

EXECUTIVEVIEW360

ExecutiveView360 Profile for:
Sample Report
Assessment Plus

5/6/14



Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 22 job relevant competencies of ExecutiveView360.

This Feedback Report summarises information from questionnaires completed by the following number and type of raters:

Self	1
Manager	1
Peer	2
Subordinate	2
Team Member	2

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Group Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviours
- ✓ Behaviour Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

All Invited Raters

Sample Report	Self
Rater1 Test1	Manager
Rater2 Test2	Peer
Rater3 Test3	Peer
Rater4 Test4	Subordinate
Rater5 Test5	Subordinate
Rater6 Test6	Team Member
Rater7 Test7	Team Member

Competency Definitions

Performance Leadership

Visionary Leadership

Develops a clear direction and "picture" for the future of the business. Creates a long term, big picture view of the business. Changes established thinking. Creates a climate that supports future based thinking, analysis, and decision-making.

Drive for Results

Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Monitors and addresses team and organisational performance issues.

Technological Leadership

Understands and drives the strategy to use technological tools, instruments, and communications of the highest technological advances. Allocates financial and human resources to acquire and utilise the most appropriate technologies in information, communication and operational systems for competitive advantage.

Financial Leadership

Understands and applies key financial information in the development of strategy, allocation of resources, capital expenditures, and overall corporate decision-making. Effectively allocates resources through the development and analysis of income and expense budgets. Able to analyze the numbers associated with financial statements and balance sheets.

Cross-Functional Versatility

Maximizes value by ensuring that all decisions and practices add superior value. Effectively builds cross-functional capabilities through strategic alliances. Effectively encourages cross-functional partnerships in achieving corporate goals.

Depth of Industry Knowledge

Is a consummate consumer of industry information. Frequently attends seminars, conferences, classes, and other educational opportunities to deepen industry knowledge. Teaches (shares) with others information, knowledge, and industry best practices.

Political Leadership

Understands the dynamics of political systems and power relationships within the organisation. Strategically asserts political power and influence to achieve organizational goals and objectives. Fosters a culture that minimizes the negative aspects of political infighting.

Strategic Problem Analysis

Analyses situations, identifies alternative solutions, and develops specific actions; Gathers and utilises available information in order to understand and solve organisational issues and problems.

Competency Definitions Continued

Decision Making

Makes high quality decisions when required. Thinks and plans strategically.

Change Leadership

Entrepreneurial Leadership

Seeks opportunities to expand existing businesses. Take strategic risks in entering new markets, developing new products, and funding new business ventures.

Driving Strategic Direction

Identifies and communicates achievable organisational strategies and initiatives. Identifies potential risks and opportunities to achieve business goals and objectives.

Driving Change

Drives innovation and change. Creates and inspires innovative ideas, technologies and processes. Values and creates opportunities for innovative thinking that leads to the development of new products or services. Understands the need to allocate time, energy, and financial resources to creating a culture of innovation.

Interpersonal Leadership

Building Strategic Relationships

Initiates and cultivates strategic internal and external networking relationships that foster both individual and organisational goals. Builds and maintains effective and collaborative relationships with diverse stakeholders.

Empowering Others

Inspires extraordinary performance by fostering empowerment. Motivates others to achieve superior business performance by supporting autonomy and independence. Supports risk taking and innovation.

Team Building

Creates and develops motivated, cohesive, and high performance teams.

Competency Definitions Continued

Interpersonal Effectiveness

Manages interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others.

Oral Communication/Presentation

Presents individual and organisational viewpoints to groups in a clear and persuasive manner. Able to express written and oral thoughts in a clear and concise manner.

Influence/Negotiation

Negotiates and effectively resolves interpersonal differences with others. Utilises appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Coaching/Development

Attracts, selects, and retains talent. Effectively coaches, trains and develops others.

Personal Leadership

Self-Development

Manage one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Flexibility

Maintains balance and performance under pressure and stress. Effectively copes with ambiguity and change in a constructive manner.

Engenders Trust

Acts with courage. Confronts difficult issues and takes constructive and responsible action. Acts with integrity. Displays honesty and candor.

Competency Definitions Continued

RATING SCALE

1	To an Extremely Small Extent
2	To a Very Small Extent
3	To a Small Extent
4	To a Moderate Extent
5	To a Large Extent
6	To a Very Large Extent
7	To an Extremely Large Extent
NA	Not Observable or Not Applicable

Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **ExecutiveView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those that were rated higher by your rater groups than your own self ratings
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those that were rated high by yourself and other rater groups
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated lower by your rater groups than your own self ratings
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those that were rated low by yourself and other rater groups

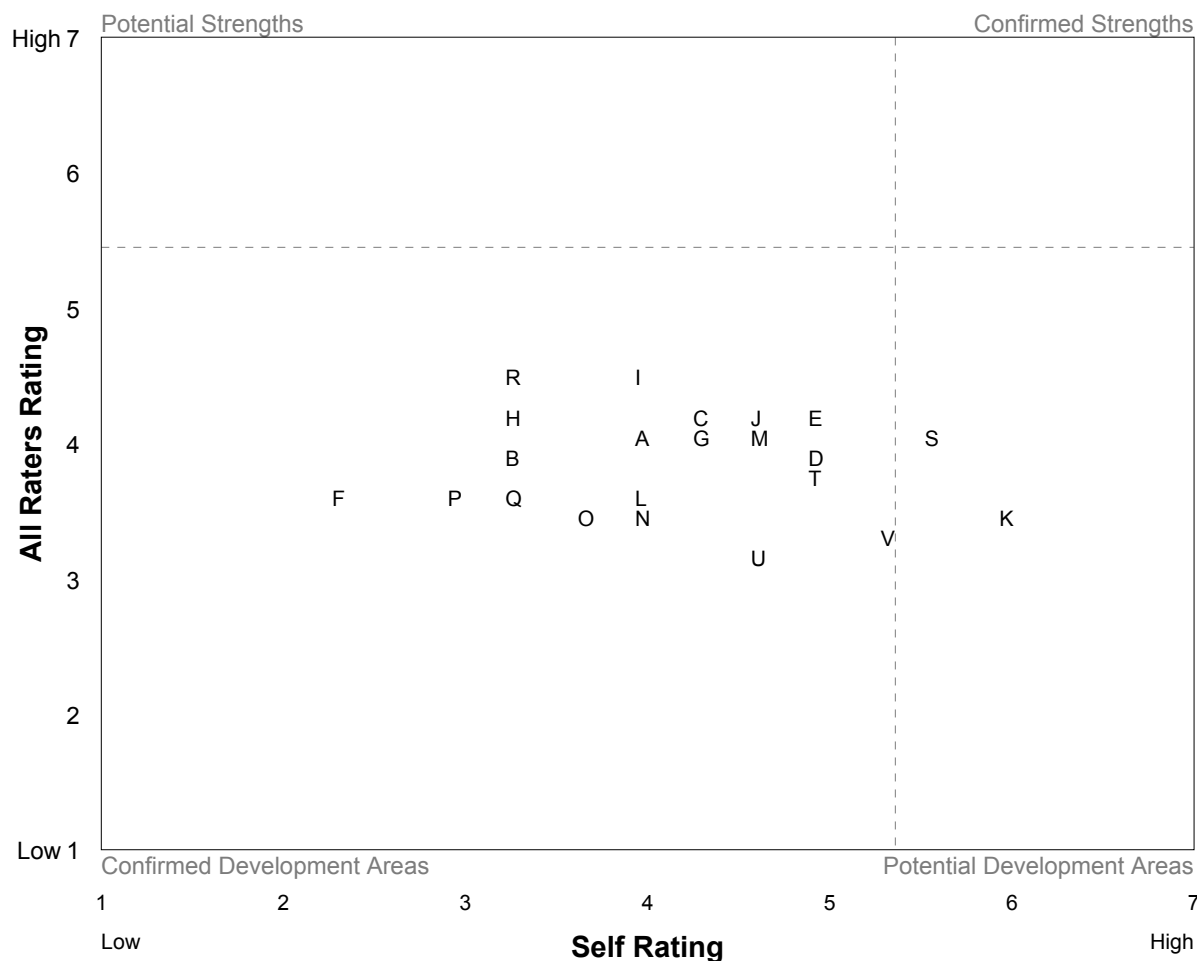
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High
		SELF RATINGS	

HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

Self-Awareness Index

Self - All Raters (N = 7)



Average Scores

	Self	All Raters
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Confirmed Development Areas

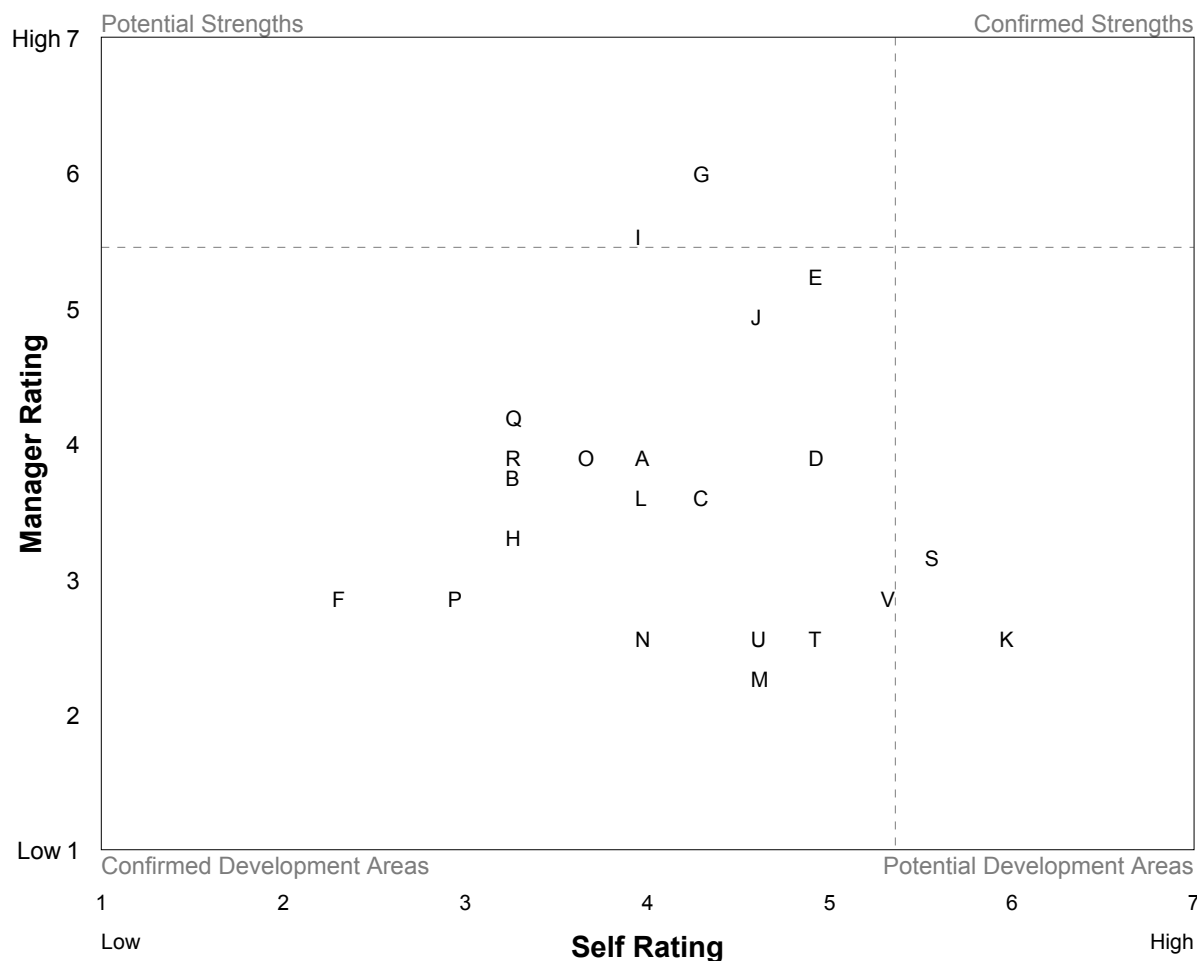
A. Visionary Leadership	4.00	4.14
B. Drive for Results	3.33	3.95
C. Technological Leadership	4.33	4.33
D. Financial Leadership	5.00	4.00
E. Cross-Functional Versatility	5.00	4.29
F. Depth of Industry Knowledge	2.33	3.67
G. Political Leadership	4.33	4.24
H. Strategic Problem Analysis	3.33	4.33
I. Decision Making	4.00	4.62
J. Entrepreneurial Leadership	4.67	4.24
L. Driving Change	4.00	3.71
M. Building Strategic Relationships	4.67	4.14
N. Empowering Others	4.00	3.57
O. Team Building	3.67	3.57
P. Interpersonal Effectiveness	3.00	3.67
Q. Oral Communication/Presentation	3.33	3.62
R. Influence/Negotiation	3.33	4.52
T. Self-Development	5.00	3.81
U. Adaptability/Flexibility	4.67	3.29
V. Engenders Trust	5.33	3.43

Potential Development Areas

K. Driving Strategic Direction	6.00	3.57
S. Coaching/Development	5.60	4.06

Self-Awareness Index

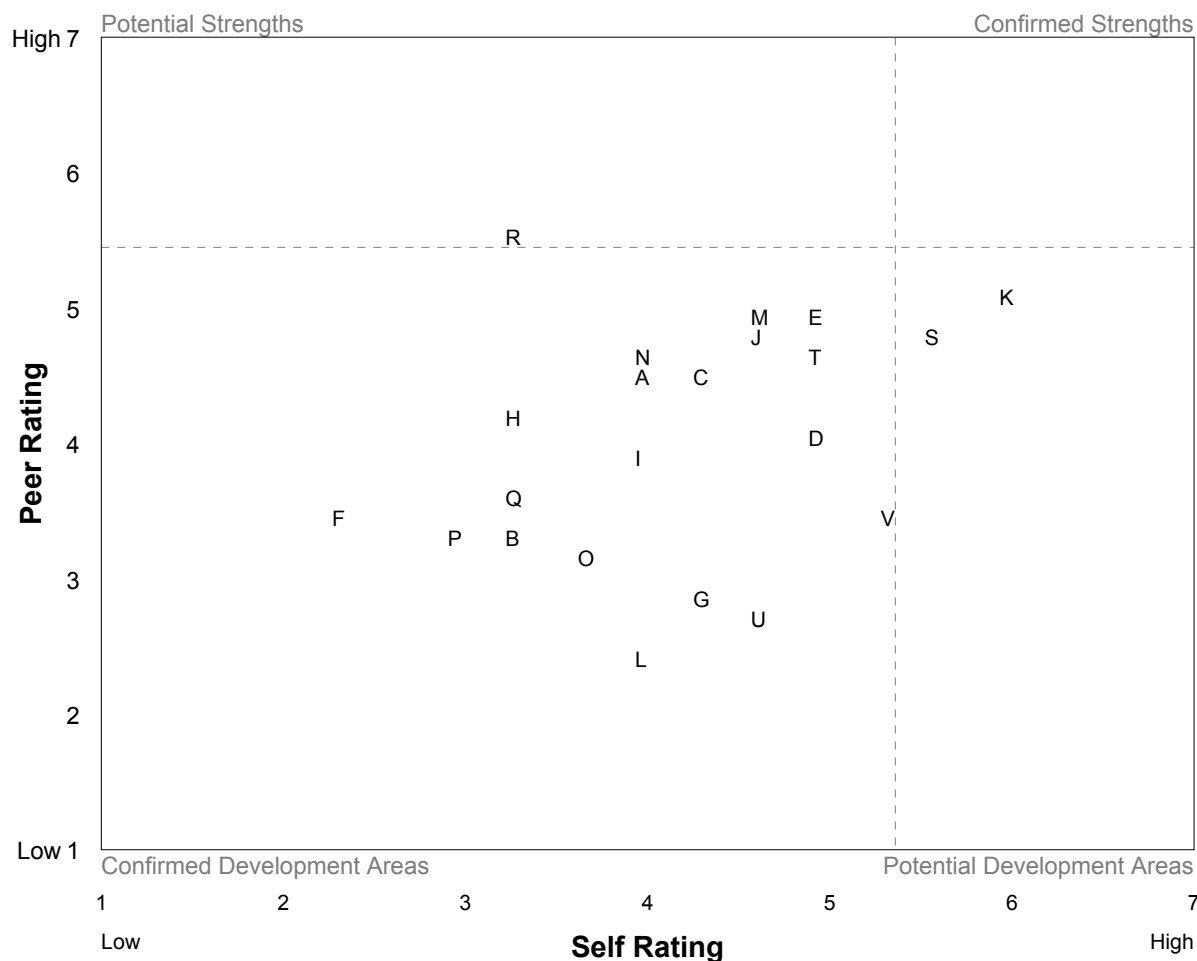
Self - Manager (N = 1)



