

MANAGER VIEW360

ManagerView360 Profile for:

Chris Sample
CONFIDENTIAL

Online Assessment: 7 Feb 2006

The ManagerView360 Feedback report is an instrument designed to provide a focus about specific supervisory and management competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination.



MANAGER VIEW360

Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 20 job critical supervisory and management competencies of ManagerView360.

This Feedback Report summarizes information from questionnaires completed by the following number and type of raters:

Self	1
Manager	1
Peer	2
Direct Report	2
Team Member	2

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Competency Group Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments

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Competency Definitions

COMMUNICATION SKILLS

Listening

Listens and understands the verbal communications of others.

Two-Way Feedback

Keeps others informed in a timely manner.

Written Communication

Expresses written thoughts and ideas in a clear and concise manner.

Oral Communication

Conveys oral thoughts & ideas in a clear and concise manner.

Oral Presentation

Presents individual and organizational viewpoints to groups in a clear and persuasive manner.

Vision/Goal Setting

Shares a common vision and develop strategic goals for the organization.

TASK MANAGEMENT SKILLS

Planning/Organizing

Sets realistic & measurable goals and allocate resources.

Delegation

Assigns work, clarify expectations, and define how individual performance will be measured.

Administrative Control

Develops procedures to evaluate and monitor job activities and tasks on an ongoing basis.

Performance Evaluation

Provides on-going feedback and conduct timely and effective performance reviews.

Performance Management

Provides others with regular and feedback on their performance and offer support when individuals are confronted with problems.

Recognizing/Rewarding

Rewards and recognizes performance in a timely and appropriate manner.

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Competency Definitions Continued

INTERPERSONAL SKILLS

Team Development

Creates and develops motivated, cohesive, and high performance teams.

Interpersonal Sensitivity

Takes actions that demonstrate consideration for the feelings and needs of others.

Conflict Management

Negotiates and effectively resolves interpersonal differences with others.

Coaching

Attracts, develops and retains talent. Effectively coaches, trains and develops others.

Leadership/Influence

Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Employee Involvement

Involves employees in organizational planning, decision making and problem solving processes.

PROBLEM-SOLVING SKILLS

Problem Analysis

Analyzes a situation, identifies alternative solutions, and develop specific actions.

Decisiveness/Judgement

Makes high quality decisions when required.

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Competency Definitions Continued

FREQUENCY RATING SCALE

1	= To an Extremely Small Extent
2	= To a Very Small Extent
3	= To a Small Extent
4	= To a Moderate Extent
5	= To a Large Extent
6	= To a Very Large Extent
7	= To an Extremely Large Extent
NA	= Not Observable or Not Applicable

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Competency Group Introduction

Competency Group Line Graphs

Each ManagerView360 line graph compares your self ratings to those of the other rater groups across four competency groups:

- Communication Skills
- Task Management Skills
- Interpersonal Skills
- Problem-Solving Skills

How to Interpret Your Graphs

The competency group line graphs compare your own self-perceptions to those of other rater groups. Each rater group is shown by a different color corresponding to the legend at the bottom of the graph.

The line graphs that follow compare your perceptions to those of other rater groups using two related scores: standardized z-scores on the left axis and percentiles on the right axis.

Standardized z-scores provide a useful way to compare your own scores to others in the large normative data base of supervisors, managers and executives. The z-score is a particular score allowing you to compare your own rating, or those of others, to a large normative database being used for this instrument. The z-score, for a competency or item, is the distance and direction from the average expressed in units of standard deviation. A z-score is sometimes called a "standardized score" with 0.0 representing the average. For example, a z-score of 1.0 means that the competency or item is one standard deviation above the average score in the normative database.

These z-scores represent the actual standard deviation above or below the average (shown as 0.0 on the graph). If you have a score that is above the +2.0 standard-deviation line, that z-score is in the top 2 percent of all people rated on that item (in other words, in the 98th percentile as shown on the right axis). Such a score is considered very high and is labeled as such at the right of the graph.

Z-score differences of .50 or more by the different rater groups might suggest important perceptual differences. Look at the first graph. Run your eyes up the left side until you find the value 0.0. This number represents the average score for all of the supervisors, managers and executives in the database. Now scan across the graph to the right side. Note that the 0.0 line is labeled "Average."

You can quickly compare your individual results with those of the average participant in the database. If your score is above the 0.0 line, your score for that particular item is above average. If the score is below the 0.0 line, your score is below the score of the average participant in the database. Now, compare your own self-ratings to those of the other rater groups. Again, a difference of .50 or more might suggest important perceptual differences for you to explore further.

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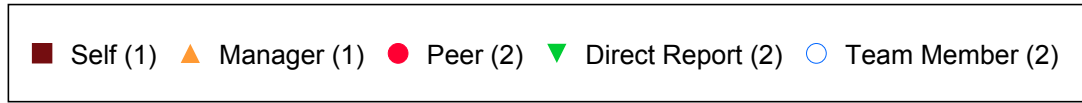
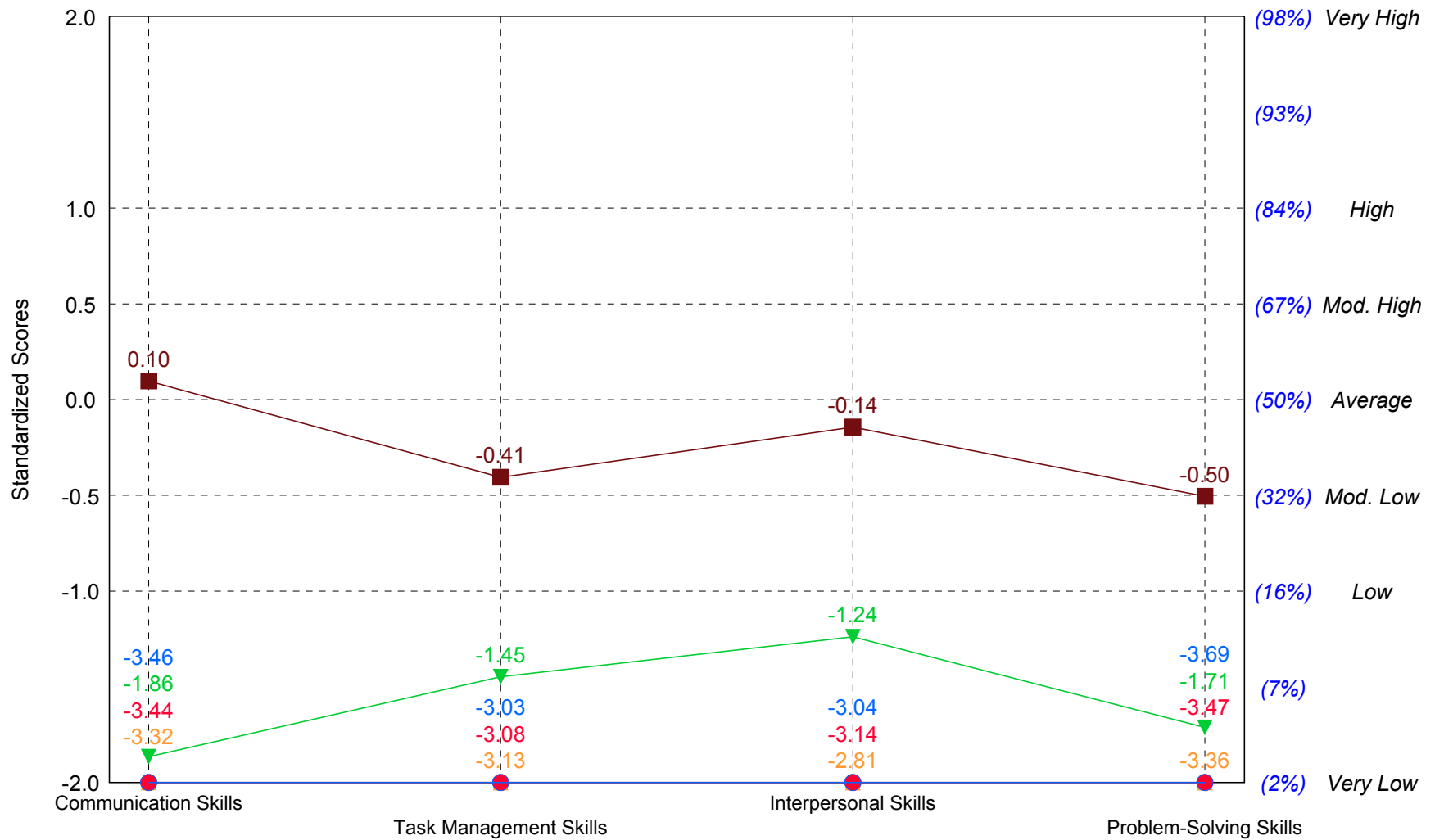
Competency Group Introduction Continued

