

Linkage

Unleash your full potential.

Assessment Instrument for Managers Feedback Results

Sample, Joe

September 2010



© Copyright 1997-2010 Assessment Plus, Inc.

Introduction

Effective management has been shown to be one of the key factors in successful retention of needed talent and achievement of organizational results. However, among the misconceptions about management and leadership is the belief that every great planner, director, and motivator must be born, not made. In fact, management capabilities can be developed; they are not a gift bestowed upon only a lucky few. The best managers are those who make a personal choice to continually assess and constantly develop their management capabilities.

The following report is a detailed examination of your own evaluation of your management competencies and behaviors. This Assessment Instrument for Managers™ (AIM) captures and reports all of the data that we received in time for processing concerning *your* management capabilities. This report contains the 4 parts.

Critical Components of Managerial Success, explains the competency model that serves as the foundation for this instrument.

Your Results: Management Components, Competencies, and Comments, presents your results in the context of the management components and competencies in the AIM. It also contains your results with respect to the open-ended questions.

Summary of Results, highlights those competencies that were rated highest and lowest by others. It also provides information on those areas that represent the largest gaps between your scores and other rater group scores. Finally, this part includes your top ten highest and your top ten lowest rated items.

Individual Development section, offers a systematic process to assist you in forming an Individual Development Plan.

Report Sections

PART III: Your Results

A Component Summary

This section averages all item ratings within a component by the self and all rater responses. The N signifies the total number of responses received for all items in each respective competency.

B Competency Summary

This section averages all item ratings within a competency by the self and all rater responses. The N signifies the total number of responses received for all items in each respective competency.

C Competency Summary (Ranked by Rating)

This section averages all item ratings within a competency by all raters and sorts them by the resulting average for highest to lowest. The N signifies the total number of responses received for all items in each respective component / skill.

D Item Results

Graphical and numerical data regarding ratings for each specific item are depicted by rater group.

E Comments

Comments from your raters are categorized by rater group. Comments will not appear on aggregate reports.

PART IV: Summary Results

F Self Gaps

Items in which the ratings between the **Self** rating and the average ratings of other groups are greater than 30% are listed here. The gaps are provided for each rater group.

G Highest and Lowest Rated Items

The items with the highest and lowest ratings from all raters are provided in this section. The number of items listed is determined as a percentage of the total number of items in the assessment instrument. If the average is within the highest 20% of the scale, the item will not be displayed as a low rating. If the average is within the lowest 20%, the item will not be displayed as a high rating.



PART I

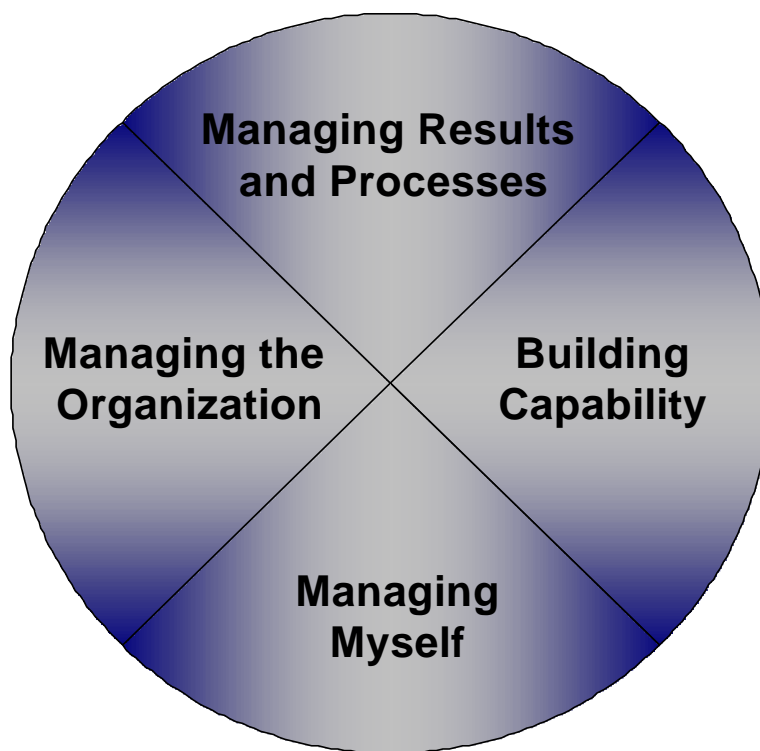
CRITICAL COMPONENTS OF MANAGERIAL SUCCESS

Linkage
Unleash your full potential.

THE CRITICAL COMPONENTS OF MANAGERIAL SUCCESS

Achieving mastery of the managerial role requires capabilities in sixteen key areas, which can be sorted into four broad categories. The relative importance of these capabilities may vary in accordance with your specific job responsibilities and the nature of your business. Exceptional managers grow into their role such that they demonstrate each of the capabilities in a situationally appropriate mix, in alignment with the needs of their organization.

The four managerial categories are:



Managing Myself

A necessary underpinning of managerial effectiveness is the ability to manage yourself while being subjected to multiple, and often conflicting demands. In order to accomplish your objectives, you must: understand and relate well to other people while also demonstrating fairness, maintain your focus and self-assurance in the face of uncertainty, make and effectively communicate decisions, and follow through on your promises.

Managing Results and Processes

Managers are aware that they are held responsible for the outputs of their group. Many managers forget that those outputs are to be generated by others, and not primarily by themselves. Exceptional managers make a point of setting clear expectations for the performance of the work while providing the necessary resources to get the job done. They focus on fostering superior performance by individuals and the team as a whole.

Building Capability

Effective managers have their eye on the enhancement of their team's and the organization's future capability in order to meet emergent needs. They actively develop the people who report to them, making sure that each is deployed in accordance with their true talents, while creating an environment in which learning (from experience, and from one another) is encouraged. They also foster necessary changes in the organization to adapting to emerging needs and capitalize on the opportunity for innovation.

Managing the Organization

Exceptional managers recognize that their teams do not exist in isolation. They establish and maintain a robust interconnected web of business networks through which they keep their finger on the pulse of the larger whole and provide them with a foundation from which to influence decisions.

MANAGEMENT COMPETENCIES – DEFINITIONS

MANAGING MYSELF =

Focus: Identifying important goals and persistently channeling efforts to support those priorities.

Practical Judgment: Clearly defining key issues and making pragmatic, timely decisions.

Emotional Awareness: Mastering emotions and coping with stress in a way that instills confidence and enhances group effectiveness.

Building Relationships: Making self available to others and taking the time to foster and strengthen relationships.

Perception: Displaying insight into the perspectives and feelings of others and utilizing that information to determine appropriate approaches.

Inspiring Trust: Creating an atmosphere of openness and trust through own commitments and action.

Communication: Fostering a clear and open exchange of information and ideas between self and others.

MANAGING RESULTS AND PROCESSES =

Aligning Work and Resources: Obtaining, structuring, and allocating resources needed to produce results.

Managing Performance: Communicating expectations and working with others to ensure that goals and objectives are met.

Facilitating Teamwork: Structuring and harnessing the energies of the group to create a climate for success.

Sustaining Motivated Effort: Challenging others and recognizing their accomplishments to create and sustain momentum.

BUILDING CAPABILITY =

Coaching and Developing Others: Developing the talent necessary to meet current and future needs.

Fostering Innovation: Creating and supporting new ideas and improvements in practices and systems.

Facilitating Change: Taking steps to communicate and follow through on needed organizational changes.

MANAGING ACROSS THE ORGANIZATION =

Building and Leveraging Networks: Establishing and working through relationships with key individuals across the organization.

Influencing Others: Persuading others to gain support for and commitment to ideas, decisions, and action.

Management Competencies

Component

Managing Myself

Competency

FOCUS

B
E
H
A
V
I
O
R
S

- Establishes priorities to effectively and efficiently achieve both short- and long-term goals.
- Ensures that own efforts are aligned with organizational objectives.
- Displays needed stamina and energy over the long term to achieve results.
- Maintains focus when disruptions might distract attention from key issues and objectives.
- Focuses on key tasks when faced with limited time and/or resources.

Competency

PRACTICAL JUDGMENT

B
E
H
A
V
I
O
R
S

- Thinks through complex and ambiguous situations systematically, clearly identifying key issues.
- Uncovers what is at the root of a problem, distinguishing its causes from its symptoms.
- Considers multiple alternatives and implications when making important decisions.
- Makes sound, pragmatic decisions based on available information and perspectives.
- Makes timely decisions, even when faced with incomplete information or potential criticism.

Management Competencies

Component

Managing Myself (continued)

Competency

EMOTIONAL AWARENESS

B
E
H
A
V
I
O
R
S

- Creates a positive environment through sincerity and optimism.
- Responds resourcefully and constructively to new demands, priorities, and challenges.
- Maintains composure and confidence when faced with challenging or stressful situations.
- Demonstrates flexibility and adaptability in response to constraints and adversity.
- Reassures others in the face of setbacks.

Competency

BUILDING RELATIONSHIPS

B
E
H
A
V
I
O
R
S

- Makes self accessible to others in the organization.
- Relates to others in an open and approachable manner.
- Treats others with dignity and respect.
- Conveys appreciation for diverse backgrounds, styles, and viewpoints.

Management Competencies

Component

Managing Myself (continued)

Competency

PERCEPTION

B
E
H
A
V
I
O
R
S

- Considers the impact of own behavior and decisions on others.
- Takes into account the impact of others' emotions on their views and actions.
- Recognizes when others are experiencing difficulties.
- Exhibits consideration of the feelings of others when or before taking action.
- Adapts approach in order to work with others more effectively.

Competency

INSPIRING TRUST

B
E
H
A
V
I
O
R
S

- Follows through on important commitments.
- Behaves in accordance with stated values and views.
- Communicates honestly with others, including colleagues and superiors.
- Treats others fairly and consistently.
- Seeks and uses constructive feedback to improve capabilities and impact.

Management Competencies

Component

Managing Myself (continued)

Competency

COMMUNICATION

**B
E
H
A
V
I
O
R
S**

- Expresses ideas clearly and concisely up, down and across the organization.
- Expresses opinions in ways that encourage dialogue with others.
- Asks questions to clarify others' views and/or gather more information.
- Listens intently and conveys an understanding of others' views and ideas.
- Writes effective and persuasive business communications.

Management Competencies

Component

Managing Results and Processes

Competency

ALIGNING WORK AND RESOURCES

B
E
H
A
V
I
O
R
S

- Provides a clear link between the efforts of individuals and the broader objectives of the organization.
- Develops or obtains resources (e.g., budget, staff, vendors) needed to achieve objectives.
- Assigns individuals key roles based on an accurate assessment of their strengths and weaknesses.
- Delegates appropriate work and decisions to others.
- Establishes effective and efficient processes for getting work done.

Competency

MANAGING PERFORMANCE

B
E
H
A
V
I
O
R
S

- Conveys clear accountabilities and expectations to others.
- Ensures that others have the resources, information, authority, and support to achieve goals.
- Holds people accountable for meeting deadlines and achieving their goals.
- Takes steps to eliminate inefficiencies and obstacles to productivity and operational effectiveness.
- Monitors others' progress and redirects their efforts as necessary to maintain momentum toward goals.

Management Competencies

Component

Managing Results and Processes (continued)

Competency

FACILITATING TEAMWORK

B
E
H
A
V
I
O
R
S

Builds strong teams with diverse and complementary strengths.

Ensures teams have a clear sense of purpose and objectives to guide their work together.

Creates effective team structures and processes for accomplishing objectives.

Fosters collaboration among team members, ensuring they draw effectively on each other's skills and expertise.

Detects and helps teams work through conflict and other barriers to team progress.

