Discovery Leadership Profile™

Food Systems Leadership Institute 2016

© 2009, 2003 Discovery Learning, Inc.

Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.

All Rights Reserved. Not for Duplication

The Purpose of Discovery Leadership Profile™

- To develop stronger leadership ability
- To create a better understanding of strengths and challenges
- To enable you to see how you are viewed by those with whom you work
- To focus on areas for improvement
- To create an action plan for personal development

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Leadership Competencies

10 Competency Areas

- Direction & Strategy
- Follow Through & Accountability
- Communication & Influence
- Developing & Mentoring Others
- Self Management
- Business Management
- Team Management
- Change and Innovation
- Trust & Integrity
- Decision Making & Problem Solving

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Feedback Profile Categories

- Combined Rater Profile (all raters)
- Self Profile
- Boss Profile
- Peer Profile
- Direct Report Profile
- Others' Profile (raters that do not fit in above categories)

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Sample Feedback Report

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

© 2007, 2002 Discovery Learning, Inc. All rights reserved.

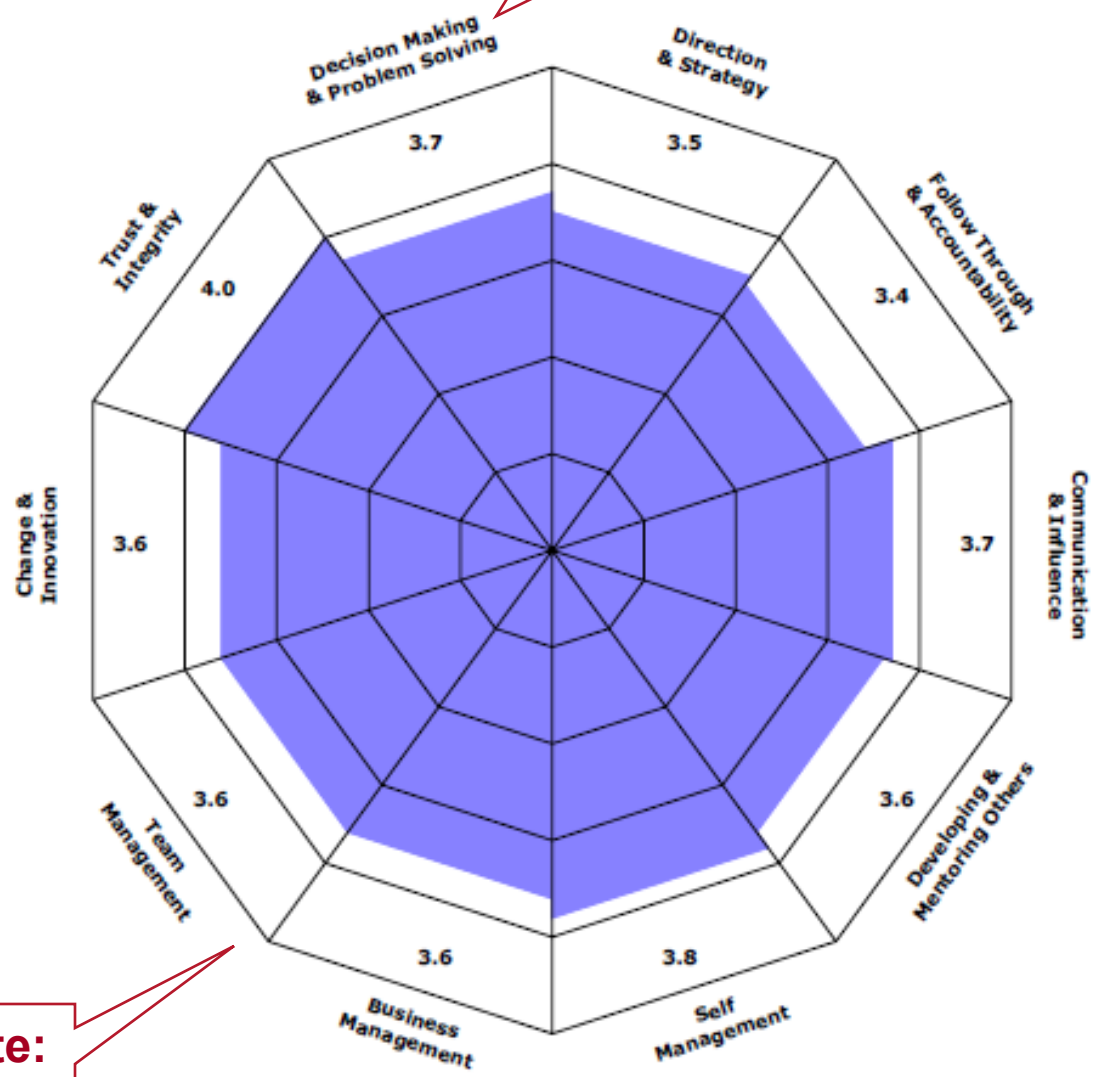
www.discoverylearning.com

Leadership Competencies

Assessment Scale
1 = Rarely
2 = Occasionally
3 = Often
4 = Very Often
5 = Always
N/O = Not Observed

Rater Summary

Feedback Breakdown
3 Boss(es)
8 Peers
5 Direct Reports
6 Others
Total of 22 Raters



