

**YOUR ORGANIZATION'S HERE  
360-DEGREE SURVEY**

A. Sample

MULTIRATER ASSESSMENT

10/27/2004

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# THE 360° SURVEY

## *Introduction*

### **The Multi-rater Feedback Process**

The primary purpose of this process is to support your development by discovering how you, and others with whom you work, view your competencies. The feedback from this process will help you gain a clearer understanding of your overall effectiveness, identify training and development activities and formulate focused development plans.

**This 360° Survey** has gathered information from several people about your individual effectiveness, giving you the unique opportunity to see yourself through the eyes of others. This 360° report will identify key strengths and development needs, i.e., areas in which you are performing above, at or below the standards of your manager, self, peers, and staff.

**Competencies.** The purpose of this report is to provide insight into your most important competencies. A competency is the unique configuration of skills, behaviors, attitudes, intelligence and beliefs required for superior performance in a specific position. Note that the competencies or skills in this survey are grouped according to:

- *Vision and Purpose*
- *Results-Oriented*
- *Teamwork*
- *Effective Communication*
- *Planning & Resource Allocation*
- *Collaborative Leadership & Decision Making*
- *Innovation Management*
- *Interpersonal Skills*
- *Developing Others*
- *Leading Change*

# Rating Scale

This feedback report contains graphs and numbers that detail the answers given by both you and the other raters. All questions were answered on a five-point scale:

**1 Very low level**

I am not proficient in this element.

**2 Low level**

I am minimally proficient in this element. I have little knowledge, skill, and/or ability in this element and have developed little in this area.

**3 Moderate level**

I am somewhat proficient in this element. I have sufficient knowledge, skill, and/or ability in this element and have developed moderately in this area.

**4 High level**

I am very proficient in this element. I have a great deal of knowledge, skill, and/or ability in this element and am well developed in this area.

**5 Very high level**

I am fully proficient in this element. I have extensive knowledge, skill, and/or ability in this element and have developed to a very high degree in this area.

## ***What information is presented in the report?***

The report contains six (6) analytical sections:

- Executive Overview
- Competency Summary by Rater Group
- Competency Summary & Item Analysis
- Contrasting Perceptions
- Top Strengths/Top Development Opportunities
- Verbatim Comments

### **Executive Overview**

This section of the report allows you to easily identify current performance ratings, providing you with a *quick overall (OA) summary* of strengths and development needs by competency.

### **Competency Summary by Rater Group**

Provides a more comprehensive analysis for each Competency by rater group.

### **Competency Summary & Item Analysis**

Overall Competencies are divided into individual questions. In this in-depth item analysis, raters are separated into groups, enabling you to see how you evaluated yourself in comparison to others. Gaps are analyzed, ranges and frequencies of scores are presented, allowing you to compare your individual assessment, item by item, with the normative data from separate rater groups, as well as the total organization groups.

### **Contrasting Perceptions**

This report *highlights* major differences in *competency perceptions* at the rater group level.

### **Top Strengths/Top Development Opportunities**

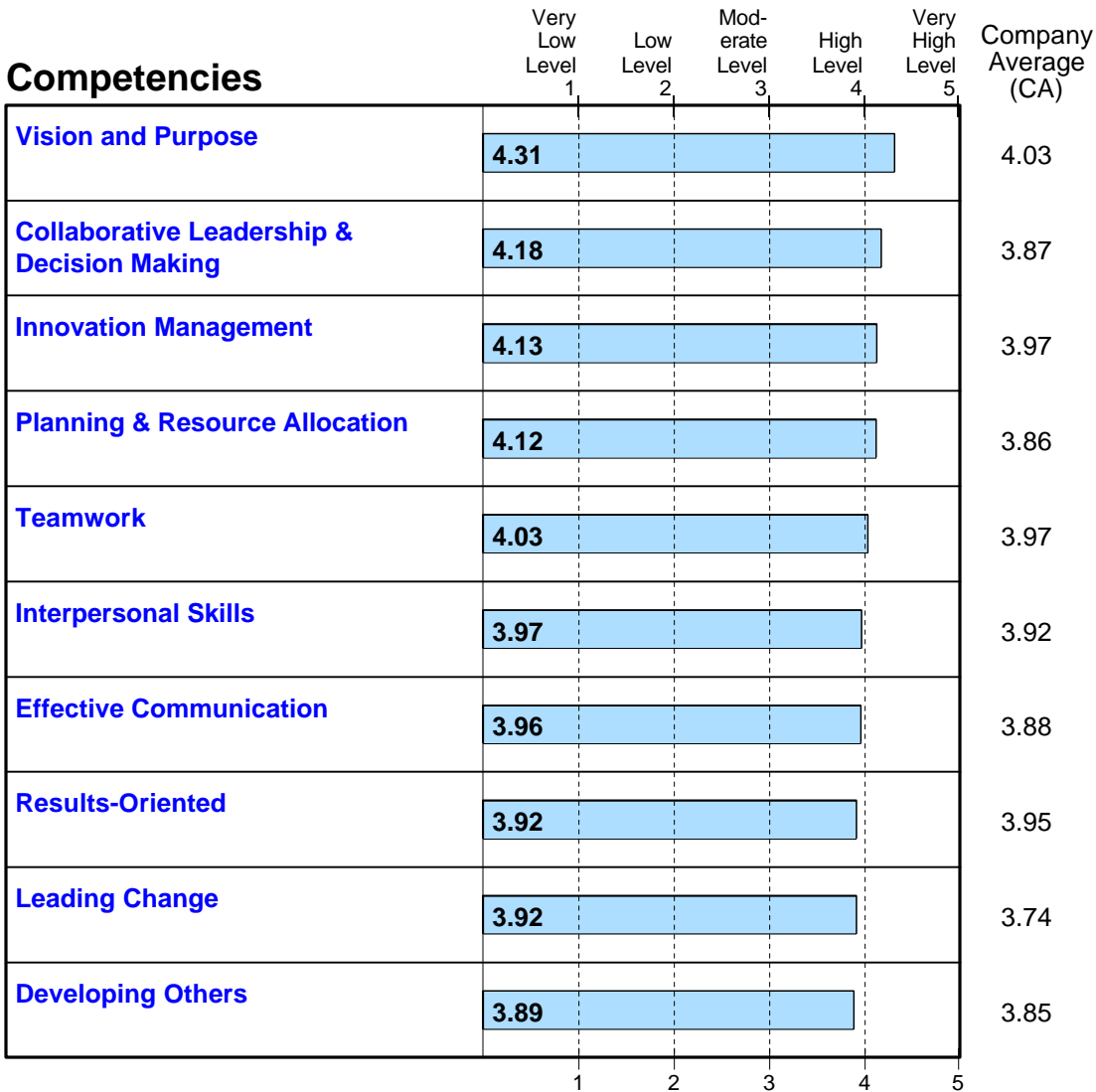
The brief, focused reports in this section help direct you to more closely to your key impact areas.


- The *Strengths* report isolates your three highest rated competencies.
- The *Opportunities for Development* report isolates your three lowest rated competencies.
- The two *Opportunities to Reach Common Ground* reports isolate those competencies in which the gaps between your self-ratings and the ratings by other respective rater groups were the most pronounced.
- *The Top Strengths/Top Development* quickly direct you to high impact areas - in the case of top strengths, those behaviors that are currently significant indicators of your success and which you might draw on in building capabilities in others; in the case of top development opportunities, those behaviors which you can focus on to significantly improve your overall job performance.