To further understand your scores, read the following definitions of the terms "Average" score, "Moderately High" score, and so on.

Very High	z-score above 2.0 (98th percentile)
High	z-score above 1.0 (84th percentile)
Moderately High	z-score above .50 (67th percentile)
Average	z-score equal to 0.0 (50th percentile)
Moderately Low	z-score below -.50 (32th percentile)
Low	z-score below -1.0 (16th percentile)
Very Low	z-score below -2.0 (2nd percentile)

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Competency Group Summary



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Competency Introduction

How to Interpret Your Graphs

The following line graphs compare your own self-perceptions to those of other rater groups for each of the 20 competencies measured in ManagerView360. Each rater group is shown by a different color corresponding to the legend at the bottom of the graph.

The line graphs that follow compare your perceptions to those of other rater groups using two related scores: standardized z-scores on the left axis and percentiles on the right axis.

Standardized z-scores provide a useful way to compare your own scores to others in the large normative data base of supervisors, managers and executives. The z-score is a particular score allowing you to compare your own rating, or those of others, to a large normative database being used for this instrument. The z-score, for a competency or item, is the distance and direction from the average expressed in units of standard deviation. A z-score is sometimes called a "standardized score" with 0.0 representing the average. For example, a z-score of 1.0 means that the competency or item is one standard deviation above the average score in the normative database.

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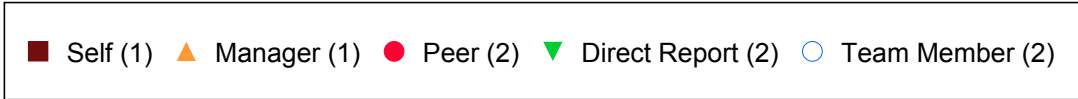
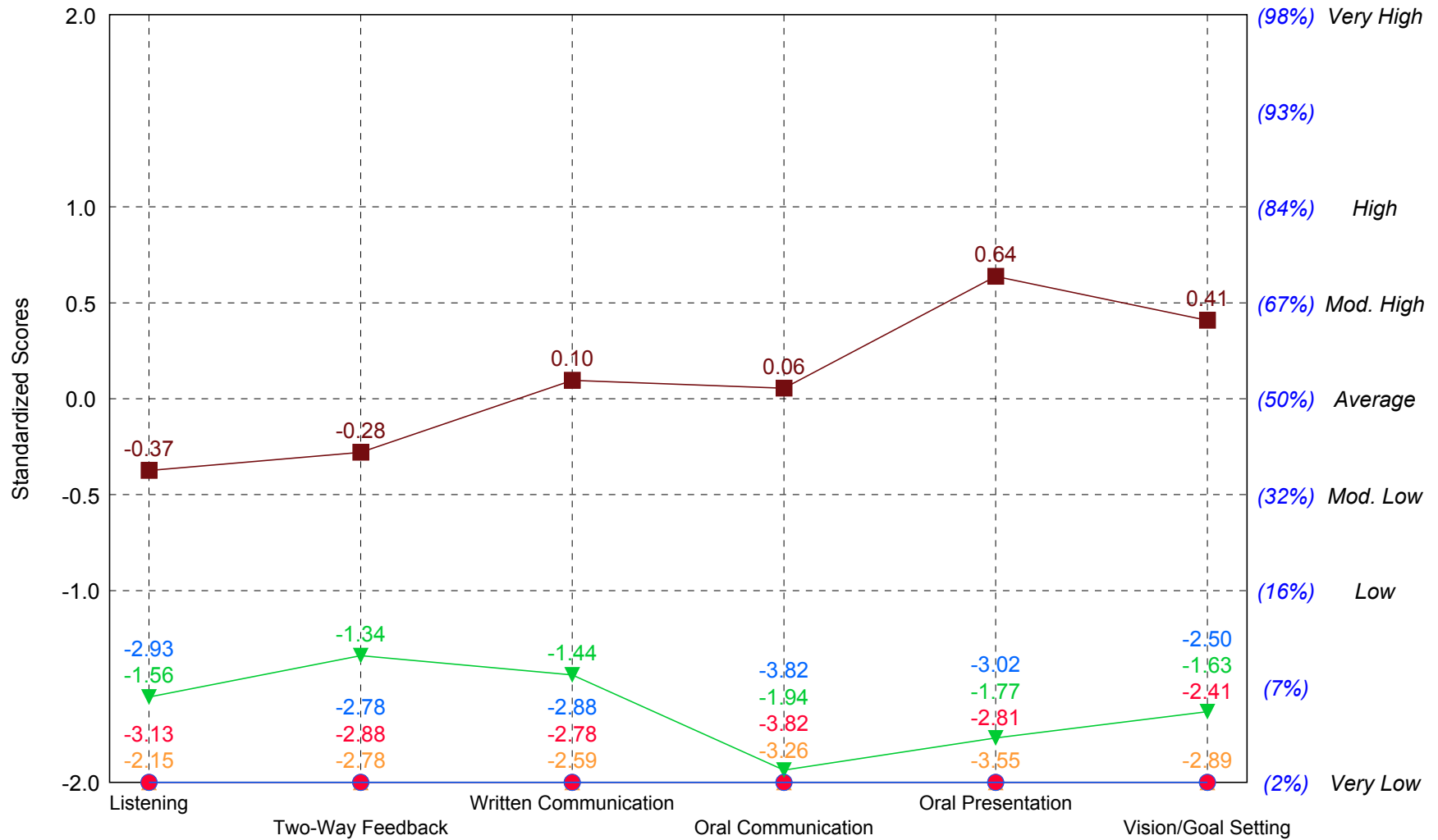
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Moderately Low	z-score below -.50 (32th percentile)
Low	z-score below -1.0 (16th percentile)
Very Low	z-score below -2.0 (2nd percentile)

