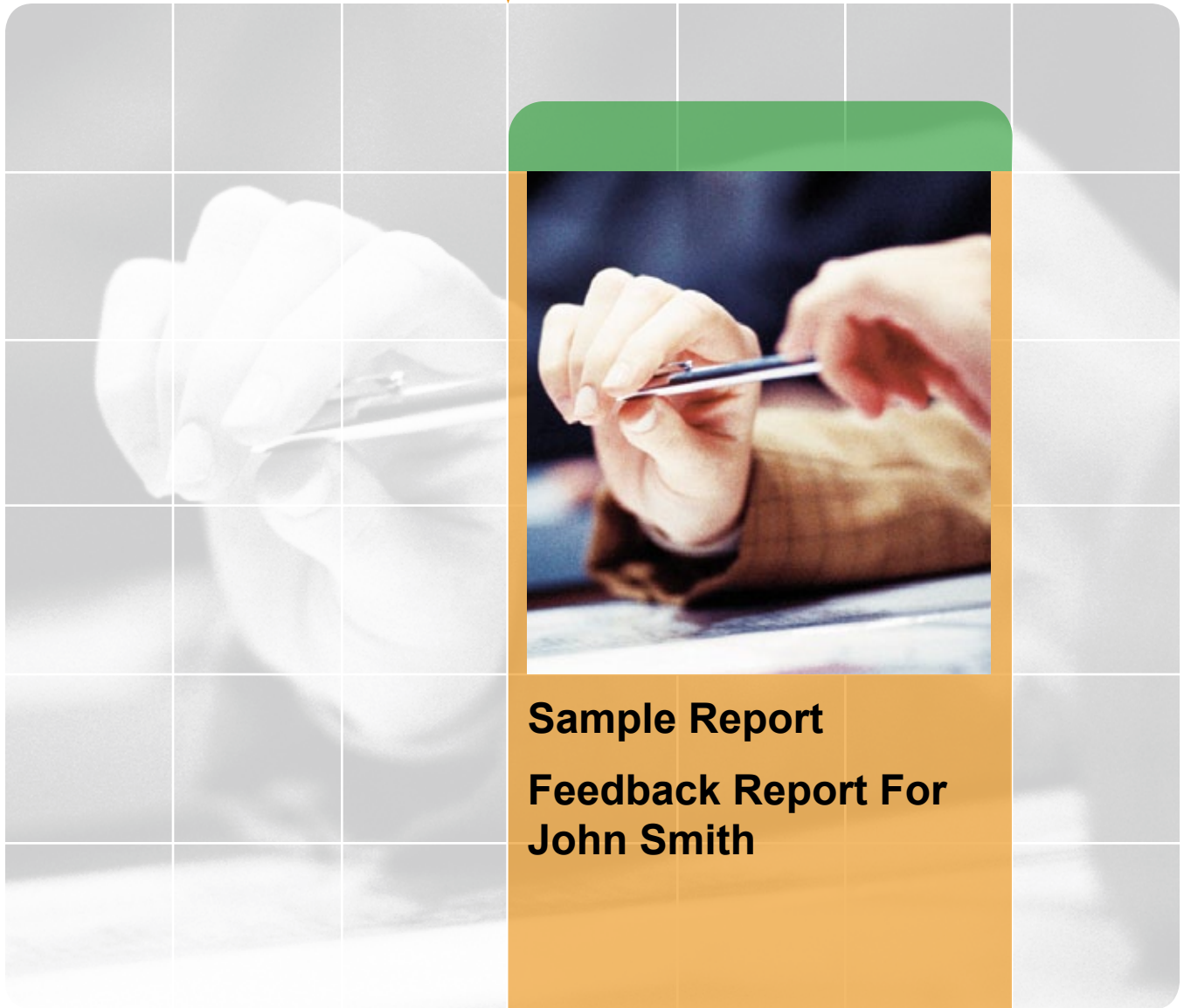




# LEADERSHIP COMPETENCY ASSESSMENT



**Sample Report  
Feedback Report For  
John Smith**

**workitect™**

# General Overview

| Number of respondents & relationship |   |
|--------------------------------------|---|
| Self                                 | 1 |
| Manager                              | 2 |
| Direct Report                        | 6 |

### MAKING USE OF FEEDBACK

Feedback is a critical component of learning. Whether we are receiving feedback from customers about our products and services or information from others about the quality or stability of given processes, we look for feedback in order to “complete the loop” and make necessary corrections to our actions. Personal feedback is no different. People are not born into roles as leaders or managers nor are we granted the ability to always know the right thing to do in every situation. We must use our judgment and hope that our efforts are effective and that others perceive them in a manner which is consistent with our intentions. Because we seldom take the time to ask others "how we are doing?" in our jobs (and when we do, we are not certain if people are really giving us their honest opinion), the 360 feedback process can be one of the most powerful self-improvement tools we have available to us.

