



- Confidential -

This Report Prepared for:

DOE JOHN D
The XYZ Corporation

December, 2001

The following assessment report has been generated from the responses provided by selected members of this individual's work group, supervisors, peers, subordinates, and internal or external customers. The specific content and findings of this report should be used only to benchmark, determine developmental needs, and track the progress of such development. These results must not be used as the sole basis for selection decisions, or as the basis for any disciplinary action.

EDGE 360° for Leaders Individual Feedback Report

Participant's Name: DOE JOHN D
Organization: The XYZ Corporation
Report Date: December, 2001

This **EDGE 360° for Leaders Individual Feedback Report** has been prepared specifically for you.

The information contained in this report is based on information about your leadership skills and performance collected on the assessment questionnaire you and others completed recently. These assessment questionnaires were completed by you and others around you - your supervisor, peers, subordinates, and customers.

You and your other assessors answered questions as to how frequently you performed 100 specific leadership behaviors. You were also asked to rank the relative importance of 12 specific leadership tasks. Finally, an opportunity was offered to give written comments regarding your strengths as a leader, as well as any areas which might benefit from further development of your leadership skills.

Feedback is Essential for Development

The former Mayor of New York City, Ed Koch, used to greet constituents on the streets of his city with the simple question, "How am I doing?" And he listened to their responses, good and bad.

Mayor Koch recognized that getting constant feedback on his performance (especially from those most affected by his performance) was essential to his continued success as a leader.

The value of the information in this report is in the use to which you put these results. What is most important is not what this report says, but what you do with the information it contains.

The data contained in this report will help you measure your current progress as a leader, provide a benchmark for comparison as you continue to develop and implement your leadership skills, and provide ongoing motivation and direction for self-development. Your continuing development as a leader is so important to your organization and to those with whom you work that they have agreed to invest the time necessary to give you this detailed feedback. Your job is to accept, understand, and use the feedback which has been offered to you.

Soliciting and Accepting Feedback

As leaders rise through the hierarchies of their organizations, they often receive less and less honest information about themselves and their performance. With most positions of leadership comes perceived power and authority. Subordinates and others are sometimes fearful of displeasing those in leadership positions and often may give less than frank and candid feedback on a leader's performance when asked directly, face to face, as Ed Koch asked his constituents on the streets of New York.

A 360° assessment process such as this offers others an opportunity to give you accurate and helpful feedback in a constructive and confidential manner.

Strengths & Needs . . . as well as Unseen Strengths & Blind Spots

This feedback may help to validate your own self-perceptions. It is unlikely that you have reached your position in your organization by behaving in a random way. You already have an understanding of appropriate leadership behavior and probably have a pretty good idea of your own strengths and needs. But honest and reliable feedback is necessary to test your own perceptions, recognize previously unseen strengths, and become aware of blind spots in your own self-perceptions.

Self-Perception vs. Reality

Humans are said to be the only animals capable of self-deception. On occasion, our self-perceptions may be creating blind spots in our view of ourselves. We may think of a particular leadership task as one of our towering strengths while others around us may see that, in reality, this task is more of a glaring need. We need feedback from others to make sure that our view of ourselves is completely realistic.

Feedback Is an Investment

When others give you feedback in a 360° assessment process such as this, they become involved in the process of improvement. They have invested time, energy, and thought into your development as a leader and have become actively involved in your growth and continued improvement. They are more likely to continue to support your development when you ask for their feedback, act on their feedback, and follow through with them afterwards.

Three more quick points before we turn to the reports . . .

1. This feedback report is simply information. It is *not* a "report card" or an appraisal of your worth as a leader, or as a person.
2. The feedback contained in this report is inherently *subjective*. In other words, this information is based on the perceptions and opinions of others.
3. In your development as a leader, what matters most is how *you* evaluate this information - what it means to you, not what it means to others around you.

Interpreting Your Reports

Your Individual Feedback Report is actually a collection of several different types of reports. Each of these sets of reports looks at the information collected in different ways.

Task Summary Reports

The Task Summary Reports give a bird's-eye view of your assessment results. In completing your 360° assessment questionnaire, your assessors rated how frequently you performed 100 specific leadership behaviors. These 100 behaviors can be linked together to form a group of 12 discrete leadership tasks, such as Managing Change or Coaching Employees. Each leadership task contains several leadership behaviors. The Task Summary Reports show your overall ratings for each of these 12 leadership tasks. There are two reports, one in alphabetical order by task and the second in order by performance rating with your highest rated leadership task at the top.

Gap Analysis Reports

The Gap Analysis Reports show how you rated yourself in the 12 leadership tasks compared to how your supervisor, your subordinates, your peers, and your customers rated you. These reports are important for spotting *unseen strengths* - areas in which you may have rated your performance significantly lower than others did, as well as *blind spots* - those tasks in which you may have rated yourself significantly higher than others did. Highlighting these gaps can be a source of excellent insight and the starting point for discussion with others as to why your ratings might have differed.

Importance Rankings Report

The Importance Rankings Report shows the overall importance rankings given for each of the 12 leadership tasks and how each group of raters (yourself, your supervisor, your subordinates, your peers, and your customers) ranked the importance of each leadership task. This information can be useful as you attempt to prioritize the areas in which you seek further development. These reports can also highlight tasks in which you and others may hold significantly different opinions as to the relative importance of that particular task and may serve as an excellent discussion starter exploring these differing perceptions.

Importance / Performance Grid

As a follow-up to the Importance Rankings Report, the Importance / Performance Grid sets up a four-quadrant view of your performance ratings compared to the overall importance rankings given by your raters. This report can help prioritize areas for development as well as identify areas of strength you can build on. For example, you may wish to focus your development efforts on those tasks which were rated "high" in importance in which your performance level was "low."

Knowledge / Performance Grid

As part of your assessment program, you may have completed a knowledge-based assessment instrument (or test) such as *KNOWLEDGE for Leaders* which tests your knowledge of the most effective leadership behaviors. If you have completed such a test, then your feedback report may contain a report called the Knowledge / Performance Grid. This four-quadrant report will highlight your strengths (areas in which you have demonstrated high knowledge and high ratings for performance) as well as showing other correlations between your knowledge and performance. This report can be helpful in identifying training and coaching needs, as well as areas in which you might be able to mentor others based on your high knowledge/high performance.

Strengths / Needs Report

The Strengths / Needs Report lists your 20 top-rated and your 20 lowest-rated of the 100 behavior items. This report will help you identify those specific behaviors which are recognized by your raters as particular strengths, as well as those behaviors which may need further attention and development work.

Task Detail Report

The Task Detail Report gives the most comprehensive look at your assessment results. For each of the 12 leadership tasks assessed, you will see how each of the rater groups (self, supervisor, subordinates, peers, and customers) rated you. You will also see each behavior item which contributed to this task score and the detailed ratings report for each item.

Task Summary Reports

Task Summary Reports

The following Task Summary Reports give an overall view of the results of your 360° assessment and are compiled from the responses given by up to five groups of raters: yourself, your supervisor(s), your subordinates, your peers, and your customers.

100 Behaviors Rated

Your raters responded to 100 very specific statements regarding your leadership behaviors. These behavior statements included items such as *"Counsels Employees on their career goals"* and *"Allows team members to have influence in making decisions."* Your raters were asked to rate how frequently you performed a given behavior using the following six-point scale:

Six-Point Scale

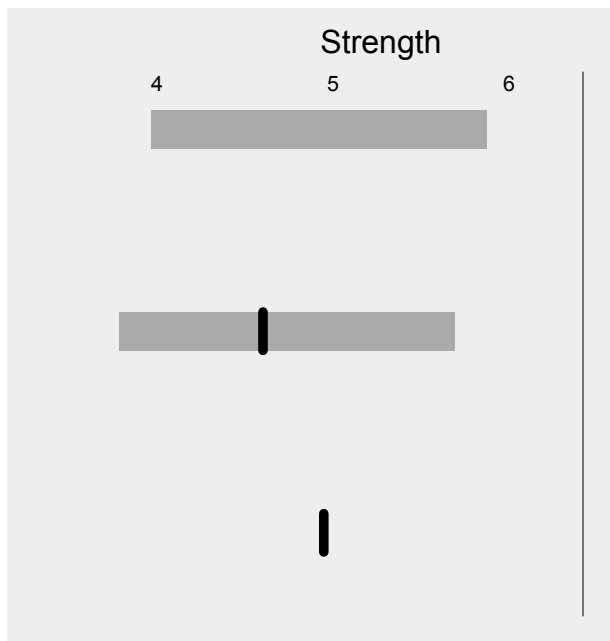
1. Almost Never
2. Not Usually
3. Sometimes
4. Often
5. Usually
6. Almost Always

12 Leadership Tasks

These 100 specific leadership behaviors can be grouped within 12 discrete leadership tasks. For instance, the following two items, *"Effectively determines the root cause of a problem"* and *"Brainstorms possible alternatives in making a decision,"* are both part of the overall leadership task called *"Problem Solving & Decision Making."*

"Average All" Rating

The ratings you received from all your raters for each item were averaged together to give an "Average All" score for each item. The average item scores for each item pertaining to one leadership task were then averaged together to determine an "Average All" score for each of the 12 tasks. These "Average All" scores for each task were used in producing the following Task Summary Reports.



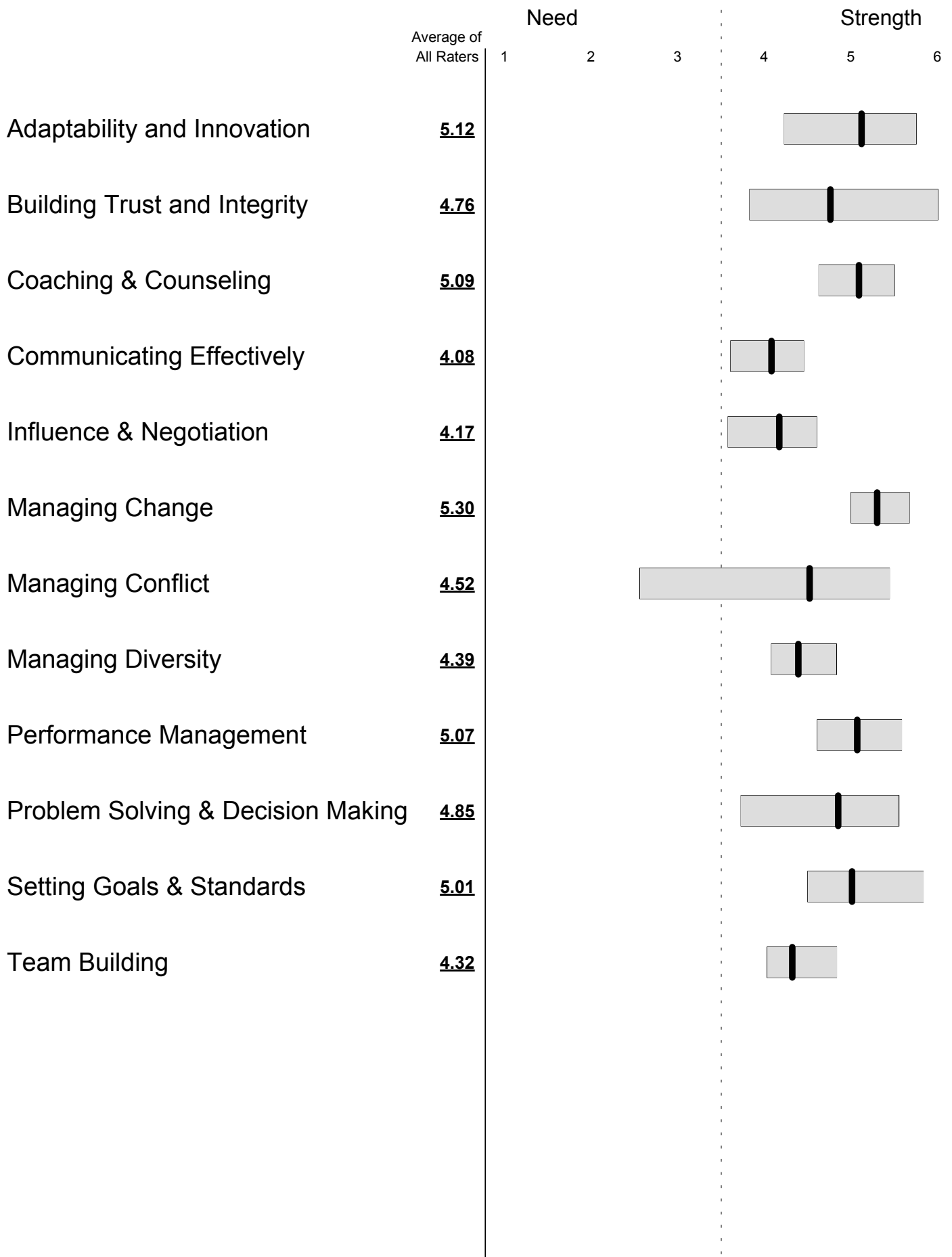
You will notice that most tasks on the report have a **gray bar** on the chart to the right of the task name. This gray bar shows the range of item scores you received for that task.

The "Average All" score for each task is represented on the following charts by a **thick black line** and the score itself is indicated by the number to the left of the graph.

