



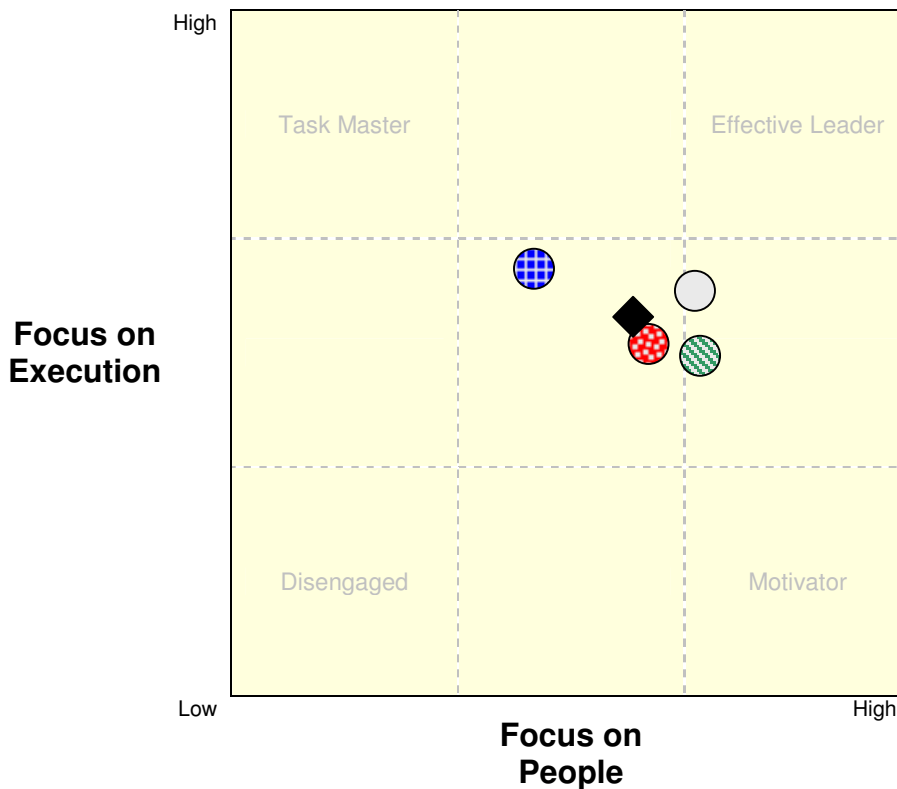
You can't understand business until you understand people, and you can't understand people until you understand yourself

Joe Manager
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1/7/2006

- = Manager(s) (1 responded)
- = Peers (5 responded)
- = Reports (4 responded)
- = Self
- ◆ = All respondents

2-Factor Leadership Profile



Displayed above is a statistically derived overview of your leadership style based on the two primary factors of leadership. High scorers on "People" are open communicators who motivate others, set a positive example, and recognize & reward their employees. High scorers on "Execution" focus on achieving results. They hold others accountable, demand excellence, and understand the business. The most effective leaders (upper right) achieve a balance between working with people and achieving bottom-line results.

In this report...

Page 2 provides an overview of your feedback in 7 major categories. Page 3 highlights your top skills, while the fourth page highlights skills you need to develop. The fifth page shows areas where your manager disagrees with your colleagues and your blind spots. The sixth and continuing pages show written comments you received. The final Frequency Distribution provides detailed response data for each item in the survey.

Remember that any inconsistencies in your ratings mean that others see you from different angles and different value systems. Some feedback you can take literally, but some is due to colleagues who lack perspective, or who have different expectations of you. We recommend that you debrief your survey with your manager, HR rep and/or development consultant. In these meetings you should identify a short list of actionable items. Do not focus on who said what.