Composite: All Raters

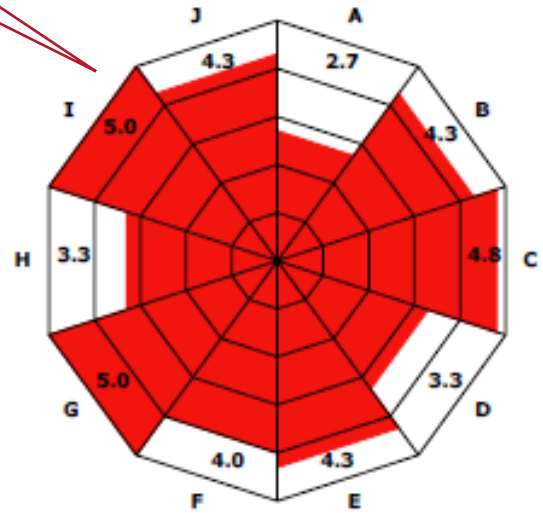
All Raters

Self

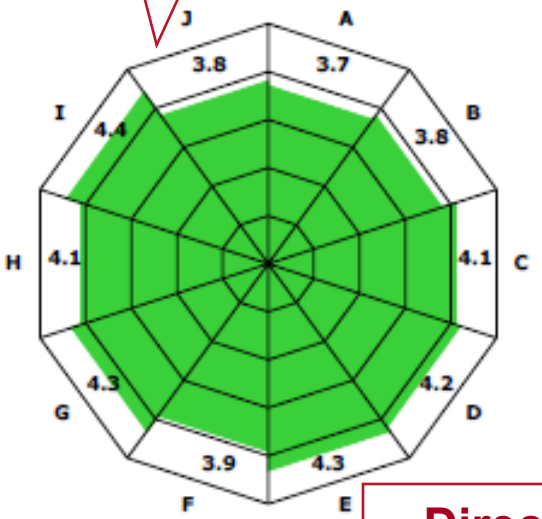
Boss(es)

Assessment Scale
1 = Rarely
2 = Occasionally
3 = Often
4 = Very Often
5 = Always
N/O = Not Observed

A = Direction & Strategy
B = Follow Through & Accountability
C = Communication & Influence
D = Developing & Mentoring Others
E = Self Management
F = Business Management
G = Team Management
H = Change & Innovation
I = Trust & Integrity
J = Decision Making & Problem Solving

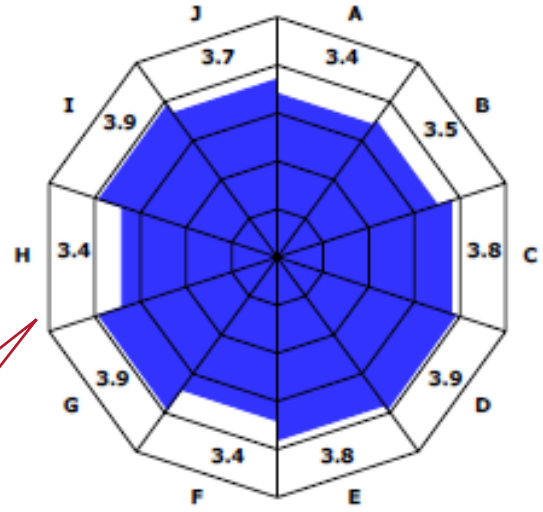


Self



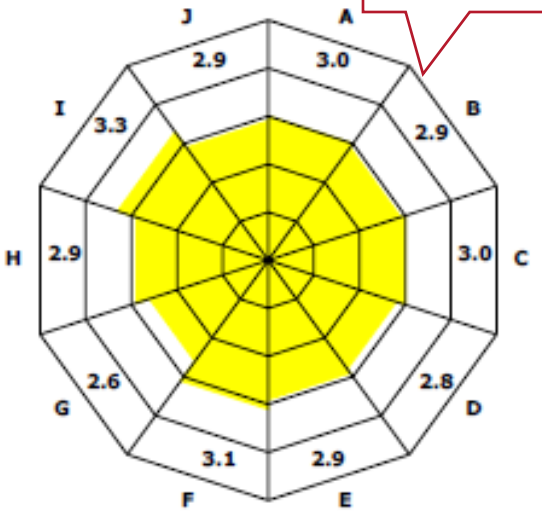
3 Boss(es)

Direct Reports



8 Peers

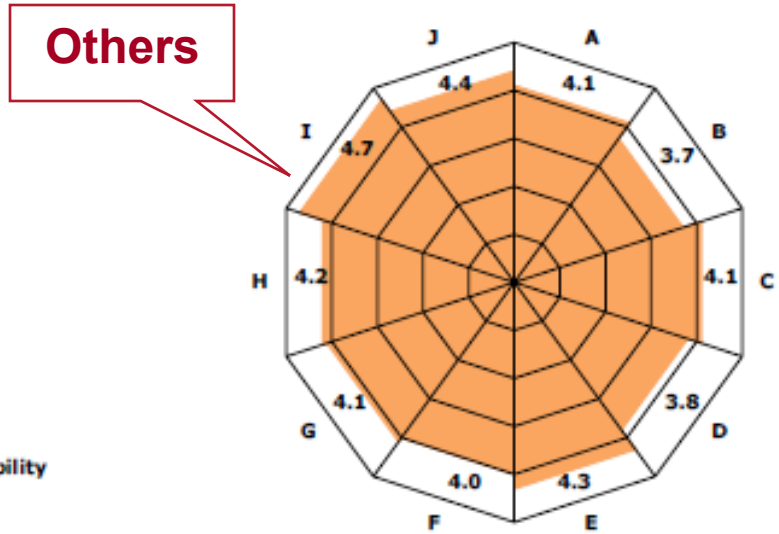
Peers



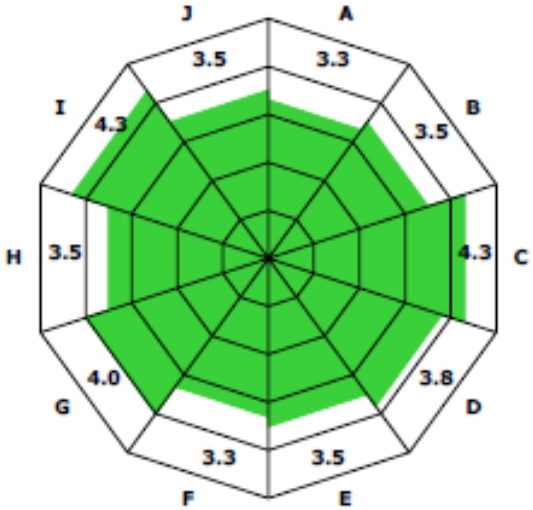
5 Direct Reports

Assessment Scale
1 = Rarely
2 = Occasionally
3 = Often
4 = Very Often
5 = Always
N/O = Not Observed

