

# DEVELOPMENTVIEW360

DevelopmentView360 Profile for:  
Sally Sample  
CONFIDENTIAL

Jan 21 2016



## Summary Feedback Report

### Introduction

The DevelopmentView360 Feedback report is an instrument designed to provide a focus about specific communication, task / project management, and interpersonal competency strengths and development needs. This Feedback Report provides you information about how you are perceived on the 12 job critical supervisory and management competencies of DevelopmentView360.

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

Self	1
Manager	1
Peer	2
Subordinate	2
Team Member	2

### This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Group Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

## Competency Definitions

### Performance Leadership

#### **Drive for Results**

*Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Monitors and addresses team and organizational performance issues.*

#### **Planning**

*Sets realistic & measurable goals and allocate resources.*

#### **Delegation/Follow Up**

*Assigns work, clarify expectations, and define how individual performance will be measured. Develops procedures to evaluate and monitor job activities and tasks on an on-going basis.*

#### **Performance Management**

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

#### **Strategic Problem Analysis**

*Ability to analyze a situation, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.*

### Interpersonal Leadership

#### **Team Building**

*Ability to create and develop motivated, cohesive, and high performance teams.*

#### **Interpersonal Effectiveness**

*Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to understand diverse viewpoints; Expresses sensitivity and empathy towards others.*

#### **Oral Communication/Presentation**

*Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner. Ability to convey thoughts & ideas in a clear and concise manner.*

## Competency Definitions Continued

**Influence/Negotiation**

*Ability to negotiate and effectively resolve interpersonal differences with others. Ability to utilize appropriate interpersonal styles and approaches in facilitating a group towards task achievement.*

**Coaching/Talent Development**

*Ability to attract, develop and retain talent. Ability to coach, train and develop others.*

### Personal Leadership

**Self-Development**

*Ability to effectively manage one's own time, energy and abilities for continuous personal growth and maximum performance.*

**Adaptability**

*Ability to maintain balance and performance under pressure and stress. Ability to effectively cope with ambiguity and change in a constructive manner. Ability to manage emotions effectively.*

## Competency Definitions Continued

### RATING SCALE

-3	Do a Lot Less
-2	Do Less
-1	Do Slightly Less
0	Do the Same
+1	Do Slightly More
+2	Do More
+3	Do a Lot More
NA	Not Observable or Not Applicable

## Self-Awareness Index Introduction

### INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **DevelopmentView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

- ✓ Do More - the competencies in this quadrant are those rated by yourself and others as ones to do more frequently
- ✓ Potentially Do More - the competencies in this quadrant are those rated by yourself to do less frequently but others prefer you do more frequently
- ✓ Do Less - the competencies in this quadrant are those rated by yourself and others as ones to do less frequently
- ✓ Potentially Do Less - the competencies in this quadrant are those rated by yourself to do more frequently but others prefer you do less frequently

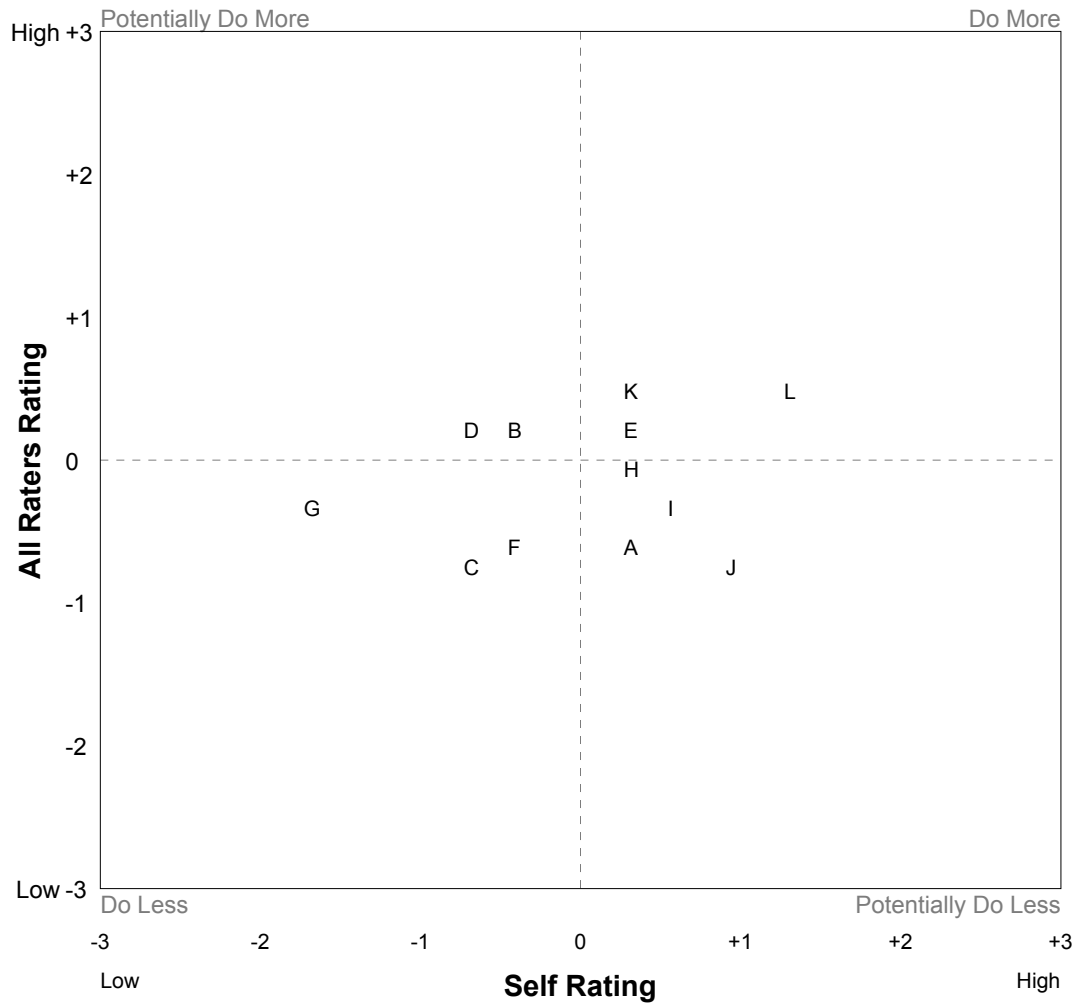
<b>OTHER RATINGS</b>	High	Potentially Do More	Do More
	Low	Do Less	Potentially Do Less
		Low	High

**SELF RATINGS**

### HOW TO USE YOUR SELF-AWARENESS INDEX

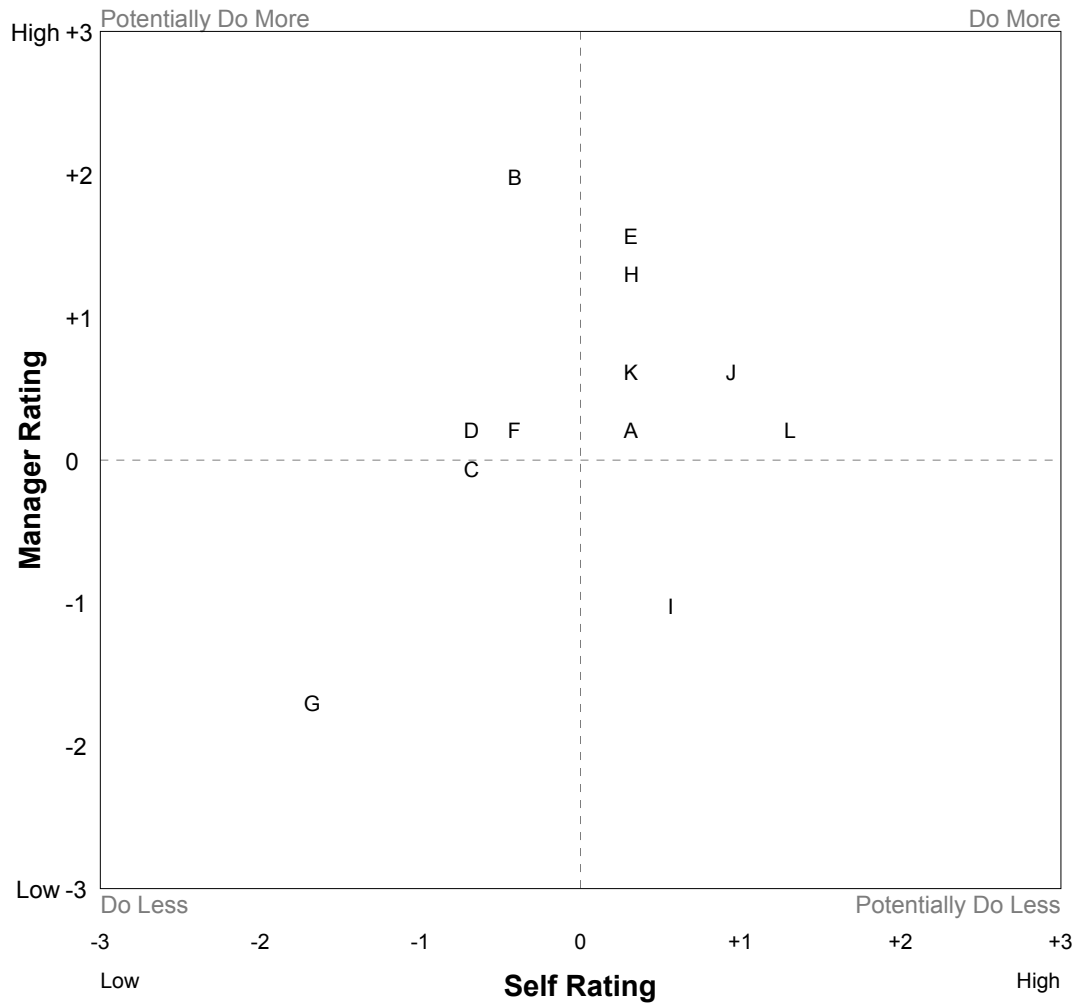
- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other
- ✓ Finally, consider the extent to which your own self-ratings are aligned with those of others to express these behaviors less or more often

