

MANAGERVIEW360

ManagerView360 Profile for:
Sample Report
Assessment Plus Ltd

May 18 2015



Summary Feedback Report

Introduction

The ManagerView360 Feedback report is an instrument designed to provide a focus about specific communication, task / project management, and interpersonal competency strengths and development needs. This Feedback Report provides you information about how you are perceived on the 20 job critical supervisory and management competencies of ManagerView360.

This Feedback Report summarizes 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 Behaviors
- ✓ Behavior 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

Communication Skills

Listening

Ability to be attentive and understand the verbal communications of others.

Two-Way Feedback

Solicits input and keeps others informed with necessary information in a timely manner.

Written Communication

Ability to express written thoughts and ideas in a clear and concise manner.

Oral Communication

Ability to convey oral thoughts & ideas in a clear and concise manner.

Oral Presentation

Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner.

Vision/Goal Setting

Ability to share a common vision and develop strategic goals for the organization.

Task Management Skills

Planning/Organizing

The ability to set realistic and measurable goals and allocate resources (people, budget, materials, etc.).

Delegation

The ability to assign work, clarify expectations, and define how individual performance will be measured.

Administrative Control

Ability to develop procedures to evaluate and monitor job activities and tasks on an on-going basis.

Performance Evaluation

Ability to provide on-going feedback and conduct timely and effective performance reviews

Competency Definitions Continued

Performance Management

Ability to provide others with regular and clear feedback on their performance and offer support when individuals are confronted with problems.

Recognizing/Rewarding

Ability to reward and recognize performance in a timely and appropriate manner.

Interpersonal Skills

Team Development

Ability to create and develop motivated, cohesive, and high performance teams.

Interpersonal Sensitivity

Ability to take actions that demonstrate consideration for the feelings and needs of others.

Conflict Management

Ability to negotiate and effectively resolve interpersonal differences with others.

Coaching

Ability to coach, train, and develop others.

Leadership/Influence

Ability to utilize appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Employee Involvement

Ability to involve employees in organizational planning, decision making, and problem solving processes.

Problem-Solving Skills

Problem Analysis

Ability to analyse a situation, identify alternative solutions, and develop specific actions.

Competency Definitions Continued

Decisiveness/Judgement

Ability and willingness to make high quality decisions when required.

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 **ManagerView360**.

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 in which others rate you above average but you rate yourself below average relative to the norms. Others recognize these as potential strengths, but you do not
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths -- assets on which you can leverage and capitalize on
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognize these as potential strengths, but others do not
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas -- opportunities to potentially focus on

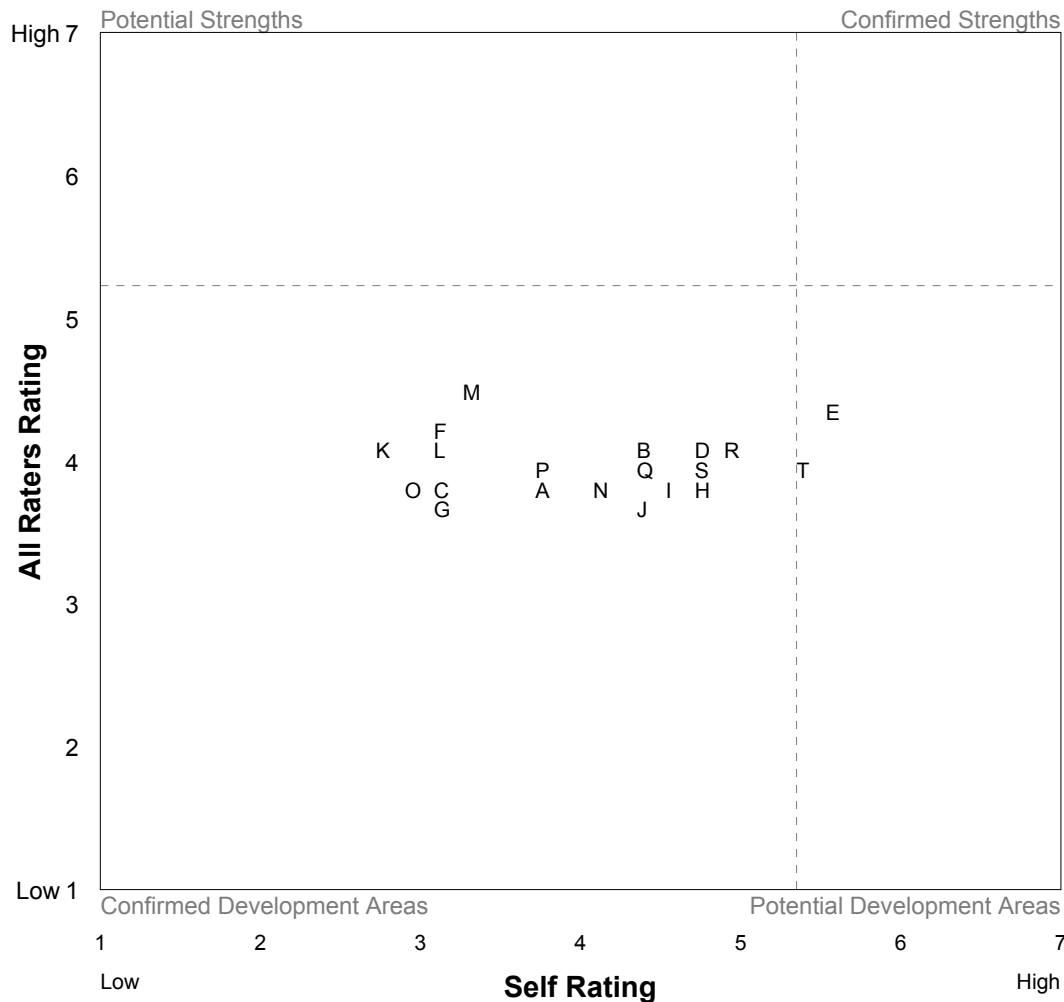
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High
		SELF RATINGS	

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)

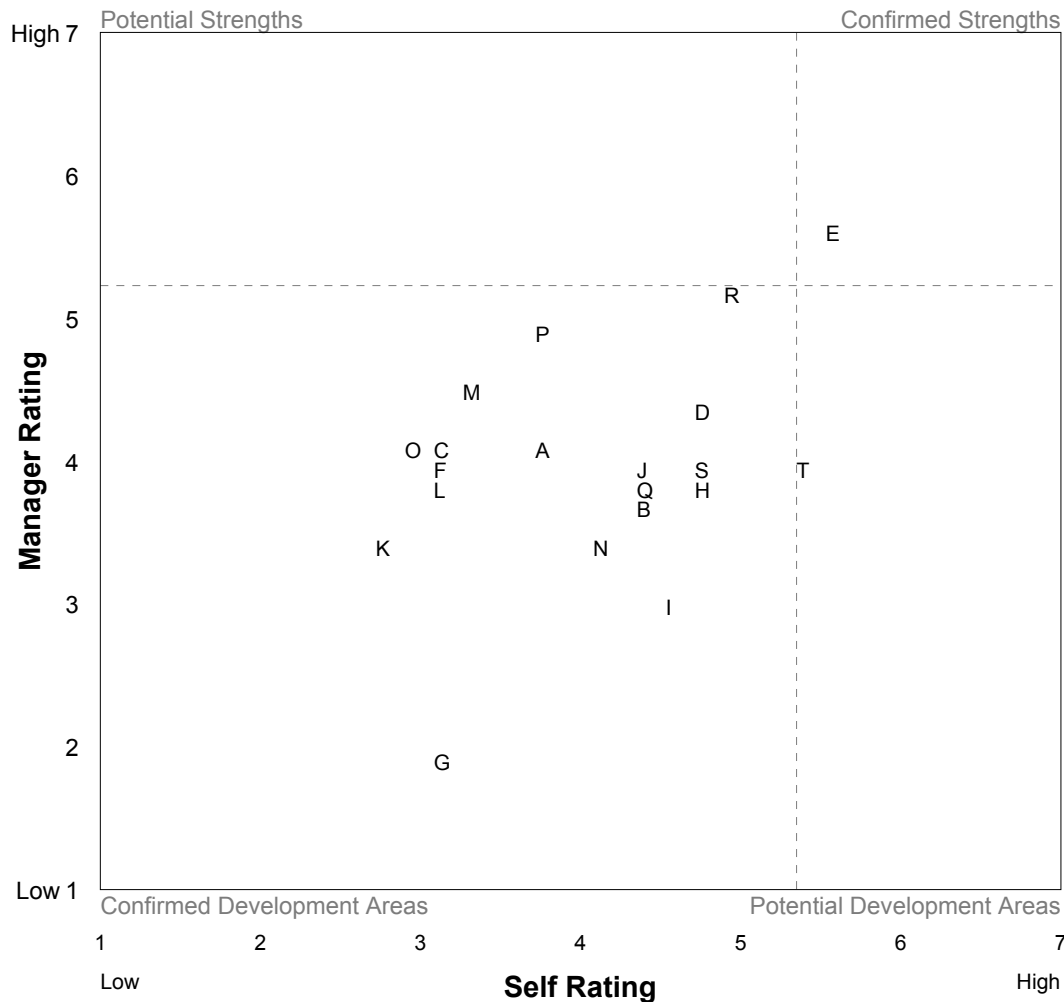


Average Scores

	Self	All Raters
Confirmed Development Areas		
A. Listening	3.80	4.03
B. Two-Way Feedback	4.40	4.20
C. Written Communication	3.20	3.86
D. Oral Communication	4.80	4.09
F. Vision/Goal Setting	3.20	4.34
G. Planning/Organizing	3.20	3.77
H. Delegation	4.80	3.91
I. Administrative Control	4.60	3.86
J. Performance Evaluation	4.40	3.77
K. Performance Management	2.80	4.14
L. Recognizing/Rewarding	3.20	4.11
M. Team Development	3.40	4.49
N. Interpersonal Sensitivity	4.20	3.86
O. Conflict Management	3.00	3.86
P. Coaching	3.80	4.03
Q. Leadership/Influence	4.40	3.94
R. Employee Involvement	5.00	4.14
S. Problem Analysis	4.80	3.97
Potential Development Areas		
E. Oral Presentation	5.60	4.37
T. Decisiveness/Judgement	5.40	3.94

Self-Awareness Index

Self - Manager (N = 1)



Average Scores

Self Manager

Confirmed Strengths

E. Oral Presentation 5.60 5.60

Confirmed Development Areas

A. Listening 3.80 4.20

B. Two-Way Feedback 4.40 3.80

C. Written Communication 3.20 4.20

D. Oral Communication 4.80 4.40

F. Vision/Goal Setting 3.20 4.00

G. Planning/Organizing 3.20 2.00

H. Delegation 4.80 3.80

I. Administrative Control 4.60 3.00

J. Performance Evaluation 4.40 4.00

K. Performance Management 2.80 3.40

L. Recognizing/Rewarding 3.20 3.80

M. Team Development 3.40 4.60

N. Interpersonal Sensitivity 4.20 3.40

O. Conflict Management 3.00 4.20

P. Coaching 3.80 5.00

Q. Leadership/Influence 4.40 3.80

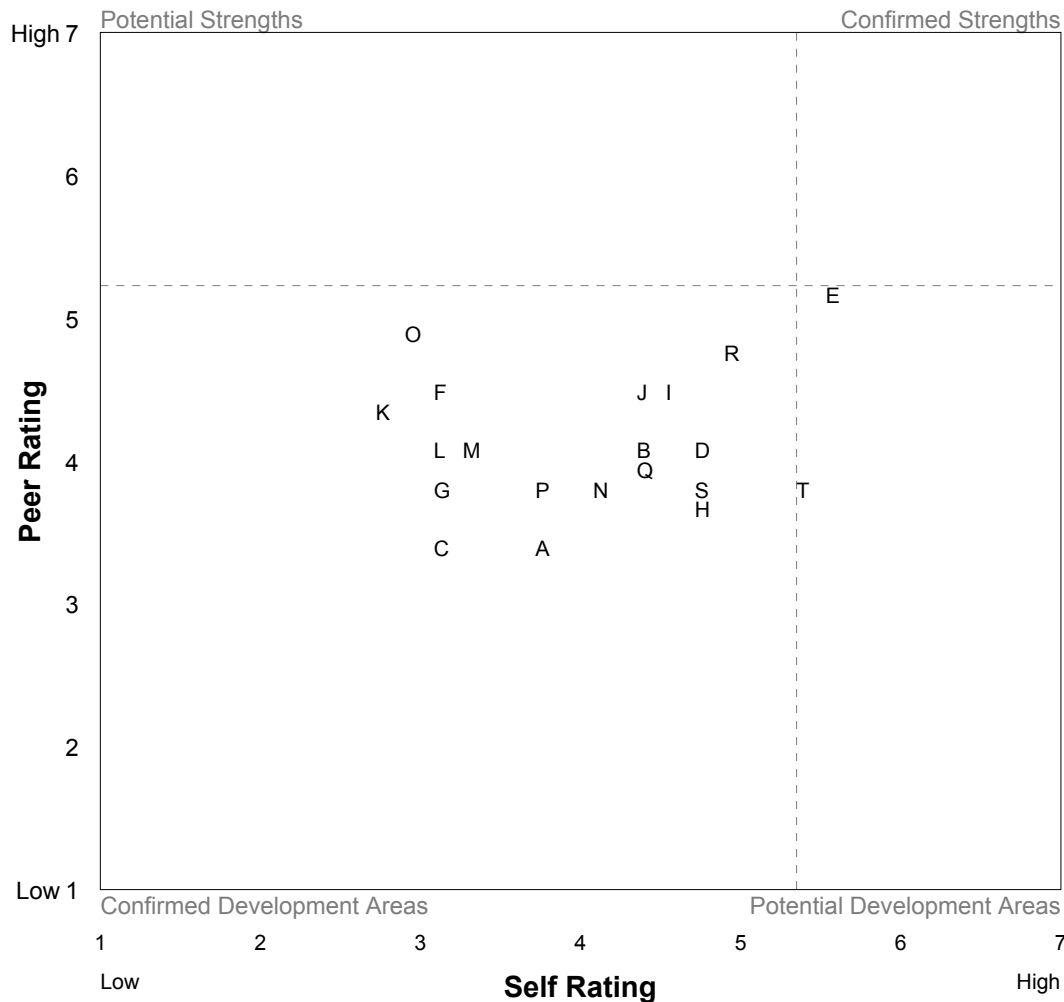
R. Employee Involvement 5.00 5.20

S. Problem Analysis 4.80 4.00

Potential Development Areas

T. Decisiveness/Judgement 5.40 4.00

Self-Awareness Index Self - Peer (N = 2)



Average Scores

Self Peer

Confirmed Development Areas

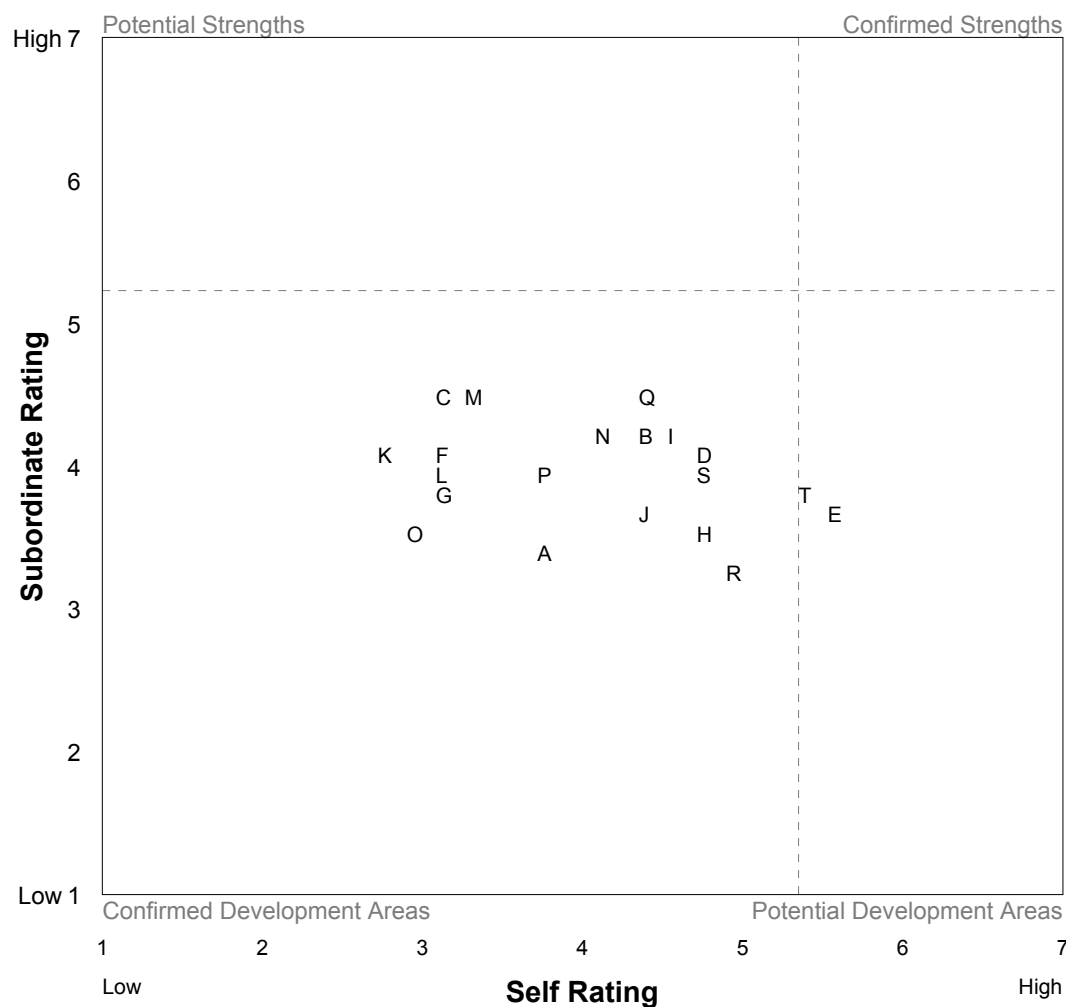
A. Listening	3.80	3.50
B. Two-Way Feedback	4.40	4.20
C. Written Communication	3.20	3.50
D. Oral Communication	4.80	4.10
F. Vision/Goal Setting	3.20	4.50
G. Planning/Organizing	3.20	3.80
H. Delegation	4.80	3.90
I. Administrative Control	4.60	4.60
J. Performance Evaluation	4.40	4.60
K. Performance Management	2.80	4.40
L. Recognizing/Rewarding	3.20	4.20
M. Team Development	3.40	4.10
N. Interpersonal Sensitivity	4.20	3.90
O. Conflict Management	3.00	4.90
P. Coaching	3.80	3.90
Q. Leadership/Influence	4.40	4.10
R. Employee Involvement	5.00	4.80
S. Problem Analysis	4.80	3.90

Potential Development Areas

E. Oral Presentation	5.60	5.20
T. Decisiveness/Judgement	5.40	3.80

Self-Awareness Index

Self - Subordinate (N = 2)



Confirmed Development Areas

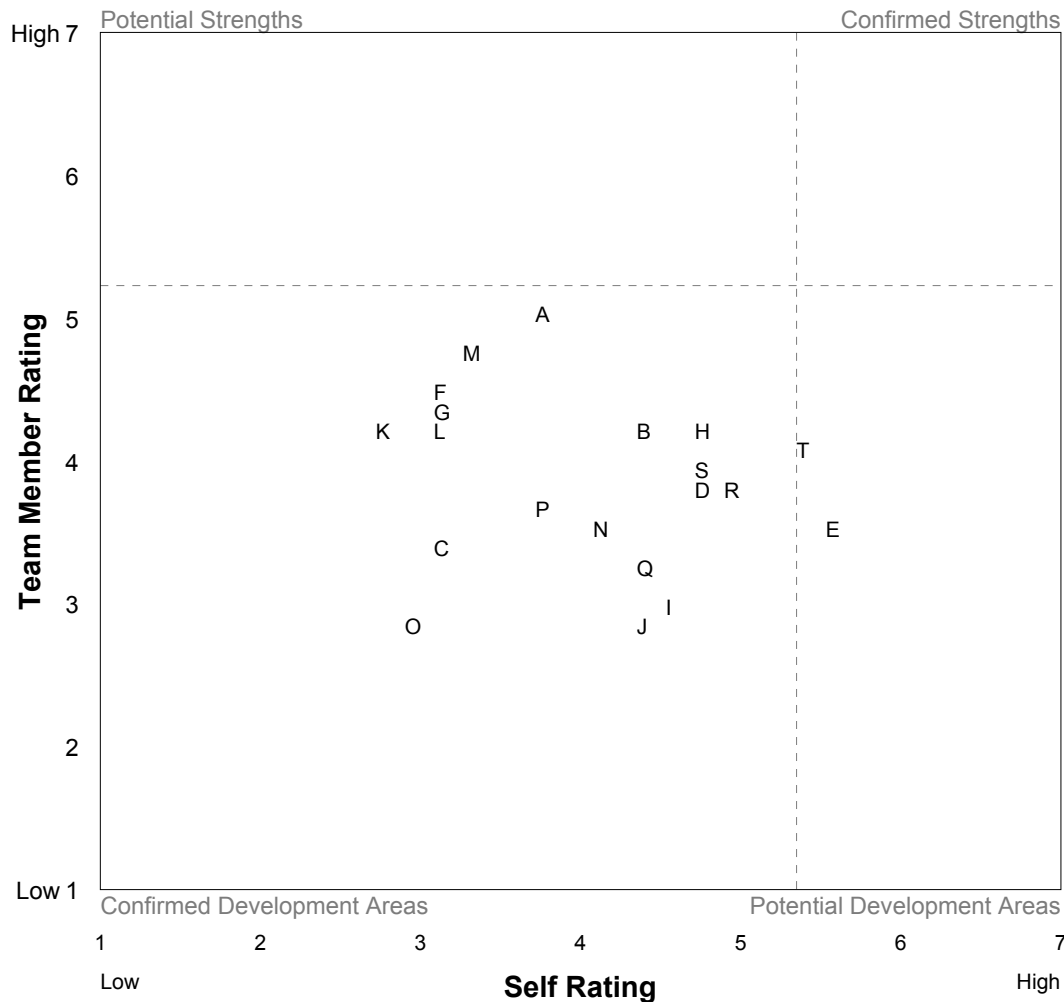
	Self	Subordinate
A. Listening	3.80	3.40
B. Two-Way Feedback	4.40	4.30
C. Written Communication	3.20	4.50
D. Oral Communication	4.80	4.10
F. Vision/Goal Setting	3.20	4.10
G. Planning/Organizing	3.20	3.90
H. Delegation	4.80	3.60
I. Administrative Control	4.60	4.30
J. Performance Evaluation	4.40	3.70
K. Performance Management	2.80	4.10
L. Recognizing/Rewarding	3.20	4.00
M. Team Development	3.40	4.50
N. Interpersonal Sensitivity	4.20	4.30
O. Conflict Management	3.00	3.60
P. Coaching	3.80	4.00
Q. Leadership/Influence	4.40	4.50
R. Employee Involvement	5.00	3.30
S. Problem Analysis	4.80	4.00

Potential Development Areas

	Self	Subordinate
E. Oral Presentation	5.60	3.70
T. Decisiveness/Judgement	5.40	3.90

Self-Awareness Index

Self - Team Member (N = 2)



Average Scores

Self	Team Member
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Confirmed Development Areas

A. Listening	3.80	5.10
B. Two-Way Feedback	4.40	4.30
C. Written Communication	3.20	3.40
D. Oral Communication	4.80	3.90
F. Vision/Goal Setting	3.20	4.60
G. Planning/Organizing	3.20	4.50
H. Delegation	4.80	4.30
I. Administrative Control	4.60	3.10
J. Performance Evaluation	4.40	2.90
K. Performance Management	2.80	4.30
L. Recognizing/Rewarding	3.20	4.30
M. Team Development	3.40	4.80
N. Interpersonal Sensitivity	4.20	3.60
O. Conflict Management	3.00	2.90
P. Coaching	3.80	3.70
Q. Leadership/Influence	4.40	3.30
R. Employee Involvement	5.00	3.80
S. Problem Analysis	4.80	4.00

Potential Development Areas

E. Oral Presentation	5.60	3.60
T. Decisiveness/Judgement	5.40	4.10

Competency Group Introduction

Competency Group Bar Graphs

Each ManagerView360 bar graph compares your self ratings to those of the other rater groups across 4 competency groups:

- Communication Skills
- Task Management Skills
- Interpersonal Skills
- Problem-Solving Skills

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 ManagerView360 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. The competency groups are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each ManagerView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors 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

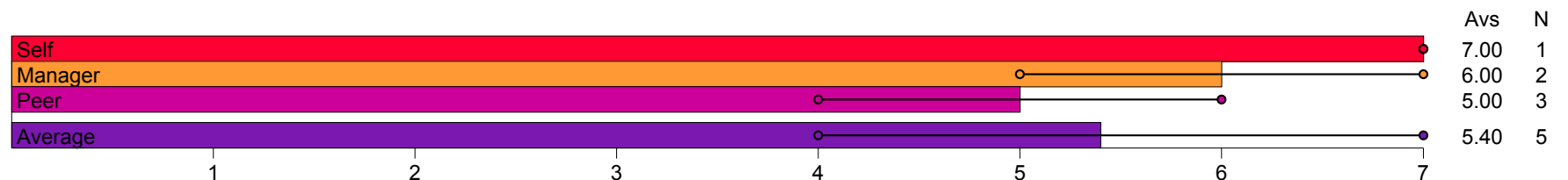
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

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



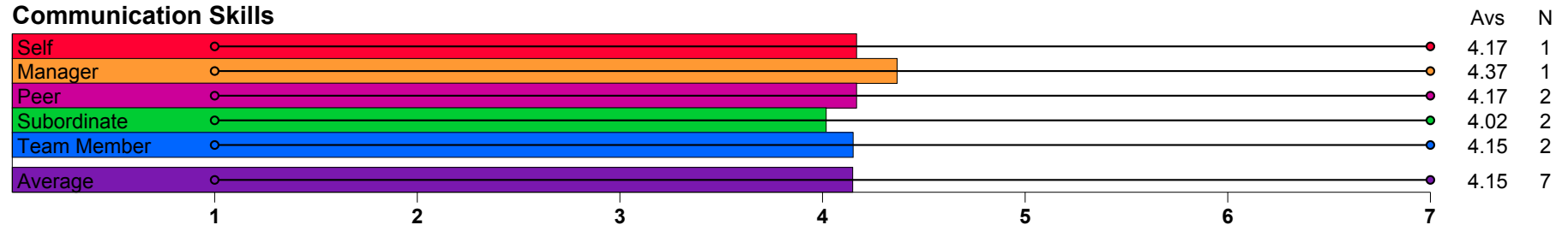
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

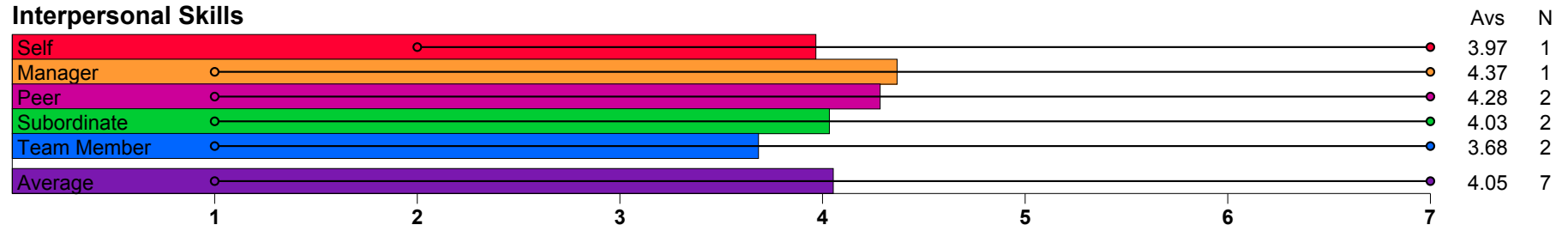
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Group Summary

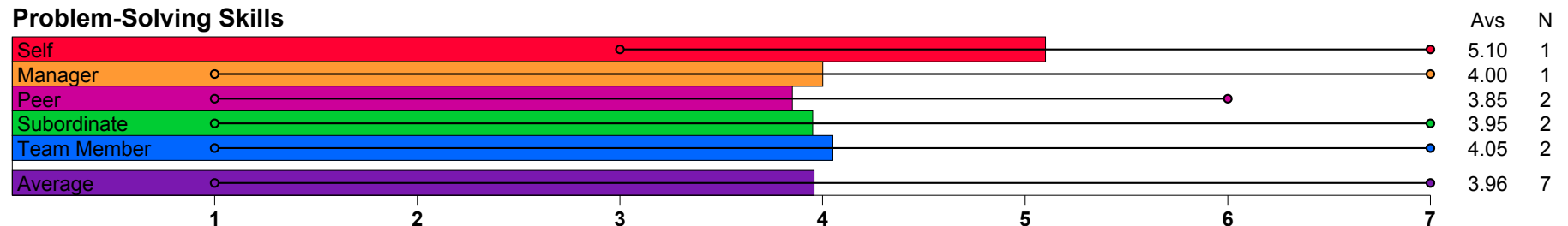
Communication Skills



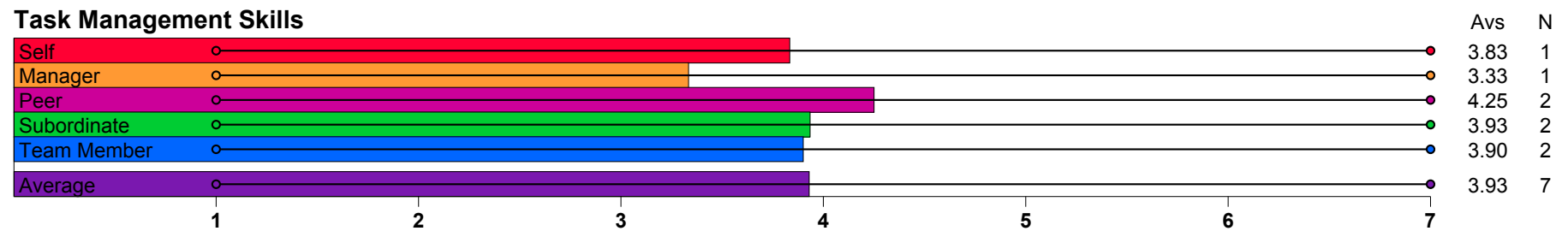
Interpersonal Skills



Problem-Solving Skills



Competency Group Summary Continued



Competency Summary

The average score for each ManagerView360 competency group and specific competency are summarized below for each rater category (1 to 7 scale with higher scores corresponding to more frequently observed behavior). 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.

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 behaviors. 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
Communication Skills	4.17 (0.49)	4.37 (0.43)	4.17 (0.35)	4.02 (0.42)	4.15 (0.44)	4.15 (0.40)
Oral Presentation	5.60 (0.73)	5.60 (0.66)	5.20 (0.29)	3.70 (0.53)	3.60 (0.60)	4.37 (0.41)
Vision/Goal Setting	3.20 (0.75)	4.00 (0.44)	4.50 (0.31)	4.10 (0.41)	4.60 (0.55)	4.34 (0.41)
Two-Way Feedback	4.40 (0.60)	3.80 (0.47)	4.20 (0.43)	4.30 (0.48)	4.30 (0.46)	4.20 (0.45)
Oral Communication	4.80 (0.75)	4.40 (0.50)	4.10 (0.47)	4.10 (0.40)	3.90 (0.41)	4.09 (0.43)
Listening	3.80 (0.35)	4.20 (0.43)	3.50 (0.42)	3.40 (0.40)	5.10 (0.43)	4.03 (0.37)
Written Communication	3.20 (0.47)	4.20 (0.32)	3.50 (0.38)	4.50 (0.42)	3.40 (0.40)	3.86 (0.37)
Interpersonal Skills	3.97 (0.45)	4.37 (0.40)	4.28 (0.44)	4.03 (0.36)	3.68 (0.40)	4.05 (0.39)
Team Development	3.40 (0.66)	4.60 (0.46)	4.10 (0.41)	4.50 (0.44)	4.80 (0.45)	4.49 (0.43)
Employee Involvement	5.00 (0.37)	5.20 (0.39)	4.80 (0.61)	3.30 (0.40)	3.80 (0.49)	4.14 (0.42)
Coaching	3.80 (0.39)	5.00 (0.58)	3.90 (0.62)	4.00 (0.27)	3.70 (0.42)	4.03 (0.42)
Leadership/Influence	4.40 (0.46)	3.80 (0.23)	4.10 (0.33)	4.50 (0.24)	3.30 (0.50)	3.94 (0.31)

Competency Summary Continued

Competencies	Self	Manager	Peer	Subordinate	Team Member	Average
Interpersonal Skills	3.97 (0.45)	4.37 (0.40)	4.28 (0.44)	4.03 (0.36)	3.68 (0.40)	4.05 (0.39)
Conflict Management	3.00 (0.70)	4.20 (0.43)	4.90 (0.34)	3.60 (0.42)	2.90 (0.34)	3.86 (0.32)
Interpersonal Sensitivity	4.20 (0.47)	3.40 (0.66)	3.90 (0.47)	4.30 (0.53)	3.60 (0.40)	3.86 (0.48)
Problem-Solving Skills	5.10 (0.62)	4.00 (0.33)	3.85 (0.43)	3.95 (0.25)	4.05 (0.40)	3.96 (0.35)
Problem Analysis	4.80 (0.51)	4.00 (0.24)	3.90 (0.45)	4.00 (0.21)	4.00 (0.42)	3.97 (0.34)
Decisiveness/Judgement	5.40 (0.84)	4.00 (0.44)	3.80 (0.41)	3.90 (0.29)	4.10 (0.38)	3.94 (0.37)
Task Management Skills	3.83 (0.48)	3.33 (0.43)	4.25 (0.45)	3.93 (0.39)	3.90 (0.46)	3.93 (0.43)
Performance Management	2.80 (0.43)	3.40 (0.50)	4.40 (0.57)	4.10 (0.41)	4.30 (0.55)	4.14 (0.50)
Recognizing/Rewarding	3.20 (0.67)	3.80 (0.29)	4.20 (0.43)	4.00 (0.40)	4.30 (0.55)	4.11 (0.43)
Delegation	4.80 (0.67)	3.80 (0.47)	3.90 (0.36)	3.60 (0.55)	4.30 (0.46)	3.91 (0.45)
Administrative Control	4.60 (0.66)	3.00 (0.40)	4.60 (0.55)	4.30 (0.37)	3.10 (0.62)	3.86 (0.44)
Performance Evaluation	4.40 (0.38)	4.00 (0.70)	4.60 (0.48)	3.70 (0.28)	2.90 (0.47)	3.77 (0.40)
Planning/Organizing	3.20 (0.56)	2.00 (0.63)	3.80 (0.43)	3.90 (0.41)	4.50 (0.42)	3.77 (0.39)

Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (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 behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	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
Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	Delegation	5.43	0	0	0	1	3	2	1
States complex information & thoughts simply and clearly.	Oral Communication	5.43	0	0	2	0	0	3	2
Develops cooperation rather than competition among employees, groups & work teams.	Team Development	5.29	0	0	0	2	2	2	1
Involves employees in organizational decision-making, planning & problem-solving processes.	Employee Involvement	5.29	0	0	1	0	3	2	1
Is prepared & organized for meetings & presentations.	Oral Presentation	4.86	0	0	1	3	0	2	1
Effectively handles comments, complaints & disagreements in meetings & presentations.	Oral Presentation	4.86	1	0	0	3	0	0	3

Most Frequent Behaviors - All Raters

Most Frequent Behaviors	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 & expresses ideas in a manner that persuades and influences others.	Leadership/Influence	4.86	1	1	0	0	0	4	1
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Decisiveness/Judgement	4.86	1	0	0	2	1	1	2
Informs employees how their work is linked to both team & organizational business goals.	Vision/Goal Setting	4.86	1	0	1	0	1	3	1
Anticipates potential & future problems.	Problem Analysis	4.86	0	0	1	2	2	1	1
Demonstrates sensitivity towards diversity in the workforce(e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	Interpersonal Sensitivity	4.86	0	1	1	1	0	3	1
Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	Performance Evaluation	4.86	0	0	1	2	2	1	1

Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (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 behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	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
Writes technical information in an easily understood manner.	Written Communication	2.57	0	4	2	1	0	0	0
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	Delegation	2.71	1	3	1	1	1	0	0
Convinces & persuades others to see his or her perspective & ideas.	Leadership/Influence	2.71	3	0	2	0	2	0	0
Makes decisions confidently & quickly when necessary.	Decisiveness/Judgement	2.86	1	3	0	2	1	0	0
Clearly expresses & requests information from others.	Oral Communication	2.86	0	3	2	2	0	0	0
Encourages employees to prepare for & participate during performance appraisal review meetings.	Performance Evaluation	2.86	3	1	1	0	1	0	1

Least Frequent Behaviors - All Raters

Least Frequent Behaviors	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
Considers alternatives & generates contingency plans when making decisions & solving problems.	Problem Analysis	2.86	2	3	0	0	0	2	0
Waits out silences and listens patiently without interrupting others.	Listening	2.86	2	1	2	0	2	0	0
Maintains information (e.g., documents, data, records, files) in a well-organized manner.	Planning/Organizing	2.86	2	1	1	2	1	0	0
Provides adequate resources, information & training so that employees can perform delegated tasks.	Delegation	3.14	1	1	2	2	1	0	0
Allows for disagreements to emerge & be discussed openly.	Conflict Management	3.14	3	1	0	0	1	2	0
Writes in a clear, direct & concise manner.	Written Communication	3.14	1	3	0	1	1	1	0

Behavior Summary

The average score for each ManagerView360 competency and specific questions are summarized below for each rater category (1 to 7 scale with higher scores corresponding to more frequently observed behavior). 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 competencies are presented in descending order based on the average scores of all raters.

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 behaviors. 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
Team Development	3.40 (0.66)	4.60 (0.46)	4.10 (0.41)	4.50 (0.44)	4.80 (0.45)	4.49 (0.43)
Develops cooperation rather than competition among employees, groups & work teams.	4.00 (1.00)	5.00 (1.00)	6.50 (0.83)	5.00 (0.67)	4.50 (0.83)	5.29 (0.66)
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	5.00 (1.00)	7.00 (1.00)	3.00 (1.00)	6.00 (1.00)	3.50 (0.17)	4.57 (0.31)
Encourages a climate of trust, honesty & openness with others.	3.00 (1.00)	4.00 (1.00)	5.00 (1.00)	4.50 (0.83)	4.50 (0.83)	4.57 (0.84)
Supports the team & actively conveys the needs of individuals & team members to upper management.	3.00 (1.00)	2.00 (1.00)	4.50 (0.83)	2.50 (0.83)	6.00 (0.67)	4.00 (0.44)
Develops team spirit, cohesion & high morale.	2.00 (1.00)	5.00 (1.00)	1.50 (0.83)	4.50 (0.17)	5.50 (0.50)	4.00 (0.24)

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Oral Presentation	5.60 (0.73)	5.60 (0.66)	5.20 (0.29)	3.70 (0.53)	3.60 (0.60)	4.37 (0.41)
Is prepared & organized for meetings & presentations.	5.00 (1.00)	6.00 (1.00)	5.00 (0.33)	5.00 (0.67)	4.00 (1.00)	4.86 (0.55)
Effectively handles comments, complaints & disagreements in meetings & presentations.	5.00 (1.00)	7.00 (1.00)	7.00 (1.00)	4.00 (1.00)	2.50 (0.50)	4.86 (0.30)
Handles questions in meetings & presentations in a responsive & diplomatic manner.	5.00 (1.00)	4.00 (1.00)	7.00 (1.00)	3.00 (1.00)	3.50 (0.83)	4.43 (0.44)
Delivers oral presentations that are persuasive, clear & logically organized.	6.00 (1.00)	6.00 (1.00)	3.50 (0.17)	3.50 (0.50)	4.50 (0.83)	4.14 (0.40)
Restates & clarifies important points & questions from others.	7.00 (1.00)	5.00 (1.00)	3.50 (0.83)	3.00 (0.33)	3.50 (0.50)	3.57 (0.50)
Vision/Goal Setting	3.20 (0.75)	4.00 (0.44)	4.50 (0.31)	4.10 (0.41)	4.60 (0.55)	4.34 (0.41)
Informs employees how their work is linked to both team & organizational business goals.	3.00 (1.00)	6.00 (1.00)	3.50 (0.17)	6.00 (0.67)	4.50 (0.50)	4.86 (0.35)
Establishes & communicates organizational, departmental and team goals & performance standards.	3.00 (1.00)	6.00 (1.00)	4.00 (0.33)	3.00 (0.67)	5.50 (0.50)	4.43 (0.39)
Communicates & motivates others about the organizational mission & vision of the future.	4.00 (1.00)	2.00 (1.00)	5.00 (0.67)	5.00 (0.67)	4.00 (0.67)	4.29 (0.54)
Sets & communicates clear priorities for individuals & work teams.	4.00 (1.00)	3.00 (1.00)	5.00 (0.33)	4.00 (0.33)	4.00 (0.67)	4.14 (0.42)
Communicates organizational vision, values and beliefs effectively.	2.00 (1.00)	3.00 (1.00)	5.00 (0.33)	2.50 (0.83)	5.00 (0.67)	4.00 (0.44)
Two-Way Feedback	4.40 (0.60)	3.80 (0.47)	4.20 (0.43)	4.30 (0.48)	4.30 (0.46)	4.20 (0.45)
Communicates information needed by team members in a prompt & timely manner.	5.00 (1.00)	5.00 (1.00)	5.50 (0.83)	5.00 (0.67)	2.50 (0.50)	4.43 (0.47)

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Two-Way Feedback	4.40 (0.60)	3.80 (0.47)	4.20 (0.43)	4.30 (0.48)	4.30 (0.46)	4.20 (0.45)
Encourages a climate in which employees feel free to openly share their thoughts & feelings.	3.00 (1.00)	6.00 (1.00)	6.50 (0.83)	2.00 (1.00)	4.00 (0.33)	4.43 (0.29)
Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	6.00 (1.00)	2.00 (1.00)	3.00 (1.00)	6.00 (1.00)	4.50 (0.83)	4.14 (0.51)
Maintains close contact & communication with employees (keeps others well informed).	5.00 (1.00)	2.00 (1.00)	4.00 (0.67)	3.50 (0.83)	6.00 (1.00)	4.14 (0.51)
Keeps employees informed with relevant job information & important organizational issues in a timely manner.	3.00 (1.00)	4.00 (1.00)	2.00 (1.00)	5.00 (0.67)	4.50 (0.83)	3.86 (0.55)
Employee Involvement	5.00 (0.37)	5.20 (0.39)	4.80 (0.61)	3.30 (0.40)	3.80 (0.49)	4.14 (0.42)
Involves employees in organizational decision-making, planning & problem-solving processes.	2.00 (1.00)	7.00 (1.00)	5.50 (0.83)	5.00 (1.00)	4.50 (0.50)	5.29 (0.61)
Provides opportunities for employees to get involved in challenging organizational tasks, projects & assignments.	7.00 (1.00)	7.00 (1.00)	3.00 (0.67)	5.00 (0.67)	4.00 (1.00)	4.43 (0.50)
Seeks input from employees about organizational decisions, plans & problems.	4.00 (1.00)	3.00 (1.00)	5.50 (0.83)	1.50 (0.83)	5.00 (0.33)	3.86 (0.32)
Solicits & values the thoughts, opinions & ideas of employees.	5.00 (1.00)	3.00 (1.00)	5.50 (0.83)	2.50 (0.50)	3.50 (0.83)	3.71 (0.51)
Involves employees in discussions regarding organizational issues & problems.	7.00 (1.00)	6.00 (1.00)	4.50 (0.83)	2.50 (0.50)	2.00 (1.00)	3.43 (0.44)
Performance Management	2.80 (0.43)	3.40 (0.50)	4.40 (0.57)	4.10 (0.41)	4.30 (0.55)	4.14 (0.50)
Focuses on specific behaviors, instead of personality when employee performance discussions are required.	2.00 (1.00)	3.00 (1.00)	5.00 (0.67)	6.00 (1.00)	4.00 (0.33)	4.71 (0.47)
Clearly establishes & communicates performance goals & standards with employees.	1.00 (1.00)	4.00 (1.00)	4.00 (0.67)	4.00 (0.33)	4.50 (0.50)	4.14 (0.51)

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Performance Management	2.80 (0.43)	3.40 (0.50)	4.40 (0.57)	4.10 (0.41)	4.30 (0.55)	4.14 (0.50)
Explores & discusses the causes of employee performance & discipline problems.	6.00 (1.00)	6.00 (1.00)	5.50 (0.83)	2.00 (0.67)	4.00 (1.00)	4.14 (0.45)
Clearly communicates employee performance problems in a fair and consistent manner.	2.00 (1.00)	2.00 (1.00)	5.00 (1.00)	3.50 (0.83)	4.50 (0.83)	4.00 (0.64)
Attempts to get commitment from employees to improve performance problems.	3.00 (1.00)	2.00 (1.00)	2.50 (0.83)	5.00 (0.67)	4.50 (0.50)	3.71 (0.47)
Recognizing/Rewarding	3.20 (0.67)	3.80 (0.29)	4.20 (0.43)	4.00 (0.40)	4.30 (0.55)	4.11 (0.43)
Shares successes & discusses effective performance with others.	4.00 (1.00)	4.00 (1.00)	5.50 (0.83)	5.00 (0.33)	3.00 (0.67)	4.43 (0.47)
Provides immediate positive feedback to others when their assignments & projects are completed successfully.	2.00 (1.00)	7.00 (1.00)	2.50 (0.83)	5.50 (0.83)	4.00 (0.67)	4.43 (0.44)
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	4.00 (1.00)	5.00 (1.00)	2.50 (0.83)	4.00 (0.67)	6.00 (0.67)	4.29 (0.47)
Compliments employees when they perform well.	4.00 (1.00)	2.00 (1.00)	6.50 (0.83)	1.50 (0.83)	4.50 (0.83)	3.86 (0.30)
Rewards individuals for their efforts & accomplishments when deserved.	2.00 (1.00)	1.00 (1.00)	4.00 (0.67)	4.00 (0.67)	4.00 (0.67)	3.57 (0.53)
Oral Communication	4.80 (0.75)	4.40 (0.50)	4.10 (0.47)	4.10 (0.40)	3.90 (0.41)	4.09 (0.43)
States complex information & thoughts simply and clearly.	5.00 (1.00)	3.00 (1.00)	4.50 (0.50)	6.50 (0.83)	6.50 (0.83)	5.43 (0.47)
Maintains eye contact when speaking to others.	4.00 (1.00)	4.00 (1.00)	6.00 (0.67)	3.00 (1.00)	5.00 (1.00)	4.57 (0.57)
Articulates & enunciates clearly when speaking & communicating.	5.00 (1.00)	5.00 (1.00)	4.50 (0.83)	5.50 (0.50)	2.00 (0.67)	4.14 (0.42)
Provides clear, concise & logical answers to questions from others.	6.00 (1.00)	7.00 (1.00)	3.50 (0.83)	2.00 (1.00)	3.00 (1.00)	3.43 (0.47)

