

THE HEALTHY LEADER ASSESSMENT[®]

CERTIFICATION

HEALTHY COMPANIES
INTERNATIONAL



THE HEALTHY LEADER® MODEL

LEADERSHIP IS HARDER THAN EVER. The speed and complexity of an unrelenting marketplace require leaders to continually reinvent themselves to stay on top of the job. How do they 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 current leadership health across multiple dimensions to identify development opportunities for achieving a leadership legacy of results. This distinct and holistic model provides a foundation and personal profile that can guide professional growth and development.



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 leaders' lives 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**

THE HEALTHY LEADER ASSESSMENT®

THE HEALTHY LEADER ASSESSMENT® is a 15-minute, online inventory designed to assess how leaders perceive their aptitude in each of the foundations of healthy leadership and then compares these perceptions to those of their supervisor, peers, and direct reports. The results are compiled and printed into a personal report for each participant. This report is an excellent tool for coaches to help identify possible areas for development as well as provide a way to benchmark and plot progress to healthier leadership. The report design was carefully created for the purpose of being debriefed by a professional Coach and includes the results, information, and suggestions for each area of health.

THE OVERVIEW REPORT

The report begins with a roll-up table of all of the participants results for the foundations of The Healthy Leader®. The table includes symbols that represent the average response from the leader, their supervisor, their peers, and their direct reports.

	Almost Never	Seldom	Sometimes	Often	Always	See Page:
Physical Health				★ ● ▲	■	5
Body/Mind Awareness				★ ●	■	6
Energy Management			●	★ ▲	■	7
Peak Performance Lifestyle			★	● ▲	■	8
Emotional Health			●	★ ▲	■	9
Self-Awareness			●	★ ▲	■	10
Positive Emotions				● ▲ ★	■	11
Resilience			●	★ ▲	■	12
Intellectual Health			●	★ ▲	■	13
Deep Curiosity			●	★ ▲	■	14
Adaptive Mindset			●	★ ▲	■	15
Paradoxical Thinking			●	★ ▲	■	16
Social Health			●	★ ▲	■	17
Authenticity			●	★ ▲	■	18
Mutually Rewarding Relationships			●	★ ▲	■	19
Nourishing Communities			●	★ ▲	■	20
Vocational Health				● ★ ▲	■	21
Meaningful Calling			●	★ ▲	■	22
Personal Mastery				● ★ ▲	■	23
Drive to Succeed				● ★ ▲	■	24
Spiritual Health			●	★ ▲	■	25
Higher Purpose			●	★ ▲	■	26
Global Connectedness				● ▲ ★	■	28
Generosity of Spirit			●	▲ ★	■	27

Key	Your Response Average ★	Your Boss's Response Average ■	Your Peers' Response Average ●	Your Direct Reports' Response Average ▲
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INDIVIDUAL HEALTH REPORTS

The report goes into further detail of the 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 Schilfske, 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 ▲
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Each assessment question displays the participant's response, the boss's response, and the number of responses from peers and direct reports in each category.

	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 it's 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 key strength areas, the areas that had the widest perception gap between the participant's responses and their team's responses, and opportunities for development. This part of the report plays an important role in creating professional growth goals with their coach.

Key Strengths	Development Opportunities	Perception Gaps
<p>Drive to Succeed Your drive to excel is reflected in your ability to define clearly what success is, to visualize it, and then to pursue it - even through adversity. You have a sense of urgency, a passion to win, and a deep desire to accomplish whatever goals you set.</p>	<p>Self-Awareness It be may difficult for you to be self-conscious and reflective of your own strengths and vulnerabilities. Time for self-reflection is crucial to discovering your true self and to help identify the blind spots that can sabotage your success.</p>	<p>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?</p>
<p>Meaningful Calling You believe in the work you are doing. The values and priorities of your work align with your own personal values and you feel good about the contributions you make at work.</p>	<p>Deep Curiosity There may be times when you don't fully explore other alternatives or scratch beneath the surface of ideas. This may be because you're short on time or because the topics aren't interesting to you. Consider the possibilities of exploring alternatives on your next decision.</p>	<p>Global Connectedness Your assessment of your global connection 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?</p>
<p>Personal Mastery You have an intimate understanding of your strengths and weaknesses and continually work to raise your personal bar of performance. Disappointments and failures don't weigh you down - they rejuvenate you for the next attempt.</p>	<p>Authenticity You may have some difficulty being your full self every day in all situations. This may mean that you struggle with aligning your thoughts and feelings with your actions. Improving in this area will enhance your credibility.</p>	<p>Paradoxical Thinking Your assessment of your paradoxical thinking 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?</p>

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.

Your Healthy Leader Actions		Almost Never	Seldom	Sometimes	Often	Always	See Page:
Actions							30
Tapping into a Higher Purpose							31
Forge a Shared Direction							32
Foster Productive Relationships							33
Unleashing Human Energy							34
Seize New Opportunities							35
Drive High Performance							36
Key	Your Response Average	Your Boss's Response Average	Your Peers' Response Average	Your Direct Reports' Response Average			



CERTIFICATION PROCESS

We are very excited to share The Healthy Leader Assessment®, a uniquely valuable tool for assessing leaders holistically. Certification as a Healthy Leader Assessment professional allows you to sell the assessment to participants, debrief the participants, and use The Healthy Leader® models in your coaching and consulting practice.

THE HEALTHY LEADER ASSESSMENT® CERTIFIED PROFESSIONALS SHOULD...

- Be certified by International Coach Federation or similar certification
- Have at least five years of experience as a professional coach/consultant
- Provide three letters of recommendation from clients
- Attend the two-day The Healthy Leader Assessment® certification workshop for initial certification
- Attend one The Healthy Leader Assessment® webinar each year for recertification
- Pay a one-time certification fee of \$2000 which includes the cost of the workshop, materials, and access to the online assessment
- Commit to incorporate The Healthy Leader® principles in your own life and career

THE HEALTHY LEADER ASSESSMENT® CERTIFICATION INCLUDES...

- Permission to administer and debrief The Healthy Leader Assessment®
- Permission to use The Healthy Leader® models for coaching/consulting
- The Healthy Leader Assessment® marketing materials
- A copy of *Grounded* by Dr. Robert Rosen (available at the end of 2013)
- Access to a growing social community of certified Healthy Leader professionals

THE HEALTHY LEADER ASSESSMENT® CERTIFICATION WORKSHOP IS...

- An interactive two-day workshop that introduces The Healthy Leader® models and research, reviews the assessment process, and discusses ways to use the tool to enhance coaching and consulting
- Held quarterly at various locations, including the Healthy Companies International office in Arlington, Virginia

THE HEALTHY LEADER ASSESSMENT® RECERTIFICATION WEBINARS ARE...

- A platform for sharing updates about The Healthy Leader Assessment®, The Healthy Leader® models, and other updates from Healthy Companies International
- A venue for The Healthy Leader Assessment® professionals to share lessons learned and best practices
- Held quarterly; attendance at one webinar per year is required for annual recertification

Thank you for your interest in certification for The Healthy Leader Assessment®. For further information, please visit us at www.healthycompanies.com or call 703-351-9901.



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