

360 **R**e a c h TM

Reputation Report

ENTERPRISE

William Arruda

3/29/2022

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A NOTE FROM YOUR CAREERBLASTERS

Congratulations on completing your 360Reach Personal Brand Survey.

Our system parsed, organized and consolidated the feedback from your respondents and created this personalized Reputation Report for you.

First, take some time to review your feedback in this report. It's chock full of fascinating things about the brand called **WILLIAM ARRUDA**.

Then, access your **360Reach Video Coaching Companion**. The Coaching Companion will help you deeply process every section in your Reputation Report with 7 video blasts and fillable blastsheets. With our step-by-step video coaching, you'll also build an Action Plan to amplify your most compelling attributes and boost your personal brand.

Have a blast!

Ora & William



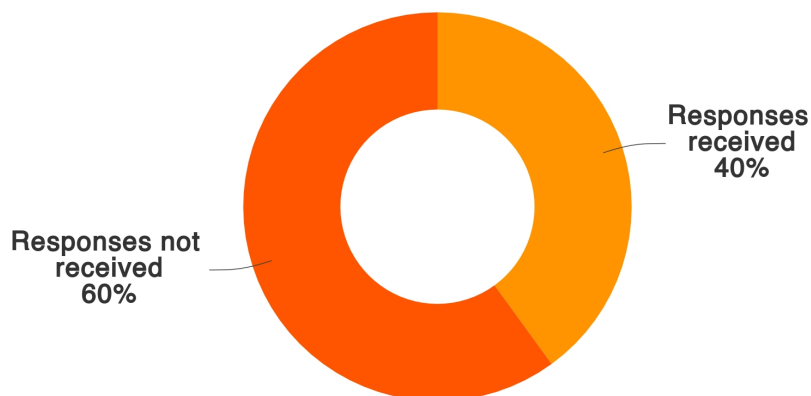
REVIEW YOUR FEEDBACK

1 BIG PICTURE

In this section:

- Response Rate
- % of responses by category of respondent
- Top ten Brand Personas
- Top ten Leadership Competencies

This section consolidates your raw feedback, giving you a big picture, or high level overview, of how your personal brand is perceived by your respondents.



of responses received: 32

of requests sent: 80

When your response rate is below the average, it could mean that:

- You requested feedback from very busy people
- Your respondents used spam blockers or other systems that prevented them from receiving your request for feedback
- Your respondents did not take the time to give you feedback

REVIEW YOUR FEEDBACK

% of responses by category of respondent

This table shows the percentage of responses you received for each respondent category. As a reminder, each respondent chose the category that they feel best reflects their relationship to you.

CATEGORY OF RESPONDENT	# OF RESPONSES	% OF TOTAL
Client	6	19%
Colleague/Peer	14	44%
Employee	2	6%
Friend/relative	6	19%
Manager	0	0%
Professor/Teacher/Mentor	0	0%
Other	4	13%

REVIEW YOUR FEEDBACK

Brand Personas

Similar brand attributes that were chosen by your respondents have been consolidated into your top ten **Brand Personas**.

RANK	BRAND PERSONA	# OF COMBINED RESPONSES
1	Motivator	23
2	Evangelist	21
3	Optimist	17
4	Mover	15
5	Giver	13
6	Creator	10
7	Entrepreneur	10
8	Caregiver	9
9	Charmer	9
10	World Citizen	8

REVIEW YOUR FEEDBACK

Brand Personas Defined:

Motivators have a natural talent for energizing those around them. Like Evangelists, they have internal passion and enthusiasm. Their main purpose is to inspire others. Great leaders often have this talent of being able to inspire people with a dream or idea.

Evangelists exude passion and enthusiasm. They quickly inspire those around them with their fervor. They are typically very loyal to people, brands, ideas, etc. Evangelists can ignite a fire under those around them – compelling them to act. Evangelists' passion is contagious and they have the ability to get those around them just as excited and energized as they are.

Optimists are positive people. They see the glass as always being half-full and often see the potential for it to be overflowing. Optimists are 'can-do' people who do not like hearing 'it can't be done.' They can be seen by some as unrealistic or naïve, but their optimism is often one of their keys to success.

Movers are energetic, dynamic people. They seem to have limitless energy. For some, their energy comes from within. For others, it comes from being around others. Movers rarely sit still. They have little patience for slow, drawn-out meetings. They usually embrace change.

Givers are generous. They derive more pleasure from giving than from receiving. They are typically very thoughtful and considerate of others. They are often generous not only with gifts, but with praise, their time and their advice or mentoring.

Creators like ideas. They like to implement or invent new things or concepts. They enjoy refining or adapting things that exist to deliver something new. Some creators excel at the arts or design, others are creative in finding alternative solutions or looking at things in different ways. Creators often live in the future – in what is possible. They have a natural ability for coming up with new and interesting ideas. Some are good at turning these ideas into reality, others rely on more tactical, down to earth people to implement their ideas.

Entrepreneurs are self-starters. They often know what they want to do and find ways to make it happen. Entrepreneurs are usually connected to the right resources. They are enterprising and like new ideas or concepts. They live to turn ideas, concepts and plans into action.

