

EXECUTIVEVIEW360

ExecutiveView360 Profile for:
Sally Sample
Envisia Learning

Feb 13 2015



Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 22 job relevant competencies of ExecutiveView360.

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
- ✓ 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

Visionary Leadership

Develops a clear direction and "picture" for the future of the business. Creates a long term, big picture view of the business. Changes established thinking. Creates a climate that supports future based thinking, analysis, and decision-making.

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.

Technological Leadership

Understands and drives the strategy to use technological tools, instruments, and communications of the highest technological advances. Allocates financial and human resources to acquire and utilize the most appropriate technologies in information, communication and operational systems for competitive advantage.

Financial Leadership

Understands and applies key financial information in the development of strategy, allocation of resources, capital expenditures, and overall corporate decision-making. Effectively allocates resources through the development and analysis of income and expense budgets. Able to analyze the numbers associated with financial statements and balance sheets.

Cross-Functional Leadership

Maximizes value by ensuring that all decisions and practices add superior value. Effectively builds cross-functional capabilities through strategic alliances. Effectively encourages cross-functional partnerships in achieving corporate goals.

Depth of Industry Knowledge

Is a consummate consumer of industry information. Frequently attends seminars, conferences, classes, and other educational opportunities to deepen industry knowledge. Teaches (shares) with others information, knowledge, and industry best practices.

Political Leadership

Understands the dynamics of political systems and power relationships within the organization. Strategically asserts political power and influence to achieve organizational goals and objectives. Fosters a culture that minimizes the negative aspects of political infighting.

Strategic Problem Analysis

Analyzes situations, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Competency Definitions Continued

Decision Making

Makes high quality decisions when required. Thinks and plans strategically.

Change Leadership

Entrepreneurial Leadership

Seeks opportunities to expand existing businesses. Take strategic risks in entering new markets, developing new products, and funding new business ventures.

Driving Strategic Direction

Identifies and communicates achievable organizational strategies and initiatives. Identifies potential risks and opportunities to achieve business goals and objectives.

Driving Change

Drives innovation and change. Creates and inspires innovative ideas, technologies and processes. Values and creates opportunities for innovative thinking that leads to the development of new products or services. Understands the need to allocate time, energy, and financial resources to creating a culture of innovation.

Interpersonal Leadership

Building Strategic Relationships

Initiates and cultivates strategic internal and external networking relationships that foster both individual and organizational goals. Builds and maintains effective and collaborative relationships with diverse stakeholders.

Empowering Others

Inspires extraordinary performance by fostering empowerment. Motivates others to achieve superior business performance by supporting autonomy and independence. Supports risk taking and innovation.

Team Building

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

Interpersonal Effectiveness

Manages interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others.

Competency Definitions Continued

Communication/ Presentation

Presents individual and organizational viewpoints to groups in a clear and persuasive manner. Able to express written and oral thoughts in a clear and concise manner.

Influence/Negotiation

Negotiates and effectively resolves interpersonal differences with others. Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Coaching/Talent Development

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

Personal Leadership

Self-Development

Manage one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Flexibility

Maintains balance and performance under pressure and stress. Effectively copes with ambiguity and change in a constructive manner.

Engenders Trust

Acts with courage. Confronts difficult issues and takes constructive and responsible action. Acts with integrity. Displays honesty and candor.

Competency Definitions Continued

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 |

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 **ExecutiveView360**.

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:

- ✓ Potential Strengths - the competencies represented in this quadrant are those in which others rate you above average but you rate yourself below average relative to the norms. Others recognize these as potential strengths, but you do not
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths -- assets on which you can leverage and capitalize on
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognize these as potential strengths, but others do not
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas -- opportunities to potentially focus on

| | | | |
|----------------------|------|-----------------------------|-----------------------------|
| OTHER RATINGS | High | Potential Strengths | Confirmed Strengths |
| | Low | Confirmed Development Areas | Potential Development Areas |
| | | Low | High |