## Self-Awareness Index Self - All Raters (N = 7)



	<b>Average Scores</b>	
	<u>Self</u>	<u>All Raters</u>
<b>Do More</b>		
E. Strategic Problem Analysis	0.33	0.29
K. Self-Development	0.33	0.52
L. Adaptability	1.33	0.48
<b>Potentially Do More</b>		
B. Planning	-0.33	0.29
D. Performance Management	-0.67	0.24
<b>Do Less</b>		
C. Delegation/Follow Up	-0.67	-0.71
F. Team Building	-0.33	-0.52
G. Interpersonal Effectiveness	-1.67	-0.29
<b>Potentially Do Less</b>		
A. Drive for Results	0.33	-0.57
H. Oral Communication/Presentation	0.33	0.00
I. Influence/Negotiation	0.67	-0.29
J. Coaching/Talent Development	1.00	-0.62

## Self-Awareness Index Self - Manager (N = 1)



**Average Scores**

Self    Manager

**Do More**

A. Drive for Results	0.33	0.33
E. Strategic Problem Analysis	0.33	1.67
H. Oral Communication/Presentation	0.33	1.33
J. Coaching/Talent Development	1.00	0.67
K. Self-Development	0.33	0.67
L. Adaptability	1.33	0.33

**Potentially Do More**

B. Planning	-0.33	2.00
D. Performance Management	-0.67	0.33
F. Team Building	-0.33	0.33

**Do Less**

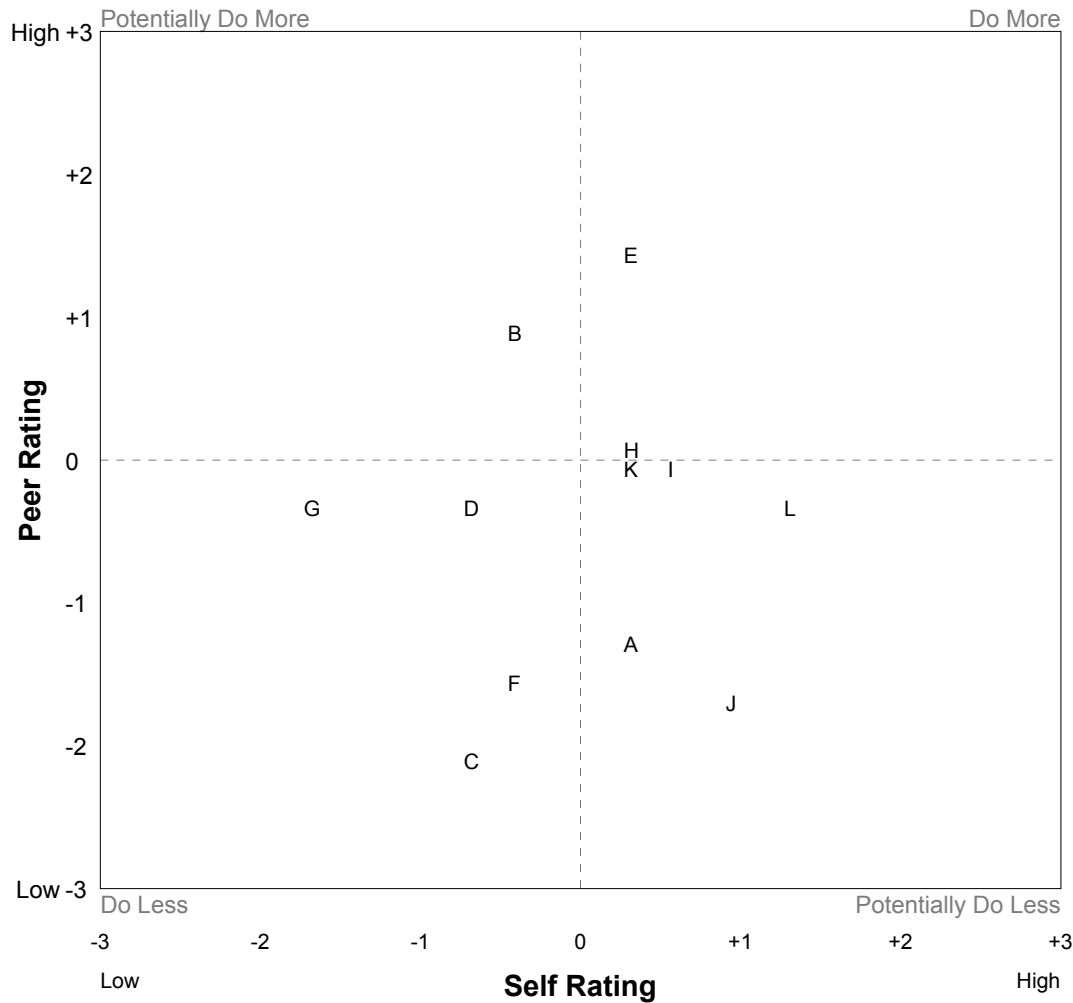
C. Delegation/Follow Up	-0.67	0.00
G. Interpersonal Effectiveness	-1.67	-1.67

**Potentially Do Less**

I. Influence/Negotiation	0.67	-1.00
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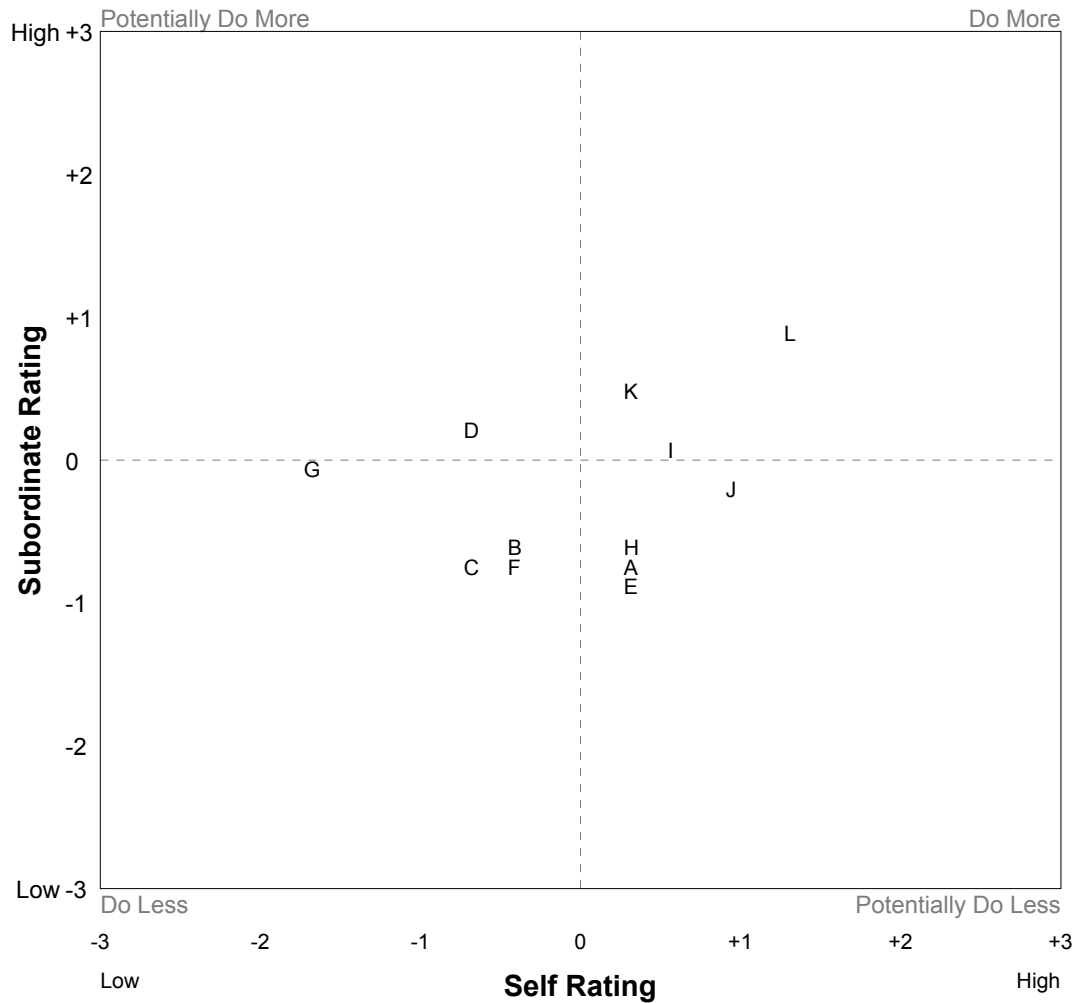
## Self-Awareness Index Self - Peer (N = 2)