Refer to the SDS *Development Recommendations* for suggestions on how to debrief raters and develop your skills

Overall Category Scores

- = Manager(s) (1 responded)
- = Peers (5 responded)
- = Reports (4 responded)
- = Self

| | Poor | Outstanding | average score | percentile |
|------------------------------|------|-------------|---------------|------------|
| Knowledge/Strategic | | | 3.8 | 48 |
| Manager(s) | | | 4.1 | 77 |
| Peers | | | 4.1 | 76 |
| Reports | | | 3 | 2 |
| Self | | | 4 | na |
| Character | | | 3.8 | 41 |
| Manager(s) | | | 3.9 | 46 |
| Peers | | | 3.9 | 53 |
| Reports | | | 3.6 | 24 |
| Self | | | 4 | na |
| Interpersonal | | | 3.8 | 60 |
| Manager(s) | | | 3.5 | 36 |
| Peers | | | 3.9 | 70 |
| Reports | | | 3.9 | 65 |
| Self | | | 4 | na |
| Innovation/Change | | | 3.9 | 53 |
| Manager(s) | | | 3.7 | 33 |
| Peers | | | 4.1 | 77 |
| Reports | | | 3.8 | 40 |
| Self | | | 4.1 | na |
| Building Talent | | | 3.8 | 65 |
| Manager(s) | | | 4 | 77 |
| Peers | | | 3.7 | 64 |
| Reports | | | 3.7 | 57 |
| Self | | | 3.6 | na |
| Leadership/Motivation | | | 3.8 | 59 |
| Manager(s) | | | 3.9 | 64 |
| Peers | | | 4.1 | 82 |
| Reports | | | 3.6 | 39 |
| Self | | | 4 | na |
| Execution | | | 3.9 | 59 |
| Manager(s) | | | 4 | 72 |
| Peers | | | 3.9 | 64 |
| Reports | | | 3.7 | 45 |
| Self | | | 4.1 | na |

Top Skills

Highest rated items by rater group

- = Manager(s) (1 responded)
- = Peers (5 responded)
- = Reports (4 responded)
- = Self

group average

overall average

Poor Outstanding

From Manager(s)

| | | | |
|---|--|---|-----|
| Execution – Develops and tracks performance measures | | 5 | 4.6 |
| Execution – Helps coordinate work with other departments | | 5 | 4.4 |
| Knowledge/Strategic – Has a good business mind; thinks broadly | | 5 | 4 |
| Execution – Establishes procedures when necessary | | 5 | 4.3 |
| Innovation/Change – Recognizes what already works; avoids unnecessary change | | 5 | 4.3 |

From Peers

| | | | |
|---|--|-----|-----|
| Leadership/Motivation – Effectively persuades others in order to build commitment for ideas | | 4.6 | 4.2 |
| Innovation/Change – Feels comfortable in a fast-changing environment | | 4.6 | 3.7 |
| Knowledge/Strategic – Takes a broad, strategic approach to problem solving and decision making | | 4.4 | 4.5 |
| Execution – Establishes procedures when necessary | | 4.4 | 4.3 |
| Interpersonal – Listens effectively | | 4.4 | 3.8 |

From Reports

| | | | |
|---|--|-----|-----|
| Execution – Develops and tracks performance measures | | 4.8 | 4.6 |
| Execution – Promptly responds to phone calls and requests | | 4.8 | 3.9 |
| Innovation/Change – Helps others navigate change that is outside their control | | 4.5 | 4 |
| Interpersonal – Earns respect without being overbearing | | 4.5 | 3.7 |
| Leadership/Motivation – Articulates the strategy in plain language | | 4.5 | 4.5 |

Top Development Needs

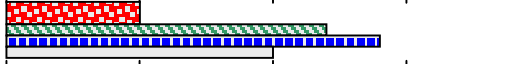
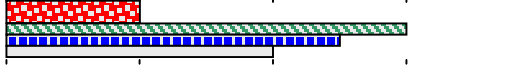



Lowest rated items by rater group

- = Manager(s) (1 responded)
- = Peers (5 responded)
- = Reports (4 responded)
- = Self


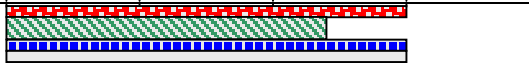
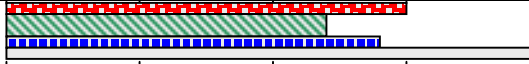
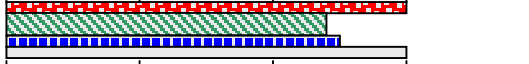
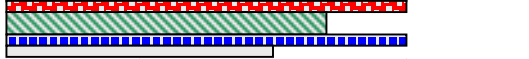
group average
overall average

