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Leadership 360 Report
March 2017



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Report Description

This 360 Feedback report provides detailed feedback on how other people perceive you and your work. It contains information that can help you identify your assets and significant developmental opportunities so that action plans can be developed to fine-tune your skills in your job. A description of each report type is included below:

Competencies Summary Report:

This report presents an overall view, and gives the averages for each of the competency areas of the person being rated.

Competency Snapshots:

The snapshots provide you with an in-depth, one page summary of the survey results by competency.

All Ratings graph displays the average competency scores for each rater group. The average is calculated by adding all the responses of all questions in the competency and dividing the sum by the total number of responses.

Self v. All Others graph compares the average of the self scores in a given competency to the average scores from all other raters except self.

Questions Table displays the average scores by question for a given competency for each rater group. The average score in this table includes scores from the self, supervisor, direct/indirect reports, and peers.

If an answer option is identified as “Not Applicable”, those responses are automatically excluded from the calculation of the mean score. This ensures that the averages are based on the “meaningful” responses.

A Closer Look also provides some general comments about how people who are rated highly on that competency might be expected to behave at work.

Highest and Lowest Rated Items:

This report lists the 10 highest and 10 lowest rated items. It will help you identify the specific areas that are recognized by the raters as particular strengths, as well as the leadership behaviors that need further attention.

Task-orientation vs. People-orientation Analysis:

This report breaks down the survey results and details which leadership style you tend to display. This report will help you understand where your focus tends to be placed whenever you are performing leadership duties.

Self vs. Other Gap Analysis:

This report compares your ratings of yourself against the ratings of your colleagues to help you identify blind spots and unrecognized strengths. This report will help you identify areas that may need attention and areas where you are performing well and may not know it.

Written Comments Report:

This type of report provides a comprehensive description of all the written comments provided by the survey participants. The Written Comments Report is extremely useful in understanding qualitative feedback. It is recommended that you read all of the comments provided before making interpretations on the numerical data.

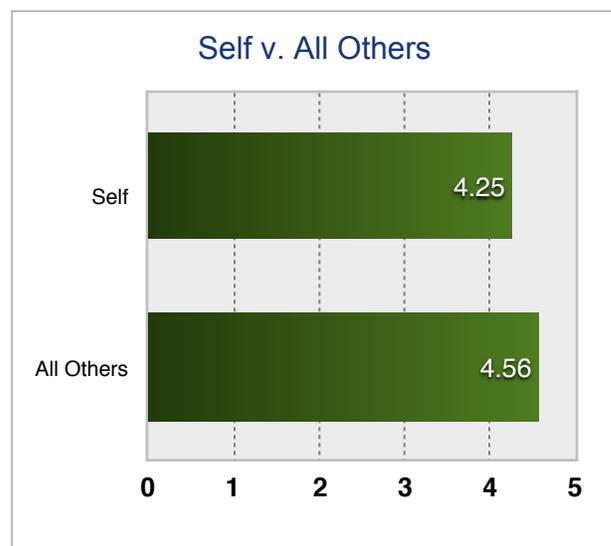
Competency Summary and Directory

(Ranked from Highest to Lowest Rating)

Competency Rank	Competency Name	Avg. Score	Page #
1	Assertiveness	4.53	5
2	Decisiveness	4.39	12
3	Integrity/Honesty	4.39	22
4	Taking Charge	4.22	30
5	Details	4.17	14
6	Delegation	4.14	13
7	Follow Through	4.14	19
8	Initiative/Execution	4.14	20
9	Production/Getting Results	4.14	26
10	Judgment	4.13	23
11	Structure	4.12	29
12	Feedback/Performance Management	4.09	18
13	Innovative	4.05	21
14	Communication	4.04	9
15	Efficiency/Time Management	4.02	15
16	Consensus Building	3.97	11
17	Managing Change	3.97	24
18	Building Teamwork	3.95	7
19	Self-Development	3.94	27
20	Strategic	3.91	28
21	Emotional Resourcefulness	3.85	16
22	Empathy	3.85	17
23	Conflict Management	3.75	10
24	Persuasive/Influencing	3.68	25
25	Coaching/Developing Leaders	3.66	8
26	Building and Maintaining Relationships	3.54	6

Assertiveness

- Definition: Confidently aggressive or self-assured -



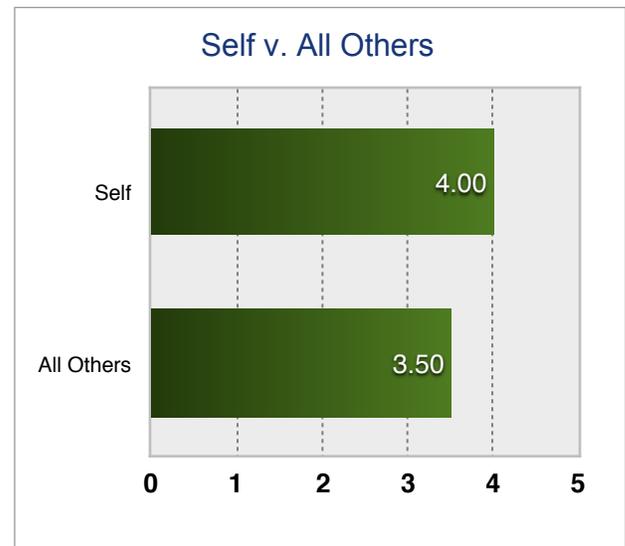
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Acts in an assertive manner.	4.00	5.00	4.20	5.00	4.58
Is able to stand his/her ground in the face of opposition.	4.00	4.50	4.20	4.75	4.42
Is frank and direct.	5.00	5.00	4.75	4.75	4.82
Is willing to challenge others' ideas.	4.00	4.50	4.00	4.75	4.33
Average Score	4.25	4.75	4.26	4.81	4.53

A Closer Look at Assertiveness

When/Where Assertive Individuals Excel:	When/Where Assertive Individuals Struggle:
<ul style="list-style-type: none"> • Excel in situations in which they need to be direct, vocal, and straight to the point. • Most comfortable in an environment that allows them to have some control over how decisions are made and day-to-day processes. 	<ul style="list-style-type: none"> • Struggle in situations where they need to be somewhat passive or in situations in which someone else is the leader. • Often uncomfortable in environments in which they are expected to accept others' ideas or follow the instructions of others without being able to offer their personal input.

Building and Maintaining Relationships

Definition: Relates well to individuals at all levels -



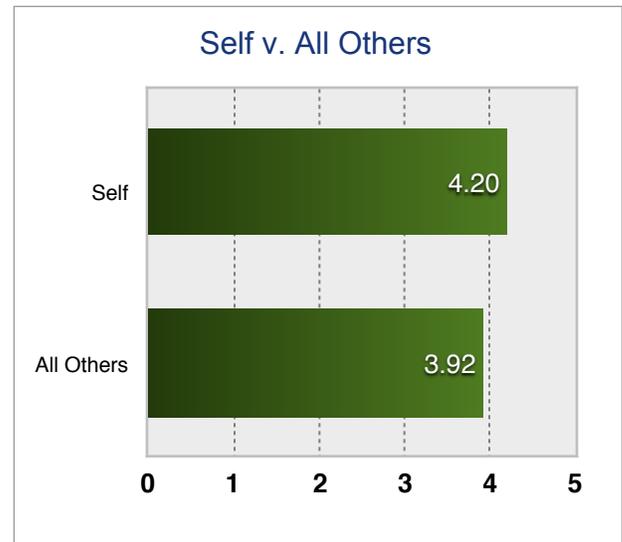
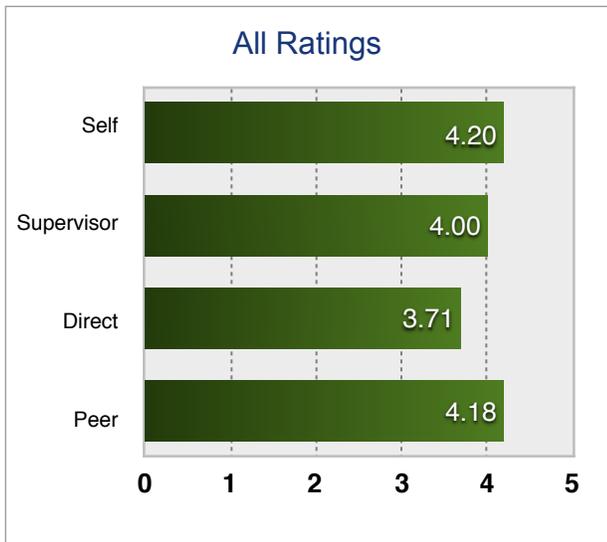
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Relates well to people at all levels of the organization.	4.00	3.50	3.40	3.50	3.50
Puts people at ease.	4.00	3.00	3.40	3.50	3.42
Establishes effective personal relationships with coworkers.	4.00	4.00	3.40	3.50	3.58
Relates to others in a friendly, informal manner.	4.00	3.50	3.80	3.25	3.58
Builds and maintains an effective professional network.	4.00	4.00	3.00	4.00	3.64
Average Score	4.00	3.60	3.42	3.55	3.54

A Closer Look at Building and Maintaining Relationships

When Relationship Builders Excel:	When Relationship Builders Struggle:
<ul style="list-style-type: none"> • Excel in situations in which employees need to be frequently communicated with and in situations in which employee morale may be low. • Most comfortable in a team-oriented environment that calls for them to focus on their employees' comfort and satisfaction. 	<ul style="list-style-type: none"> • Struggle in situations where they need to be forceful or assertive. • Often uncomfortable in environments in which they are expected to quickly resolve conflict or deliver negative information to employees.

