

LPI[®]: Leadership Practices Inventory[®]

JAMES M. KOUZES & BARRY Z. POSNER

Individual Feedback Report

Prepared for Sarah Chen | May 1, 2017



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The Five Practices of Exemplary Leadership®

Created by James M. Kouzes and Barry Z. Posner in the early 1980s and first identified in their internationally best-selling book, *The Leadership Challenge*, The Five Practices of Exemplary Leadership approaches leadership as a measurable, learnable, and teachable set of behaviors. After conducting hundreds of interviews, reviewing thousands of case studies, and analyzing more than two million survey questionnaires to understand those times when leaders performed at their personal best, there emerged five practices common to making extraordinary things happen. The Five Practices are:



The *Leadership Practices Inventory* (LPI) instrument is an essential tool to help you gain perspective into how you see yourself as a leader, how others view you, and what actions you can take to improve your use of The Five Practices, which research has demonstrated, year after year, make for more effective leaders.

ABOUT YOUR LPI REPORT

The LPI measures the frequency of thirty specific leadership behaviors on a 10-point scale, with six behavioral statements for each of The Five Practices. You and the observers you selected rated how frequently you engage in each of these important behaviors associated with The Five Practices. The response scale is:

RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost Always

In the following report pages, you'll see your LPI Self (S) responses and your observer responses, which are categorized into Manager (M), Direct Report (D), Co-Worker (C), and Other (O). Observer responses are categorized as "Other" when there are not enough responses in the Direct Report or Coworker categories to preserve observer anonymity. The average observer rating (AVG) is an average of all LPI observer responses including Manager.






RATER ABBREVIATIONS:

M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of All Observer Responses
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You requested a total of 12 observers to rate you; of these, 12 have submitted an Observer survey as of report date and are included in your report results.

The Five Practices Data Summary

This page summarizes your LPI responses for each leadership Practice. The Self column shows the total of your own responses to the six behavioral statements about each Practice. The Individual Observers columns show the total of each Observer's six responses for the Practice. The AVG column shows the average of all your Observers' total responses. Total responses for each Practice can range from 6 to 60, which represents adding up the response score (ranging from 1–Almost Never to 10–Almost Always) for each of the six behavioral statements related to that practice.

	SELF AVG		INDIVIDUAL OBSERVERS											
			M1	D1	D2	D3	D4	D5	D6	D7	C1	C2	C3	C4
 Model the Way	43	45.3	29	30	50	55	51	36	52	56	53	41	45	45
 Inspire a Shared Vision	40	38.9	29	18	44	29	49	41	39	58	49	30	42	39
 Challenge the Process	43	45.3	41	29	51	55	49	44	37	53	52	42	43	47
 Enable Others to Act	47	43.8	25	26	57	52	50	38	47	56	52	47	46	30
 Encourage the Heart	45	40.3	37	16	52	44	42	37	42	55	50	43	46	20

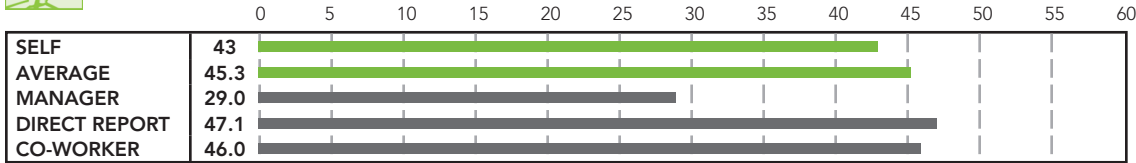
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of All Observer Responses
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The Five Practices Bar Graphs

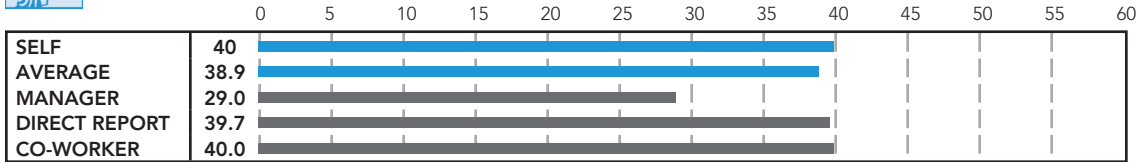
These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all categories of Observers (including Manager). Total responses can range from 6 to 60; which represents adding up the response score (ranging from 1-Almost Never to 10-Almost Always) for each of the six behavioral statements related to that practice.



