



THE GROUNDED™ LEADER PROFILE

Your success as a leader begins with who you are.

Physical
Emotional
Intellectual
Social
Vocational
Spiritual



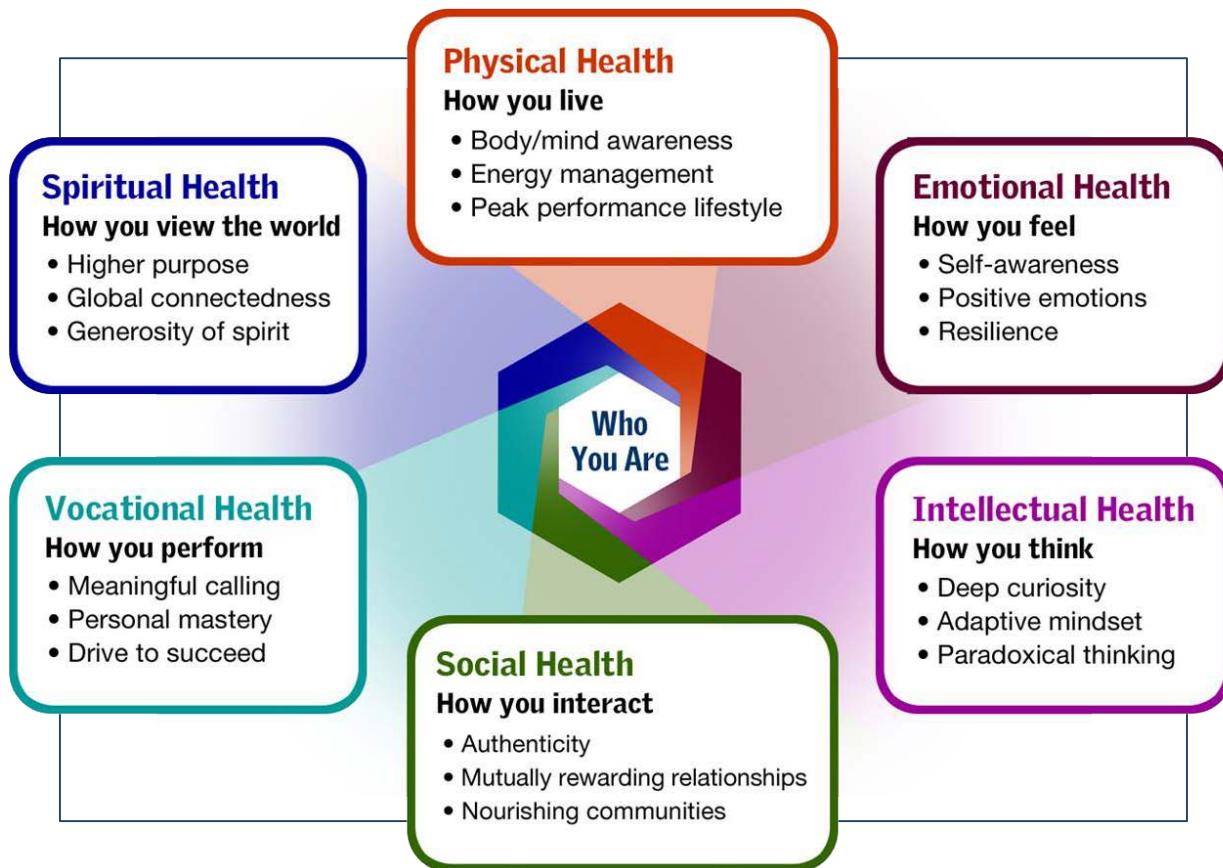


FOUNDATIONS OF HEALTHY LEADERSHIP

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 