Competency

SUSTAINING MOTIVATED EFFORT

B
E
H
A
V
I
O
R
S

Sets high standards of performance for others, insisting on high levels of commitment and effort.

Encourages confidence and personal investment in others to achieve goals.

Acknowledges others' achievements and successes.

Rewards accomplishments appropriately.

Management Competencies

Component

Building Capability

Competency

COACHING AND DEVELOPING OTHERS

B
E
H
A
V
I
O
R
S

- Identifies and addresses critical developmental issues or barriers with others.
- Provides timely, accurate, and constructive feedback to others.
- Offers coaching as needed to help others overcome obstacles and successfully produce results.
- Provides others with experiences and resources that increase success in their current roles and prepare them for the future.

Competency

FOSTERING INNOVATION

B
E
H
A
V
I
O
R
S

- Tests assumptions and challenges current systems and processes.
- Seeks better solutions to problems instead of falling back on familiar and less effective options.
- Demonstrates creativity in developing and/or improving on new ideas.
- Actively supports innovative ideas from others that have positive potential business impact.

Management Competencies

Component

Building Capability (continued)

Competency

FACILITATING CHANGE

**B
E
H
A
V
I
O
R
S**

- Clearly conveys the implications of organizational changes to the team.
- Enlists others in making changes needed to meet new or emergent needs.
- Establishes needed structures and processes to support changes.
- Follows up to ensure that changes in structures and processes have been fully implemented.

Management Competencies

Component

Managing Across the Organization

Competency

BUILDING AND LEVERAGING NETWORKS

B
E
H
A
V
I
O
R
S

- Maintains a network of people who serve as information sources, advisors, and/or collaborators on business-related issues.
- Actively seeks out others to solicit their views and build greater understanding.
- Gains the involvement and support of the full range of people needed to move things forward in the organization.
- Strengthens networks in the organization by providing information and support.
- Uses own network to ensure adequate coordination and information flow.

Competency

INFLUENCING OTHERS

B
E
H
A
V
I
O
R
S

- Anticipates and prepares for others' likely reactions when deciding how to influence.
- Communicates ideas and perspectives with conviction and enthusiasm.
- Provides compelling rationale for ideas and decisions to ensure understanding and gain support.
- Presents own views and ideas in the context of the needs, interests, and priorities of others.
- Finds common ground to accommodate the conflicting needs and wants of different stakeholders.



PART II

Interpretative Guide

Linkage
Unleash your full potential.

Rater Response

The numbers below represent the number of completed surveys submitted by each rater group prior to the deadline. Please note that these numbers do not necessarily reflect the number of responses you received on each item as some individuals may not have given you feedback on every item. These figures only represent completed, submitted assessments.

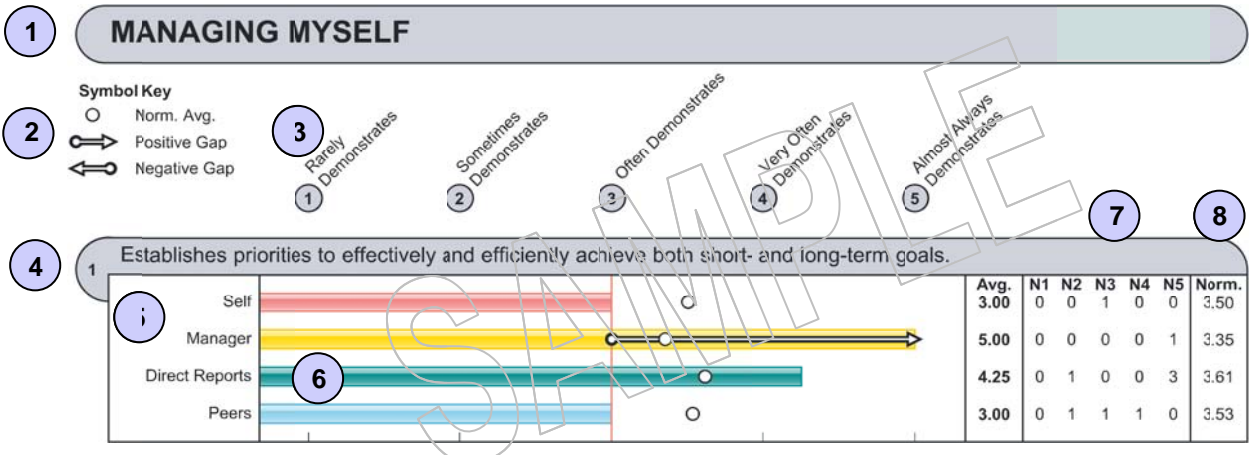
	Report N	Nominated N	Response Rate
Self (Sample)	1	1	100.00%
Manager	1	1	100.00%
Direct Reports	4	4	100.00%
Peers	3	3	100.00%
TOTAL	9	9	100.00%

For non-anonymous rater groups such as **Self, Manager**, ratings will be shown if at least one assessment has been submitted.

To preserve anonymity, our processing program will not display responses from anonymous rater groups (e.g., **Direct Reports, Peers**) with fewer than three submitted surveys. If fewer than three surveys have been received from a rater group, their ratings will be combined with those of another rater group. Your report will indicate which groups have been combined.

For any single item with fewer than three responses in a rater group, "Insufficient Responses" will appear for that item in lieu of data.

MANAGING MYSELF



- 1 Component Heading** – This is the component into which the items are grouped. In this example, “Managing Myself” is shown.
- 2 Symbol Key** – This key will be useful in determining the meaning of different symbols used throughout the report. The triangle symbols indicate that this item is one of the highest/lowest rated items in the report from a rater group; the horizontal arrows indicate significant gaps, either positive or negative, between the **Self** rating and the average rating from any other rater group.
- 3 Scale** – In the above example, the rating scale used is a 5-point scale ranging from “Rarely Demonstrates” to “Almost Always Demonstrates.”
- 4 Item Results** – This graph shows the results by rater group for a specific item. This and other similar items create a category.
- 5 Rater Groups** – These titles depict the different rater groups that provided feedback. In this example, responses from the participant’s **Direct Reports**, **Peers**, **Direct Manager**, and the participant (labeled as **Self**) are shown.
- 6 Mean Bar** – The bars graphically depict the average of the ratings for each rater group. In this example, the average of the ratings from **Direct Reports** is 4.25 for the item. The vertical line indicates the **Self** rating. This line is included so that participants can easily see the differences between their **Self** rating and the ratings of others.
- 7 Distribution** – The numbers above each mean bar show the number of ratings provided for each point on the rating scale for that particular rater group. In this example, four **Direct Reports** responded to the item. Of those, one provided a rating of “Sometimes Demonstrates” and three a rating of “Almost Always Demonstrates.”
- 8 Normative Average** – This column shows the normative average. This is provided to compare the participant’s average ratings to others who have participated in this assessment process, utilizing this survey.



PART III

Your Results

The Management Competencies,
Components, and Comments

Linkage
Unleash your full potential.

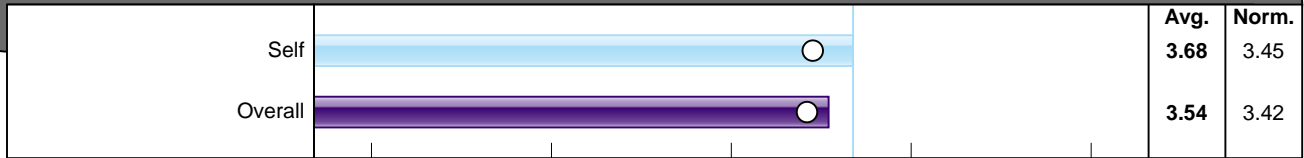
Component Summary

Symbol Key

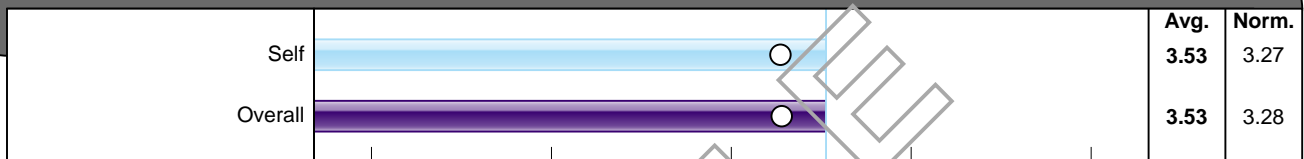
- Norm. Avg.
- Positive Gap
- ← Negative Gap

- ① Rarely Demonstrates
② Sometimes Demonstrates
③ Often Demonstrates
④ Very Often Demonstrates
⑤ Almost Always Demonstrates