	Average Scores	
	Self	Manager
Potential Strengths		
G. Political Leadership	4.33	6.00
I. Decision Making	4.00	5.67
Confirmed Development Areas		
A. Visionary Leadership	4.00	4.00
B. Drive for Results	3.33	4.00
C. Technological Leadership	4.33	3.67
D. Financial Leadership	5.00	4.00
E. Cross-Functional Versatility	5.00	5.33
F. Depth of Industry Knowledge	2.33	3.00
H. Strategic Problem Analysis	3.33	3.33
J. Entrepreneurial Leadership	4.67	5.00
L. Driving Change	4.00	3.67
M. Building Strategic Relationships	4.67	2.33
N. Empowering Others	4.00	2.67
O. Team Building	3.67	4.00
P. Interpersonal Effectiveness	3.00	3.00
Q. Oral Communication/Presentation	3.33	4.33
R. Influence/Negotiation	3.33	4.00
T. Self-Development	5.00	2.67
U. Adaptability/Flexibility	4.67	2.67
V. Engenders Trust	5.33	3.00
Potential Development Areas		
K. Driving Strategic Direction	6.00	2.67
S. Coaching/Development	5.60	3.20

Self-Awareness Index

Self - Peer (N = 2)



Average Scores

	Self	Peer
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Potential Strengths

R. Influence/Negotiation	3.33	5.67
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Confirmed Development Areas

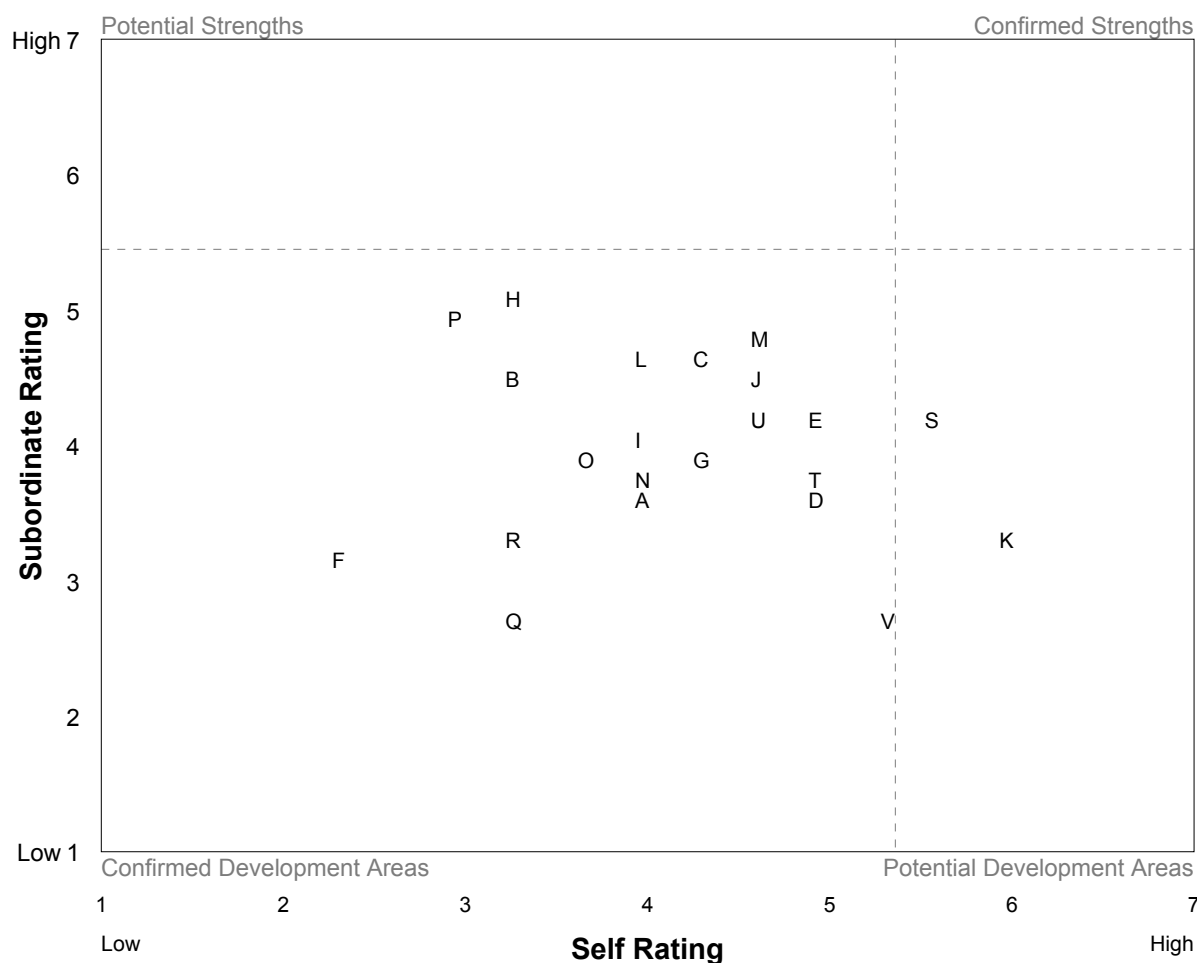
A. Visionary Leadership	4.00	4.50
B. Drive for Results	3.33	3.33
C. Technological Leadership	4.33	4.50
D. Financial Leadership	5.00	4.17
E. Cross-Functional Versatility	5.00	5.00
F. Depth of Industry Knowledge	2.33	3.50
G. Political Leadership	4.33	3.00
H. Strategic Problem Analysis	3.33	4.33
I. Decision Making	4.00	4.00
J. Entrepreneurial Leadership	4.67	4.83
L. Driving Change	4.00	2.50
M. Building Strategic Relationships	4.67	5.00
N. Empowering Others	4.00	4.67
O. Team Building	3.67	3.17
P. Interpersonal Effectiveness	3.00	3.33
Q. Oral Communication/Presentation	3.33	3.67
T. Self-Development	5.00	4.67
U. Adaptability/Flexibility	4.67	2.83
V. Engenders Trust	5.33	3.50

Potential Development Areas

K. Driving Strategic Direction	6.00	5.17
S. Coaching/Development	5.60	4.80

Self-Awareness Index

Self - Subordinate (N = 2)



Confirmed Development Areas

A. Visionary Leadership	4.00	3.67
B. Drive for Results	3.33	4.50
C. Technological Leadership	4.33	4.67
D. Financial Leadership	5.00	3.83
E. Cross-Functional Versatility	5.00	4.33
F. Depth of Industry Knowledge	2.33	3.17
G. Political Leadership	4.33	4.00
H. Strategic Problem Analysis	3.33	5.17
I. Decision Making	4.00	4.17
J. Entrepreneurial Leadership	4.67	4.50
L. Driving Change	4.00	4.67
M. Building Strategic Relationships	4.67	4.83
N. Empowering Others	4.00	3.83
O. Team Building	3.67	4.00
P. Interpersonal Effectiveness	3.00	5.00
Q. Oral Communication/Presentation	3.33	2.83
R. Influence/Negotiation	3.33	3.33
T. Self-Development	5.00	3.83
U. Adaptability/Flexibility	4.67	4.33
V. Engenders Trust	5.33	2.83