Caregivers think of others, often before themselves. They are supportive, loving, and empathetic. They enjoy taking care of others and ensuring that those around them are cared for. Caregivers are usually very tuned in to how people around them are feeling and are quick to help out those in need.

Charmers have a way of making everyone like them. They have an innate ability to 'charm' those around them. They are generally likeable characters who can fit into almost any situation.

World Citizens are part of the bigger world. They are not deeply rooted where they live, but often have connections to - and interest in - different parts of the world. They have an affinity for people and things that come from other regions, cultures, cities, etc. People refer to them as global or international. Many world citizens have lived abroad; speak multiple languages or work/travel internationally.

REVIEW YOUR FEEDBACK

Leadership Competencies

Leadership Competencies are created by combining skills that your respondents associated with you. They are displayed in two ways: absolute and relative. Leadership Competencies have varying numbers of skills associated with them. An absolute score is the total number of times the skills associated with a Competency were selected by your respondents.

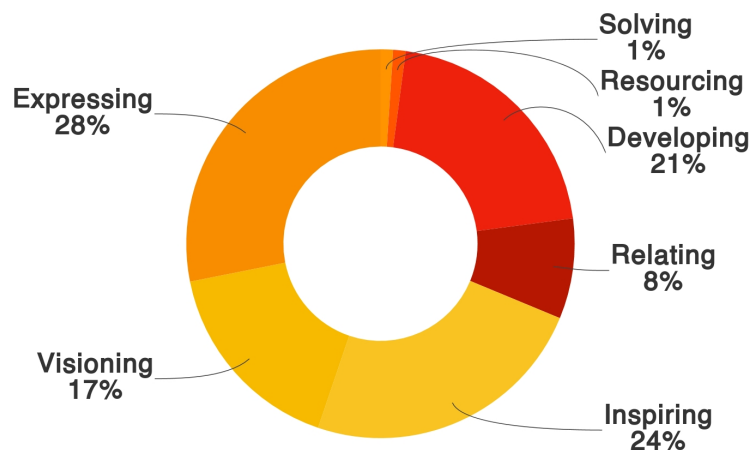
Leadership Competencies: Absolute Ranking

RANK	LEADERSHIP COMPETENCY	# OF COMBINED RESPONSES
1	Inspiring	53
2	Visioning	42
3	Expressing	35
4	Developing	20
5	Relating	19
6	Resourcing	3
7	Solving	3

REVIEW YOUR FEEDBACK

Leadership Competencies: Relative Ranking

A relative ranking reflects a Leadership Competency's relative weight, based on the number of skills associated with it.



Leadership Competencies Defined

Developing: Growing professionally; adopting new, relevant habits (staying fresh and connected to what is happening in the world).

Expressing: Communicating clearly and consistently (listening, speaking, writing, presenting, etc.).

Inspiring: Activating, inspiring, nurturing, empowering and developing others.

Relating: Meeting/connecting with constituencies (colleagues, employees, customers, supply chain and business partners); building trust, respect.

Resourcing: Identifying and sourcing needs, opportunities and resources (talent, alliances and funds); appropriately delegating.

Solving: Identifying and resolving problems; managing crises.

Visioning: Developing and executing strategy (creating, defining and focusing on the big picture); thinking big/globally.

REVIEW YOUR FEEDBACK

2 CONSISTENCY

In this section:

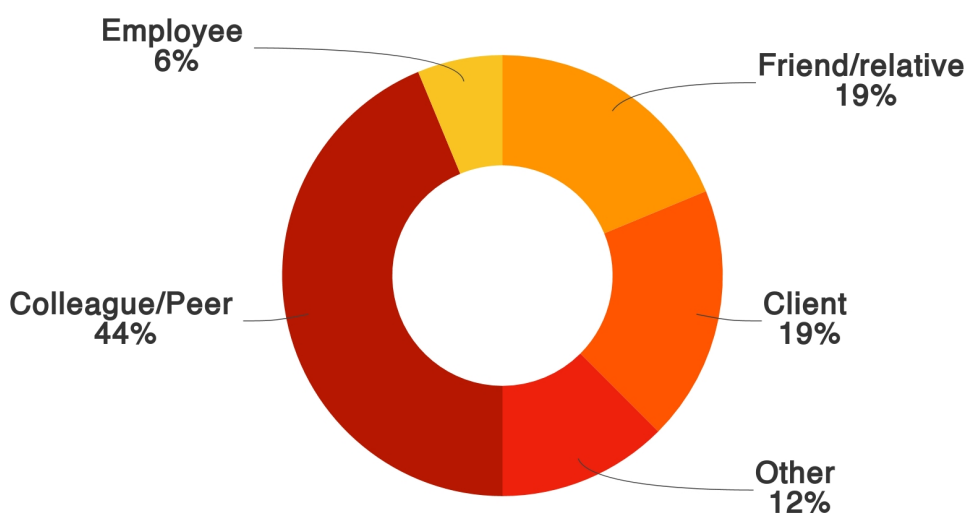
- Brand Personas
- Leadership Competencies
- Leadership Styles by category of respondent

The data in this section reveals the degree of consistency in your feedback by looking at dominant themes in the brand attributes and skills selected by your respondents. The more consistency in perception across categories, the stronger your personal brand.

