



Corporate Performance Strategies 360 Feedback DEVELOPMENT PROJECT **Sam Jones**

Feedback Report
2/20/2009

About This Survey

Sam Jones, 2/20/2009

This multi-rater survey is designed to assist you in your professional development. Every aspect of the process is customized to your organization and the core competencies believed to be important to your professional growth and development. When used effectively, the survey will:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- Establish a quantitative baseline that will allow you to assess your progress
- Give you the opportunity to improve your skills by being more aware of others' perceptions and observations of your performance
- Guide your conversations with your colleagues to ensure you remain informed of others' observations and suggestions
- Demonstrate your organization's commitment to your professional development

Rater Groups That Provided Feedback

The following groups of individuals provided feedback in this survey.

Rater Group	# of Respondents	# Invited to Participate
Direct Reports	4	4
Peers	3	3
Managers	1	1
Self	1	1

About The Rating Scale

This survey employed the following rating scale when asking Raters to provide feedback about their observations of the subject's behaviors.

Scale Option	Assigned Value
Needs Significant Improvement (Bottom 10%)	1
Needs Some Improvement (Bottom Quartile)	2
Competent Performance	3
Strength (Top Quartile)	4
Outstanding Strength (Top 10%)	5

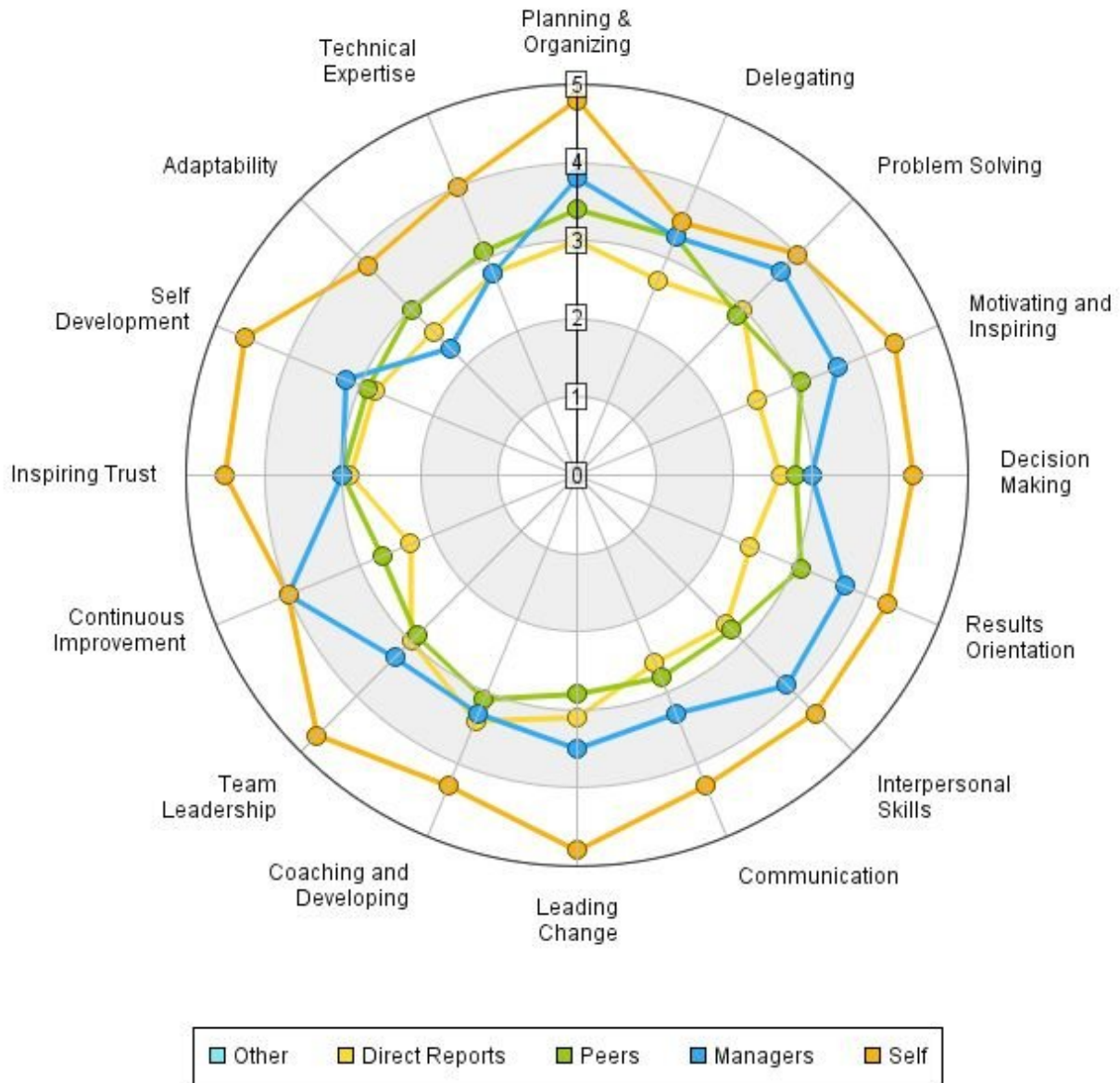
Statistical Measures Used in This Report