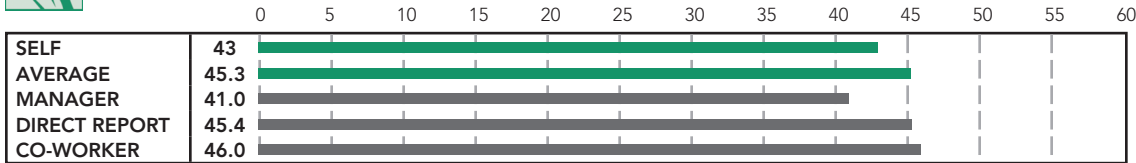
Model the Way



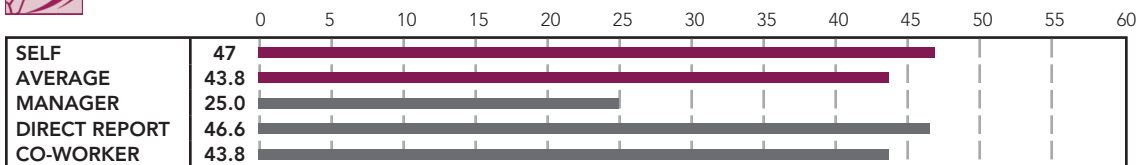
Inspire a Shared Vision



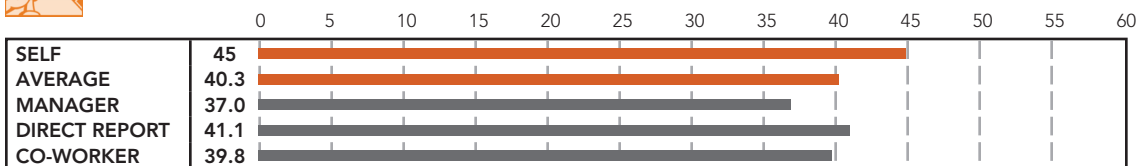
Challenge the Process



Enable Others to Act

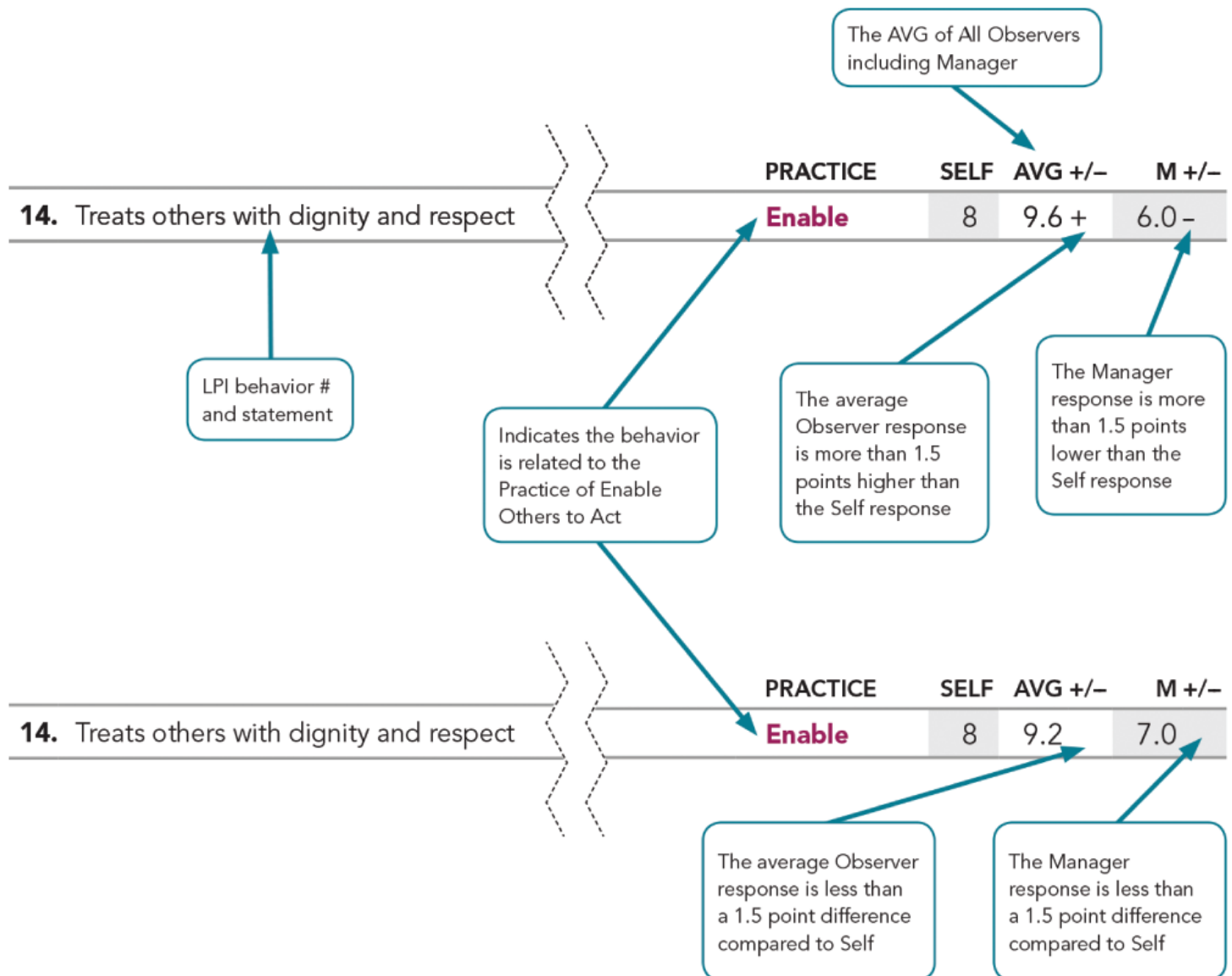


Encourage the Heart



Leadership Behaviors Ranking

The following page shows the ranking, from most frequent to least frequent, of all thirty leadership behaviors based on the average of your Observers' responses. The average (AVG) includes the Manager response, which is also shown separately. Horizontal lines separate the ten most and the ten least frequent behaviors from the middle 10. A plus sign (+) next to the AVG or Manager (M) response indicates that the response is more than 1.5 points higher than your Self response; a minus sign (-) indicates that the response is more than 1.5 points lower than your Self response. Since 1.5 is approximately the average difference between self and observer scores, any difference greater than that merits attention. When the +/- column is blank in a given row, this indicates a reasonable degree of agreement between the SELF and AVG or SELF and MANAGER scores. The response scale runs from 1-Almost Never to 10-Almost Always.



RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost Always

MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
11. Follows through on promises and commitments he/she makes	Model	9	8.7	10.0
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	8	8.5	9.0
14. Treats others with dignity and respect	Enable	9	8.3	4.0–
1. Sets a personal example of what he/she expects of others	Model	8	8.3	5.0–
23. Identifies measurable milestones that keep projects moving forward	Challenge	7	8.3	8.0
26. Is clear about his/her philosophy of leadership	Model	9	7.7	4.0–
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	8	7.7	5.0–
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	7	7.7	7.0
21. Builds consensus around a common set of values for running our organization	Model	4	7.7 +	4.0
18. Asks “What can we learn?” when things don’t go as expected	Challenge	8	7.5	2.0–
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8	7.5	6.0–
8. Challenges people to try out new and innovative ways to do their work	Challenge	7	7.5	8.0
4. Develops cooperative relationships among the people he/she works with	Enable	7	7.4	2.0–
9. Actively listens to diverse points of view	Enable	7	7.4	2.0–
6. Makes certain that people adhere to the principles and standards that have been agreed upon	Model	6	7.3	4.0–
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	8	7.1	8.0
13. Actively searches for innovative ways to improve what we do	Challenge	6	7.1	8.0 +
22. Paints the “big picture” of what we aspire to accomplish	Inspire	6	7.1	4.0–
2. Talks about future trends that will influence how our work gets done	Inspire	8	6.8	4.0–
5. Praises people for a job well done	Encourage	8	6.8	7.0
19. Involves people in the decisions that directly impact their job performance	Enable	8	6.8	5.0–
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	8	6.5	6.0–
30. Gets personally involved in recognizing people and celebrating accomplishments	Encourage	8	6.3–	5.0–
28. Takes initiative in anticipating and responding to change	Challenge	7	6.3 +	6.0
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	6	6.3–	7.0
12. Appeals to others to share an exciting dream of the future	Inspire	6	6.2	6.0
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	6	6.1	4.0–
7. Describes a compelling image of what our future could be like	Inspire	6	5.7	3.0–
25. Tells stories of encouragement about the good work of others	Encourage	8	5.6–	6.0–
16. Asks for feedback on how his/her actions affect other people’s performance	Model	7	5.6	2.0–

LEAST FREQUENT



Model the Way Data Summary

- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions with shared values

This page shows the responses for each of the six leadership behaviors related to this Practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral item. Responses can range from 1–Almost Never to 10–Almost Always.