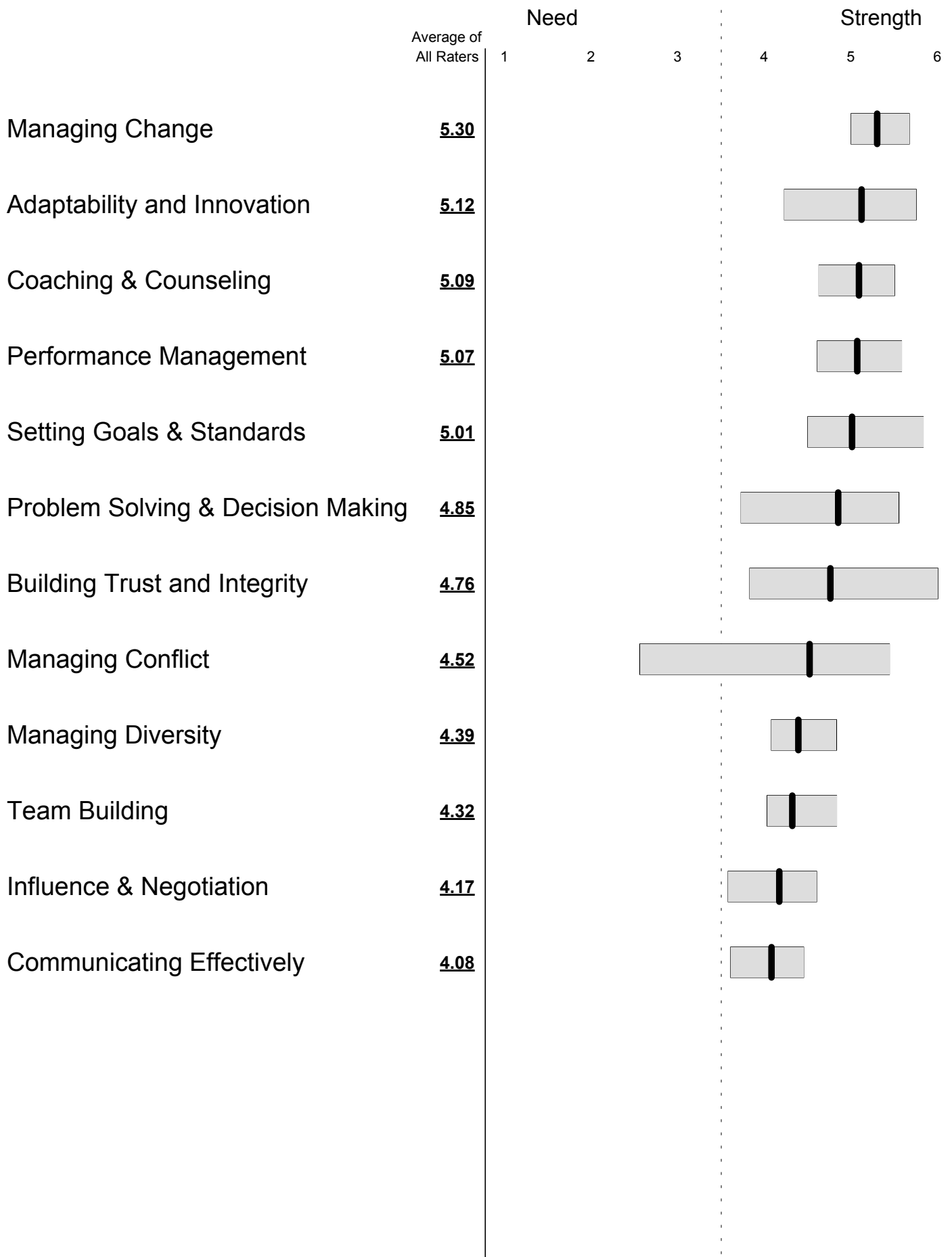
If there is no gray bar, **only a black vertical line**, then all raters gave you that same rating - there was no variance in their ratings.

The first Task Summary Report shows the tasks and their scores in alphabetical order by task. The second Task Summary Report shows the tasks sorted by performance, with the highest rated task listed at the top.

Task Summary Report



Task Summary Report



Gap Analysis Reports

Gap Analysis Reports

The following Gap Analysis Reports are among the most powerful reports in this package. These reports will show you how your own evaluation of your performance compares to that given by your supervisor, subordinates, peers, and customers.

1. The first question this report answers is "**How do others view my performance for each leadership task?**"



The gray bar shows the range of scores given by all the others, besides yourself, who rated your performance - your supervisor, subordinates, peers, and customers.



The dark gray vertical line shows the average of all the scores given by yourself and all others.

2. The next question is "**How does my supervisor (or my subordinate group, or peer group, etc.) view my performance for each leadership task?**"



Each Gap Analysis Report shows how a specific group rated your performance for each leadership task. In this case, your supervisor's rating is shown. The supervisor's rating is indicated by the white square which appears on the gray bar.

3. The third question is "**How did I rate myself on each leadership task?**"



Your own rating for each task is indicated by the black dot. You can see at a glance whether your own rating is higher or lower than that given by your supervisor. You can see how close your own rating was to the overall average score given by all others. You can also see whether your own rating was within the range of ratings given by all others, or whether - as in the example at left - your rating of your own performance was different than the rating given by all others.

4. Finally, we can ask, "**Are there any significant gaps between my own ratings of my performance, and the ratings given by my supervisor (or my subordinates, or peers, etc.) for these leadership tasks?**"

If a significant gap (greater than one point on the scale) appears between the rating you have given yourself and the rating given by the comparison group - in this case, your supervisor - then your attention is called to that gap by the placement of a line connecting the two ratings.



If you rated yourself significantly higher (greater than one point on the scale) than the comparison group rated you, then a bold black line connects the two ratings and calls your attention to a potential **blind spot** - an area in which you may be overrating your own performance. The number to the left of the scale shows the size of the gap.



If you rated yourself significantly lower (greater than one point on the scale) than the comparison group rated you, then a dotted gray line connects the two ratings and calls your attention to a potential **hidden strength** - an area in which you may be underrating your own performance. The number to the right of the scale shows the size of the gap.

Gap Analysis Report

Supervisor Comparison



Gap Analysis Report

Subordinates Comparison



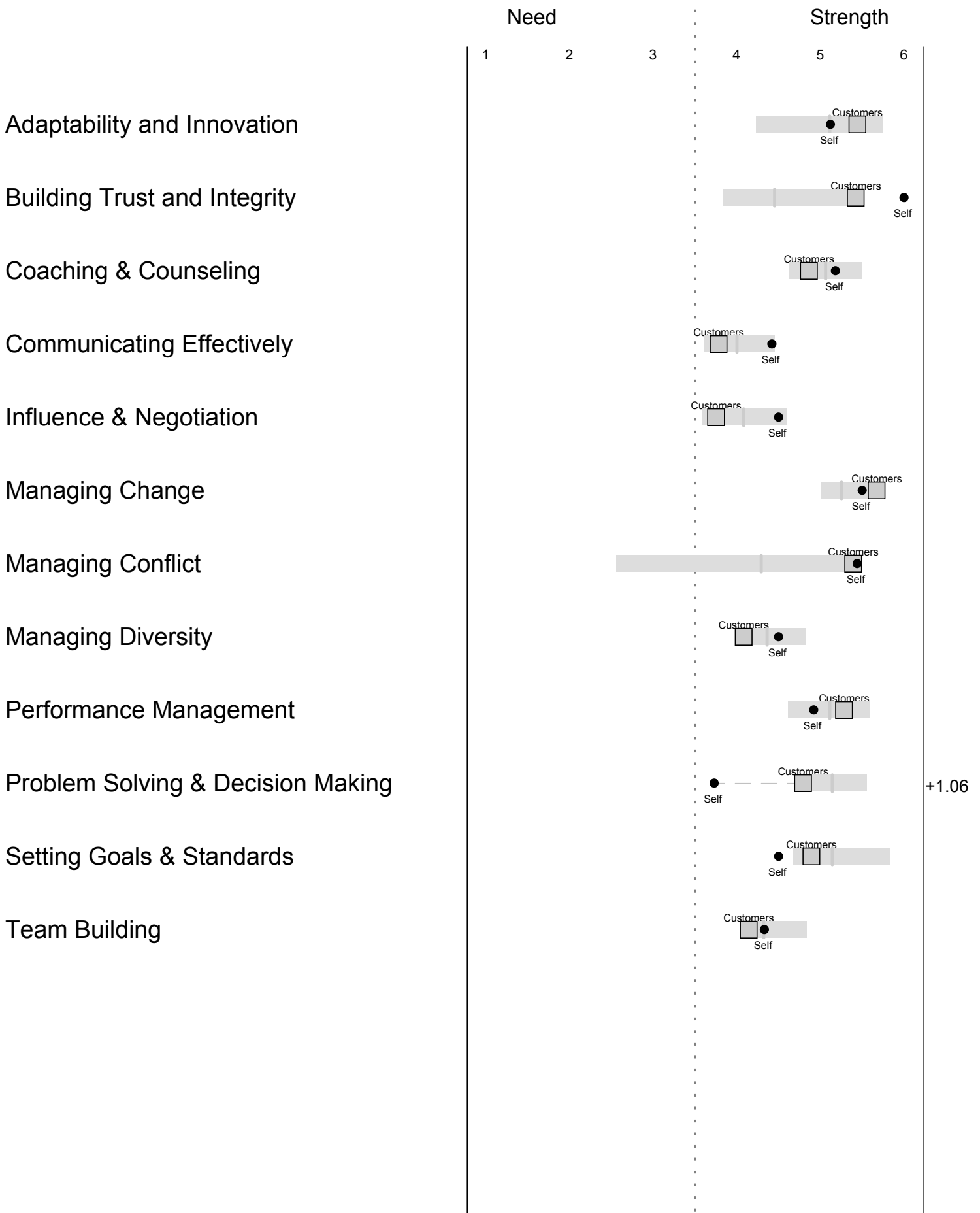
Gap Analysis Report

Peers Comparison



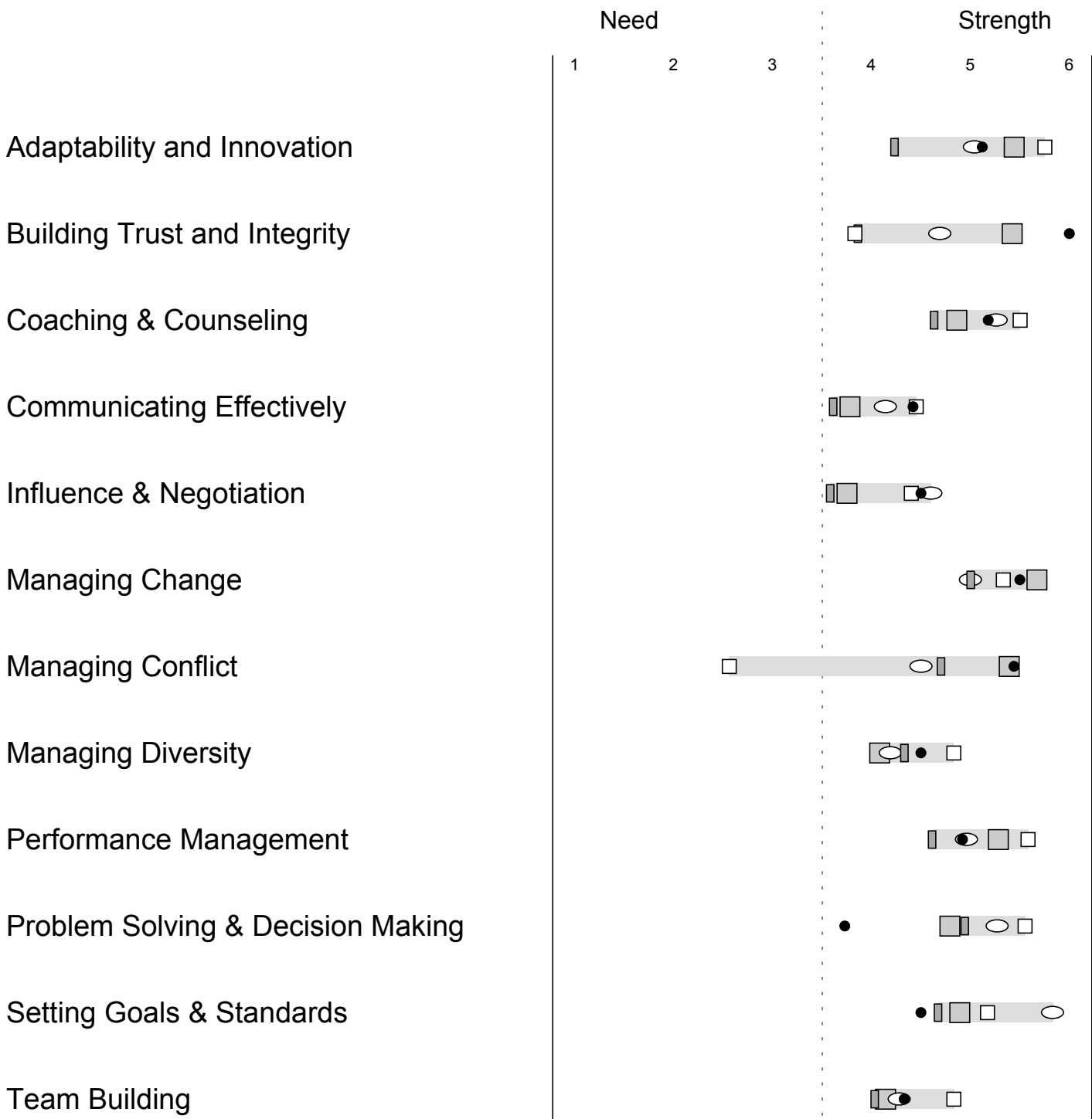
Gap Analysis Report

Customers Comparison



Gap Analysis Report

All Raters Comparison



Legend:

- = Self
- = Supervisor
- ▒ = Subordinates
- = Peers
- = Customers

Importance Rankings Reports

Importance / Performance Grid

Importance Rankings Report

12 Leadership Tasks

You, and the others who rated you, were asked to rate the importance of each of the 12 leadership tasks assessed by the **Edge360° for Leaders**. You were asked to specify which of these leadership tasks were the most important to your job.