Common statistical information that is presented in the report includes: *n*: the number of respondents to an item; HI: the highest rated provided on an item; LO: the lowest rating provided on an item.

Competency Profile

Sam Jones, 2/20/2009

The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart.



Competency Summary

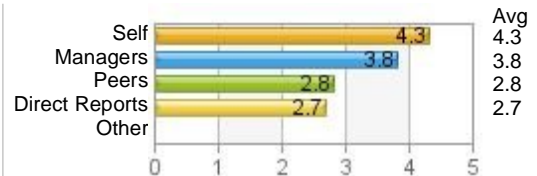
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Summary of all competency groups sorted by Rater group.

<p>Results Orientation Quickly recognizes and capitalizes on business opportunities; Sets and maintains high performance standards and goals for self and others that support the organization's plans; Tries new things to reach challenging goals and persists until personal and team goals are achieved and commitments met; Rigorously manages functional, departmental, team, and individual performance</p>	<table border="1"> <tr><td>Self</td><td>4</td></tr> <tr><td>Managers</td><td>2.8</td></tr> <tr><td>Peers</td><td>3.1</td></tr> <tr><td>Direct Reports</td><td>2.8</td></tr> <tr><td>Other</td><td>2.8</td></tr> </table>	Self	4	Managers	2.8	Peers	3.1	Direct Reports	2.8	Other	2.8	<p>Avg 4 2.8 3.1 2.8</p>
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<p>Motivating and Inspiring Promotes risk-taking; Explores reasons for mistakes and encourages learning from them; Aligns rewards and recognition with performance results; Creates enthusiasm about achieving important goals; Creates and sustains an organizational culture encouraging others to perform higher than expected</p>	<table border="1"> <tr><td>Self</td><td>4.6</td></tr> <tr><td>Managers</td><td>3.2</td></tr> <tr><td>Peers</td><td>2.9</td></tr> <tr><td>Direct Reports</td><td>2.8</td></tr> <tr><td>Other</td><td>2.8</td></tr> </table>	Self	4.6	Managers	3.2	Peers	2.9	Direct Reports	2.8	Other	2.8	<p>Avg 4.6 3.2 2.9 2.8</p>
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<p>Inspiring Trust Does not misrepresent self or use position for personal gain; Creates a culture that fosters high standards of ethics; Role models the organization's values; Delivers on commitments</p>	<table border="1"> <tr><td>Self</td><td>4.5</td></tr> <tr><td>Managers</td><td>3</td></tr> <tr><td>Peers</td><td>3</td></tr> <tr><td>Direct Reports</td><td>2.9</td></tr> <tr><td>Other</td><td>2.9</td></tr> </table>	Self	4.5	Managers	3	Peers	3	Direct Reports	2.9	Other	2.9	<p>Avg 4.5 3 3 2.9</p>
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<p>Self Development Identifies and pursues areas for development and training that will enhance job performance; Takes responsibility for own development; Regularly solicits feedback from others and acts on suggestions</p>	<table border="1"> <tr><td>Self</td><td>4</td></tr> <tr><td>Managers</td><td>4</td></tr> <tr><td>Peers</td><td>2.7</td></tr> <tr><td>Direct Reports</td><td>2.3</td></tr> <tr><td>Other</td><td>2.3</td></tr> </table>	Self	4	Managers	4	Peers	2.7	Direct Reports	2.3	Other	2.3	<p>Avg 4 4 2.7 2.3</p>