### WHAT MIGHT YOU DO NEXT?

After reading through this report in its entirety, we suggest you take the following action steps:

- Look for trends and common themes.
- Next, look for points of discrepancy between how you perceive yourself and how others perceive you. It’s in these areas of variance where the richest insights can be found.
- Gain additional clarification from the groups (not necessarily the same individuals) who provided feedback. That is, have conversations with direct reports and peers who work with you throughout the organization. Get specific suggestions for improvement.
- Construct a plan for personal improvement and review it with your manager.
- Share the significant commitments you make with others. Let them know how they can be of help and support to you.

# Competency Summary

|   | Average |   |   |   |   | Self Avg | Your Avg | Group Avg |
|---|---------|---|---|---|---|----------|----------|-----------|
|   | 1       | 2 | 3 | 4 | 5 |          |          |           |
| <b>LEADING OTHERS</b>                           |         |   |   |   |   |          |          |           |
| Establishing Focus                              |         |   |   |   |   | 4.50     | 3.88     | 3.98      |
| Empowering Others                               |         |   |   |   |   | 4.00     | 4.16     | 3.92      |
| Managing Change                                 |         |   |   |   |   | 3.75     | 3.48     | 3.67      |
| Developing Others                               |         |   |   |   |   | 3.25     | 3.68     | 3.64      |
| Managing Performance                            |         |   |   |   |   | 4.00     | 3.59     | 3.86      |
| <b>INTERPERSONAL AND INFLUENCE COMPETENCIES</b> |         |   |   |   |   |          |          |           |
| Attention to Communication                      |         |   |   |   |   | 4.25     | 4.03     | 3.86      |
| Persuasive Communication                        |         |   |   |   |   | 3.75     | 3.81     | 3.47      |
| <b>PREVENTING AND SOLVING PROBLEMS</b>          |         |   |   |   |   |          |          |           |
| Diagnostic Information Gathering                |         |   |   |   |   | 3.75     | 3.81     | 3.88      |
| Analytical Thinking                             |         |   |   |   |   | 4.25     | 4.13     | 3.96      |
| Forward Thinking                                |         |   |   |   |   | 3.75     | 4.00     | 3.81      |
| <b>ACHIEVING RESULTS</b>                        |         |   |   |   |   |          |          |           |
| Thoroughness                                    |         |   |   |   |   | 3.75     | 4.20     | 3.98      |
| Business Acumen                                 |         |   |   |   |   | 3.75     | 3.81     | 3.97      |
| <b>SELF MANAGEMENT</b>                          |         |   |   |   |   |          |          |           |
| Personal Credibility                            |         |   |   |   |   | 4.75     | 4.75     | 4.33      |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent; 4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

Self Avg = The average of your self ratings for that category

Your Avg = The average score of all your raters combined for that category

Group Avg = The average score for that category for all participants within your organization to date (serves as comparison to your colleagues)

|  | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |
|--|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|
|  |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |

**This individual**

**Acts to align own unit's goals with the strategic direction of the organization.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 5.00 | 0 | 0 | 0 | 0 | 1 | 0 |
| Manager       | 2 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 2 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 4.33 | 0 | 0 | 0 | 4 | 2 | 0 |

**Ensures that people in the unit understand how their work relates to the business's mission.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 1 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.50 | 0 | 0 | 1 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 3.67 | 0 | 1 | 1 | 3 | 1 | 0 |

**Ensures that everyone understands and identifies with the unit's mission.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 1 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.50 | 0 | 0 | 1 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 3.83 | 0 | 0 | 2 | 3 | 1 | 0 |

