

Public Executive Leadership Academy



UNC
SCHOOL OF GOVERNMENT

August 2015 Report for

Pat Doe

Hidden Strength 
Blind Spot 

Competency	Question	My Score	Group Average n=28	360 Internal Avg Score n= 4	360 External Avg Score n= 4
Dealing with ambiguity	I effectively cope with unexpected change.	9	7.6	9.3	9.0
	I can make decisions and take action as necessary.	10	8.9	9.5	10.0
	I handle risk and uncertainty comfortably.	7	7.1	9.3 	9.7 
Conflict management	I see conflicts as opportunities.	5	6.6	8.5 	8.0 
	I read situations quickly.	9	8.0	9.5	8.5
	I find common ground and get cooperation from others.	6	7.8	9.0 	8.3 
Informing	I provide information people need to know.	10	8.6	9.0	9.8
	I provide individuals with information so that they can make accurate decisions.	10	8.8	8.8	8.3
	I provide timely information on community issues.	9	8.5	8.7	9.5
	I work with the media to encourage informed community participation.	8	6.3	9.0	9.0
Integrity and trust	I am direct and truthful.	10	9.3	9.5	10.0
	I present the unvarnished truth in an appropriate and helpful manner.	9	7.9	9.0	9.0
	I am widely trusted.	10	9.0	7.5 	9.8
Listening	I practice active listening.	4	7.5	9.3 	7.0 
	I have the patience to hear people out.	4	7.6	9.0 	7.5 
	I accurately restate the opinions of others even when I disagree.	8	7.5	9.0	6.8
	I listen attentively to others.	4	7.9	9.3 	8.8 
Dealing with paradox	I am flexible and adaptable when facing tough decisions.	6	7.6	8.5 	8.0 
	I respond appropriately given any situation.	9	8.2	9.3	8.5
	I am even handed when dealing with conflicting demands of the situation.	8	7.8	8.5	10.0 
Patience	I take time to work out agreements and develop understanding with others.	9	8.3	9.0	7.3
	I check assumptions before acting.	6	7.3	8.5 	8.0 
	I wait for others to catch up before acting.	1	6.5	7.0 	8.5 
Perseverance	I pursue work with energy and drive.	10	8.7	9.8	9.8
	I seldom give up before finishing, even in the face of resistance.	9	8.4	8.3	7.3

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Perspective	I look toward the broadest possible view of the issue or challenge.	6	7.2	8.7 	9.3 
	I consider the big picture.	8	8.8	9.5	9.3
	I discuss multiple aspects of issues and project them into the future.	4	7.3	9.0 	8.3 
Understanding others	I understand why groups do what they do.	6	7.5	8.8 	8.3 
	I know group values, needs and positions and how to motivate them.	9	7.4	8.3	7.3
	I predict what groups will do across different situations.	9	7.1	9.0	8.5
	I understand the feelings and concerns of others	6	8.0	8.3 	7.3
Managing vision and purpose	I communicate a compelling, inspired vision and sense of core purpose.	5	7.5	9.0 	8.3 
	I am optimistic.	6	8.3	9.5 	8.3 
	I inspire and motivate groups or organizations.	10	7.3	8.5	9.3
Citizen participation	I recognize the rights of citizens to influence local decisions.	9	8.9	9.5	9.3
	I promote active citizen involvement in local governance.	6	6.9	9.0 	9.0 
	I appreciate and work with diverse individuals and groups.	3	8.2	9.8 	8.5 
Facilitative leadership	I enable collaboration and common actions.	6	8.0	9.5 	8.0 
	I provide the necessary spark for action.	10	7.8	9.3	9.3
	I convene stakeholders and secure agreement for collective community action.	6	7.1	8.0 	6.8
Focus attention	I stimulate awareness and emotional concern that a problem or opportunity exists.	6	7.5	8.5 	8.3 
	I elevate problems to priority status by creating a sense of urgency and "do ability".	9	7.8	9.5	8.8
	I work with elected officials and the media to publicize and expand the number of people who are awa...	9	6.4	8.7	7.8

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Engage people	I identify a full spectrum of knowledge-holders and stakeholders.	5	7.3	9.3 	8.7 
	I enlist core working group members.	6	7.9	9.8 	8.7 
	I design multiple levels of participation.	6	7.4	8.8 	9.0 
Stimulate multiple strategies	I create a variety of options for action.	8	7.1	8.3	7.5
	I gain insight and explore multiple approaches.	7	7.6	8.0	8.5
	I evaluate a chosen strategy and remain open to new information and options as implementation proceed...	5	8.0	8.8 	8.7 
Sustain action	I maintain momentum by managing communication among participants.	8	7.3	8.3	9.7
	I create common ways to evaluate and redesign plans and policies.	6	6.4	8.5 	9.5 
	I provide rapid information sharing and feedback.	10	8.0	8.3	10.0
Build commitment and political support	I find multiple champions for change.	4	6.6	9.0 	8.0 
	I build constituent support and citizen coalitions.	3	5.8	8.5 	6.5 
	I mobilize and allocate resources.	9	8.2	9.5	9.5
Institutionalize cooperative behavior	I create support systems and vehicles for action.	6	7.0	8.5 	9.0 
	I support self-organizing groups that focus on outcomes.	6	7.2	9.5 	8.0 
	I develop outcome-based information systems.	9	7.1	8.7	9.5
Network building	I develop and nurture relationships built on trust.	10	8.8	9.8	8.0 
	I seek small wins and strategic opportunities.	3	7.6	8.8 	7.3 
	I refer back to earlier tasks to build commitment.	8	7.5	8.0	6.8
Systems thinking	I understand relationships that can sustain change.	6	7.4	9.0 	8.3 
	I find opportunities for effective and lasting change	8	7.8	9.8	8.7

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Stakeholder analysis	I recognize diverse groups and organizations that may affect or be affected by an issue or problem.	8	8.3	9.3	8.8
	I see how different groups interact in their support or opposition to the issue or problem.	8	7.8	8.5	7.3
	I enlist different groups and organizations appropriately to address issues or problems.	7	7.4	8.8	8.0
Other focused	I put the public good first.	10	9.3	9.8	9.3
	I see potential in everyone.	8	8.4	8.3	9.3
	I foster a sense of shared identity.	NA	7.2	8.3	7.5
Results centered	I venture beyond familiar territory to pursue ambitious new outcomes.	8	7.1	9.0	8.3
	I capture people's attention.	9	7.4	9.8	9.0
	I disrupt the status-quo when change is needed.	10	7.8	9.0	7.8
Externally open	I learn from the environment and recognize when there's a need for change.	10	8.3	9.0	8.8
	I invite feedback.	10	8.8	9.8	8.8
Internally directed	I behave according to my own values.	10	9.1	9.5	8.8
	I move forward into uncertainty with confidence.	10	7.5	9.5	9.0
	I find motivation from within.	10	8.9	9.8	9.8
Advocacy and inquiry	I express my views and interests clearly and openly.	9	8.2	9.5	9.5
	I invite criticism of my ideas.	8	7.4	9.5	7.5
	I seek to understand others' points of view.	5	8.2	9.0	8.3
	I help people explain their views clearly.	5	7.4	9.0	8.7