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<p>Technical Expertise Others seek him/her out to help solve technical or procedural problems or issues; Applies new technical developments to improve organizational performance or customer service; Applies technical/procedural knowledge to correctly address a situation in a timely manner</p>	<table border="1"> <tr><td>Self</td><td>4.3</td></tr> <tr><td>Managers</td><td>3.3</td></tr> <tr><td>Peers</td><td>3.1</td></tr> <tr><td>Direct Reports</td><td>3.4</td></tr> <tr><td>Other</td><td>3.4</td></tr> </table>	Self	4.3	Managers	3.3	Peers	3.1	Direct Reports	3.4	Other	3.4	<p>Avg 4.3 3.3 3.1 3.4</p>
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<p>Problem Solving Offers several possible explanations or alternatives for a situation and anticipates potential obstacles and develops contingency plans to overcome them; Acknowledges when one doesn't know something and takes steps to find out; Carefully thinks through complicated assignments or situations; demonstrates logical thought and attention to detail; Applies innovative solutions and insights to problems ...</p>	<table border="1"> <tr><td>Self</td><td>4.8</td></tr> <tr><td>Managers</td><td>3.5</td></tr> <tr><td>Peers</td><td>2.8</td></tr> <tr><td>Direct Reports</td><td>3.1</td></tr> <tr><td>Other</td><td>3.1</td></tr> </table>	Self	4.8	Managers	3.5	Peers	2.8	Direct Reports	3.1	Other	3.1	<p>Avg 4.8 3.5 2.8 3.1</p>
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<p>Decision Making Considers the impact of decisions on co-workers and other organizational units; Recognizes and carefully weighs pros and cons of a prospective action and makes the best decision; Involves stakeholders as appropriate in making decisions that impacts them; Displays balanced thinking that combines analysis, wisdom, experience and perspective</p>	<table border="1"> <tr><td>Self</td><td>4.3</td></tr> <tr><td>Managers</td><td>3.3</td></tr> <tr><td>Peers</td><td>2.8</td></tr> <tr><td>Direct Reports</td><td>2.6</td></tr> <tr><td>Other</td><td>2.6</td></tr> </table>	Self	4.3	Managers	3.3	Peers	2.8	Direct Reports	2.6	Other	2.6	<p>Avg 4.3 3.3 2.8 2.6</p>
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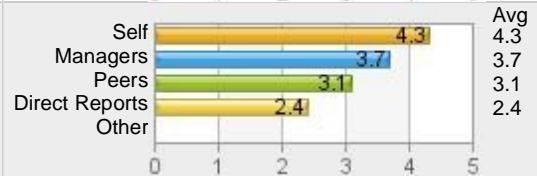
Planning & Organizing

Anticipates potential problems as well as opportunities, and adjusts plans based on input; Sets priorities with an appropriate sense of what is most important and plans with an appropriate and realistic sense of the time demand involved; Keeps track of activities completed and yet to do, to accomplish stated objectives; Effectively matches resources to priorities to accomplish goals



Delegating

Regularly allocates decision-making authority and task responsibility to appropriate others to maximize the organization's and individual's effectiveness; Clearly communicates the parameters of delegated responsibility, including decision-making authority and any required actions, constraints, or deadlines; Expresses confidence in individuals provided with task ownership