### **Verbatim Comments**

## Executive Overview

This section provides a ranking order of your current proficiency rating in all of the competencies, from your strongest area to your area needing the most development based on the average score of all respondents (does not include your self rating).



 OA: Overall Average

OA: Average of your Manager/Director, Peers, Direct Reports, and Customers/External Partners (self excluded).

CA: Average of all YOUR ORGANIZATION'S NAME participants.

Run Date: 10/27/04

## COMPETENCY SUMMARY BY RATER GROUP

Provides an In-Depth analysis for each Competency by rater group.

		Very Low Level	Low Level	Moderate Level	High Level	Very High Level	Gap from Self	Range of Scores	Company Average (CA)
		1	2	3	4	5			
<b>Vision and Purpose</b>	Self	4.00						3-5	4.23
	Mgr/Dir	4.25					.25	4-5	4.15
	Peer	4.40					.40	3-5	3.95
	DR	4.75					.75	3-5	4.09
	Cust/Ext	3.75					-.25	3-5	3.75
	OA	4.31					.31	3-5	4.03
	% Freq	0	0	15	40	46			
<b>Results-Oriented</b>	Self	3.20						2-4	4.24
	Mgr/Dir	3.60					.40	3-4	4.18
	Peer	4.32					1.12	4-5	3.92
	DR	3.87					.67	2-5	3.97
	Cust/Ext	3.40					.20	2-5	3.40
	OA	3.92					.72	2-5	3.95
	% Freq	0	8	15	53	23			
<b>Teamwork</b>	Self	3.60						3-4	4.07
	Mgr/Dir	4.20					.60	4-5	4.25
	Peer	4.08					.48	3-5	3.89
	DR	4.20					.60	2-5	3.99
	Cust/Ext	3.73					.13	2-5	3.73
	OA	4.03					.43	2-5	3.97
	% Freq	0	3	15	57	25			
<b>Effective Communication</b>	Self	3.50						3-4	3.98
	Mgr/Dir	3.83					.33	3-5	4.06
	Peer	4.23					.73	3-5	3.93
	DR	3.83					.33	2-5	3.82
	Cust/Ext	3.67					.17	3-5	3.67
	OA	3.96					.46	2-5	3.88
	% Freq	0	4	26	39	31			
<b>Planning &amp; Resource Allocation</b>	Self	3.00						2-4	3.84
	Mgr/Dir	4.40					1.40	4-5	4.07
	Peer	4.28					1.28	3-5	3.87
	DR	4.20					1.20	2-5	3.83
	Cust/Ext	3.62					.62	2-5	3.62
	OA	4.12					1.12	2-5	3.86
	% Freq	0	5	14	45	36			
<b>Collaborative Leadership &amp; Decision Making</b>	Self	2.80						2-4	3.96
	Mgr/Dir	4.20					1.40	3-5	4.27
	Peer	4.36					1.56	3-5	3.84
	DR	4.20					1.40	2-5	3.81
	Cust/Ext	3.75					.95	3-5	3.75
	OA	4.18					1.38	2-5	3.87
	% Freq	0	4	12	47	37			
<b>Innovation Management</b>	Self	3.75						3-4	4.14
	Mgr/Dir	4.00					.25	3-5	4.13
	Peer	4.35					.60	3-5	3.90
	DR	4.25					.50	3-5	4.03
	Cust/Ext	3.64					-.11	2-5	3.64
	OA	4.13					.38	2-5	3.97
	% Freq	0	2	15	51	32			

CA: Average of all YOUR ORGANIZATION'S NAME participants.

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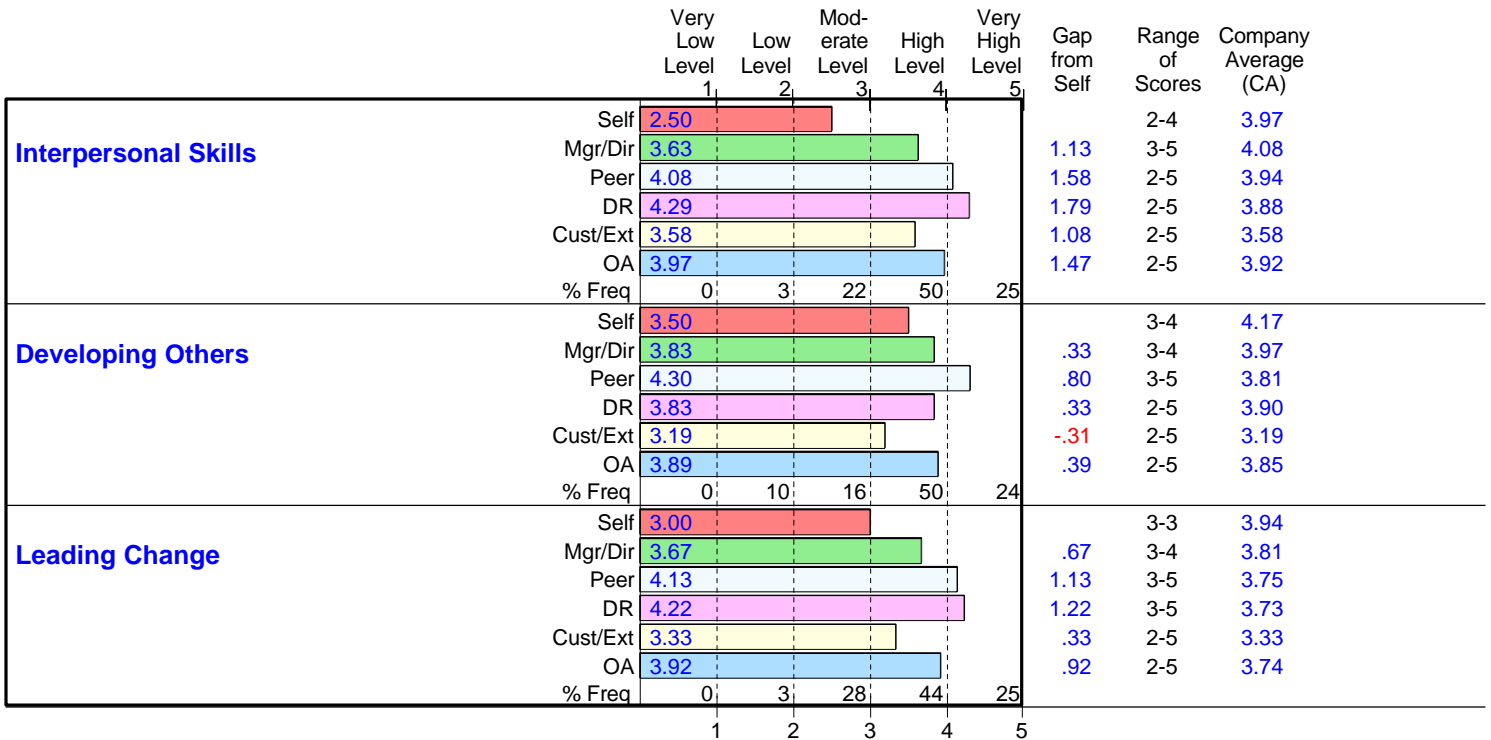
Freq: % of people who gave you a score of 1, % who gave you a score of 2, etc.

Range of Scores: Scores (from low to high) collected for each item by each group.

Run Date: 10/27/04

## COMPETENCY SUMMARY BY RATER GROUP

Provides an In-Depth analysis for each Competency by rater group.



