



Prepared for  
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## Change Coaches ALIGN Assessment Report

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06/16/2023

The Change Coaches ALIGN assessment measures leadership effectiveness both from a self and team perspective. Your report is divided into 3 sections: The REAL leadership model, how you see yourself, and development planning. It is highly recommended that you review your results alongside one of our certified coaches. It is also recommended that you access and bookmark the link to the additional tools and resources available in our [Resource Library](#).

# The Below the Surface REAL Leadership Model

The Change Coaches LEAD assessment measures your individual leadership effectiveness based on the Leading Below the Surface REAL leadership model and your responses to your self-assessment. This model is an acronym – relatable, equitable, aware, and loyal – and is based on research on leadership qualities that are important to build effective diverse teams across differences. The REAL model focuses both on what’s needed now and in the future to navigate the current workplace and to build real relationships across differences. Figure 1.0 summarizes the primary qualities of each real quality.

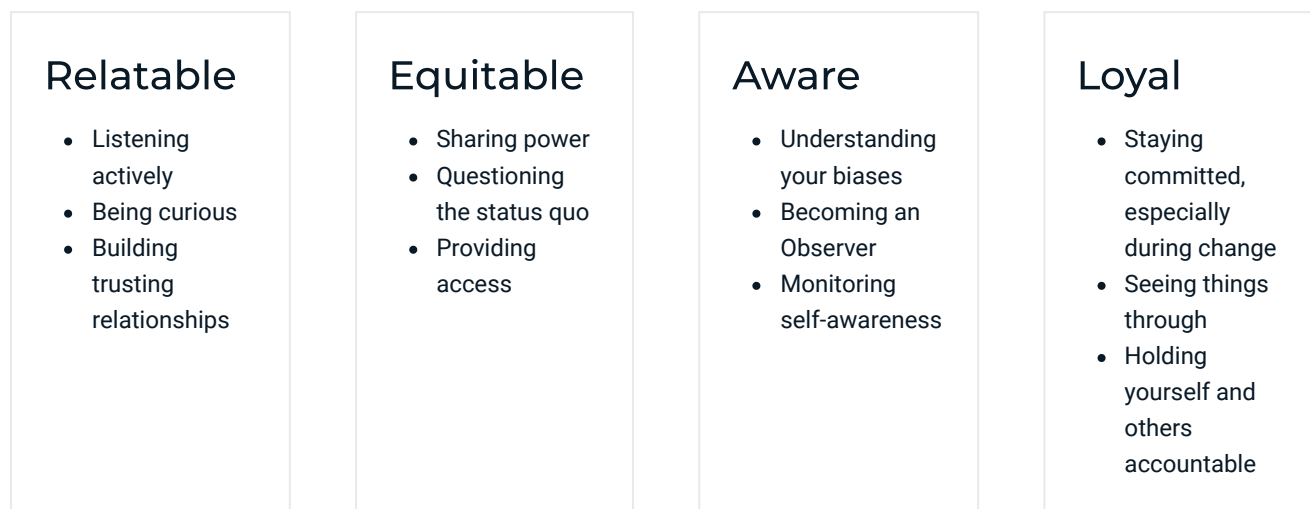
In this assessment, our definition of diversity includes both differences across demographics and differences across KPEs (knowledge, perspectives, and experiences). In today's world, people are leading the most diverse teams ever. Teams physically look different, people are working in different locations, and there's a wider span of generational differences. It's helpful to keep all of these workplace shifts in mind as you review your results. When you create your development plan, it's important to balance short-term reactive tactics with longer-term core changes to your leadership approach. Our coaches can guide you through this process.

Figure 1.0 summarizes the primary attributes of each REAL quality. Your results will be presented within the REAL leadership model framework in the following sections: how you see yourself and how others see you.