Importance Ratings

The ratings given by all raters were averaged. Based on the average importance rating given by all raters, the leadership tasks were sorted and listed in descending order of importance.

Average Importance

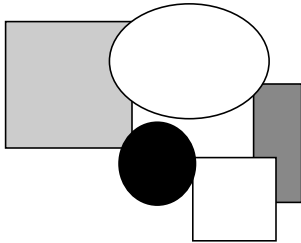
The average importance rating is listed in the column to the left of the graph marked "**Average All.**"

Critically Important

Very Important

Important

The **gray bar** is a graphic depiction of the average importance rating. Any rating higher than 1.33 falls into the *Critical* column, any average rating falling between 0.67 and 1.33 falls into the *Very Important* column, and any average rating below 0.67 falls into the *Important* column.



The average importance rating given by each rater group (Self, Supervisor, Subordinates, Peers, and Customers) for each task is shown on the report by a symbol placed in the appropriate column. Your **Self** rating is indicated by the black dot (●), the **Supervisor** rating is indicated by the white square (□), the **Subordinate** rating is indicated by the dark gray rectangle (■), the **Peer** rating is indicated by the white oval (○), and the **Customer** rating is indicated by the large gray box (■).

You can easily see how your rating compares to the importance rating given by your supervisor or others and see where differences of opinion as to the relative importance of a task may exist. These differences, if significant (for instance, when you think a task is merely important, but your supervisor believes it to be critically important), may be a signal that some discussion is needed regarding the priorities you set in your job.

Importance / Performance Grid

Need	
High Importance / Low Performance	High Importance / High Performance
Low Importance / Low Performance	Low Importance / High Performance

This report shows the correlation between the importance rankings of the leadership tasks given by your raters, and the rating of your performance in those same tasks. The tasks are listed on the grid in descending order of importance.

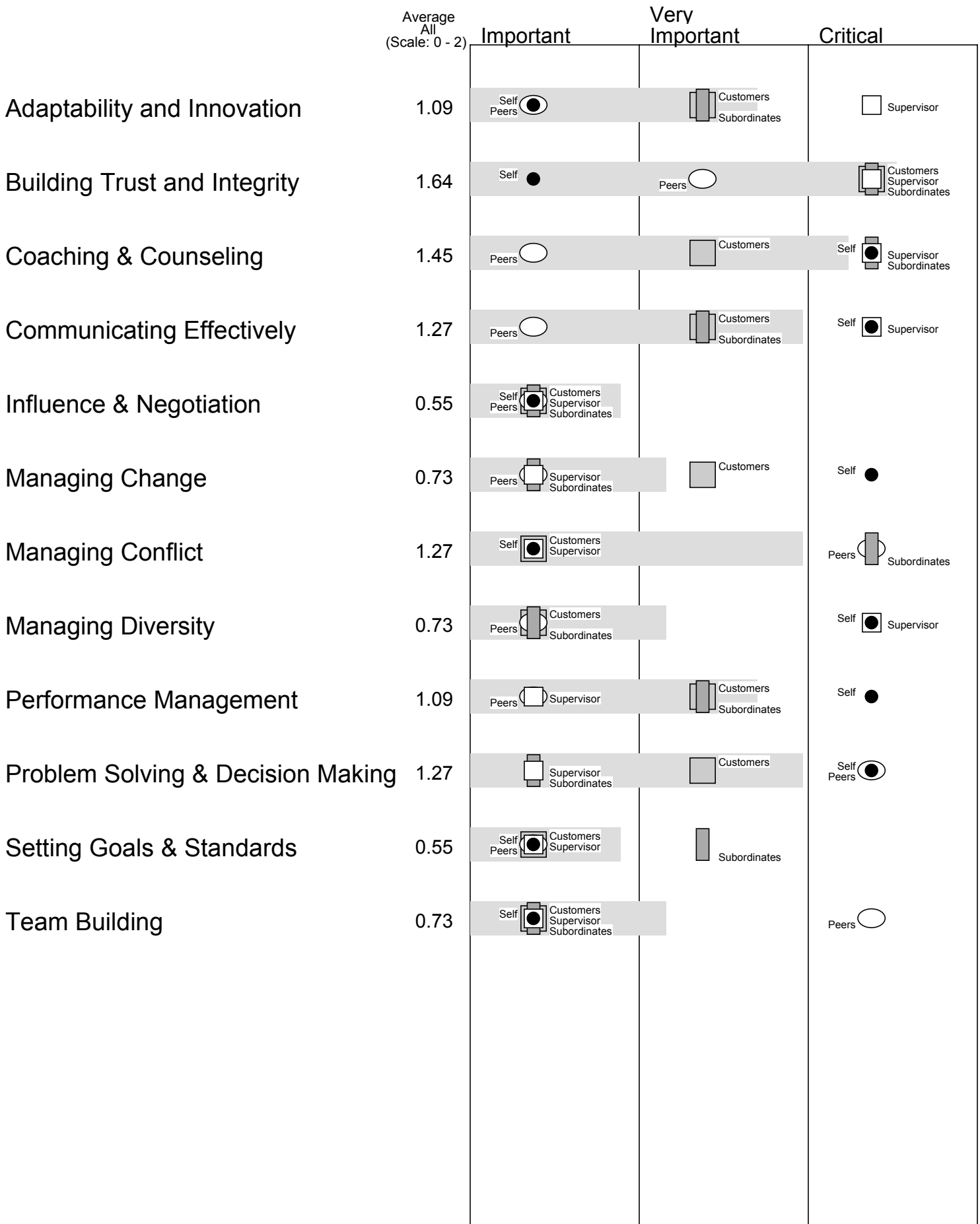
Any tasks rated *high in importance* (1.0 or greater on a scale of 0 to 2) but *low in performance* (less than 5 on a scale of 1 to 6) are shown in the upper left quadrant of the grid. These items can be considered **immediate development needs** and should probably be the focus of additional training and development efforts.

	Strength
High Importance / Low Performance	High Importance / High Performance
Low Importance / Low Performance	Low Importance / High Performance

Those tasks that are *high in importance* (1.0 or greater on a scale of 0 to 2) and *high in performance* (5 or greater on a scale of 1 to 6) are listed in the upper right quadrant of the grid and can be considered **strengths** and could be tasks in which you might consider mentoring others.

This report can help you prioritize any training and development needs and highlight any strengths.

Importance Rankings Report



Importance / Performance Grid

High Importance / Low Performance Importance greater than or equal to 1 on scale of 0-2 Performance less than 5 on scale of 1-6	High Importance / High Performance Importance greater than or equal to 1 on scale of 0-2 Performance greater than or equal to 5 on scale of 1-6
<ul style="list-style-type: none">2. Building Trust and Integrity4. Communicating Effectively5. Influence & Negotiation7. Managing Conflict	<ul style="list-style-type: none">1. Adaptability and Innovation3. Coaching & Counseling6. Managing Change
Low Importance / Low Performance Importance less than 1 on scale of 0-2 Performance less than 5 on scale of 1-6	Low Importance / High Performance Importance less than 1 on scale of 0-2 Performance greater than or equal to 5 on scale of 1-6
<ul style="list-style-type: none">8. Managing Diversity10. Problem Solving & Decision Making12. Team Building	<ul style="list-style-type: none">9. Performance Management11. Setting Goals & Standards

Knowledge / Performance Grid

Knowledge / Performance Grid

This report shows the correlation between the knowledge you have demonstrated on a particular leadership task and the performance rating given on the **Edge360° for Leaders**.

The measurement of knowledge typically comes from the results of a knowledge-based assessment test such as *KnowlEDGE for Leaders* that you have completed.

Knowledge Improvement Opportunity	Strength
Training Need	Coaching Need

Any tasks rated *high in knowledge* and *high in performance* are listed in the upper right quadrant of the grid. These tasks can be considered *Strengths*.

Any tasks rated *high in knowledge* and *low in performance* are listed in the lower right quadrant of the grid. These tasks can be considered *Coaching Needs* and might benefit from further efforts to improve your on-the-job application of the knowledge you have demonstrated.

Any tasks rated *low in knowledge* and *high in performance* are listed in the upper left quadrant of the grid. These tasks can be considered *Knowledge Improvement Opportunities*. Although your performance is rated highly, you might benefit from increasing your level of knowledge regarding the proper performance of this task.

Any tasks rated *low in knowledge* and *low in performance* are listed in the lower left quadrant of the grid. These tasks can be considered *Training Needs* and should be the focus of additional training and development efforts.

Gray Italic Text

Any tasks shown in *gray italic text* were not measured by a knowledge-based test.

Bold Text

Any tasks shown in **bold text** were rated as Very Important or Critically Important tasks by your raters.

Knowledge / Performance Grid

Knowledge Improvement Opportunity	Strength
<p>Low Knowledge / High Performance Knowledge less than 55th percentile Performance greater than or equal to 5 on scale of 1-6</p> <p>Coaching & Counseling Performance Management Setting Goals & Standards</p>	<p>High Knowledge / High Performance Knowledge greater than or equal to 55th percentile Performance greater than or equal to 5 on scale of 1-6</p> <p>Managing Change <i>Adaptability and Innovation</i></p>
Training Need	Coaching Need
<p>Low Knowledge / Low Performance Knowledge less than 55th percentile Performance less than 5 on scale of 1-6</p> <p>Problem Solving & Decision Making</p> <p>Communicating Effectively</p>	<p>High Knowledge / Low Performance Knowledge greater than or equal to 55th percentile Performance less than 5 on scale of 1-6</p> <p><i>Building Trust and Integrity</i> Managing Conflict <i>Managing Diversity</i> <i>Team Building</i> Influence & Negotiation</p>

Strengths / Needs Report

Strengths / Needs Report

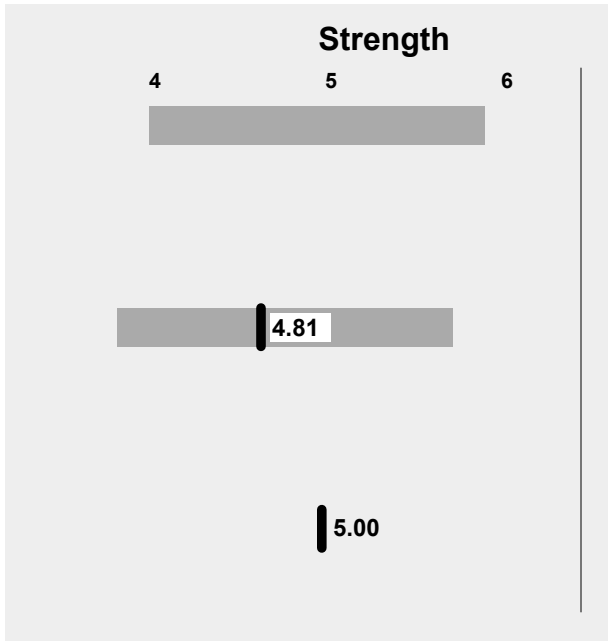
20 Highest-Rated Behaviors

&

20 Lowest-Rated Behaviors

The Strengths / Needs Report lists your 20 highest-rated behaviors and your 20 lowest-rated behaviors of the 100 behavior items assessed.

Each listed strength or need includes the leadership task from which the item is taken, the text of the behavior statement (and item #) as it was printed in the assessment questionnaire, and a graphic depiction of the overall average rating you received for that item.