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Range of Scores: Scores (from low to high) collected for each item by each group.

Run Date: 10/27/04

## COMPETENCY SUMMARY & ITEM ANALYSIS

Provides an In-Depth analysis of each question, as well as an overall summary for each Competency.

		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Vision and Purpose</b> (Overall Competency)	Self		4.00						3-5	4.23
	Mgr/Dir		4.25					.25	4-5	4.15
	Peer		4.40					.40	3-5	3.95
	DR		4.75					.75	3-5	4.09
	Cust/Ext		3.75					-.25	3-5	3.75
	OA		4.31					.31	3-5	4.03
	% Freq		0	0	15	40	46			
1. Demonstrates broad knowledge and perspective about the business.	Self	1	5.00						5-5	4.27
	Mgr/Dir	1	5.00					.00	5-5	4.42
	Peer	5	4.80					-.20	4-5	4.15
	DR	3	5.00					.00	5-5	4.53
	Cust/Ext	3	4.67					-.33	4-5	4.67
	OA	12	4.83					-.17	4-5	4.36
	% Freq		0	0	0	17	83			
2. Communicates a compelling and inspired vision and sense of core purpose.	Self	1	4.00						4-4	4.27
	Mgr/Dir	1	4.00					.00	4-4	4.08
	Peer	5	4.20					.20	4-5	3.96
	DR	3	5.00					1.00	5-5	4.03
	Cust/Ext	3	3.67					-.33	3-4	3.67
	OA	12	4.25					.25	3-5	4.00
	% Freq		0	0	8	58	33			
3. Provides the linkage for staff between the vision and team/ individual work plans.	Self	1	4.00						4-4	4.27
	Mgr/Dir	1	4.00					.00	4-4	3.92
	Peer	5	4.40					.40	3-5	3.87
	DR	3	5.00					1.00	5-5	3.98
	Cust/Ext	3	3.67					-.33	3-4	3.67
	OA	12	4.33					.33	3-5	3.92
	% Freq		0	0	17	33	50			
4. Helps people to understand their roles and accountability for achieving the vision.	Self	1	3.00						3-3	4.09
	Mgr/Dir	1	4.00					1.00	4-4	4.17
	Peer	5	4.20					1.20	4-5	3.84
	DR	3	4.00					1.00	3-5	3.81
	Cust/Ext	3	3.00					.00	3-3	3.00
	OA	12	3.83					.83	3-5	3.84
	% Freq		0	0	33	50	17			

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## COMPETENCY SUMMARY & ITEM ANALYSIS

Provides an In-Depth analysis of each question, as well as an overall summary for each Competency.

		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Results-Oriented</b> (Overall Competency)	Self		3.20						2-4	4.24
	Mgr/Dir		3.60					.40	3-4	4.18
	Peer		4.32					1.12	4-5	3.92
	DR		3.87					.67	2-5	3.97
	Cust/Ext		3.40					.20	2-5	3.40
	OA		3.92					.72	2-5	3.95
	% Freq		0	8	15	53	23			
5. Sets high standards.	Self	1	3.00						3-3	4.27
	Mgr/Dir	1	3.00					.00	3-3	4.17
	Peer	5	4.20					1.20	4-5	3.80
	DR	3	3.67					.67	2-5	3.93
	Cust/Ext	3	3.67					.67	3-5	3.67
	OA	12	3.83					.83	2-5	3.89
	% Freq		0	8	25	42	25			
6. Provides clear directions for employees with appropriate measures of success.	Self	1	4.00						4-4	4.55
	Mgr/Dir	1	4.00					.00	4-4	4.42
	Peer	5	4.40					.40	4-5	4.07
	DR	3	4.67					.67	4-5	4.44
	Cust/Ext	3	4.00					.00	4-4	4.00
	OA	12	4.33					.33	4-5	4.27
	% Freq		0	0	0	67	33			
7. Monitors process, progress and results effectively.	Self	1	2.00						2-2	3.91
	Mgr/Dir	1	4.00					2.00	4-4	4.25
	Peer	5	4.20					2.20	4-5	3.85
	DR	3	3.33					1.33	2-4	3.71
	Cust/Ext	3	2.33					.33	2-3	2.33
	OA	12	3.50					1.50	2-5	3.79
	% Freq		0	25	8	58	8			
8. Holds self and others accountable for achieving results.	Self	1	3.00						3-3	4.00
	Mgr/Dir	1	3.00					.00	3-3	3.92
	Peer	5	4.40					1.40	4-5	3.87
	DR	3	3.33					.33	2-4	3.56
	Cust/Ext	3	3.00					.00	3-3	3.00
	OA	12	3.67					.67	2-5	3.71
	% Freq		0	8	33	42	17			
9. Takes a positive approach to problem solving.	Self	1	4.00						4-4	4.45
	Mgr/Dir	1	4.00					.00	4-4	4.17
	Peer	5	4.40					.40	4-5	3.98
	DR	3	4.33					.33	4-5	4.22
	Cust/Ext	3	4.00					.00	3-5	4.00
	OA	12	4.25					.25	3-5	4.11
	% Freq		0	0	8	58	33			

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		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Teamwork</b> (Overall Competency)	Self		3.60						3-4	4.07
	Mgr/Dir		4.20					.60	4-5	4.25
	Peer		4.08					.48	3-5	3.89
	DR		4.20					.60	2-5	3.99
	Cust/Ext		3.73					.13	2-5	3.73
	OA		4.03					.43	2-5	3.97
	% Freq		0	3	15	57	25			
10. Works effectively across departmental boundaries.	Self	1	4.00						4-4	4.09
	Mgr/Dir	1	5.00					1.00	5-5	4.58
	Peer	5	4.40					.40	4-5	4.04
	DR	3	5.00					1.00	5-5	4.10
	Cust/Ext	3	4.00					.00	4-4	4.00
	OA	12	4.50					.50	4-5	4.12
	% Freq		0	0	0	50	50			
11. Appropriately involves people cross-functionally in decisions that will affect them.	Self	1	4.00						4-4	4.00
	Mgr/Dir	1	4.00					.00	4-4	3.92
	Peer	5	4.20					.20	4-5	3.91
	DR	3	4.00					.00	3-5	3.92
	Cust/Ext	3	3.67					-.33	3-4	3.67
	OA	12	4.00					.00	3-5	3.91
	% Freq		0	0	17	67	17			
12. Creates an inclusive, respectful climate on work teams.	Self	1	3.00						3-3	4.00
	Mgr/Dir	1	4.00					1.00	4-4	4.25
	Peer	5	4.40					1.40	4-5	3.87
	DR	3	4.00					1.00	3-5	3.90
	Cust/Ext	3	3.67					.67	3-4	3.67
	OA	12	4.08					1.08	3-5	3.91
	% Freq		0	0	17	58	25			
13. Actively encourages staff to work across departmental boundaries.	Self	1	4.00						4-4	4.18
	Mgr/Dir	1	4.00					.00	4-4	4.42
	Peer	5	3.80					-.20	3-4	3.76
	DR	3	3.67					-.33	2-5	4.08
	Cust/Ext	3	3.67					-.33	3-4	3.67
	OA	12	3.75					-.25	2-5	3.97
	% Freq		0	8	17	67	8			
14. Seeks to do what is right for the team or the organization, above and beyond any personal impact.	Self	1	3.00						3-3	4.09
	Mgr/Dir	1	4.00					1.00	4-4	4.08
	Peer	5	3.60					.60	3-4	3.87
	DR	3	4.33					1.33	3-5	3.97
	Cust/Ext	3	3.67					.67	2-5	3.67
	OA	12	3.83					.83	2-5	3.93
	% Freq		0	8	25	42	25			