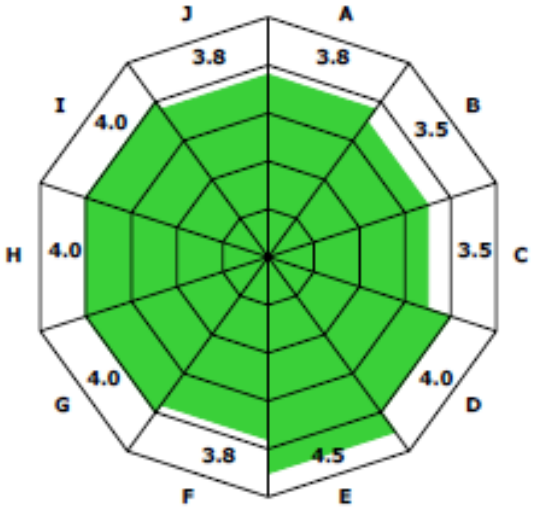
A = Direction & Strategy
B = Follow Through & Accountability
C = Communication & Influence
D = Developing & Mentoring Others
E = Self Management
F = Business Management
G = Team Management
H = Change & Innovation
I = Trust & Integrity
J = Decision Making & Problem Solving



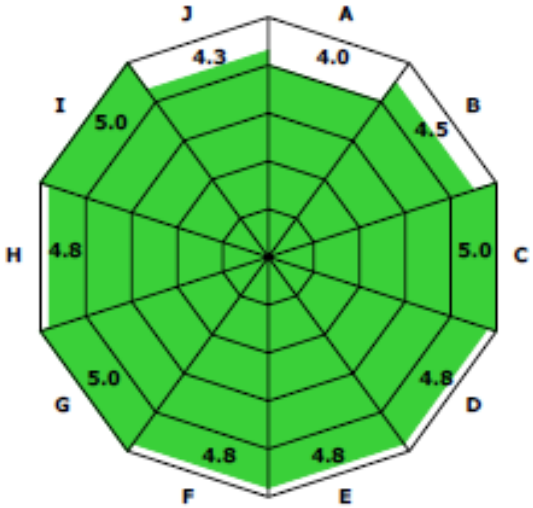
6 Others



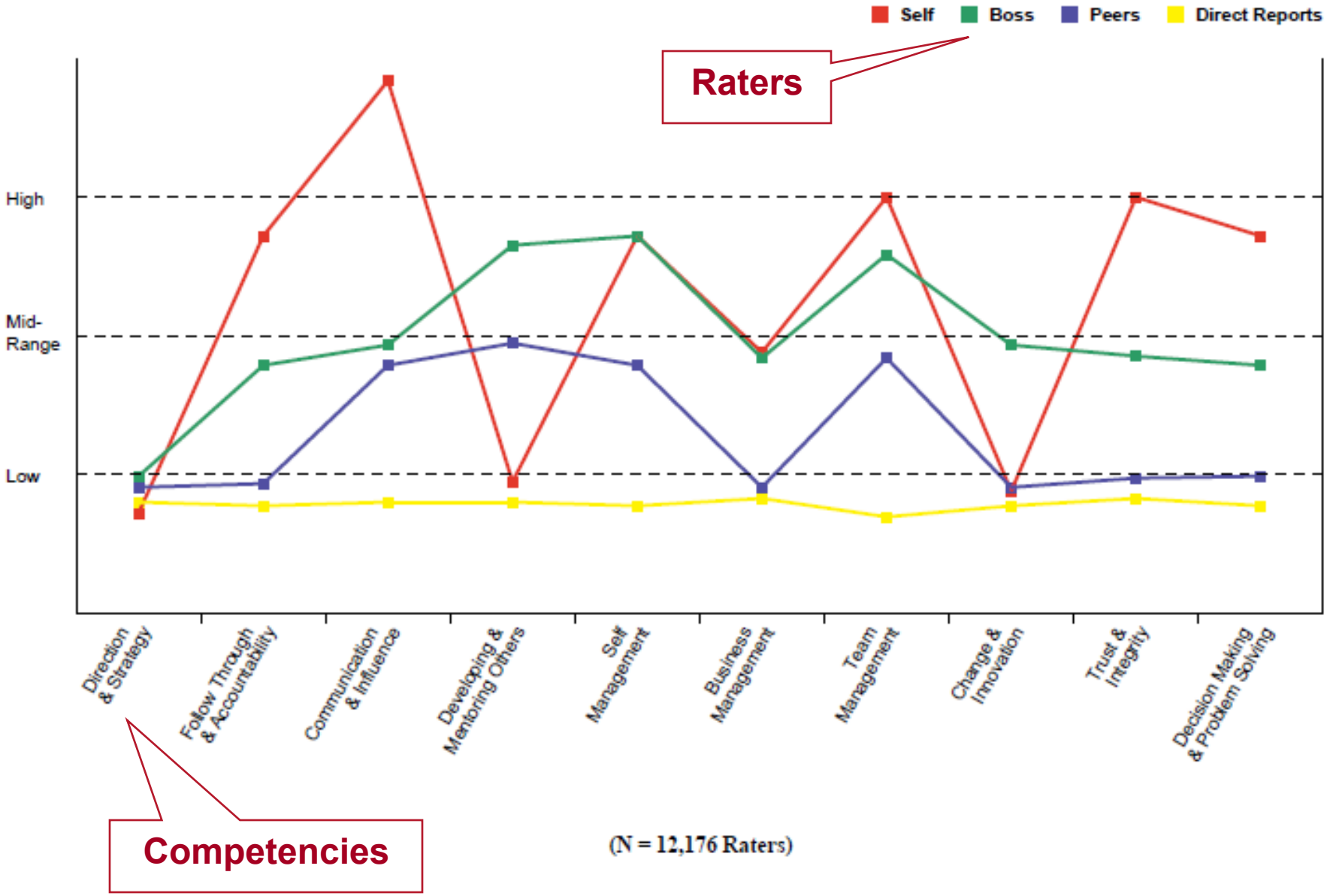
rater1@sample.com



rater2@sample.com



rater3@sample.com



(N = 12,176 Raters)