	SELF		INDIVIDUAL OBSERVERS											
		AVG	M1	D1	D2	D3	D4	D5	D6	D7	C1	C2	C3	C4
1. Sets a personal example of what he/she expects of others	8	8.3	5	6	9	10	9	7	9	10	10	8	7	10
6. Makes certain that people adhere to the principles and standards that have been agreed upon	6	7.3	4	5	9	10	9	7	9	9	9	7	9	1
11. Follows through on promises and commitments he/she makes	9	8.7	10	6	10	10	9	8	8	9	10	8	7	9
16. Asks for feedback on how his/her actions affect other people's performance	7	5.6	2	3	4	6	6	2	8	8	7	7	6	8
21. Builds consensus around a common set of values for running our organization	4	7.7	4	4	9	10	9	7	9	10	8	5	9	8
26. Is clear about his/her philosophy of leadership	9	7.7	4	6	9	9	9	5	9	10	9	6	7	9

RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost Always

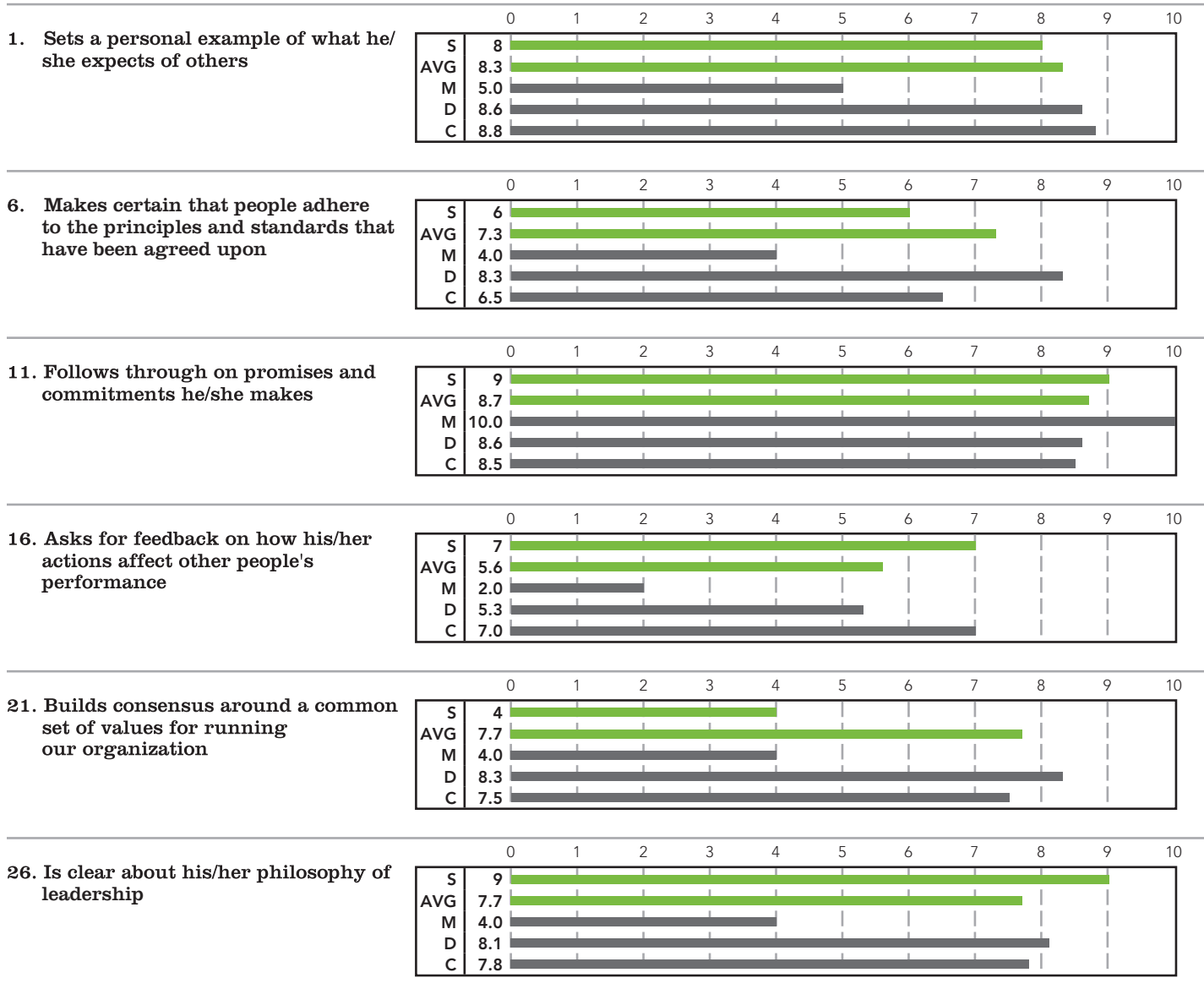
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of All Observer Responses
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Model the Way Bar Graphs

- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions with shared values

The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your and your Observers' average responses for that behavior. By behavior, it shows the response for Self and the average response for each category of Observer. Average refers to the average response for all categories of Observers (including Manager). Responses can range from 1–Almost Never to 10–Almost Always.



RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
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Inspire a Shared Vision Data Summary

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations

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	SELF AVG		INDIVIDUAL OBSERVERS											
			M1	D1	D2	D3	D4	D5	D6	D7	C1	C2	C3	C4
2. Talks about future trends that will influence how our work gets done	8	6.8	4	3	7	7	8	7	9	9	8	6	6	8
7. Describes a compelling image of what our future could be like	6	5.7	3	2	6	3	8	6	5	10	8	5	5	7
12. Appeals to others to share an exciting dream of the future	6	6.2	6	3	8	4	8	7	2	9	8	4	8	7
17. Shows others how their long-term interests can be realized by enlisting in a common vision	6	6.1	4	4	9	5	8	7	5	10	8	4	8	1
22. Paints the “big picture” of what we aspire to accomplish	6	7.1	4	3	7	7	9	7	9	10	9	6	7	7
27. Speaks with genuine conviction about the higher meaning and purpose of our work	8	7.1	8	3	7	3	8	7	9	10	8	5	8	9

RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
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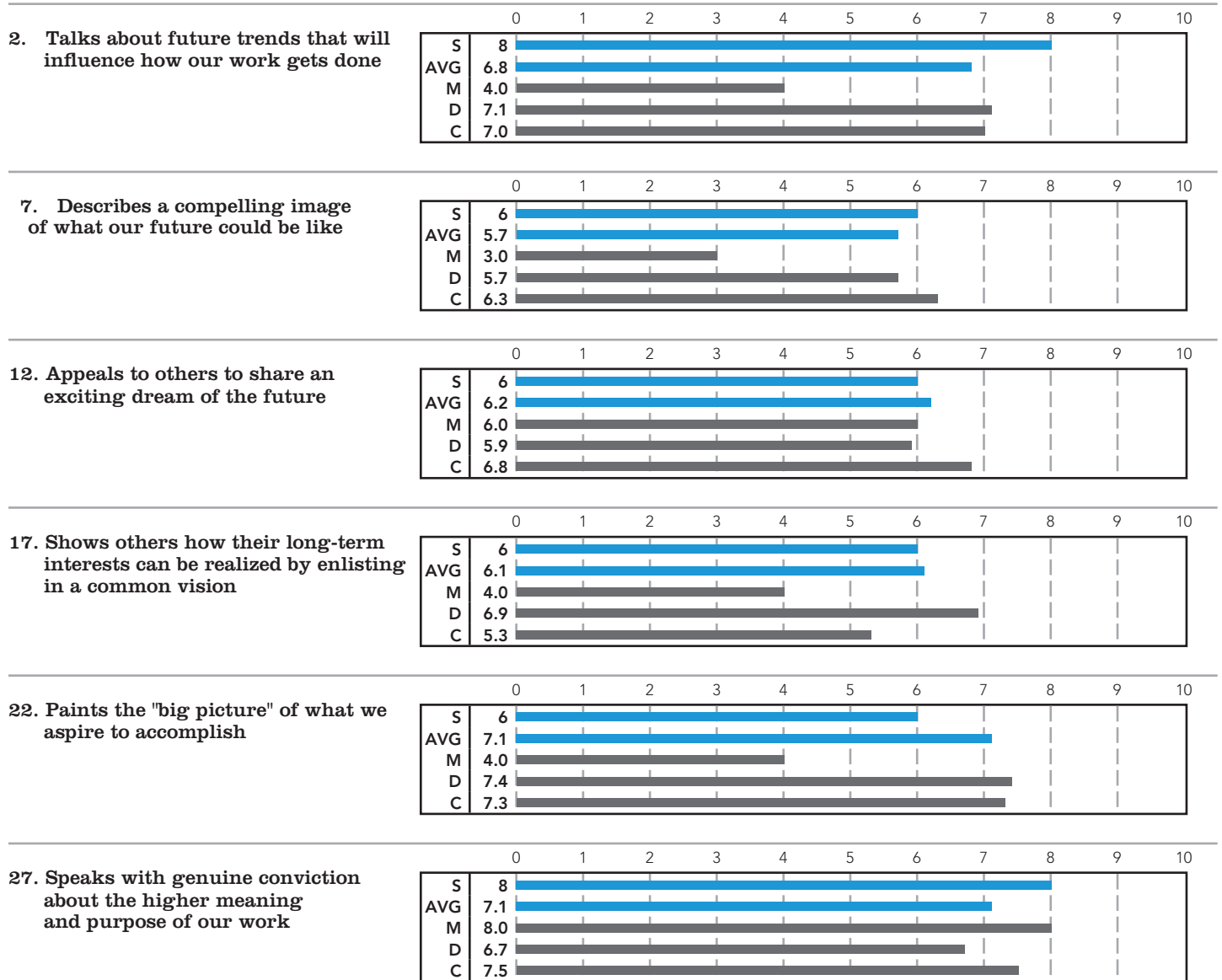
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Challenge the Process Data Summary

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by consistently generating small wins and learning from experience

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	SELF	AVG	M1	D1	D2	D3	D4	D5	D6	D7	C1	C2	C3	C4
3. Seeks out challenging opportunities that test his/her own skills and abilities	8	8.5	9	7	9	10	8	9	8	10	8	7	8	9
8. Challenges people to try out new and innovative ways to do their work	7	7.5	8	4	9	10	8	5	5	10	9	5	9	8
13. Actively searches for innovative ways to improve what we do	6	7.1	8	5	8	6	8	7	5	8	9	7	8	6
18. Asks "What can we learn?" when things don't go as expected	8	7.5	2	4	10	10	8	8	6	9	9	9	8	7
23. Identifies measurable milestones that keep projects moving forward	7	8.3	8	5	10	10	9	9	6	10	9	7	8	9
28. Takes initiative in anticipating and responding to change	7	6.3	6	4	5	9	8	6	7	6	8	7	2	8