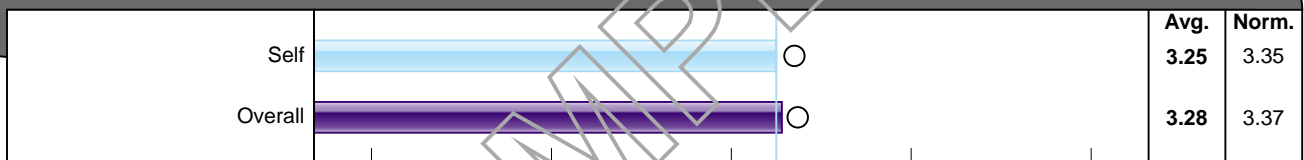
MANAGING MYSELF



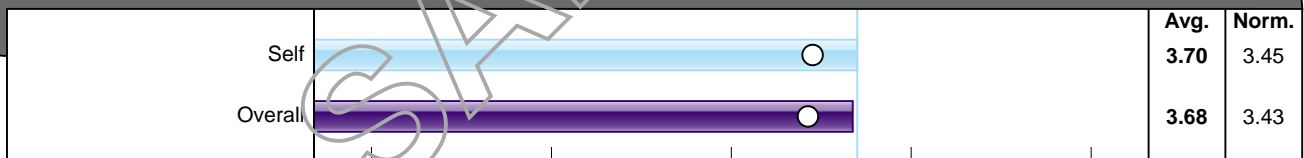
MANAGING RESULTS AND PROCESSES



BUILDING CAPABILITY



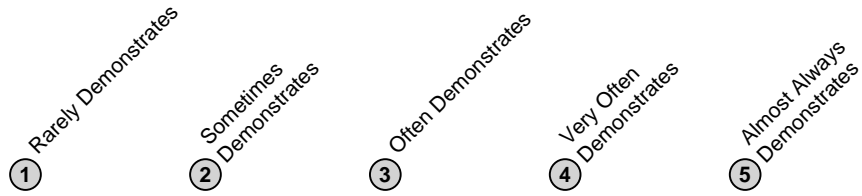
MANAGING ACROSS THE ORGANIZATION



Competency Summary

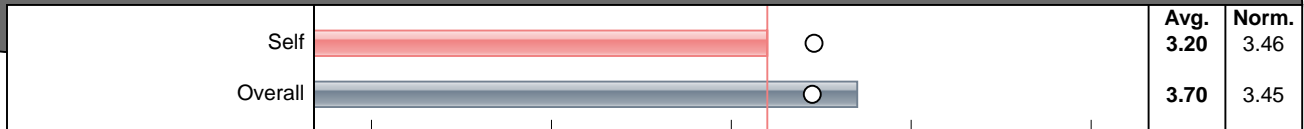
Symbol Key

- Norm. Avg.
- Positive Gap
- ← Negative Gap

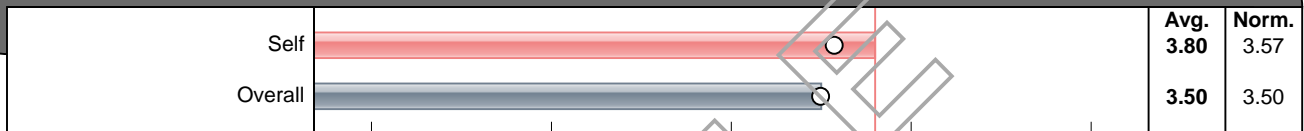


MANAGING MYSELF

Focus



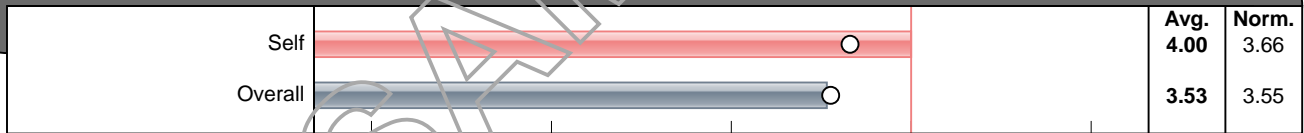
Practical Judgment



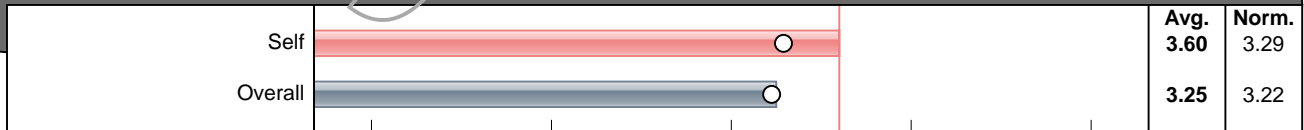
Emotional Awareness



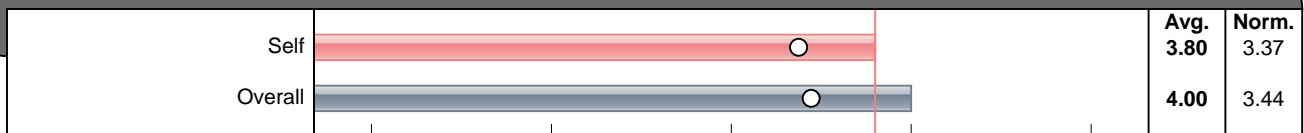
Building Relationships



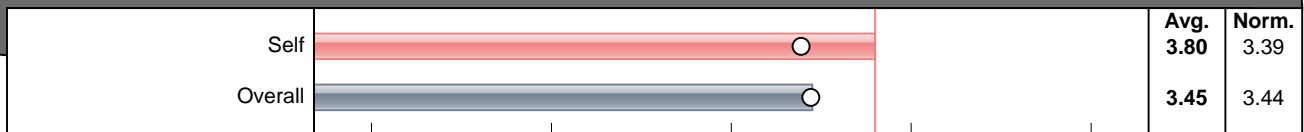
Perception



Inspiring Trust



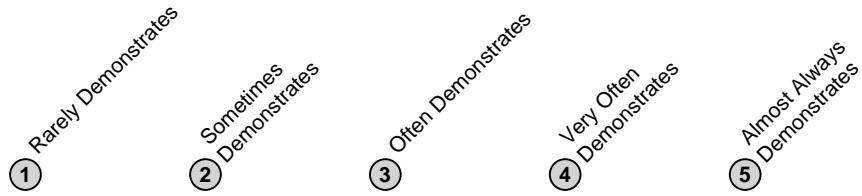
Communication



Competency Summary

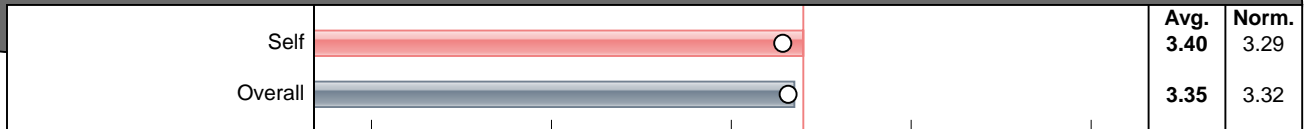
Symbol Key

- Norm. Avg.
- Positive Gap
- ← Negative Gap

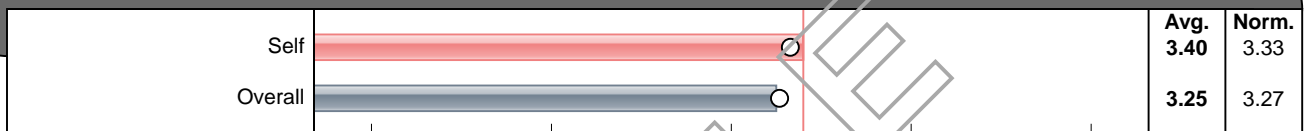


MANAGING RESULTS AND PROCESSES

Aligning Work and Resources



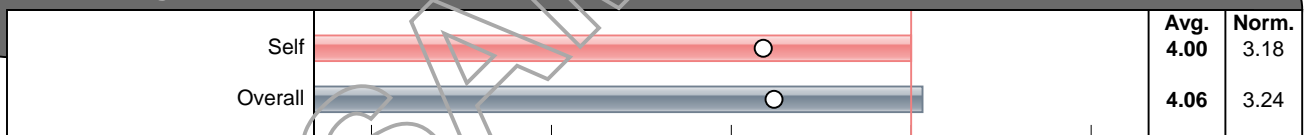
Managing Performance



Facilitating Teamwork

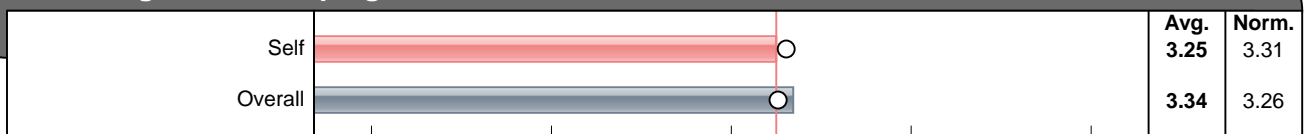


Sustaining Motivated Effort

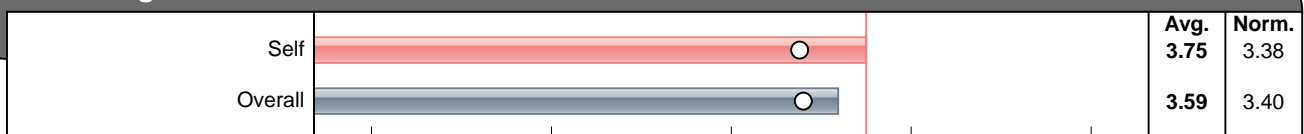


BUILDING CAPABILITY

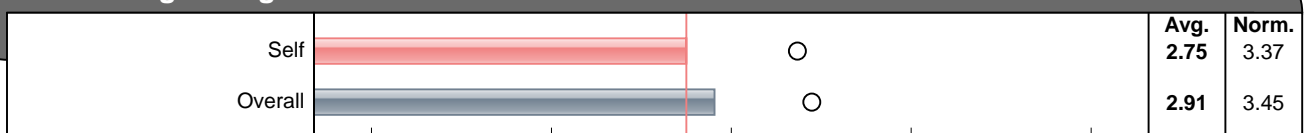
Coaching and Developing Others



Fostering Innovation



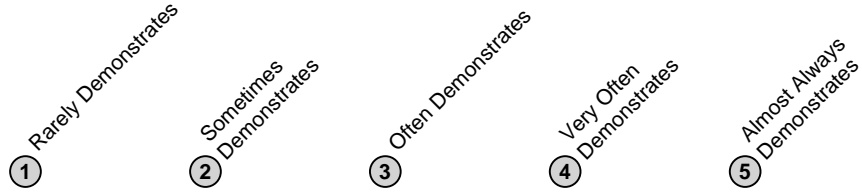
Facilitating Change



Competency Summary

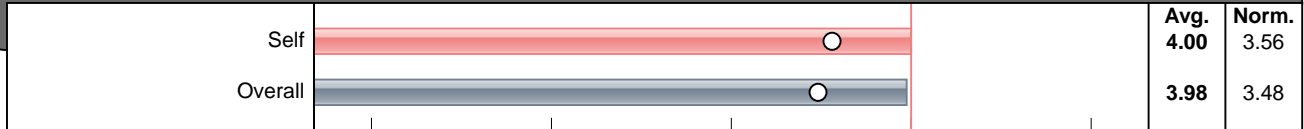
Symbol Key

- Norm. Avg.
- ➔ Positive Gap
- ➞ Negative Gap

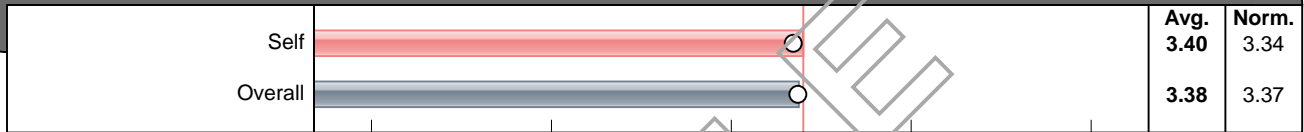


MANAGING ACROSS THE ORGANIZATION

Building and Leveraging Networks



Influencing Others

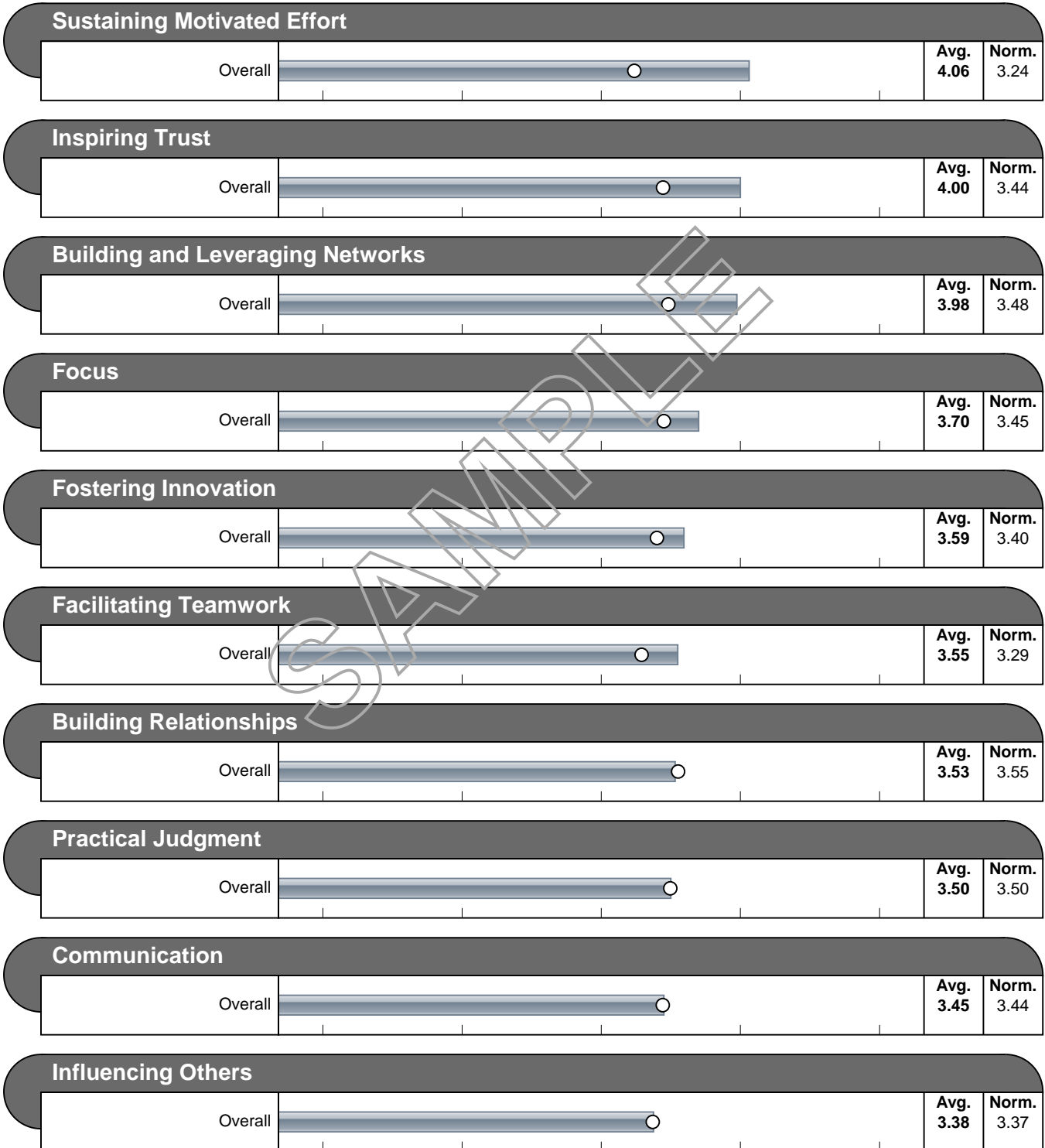
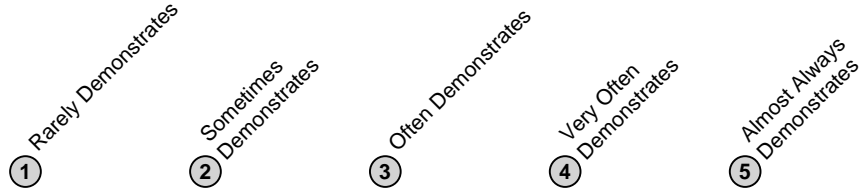