Assessment Scale
1 = Rarely
2 = Occasionally
3 = Often
4 = Very Often
5 = Always
N/O = Not Observed

Competency

Ratings

Items

	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range 1 2 3 4 5	Peer Range 1 2 3 4 5	Do More (Self, Boss, Peers, Direct Reports, Others)	Do Less
Direction & Strategy	**2.7**	**3.5**	**3.7**	**3.0**	**3.4**	**4.1**				
1. Communicates a clear and motivating vision. (-)	2.0	3.3	3.3	2.6	3.3	4.0				
2. Aligns department/business unit with the strategies of the organization. (+)	3.0	3.8	3.7	3.8	3.7	4.2				
3. Articulates clear goals and objectives.	N/O	3.7	4.0	2.8	3.9	4.2				
4. Deals with immediate demands without losing long-term focus. (-)	3.0	3.4	3.7	3.0	3.0	4.0				
Follow Through & Accountability	**4.3**	**3.4**	**3.8**	**2.9**	**3.5**	**3.7**				
5. Sees projects/tasks through till the end.	5.0	3.7	4.0	3.4	3.6	4.0				
6. Meets agreed upon deadlines. (-)	4.0	3.1	3.3	2.2	3.1	3.8				
7. Ensures that people have the skills and resources to do their jobs. (-)	N/O	3.4	4.3	2.6	3.7	3.4				
8. Follows through on promises and commitments. (-)	4.0	3.5	3.7	3.2	3.5	3.5				
Communication & Influence	**4.8**	**3.7**	**4.1**	**3.0**	**3.8**	**4.1**				
9. Listens to others with a desire to understand.	5.0	3.8	5.0	2.4	4.1	4.0				
10. Sells his/her ideas in the organization successfully.	5.0	3.7	3.5	3.2	3.7	4.2				
11. States his/her opinions effectively. (+)	4.0	4.0	4.0	3.0	4.3	4.3				
12. Tries to insure that everyone has the information that s/he needs.	5.0	3.5	4.0	3.2	3.3	3.8				
Developing & Mentoring Others	**3.3**	**3.6**	**4.2**	**2.8**	**3.9**	**3.8**				
13. Attracts and develops the best people.	3.0	3.7	4.0	3.3	3.8	3.8				
14. Establishes clear expectations of others.	3.0	3.7	4.3	3.2	3.7	4.0				
15. Rewards individuals for their accomplishments.	N/O	3.5	4.0	2.6	4.2	3.3				
16. Provides timely and appropriate feedback.	4.0	3.6	4.3	2.2	4.0	4.0				

(+) Ten highest scoring
(-) Ten lowest scoring

Ranges

Do More / Do Less

Assessment Scale
1 = Rarely
2 = Occasionally
3 = Often
4 = Very Often
5 = Always
N/O = Not Observed

Self
Boss
Peers
Direct Reports
Others

	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range 1 2 3 4 5	Peer Range 1 2 3 4 5	Do More	Do Less
Self Management	**4.3**	**3.8**	**4.3**	**2.9**	**3.8**	**4.3**				
17. Balances priorities between private and professional life. (-)	2.0	3.4	3.7	2.4	3.3	4.2				
18. Handles obstacles and setbacks responsibly and positively.	5.0	3.8	4.7	2.8	3.7	4.4				
19. Learns from his/her mistakes. (+)	5.0	3.9	4.0	3.2	4.0	4.2				
20. Maintains his/her composure under stress. (+)	5.0	4.0	4.7	3.2	4.0	4.5				
Business Management	**4.0**	**3.6**	**3.9**	**3.1**	**3.4**	**4.0**				
21. Builds productive business relationships inside and outside of the company.	5.0	3.8	4.3	3.2	3.6	4.2				
22. Knows and understands client/customer needs and expectations.	4.0	3.6	3.7	3.4	3.2	4.0				
23. Demonstrates understanding of financial data and reports.	3.0	3.5	3.3	3.4	3.3	3.8				
24. Applies seasoned judgement.	4.0	3.5	4.3	2.4	3.4	4.0				
Team Management	**5.0**	**3.6**	**4.3**	**2.6**	**3.9**	**4.1**				
25. Encourages and rewards successful teamwork. (-)	N/O	3.4	4.3	2.4	3.6	3.8				
26. Will sacrifice personal gain for team success if necessary.	N/O	3.8	4.7	2.8	4.3	3.8				
27. Promotes cooperation within and across teams. (+)	5.0	4.0	4.3	3.2	4.0	4.6				
28. Shares responsibility with team members for success and failures. (-)	5.0	3.4	4.0	2.0	3.6	4.2				
Change & Innovation	**3.3**	**3.6**	**4.1**	**2.9**	**3.4**	**4.2**				
29. Shows openness to new ideas and ways of doing things. (+)	5.0	4.0	4.7	3.0	3.9	4.5				
30. Creates a climate where people can challenge the status quo. (-)	3.0	3.3	4.3	2.2	3.4	3.5				
31. Promotes change without creating unnecessary confusion and resistance. (-)	3.0	3.3	3.7	2.2	3.1	4.2				
32. Strives for continuous improvement of business processes. (+)	2.0	3.9	3.7	4.0	3.3	4.5				