You'll discover how your Brand Personas, Leadership Competencies, and Leadership Styles are perceived by each category of respondent, or the different groups in your brand community.

When you see more than one Brand Persona, Leadership Competency, or Leadership Style in the same row, it's because each received the same score and have equal ranking.

Percentage of Respondents by Category



REVIEW YOUR FEEDBACK

Data from Respondents by Category

The tables and charts below show your top five Brand Personas, Leadership Competencies, and other data for each category of respondent. To protect the anonymity of your respondents, data is not shown for categories with fewer than three responses.

Within each rank, the data is presented in alphabetical order.

Client: 6 out of 32 - 19%

RANK	BRAND PERSONAS	# OF COMBINED RESPONSES
1	Mover	5
2	Achiever, Evangelist, Motivator, Optimist	4
3	World Citizen	3
4	Confidence Emitter, Connector, Giver, Smiler, Visionary	2
5	Athlete, Caregiver, Charmer, Driver, Entrepreneur, Extrovert, Judge, Persuader, Self-starter, Truth-teller	1
LEADERSHIP COMPETENCIES		
1	Inspiring	11
2	Visioning	7
3	Expressing, Relating	5
4	Developing	4

Colleague/Peer: 14 out of 32 - 44%

RANK	BRAND PERSONAS	# OF COMBINED RESPONSES
1	Evangelist	9
2	Motivator	8
3	Creator, Entrepreneur, Optimist	7
4	Caregiver, Mover	6
5	Charmer, Expert	5
LEADERSHIP COMPETENCIES		
1	Inspiring	24
2	Visioning	21
3	Expressing	16
4	Relating	9
5	Developing	8

Friend/relative: 6 out of 32 - 19%

RANK	BRAND PERSONAS	# OF COMBINED RESPONSES
1	Motivator	6
2	Evangelist	5
3	Optimist	4
4	Charmer, Comedian, Giver	3
5	Entrepreneur, Fan, Mover, Performer	2

	LEADERSHIP COMPETENCIES	
1	Expressing	10
2	Visioning	9
3	Inspiring	8
4	Developing	4
5	Relating	2

Other: 4 out of 32 - 13%

RANK	BRAND PERSONAS	# OF COMBINED RESPONSES
1	Motivator	4
2	Evangelist, Giver, Persuader, Truth-teller	2
3	Assertor, Backgrounder, Competitor, Confidence Emitter, Connector, Creator, Driver, Expert, Includer, Mover, Optimist, Performer, Philanthropist, Rock, Self-starter, World Citizen	1
	LEADERSHIP COMPETENCIES	
1	Inspiring	8
2	Developing, Visioning	3
3	Expressing, Relating, Resourcing	2
4	Deciding	1

REVIEW YOUR FEEDBACK

3 SECRET SAUCE

Your top ten Brand Personas are below. The 360Reach Reputation Report Video Coaching Companion will help you determine which of your Brand Personas are emotional and which are rational.

TOP TEN BRAND PERSONAS	EMOTIONAL OR RATIONAL?
Caregiver	
Charmer	
Creator	
Entrepreneur	
Evangelist	
Giver	
Motivator	
Mover	
Optimist	
World Citizen	

REVIEW YOUR FEEDBACK

4 STRENGTHS

In this section:

- Strengths
- Weaknesses
- Responses to projective exercises

The following feedback from your respondents and their responses to the projective exercises capture your strengths and weaknesses. Strong personal brands focus on integrating their strengths into all that they do. They also make sure that their weaknesses are not career derailleurs!

The comments from your respondents in the Raw Data section of this report will also reinforce your strengths.

Strengths

- Ability to instantaneously connect with people at deep level, convey high standards, and spread enthusiasm
- Affinity for others
- Continually innovating
- Dynamic communicator
- Energizing others
- Engaging people in what he is doing, whether that is public speaking, communicating with them one-on-one, or training them.
- Getting new ideas
- He always ready to pull from his vast toolbox to help.
- He has seemingly endless energy and enthusiasm. He always puts others first.
- He is energetic, motivating and deep expertise in Personal Branding.
- He is so creative and is able to deliver his creative ideas into trainings and useful content for others.
- He is the world's biggest encourager. He can make anyone feel they can do anything. He's a cheerleader.