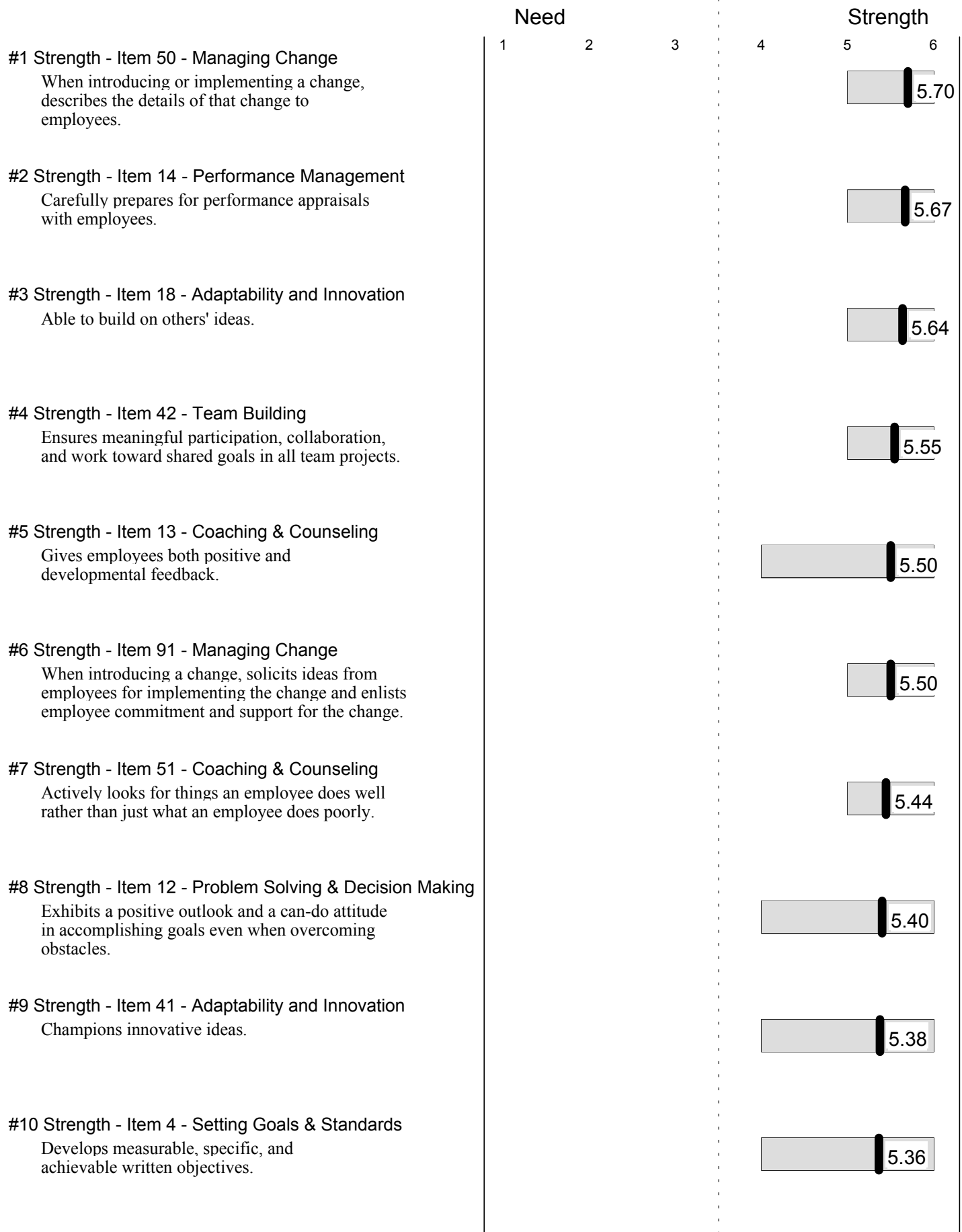


The gray bar indicates the range of scores given on that item by all the rating groups (Self, Supervisor, Subordinates, Peers, and Customers).

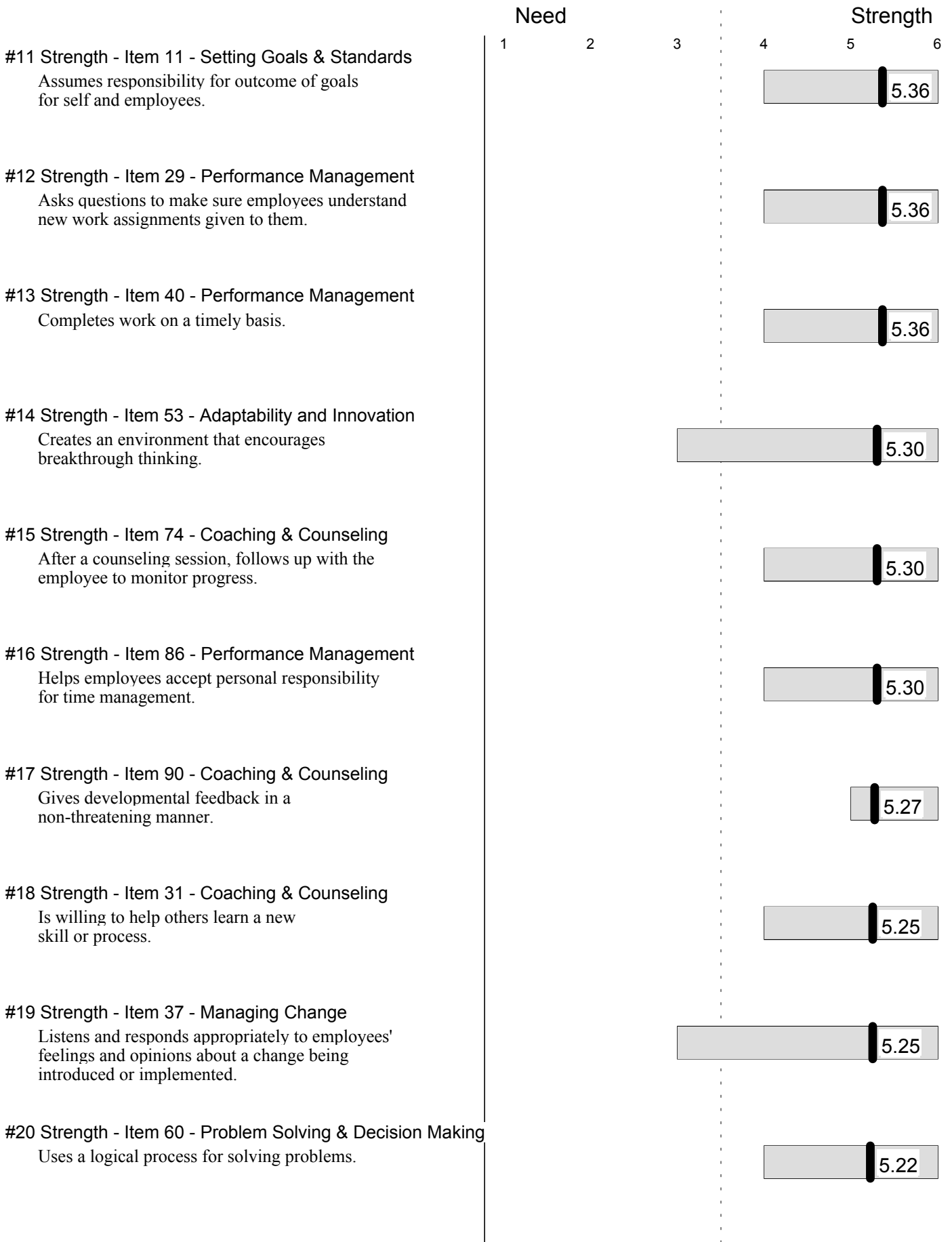
The vertical black line indicates the average of all ratings (including your own). The average rating score is printed to the right of the vertical black line.

If there is no gray bar, then all raters gave you the same rating for that item - there was no variance between the ratings.

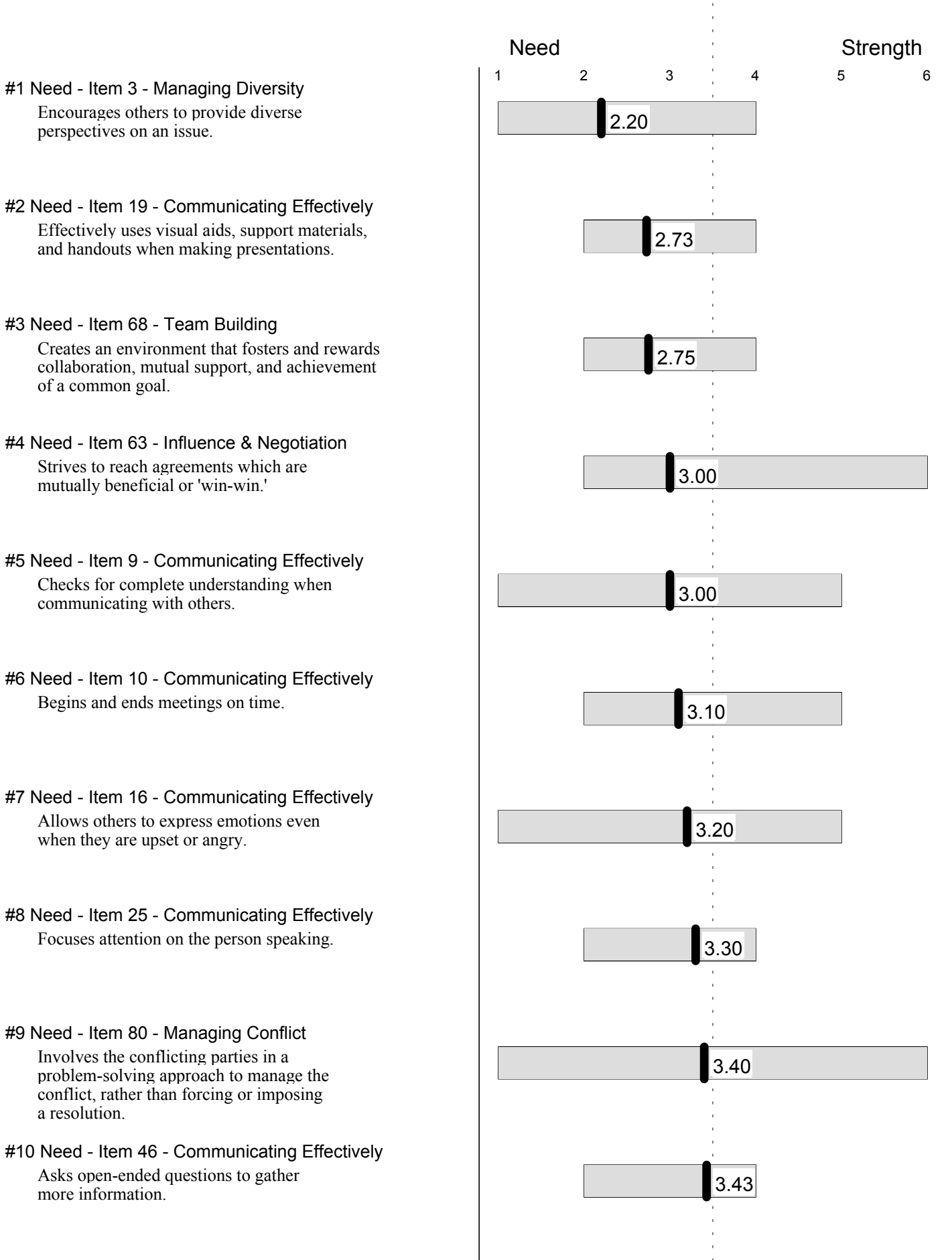
Strengths / Needs Report



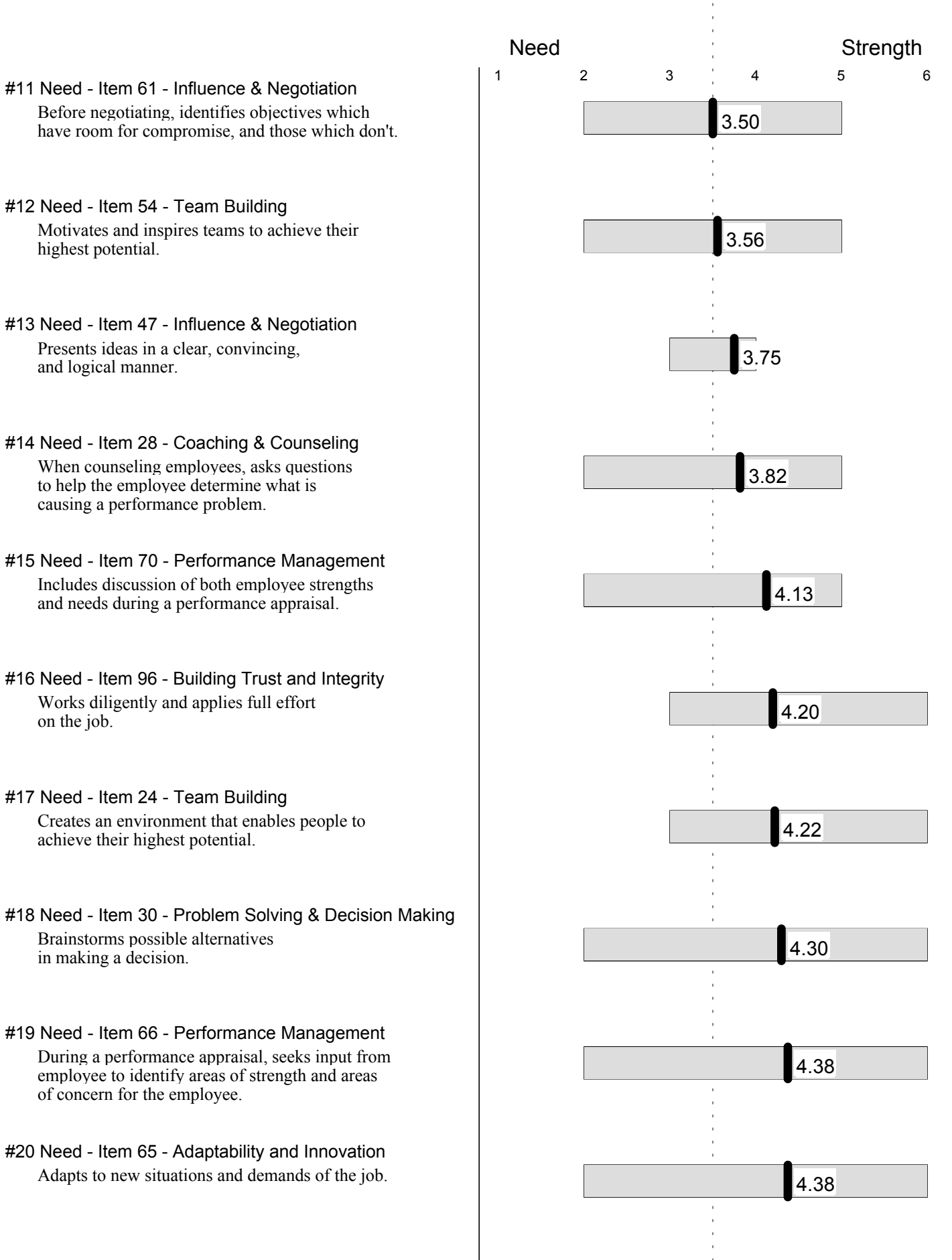
Strengths / Needs Report
Strengths



Strengths / Needs Report Needs



Strengths / Needs Report Needs



Item Detail / Frequency Distribution Report

Item Detail / Frequency Distribution Report

This report offers the most detailed look at the results of your **Edge360° for Leaders** assessment.