Building Teamwork

- Definition: Focused on effective team performance -



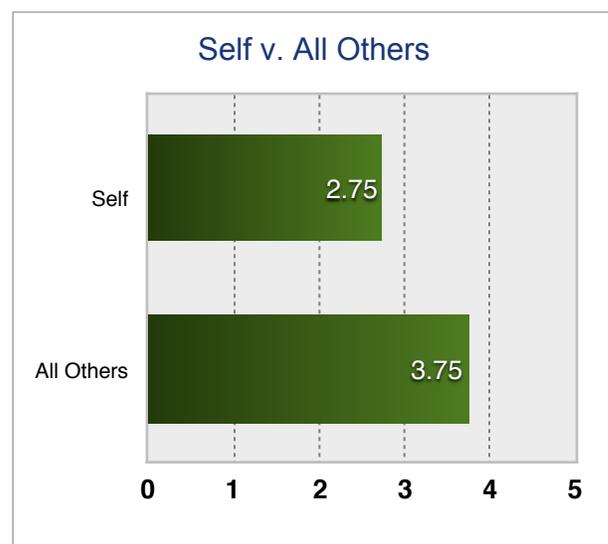
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Places team's goals above personal objectives.	4.00	4.50	3.60	4.67	4.09
Helps others when his/her skills are needed.	5.00	4.50	3.80	4.25	4.17
Discourages unhealthy competition among the team.	4.00	3.00	3.50	3.67	3.50
Works with others toward shared goals.	4.00	4.00	4.00	4.25	4.08
Promotes diversity and individual differences.	4.00	4.00	3.60	4.00	3.82
Average Score	4.20	4.00	3.71	4.18	3.95

A Closer Look at Building Teamwork

When Individuals Trying to Build Teamwork Excel:	When Individuals Trying to Build Teamwork Struggle:
<ul style="list-style-type: none"> Excel in team-oriented environments where others are open to receiving direction. Most comfortable in an environment that allows them to guide the team towards a goal and in environments where individuals are naturally communicative and open. 	<ul style="list-style-type: none"> Struggle in situations where employees have dominating personalities or are closed off to communicating openly. Often uncomfortable in environments in which there are high levels of competition.

Coaching/Developing Leaders

- Definition: Finds ways to develop employees -



Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Creates learning opportunities for employees.	2.00	4.00	3.80	3.67	3.64
Takes the time to coach and develop employees.	2.00	4.00	3.20	3.67	3.36
Provides accurate and timely feedback to help people grow.	4.00	4.00	3.40	4.25	3.83
Shows an active commitment to employee development.	3.00	4.00	4.00	3.67	3.80
Average Score	2.75	4.00	3.58	3.85	3.66

A Closer Look at Coaching/Developing Leaders

When Individuals Trying to Coach/Develop Leaders Excel:

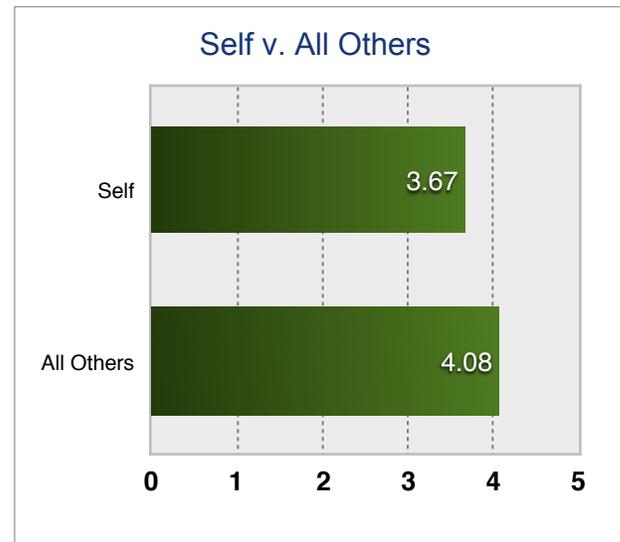
- Excel in situations where employees are looking to improve their skills and are seeking feedback.
- Most comfortable in an environment in which they need to instruct and mold their employees for advancement.

When Individuals Trying to Coach/Develop Leaders Struggle:

- Struggle in situations where employees are self-sufficient and "topped-out".
- Often uncomfortable in environments that simply expect them to maintain a status quo.

Communication

- Definition: Clear and articulate when communicating with others -



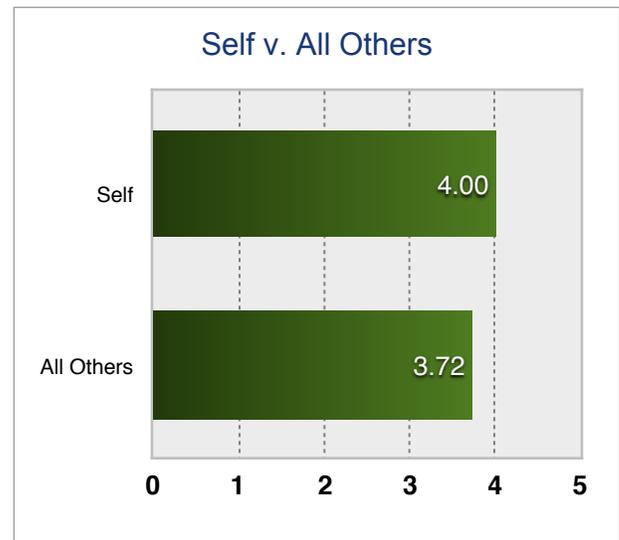
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Keeps others informed.	4.00	4.50	3.60	4.50	4.08
States clearly what he/she wants and expects from others.	4.00	4.00	3.80	4.50	4.08
Clearly expresses thoughts and ideas.	4.00	4.00	4.00	4.25	4.08
Articulates the key points of an argument.	4.00	4.00	3.80	4.50	4.08
Is fluent and unhesitant in speech.	2.00	4.00	3.80	4.50	3.92
Writes clearly and effectively.	4.00	4.50	3.60	4.25	4.00
Average Score	3.67	4.17	3.77	4.42	4.04

A Closer Look at Communication

When Communicative Individuals Excel:	When Communicative Individuals Struggle:
<ul style="list-style-type: none"> Excel in situations in which employees are frequently searching for information or expansion on expectations. Most comfortable in an environment that encourages open lines of communication and environments in which all employees frequently interact with one another. 	<ul style="list-style-type: none"> Struggle in situations where they deliver a task and then are expected to be hands-off. Have a tendency to be micromanagers. Often uncomfortable in environments in which their employees prefer freedom and autonomy to frequent instruction.

Conflict Management

- Definition: Handles conflict and disagreements quickly and effectively -



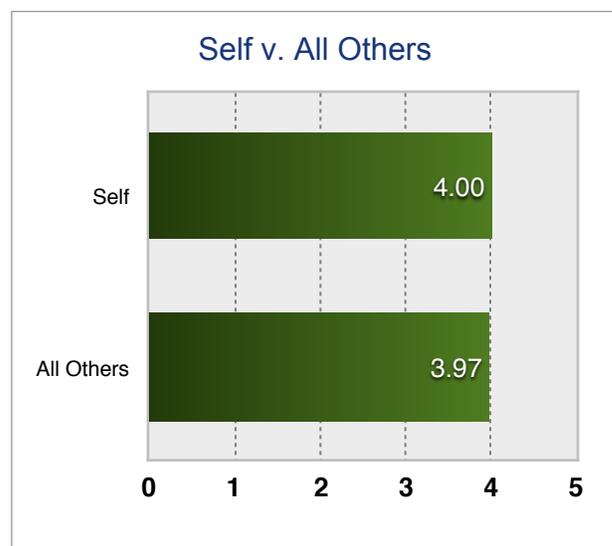
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Attempts to get to the root cause of a disagreement.	4.00	4.00	3.80	3.50	3.75
Involves conflicting parties in a problem solving process to manage the disagreement, rather than forcing or imposing a resolution.	4.00	3.50	3.25	3.50	3.45
Is willing to compromise to settle differences.	4.00	3.50	4.00	4.25	4.00
When conflict occurs, works through it to an optimum outcome.	4.00	3.50	3.40	4.25	3.75
In disagreement, attempts to thoroughly understand the other person's position.	4.00	2.50	3.40	4.25	3.58
Actively listens to others' views.	4.00	4.00	3.80	4.00	3.92
Average Score	4.00	3.50	3.62	3.96	3.75

A Closer Look at Conflict Management

When Conflict Managers Excel:	When Conflict Managers Struggle:
<ul style="list-style-type: none"> • Excel in situations in which “getting to the bottom of it” is valued over solving a problem quickly. • Most comfortable in an environment that values complete resolution over “sweeping problems under the rug”. 	<ul style="list-style-type: none"> • Struggle in situations where conflicts need to be tabled for later or left unresolved. • Often uncomfortable in environments that don’t openly communicate about problems and concerns and in environments that ignore conflict when deadlines are in jeopardy.