**Average Scores**

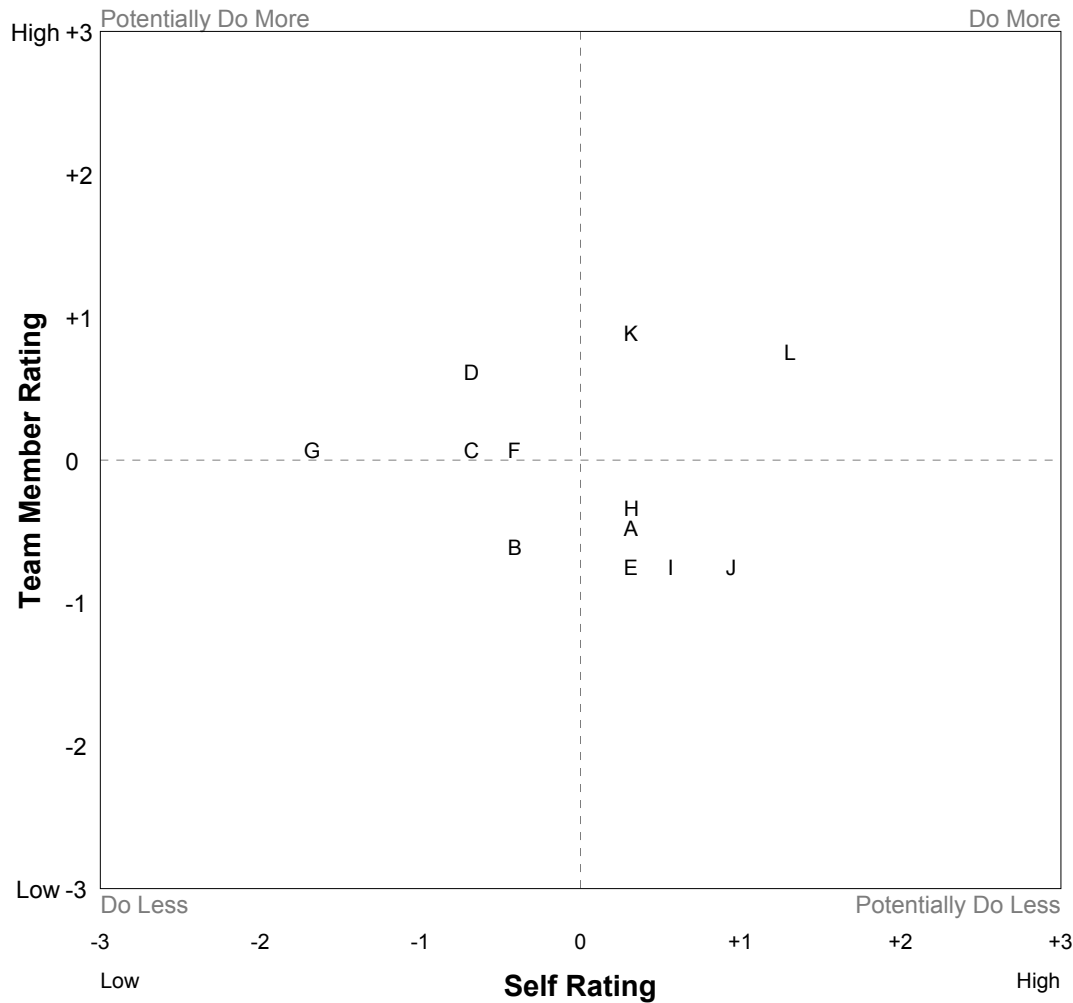
	<u>Self</u>	<u>Peer</u>
<b>Do More</b>		
E. Strategic Problem Analysis	0.33	1.50
H. Oral Communication/Presentation	0.33	0.17
<b>Potentially Do More</b>		
B. Planning	-0.33	1.00
<b>Do Less</b>		
C. Delegation/Follow Up	-0.67	-2.00
D. Performance Management	-0.67	-0.33
F. Team Building	-0.33	-1.50
G. Interpersonal Effectiveness	-1.67	-0.33
<b>Potentially Do Less</b>		
A. Drive for Results	0.33	-1.17
I. Influence/Negotiation	0.67	0.00
J. Coaching/Talent Development	1.00	-1.67
K. Self-Development	0.33	0.00
L. Adaptability	1.33	-0.33

## Self-Awareness Index Self - Subordinate (N = 2)



	Average Scores	
	<u>Self</u>	<u>Subordinate</u>
<b>Do More</b>		
I. Influence/Negotiation	0.67	0.17
K. Self-Development	0.33	0.50
L. Adaptability	1.33	1.00
<b>Potentially Do More</b>		
D. Performance Management	-0.67	0.33
<b>Do Less</b>		
B. Planning	-0.33	-0.50
C. Delegation/Follow Up	-0.67	-0.67
F. Team Building	-0.33	-0.67
G. Interpersonal Effectiveness	-1.67	0.00
<b>Potentially Do Less</b>		
A. Drive for Results	0.33	-0.67
E. Strategic Problem Analysis	0.33	-0.67
H. Oral Communication/Presentation	0.33	-0.50
J. Coaching/Talent Development	1.00	-0.17

## Self-Awareness Index Self - Team Member (N = 2)



	<b>Average Scores</b>	
	<u>Self</u>	<u>Team Member</u>
<b>Do More</b>		
K. Self-Development	0.33	1.00
L. Adaptability	1.33	0.83
<b>Potentially Do More</b>		
C. Delegation/Follow Up	-0.67	0.17
D. Performance Management	-0.67	0.67
F. Team Building	-0.33	0.17
G. Interpersonal Effectiveness	-1.67	0.17
<b>Do Less</b>		
B. Planning	-0.33	-0.50
<b>Potentially Do Less</b>		
A. Drive for Results	0.33	-0.33
E. Strategic Problem Analysis	0.33	-0.67
H. Oral Communication/Presentation	0.33	-0.33
I. Influence/Negotiation	0.67	-0.67
J. Coaching/Talent Development	1.00	-0.67

## Competency Group Introduction

### Competency Group Bar Graphs

Each DevelopmentView360 bar graph compares your self ratings to those of the other rater groups across 3 competency groups:

- Performance Leadership
- Interpersonal Leadership
- Personal Leadership

### How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 3 DevelopmentView360 competency groups. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competency groups are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each DevelopmentView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 7-point scale:

On the bar graphs that follow, the ratings are indicated as shown below:

- |    |                                  |
|----|----------------------------------|
| -3 | Do a Lot Less                    |
| -2 | Do Less                          |
| -1 | Do Slightly Less                 |
| 0  | Do the Same                      |
| +1 | Do Slightly More                 |
| +2 | Do More                          |
| +3 | Do a Lot More                    |
| NA | Not Observable or Not Applicable |

## Competency Group Introduction Continued

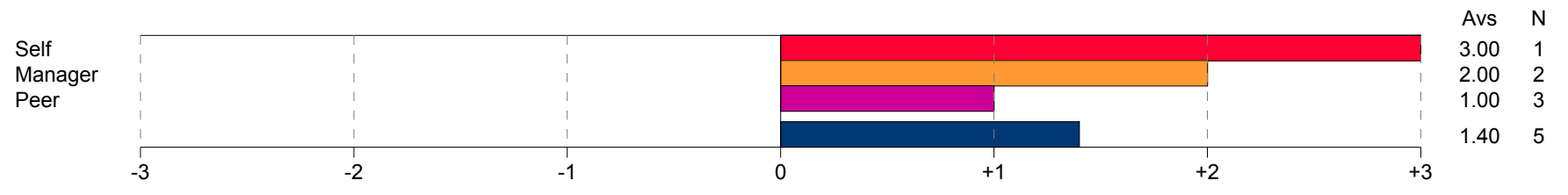
**AP** - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

**NR** - "NR" means no people from a particular rater group have responded.

**N** - "N" shows the number of respondents who answered the questions in this competency group.

**Avs** - "Avs" is the average score and corresponds with the bar length.

### Example



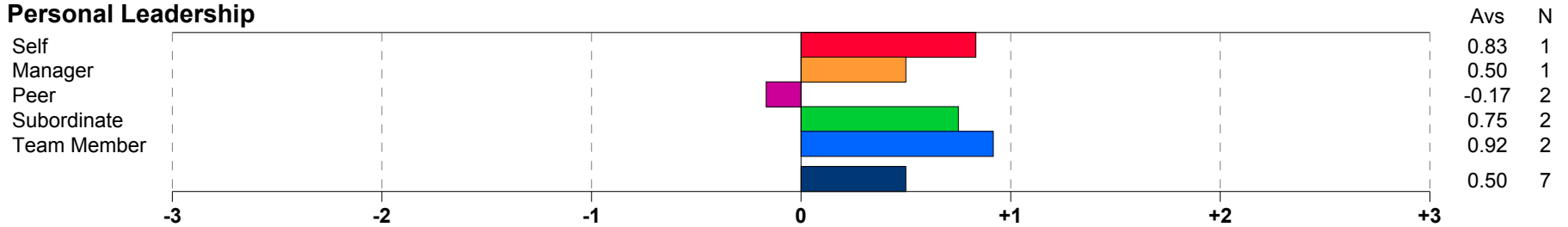
**Range Bars** - shows the range of scores, from the lowest to the highest.

### Rating Scale

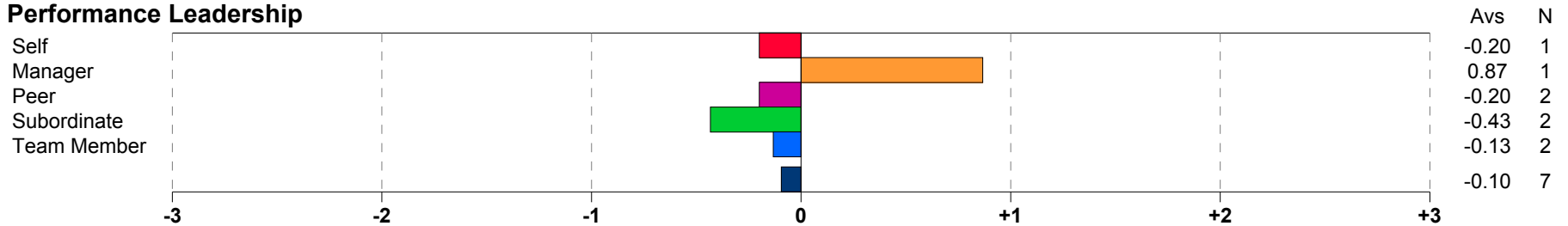
-3 = Do a Lot Less   -2 = Do Less   -1 = Do Slightly Less   0 = Do the Same   +1 = Do Slightly More   +2 = Do More   +3 = Do a Lot More