Avoid "Paralysis By Analysis"

For many participants, this report provides more information than is really necessary to receive a benefit from this type of assessment. Concentrating on all the nitty-gritty details of an assessment such as this can sometimes create a kind of "paralysis by analysis." You can become so consumed by details that you lose sight of the overall picture - failing to see the forest for the trees. Having said that, however, this report can be very useful in pinpointing training needs and other areas for focus. For instance, if you show a training need in a particular task, it can be helpful to examine the individual behavior statements that describe that task and see if improvements in one or two specific behaviors could improve your overall performance of that task.

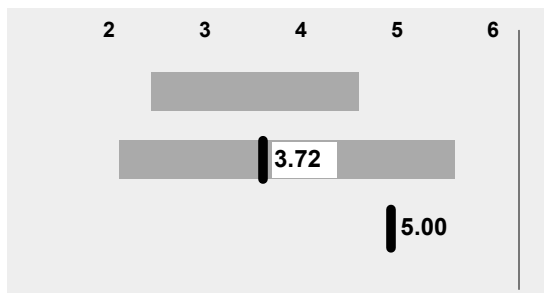
Item Detail

Task Ratings From Each Rating Group

The Item Detail shows your overall ratings for each of the 12 leadership tasks measured by this assessment as rated by yourself, your supervisor, subordinates, peers, and customers.

Avg Others Avg All

In addition to ratings from each rater group, you will see two more ratings: Avg Others and Avg All. The Avg Others rating is the average rating from all the raters except for yourself. The Avg All rating is the average rating from all the raters including yourself.



The gray bar shows the range of ratings given by the rating group.

The vertical black line indicates the average rating for that rating group. This average rating score is printed to the right of the vertical black line.

If there is no gray bar, then all the raters in that group gave you the same rating - there was no variance in their ratings.

Number of Raters

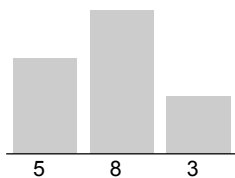
- Self (1)
- Supervisor (1)
- Subordinates (3)
- Peers (3)
- Customers (2)
- Avg Others (9)
- Avg All (10)

Beside each rating group's label you will see a number in parentheses.

This number reflects how many persons in that rating group gave a response for that particular item. For instance, the Self category will usually show "(1)" because you were the only rater counted in this category. If you failed to respond to an item, or chose "Not Sure" for that item on the assessment questionnaire, you would see "(0)" beside the Self label and no score would be shown on the graph.

Frequency Distribution

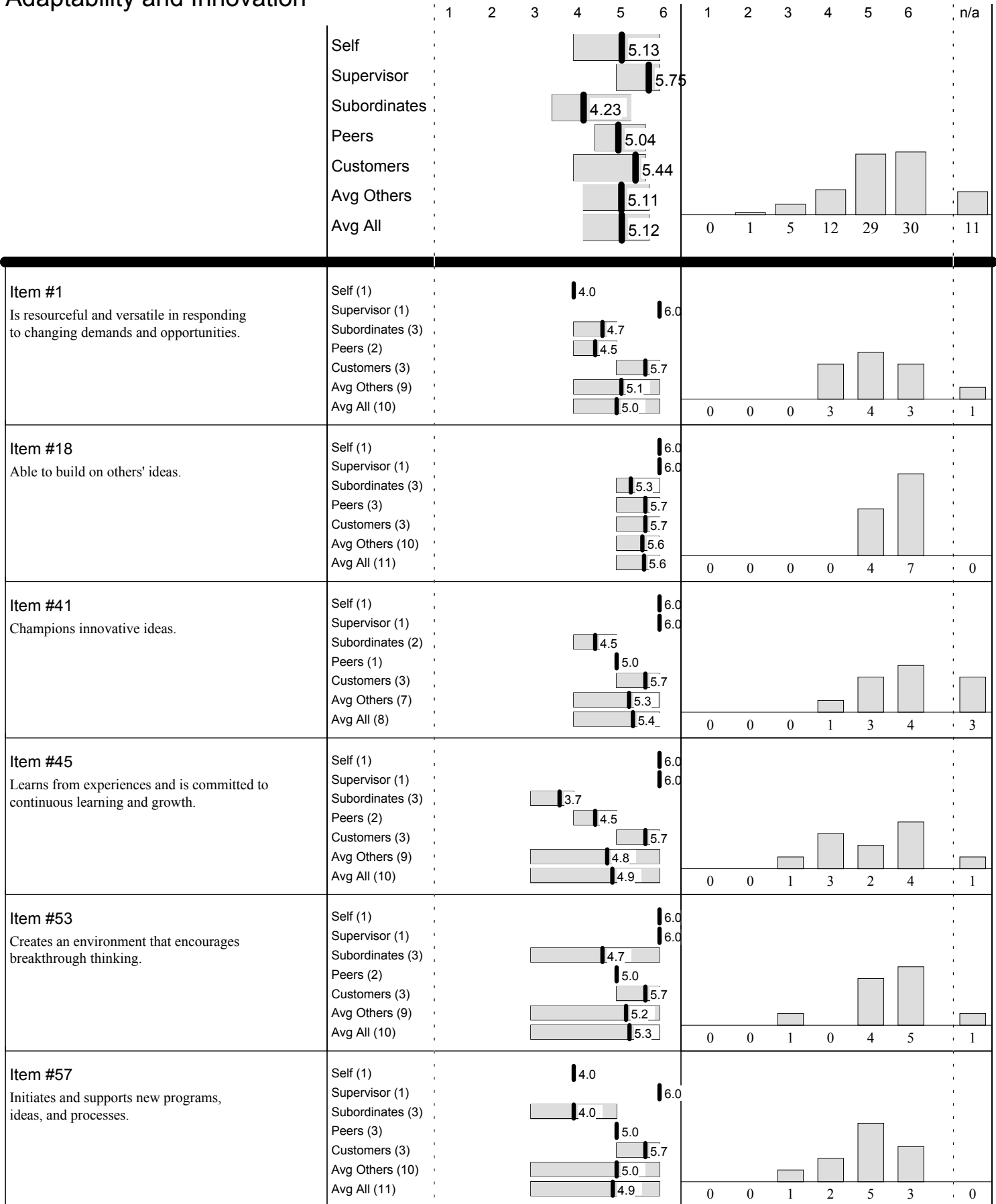
The bar graph indicates what percentage of your raters gave you a specific rating. The taller the bar graph, the higher the percentage of raters giving that rating. Bar graphs are shown for ratings 1 through 6, as well as "n/a" which means that no rating was given by the rater.



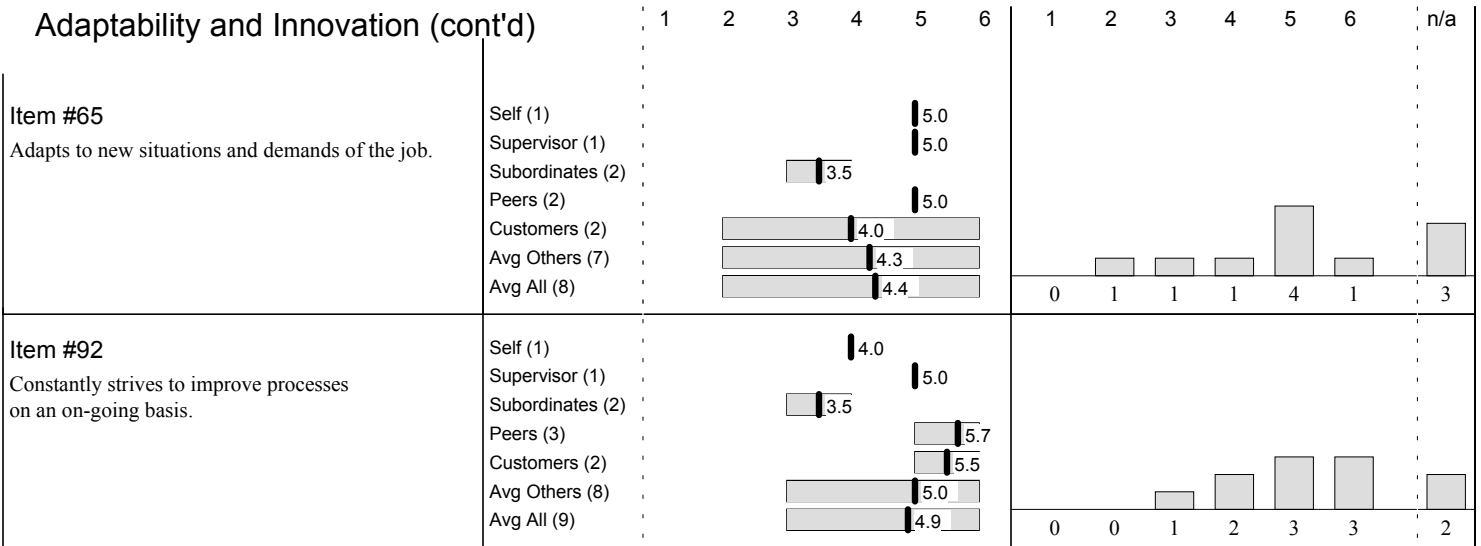
The numbers underneath each bar graph indicate the number of raters giving that particular rating.

Item Detail / Frequency Distribution Report

Adaptability and Innovation



Adaptability and Innovation (cont'd)



Building Trust and Integrity

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Building Trust and Integrity														
	Self						6.00							
	Supervisor				3.83									
	Subordinates				3.86									
	Peers				4.69									
	Customers					5.42								
	Avg Others				4.45									
	Avg All				4.76			0	1	10	9	17	21	8
Item #33	Self (1)						6.0							
Develops relationships with others throughout the organization based on mutual respect and trust.	Supervisor (1)						5.0							
	Subordinates (1)			3.0										
	Peers (2)				4.5									
	Customers (2)						5.5							
	Avg Others (6)				4.7									
	Avg All (7)				4.9			0	0	1	1	3	2	4
Item #52	Self (1)						6.0							
Sets high standards for self and others.	Supervisor (1)				4.0									
	Subordinates (2)				4.0									
	Peers (3)						5.7							
	Customers (3)						5.0							
	Avg Others (9)				4.9									
	Avg All (10)				5.0			0	0	1	2	3	4	1
Item #56	Self (1)						6.0							
Is open, honest, and non-political.	Supervisor (1)						5.0							
	Subordinates (3)				4.0									
	Peers (3)						5.3							
	Customers (3)						5.7							
	Avg Others (10)				5.0									
	Avg All (11)				5.1			0	0	2	0	4	5	0
Item #81	Self (1)						6.0							
Has personal integrity and can be trusted.	Supervisor (1)						4.0							
	Subordinates (2)				3.5									
	Peers (3)						4.7							
	Customers (3)						5.3							
	Avg Others (9)				4.6									
	Avg All (10)				4.7			0	0	1	4	2	3	1
Item #95	Self (1)						6.0							
Is dedicated to meeting the expectations and requirements of internal and external customers.	Supervisor (1)			2.0										
	Subordinates (3)						4.7							
	Peers (2)						5.0							
	Customers (3)						6.0							
	Avg Others (9)				4.9									
	Avg All (10)				5.0			0	1	1	0	3	5	1
Item #96	Self (1)						6.0							
Works diligently and applies full effort on the job.	Supervisor (1)				3.0									
	Subordinates (3)				4.0									
	Peers (2)				3.0									
	Customers (3)						5.0							
	Avg Others (9)				4.0									
	Avg All (10)				4.2			0	0	4	2	2	2	1