**Sets unit goals and plans that are in alignment with the business' mission.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 5.00 | 0 | 0 | 0 | 0 | 1 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.50 | 0 | 0 | 1 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 4.00 | 0 | 0 | 1 | 4 | 1 | 0 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|   | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|---|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|   |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>  |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Gives people latitude to make decisions in their own sphere of work.</b>               |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 2 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.17            | 0 | 0 | 2 | 1 | 3          | 0 |
| <b>Is able to let others make decisions and take charge.</b>                              |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 2 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.17            | 0 | 0 | 2 | 1 | 3          | 0 |
| <b>Expresses confidence in the ability of others to be successful.</b>                    |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 2 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.17            | 0 | 0 | 1 | 3 | 2          | 0 |
| <b>Encourages groups to resolve problems on their own; avoids prescribing a solution.</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 2 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.33            | 0 | 0 | 1 | 2 | 3          | 0 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|   | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|---|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|   |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>  |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Helps people to develop a clear understanding of what they will need to do differently as a result of changes in the organization.</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.00            | 0 | 0 | 2 | 0 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 6 | 0          | 0 |
| <b>Establishes structures and processes to plan and manage the orderly implementation of change.</b>                                      |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 3.00            | 0 | 0 | 1 | 0 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 3.67            | 0 | 0 | 3 | 2 | 1          | 0 |
| <b>Helps individuals and groups manage the anxiety associated with significant change.</b>  |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.00            | 0 | 0 | 2 | 0 | 0          | 0 |
| Direct Report   | 5                 |         |   |   |   |   | 3.00            | 0 | 2 | 1 | 2 | 0          | 1 |
| <b>Clearly communicates organizational changes and the reasons for those changes.</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 3.50            | 0 | 0 | 3 | 3 | 0          | 0 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|  | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|--|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|  |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Provides specific feedback to help people improve their job performance and competencies.</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 3.00            | 0 | 0 | 1 | 0 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.00            | 0 | 1 | 0 | 1 | 0          | 0 |
| Direct Report  | 5                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 5 | 0          | 1 |
| <b>Gives people assignments that will help develop their abilities.</b>                          |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.00            | 0 | 0 | 2 | 0 | 0          | 0 |
| Direct Report  | 5                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 5 | 0          | 1 |
| <b>Regularly meets with employees to review their development progress.</b>                      |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 2.00            | 0 | 1 | 0 | 0 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.00            | 0 | 1 | 0 | 1 | 0          | 0 |
| Direct Report  | 5                 |         |   |   |   |   | 3.60            | 0 | 2 | 0 | 1 | 2          | 1 |
| <b>Recognizes and reinforces people's developmental efforts and improvements.</b>                |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 5                 |         |   |   |   |   | 4.00            | 0 | 1 | 0 | 2 | 2          | 1 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|  | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |
|--|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|
|  |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |

**This individual**

**Ensures employee's goals and responsibilities are clear.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 1 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.50 | 0 | 0 | 1 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 3.83 | 0 | 0 | 1 | 5 | 0 | 0 |

**Sets and communicates performance standards that are specific and measurable.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 1 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.50 | 0 | 0 | 1 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 3.83 | 0 | 0 | 1 | 5 | 0 | 0 |

**Deals firmly and promptly with performance problems; lets people know what is expected of them, by when.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 1 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.50 | 0 | 0 | 1 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 3.50 | 0 | 0 | 3 | 3 | 0 | 0 |

**Keeps informed about employees' progress and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around).**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 1 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.00 | 0 | 1 | 0 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 3.50 | 0 | 0 | 3 | 3 | 0 | 0 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent



|   | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|---|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|   |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>  |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Keeps people involved in a project or effort informed about developments and plans.</b>                                      |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 4.00            | 0 | 0 | 1 | 0 | 1          | 0 |
| Direct Report   | 5                 |         |   |   |   |   | 3.80            | 0 | 0 | 1 | 4 | 0          | 1 |
| <b>Shares important information from his/her management with direct reports and others in his/her organizational unit.</b>      |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 5.00            | 0 | 0 | 0 | 0 | 1          | 0 |
| Manager   | 2                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 2 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.00            | 0 | 0 | 2 | 2 | 2          | 0 |
| <b>Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail).</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 4.00            | 0 | 0 | 1 | 0 | 1          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.33            | 0 | 0 | 1 | 2 | 3          | 0 |
| <b>Communicates in a regular and consistent manner.</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.17            | 0 | 0 | 1 | 3 | 2          | 0 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
 4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|  | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|--|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|  |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Identifies and presents information or data that will have a strong effect on others.</b>         |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 4.17            | 0 | 0 | 0 | 5 | 1          | 0 |
| <b>Selects stories, analogies, or examples to illustrate a point.</b>                                |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 3.67            | 0 | 0 | 3 | 2 | 1          | 0 |
| <b>Creates graphics, overheads, or slides that display information clearly and with high impact.</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 3.00            | 0 | 0 | 1 | 0 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 4.00            | 0 | 0 | 1 | 0 | 1          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 3.50            | 0 | 0 | 4 | 1 | 1          | 0 |
| <b>Presents several different arguments in support of a position.</b>                                |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 4.17            | 0 | 0 | 1 | 3 | 2          | 0 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
 4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

| Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |
|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|
|                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |

**This individual**

**Identifies the specific information needed to clarify a situation or to make a decision.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 1 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.50 | 0 | 0 | 1 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 6 | 0 | 0 |

**Gets more complete and accurate information, by checking multiple sources.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 1 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.00 | 0 | 0 | 2 | 0 | 0 | 0 |
| Direct Report | 5 |  |  |  |  |  | 4.00 | 0 | 0 | 1 | 3 | 1 | 1 |

**Probes skillfully to get at the facts, when others are reluctant to provide full, detailed information.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 3.00 | 0 | 0 | 1 | 0 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.50 | 0 | 0 | 1 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 4.00 | 0 | 0 | 1 | 4 | 1 | 0 |

**Routinely walks around, to see how people are doing and to hear about any problems they are encountering.**

|               |   |  |  |  |  |  |      |   |   |   |   |   |   |
|---------------|---|--|--|--|--|--|------|---|---|---|---|---|---|
| Self          | 1 |  |  |  |  |  | 4.00 | 0 | 0 | 0 | 1 | 0 | 0 |
| Manager       | 2 |  |  |  |  |  | 3.50 | 0 | 0 | 1 | 1 | 0 | 0 |
| Direct Report | 6 |  |  |  |  |  | 3.83 | 0 | 0 | 2 | 3 | 1 | 0 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|  | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|--|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|  |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Notices discrepancies and inconsistencies in available information.</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 4.50            | 0 | 0 | 0 | 3 | 3          | 0 |
| <b>Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision.</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 4.33            | 0 | 0 | 0 | 4 | 2          | 0 |
| <b>Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail.</b>          |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 5                 |         |   |   |   |   | 4.20            | 0 | 0 | 0 | 4 | 1          | 1 |
| <b>Weighs the costs, benefits, risks, and chances for success, in making a decision.</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 5.00            | 0 | 0 | 0 | 0 | 1          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 5                 |         |   |   |   |   | 4.40            | 0 | 0 | 1 | 1 | 3          | 1 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|  | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|--|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|  |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Anticipates possible problems and develops contingency plans in advance.</b>                                    |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 4.17            | 0 | 0 | 1 | 3 | 2          | 0 |
| <b>Notices trends in the industry or market place and develops plans to prepare for opportunities or problems.</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 3.00            | 0 | 0 | 1 | 0 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 3                 |         |   |   |   |   | 4.00            | 0 | 0 | 1 | 1 | 1          | 3 |
| <b>Anticipates the consequences of situations and plans accordingly.</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 5                 |         |   |   |   |   | 4.40            | 0 | 0 | 1 | 1 | 3          | 1 |
| <b>Anticipates how individuals and groups will react to situations and information and plans accordingly.</b>      |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report  | 4                 |         |   |   |   |   | 4.25            | 0 | 0 | 0 | 3 | 1          | 2 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|   | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|---|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|   |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>  |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Sets up procedures to ensure high quality of work (e.g., review meetings).</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 3.00            | 0 | 0 | 1 | 0 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.17            | 0 | 0 | 1 | 3 | 2          | 0 |
| <b>Checks the accuracy and quality of own and others' work.</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report   | 5                 |         |   |   |   |   | 4.40            | 0 | 0 | 0 | 3 | 2          | 1 |
| <b>Carefully prepares for meetings and presentations.</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report   | 5                 |         |   |   |   |   | 4.60            | 0 | 0 | 0 | 2 | 3          | 1 |
| <b>Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups.</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report   | 6                 |         |   |   |   |   | 4.67            | 0 | 0 | 0 | 2 | 4          | 0 |

