

# The **4** Essential Roles of **LEADERSHIP**<sup>™</sup>

Report for: Leanne Olesen-Watson  
Workshop Date: March 28, 2022  
Date Printed: March 28, 2022

## IMPORTANT NOTICE

Copyright © Franklin Covey Co. All rights reserved.

FranklinCovey owns or controls all proprietary rights and copyrights to the content contained herein. Except as provided for under a license agreement, no part of this publication may be transferred, resold (in part or whole), file-shared, copied, reproduced, modified, stored in a retrieval system, transmitted (e.g., sent via email), or made public (e.g., posted to Slideshare, Facebook, YouTube) in any form without the express written permission of FranklinCovey. FranklinCovey may pursue criminal and civil claims for any unauthorized use, misappropriation, or distribution of any content contained herein.

## ABOUT FRANKLINCOVEY

FranklinCovey is a global company specializing in performance improvement.

We help organizations achieve results that require a change in human behavior. Our expertise is in seven areas: Leadership, Execution, Productivity, Trust, Sales Performance, Customer Loyalty, and Education.

For FranklinCovey All Access Pass® inquiries, call 855-711-CARE (2273). Product and program catalogs can be requested by calling 888-868-1776 in the United States or by contacting your local representative outside the United States.

Franklin Covey Co.  
2200 W. Parkway Blvd.  
Salt Lake City, UT 84119  
[www.franklincovey.com](http://www.franklincovey.com)

# CONTENTS

---

Introduction to the Assessment Report	3
---------------------------------------	---

---

The 4 Essential Roles of Leadership Assessment Overview	4
---	---

---

Categories

---

1. Inspire Trust	5
------------------	---

---

2. Create Vision	7
------------------	---

---

3. Execute Strategy	9
---------------------	---

---

4. Coach Potential	11
--------------------	----

---

Rankings and Frequencies	13
--------------------------	----

---

Your Leadership Net Promoter Score (LNPS) and Written Comments	18
--	----

---

# INTRODUCTION TO THE ASSESSMENT REPORT

## *The 4 Essential Roles of Leadership*

This report contains feedback from *the 4 Essential Roles of Leadership* Assessment and is an important part of the work session. Please make sure to print this out and bring it with you.

As you review this report, remember the following two items:

1. **Do NOT take action now.** During the work session, you will review this data in depth and develop a complete action plan. Go ahead and do a high-level review now, looking for areas that stand out, then put the report aside until the work session.
2. Feedback is a priceless gift. Use the data in a balanced, objective way to improve your leadership abilities.

## How Your Score Is Calculated

Your 4 ESSENTIAL ROLES SCORE is an average of ALL respondent scores. "Self" scores are not included in the calculation, but are included for comparison. Items marked "No Opinion" are also not included in the calculation.

Each question asks respondents to indicate their level of agreement with a number of statements about your leadership, and is rated on a 5-point scale. Each response on the scale is given a point value as follows:

Response	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
Points	0	25	50	75	100

Your LEADERSHIP NET PROMOTER SCORE (LNPS) is a separate measure (not included as part of your overall assessment score) that indicates other people's willingness to recommend you as a leader. This question asks, "How likely are you to recommend Leanne as a good leader to work for?" It is calculated on a 10-point scale by subtracting the percentage of people who marked 0 to 6 from the percentage of people who marked 9 or 10. It is possible to have a negative score on this question. Detailed information for this question is found starting on page 18.

This report also includes responses to open-ended questions about your leadership skills. These responses are found starting on page 18.

# THE 4 ESSENTIAL ROLES OF LEADERSHIP ASSESSMENT OVERVIEW

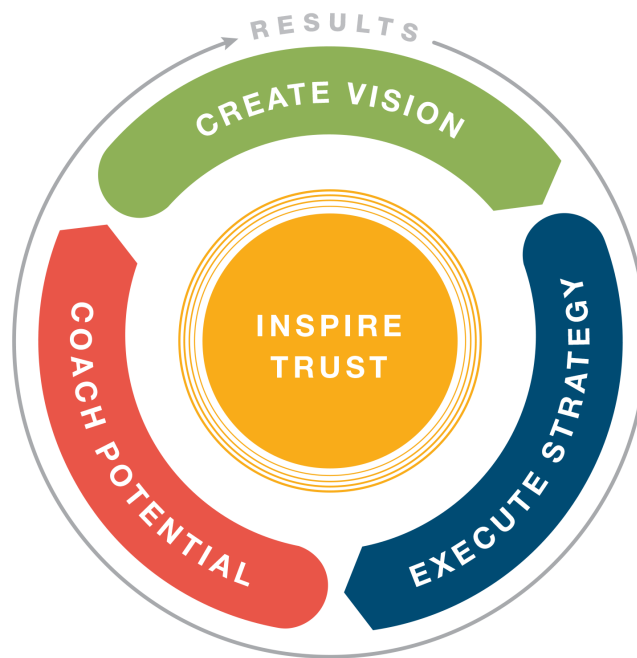


My 4 Essential Roles Score

92

My Leadership Net Promoter Score (LNPS)