Potential Development Areas

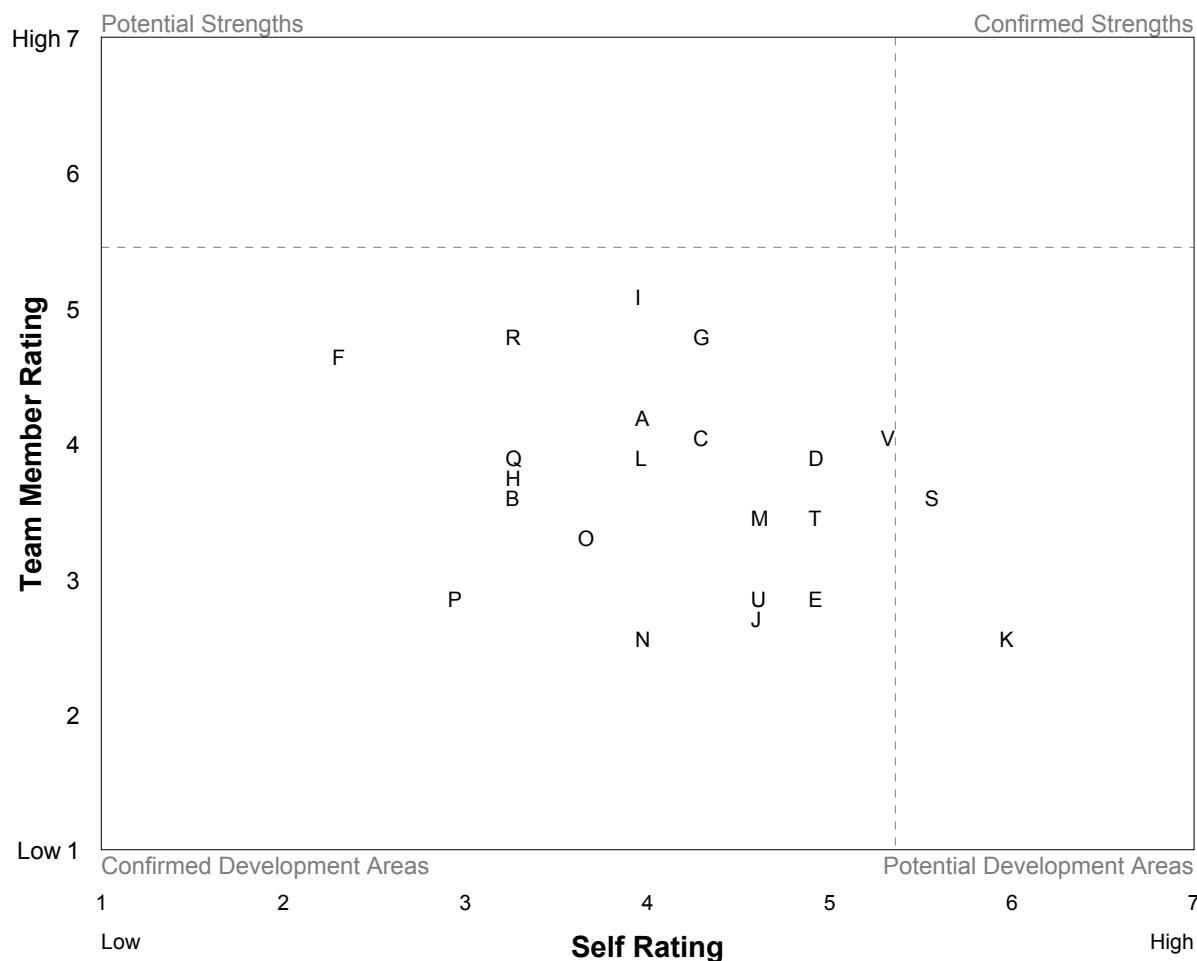
K. Driving Strategic Direction	6.00	3.33
S. Coaching/Development	5.60	4.20

Average Scores

Self Subordinate

Self-Awareness Index

Self - Team Member (N = 2)



Confirmed Development Areas

	Self	Team Member
A. Visionary Leadership	4.00	4.33
B. Drive for Results	3.33	4.00
C. Technological Leadership	4.33	4.17
D. Financial Leadership	5.00	4.00
E. Cross-Functional Versatility	5.00	3.00
F. Depth of Industry Knowledge	2.33	4.67
G. Political Leadership	4.33	4.83
H. Strategic Problem Analysis	3.33	4.00
I. Decision Making	4.00	5.17
J. Entrepreneurial Leadership	4.67	3.00
L. Driving Change	4.00	4.00
M. Building Strategic Relationships	4.67	3.50
N. Empowering Others	4.00	2.67
O. Team Building	3.67	3.33
P. Interpersonal Effectiveness	3.00	3.00
Q. Oral Communication/Presentation	3.33	4.00
R. Influence/Negotiation	3.33	4.83
T. Self-Development	5.00	3.50
U. Adaptability/Flexibility	4.67	3.00
V. Engenders Trust	5.33	4.17

Potential Development Areas

K. Driving Strategic Direction	6.00	2.67
S. Coaching/Development	5.60	3.60

Competency Group Introduction

Competency Group Bar Graphs

Each ExecutiveView360 bar graph compares your self ratings to those of the other rater groups across 4 competency groups:

- Performance Leadership
- Change Leadership
- Interpersonal Leadership
- Personal Leadership

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 4 ExecutiveView360 competency groups. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each ExecutiveView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviours using the following 7-point scale:

On the bar graphs that follow, the ratings are indicated as shown below:

- | | |
|----|----------------------------------|
| 1 | To an Extremely Small Extent |
| 2 | To a Very Small Extent |
| 3 | To a Small Extent |
| 4 | To a Moderate Extent |
| 5 | To a Large Extent |
| 6 | To a Very Large Extent |
| 7 | To an Extremely Large Extent |
| NA | Not Observable or Not Applicable |

Competency Group Introduction Continued

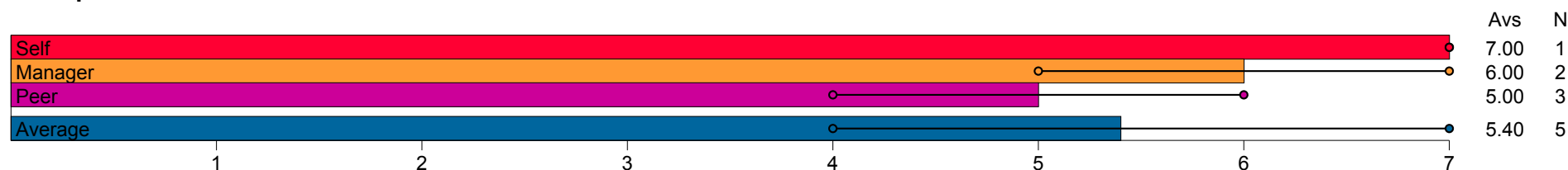
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

NR - "NR" means no people from a particular rater group have responded.

N - "N" shows the number of respondents who answered the questions in this competency group.

Avs - "Avs" is the average score and corresponds with the bar length.