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Oral Communication	4.80 (0.75)	4.40 (0.50)	4.10 (0.47)	4.10 (0.40)	3.90 (0.41)	4.09 (0.43)
Clearly expresses & requests information from others.	4.00 (1.00)	3.00 (1.00)	2.00 (1.00)	3.50 (0.83)	3.00 (0.67)	2.86 (0.72)
Listening	3.80 (0.35)	4.20 (0.43)	3.50 (0.42)	3.40 (0.40)	5.10 (0.43)	4.03 (0.37)
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	6.00 (1.00)	5.00 (1.00)	4.00 (0.67)	4.50 (0.83)	5.50 (0.83)	4.71 (0.71)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	5.00 (1.00)	6.00 (1.00)	4.00 (0.33)	2.00 (0.67)	7.00 (1.00)	4.57 (0.23)
Is willing to take the time to understand & listen to employees.	5.00 (1.00)	1.00 (1.00)	5.50 (0.83)	4.00 (0.67)	5.50 (0.50)	4.43 (0.39)
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	1.00 (1.00)	4.00 (1.00)	2.00 (1.00)	3.50 (0.17)	5.00 (0.67)	3.57 (0.39)
Waits out silences and listens patiently without interrupting others.	2.00 (1.00)	5.00 (1.00)	2.00 (0.67)	3.00 (0.33)	2.50 (0.83)	2.86 (0.48)
Coaching	3.80 (0.39)	5.00 (0.58)	3.90 (0.62)	4.00 (0.27)	3.70 (0.42)	4.03 (0.42)
Supports employee development plans such as on-the-job training, stretch assignments, etc.	3.00 (1.00)	4.00 (1.00)	4.50 (0.83)	4.00 (0.33)	4.50 (0.83)	4.29 (0.61)
Takes an interest in & supports the career development plans of employees.	2.00 (1.00)	4.00 (1.00)	4.50 (0.83)	4.00 (0.33)	4.50 (0.50)	4.29 (0.54)
Removes obstacles which may be hindering employees' performance.	2.00 (1.00)	7.00 (1.00)	3.50 (0.50)	4.50 (0.83)	3.00 (0.33)	4.14 (0.37)
Provides adequate support & training to employees.	6.00 (1.00)	4.00 (1.00)	3.00 (0.67)	4.00 (0.00)	4.50 (0.50)	3.86 (0.35)
Conveys confidence in the skills & abilities of employees.	6.00 (1.00)	6.00 (1.00)	4.00 (0.67)	3.50 (0.17)	2.00 (0.67)	3.57 (0.34)

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Problem Analysis	4.80 (0.51)	4.00 (0.24)	3.90 (0.45)	4.00 (0.21)	4.00 (0.42)	3.97 (0.34)
Anticipates potential & future problems.	4.00 (1.00)	4.00 (1.00)	4.00 (0.67)	5.50 (0.50)	5.50 (0.83)	4.86 (0.58)
Creates opportunities to be innovative & create new ideas & concepts.	6.00 (1.00)	7.00 (1.00)	3.50 (0.50)	4.00 (0.33)	5.00 (1.00)	4.57 (0.41)
Generates & considers multiple solutions to a problem.	7.00 (1.00)	2.00 (1.00)	3.00 (0.33)	4.00 (0.00)	5.50 (0.83)	3.86 (0.24)
Gathers & utilizes available information in order to understand and solve organizational issues & problems.	3.00 (1.00)	6.00 (1.00)	3.00 (1.00)	4.50 (0.17)	2.50 (0.83)	3.71 (0.39)
Considers alternatives & generates contingency plans when making decisions & solving problems.	4.00 (1.00)	1.00 (1.00)	6.00 (1.00)	2.00 (1.00)	1.50 (0.83)	2.86 (0.32)
Decisiveness/Judgement	5.40 (0.84)	4.00 (0.44)	3.80 (0.41)	3.90 (0.29)	4.10 (0.38)	3.94 (0.37)
Sticks with a decision or course of action unless it is obvious that it is incorrect.	5.00 (1.00)	4.00 (1.00)	5.00 (0.67)	4.00 (0.00)	6.00 (0.67)	4.86 (0.35)
Considers the consequences of decisions.	5.00 (1.00)	3.00 (1.00)	3.50 (0.50)	4.50 (0.17)	5.00 (0.67)	4.14 (0.40)
Gathers enough information, data & input before making a decision.	6.00 (1.00)	2.00 (1.00)	4.00 (0.33)	4.00 (0.67)	5.50 (0.83)	4.14 (0.45)
Makes timely decisions based on adequate data & information.	6.00 (1.00)	7.00 (1.00)	3.50 (0.50)	4.00 (0.33)	2.00 (1.00)	3.71 (0.32)
Makes decisions confidently & quickly when necessary.	5.00 (1.00)	4.00 (1.00)	3.00 (0.33)	3.00 (0.67)	2.00 (1.00)	2.86 (0.55)
Leadership/Influence	4.40 (0.46)	3.80 (0.23)	4.10 (0.33)	4.50 (0.24)	3.30 (0.50)	3.94 (0.31)
Communicates & expresses ideas in a manner that persuades and influences others.	7.00 (1.00)	6.00 (1.00)	4.00 (0.33)	6.50 (0.83)	3.50 (0.17)	4.86 (0.28)
Builds strategic alliances & networks with key people.	5.00 (1.00)	7.00 (1.00)	5.50 (0.50)	2.50 (0.50)	4.50 (0.83)	4.57 (0.36)

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Leadership/Influence	4.40 (0.46)	3.80 (0.23)	4.10 (0.33)	4.50 (0.24)	3.30 (0.50)	3.94 (0.31)
Communicates a vision of the organizational future & inspires commitment & support towards this vision from others.	2.00 (1.00)	3.00 (1.00)	5.50 (0.50)	6.00 (0.67)	2.00 (0.67)	4.29 (0.32)
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	4.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.50 (0.17)	3.50 (0.83)	3.29 (0.44)
Convinces & persuades others to see his or her perspective & ideas.	4.00 (1.00)	1.00 (1.00)	3.00 (0.33)	3.00 (0.33)	3.00 (1.00)	2.71 (0.44)
Delegation	4.80 (0.67)	3.80 (0.47)	3.90 (0.36)	3.60 (0.55)	4.30 (0.46)	3.91 (0.45)
Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	4.00 (1.00)	5.00 (1.00)	6.50 (0.83)	4.50 (0.83)	5.50 (0.83)	5.43 (0.70)
Clearly defines & communicates tasks, projects & assignments when delegating to others.	6.00 (1.00)	5.00 (1.00)	4.00 (0.67)	3.50 (0.50)	6.00 (1.00)	4.57 (0.53)
Delegates assignments to employees according to both individual & organizational needs.	6.00 (1.00)	3.00 (1.00)	4.00 (0.33)	3.50 (0.50)	4.00 (0.33)	3.71 (0.42)
Provides adequate resources, information & training so that employees can perform delegated tasks.	4.00 (1.00)	1.00 (1.00)	2.50 (0.83)	4.50 (0.83)	3.50 (0.83)	3.14 (0.58)
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	4.00 (1.00)	5.00 (1.00)	2.50 (0.50)	2.00 (1.00)	2.50 (0.83)	2.71 (0.57)
Conflict Management	3.00 (0.70)	4.20 (0.43)	4.90 (0.34)	3.60 (0.42)	2.90 (0.34)	3.86 (0.32)
Recognizes that diverse points of view of others must be encouraged, acknowledged & accepted.	2.00 (1.00)	3.00 (1.00)	4.50 (0.50)	4.50 (0.50)	5.50 (0.83)	4.57 (0.53)
Resolves interpersonal conflicts among employees.	3.00 (1.00)	2.00 (1.00)	6.50 (0.83)	4.00 (0.67)	2.50 (0.83)	4.00 (0.38)
Resists acting defensively & keeps an open mind when others disagree with him or her.	4.00 (1.00)	7.00 (1.00)	3.50 (0.17)	3.00 (0.33)	3.50 (0.17)	3.86 (0.16)