86



INSPIRE TRUST

92

CREATE VISION

91

EXECUTE STRATEGY

93

COACH POTENTIAL

91

## Who Participated?

Others			Self	Total
Direct Reports	Peers	My Leader		
6	0	1	1	8

# 1. INSPIRE TRUST

Direct Report	Peer	My Leader	Average Leader	Top 10% of Leaders	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
					Others					
						0	25	50	75	100
90	**	100	68	96	91					
					92					

## When it comes to inspiring a culture of trust, Leanne...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
A. Acts in congruence with his or her values and principles.	88	**	100	100					
				89					
B. Is genuinely open to rethinking ideas.	88	**	100	100					
				89					
C. Shows courage in dealing with difficult situations.	88	**	100	75					
				89					
D. Genuinely cares about people.	96	**	100	100					
				96					
E. Acts in everyone's best interests.	88	**	100	75					
				89					
F. Lets others know his or her intentions.	75	**	100	100					
				79					
G. Is highly competent in his or her role.	96	**	100	100					
				96					

**When it comes to inspiring a culture of trust, Leanne...**

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
H. Works to keep his or her skills and knowledge relevant.	96	**	100	100					
				96					
I. Displays an inclusive leadership style.	96	**	100	100					
				96					
J. Openly expresses confidence in others.	96	**	100	100					
				96					
K. Takes responsibility for results.	96	**	100	100					
				96					
L. Stays strong and shows resilience.	88	**	100	75					
				89					
M. Intentionally focuses on building a positive team culture.	88	**	100	75					
				89					
N. Models the organization's values.	92	**	100	75					
				93					

## 2. CREATE VISION

Direct Report	Peer	My Leader	Average Leader	Top 10% of Leaders	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
					Others					
						0	25	50	75	100
90	**	100	68	96	89					
					91					

### When it comes to creating a shared vision and strategy, Leanne...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
A. Helps the team understand the organization's mission, vision, and strategy.	92	**	100	75					
				93					
B. Has an inspiring vision for the team.	92	**	100	100					
				93					
C. Focuses the team on understanding and meeting customer needs (internal and external).	88	**	100	100					
				89					
D. Has a clear understanding of external influences and how they affect the team.	88	**	100	100					
				89					
E. Understands and values the team's core capabilities.	96	**	100	100					
				96					
F. Helps the team impact the organization's financial success.	79	**	100	75					
				82					
G. Regularly communicates the team's strategy in a compelling way to create buy-in at multiple levels.	88	**	100	75					
				89					



**When it comes to creating a shared vision and strategy, Leanne...**

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
H. Communicates clearly and concisely.	92	**	100	100					
				93					
I. Communicates confidently and positively.	96	**	100	75					
				96					

# 3. EXECUTE STRATEGY

Direct Report	Peer	My Leader	Average Leader	Top 10% of Leaders	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
					Others					
						0	25	50	75	100
92	**	100	68	96	58					
					93					

## When it comes to executing the team's strategy and goals, Leanne...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
A. Ensures the right people are in the right roles.	92	**	100	75					
				93					
B. Eliminates unnecessary hierarchy.	96	**	100	50					
				96					
C. Recognizes and rewards great performance regularly.	88	**	100	75					
				89					
D. Ensures people have the right resources to be productive.	100	**	100	75					
				100					
E. Empowers the people closest to the work to make decisions.	96	**	100	75					
				96					
F. Focuses the team's energy and resources on the most important goals.	88	**	100	100					
				89					
G. Establishes clear measures to track progress on team goals.	88	**	100	25					
				89					

**When it comes to executing the team's strategy and goals, Leanne...**

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
H. Meets regularly to discuss progress of team goals.	92	**	100	25					
				93					
I. Creates accountability for the team to achieve their goals.	88	**	100	0					
				89					
J. Allows people the freedom and latitude they need to accomplish their work.	96	**	100	75					
				96					

# 4. COACH POTENTIAL

Direct Report	Peer	My Leader	Average Leader	Top 10% of Leaders	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
					Others					
						0	25	50	75	100
91	**	95	68	96	70					
					91					