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## The REAL Leadership Model

Figure 1.0



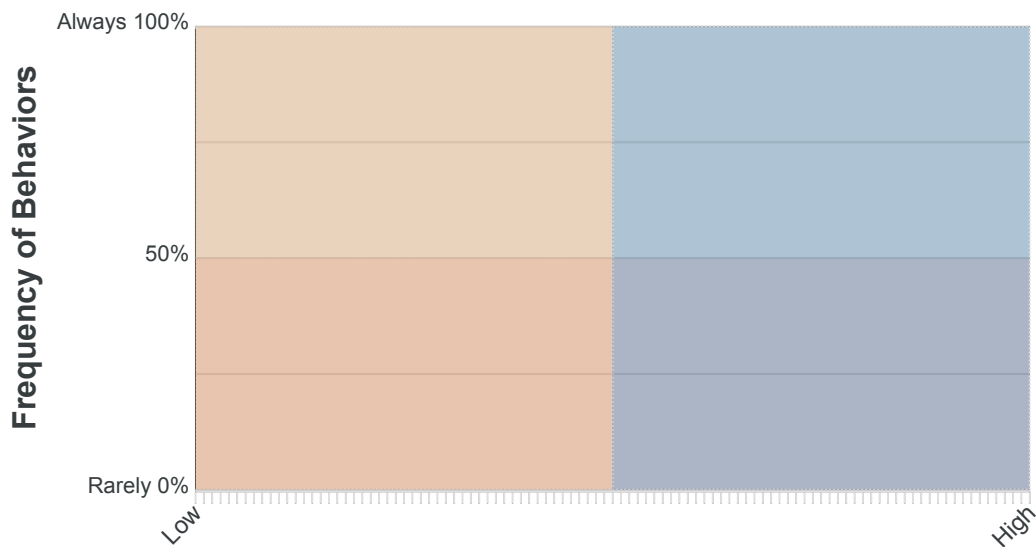
## How You See Yourself

It's estimated that only 10-15% of leaders are self-aware. Many leaders tend to either under or overestimate their capabilities – especially those related to blindspots and the skills needed to build real relationships across differences. This section evaluates your self-awareness based on how often you think you engage in the behaviors presented in the questionnaire.

Figure 1.1 Explanation of Strength and Values Chart

**Undervalued Strengths (Low Value/High Frequency):** These are things that you are strong at but tend not to prioritize. You may not prioritize these for many reasons – they may not align with your organization’s values, you have historically been told these are not important, or you simply may not personally see them as important.

**Highly Valued Strengths (High Value/High Frequency):** These are strengths that you hold in high regard. You tend to lead with these strengths in mind. They define you and shape how you approach others.



**Perceived Value of Behaviors**

**Potential Blindspots (Low Value/Low Frequency):** Blindspots are threats and essential areas of development that you either don’t value or that you are unaware of. Without intervention, blindspots can be very dangerous and can quickly derail leadership effectiveness.

**Biggest Development Areas (High Value/Low Frequency):** These are areas that you highly value but have not yet focused on. Development areas are one of the corners that can be more easily addressed since you value and generally enjoy focusing on them.

## Relatable: Top Perceived Strengths and Developmental Opportunities

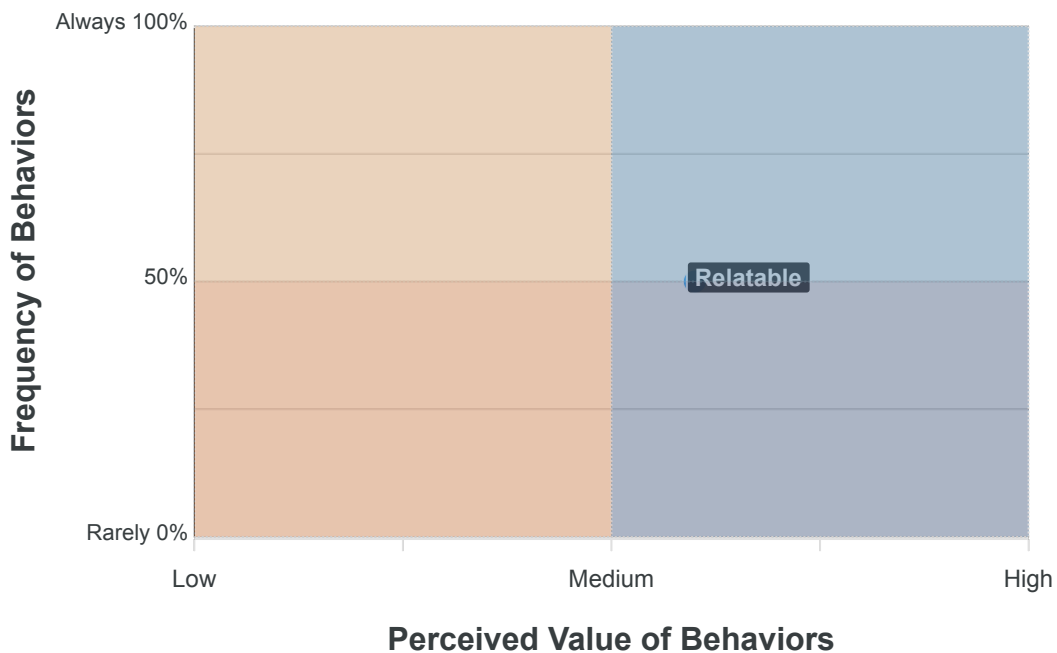
Based on your self-evaluation scores, you see yourself practicing relatable leadership behaviors 40% or more of the time. Your self-evaluation indicates that, for a number of reasons, you may struggle to relate to people across differences.