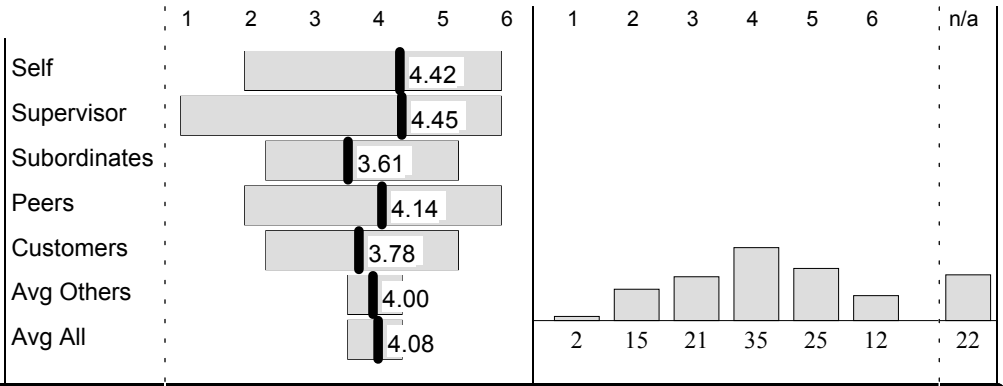
Coaching & Counseling

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					5.18								
	Supervisor					5.50								
	Subordinates					4.63								
	Peers					5.26								
	Customers					4.86								
	Avg Others					5.06								
	Avg All					5.09		0	1	5	21	46	34	25
Item #13 Gives employees both positive and developmental feedback.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Subordinates (3)					5.3								
	Peers (3)					5.3								
	Customers (2)					5.5								
	Avg Others (9)					5.4								
	Avg All (10)					5.5		0	0	0	1	3	6	1
Item #28 When counseling employees, asks questions to help the employee determine what is causing a performance problem.	Self (1)					5.0								
	Supervisor (1)					5.0								
	Subordinates (3)					4.0								
	Peers (3)					3.7								
	Customers (3)					3.0								
	Avg Others (10)					3.7								
	Avg All (11)					3.8		0	1	3	4	3	0	0
Item #31 Is willing to help others learn a new skill or process.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Subordinates (2)					4.5								
	Peers (2)					5.5								
	Customers (2)					5.0								
	Avg Others (7)					5.1								
	Avg All (8)					5.3		0	0	0	1	4	3	3
Item #48 Provides ongoing coaching for all employees.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Subordinates (3)					4.3								
	Peers (2)					5.5								
	Customers (2)					5.0								
	Avg Others (8)					5.0								
	Avg All (9)					5.1		0	0	0	3	2	4	2
Item #51 Actively looks for things an employee does well rather than just what an employee does poorly.	Self (1)					5.0								
	Supervisor (1)					5.0								
	Subordinates (3)					5.3								
	Peers (2)					5.5								
	Customers (2)						6.0							
	Avg Others (8)					5.5								
	Avg All (9)					5.4		0	0	0	0	5	4	2
Item #59 Uses disciplinary action effectively to help modify employee behavior, not to punish.	Supervisor (1)					5.0								
	Subordinates (1)					4.0								
	Peers (1)						6.0							
	Customers (1)					4.0								
	Avg Others (4)					4.8								
	Avg All (4)					4.8		0	0	0	2	1	1	7

Item Detail / Frequency Distribution Report Coaching & Counseling

Coaching & Counseling (cont'd)		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #74 After a counseling session, follows up with the employee to monitor progress.	Self (1) Supervisor (1) Subordinates (2) Peers (3) Customers (3) Avg Others (9) Avg All (10)					5.0	6.0				1	5	4	1
Item #75 Observes the performance of employees on the job in order to provide accurate feedback.	Self (1) Supervisor (1) Subordinates (2) Peers (3) Customers (2) Avg Others (8) Avg All (9)			4.0		5.0	6.0			1	2	5	1	2
Item #82 Gives specific, sincere, believable feedback.	Self (1) Supervisor (1) Subordinates (3) Peers (3) Customers (2) Avg Others (9) Avg All (10)			4.3		4.0	5.0				4	4	2	1
Item #85 Specifically describes further disciplinary action to be taken if an employee's performance is not improved.	Self (1) Supervisor (1) Subordinates (3) Peers (1) Customers (2) Avg Others (7) Avg All (8)			4.7		4.0	5.0				2	4	2	3
Item #89 Helps build feelings of confidence in employees, particularly when they most need it.	Self (1) Supervisor (1) Subordinates (2) Peers (3) Customers (1) Avg Others (7) Avg All (8)			4.5		5.0	6.0			1	1	2	4	3
Item #90 Gives developmental feedback in a non-threatening manner.	Self (1) Supervisor (1) Subordinates (3) Peers (3) Customers (3) Avg Others (10) Avg All (11)					5.0	6.0					8	3	0

Communicating Effectively



<p>Item #10 Begins and ends meetings on time.</p>	<p>Self (1) 5.0 Supervisor (1) 4.0 Subordinates (3) 2.3 Peers (2) 4.0 Customers (3) 2.3 Avg Others (9) 2.9 Avg All (10) 3.1</p>	<p>0 4 2 3 1 0 1</p>
<p>Item #16 Allows others to express emotions even when they are upset or angry.</p>	<p>Self (1) 4.0 Supervisor (1) 5.0 Subordinates (2) 3.0 Peers (3) 3.0 Customers (3) 2.7 Avg Others (9) 3.1 Avg All (10) 3.2</p>	<p>1 1 4 3 1 0 1</p>
<p>Item #19 Effectively uses visual aids, support materials, and handouts when making presentations.</p>	<p>Self (1) 3.0 Supervisor (1) 4.0 Subordinates (3) 2.3 Peers (3) 2.3 Customers (3) 3.0 Avg Others (10) 2.7 Avg All (11) 2.7</p>	<p>0 5 4 2 0 0 0</p>
<p>Item #2 Communicates clearly and effectively.</p>	<p>Self (1) 5.0 Supervisor (1) 5.0 Subordinates (2) 4.0 Peers (3) 4.7 Customers (3) 4.0 Avg Others (9) 4.3 Avg All (10) 4.4</p>	<p>0 0 1 4 5 0 1</p>
<p>Item #21 Prepares carefully for presentations.</p>	<p>Self (1) 4.0 Supervisor (1) 5.0 Subordinates (3) 4.7 Peers (2) 5.0 Customers (2) 4.5 Avg Others (8) 4.8 Avg All (9) 4.7</p>	<p>0 0 0 3 6 0 2</p>
<p>Item #25 Focuses attention on the person speaking.</p>	<p>Self (1) 4.0 Supervisor (1) 4.0 Subordinates (3) 2.7 Peers (2) 3.5 Customers (3) 3.3 Avg Others (9) 3.2 Avg All (10) 3.3</p>	<p>0 2 3 5 0 0 1</p>

Item Detail / Frequency Distribution Report Communicating Effectively

Communicating Effectively (cont'd)		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #26 Provides meeting attendees with an agenda prior to a meeting.	Self (1) Supervisor (1) Subordinates (2) Peers (3) Customers (3) Avg Others (9) Avg All (10)				4.5	5.0	6.0	0	0	0	1	6	3	1
Item #27 Asks for clarification when things are unclear in a discussion.	Self (1) Supervisor (1) Subordinates (3) Peers (3) Customers (2) Avg Others (9) Avg All (10)				5.3	4.0	6.0	0	0	1	2	2	5	1
Item #46 Asks open-ended questions to gather more information.	Self (1) Subordinates (1) Peers (2) Customers (3) Avg Others (6) Avg All (7)		2.0		3.0	4.0		0	1	2	4	0	0	4
Item #72 Doesn't allow distractions to hinder communications.	Self (1) Supervisor (1) Subordinates (1) Peers (1) Customers (1) Avg Others (4) Avg All (5)				4.0	4.0	6.0	0	0	0	2	0	3	6
Item #77 Listens well to others.	Self (1) Supervisor (1) Subordinates (2) Peers (2) Customers (3) Avg Others (8) Avg All (9)			3.0	4.5	4.5	6.0	0	0	1	4	3	1	2
Item #9 Checks for complete understanding when communicating with others.	Self (1) Supervisor (1) Subordinates (2) Peers (2) Customers (3) Avg Others (8) Avg All (9)		1.0		3.0	2.0	5.0	1	2	3	2	1	0	2

Influence & Negotiation

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.50								
	Supervisor					4.40								
	Subordinates				3.58									
	Peers					4.60								
	Customers				3.75									
	Avg Others					4.08								
	Avg All					4.17		0	5	10	14	9	7	21
Item #32 When negotiating, clearly identifies areas of agreement as well as areas of disagreement.	Self (1)						6.0							
	Supervisor (1)					5.0								
	Subordinates (1)				4.0									
	Peers (2)					5.5								
	Customers (2)				4.0									
	Avg Others (6)					4.7								
	Avg All (7)					4.9		0	0	1	1	3	2	4
Item #47 Presents ideas in a clear, convincing, and logical manner.	Self (1)				4.0									
	Supervisor (1)				4.0									
	Subordinates (2)				3.5									
	Peers (2)				4.0									
	Customers (2)				3.5									
	Avg Others (7)					3.7								
	Avg All (8)					3.8		0	0	2	6	0	0	3
Item #61 Before negotiating, identifies objectives which have room for compromise, and those which don't.	Self (1)				4.0									
	Supervisor (1)				4.0									
	Subordinates (1)				3.0									
	Peers (2)				3.5									
	Customers (3)				3.3									
	Avg Others (7)					3.4								
	Avg All (8)					3.5		0	1	3	3	1	0	3
Item #63 Strives to reach agreements which are mutually beneficial or 'win-win.'	Self (1)				3.0									
	Supervisor (1)				3.0									
	Subordinates (2)				2.5									
	Peers (2)					4.0								
	Customers (3)				2.7									
	Avg Others (8)					3.0								
	Avg All (9)					3.0		0	4	3	1	0	1	2
Item #71 Persuades and influences others with information rather than by exerting formal authority.	Self (1)					5.0								
	Supervisor (1)					6.0								
	Subordinates (2)				4.5									
	Peers (3)					6.0								
	Customers (3)				4.0									
	Avg Others (9)					5.0								
	Avg All (10)					5.0		0	0	1	2	3	4	1
Item #8 When negotiating, helps to jointly develop ideas that will satisfy both parties' needs and desires.	Self (1)					5.0								
	Subordinates (1)				4.0									
	Customers (1)					5.0								
	Avg Others (2)					4.5								
	Avg All (3)					4.7		0	0	0	1	2	0	8