## When it comes to unleashing potential through feedback and coaching, Leanne...

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
A. Regularly provides positive feedback.	88	**	100	75					
				89					
B. Is comfortable giving tough feedback in a helpful way.	88	**	100	25					
				89					
C. Doesn't tolerate low performance or inappropriate behavior.	88	**	100	75					
				89					
D. Welcomes candid feedback from others.	83	**	75	75					
				82					
E. Sees potential in others and brings out the best in them.	92	**	100	100					
				93					
F. Is a good listener.	96	**	100	100					
				96					
G. Helps people discover their own solutions rather than solving their problems for them.	100	**	75	25					
				96					

**When it comes to unleashing potential through feedback and coaching, Leanne...**

	Direct Report	Peer	My Leader	Self	Disagree a Lot	Disagree	Neither Agree nor Disagree	Agree	Agree a Lot
				Others					
					0	25	50	75	100
H. Reminds people of their own talent and experience when problem solving.	92	**	100	75					
				93					
I. Is a good coach.	92	**	100	75					
				93					
J. Takes time to build other leaders.	92	**	100	75					
				93					

# RANKINGS AND FREQUENCIES

	Frequencies						Scores					
	Disagree a Lot				Agree a Lot		No Opinion	Direct Report	Peer	My Leader	Others	Self
	1	2	3	4	5	?						
<b>Execute Strategy</b>												
D. Ensures people have the right resources to be productive.	0	0	0	1	7	0	100	**	100	100	75	
<b>Inspire Trust</b>												
D. Genuinely cares about people.	0	0	0	1	7	0	96	**	100	96	100	
<b>Inspire Trust</b>												
G. Is highly competent in his or her role.	0	0	0	1	7	0	96	**	100	96	100	
<b>Inspire Trust</b>												
H. Works to keep his or her skills and knowledge relevant.	0	0	0	1	7	0	96	**	100	96	100	
<b>Inspire Trust</b>												
I. Displays an inclusive leadership style.	0	0	0	1	7	0	96	**	100	96	100	
<b>Inspire Trust</b>												
J. Openly expresses confidence in others.	0	0	0	1	7	0	96	**	100	96	100	
<b>Inspire Trust</b>												
K. Takes responsibility for results.	0	0	0	1	7	0	96	**	100	96	100	
<b>Create Vision</b>												
E. Understands and values the team's core capabilities.	0	0	0	1	7	0	96	**	100	96	100	
<b>Create Vision</b>												
I. Communicates confidently and positively.	0	0	0	2	6	0	96	**	100	96	75	

	Frequencies						Scores				
	Disagree a Lot				Agree a Lot	No Opinion	Direct Report	Peer	My Leader	Others	Self
	1	2	3	4	5	?					
<b>Execute Strategy</b> B. Eliminates unnecessary hierarchy.	0	0	1	1	6	0	96	**	100	96	50
<b>Execute Strategy</b> E. Empowers the people closest to the work to make decisions.	0	0	0	2	6	0	96	**	100	96	75
<b>Execute Strategy</b> J. Allows people the freedom and latitude they need to accomplish their work.	0	0	0	2	6	0	96	**	100	96	75
<b>Coach Potential</b> F. Is a good listener.	0	0	0	1	7	0	96	**	100	96	100
<b>Coach Potential</b> G. Helps people discover their own solutions rather than solving their problems for them.	0	1	0	1	6	0	100	**	75	96	25
<b>Inspire Trust</b> N. Models the organization's values.	0	0	0	3	5	0	92	**	100	93	75
<b>Create Vision</b> A. Helps the team understand the organization's mission, vision, and strategy.	0	0	0	3	5	0	92	**	100	93	75
<b>Create Vision</b> B. Has an inspiring vision for the team.	0	0	0	2	6	0	92	**	100	93	100
<b>Create Vision</b> H. Communicates clearly and concisely.	0	0	0	2	6	0	92	**	100	93	100
<b>Execute Strategy</b> A. Ensures the right people are in the right roles.	0	0	0	3	5	0	92	**	100	93	75