RESPONSE SCALE	1-Almost Never 2-Rarely	3-Seldom 4-Once in a While	5-Occasionally 6-Sometimes	7-Fairly Often 8-Usually	9-Very Frequently 10-Almost Always
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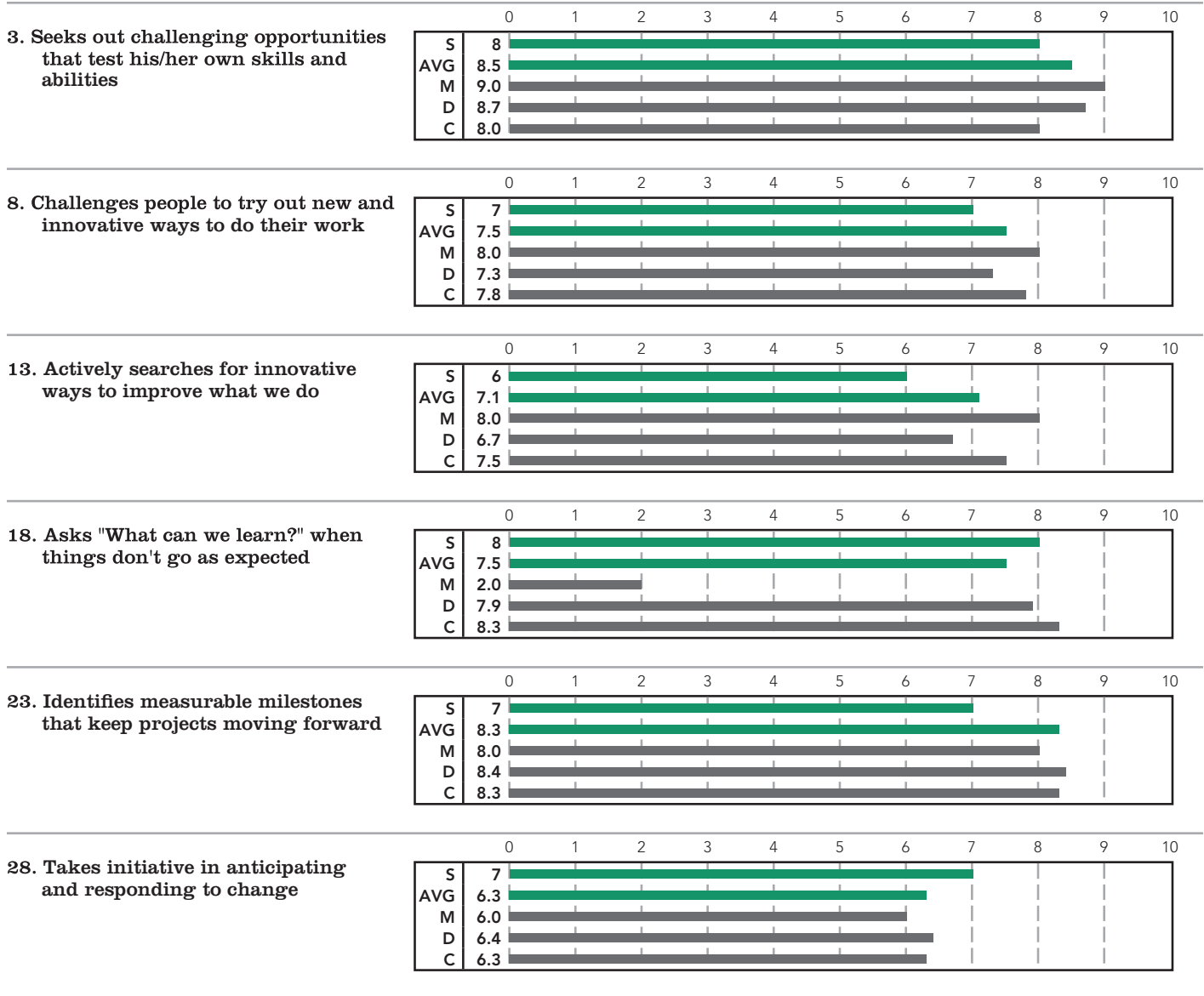
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Challenge the Process Bar Graphs

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Enable Others to Act Data Summary

- Foster collaboration by building trust and facilitating relationships
- Strengthen others by increasing self-determination and developing competence

This page shows the responses for each of the six leadership behaviors related to this Practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral item. Responses can range from 1–Almost Never to 10–Almost Always.

	SELF		INDIVIDUAL OBSERVERS											
		AVG	M1	D1	D2	D3	D4	D5	D6	D7	C1	C2	C3	C4
4. Develops cooperative relationships among the people he/she works with	7	7.4	2	4	10	9	9	6	6	10	9	8	7	9
9. Actively listens to diverse points of view	7	7.4	2	4	10	9	7	6	8	10	8	8	8	9
14. Treats others with dignity and respect	9	8.3	4	5	10	9	8	8	10	10	10	8	8	9
19. Involves people in the decisions that directly impact their job performance	8	6.8	5	4	9	7	9	6	10	8	8	8	6	1
24. Gives people a great deal off freedom and choice in deciding how to do their work	8	7.5	6	7	9	8	8	6	9	9	9	9	9	1
29. Ensures that people grow in their jobs by learning new skills and developing themselves	8	6.5	6	2	9	10	9	6	4	9	8	6	8	1

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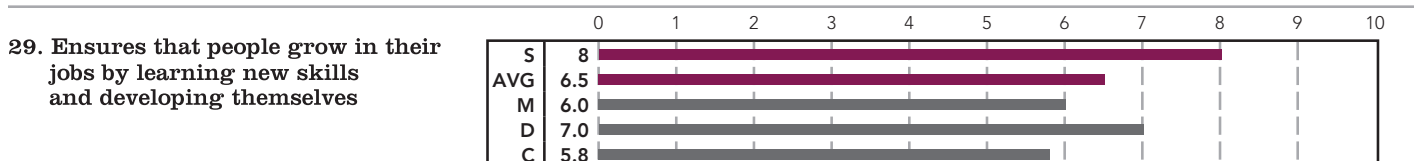
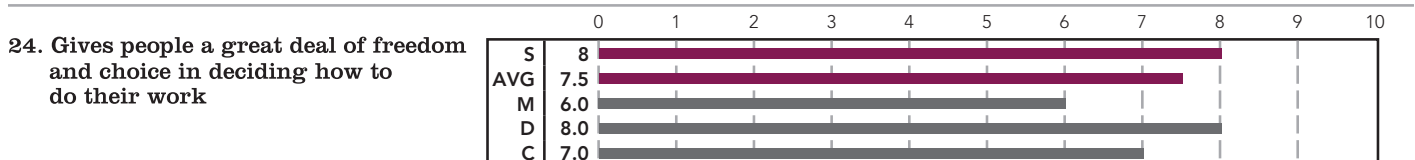
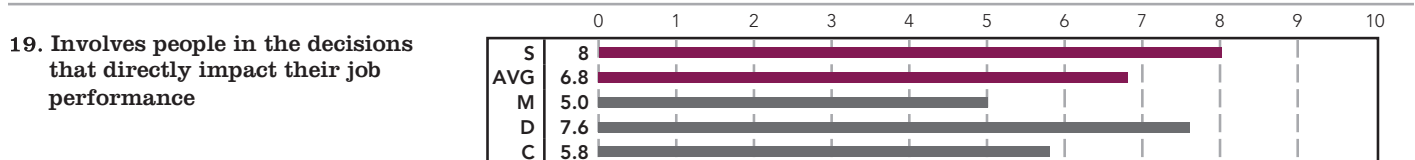
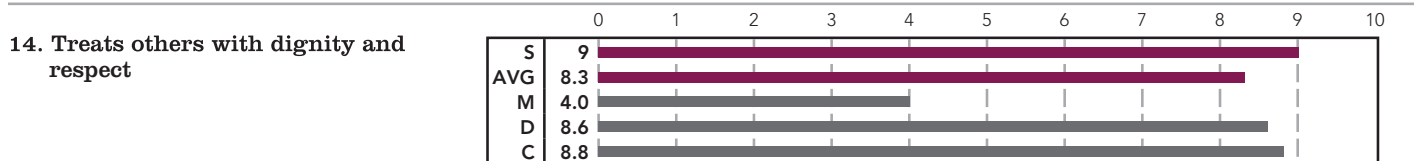
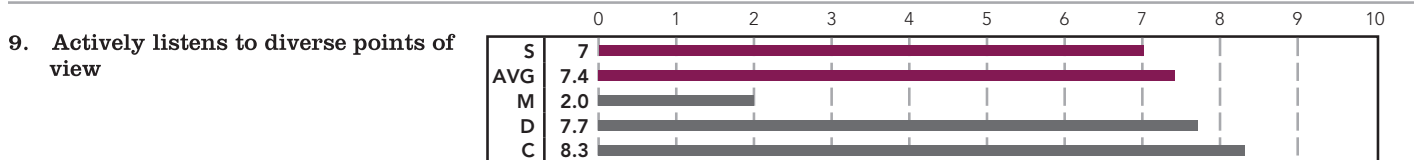
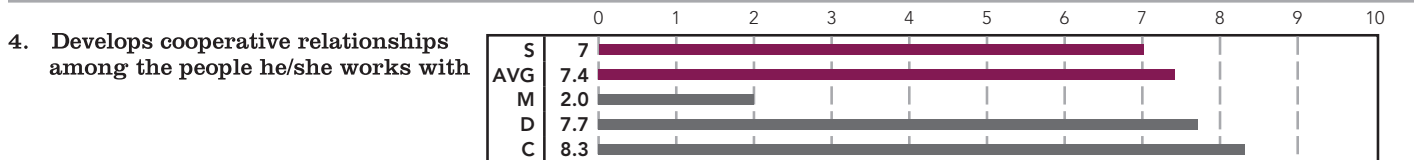
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Enable Others to Act Bar Graphs

