



LEADERSHIP COMPETENCY ASSESSMENT



**Feedback Report for
Sample Report**

November 2008

workitect™

Number of respondents & relationship	
Manager	2
Direct Report	2

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			
LEADING OTHERS								
Establishing Focus						3.94	3.98	
Empowering Others						4.06	3.92	
Managing Change						3.19	3.67	
Developing Others						2.94	3.64	
Managing Performance						3.56	3.86	
INTERPERSONAL AND INFLUENCE COMPETENCIES								
Attention to Communication						3.38	3.86	
Persuasive Communication						3.13	3.47	
PREVENTING AND SOLVING PROBLEMS								
Diagnostic Information Gathering						3.94	3.88	
Analytical Thinking						3.86	3.96	
Forward Thinking						3.33	3.81	
ACHIEVING RESULTS								
Thoroughness						3.63	3.98	
Business Acumen						3.42	3.97	
SELF MANAGEMENT								
Personal Credibility						4.69	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.													
Manager	2						4.00	0	0	1	0	1	0
Direct Report	2						4.00	0	0	0	2	0	0
Ensures that people in the unit understand how their work relates to the business's mission.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						4.00	0	0	0	2	0	0
Ensures that everyone understands and identifies with the unit's mission.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						4.00	0	0	0	2	0	0
Sets unit goals and plans that are in alignment with the business' mission.													
Manager	2						4.50	0	0	0	1	1	0
Direct Report	2						3.50	0	0	1	1	0	0

Key: 1 = does not demonstrate at all; 2 = demonstrates to a small extent; 3 = demonstrates to a moderate extent;
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	Number responding	Average					Response counts						
		1	2	3	4	5	1	2	3	4	5	No Opinion	
This individual													
Gives people latitude to make decisions in their own sphere of work.													
Manager	2						4.50	0	0	0	1	1	0
Direct Report	2						4.50	0	0	0	1	1	0
Is able to let others make decisions and take charge.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						4.50	0	0	0	1	1	0
Expresses confidence in the ability of others to be successful.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						4.00	0	0	1	0	1	0
Encourages groups to resolve problems on their own; avoids prescribing a solution.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						4.00	0	0	1	0	1	0

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	Number responding	Average					Response counts						
		1	2	3	4	5	1	2	3	4	5	No Opinion	
This individual													
Helps people to develop a clear understanding of what they will need to do differently as a result of changes in the organization.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						3.00	0	0	2	0	0	0
Establishes structures and processes to plan and manage the orderly implementation of change.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						2.00	1	0	1	0	0	0
Helps individuals and groups manage the anxiety associated with significant change.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						2.50	1	0	0	1	0	0
Clearly communicates organizational changes and the reasons for those changes.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						2.50	0	1	1	0	0	0

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	Number responding	Average					Response counts						
		1	2	3	4	5	1	2	3	4	5	No Opinion	
This individual													
Provides specific feedback to help people improve their job performance and competencies.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						2.50	0	1	1	0	0	0
Gives people assignments that will help develop their abilities.													
Manager	2						3.00	0	0	2	0	0	0
Direct Report	2						2.00	1	0	1	0	0	0
Regularly meets with employees to review their development progress.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						2.00	1	0	1	0	0	0
Recognizes and reinforces people's developmental efforts and improvements.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						3.00	0	1	0	1	0	0

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	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.													
Manager	2						4.50	0	0	0	1	1	0
Direct Report	2						3.00	0	0	2	0	0	0
Sets and communicates performance standards that are specific and measurable.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						2.50	0	1	1	0	0	0
Deals firmly and promptly with performance problems; lets people know what is expected of them, by when.													
Manager	2						4.50	0	0	0	1	1	0
Direct Report	2						3.00	0	1	0	1	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).													
Manager	2						4.00	0	0	1	0	1	0
Direct Report	2						3.00	0	1	0	1	0	0

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	Number responding	Average					Response counts						
		1	2	3	4	5	1	2	3	4	5	No Opinion	
This individual													
Keeps people involved in a project or effort informed about developments and plans.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						3.50	0	0	1	1	0	0
Shares important information from his/her management with direct reports and others in his/her organizational unit.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						4.00	0	0	0	2	0	0
Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail).													
Manager	2						3.00	0	0	2	0	0	0
Direct Report	2						2.00	1	0	1	0	0	0
Communicates in a regular and consistent manner.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						3.00	0	0	2	0	0	0

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	Number responding	Average					Response counts						
		1	2	3	4	5	1	2	3	4	5	No Opinion	
This individual													
Identifies and presents information or data that will have a strong effect on others.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						2.50	1	0	0	1	0	0
Selects stories, analogies, or examples to illustrate a point.													
Manager	1						3.00	0	0	1	0	0	1
Direct Report	2						2.00	1	0	1	0	0	0
Creates graphics, overheads, or slides that display information clearly and with high impact.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						2.50	1	0	0	1	0	0
Presents several different arguments in support of a position.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						3.00	0	1	0	1	0	0