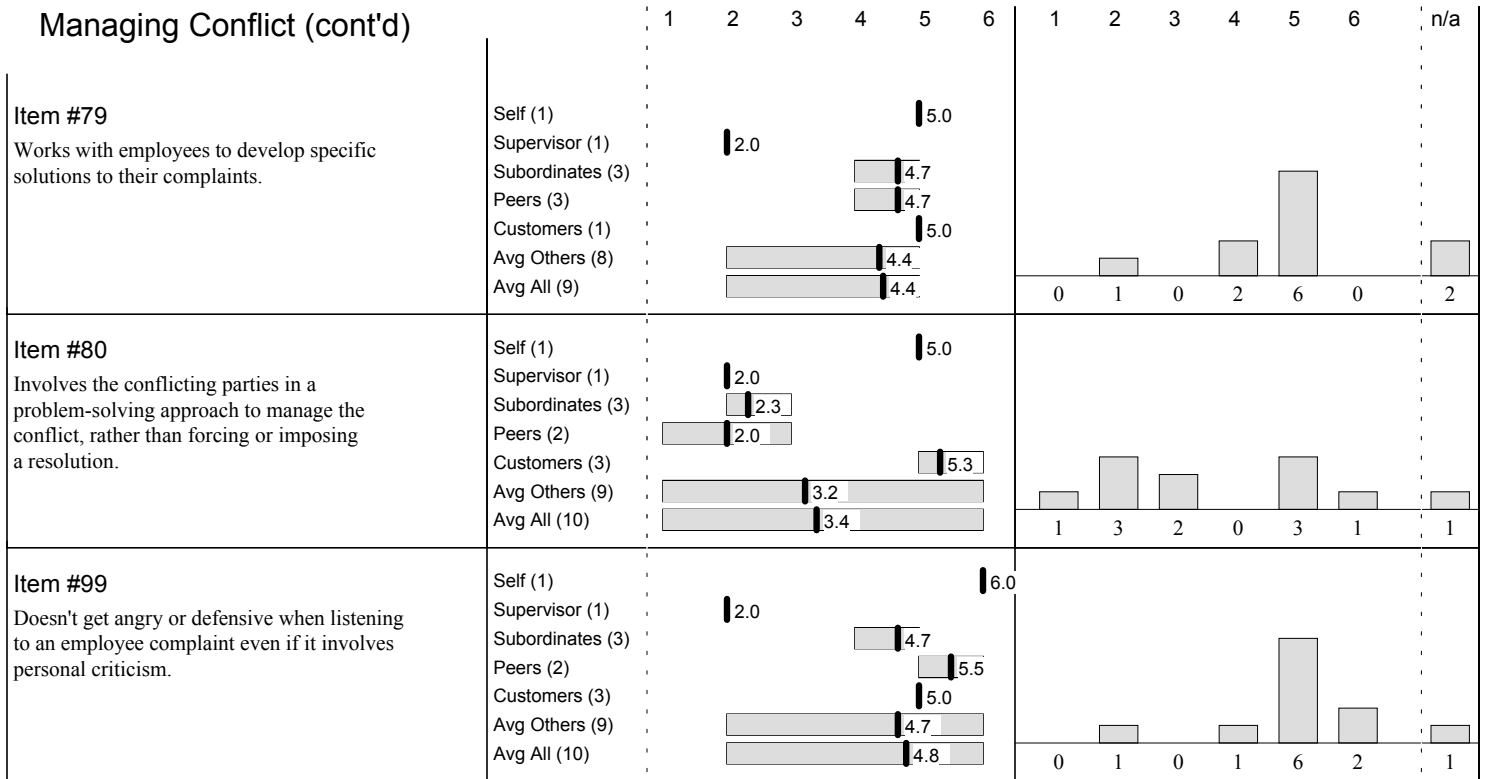
Managing Change

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					5	6							
	Supervisor					5	6							
	Subordinates					4	5							
	Peers					4	5							
	Customers						5					24	27	
	Avg Others						5				5			
	Avg All						5							7
Item #37 Listens and responds appropriately to employees' feelings and opinions about a change being introduced or implemented.	Self (1)					5	6							
	Supervisor (1)					5	6							
	Subordinates (3)					4	5							
	Peers (1)						6							
	Customers (2)						6							
	Avg Others (7)						5		1			3	4	
	Avg All (8)						5							3
Item #50 When introducing or implementing a change, describes the details of that change to employees.	Self (1)						6							
	Supervisor (1)					5	6							
	Subordinates (3)						6							
	Peers (2)					5	6							
	Customers (3)						5					3	7	
	Avg Others (9)						5							
	Avg All (10)						5							1
Item #67 When introducing a change, specifically describes what will change as well as what will not change.	Self (1)					5	6							
	Supervisor (1)					5	6							
	Subordinates (3)					4	5							
	Peers (3)					5	6							
	Customers (3)						5							
	Avg Others (10)						5					1	7	3
	Avg All (11)						5							0
Item #69 Explains how a change being introduced will effect the employees, the department, and the organization.	Self (1)					5	6							
	Supervisor (1)					5	6							
	Subordinates (3)					4	5							
	Peers (2)					4	5							
	Customers (3)						5							
	Avg Others (9)						4							
	Avg All (10)						4							1
Item #91 When introducing a change, solicits ideas from employees for implementing the change and enlists employee commitment and support for the change.	Self (1)						6							
	Supervisor (1)						6							
	Subordinates (3)					5	6							
	Peers (2)					5	6							
	Customers (3)						5							
	Avg Others (9)						5							
	Avg All (10)						5							1
Item #97 Is an effective change agent.	Self (1)						6							
	Supervisor (1)						6							
	Subordinates (3)					4	5							
	Peers (2)					4	5							
	Customers (3)						5							
	Avg Others (9)						5							
	Avg All (10)						5							1

Managing Conflict

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self						5.44							
	Supervisor		2.56											
	Subordinates					4.70								
	Peers					4.50								
	Customers						5.39							
	Avg Others					4.29								
	Avg All					4.52		1	8	7	8	38	21	16
Item #34 Responds to and addresses employee conflicts when appropriate.	Self (1)					5.0								
	Supervisor (1)		3.0											
	Subordinates (2)					5.0								
	Peers (2)					5.0								
	Customers (1)						6.0							
	Avg Others (6)					4.8								
	Avg All (7)					4.9		0	0	1	1	3	2	4
Item #43 Resolves conflict by clarifying and discussing issues positively and patiently.	Self (1)					5.0								
	Supervisor (1)		3.0											
	Subordinates (3)					5.7								
	Peers (3)					5.0								
	Customers (3)					5.3								
	Avg Others (10)					5.1								
	Avg All (11)					5.1		0	0	1	0	7	3	0
Item #44 Asks appropriate questions to get to the root cause of an employee's complaint.	Self (1)					6.0								
	Supervisor (1)					4.0								
	Subordinates (3)					4.3								
	Peers (2)					3.0								
	Customers (2)						5.5							
	Avg Others (8)					4.3								
	Avg All (9)					4.4		0	1	1	3	1	3	2
Item #5 Is consistent in enforcing rules and policies.	Self (1)					6.0								
	Supervisor (1)		2.0											
	Subordinates (3)					5.3								
	Peers (3)					4.3								
	Customers (2)						6.0							
	Avg Others (9)					4.8								
	Avg All (10)					4.9		0	1	1	1	2	5	1
Item #7 Encourages employees to bring workplace concerns or problems to his or her attention.	Self (1)					5.0								
	Supervisor (1)		2.0											
	Subordinates (3)					5.3								
	Peers (2)					5.5								
	Customers (1)					5.0								
	Avg Others (7)					4.9								
	Avg All (8)					4.9		0	1	0	0	5	2	3
Item #78 Keeps parties to a conflict focused on finding solutions instead of making accusations or placing blame.	Self (1)					6.0								
	Supervisor (1)					3.0								
	Subordinates (2)					5.0								
	Peers (2)					5.5								
	Customers (3)					5.3								
	Avg Others (8)					5.0								
	Avg All (9)					5.1		0	0	1	0	5	3	2

Managing Conflict (cont'd)



Managing Diversity

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #3	Self (1)		2.0											
Encourages others to provide diverse perspectives on an issue.	Supervisor (1)					4.0								
	Subordinates (3)			2.7										
	Peers (2)	1.5												
	Customers (3)	1.7												
	Avg Others (9)	2.2												
	Avg All (10)	2.2												
			3	3	3	1	0	0	1					
Item #55	Self (1)				4.0									
Appreciates individual differences and diversity among others.	Supervisor (1)						6.0							
	Subordinates (3)						6.0							
	Peers (3)				5.0									
	Customers (3)				4.7									
	Avg Others (10)				5.3									
	Avg All (11)				5.2									
		0	0	1	2	2	6	0						
Item #6	Self (1)					5.0								
Effectively works with people of diverse backgrounds.	Supervisor (1)		4.0											
	Subordinates (3)				5.0									
	Peers (2)	3.5												
	Customers (3)				5.0									
	Avg Others (9)				4.6									
	Avg All (10)				4.6									
		0	0	2	2	4	2	1						
Item #62	Self (1)					5.0								
Respects others' opinions and feelings.	Supervisor (1)		4.0											
	Subordinates (2)				4.5									
	Peers (3)				5.0									
	Customers (3)				4.7									
	Avg Others (9)				4.7									
	Avg All (10)				4.7									
		0	0	0	3	7	0	1						
Item #73	Self (1)					5.0								
Understands the value of working in a diversity-rich environment.	Supervisor (1)						6.0							
	Subordinates (3)				4.3									
	Peers (2)					5.5								
	Customers (2)				4.5									
	Avg Others (8)				4.9									
	Avg All (9)				4.9									
		0	0	1	1	5	2	2						
Item #98	Self (1)						6.0							
Is able to capitalize on and learn from others' different talents.	Supervisor (1)					5.0								
	Subordinates (2)		3.5											
	Peers (3)				4.7									
	Customers (2)			4.0										
	Avg Others (8)				4.3									
	Avg All (9)				4.4									
		0	0	2	3	2	2	2						

Performance Management

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.92								
	Supervisor					5.58								
	Subordinates					4.61								
	Peers					4.96								
	Customers					5.28								
	Avg Others					5.11								
	Avg All					5.07		0	2	6	20	43	42	19
Item #100 Manages time effectively.	Self (1)					5.0								
	Supervisor (1)					6.0								
	Subordinates (3)					4.0								
	Peers (2)					5.5								
	Customers (3)					6.0								
	Avg Others (9)					5.2								
	Avg All (10)					5.2		0	0	1	1	3	5	1
Item #14 Carefully prepares for performance appraisals with employees.	Self (1)					6.0								
	Supervisor (1)					6.0								
	Subordinates (3)					6.0								
	Peers (2)					5.0								
	Customers (2)					5.5								
	Avg Others (8)					5.6								
	Avg All (9)					5.7		0	0	0	0	3	6	2
Item #29 Asks questions to make sure employees understand new work assignments given to them.	Self (1)					6.0								
	Supervisor (1)					6.0								
	Subordinates (3)					5.0								
	Peers (3)					5.0								
	Customers (3)					5.7								
	Avg Others (10)					5.3								
	Avg All (11)					5.4		0	0	0	2	3	6	0
Item #36 Provides employee appropriate resources, authority, and support necessary to complete a delegated task.	Self (1)					4.0								
	Supervisor (1)					5.0								
	Subordinates (2)					4.5								
	Peers (2)					5.0								
	Customers (3)					5.3								
	Avg Others (8)					5.0								
	Avg All (9)					4.9		0	0	0	2	6	1	2
Item #38 Uses delegation effectively.	Self (1)					5.0								
	Supervisor (1)					6.0								
	Subordinates (3)					4.3								
	Peers (3)					5.0								
	Customers (3)					6.0								
	Avg Others (10)					5.2								
	Avg All (11)					5.2		0	0	1	2	2	6	0
Item #40 Completes work on a timely basis.	Self (1)					4.0								
	Supervisor (1)					6.0								
	Subordinates (3)					5.7								
	Peers (3)					5.0								
	Customers (3)					5.7								
	Avg Others (10)					5.5								
	Avg All (11)					5.4		0	0	0	1	5	5	0

Item Detail / Frequency Distribution Report Performance Management

Performance Management (cont'd)		1	2	3	4	5	6	1	2	3	4	5	6	n/a			
Item #49 Lets employees know how the tasks they are assigned fit into the bigger organizational picture.	Self (1)						6.0										
	Supervisor (1)					5.0											
	Subordinates (2)			4.0													
	Peers (2)				5.0												
	Customers (2)				5.0												
	Avg Others (7)				4.7				1	2	2	3					
	Avg All (8)				4.9				0	0	1	2	2	3	3		
									0	0	1	2	2	3	3		
Item #66 During a performance appraisal, seeks input from employee to identify areas of strength and areas of concern for the employee.	Self (1)				4.0												
	Supervisor (1)						6.0										
	Subordinates (3)				4.3												
	Peers (2)			3.5													
	Customers (1)						5.0										
	Avg Others (7)				4.4				1	0	3	3	1	3			
	Avg All (8)				4.4				0	1	0	3	3	1	3		
									0	1	0	3	3	1	3		
Item #70 Includes discussion of both employee strengths and needs during a performance appraisal.	Self (1)				4.0												
	Supervisor (1)				4.0												
	Subordinates (3)			3.3													
	Peers (2)						5.0										
	Customers (1)						5.0										
	Avg Others (7)				4.1				1	1	2	4	0	3			
	Avg All (8)				4.1				0	1	1	2	4	0	3		
									0	1	1	2	4	0	3		
Item #86 Helps employees accept personal responsibility for time management.	Self (1)				4.0												
	Supervisor (1)						6.0										
	Subordinates (3)				5.3												
	Peers (3)				5.3												
	Customers (2)				5.5												
	Avg Others (9)				5.4						2	3	5	1			
	Avg All (10)				5.3						0	0	0	2	3	5	1
											0	0	0	2	3	5	1
Item #87 Recognizes what types of tasks can be delegated to employees and what tasks should not be delegated.	Self (1)						6.0										
	Supervisor (1)					5.0											
	Subordinates (3)			4.3													
	Peers (2)						5.5										
	Customers (3)				4.7												
	Avg Others (9)				4.8						1	1	6	2	1		
	Avg All (10)				4.9						0	0	1	1	6	2	1
											0	0	1	1	6	2	1
Item #93 Helps employees develop written action plans as a part of the performance appraisal process.	Self (1)					5.0											
	Supervisor (1)						6.0										
	Subordinates (2)			4.5													
	Peers (3)				4.7												
	Customers (1)				4.0												
	Avg Others (7)				4.7						1	2	3	2	3		
	Avg All (8)				4.8						0	0	1	2	3	2	3
											0	0	1	2	3	2	3