Consensus Building

- Definition: Looks for ways to achieve group-wide agreement -



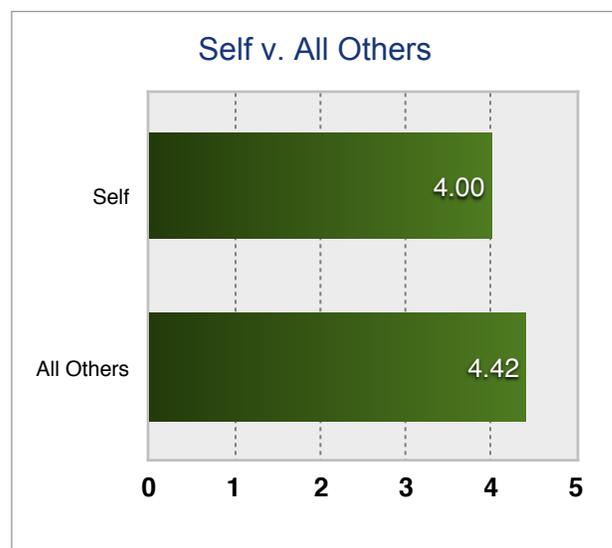
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Involves others in the decision-making process.	4.00	4.00	4.20	4.50	4.25
Encourages group discussion when decisions have to be made.	4.00	4.00	3.20	4.50	3.83
Attempts to build group-wide support for plans or initiatives.	4.00	4.00	3.60	4.00	3.83
Average Score	4.00	4.00	3.67	4.33	3.97

A Closer Look at Consensus Building

When Consensus Builders Excel:	When Consensus Builders Struggle:
<ul style="list-style-type: none"> Excel in situations where they're expected to collect all opinions and information before making decisions. Most comfortable in an environment that allows time for "getting on the same page" before beginning tasks or projects. 	<ul style="list-style-type: none"> Struggle in situations where quick and uninformed decisions are frequently needed. Often uncomfortable making decisions that they know will have a negative impact on a certain group or decisions that won't be received well.

Decisiveness

- Definition: Makes decisions quickly and effectively -



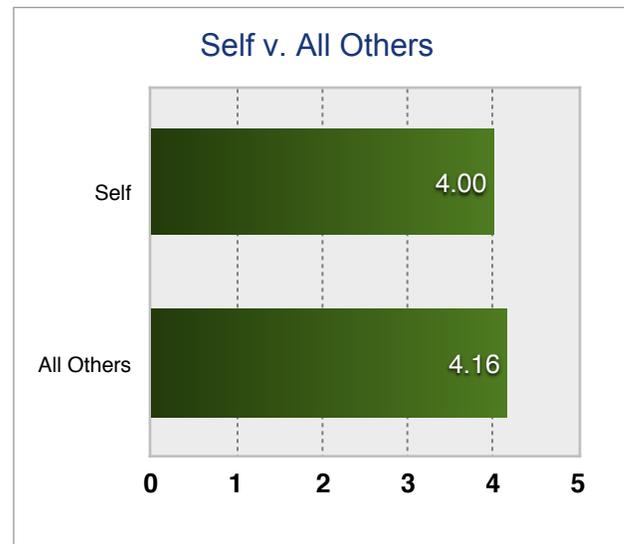
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Makes decisions quickly when necessary.	4.00	4.00	4.20	5.00	4.42
Is willing to commit to a definite course of action.	4.00	4.50	3.80	4.75	4.25
Is willing to make an unpopular decision.	4.00	4.50	4.20	5.00	4.50
Average Score	4.00	4.33	4.07	4.92	4.39

A Closer Look at Decisiveness

When Decisive Individuals Excel:	When Decisive Individuals Struggle:
<ul style="list-style-type: none"> Excel in situations in which they hold all responsibility and accountability for outcomes of decisions. Most comfortable in an environment where they're allowed to rely on themselves and their feelings to arrive at a decision. 	<ul style="list-style-type: none"> Struggle in situations where they need to gather all relevant information and opinions before arriving at a decision. Often uncomfortable when they are held responsible for the decisions and actions of others and are expected to include others in the decision-making process.

Delegation

- Definition: Encourages others' participation in decision making and practices -



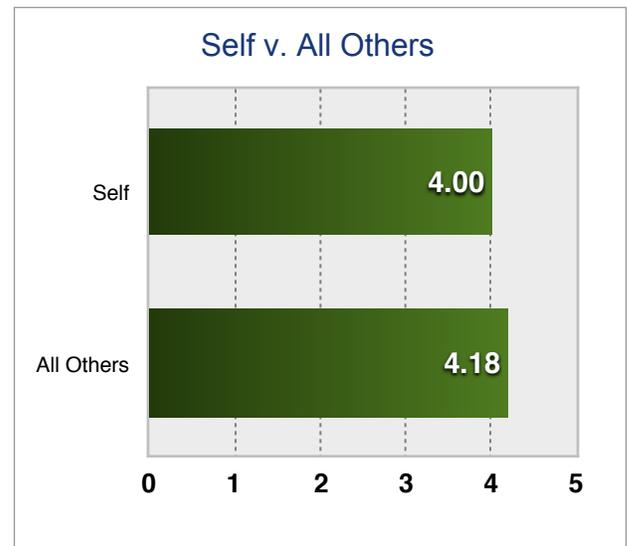
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Delegates significant work to others.	4.00	4.00	4.20	4.00	4.09
Allows others freedom to accomplish tasks.	4.00	4.00	4.60	4.50	4.42
Gives others the authority to make decisions.	4.00	4.00	4.00	3.75	3.92
Average Score	4.00	4.00	4.27	4.09	4.14

A Closer Look at Delegation

When Delegators Excel:	When Delegators Struggle:
<ul style="list-style-type: none"> Excel when employees are competent and capable of handling important assignments and tasks. Most comfortable in environments where they can be relatively hands-off and focus on supervising and overseeing. 	<ul style="list-style-type: none"> Struggle in situations where they need to lead by example or spend significant time training and instructing employees. Often uncomfortable with heavy workloads, especially when they need to engage in menial or tedious work that they feel would be better suited for someone else.

Details

- Definition: Pays close attention to detail to minimize mistakes -



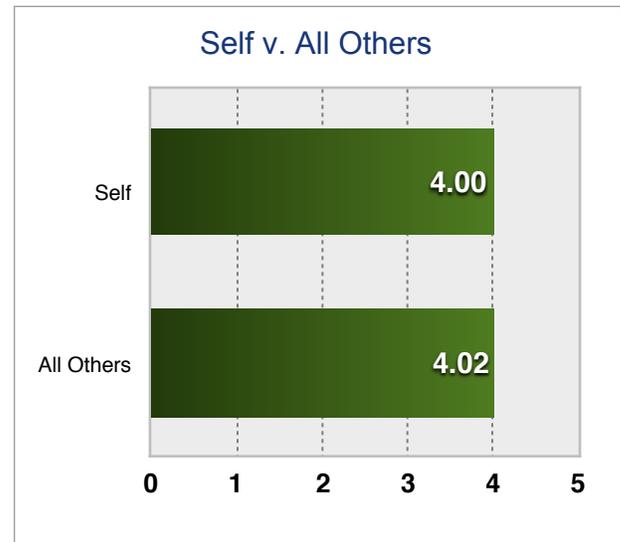
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Attends to details.	4.00	4.50	4.00	4.50	4.25
Checks work thoroughly to reduce errors.	4.00	3.50	4.00	3.75	3.83
Makes sure that things are done correctly.	4.00	4.50	4.40	4.50	4.42
Average Score	4.00	4.17	4.13	4.25	4.17

A Closer Look at Details

When Detailed Individuals Excel:	When Detailed Individuals Struggle:
<ul style="list-style-type: none"> Excel in situations in which quality is valued over quantity. Most comfortable in an environment that allots time for editing, revision, and perfection of their own, and others' work. 	<ul style="list-style-type: none"> Struggle in situations where they need to get something quickly. Often uncomfortable in environments in which sloppy work is accepted or quantity is valued more highly than quality.

Efficiency/Time Management

- Definition: Working in a well-organized and competent way -



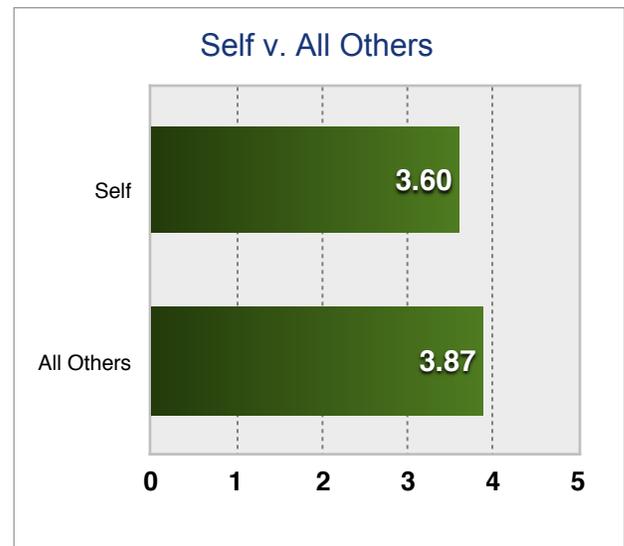
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Manages time well.	4.00	4.00	3.80	4.67	4.09
Prioritizes work effectively.	4.00	4.00	4.00	4.25	4.08
Seeks the most direct route to a solution.	4.00	4.00	4.00	4.50	4.17
Is not easily distracted by unexpected problems.	4.00	4.00	3.75	3.50	3.73
Does not procrastinate.	4.00	4.00	3.80	4.25	4.00
Average Score	4.00	4.00	3.88	4.21	4.02

A Closer Look at Efficiency/Time Management

When Time Managers Excel:	When Time Managers Struggle:
<ul style="list-style-type: none"> • Excel in situations in which everything can be organized and planned for. • Most comfortable in an environment that allows them enough time for planning ahead and sufficient preparation. 	<ul style="list-style-type: none"> • Struggle when unexpected obstacles frequently arise or when they are often handed unexpected work. • Uncomfortable in environment in which they're expected to address problems with little or no preparation time or environments that consist of frequently changing schedules.