### Behaviors you exhibit most of the time (more than 60% of the time on average)

- I adjust my interpersonal style based on who is in the room.
- People tell me I relate well to others who are different from me.
- I invite my team to bring their entire selves to our relationship.

### Behaviors you exhibit sometimes or rarely (less than 40% of the time on average)

- I listen to learn and not to judge.
- I find unconventional ways to connect with people who are different from me.
- I admit to my teammates when I don't fully understand their experiences.



# Equitable: Top Perceived Strengths and Developmental Opportunities

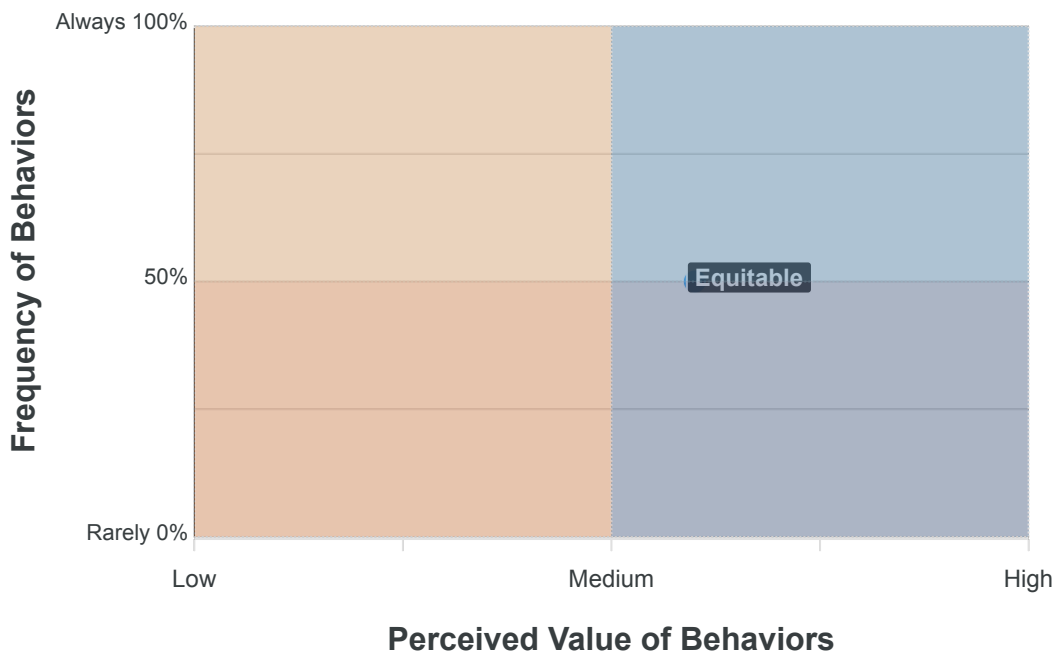
Based on your self-evaluation scores, you see yourself practicing equitable leadership behaviors 40% or more of the time. Your self-evaluation indicates that, for a number of reasons, you may struggle with creating equity on your team.