Example



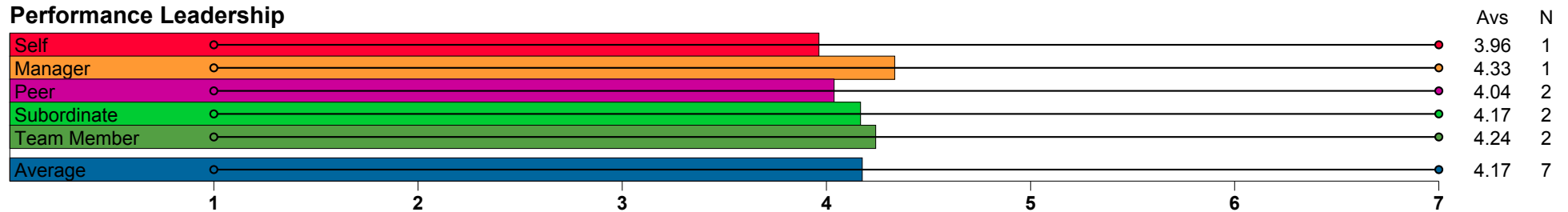
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

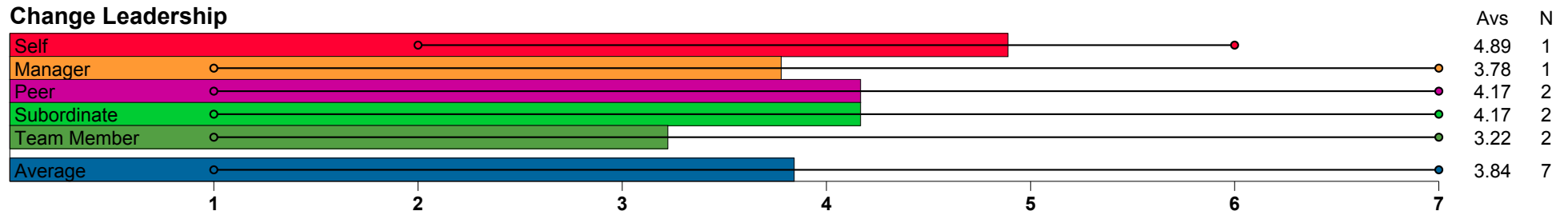
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Group Summary

Performance Leadership

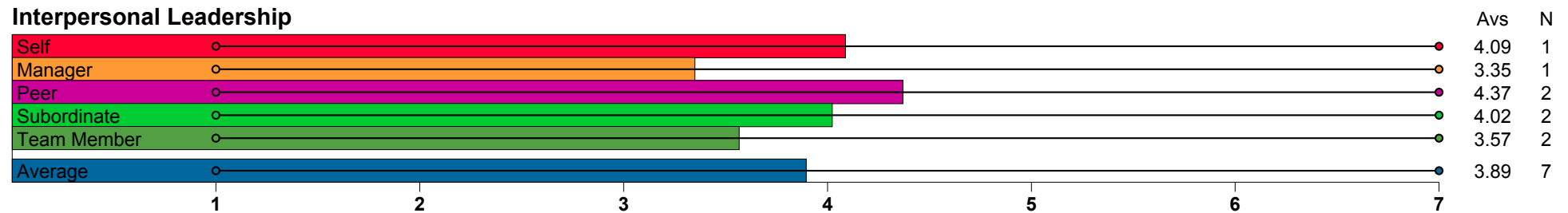


Change Leadership

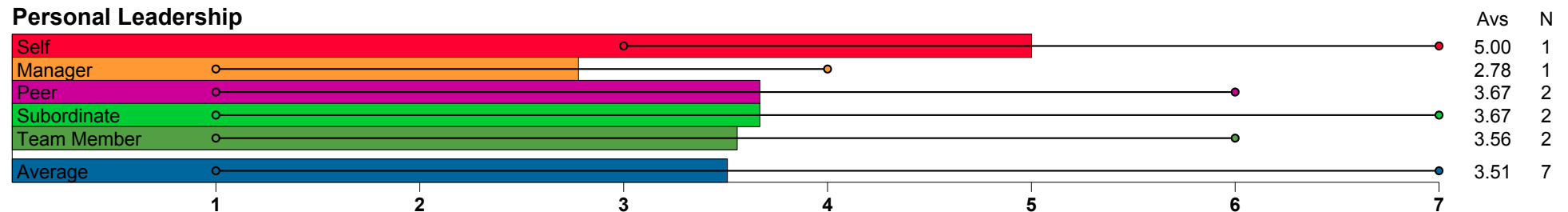


Competency Group Summary Continued

Interpersonal Leadership



Personal Leadership



Competency Summary

The average score for each ExecutiveView360 competency group and specific competency are summarised below for each rater category (1 to 7 scale with higher scores corresponding to more frequently observed behaviour). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Competencies	Self	Manager	Peer	Subordinate	Team Member	Average
Performance Leadership	3.96 (0.37)	4.33 (0.49)	4.04 (0.43)	4.17 (0.43)	4.24 (0.44)	4.17 (0.44)
Visionary Leadership	4.00 (1.00)	4.00 (0.73)	4.50 (0.68)	3.67 (0.40)	4.33 (0.50)	4.14 (0.53)
Drive for Results	3.33 (0.69)	4.00 (0.73)	3.33 (0.24)	4.50 (0.43)	4.00 (0.46)	3.95 (0.39)
Technological Leadership	4.33 (0.43)	3.67 (0.32)	4.50 (0.46)	4.67 (0.69)	4.17 (0.27)	4.33 (0.42)
Financial Leadership	5.00 (0.46)	4.00 (0.73)	4.17 (0.51)	3.83 (0.35)	4.00 (0.57)	4.00 (0.50)
Cross-Functional Versatility	5.00 (0.28)	5.33 (0.84)	5.00 (0.62)	4.33 (0.37)	3.00 (0.67)	4.29 (0.47)
Depth of Industry Knowledge	2.33 (0.58)	3.00 (0.46)	3.50 (0.40)	3.17 (0.55)	4.67 (0.47)	3.67 (0.42)
Political Leadership	4.33 (0.58)	6.00 (0.73)	3.00 (0.42)	4.00 (0.46)	4.83 (0.64)	4.24 (0.42)
Strategic Problem Analysis	3.33 (0.13)	3.33 (0.69)	4.33 (0.40)	5.17 (0.64)	4.00 (0.42)	4.33 (0.46)
Decision Making	4.00 (0.28)	5.67 (0.69)	4.00 (0.57)	4.17 (0.41)	5.17 (0.44)	4.62 (0.45)
Change Leadership	4.89 (0.52)	3.78 (0.48)	4.17 (0.37)	4.17 (0.39)	3.22 (0.38)	3.84 (0.38)
Entrepreneurial Leadership	4.67 (0.58)	5.00 (0.53)	4.83 (0.70)	4.50 (0.43)	3.00 (0.53)	4.24 (0.47)

Competency Summary Continued

Competencies	Self	Manager	Peer	Subordinate	Team Member	Average
Change Leadership	4.89 (0.52)	3.78 (0.48)	4.17 (0.37)	4.17 (0.39)	3.22 (0.38)	3.84 (0.38)
Driving Strategic Direction	6.00 (1.00)	2.67 (0.58)	5.17 (0.60)	3.33 (0.47)	2.67 (0.58)	3.57 (0.43)
Driving Change	4.00 (0.46)	3.67 (0.69)	2.50 (0.31)	4.67 (0.37)	4.00 (0.18)	3.71 (0.27)
Interpersonal Leadership	4.09 (0.36)	3.35 (0.34)	4.37 (0.47)	4.02 (0.40)	3.57 (0.47)	3.89 (0.42)
Building Strategic Relationships	4.67 (0.69)	2.33 (0.84)	5.00 (0.81)	4.83 (0.55)	3.50 (0.54)	4.14 (0.51)
Empowering Others	4.00 (0.46)	2.67 (0.84)	4.67 (0.63)	3.83 (0.41)	2.67 (0.58)	3.57 (0.48)
Team Building	3.67 (0.32)	4.00 (0.18)	3.17 (0.27)	4.00 (0.42)	3.33 (0.50)	3.57 (0.34)
Interpersonal Effectiveness	3.00 (0.53)	3.00 (0.28)	3.33 (0.69)	5.00 (0.33)	3.00 (0.49)	3.67 (0.38)
Oral Communication/Presentation	3.33 (0.58)	4.33 (0.17)	3.67 (0.50)	2.83 (0.44)	4.00 (0.46)	3.62 (0.39)
Influence/Negotiation	3.33 (0.13)	4.00 (0.18)	5.67 (0.54)	3.33 (0.69)	4.83 (0.30)	4.52 (0.35)
Coaching/Development	5.60 (0.50)	3.20 (0.51)	4.80 (0.58)	4.20 (0.41)	3.60 (0.69)	4.06 (0.50)
Personal Leadership	5.00 (0.62)	2.78 (0.69)	3.67 (0.48)	3.67 (0.35)	3.56 (0.44)	3.51 (0.44)
Self-Development	5.00 (0.73)	2.67 (0.58)	4.67 (0.75)	3.83 (0.30)	3.50 (0.58)	3.81 (0.47)
Adaptability/Flexibility	4.67 (0.43)	2.67 (0.84)	2.83 (0.55)	4.33 (0.32)	3.00 (0.36)	3.29 (0.40)
Engenders Trust	5.33 (0.84)	3.00 (0.73)	3.50 (0.40)	2.83 (0.60)	4.17 (0.48)	3.43 (0.48)