- Foster collaboration by building trust and facilitating relationships
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Encourage the Heart Data Summary

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community

This page shows the responses for each of the six leadership behaviors related to this Practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral item. Responses can range from 1–Almost Never to 10–Almost Always.

	SELF		INDIVIDUAL OBSERVERS											
		AVG	M1	D1	D2	D3	D4	D5	D6	D7	C1	C2	C3	C4
5. Praises people for a job well done	8	6.8	7	2	10	8	8	7	5	10	8	7	9	1
10. Makes it a point to let people know about his/her confidence in their abilities	7	7.7	7	3	9	8	8	6	8	9	8	9	9	8
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	6	6.3	7	2	9	7	6	4	9	8	8	6	8	1
20. Publicly recognizes people who exemplify commitment to shared values	8	7.7	5	3	8	9	8	7	8	10	10	8	8	8
25. Tells stories of encouragement about the good work of others	8	5.6	6	3	8	5	6	6	7	8	7	7	3	1
30. Gets personally involved in recognizing people and celebrating accomplishments	8	6.3	5	3	8	7	6	7	5	10	9	6	9	1

RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
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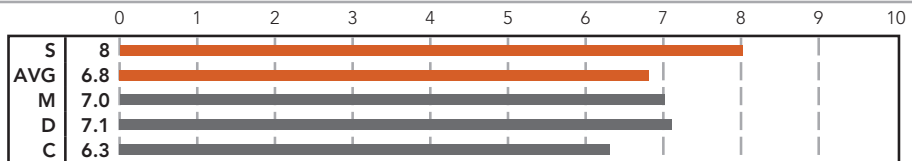


Encourage the Heart Bar Graphs

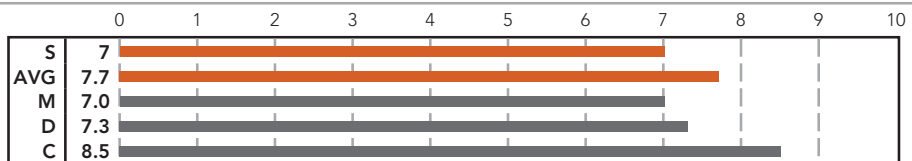
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- Celebrate the values and victories by creating a spirit of community

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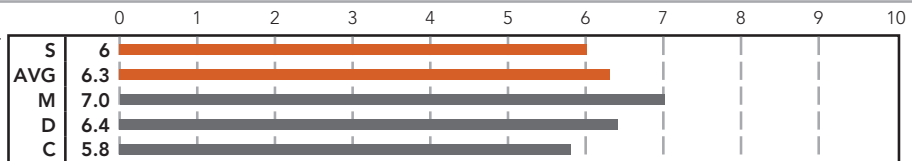
5. Praises people for a job well done



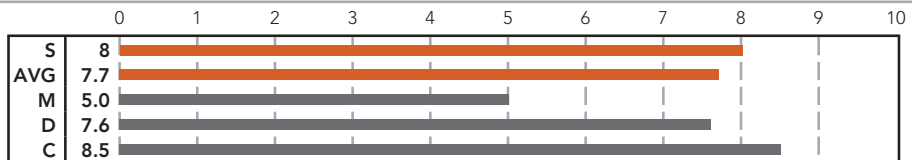
10. Makes it a point to let people know about his/her confidence in their abilities



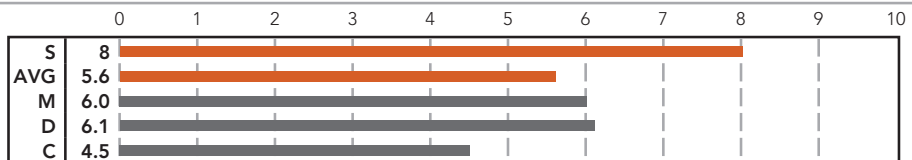
15. Makes sure that people are creatively recognized for their contributions to the success of our projects



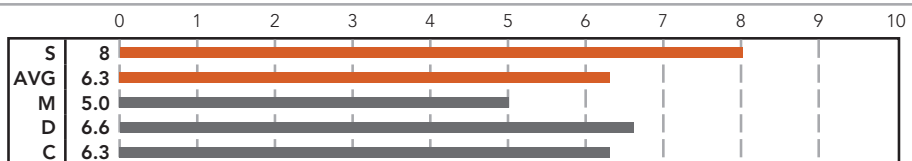
20. Publicly recognizes people who exemplify commitment to shared values