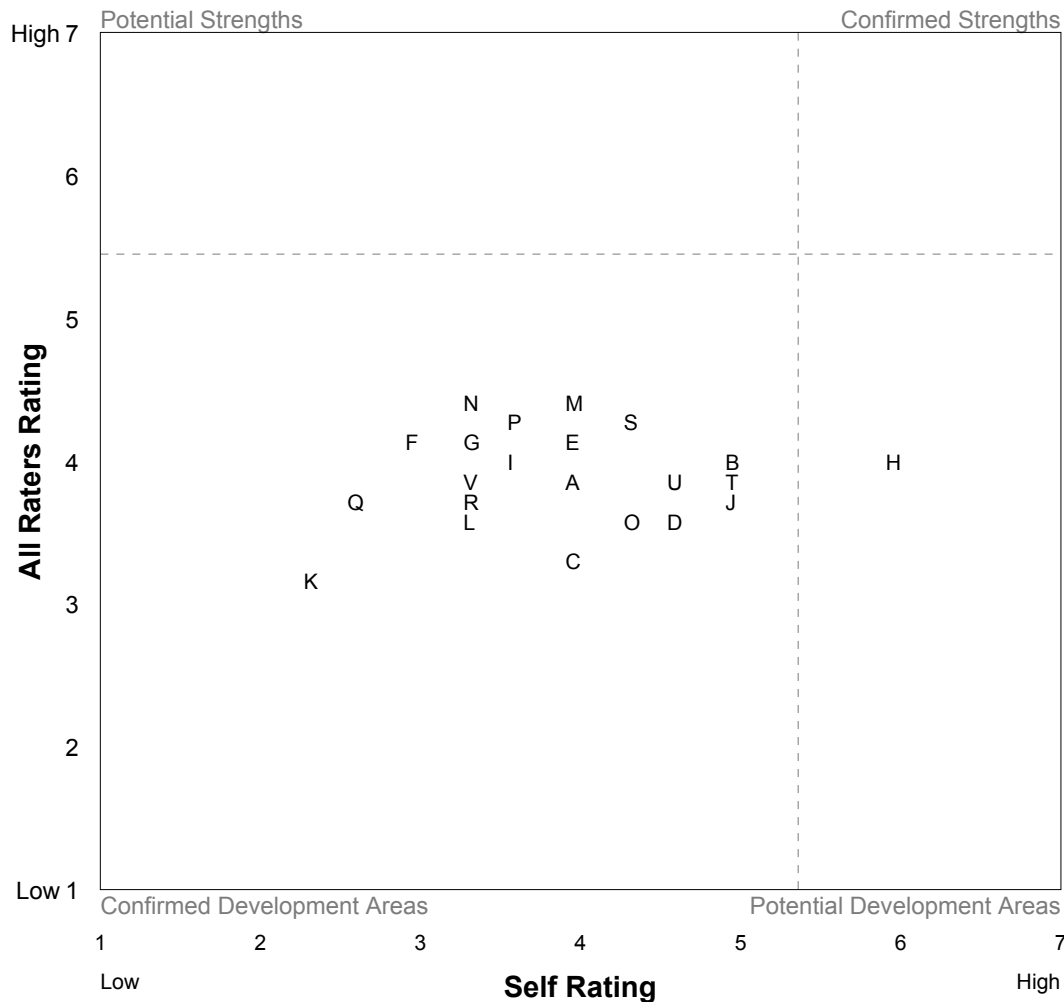
SELF RATINGS

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. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

Self-Awareness Index

Self - All Raters (N = 7)



Average Scores

| | <u>Self</u> | <u>All Raters</u> |
|--|-------------|-------------------|
|--|-------------|-------------------|