Poor Outstanding






From Manager(s)

| | | | |
|---|--|---|-----|
| Execution – Plans effectively; avoids firefighting |  | 2 | 3.1 |
| Interpersonal – Brings conflicts into the open for resolution |  | 2 | 3.2 |
| Character – Can be trusted with sensitive information |  | 3 | 3.8 |
| Innovation/Change – Feels comfortable in a fast-changing environment |  | 3 | 3.7 |
| Innovation/Change – Adapts to change generated by others |  | 3 | 3.4 |

From Peers

| | | | |
|---|--|-----|-----|
| Execution – Demands critical thinking of others |  | 3.2 | 3.6 |
| Interpersonal – Recognizes the value of people with different talents and skills |  | 3.4 | 3.8 |
| Character – Willing to take a courageous stand |  | 3.4 | 3.7 |
| Character – Accepts responsibility for own mistakes |  | 3.4 | 3.6 |
| Leadership/Motivation – Communicates reasons for changes and decisions |  | 3.4 | 3.8 |

From Reports

| | | | |
|---|--|-----|-----|
| Knowledge/Strategic – Understands the technical side of the business |  | 2.5 | 3.6 |
| Leadership/Motivation – Manages costs without alienating work force |  | 2.8 | 3.2 |
| Execution – Manages own time effectively |  | 2.8 | 3.5 |
| Execution – Doesn't skim important details |  | 3 | 3.6 |
| Leadership/Motivation – Delegates authority; encourages independence |  | 3 | 3 |

Manager Disagreements

Items with a difference of at least 1.5 (average score)

| Item | Category | Others | Manager(s) | Difference |
|---|-----------------------|--------|------------|------------|
| <i>Manager underestimates your skills, compared to others</i> | | | | |
| Plans effectively; avoids firefighting | Execution | 3.6 | 2 | 1.6 |
| Brings conflicts into the open for resolution | Interpersonal | 3.8 | 2 | 1.8 |
| <i>Manager overestimates your skills, compared to others</i> | | | | |
| Recognizes and rewards high performers | Leadership/Motivation | 3.2 | 5 | 1.8 |
| Self confident | Character | 3.4 | 5 | 1.6 |
| Provides cross-training and job rotations | Building Talent | 3.5 | 5 | 1.5 |
| Makes performance review a meaningful experience | Building Talent | 3.5 | 5 | 1.5 |

Blind Spots - Self vs. Others

Items with a difference of at least 1.5 (average score)

| Item | Category | Others | Self | Difference |
|---|-----------------------|--------|------|------------|
| <i>Unrecognized skills (self rating lower than others' ratings)</i> | | | | |
| none | | | | |
| <i>Overestimated skills (self rating higher than others' ratings)</i> | | | | |
| Sensitive to satisfaction and morale in the group | Leadership/Motivation | 3.5 | 5 | 1.5 |

Written Comments

(Manager's Comments in Boldface.)

Please elaborate on Joe Manager's most positive skills:

- Sample comments...

What should Joe Manager do differently?

- Sample comments...

What are people afraid to tell Joe Manager?

- Sample comments...

The Section below includes comments related to specific items.

Please elaborate on: "Demands critical thinking of others"

- Sample item-specific comment.