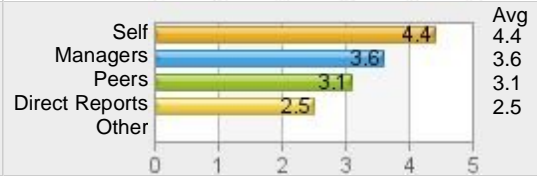
Coaching and Developing

Provides feedback that is clear and direct. Describes the impact of actions and checks for understanding; Outlines individual strengths and weaknesses and provides coaching and development that improves effectiveness; Takes risks with individuals through new roles that accelerate their development; Actively provides development activities for team members (e.g., assignments, new roles, training, a...



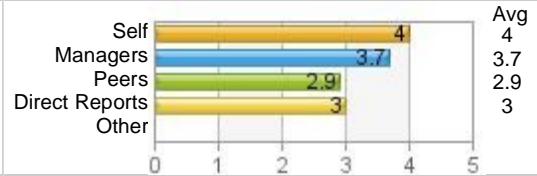
Team Leadership

Effectively resolves conflicts among team members; Attracts and selects the best talent available; Solicits the input of others who are affected by plans or actions and gives credit and recognition to others who have contributed; Works to build consensus within the group/department/organization; Identifies and addresses gaps in team expertise



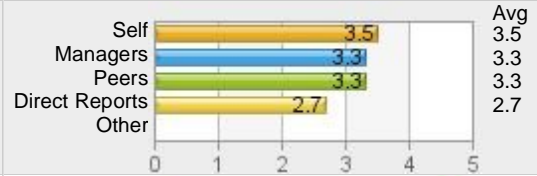
Continuous Improvement

Regularly engages in means to generate creative new solutions and approaches to customer issues and business processes; Documents processes and collects performance measurement data to determine where improvements can be made; Makes use of quality tools to improve processes



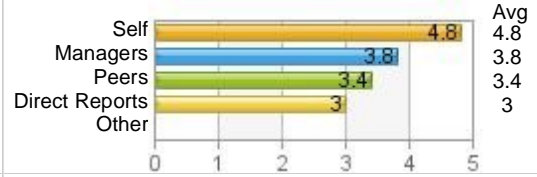
Communication

Adapts communications to diverse audiences; Delivers quality oral presentations; Demonstrates consistent verbal/nonverbal messages; Manages meetings effectively



Interpersonal Skills

Relates well with others at all levels; Displays approachability to others who are comfortable speaking their minds; Accepts constructive criticism; Listens to all people objectively and considers their ideas and input