SAMPLE

Competency Summary (Ranked by Rating)

Symbol Key

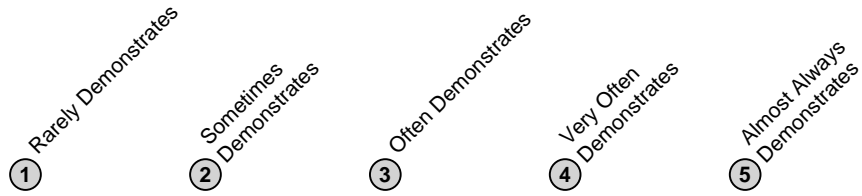
○ Norm. Avg.



Competency Summary (Ranked by Rating)

Symbol Key

○ Norm. Avg.



Aligning Work and Resources



Emotional Awareness



Coaching and Developing Others



Managing Performance



Perception



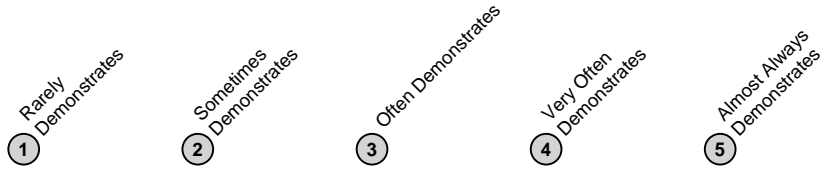
Facilitating Change



MANAGING MYSELF

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Focus

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.20	0	2	1	1	1	3.46
Manager	3.80	0	1	1	1	2	3.50
Direct Reports	3.70	0	2	7	6	5	3.44
Peers	3.67	0	3	3	5	4	3.45

1 Establishes priorities to effectively and efficiently achieve both short- and long-term goals.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.50
Manager	5.00	0	0	0	0	1	3.35
Direct Reports	4.25	0	1	0	0	3	3.61
Peers	3.00	0	1	1	1	0	3.53

17 Ensures that own efforts are aligned with organizational objectives.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.51
Manager	5.00	0	0	0	0	1	3.51
Direct Reports	3.50	0	1	1	1	1	3.41
Peers	4.67	0	0	0	1	2	3.40

33 Displays needed stamina and energy over the long-term to achieve results.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.50
Manager	2.00	0	1	0	0	0	3.68
Direct Reports	3.50	0	0	2	2	0	3.31
Peers	2.67	0	2	0	1	0	3.36

49 Maintains focus when disruptions might distract attention from key issues and objectives.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.16
Manager	4.00	0	0	0	1	0	3.37
Direct Reports	3.25	0	0	3	1	0	3.27
Peers	3.33	0	0	2	1	0	3.38

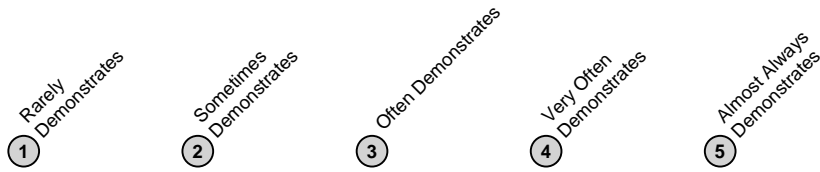
65 Focuses on key tasks when faced with limited time and/or resources.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.63
Manager	3.00	0	0	1	0	0	3.57
Direct Reports	4.00	0	0	1	2	1	3.58
Peers	4.67	0	0	0	1	2	3.56

MANAGING MYSELF

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Practical Judgment

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.80	0	1	1	1	2	3.57
Manager	3.60	0	0	3	1	1	3.49
Direct Reports	3.45	0	1	12	4	3	3.52
Peers	3.53	0	2	6	4	3	3.47

2 Thinks through complex and ambiguous situations systematically, clearly identifying key issues.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.64
Manager	3.00	0	0	1	0	0	3.38
Direct Reports	3.00	0	1	2	1	0	3.69
Peers	2.33	0	2	1	0	0	3.59

18 Uncovers what is at the root of a problem, distinguishing its causes from its symptoms.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.76
Manager	3.00	0	0	1	0	0	3.35
Direct Reports	3.50	0	0	3	0	1	3.33
Peers	4.00	0	0	1	1	1	3.28

34 Considers multiple alternatives and implications when making important decisions.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.25
Manager	5.00	0	0	0	0	1	3.35
Direct Reports	3.75	0	0	2	1	1	3.33
Peers	4.00	0	0	0	3	0	3.28

50 Makes sound, pragmatic decisions based on available information and perspectives.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.70
Manager	4.00	0	0	0	1	0	3.88
Direct Reports	3.50	0	0	3	0	1	3.71
Peers	3.67	0	0	2	0	1	3.67

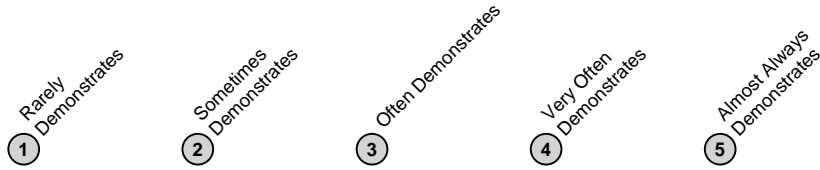
66 Makes timely decisions, even when faced with incomplete information or potential criticism.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.51
Manager	3.00	0	0	1	0	0	3.51
Direct Reports	3.50	0	0	2	2	0	3.53
Peers	3.67	0	0	2	0	1	3.52

MANAGING MYSELF

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Emotional Awareness

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.60	0	1	1	2	1	3.47
Manager	3.20	0	1	2	2	0	3.36
Direct Reports	3.40	0	6	4	6	4	3.36
Peers	3.33	0	3	6	4	2	3.36

3 Creates a positive environment through sincerity and optimism.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.81
Manager	4.00	0	0	0	1	0	3.62
Direct Reports	2.75	0	2	1	1	0	3.44
Peers	3.67	0	0	1	2	0	3.39

19 Responds resourcefully and constructively to new demands, priorities, and challenges.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.32
Manager	4.00	0	0	0	1	0	3.45
Direct Reports	4.00	0	0	2	0	2	3.31
Peers	3.67	0	0	2	0	1	3.28

35 Maintains composure and confidence when faced with challenging or stressful situations.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.47
Manager	2.00	0	1	0	0	0	3.34
Direct Reports	3.75	0	1	0	2	1	3.43
Peers	2.33	0	2	1	0	0	3.39

51 Demonstrates flexibility and adaptability in response to constraints and adversity.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.67
Manager	3.00	0	0	1	0	0	3.37
Direct Reports	3.50	0	1	0	3	0	3.45
Peers	3.33	0	0	2	1	0	3.45

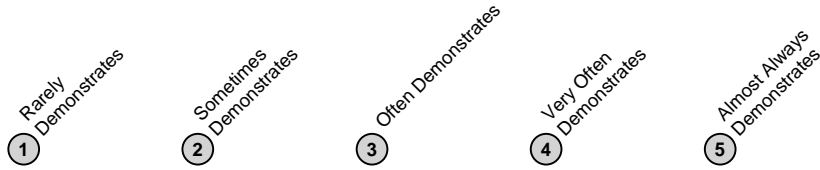
67 Reassures others in the face of setbacks.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.07
Manager	3.00	0	0	1	0	0	3.01
Direct Reports	3.00	0	2	1	0	1	3.18
Peers	3.67	0	1	0	1	1	3.28

MANAGING MYSELF

Symbol Key

- Norm. Avg.
- Positive Gap
- ← Negative Gap



Competency: Building Relationships

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	1	2	1	3.66
Manager	4.00	0	0	1	2	1	3.56
Direct Reports	3.38	0	3	7	3	3	3.55
Peers	3.58	0	1	5	4	2	3.55

4 Makes self accessible to others in the organization.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.98
Manager	3.00	0	0	1	0	0	3.72
Direct Reports	3.75	0	0	2	1	1	3.72
Peers	4.00	0	0	1	1	1	3.64

20 Relates to others in an open and approachable manner.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.74
Manager	4.00	0	0	0	1	0	3.76
Direct Reports	2.50	0	3	0	1	0	3.67
Peers	3.00	0	1	1	1	0	3.56

36 Treats others with dignity and respect.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.55
Manager	4.00	0	0	0	1	0	3.34
Direct Reports	4.00	0	0	2	0	2	3.34
Peers	4.33	0	0	0	2	1	3.43

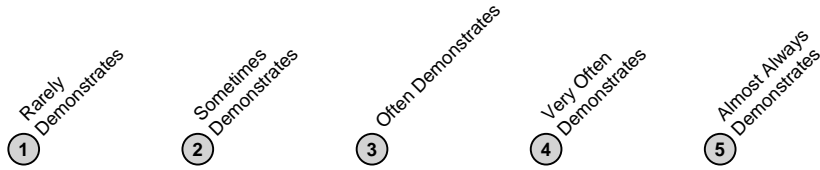
52 Conveys appreciation for diverse backgrounds, styles, and viewpoints.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.37
Manager	5.00	0	0	0	0	1	3.41
Direct Reports	3.25	0	0	3	1	0	3.48
Peers	3.00	0	0	3	0	0	3.55

MANAGING MYSELF

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Perception

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.60	0	2	0	1	2	3.29
Manager	3.60	0	1	1	2	1	3.12
Direct Reports	3.00	0	8	5	6	1	3.22
Peers	3.47	0	4	4	3	4	3.26

5 Considers the impact of own behavior and decisions on others.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.34
Manager	5.00	0	0	0	0	1	3.12
Direct Reports	3.50	0	0	2	2	0	3.11
Peers	3.33	0	1	1	0	1	3.18

21 Takes into account the impact of others' emotions on their views and actions.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.35
Manager	4.00	0	0	0	1	0	3.12
Direct Reports	2.75	0	2	1	1	0	3.24
Peers	4.33	0	0	1	0	2	3.36