## Behaviors you exhibit most of the time (more than 60% of the time on average)

- I bring underappreciated voices into spaces where they are scarce.
- I seek out representation of different voices on my team.
- I challenge oppressive structures and systems in our organization.

## Behaviors you exhibit sometimes or rarely (less than 40% of the time on average)

- I use my privilege to create equity within my organization.
- I blame folks for their lack of knowledge or experience.
- As a leader, I actively share power with my team.



## Aware: Top Perceived Strengths and Developmental Opportunities

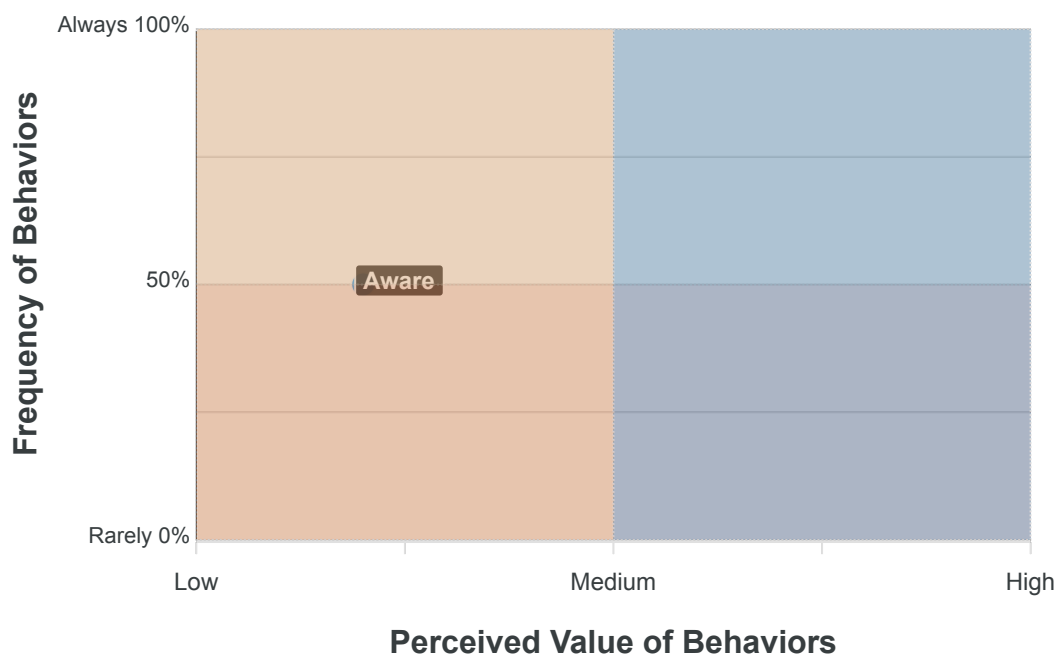
Based on your self-evaluation scores, you see yourself practicing aware leadership behaviors 40% or more of the time. Your self-evaluation indicates that, for a number of reasons, you may struggle to understand and gain awareness as a leader.

### Behaviors you exhibit most of the time (more than 60% of the time on average)

- I listen more than I talk.
- I get defensive when receiving feedback I disagree with.
- I take consistent steps to change based on feedback.

### Behaviors you exhibit sometimes or rarely (less than 40% of the time on average)

- I often ask for feedback from members of my team.
- I am aware of what people on my team need to succeed.
- I consider the impact of my biases before making team decisions.