Emotional Resourcefulness

- Definition: Displays calmness and optimism in all situations -



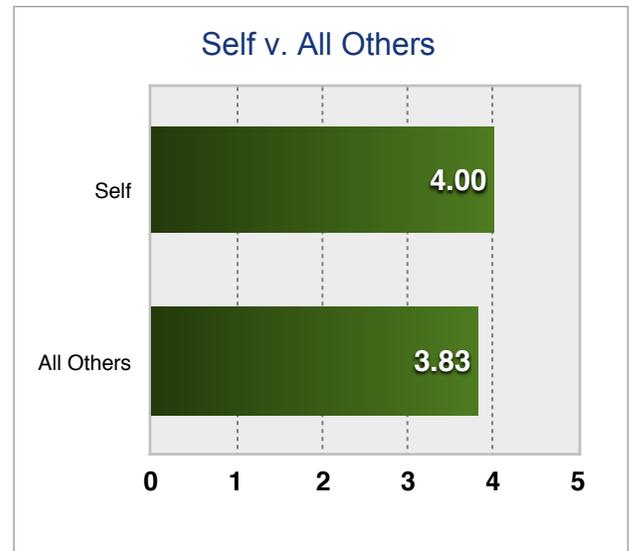
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Displays an optimistic attitude.	3.00	4.00	4.00	4.00	3.92
Maintains control when things go wrong.	4.00	4.00	3.60	4.25	3.92
Keeps spirits high despite setbacks.	4.00	3.00	3.40	4.00	3.58
Remains calm under pressure.	3.00	3.50	3.60	3.75	3.58
Displays excitement and enthusiasm for his/her work.	4.00	4.50	4.00	4.50	4.25
Average Score	3.60	3.80	3.72	4.10	3.85

A Closer Look at Emotional Resourcefulness

When Emotionally Resourceful Individuals Excel:	When Emotionally Resourceful Individuals Struggle:
<ul style="list-style-type: none"> • Excel in situations in which optimism and enthusiasm are appreciated and encouraged. • Most comfortable in an open environment that encourages personal growth and allows for mistakes. 	<ul style="list-style-type: none"> • Struggle in situations where enthusiasm and noticeable passion for one’s work are frowned upon. • Often uncomfortable in highly competitive environments that are characterized by hostility and individualism.

Empathy

- Definition: The ability to understand and share the feelings of others -



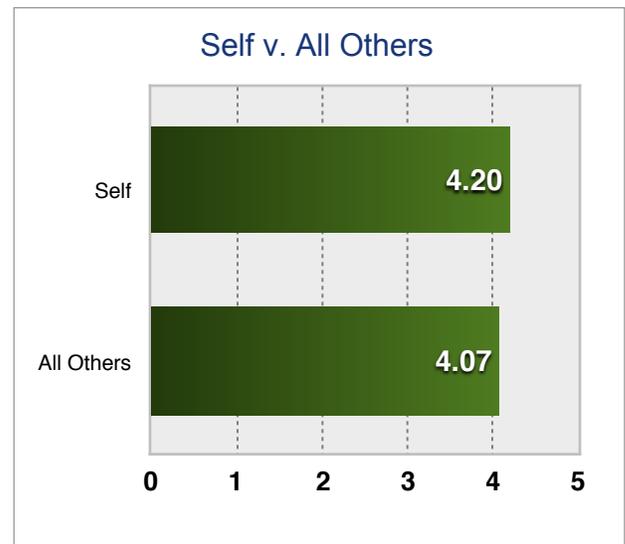
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Makes an effort to understand employees and their needs.	4.00	4.00	3.75	4.33	4.00
Shows a personal interest in people.	4.00	4.00	3.60	3.75	3.75
Genuinely cares about others.	4.00	4.00	4.00	4.00	4.00
Has the ability to recognize and adapt to others' feelings.	4.00	4.00	3.40	3.75	3.67
Average Score	4.00	4.00	3.68	3.93	3.85

A Closer Look at Empathy

When Empathetic Individuals Excel:	When Empathetic Individuals Struggle:
<ul style="list-style-type: none"> • Excel in situations in which others are willing to be open with their feelings, concerns, and problems. • Most comfortable in an open environment where their efforts to understand and empathize won't be perceived as prying. 	<ul style="list-style-type: none"> • Struggle in situations where individual feelings take a backseat to productivity and efficiency. • Often uncomfortable in environments that encourage a harsh separation of personal life and work.

Feedback/Performance Management

- Definition: Maintains and enforces a high performance standard -



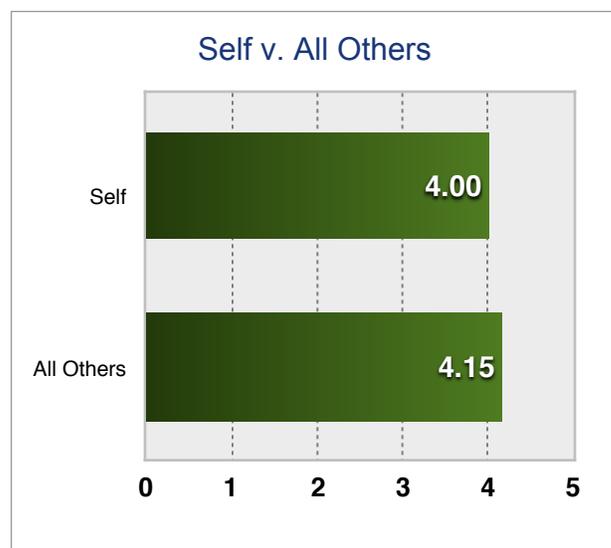
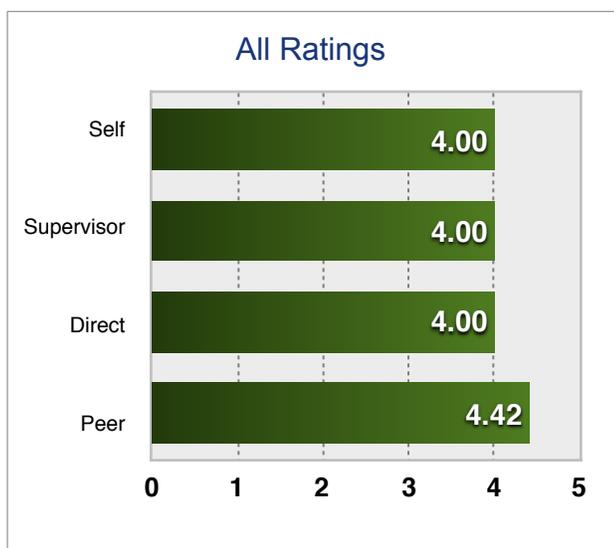
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Gives others constructive feedback on how they have performed.	4.00	4.00	3.80	4.50	4.08
Deals quickly and directly with performance problems.	4.00	4.00	3.80	4.67	4.09
Measures performance against clear standards.	4.00	4.50	3.80	4.00	4.00
Holds others accountable for results.	4.00	4.50	4.00	4.50	4.25
Gives credit or recognition for others' successes.	5.00	4.00	3.60	4.25	4.00
Average Score	4.20	4.20	3.80	4.39	4.09

A Closer Look at Feedback/Performance Management

<u>When Performance Managers Excel:</u>	<u>When Performance Managers Struggle:</u>
<ul style="list-style-type: none"> Excel in situations in which standards for performance are clearly communicated and leaders are encouraged to hold their employees to that standard. Most comfortable in an environment that values productivity and continued improvement through frequent feedback. 	<ul style="list-style-type: none"> Struggle in situations where performance standards are clearly defined or situations in which frequent feedback is not the norm. Often uncomfortable in environments where employees adhere to a "the way things are done around here" standard and are not open to change.

Follow Through

- Definition: Completes tasks fully from start to finish -



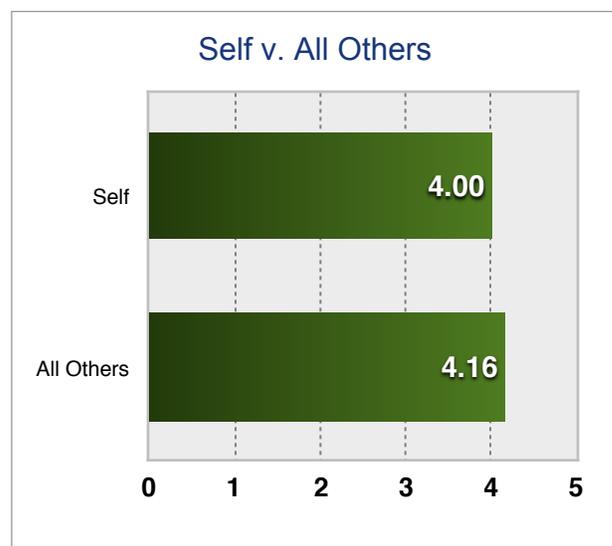
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Follows through to complete tasks.	4.00	4.00	4.20	4.50	4.25
Does not let things fall through the cracks.	4.00	4.00	3.80	4.50	4.08
Brings tasks to closure.	4.00	4.00	4.00	4.25	4.08
Average Score	4.00	4.00	4.00	4.42	4.14

A Closer Look at Follow Through

When Individuals that Follow Through Excel:	When Individuals that Follow Through Struggle:
<ul style="list-style-type: none"> Excel in situations that allow for full completion of one task before needing to move on to another task. Most comfortable in a setting that allows them to structure their own work in a way that keeps them from having to work on several tasks at once. 	<ul style="list-style-type: none"> Struggle in situations where they need to multi-task for long periods of time. Uncomfortable in settings that require projects to go uncompleted for lengthy amounts of time or in situations where they are trying to manage many different ongoing projects at one time.