- His ability to build relationships
- His ability to connect with people
- His commitment to helping others learn how to find themselves and be successful in the current world environment; whatever that happens to be.
- His future focused, leading edge thinking that helps so many people build what they wish for themselves.
- His genuine interest in others.
- His passion and seemingly unending energy
- His unbridled enthusiasm for life and for the success of the people around him
- Incredibly motivating, smart, great listener, great energy and attitude
- Inquisitiveness and genuine interest in people
- Inspiring others
- Singular passion and drive
- The ability to inspire an audience and provide a great experience for them
- The greatest strength is...
- To be two steps ahead of what is current and relevant before anyone else.
- William is extremely passionate about his work and genuinely wants to help others
- William's greatest strength is his incredible positivity and charisma.
- engaging others in his ideas
- love!
- motivating people
- strength 1

Weaknesses

- Appears to sometimes spread himself too thin. It may be helpful to you achieving even more if you had good support behind you.
- Can't think of any in my experience with William.
- He can be overwhelmed with all of his creative thoughts in his head and lose track of what needs to happen on the ground. Sometimes that is with the people who have supported him.
- He can be pretty hyper sometimes.
- He can take things personally, especially when it has to do with people he cares about and respects.
- He has mentioned, although I've not seen it first-hand, he is terrible at planning out his calendar--time management.

- He isn't good at asking for help
- He starts things and doesn't always stay with them. Needs more follow through.
- He takes on too much.
- He's the personal branding expert yet he doesn't promote himself enough. He focuses too much on others.
- His great enthusiasm can feel sometimes overpowering to quieter folk.
- I can't think of one (sorry this is not helpful)
- I haven't see William exhibit a 'greatest' weakness. I suppose it could be that he might over-extend himself in his enthusiasm to help others.
- I haven't seen any
- Make sure ideas is transformed to something real
- No weaknesses
- Not having any visible weaknesses
- Paying so much personal attention to each person. Wonderful but not sustainable
- Sometimes overly and unrealistically ambitious
- The detail and getting back to you in a timely manner.
- The greatest weakness is...
- Too much going on
- Trying to juggle too many ideas
- Twizzlers LOL
- William is so generous that he has a hard time telling people 'no' which causes him to be overtaxed on many days
- You have to pay a lot of people for support work and I imagine that gets expensive.
- details
- don't know
- hi modesty ;-)
- na
- none!
- weakness 1

REVIEW YOUR FEEDBACK

Projective Exercises

If you were a type of car, what car would you be and why?



- A Mercedes, classy but sporty
- A Tesla. It's the future. There's no other car like it and it comes with some cool features.
- A flying car – when it is available. He has no patience for sitting around.
- A high end Tesla. William is a crystal clear brand and the voice that encourages us to break away from the usual and move in the world with our own sense of style!
- Alfa Romeo - design-forward and global.
- Alfa Romeo Disco Volante, because it's captivating it's a little old school and classy with a little spice.
- An Explorer. Ready for heavy lifting, fast, agile and daring to go where others don't or can't.
- An SUV – it can do a lot of things, go a lot of places and be interesting to a lot of different people.
- Audi, sporty, strong, fast, sophisticated
- BMW - classy, respected, but not too flashy
- Bentley. He possesses every elegant touch imaginable, but does not consider it necessary to remind everyone about it.
- Electric porsche - Sustainable and stylish
- Ferrari limited edition
- He isn't a car person. Likes to walk. I would say spiffy, quality walking shoes that go with anything.
- He would be a convertible because he is adventuresome.
- Jaguar

- Jaguar - it's not very common, high end, can be fussy, respected.
- Maserati - high end, fast moving, sleek, quality and unpretentious.
- Mercedes-Benz, the best car
- New Mercedes Convertible
- Porsche - helps others elevate brand as you would be in a car like this
- Skoda, a lot of value for the money
- Something fun, functional and fast.
- Something speedy but not too flashy.
- Sports car designed for high speed, with dynamic performance and acceleration,
- Tesla ... innovative, pushes the envelope of creativity
- Tesla. Trendsetting, car of a future, with strong attention to safety and performance
- Tesla.... modern, stylish, aspirational.
- Tesla: eye-catching without being obnoxious; pioneering and good for the environment; price tag is tied to real quality, not a false image
- William would be a 2-seat convertible sports car - probably red. It would be fun to drive and create an experience for those along for the ride.
- William would be a Tesla. Sleek and refined, environmentally conscious, elegant and with the latest technology. And big enough to welcome guests.
- a Tesla - ahead of the curve, sleek, innovative, stylish and with a strong brand

If you were a household appliance, what type of appliance would you be and why?



- A French espresso maker. A simple yet elegant design that is easily recognized from a distance. And he provides a concise, compelling jolt of energy for those who are game!
- A battery that somehow never runs out of juice.
- A blender. It spins really fast. Makes something new. Indispensable.
- A cocktail shaker. He likes to make cocktails and likes to take different things and combine them to make something better.
- A gas fireplace, which is a meeting place, drawing people in for conversation and warmth.
- A light. When you can't see where to go, he flips the switch and there is a way.
- A stand mixer: he can mix all the right ingredients with mastery and deliver delicious recipes
- Appliance?? None, he'd be a martini cocktail shaker
- Blender, Combines a lot of things to create something colorful and appetizing
- Dyson vacuum cleaner - quality, high end, sponge with knowledge, innovative, ahead of competitors.
- Espresso machine - always ready to give you a lift!
- Espresso machine - buzz buzz buzz
- Espresso machine - pure delight to be around
- Espresso Maker because it is sleek and provides a punch when drinking the coffee.
- French press coffee maker. His attention to detail means that no compromises can be made when striving for perfection.
- Had to laugh reading this one...dyson he is powerful
- High End Coffee Maker
- I'll need to think about that