## Competency Group Summary

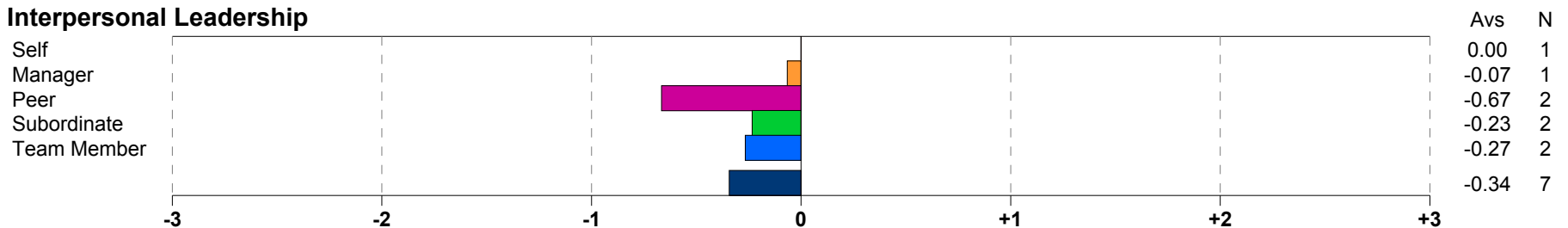
### Personal Leadership



### Performance Leadership

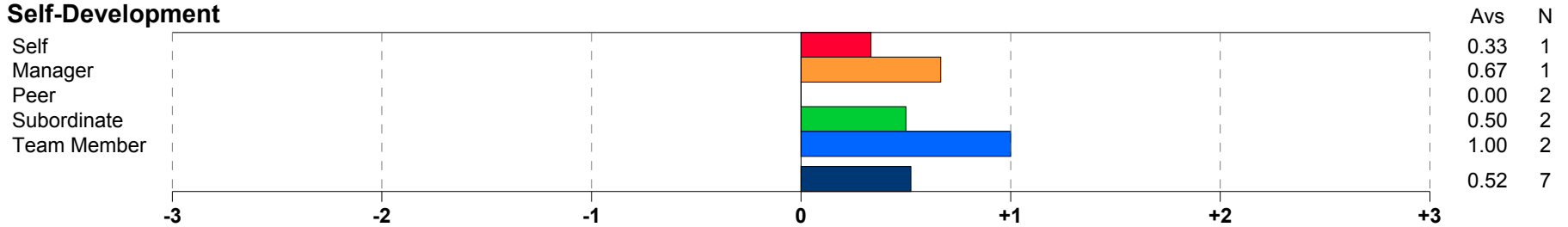


### Interpersonal Leadership

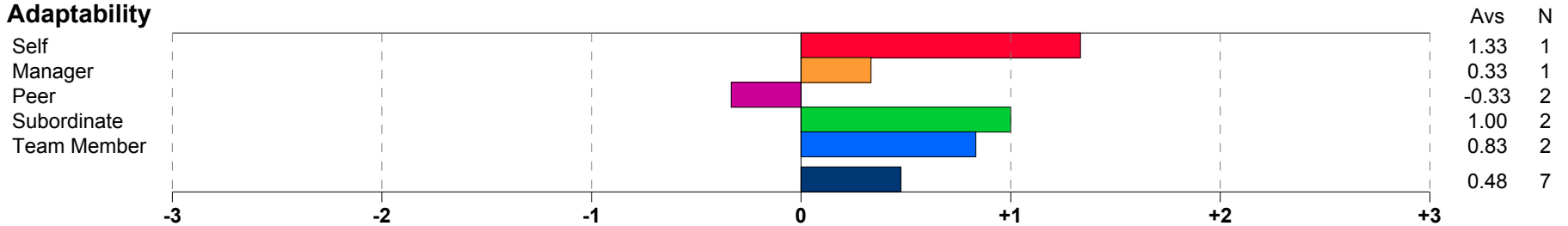


## Competency Summary

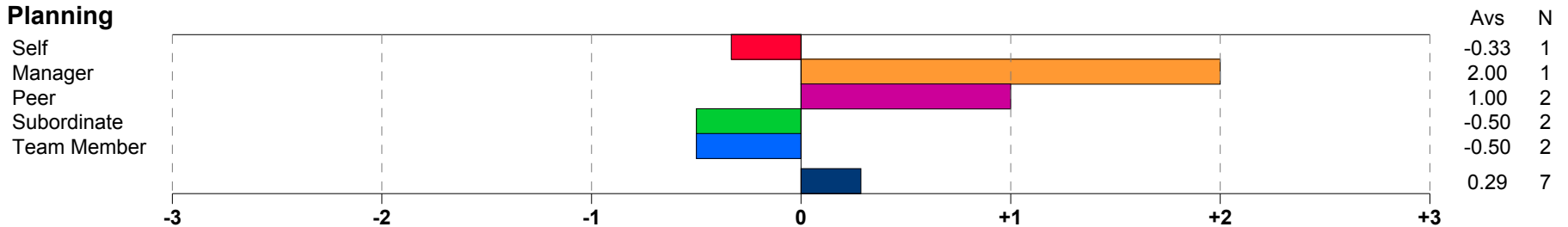
### Self-Development



### Adaptability

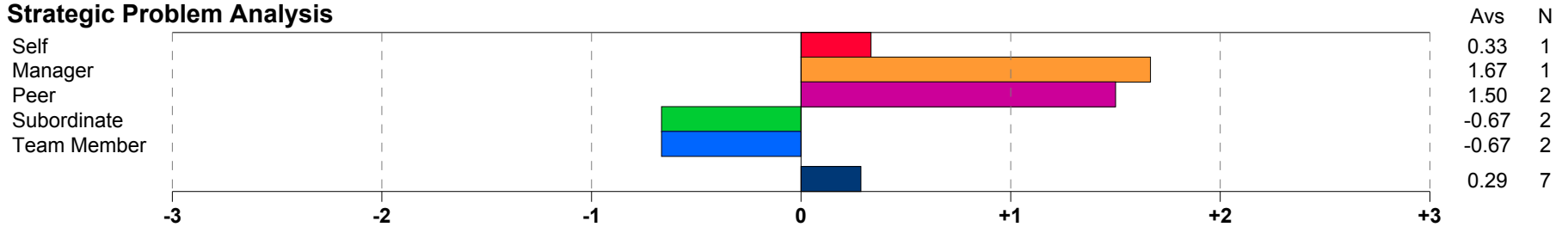


### Planning

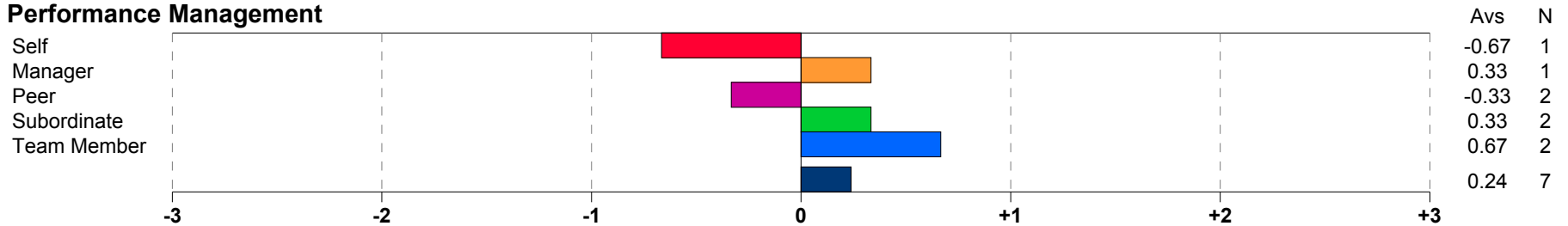


## Competency Summary Continued

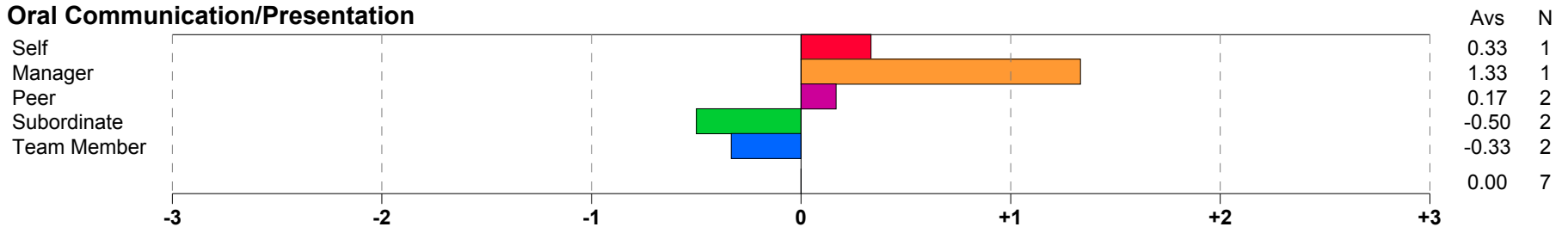
### Strategic Problem Analysis



### Performance Management



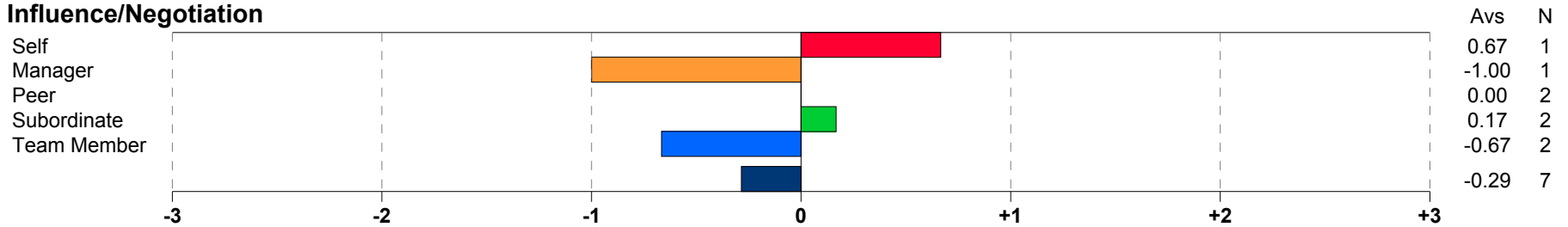
### Oral Communication/Presentation



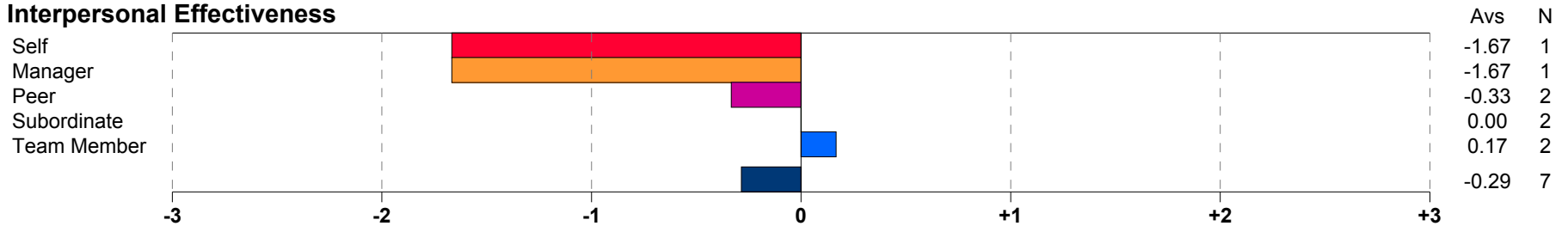


## Competency Summary Continued

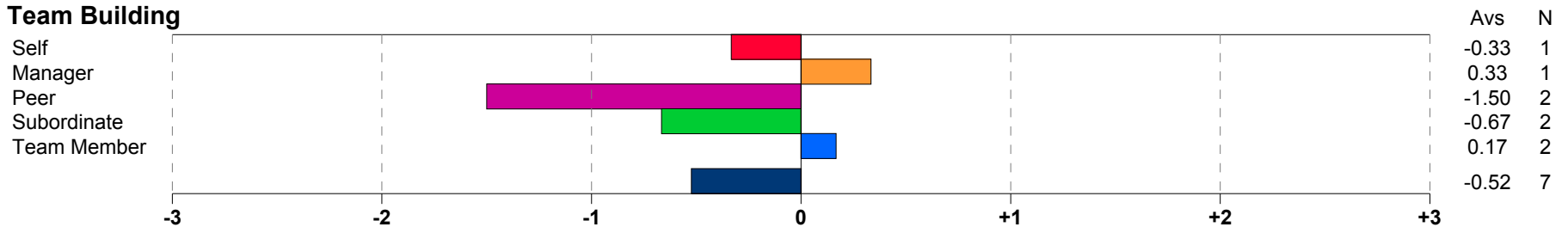
### Influence/Negotiation



### Interpersonal Effectiveness

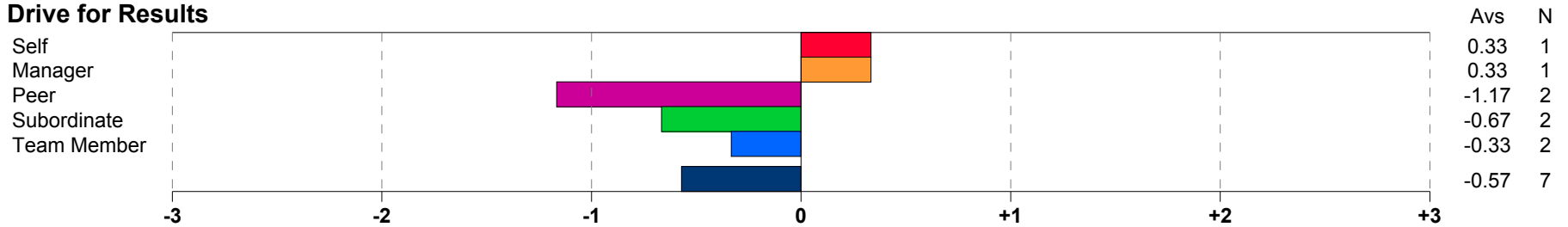


### Team Building

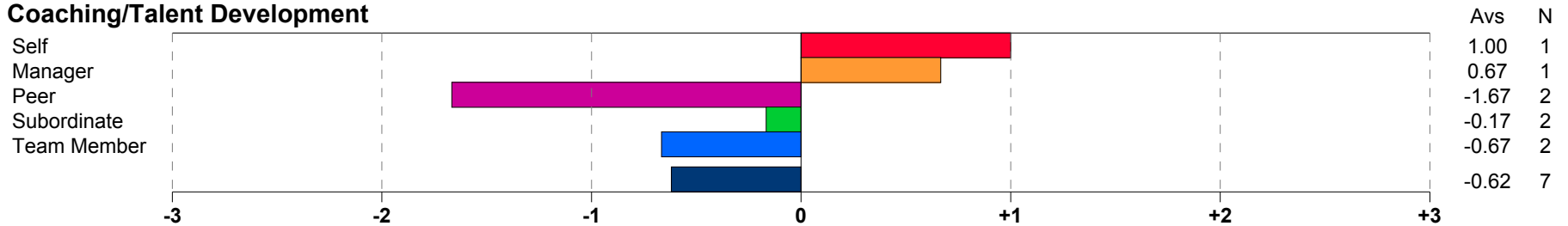


## Competency Summary Continued

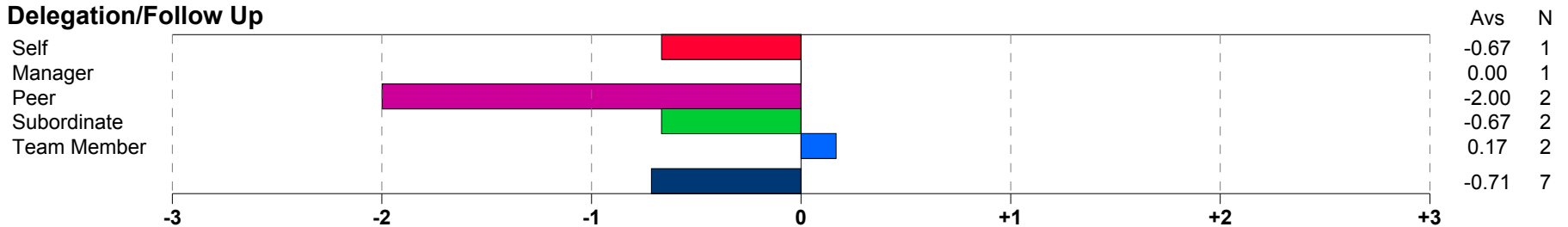
### Drive for Results



### Coaching/Talent Development



### Delegation/Follow Up



## Do More Behaviors - All Raters

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot more to slightly more* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Modifies plans and objectives according to changing circumstances and situations (adaptability and flexibility orientation).	<b>Planning</b>	1.00	0	2	0	0	1	2	2
Reaches conclusions and makes decisions confidently and quickly when necessary (decisive orientation).	<b>Strategic Problem Analysis</b>	1.00	0	0	2	1	1	1	2
Recognizes performance, demonstrates appreciation, and rewards individuals for their efforts and accomplishments (recognition orientation).	<b>Performance Management</b>	1.00	0	1	0	1	2	2	1
Expresses accurate self-insight about his/her knowledge, skills, abilities, and expressed behavior towards others (self-awareness orientation).	<b>Self-Development</b>	1.00	0	1	1	0	1	3	1
Provides candid, direct and truthful feedback to employees about their signature strengths, development areas, and future growth potential (appraisal orientation).	<b>Coaching/Talent Development</b>	0.86	0	1	0	1	2	3	0