Initiative/Execution

- Definition: Identifies opportunities and carries out courses of action -



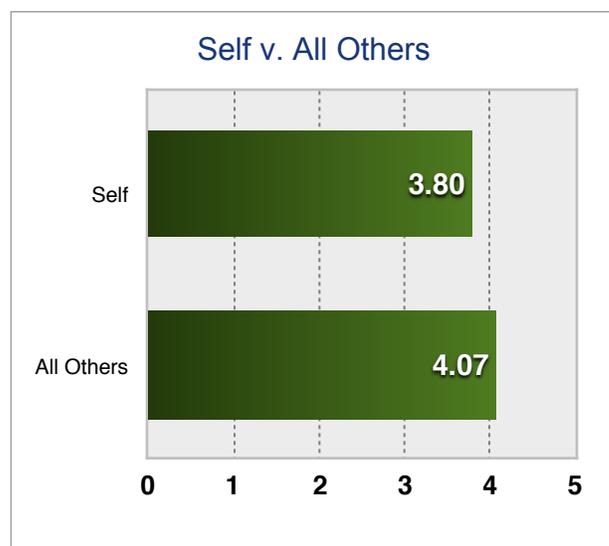
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Completes daily tasks in an effective manner.	4.00	4.00	3.75	4.50	4.09
Takes initiative to make things happen.	4.00	4.00	4.00	4.75	4.25
Gets things done quickly.	4.00	4.00	4.00	4.25	4.08
Average Score	4.00	4.00	3.93	4.50	4.14

A Closer Look at Initiative/Execution

<u>When Individuals High on Initiative/Execution Excel:</u>	<u>When Individuals High on Initiative/Execution Struggle:</u>
<ul style="list-style-type: none"> Excel in situations in which tasks have a clear path to completion and when employees are also high on initiative/execution. Most comfortable in an environment where everyone values productivity, and there are no stragglers. 	<ul style="list-style-type: none"> Struggle in situations where they need to remove their focus from productivity to address an issue or obstacle. Often uncomfortable in environments in which employees desire a voice in decision making or when the process to complete a task is ambiguous.

Innovative

- Definition: Develops previously unproposed ideas and solutions -



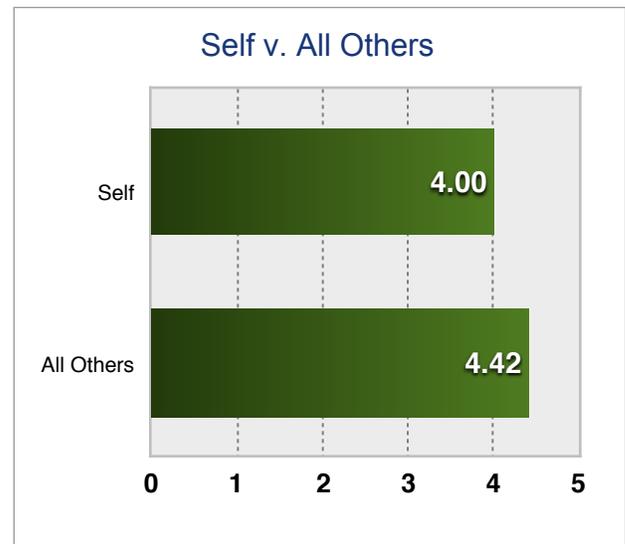
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Generates new ideas.	3.00	4.00	3.80	4.50	4.00
Identifies solutions to problems that others have not been able to solve.	4.00	4.00	3.80	4.00	3.92
Produces practical ideas.	4.00	4.00	3.80	4.75	4.17
Challenges outmoded assumptions.	4.00	4.00	3.80	4.50	4.08
Tries new approaches.	4.00	4.50	4.00	4.00	4.09
Average Score	3.80	4.10	3.84	4.37	4.05

A Closer Look at Innovative

When Innovative Individuals Excel:	When Innovative Individuals Struggle:
<ul style="list-style-type: none"> • Excel in situations in which mistakes are tolerated if they lead to improved methods or approaches. • Most comfortable in an environment that encourages creativity and development of one's own methods and approaches. 	<ul style="list-style-type: none"> • Struggle in situations where they're expected to follow established methods to complete tasks. • Often uncomfortable in environments that discourage tinkering or challenging of widely held assumptions.

Integrity/Honesty

- Definition: Possesses strong and honest moral principles -



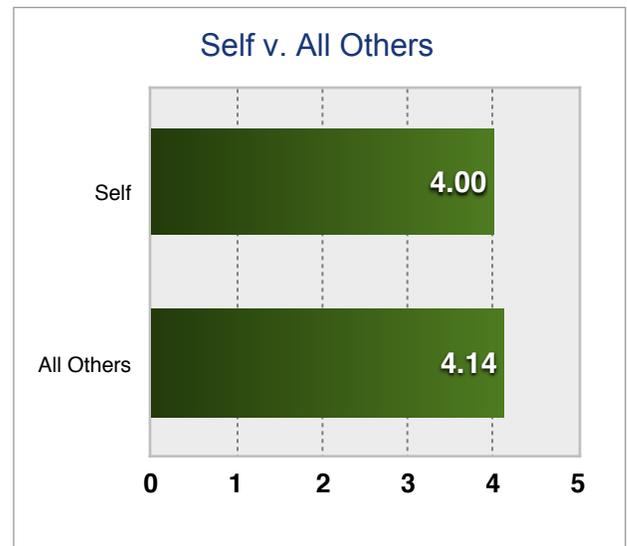
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Follows through on commitments and promises.	4.00	5.00	4.00	4.75	4.45
Adheres to company rules and regulations.	4.00	4.50	4.60	4.75	4.58
Can be trusted to do the right thing.	4.00	4.50	4.60	4.75	4.58
Maintains high ethical standards.	4.00	4.00	4.60	4.50	4.42
Builds trusting relationships.	4.00	4.00	3.80	3.50	3.75
Tells the truth.	4.00	4.50	4.40	5.00	4.55
Average Score	4.00	4.42	4.34	4.52	4.39

A Closer Look at Integrity/Honesty

When Honest Individuals Excel:	When Honest Individuals Struggle:
<ul style="list-style-type: none"> Excel in situations in which honesty and integrity is valued above everything else and coworkers are loyal and trustworthy. Most comfortable working in an environment with other individuals who are high in integrity. 	<ul style="list-style-type: none"> Struggle in situations where they're expected to ignore the dishonest behaviors of others or expected to behave unethically themselves. Often uncomfortable in environments where unethical behavior is commonplace and others are not trustworthy.

Judgment

- Definition: Thinks through all aspects of decisions and actions -



Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Considers the potential impact of his/her decisions.	4.00	4.00	3.75	4.25	4.00
Uses good judgment.	4.00	4.50	3.80	4.50	4.17
Makes decisions based on the facts.	4.00	4.00	4.00	4.50	4.17
Makes sound business decisions that benefit the organization.	4.00	4.00	3.80	4.75	4.17
Average Score	4.00	4.13	3.84	4.50	4.13

A Closer Look at Judgment

When Individuals High in Judgment Excel:	When Individuals High in Judgment Struggle:
<ul style="list-style-type: none"> • Excel when they're allowed to take time to weigh the pros and cons of decisions and potential changes. • Most comfortable working in a position that values good judgment and effective decision making over anything else. 	<ul style="list-style-type: none"> • Struggle in situations where decisions are forced on them or when they're expected to make decisions without having all the information. • Often uncomfortable in environments in which they have little voice in decisions that are made.

Managing Change

- Definition: Adapts to and increases support for change -



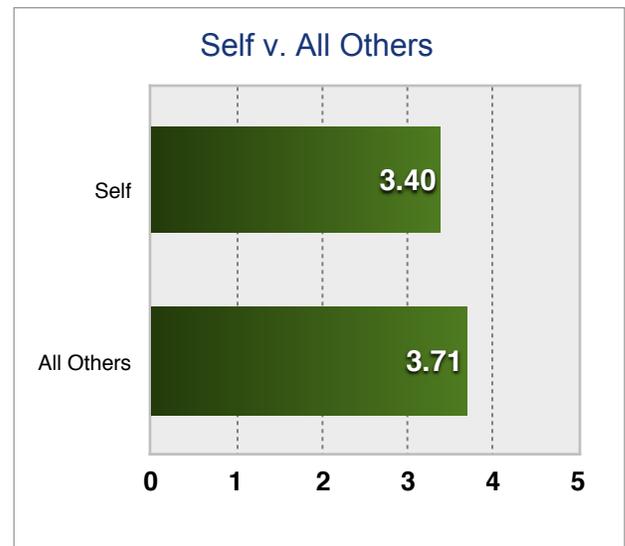
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Reacts positively to change.	4.00	3.00	4.20	4.00	3.92
Is open to different methods and ways of doing things.	4.00	4.00	4.20	4.25	4.17
Adapts his/her approach to suit the situation.	4.00	2.50	3.60	3.50	3.42
Encourages others to consider new or better approaches.	4.00	4.00	4.00	4.25	4.08
Supports new programs or procedures in the organization.	4.00	4.00	4.20	4.50	4.25
Average Score	4.00	3.50	4.04	4.10	3.97

A Closer Look at Managing Change

When Change Managers Excel:	When Change Managers Struggle:
<ul style="list-style-type: none"> Excel when they've been informed why and how change is occurring so that they can relay that information to their employees. Most comfortable in positions that allow for change if it's needed and in situations where employees are open to change. 	<ul style="list-style-type: none"> Struggle when employees are unreceptive of change – especially when they feel change is useful. Often uncomfortable in environments that consist of mostly routine tasks and they have nothing to get excited about.