Frequency Distributions

| Item | Category | Poor | Fair | Good | Very Good | Outstanding | average score | percentile |
|--|---------------------|------|------|------|-----------|-------------|---------------|------------|
| Has a good business mind; thinks broadly | Knowledge/Strategic | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 70 |
| Reports | | - | - | - | - | - | - | - |
| Understands our industry and the market | Knowledge/Strategic | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 59 |
| Peers | | - | - | 1 | 2 | 2 | 4.2 | 78 |
| Reports | | - | - | - | - | - | - | - |
| Understands how the business makes money | Knowledge/Strategic | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 57 |
| Reports | | - | - | - | - | - | - | - |
| Understands budgets and financials | Knowledge/Strategic | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 67 |
| Peers | | - | - | 1 | 2 | 1 | 4 | 67 |
| Reports | | - | - | - | - | - | - | - |
| Understands the technical side of the business | Knowledge/Strategic | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 59 |
| Peers | | - | - | - | 3 | 2 | 4.4 | 89 |
| Reports | | - | 2 | 2 | - | - | 2.5 | 1 |
| Takes a broad, strategic approach to problem solving and decision making | Knowledge/Strategic | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 80 |
| Peers | | - | - | 1 | 1 | 3 | 4.4 | 98 |
| Reports | | - | - | - | - | - | - | - |
| Considers the long-term impact of decisions made today | Knowledge/Strategic | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | 2 | 1 | 1 | 3.75 | 42 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 16 |
| Eagerly pursues new knowledge, skills, and methods | Character | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 51 |
| Peers | | - | - | 2 | 1 | 2 | 4 | 51 |
| Reports | | - | - | 3 | 1 | - | 3.25 | 2 |
| Knows own strengths and limitations | Character | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 79 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 21 |
| Personally committed to the strategy | Character | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | 2 | 2 | 1 | 3.8 | 22 |
| Reports | | - | - | - | - | - | - | - |
| Makes decisions based on business needs rather than personal agenda | Character | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 50 |
| Peers | | - | - | 2 | 1 | 2 | 4 | 50 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 50 |
| Self confident | Character | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | 3 | 1 | 1 | 3.6 | 11 |
| Reports | | - | - | 3 | 1 | - | 3.25 | 1 |

Frequency Distributions

| Item | Category | Poor | Fair | Good | Very Good | Outstanding | average score | percentile |
|--|---------------|------|------|------|-----------|-------------|---------------|------------|
| Open to feedback and criticism | Character | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 75 |
| Peers | | - | 1 | - | 2 | 2 | 4 | 75 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 27 |
| Avoids negative politicking and hidden agendas | Character | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 2 |
| Peers | | - | - | - | 3 | 2 | 4.4 | 92 |
| Reports | | - | 1 | 1 | 2 | - | 3.25 | 7 |
| Willing to take a courageous stand | Character | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 59 |
| Peers | | - | 1 | 2 | 1 | 1 | 3.4 | 12 |
| Reports | | - | - | 1 | 3 | - | 3.75 | 36 |
| Trusts others appropriately | Character | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | - | 4 | 1 | 4.2 | 90 |
| Reports | | - | - | 2 | 1 | 1 | 3.75 | 46 |
| Respected by others | Character | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 71 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 71 |
| Sincere and straightforward | Character | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | 2 | 2 | 1 | 3.8 | 35 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 12 |
| Serves others; avoids selfishness | Character | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 61 |
| Peers | | - | - | 2 | - | 3 | 4.2 | 78 |
| Reports | | - | - | 1 | 1 | 2 | 4.25 | 82 |
| Accepts responsibility for own mistakes | Character | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 64 |
| Peers | | - | - | 4 | - | 1 | 3.4 | 14 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 21 |
| Can be trusted with sensitive information | Character | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | - | 3 | 2 | 4.4 | 75 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 31 |
| Avoids bias in attitude or treatment of people | Character | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 73 |
| Peers | | - | 1 | 1 | 2 | 1 | 3.6 | 34 |
| Reports | | - | 1 | 2 | - | 1 | 3.25 | 9 |
| Patient when necessary | Character | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 71 |
| Peers | | - | - | 2 | 2 | 1 | 3.8 | 53 |
| Reports | | 1 | - | - | 2 | 1 | 3.5 | 26 |
| Gives personal attention; is accessible | Interpersonal | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | - | 2 | 2 | 4.5 | 91 |