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		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Effective Communication</b> (Overall Competency)	Self		3.50						3-4	3.98
	Mgr/Dir		3.83					.33	3-5	4.06
	Peer		4.23					.73	3-5	3.93
	DR		3.83					.33	2-5	3.82
	Cust/Ext		3.67					.17	3-5	3.67
	OA		3.96					.46	2-5	3.88
	% Freq		0	4	26	39	31			
15. Provides clear and timely information to colleagues.	Self	1	4.00						4-4	4.36
	Mgr/Dir	1	4.00					.00	4-4	4.00
	Peer	5	4.00					.00	4-4	3.84
	DR	3	4.00					.00	2-5	4.03
	Cust/Ext	3	4.00					.00	3-5	4.00
	OA	12	4.00					.00	2-5	3.95
	% Freq		0	8	8	58	25			
16. Expresses thoughts clearly in writing.	Self	1	3.00						3-3	4.27
	Mgr/Dir	1	3.00					.00	3-3	3.92
	Peer	5	4.20					1.20	4-5	3.89
	DR	3	3.67					.67	2-5	3.84
	Cust/Ext	3	3.33					.33	3-4	3.33
	OA	12	3.75					.75	2-5	3.86
	% Freq		0	8	25	50	17			
17. Listens actively and checks for understanding.	Self	1	4.00						4-4	3.91
	Mgr/Dir	1	5.00					1.00	5-5	4.08
	Peer	5	4.80					.80	4-5	4.20
	DR	3	4.33					.33	3-5	3.97
	Cust/Ext	3	3.67					-.33	3-4	3.67
	OA	12	4.42					.42	3-5	4.07
	% Freq		0	0	17	25	58			
18. Encourages discussion if there is an issue or concern.	Self	1	3.00						3-3	3.82
	Mgr/Dir	1	4.00					1.00	4-4	4.17
	Peer	5	4.40					1.40	3-5	3.93
	DR	3	3.33					.33	2-4	3.59
	Cust/Ext	3	3.33					.33	3-4	3.33
	OA	12	3.83					.83	2-5	3.78
	% Freq		0	8	25	42	25			
19. Is an effective speaker and presenter.	Self	1	4.00						4-4	3.73
	Mgr/Dir	1	3.00					-1.00	3-3	4.08
	Peer	5	3.80					-.20	3-5	3.76
	DR	3	3.33					-.67	3-4	3.76
	Cust/Ext	3	3.33					-.67	3-4	3.33
	OA	12	3.50					-.50	3-5	3.78
	% Freq		0	0	67	17	17			

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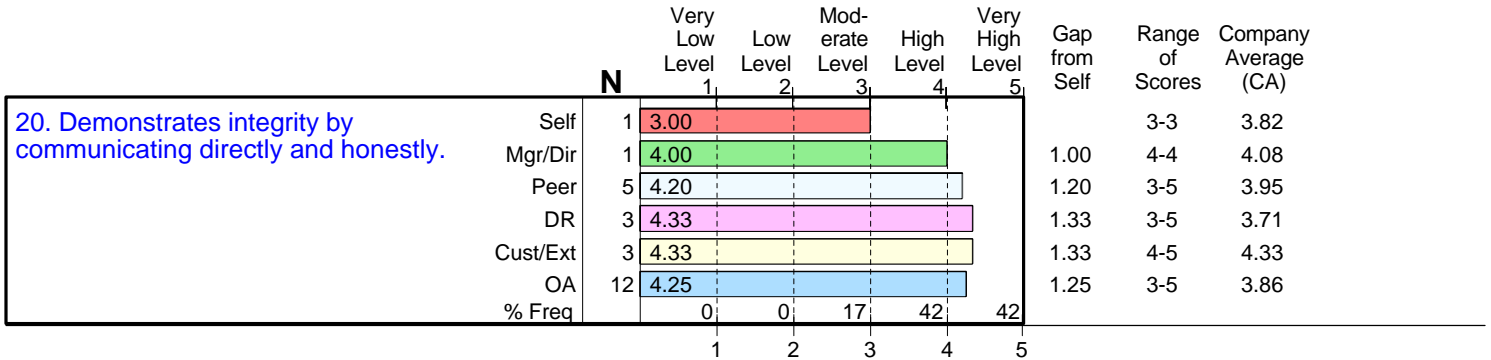
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Provides an In-Depth analysis of each question, as well as an overall summary for each Competency.



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		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Planning &amp; Resource Allocation</b> (Overall Competency)	Self		3.00						2-4	3.84
	Mgr/Dir		4.40					1.40	4-5	4.07
	Peer		4.28					1.28	3-5	3.87
	DR		4.20					1.20	2-5	3.83
	Cust/Ext		3.62					.62	2-5	3.62
	OA		4.12					1.12	2-5	3.86
	% Freq		0	5	14	45	36			
21. Accurately scopes out length and difficulty of tasks and projects.	Self	1	3.00						3-3	4.09
	Mgr/Dir	1	5.00					2.00	5-5	4.17
	Peer	5	4.00					1.00	3-5	3.98
	DR	3	4.67					1.67	4-5	3.85
	Cust/Ext	3	4.33					1.33	4-5	4.33
	OA	12	4.33					1.33	3-5	3.95
	% Freq		0	0	17	33	50			
22. Creates focus by setting realistic objectives and goals.	Self	1	4.00						4-4	3.91
	Mgr/Dir	1	5.00					1.00	5-5	4.17
	Peer	5	4.60					.60	4-5	4.07
	DR	3	4.67					.67	4-5	4.32
	Cust/Ext	3	4.33					.33	4-5	4.33
	OA	12	4.58					.58	4-5	4.20
	% Freq		0	0	0	42	58			
23. Proactively seeks to understand what the internal/external customer needs.	Self	1	3.00						3-3	3.73
	Mgr/Dir	1	4.00					1.00	4-4	3.75
	Peer	5	4.20					1.20	4-5	3.80
	DR	3	3.33					.33	2-4	3.59
	Cust/Ext	3	3.33					.33	3-4	3.33
	OA	12	3.75					.75	2-5	3.69
	% Freq		0	8	17	67	8			
24. Anticipates and adjusts for problems and roadblocks.	Self	1	3.00						3-3	3.64
	Mgr/Dir	1	4.00					1.00	4-4	4.08
	Peer	5	4.20					1.20	4-5	3.67
	DR	3	4.33					1.33	3-5	3.71
	Cust/Ext									
	OA	11	4.00					1.00	3-5	3.72
	% Freq		0	0	27	45	27			
25. Communicates clear priorities and decisions in a continuously changing environment.	Self	1	2.00						2-2	3.82
	Mgr/Dir	1	4.00					2.00	4-4	4.17
	Peer	5	4.40					2.40	4-5	3.83
	DR	3	4.00					2.00	2-5	3.65
	Cust/Ext									
	OA	11	3.91					1.91	2-5	3.76
	% Freq		0	18	9	36	36			