25. Tells stories of encouragement about the good work of others



30. Gets personally involved in recognizing people and celebrating accomplishments

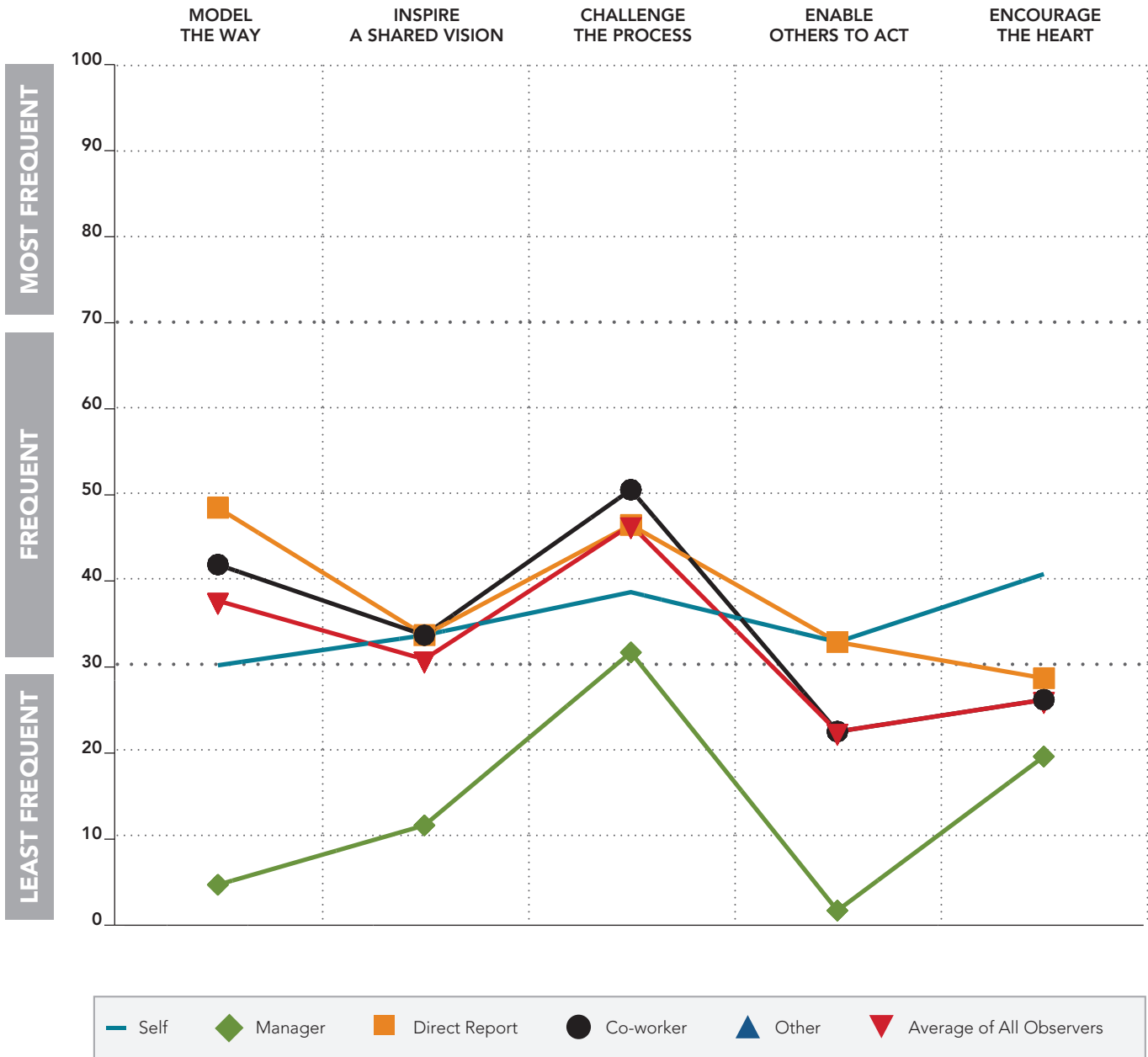


RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost Always

M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of All Observer Responses
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Percentile Ranking

The leaders and observers who make up the LPI database include a mix of males and females at all levels, from all types of organizations, and from all over the world. This page compares your Self responses and those of your Observers to all Observer responses for other Leaders who have taken the LPI. The horizontal lines at the 30th and 70th percentiles divide the graph into three segments, roughly approximating a normal distribution of scores. Each line on the graph shows what percentile your Self or an Observer category response falls into for each Practice. For example, if your Self score for Model the Way is at the 50th percentile, half of the leaders in the database were rated higher by their Observers on the Practice, and half were rated lower.



Essay Question Responses

This page contains Observer responses to the open-ended essay questions presented with the *Leadership Practices Inventory*. Since answering these questions is optional, each question may not have the same number of answers per question. If no Observer chose to answer a particular question, the response "No one answered this feedback question" will appear in the answer field.

Q: What are this individual's three greatest strengths as a leader?

- A: Delivers value to clients, drives for results—Sarah can be super laser focused on results.
- A: Driven, pursues success, and has a strong work ethic.
- A: Competitive drive to succeed — for me this is an intangible quality that is a must in every successful leader and Sarah demonstrates this daily.
Knowledge and Experience
Availability
- A:
 1. Continually challenges us as individuals and as a team
 2. Pushes her leadership team to be creative and think out of the box
 3. Follows up on tasks and projects—no matter what the level of importance is
- A:
 - Leading by example
 - Empowering/trusting her managers' judgment
 - Experienced advice
- A:
 1. Very strong presence and team leadership role in group settings such as regional meetings and all staff calls.
 2. Quick to respond with relevant observations/recommendations when essential to project success.
 3. Actions driven by strategy and tactics, which directly support company growth, of value to all associates.
- A: Sarah leads with dignity and integrity. She truly sets an example of how to be a professional. Sarah is very approachable and willing to help whenever needed. She always asks "What can I do to help you?" Sarah has a strong work ethic. She consistently follows up when needed and prioritizes tasks/responsibilities very well.
- A: Leads by example, good at problem solving, communicates effectively
- A: Sarah is action oriented and not afraid to stand up for a shared cause. Sarah is open and honest with feedback. Sarah considers and attempts to understand all viewpoints.
- A: Communicating appreciation, managing client's expectations, and helping with client resolution when there are issues or requests that I would not be able to provide.
- A: Accessible
Supportive / provides direction when needed
Appreciative

Essay Question Responses (cont.)