Most Frequent Behaviours - All Raters

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency. They are ranked ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Communicates and expresses ideas in a manner that persuades and influences others.	Influence/Negotiation	5.00	0	1	1	1	1	0	3
Makes decisions confidently and quickly when necessary.	Decision Making	5.00	0	0	1	1	3	1	1
Supports and champions sufficient financial and human resources for technology.	Technological Leadership	4.86	0	1	1	0	2	2	1
Promotes collaboration and removes obstacles to teamwork across the organisation.	Team Building	4.86	0	1	1	0	3	0	2
Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organisation.	Building Strategic Relationships	4.86	0	0	2	0	2	3	0
Communicates a vision for realising new business ventures.	Entrepreneurial Leadership	4.86	0	1	1	1	1	1	2

Most Frequent Behaviours - All Raters

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Establishes a plan and process for developing successors.	Coaching/Development	4.71	0	0	1	2	2	2	0
Aligns organisational structure, systems, processes and talent to achieve desired results across the organisation	Cross-Functional Versatility	4.71	0	1	0	2	2	1	1
Orchestrates change efforts across functions, departments, business units and teams.	Driving Change	4.71	1	1	0	1	1	0	3
Provides ongoing career coaching, mentoring and guidance	Coaching/Development	4.57	0	0	1	3	2	0	1
Realistically appraises own strengths and development areas.	Self-Development	4.57	0	0	0	5	0	2	0
Anticipates potential and future problems.	Strategic Problem Analysis	4.57	0	1	1	2	0	2	1
Effectively utilises positional power to drive key initiatives and strategies.	Political Leadership	4.57	1	0	0	1	4	0	1
Handles questions in meetings and presentations in a responsive and diplomatic manner.	Oral Communication/Presentation	4.57	1	0	0	2	1	3	0

Least Frequent Behaviours - All Raters

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency. They are ranked ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practicing these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Attracts and builds a high performing team.	Team Building	1.57	4	2	1	0	0	0	0
Demonstrates high standards of personal and professional integrity.	Engenders Trust	2.43	2	2	2	0	1	0	0
Writes in a clear, direct and concise manner.	Oral Communication/Presentation	2.57	1	3	2	0	1	0	0
Demonstrates emotional control and patience under pressure and stress.	Adaptability/Flexibility	2.71	1	2	2	2	0	0	0
Maintains a realistic outlook in the face of challenge and change.	Adaptability/Flexibility	2.86	1	3	2	0	0	0	1
Seeks to actively listen and understand diverse points of view.	Interpersonal Effectiveness	3.00	2	1	2	0	1	1	0

Least Frequent Behaviours - All Raters

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Initiates and promotes continuous learning and improvement efforts throughout the organisation.	Driving Change	3.14	2	1	1	0	3	0	0
Provides timely, clear and constructive performance and developmental feedback.	Coaching/Development	3.14	1	1	3	1	0	1	0
Allows people to manage his or her own project, department, business unit or function with autonomy.	Empowering Others	3.29	1	0	3	2	1	0	0
Inspires and supports risk taking, change, creativity and innovation by others.	Driving Change	3.29	1	3	1	0	0	1	1
Pursues continuous learning and self-development by exposure to new ideas and perspectives.	Self-Development	3.29	3	0	0	0	4	0	0

Behaviour Summary

The average score for each ExecutiveView360 competency and specific questions are summarised below for each rater category (1 to 7 scale with higher scores corresponding to more frequently observed behaviour). If the symbol AP appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol NR appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters. If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Visionary Leadership	4.00 (1.00)	4.00 (0.73)	4.50 (0.68)	3.67 (0.40)	4.33 (0.50)	4.14 (0.53)
Has a compelling and clear picture for the future of the business and organisation.	4.00 (1.00)	4.00 (1.00)	3.50 (0.83)	4.00 (0.33)	3.50 (0.50)	3.71 (0.54)
Effectively articulates a clear purpose and mission that inspires the imagination of others.	4.00 (1.00)	5.00 (1.00)	5.00 (0.67)	2.00 (1.00)	6.00 (1.00)	4.43 (0.44)
Communicates a vision of the organisational future and inspires commitment and support towards this vision from others.	4.00 (1.00)	3.00 (1.00)	5.00 (1.00)	5.00 (0.67)	3.50 (0.83)	4.29 (0.66)
Drive for Results	3.33 (0.69)	4.00 (0.73)	3.33 (0.24)	4.50 (0.43)	4.00 (0.46)	3.95 (0.39)
Develops results-oriented strategies to achieve and maintain competitive advantage.	4.00 (1.00)	4.00 (1.00)	4.50 (0.17)	5.00 (0.33)	2.50 (0.50)	4.00 (0.29)
Sets and pursues aggressive business goals and targets.	4.00 (1.00)	3.00 (1.00)	4.00 (0.33)	4.00 (0.33)	5.50 (0.83)	4.29 (0.42)

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Drive for Results	3.33 (0.69)	4.00 (0.73)	3.33 (0.24)	4.50 (0.43)	4.00 (0.46)	3.95 (0.39)
Regularly monitors and corrects sources of lagging individual, team and organisational performance.	2.00 (1.00)	5.00 (1.00)	1.50 (0.83)	4.50 (0.83)	4.00 (0.67)	3.57 (0.50)
Technological Leadership	4.33 (0.43)	3.67 (0.32)	4.50 (0.46)	4.67 (0.69)	4.17 (0.27)	4.33 (0.42)
Articulates a compelling strategy for integrating technology into the strategic plan.	5.00 (1.00)	1.00 (1.00)	4.00 (0.33)	4.50 (0.50)	4.00 (0.33)	3.71 (0.32)
Stays informed about innovations and new technologies to ensure competitive advantage.	2.00 (1.00)	4.00 (1.00)	5.00 (0.67)	4.50 (0.83)	4.00 (0.33)	4.43 (0.57)
Supports and champions sufficient financial and human resources for technology.	6.00 (1.00)	6.00 (1.00)	4.50 (0.50)	5.00 (1.00)	4.50 (0.17)	4.86 (0.45)
Financial Leadership	5.00 (0.46)	4.00 (0.73)	4.17 (0.51)	3.83 (0.35)	4.00 (0.57)	4.00 (0.50)
Identifies key issues in budgets, profit and loss statements, and other financial indicators.	5.00 (1.00)	4.00 (1.00)	5.50 (0.50)	3.50 (0.17)	3.50 (0.50)	4.14 (0.35)
Effectively manages the financial health of the organisations they lead.	7.00 (1.00)	3.00 (1.00)	4.00 (1.00)	5.50 (0.83)	3.50 (0.83)	4.14 (0.67)
Effectively allocates financial resources to meet business objectives.	3.00 (1.00)	5.00 (1.00)	3.00 (0.67)	2.50 (0.83)	5.00 (0.67)	3.71 (0.54)
Cross-Functional Versatility	5.00 (0.28)	5.33 (0.84)	5.00 (0.62)	4.33 (0.37)	3.00 (0.67)	4.29 (0.47)
Demonstrates a depth and breadth of understanding of key operations and departments within the organisation.	7.00 (1.00)	6.00 (1.00)	4.50 (0.50)	4.00 (1.00)	4.00 (1.00)	4.43 (0.65)
Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	2.00 (1.00)	5.00 (1.00)	5.00 (0.67)	3.50 (0.17)	2.00 (1.00)	3.71 (0.36)
Aligns organisational structure, systems, processes and talent to achieve desired results across the organisation	6.00 (1.00)	5.00 (1.00)	5.50 (0.83)	5.50 (0.50)	3.00 (0.67)	4.71 (0.51)