## Loyal: Top Perceived Strengths and Developmental Opportunities

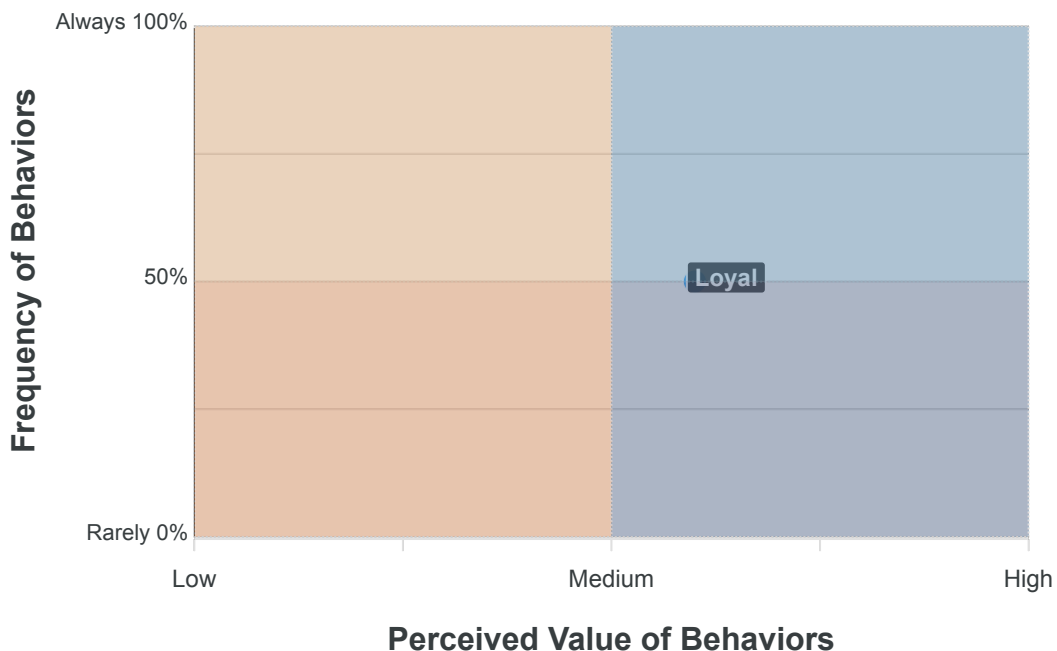
Based on your self-evaluation scores, you see yourself practicing loyal leadership behaviors 40% or more of the time. Your self-evaluation indicates that, for a number of reasons, you may struggle to practice loyalty while holding others accountable.

### Behaviors you exhibit most of the time (more than 60% of the time on average)

- I remind team members that making mistakes is a necessary part of learning.
- I hold people accountable in supportive ways.
- I understand that change is a process and treat it as such.

### Behaviors you exhibit sometimes or rarely (less than 40% of the time on average)

- I stay loyal to commitments even when things get tough.
- I write off people who make mistakes.
- I support team members when they make mistakes.