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4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|   | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|---|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|   |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>  |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Acts with insight, acuteness, and intelligence in the areas of commerce and/or industry.</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.50            | 0 | 0 | 1 | 1 | 0          | 0 |
| Direct Report   | 3                 |         |   |   |   |   | 4.33            | 0 | 0 | 0 | 2 | 1          | 3 |
| <b>Directs resources towards profit and revenue growth opportunities.</b>                       |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.00            | 0 | 0 | 2 | 0 | 0          | 0 |
| Direct Report   | 4                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 4 | 0          | 2 |
| <b>Uses industry and marketplace knowledge to exploit profitable opportunities.</b>             |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 3.00            | 0 | 0 | 1 | 0 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.00            | 0 | 0 | 2 | 0 | 0          | 0 |
| Direct Report   | 3                 |         |   |   |   |   | 4.33            | 0 | 0 | 0 | 2 | 1          | 3 |
| <b>Identifies and exploits business opportunities for revenue and margin contribution.</b>      |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self  | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager   | 2                 |         |   |   |   |   | 3.00            | 0 | 0 | 2 | 0 | 0          | 0 |
| Direct Report   | 3                 |         |   |   |   |   | 4.33            | 0 | 0 | 0 | 2 | 1          | 3 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent

|  | Number responding | Average |   |   |   |   | Response counts |   |   |   |   |            |   |
|--|-------------------|---------|---|---|---|---|-----------------|---|---|---|---|------------|---|
|  |                   | 1       | 2 | 3 | 4 | 5 | 1               | 2 | 3 | 4 | 5 | No Opinion |   |
| <b>This individual</b>   |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| <b>Does what he/she commits to doing.</b>  |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 4.00            | 0 | 0 | 0 | 1 | 0          | 0 |
| Manager  | 2                 |         |   |   |   |   | 4.50            | 0 | 0 | 0 | 1 | 1          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 4.33            | 0 | 0 | 0 | 4 | 2          | 0 |
| <b>Respects the confidentiality of information or concerns shared by others.</b> |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 5.00            | 0 | 0 | 0 | 0 | 1          | 0 |
| Manager  | 2                 |         |   |   |   |   | 4.50            | 0 | 0 | 0 | 1 | 1          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 5.00            | 0 | 0 | 0 | 0 | 6          | 0 |
| <b>Is honest and forthright with people.</b>                                     |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 5.00            | 0 | 0 | 0 | 0 | 1          | 0 |
| Manager  | 2                 |         |   |   |   |   | 5.00            | 0 | 0 | 0 | 0 | 2          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 4.83            | 0 | 0 | 0 | 1 | 5          | 0 |
| <b>Takes responsibility for own mistakes; does not blame others.</b>             |                   |         |   |   |   |   |                 |   |   |   |   |            |   |
| Self   | 1                 |         |   |   |   |   | 5.00            | 0 | 0 | 0 | 0 | 1          | 0 |
| Manager  | 2                 |         |   |   |   |   | 5.00            | 0 | 0 | 0 | 0 | 2          | 0 |
| Direct Report  | 6                 |         |   |   |   |   | 4.83            | 0 | 0 | 0 | 1 | 5          | 0 |

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;  
4 = demonstrates to a great extent; 5 = demonstrates to a very great extent



### Top 5 Items

|  | <u>Average</u> | <u>Std. Dev.</u> | <u>Behavior</u>      |
|--|----------------|------------------|----------------------|
| Takes responsibility for own mistakes; does not blame others.  | 4.88           | 0.35             | Personal Credibility |
| Is honest and forthright with people.  | 4.88           | 0.35             | Personal Credibility |
| Respects the confidentiality of information or concerns shared by others.  | 4.88           | 0.35             | Personal Credibility |
| Does what he/she commits to doing.   | 4.38           | 0.52             | Personal Credibility |
| Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups. | 4.38           | 0.74             | Thoroughness         |