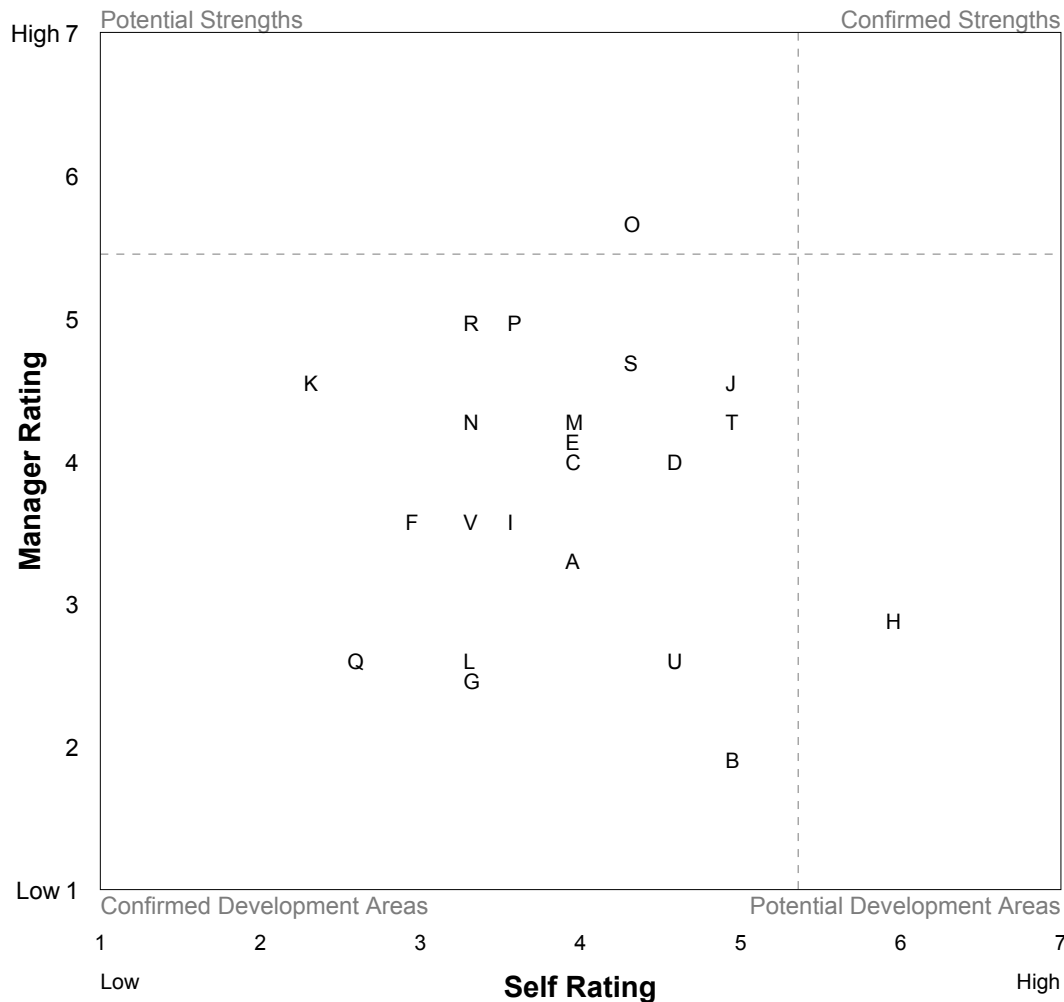
Confirmed Development Areas

| | | |
|-------------------------------------|------|------|
| A. Visionary Leadership | 4.00 | 3.95 |
| B. Drive for Results | 5.00 | 4.10 |
| C. Technological Leadership | 4.00 | 3.38 |
| D. Financial Leadership | 4.67 | 3.62 |
| E. Cross-Functional Leadership | 4.00 | 4.19 |
| F. Depth of Industry Knowledge | 3.00 | 4.14 |
| G. Political Leadership | 3.33 | 4.24 |
| I. Decision Making | 3.67 | 4.10 |
| J. Entrepreneurial Leadership | 5.00 | 3.95 |
| K. Driving Strategic Direction | 2.33 | 3.24 |
| L. Driving Change | 3.33 | 3.62 |
| M. Building Strategic Relationships | 4.00 | 4.43 |
| N. Empowering Others | 3.33 | 4.48 |
| O. Team Building | 4.33 | 3.71 |
| P. Interpersonal Effectiveness | 3.67 | 4.38 |
| Q. Communication/ Presentation | 2.67 | 3.76 |
| R. Influence/Negotiation | 3.33 | 3.81 |
| S. Coaching/Talent Development | 4.40 | 4.34 |
| T. Self-Development | 5.00 | 3.95 |
| U. Adaptability/Flexibility | 4.67 | 3.95 |
| V. Engenders Trust | 3.33 | 3.86 |

