEL is based on years of research that shows leadership starts with who you are. Who you are determines how you see the world and how you prioritize the values in your life. Your value system determines your decisions, actions, and reactions. As a leader, your decisions and actions determine the level of success you have at home, at work, and in your community.

Who you are is shaped by your genetic make-up, up-bringing, cultural influences, personal development, and life experiences. These factors make you unique and, along with your acquired skills and knowledge, determine your leadership style.

The Healthy Leader® model creates business success by organizing the healthy dimensions of a leader's life and by prioritizing a healthy leader's actions.

Value Proposition Model

WHO THE HEALTHY LEADER IS

WHAT THE HEALTHY LEADER DOES

Taps Into a Higher Purpose
Awakens people's passions and sense of meaning

Forges a Shared Direction
Paints a compelling future and enlists people's commitment and ownership

Fosters Productive Relationships
Models and teaches authenticity, connectivity, and reciprocity

Unleashes Human Energy
Challenges people's minds and engages their hearts

Seizes New Opportunities
Embraces uncertainty and cultivates optimism, curiosity, and learning

Drives High Performance
Promotes a culture of excellence and accountability

HEALTHY OUTCOMES

Great Market Reputation

Outstanding Value

Profitable Growth

Renowned Talent Magnet

Positive Societal Impact

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THE HEALTHY LEADER ASSESSMENT®

THE HEALTHY LEADER ASSESSMENT® will give you a snapshot of who you are by taking an inventory of how you perceive yourself to be performing in each of the foundations of healthy leadership and comparing them to how your supervisor, your peers, and your direct reports perceive your aptitude with these foundations. After the data is compiled from the 15-minute online assessment, a professional coach will make an appointment to meet with you for a personal debrief of your report findings and leave you with a personal report.

THE OVERVIEW REPORT

THE REPORT begins with a roll-up table of all of your results for the foundations of The Healthy Leader®. The table includes symbols to represent the average response from you, your peers, your supervisor, and your direct reports.

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INDIVIDUAL HEALTH REPORTS

THE REPORT goes into further detail of your results with information on each health, self-reflection questions, and the specific responses to each item on the assessment.

PHYSICAL HEALTH

PHYSICAL HEALTH REFERS TO the condition and functioning of the body's skeletal structure, organs, and systems, which may reflect and/or influence the mind and spirit. Being physically healthy enables you to keep up with the escalating speed of life. It helps you develop agility, maintain balance in your life, and bounce back in the face of adversity.

At the organization level, physical health enables business success. It makes people more energetic, hardy, productive, and better able to put in the extra effort required to handle unforeseen problems. People who are physically healthy experience less stress, are absent less often, and are better problem solvers. They are generally strong yet flexible team players who embrace responsibility. A physically healthy workforce ensures economic security for employees and the organization, enhances the company's public image, and creates a robust culture of results.

I think of my time as CEO as more of a marathon than a sprint. So, I've really been focused on how do I live healthy enough so that I can stay in this high level of energy for a long period of time. I've been dieting. I've been working out more. I'm 53. I still theoretically could have 12 years to go [until retirement].

John Schlifske, Chairman and CEO, Northwestern Mutual

Ask yourself:

- How does each component of my physical health (*body/mind awareness, energy management, healthy lifestyle*) enhance or inhibit the quality of my life? My leadership?
- What consequences might I experience if I do not improve these components of my physical health?
- How might improving my physical health impact my emotional, intellectual, social, vocational, and spiritual health?

The building blocks of physical health are body/mind awareness, energy management, and healthy lifestyle.

	Almost Never	Seldom	Sometimes	Often	Always	See Page:
Physical Health						5
Body/Mind Awareness						6
Energy Management						7
Peak Performance Lifestyle						8

Key: Your Response Average ★ | Your Boss's Response Average ■ | Your Peers' Response Average ● | Your Direct Reports' Response Average ▲

	Almost Never	Seldom	Sometimes	Often	Always	Don't Know
Energy Management				★	■	
I know what gives me energy and what depletes it.				5 ★	3 ■	1
I manage my workloads so that I have energy needed to work and compete successfully.		1	1 ★	5	2 ■	
I think its my primary responsibility to mobilize the energy and enthusiasm of others.	1	1	2	3 ★	2 ■	
I feel good about the energy I bring to others.			3	5 ■	1 ★	
I proactively manage stress to prevent a loss of energy and enthusiasm.			1 ★	5 ■	2	1
I work to keep my team's energy up.			1	4 ★	4 ■	

Key: * All numerals represent the number of responses from your peers and direct reports | Your Response ★ | Your Boss's Response ■