Frequency Distributions

| Item | Category | Poor | Fair | Good | Very Good | Outstanding | average score | percentile |
|--|-------------------|------|------|------|-----------|-------------|---------------|------------|
| Resolves conflicts among team members | Interpersonal | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 91 |
| Peers | | - | - | 2 | 2 | 1 | 3.8 | 79 |
| Reports | | - | - | 4 | - | - | 3 | 8 |
| Recognizes the value of people with different talents and skills | Interpersonal | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 64 |
| Peers | | - | 1 | 2 | 1 | 1 | 3.4 | 6 |
| Reports | | - | 1 | - | 1 | 2 | 4 | 64 |
| Listens effectively | Interpersonal | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | 1 | 1 | 3 | 4.4 | 95 |
| Reports | | - | - | 1 | 1 | 1 | 4 | 70 |
| Encourages open dialog | Interpersonal | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 68 |
| Peers | | - | - | 1 | 1 | 3 | 4.4 | 93 |
| Reports | | - | - | 1 | 1 | 2 | 4.25 | 86 |
| Brings conflicts into the open for resolution | Interpersonal | | | | | | | |
| Manager(s) | | - | 1 | - | - | - | 2 | 1 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 85 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 30 |
| Adjusts to changes without frustration | Interpersonal | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 83 |
| Peers | | - | 1 | 1 | 1 | 2 | 3.8 | 67 |
| Reports | | - | - | 1 | 1 | 2 | 4.25 | 95 |
| Preserves others' self esteem | Interpersonal | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 72 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 72 |
| Reports | | - | - | 3 | 1 | - | 3.25 | 10 |
| Earns respect without being overbearing | Interpersonal | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 9 |
| Peers | | - | 1 | 1 | 2 | 1 | 3.6 | 45 |
| Reports | | - | - | - | 2 | 2 | 4.5 | 96 |
| Leads and facilitates process improvement | Innovation/Change | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 66 |
| Peers | | - | - | 2 | 2 | 1 | 3.8 | 44 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 66 |
| Adapts to change generated by others | Innovation/Change | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | 2 | 1 | 2 | 4 | 78 |
| Reports | | - | 1 | 2 | - | 1 | 3.25 | 4 |
| Helps others navigate change that is outside their control | Innovation/Change | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 83 |
| Peers | | - | - | 3 | 1 | 1 | 3.6 | 39 |
| Reports | | - | - | - | 2 | 2 | 4.5 | 99 |
| Feels comfortable in a fast-changing environment | Innovation/Change | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | - | 2 | 3 | 4.6 | 98 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 11 |

Frequency Distributions

| Item | Category | Poor | Fair | Good | Very Good | Outstanding | average score | percentile |
|--|-------------------|------|------|------|-----------|-------------|---------------|------------|
| Recognizes what already works; avoids unnecessary change | Innovation/Change | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 73 |
| Reports | | - | - | 1 | 3 | - | 3.75 | 38 |
| Is not afraid to take risks | Innovation/Change | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | 1 | 2 | 2 | 4.2 | 79 |
| Reports | | - | 1 | 1 | 1 | 1 | 3.5 | 14 |
| Actively leads efforts to drive innovation and change | Innovation/Change | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 62 |
| Peers | | - | - | 1 | 1 | 3 | 4.4 | 91 |
| Reports | | - | - | 1 | 3 | - | 3.75 | 37 |
| Gives me enough feedback | Building Talent | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 80 |
| Peers | | - | 1 | 1 | 2 | 1 | 3.6 | 42 |
| Reports | | - | - | - | 3 | 1 | 4.25 | 93 |
| Gives feedback accurately and fairly | Building Talent | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 4 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 4 | - | - | 3 | 4 |
| Makes performance review a meaningful experience | Building Talent | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 1 | 1 | 1 | 1 | 3.5 | 24 |
| Develops a talented team | Building Talent | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 84 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 84 |
| Reports | | - | - | - | 2 | 1 | 4.33 | 98 |
| Judges the capabilities of people accurately | Building Talent | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 3 |
| Peers | | - | 1 | 1 | 1 | 2 | 3.8 | 68 |
| Reports | | - | 1 | 1 | 2 | - | 3.25 | 13 |
| Keeps talented people challenged | Building Talent | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 76 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 1 | 2 | 1 | 4 | 76 |
| Develops bench strength for the future | Building Talent | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | 1 | 1 | 2 | 1 | 3.6 | 55 |
| Reports | | - | 1 | 1 | 1 | 1 | 3.5 | 43 |
| Develops career paths for talented employees | Building Talent | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 86 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 2 | - | 2 | 4 | 86 |
| Knows employee needs for development | Building Talent | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 6 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 1 | - | 2 | 1 | 3.75 | 66 |