Overall Rating

Average score for all items, excluding self-rating

2.79

Individual Survey Items

Sam Jones, 2/20/2009

Graphs below show ratings on each survey item, sorted by Rater Group

Survey Item	Responses by Rater Group																								
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<p>Self Development</p> <p>18. Identifies and pursues areas for development and training that will enhance job performance.</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>2.8</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td>0</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Score	Hi	Lo	n	Self	4	4	4	1	Managers	4	4	4	1	Peers	3	4	2	3	Direct Reports	2.8	3	2	4	Other	0			0
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<p>Problem Solving</p> <p>29. Carefully thinks through complicated assignments or situations; demonstrates logical thought and attention to detail.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	5	5	1	Managers	4	4	1	Peers	3	2	3	Direct Reports	4	2	4	Other			0
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<p>Problem Solving</p> <p>30. Applies innovative solutions and insights to problems and assignments.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	5	5	1	Managers	3	3	1	Peers	4	2	3	Direct Reports	4	2	4	Other			0
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<p>Decision Making</p> <p>31. Considers the impact of decisions on co-workers and other organizational units.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	5	5	1	Managers	4	4	1	Peers	4	3	3	Direct Reports	3	2	4	Other			0
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<p>Decision Making</p> <p>32. Recognizes and carefully weighs pros and cons of a prospective action and makes the best decision.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	4	4	1	Managers	3	3	1	Peers	3	3	3	Direct Reports	3	2	4	Other			0
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<p>Decision Making</p> <p>33. Involves stakeholders as appropriate in making decisions that impacts them.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>2</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	4	4	1	Managers	3	3	1	Peers	2	2	3	Direct Reports	3	2	4	Other			0
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<p>Decision Making</p> <p>34. Displays balanced thinking that combines analysis, wisdom, experience and perspective.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	4	4	1	Managers	3	3	1	Peers	3	3	3	Direct Reports	3	2	4	Other			0
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<p>Planning & Organizing</p> <p>35. Sets priorities with an appropriate sense of what is most important and plans with an appropriate and realistic sense of the time demand involved.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	4	4	1	Managers	4	4	1	Peers	3	2	3	Direct Reports	3	2	4	Other			0
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<p>Planning & Organizing</p> <p>36. Effectively matches resources to priorities to accomplish goals.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> </tr> <tr> <td>Managers</td> <td>3</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>2.8</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table> <p>Hi 5 Lo 5 n 1</p>	Category	Score	Self	5	Managers	3	Peers	2.7	Direct Reports	2.8	Other	0
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<p>Planning & Organizing</p> <p>37. Anticipates potential problems as well as opportunities, and adjusts plans based on input.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Managers</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>2.8</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table> <p>Hi 4 Lo 4 n 1</p>	Category	Score	Self	4	Managers	4	Peers	3	Direct Reports	2.8	Other	0
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<p>Planning & Organizing</p> <p>38. Keeps track of activities completed and yet to do, to accomplish stated objectives.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Managers</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table> <p>Hi 4 Lo 4 n 1</p>	Category	Score	Self	4	Managers	4	Peers	3	Direct Reports	3	Other	0
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<p>Delegating</p> <p>39. Regularly allocates decision-making authority and task responsibility to appropriate others to maximize the organization's and individual's effectiveness.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Managers</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>3.3</td> </tr> <tr> <td>Direct Reports</td> <td>2.5</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table> <p>Hi 4 Lo 4 n 1</p>	Category	Score	Self	4	Managers	4	Peers	3.3	Direct Reports	2.5	Other	0
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<p>Delegating</p> <p>40. Clearly communicates the parameters of delegated responsibility, including decision-making authority and any required actions, constraints, or deadlines.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Managers</td> <td>3</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>2</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table> <p>Hi 4 Lo 4 n 1</p>	Category	Score	Self	4	Managers	3	Peers	2.7	Direct Reports	2	Other	0
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<p>Delegating</p> <p>41. Expresses confidence in individuals provided with task ownership.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> </tr> <tr> <td>Managers</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>3.3</td> </tr> <tr> <td>Direct Reports</td> <td>2.8</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table> <p>Hi 5 Lo 5 n 1</p>	Category	Score	Self	5	Managers	4	Peers	3.3	Direct Reports	2.8	Other	0