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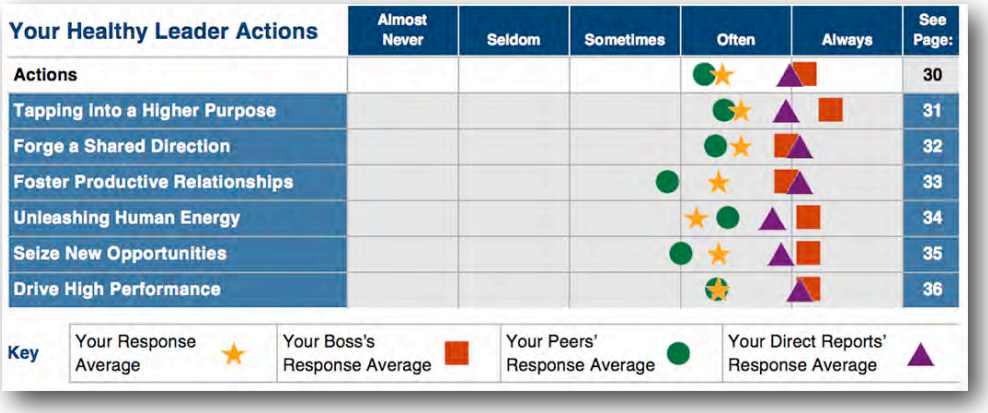
KEY STRENGTH AND DEVELOPMENT REPORTS

THE DATA is also compiled to show your key strength areas, the areas that had the widest perception gap between your responses and your team's responses, and your opportunities for development. This part of the report plays an important role in creating professional growth goals with your Coach.

Key Strengths	Development Opportunities	Perception Gaps
Mutually Rewarding Relationships You actively seek feedback from others, you test assumptions, and you see possibilities. Your ability for open feedback enables you to reinforce the right actions and self-correct as required.	**Resilience** Your anxiety management system is not working optimally. You may find it hard to be resilient in stressful situations, which can inhibit your ability to adapt to change. Improving in this area will enhance your ability to lead others through change.	**Self-Awareness** Your assessment of your self-awareness was higher than what your peers perceived. Is there some validity to your peers' perceptions or do you just need to do a better job promoting and modeling this health dimension?
Generosity of Spirit You have a clear sense of higher purpose in your life and you enjoy improving the lives of people around you. By making your higher purpose clear, you inspire others and can transform the way you make a living into a powerful vehicle for change.	**Energy Management** You're having difficulty managing and optimizing your time and energy to accomplish your goals. Consider ways to refuel your energy throughout the day and better allocate your energies towards achieving your goals.	**Personal Mastery** Your assessment of your personal mastery was higher than what your peers perceived. Is there some validity to your peers' perceptions or do you just need to do a better job promoting and modeling this health dimension?
Global Interconnectedness You show respect for people with diverse beliefs, cultures, and world views. You do your part to protect the worlds' finite global resources and you enjoy finding ways to give back to the community.	**Meaningful Calling** There is some misalignment of your internal values and priorities with the work you are currently doing. Career well-being is a larger contributor to overall well being and it's important for your outer work to align with your inner drive.	**Peak Performance Lifestyle** Your assessment of your peak performance was lower than what your peers perceived. Are you better at this than you had thought? Or, do you give the impression that you have this under control more than you actually do?

HEALTHY ACTIONS REPORTS

THE REPORT concludes with an analysis of the data for each of the Healthy Leader actions, the results for each, and coaching items to consider.



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GETTING STARTED

AT HEALTHY COMPANIES INTERNATIONAL, we pride ourselves in giving you personalized service that fits your needs. The first step to getting started is to give us a call (1+703-351-9901) and request to speak to the Healthy Leader Assessment Coordinator. You may also email us at healthyleader@healthycompanies.com. We will discuss with you the steps to getting you and your team scheduled for the assessment and answer any questions you may have.

THE ASSESSMENT PROCESS

Step 1: Select a Coordinator	Select an internal assessment coordinator that can serve as the primary contact for Healthy Companies. This person should neither be a respondent nor a participant.
Step 2: Coordinate Schedule	The coordinator and Healthy Companies determine a due date for respondents' names, assessment window dates, reminder email dates, and debrief appointment.
Step 3: Identify Respondents	Each participant will need to identify names and email addresses for their supervisor, 4-6 peers, and 4-6 direct reports as respondents for their assessment.
Step 4: Get Whitelisted	The coordinator contacts your IT department to allow emails from "healthyleader@healthycompanies.com" through the firewall.
Step 5: Email Respondents	An email is sent to all respondents to explain the purpose of the assessment and to let them know that they will receive an individualized link via email.
Step 6: Do the Assessment	Participants and all respondents complete the assessment using the emailed link. The assessment takes about 15 minutes to complete.
Step 7: Reminder Emails	Healthy Companies will send reminder emails to those that have not completed the assessment on a weekly basis to ensure full participation.
Step 8: Review Status	A weekly status report will be sent to the assessment coordinator to monitor the completion rate and to assist with reminders if needed.
Step 9: Report Generated	The individual report will be generated and Healthy Companies will contact each participant to arrange a personal one-hour debrief session.
Step 10: Debrief Report	A Healthy Companies Coach will review the report with each participant and discuss goals to help them grow as a Healthy Leader.