Frequency Distributions

| Item | Category | Poor | Fair | Good | Very Good | Outstanding | average score | percentile |
|--|-----------------------|------|------|------|-----------|-------------|---------------|------------|
| Provides cross-training and job rotations | Building Talent | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 2 | 2 | - | 3.5 | 44 |
| Articulates the strategy in plain language | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | - | 2 | 2 | 4.5 | 94 |
| Helps staff define clear objectives | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 1 | 1 | 1 | 1 | 3.5 | 27 |
| Regularly reviews objectives with staff | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 1 | 3 | - | 3.75 | 60 |
| Involves employees in decisions | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 1 | 2 | - | 1 | 3.25 | 18 |
| Delegates enough work | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 65 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 1 | 1 | - | 2 | 3.75 | 38 |
| Delegates authority; encourages independence | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 1 | 2 | 1 | - | 3 | 1 |
| Sets clear deadlines | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 63 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 1 | 2 | 1 | 4 | 63 |
| Facilitates rather than dominates | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 6 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 80 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 80 |
| Manages people according to their unique needs | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 1 | 3 | - | 3.75 | 52 |
| Manages costs without alienating work force | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 69 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 2 | 1 | 1 | - | 2.75 | 1 |
| Communicates reasons for changes and decisions | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 78 |
| Peers | | - | - | 4 | - | 1 | 3.4 | 15 |
| Reports | | - | - | - | 4 | - | 4 | 78 |

Frequency Distributions

| Item | Category | Poor | Fair | Good | Very Good | Outstanding | average score | percentile |
|---|-----------------------|------|------|------|-----------|-------------|---------------|------------|
| Conducts effective meetings | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | 4 | 1 | 4.2 | 89 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 76 |
| Helps people develop passion for their work | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | - | - | - | - |
| Reports | | 1 | 1 | - | 1 | 1 | 3 | 11 |
| Recognizes employee contributions and ideas | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 3 | 1 | - | 3.25 | 7 |
| Sensitive to satisfaction and morale in the group | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 2 | 2 | - | 3.5 | 43 |
| Generates urgency in others | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 2 |
| Peers | | - | - | 1 | 2 | 2 | 4.2 | 92 |
| Reports | | - | - | 1 | 3 | - | 3.75 | 56 |
| Recognizes and rewards high performers | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 1 | 2 | - | 1 | 3.25 | 14 |
| Provides a positive example; "walks the talk" | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 68 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 68 |
| Reports | | - | - | - | 2 | 2 | 4.5 | 94 |
| Creates an atmosphere that inspires others to achieve at a higher level | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 9 |
| Peers | | - | - | 1 | 2 | 2 | 4.2 | 91 |
| Reports | | - | - | 4 | - | - | 3 | 9 |
| Tolerates honest mistakes as learning experiences | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 60 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 2 | - | 1 | 1 | 3.25 | 5 |
| Makes a compelling case for his/her point of view | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 70 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 70 |
| Reports | | - | 1 | 1 | - | 2 | 3.75 | 42 |
| Effectively persuades others in order to build commitment for ideas | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 83 |
| Peers | | - | - | - | 2 | 3 | 4.6 | 99 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 83 |
| Communicates an inspiring vision | Leadership/Motivation | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | - | 2 | 1 | 1 | 3.75 | 67 |