Problem Solving & Decision Making

		1	2	3	4	5	6	1	2	3	4	5	6	n/a	
Problem Solving & Decision Making		Self	[Bar chart showing distribution for Self, mean 3.73]					3.73	0	3	7	24	36	37	14
		Supervisor	[Bar chart showing distribution for Supervisor, mean 5.55]					5.55	0	0	0	1	4	5	1
		Subordinates	[Bar chart showing distribution for Subordinates, mean 4.94]					4.94	0	0	1	2	2	4	2
		Peers	[Bar chart showing distribution for Peers, mean 5.27]					5.27	0	0	1	3	2	5	0
		Customers	[Bar chart showing distribution for Customers, mean 4.79]					4.79	0	0	1	5	2	2	1
		Avg Others	[Bar chart showing distribution for Avg Others, mean 5.14]					5.14	0	0	1	2	2	2	1
		Avg All	[Bar chart showing distribution for Avg All, mean 4.85]					4.85	0	0	1	4	5	5	1
Item #12 Exhibits a positive outlook and a can-do attitude in accomplishing goals even when overcoming obstacles.		Self (1)	[Bar chart showing distribution for Self (1), mean 5.0]					5.0	0	0	0	1	4	5	1
		Supervisor (1)	[Bar chart showing distribution for Supervisor (1), mean 6.0]					6.0	0	0	0	1	4	5	1
		Subordinates (3)	[Bar chart showing distribution for Subordinates (3), mean 5.3]					5.3	0	0	0	1	4	5	1
		Peers (2)	[Bar chart showing distribution for Peers (2), mean 5.5]					5.5	0	0	0	1	4	5	1
		Customers (3)	[Bar chart showing distribution for Customers (3), mean 5.3]					5.3	0	0	0	1	4	5	1
		Avg Others (9)	[Bar chart showing distribution for Avg Others (9), mean 5.4]					5.4	0	0	0	1	4	5	1
		Avg All (10)	[Bar chart showing distribution for Avg All (10), mean 5.4]					5.4	0	0	0	1	4	5	1
Item #15 When problems arise, immediately tackles and alerts others who would be impacted.		Self (1)	[Bar chart showing distribution for Self (1), mean 3.0]					3.0	0	0	1	2	2	4	2
		Supervisor (1)	[Bar chart showing distribution for Supervisor (1), mean 6.0]					6.0	0	0	1	2	2	4	2
		Subordinates (2)	[Bar chart showing distribution for Subordinates (2), mean 5.0]					5.0	0	0	1	2	2	4	2
		Peers (2)	[Bar chart showing distribution for Peers (2), mean 5.0]					5.0	0	0	1	2	2	4	2
		Customers (3)	[Bar chart showing distribution for Customers (3), mean 5.3]					5.3	0	0	1	2	2	4	2
		Avg Others (8)	[Bar chart showing distribution for Avg Others (8), mean 5.3]					5.3	0	0	1	2	2	4	2
		Avg All (9)	[Bar chart showing distribution for Avg All (9), mean 5.0]					5.0	0	0	1	2	2	4	2
Item #17 Effectively determines the root cause of a problem.		Self (1)	[Bar chart showing distribution for Self (1), mean 3.0]					3.0	0	0	1	3	2	5	0
		Supervisor (1)	[Bar chart showing distribution for Supervisor (1), mean 6.0]					6.0	0	0	1	3	2	5	0
		Subordinates (3)	[Bar chart showing distribution for Subordinates (3), mean 4.7]					4.7	0	0	1	3	2	5	0
		Peers (3)	[Bar chart showing distribution for Peers (3), mean 5.0]					5.0	0	0	1	3	2	5	0
		Customers (3)	[Bar chart showing distribution for Customers (3), mean 5.7]					5.7	0	0	1	3	2	5	0
		Avg Others (10)	[Bar chart showing distribution for Avg Others (10), mean 5.2]					5.2	0	0	1	3	2	5	0
		Avg All (11)	[Bar chart showing distribution for Avg All (11), mean 5.0]					5.0	0	0	1	3	2	5	0
Item #20 Gathers information necessary for making a decision.		Self (1)	[Bar chart showing distribution for Self (1), mean 4.0]					4.0	0	0	1	5	2	2	1
		Supervisor (1)	[Bar chart showing distribution for Supervisor (1), mean 6.0]					6.0	0	0	1	5	2	2	1
		Subordinates (3)	[Bar chart showing distribution for Subordinates (3), mean 4.3]					4.3	0	0	1	5	2	2	1
		Peers (2)	[Bar chart showing distribution for Peers (2), mean 5.0]					5.0	0	0	1	5	2	2	1
		Customers (3)	[Bar chart showing distribution for Customers (3), mean 4.0]					4.0	0	0	1	5	2	2	1
		Avg Others (9)	[Bar chart showing distribution for Avg Others (9), mean 4.6]					4.6	0	0	1	5	2	2	1
		Avg All (10)	[Bar chart showing distribution for Avg All (10), mean 4.5]					4.5	0	0	1	5	2	2	1
Item #30 Brainstorms possible alternatives in making a decision.		Self (1)	[Bar chart showing distribution for Self (1), mean 2.0]					2.0	0	2	0	3	3	2	1
		Supervisor (1)	[Bar chart showing distribution for Supervisor (1), mean 4.0]					4.0	0	2	0	3	3	2	1
		Subordinates (3)	[Bar chart showing distribution for Subordinates (3), mean 5.0]					5.0	0	2	0	3	3	2	1
		Peers (2)	[Bar chart showing distribution for Peers (2), mean 5.0]					5.0	0	2	0	3	3	2	1
		Customers (3)	[Bar chart showing distribution for Customers (3), mean 4.0]					4.0	0	2	0	3	3	2	1
		Avg Others (9)	[Bar chart showing distribution for Avg Others (9), mean 4.6]					4.6	0	2	0	3	3	2	1
		Avg All (10)	[Bar chart showing distribution for Avg All (10), mean 4.3]					4.3	0	2	0	3	3	2	1
Item #35 Does not attempt to solve problems without first analyzing the cause of the problem.		Self (1)	[Bar chart showing distribution for Self (1), mean 3.0]					3.0	0	0	2	1	3	5	0
		Supervisor (1)	[Bar chart showing distribution for Supervisor (1), mean 6.0]					6.0	0	0	2	1	3	5	0
		Subordinates (3)	[Bar chart showing distribution for Subordinates (3), mean 5.0]					5.0	0	0	2	1	3	5	0
		Peers (3)	[Bar chart showing distribution for Peers (3), mean 5.7]					5.7	0	0	2	1	3	5	0
		Customers (3)	[Bar chart showing distribution for Customers (3), mean 4.7]					4.7	0	0	2	1	3	5	0
		Avg Others (10)	[Bar chart showing distribution for Avg Others (10), mean 5.2]					5.2	0	0	2	1	3	5	0
		Avg All (11)	[Bar chart showing distribution for Avg All (11), mean 5.0]					5.0	0	0	2	1	3	5	0

Item Detail / Frequency Distribution Report Problem Solving & Decision Making

Problem Solving & Decision Making (cont'd) ¹		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #39 Recognizes and analyzes any underlying risks of a decision.	Self (1)			3.0										
	Supervisor (1)					5.0								
	Subordinates (2)					5.0								
	Peers (2)					5.5								
	Customers (2)				4.5									
	Avg Others (7)					5.0								
	Avg All (8)					4.8								
									0	0	1	2	3	2
Item #60 Uses a logical process for solving problems.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Subordinates (2)					5.0								
	Peers (2)					5.5								
	Customers (3)					4.7								
	Avg Others (8)					5.1								
	Avg All (9)					5.2								
									0	0	0	2	3	4
Item #64 Exercises creativity and initiative in solving complex problems.	Self (1)					4.0								
	Supervisor (1)					5.0								
	Subordinates (3)					4.7								
	Peers (2)						6.0							
	Customers (2)					4.5								
	Avg Others (8)					5.0								
	Avg All (9)					4.9								
									0	1	0	2	2	4
Item #84 Keeps the end objective in mind when making a decision.	Self (1)					5.0								
	Supervisor (1)						6.0							
	Subordinates (3)					4.7								
	Peers (2)					5.5								
	Customers (2)					5.0								
	Avg Others (8)					5.1								
	Avg All (9)					5.1								
									0	0	0	1	6	2
Item #88 Is able to sift large amounts of data for meaningful information.	Self (1)			3.0										
	Supervisor (1)					5.0								
	Subordinates (3)					5.7								
	Peers (3)					4.3								
	Customers (3)					5.0								
	Avg Others (10)					5.0								
	Avg All (11)					4.8								
									0	0	1	2	6	2

Setting Goals & Standards

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self				4.50									
	Supervisor				5.17									
	Subordinates				4.67									
	Peers				5.83									
	Customers				4.89									
	Avg Others				5.14									
	Avg All				5.01			0	1	1	15	18	27	4
Item #11 Assumes responsibility for outcome of goals for self and employees.	Self (1)				5.0									
	Supervisor (1)				6.0									
	Subordinates (3)				5.3									
	Peers (3)				5.3									
	Customers (3)				5.3									
	Avg Others (10)				5.4									
	Avg All (11)				5.4			0	0	0	1	5	5	0
Item #22 Identifies potential problems with a plan and how those problems might be prevented or contingency plans developed to achieve a goal.	Self (1)				4.0									
	Supervisor (1)				5.0									
	Subordinates (3)				4.3									
	Peers (3)				6.0									
	Customers (3)				5.3									
	Avg Others (10)				5.2									
	Avg All (11)				5.1			0	0	0	4	2	5	0
Item #23 Establishes job performance standards which are specific and measurable.	Self (1)				4.0									
	Supervisor (1)				3.0									
	Subordinates (3)				4.3									
	Peers (3)				6.0									
	Customers (1)				4.0									
	Avg Others (8)				4.8									
	Avg All (9)				4.7			0	1	1	2	1	4	2
Item #4 Develops measurable, specific, and achievable written objectives.	Self (1)				6.0									
	Supervisor (1)				6.0									
	Subordinates (3)				5.0									
	Peers (3)				6.0									
	Customers (3)				4.7									
	Avg Others (10)				5.3									
	Avg All (11)				5.4			0	0	0	2	3	6	0
Item #76 Makes sure employees understand job performance standards.	Self (1)				4.0									
	Supervisor (1)				5.0									
	Subordinates (3)				4.7									
	Peers (3)				5.7									
	Customers (1)				5.0									
	Avg Others (8)				5.1									
	Avg All (9)				5.0			0	0	0	2	5	2	2
Item #83 Understands how their role impacts the organization's bottom line results.	Self (1)				4.0									
	Supervisor (1)				6.0									
	Subordinates (3)				4.3									
	Peers (3)				6.0									
	Customers (3)				5.0									
	Avg Others (10)				5.2									
	Avg All (11)				5.1			0	0	0	4	2	5	0

Team Building

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #24 Creates an environment that enables people to achieve their highest potential.	Self (1) Supervisor (1) Subordinates (2) Peers (2) Customers (3) Avg Others (8) Avg All (9)					5.0	6.0	0	0	2	4	2	1	2
Item #42 Ensures meaningful participation, collaboration, and work toward shared goals in all team projects.	Self (1) Supervisor (1) Subordinates (3) Peers (3) Customers (3) Avg Others (10) Avg All (11)					6.0	6.0	0	0	0	0	5	6	0
Item #54 Motivates and inspires teams to achieve their highest potential.	Self (1) Supervisor (1) Subordinates (2) Peers (2) Customers (3) Avg Others (8) Avg All (9)		3.0		4.0			0	1	3	4	1	0	2
Item #58 Recognizes the importance of teamwork.	Self (1) Supervisor (1) Subordinates (3) Peers (3) Customers (3) Avg Others (10) Avg All (11)				4.0	5.0	6.0	0	0	1	3	6	1	0
Item #68 Creates an environment that fosters and rewards collaboration, mutual support, and achievement of a common goal.	Self (1) Supervisor (1) Subordinates (2) Peers (1) Customers (3) Avg Others (7) Avg All (8)			3.0	3.0			0	4	2	2	0	0	3
Item #94 Empowers team members and employees when appropriate.	Self (1) Supervisor (1) Subordinates (2) Peers (3) Customers (2) Avg Others (8) Avg All (9)		3.0		4.5	5.0		0	0	1	2	4	2	2

Written Comments

Written Comments

These written comments have been provided by your assessors to provide further feedback, observations, and suggestions for your continued development. These comments are presented as they have been received, without editing or alterations made.

Written Comments

Things the person does that should be continued:

- Prioritizes very well, knows when he has to say "no."
- Maintain a positive attitude towards work, customers - internal & external, and change.
- He's a dedicated team member and the best thing is that he expects the same from you - your own level of productivity goes up as a result of working with him.
- Demonstrating ingenuity, creativity and efficiency
- Taking initiative with projects and priorities
- Learning and growing new skills, tasks
- Maximizing use of time and resources

What could this person do to be more effective?

- Get in front of customers more often / make more presentations
- Lead, be out in front, more proactive
- Could delegate more often
- Be more assertive in addressing issues

What does this person do that should be stopped?

- Overloading his plate
- He has some duties which could be delegated (computer input - routine) and allow time for more 1) marketing, 2) training, 3) proposal enhancement, etc.

ActionPlans

Action Plans

Use the following pages to create your own personalized action plan for further development. This action plan should include steps to build on the strengths you have identified, and to further develop areas of need.

1. Select no more than three strengths and three needs to start with and list those on the following pages.
2. State your objective (*what do you want to do?*) regarding this particular strength or need.
3. Plan appropriate actions, learning experiences, and exercises to further develop this area.
4. Identify other people and resources that you can turn to for assistance in developing this area.
5. Finally, set specific target dates or milestones for completion of these development activities.

You might want to turn to your supervisor, peers, or others to help develop your action plan. Discuss this plan with others, get additional ideas and feedback, involve others in helping you achieve your objectives.

As you reach your objectives and complete these plans, turn to a new strength or need and continue to develop your skills and abilities as an effective leader.

Strengths On Which To Build

Strength:	Objective:		
Actions:	Resources / People:	Milestone / Target Dates:	

Strength:	Objective:		
Actions:	Resources / People:	Milestone / Target Dates:	

Strength:	Objective:		
Actions:	Resources / People:	Milestone / Target Dates:	

Notes:

Needs To Address

Need:	Objective:		
Actions:		Resources / People:	Milestone / Target Dates:

Need:	Objective:		
Actions:		Resources / People:	Milestone / Target Dates:

Need:	Objective:		
Actions:		Resources / People:	Milestone / Target Dates:

Notes: