

360° Feedback Results for **Pat Sample**

February 3, 2020

Summary results from 11 raters, including:

- 1 Manager
- 4 Peer
- 3 Direct Reports
- 3 Other





This report contains a summary of your 360-Degree Feedback results. The report begins with a high-level overview and progresses into greater detail as you proceed through it. Start by reading through the entire report to the end of the comments section. Try to keep an open mind as you look at the numeric data and read the comments from your raters. Once you have familiarized yourself with the report and your results, go back through the report and look for inconsistencies, patterns, and themes. Work back and forth between the numeric data and the comments as you do this.

Remember that any inconsistencies in your results mean that others see you from different perspectives or might have different expectations of you. If possible, debrief your results with your manager and/or HR representative. In these meetings you should identify a short list of actionable items. Do not focus on who said what.

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This report presents your results in two ways: as average (raw) scores and as Percentile Scores. It is important that you take a moment to understand what these different scores represent.

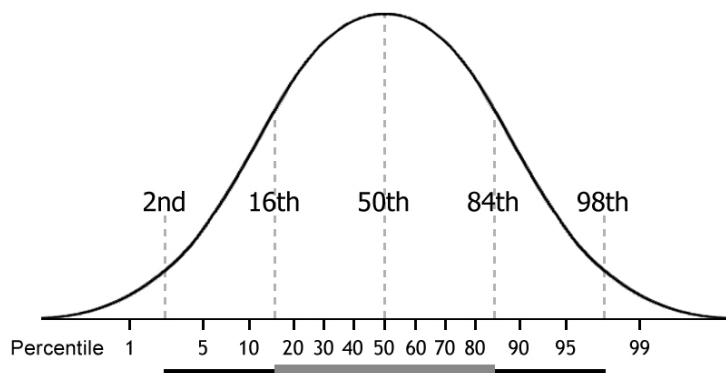
	1	2	3	4	5	AVG	%ILE	N	DIST
Sample						3.8	68	11	

AVG is simply the average of the ratings that you received. The lowest possible score is a 1 (Poor), and the highest possible score is a 5 (Outstanding). In the sample above, the bar chart represents the average score from all rater groups.

Percentile Scores (%ILE) show how your scores compare to the scores received by others. Average (raw) scores don't indicate whether your scores are high or low. Percentile scores make this possible by eliminating the natural variation across items and providing a benchmark to measure the raw scores by.

The Percentile Scores on this report show how you scored versus thousands of managers and executives across a broad range of different organizations.

Percentiles indicate what percentage of people scored lower than you. The lowest possible score is a 1 (1st percentile) and the highest possible score is a 99 (99th percentile). The 50th percentile would be average.



Number of Respondents (N) indicates how many of your raters answered each item. The number of respondents may differ from one item to the next because some items are only asked of specific rater groups, and some raters might have selected "Unable to Rate".

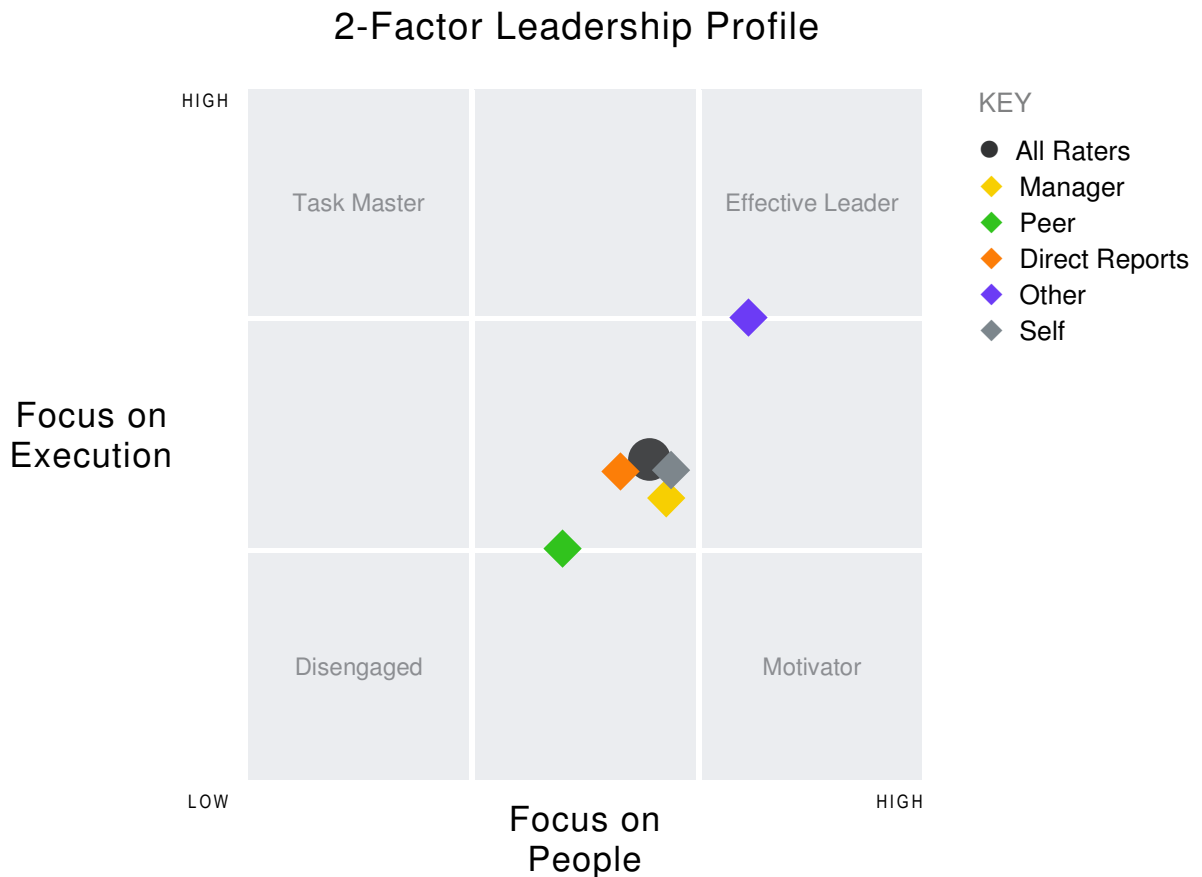
Frequency Distribution (DIST) – A small histogram (bar chart) next to each item shows how responses were distributed across the rating scale. This provides an indication of how much agreement or disagreement there was among raters.

A high level of agreement indicates a more consistent and reliable result. A high level of disagreement, where responses are more spread out, means people have differing perceptions of your competency in that area. The frequency distribution can also show whether there is an outlier response – for example, if one rater gave a low score while everyone else gave high scores.

All "category" and "overall" scores in this report are based on the average of the scores from each rater group, not each rater. For example, a rating from 1 manager carries the same weight as ratings from 10 direct reports.

Displayed below is a statistically derived overview of your leadership style based on the two primary factors of leadership.

Regardless of whether you are leading an organization, managing a team, or working as an individual contributor, these factors are fundamental.



High scorers on "People"...

- Are sincere and straightforward
- Set a positive example
- Encourage open dialog
- Are open to feedback and criticism
- Recognize & reward employees' contributions
- Motivate and inspire those around them

High scorers on "Execution"...

- Focus on achieving results
- Are decisive
- Follow through on commitments
- Hold others accountable
- Demand excellence
- Understand the business

The most effective leaders (upper right) achieve a balance between working with people and achieving bottom-line results.



Focusing on what you are good at and on what comes naturally to you is one of the most effective ways to be more successful.

As you consider your development goals, be sure to include a plan for how you will leverage and build on your strengths.

Highest-Rated Items

	1	2	3	4	5	AVG	%ILE
Clarity & Purpose – Gives me the freedom I need to do my job effectively						4.2	67
Clarity & Purpose – Continually simplifies; doesn't overcomplicate						4.2	86
Interpersonal – Recognizes the value of people with different talents and skills						4.2	77
Execution – Places high importance on working safely.						4.2	-
Interpersonal – Gives personal attention; is accessible						4.1	67
Character – Makes decisions based on business needs rather than a personal agenda						4.1	68
Character – Sincere and straightforward						4.1	63
Execution – Remains focused, even under pressure						4.1	65
Knowledge & Strategy – Willing to try out new and untested approaches						4.1	74
Clarity & Purpose – Enlists the talent of others in order to meet objectives						4.0	70



Think about which of the following areas are important to your current role or your future career goals. Keep in mind, if you have a low score on something that does not come naturally to you and that is not essential to your success, then you will probably be better off focusing your development efforts elsewhere.

Nevertheless, be honest with yourself about things that might not be in your comfort zone or come naturally to you, but that are critical to your success. Focus your development efforts in those areas.

Lowest-Rated Items

	1	2	3	4	5	AVG	%ILE
Execution – Takes action with non-performers						2.3	3
Execution – Holds people accountable						2.7	4
Execution – Pushes people to achieve at a higher level						2.8	8
Clarity & Purpose – Clearly defines goals and expectations						3.2	19
Execution – Plans effectively; avoids firefighting						3.3	33
Interpersonal – Develops a talented team						3.4	34
Clarity & Purpose – Keeps others informed by continuously sharing information						3.4	33
Clarity & Purpose – Provides useful and constructive feedback						3.5	35
Interpersonal – Helps resolve conflicts among team members						3.5	49
Interpersonal – Involves employees in redesign of work processes						3.6	43

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MANAGER DISAGREEMENTS

Pat Sample

Items with a difference of at least 1.0 (raw score)
 "Others" does not include "Self"

Manager underestimates your skills, compared to others

	1	2	3	4	5	MAN	OTH	GAP
Knowledge & Strategy – Understands the technical aspects of his/her job						3.0	4.0	1
Knowledge & Strategy – Takes a broad, strategic approach to problem solving and decision making						3.0	4.0	1

Manager overestimates your skills, compared to others

None

4

BLIND SPOTS – SELF VS. OTHERS

Pat Sample

Items with a difference of at least 1.0 (raw score)
 "Others" includes everybody except "Self"

Unrecognized skills (self-rating lower than others' ratings)

	1	2	3	4	5	SELF	OTH	GAP
Execution – Places high importance on working safely.						3.0	4.2	1.2
Character – Makes decisions based on business needs rather than a personal agenda						3.0	4.1	1.1
Character – Open to feedback and criticism						3.0	4.0	1

Overestimated skills (self-rating higher than others' ratings)

	1	2	3	4	5	SELF	OTH	GAP
Character – Consistently demonstrates honesty and openness.						5.0	3.7	1.3
Execution – Holds people accountable						4.0	2.7	1.3
Execution – Pushes people to achieve at a higher level						4.0	2.8	1.2

Knowledge & Strategy

	1	2	3	4	5	AVG	%ILE
All Raters						3.9	57
Manager						3.7	47
Peer						3.8	50
Direct Reports						3.7	43
Other						4.5	87
Self						4.0	63

Character

All Raters						3.9	58
Manager						4.0	63
Peer						3.5	35
Direct Reports						3.7	48
Other						4.5	87
Self						3.6	38

Interpersonal

All Raters						3.8	57
Manager						4.0	69
Peer						3.7	46
Direct Reports						3.4	36
Other						4.2	74
Self						4.0	66

Clarity & Purpose

All Raters						3.8	56
Manager						3.7	51
Peer						3.7	48
Direct Reports						3.8	55
Other						4.1	71
Self						3.8	52

"All Respondents" scores do not include "Self"



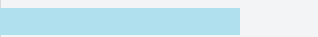

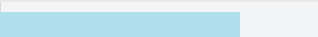
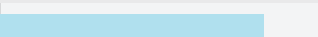
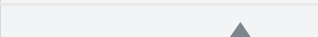
Execution

	1	2	3	4	5	AVG	%ILE
All Raters						3.5	38
Manager						3.5	40
Peer						3.2	20
Direct Reports						3.5	42
Other						3.8	56
Self						3.6	54

Knowledge & Strategy

		1	2	3	4	5	AVG	%ILE	N	DIST	
Understands the technical aspects of his/her job	All Raters							3.8	27	11	
	Manager							3.0	2	1	
	Peer							3.5	13	4	
	Direct Reports							4.0	41	3	
	Other							4.7	84	3	
	Self						▲	4.0	41	1	
Takes a broad, strategic approach to problem solving and decision making	All Raters							3.8	54	11	
	Manager							3.0	11	1	
	Peer							3.8	52	4	
	Direct Reports							4.0	68	3	
	Other							4.3	86	3	
	Self						▲	4.0	68	1	
Has the ability to handle increasing levels of complexity	All Raters							4.0	58	11	
	Manager							4.0	58	1	
	Peer							4.0	58	4	
	Direct Reports							3.3	18	3	
	Other							4.7	90	3	
	Self						▲	4.0	58	1	
Emphasizes continuous learning and retraining	All Raters							3.9	65	11	
	Manager							4.0	69	1	
	Peer							3.8	53	4	
	Direct Reports							3.0	11	3	
	Other							5.0	99	3	
	Self						▲	4.0	69	1	
Effectively persuades others in order to build commitment for ideas	All Raters							3.9	67	11	
	Manager							4.0	76	1	
	Peer							3.8	60	4	
	Direct Reports							3.7	54	3	
	Other							4.0	76	3	
	Self						▲	4.0	76	1	

Knowledge & Strategy cont'd

		1	2	3	4	5	AVG	%ILE	N	DIST	
Willing to try out new and untested approaches	All Raters							4.1	74	11	
	Manager							4.0	69	1	
	Peer							4.0	69	4	
	Direct Reports							4.0	69	3	
	Other							4.3	87	3	
	Self						▲	4.0	69	1	

Item-Specific Comments

Please elaborate on: "Understands the technical aspects of his/her job"

- **(Manager) Pat has a very good working knowledge of company operations and is picking up new things in his current role on a regular basis.**

Please elaborate on: "Takes a broad, strategic approach to problem solving and decision making"

- Pat doesn't lose sight of the overall, big picture when making decisions.
- **(Manager) This is something Pat is actively working toward as we get through the immediate issues at hand.**

Please elaborate on: "Has the ability to handle increasing levels of complexity"

- I think Pat does a good job of breaking down technically complex issues into manageable pieces that are easier to handle. I think this helps him keep his cool when operational issues arise.

Please elaborate on: "Emphasizes continuous learning and retraining"

- Objectively, I know that the employees at the plant participate in ongoing training, but I don't know what all that involves or if there are capabilities that have to be proven or tests that have to be passed to advance.

Character

		1	2	3	4	5	AVG	%ILE	N	DIST	
Eagerly pursues new knowledge, skills, and methods	All Raters							3.8	46	11	
	Manager							4.0	63	1	
	Peer							3.8	45	4	
	Direct Reports							3.0	7	3	
	Other							4.3	82	3	
	Self						▲	3.0	7	1	
Consistently demonstrates honesty and openness.	All Raters							3.7	26	11	
	Manager							4.0	48	1	
	Peer							3.0	3	4	
	Direct Reports							2.7	1	3	
	Other							5.0	96	3	
	Self						▲	5.0	96	1	
Knows own strengths and limitations	All Raters							3.9	64	11	
	Manager							4.0	73	1	
	Peer							3.5	37	4	
	Direct Reports							4.0	73	3	
	Other							4.0	73	3	
	Self						▲	3.0	10	1	
Makes decisions based on business needs rather than a personal agenda	All Raters							4.1	68	11	
	Manager							4.0	60	1	
	Peer							3.5	26	4	
	Direct Reports							4.3	80	3	
	Other							4.7	93	3	
	Self						▲	3.0	6	1	
Open to feedback and criticism	All Raters							4.0	74	11	
	Manager							4.0	73	1	
	Peer							3.8	58	4	
	Direct Reports							3.7	52	3	
	Other							4.7	96	3	
	Self						▲	3.0	14	1	

Character cont'd

		1	2	3	4	5	AVG	%ILE	N	DIST	
Sincere and straightforward	All Raters							4.1	63	11	
	Manager							4.0	54	1	
	Peer							3.5	21	4	
	Direct Reports							4.3	76	3	
	Other							4.7	90	3	
	Self						▲	5.0	97	1	
Accepts responsibility for own mistakes	All Raters							4.0	64	11	
	Manager							4.0	61	1	
	Peer							3.5	27	4	
	Direct Reports							4.0	61	3	
	Other							4.7	93	3	
	Self						▲	4.0	61	1	
Adjusts to changes without frustration	All Raters							3.8	64	11	
	Manager							4.0	78	1	
	Peer							3.8	63	4	
	Direct Reports							3.3	34	3	
	Other							4.0	78	3	
	Self						▲	3.0	15	1	

Item-Specific Comments

Please elaborate on: "Eagerly pursues new knowledge, skills, and methods"

- **(Manager) Pat is not afraid to dig into the manuals and drawings. In his current position he has been involved in projects that go beyond his current experience.**

Please elaborate on: "Consistently demonstrates honesty and openness."

- Sometimes an employee may be getting only a portion of facts that pertain to a situation that is complex and affects others.

Please elaborate on: "Knows own strengths and limitations"

- **(Manager) Pat is not afraid to ask questions as well as sharing his knowledge with the group.**

Please elaborate on: "Accepts responsibility for own mistakes"

- In this management position, yes absolutely.

Please elaborate on: "Adjusts to changes without frustration"

- **(Manager) Pat is well known for remaining calm and thinking through problems. When he is frustrated it's not something that he makes obvious to his subordinates.**

Interpersonal

		1	2	3	4	5	AVG	%ILE	N	DIST
Gives personal attention; is accessible	All Raters						4.1	67	11	
	Manager						4.0	58	1	
	Peer						4.2	73	4	
	Direct Reports						3.7	35	3	
	Other						4.7	91	3	
	Self						4.0	58	1	
Helps resolve conflicts among team members	All Raters						3.5	49	11	
	Manager						4.0	81	1	
	Peer						3.2	34	4	
	Direct Reports						3.3	39	3	
	Other						3.3	39	3	
	Self						4.0	81	1	
Sensitive to satisfaction and morale in the group	All Raters						3.7	55	11	
	Manager						4.0	72	1	
	Peer						3.5	42	4	
	Direct Reports						3.3	32	3	
	Other						4.0	72	3	
	Self						4.0	72	1	
Recognizes honest mistakes as learning experiences	All Raters						4.0	65	11	
	Manager						4.0	65	1	
	Peer						4.0	65	4	
	Direct Reports						4.0	65	3	
	Other						4.0	65	3	
	Self						4.0	65	1	
Recognizes the value of people with different talents and skills	All Raters						4.2	77	11	
	Manager						4.0	66	1	
	Peer						3.8	47	4	
	Direct Reports						4.0	66	3	
	Other						5.0	99	3	
	Self						5.0	99	1	

Interpersonal cont'd

		1	2	3	4	5	AVG	%ILE	N	DIST
Develops a talented team	All Raters						3.4	34	11	
	Manager						4.0	72	1	
	Peer						3.2	25	4	
	Direct Reports						2.7	5	3	
	Other						3.7	51	3	
	Self						3.0	14	1	
Encourages open dialog	All Raters						4.0	67	11	
	Manager						4.0	67	1	
	Peer						4.0	67	4	
	Direct Reports						3.7	43	3	
	Other						4.3	86	3	
	Self						4.0	67	1	
Involves employees in redesign of work processes	All Raters						3.6	43	11	
	Manager						4.0	74	1	
	Peer						3.2	22	4	
	Direct Reports						2.7	3	3	
	Other						4.3	89	3	
	Self						4.0	74	1	

Item-Specific Comments

Please elaborate on: "Helps resolve conflicts among team members"

- Usually problems are discussed diplomatically with the person who is reporting the conflict, but unfortunately there is no contact with the employee concerned.

Please elaborate on: "Recognizes the value of people with different talents and skills"

- **(Manager) Pat makes good use of the talents of our group and also stretches those who are willing to work into larger roles.**

Please elaborate on: "Develops a talented team"

- **(Manager) Covered this in the previous question but an example would be Pat working with Bill to update our training program. It's helping Pat and developing Bill at the same time.**

Please elaborate on: "Involves employees in redesign of work processes"

- **(Manager) Pat gives projects and asks for input on how to get it done. He's open to their input and provides guidance as needed.**

Clarity & Purpose

		1	2	3	4	5	AVG	%ILE	N	DIST
Clearly defines goals and expectations	All Raters						3.2	19	11	
	Manager						3.0	9	1	
	Peer						3.0	9	4	
	Direct Reports						3.0	9	3	
	Other						4.0	68	3	
	Self						3.0	9	1	
Provides useful and constructive feedback	All Raters						3.5	35	11	
	Manager						4.0	72	1	
	Peer						3.2	21	4	
	Direct Reports						3.3	25	3	
	Other						3.3	25	3	
	Self						3.0	10	1	
Gives me the freedom I need to do my job effectively	All Raters						4.2	67	10	
	Manager						4.0	51	1	
	Peer						4.5	80	4	
	Direct Reports						4.0	51	3	
	Other						4.5	80	2	
	Self						5.0	95	1	
Enlists the talent of others in order to meet objectives	All Raters						4.0	70	11	
	Manager						4.0	67	1	
	Peer						3.5	28	4	
	Direct Reports						4.3	87	3	
	Other						4.3	87	3	
	Self						5.0	99	1	
Coordinates work effectively among staff	All Raters						3.7	54	11	
	Manager						3.0	16	1	
	Peer						3.5	41	4	
	Direct Reports						4.0	71	3	
	Other						4.3	86	3	
	Self						4.0	71	1	

Clarity & Purpose cont'd

		1	2	3	4	5	AVG	%ILE	N	DIST
Recognizes employee contributions and ideas	All Raters						4.0	68	11	
	Manager						4.0	67	1	
	Peer						3.8	51	4	
	Direct Reports						4.3	85	3	
	Other						4.0	67	3	
	Self						4.0	67	1	
Offers reasons behind decisions/ideas/changes	All Raters						3.9	70	11	
	Manager						4.0	74	1	
	Peer						3.8	56	4	
	Direct Reports						4.0	74	3	
	Other						4.0	74	3	
	Self						4.0	74	1	
Gives feedback accurately, timely and fairly	All Raters						3.8	64	11	
	Manager						4.0	76	1	
	Peer						3.5	44	4	
	Direct Reports						3.7	55	3	
	Other						4.0	76	3	
	Self						3.0	15	1	
Continually simplifies; doesn't overcomplicate	All Raters						4.2	86	11	
	Manager						4.0	74	1	
	Peer						4.0	74	4	
	Direct Reports						4.3	89	3	
	Other						4.7	97	3	
	Self						4.0	74	1	
Keeps others informed by continuously sharing information	All Raters						3.4	33	11	
	Manager						3.0	13	1	
	Peer						4.2	85	4	
	Direct Reports						2.7	4	3	
	Other						3.7	51	3	
	Self						3.0	13	1	

Item-Specific Comments

Please elaborate on: "Provides useful and constructive feedback"

- Provide feedback in areas employees need to improve on.

Please elaborate on: "Continually simplifies; doesn't overcomplicate"

- **(Manager) Pat keeps it to the point. He's not one who needs too much information and he keeps it simple when explaining.**

Execution

		1	2	3	4	5	AVG	%ILE	N	DIST
Remains focused, even under pressure	All Raters						4.1	65	11	
	Manager						4.0	58	1	
	Peer						3.8	40	4	
	Direct Reports						4.3	79	3	
	Other						4.3	79	3	
	Self						4.0	58	1	
Pushes people to achieve at a higher level	All Raters						2.8	8	10	
	Manager						3.0	13	1	
	Peer						2.7	4	3	
	Direct Reports						2.7	4	3	
	Other						3.0	13	3	
	Self						4.0	74	1	
Holds people accountable	All Raters						2.7	4	11	
	Manager						3.0	11	1	
	Peer						2.5	1	4	
	Direct Reports						2.0	1	3	
	Other						3.3	27	3	
	Self						4.0	74	1	
Takes action with non-performers	All Raters						2.3	3	11	
	Manager						2.0	1	1	
	Peer						2.2	2	4	
	Direct Reports						2.0	1	3	
	Other						3.0	23	3	
	Self						2.0	1	1	
Plans effectively; avoids firefighting	All Raters						3.3	33	11	
	Manager						3.0	16	1	
	Peer						3.2	29	4	
	Direct Reports						3.3	34	3	
	Other						3.7	57	3	
	Self						3.0	16	1	

Execution cont'd

		1	2	3	4	5	AVG	%ILE	N	DIST	
Makes timely decisions	All Raters							3.9	68	11	
	Manager							4.0	72	1	
	Peer							3.8	55	4	
	Direct Reports							4.0	72	3	
	Other							4.0	72	3	
	Self						▲	4.0	72	1	
Acts on real problems and their root causes	All Raters							3.9	62	11	
	Manager							4.0	69	1	
	Peer							3.2	19	4	
	Direct Reports							4.0	69	3	
	Other							4.3	86	3	
	Self						▲	4.0	69	1	
Follows through on commitments	All Raters							3.8	47	11	
	Manager							4.0	60	1	
	Peer							3.2	14	4	
	Direct Reports							3.7	37	3	
	Other							4.3	80	3	
	Self						▲	4.0	60	1	
Helps coordinate work with other departments	All Raters							3.9	60	11	
	Manager							4.0	67	1	
	Peer							3.2	18	4	
	Direct Reports							4.3	85	3	
	Other							4.0	67	3	
	Self						▲	4.0	67	1	
Places high importance on working safely.	All Raters							4.2	-	11	
	Manager							4.0	-	1	
	Peer							4.0	-	4	
	Direct Reports							4.3	-	3	
	Other							4.3	-	3	
	Self						▲	3.0	-	1	

Item-Specific Comments

Please elaborate on: "Pushes people to achieve at a higher level"

- Hold individuals accountable for what they need to know for their job.
- **(Manager) Pat is very good at challenging those who show interest in improving.**
- Employees at times get away with doing bare minimum.

Please elaborate on: "Holds people accountable"

- **(Manager) This is an area where he is still developing.**
- Management not just Pat really doesn't hold people accountable for getting work done unless it's an emergency
- He could hold employees to a higher standard.
- If it is a one on one situation with Pat, he holds employees accountable.
- I believe this also refers back to the "Emphasizes continuous learning and retraining" and "Pushes people to achieve at a higher level" boxes. What is done when an individual shows that he/she is not performing a given task up to the proper level?
- Being able to hold people accountable in a constructive manner is one of the most important aspects of a good leader.

Please elaborate on: "Takes action with non-performers"

- There is no real follow up, accountability given to hourly workers.
- **(Manager) These difficult conversations are not a strong area for Pat currently.**
When Pat has issues with how fast a job is being completed or the quality of the job it is difficult for him to address it. I see his frustration with those who are not as invested in the well-being of the company as he is.
I think if Pat made himself have these conversations it would be a relief to get his frustration out in the open.
- Have a general discussion about what was found.
- I believe this also refers back to the "Emphasizes continuous learning and retraining" and "Pushes people to achieve at a higher level" boxes. What is done when an individual shows that he/she is not performing a given task up to the proper level?