Grounded™ 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 Grounded™ Leader Profile 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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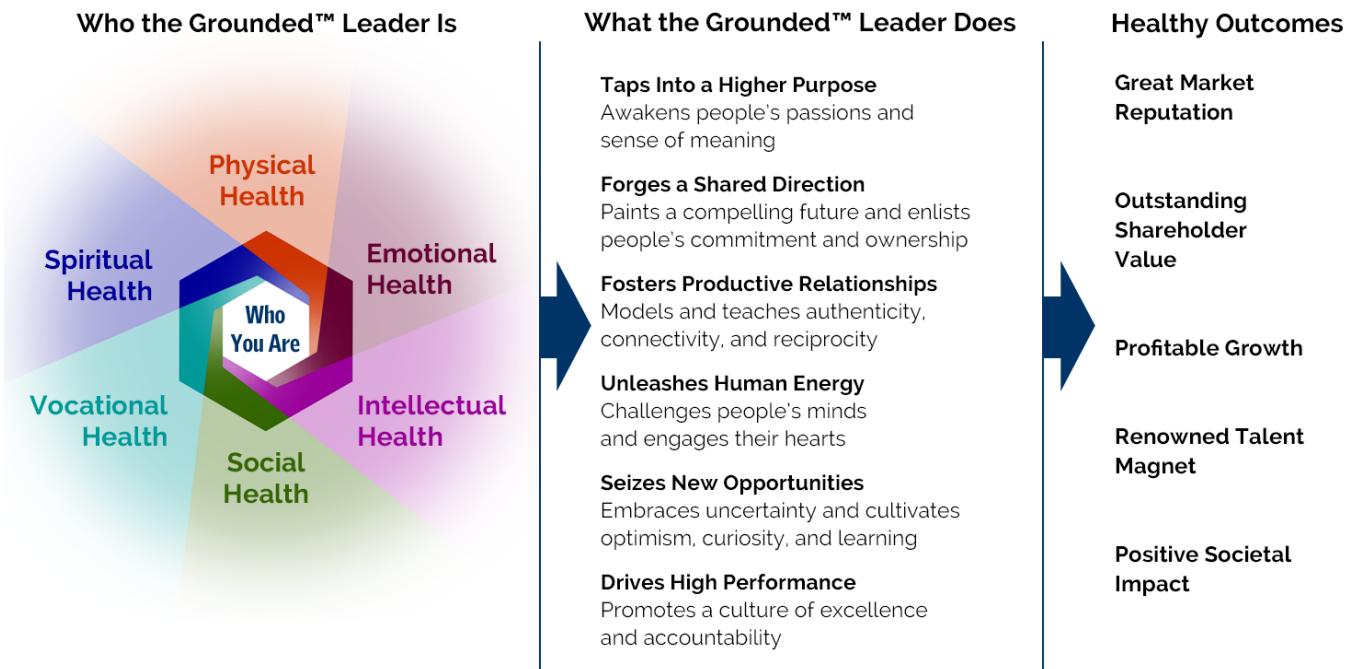
WHO YOU ARE DRIVES WHAT YOU DO