Persuasive/Influencing

- Definition: Inspires others to adopt their opinion -



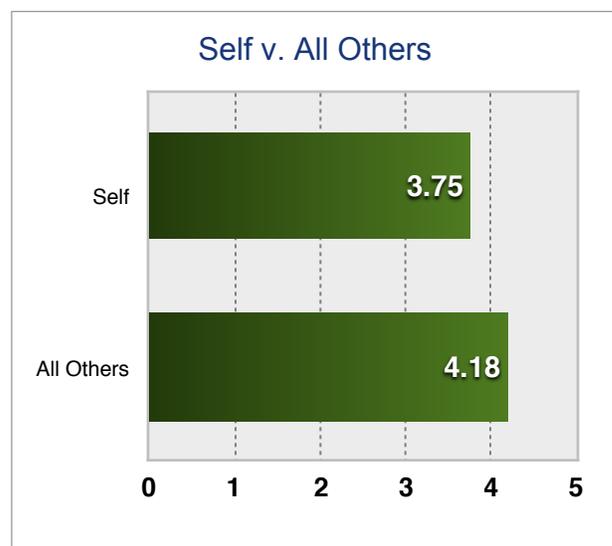
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Effectively convinces people to adopt his/her views.	4.00	3.00	3.60	4.50	3.83
Uses negotiation to reach a solution.	4.00	3.00	3.20	4.00	3.50
Effectively creates support for his/her ideas.	2.00	3.50	3.60	4.50	3.75
Has the ability to sell an idea.	3.00	4.00	3.20	4.25	3.67
Inspires the group during times of difficulty.	4.00	3.00	3.60	4.00	3.67
Average Score	3.40	3.30	3.44	4.25	3.68

A Closer Look at Persuasive/Influencing

When Persuasive Individuals Excel:	When Persuasive Individuals Struggle:
<ul style="list-style-type: none"> • Excel in situations when they're expected to sell an idea or inspire employees to adopt something new. • Most comfortable in a position that allows for frequent interaction with employees and the influencing of others. 	<ul style="list-style-type: none"> • Struggle in situations where they're only the next person in the hierarchy and have little communication with those beneath them. • Often unhappy in environments that limit their capacity to have an impact on others.

Production/Getting Results

- Definition: Focused on improving financial performance -



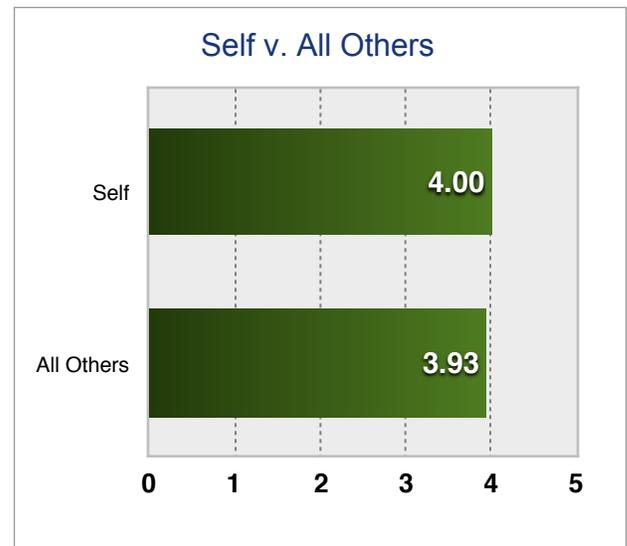
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Achieves financial goals.	4.00	4.00	4.00	3.50	3.90
Sets high standards for performance.	4.00	4.50	4.20	5.00	4.50
Is bottom line oriented.	3.00	4.00	4.00	4.75	4.17
Finds ways to improve financial performance.	4.00	4.00	3.50	4.33	3.90
Average Score	3.75	4.13	3.95	4.54	4.14

A Closer Look at Production/Getting Results

When Individuals High in Production/Getting Results Excel:	When Individuals High in Production/Getting Results Struggle:
<ul style="list-style-type: none"> • Excel in situations where the bottom-line is the most important thing. • Most comfortable in an environment that evaluates their performance based on dollars and cents and values results over processes. 	<ul style="list-style-type: none"> • Struggle in situations where the process is viewed as more important than the outcome. • Often uncomfortable in positions that are concerned with more than just production.

Self-Development

- Definition: Always looks for opportunities for self-improvement -



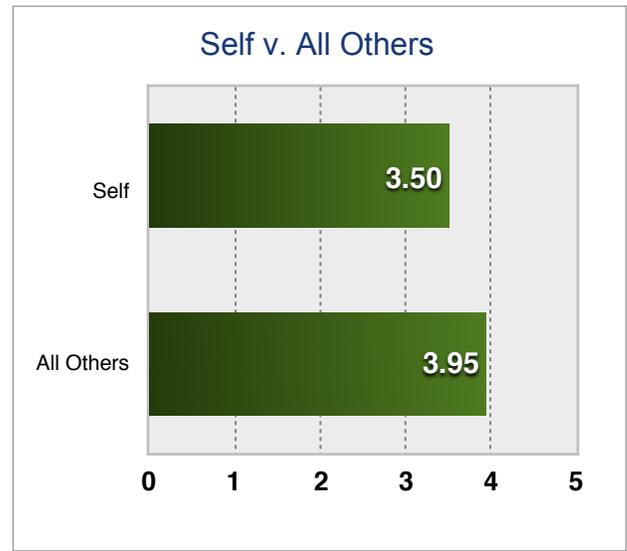
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Accepts criticism and constructive feedback.	4.00	2.50	4.00	3.25	3.50
Engages in continuous learning and self-development.	4.00	4.50	3.75	4.00	4.00
Seeks training opportunities to improve his/her skills and talents.	4.00	4.00	3.60	4.25	3.92
Shows a commitment to personal improvement.	4.00	4.50	4.20	4.50	4.33
Average Score	4.00	3.88	3.89	4.00	3.94

A Closer Look at Self-Development

When Self-Developers Excel:	When Self-Developers Struggle:
<ul style="list-style-type: none"> • Excel in environments that encourage and allow for continued personal improvement. • Most comfortable in an environment that offers multiple avenues for training, development, and progression. 	<ul style="list-style-type: none"> • Struggle in situations where there is little opportunity for growth. • Often uncomfortable in environments that don't encourage growth and environments that don't reward personal development.

Strategic

- Definition: Considers the long-term implications of a decision before acting -



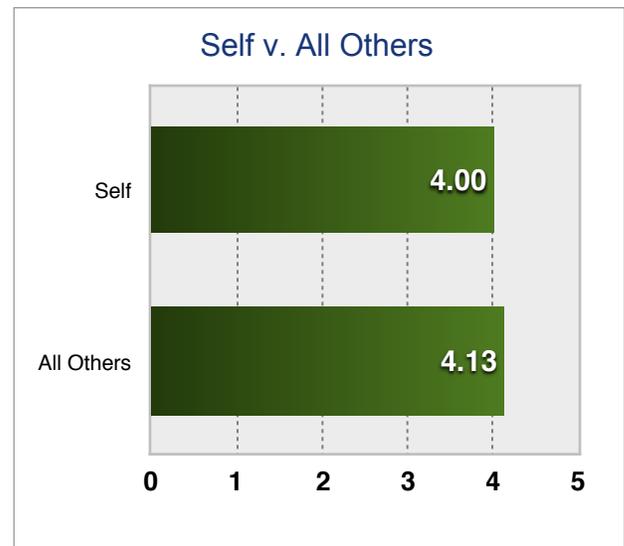
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Thinks of ways to grow the business.	3.00	4.00	3.60	4.67	3.90
Makes decisions based on their longer term implications.	4.00	4.00	4.00	4.00	4.00
Has a clear vision of what he/she wants to achieve.	4.00	4.00	3.60	4.50	4.00
Clearly communicates the direction of the organization or work unit.	3.00	4.00	3.40	4.33	3.73
Average Score	3.50	4.00	3.65	4.36	3.91

A Closer Look at Strategic

<u>When Strategic Individuals Excel:</u>	<u>When Strategic Individuals Struggle:</u>
<ul style="list-style-type: none"> • Excel when they're allowed to lay out a plan for advancement and put it into motion. • Most comfortable in an environment that encourages continued progress, growth, and advancement. 	<ul style="list-style-type: none"> • Struggle when little value is placed on long-term progress and vision. • Often uncomfortable in environments that don't value growth and are simply looking for maintenance and sustenance.