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		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Collaborative Leadership &amp; Decision Making</b> (Overall Competency)	Self		2.80						2-4	3.96
	Mgr/Dir		4.20					1.40	3-5	4.27
	Peer		4.36					1.56	3-5	3.84
	DR		4.20					1.40	2-5	3.81
	Cust/Ext		3.75					.95	3-5	3.75
	OA		4.18					1.38	2-5	3.87
	% Freq		0	4	12	47	37			
26. Actively participates in the decision-making process where appropriate.	Self	1	2.00						2-2	3.82
	Mgr/Dir	1	3.00					1.00	3-3	4.00
	Peer	5	4.40					2.40	4-5	3.79
	DR	3	3.67					1.67	2-5	3.55
	Cust/Ext									
	OA	11	3.91					1.91	2-5	3.70
	% Freq		0	9	18	45	27			
27. Makes difficult decisions in a timely manner.	Self	1	2.00						2-2	3.91
	Mgr/Dir	1	4.00					2.00	4-4	4.42
	Peer	5	4.20					2.20	4-5	3.81
	DR	3	4.33					2.33	3-5	3.69
	Cust/Ext									
	OA	11	4.00					2.00	3-5	3.80
	% Freq		0	0	27	45	27			
28. Seeks the input and opinions of peers and subordinates as appropriate throughout the decision making process.	Self	1	3.00						3-3	4.00
	Mgr/Dir	1	4.00					1.00	4-4	4.17
	Peer	5	4.20					1.20	4-5	3.78
	DR	3	3.67					.67	2-5	3.69
	Cust/Ext									
	OA	11	3.91					.91	2-5	3.77
	% Freq		0	9	9	64	18			
29. Empowers employees and others to take initiative and make decisions that will benefit the internal/external customers and the agency.	Self	1	4.00						4-4	4.00
	Mgr/Dir	1	5.00					1.00	5-5	4.42
	Peer	5	4.60					.60	4-5	3.83
	DR	3	4.67					.67	4-5	3.91
	Cust/Ext	3	4.33					.33	4-5	4.33
	OA	12	4.58					.58	4-5	3.94
	% Freq		0	0	0	42	58			
30. Leads and manages with a focus not only on results ("what you do"), but also on the processes, systems and relationships involved ("how you do it").	Self	1	3.00						3-3	4.09
	Mgr/Dir	1	5.00					2.00	5-5	4.33
	Peer	5	4.40					1.40	3-5	4.00
	DR	3	4.67					1.67	4-5	4.21
	Cust/Ext	3	4.00					1.00	4-4	4.00
	OA	12	4.42					1.42	3-5	4.13
	% Freq		0	0	8	42	50			

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		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Innovation Management</b> (Overall Competency)	Self		3.75						3-4	4.14
	Mgr/Dir		4.00					.25	3-5	4.13
	Peer		4.35					.60	3-5	3.90
	DR		4.25					.50	3-5	4.03
	Cust/Ext		3.64					-.11	2-5	3.64
	OA		4.13					.38	2-5	3.97
	% Freq		0	2	15	51	32			
31. Solicits input from people of diverse perspectives and experiences.	Self	1	4.00						4-4	4.00
	Mgr/Dir	1	5.00					1.00	5-5	4.17
	Peer	5	4.80					.80	4-5	3.94
	DR	3	4.67					.67	4-5	4.00
	Cust/Ext									
	OA	11	4.45					.45	3-5	3.98
	% Freq		0	0	18	18	64			
32. Demonstrates good judgment about which creative ideas and suggestions will work.	Self	1	3.00						3-3	3.91
	Mgr/Dir	1	4.00					1.00	4-4	4.08
	Peer	5	4.20					1.20	3-5	3.82
	DR	3	4.00					1.00	4-4	3.93
	Cust/Ext	3	3.67					.67	3-4	3.67
	OA	12	4.00					1.00	3-5	3.89
	% Freq		0	0	17	67	17			
33. Facilitates effective brainstorming.	Self	1	4.00						4-4	4.27
	Mgr/Dir	1	4.00					.00	4-4	4.08
	Peer	5	4.20					.20	4-5	3.84
	DR	3	4.67					.67	4-5	4.10
	Cust/Ext	3	4.67					.67	4-5	4.67
	OA	12	4.42					.42	4-5	4.00
	% Freq		0	0	0	58	42			
34. Continuously seeks new and better ways of doing the work.	Self	1	4.00						4-4	4.36
	Mgr/Dir	1	3.00					-1.00	3-3	4.17
	Peer	5	4.20					.20	4-5	4.00
	DR	3	3.67					-.33	3-4	4.09
	Cust/Ext	3	3.00					-1.00	2-4	3.00
	OA	12	3.67					-.33	2-5	4.03
	% Freq		0	8	25	58	8			

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		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Interpersonal Skills</b> (Overall Competency)	Self		2.50						2-4	3.97
	Mgr/Dir		3.63					1.13	3-5	4.08
	Peer		4.08					1.58	2-5	3.94
	DR		4.29					1.79	2-5	3.88
	Cust/Ext		3.58					1.08	2-5	3.58
	OA		3.97					1.47	2-5	3.92
	% Freq		0	3	22	50	25			
35. Takes a proactive approach to dealing with conflict.	Self	1	2.00						2-2	3.64
	Mgr/Dir	1	3.00					1.00	3-3	3.75
	Peer	5	4.20					2.20	4-5	3.85
	DR	3	4.00					2.00	3-5	3.71
	Cust/Ext	3	3.33					1.33	3-4	3.33
	OA	12	3.83					1.83	3-5	3.77
	% Freq		0	0	33	50	17			
36. Builds effective relationships with people inside and outside of the agency.	Self	1	3.00						3-3	4.18
	Mgr/Dir	1	4.00					1.00	4-4	4.17
	Peer	5	4.40					1.40	4-5	4.04
	DR	3	4.67					1.67	4-5	4.07
	Cust/Ext	3	4.00					1.00	3-5	4.00
	OA	12	4.33					1.33	3-5	4.06
	% Freq		0	0	8	50	42			
37. Interacts effectively with people at every level of the organization.	Self	1	2.00						2-2	3.73
	Mgr/Dir	1	4.00					2.00	4-4	3.83
	Peer	5	4.00					2.00	3-5	3.93
	DR	3	4.67					2.67	4-5	3.81
	Cust/Ext	3	3.67					1.67	3-4	3.67
	OA	12	4.08					2.08	3-5	3.86
	% Freq		0	0	17	58	25			
38. Demonstrates courtesy in dealing with others.	Self	1	4.00						4-4	4.18
	Mgr/Dir	1	5.00					1.00	5-5	4.17
	Peer	5	4.40					.40	4-5	4.17
	DR	3	4.67					.67	4-5	4.03
	Cust/Ext	3	3.33					-.67	2-4	3.33
	OA	12	4.25					.25	2-5	4.09
	% Freq		0	8	0	50	42			
39. Shows respect for different opinions and views.	Self	1	3.00						3-3	4.00
	Mgr/Dir	1	3.00					.00	3-3	4.08
	Peer	5	4.20					1.20	3-5	3.89
	DR	3	4.67					1.67	4-5	4.17
	Cust/Ext	3	3.67					.67	3-4	3.67
	OA	12	4.08					1.08	3-5	4.03
	% Freq		0	0	25	42	33			

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		N	Level					Gap from Self	Range of Scores	Company Average (CA)
			Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5			
40. Invites feedback to improve his/her own performance.	Self	1	2.00						2-2	3.91
	Mgr/Dir	1	3.00					1.00	3-3	4.33
	Peer	5	3.40					1.40	2-4	3.82
	DR	3	3.67					1.67	3-4	3.83
	Cust/Ext	3	3.67					1.67	3-5	3.67
	OA	12	3.50					1.50	2-5	3.87
	% Freq			0	8	42	42	8		
41. Demonstrates self awareness through role-modeling personal development.	Self	1	2.00						2-2	4.09
	Mgr/Dir	1	4.00					2.00	4-4	4.33
	Peer	5	4.00					2.00	3-5	3.96
	DR	3	4.67					2.67	4-5	3.90
	Cust/Ext	3	3.67					1.67	3-4	3.67
	OA	12	4.08					2.08	3-5	3.96
	% Freq			0	0	17	58	25		
42. Works effectively with people of different cultures and backgrounds.	Self	1	2.00						2-2	4.00
	Mgr/Dir	1	3.00					1.00	3-3	4.00
	Peer	5	4.00					2.00	3-5	3.87
	DR	3	3.33					1.33	2-4	3.49
	Cust/Ext	3	3.33					1.33	3-4	3.33
	OA	12	3.58					1.58	2-5	3.70
	% Freq			0	8	33	50	8		

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		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Developing Others</b> (Overall Competency)	Self		3.50						3-4	4.17
	Mgr/Dir		3.83					.33	3-4	3.97
	Peer		4.30					.80	3-5	3.81
	DR		3.83					.33	2-5	3.90
	Cust/Ext		3.19					-.31	2-5	3.19
	OA		3.89					.39	2-5	3.85
	% Freq		0	10	16	50	24			
43. Provides constructive feedback to others.	Self	1	4.00						4-4	4.36
	Mgr/Dir	1	4.00					.00	4-4	4.00
	Peer	5	4.00					.00	3-5	3.85
	DR	3	3.67					-.33	2-5	3.97
	Cust/Ext									
	OA	11	3.91					-.09	2-5	3.92
	% Freq		0	9	9	64	18			
44. Coaches employees towards achieving their full potential.	Self	1	3.00						3-3	4.36
	Mgr/Dir	1	4.00					1.00	4-4	4.17
	Peer	5	4.40					1.40	4-5	4.07
	DR	3	4.33					1.33	4-5	4.25
	Cust/Ext									
	OA	11	4.27					1.27	3-5	4.16
	% Freq		0	0	9	55	36			
45. Deals with performance issues in an effective, timely manner.	Self	1	4.00						4-4	4.18
	Mgr/Dir	1	3.00					-1.00	3-3	3.92
	Peer	5	4.20					.20	4-5	3.69
	DR	3	3.67					-.33	2-5	3.84
	Cust/Ext	3	3.00					-1.00	3-3	3.00
	OA	12	3.67					-.33	2-5	3.77
	% Freq		0	8	33	42	17			
46. Ensures that employees have the developmental opportunities they need to be successful.	Self	1	3.00						3-3	4.09
	Mgr/Dir	1	4.00					1.00	4-4	3.92
	Peer	5	4.20					1.20	4-5	3.77
	DR	3	3.67					.67	2-5	3.64
	Cust/Ext	3	2.33					-.67	2-3	2.33
	OA	12	3.58					.58	2-5	3.68
	% Freq		0	25	8	50	17			
47. Acknowledges the accomplishments of others.	Self	1	3.00						3-3	3.82
	Mgr/Dir	1	4.00					1.00	4-4	3.75
	Peer	5	4.40					1.40	4-5	3.62
	DR	3	3.67					.67	3-4	3.84
	Cust/Ext	3	2.67					-.33	2-3	2.67
	OA	12	3.75					.75	2-5	3.72
	% Freq		0	8	25	50	17			

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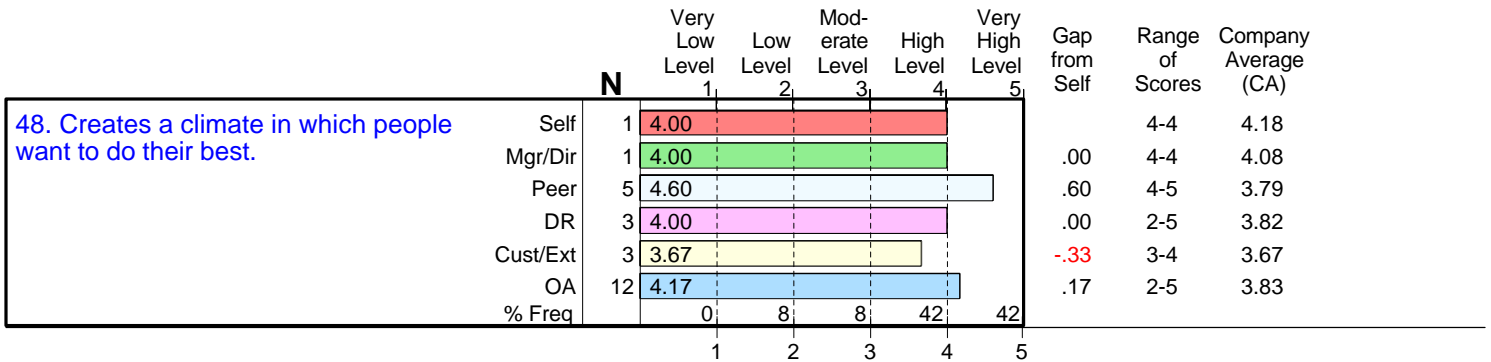
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		N	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Gap from Self	Range of Scores	Company Average (CA)
<b>Leading Change</b> (Overall Competency)	Self		3.00						3-3	3.94
	Mgr/Dir		3.67					.67	3-4	3.81
	Peer		4.13					1.13	3-5	3.75
	DR		4.22					1.22	3-5	3.73
	Cust/Ext		3.33					.33	2-5	3.33
	OA		3.92					.92	2-5	3.74
	% Freq		0	3	28	44	25			
49. Helps others to develop a clear understanding of how changes impact them.	Self	1	3.00						3-3	3.82
	Mgr/Dir	1	3.00					.00	3-3	3.42
	Peer	5	4.00					1.00	3-5	3.58
	DR	3	3.67					.67	3-4	3.46
	Cust/Ext	3	2.67					-.33	2-3	2.67
	OA	12	3.50					.50	2-5	3.48
	% Freq		0	8	42	42	8			
50. Effectively manages change and shifts gears comfortably.	Self	1	3.00						3-3	4.00
	Mgr/Dir	1	4.00					1.00	4-4	3.75
	Peer	5	4.00					1.00	3-5	3.83
	DR	3	4.67					1.67	4-5	3.71
	Cust/Ext	3	4.00					1.00	3-5	4.00
	OA	12	4.17					1.17	3-5	3.77
	% Freq		0	0	17	50	33			
51. Acts decisively in dynamic and ambiguous circumstances.	Self	1	3.00						3-3	4.00
	Mgr/Dir	1	4.00					1.00	4-4	4.25
	Peer	5	4.40					1.40	4-5	3.83
	DR	3	4.33					1.33	3-5	4.03
	Cust/Ext	3	3.33					.33	3-4	3.33
	OA	12	4.08					1.08	3-5	3.96
	% Freq		0	0	25	42	33			

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## Contrasting Perceptions

This table highlights major differences among perceptions of competencies at the rater group level. For each rater group, you can see at a glance the highest and lowest competencies. Note that if a competency is among the highest for one group and the lowest for another, or vice versa, it is highlighted in bold (or red if you are viewing a color report). As a reference point, the competencies as ranked by an average of all raters, excluding self, are grouped at the bottom of the page according to their relative ranking.

Highest Competencies	Rater Group	Lowest Competencies
Vision and Purpose Innovation Management <b>Teamwork</b> <b>Developing Others</b> <b>Effective Communication</b>	<b>Self</b>	<b>Interpersonal Skills</b> <b>Collaborative Leadership &amp; Decision Making</b> <b>Leading Change</b> <b>Planning &amp; Resource Allocation</b> <b>Results-Oriented</b>
<b>Planning &amp; Resource Allocation</b> Vision and Purpose <b>Teamwork</b> <b>Collaborative Leadership &amp; Decision Making</b> Innovation Management	<b>Manager/Director</b>	<b>Results-Oriented</b> <b>Interpersonal Skills</b> <b>Leading Change</b> <b>Effective Communication</b> <b>Developing Others</b>
Vision and Purpose <b>Collaborative Leadership &amp; Decision Making</b> Innovation Management <b>Results-Oriented</b> <b>Developing Others</b>	<b>Peers</b>	<b>Interpersonal Skills</b> <b>Teamwork</b> <b>Leading Change</b> <b>Effective Communication</b> <b>Planning &amp; Resource Allocation</b>
Vision and Purpose <b>Interpersonal Skills</b> Innovation Management <b>Leading Change</b> <b>Collaborative Leadership &amp; Decision Making</b>	<b>DR</b>	<b>Developing Others</b> <b>Effective Communication</b> <b>Results-Oriented</b> <b>Teamwork</b> <b>Planning &amp; Resource Allocation</b>
Vision and Purpose <b>Collaborative Leadership &amp; Decision Making</b> <b>Teamwork</b> <b>Effective Communication</b> Innovation Management	<b>Customer/External</b>	<b>Developing Others</b> <b>Leading Change</b> <b>Results-Oriented</b> <b>Interpersonal Skills</b> <b>Planning &amp; Resource Allocation</b>
<i>Vision and Purpose</i> <i>Collaborative Leadership &amp; Decision Making</i> <i>Innovation Management</i> <i>Planning &amp; Resource Allocation</i> <i>Teamwork</i>	<b>Overall</b> (Excludes Self)	<i>Developing Others</i> <i>Results-Oriented</i> <i>Leading Change</i> <i>Effective Communication</i> <i>Interpersonal Skills</i>

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## Strengths

Prepared for: **A. Sample**

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The following analysis identifies those Competencies in which you rated highest based on the average of your raters' scores.

### Highest Rated Competencies

1.	<b>VISION AND PURPOSE</b>	<b>4.31</b>
2.	<b>COLLABORATIVE LEADERSHIP &amp; DECISION MAKING</b>	<b>4.18</b>
3.	<b>PLANNING &amp; RESOURCE ALLOCATION</b>	<b>4.12</b>

The following items are the three highest rated behaviors within your highest rated Competency.

1.	<b>Demonstrates broad knowledge and perspective about the business.</b>	<b>4.83</b>
3.	<b>Provides the linkage for staff between the vision and team/ individual work plans.</b>	<b>4.33</b>
2.	<b>Communicates a compelling and inspired vision and sense of core purpose.</b>	<b>4.25</b>

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## Opportunities for Development

Prepared for: **A. Sample**

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The following analysis identifies those Competencies in which you rated lowest based on the average of your raters' scores.

<b>Lowest Rated Competencies</b>		
<b>1.</b>	<b>DEVELOPING OTHERS</b>	<b>3.89</b>
<b>2.</b>	<b>RESULTS-ORIENTED</b>	<b>3.92</b>
<b>3.</b>	<b>LEADING CHANGE</b>	<b>3.92</b>

The following items are the three lowest rated behaviors within your lowest rated Competency.

<b>46.</b>	<b>Ensures that employees have the developmental opportunities they need to be successful.</b>	<b>3.58</b>
<b>45.</b>	<b>Deals with performance issues in an effective, timely manner.</b>	<b>3.67</b>
<b>47.</b>	<b>Acknowledges the accomplishments of others.</b>	<b>3.75</b>

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## Opportunities to Reach Common Ground

Prepared for: **A. Sample**

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The following comparisons show the gaps between your self ratings and the ratings of others on those three Competencies where the gaps are largest. These represent opportunities for exploration on how to reach common ground. Please note that a negative number indicates that your self rating was HIGHER than the average within the comparison category. A positive number indicates that you rated yourself LOWER than the average of the individuals within a category.

### Self vs. Manager/Director

1.	PLANNING & RESOURCE ALLOCATION	+1.40
2.	COLLABORATIVE LEADERSHIP & DECISION MAKING	+1.40
3.	INTERPERSONAL SKILLS	+1.13

### Self vs. Peers

1.	INTERPERSONAL SKILLS	+1.57
2.	COLLABORATIVE LEADERSHIP & DECISION MAKING	+1.56
3.	PLANNING & RESOURCE ALLOCATION	+1.28

### Self vs. Direct Reports

1.	INTERPERSONAL SKILLS	+1.79
2.	COLLABORATIVE LEADERSHIP & DECISION MAKING	+1.40
3.	LEADING CHANGE	+1.22

### Self vs. Customers/External

1.	INTERPERSONAL SKILLS	+1.08
2.	COLLABORATIVE LEADERSHIP & DECISION MAKING	+.95
3.	PLANNING & RESOURCE ALLOCATION	+.62

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## Opportunities to Reach Common Ground

### Individual Items

Prepared for: **A. Sample**

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The following comparisons show at the item level how your self ratings compare with the average ratings of others based on items drawn from the first Competency in each of the comparisons on the previous page. A negative number indicates that you rated yourself HIGHER than the average of the individuals within a category. A positive number indicates that you rated yourself LOWER than the average of the individuals within a category.

#### Self vs. Manager/Director

21.	Accurately scopes out length and difficulty of tasks and projects.	+2.00
25.	Communicates clear priorities and decisions in a continuously changing environment.	+2.00
24.	Anticipates and adjusts for problems and roadblocks.	+1.00
23.	Proactively seeks to understand what the internal/external customer needs.	+1.00
22.	Creates focus by setting realistic objectives and goals.	+1.00

#### Self vs. Peers

35.	Takes a proactive approach to dealing with conflict.	+2.20
37.	Interacts effectively with people at every level of the organization.	+2.00
41.	Demonstrates self awareness through role-modeling personal development.	+2.00
42.	Works effectively with people of different cultures and backgrounds.	+2.00

#### Self vs. Direct Reports

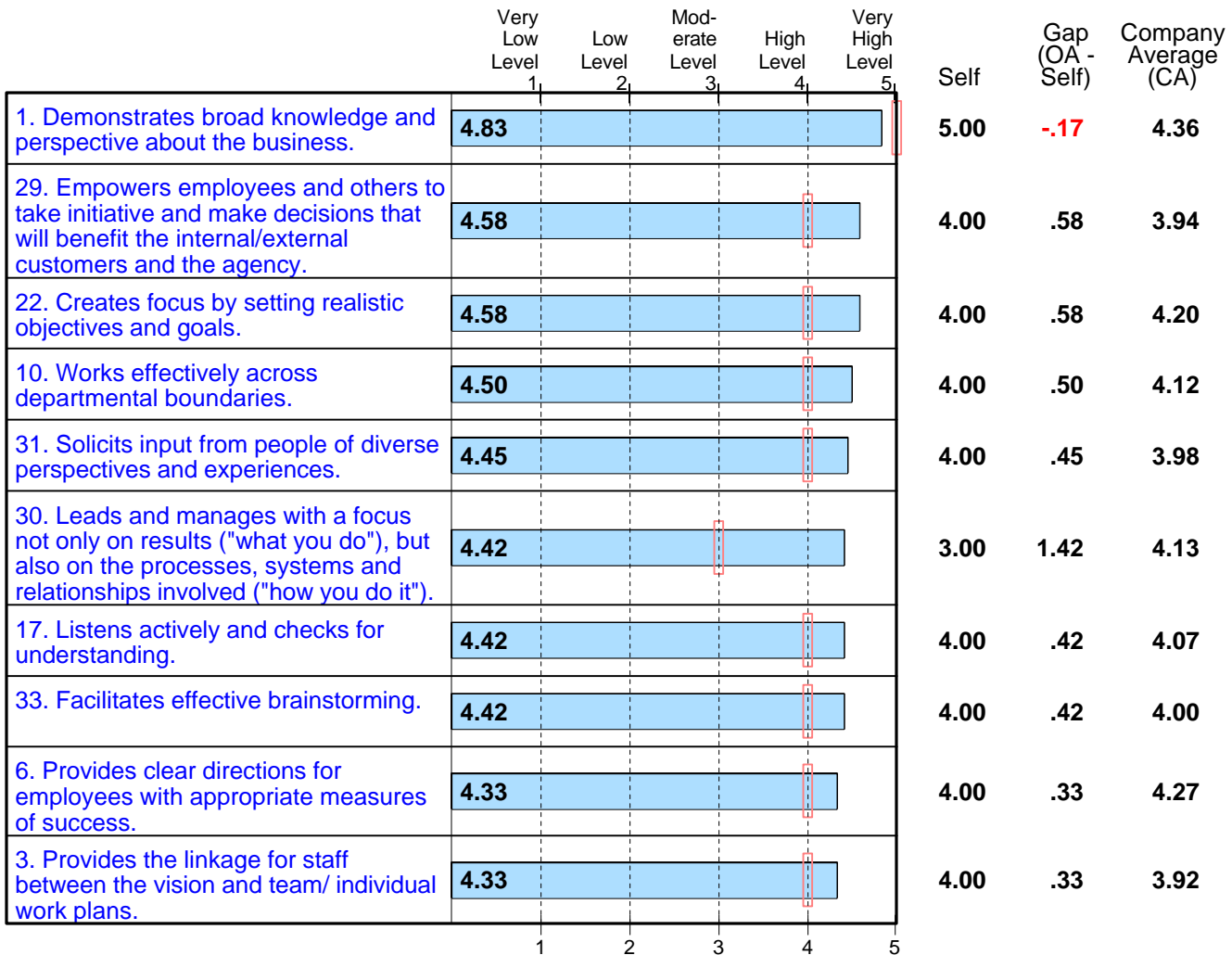
37.	Interacts effectively with people at every level of the organization.	+2.67
41.	Demonstrates self awareness through role-modeling personal development.	+2.67
35.	Takes a proactive approach to dealing with conflict.	+2.00

#### Self vs. Customers/External

37.	Interacts effectively with people at every level of the organization.	+1.67
40.	Invites feedback to improve his/her own performance.	+1.67
41.	Demonstrates self awareness through role-modeling personal development.	+1.67

## TOP STRENGTHS

Recognizing your own strengths may help you build the same capabilities in others. Awareness of your particular strengths is also useful in planning your career.



OA: Overall Average Self

CA: Average of all YOUR ORGANIZATION'S NAME participants.  
Run Date: 10/27/04

## TOP OPPORTUNITIES FOR DEVELOPMENT

To understand how others view your development needs and how they are defined in behaviors is important. Recognizing your own opportunities for development will help you to focus your developmental efforts where you can have the greatest impact.

	Very Low Level 1	Low Level 2	Moderate Level 3	High Level 4	Very High Level 5	Self	Gap (OA - Self)	Company Average (CA)
7. Monitors process, progress and results effectively.						2.00	1.50	3.79
19. Is an effective speaker and presenter.						4.00	-.50	3.78
49. Helps others to develop a clear understanding of how changes impact them.						3.00	.50	3.48
40. Invites feedback to improve his/her own performance.						2.00	1.50	3.87
42. Works effectively with people of different cultures and backgrounds.						2.00	1.58	3.70
46. Ensures that employees have the developmental opportunities they need to be successful.						3.00	.58	3.68
45. Deals with performance issues in an effective, timely manner.						4.00	-.33	3.77
8. Holds self and others accountable for achieving results.						3.00	.67	3.71
34. Continuously seeks new and better ways of doing the work.						4.00	-.33	4.03
13. Actively encourages staff to work across departmental boundaries.						4.00	-.25	3.97

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## A. Sample

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**Please provide an example of 2-3 specific behaviors that this person demonstrates effectively?**

"Band width!" Ability to simultaneously handle multiple, complex, urgent major initiatives with excellent depth of understanding and personal resilience. Bias for action.

She has extremely well developed analytical and decision making skills. She is also very customer focused and of uncompromising integrity. Combined, these factors engender great loyalty among her team. We trust her to make good decisions that effect the team and we know that she is fair and concerned with our welfare.

She is a strong, intelligent leader. She is very good in problem solving. She is very enthusiastic about what she does and this rubs off on those who work with her.

Drive. Ambition. Intelligence. She has a lot on her plate and work hard to fit everything into her days. She's very intelligent and has achieved a lot.

Passion for the business. Technical knowledge and experience. Shows a committed interest in team and individual success.

Decision making. Reading the environment.

Critical thinking and decision making. Quickly assimilates complex information and makes solid judgments consistently. Can be relied upon in virtually all circumstances to add value in thinking through complex matters. Mobilizes action extremely well. Drives performance through energy, good judgment and collaboration. Cares about DDI and DDI associates deeply and dedicates herself to their success.

Knowledge of Business\ Problem solving\ Commitment and Drive contribute to delivery success.

She has great depth of insight into interpersonal relationships and applies this skill effectively in her role.

Integrity. Hard work. Genuinely cares about people. Analytical skills.

I believe her greatest strength is her insight on both people and business issues. Her insight, coupled with her ability to gain trust from others, makes her uniquely effective.

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## A. Sample

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**Please provide 2-3 suggestions that this person can act upon to be more effective in their position?**

Tends to "over communicate" detail, especially in context of upward communication. Communication style is too hurried, impulsive and sometimes disjointed.

She has stretched very far and has trouble releasing lower priority activities to others. She needs to transition how she spends her time to more strategic activities. She has the skills, but she spends too much time on tactical details.

She wants to be involved in just about everything. She doesn't want to let go of any responsibility and give it to her subordinates.

Delegation to direct reports.

Delegate decisions and accountability. Clearly define boundaries for making decisions. Set an example to others by managing own quality of life - can sometimes try to do too much.

Establishing and communicating strategic direction.

High concern for excellence and profit can, at times, result in a sense of urgency that focuses too heavily on negative consequences of failure.

More focus on business strategy, profit model and business results. More delegation to others of process and tactical details.

I believe she can benefit from two things. One, is continuing her development in business acumen to make her a better general manager. And the second, is better delegation of responsibility to keep her more strategically focused.

Tries to do too much; becomes involved in too many things. Involve others in developing strategy/ direction - directions get set and we have to implement without input regarding realistic expectations, resourcing requirements or capacity implications.