LINKING LEADERSHIP “HEALTH” TO BUSINESS OUTCOMES

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





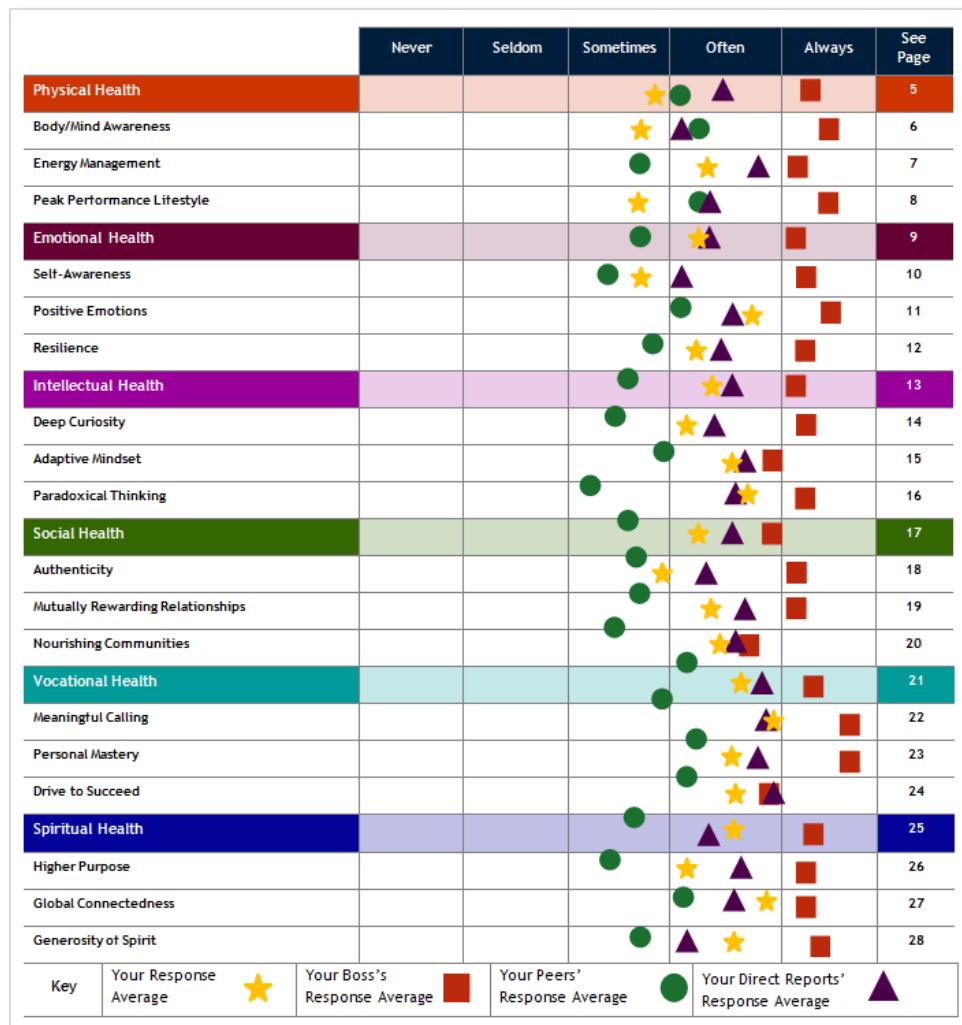
THE GROUNDED™ LEADER PROFILE

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The Grounded™ Leader Profile 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 Profile, 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 Grounded™ Leader. The table includes symbols to represent the average response from you, your peers, your supervisor, and your direct reports.





THE GROUNDED™ LEADER PROFILE

INDIVIDUAL HEALTH REPORT.

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 Profile.



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.



Final health and happiness. It is critical to understand how are most vulnerable for you, and how your mind and body and mental health you can prevent disease, rebound

mentally stronger. It improves you. Going through putting myself in circumstances that were indeed different perspective on my own work. Part of it is stress.

Paula Kerger, President and CEO, PBS

PHYSICAL HEALTH

Body/Mind Awareness

- I believe my thoughts and emotions affect my physical well-being.
- I monitor my health to ensure that I am making good choices regarding my lifestyle.
- I understand what it takes for me to stay healthy during stressful times at work.
- I move quickly to take remedial action when I feel ill or am faced with health problems.
- I adjust work plans if the current demands conflict with my health and well-being.
- I actively promote strategies and policies that enable my team members to have a healthy lifestyle.

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

| Never | Seldom | Sometimes | Often | Always | Don't Know |
|-------|--------|-----------|-------|--------|------------|
| | | ★ | | | |
| 1 | 1 | 4 | ★ | 2 | ■ 1 |
| | | 3 | 2 | ★ 3 | ■ 1 |
| | | 3 | ★ 3 | 1 | ■ 2 |
| | | 3 | ★ 2 | | ■ 4 |
| 2 | 2 | ★ 3 | | 2 | ■ |
| 1 | | 3 | ★ 2 | 2 | ■ 1 |

* All numerals represent the number of responses from your peers and direct reports



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 Profile 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 Profile 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 world's 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 Profile 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 REPORT

The report concludes with an analysis of the data for each of the Grounded™ Leader actions, the results for each, and coaching items to consider.



We support and guide leaders and their teams in their efforts to navigate change, spur growth and innovation, and create a growing bench of leadership talent. Our integrated solutions are based on more than 25 years of research and collaboration with CEOs and executive teams at highly regarded organizations.

| LEADERS | TEAMS | ORGANIZATIONS |
|--|--|--|
|  |  |  |
| <ul style="list-style-type: none">• Executive Advisory Services• The Grounded™ Leader Profile• The Grounded™ Professional Profile• The Grounded™ Leader Personal Development Plan• Executive Coaching• Emerging Leader and High-Potential Development | <ul style="list-style-type: none">• The High-Performance Team® Profile• The High-Performance Team® Development Plan• Team Alignment/Development• Global Team Development• Global Board Development | <ul style="list-style-type: none">• The Grounded™ Culture Scan• Organizational Change and Transformation Strategy• Consultation Services that Drive Growth and Innovation• Succession Planning• Human Capital Strategy and Execution |

Healthy Leaders build Healthy Teams create Healthy Companies

HEALTHY COMPANIES
INTERNATIONAL



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