Takes a personal interest in others and their feelings (caring orientation).	<b>Interpersonal Effectiveness</b>	0.86	0	0	1	2	1	3	0
Takes prudent risks to experiment and try out new ideas and approaches (flexible orientation).	<b>Self-Development</b>	0.86	0	1	1	0	1	4	0

## Do More Behaviors - All Raters

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Maintains a positive and realistic outlook in the face of ambiguity, change, obstacles, and challenges (optimistic orientation).	<b>Adaptability</b>	<b>0.57</b>	0	1	2	0	2	0	2
Manages workload, pressure, and deadlines in a healthy manner (work/life balance orientation).	<b>Adaptability</b>	<b>0.43</b>	0	1	1	1	2	2	0
Maintains poise, composure, patience, and control of behaviors in the face of interpersonal challenge or threat (emotional control orientation).	<b>Adaptability</b>	<b>0.43</b>	1	0	2	0	1	2	1

## Do More Behaviors - Manager

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot more to slightly more* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Reaches conclusions and makes decisions confidently and quickly when necessary (decisive orientation).	Strategic Problem Analysis	3.00	0	0	0	0	0	0	1
Sets and expresses high performance expectations/standards and aggressive deadlines on assigned tasks, projects and assignments (drive for results).	Delegation/Follow Up	3.00	0	0	0	0	0	0	1
Modifies plans and objectives according to changing circumstances and situations (adaptability and flexibility orientation).	Planning	3.00	0	0	0	0	0	0	1
Seeks and responds non-defensively to feedback and constructive criticism from others (openness orientation).	Self-Development	3.00	0	0	0	0	0	0	1
Focuses on the intimate steps, processes, procedures, and tasks that need to be accomplished to successfully get work done (planning and detail orientation).	Planning	2.00	0	0	0	0	0	1	0
Seeks information, details, and facts from talent about their job activities and progress (detail orientation).	Oral Communication/Presentation	2.00	0	0	0	0	0	1	0
Focuses and emphasizes bottom-line results and outcomes (results orientation).	Drive for Results	2.00	0	0	0	0	0	1	0