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Depth of Industry Knowledge	2.33 (0.58)	3.00 (0.46)	3.50 (0.40)	3.17 (0.55)	4.67 (0.47)	3.67 (0.42)
Has a deep knowledge of the industry's history, patterns, and future trends.	2.00 (1.00)	1.00 (1.00)	4.00 (0.33)	3.50 (0.50)	5.50 (0.50)	3.86 (0.30)
Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors.	4.00 (1.00)	5.00 (1.00)	2.50 (0.83)	3.50 (0.50)	3.50 (0.50)	3.43 (0.53)
Implements "best practices" from other industry experience to be successful.	1.00 (1.00)	3.00 (1.00)	4.00 (0.33)	2.50 (0.83)	5.00 (0.67)	3.71 (0.47)
Political Leadership	4.33 (0.58)	6.00 (0.73)	3.00 (0.42)	4.00 (0.46)	4.83 (0.64)	4.24 (0.42)
Effectively utilises positional power to drive key initiatives and strategies.	6.00 (1.00)	5.00 (1.00)	3.00 (0.33)	6.00 (0.67)	4.50 (0.83)	4.57 (0.44)
Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	3.00 (1.00)	6.00 (1.00)	2.50 (0.50)	3.00 (0.67)	5.50 (0.83)	4.00 (0.41)
Fosters internal negotiation and effective conflict resolution with others.	4.00 (1.00)	7.00 (1.00)	3.50 (0.50)	3.00 (1.00)	4.50 (0.50)	4.14 (0.42)
Strategic Problem Analysis	3.33 (0.13)	3.33 (0.69)	4.33 (0.40)	5.17 (0.64)	4.00 (0.42)	4.33 (0.46)
Anticipates potential and future problems.	7.00 (1.00)	4.00 (1.00)	4.50 (0.17)	4.50 (0.50)	5.00 (0.67)	4.57 (0.44)
Gathers and utilises available information in order to understand and solve organisational issues and problems.	2.00 (1.00)	2.00 (1.00)	5.50 (0.83)	5.00 (1.00)	2.50 (0.50)	4.00 (0.44)
Generates and considers multiple solutions to a problem.	1.00 (1.00)	4.00 (1.00)	3.00 (1.00)	6.00 (1.00)	4.50 (0.50)	4.43 (0.53)
Decision Making	4.00 (0.28)	5.67 (0.69)	4.00 (0.57)	4.17 (0.41)	5.17 (0.44)	4.62 (0.45)
Makes timely decisions based on adequate data and information.	7.00 (1.00)	5.00 (1.00)	3.00 (0.67)	3.50 (0.50)	6.50 (0.83)	4.43 (0.41)
Makes decisions confidently and quickly when necessary.	3.00 (1.00)	5.00 (1.00)	5.00 (0.67)	6.00 (0.67)	4.00 (0.67)	5.00 (0.60)
Gathers enough information and data before making a decision.	2.00 (1.00)	7.00 (1.00)	4.00 (0.67)	3.00 (0.67)	5.00 (0.33)	4.43 (0.39)

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Entrepreneurial Leadership	4.67 (0.58)	5.00 (0.53)	4.83 (0.70)	4.50 (0.43)	3.00 (0.53)	4.24 (0.47)
Seeks and creates opportunities to add value within the marketplace.	5.00 (1.00)	4.00 (1.00)	5.00 (0.67)	2.50 (0.83)	2.50 (0.83)	3.43 (0.57)
Communicates a vision for realising new business ventures.	3.00 (1.00)	7.00 (1.00)	4.50 (0.83)	6.50 (0.83)	2.50 (0.83)	4.86 (0.40)
Seeks and develops new business opportunities and ventures.	6.00 (1.00)	4.00 (1.00)	5.00 (0.67)	4.50 (0.83)	4.00 (0.33)	4.43 (0.57)
Driving Strategic Direction	6.00 (1.00)	2.67 (0.58)	5.17 (0.60)	3.33 (0.47)	2.67 (0.58)	3.57 (0.43)
Identifies, directs and focuses the organisation's performance on high priority strategic goals initiatives.	6.00 (1.00)	4.00 (1.00)	4.00 (0.67)	2.00 (1.00)	4.00 (0.67)	3.43 (0.61)
Identifies potential risks, contingency plans and drives achievement of those plans.	6.00 (1.00)	1.00 (1.00)	5.50 (0.83)	4.00 (0.33)	2.50 (0.83)	3.57 (0.36)
Effectively allocates human and financial resources necessary to achieve strategic objectives.	6.00 (1.00)	3.00 (1.00)	6.00 (0.67)	4.00 (0.67)	1.50 (0.83)	3.71 (0.36)
Driving Change	4.00 (0.46)	3.67 (0.69)	2.50 (0.31)	4.67 (0.37)	4.00 (0.18)	3.71 (0.27)
Orchestrates change efforts across functions, departments, business units and teams.	6.00 (1.00)	5.00 (1.00)	4.00 (0.00)	5.50 (0.50)	4.50 (0.17)	4.71 (0.23)
Inspires and supports risk taking, change, creativity and innovation by others.	4.00 (1.00)	3.00 (1.00)	2.00 (1.00)	3.50 (0.17)	4.50 (0.17)	3.29 (0.29)
Initiates and promotes continuous learning and improvement efforts throughout the organisation.	2.00 (1.00)	3.00 (1.00)	1.50 (0.83)	5.00 (1.00)	3.00 (0.33)	3.14 (0.42)
Building Strategic Relationships	4.67 (0.69)	2.33 (0.84)	5.00 (0.81)	4.83 (0.55)	3.50 (0.54)	4.14 (0.51)
Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organisation.	4.00 (1.00)	3.00 (1.00)	5.50 (0.83)	5.50 (0.83)	4.50 (0.50)	4.86 (0.58)

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Building Strategic Relationships	4.67 (0.69)	2.33 (0.84)	5.00 (0.81)	4.83 (0.55)	3.50 (0.54)	4.14 (0.51)
Effectively builds relationships with key community members and partnerships with others outside the organisation.	4.00 (1.00)	2.00 (1.00)	5.00 (1.00)	4.50 (0.50)	3.00 (0.67)	3.86 (0.51)
Develops and maintains a broad base of support among key internal and external stakeholders.	6.00 (1.00)	2.00 (1.00)	4.50 (0.83)	4.50 (0.50)	3.00 (0.67)	3.71 (0.54)
Empowering Others	4.00 (0.46)	2.67 (0.84)	4.67 (0.63)	3.83 (0.41)	2.67 (0.58)	3.57 (0.48)
Allows people to manage his or her own project, department, business unit or function with autonomy.	4.00 (1.00)	3.00 (1.00)	3.50 (0.83)	4.50 (0.83)	2.00 (0.67)	3.29 (0.61)
Involves others in problem solving, decision making and planning processes.	2.00 (1.00)	2.00 (1.00)	5.00 (0.67)	3.50 (0.50)	2.50 (0.83)	3.43 (0.50)
Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	6.00 (1.00)	3.00 (1.00)	5.50 (0.83)	3.50 (0.17)	3.50 (0.50)	4.00 (0.38)
Team Building	3.67 (0.32)	4.00 (0.18)	3.17 (0.27)	4.00 (0.42)	3.33 (0.50)	3.57 (0.34)
Encourages a climate of trust, honesty and openness with others.	6.00 (1.00)	4.00 (1.00)	2.50 (0.83)	6.00 (1.00)	4.50 (0.83)	4.29 (0.54)
Attracts and builds a high performing team.	4.00 (1.00)	1.00 (1.00)	1.00 (1.00)	2.00 (1.00)	2.00 (0.67)	1.57 (0.76)
Promotes collaboration and removes obstacles to teamwork across the organisation.	1.00 (1.00)	7.00 (1.00)	6.00 (0.67)	4.00 (0.67)	3.50 (0.50)	4.86 (0.42)
Interpersonal Effectiveness	3.00 (0.53)	3.00 (0.28)	3.33 (0.69)	5.00 (0.33)	3.00 (0.49)	3.67 (0.38)
Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner.	2.00 (1.00)	2.00 (1.00)	3.50 (0.83)	7.00 (1.00)	2.50 (0.83)	4.00 (0.33)
Seeks to actively listen and understand diverse points of view.	2.00 (1.00)	1.00 (1.00)	2.50 (0.83)	3.00 (0.33)	4.50 (0.50)	3.00 (0.41)
Expresses sensitivity and empathy towards others.	5.00 (1.00)	6.00 (1.00)	4.00 (0.67)	5.00 (1.00)	2.00 (0.67)	4.00 (0.47)