37 Recognizes when others are experiencing difficulties.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.28
Manager	4.00	0	0	0	1	0	3.07
Direct Reports	2.75	0	2	1	1	0	3.14
Peers	3.33	0	1	0	2	0	3.17

53 Exhibits consideration of the feelings of others when or before taking action.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.18
Manager	2.00	0	1	0	0	0	3.09
Direct Reports	2.75	0	3	0	0	1	3.26
Peers	3.33	0	1	1	0	1	3.27

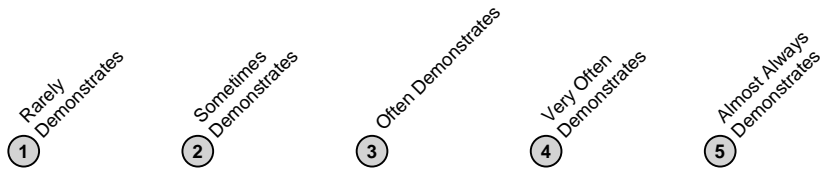
68 Adapts approach in order to work with others more effectively.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.30
Manager	3.00	0	0	1	0	0	3.20
Direct Reports	3.25	0	1	1	2	0	3.36
Peers	3.00	0	1	1	1	0	3.33

MANAGING MYSELF

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ➡ Negative Gap



Competency: Inspiring Trust

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.80	0	0	2	2	1	3.37
Manager	3.40	0	1	2	1	1	3.42
Direct Reports	4.05	0	1	4	8	7	3.41
Peers	4.13	0	1	4	2	8	3.48

6 Follows-through on important commitments.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.64
Manager	4.00	0	0	0	1	0	3.41
Direct Reports	3.50	0	0	2	2	0	3.52
Peers	4.00	0	0	1	1	1	3.59

22 Behaves in accordance with stated values and views.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.50
Manager	5.00	0	0	0	0	1	3.61
Direct Reports	4.50	0	0	0	2	2	3.58
Peers	4.33	0	0	1	0	2	3.63

38 Communicates honestly with others, including colleagues and superiors.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.53
Manager	3.00	0	0	1	0	0	3.51
Direct Reports	4.50	0	0	0	2	2	3.40
Peers	4.00	0	0	1	1	1	3.58

54 Treats others fairly and consistently.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.36
Manager	2.00	0	1	0	0	0	3.48
Direct Reports	3.75	0	0	2	1	1	3.42
Peers	4.00	0	1	0	0	2	3.47

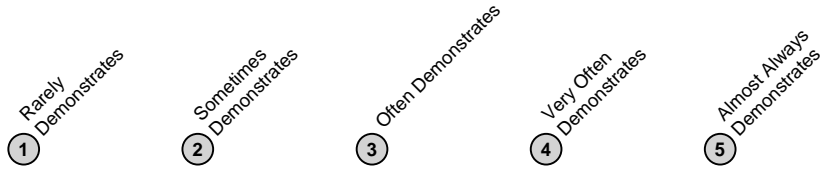
69 Seeks and uses constructive feedback to improve capabilities and impact.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	2.84
Manager	3.00	0	0	1	0	0	3.11
Direct Reports	4.00	0	1	0	1	2	3.15
Peers	4.33	0	0	1	0	2	3.13

MANAGING MYSELF

Symbol Key

- Norm. Avg.
- ➔ Positive Gap
- ➔ Negative Gap



Competency: Communication

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.80	0	0	2	2	1	3.39
Manager	3.20	0	1	2	2	0	3.34
Direct Reports	3.55	0	5	2	10	3	3.46
Peers	3.40	0	6	1	4	4	3.45

7 Expresses ideas clearly and concisely up, down and across the organization.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.41
Manager	2.00	0	1	0	0	0	3.23
Direct Reports	4.00	0	1	0	1	2	3.42
Peers	3.00	0	2	0	0	1	3.38

23 Expresses opinions in ways that encourage dialogue with others.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.36
Manager	3.00	0	0	1	0	0	3.12
Direct Reports	2.50	0	3	0	1	0	3.34
Peers	2.33	0	2	1	0	0	3.36

39 Asks questions to clarify others' views and/or gather more information.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.21
Manager	3.00	0	0	1	0	0	3.30
Direct Reports	3.25	0	1	1	2	0	3.40
Peers	3.33	0	1	0	2	0	3.41

55 Listens intently and conveys an understanding of others' views and ideas.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.35
Manager	4.00	0	0	0	1	0	3.47
Direct Reports	4.25	0	0	0	3	1	3.46
Peers	4.67	0	0	0	1	2	3.48

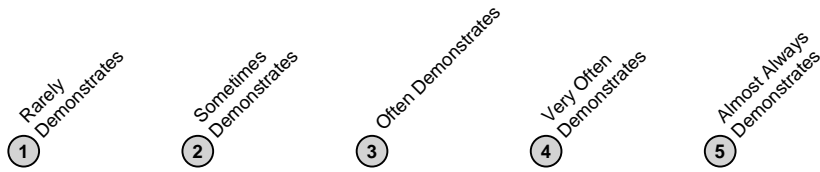
70 Writes effective and persuasive business communications.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.61
Manager	4.00	0	0	0	1	0	3.57
Direct Reports	3.75	0	0	1	3	0	3.70
Peers	3.67	0	1	0	1	1	3.61

MANAGING RESULTS AND PROCESSES

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Aligning Work and Resources

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.40	0	1	2	1	1	3.29
Manager	3.20	0	1	2	2	0	3.25
Direct Reports	3.30	0	5	7	5	3	3.34
Peers	3.47	0	3	4	6	2	3.31

8 Provides a clear link between the efforts of individuals and the broader objectives of the organization.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.41
Manager	3.00	0	0	1	0	0	3.26
Direct Reports	3.00	0	1	2	1	0	3.48
Peers	3.67	0	0	1	2	0	3.43

24 Develops or obtains resources (e.g., budget, staff, vendors) needed to achieve objectives.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.28
Manager	4.00	0	0	0	1	0	3.42
Direct Reports	4.25	0	0	0	3	1	3.48
Peers	4.00	0	0	0	3	0	3.36

40 Assigns individuals key roles based on an accurate assessment of their strengths and weaknesses.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.20
Manager	3.00	0	0	1	0	0	3.11
Direct Reports	4.25	0	0	1	1	2	3.29
Peers	4.00	0	1	0	0	2	3.31

56 Delegates appropriate work and decisions to others.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.31
Manager	4.00	0	0	0	1	0	3.22
Direct Reports	2.25	0	3	1	0	0	3.31
Peers	2.67	0	1	2	0	0	3.23

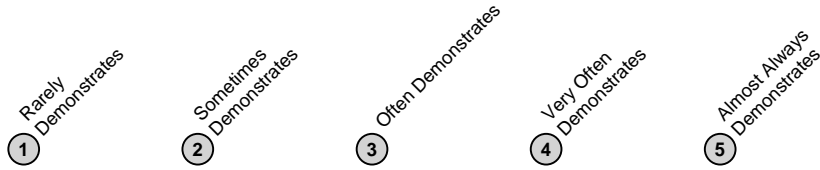
71 Establishes effective and efficient processes for getting work done.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.23
Manager	2.00	0	1	0	0	0	3.24
Direct Reports	2.75	0	1	3	0	0	3.16
Peers	3.00	0	1	1	1	0	3.20

MANAGING RESULTS AND PROCESSES

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ➡ Negative Gap



Competency: Managing Performance

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.40	0	1	1	3	0	3.33
Manager	3.60	0	2	0	1	2	3.20
Direct Reports	3.10	0	5	9	5	1	3.30
Peers	3.33	0	4	4	5	2	3.26

9 Conveys clear accountabilities and expectations to others.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.25
Manager	4.00	0	0	0	1	0	3.24
Direct Reports	2.75	0	1	3	0	0	3.33
Peers	3.67	0	0	1	2	0	3.30

25 Ensures that others have the resources, information, authority, and support to achieve goals.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.44
Manager	5.00	0	0	0	0	1	3.40
Direct Reports	3.00	0	2	1	0	1	3.48
Peers	3.33	0	1	1	0	1	3.36

41 Holds people accountable for meeting deadlines and achieving their goals.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.26
Manager	2.00	0	1	0	0	0	3.14
Direct Reports	3.00	0	1	2	1	0	3.29
Peers	2.67	0	2	0	1	0	3.20

57 Takes steps to eliminate inefficiencies and obstacles to productivity and operational effectiveness.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.25
Manager	2.00	0	1	0	0	0	3.06
Direct Reports	3.00	0	1	2	1	0	3.14
Peers	3.00	0	1	1	1	0	3.18

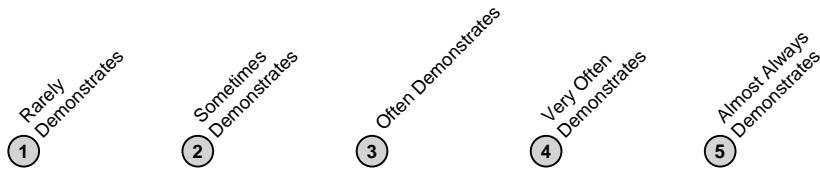
72 Monitors others' progress and redirects their efforts as necessary to maintain momentum toward goals.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.44
Manager	5.00	0	0	0	0	1	3.17
Direct Reports	3.75	0	0	1	3	0	3.26
Peers	4.00	0	0	1	1	1	3.26

MANAGING RESULTS AND PROCESSES

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Facilitating Teamwork

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.40	0	1	2	1	1	3.28
Manager	3.60	0	0	2	3	0	3.27
Direct Reports	3.60	0	2	8	6	4	3.32
Peers	3.47	0	1	7	6	1	3.26

10 Builds strong teams with diverse and complementary strengths.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.33
Manager	3.00	0	0	1	0	0	3.25
Direct Reports	4.25	0	0	1	1	2	3.42
Peers	3.33	0	0	2	1	0	3.35

26 Ensures teams have a clear sense of purpose and objectives to guide their work together.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.16
Manager	3.00	0	0	1	0	0	3.15
Direct Reports	3.00	0	1	2	1	0	3.07
Peers	3.00	0	1	1	1	0	3.11

42 Creates effective team structures and processes for accomplishing objectives.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.05
Manager	4.00	0	0	0	1	0	3.19
Direct Reports	3.00	0	1	2	1	0	3.15
Peers	3.67	0	0	1	2	0	3.16

58 Fosters collaboration among team members, ensuring they draw effectively on each other's skills and expertise.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.36
Manager	4.00	0	0	0	1	0	3.32
Direct Reports	4.50	0	0	0	2	2	3.50
Peers	3.00	0	0	3	0	0	3.37

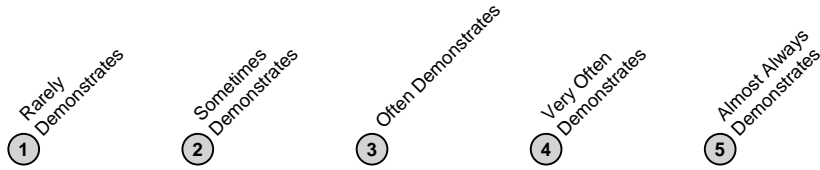
73 Detects and helps teams work through conflict and other barriers to team progress.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.51
Manager	4.00	0	0	0	1	0	3.46
Direct Reports	3.25	0	0	3	1	0	3.47
Peers	4.33	0	0	0	2	1	3.30

MANAGING RESULTS AND PROCESSES

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Sustaining Motivated Effort

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	1	2	1	3.18
Manager	3.25	0	1	1	2	0	3.19
Direct Reports	4.06	0	2	3	3	8	3.26
Peers	4.33	0	0	2	4	6	3.23