- Microwave. It makes things ready very fast.
- Nespresso machine. He's human caffeine.
- Nespresso- sleek and delivers caffeine
- Not sure
- Not sure
- Sonos speaker: a beautiful invention that spreads the sound of joy
- Super fancy espresso maker - very nice design, producing wonderful results, beyond expectation
- TV - lots of different things going on
- The De'Longhi Dinamica Automatic Coffee & Espresso Machine. It's powerful, flexible, gives energy to all around and has amazing STYLE
- William would be an oven -- taking raw materials and turning them into something delicious ---- while letting the cook decide the recipe.
- a Nespresso machine :-) stylish, brilliantly functional, adaptable
- iRobot
- refridgerator -- holds a lot of things at a time
- vacuum cleaner - because he is always whirling around and absorbing ideas, new places and people.

REVIEW YOUR FEEDBACK

5 PERCEPTION ALIGNMENT

In this section:

- Comparison of feedback on your Brand Personas, Leadership Competencies, and Leadership Styles with your self-survey

Perception alignment data reveals how you see yourself relative to how others see you, or how congruent your self-perception is with the perceptions of others.

The items highlighted in color on the table below convey congruent perceptions of your Brand Personas, Leadership Competencies, and Leadership Styles. The more color, the greater your perception alignment.

Please note that if there are fewer than ten Brand Personas, fewer than five Leadership Competencies and fewer than three Leadership Styles, it may be because:

- The attributes and skills selected by your respondents were consolidated into a smaller number
- Some of the attributes and skills were written in and not tallied
- Brand Personas, Leadership Competencies and Leadership Styles with the same score and ranking are listed together

TOP TEN BRAND PERSONAS-SELF	TOP TEN BRAND PERSONAS-OTHERS
Charmer (2)	Motivator (23)
Evangelist (1)	Evangelist (21)
Creator (1)	Optimist (17)
Optimist (1)	Mover (15)
Giver (1)	Giver (13)
Motivator (1)	Creator (10)
Wonderer (1)	Entrepreneur (10)
Extrovert (1)	Caregiver (9)
Smiler (1)	Charmer (9)
	World Citizen (8)
TOP FIVE LEADERSHIP COMPETENCIES-SELF	TOP FIVE LEADERSHIP COMPETENCIES-OTHERS
Inspiring (3)	Inspiring (53)
Relating (1)	Visioning (42)
Expressing (1)	Expressing (35)
Developing (1)	Developing (20)
	Relating (19)

PERSONAL BRAND SURVEY

RAW DATA

Here is raw data from your respondents that was analyzed for this report.

Attributes:

Enthusiastic (12)	Inspiring (12)	Energetic (11)
Motivating (11)	Positive (11)	Passionate (9)
Creative (8)	Generous (8)	Supportive (8)
Entrepreneurial (7)	International (7)	Intelligent (6)
Optimistic (6)	Empathic (5)	Giving (5)
Likable (5)	Visionary (5)	Accomplished (4)
Big (personality) (4)	Charming (4)	Confident (4)
Connected (4)	Dynamic (4)	Persuasive (4)
Self-motivated (4)	Cheerful (3)	Collaborative (3)
Enterprising (3)	Funny (3)	Happy (3)
Inclusive (3)	Outgoing (3)	Self-assured (3)
Sincere (3)	Socially-conscious (3)	Successful (3)
Ambitious (2)	Convincing (2)	Devoted (2)
Driven (2)	Extroverted (2)	Humble (2)
Inventive (2)	Loyal (2)	Physically Fit (2)
Pro-active (2)	Adventurous (1)	Assertive (1)
Bright (1)	Classy (1)	Colorful (1)

Competitive (1)	Conservative (1)	Easygoing (1)
Fun (1)	Healthy (1)	Honest (1)
Interested (1)	Kind (1)	Loving (1)
Refined (1)	Reliable (1)	Smart (1)
Sophisticated (1)	Spirited (1)	Strategic (1)
Striving (1)	Trustworthy (1)	Worldly (1)

Skills:

Inspiring others (19)	Motivating (14)	Public speaking (13)
Creating (12)	Establishing thought-leadership (12)	Presenting (11)
Communicating (listening, speaking) (10)	Relating to others/building relationships (9)	Empowering (8)
Developing ideas (7)	Innovating (7)	Thinking internationally / globally (7)
Visioning (7)	Coaching (6)	Growing professionally (6)
Facilitating groups (5)	Teaching (3)	Learning (2)
Team building (2)	Training (2)	Brainstorming (1)
Counseling (1)	Delegating (1)	Delivering quantifiable results (1)
Designing (1)	Interviewing (1)	Investigating (1)
Managing conflict (1)	Managing money (1)	Managing people (1)
Mediating (1)	Organizing (content, activities) (1)	Performing analysis (1)
Prioritizing (1)	Running meetings (1)	Solving problems (1)
Writing reports (1)		

Comments:

- Everybody needs some William in their lives.
- Hi! This is a comment to the respondent survey
- I got stumped on the weakness because you're my guru. Maybe having more infrastructure than necessary, because it costs a lot to run your business. But you have built so much success by being so good at what you do and so far ahead of the curve. You run fast and far -- way more than I do, and I admire you so much for that. I have learned so much watching you.
- Keep doing what you are doing.
- Make more of an effort to put yourself first. You often focus too much on helping others.
- No comments!
- One of the kind. Risk-taker with a vision and business savvy to make it happen. Charming and dynamic. A person (ality) that you do not forget, even if you meet him just once:)
- There are few people in the world that you meet and say, there will never be another X. William is 100% a person I can say that about. He is so unique, motivating, caring, and wonderful but also bubbly and energizing. I can't say enough good things about William, his ability to connect to people and connect people together and inspire others around him.
- This is how I have experienced William: an enthusiastic, friendly, gentle, adaptable, diplomatic, energetic, charming person, with a refined sense of humour, excellent self-leadership and comes across as an authentic leader, distinguished crosscultural communication skills, exceptionally high professional standards. He is a powerful communicator and facilitator that conveys and inspires alignment, creates a desire to learn and to mobilize all one's own resources to move to action . William is very generous passionate in his work. It was a beautiful experience to meet and work with him, and the positive energy and Love he spreads around is long lasting.
- William has always been a true pleasure to work with.
- William has the kindest of hearts.
- William is a dynamic and exciting speaker who always gets the audience involved and interested.

- William is a one of kind creative genius. His bright personality allows him to woo others with his ideas and bring them on board. Sometimes it is hard to keep up with him and occasionally he needs others to pick up the pieces of what was left behind.
- William is like no other and his words and presence and feelings/perspectives resonate. A great listener and a fantastic person. Motivating and inspiring!
- William is simply a superior human being whose boundless energy and enthusiasm is an inspiration to all of us.
- William needs to be more visible. He is a visionary leader and needs to be known in a bigger way.
- William, it has been a pleasure to be part of your circle for over 10 years. I have learnt so much from you and I am a better person and professional learning from you. Even though we are half a world away time-wise, you are always generous with your time and knowledge. I really appreciate you. Thank you.
- You are very helpful to others while also being truly business savvy. You demonstrate that these things can work together. Trust the calm and wise center of your heart to balance and refine your incredible intelligence.

Self Survey Data (as on Summary Page)

Attributes:

Likable (10)	Happy (9)	Extroverted (8)
Curious (7)	Charming (6)	Inspiring (5)
Giving (4)	Positive (3)	Creative (2)
Enthusiastic (1)		

Skills:

Learning (6)	Empowering (5)	Public speaking (4)
Relating to others/building relationships (3)	Inspiring others (2)	Motivating (1)

Strengths:

- Endless ideas.

Weaknesses:

- Too many ideas, not enough focus.

Projective Exercises:

Type Of Household appliance:

- Nespresso machine filled with arpeggio capsules!

Type Of Car:

- Jaguar - not super common, quality but not ostentation.

Comments:

RESOURCES

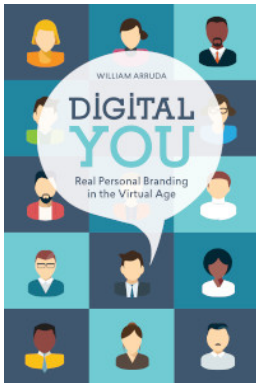
Other Personal Branding Resources and Offerings from CareerBlast.TV



The LinkedIn Profile Type Indicator (LPTI): In our all-virtual world, your LinkedIn profile has become your first impression. Does your profile show that you're both credible and likable? Use the LPTI Quiz to find out.



BrandBoost - An A.I.-enhanced digital coach that guides you through personal brand discovery.



Digital YOU: Real Personal Branding in the Virtual World. CareerBlast.TV cofounder William Arruda's latest book shows you how to build a powerful, authentic brand in the digital world.

PERSONAL BRAND SURVEY

GLOSSARY

Glossary of all terms.

BRAND PERSONAS	
TERM	DEFINITION
Achiever	Achievers are accomplished. They crave success and have a way of making things happen for themselves and the project at hand. They are often referred to as 'accomplished' or 'overachievers.' They wear the title "most likely to succeed." Their achievements are visible to those around them.
Ambassador	Ambassadors are diplomatic by nature. They know how to get along with others and seek to find common ground. Sometimes they can seem political – understanding how to work the system to get things accomplished.
Assertor	Assertors are bold. They are willing to say what they think. They can sometimes be thought of as brash, when in fact, they are just confident and direct. Assertors will often tell you what's on their mind without you having to ask and they are usually willing to ask for what they need without hesitation. Many respect their assertive nature; but others can be turned off by their bold or blunt approach.
Athlete	Athletes are typically healthy and physically fit. They are health-conscious and fit healthful activities into their work day – whether going to the gym, eating healthfully or talking about health and fitness. They see their success having some relation to their physical energy.
Backgrounder	Backgrounders are humble. They reject praise and prefer not to be visibly recognized for their achievements. They are often high-achievers but prefer to give credit to others rather than take credit for themselves. They are modest and their modesty is quite attractive to those around them. Sometimes their modesty can prevent them from getting the advancement they deserve.
Calmer	Calmers have a sturdy zen-like nature. They are often the calm in the storm and are almost unshakeable. They are easy-going in nature and although they understand the serious side of challenges, they're rarely ruffled by it. Because they keep a level head even during stressful times, they are valuable members of teams.
Caregiver	Caregivers think of others, often before themselves. They are supportive, loving, and empathetic. They enjoy taking care of others and ensuring that those around them are cared for. Caregivers are usually very tuned in to how people around them are feeling and are quick to help out those in need.
Charmer	Charmers have a way of making everyone like them. They have an innate ability to 'charm' those around them. They are generally likeable characters who can fit into almost any situation.