Please elaborate on: "Plans effectively; avoids firefighting"

- **(Manager) Pat starts with a good plan for the day. Many days the fire fighting becomes necessary.**

Please elaborate on: "Helps coordinate work with other departments"

- **(Manager) This has been something that he has had experience with on several occasions recently.**

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ITEM SCORES

Pat Sample

Sorted by overall highest to lowest score.

5 highest scores (plus ties) are highlighted in green.

5 lowest scores (plus ties) are highlighted in red.

Overall scores exclude self-rating.

	SELF	OTHER	DIRECT REPORTS	PEER	MANAGER	OVERALL
Clarity & Purpose – Gives me the freedom I need to do my job effectively	5.0	4.5	4.0	4.5	4.0	4.2
Clarity & Purpose – Continually simplifies; doesn't overcomplicate	4.0	4.7	4.3	4.0	4.0	4.2
Interpersonal – Recognizes the value of people with different talents and skills	5.0	5.0	4.0	3.8	4.0	4.2
Execution – Places high importance on working safely.	3.0	4.3	4.3	4.0	4.0	4.2
Interpersonal – Gives personal attention; is accessible	4.0	4.7	3.7	4.2	4.0	4.1
Character – Sincere and straightforward	5.0	4.7	4.3	3.5	4.0	4.1
Character – Makes decisions based on business needs rather than a personal agenda	3.0	4.7	4.3	3.5	4.0	4.1
Execution – Remains focused, even under pressure	4.0	4.3	4.3	3.8	4.0	4.1
Knowledge & Strategy – Willing to try out new and untested approaches	4.0	4.3	4.0	4.0	4.0	4.1
Clarity & Purpose – Enlists the talent of others in order to meet objectives	5.0	4.3	4.3	3.5	4.0	4.0
Character – Accepts responsibility for own mistakes	4.0	4.7	4.0	3.5	4.0	4.0
Character – Open to feedback and criticism	3.0	4.7	3.7	3.8	4.0	4.0
Clarity & Purpose – Recognizes employee contributions and ideas	4.0	4.0	4.3	3.8	4.0	4.0
Interpersonal – Recognizes honest mistakes as learning experiences	4.0	4.0	4.0	4.0	4.0	4.0
Knowledge & Strategy – Has the ability to handle increasing levels of complexity	4.0	4.7	3.3	4.0	4.0	4.0
Interpersonal – Encourages open dialog	4.0	4.3	3.7	4.0	4.0	4.0
Clarity & Purpose – Offers reasons behind decisions/ideas/changes	4.0	4.0	4.0	3.8	4.0	3.9
Knowledge & Strategy – Emphasizes continuous learning and retraining	4.0	5.0	3.0	3.8	4.0	3.9
Execution – Makes timely decisions	4.0	4.0	4.0	3.8	4.0	3.9
Execution – Acts on real problems and their root causes	4.0	4.3	4.0	3.2	4.0	3.9
Execution – Helps coordinate work with other departments	4.0	4.0	4.3	3.2	4.0	3.9
Character – Knows own strengths and limitations	3.0	4.0	4.0	3.5	4.0	3.9

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ITEM SCORES

Pat Sample

Sorted by overall highest to lowest score.

5 highest scores (plus ties) are highlighted in green.

5 lowest scores (plus ties) are highlighted in red.

Overall scores exclude self-rating.

	SELF	OTHER	DIRECT REPORTS	PEER	MANAGER	OVERALL
Knowledge & Strategy – Effectively persuades others in order to build commitment for ideas	4.0	4.0	3.7	3.8	4.0	3.9
Execution – Follows through on commitments	4.0	4.3	3.7	3.2	4.0	3.8
Clarity & Purpose – Gives feedback accurately, timely and fairly	3.0	4.0	3.7	3.5	4.0	3.8
Knowledge & Strategy – Understands the technical aspects of his/her job	4.0	4.7	4.0	3.5	3.0	3.8
Character – Eagerly pursues new knowledge, skills, and methods	3.0	4.3	3.0	3.8	4.0	3.8
Knowledge & Strategy – Takes a broad, strategic approach to problem solving and decision making	4.0	4.3	4.0	3.8	3.0	3.8
Character – Adjusts to changes without frustration	3.0	4.0	3.3	3.8	4.0	3.8
Clarity & Purpose – Coordinates work effectively among staff	4.0	4.3	4.0	3.5	3.0	3.7
Interpersonal – Sensitive to satisfaction and morale in the group	4.0	4.0	3.3	3.5	4.0	3.7
Character – Consistently demonstrates honesty and openness.	5.0	5.0	2.7	3.0	4.0	3.7
Interpersonal – Involves employees in redesign of work processes	4.0	4.3	2.7	3.2	4.0	3.6
Clarity & Purpose – Provides useful and constructive feedback	3.0	3.3	3.3	3.2	4.0	3.5
Interpersonal – Helps resolve conflicts among team members	4.0	3.3	3.3	3.2	4.0	3.5
Interpersonal – Develops a talented team	3.0	3.7	2.7	3.2	4.0	3.4
Clarity & Purpose – Keeps others informed by continuously sharing information	3.0	3.7	2.7	4.2	3.0	3.4
Execution – Plans effectively; avoids firefighting	3.0	3.7	3.3	3.2	3.0	3.3
Clarity & Purpose – Clearly defines goals and expectations	3.0	4.0	3.0	3.0	3.0	3.2
Execution – Pushes people to achieve at a higher level	4.0	3.0	2.7	2.7	3.0	2.8
Execution – Holds people accountable	4.0	3.3	2.0	2.5	3.0	2.7
Execution – Takes action with non-performers	2.0	3.0	2.0	2.2	2.0	2.3