Q: Three greatest strengths as a leader (cont.)

- A: 1) Truly 100% committed to the work and doing the right thing, and doing things right; 2) Terrific prospect and client interaction—very good client relational skills; 3) Outstanding teamwork on collaboration with business development on winning new business and doing so with context for success long term

Q: What would you like to see this person start doing or do more of in order to become a better leader?

- A: Continue to work to collaborate internally more effectively, works strategically, effective leadership—internally working with all departments
- A: Give recognition when due, provide more feedback both positive and negative, and be more available to attend decision making meetings.
- A: Continue to provide “big picture” updates with the organization. I find those to be very beneficial, even if the updates aren’t positive, to understand where we are heading as a company and some of the obstacles/challenges that we are facing.
- A: 1. Check-in more often (quick email or sometime to see how things are going...needs, etc.)
2. Communicate upcoming business development opportunities—even if potential; helps to know we are considered for something even if it doesn’t come to fruition
3. Help guide me to build my current book of business—have not had a new account or an account transition in over a year, while colleagues’ books are expanding; mine is neutral and has very little opportunities.
- A: —More incentives for staff
—More details on finalized budget
- A: 1. More regular all Western region staff communication, e.g. weekly/bi-weekly email, reinforcing successful efforts by staff, challenges/solutions and expectations moving forward.
2. Willingness to actively participate in growth opportunities for staff versus focus on what may be lacking communicated in a terse manner.
- A: Sarah could take more time to connect with those that work for her on a more personal level and realize that not everyone can be “strictly business” all the time.
- A: Continue to proactively involve other departments when unusual client situations arise.
- A: Sarah does a great job with the time she has. In general, a challenge for leaders such as herself to stay up to speed when travel is so extensive. The only thing I have experienced I can suggest for her is to intentionally delegate more frequently (and provide expectation of level of engagement) to direct reports in completing tasks AM should own during implementation (and then follow through to see to completion). AM needs a presence and relationship with client from the start and the more AM chimes in, the easier the transition when implementation leaves. Sarah does a good job of this, but in her absence, not sure that all her delegates carry this forward.

Essay Question Responses (cont.)

A: Have more support. Sarah is a good leader, but I think she doesn't always have the time needed to handle the amount of responsibilities she has in her position. I would like to have regular scheduled meetings with Sarah (biweekly) to touch base, especially during reimplementation periods. We started off with these meetings, but then they stopped getting scheduled.

A: Keep doing what she's doing.

A: 1) I do not have benefit of observing leadership with her team, yet I would ask or want to confirm that she is growing their expertise and capabilities so she can be freed up more; 2) Continue to, or do more "outside of the box" creative in solution planning; 3) continue to push on upper mgmt for support where needed...she has earned the respect to be that voice.

Q: In order for this person to become a better leader, what would you like to see him or her do less of or stop doing altogether?

A: Great question for Sarah—try to work within a process that has been built and "trust" that your peers and team members are doing their jobs. Escalate versus running interference that causes further disruption. Sarah is passionate, and that is super and appreciated—we need influencing behaviors from her and support too.

A: Speaking in the "I" and begin using more of a "we."

A: I can't think of anything at this time.

A: n/a

A: 1. Overly-competitive with own colleagues/regions, which appears as insecurity and win at all cost mentality, even with colleagues.
2. Criticism with minimal explanation or recommendation(s) for growth.

A: Sarah could portray a stronger sense of work-life balance. She appears to work a lot, and sometimes that seeming lack of balance bleeds through into those who work for her.

A: The challenge for me resides with her busy travel schedule. I would love to say less travel, but that is not reality. If able to train up key staff members (i.e., RDs and PMs at strategic accts) and delegate more, would not need her to be around as much.

A: I recently had an issue with Sarah where something important wasn't communicated to me that affected service delivery to the client. Sarah was very responsive to the issue and provided the client with an explanation that met the client's need. However, from my perspective, it does create frustration that the issue could have been resolved with communication. If I would have had regular scheduled meetings with Sarah, maybe this could have been caught prior.

A: Nothing comes to mind.

Essay Question Responses (cont.)

Q: Do less or stop doing (cont.)

A: Nothing—I cannot think of a negative that I see that should be stopped...Sarah is doing great work from my experience as a business partner within the Co.

Q: What is one recent specific contribution that this individual has made as a leader for which you would like to express your appreciation and gratitude?

A: I appreciate Sarah jumping in and being the liaison to the implementation department and working collaboratively with the group to build some tools and training that will be deployed soon. Ensuring we have best practice across "our" company vs "my region" will be critical for Sarah's continued growth.

A: Sarah has expanded our region and embraces new challenging account opportunities.

A: Being new to the role, Sarah has provided me with valuable insight and guidance regarding staff and client relationships that has been very valuable to establish myself within the organization and with my book of business. The integration process has occurred quicker than I had anticipated and strongly believe those insights played an important role with that timeline.

A: Sarah has been very supportive and is able to jump in and manage accounts at any level. I was recently on maternity leave and she was able to take over everything on short notice with very little follow-up; she knows our accounts very well! One account had a significant HR issue going on, which took a lot of her time during my leave. I know it wasn't easy and required a lot of documentation and time. I appreciate her stepping in and seeing it to completion without making it a dramatic event.

A: Her understanding of trends and support of individual sites trying new things.

A: The expectation for client responsiveness by account based and regional staff has a strong leadership quality to it and raises the bar on performance by all.

A: Sarah consistently reaches out to other staff to ensure that issue resolution is dealt with efficiently and effectively, even when she has to be the "bad guy."

A: Sarah is always willing to take time and problem solve when issues come up with any of her accounts. She supports reviewing options for changes that may not always be easiest for her team but is for the better of the company.

A: Sarah will always make time to touch base and fight for answers when things stall and are impeding progress. I truly appreciate that requests for escalation / waving of red flags do not fall on deaf ears in her case.

A: Sarah is very good with providing meaningful and appropriate responses back to the client when there is a need for information that needs to come from someone other than me.

A: I am very grateful to Sarah for her efforts to keep me working on her team.

Essay Question Responses (cont.)

Q: Specific contribution (cont.)

- A: Ongoing flexibility to support business development in competing for new business, and in doing so, being a partner in the creation of the solution, approach, and all facets of the bid process. We would not have the wins we have achieved in the west without her efforts and leadership.

