



Global Leaders: A Definition	1
Objectives	3
360-Degree Feedback	5
Advantages of 360-Degree Feedback	5
Resistance to Feedback	6
The Feedback Process	7
Leadership Competencies	9
The Twelve Dimensions	11
Why You Can Trust the Results	15
First Impressions	17
The Johari Window	19
Points to Consider When Evaluating Your Feedback Report	21
Percentile Ranking Chart and Percentile Ranking Bar Chart	22
Item Ranking	23
Top 10 Disparities	24
Dimension Grids	24
Observers' Comments	28
Overall Evaluation	29

Developing a Personal Action Plan	31
Factors That Affect Action Plans	33
Recommendations for Action Planning and Development	35
Visioning	35
Empowering	36
Energizing	37
Designing and Aligning	37
Rewarding and Feedback	38
Team Building	38
Outside Orientation	39
Global Mindset	40
Tenacity	41
Emotional Intelligence	41
Life Balance	42
Resilience to Stress	43
Developmental Priorities	44
Completing the Letter of Intent	47
Change	49
Following Up	51
Readings/Resource List	53
About the Author	55

If we want everything to remain as it is, it will be necessary for everything to change.  
—Prince Giuseppe Tomasi de Lampedusa, *The Leopard*

Somewhere in the world there is defeat for everyone. Some are destroyed by defeat, and some made small and mean by victory. Greatness lives in one who triumphs equally over defeat and victory.  
—John Steinbeck, *The Acts of King Arthur and His Noble Knights*



GLOBAL EXECUTIVE  
LEADERSHIP  
INVENTORY

PARTICIPANT WORKBOOK