(+) Ten highest scoring

(-) Ten lowest scoring

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss(es)	Direct Reports	Peers	Others	Direct Report Range 1 2 3 4 5	Peer Range 1 2 3 4 5	Do More (Self, Boss, Peers, Direct Reports, Others)	Do Less
Trust & Integrity	**5.0**	**4.0**	**4.4**	**3.3**	**3.9**	**4.7**				
33. Treats everyone fairly and equally. (+)	5.0	3.9	4.0	3.2	3.9	4.3				
34. Acts with integrity. (+)	5.0	4.2	4.7	3.2	4.0	5.0				
35. Operates out of a sound business ethic and values. (+)	5.0	4.3	4.7	3.6	4.1	4.8				
36. Practices what s/he preaches.	5.0	3.8	4.3	3.0	3.5	4.5				
Decision Making & Problem Solving	**4.3**	**3.7**	**3.8**	**2.9**	**3.7**	**4.4**				
37. Weighs consequences of decisions before taking action.	4.0	3.8	3.7	3.0	4.0	4.4				
38. Makes the tough decisions without unnecessary delay.	4.0	3.5	3.7	2.8	3.4	4.3				
39. Involves appropriate people in decision-making and problem-solving.	4.0	3.6	4.0	2.6	3.7	4.5				
40. Accesses relevant information before making a decision.	5.0	3.8	4.0	3.0	3.7	4.5				

(+) Ten highest scoring

(-) Ten lowest scoring

Assessment Scale
1 = Rarely
2 = Occasionally
3 = Often
4 = Very Often
5 = Always
N/O = Not Observed

10 Highest Items

	Ten Highest Scoring Items (All Raters)	Score
35.	Operates out of a sound business ethic and values.	4.3
34.	Acts with integrity.	4.2
11.	States his/her opinions effectively.	4.0
20.	Maintains his/her composure under stress.	4.0
27.	Promotes cooperation within and across teams.	4.0
29.	Shows openness to new ideas and ways of doing things.	4.0
19.	Learns from his/her mistakes.	3.9
32.	Strives for continuous improvement of business processes.	3.9
33.	Treats everyone fairly and equally.	3.9
2.	Aligns department/business unit with the strategies of the organization.	3.8

	Ten Lowest Scoring Items (All Raters)	Score
8.	Follows through on promises and commitments.	3.5
4.	Deals with immediate demands without losing long-term focus.	3.4
7.	Ensures that people have the skills and resources to do their jobs.	3.4
17.	Balances priorities between private and professional life.	3.4
25.	Encourages and rewards successful teamwork.	3.4
28.	Shares responsibility with team members for success and failures.	3.4
1.	Communicates a clear and motivating vision.	3.3
30.	Creates a climate where people can challenge the status quo.	3.3
31.	Promotes change without creating unnecessary confusion and resistance.	3.3
6.	Meets agreed upon deadlines.	3.1

10 Lowest Items

Open-ended responses

What am I doing that I need to do less of?

1 - 1. Listening to managers/employees problems repeatedly - you let people rehash the same issue without holding them to account to do something 2. Responding to everyone else's demands and not focusing on your priorities 3. Putting more emphasis on the managers you find easier to interact with

2 - Working too many hours outside of the office

3 - Taking everyone's side. Reserve judgement until both sides are heard, and take into account the department's/company's overall goal. Identify when employee's personal goals are inconsistent with the company's.

4 - Just ensure you keep a balance with work and home life so that you don't get burned out.

5 - Listening board for complainers

6 - Encourage direct reports to go directly to respective managers to deal wiith issues first before you get involved.

7 - Getting off track with low end priorities

8 - When you give someone an assignment, stop asking if it is done yet every half hour (micro managing). By people's word and reputation you should know that the task will be done. This type of managing tends to shut people down.

9 - Too much involvment in the day to day functions of the managers jobs.

10 - Worry about things I cannot change.

11 - None

12 - Download own responsibilities to others

13 - Perhaps taking on too much yourself

14 - Continue to use, but limit time devoted to personal anecdotes/examples.

15 - Speak too fast

What should I be doing more of?

1 - Ending each conversation with an agreed action establishing priorities and gaining buy-in with senior managers coaching junior managers with

personnel issues encouraging people to provide open, honest, immediate feedback

2 - Helping managers with performance management. In many cases this means leading the charge to ensure that staff who have been identified as needing improvement are in fact on a performance improvement plan.

3 - Aligning business strategy with people and vice versa

4 - Asking for more resources from the company

5 - Scouting and recruiting rather than attempting to fill positions out of desperation.

6 - Nothing immediately comes to mind, I believe she completes her responsibilities very well and is a trusted and respected colleague.

7 - Follow up with employee requests timely and not brush them off.

8 - More time to keep management up to date with corporate events or announcements.

9 - Seminars/presenations on labour/employee issues and company-wide hr objectives.

10 - Organization of time

11 - Addressing morale issue in department

12 - Improving the morale of staff. "Getting in touch" with staff to find out what are the issues. There is a huge turnover of staff and there must be a reason why.

13 - Set up a policy for employee and management evaluations that is consistant. Set up performance rewards for all employees.

14 - Instead of looking for someone to blame when somthing goes wrong, come up with a solution to fix the problem. People are not willing to talk openly with you because they are afraid of the what's going to happen. Start using please and thank you more. When asked how you are, just don't answer fine, also ask how the other person is doing.

15 - Allowing managers to make decisions that are sometimes outside the envelope, letting managers use their own discretion more often.

16 - Recruiting new contractors.

17 - Set reasonable goals

18 - Delegating, hire or organize more support staff in the field

What can I do to improve my overall effectiveness?

1 - Improve time management and focus on priorities: revenue generating positions increase emphasis on action orientation around next steps from every meeting or discussion. Hold people more accountable i.e. When someone meets with you and they haven't done something previously agreed, don't let them off the hook

2 - Good start with the hiring grid in communicating and updating managers on status of hires. As discussed getting some of those key administrative benchmarks like fte's by month vs. Prior year, sick days etc will help division track more effectively.

3 - Get time monthly with your publisher/gm to keep them up to date on what you do. Doing a terrific job in getting gm to improve communication down. Need to really push management development within the group

4 - Ask for more resources to support the clients you support in the company, or refuse the additional work

5 - Re-direct employees swiftly. if they need to speak with their direct superior, or professional of any sort, make a decision, advise them appropriately and on to the next.

6 - Continue to keep current in field, attend training or information sessions on hr, continue to network, brainstorm with colleagues.

7 - Devote time to building postive employee relationships.