### Bottom 5 Items

|  | <u>Average</u> | <u>Std. Dev.</u> | <u>Behavior</u>      |
|--|----------------|------------------|----------------------|
| Helps individuals and groups manage the anxiety associated with significant change.  | 3.00           | 0.82             | Managing Change      |
| Keeps informed about employees' progress and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around). | 3.38           | 0.74             | Managing Performance |
| Regularly meets with employees to review their development progress.   | 3.43           | 1.40             | Developing Others    |
| Deals firmly and promptly with performance problems; lets people know what is expected of them, by when.   | 3.50           | 0.53             | Managing Performance |
| Clearly communicates organizational changes and the reasons for those changes.   | 3.50           | 0.53             | Managing Change      |

Note: The averages on this page refer to all your raters combined, excluding your own self rating

### Top 3 Competencies

|                      | <u>Average</u> | <u>Std. Dev.</u> |
|----------------------|----------------|------------------|
| Personal Credibility | 4.75           | 0.44             |
| Thoroughness         | 4.20           | 0.71             |
| Empowering Others    | 4.16           | 0.72             |

### Bottom 3 Competencies

|                      | <u>Average</u> | <u>Std. Dev.</u> |
|----------------------|----------------|------------------|
| Managing Change      | 3.48           | 0.68             |
| Managing Performance | 3.59           | 0.56             |
| Developing Others    | 3.68           | 0.94             |

Note: The averages on this page refer to all your raters combined, excluding your own self rating

**Text Survey Feedback**

**What are some things this individual does that you truly value and appreciate?  
(KEEP DOING)**

|  |   |
|--|---|
| Keep pushing for your productivity improvements and increase in green density. Continue to keep me informed  | M |
| Very Honest and trustworthy<br>Stay's focussed on KPI's  | M |
| Can go to him with any problem, and he will help all he can<br>He is honest and trustworthy  | R |
| Honest and dependable.   | R |
| Honesty and Fairness   | R |
| He is very Fair and does not mico-manage my position. His confidence in his employees makes it earier for me to do my job and creates a good work environment. | R |
| No opinion   | R |
| Treats people fairly and with respect  | R |
| No opinion   | S |

Note: M = Supervisor; R = Respondent; S = Self  
These comments are reported exactly as they were typed by your raters.

**Text Survey Feedback****What are some things this individual does that get in the way of you doing your job or that you have concerns about? (STOP DOING)**

|  |   |
|--|---|
| Nothing at this time   | M |
| Tries to do too much himself. Needs to delegate and hold people accountable.               | M |
| Does not hold people accountable when wrong doing has been done.                           | R |
| No opinion   | R |
| none   | R |
| Slow in approving requisitions to purchase repair parts that are needed to lesson downtime | R |
| Sometimes procrastinates on decisions  | R |
| Tries to do too much himself. Delegate more and hold people accountable                    | R |
| No opinion   | S |

Note: M = Supervisor; R = Respondent; S = Self  
 These comments are reported exactly as they were typed by your raters.

**Text Survey Feedback****What are some things this individual is not doing that would be helpful to you?  
(START DOING)**

|  |   |
|--|---|
| Continue to push to minimize variation in grinding and mixing and be more proactive  | M |
| No opinion   | M |
| Hold people accountable and discipline people when wrong doing has been done.  | R |
| More plant communication meetings. People need to hear from him what the plants needs and goals are on a regular basis. This would help with directing the workforce when they know what is required to meet our goals | R |
| No opinion   | R |
| No opinion   | R |
| No opinion   | R |
| Return requisitions in timely manner so we can get needed parts ordered  | R |
| No opinion   | S |

Note: M = Supervisor; R = Respondent; S = Self  
 These comments are reported exactly as they were typed by your raters.

**Text Survey Feedback**

**Additional Comments/Suggestions:**

|  |   |
|--|---|
| Mike has helped direct Fairfield back into favor with improved quality and increased productivity. Needs to continue to drive conversion costs down and push financial responsibility down into the department head levels | M |
| Works very hard.<br>Works well with Sales.   | M |
| He does a very good job.   | R |
| I am at the Fairfield plant more waking hours than I am at home. My experience here is one of a large family and that feeling starts at the top with Mike and includes every member of his team.                           | R |
| No opinion   | R |
| No opinion   | R |
| No opinion   | R |
| No opinion   | R |
| Delegate more to direct reports.   | S |

Note: M = Supervisor; R = Respondent; S = Self  
These comments are reported exactly as they were typed by your raters.