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Oral Communication/Presentation	3.33 (0.58)	4.33 (0.17)	3.67 (0.50)	2.83 (0.44)	4.00 (0.46)	3.62 (0.39)
Delivers oral presentations that are persuasive, clear, and logically organised.	5.00 (1.00)	7.00 (1.00)	3.50 (0.50)	1.50 (0.83)	4.50 (0.83)	3.71 (0.34)
Handles questions in meetings and presentations in a responsive and diplomatic manner.	3.00 (1.00)	1.00 (1.00)	5.00 (0.67)	5.00 (0.67)	5.50 (0.83)	4.57 (0.44)
Writes in a clear, direct and concise manner.	2.00 (1.00)	5.00 (1.00)	2.50 (0.83)	2.00 (1.00)	2.00 (0.67)	2.57 (0.61)
Influence/Negotiation	3.33 (0.13)	4.00 (0.18)	5.67 (0.54)	3.33 (0.69)	4.83 (0.30)	4.52 (0.35)
Allows for disagreements to emerge and to be discussed openly.	1.00 (1.00)	4.00 (1.00)	4.50 (0.50)	4.00 (0.67)	4.00 (0.33)	4.14 (0.51)
Effectively negotiates "win-win" solutions.	2.00 (1.00)	1.00 (1.00)	6.50 (0.83)	2.50 (0.83)	6.00 (0.67)	4.43 (0.25)
Communicates and expresses ideas in a manner that persuades and influences others.	7.00 (1.00)	7.00 (1.00)	6.00 (0.67)	3.50 (0.83)	4.50 (0.17)	5.00 (0.36)
Coaching/Development	5.60 (0.50)	3.20 (0.51)	4.80 (0.58)	4.20 (0.41)	3.60 (0.69)	4.06 (0.50)
Selects the best talent for key positions and assignments.	5.00 (1.00)	2.00 (1.00)	5.00 (0.67)	4.00 (0.33)	2.50 (0.83)	3.57 (0.44)
Establishes a plan and process for developing successors.	6.00 (1.00)	4.00 (1.00)	5.50 (0.83)	5.00 (0.67)	4.00 (0.67)	4.71 (0.66)
Provides timely, clear and constructive performance and developmental feedback.	7.00 (1.00)	1.00 (1.00)	4.00 (0.33)	3.00 (1.00)	3.50 (0.83)	3.14 (0.51)
Provides ongoing career coaching, mentoring and guidance	7.00 (1.00)	4.00 (1.00)	4.50 (0.83)	5.00 (0.33)	4.50 (0.83)	4.57 (0.61)
Demonstrates sensitivity towards and actively promotes diversity in the workforce.	3.00 (1.00)	5.00 (1.00)	5.00 (0.67)	4.00 (0.33)	3.50 (0.83)	4.29 (0.54)
Self-Development	5.00 (0.73)	2.67 (0.58)	4.67 (0.75)	3.83 (0.30)	3.50 (0.58)	3.81 (0.47)
Seeks and applies feedback and constructive criticism.	5.00 (1.00)	3.00 (1.00)	5.00 (0.67)	2.50 (0.50)	3.50 (0.83)	3.57 (0.53)

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Self-Development	5.00 (0.73)	2.67 (0.58)	4.67 (0.75)	3.83 (0.30)	3.50 (0.58)	3.81 (0.47)
Pursues continuous learning and self-development by exposure to new ideas and perspectives.	4.00 (1.00)	1.00 (1.00)	5.00 (1.00)	3.00 (0.33)	3.00 (0.33)	3.29 (0.34)
Realistically appraises own strengths and development areas.	6.00 (1.00)	4.00 (1.00)	4.00 (1.00)	6.00 (1.00)	4.00 (1.00)	4.57 (0.70)
Adaptability/Flexibility	4.67 (0.43)	2.67 (0.84)	2.83 (0.55)	4.33 (0.32)	3.00 (0.36)	3.29 (0.40)
Maintains a realistic outlook in the face of challenge and change.	7.00 (1.00)	3.00 (1.00)	2.50 (0.83)	4.50 (0.17)	1.50 (0.83)	2.86 (0.40)
Responds constructively to ambiguity, change, obstacles, and challenges.	4.00 (1.00)	2.00 (1.00)	3.00 (0.33)	5.50 (0.50)	5.50 (0.83)	4.29 (0.34)
Demonstrates emotional control and patience under pressure and stress.	3.00 (1.00)	3.00 (1.00)	3.00 (0.67)	3.00 (0.67)	2.00 (0.67)	2.71 (0.66)
Engenders Trust	5.33 (0.84)	3.00 (0.73)	3.50 (0.40)	2.83 (0.60)	4.17 (0.48)	3.43 (0.48)
Demonstrates high standards of personal and professional integrity.	6.00 (1.00)	2.00 (1.00)	2.50 (0.83)	2.00 (0.67)	3.00 (0.33)	2.43 (0.57)
Maintains open, honest and non-defensive relationships.	5.00 (1.00)	3.00 (1.00)	4.00 (0.33)	3.00 (1.00)	4.00 (1.00)	3.57 (0.61)
Demonstrates consistency between actions and words.	5.00 (1.00)	4.00 (1.00)	4.00 (0.33)	3.50 (0.50)	5.50 (0.83)	4.29 (0.47)

Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviours to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your executive development plan?

Open Ended Comments Summary

STRENGTHS

Open Ended Comments Summary Continued
DEVELOPMENT AREAS

Development Planning Guide

Examining Your ExecutiveView360 Feedback Report

Your reactions to your ExecutiveView360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

What new insights, if any, do you get from your results?

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

Development Planning Guide Continued

Deciding What Competencies To Work On

The table below summarises the 22 ExecutiveView360 competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development action plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Performance Leadership	Visionary Leadership		
	Drive for Results		
	Technological Leadership		
	Financial Leadership		
	Cross-Functional Versatility		
	Depth of Industry Knowledge		
	Political Leadership		
	Strategic Problem Analysis		
	Decision Making		
Change Leadership	Entrepreneurial Leadership		
	Driving Strategic Direction		
	Driving Change		
Interpersonal Leadership	Building Strategic Relationships		
	Empowering Others		
	Team Building		
	Interpersonal Effectiveness		
	Oral Communication/Presentation		
	Influence/Negotiation		
	Coaching/Development		
Personal Leadership	Self-Development		

Development Planning Guide Continued

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Personal Leadership	Adaptability/Flexibility		
	Engenders Trust		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your ExecutiveView360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your ExecutiveView360 results below:

1. _____
2. _____
3. _____

Developing skills can be challenging because it almost always means replacing current behaviour with a new pattern of behaviour. This is not easy! The action planning process helps to increase your success. Research shows that desired change is more likely to be successful when:

- ✓ The desired skills and behaviours are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

Development Planning Guide Continued

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your ExecutiveView360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results Achieved:	