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Conflict Management	3.00 (0.70)	4.20 (0.43)	4.90 (0.34)	3.60 (0.42)	2.90 (0.34)	3.86 (0.32)
Discusses possible "win-win" solutions & seeks agreement on specific actions when conflicts arise.	2.00 (1.00)	4.00 (1.00)	6.00 (1.00)	3.00 (1.00)	2.00 (0.67)	3.71 (0.44)
Allows for disagreements to emerge & be discussed openly.	4.00 (1.00)	5.00 (1.00)	4.00 (0.33)	3.50 (0.17)	1.00 (1.00)	3.14 (0.26)
Interpersonal Sensitivity	4.20 (0.47)	3.40 (0.66)	3.90 (0.47)	4.30 (0.53)	3.60 (0.40)	3.86 (0.48)
Demonstrates sensitivity towards diversity in the workforce(e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	5.00 (1.00)	3.00 (1.00)	6.50 (0.83)	4.00 (0.33)	5.00 (0.67)	4.86 (0.42)
Makes an effort to understand how employees are feeling.	3.00 (1.00)	3.00 (1.00)	3.00 (1.00)	5.00 (1.00)	4.00 (0.67)	3.86 (0.67)
Shows interest in & is considerate of the needs of others.	3.00 (1.00)	2.00 (1.00)	4.50 (0.83)	3.50 (0.50)	4.50 (0.50)	3.86 (0.51)
Makes it easy for employees to talk about their job challenges & problems.	7.00 (1.00)	5.00 (1.00)	3.50 (0.83)	5.00 (0.67)	1.00 (1.00)	3.43 (0.41)
Develops & maintains supportive, friendly & sensitive interpersonal relationships with others.	3.00 (1.00)	4.00 (1.00)	2.00 (1.00)	4.00 (0.67)	3.50 (0.50)	3.29 (0.57)
Administrative Control	4.60 (0.66)	3.00 (0.40)	4.60 (0.55)	4.30 (0.37)	3.10 (0.62)	3.86 (0.44)
Develops systems and procedures to monitor individual, team and organizational progress on projects, tasks and assignments	5.00 (1.00)	4.00 (1.00)	4.00 (0.67)	5.50 (0.83)	4.00 (1.00)	4.43 (0.70)
Develops systems to monitor budgets, costs, & expenses.	4.00 (1.00)	2.00 (1.00)	4.50 (0.83)	6.50 (0.83)	3.00 (0.67)	4.29 (0.42)
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	6.00 (1.00)	1.00 (1.00)	7.00 (1.00)	2.50 (0.83)	3.00 (0.67)	3.71 (0.25)
Follows-up with employees to monitor quality & effective performance.	5.00 (1.00)	6.00 (1.00)	3.50 (0.83)	2.50 (0.50)	3.50 (0.50)	3.57 (0.47)

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Administrative Control	4.60 (0.66)	3.00 (0.40)	4.60 (0.55)	4.30 (0.37)	3.10 (0.62)	3.86 (0.44)
Keeps track of details and follows up on tasks, projects & assignments.	3.00 (1.00)	2.00 (1.00)	4.00 (1.00)	4.50 (0.50)	2.00 (1.00)	3.29 (0.54)
Written Communication	3.20 (0.47)	4.20 (0.32)	3.50 (0.38)	4.50 (0.42)	3.40 (0.40)	3.86 (0.37)
Uses written communications effectively & appropriately.	6.00 (1.00)	2.00 (1.00)	3.50 (0.17)	6.00 (0.67)	5.50 (0.83)	4.57 (0.31)
Uses appropriate grammar, tense & language in written communications.	3.00 (1.00)	7.00 (1.00)	4.50 (0.50)	5.00 (0.67)	3.00 (0.33)	4.57 (0.36)
Writes in a logical & organized manner.	3.00 (1.00)	2.00 (1.00)	4.50 (0.50)	5.50 (0.50)	4.50 (0.50)	4.43 (0.41)
Writes in a clear, direct & concise manner.	3.00 (1.00)	6.00 (1.00)	2.50 (0.50)	3.50 (0.50)	2.00 (1.00)	3.14 (0.42)
Writes technical information in an easily understood manner.	1.00 (1.00)	4.00 (1.00)	2.50 (0.83)	2.50 (0.83)	2.00 (1.00)	2.57 (0.76)
Performance Evaluation	4.40 (0.38)	4.00 (0.70)	4.60 (0.48)	3.70 (0.28)	2.90 (0.47)	3.77 (0.40)
Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	2.00 (1.00)	5.00 (1.00)	5.00 (0.67)	5.50 (0.50)	4.00 (0.67)	4.86 (0.58)
Completes & maintains written documentation on employee performance throughout an appraisal period.	7.00 (1.00)	4.00 (1.00)	5.00 (0.67)	2.50 (0.83)	4.00 (0.33)	3.86 (0.48)
Encourages continuous performance discussions with employees throughout the appraisal period.	6.00 (1.00)	5.00 (1.00)	4.50 (0.50)	3.50 (0.17)	2.50 (0.50)	3.71 (0.34)
Provides employees with on-going feedback about work performance & progress.	4.00 (1.00)	3.00 (1.00)	5.50 (0.83)	3.00 (1.00)	2.50 (0.83)	3.57 (0.57)
Encourages employees to prepare for & participate during performance appraisal review meetings.	3.00 (1.00)	3.00 (1.00)	3.00 (0.33)	4.00 (0.00)	1.50 (0.83)	2.86 (0.28)

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Planning/Organizing	3.20 (0.56)	2.00 (0.63)	3.80 (0.43)	3.90 (0.41)	4.50 (0.42)	3.77 (0.39)
Organizes, utilizes & manages time productively.	4.00 (1.00)	4.00 (1.00)	5.50 (0.50)	3.50 (0.83)	5.50 (0.50)	4.71 (0.51)
Effectively schedules work activities & tasks.	3.00 (1.00)	2.00 (1.00)	5.00 (1.00)	3.00 (0.33)	4.50 (0.50)	3.86 (0.42)
Establishes a logical sequence of work activities & assignments.	5.00 (1.00)	2.00 (1.00)	2.00 (0.67)	4.50 (0.83)	5.50 (0.50)	3.71 (0.39)
Develops both short & long-range plans that consider relevant cost, schedule & resource information.	1.00 (1.00)	1.00 (1.00)	2.50 (0.50)	5.50 (0.50)	4.50 (0.50)	3.71 (0.29)
Maintains information (e.g., documents, data, records, files) in a well-organized manner.	3.00 (1.00)	1.00 (1.00)	4.00 (1.00)	3.00 (0.33)	2.50 (0.83)	2.86 (0.51)

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 behaviors 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 ManagerView360 Feedback Report

Your reactions to your ManagerView360 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 summarizes the 20 ManagerView360 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
Communication Skills	Listening		
	Two-Way Feedback		
	Written Communication		
	Oral Communication		
	Oral Presentation		
	Vision/Goal Setting		
Task Management Skills	Planning/Organizing		
	Delegation		
	Administrative Control		
	Performance Evaluation		
	Performance Management		
	Recognizing/Rewarding		
Interpersonal Skills	Team Development		
	Interpersonal Sensitivity		
	Conflict Management		
	Coaching		
	Leadership/Influence		
	Employee Involvement		
Problem-Solving Skills	Problem Analysis		
	Decisiveness/Judgement		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your ManagerView360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your ManagerView360 results below:

1. _____
2. _____
3. _____

Developing skills can be challenging because it almost always means replacing current behavior with a new pattern of behavior. 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 behaviors 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 ManagerView360 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:	