	Frequencies						Scores					
	Disagree a Lot				Agree a Lot	No Opinion	Direct Report	Peer	My Leader	Others	Self	
	1	2	3	4	5	?						
<b>Execute Strategy</b>												
H. Meets regularly to discuss progress of team goals.	0	1	0	2	5	0	92	**	100	93	25	
<b>Coach Potential</b>												
E. Sees potential in others and brings out the best in them.	0	0	0	2	6	0	92	**	100	93	100	
<b>Coach Potential</b>												
H. Reminds people of their own talent and experience when problem solving.	0	0	0	3	5	0	92	**	100	93	75	
<b>Coach Potential</b>												
I. Is a good coach.	0	0	0	3	5	0	92	**	100	93	75	
<b>Coach Potential</b>												
J. Takes time to build other leaders.	0	0	0	3	5	0	92	**	100	93	75	
<b>Inspire Trust</b>												
A. Acts in congruence with his or her values and principles.	0	0	0	3	5	0	88	**	100	89	100	
<b>Inspire Trust</b>												
B. Is genuinely open to rethinking ideas.	0	0	0	3	5	0	88	**	100	89	100	
<b>Inspire Trust</b>												
C. Shows courage in dealing with difficult situations.	0	0	1	2	5	0	88	**	100	89	75	
<b>Inspire Trust</b>												
E. Acts in everyone's best interests.	0	0	0	4	4	0	88	**	100	89	75	
<b>Inspire Trust</b>												
L. Stays strong and shows resilience.	0	0	0	4	4	0	88	**	100	89	75	

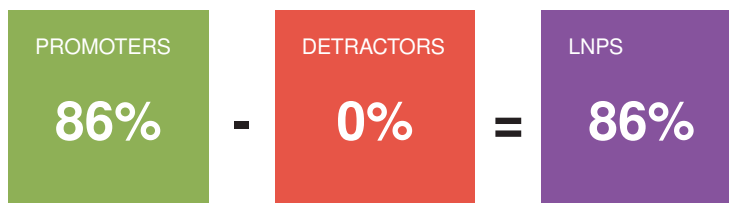


	Frequencies						Scores				
	Disagree a Lot				Agree a Lot		Direct Report	Peer	My Leader	Others	Self
	1	2	3	4	5	?					
<b>Inspire Trust</b> M. Intentionally focuses on building a positive team culture.	0	0	0	4	4	0	88	**	100	89	75
<b>Create Vision</b> C. Focuses the team on understanding and meeting customer needs (internal and external).	0	0	0	3	5	0	88	**	100	89	100
<b>Create Vision</b> D. Has a clear understanding of external influences and how they affect the team.	0	0	0	3	5	0	88	**	100	89	100
<b>Create Vision</b> G. Regularly communicates the team's strategy in a compelling way to create buy-in at multiple levels.	0	0	0	4	4	0	88	**	100	89	75
<b>Execute Strategy</b> C. Recognizes and rewards great performance regularly.	0	0	0	4	4	0	88	**	100	89	75
<b>Execute Strategy</b> F. Focuses the team's energy and resources on the most important goals.	0	0	0	3	5	0	88	**	100	89	100
<b>Execute Strategy</b> G. Establishes clear measures to track progress on team goals.	0	1	0	3	4	0	88	**	100	89	25
<b>Execute Strategy</b> I. Creates accountability for the team to achieve their goals.	1	0	0	3	4	0	88	**	100	89	0
<b>Coach Potential</b> A. Regularly provides positive feedback.	0	0	0	4	4	0	88	**	100	89	75
<b>Coach Potential</b> B. Is comfortable giving tough feedback in a helpful way.	0	1	0	3	4	0	88	**	100	89	25

	Frequencies						Scores				
	Disagree a Lot				Agree a Lot	No Opinion	Direct Report	Peer	My Leader	Others	Self
	1	2	3	4	5	?					
<b>Coach Potential</b> C. Doesn't tolerate low performance or inappropriate behavior.	0	0	0	4	4	0	88	**	100	89	75
<b>Create Vision</b> F. Helps the team impact the organization's financial success.	0	0	2	2	4	0	79	**	100	82	75
<b>Coach Potential</b> D. Welcomes candid feedback from others.	0	0	1	4	3	0	83	**	75	82	75
<b>Inspire Trust</b> F. Lets others know his or her intentions.	0	1	0	3	4	0	75	**	100	79	100

# YOUR LEADERSHIP NET PROMOTER SCORE (LNPS)

How likely are you to recommend Leanne as a good leader to work for?



**Why did you choose that rating?**

## **Self**

I set clear expectations and provide supports to meet goals. I try to understand my staff's personal lives and the complexity of working/family. I know I have high expectations for myself, my staff and my school and sometimes that can be overwhelming for people less-driven.

## **My Leader**

Leanne is extremely well organized and detailed. She is an exemplary teacher and is continuing to gain leadership experience. She values stakeholder perspectives and works hard to ensure needs are met and the school excels.