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	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.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						4.00	0	0	1	0	1	0
Gets more complete and accurate information, by checking multiple sources.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						3.50	0	0	1	1	0	0
Probes skillfully to get at the facts, when others are reluctant to provide full, detailed information.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						3.50	0	0	1	1	0	0
Routinely walks around, to see how people are doing and to hear about any problems they are encountering.													
Manager	2						5.00	0	0	0	0	2	0
Direct Report	2						4.00	0	0	0	2	0	0

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

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	Number responding	Average					Response counts						
		1	2	3	4	5	1	2	3	4	5	No Opinion	
This individual													
Anticipates possible problems and develops contingency plans in advance.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						2.50	0	1	1	0	0	0
Notices trends in the industry or market place and develops plans to prepare for opportunities or problems.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	0						0.00	0	0	0	0	0	2
Anticipates the consequences of situations and plans accordingly.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	1						3.00	0	0	1	0	0	1
Anticipates how individuals and groups will react to situations and information and plans accordingly.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	1						3.00	0	0	1	0	0	1

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	Number responding	Average					Response counts						
		1	2	3	4	5	1	2	3	4	5	No Opinion	
This individual													
Sets up procedures to ensure high quality of work (e.g., review meetings).													
Manager	2						4.50	0	0	0	1	1	0
Direct Report	2						2.50	0	1	1	0	0	0
Checks the accuracy and quality of own and others' work.													
Manager	2						4.50	0	0	0	1	1	0
Direct Report	2						3.50	0	0	1	1	0	0
Carefully prepares for meetings and presentations.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						3.00	0	0	2	0	0	0
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.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	2						3.50	0	0	1	1	0	0

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	Number responding	Average					Response counts						
		1	2	3	4	5	1	2	3	4	5	No Opinion	
This individual													
Acts with insight, acuteness, and intelligence in the areas of commerce and/or industry.													
Manager	2						4.00	0	0	0	2	0	0
Direct Report	1						4.00	0	0	0	1	0	1
Directs resources towards profit and revenue growth opportunities.													
Manager	2						3.50	0	0	1	1	0	0
Direct Report	2						3.50	0	0	1	1	0	0
Uses industry and marketplace knowledge to exploit profitable opportunities.													
Manager	2						3.00	0	0	2	0	0	0
Direct Report	0						0.00	0	0	0	0	0	2
Identifies and exploits business opportunities for revenue and margin contribution.													
Manager	2						3.00	0	0	2	0	0	0
Direct Report	1						3.00	0	0	1	0	0	1

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

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Top 5 Items

	<u>Average</u>	<u>Std. Dev.</u>	<u>Behavior</u>
Takes responsibility for own mistakes; does not blame others.	4.75	0.50	Personal Credibility
Is honest and forthright with people.	4.75	0.50	Personal Credibility
Does what he/she commits to doing.	4.75	0.50	Personal Credibility
Respects the confidentiality of information or concerns shared by others.	4.50	0.58	Personal Credibility
Routinely walks around, to see how people are doing and to hear about any problems they are encountering.	4.50	0.58	Diagnostic Information Gathering
Gives people latitude to make decisions in their own sphere of work.	4.50	0.58	Empowering Others

Bottom 5 Items

	<u>Average</u>	<u>Std. Dev.</u>	<u>Behavior</u>
Selects stories, analogies, or examples to illustrate a point.	2.33	1.15	Persuasive Communication
Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail).	2.50	1.00	Attention to Communication
Gives people assignments that will help develop their abilities.	2.50	1.00	Developing Others
Regularly meets with employees to review their development progress.	2.75	1.26	Developing Others
Establishes structures and processes to plan and manage the orderly implementation of change.	2.75	1.26	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	4.69	0.48
Empowering Others	4.06	0.77
Establishing Focus	3.94	0.57
Diagnostic Information Gathering	3.94	0.68

Bottom 3 Competencies

	<u>Average</u>	<u>Std. Dev.</u>
Developing Others	2.94	1.00
Persuasive Communication	3.13	1.25
Managing Change	3.19	1.05

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)**

Open and honest communication. Always willing to listen. M

He works at being the best he can in his posit M

- is very honest R
- very direct in expressing concerns on all areas of the operation of plant
- very approachable on any subject matter, to help find solutions to problems

He is approachable and reasonable. When confronted with problems and/or mistakes, he approaches resolutions calmly and fairly. R

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	M
Could use some help in certain areas in operation of plant - workload can sometimes get very frustrating	R
Stop relying on the weak link regarding employee performance.	R

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)**

- Needs to start to play an aggressive role in sales. He needs to work closely with others M

- Could participate more in certain areas of the operation of plant (eg. meetings) R

- Has not established a clear position of authority among staff. He has set up a chain of command and tries to work within it, but there is a very weak link in the chain. Chain needs to be reinforced and enforced, or it needs to be completely dismantled and a new chain established and implemented. R

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:

- He's doing well and will continue to grow. He has gotten action back on track M
- Keep up the good work your doing fine! M
- I truly enjoy working with him. R

- He has done well, in my opinion, keep up the good work. R