Comedian	Comedians keep everyone around them laughing. They are quick-witted and have a great sense of humor. They like to entertain people with their wit or sarcasm. Comedians are often comfortable in a crowd, but some prefer an audience of one or two.
Competitor	Competitors often get their drive and energy from the outside. They like to be one up on their peers or colleagues. They strive to achieve and like to win. Many competitors enjoy professional sports or roles in business where it is essential to out-compete to survive. They crave highly competitive or even cutthroat environments.
Confidence Emitter	Confidence Emitters are comfortable in their own shoes. They are self-assured. They exude confidence and often gain the respect of those around them just from the way they are in the world. They are willing to make mistakes. They are often the first people to ask a question or contribute a comment. Confidence emitters are typically very self-aware and are happy with who they are. This is not to say that they are not ambitious or that they are not interested in self-improvement.
Connector	Connectors know how to bring people together to solve a problem or accomplish something great. They have a natural tendency to connect those they know with others. Rather than work alone, they prefer to collaborate. They see working with a partner or a team as more fun and productive.
Creator	Creators like ideas. They like to implement or invent new things or concepts. They enjoy refining or adapting things that exist to deliver something new. Some creators excel at the arts or design, others are creative in finding alternative solutions or looking at things in different ways. Creators often live in the future – in what is possible. They have a natural ability for coming up with new and interesting ideas. Some are good at turning these ideas into reality, others rely on more tactical, down to earth people to implement their ideas.
Diamond Cutter	Diamond Cutters are exact. They are precise. They often like detail and speak in specific terms. They are not prone to hyperbole or inaccuracy. They speak and act with accuracy.
Discerner	Discerners are picky. They typically have strong preferences and are able to make choices quickly. They are selective and don't like to waste time with people/things they don't believe in or agree with. They are usually loyal to the things and people they respect or admire.
Driver	Drivers are ambitious. They like to get things done. They are driven to achieve a goal. Drivers enjoy directing others to accomplish tasks that are necessary for success. Once they achieve a goal, they are already working on the next goal. Some drivers are driven by competition, others by personal ambition and yet others by common goals.
Empathizer	Empathizers are compassionate, sympathetic, and focused on others. They listen deeply and are able to understand and share the feelings of others. They're empathic, typically acknowledging others' perspectives before advocating for their own.
Entrepreneur	Entrepreneurs are self-starters. They often know what they want to do and find ways to make it happen. Entrepreneurs are usually connected to the right resources. They are enterprising and like new ideas or concepts. They live to turn ideas, concepts and plans into action.

Evangelist	Evangelists exude passion and enthusiasm. They quickly inspire those around them with their fervor. They are typically very loyal to people, brands, ideas, etc. Evangelists can ignite a fire under those around them – compelling them to act. Evangelists’ passion is contagious and they have the ability to get those around them just as excited and energized as they are.
Expert	Experts are often referred to as bright, intelligent or brilliant. They can be expert in a certain area, but can also be knowledgeable about a lot of things. People respect them for their intellect.
Extrovert	Extroverts are true ‘people’ people. They are outgoing and seek to be in the company of others. They are often most successful when working with or around others. Extroverts can become depressed if they are alone for too long. They derive their energy from others. Extroverts often excel at networking, delivering presentations and hosting events.
Fan	Fans are loyal to people, organizations or causes. They are devoted. It is hard to shake their commitment. Fans are therefore very reliable. You can see their connection and commitment in everything they do.
Giver	Givers are generous. They derive more pleasure from giving than from receiving. They are typically very thoughtful and considerate of others. They are often generous not only with gifts, but with praise, their time and their advice or mentoring.
Gymnast	Gymnasts are flexible. They can often see multiple sides to the same story. They are adaptable and can often change their style to be relevant to the task at hand. Gymnasts are typically comfortable in change and can easily switch gears when necessary.
Includer	Includers embrace diversity, in all of its forms. They’re open-minded. They create the space to include others and actively seek input and different perspectives. They’re culturally-sensitive, accepting of differences and work to unite, rather than divide.
Judge	Judges are ethical. They are trustworthy. You can always count on them to do what they say they are going to do. They often believe in what is just rather than what is fair.
Motivator	Motivators have a natural talent for energizing those around them. Like Evangelists, they have internal passion and enthusiasm. Their main purpose is to inspire others. Great leaders often have this talent of being able to inspire people with a dream or idea.
Mover	Movers are energetic, dynamic people. They seem to have limitless energy. For some, their energy comes from within. For others, it comes from being around others. Movers rarely sit still. They have little patience for slow, drawn-out meetings. They usually embrace change.
Muse	Muses like to work behind the scenes. They are typically shy and often get their energy from within. Groups can intimidate or exhaust wallflowers. They often prefer to work alone and don’t like to have the spotlight shone on them. Their contributions are sometimes overlooked because they are not comfortable sharing their successes.