8 - Monthly meetings with managers to discuss corporate policies or changes.

9 - Create checklists of where to find certain items like health forms, create a library of reading materials, and provide a document that succinctly answers faqs. This will end up saving you time in the long run.

10 - Continue to learn from experience and the experience of others

11 - Be more involved with staff.

12 - Start to be more respectful of people's time. Stop having un-scheduled, 5 minute meetings that take 45 minutes to deal with simple issues. This messes up people's time and schedules. Don't leave things to the last minute. Try to let people know whats going to happen well in advance with all the info possible. Stop coming to people with more info every so often.

13 - Focus more on recruitment and on going training for contractors.

14 - Trusting those who report to you

15 - Communicate more with regions, perhaps select a regional "point person" to relay training program and shedule for their area to ensure all staff are getting the information. Should increase participation.

What can I do to build better relationships inside the organization?

1 - Better communication with finance department (hires, terminations, comp plans etc) and better adherence to policy (i.e. Insuring new hires have prior approval). Ask the department heads what it is you can do to be a better business partner to them. Become known as someone who always lives up to their commitments

2 - You are an excellent relationship builder and a cheerleader for the division. Externally, your work on go trains is great!

3 - Have done a good job on this.

4 - You're already excellent at building relationships

5 - More succinct conversations with department heads to understand what qualities are necessary for the positions they seek.

6 - She does this very effectively, she dedicates time to building and strengthening relationships within the organization.

7 - Show employee's that you can keep confidences and assist them with issues and questions. Build trust with employees.

8 - You sincerely care about the employees you serve -- but encouraging more communication between staff by, for example, initiating more social functions would help keep morale high.

9 - Continue to provide feedback to the senior management group with confidence and your inherent creditibility

10 - Arrange social functions outside the work place. Get to know the staff and this would allow the employees to get to know you.

11 - N/a

12 - Stop being such a bulldozer. Be respectful of other poeple and their time. Don't always put poeple on the defensive. It makes them feel very low and worthless. Give a people a pat on the back once in a while that comes across heat felt not plastic.

13 - Communicate more effectively.

14 - Be upfront and honest about decisions

15 - See above.

16 - Regularly attend quarterly metroland manager's meetings to maintain a feel for the trends and expectations of the various departments.

17 - Be more agressive in promoting his courses

What can I do to become a more effective decision maker?

1 - Your decision making ability is somewhat limited by your role. However, you could facilitate better, more timely decisions by investigating issues, presenting options and your recommendation.

2 - Knowing when to terminate sales people is a vital part of the job which you are developing and also learning from experience. Helping managers to measure performance will result in these types of decisions being made sooner, saving the company money in the long run.

3 - Try and have as much info as you can - without overanalysis -

4 - Get more admin help so you can free your mind up to make more timely decisions

5 - Go with gut and take risks. Wishy washy decisions take longer and have as much chance of being wrong as swift. Not quantity over quality, simply a trusting of your instincts.

6 - Just ensure that you keep key decision makers in the loop, gain approval to proceed with desired actions on important issues prior to implementing or proceeding.

7 - Take more inititive. You bring a wealth of hr experience that we are fortunate to have -- but you seldom have time to apply all that you know as you are too busy taking orders from everyone. Learn to take a stand more often, push back if you have to, and stick to what you inherently believe -- regardless of popularity. You will gain more respect in the long run.

8 - Gain more confidence, your decisions are right

9 - She has no issues when it comes to making decisions. She is concise and clear when required.

10 - Don't always leave decisions up to the people below you. Make a decision and stick to it. Don't ask a number of times if everyone buys into it if they already have said they do. It seems like you are not listening.

11 - More focus on priority setting.

12 - Ask for advice of those affected

Understanding Your Feedback Report

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Things to look for

High Skill Areas

High Skill Areas – when the Self and Combined Others' profile scores fall between 4 and 5.

(Also see the *Top Ten/Bottom Ten* page in the Feedback Report.)

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Things to look for

Low Skill Areas – when the Self and Combined Others' profile scores are between 1 and 3.

(Also see the *Top Ten/Bottom Ten* page in the Feedback Report.)

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

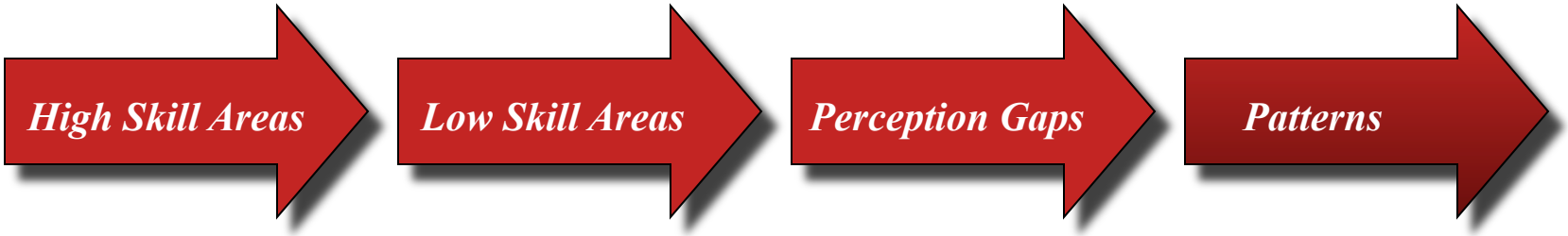
Things to look for

Perception Gaps – Compare scores from the Self and Combined Others profiles. Identify gaps between your perception of your skills and the perception of your skills by others. A perception gap occurs with a 0.5 difference between any ratings of the same skill.

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Things to look for



Patterns - After reviewing the feedback report and identifying perception gaps, look for major patterns in the data.