Structure

- Definition: Prefers organization and routine in one’s work style -



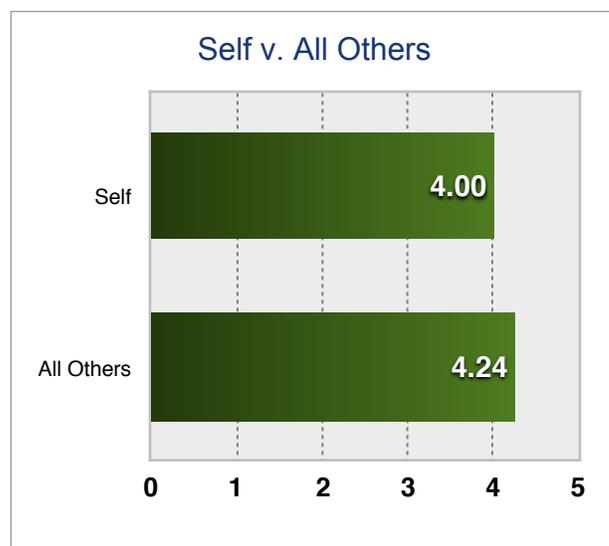
Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
Plans ahead.	4.00	4.50	3.40	4.50	4.00
Is organized and consistent in his/her work approach.	4.00	4.00	4.00	4.25	4.08
Operates with efficiency and order.	4.00	4.00	4.20	4.50	4.25
Employs procedures and policies to ensure that tasks become routine.	4.00	4.00	4.20	4.33	4.18
Is structured in his/her work style.	4.00	4.50	3.75	4.33	4.10
Average Score	4.00	4.20	3.92	4.39	4.12

A Closer Look at Structure

When Structured Individuals Excel:	When Structured Individuals Struggle:
<ul style="list-style-type: none"> • Excel in situations where a routine is in place and they can focus on maintenance. • Most comfortable in an environment that has little change over time and is already functioning smoothly. 	<ul style="list-style-type: none"> • Struggle when they’re expected to adapt to a changing environment or completely change their approach to a task. • Often uncomfortable in environments that value creativity and innovation over routine and consistency.

Taking Charge/Management Focus

- Definition: Finds comfort in being in a leadership role -



Questions	Self (1)	Supervisor (2)	Direct (5)	Peer (4)	Avg. Score (12)
In difficult situations, he/she is not afraid to take action.	4.00	5.00	4.00	4.75	4.42
Takes charge when others are reluctant to do so.	4.00	4.50	3.80	4.25	4.08
Effectively establishes himself/herself as a leader.	4.00	4.00	4.00	4.50	4.17
Average Score	4.00	4.50	3.93	4.50	4.22

A Closer Look at Taking Charge/Management Focus

<u>When Individuals High in Taking Charge/Management Focus Excel:</u>	<u>When Individuals High in Taking Charge/Management Focus Struggle:</u>
<ul style="list-style-type: none"> • Excel when the team is looking for someone to step up and put the wheels in motion. • Most comfortable in situations that call for a focused, convicted leader to make the best decision for the good of the group, team, department, or company. 	<ul style="list-style-type: none"> • Struggle in situations where a leader is already in place and they're expected to fall in line. • Often uncomfortable in environments where they're expected to simply follow the instructions they're given with little option for recourse.

10 Highest Rated Questions

Question	Score (Total Avg.)	Competency	Page #
Is frank and direct.	4.82	Assertiveness	5
Acts in an assertive manner.	4.58	Assertiveness	5
Adheres to company rules and regulations.	4.58	Integrity/Honesty	22
Can be trusted to do the right thing.	4.58	Integrity/Honesty	22
Tells the truth.	4.55	Integrity/Honesty	22
Is willing to make an unpopular decision.	4.50	Decisiveness	12
Sets high standards for performance.	4.50	Production/Getting Results	26
Follows through on commitments and promises.	4.45	Integrity/Honesty	22
Is able to stand his/her ground in the face of opposition.	4.42	Assertiveness	5
Makes decisions quickly when necessary.	4.42	Decisiveness	12

10 Lowest Rated Questions

Question	Score (Total Avg.)	Competency	Page #
Takes the time to coach and develop employees.	3.36	Coaching/Developing Leaders	8
Adapts his/her approach to suit the situation.	3.42	Managing Change	24
Puts people at ease.	3.42	Building and Maintaining Relationships	6
Involves conflicting parties in a problem solving process to manage the disagreement, rather than forcing or imposing a resolution.	3.45	Conflict Management	10
Accepts criticism and constructive feedback.	3.50	Self-Development	27
Uses negotiation to reach a solution.	3.50	Persuasive/ Influencing	25
Discourages unhealthy competition among the team.	3.50	Building Teamwork	7
Relates well to people at all levels of the organization.	3.50	Building and Maintaining Relationships	6
Remains calm under pressure.	3.58	Emotional Resourcefulness	16
Keeps spirits high despite setbacks.	3.58	Emotional Resourcefulness	16

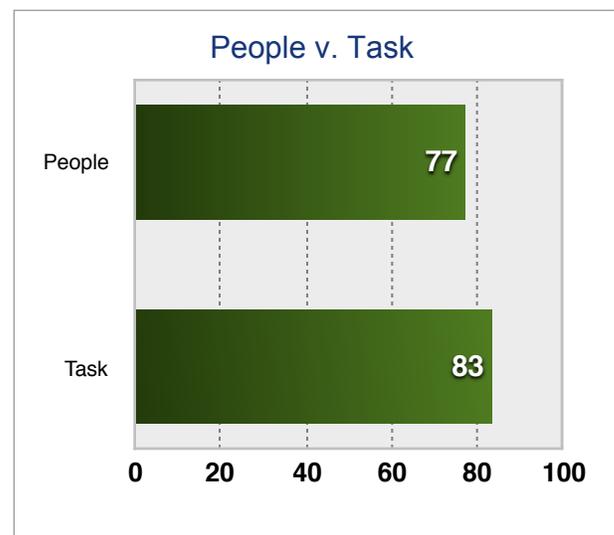
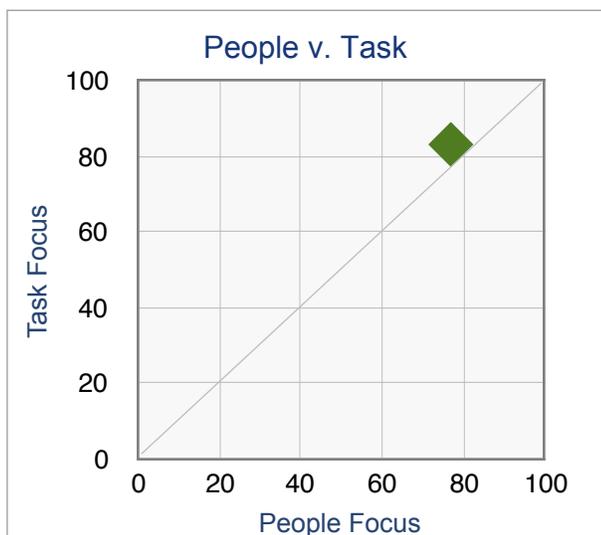
Task Oriented vs. People Oriented Leadership Analysis

Task-oriented leaders are at their best when work needs to be done. They are concerned with putting structures and policies in place that ensure all work will be completed in a timely, efficient manner. They are often described as organized, structured, and productive and typically thrive in an environment that values productivity. Task-oriented leaders are superstars when the workload is high and there are tight deadlines that need to be met. Task-focused leaders may struggle when employee morale is low or when there is conflict that needs to be addressed before proceeding. This can lead to dissatisfaction and poor performance over time if not addressed.

People-oriented (or relationship-oriented) leaders are at their best when they can coach and develop those working with them. They are concerned with ensuring that everyone is treated fairly and equally, and they are often very friendly and approachable. They encourage participation from all and are effective at eliciting creativity and teamwork from their employees. People-oriented leaders are superstars when they are managing effective employees and can focus on maintaining high employee morale without having to worry about drop-offs in productivity. People-oriented leaders may struggle to be assertive when serious deadlines are at risk of not being met or when employees become unproductive.

Your People-Orientation Score is **77**

Your Task-Orientation Score is **83**



Task Oriented vs. People Oriented Breakdown

People Focused Competencies

Task Focused Competencies

Competency	Score	Competency	Score
Building and Maintaining Relationships	3.54	Assertiveness	4.53
Building Teamwork	3.95	Decisiveness	4.39
Coaching/Developing Leaders	3.66	Details	4.17
Communication	4.04	Efficiency/Time Management	4.02
Conflict Management	3.75	Feedback/Performance Management	4.09
Consensus Building	3.97	Follow Through	4.14
Delegation	4.14	Initiative/Execution	4.14
Emotional Resourcefulness	3.85	Judgment	4.13
Empathy	3.85	Production/Getting Results	4.14
Persuasive/Influencing	3.68	Self-Development	3.94
		Strategic	3.91
		Structure	4.12
		Taking Charge	4.22

Overall People Score
(Average of "People" scores * 20)

77

Overall Task Score
(Average of "Task" scores * 20)

83

*Note: Innovative, Integrity/Honesty, & Change Management are not included because they do not clearly represent either a Task-oriented or People-oriented leadership style.