## Do More Behaviors - Manager

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Allows employees to push back, challenge the status quo, and introduce improvements and/or changes (challenge the status quo orientation).	<b>Team Building</b>	<b>2.00</b>	0	0	0	0	0	1	0
Includes employees in planning, decision making, and problem solving processes before taking actions (involvement orientation).	<b>Strategic Problem Analysis</b>	<b>2.00</b>	0	0	0	0	0	1	0
Provides candid, direct and truthful feedback to employees about their signature strengths, development areas, and future growth potential (appraisal orientation).	<b>Coaching/Talent Development</b>	<b>2.00</b>	0	0	0	0	0	1	0

## Do More Behaviors - Peer

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot more to slightly more* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Encourages creativity and innovation by fostering a safe environment to try new things (innovation orientation).	Strategic Problem Analysis	2.50	0	0	0	0	0	1	1
Modifies plans and objectives according to changing circumstances and situations (adaptability and flexibility orientation).	Planning	2.50	0	0	0	0	0	1	1
Focuses on the intimate steps, processes, procedures, and tasks that need to be accomplished to successfully get work done (planning and detail orientation).	Planning	2.00	0	0	0	0	1	0	1
Reaches conclusions and makes decisions confidently and quickly when necessary (decisive orientation).	Strategic Problem Analysis	1.50	0	0	0	1	0	0	1
Recognizes performance, demonstrates appreciation, and rewards individuals for their efforts and accomplishments (recognition orientation).	Performance Management	1.50	0	0	0	1	0	0	1
Maintains a positive and realistic outlook in the face of ambiguity, change, obstacles, and challenges (optimistic orientation).	Adaptability	1.00	0	0	0	0	2	0	0
Takes initiative to understand the point of view of others before expressing his/her ideas and opinions (listening orientation).	Oral Communication/Presentation	1.00	0	0	0	0	2	0	0

## Do More Behaviors - Peer

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Includes employees in planning, decision making, and problem solving processes before taking actions (involvement orientation).	<b>Strategic Problem Analysis</b>	<b>0.50</b>	0	0	1	0	0	1	0
Takes prudent risks to experiment and try out new ideas and approaches (flexible orientation).	<b>Self-Development</b>	<b>0.50</b>	0	0	1	0	0	1	0
Seeks out the ideas, recommendations, and opinions of others (input orientation).	<b>Interpersonal Effectiveness</b>	<b>0.50</b>	0	0	1	0	0	1	0
Takes a personal interest in others and their feelings (caring orientation).	<b>Interpersonal Effectiveness</b>	<b>0.50</b>	0	0	0	1	1	0	0
Allows for disagreements to emerge and to be discussed openly (tolerance for conflict orientation).	<b>Influence/Negotiation</b>	<b>0.50</b>	0	0	1	0	0	1	0



## Do More Behaviors - Subordinate

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot more to slightly more* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Takes a personal interest in others and their feelings (caring orientation).	Interpersonal Effectiveness	2.00	0	0	0	0	0	2	0
Expresses and asserts his/her ideas, suggestions, and opinions when appropriate (assertive orientation).	Influence/Negotiation	2.00	0	0	0	0	0	2	0
Maintains poise, composure, patience, and control of behaviors in the face of interpersonal challenge or threat (emotional control orientation).	Adaptability	2.00	0	0	0	0	0	2	0
Utilizes employee's skills, knowledge, and experiences by delegating appropriate tasks and assignments to them (delegation orientation).	Delegation/Follow Up	1.50	0	0	0	0	1	1	0
Takes prudent risks to experiment and try out new ideas and approaches (flexible orientation).	Self-Development	1.50	0	0	0	0	1	1	0
Provides candid, direct and truthful feedback to employees about their signature strengths, development areas, and future growth potential (appraisal orientation).	Coaching/Talent Development	1.50	0	0	0	0	1	1	0
Maintains a positive and realistic outlook in the face of ambiguity, change, obstacles, and challenges (optimistic orientation).	Adaptability	1.00	0	0	1	0	0	0	1

## Do More Behaviors - Subordinate

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Expresses accurate self-insight about his/her knowledge, skills, abilities, and expressed behavior towards others (self-awareness orientation).	<b>Self-Development</b>	1.00	0	0	1	0	0	0	1
Confronts and addresses individual and team performance issues and problems in a timely manner (accountability orientation).	<b>Performance Management</b>	1.00	0	0	0	1	0	1	0
Promotes collaboration, cooperation, and harmony with the team (team orientation).	<b>Team Building</b>	1.00	0	0	0	1	0	1	0

## Do More Behaviors - Team Member

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot more to slightly more* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Promotes collaboration, cooperation, and harmony with the team (team orientation).	<b>Team Building</b>	2.00	0	0	0	0	0	2	0
Recognizes performance, demonstrates appreciation, and rewards individuals for their efforts and accomplishments (recognition orientation).	<b>Performance Management</b>	2.00	0	0	0	0	0	2	0
Takes prudent risks to experiment and try out new ideas and approaches (flexible orientation).	<b>Self-Development</b>	2.00	0	0	0	0	0	2	0
Expresses accurate self-insight about his/her knowledge, skills, abilities, and expressed behavior towards others (self-awareness orientation).	<b>Self-Development</b>	2.00	0	0	0	0	0	2	0
Allows employees to take initiative, set their own goals and focus on getting things done in the short-term without interference (trust orientation).	<b>Planning</b>	1.50	0	0	0	0	1	1	0
Seeks information, details, and facts from talent about their job activities and progress (detail orientation).	<b>Oral Communication/Presentation</b>	1.50	0	0	0	0	1	1	0
Provides candid, direct and truthful feedback to employees about their signature strengths, development areas, and future growth potential (appraisal orientation).	<b>Coaching/Talent Development</b>	1.50	0	0	0	0	1	1	0

## Do More Behaviors - Team Member

Do More Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Manages workload, pressure, and deadlines in a healthy manner (work/life balance orientation).	<b>Adaptability</b>	1.00	0	0	0	1	0	1	0
Maintains poise, composure, patience, and control of behaviors in the face of interpersonal challenge or threat (emotional control orientation).	<b>Adaptability</b>	1.00	0	0	1	0	0	0	1
Utilizes employee's skills, knowledge, and experiences by delegating appropriate tasks and assignments to them (delegation orientation).	<b>Delegation/Follow Up</b>	1.00	0	0	0	1	0	1	0
Takes a personal interest in others and their feelings (caring orientation).	<b>Interpersonal Effectiveness</b>	1.00	0	0	0	1	0	1	0
Acknowledges the feelings and needs of others (personal orientation).	<b>Interpersonal Effectiveness</b>	1.00	0	0	1	0	0	0	1

## Do Less Behaviors - All Raters

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot less to slightly less* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Develops and expresses strategic ideas to realize future business goals and opportunities (big-picture orientation).	<b>Drive for Results</b>	<b>-1.57</b>	3	0	2	2	0	0	0
Supports and promotes the ideas, suggestions, and recommendations of talent (mentoring orientation).	<b>Coaching/Talent Development</b>	<b>-1.43</b>	1	2	3	1	0	0	0
Empowers employees to manage issues and problems that arise in their job without getting directly involved (empowerment orientation).	<b>Delegation/Follow Up</b>	<b>-1.29</b>	1	3	2	0	0	1	0
Creates and implements meaningful developmental experiences for talent to facilitate professional and career growth (development coaching orientation).	<b>Coaching/Talent Development</b>	<b>-1.29</b>	1	2	2	2	0	0	0
Allows employees to push back, challenge the status quo, and introduce improvements and/or changes (challenge the status quo orientation).	<b>Team Building</b>	<b>-1.14</b>	1	3	1	1	0	1	0
Seeks out the ideas, recommendations, and opinions of others (input orientation).	<b>Interpersonal Effectiveness</b>	<b>-1.00</b>	1	2	2	1	0	1	0
Negotiates and agrees on “win-win” solutions to problems and issues (collaborative orientation)	<b>Influence/Negotiation</b>	<b>-1.00</b>	0	2	3	2	0	0	0

## Do Less Behaviors - All Raters

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Sets and expresses high performance expectations/standards and aggressive deadlines on assigned tasks, projects and assignments (drive for results).	<b>Delegation/Follow Up</b>	<b>-0.86</b>	1	3	1	0	1	0	1
Acknowledges the feelings and needs of others (personal orientation).	<b>Interpersonal Effectiveness</b>	<b>-0.71</b>	0	4	1	0	1	0	1
Includes employees in planning, decision making, and problem solving processes before taking actions (involvement orientation).	<b>Strategic Problem Analysis</b>	<b>-0.43</b>	1	2	1	0	1	2	0
Measures, monitors and tracks details of individual, team, and organizational activities and outcomes (performance management orientation).	<b>Drive for Results</b>	<b>-0.43</b>	0	3	1	1	1	0	1

## Do Less Behaviors - Manager

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot less to slightly less* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Empowers employees to manage issues and problems that arise in their job without getting directly involved (empowerment orientation).	Delegation/Follow Up	-2.00	0	1	0	0	0	0	0
Promotes collaboration, cooperation, and harmony with the team (team orientation).	Team Building	-2.00	0	1	0	0	0	0	0
Acknowledges the feelings and needs of others (personal orientation).	Interpersonal Effectiveness	-2.00	0	1	0	0	0	0	0
Seeks out the ideas, recommendations, and opinions of others (input orientation).	Interpersonal Effectiveness	-2.00	0	1	0	0	0	0	0
Negotiates and agrees on “win-win” solutions to problems and issues (collaborative orientation)	Influence/Negotiation	-2.00	0	1	0	0	0	0	0
Expresses and asserts his/her ideas, suggestions, and opinions when appropriate (assertive orientation).	Influence/Negotiation	-2.00	0	1	0	0	0	0	0
Takes prudent risks to experiment and try out new ideas and approaches (flexible orientation).	Self-Development	-2.00	0	1	0	0	0	0	0
Utilizes employee’s skills, knowledge, and experiences by delegating appropriate tasks and assignments to them (delegation orientation).	Delegation/Follow Up	-1.00	0	0	1	0	0	0	0