Use the following questions to explore the patterns:

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

Questions for Exploring Patterns

- ***Do high scores or low scores tend to fall in a particular category?***
- ***Do some competency areas represent clear strengths?***
- ***Do some competency areas represent clear targets for improvement?***
- ***Do you find that self-perceptions tend to fall in the overestimated or underestimated category?***
- ***Does one respondent group's score (boss, direct report, peers) vary greatly from others?***
- ***How does the boss profile differ from other profiles?***

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

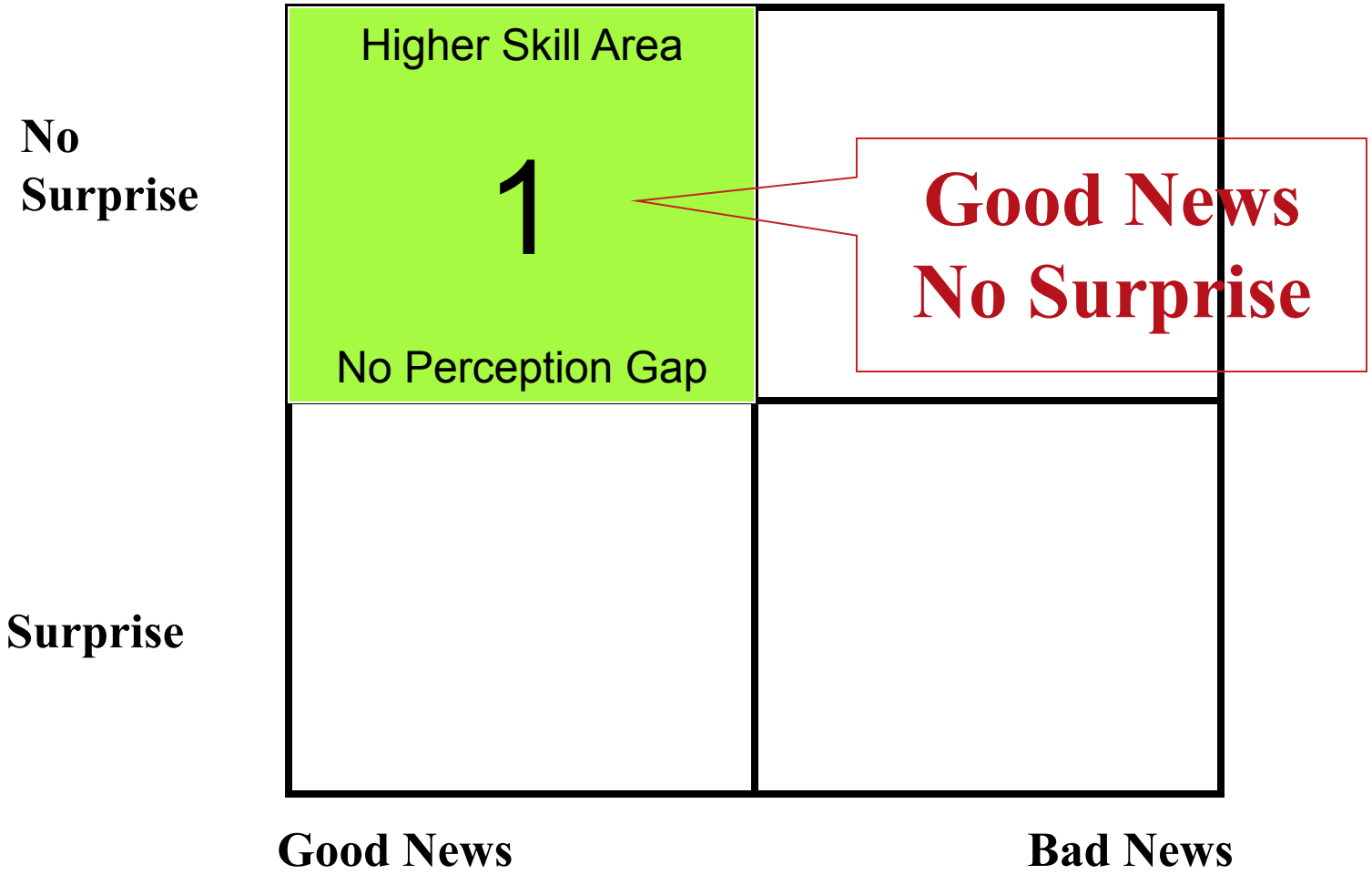
Feedback Window

No Surprise		
Surprise		
	Good News	**Bad News**

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

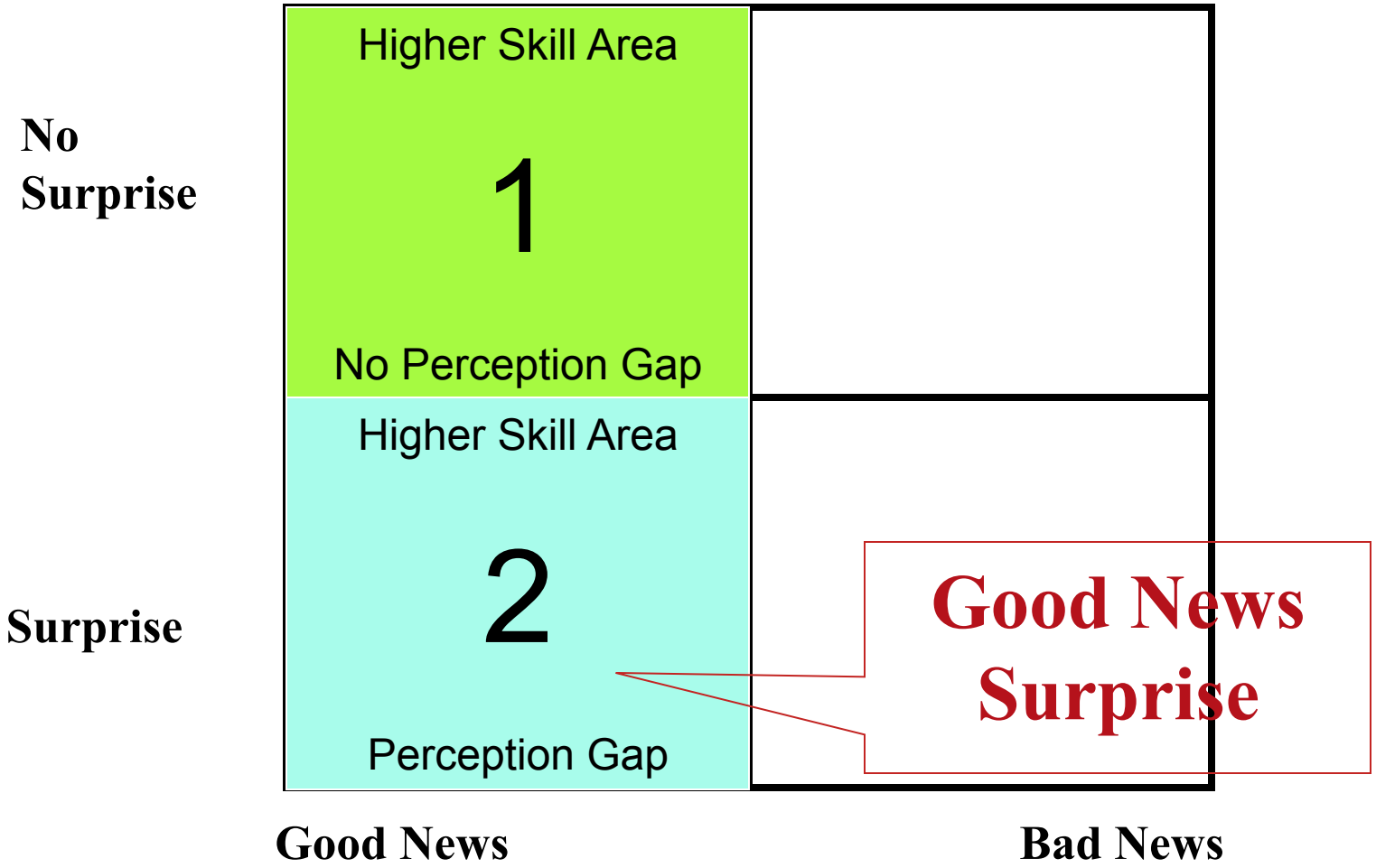
Feedback Window



© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Feedback Window



© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Feedback Window

No Surprise	Higher Skill Area 1 No Perception Gap	Lower Skill Area 3 No Perception Gap
Surprise	Higher Skill Area 2 Perception Gap	**Bad News** **No Surprise**
	Good News	**Bad News**

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Feedback Window

No Surprise	Higher Skill Area 1 No Perception Gap	Lower Skill Area 3 No Perception Gap
Surprise	Higher Skill Area 2 Perception Gap	Lower Skill Area 4 Perception Gap

Bad News Surprise

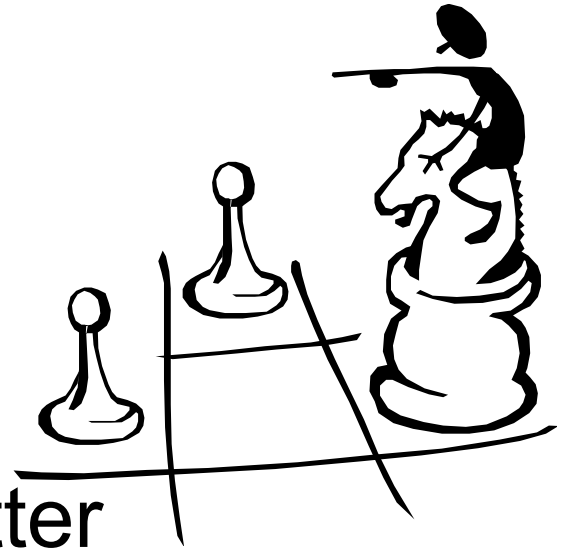
Good News **Bad News**