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<p>Coaching and Developing</p> <p>42. Actively provides development activities for team members (e.g., assignments, new roles, training, and coaching) that improves performance and benchstrength.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Managers</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table> <p>Hi 4 Lo 4 n 1</p>	Category	Score	Self	4	Managers	4	Peers	3	Direct Reports	3	Other	0
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<p>Coaching and Developing</p> <p>43. Provides feedback that is clear and direct. Describes the impact of actions and checks for understanding.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> </tr> <tr> <td>Managers</td> <td>3</td> </tr> <tr> <td>Peers</td> <td>2.3</td> </tr> <tr> <td>Direct Reports</td> <td>2.5</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table> <p>Hi 5 Lo 5 n 1</p>	Category	Score	Self	5	Managers	3	Peers	2.3	Direct Reports	2.5	Other	0
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<p>Coaching and Developing</p> <p>44. Outlines individual strengths and weaknesses and provides coaching and development that improves effectiveness.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Managers</td> <td>3</td> </tr> <tr> <td>Peers</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>2.3</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table> <p>Hi 4 Lo 4 n 1</p>	Category	Score	Self	4	Managers	3	Peers	3	Direct Reports	2.3	Other	0
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<p>Coaching and Developing</p> <p>45. Takes risks with individuals through new roles that accelerate their development.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>2</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>2.5</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td>2.5</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Score	Hi	Lo	n	Self	4	4	4	1	Managers	2	2	2	1	Peers	3	3	3	3	Direct Reports	2.5	3	2	4	Other	2.5			0
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<p>Team Leadership</p> <p>46. Effectively resolves conflicts among team members.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3.7</td> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>2.5</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td>2.5</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Score	Hi	Lo	n	Self	5	5	5	1	Managers	4	4	4	1	Peers	3.7	4	3	3	Direct Reports	2.5	3	2	4	Other	2.5			0
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<p>Team Leadership</p> <p>47. Attracts and selects the best talent available.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>3</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>2.5</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td>2.5</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Score	Hi	Lo	n	Self	4	4	4	1	Managers	3	3	3	1	Peers	3	4	2	3	Direct Reports	2.5	3	2	4	Other	2.5			0
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<p>Team Leadership</p> <p>48. Solicits the input of others who are affected by plans or actions and gives credit and recognition to others who have contributed.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> </tr> <tr> <td>Direct Reports</td> <td>2.5</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td>2.5</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Score	Hi	Lo	n	Self	5	5	5	1	Managers	4	4	4	1	Peers	3	3	3	2	Direct Reports	2.5	3	2	4	Other	2.5			0
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<p>Team Leadership</p> <p>49. Works to build consensus within the group/department/organization.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>3</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>2.7</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>2</td> <td>2</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td>2</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Score	Hi	Lo	n	Self	5	5	5	1	Managers	3	3	3	1	Peers	2.7	4	2	3	Direct Reports	2	2	2	4	Other	2			0
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<p>Team Leadership</p> <p>50. Identifies and addresses gaps in team expertise.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>2.8</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td>2.8</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Score	Hi	Lo	n	Self	3	3	3	1	Managers	4	4	4	1	Peers	3	4	2	3	Direct Reports	2.8	3	2	4	Other	2.8			0
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<p>Continuous Improvement</p> <p>51. Regularly engages in means to generate creative new solutions and approaches to customer issues and business processes.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>3</td> <td>3</td> <td>4</td> </tr> <tr> <td>Other</td> <td>3</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Score	Hi	Lo	n	Self	4	4	4	1	Managers	4	4	4	1	Peers	3	3	3	3	Direct Reports	3	3	3	4	Other	3			0
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<p>Communication</p> <p>54. Adapts communications to diverse audiences</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>5</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	4	4	1	Managers	4	4	1	Peers	5	2	3	Direct Reports	3	2	4	Other			0
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<p>Communication</p> <p>57. Manages meetings effectively.</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	3	3	1	Managers	3	3	1	Peers	4	3	3	Direct Reports	3	2	4	Other			0
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<p>Interpersonal Skills</p> <p>60. Accepts constructive criticism.</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	5	5	1	Managers	4	4	1	Peers	4	3	3	Direct Reports	3	2	4	Other			0
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Importance Rankings