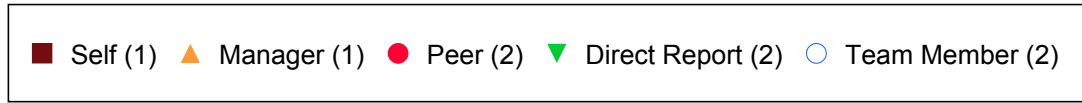
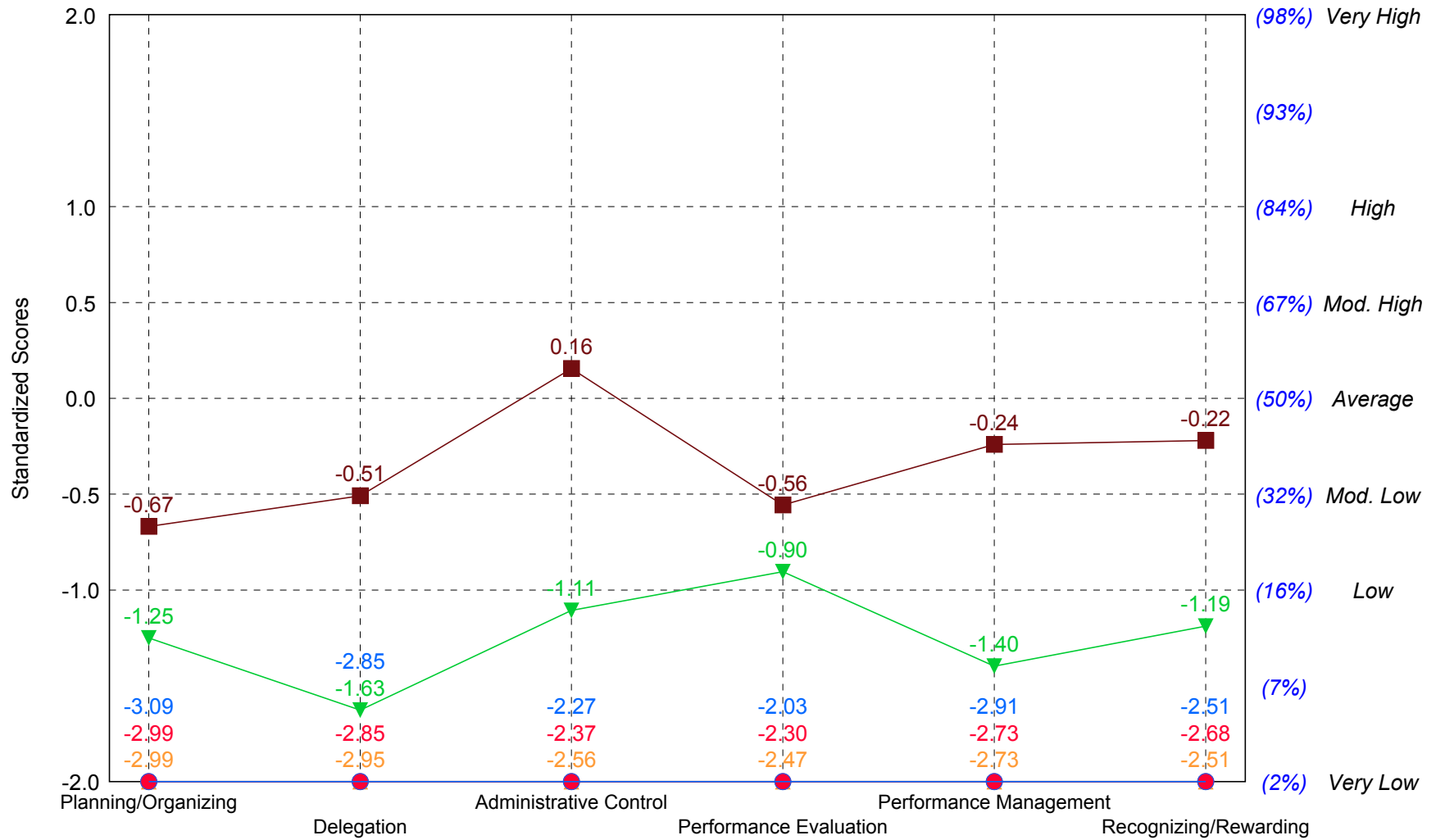
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Communication Skills



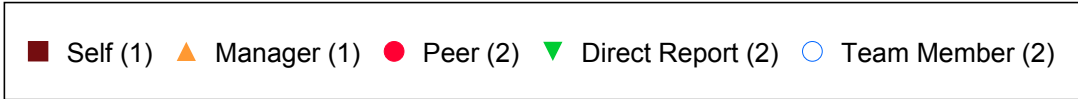
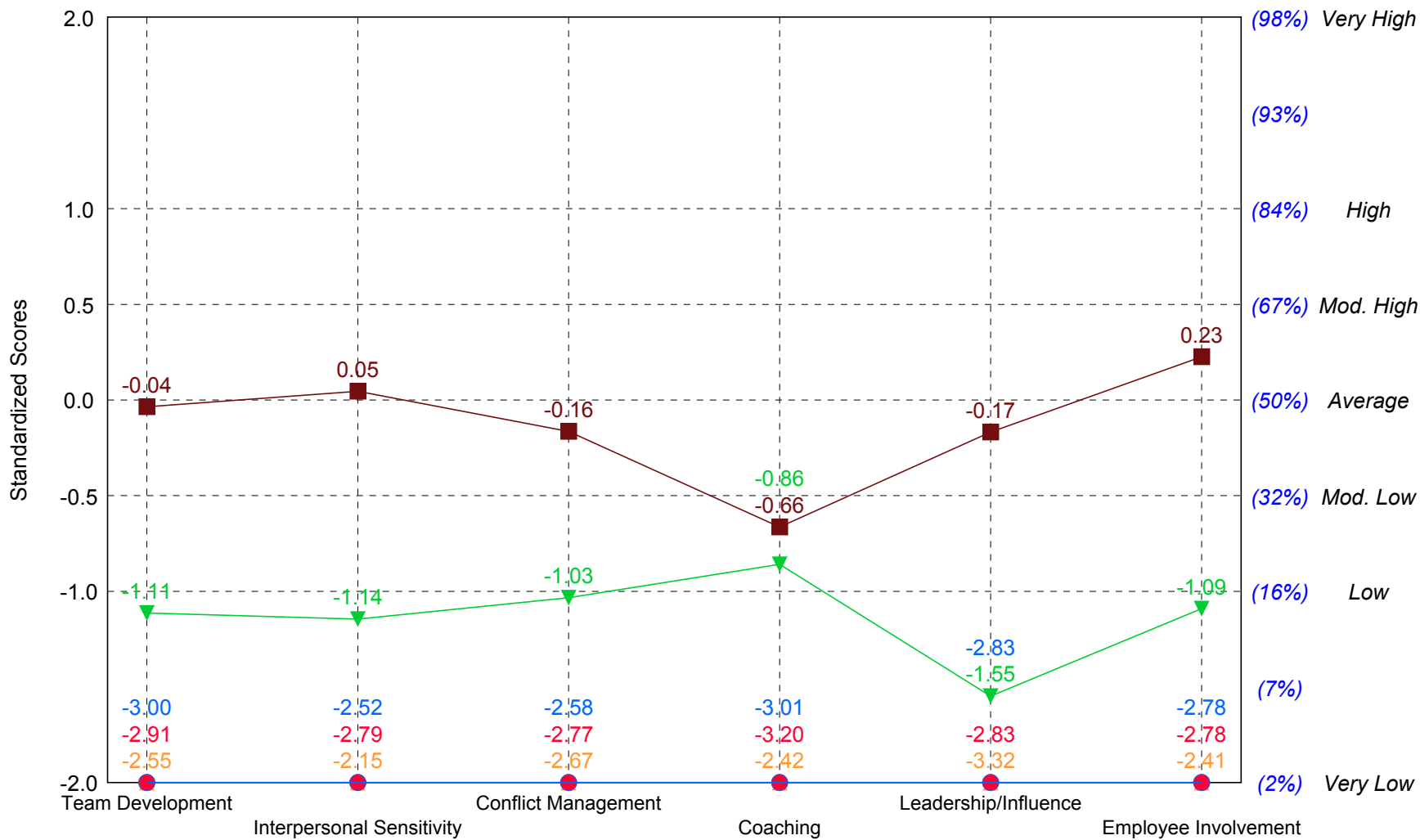
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Task Management Skills



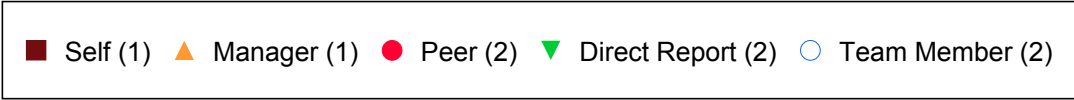
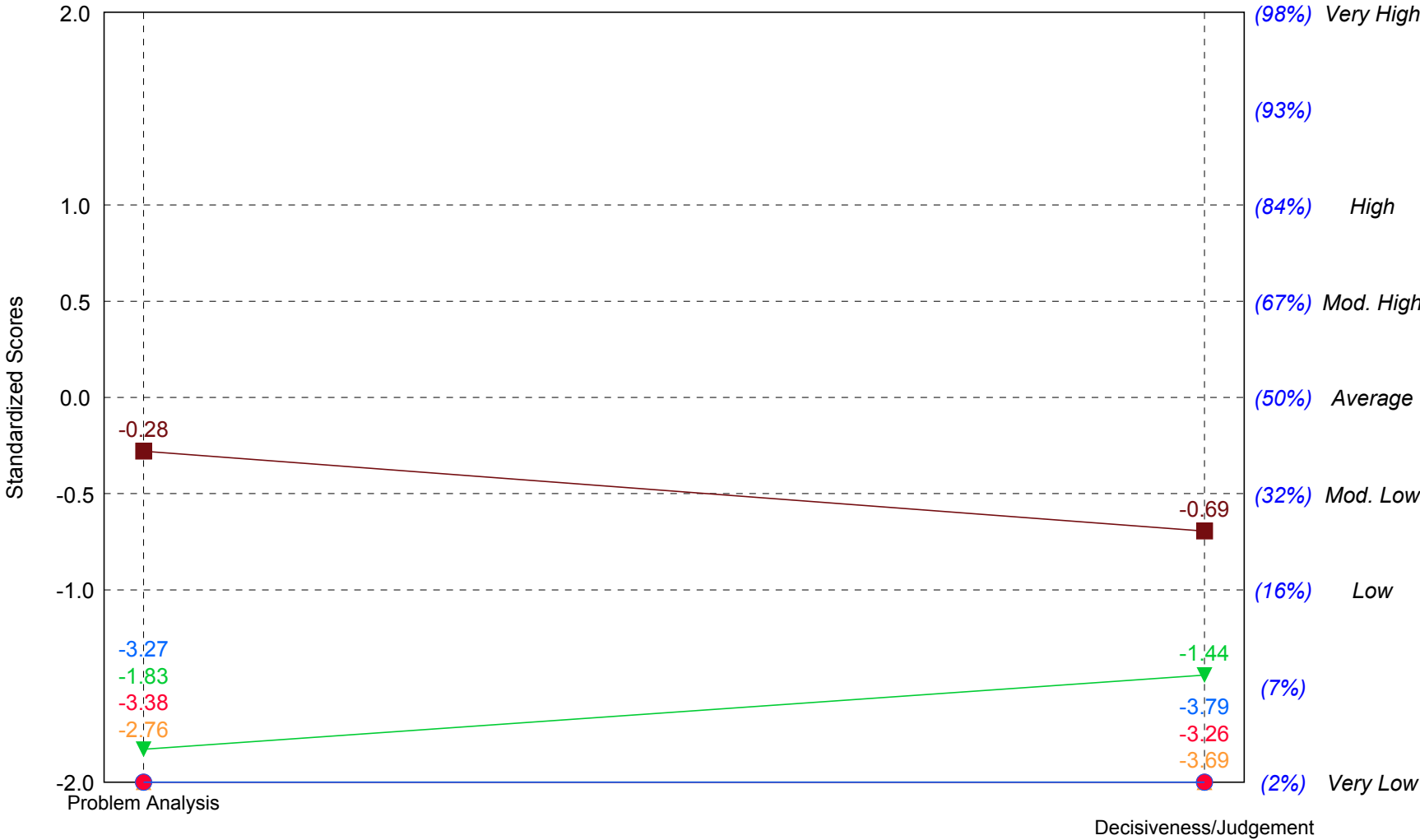
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Interpersonal Skills



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Problem-Solving Skills



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Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Uses appropriate grammar, tense & language in written communications.	Written Communication	3.7	0	2	1	3	0	0	1
Provides adequate resources, information & training so that employees can perform delegated tasks.	Delegation	3.4	1	1	1	3	0	1	0
Clearly defines & communicates tasks, projects & assignments when delegating to others.	Delegation	3.3	0	1	4	1	1	0	0
Provides employees with on-going feedback about work performance & progress.	Performance Evaluation	3.3	1	1	3	1	0	0	1
Allows for disagreements to emerge & be discussed openly.	Conflict Management	3.3	1	1	2	2	0	1	0
Encourages employees to prepare for & participate during performance appraisal review meetings.	Performance Evaluation	3.1	1	2	2	1	0	0	1
Gathers enough information, data & input before making a decision.	Decisiveness/Judgement	3.1	0	1	5	0	1	0	0
Encourages a climate of trust, honesty & openness with others.	Team Development	3.1	0	2	4	0	0	1	0
Conveys confidence in the skills & abilities of employees.	Coaching	3.1	1	2	2	1	0	0	1
Resists acting defensively & keeps an open mind when others disagree with him or her.	Conflict Management	3.1	1	2	2	1	0	0	1
Uses written communications effectively & appropriately.	Written Communication	3.1	2	1	0	3	0	1	0

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Most Frequent Behaviors - All Raters

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Develops systems and procedures to monitor individual, team and organizational progress on projects, tasks and assignments	Administrative Control	3.1	1	2	1	2	0	1	0
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	Administrative Control	3.1	0	2	3	1	1	0	0
Considers alternatives & generates contingency plans when making decisions & solving problems.	Problem Analysis	3.1	1	2	1	2	0	1	0
Informs employees how their work is linked to both team & organizational business goals.	Vision/Goal Setting	3.1	1	1	2	2	1	0	0
Effectively schedules work activities & tasks.	Planning/Organizing	3.1	0	2	3	1	1	0	0
Provides clear, concise & logical answers to questions from others.	Oral Communication	3.1	1	1	3	1	0	1	0

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Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains eye contact when speaking to others.	Oral Communication	2.1	2	3	1	1	0	0	0
Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	Delegation	2.1	2	3	1	1	0	0	0
Focuses on specific behaviors, instead of personality when employee performance discussions are required.	Performance Management	2.1	4	1	1	0	0	1	0
Makes decisions confidently & quickly when necessary.	Decisiveness/Judgement	2.1	4	1	1	0	0	1	0
Creates opportunities to be innovative & create new ideas & concepts.	Problem Analysis	2.3	1	5	0	0	1	0	0
Generates & considers multiple solutions to a problem.	Problem Analysis	2.3	1	5	0	0	1	0	0
Rewards individuals for their efforts & accomplishments when deserved.	Recognizing/Rewarding	2.3	3	2	1	0	0	1	0
Considers the consequences of decisions.	Decisiveness/Judgement	2.3	3	3	0	0	0	0	1
Recognizes that diverse points of view of others must be encouraged, acknowledged & accepted.	Conflict Management	2.4	1	4	1	0	1	0	0
Provides adequate support & training to employees.	Coaching	2.4	3	1	2	0	0	1	0
Communicates & expresses ideas in a manner that persuades and influences others.	Leadership/Influence	2.4	1	4	1	0	1	0	0

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Least Frequent Behaviors - All Raters

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	Leadership/Influence	2.4	2	3	0	1	1	0	0
Attempts to get commitment from employees to improve performance problems.	Performance Management	2.4	2	3	1	0	0	1	0
Completes & maintains written documentation on employee performance throughout an appraisal period.	Performance Evaluation	2.4	2	3	1	0	0	1	0
Gathers & utilizes available information in order to understand and solve organizational issues & problems.	Problem Analysis	2.4	2	3	0	1	1	0	0
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	Listening	2.4	2	3	1	0	0	1	0
Clearly expresses & requests information from others.	Oral Communication	2.4	3	1	2	0	0	1	0
Organizes, utilizes & manages time productively.	Planning/Organizing	2.4	3	2	1	0	0	0	1
Establishes & communicates organizational, departmental and team goals & performance standards.	Vision/Goal Setting	2.4	2	1	3	1	0	0	0
Maintains close contact & communication with employees (keeps others well informed).	Two-Way Feedback	2.4	1	4	1	0	1	0	0

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Behavior Summary

The average score for each ManagerView360 competency and specific questions are summarized below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behavior). If the symbol AP appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol NR appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters. If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Written Communication	5.60 (0.84)	2.80 (0.67)	2.60 (0.69)	4.00 (0.24)	2.50 (0.66)	3.00 (0.47)
Uses appropriate grammar, tense & language in written communications.	6.00 (1.00)	4.00 (1.00)	3.00 (0.67)	4.50 (0.17)	3.50 (0.83)	3.71 (0.47)
Uses written communications effectively & appropriately.	6.00 (1.00)	4.00 (1.00)	2.50 (0.50)	4.00 (0.33)	2.50 (0.50)	3.14 (0.42)
Writes in a logical & organized manner.	6.00 (1.00)	2.00 (1.00)	2.50 (0.83)	3.50 (0.50)	3.00 (1.00)	2.86 (0.67)
Writes in a clear, direct & concise manner.	5.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.00 (0.33)	2.00 (1.00)	2.71 (0.54)
Writes technical information in an easily understood manner.	5.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.00 (0.00)	1.50 (0.83)	2.57 (0.36)
Administrative Control	5.20 (0.61)	2.40 (0.66)	2.60 (0.66)	3.90 (0.45)	2.70 (0.74)	2.97 (0.56)
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	6.00 (1.00)	4.00 (1.00)	2.50 (0.83)	4.00 (0.67)	2.50 (0.83)	3.14 (0.67)
Develops systems and procedures to monitor individual, team and organizational progress on projects, tasks and assignments	4.00 (1.00)	3.00 (1.00)	2.50 (0.50)	4.00 (0.33)	3.00 (0.67)	3.14 (0.48)
Develops systems to monitor budgets, costs, & expenses.	5.00 (1.00)	1.00 (1.00)	2.00 (0.67)	4.50 (0.50)	3.50 (0.83)	3.00 (0.47)
Follows-up with employees to monitor quality & effective performance.	7.00 (1.00)	2.00 (1.00)	3.50 (0.83)	3.00 (0.33)	2.50 (0.83)	2.86 (0.58)

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Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Administrative Control	5.20 (0.61)	2.40 (0.66)	2.60 (0.66)	3.90 (0.45)	2.70 (0.74)	2.97 (0.56)
Keeps track of details and follows up on tasks, projects & assignments.	4.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.00 (0.67)	2.00 (1.00)	2.71 (0.66)
Performance Evaluation	4.40 (0.84)	2.20 (0.61)	2.40 (0.69)	4.00 (0.20)	2.70 (0.74)	2.91 (0.45)
Provides employees with on-going feedback about work performance & progress.	4.00 (1.00)	4.00 (1.00)	2.00 (0.67)	5.00 (0.33)	2.50 (0.83)	3.29 (0.42)
Encourages employees to prepare for & participate during performance appraisal review meetings.	4.00 (1.00)	2.00 (1.00)	3.50 (0.83)	4.00 (0.00)	2.50 (0.83)	3.14 (0.40)
Encourages continuous performance discussions with employees throughout the appraisal period.	4.00 (1.00)	1.00 (1.00)	2.50 (0.83)	4.50 (0.17)	3.00 (0.67)	3.00 (0.38)
Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	5.00 (1.00)	3.00 (1.00)	1.50 (0.83)	3.00 (0.67)	3.50 (0.83)	2.71 (0.66)
Completes & maintains written documentation on employee performance throughout an appraisal period.	5.00 (1.00)	1.00 (1.00)	2.50 (0.83)	3.50 (0.17)	2.00 (1.00)	2.43 (0.47)
Conflict Management	5.00 (0.79)	2.40 (0.66)	2.30 (0.67)	4.10 (0.38)	2.50 (0.66)	2.89 (0.49)
Allows for disagreements to emerge & be discussed openly.	5.00 (1.00)	3.00 (1.00)	3.00 (0.67)	4.50 (0.50)	2.50 (0.50)	3.29 (0.51)
Resists acting defensively & keeps an open mind when others disagree with him or her.	4.00 (1.00)	2.00 (1.00)	2.00 (0.67)	5.00 (0.33)	3.00 (0.67)	3.14 (0.40)
Discusses possible "win-win" solutions & seeks agreement on specific actions when conflicts arise.	6.00 (1.00)	4.00 (1.00)	1.50 (0.83)	4.50 (0.50)	2.50 (0.83)	3.00 (0.50)
Resolves interpersonal conflicts among employees.	5.00 (1.00)	2.00 (1.00)	3.00 (0.67)	3.00 (0.33)	2.00 (0.67)	2.57 (0.53)
Recognizes that diverse points of view of others must be encouraged, acknowledged & accepted.	5.00 (1.00)	1.00 (1.00)	2.00 (1.00)	3.50 (0.50)	2.50 (0.83)	2.43 (0.61)
Coaching	4.60 (0.73)	2.80 (0.75)	2.00 (0.61)	4.40 (0.30)	2.20 (0.71)	2.86 (0.42)
Conveys confidence in the skills & abilities of employees.	4.00 (1.00)	4.00 (1.00)	2.50 (0.83)	4.00 (0.00)	2.50 (0.83)	3.14 (0.40)
Removes obstacles which may be hindering employees' performance.	6.00 (1.00)	3.00 (1.00)	2.50 (0.50)	4.50 (0.50)	2.00 (0.67)	3.00 (0.47)

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Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Coaching	4.60 (0.73)	2.80 (0.75)	2.00 (0.61)	4.40 (0.30)	2.20 (0.71)	2.86 (0.42)
Takes an interest in & supports the career development plans of employees.	4.00 (1.00)	2.00 (1.00)	2.50 (0.50)	4.00 (0.33)	2.50 (0.83)	2.86 (0.48)
Supports employee development plans such as on-the-job training, stretch assignments, etc.	4.00 (1.00)	3.00 (1.00)	1.50 (0.83)	5.00 (0.33)	2.00 (0.67)	2.86 (0.37)
Provides adequate support & training to employees.	5.00 (1.00)	2.00 (1.00)	1.00 (1.00)	4.50 (0.50)	2.00 (0.67)	2.43 (0.44)
Vision/Goal Setting	5.60 (0.73)	2.20 (0.75)	2.70 (0.70)	3.50 (0.33)	2.60 (0.73)	2.83 (0.55)
Informs employees how their work is linked to both team & organizational business goals.	6.00 (1.00)	1.00 (1.00)	3.50 (0.83)	3.50 (0.50)	3.50 (0.83)	3.14 (0.58)
Communicates & motivates others about the organizational mission & vision of the future.	5.00 (1.00)	2.00 (1.00)	3.00 (1.00)	3.50 (0.17)	3.00 (1.00)	3.00 (0.53)
Sets & communicates clear priorities for individuals & work teams.	5.00 (1.00)	2.00 (1.00)	3.00 (0.67)	4.00 (0.33)	2.00 (1.00)	2.86 (0.51)
Communicates organizational vision, values and beliefs effectively.	7.00 (1.00)	3.00 (1.00)	2.50 (0.83)	4.00 (0.33)	1.50 (0.83)	2.71 (0.51)
Establishes & communicates organizational, departmental and team goals & performance standards.	5.00 (1.00)	3.00 (1.00)	1.50 (0.83)	2.50 (0.50)	3.00 (1.00)	2.43 (0.65)
Oral Presentation	6.00 (1.00)	2.00 (0.79)	2.70 (0.74)	3.70 (0.27)	2.50 (0.73)	2.83 (0.51)
Handles questions in meetings & presentations in a responsive & diplomatic manner.	6.00 (1.00)	2.00 (1.00)	3.00 (1.00)	4.50 (0.17)	2.00 (1.00)	3.00 (0.44)
Is prepared & organized for meetings & presentations.	6.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.00 (0.33)	3.00 (1.00)	3.00 (0.56)
Delivers oral presentations that are persuasive, clear & logically organized.	6.00 (1.00)	2.00 (1.00)	2.50 (0.83)	3.00 (0.33)	3.50 (0.83)	2.86 (0.58)
Effectively handles comments, complaints & disagreements in meetings & presentations.	6.00 (1.00)	1.00 (1.00)	3.50 (0.83)	3.50 (0.50)	2.00 (0.67)	2.71 (0.54)
Restates & clarifies important points & questions from others.	6.00 (1.00)	3.00 (1.00)	2.00 (0.67)	3.50 (0.17)	2.00 (1.00)	2.57 (0.47)

MANAGER VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Delegation	4.80 (0.87)	2.40 (0.73)	2.50 (0.69)	3.70 (0.30)	2.50 (0.63)	2.83 (0.50)
Provides adequate resources, information & training so that employees can perform delegated tasks.	5.00 (1.00)	3.00 (1.00)	2.50 (0.50)	4.00 (0.33)	4.00 (1.00)	3.43 (0.50)
Clearly defines & communicates tasks, projects & assignments when delegating to others.	4.00 (1.00)	3.00 (1.00)	3.00 (0.67)	4.00 (0.67)	3.00 (1.00)	3.29 (0.71)
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	5.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.00 (0.00)	2.00 (0.67)	2.71 (0.36)
Delegates assignments to employees according to both individual & organizational needs.	5.00 (1.00)	1.00 (1.00)	2.50 (0.83)	4.00 (0.33)	2.00 (0.67)	2.57 (0.47)
Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	5.00 (1.00)	3.00 (1.00)	2.00 (1.00)	2.50 (0.50)	1.50 (0.83)	2.14 (0.67)
Interpersonal Sensitivity	5.20 (0.67)	2.80 (0.87)	2.10 (0.69)	3.90 (0.20)	2.40 (0.63)	2.80 (0.44)
Develops & maintains supportive, friendly & sensitive interpersonal relationships with others.	6.00 (1.00)	3.00 (1.00)	2.50 (0.83)	4.00 (0.00)	2.50 (0.50)	3.00 (0.36)
Shows interest in & is considerate of the needs of others.	4.00 (1.00)	3.00 (1.00)	3.00 (0.67)	3.50 (0.50)	2.50 (0.83)	3.00 (0.64)
Demonstrates sensitivity towards diversity in the workforce(e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	6.00 (1.00)	3.00 (1.00)	2.00 (0.67)	4.50 (0.17)	2.00 (0.67)	2.86 (0.37)
Makes an effort to understand how employees are feeling.	4.00 (1.00)	3.00 (1.00)	2.00 (1.00)	3.50 (0.17)	2.00 (0.67)	2.57 (0.47)
Makes it easy for employees to talk about their job challenges & problems.	6.00 (1.00)	2.00 (1.00)	1.00 (1.00)	4.00 (0.33)	3.00 (0.67)	2.57 (0.44)
Team Development	5.40 (0.84)	2.60 (0.84)	2.20 (0.80)	4.20 (0.30)	2.10 (0.69)	2.80 (0.48)
Encourages a climate of trust, honesty & openness with others.	6.00 (1.00)	3.00 (1.00)	3.00 (1.00)	4.00 (0.33)	2.50 (0.83)	3.14 (0.58)
Supports the team & actively conveys the needs of individuals & team members to upper management.	5.00 (1.00)	3.00 (1.00)	2.00 (1.00)	4.50 (0.50)	2.00 (0.67)	2.86 (0.51)
Develops team spirit, cohesion & high morale.	5.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.50 (0.17)	1.50 (0.83)	2.71 (0.39)
Develops cooperation rather than competition among employees, groups & work teams.	5.00 (1.00)	3.00 (1.00)	2.00 (1.00)	4.50 (0.17)	1.50 (0.83)	2.71 (0.39)

MANAGER VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Team Development	5.40 (0.84)	2.60 (0.84)	2.20 (0.80)	4.20 (0.30)	2.10 (0.69)	2.80 (0.48)
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	6.00 (1.00)	2.00 (1.00)	1.50 (0.83)	3.50 (0.50)	3.00 (0.67)	2.57 (0.57)
Two-Way Feedback	5.00 (0.79)	2.40 (0.84)	2.30 (0.63)	3.90 (0.33)	2.40 (0.73)	2.80 (0.50)
Communicates information needed by team members in a prompt & timely manner.	5.00 (1.00)	2.00 (1.00)	4.00 (1.00)	4.00 (0.33)	1.50 (0.83)	3.00 (0.47)
Encourages a climate in which employees feel free to openly share their thoughts & feelings.	6.00 (1.00)	2.00 (1.00)	3.00 (1.00)	3.50 (0.50)	3.00 (1.00)	3.00 (0.69)
Keeps employees informed with relevant job information & important organizational issues in a timely manner.	4.00 (1.00)	2.00 (1.00)	1.50 (0.83)	4.50 (0.50)	3.00 (0.67)	2.86 (0.48)
Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	5.00 (1.00)	3.00 (1.00)	1.50 (0.83)	4.00 (0.00)	2.50 (0.83)	2.71 (0.36)
Maintains close contact & communication with employees (keeps others well informed).	5.00 (1.00)	3.00 (1.00)	1.50 (0.83)	3.50 (0.50)	2.00 (1.00)	2.43 (0.61)
Employee Involvement	5.40 (0.66)	2.60 (0.60)	2.20 (0.64)	4.00 (0.37)	2.20 (0.71)	2.77 (0.48)
Involves employees in discussions regarding organizational issues & problems.	7.00 (1.00)	4.00 (1.00)	2.00 (0.67)	3.50 (0.17)	3.00 (1.00)	3.00 (0.47)
Provides opportunities for employees to get involved in challenging organizational tasks, projects & assignments.	4.00 (1.00)	4.00 (1.00)	3.00 (0.67)	3.50 (0.50)	1.50 (0.83)	2.86 (0.55)
Solicits & values the thoughts, opinions & ideas of employees.	5.00 (1.00)	2.00 (1.00)	3.00 (1.00)	4.50 (0.50)	1.00 (1.00)	2.71 (0.47)
Seeks input from employees about organizational decisions, plans & problems.	6.00 (1.00)	1.00 (1.00)	2.00 (0.67)	4.00 (0.33)	3.00 (1.00)	2.71 (0.47)
Involves employees in organizational decision-making, planning & problem-solving processes.	5.00 (1.00)	2.00 (1.00)	1.00 (1.00)	4.50 (0.50)	2.50 (0.83)	2.57 (0.47)
Recognizing/Rewarding	5.00 (0.63)	2.40 (0.84)	2.20 (0.61)	3.90 (0.20)	2.40 (0.60)	2.77 (0.42)
Shares successes & discusses effective performance with others.	4.00 (1.00)	2.00 (1.00)	2.00 (0.67)	4.50 (0.17)	3.00 (0.67)	3.00 (0.38)
Compliments employees when they perform well.	5.00 (1.00)	2.00 (1.00)	2.50 (0.50)	4.50 (0.17)	2.50 (0.50)	3.00 (0.33)

MANAGER VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Recognizing/Rewarding	5.00 (0.63)	2.40 (0.84)	2.20 (0.61)	3.90 (0.20)	2.40 (0.60)	2.77 (0.42)
Provides immediate positive feedback to others when their assignments & projects are completed successfully.	7.00 (1.00)	3.00 (1.00)	2.50 (0.83)	3.50 (0.50)	2.50 (0.50)	2.86 (0.58)
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	5.00 (1.00)	2.00 (1.00)	2.50 (0.50)	3.50 (0.17)	2.50 (0.83)	2.71 (0.44)
Rewards individuals for their efforts & accomplishments when deserved.	4.00 (1.00)	3.00 (1.00)	1.50 (0.83)	3.50 (0.17)	1.50 (0.83)	2.29 (0.44)
Decisiveness/Judgement	4.80 (0.75)	2.00 (0.79)	2.40 (0.63)	4.10 (0.33)	1.90 (0.77)	2.69 (0.47)
Gathers enough information, data & input before making a decision.	5.00 (1.00)	3.00 (1.00)	3.00 (1.00)	3.50 (0.50)	3.00 (1.00)	3.14 (0.72)
Sticks with a decision or course of action unless it is obvious that it is incorrect.	5.00 (1.00)	2.00 (1.00)	3.50 (0.83)	4.50 (0.50)	1.50 (0.83)	3.00 (0.50)
Makes timely decisions based on adequate data & information.	6.00 (1.00)	2.00 (1.00)	3.00 (0.67)	4.00 (0.33)	2.00 (1.00)	2.86 (0.51)
Considers the consequences of decisions.	4.00 (1.00)	2.00 (1.00)	1.50 (0.83)	4.00 (0.00)	1.50 (0.83)	2.29 (0.34)
Makes decisions confidently & quickly when necessary.	4.00 (1.00)	1.00 (1.00)	1.00 (1.00)	4.50 (0.50)	1.50 (0.83)	2.14 (0.42)
Planning/Organizing	4.60 (0.73)	2.20 (0.75)	2.20 (0.67)	4.00 (0.35)	2.10 (0.82)	2.69 (0.50)
Effectively schedules work activities & tasks.	4.00 (1.00)	3.00 (1.00)	3.50 (0.83)	3.50 (0.50)	2.50 (0.83)	3.14 (0.67)
Establishes a logical sequence of work activities & assignments.	4.00 (1.00)	2.00 (1.00)	2.00 (0.67)	4.00 (0.67)	2.50 (0.83)	2.71 (0.61)
Maintains information (e.g., documents, data, records, files) in a well-organized manner.	4.00 (1.00)	1.00 (1.00)	2.50 (0.83)	4.00 (0.33)	2.00 (1.00)	2.57 (0.50)
Develops both short & long-range plans that consider relevant cost, schedule & resource information.	6.00 (1.00)	2.00 (1.00)	1.50 (0.83)	4.50 (0.50)	2.00 (1.00)	2.57 (0.50)
Organizes, utilizes & manages time productively.	5.00 (1.00)	3.00 (1.00)	1.50 (0.83)	4.00 (0.00)	1.50 (0.83)	2.43 (0.34)

MANAGER VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Listening	4.80 (0.75)	3.00 (0.79)	2.00 (0.74)	3.60 (0.28)	2.20 (0.75)	2.66 (0.51)
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	4.00 (1.00)	4.00 (1.00)	2.00 (0.67)	3.00 (0.67)	3.00 (1.00)	2.86 (0.67)
Waits out silences and listens patiently without interrupting others.	5.00 (1.00)	3.00 (1.00)	2.50 (0.83)	4.00 (0.00)	1.50 (0.83)	2.71 (0.36)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	5.00 (1.00)	3.00 (1.00)	2.50 (0.83)	3.50 (0.50)	2.00 (0.67)	2.71 (0.61)
Is willing to take the time to understand & listen to employees.	4.00 (1.00)	2.00 (1.00)	1.50 (0.83)	4.00 (0.33)	2.50 (0.83)	2.57 (0.50)
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	6.00 (1.00)	3.00 (1.00)	1.50 (0.83)	3.50 (0.17)	2.00 (1.00)	2.43 (0.47)
Oral Communication	5.60 (0.73)	2.60 (0.73)	2.10 (0.65)	3.80 (0.27)	2.10 (0.77)	2.66 (0.48)
Provides clear, concise & logical answers to questions from others.	5.00 (1.00)	3.00 (1.00)	3.50 (0.83)	4.00 (0.33)	2.00 (0.67)	3.14 (0.51)
Articulates & enunciates clearly when speaking & communicating.	5.00 (1.00)	3.00 (1.00)	2.00 (0.67)	4.50 (0.17)	2.00 (1.00)	2.86 (0.40)
States complex information & thoughts simply and clearly.	5.00 (1.00)	3.00 (1.00)	1.50 (0.83)	3.50 (0.17)	3.00 (1.00)	2.71 (0.47)
Clearly expresses & requests information from others.	6.00 (1.00)	1.00 (1.00)	2.00 (0.67)	4.50 (0.50)	1.50 (0.83)	2.43 (0.44)
Maintains eye contact when speaking to others.	7.00 (1.00)	3.00 (1.00)	1.50 (0.83)	2.50 (0.50)	2.00 (1.00)	2.14 (0.67)
Leadership/Influence	5.00 (0.70)	1.80 (0.75)	2.30 (0.74)	3.60 (0.44)	2.30 (0.63)	2.60 (0.55)
Builds strategic alliances & networks with key people.	4.00 (1.00)	2.00 (1.00)	3.00 (0.67)	3.00 (0.33)	3.00 (0.67)	2.86 (0.55)
Communicates a vision of the organizational future & inspires commitment & support towards this vision from others.	6.00 (1.00)	3.00 (1.00)	2.50 (0.83)	4.00 (0.33)	1.50 (0.83)	2.71 (0.51)
Convinces & persuades others to see his or her perspective & ideas.	4.00 (1.00)	1.00 (1.00)	2.50 (0.83)	4.00 (0.67)	2.00 (0.67)	2.57 (0.57)
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	5.00 (1.00)	2.00 (1.00)	1.50 (0.83)	3.50 (0.50)	2.50 (0.50)	2.43 (0.53)

MANAGER VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Leadership/Influence	5.00 (0.70)	1.80 (0.75)	2.30 (0.74)	3.60 (0.44)	2.30 (0.63)	2.60 (0.55)
Communicates & expresses ideas in a manner that persuades and influences others.	6.00 (1.00)	1.00 (1.00)	2.00 (1.00)	3.50 (0.50)	2.50 (0.83)	2.43 (0.61)
Performance Management	5.00 (0.58)	2.20 (0.75)	2.20 (0.75)	3.70 (0.27)	2.00 (0.74)	2.57 (0.49)
Explores & discusses the causes of employee performance & discipline problems.	4.00 (1.00)	3.00 (1.00)	2.50 (0.83)	3.50 (0.17)	2.50 (0.83)	2.86 (0.51)
Clearly establishes & communicates performance goals & standards with employees.	4.00 (1.00)	3.00 (1.00)	2.00 (0.67)	4.50 (0.50)	1.50 (0.83)	2.71 (0.47)
Clearly communicates employee performance problems in a fair and consistent manner.	7.00 (1.00)	2.00 (1.00)	2.50 (0.83)	3.50 (0.50)	2.50 (0.83)	2.71 (0.66)
Attempts to get commitment from employees to improve performance problems.	6.00 (1.00)	2.00 (1.00)	2.00 (1.00)	3.50 (0.17)	2.00 (0.67)	2.43 (0.47)
Focuses on specific behaviors, instead of personality when employee performance discussions are required.	4.00 (1.00)	1.00 (1.00)	2.00 (0.67)	3.50 (0.17)	1.50 (0.83)	2.14 (0.42)
Problem Analysis	5.00 (0.63)	2.60 (0.60)	2.00 (0.85)	3.50 (0.40)	2.10 (0.72)	2.54 (0.55)
Considers alternatives & generates contingency plans when making decisions & solving problems.	4.00 (1.00)	4.00 (1.00)	2.00 (0.67)	4.00 (0.33)	3.00 (0.67)	3.14 (0.48)
Anticipates potential & future problems.	7.00 (1.00)	1.00 (1.00)	2.00 (1.00)	4.00 (0.67)	2.50 (0.83)	2.57 (0.61)
Gathers & utilizes available information in order to understand and solve organizational issues & problems.	4.00 (1.00)	4.00 (1.00)	2.00 (1.00)	3.00 (0.33)	1.50 (0.83)	2.43 (0.53)
Generates & considers multiple solutions to a problem.	5.00 (1.00)	2.00 (1.00)	2.00 (1.00)	3.50 (0.50)	1.50 (0.83)	2.29 (0.61)
Creates opportunities to be innovative & create new ideas & concepts.	5.00 (1.00)	2.00 (1.00)	2.00 (1.00)	3.00 (0.33)	2.00 (1.00)	2.29 (0.61)

MANAGER VIEW360

Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

These comments are provided on the next pages and are included verbatim without identifying either the rater or rater category to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your executive development plan?

MANAGER VIEW360

Open Ended Comments Summary

STRENGTHS

Manager:

Extremely confident.

Peer:

Facilitates department meetings with great efficiency.

Direct Report:

Honest and trustworthy. Demonstrates control under stress and pressure.

MANAGER VIEW360

Open Ended Comments Summary Continued DEVELOPMENT AREAS

Manager:

Manage/balance expressions of extreme confidence, as it can sometimes be received as arrogant!

Peer:

Should work on incorporating the ideas and solutions received by others into the development plan. Doesn't give credit to the staff members who add valuable input.

Limits/stifles growth of direct reports. Doesn't help to develop staff and recognize those with great potential.

Direct Report:

Doesn't always communicate goals clearly enough to be completed with success.

Arrogant and oftentimes disrespectful to subordinates. Sometimes dishonest so that outcomes work in Chris' favor.

Team Member:

Defensive, untrustworthy and dishonest. Has been the source of countless (unnecessary) issues within the department.

Takes credit for ideas/suggestions provided by others on the team!