For further information about Healthy Companies International, please visit us at www.healthycompanies.com.

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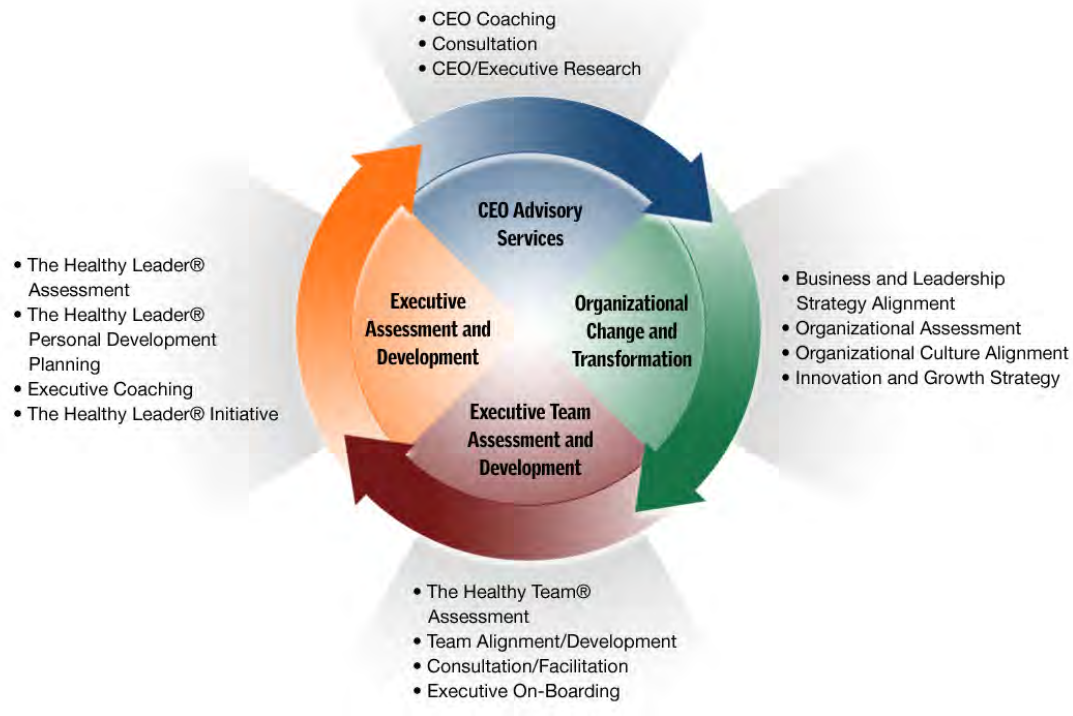
About Healthy Companies

At Healthy Companies, our mission is to transform the world one leader at a time. Founded by Dr. Robert Rosen in 1988, and bolstered by a multi-year grant from the MacArthur Foundation in 1990, we began conducting extensive research into the characteristics of successful CEOs and the healthy companies they lead. Since then, Healthy Companies has collaborated with hundreds of CEOs and executives from over 40 countries.

Our client and research partners have included, among many others, PricewaterhouseCoopers, Booz Allen Hamilton, ING Group, Macy's, MedStar Health, New York Life, Northrop Grumman, Singapore Airlines, Toyota and SAIC. Based on our work with these organizations, we have built an extensive knowledge base of leadership best practices and have developed a wide array of consulting services grounded in our research. Our findings have also been published in a number of highly acclaimed books: *The Healthy Company* (1991), *Leading People* (1996), *Global Literacies* (2000), *Just Enough Anxiety* (2008), *The Catalyst* (2009), and soon to be released, *Grounded* (2013).

Healthy Companies has become a global thought leader on CEO and executive leadership and human capital strategies that lead to the creation of great organizations. Through our executive coaching, performance-oriented learning and development programs, and consulting services, we help CEOs and executive teams articulate and execute their strategic initiatives. As part of our mission to transform the world one leader at a time, we strive to support executives as they build companies that are profitable, sustainable and healthy.



Healthy Leaders build **Healthy Teams** create **Healthy Companies**

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