General Comments

(Manager's comments in boldface.)

Please elaborate on Pat Sample's most positive skills:

- Pat takes the time to make sure you have the right tools to get a job done.
He cares about me and my family on a personal level.
- Knowledgeable, helpful, understandable/ reasonable
- Pat's most positive skill is his trustworthiness which he has worked years to achieve. Employees at the company trust that what Pat tells them is genuine and correct to the best of his knowledge. He really has the respect of everyone who works with him. His integrity is second to none.
- In my opinion, Pat is probably the most knowledgeable person, as far as company operations goes, at my location. He is also open to different ideas and is willing to ask for input from others. In addition, Pat is fair-minded and has his heart in the right place, meaning he has the best interests of the people, and the company in mind.
- Knowledgeability- Can explain all of my question and concerns fast. (I ask a lot of questions)
Decision making- Our manager doesn't make decisions easily; Pat is a good person to make wise decisions.
His new position as assistant manager fits him. Very knowledgeable operation wisely, mechanically capable.
HE CARES- He is a person who cares what happens to the faculty. Always trying to make it better. Hopefully get some things he would like to see done before his retirement.
- **(Manager) Pat has a good working relationship with the people at his location. He has a very good working knowledge of company operation and shares his knowledge willingly with anyone who asks.**
I see much of the respect he gets from the team coming from this.
- Easy to talk to, open to other ideas.
- Ease of communication with Pat, he's able to converse in a calming way. Cares about people as individuals, as well as the company as a whole. Pat is a pleasure to work with and is an asset to the management team.
- Pat is willing to listen to people and is a great problem solver.
- Open to ideas, willing to listen, try something new/different
- One of Pat's greatest skills is explaining the job that needs to be completed. He will seek the advice of other employees and then involve them in the plan to move forward.

What should Pat Sample do differently?

- If I had to pick something, I would say organization. There are times when time sheets, etc. get misplaced. They are usually located eventually, so it's not a big deal, it just results in some redundant paperwork once in a while. To be fair, his employees don't always get their paperwork turned in to him in a timely fashion, so it makes it harder to keep it all straight, and I am one of them.

- Hold non-performing people accountable to tasks the employee or employees are responsible for completing.
- Start holding people accountable/ responsible to do and finish the tasked assigned to them.
- With personnel changes at the company he may want to watch for the interactions within the staff. Some may be good and some may be bad.
- **(Manager) Difficult conversations is one area that Pat tends to shy away from. This isn't an area that anyone is drawn to but it is a necessary part of leadership.**
- Maybe hold individuals accountable when they are not performing well or not doing their job.
- Hold people accountable.
- It has only been a short while in his new position and everything is going alright so far.

What are people afraid to tell Pat Sample?

- I think everyone is comfortable bringing issues to Pat's attention. I don't think anyone is holding anything back and if they are, it likely isn't a big issue.
- That he should hold people accountable
- I believe that people think of Pat as a totally approachable person. He is always willing to engage with anyone regarding work or personal issues that he/she may have. I would say that hourly employees probably don't share with him on the same level as they used to, now that he has moved to a management role. That is through no fault of Pat, it's just human nature.
- I think we have a fairly open line of communication. I am not sure what others may be afraid to say.
- Hard question for myself because I can tell him everything. I haven't been around the other crew to know what they don't like to tell Pat about.
- In my opinion you can tell Pat anything without fear.
- **(Manager) From what I see people are open with Pat. He is laid back enough that I believe people express their views without fear of offending or upsetting him.**
- Not much, Pat is a very approachable person and is in a position that lets that shine.
- Pat is a very open person and I am not aware of anything people are afraid of telling him.