## **Direct Report**

Leanne is very invested in her leadership role and I know that she is always looking for ways to grow and improve.

Leanne leads with kindness, compassion, and integrity. She has clear vision and empowers teachers to lead their classrooms and their own professional visions. She expects that everyone does their best and empowers them to do so.

I chose 10 because Leanne is a great leader in all aspects of the school. She leads by example in her teaching and also being a principal in the school with students and staff.

Leanne is supportive as a leader and provides feedback on my performance at my job. She is organized and prompt sharing communication. She is reflective on her own abilities.

She is a strong and organized leader that strives to continue bettering her practice.

# WRITTEN COMMENTS

## What does Leanne do really well as a leader?

### Self

Recognize and leverage my staff's strengths.  
Understand the balance of work and personal life.  
Implementing change, even when it is hard.  
Clear, concise expectations.  
Driven and expect results from myself and my staff.  
Work to meet the school and division goals.  
Protect my staff.  
Working with the community.  
Provide feedback to build a culture of trust and growth.

### My Leader

Alignment: Leanne understands how the education system is structured and that classroom, school and division results are interconnected. She aligns resources to the highest priority areas and consistently gets results.  
Data: Leanne has an excellent understanding of the data and uses this information to create strategies that will improve results.  
Stakeholders: Leanne understands the various perspectives of stakeholders in her school community and is skilled at resolving concerns and issues at the school level.

### Direct Report

Leanne is a lifelong learner. She is never complacent. If something isn't working, she is willing to revise plans, even if it requires a lot of work. She is also very supportive and encouraging, while being sincere.

---

She leads. She cares about staff and encourages the best in each of us. She puts us first and always has our backs. She knows that when we are well we are at our best in our school for the students we serve and she moves Heaven and Earth for us to be well - even if it makes things harder for her. She trusts us to make sound, professional decisions.

---

-is motivated and dedicated towards students and staff  
-always striving to keep the school atmosphere fun for everyone in school  
-always there to listen and give advice if asked or needed

---

She communicates clearly and effectively to the team what tasks or goals need to be accomplished.

---

She exhibits strength, confidence and professionalism in her execution as a leader. Her organization ensures school operation runs smoothly.

## What two or three things could Leanne do to improve his or her leadership?

### Self

Be more comfortable with difficult conversations that are necessary for growth and improvement.

Finding time for instructional supervision.

Implementing a feedback loop for professional growth plans.

Intentional PD for pedagogy and assessment.

Ensuring parents are more comfortable talking to the teachers about their children and not just me.

### My Leader

Continue to gain leadership experience over time. This will come naturally as student or school community needs evolve and Leanne responds and adjusts to those needs with new strategies and initiatives to sustain excellence in the school.

Remain open to feedback or input from division leaders without losing confidence in her strong leadership abilities.

### Direct Report

Make sure that decisions are communicated clearly and in a timely manner. Help find ways to ease the load that extras put on staff.

---

This is really hard - FYI. Areas for future growth to be the best possible leader of our school will be:

- continued development of understanding of new curriculum and its implementation.

- Lower Elementary and Early learning development

---

---

---

Continue to share situations when she has been vulnerable or failed so others are comfortable also failing forward.

---

With the relaxing of Covid restriction, I would love to continue to see the increase in student celebration as a school. As well as increases in staff celebration and wellness.

## What other comments or clarification would you like to add?

### Self

#### My Leader

It's been a pleasure to work with Leanne over many years now. She has high expectations for herself and those she leads and offers support and mentorship to help others along the way . She is an extremely hard worker, very well organized and exercises a high level of professional judgement in her decision making. I appreciate her leadership at Stavely School.

#### Direct Report

Leanne is great leader and a pleasure to work under.

---

In recent reflection I would like to note that Leanne makes me feel valued, and because I feel valued I am happy to be part of the team, and because I am part of a team our support network for students and staff increases - not simply because of me - but because I feel like most of us feel this way constructing a web of support that binds us together as a staff who are able to support one another and our students to provide the best opportunities possible.

Leanne also puts people before programs which means that she doesn't jump at every new program or opportunity until she

---

---

I would like to add a note because I did not put an answer to question 8 because I don't have any concerns with her leadership. I would like Leanne to know that even though people are always trying to improve themselves as a leader sometimes they have to step back and realize they are doing well and don't have to change how they are operating until needed. I think you are doing a great job!

---

Leanne is a kind and caring leader at our school. She is efficient and organized and can help team members to reach school goals together.

---

Leanne is a dedicated leader that shows pride in Stavely Elementary and strives to support all students and staff.