Frequency Distributions

| Item | Category | Poor | Fair | Good | Very Good | Outstanding | average score | percentile |
|---|-----------|------|------|------|-----------|-------------|---------------|------------|
| Timely with meetings and appointments | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 67 |
| Peers | | - | - | 1 | 1 | 3 | 4.4 | 93 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 21 |
| Manages own time effectively | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 72 |
| Peers | | - | - | 2 | 2 | 1 | 3.8 | 55 |
| Reports | | - | 2 | 1 | 1 | - | 2.75 | 1 |
| Remains focused, even under pressure | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 63 |
| Peers | | - | - | 2 | 1 | 2 | 4 | 63 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 63 |
| Has the ability to handle increasing levels of complexity | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 71 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 71 |
| Reports | | - | - | - | - | - | - | - |
| Helps staff reduce obstacles and uncertainty | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 79 |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 1 | 2 | 1 | - | 3 | 5 |
| Coordinates work effectively among staff | Execution | | | | | | | |
| Manager(s) | | - | - | - | - | - | - | - |
| Peers | | - | - | - | - | - | - | - |
| Reports | | - | 1 | - | 3 | - | 3.5 | 27 |
| Holds people accountable | Execution | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 3 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 77 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 28 |
| Develops and tracks performance measures | Execution | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | 1 | 3 | 1 | 4 | 78 |
| Reports | | - | - | - | 1 | 3 | 4.75 | 99 |
| Takes action with non-performers | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 85 |
| Peers | | - | - | 2 | 1 | 2 | 4 | 85 |
| Reports | | - | - | 1 | 3 | - | 3.75 | 68 |
| Plans effectively; avoids firefighting | Execution | | | | | | | |
| Manager(s) | | - | 1 | - | - | - | 2 | 1 |
| Peers | | - | - | 4 | - | 1 | 3.4 | 25 |
| Reports | | - | - | 2 | 1 | 1 | 3.75 | 61 |
| Demands critical thinking of others | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 74 |
| Peers | | - | 2 | - | 3 | - | 3.2 | 3 |
| Reports | | - | - | 2 | 2 | - | 3.5 | 17 |
| Doesn't bog down in irrelevant details | Execution | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | 1 | 1 | 2 | 1 | 3.6 | 33 |
| Reports | | - | - | 2 | 1 | 1 | 3.75 | 52 |

Frequency Distributions

| Item | Category | Poor | Fair | Good | Very Good | Outstanding | average score | percentile |
|---|-----------|------|------|------|-----------|-------------|---------------|------------|
| Doesn't skim important details | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 76 |
| Peers | | - | 1 | - | 3 | 1 | 3.8 | 50 |
| Reports | | - | 1 | 2 | 1 | - | 3 | 1 |
| Continually simplifies; doesn't overcomplicate | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 84 |
| Peers | | - | - | 2 | 1 | 2 | 4 | 84 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 84 |
| Focuses on important tasks | Execution | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | 1 | 2 | 2 | 4.2 | 89 |
| Reports | | - | - | 2 | 1 | 1 | 3.75 | 41 |
| Makes timely decisions | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 77 |
| Peers | | - | - | 2 | 1 | 2 | 4 | 77 |
| Reports | | - | 1 | - | 2 | 1 | 3.75 | 52 |
| Acts on real problems and their root causes | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 74 |
| Peers | | - | 1 | 2 | - | 2 | 3.6 | 34 |
| Reports | | - | - | 2 | 1 | 1 | 3.75 | 49 |
| Strongly results-oriented | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 55 |
| Peers | | - | 1 | - | 3 | 1 | 3.8 | 36 |
| Reports | | - | - | 1 | 2 | 1 | 4 | 55 |
| Follows through on commitments | Execution | | | | | | | |
| Manager(s) | | - | - | - | 1 | - | 4 | 67 |
| Peers | | - | - | 2 | 1 | 2 | 4 | 67 |
| Reports | | - | - | 1 | 1 | 2 | 4.25 | 86 |
| Develops and implements effective cost controls | Execution | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | 1 | 1 | 1 | 2 | 3.8 | 39 |
| Reports | | - | - | - | 4 | - | 4 | 62 |
| Helps coordinate work with other departments | Execution | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | - | 3 | 2 | 4.4 | 93 |
| Reports | | - | - | 2 | 1 | 1 | 3.75 | 44 |
| Promptly responds to phone calls and requests | Execution | | | | | | | |
| Manager(s) | | - | - | 1 | - | - | 3 | 1 |
| Peers | | - | - | 2 | 2 | 1 | 3.8 | 42 |
| Reports | | - | - | - | 1 | 3 | 4.75 | 99 |
| Establishes procedures when necessary | Execution | | | | | | | |
| Manager(s) | | - | - | - | - | 1 | 5 | 99 |
| Peers | | - | - | 1 | 1 | 3 | 4.4 | 96 |
| Reports | | - | 1 | 1 | 1 | 1 | 3.5 | 11 |