11 Sets high standards of performance for others, insisting on high levels of commitment and effort.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.35
Manager	4.00	0	0	0	1	0	3.20
Direct Reports	3.75	0	1	1	0	2	3.34
Peers	4.33	0	0	1	0	2	3.33

27 Encourages confidence and personal investment in others to achieve goals.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.04
Manager	4.00	0	0	0	1	0	3.02
Direct Reports	4.75	0	0	0	1	3	3.05
Peers	4.33	0	0	0	2	1	3.00

43 Acknowledges others' achievements and successes.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.18
Manager	2.00	0	1	0	0	0	3.22
Direct Reports	3.25	0	1	2	0	1	3.27
Peers	4.00	0	0	1	1	1	3.23

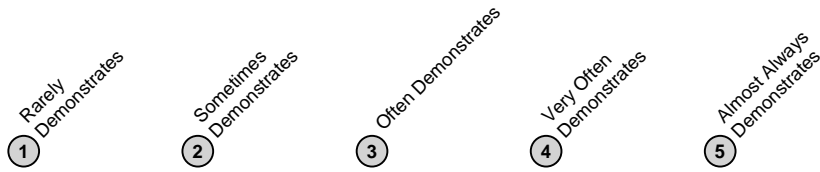
59 Rewards accomplishments appropriately.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.14
Manager	3.00	0	0	1	0	0	3.30
Direct Reports	4.50	0	0	0	2	2	3.36
Peers	4.67	0	0	0	1	2	3.35

BUILDING CAPABILITY

Symbol Key

- Norm. Avg.
- Positive Gap
- ← Negative Gap



Competency: Coaching and Developing Others

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.25	0	1	2	0	1	3.31
Manager	2.50	0	2	2	0	0	3.23
Direct Reports	3.13	0	4	6	6	0	3.28
Peers	3.92	0	1	2	6	3	3.24

12 Identifies and addresses critical developmental issues or barriers with others.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.18
Manager	3.00	0	0	1	0	0	2.99
Direct Reports	3.25	0	1	1	2	0	3.00
Peers	3.33	0	1	0	2	0	3.03

28 Provides timely, accurate, and constructive feedback to others.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.34
Manager	2.00	0	1	0	0	0	3.41
Direct Reports	3.25	0	1	1	2	0	3.53
Peers	3.67	0	0	1	2	0	3.44

44 Offers coaching as needed to help others overcome obstacles and successfully produce results.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.28
Manager	2.00	0	1	0	0	0	3.31
Direct Reports	2.75	0	2	1	1	0	3.18
Peers	3.67	0	0	1	2	0	3.17

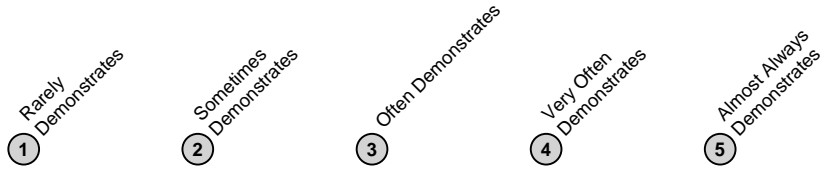
60 Provides others with experiences and resources that increase success in their current roles and prepare them for the future.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.42
Manager	3.00	0	0	1	0	0	3.19
Direct Reports	3.25	0	0	3	1	0	3.40
Peers	5.00	0	0	0	0	3	3.33

BUILDING CAPABILITY

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Fostering Innovation

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.75	0	0	1	3	0	3.38
Manager	3.25	0	0	3	1	0	3.37
Direct Reports	3.69	0	0	8	5	3	3.38
Peers	3.58	0	3	2	4	3	3.43

13 Tests assumptions and challenges current systems and processes.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.31
Manager	4.00	0	0	0	1	0	3.38
Direct Reports	4.00	0	0	1	2	1	3.32
Peers	4.33	0	0	0	2	1	3.35

29 Seeks better solutions to problems instead of falling back on familiar and less effective options.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.45
Manager	3.00	0	0	1	0	0	3.34
Direct Reports	3.75	0	0	2	1	1	3.33
Peers	4.33	0	0	0	2	1	3.35

45 Demonstrates creativity in developing and/or improving on new ideas.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.29
Manager	3.00	0	0	1	0	0	3.22
Direct Reports	3.00	0	0	4	0	0	3.33
Peers	2.00	0	3	0	0	0	3.36

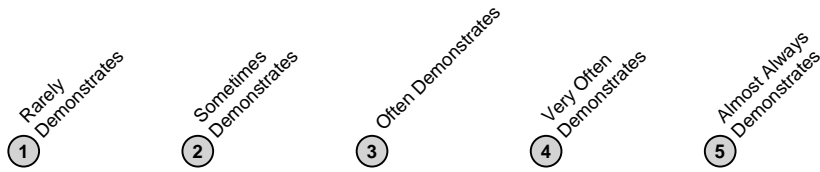
61 Actively supports innovative ideas from others that have positive potential business impact.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.47
Manager	3.00	0	0	1	0	0	3.52
Direct Reports	4.00	0	0	1	2	1	3.55
Peers	3.67	0	0	2	0	1	3.65

BUILDING CAPABILITY

Symbol Key

- Norm. Avg.
- ➔ Positive Gap
- ➔ Negative Gap



Competency: Facilitating Change

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.75	0	1	3	0	0	3.37
Manager	2.75	0	2	1	1	0	3.42
Direct Reports	3.13	0	6	3	6	1	3.46
Peers	2.67	0	7	2	3	0	3.45

14 Clearly conveys the implications of organizational changes to the team.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.28
Manager	4.00	0	0	0	1	0	3.21
Direct Reports	2.75	0	2	1	1	0	3.26
Peers	2.67	0	2	0	1	0	3.22

30 Enlists others in making changes needed to meet new or emergent needs.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.37
Manager	2.00	0	1	0	0	0	3.36
Direct Reports	3.75	0	1	0	2	1	3.48
Peers	3.33	0	1	0	2	0	3.43

46 Establishes needed structures and processes to support changes.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.37
Manager	3.00	0	0	1	0	0	3.51
Direct Reports	3.00	0	2	0	2	0	3.56
Peers	2.00	0	3	0	0	0	3.51

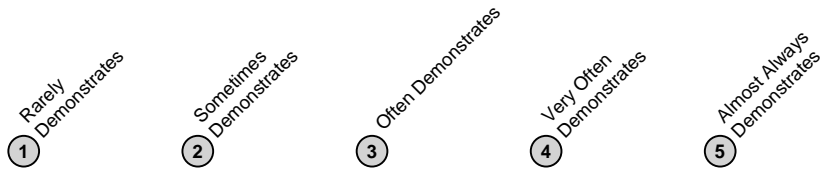
62 Follows-up to ensure that changes in structures and processes have been fully implemented.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.45
Manager	2.00	0	1	0	0	0	3.58
Direct Reports	3.00	0	1	2	1	0	3.55
Peers	2.67	0	1	2	0	0	3.62

MANAGING ACROSS THE ORGANIZATION

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Building and Leveraging Networks

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	2	1	2	3.56
Manager	4.20	0	0	2	0	3	3.48
Direct Reports	3.90	0	0	7	8	5	3.51
Peers	4.00	0	1	4	4	6	3.46

15 Maintains a network of people who serve as information sources, advisors, and/or collaborators on business-related issues.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.55
Manager	5.00	0	0	0	0	1	3.32
Direct Reports	3.25	0	0	3	1	0	3.57
Peers	4.33	0	0	1	0	2	3.54

31 Actively seeks out others to solicit their views and build greater understanding.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.35
Manager	5.00	0	0	0	0	1	3.39
Direct Reports	3.75	0	0	1	3	0	3.52
Peers	4.00	0	0	1	1	1	3.43

47 Gains the involvement and support of the full range of people needed to move things forward in the organization.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.71
Manager	3.00	0	0	1	0	0	3.75
Direct Reports	4.25	0	0	1	1	2	3.75
Peers	3.67	0	0	1	2	0	3.65

63 Strengthens networks in the organization by providing information and support.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.63
Manager	5.00	0	0	0	0	1	3.39
Direct Reports	4.50	0	0	0	2	2	3.18
Peers	4.67	0	0	0	1	2	3.22

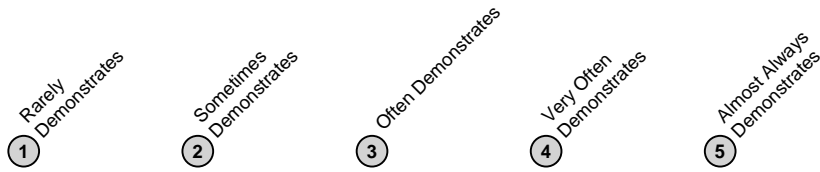
74 Uses own network to ensure adequate coordination and information flow.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.56
Manager	3.00	0	0	1	0	0	3.53
Direct Reports	3.75	0	0	2	1	1	3.51
Peers	3.33	0	1	1	0	1	3.46

MANAGING ACROSS THE ORGANIZATION

Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap



Competency: Influencing Others

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.40	0	0	3	2	0	3.34
Manager	3.40	0	0	3	2	0	3.37
Direct Reports	3.30	0	4	7	8	1	3.38
Peers	3.47	0	4	3	5	3	3.35

16 Anticipates and prepares for others' likely reactions when deciding how to influence.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.41
Manager	4.00	0	0	0	1	0	3.21
Direct Reports	2.75	0	2	1	1	0	3.48
Peers	3.33	0	0	2	1	0	3.45

32 Communicates ideas and perspectives with conviction and enthusiasm.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.35
Manager	3.00	0	0	1	0	0	3.49
Direct Reports	3.25	0	1	1	2	0	3.56
Peers	3.33	0	1	0	2	0	3.44

48 Provides compelling rationale for ideas and decisions to ensure understanding and gain support.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.25
Manager	4.00	0	0	0	1	0	3.33
Direct Reports	3.75	0	0	2	1	1	3.13
Peers	5.00	0	0	0	0	3	3.15

64 Presents own views and ideas in the context of the needs, interests, and priorities of others.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.29
Manager	3.00	0	0	1	0	0	3.47
Direct Reports	3.50	0	1	0	3	0	3.36
Peers	3.00	0	1	1	1	0	3.39

75 Finds common ground to accommodate the conflicting needs and wants of different stakeholders.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.42
Manager	3.00	0	0	1	0	0	3.37
Direct Reports	3.25	0	0	3	1	0	3.37
Peers	2.67	0	2	0	1	0	3.34

Comments

C1 If you could give this person one piece of advice – one that would help him/her if followed – what would that advice be?

Self

- No comments submitted.

Manager

- No comments submitted.

Direct Reports

- No comments submitted.

Peers

- No comments submitted.

C2 Are there any other comments you would like to share, such as things that you really appreciate about this person?

Self

- No comments submitted.

Manager

- No comments submitted.

Direct Reports

- No comments submitted.

Peers

- No comments submitted.

PART IV

Summary of Results

Linkage
Unleash your full potential.

Summary of Results

This analysis is provided to help you analyze the information contained in the report. The following pages will help you do the following.

Review the summary sections

Use the data and analyses provided in Part IV: Summary of Results to identify:

- Competencies and behaviors that represent relative strengths for you and that you may use to help support others.
- Competencies and behaviors that represent relative development opportunities for you.
- Areas in which you rated yourself very differently from others.

Identify your strengths

Your strengths are those areas in which you were rated the highest. Use the summary and item data to identify:

- Those competencies and items that received the highest rating and/or where you rated yourself significantly lower than others.
- Ways in which your strengths may be used to bolster yourself in areas needing development or to compensate for those areas.