## Do Less Behaviors - Manager

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Confronts and addresses individual and team performance issues and problems in a timely manner (accountability orientation).	<b>Performance Management</b>	-1.00	0	0	1	0	0	0	0
Develops and expresses strategic ideas to realize future business goals and opportunities (big-picture orientation).	<b>Drive for Results</b>	-1.00	0	0	1	0	0	0	0
Takes a personal interest in others and their feelings (caring orientation).	<b>Interpersonal Effectiveness</b>	-1.00	0	0	1	0	0	0	0
Maintains a positive and realistic outlook in the face of ambiguity, change, obstacles, and challenges (optimistic orientation).	<b>Adaptability</b>	-1.00	0	0	1	0	0	0	0



## Do Less Behaviors - Peer

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot less to slightly less* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Empowers employees to manage issues and problems that arise in their job without getting directly involved (empowerment orientation).	<b>Delegation/Follow Up</b>	<b>-2.50</b>	1	1	0	0	0	0	0
Promotes collaboration, cooperation, and harmony with the team (team orientation).	<b>Team Building</b>	<b>-2.50</b>	1	1	0	0	0	0	0
Creates and implements meaningful developmental experiences for talent to facilitate professional and career growth (development coaching orientation).	<b>Coaching/Talent Development</b>	<b>-2.50</b>	1	1	0	0	0	0	0
Utilizes employee's skills, knowledge, and experiences by delegating appropriate tasks and assignments to them (delegation orientation).	<b>Delegation/Follow Up</b>	<b>-2.00</b>	0	2	0	0	0	0	0
Develops and expresses strategic ideas to realize future business goals and opportunities (big-picture orientation).	<b>Drive for Results</b>	<b>-2.00</b>	1	0	1	0	0	0	0
Acknowledges the feelings and needs of others (personal orientation).	<b>Interpersonal Effectiveness</b>	<b>-2.00</b>	0	2	0	0	0	0	0
Maintains poise, composure, patience, and control of behaviors in the face of interpersonal challenge or threat (emotional control orientation).	<b>Adaptability</b>	<b>-2.00</b>	1	0	1	0	0	0	0

## Do Less Behaviors - Peer

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Sets and expresses high performance expectations/standards and aggressive deadlines on assigned tasks, projects and assignments (drive for results).	<b>Delegation/Follow Up</b>	<b>-1.50</b>	0	1	1	0	0	0	0
Provides employees with direct and timely feedback about work performance and progress (feedback orientation).	<b>Performance Management</b>	<b>-1.50</b>	0	1	1	0	0	0	0
Allows employees to take initiative, set their own goals and focus on getting things done in the short-term without interference (trust orientation).	<b>Planning</b>	<b>-1.50</b>	0	1	1	0	0	0	0
Measures, monitors and tracks details of individual, team, and organizational activities and outcomes (performance management orientation).	<b>Drive for Results</b>	<b>-1.50</b>	0	1	1	0	0	0	0
Supports and promotes the ideas, suggestions, and recommendations of talent (mentoring orientation).	<b>Coaching/Talent Development</b>	<b>-1.50</b>	0	1	1	0	0	0	0

## Do Less Behaviors - Subordinate

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot less to slightly less* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Develops and expresses strategic ideas to realize future business goals and opportunities (big-picture orientation).	<b>Drive for Results</b>	<b>-3.00</b>	2	0	0	0	0	0	0
Sets and expresses high performance expectations/standards and aggressive deadlines on assigned tasks, projects and assignments (drive for results).	<b>Delegation/Follow Up</b>	<b>-2.50</b>	1	1	0	0	0	0	0
Includes employees in planning, decision making, and problem solving processes before taking actions (involvement orientation).	<b>Strategic Problem Analysis</b>	<b>-2.50</b>	1	1	0	0	0	0	0
Allows employees to push back, challenge the status quo, and introduce improvements and/or changes (challenge the status quo orientation).	<b>Team Building</b>	<b>-2.50</b>	1	1	0	0	0	0	0
Seeks out the ideas, recommendations, and opinions of others (input orientation).	<b>Interpersonal Effectiveness</b>	<b>-1.50</b>	1	0	0	1	0	0	0
Seeks information, details, and facts from talent about their job activities and progress (detail orientation).	<b>Oral Communication/Presentation</b>	<b>-1.50</b>	0	1	1	0	0	0	0
Negotiates and agrees on “win-win” solutions to problems and issues (collaborative orientation)	<b>Influence/Negotiation</b>	<b>-1.50</b>	0	1	1	0	0	0	0

## Do Less Behaviors - Subordinate

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Focuses on the intimate steps, processes, procedures, and tasks that need to be accomplished to successfully get work done (planning and detail orientation).	<b>Planning</b>	-1.00	0	1	0	1	0	0	0
Empowers employees to manage issues and problems that arise in their job without getting directly involved (empowerment orientation).	<b>Delegation/Follow Up</b>	-1.00	0	0	2	0	0	0	0
Creates and implements meaningful developmental experiences for talent to facilitate professional and career growth (development coaching orientation).	<b>Coaching/Talent Development</b>	-1.00	0	0	2	0	0	0	0
Supports and promotes the ideas, suggestions, and recommendations of talent (mentoring orientation).	<b>Coaching/Talent Development</b>	-1.00	0	0	2	0	0	0	0
Seeks and responds non-defensively to feedback and constructive criticism from others (openness orientation).	<b>Self-Development</b>	-1.00	0	1	0	1	0	0	0

## Do Less Behaviors - Team Member

The following behaviors were identified by your raters as the ones that you should demonstrate and express *a lot less to slightly less* often. They are rank ordered and identified by relevant competency to provide you with the most important behaviors to help focus your development efforts.

The number of raters who responded is shown for each rating level of the behavior. A box indicates your own self-rating of the behavior. (Note: If there is no box present for an item, it means that you did not answer that question).

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Focuses on the intimate steps, processes, procedures, and tasks that need to be accomplished to successfully get work done (planning and detail orientation).	<b>Planning</b>	-2.50	1	1	0	0	0	0	0
Supports and promotes the ideas, suggestions, and recommendations of talent (mentoring orientation).	<b>Coaching/Talent Development</b>	-2.50	1	1	0	0	0	0	0
Encourages creativity and innovation by fostering a safe environment to try new things (innovation orientation).	<b>Strategic Problem Analysis</b>	-2.00	1	0	1	0	0	0	0
Takes initiative to understand the point of view of others before expressing his/her ideas and opinions (listening orientation).	<b>Oral Communication/Presentation</b>	-2.00	0	2	0	0	0	0	0
Allows employees to push back, challenge the status quo, and introduce improvements and/or changes (challenge the status quo orientation).	<b>Team Building</b>	-1.50	0	1	1	0	0	0	0
Seeks out the ideas, recommendations, and opinions of others (input orientation).	<b>Interpersonal Effectiveness</b>	-1.50	0	1	1	0	0	0	0
Expresses and asserts his/her ideas, suggestions, and opinions when appropriate (assertive orientation).	<b>Influence/Negotiation</b>	-1.00	0	1	0	1	0	0	0

## Do Less Behaviors - Team Member

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Creates and implements meaningful developmental experiences for talent to facilitate professional and career growth (development coaching orientation).	<b>Coaching/Talent Development</b>	-1.00	0	1	0	1	0	0	0
Seeks and responds non-defensively to feedback and constructive criticism from others (openness orientation).	<b>Self-Development</b>	-1.00	0	1	0	1	0	0	0
Measures, monitors and tracks details of individual, team, and organizational activities and outcomes (performance management orientation).	<b>Drive for Results</b>	-0.50	0	1	0	0	1	0	0
Focuses and emphasizes bottom-line results and outcomes (results orientation).	<b>Drive for Results</b>	-0.50	0	0	1	1	0	0	0
Modifies plans and objectives according to changing circumstances and situations (adaptability and flexibility orientation).	<b>Planning</b>	-0.50	0	1	0	0	1	0	0
Expresses ideas and opinions in a confident, persuasive, and convincing manner (influence orientation).	<b>Oral Communication/Presentation</b>	-0.50	0	0	1	1	0	0	0
Includes employees in planning, decision making, and problem solving processes before taking actions (involvement orientation).	<b>Strategic Problem Analysis</b>	-0.50	0	1	0	0	1	0	0
Allows for disagreements to emerge and to be discussed openly (tolerance for conflict orientation).	<b>Influence/Negotiation</b>	-0.50	0	1	0	0	1	0	0
Negotiates and agrees on "win-win" solutions to problems and issues (collaborative orientation)	<b>Influence/Negotiation</b>	-0.50	0	0	1	1	0	0	0

## Do Less Behaviors - Team Member

Do Less Behaviors	Competency	Average Score	-3- Do a Lot Less	-2- Do Less	-1- Do Slightly Less	0- Do the Same	+1- Do Slightly More	+2- Do More	+3- Do a Lot More
Sets and expresses high performance expectations/standards and aggressive deadlines on assigned tasks, projects and assignments (drive for results).	Delegation/Follow Up	<b>-0.50</b>	0	1	0	0	1	0	0

## Behavior Summary

The average score for each DevelopmentView360 competency and questions are summarized below for each rater category using the -3 (Do a Lot Less) to +3 (Do a Lot More) development scale. The last column summarizes the average scores for all raters *excluding* the "self" rating. 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.