## Section 2

# How Others See You

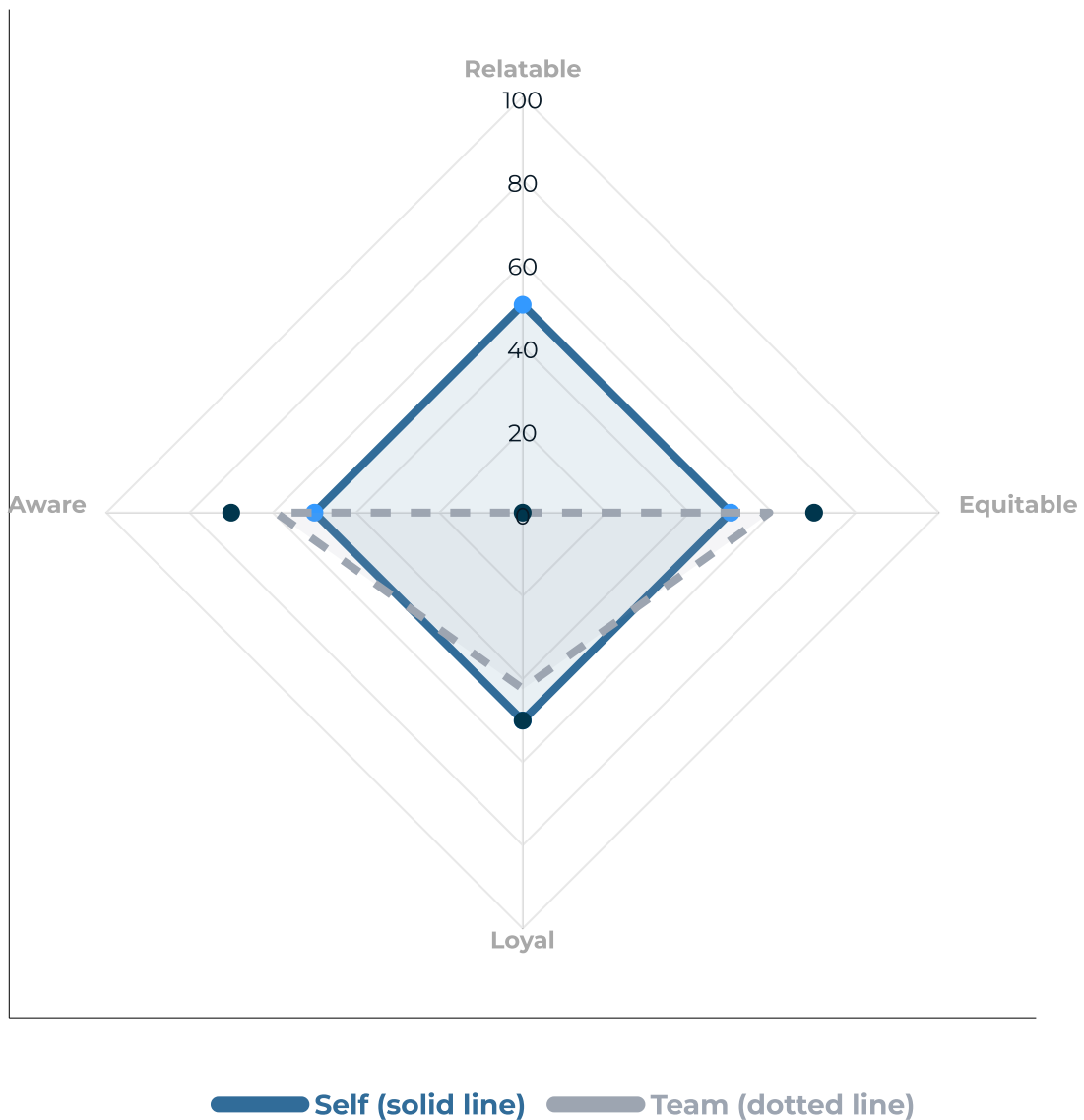
While Section 1 focuses on how you see yourself, Section 2 summarizes how others see you. Scoring in this section was calculated based on your team's 180 responses to similar questions that you answered in the self-assessment. Members of your team scored you based on the following leadership qualities: relatable, equitable, aware, and loyal.



Figure 2.0 shows how you scored in each category based on the self vs. team rating. We suggest that you focus on alignments and discrepancies between your and your team's ratings. We particularly recommend prioritizing ratings that are one or more quartiles apart.