Identify your developmental needs

Development needs are opportunities for personal and/or professional growth. Use the summary and item data to identify:

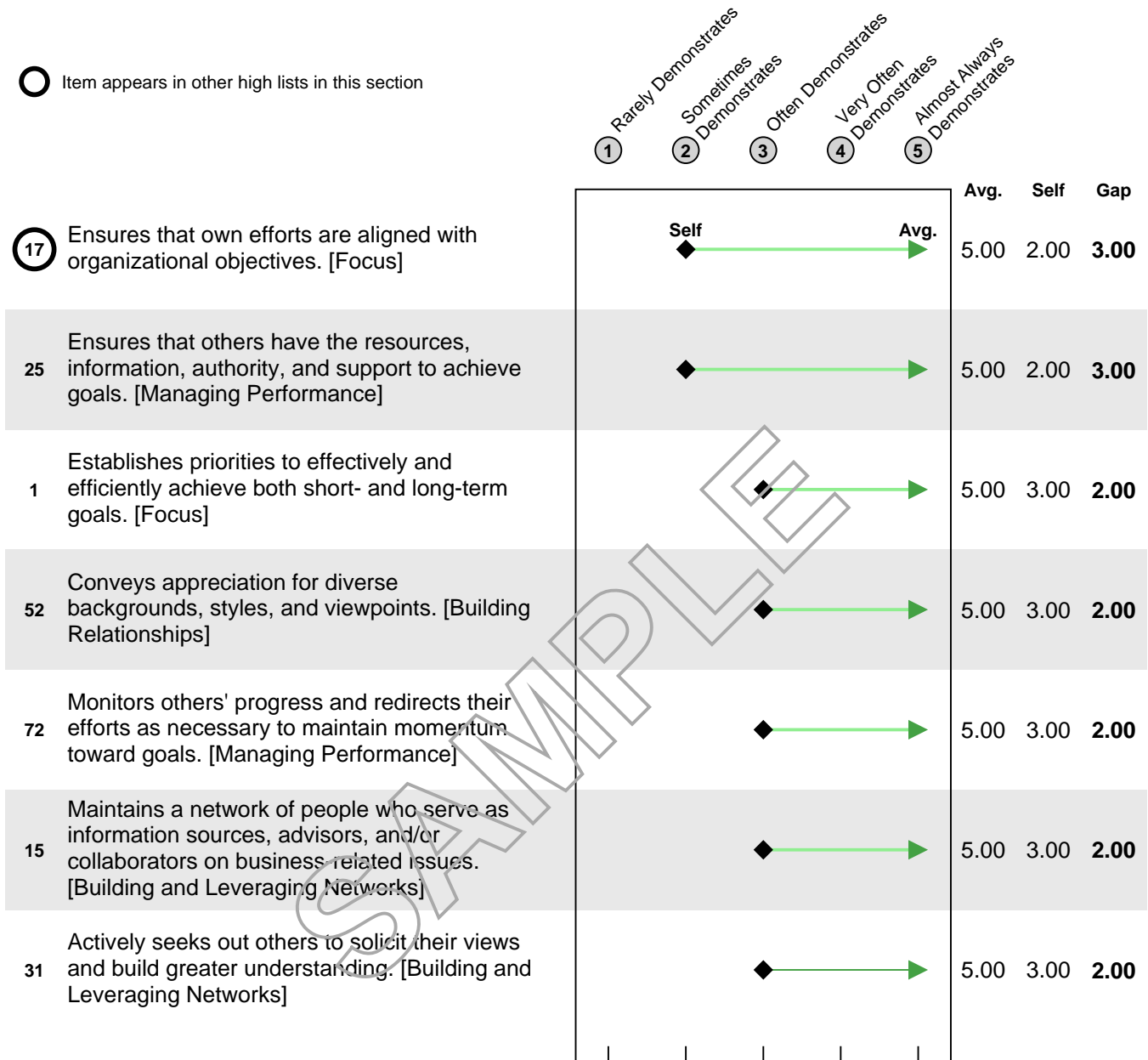
- Those competencies and items that received the lowest rating and/or where you rated yourself significantly higher than others.
- Areas or themes which are derived from several combined scores (low and high).

Get clarification

- Look at the individual item scores to further refine the action you need to take.
- Test your assumptions of what you should develop by looking again at the Summary pages, the Item pages, and the Strengths and Opportunities for Development pages.

Positive Self Gaps: Manager

○ Item appears in other high lists in this section



Negative Self Gaps: Manager

○ Item appears in other low lists in this section

	1	2	3	4	5	Avg.	Self	Gap
35						2.00	5.00	-3.00
43						2.00	5.00	-3.00
66						3.00	5.00	-2.00
4						3.00	5.00	-2.00
38						3.00	5.00	-2.00
60						3.00	5.00	-2.00
74						3.00	5.00	-2.00
33						2.00	4.00	-2.00
54						2.00	4.00	-2.00
7						2.00	4.00	-2.00

1 Rarely Demonstrates
2 Sometimes Demonstrates
3 Often Demonstrates
4 Very Often Demonstrates
5 Almost Always Demonstrates

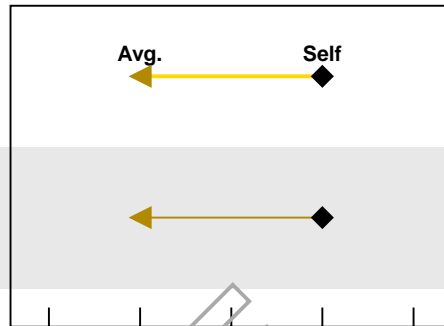
Avg. ← Self

Negative Self Gaps: Manager

○ Item appears in other low lists in this section

① Rarely Demonstrates
 ② Sometimes Demonstrates
 ③ Often Demonstrates
 ④ Very Often Demonstrates
 ⑤ Almost Always Demonstrates

41 Holds people accountable for meeting deadlines and achieving their goals. [Managing Performance]



Avg. Self Gap
 2.00 4.00 -2.00

57 Takes steps to eliminate inefficiencies and obstacles to productivity and operational effectiveness. [Managing Performance]

2.00 4.00 -2.00

SAMPLE

Positive Self Gaps: Direct Reports

○ Item appears in other high lists in this section

① Rarely Demonstrates
 ② Sometimes Demonstrates
 ③ Often Demonstrates
 ④ Very Often Demonstrates
 ⑤ Almost Always Demonstrates

65 Focuses on key tasks when faced with limited time and/or resources. [Focus]



58 Fosters collaboration among team members, ensuring they draw effectively on each other's skills and expertise. [Facilitating Teamwork]

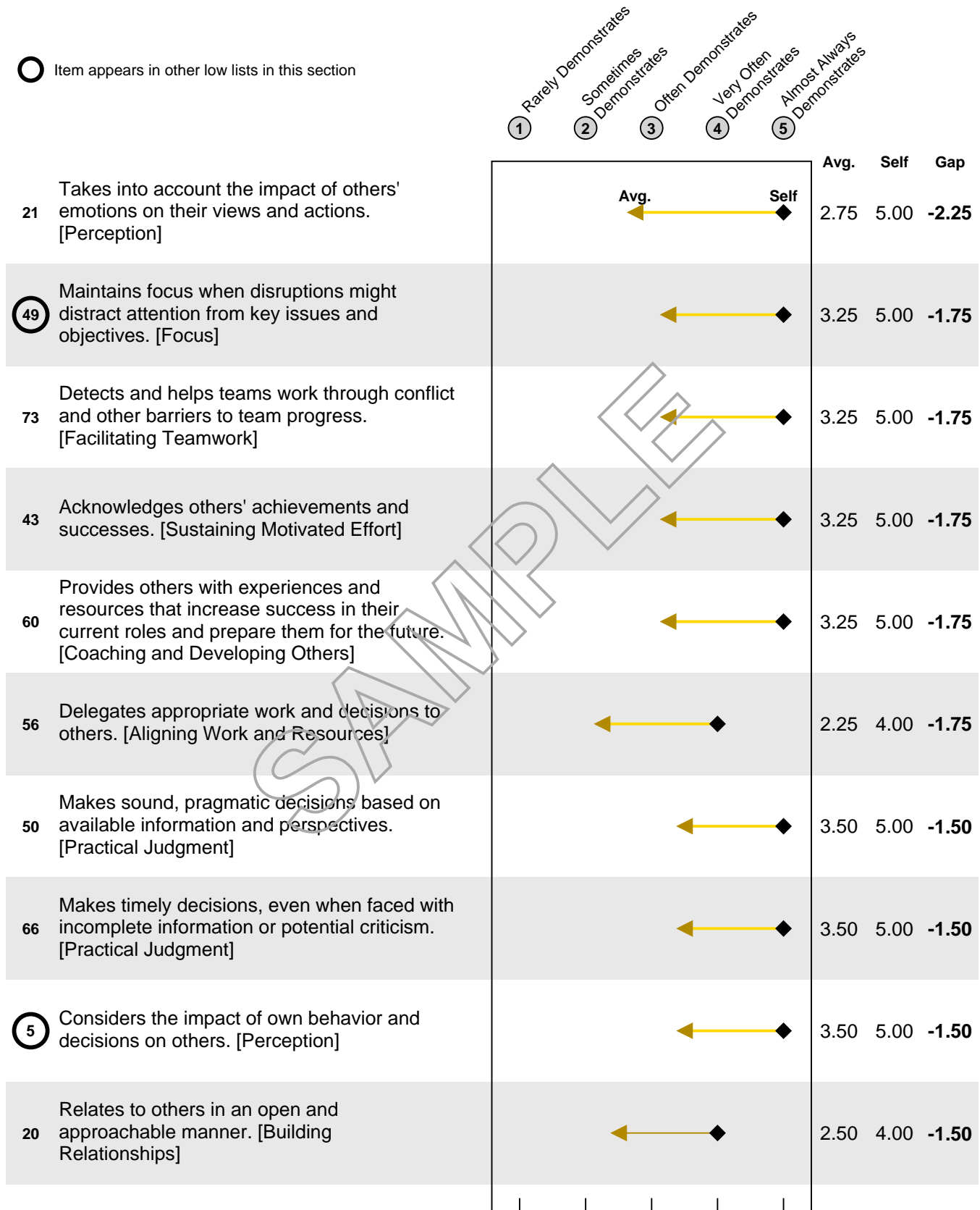
17 Ensures that own efforts are aligned with organizational objectives. [Focus]