Sam Jones, 2/20/2009

Below you have the competencies ranked from highest to lowest importance. These rankings were determined by your raters. Everyone was asked to select four (4) competencies that if performed at the highest level would ensure your leadership impact and exceed expectations for success in your current role. The numbers in the table indicate how many times each competency was selected by the various rater groups. The column labeled "Overall Score" is the average rating for the competency (excluding your responses).

Competency	Overall Score	Overall Count	Self	Other	Direct Reports	Peers	Managers
Motivating and Inspiring	2.88	5	0	0	2	3	0
Leading Change	2.75	5	0	0	1	3	1
Technical Expertise	3.33	4	1	0	2	1	1
Coaching and Developing	2.70	3	0	0	2	0	1
Planning & Organizing	2.85	3	1	0	2	0	1
Inspiring Trust	2.95	3	0	0	2	1	0
Results Orientation	2.95	3	0	0	1	2	0
Problem Solving	3.03	2	0	0	1	1	0
Interpersonal Skills	3.25	1	0	0	1	0	0
Delegating	2.83	1	0	0	1	0	0
Decision Making	2.78	1	0	0	1	0	0
Adaptability	3.00	1	0	0	0	1	0
Communication	3.00	0	0	0	0	0	0
Continuous Improvement	3.03	0	0	0	0	0	0
Team Leadership	2.84	0	0	0	0	0	0
Self Development	2.67	0	0	0	0	0	0

Highest and Lowest Ranked Items

Sam Jones, 2/20/2009

The tables below show the highest and lowest ranked survey items.

Highest Rated Items	Average Rating
1. Interpersonal Skills: Relates well with others at all levels.	3.5
2. Results Orientation: Quickly recognizes and capitalizes on business opportunities.	3.4
3. Technical Expertise: Applies new technical developments to improve organizational performance or customer service.	3.4
4. Problem Solving: Offers several possible explanations or alternatives for a situation and anticipates potential obstacles and develops contingency plans to overcome them.	3.4
5. Motivating and Inspiring: Promotes risk-taking.	3.3

Lowest Rated Items	Average Rating
1. Leading Change: Communicates compelling need for change within one's department, group, and organization, that generates commitment to the change process.	2.3
2. Self Development: Regularly solicits feedback from others and acts on suggestions.	2.4
3. Decision Making: Involves stakeholders as appropriate in making decisions that impacts them.	2.4
4. Delegating: Clearly communicates the parameters of delegated responsibility, including decision-making authority and any required actions, constraints, or deadlines.	2.4
5. Team Leadership: Works to build consensus within the group/department/organization.	2.4

Open-ended Comments

Sam Jones, 2/20/2009

All respondents are asked to provide open-ended commentary on skills. The comments below are segmented by question and presented exactly as they were entered by the respondent.

Comments: What are his/her key strengths?

1. **Self:** Experience, enthusiasm, and loyalty.

2. **Managers:** Strong communicator.

3. **Peers:** Sam is a great problem-solver. He understands all parts of the process.

4. **Peers:** Sam's strengths are his ability to motivate and lead by example.

5. **Peers:** Very easy to work with.

6. **Direct Reports:** Hard working Easy to work with

7. **Direct Reports:** Sam is a most capable individual and possesses an above average skill set.

8. **Direct Reports:** Sam is very strong technically and knows what to do. He is very helpful when there are process issues.

9. **Direct Reports:** Sam is very technical and experienced. Sam provides instruction, resources, and guidance as appropriate to support success without undermining the individual's full ownership of issues.

Comments: What are his/her key development needs that must be addressed for success in the role?

1. **Self:** Improved written communications. Better time management.

2. **Managers:** Leadership and leading change.

3. **Peers:** He has to learn how to motivate others better. He should improve his communications.

4. **Peers:** More optimism all the time.

5. **Peers:** Sam doesn't effectively manage cross-functional relationships.

6. **Direct Reports:** Being able to motivate the team effectively. Ensuring key stakeholders are aligned with his direction.

7. **Direct Reports:** Coaching and developing his team

8. **Direct Reports:** Motivator or people. Performance management.

9. **Direct Reports:** Sam should look for ways to gain more experience regarding managing change while inspiring his employees to perform in alignment with company objectives.

Comments: What suggestions do you have that would enable the participant to perform at a higher level?

1. Self: Attend effective writing course.

2. Managers: Learn to accept and lead change.

3. Peers: Lead more effectively.

4. Peers: Learn to lead and inspire others. Be more self-confident when in meetings with peers.

5. Peers: Sam needs to build relationships with other department leaders.

6. Direct Reports: Ensure his team understands and is committed to success.

7. Direct Reports: It appears Sam would be more successful if he were to seek out a mentoring relationship with seasoned business people inside and outside of the organization.

8. Direct Reports: Listen to his team's suggestions

9. Direct Reports: Make sure he meets with each team member and provides direct feedback. Expand his circle of contacts.