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
<b>Self-Development</b>	<b>0.33</b>	<b>0.67</b>	<b>0.00</b>	<b>0.50</b>	<b>1.00</b>	<b>0.52</b>
Expresses accurate self-insight about his/her knowledge, skills, abilities, and expressed behavior towards others (self-awareness orientation).	0.00	1.00	0.00	1.00	2.00	1.00
Takes prudent risks to experiment and try out new ideas and approaches (flexible orientation).	2.00	-2.00	0.50	1.50	2.00	0.86
Seeks and responds non-defensively to feedback and constructive criticism from others (openness orientation).	-1.00	3.00	-0.50	-1.00	-1.00	-0.29
<b>Adaptability</b>	<b>1.33</b>	<b>0.33</b>	<b>-0.33</b>	<b>1.00</b>	<b>0.83</b>	<b>0.48</b>
Maintains a positive and realistic outlook in the face of ambiguity, change, obstacles, and challenges (optimistic orientation).	2.00	-1.00	1.00	1.00	0.50	0.57
Manages workload, pressure, and deadlines in a healthy manner (work/life balance orientation).	2.00	1.00	0.00	0.00	1.00	0.43
Maintains poise, composure, patience, and control of behaviors in the face of interpersonal challenge or threat (emotional control orientation).	0.00	1.00	-2.00	2.00	1.00	0.43
<b>Planning</b>	<b>-0.33</b>	<b>2.00</b>	<b>1.00</b>	<b>-0.50</b>	<b>-0.50</b>	<b>0.29</b>
Modifies plans and objectives according to changing circumstances and situations (adaptability and flexibility orientation).	0.00	3.00	2.50	0.00	-0.50	1.00



## Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
<b>Planning</b>	<b>-0.33</b>	<b>2.00</b>	<b>1.00</b>	<b>-0.50</b>	<b>-0.50</b>	<b>0.29</b>
Allows employees to take initiative, set their own goals and focus on getting things done in the short-term without interference (trust orientation).	2.00	1.00	-1.50	-0.50	1.50	0.00
Focuses on the intimate steps, processes, procedures, and tasks that need to be accomplished to successfully get work done (planning and detail orientation).	-3.00	2.00	2.00	-1.00	-2.50	-0.14
<b>Strategic Problem Analysis</b>	<b>0.33</b>	<b>1.67</b>	<b>1.50</b>	<b>-0.67</b>	<b>-0.67</b>	<b>0.29</b>
Reaches conclusions and makes decisions confidently and quickly when necessary (decisive orientation).	2.00	3.00	1.50	0.00	0.50	1.00
Encourages creativity and innovation by fostering a safe environment to try new things (innovation orientation).	-2.00	0.00	2.50	0.50	-2.00	0.29
Includes employees in planning, decision making, and problem solving processes before taking actions (involvement orientation).	1.00	2.00	0.50	-2.50	-0.50	-0.43
<b>Performance Management</b>	<b>-0.67</b>	<b>0.33</b>	<b>-0.33</b>	<b>0.33</b>	<b>0.67</b>	<b>0.24</b>
Recognizes performance, demonstrates appreciation, and rewards individuals for their efforts and accomplishments (recognition orientation).	-1.00	1.00	1.50	-0.50	2.00	1.00
Confronts and addresses individual and team performance issues and problems in a timely manner (accountability orientation).	-2.00	-1.00	-1.00	1.00	0.00	-0.14
Provides employees with direct and timely feedback about work performance and progress (feedback orientation).	1.00	1.00	-1.50	0.50	0.00	-0.14
<b>Oral Communication/Presentation</b>	<b>0.33</b>	<b>1.33</b>	<b>0.17</b>	<b>-0.50</b>	<b>-0.33</b>	<b>0.00</b>
Seeks information, details, and facts from talent about their job activities and progress (detail orientation).	-2.00	2.00	0.00	-1.50	1.50	0.29

## Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
<b>Oral Communication/Presentation</b>	<b>0.33</b>	<b>1.33</b>	<b>0.17</b>	<b>-0.50</b>	<b>-0.33</b>	<b>0.00</b>
Takes initiative to understand the point of view of others before expressing his/her ideas and opinions (listening orientation).	1.00	1.00	1.00	0.50	-2.00	0.00
Expresses ideas and opinions in a confident, persuasive, and convincing manner (influence orientation).	2.00	1.00	-0.50	-0.50	-0.50	-0.29
<b>Influence/Negotiation</b>	<b>0.67</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.17</b>	<b>-0.67</b>	<b>-0.29</b>
Allows for disagreements to emerge and to be discussed openly (tolerance for conflict orientation).	0.00	1.00	0.50	0.00	-0.50	0.14
Expresses and asserts his/her ideas, suggestions, and opinions when appropriate (assertive orientation).	3.00	-2.00	0.00	2.00	-1.00	0.00
Negotiates and agrees on "win-win" solutions to problems and issues (collaborative orientation)	-1.00	-2.00	-0.50	-1.50	-0.50	-1.00
<b>Interpersonal Effectiveness</b>	<b>-1.67</b>	<b>-1.67</b>	<b>-0.33</b>	<b>0.00</b>	<b>0.17</b>	<b>-0.29</b>
Takes a personal interest in others and their feelings (caring orientation).	-3.00	-1.00	0.50	2.00	1.00	0.86
Acknowledges the feelings and needs of others (personal orientation).	0.00	-2.00	-2.00	-0.50	1.00	-0.71
Seeks out the ideas, recommendations, and opinions of others (input orientation).	-2.00	-2.00	0.50	-1.50	-1.50	-1.00
<b>Team Building</b>	<b>-0.33</b>	<b>0.33</b>	<b>-1.50</b>	<b>-0.67</b>	<b>0.17</b>	<b>-0.52</b>
Promotes collaboration, cooperation, and harmony with the team (team orientation).	-2.00	-2.00	-2.50	1.00	2.00	-0.14
Trusts and empowers team members to make changes, implement decisions, and solve problems on their own (empowerment orientation).	1.00	1.00	-1.00	-0.50	0.00	-0.29

## Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
<b>Team Building</b>	<b>-0.33</b>	<b>0.33</b>	<b>-1.50</b>	<b>-0.67</b>	<b>0.17</b>	<b>-0.52</b>
Allows employees to push back, challenge the status quo, and introduce improvements and/or changes (challenge the status quo orientation).	0.00	2.00	-1.00	-2.50	-1.50	-1.14
<b>Drive for Results</b>	<b>0.33</b>	<b>0.33</b>	<b>-1.17</b>	<b>-0.67</b>	<b>-0.33</b>	<b>-0.57</b>
Focuses and emphasizes bottom-line results and outcomes (results orientation).	2.00	2.00	0.00	0.50	-0.50	0.29
Measures, monitors and tracks details of individual, team, and organizational activities and outcomes (performance management orientation).	-1.00	0.00	-1.50	0.50	-0.50	-0.43
Develops and expresses strategic ideas to realize future business goals and opportunities (big-picture orientation).	0.00	-1.00	-2.00	-3.00	0.00	-1.57
<b>Coaching/Talent Development</b>	<b>1.00</b>	<b>0.67</b>	<b>-1.67</b>	<b>-0.17</b>	<b>-0.67</b>	<b>-0.62</b>
Provides candid, direct and truthful feedback to employees about their signature strengths, development areas, and future growth potential (appraisal orientation).	2.00	2.00	-1.00	1.50	1.50	0.86
Creates and implements meaningful developmental experiences for talent to facilitate professional and career growth (development coaching orientation).	3.00	0.00	-2.50	-1.00	-1.00	-1.29
Supports and promotes the ideas, suggestions, and recommendations of talent (mentoring orientation).	-2.00	0.00	-1.50	-1.00	-2.50	-1.43
<b>Delegation/Follow Up</b>	<b>-0.67</b>	<b>0.00</b>	<b>-2.00</b>	<b>-0.67</b>	<b>0.17</b>	<b>-0.71</b>
Utilizes employee's skills, knowledge, and experiences by delegating appropriate tasks and assignments to them (delegation orientation).	0.00	-1.00	-2.00	1.50	1.00	0.00
Sets and expresses high performance expectations/standards and aggressive deadlines on assigned tasks, projects and assignments (drive for results).	-1.00	3.00	-1.50	-2.50	-0.50	-0.86

### Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
<b>Delegation/Follow Up</b>	<b>-0.67</b>	<b>0.00</b>	<b>-2.00</b>	<b>-0.67</b>	<b>0.17</b>	<b>-0.71</b>
Empowers employees to manage issues and problems that arise in their job without getting directly involved (empowerment orientation).	-1.00	-2.00	-2.50	-1.00	0.00	-1.29

## 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:

- ✓ What are the specific behaviors (not more than two) that this individual can increase (or start doing) to maximize his/her effectiveness and success?
- ✓ What are the specific behaviors (not more than two) that this individual can decrease (or stop doing) to maximize his/her effectiveness and success?

These comments are provided on the next pages and are included verbatim without identifying the rater 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?

**Open Ended Comments Summary**  
**Do More**

**Open Ended Comments Summary Continued**  
**Do Less**

## Development Planning Guide

### Examining Your DevelopmentView360 Feedback Report

Your reactions to your DevelopmentView360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

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What is it about your results that lead you to feel this way?

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What new insights, if any, do you get from your results?

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How do your perceptions compare to those of other rater groups? Are there any important trends?

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What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

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## Development Planning Guide Continued

### Deciding What Competencies To Work On

The table below summarizes the 12 DevelopmentView360 competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development action plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
<b>Performance Leadership</b>	Drive for Results		
	Planning		
	Delegation/Follow Up		
	Performance Management		
	Strategic Problem Analysis		
<b>Interpersonal Leadership</b>	Team Building		
	Interpersonal Effectiveness		
	Oral Communication/Presentation		
	Influence/Negotiation		
	Coaching/Talent Development		
<b>Personal Leadership</b>	Self-Development		
	Adaptability		

## Development Planning Guide Continued

### Focusing On Development

List three scale strengths based upon your DevelopmentView360 results below:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

List three possible development scales based upon your DevelopmentView360 results below:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Developing skills can be challenging because it almost always means replacing current behavior with a new pattern of behavior. This is not easy! The action planning process helps to increase your success. Research shows that desired change is more likely to be successful when:

- ✓ The desired skills and behaviors are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

## Development Planning Guide Continued

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your DevelopmentView360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

## Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results Achieved:	