51 Demonstrates flexibility and adaptability in response to constraints and adversity. [Emotional Awareness]

SAMPLE

Negative Self Gaps: Direct Reports

○ Item appears in other low lists in this section



Positive Self Gaps: Peers

Item appears in other high lists in this section

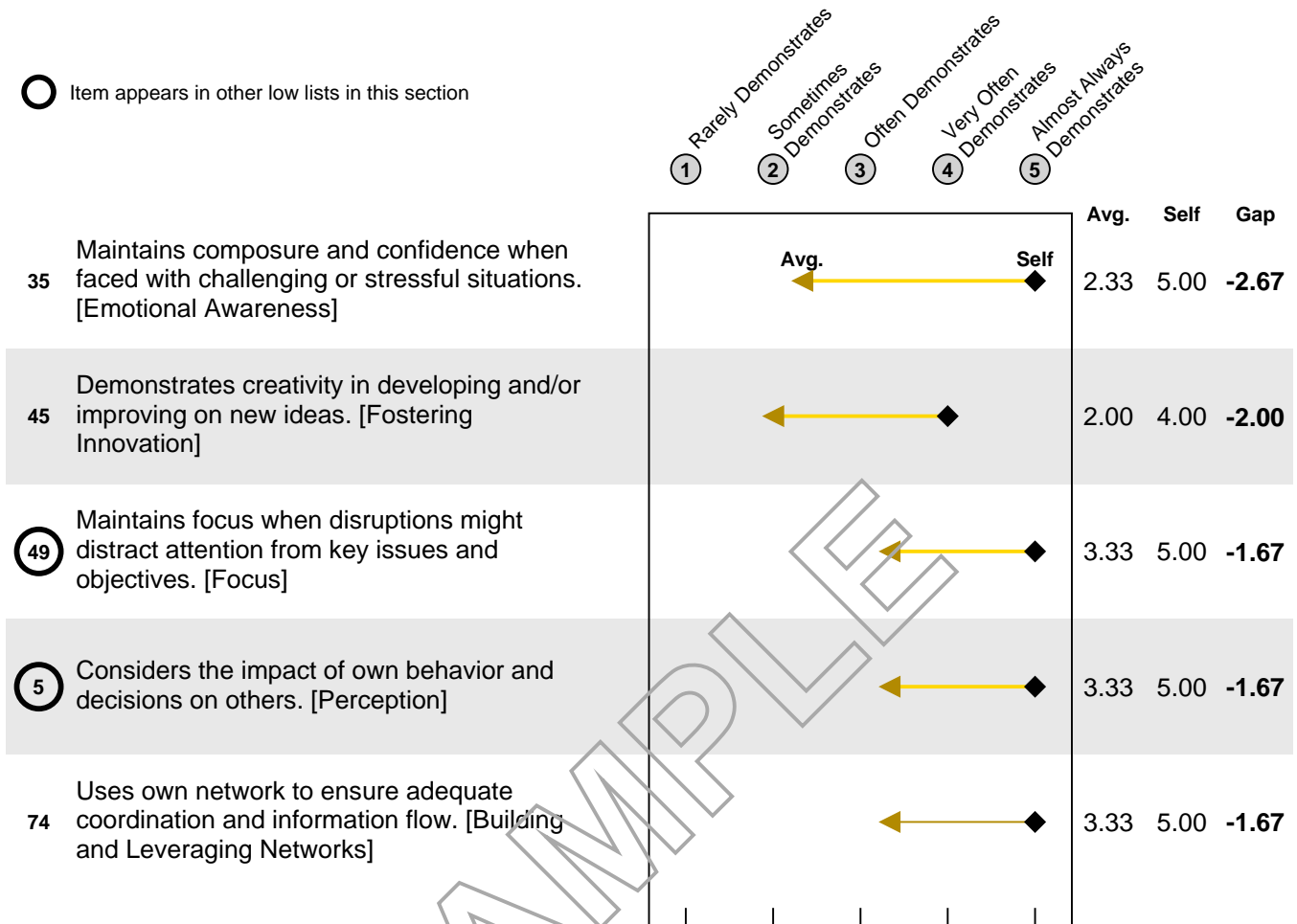
① Rarely Demonstrates
② Sometimes Demonstrates
③ Often Demonstrates
④ Very Often Demonstrates
⑤ Almost Always Demonstrates

		Avg.	Self	Gap
17	Ensures that own efforts are aligned with organizational objectives. [Focus]	4.67	2.00	2.67
65	Focuses on key tasks when faced with limited time and/or resources. [Focus]	4.67	2.00	2.67
8	Provides a clear link between the efforts of individuals and the broader objectives of the organization. [Aligning Work and Resources]	3.67	2.00	1.67
28	Provides timely, accurate, and constructive feedback to others. [Coaching and Developing Others]	3.67	2.00	1.67

SAMPLE

Negative Self Gaps: Peers

○ Item appears in other low lists in this section



SAMPLE

Highest Items: Overall

	Question	Component / Skill	Avg.	Self
63	Strengthens networks in the organization by providing information and support.	<i>Building and Leveraging Networks</i>	4.63	5.00
22	Behaves in accordance with stated values and views.	<i>Inspiring Trust</i>	4.50	4.00
27	Encourages confidence and personal investment in others to achieve goals.	<i>Sustaining Motivated Effort</i>	4.50	4.00
55	Listens intently and conveys an understanding of others' views and ideas.	<i>Communication</i>	4.38	5.00
59	Rewards accomplishments appropriately.	<i>Sustaining Motivated Effort</i>	4.38	4.00
48	Provides compelling rationale for ideas and decisions to ensure understanding and gain support.	<i>Influencing Others</i>	4.25	4.00
24	Develops or obtains resources (e.g., budget, staff, vendors) needed to achieve objectives.	<i>Aligning Work and Resources</i>	4.13	5.00
13	Tests assumptions and challenges current systems and processes.	<i>Fostering Innovation</i>	4.13	4.00

SAMPLE

Lowest Items: Overall

	Question	Component / Skill	Avg.	Self
23	Expresses opinions in ways that encourage dialogue with others.	<i>Communication</i>	2.50	3.00
56	Delegates appropriate work and decisions to others.	<i>Aligning Work and Resources</i>	2.63	4.00
45	Demonstrates creativity in developing and/or improving on new ideas.	<i>Fostering Innovation</i>	2.63	4.00
46	Establishes needed structures and processes to support changes.	<i>Facilitating Change</i>	2.63	2.00
2	Thinks through complex and ambiguous situations systematically, clearly identifying key issues.	<i>Practical Judgment</i>	2.75	2.00
71	Establishes effective and efficient processes for getting work done.	<i>Aligning Work and Resources</i>	2.75	3.00
41	Holds people accountable for meeting deadlines and achieving their goals.	<i>Managing Performance</i>	2.75	4.00
62	Follows-up to ensure that changes in structures and processes have been fully implemented.	<i>Facilitating Change</i>	2.75	3.00

SAMPLE



PART V

Individual Development

Linkage
Unleash your full potential.

Development Planning

Development planning will ensure that your current insights will actually help you to overcome your management challenges and achieve your goals. This final step will help you use what you have learned to plan to address your development needs and leverage your strengths.

Follow the directions below to complete the “Addressing Development Needs” and “Leveraging Strengths” sections on the last two pages of this report.

Directions:

1. Write your goals in the first column. These should be based on your high and low scores, differences between rater groups, and differences between your self-evaluation and others' evaluation of you.
 - Start with no more than two goals for addressing development needs and three goals for leveraging strengths. Strive for only **1-2 development goals** to focus on in the end. Creating more goals than these will inevitably hinder your ability to focus on any of them.
 - **Be as specific** as possible in writing your goals. For example, “Improve my ability to negotiate roles and responsibilities in the merged IT organizations” is much more useful than “Improve my negotiation skills.”
2. In the second column, explain **why each goal is important** to you.
 - You should only be setting goals that will build your capability to address critical management challenges and/or to pursue your career goals. Having a clear sense of why your goals are important should help you maintain your focus on achieving them.
3. In the third column, explain the **actions** you will take to achieve each goal.
 - What you will do/change now: The specific things you can do or start *immediately* to begin achieving your development goals. They may involve, for example, further self-awareness exercises, or resolutions to immediately change specific behaviors.
 - Other developmental activities: These are the *longer-term* activities and changes that you plan to make. They may involve books to read, courses to take, projects to attempt, a mentoring relationship you'd like to establish, and the like.

Development Planning

4. In the fourth column, explain what **support you need** from others, in terms of time and/or resources: What, specifically, will you ask them to provide?

Note: Having a coach you trust and respect may be the single most important factor in achieving your development goals. This person may support you with regular check-in meetings or periodic feedback on an as-needed basis. He or she may also be able to provide resources such as time off for training, access to experts, and so on. The coach may be your manager or someone else with whom you have a good relationship and who can help you reach your development goals.

5. Finally, think about the obstacles you will encounter in reaching your goals and what you can do to avoid or overcome them. Two of the most common are:
 - **Lack of time.** If time is a problem, you might try to identify certain time-efficient “practices” you can use on an everyday basis. You might also try setting aside a regular block of daily, weekly, or monthly time that you will spend working toward the goals you have set.
 - **Lack of support.** The best remedies in this case are to identify a coach, as discussed above, and/or colleagues who have similar goals and want to partner in achieving them.

Sample Plan for Addressing Development Needs

Development Goals	Why the Goals Are Important	Actions I Will Take to Achieve Them	Support Needed
<i>Become better at balancing the need for speed with people's need to participate, especially when I am working under pressure.</i>	<i>Most immediately, need to integrate people and systems from the new acquisition. I can't do it without their help, so if I blow the relationships now I'll be shooting myself in the foot.</i>	<p>What I'll do/change now: <i>At the start of each meeting, do a quick mental check of my and others' focus, energy, and openness.</i></p> <p>Other activities and completion dates: <i>Speak with Jack (VP HR) by the end of the week, re: Who can coach me?</i></p>	<i>Need regular coaching, perhaps from someone in HR.</i>
<i>Improve my ability to negotiate roles and responsibilities in IT.</i>	<i>Merging the two IT groups will be the toughest part of the acquisition, and they're on the shortest timeline.</i>	<p>What I'll do/change now:</p> <p>Other activities and completion dates: <i>Read Getting to Yes (by the end of the month) and discuss with Ellen. Look into negotiation workshops at the University. (Decide by the end of the month.)</i></p>	<i>May need funding to attend workshop. Borrow Jack's copy of Getting to Yes.</i>

Obstacles to Reaching Goals	Steps to Overcome Them
<i>Time!</i>	<i>Take 30 minutes per night at home for reading and research. Keep in mind: A little time spent now is worth a lot of time later.</i>

Sample Plan for Leveraging Strengths

Goals for Leveraging Strengths	Why the Goals Are Important	Actions I Will Take to Achieve Them	Support Needed
<p><i>Coach key managers in exercising trusted influence.</i></p>	<p><i>We made the acquisition because they're the leader in some key markets—not, unfortunately, because of their culture. For the merger to work, some of their key people are going to have to rethink their “just do it” management style.</i></p>	<p>What I'll do/change now: <i>Identify key people who will probably need coaching.</i></p> <p>Other activities and completion dates: <i>As soon as possible, begin building relationships with these key people. Make the cultural issues regarding commitment and empowerment a central part of the merger planning meetings over the next two months. If any of the key people I've identified show signs of not getting it, address the issues with them off line.</i></p>	<p><i>Discuss the issue with Ellen, Jim, and Kris to get their input on how to handle the issue.</i></p>
<p><i>Use communication skills to keep people clued in about what's going on during the merger.</i></p>	<p><i>I've been through mergers before, and I know how hard they are and what they can do to productivity in the short term, even when people know what's going on. If we don't communicate what's going on in a caring, up-front way, people will think the worst.</i></p>	<p>What I'll do/change now:</p> <p>Other activities and completion dates: <i>At the next planning meeting, offer to lead the communication team.</i></p>	<p><i>Talk with Anna over at AmCore, since they just went through a big acquisition. Find out how they handled the communication issue. Also, speak with Elliot in Marketing to get his help in thinking through how we can do some mass communications with the staff.</i></p>

Obstacles to Reaching Goals	Steps to Overcome Them
<p><i>With all the pressure from the merger, the cultural issues may be shunted aside.</i></p>	<p><i>Getting Ellen's, Jim's, and Kris's support should help us keep our focus on the issue, as will making it a formal part of the planning conversations.</i></p>

Development Plan: Addressing Development Needs

Development Goals	Why the Goals Are Important	Actions I Will Take to Achieve Them	Support Needed

Obstacles to Reaching Goals	Steps to Overcome Them

Development Plan: Leveraging Strengths

Goals for Leveraging Strengths	Why the Goals Are Important	Actions I Will Take to Achieve Them	Support Needed

Obstacles to Reaching Goals	Steps to Overcome Them

SAMPLE