# How You See Yourself vs How Others See You

Figure 2.0



*Average percent of the time each behavior is practiced*

## Section 3

# How Your Team Sees Your Cultural Environment

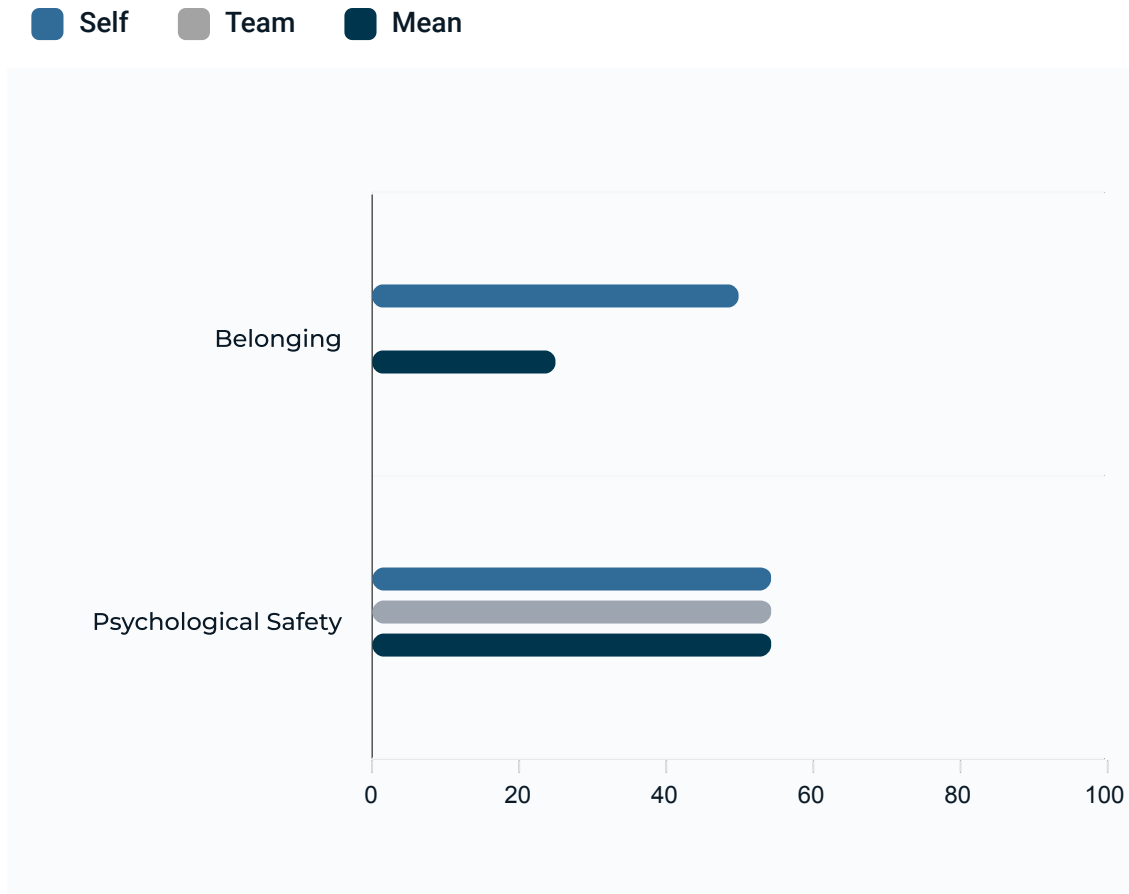
The Change Coaches ALIGN assessment measures two key cultural factors: Belonging and Psychological Safety. Belonging is a human need and is experienced as a team culture when

people feel an overall sense of acceptance, alignment, and ultimately, interdependence. Psychological safety is the extent to which people can speak up with their own unique ideas, questions, concerns, or mistakes without being punished or humiliated. Psychological safety and belonging are interrelated and if you want to build an effective team, both are vital.

Figure 3.0 summarizes your psychological safety self and team ratings. As with the TEAM section, it's important to make a note of any alignments to build on. It's also important to note any discrepancies that show a variance of one or more quartiles.

# Belonging vs Psychological Safety

Figure 3.0



## Belonging

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Team Importance Rating:

### Top Rated Strength(s)

- I can bring my entire self to work if I choose to do so.
- I feel respected for the strengths I bring to the team.
- I feel like there are people like me who have succeeded in this organization.

### Behaviors you exhibit sometimes or rarely (less than 40% of the time on average)

- I have the impression that when I'm not present in discussions, the team misses my voice.
- I generally feel threatened, not supported, by my teammates.

- I feel like me and my team generally share the same values.

## Psychological Safety

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Team Importance Rating:

### **Top Perceived Strength(s)**

- I feel like my team has my back.
- It is safe to take risks on the team.
- I feel validated when I share new ideas even if they are not widely accepted.

### **Behaviors you exhibit sometimes or rarely (less than 40% of the time on average)**

- I feel safe to disagree with others at work.
- People on the team are shunned for being different.
- I feel comfortable asking for help from team members when I need it.

## Steps to Create More Safety and Belonging on Your Team

If you scored in the Low or Medium range for psychological safety or belonging, or if there is a disparity between how you rated yourself vs. how your team rated you, you are encouraged to read through our tools and resources which can be accessed in the Change Coaches resource library.

We also strongly recommend that you speak with either a Change Coaches coach or a coach of your choice to review and plan action around your results.

### Summary

## Development Planning

We suggest that you reflect on these questions before, during, and after your coaching session or upon reviewing your results: We suggest that you reflect on these questions before, during, and after your coaching session or upon reviewing your results.

- What resonated with you?
- What do you disagree with?
- What are some developmental opportunities you will focus on in the coming months?
- What may get in the way of making progress?

Be sure to access the resource library for more tools, resources, and access to additional worksheets that you can use for development planning.

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