One-of-a-Kind	One-of-a-Kinds are individualists. It is hard to describe them because they have a very special way of being. People often use words like as quirky, unique or colorful to describe them. They usually stand out from everyone else you know and are typically comfortable being themselves and don't feel the need to conform.
Optimist	Optimists are positive people. They see the glass as always being half-full and often see the potential for it to be overflowing. Optimists are 'can-do' people who do not like hearing 'it can't be done.' They can be seen by some as unrealistic or naïve, but their optimism is often one of their keys to success.
Performer	Performers have a natural talent for drama. They have big personalities. They can be prone to hyperbole. Sometimes they can be melodramatic. When a performer walks into the room or participates in a meeting, everyone notices. They have a way of taking on the lead role and often have a star quality to them.
Persuader	Persuaders are convincing. They have an uncanny ability to make you see things their way. Some use facts, others reason, others analogies. But they all are gifted in their ability to convince those around them. They are often so talented at the art of persuasion that they can get someone to make a 180-degree turn.
Philanthropist	Philanthropists are part of the bigger community. They have a social conscious and believe it is important to contribute to a cause. Their giving usually extends beyond financial contributions. They are often volunteers and can become associated with the cause they strongly support.
Rock	Rocks are always there for you. You can always count on them. They have high intentionality and will do what they say they are going to do. Reliability is a core attribute of theirs.
Sage	Sages are wise. This wisdom may be innate or it may have built over time. Sages are savvy. They know how to make things happen and can often predict the outcomes of events.
Self-starter	Self-starters have the energy and drive within themselves to make things happen. They usually don't wait for direction from others. They are proactive and self-motivated. They usually don't need or ask for permission or approval. They often make things happen – for themselves, others or the project at hand - without having to be asked or told what to do.
Smiler	Smilers are naturally happy people. They have a positive outlook on life and can often see the good side of any given situation. They have a smile for everyone they meet. Smilers are rarely down and their cheerfulness can be contagious.
Sophisticate	Sophisticates are refined individuals. People refer to them as sophisticated. They are cultured and often have interests in the arts and cosmopolitan environments.
Spark	Sparks have a natural energy. They are spirited. People refer to them as sassy. They often light up a room and can have a bold aspect to them.
Structurer	Structurers are organized and methodical. They like things that are linear. They prefer to work in an organized environment. They are analytical and have the ability to arrange things in neat and structured ways.

Thrill Seeker	Thrill Seekers are adventurous. They like to take risk and abhor the status quo and things that are mundane. They are open to – and like to try – new things.
Truth-teller	Truth-tellers are honest. You can count on their sincerity. When they speak, those around them know they can trust what they say. They are less prone to hyperbole or sugarcoating. Some truth-tellers are very frank and direct; others are more diplomatic. In either case, you can always rely on what a truth-teller says.
Visionary	Visionaries can always see the big picture. They are energized by what is possible. They look into the future, not the past. Visionaries are strategic. They typically prefer concepts and ideas to facts and details. Visionaries excel at innovating and can become frustrated around more analytical types.
Wonderer	Wonderers have an innate curiosity. They often don't accept things at face value. They are interested in many things and want to know more about them. They can ask lots of questions to learn more about that which surrounds them.
World Citizen	World Citizens are part of the bigger world. They are not deeply rooted where they live, but often have connections to - and interest in - different parts of the world. They have an affinity for people and things that come from other regions, cultures, cities, etc. People refer to them as global or international. Many world citizens have lived abroad; speak multiple languages or work/travel internationally.

LEADERSHIP COMPETENCIES

TERM	DEFINITION
Deciding	Being decisive, making (tough) decisions; being comfortable in conflict.
Delivering	Demonstrating value; delivering quantifiable results.
Developing	Growing professionally; adopting new, relevant habits (staying fresh and connected to what is happening in the world).
Evaluating	Establishing metrics; defining, evaluating and measuring success.
Expressing	Communicating clearly and consistently (listening, speaking, writing, presenting, etc.).
Inspiring	Activating, inspiring, nurturing, empowering and developing others.
Relating	Meeting/connecting with constituencies (colleagues, employees, customers, supply chain and business partners); building trust, respect.
Resourcing	Identifying and sourcing needs, opportunities and resources (talent, alliances and funds); appropriately delegating.
Solving	Identifying and resolving problems; managing crises.

Visioning	Developing and executing strategy (creating, defining and focusing on the big picture); thinking big/globally.
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