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.

Development is Dynamic

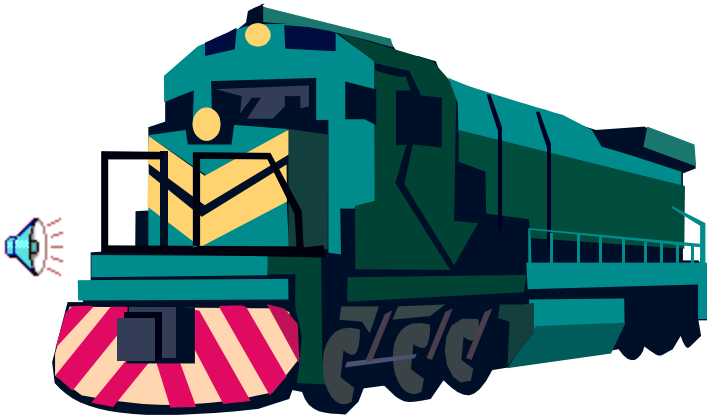
- Strengths may become weaknesses
  - Different jobs require different skills



- Flaws may suddenly matter
- Current strengths may be less important in the future
  - New skills may be required

What about derailment?

- Derailment typically happens when people don’t adapt to the changing demands



- A blind spot may also be a root cause

This isn't the whole story!

Criticism is hard to take from a friend, a family member, or a total stranger

– Franklin P Jones

Feedback is not a complete picture…it's a snapshot

- You are the expert about you.
- Context matters
- 2 mistakes: to agree or disagree too quickly

Top 10 Reasons to Dismiss Feedback

10 My respondents really don't know me that well.

9 There is another person with my name in my organization.

8 I purposely picked people who don't like me.

7 I'm really not like this, my job makes me act this way.

6 All my strengths are right but the weaknesses are wrong.

5 My raters don't speak English.

4 My raters misread the instructions and scored the items backwards.

3 My boss asked me to be this way, but I've changed recently.

2 My raters are jealous of my popularity and effectiveness.

1 I actually filled out all the surveys myself, incorrectly.

© 2009, 2003 Discovery Learning, Inc.
Discovery Leadership Profile is a trademark belonging to Discovery Learning, Inc.
All Rights Reserved. Not for Duplication

DISCOVERY LEARNING®
Better resources. Better leaders. Better results.