Blind Spots and Unrecognized Strengths

Self v. Others Gap Analysis

Competency	Self Rating	Other's Rating	Gap Score
Coaching/Developing Leaders	2.75	3.75	1.00
Strategic	3.50	3.95	0.45
Production/Getting Results	3.75	4.18	0.43
Decisiveness	4.00	4.42	0.42
Integrity/Honesty	4.00	4.42	0.42
Communication	3.67	4.08	0.41
Assertiveness	4.25	4.56	0.31
Persuasive/Influencing	3.40	3.71	0.31
Emotional Resourcefulness	3.60	3.87	0.27
Innovative	3.80	4.07	0.27
Taking Charge	4.00	4.24	0.24
Details	4.00	4.18	0.18
Delegation	4.00	4.16	0.16
Initiative/Execution	4.00	4.16	0.16
Follow Through	4.00	4.15	0.15
Judgment	4.00	4.14	0.14
Structure	4.00	4.13	0.13
Efficiency/Time Management	4.00	4.02	0.02
Consensus Building	4.00	3.97	-0.03
Managing Change	4.00	3.96	-0.04
Self-Development	4.00	3.93	-0.07
Feedback/Performance Management	4.20	4.07	-0.13
Empathy	4.00	3.83	-0.17
Building Teamwork	4.20	3.92	-0.28
Conflict Management	4.00	3.72	-0.28
Building and Maintaining Relationships	4.00	3.50	-0.50

Gap Score Legend

Below (-.5) – Potential Blind Spot

Above .5 – Unrecognized Strength

Comments

Please comment on this individual's ability to build long-term relationships.

Self Comments

I have certain people that I migrate to. Some long term relationships have become odd due to distance between locations.

Supervisor Comments

Sam has built a lot of long term relationships in her 20+ years at ABC. Most people like her as long as things are going her way but many people are afraid to disagree because they do not know how she will respond. She does not like to have someone disagree with her opinion it is reflected in her expressions and actions.

Direct Report Comments

Based on observations, I think she does have an ability to build long term relationships with some.

Sam has many long term relationships simply due to her time with the company. However, due to her reactive approach at times she turns people off and this can cause those relationships to become difficult or stagnant.

She is a good listener. She is very easy to talk to. She makes feel at home and this is a great recipe for long term relationships.

If analyzing work relationships, not personal (friend-like) relationships, then I am of the opinion that this person is friendly enough to come across as easy to speak with once you get past the title (position) of this person. Many people are afraid of contact with people of power in the workplace. Aside from work relationships, I have not attempted to make a personal (friend-like) relationship with this person.

Peer Comments

I can count on Sam bringing the facts to the front and feel trust in our interactions.

Comments

Please comment on the person's ability to work effectively with team members.

Self Comments

I've worked on several teams during my time with the company and have had much success. I do become frustrated when working with teams where it appears progress is not being made or members aren't following through on commitments.

Supervisor Comments

Note that my answers above and any comments here are based on little day-to-day interaction with Sam. I may meet with her quarterly. Based on my limited exposure to her, the reader should take my responses with a "grain of salt". She is very passionate about doing a good job and advancing the company's performance. This passion may be overwhelming to some. She may also have a tendency to be overly stubborn/rude or tenacious in order to get somethings accomplished.

Sam works well with team members as long as things move along at her pace. However, she sometimes struggles with patience and doesn't understand that some things can't happen quickly.

Direct Report Comments

Sam works well with team members within the department but again sometimes her reactions can put people off so that they will stop working with her. Often she recognizes this too late and then has to work harder to bring the working relationship back to a good level.

She allows you to grow. She empowers you to make decisions. She assigns projects and follow up to completion. She also helps you along the way.

This person, being of the position in this company that she is, tends to take charge of meetings that she is involved with, making herself known and heard in an attempt to come to a resolution.

Peer Comments

Asks for other's input and is willing to change direction when a better way is presented.

Gives others their time and say in a project decision

Comments

Please comment on this person's ability to manage, coach and develop people.

Self Comments

My direct reports are at the stage where they don't require a lot of direction. However, we do meet/conference during the week to discuss items/plans.

Supervisor Comments

Fr the most part, Sam has a good relationship with those that report to her. They respect her knowledge and they learn how to handle her mood swings. She manages with a direct approach and does a good job with those that do not need constant praise and can learn to say what they think.

Sam seems to be well respected by her staff.

Direct Report Comments

The few times that I have met with this person directly, I have left feeling as though her faith in y ability to succeed in my position, albeit there, was lacking. She often states that I have the ability to say/do certain things, but when I do (in an attempt to come to the resolution that I believe is in the Company's best interest), others (albeit, below this person) overrule me. It is at these times when I feel powerless, and have not received complete resolve from this person in these situations.

She manages her direct reports well. When coaching she always asks for feedback on what ever the topic is being discussed. I believe that developing would be the only area of improvement.

She is a good manager and supports people in their goals to go forward She does not always go out of her way to encourage development opportunities for people reporting under her but it is supportive if you request to improve.

Peer Comments

All of her reports seem to have a very positive attitude and company mindset approach

Tries to know the employee's work and looks for ways to make fair, accurate evaluation of work quality.

Comments

Please comment on this person's ability to make sound business decisions.

Self Comments

I have been involved in purchase reviews/decisions and I believe they have been successful. I find myself questioning the ABC project. I can not determine at this point if this is a ABC problem or an admin/maintenance problem on our side.

Supervisor Comments

Sam does a good job of making sound decisions. She understands the corporate goals and objectives and she works hard to ensure we provide quality service to our customers.

Direct Report Comments

I am not included in most of the discussions regarding major business decisions, so I am unable to comment on this subject.

Sam makes good business decisions. She has a long experience with the company and has basically become self taught on management as she ahas never worked for another company. She reviews sides of an argument but sometimes if a decision is needed quickly she can be reactive and may not ask for help from someone who knows the situation better.

I believe that along with her supervisor she makes sound business decisions at her level.

Peer Comments

I feel Sam will listen to the technical side of a decision and add that to her knowledge of the business impact.

Educates herself on how call-centers are run and looks to make improvements based on research and understanding of the business

Comments

Please comment on this person's overall effectiveness as a leader or manager.

Self Comments

I believe the staff see me as an effective leader that sets an appropriate example.

Supervisor Comments

She is bright and knows the business. She can be a very effective leader, but she needs to be cognizant of how others react to her.

Overall, Sam is effective in accomplishing the objectives because she has the drive to stay after it until she accomplishes her goal. However, her direct approach often turns people against her which sometimes causes her timeline and future requests to be delayed because people are not willing to go the extra mile when they do not agree with her method. She could be a lot more effective with a softer approach at times to gain the acceptance of those she needs to accomplish a project. When people do not agree with her or act quickly enough for her, she must learn that it is not a personal attack against her but just a difference of opinion.

Direct Report Comments

Overall she is a good leader.

Sam is an effective manager and projects are diligently followed and completed if within her power. She does not spend a great deal of time with front line employees or managers unless she knows them well or needs them to work on something for her. Her focus is on requirements for her directly or the department.

This person is not seen walking about the floor among the people very often. Despite this, though, her instructions are often sent through the managers and others below her/ Her ability to delegate certain tasks to others is obvious and critical for other tasks to be completed.

Peer Comments

I enjoy working with her.

Comments

List this person's top 1 to 3 potential strengths and the impact they have on his/her effectiveness.

Self Comments

Assertive tenacious Genuine/Real I describe myself as a straight shooter. I like to let people know in a tactful but clear way where I stand on a topic. I have been known to follow up relentlessly on items. This approach at times helps get things done.

Supervisor Comments

1. Energy 2. Tenacity 3. Intelligence

1. Follows through to complete projects 2. Not afraid to take action 3. Willingness to help others

Direct Report Comments

1. Ability to delegate; allows certain tasks to be accomplished by her, and lets those below her handle the menial tasks 2. Ability to speak above others in a group to stand out; allows her to take charge and get her point/plan across and enacted

1 She delegates very well. She delegates projects/duties to direct reports and supervisors, this makes direct reports feel as if they were part of the solution. 2 She promotes teamwork across different centers. 3 Always demonstrates a high level of professionalism.

Sam's strengths include her insistence that people responsible for handling projects or issues are given the credit for their work. She does not ever take credit for something she did not do. She is also very tenacious which keeps things moving, however, sometimes a bull headed attitude can make others uncomfortable and unwilling to work with her. Sam also is very supportive of her staff and their ideas and seeks their opinions in many cases.

Very organized and knowledgeable. I can look to her to help find the answer or information. Has high energy and passion for what she does. Non-micromanagerial.... that is her best quality!

Peer Comments

Straight forward approach Understanding of AC systems Leads good group efforts

Looking for call center improvements and working hard find ways to implement them

Comments

List this person's top 1 to 3 potential weaknesses and the impact they have on his/her effectiveness.

Self Comments

Assertive tenacious Genuine/Real I describe myself as a straight shooter. I like to let people know in a tactful but clear way where I stand on a topic. I have been known to follow up relentlessly on items. This approach at times hinders projects as it tends to shut others down or turns them against you. I'm trying to find a balance. At this point I think I've gone too far the other way and am not communicating enough. It's a fine line.

Supervisor Comments

1. Lack of patience 2. Takes criticism or feedback too personal 3. Direct approach

1. Managing stress. 2 effectively dealing with conflict with other departments (IT) 3.

Direct Report Comments

As mentioned above Sam's tenacity can be a huge problem for her when dealing with other departments. Sometimes how she treats others or how she shows her emotions can put people off and push them to not help her with important projects.

1 Listening 2 Employee development 3 Clarifying expectations

1. Timeliness; this person often delegates certain tasks to others with an ETA that does not provide sufficient time to gather the needed data and provide the most accurate and professional-looking information possible.

Communicate more consistently effectively. Lots of changes going on in ABC that are not always communicated elsewhere. There is a lot going on but if she could communicate more via email i.e. out of office, updates, changes, pilots etc.

Peer Comments

Can be a little sharp when things stray in project