Potential Development Areas

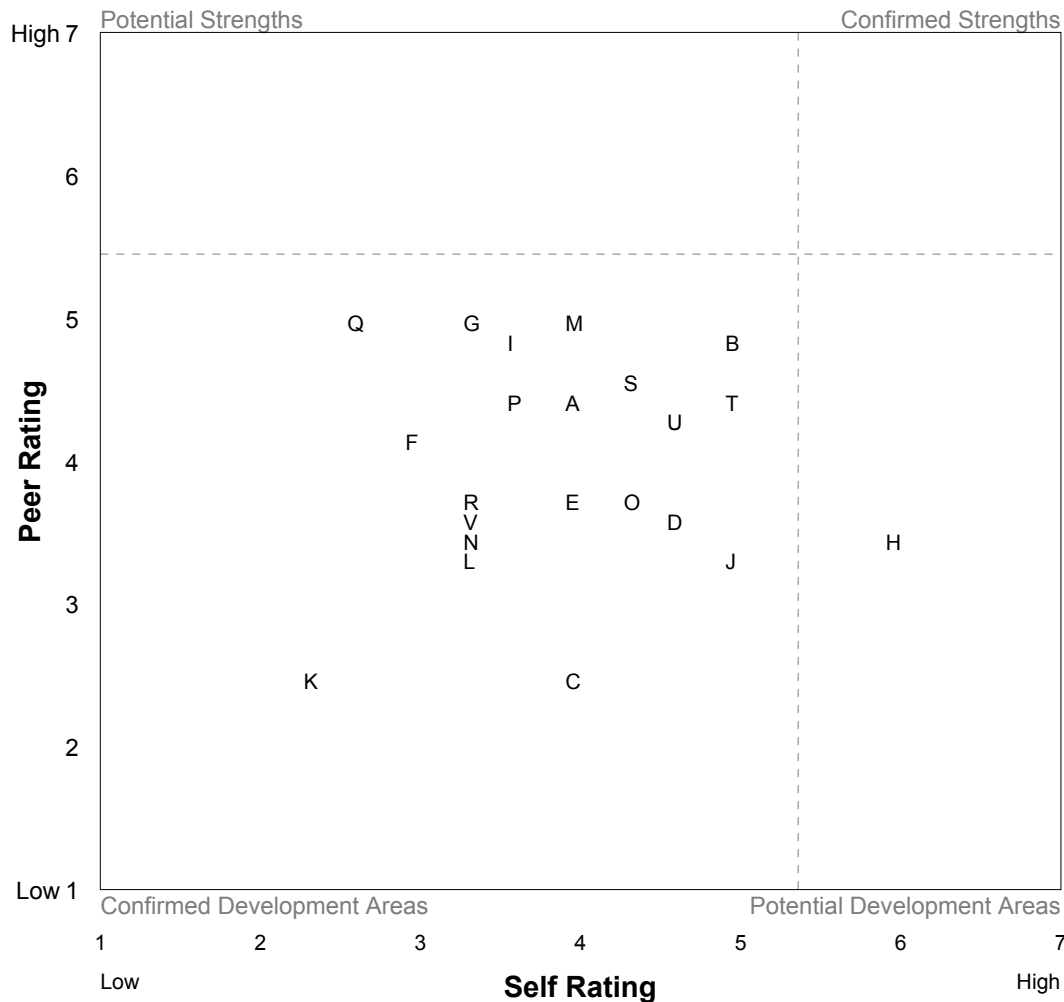
| | | |
|-------------------------------|------|------|
| H. Strategic Problem Analysis | 6.00 | 4.05 |
|-------------------------------|------|------|

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



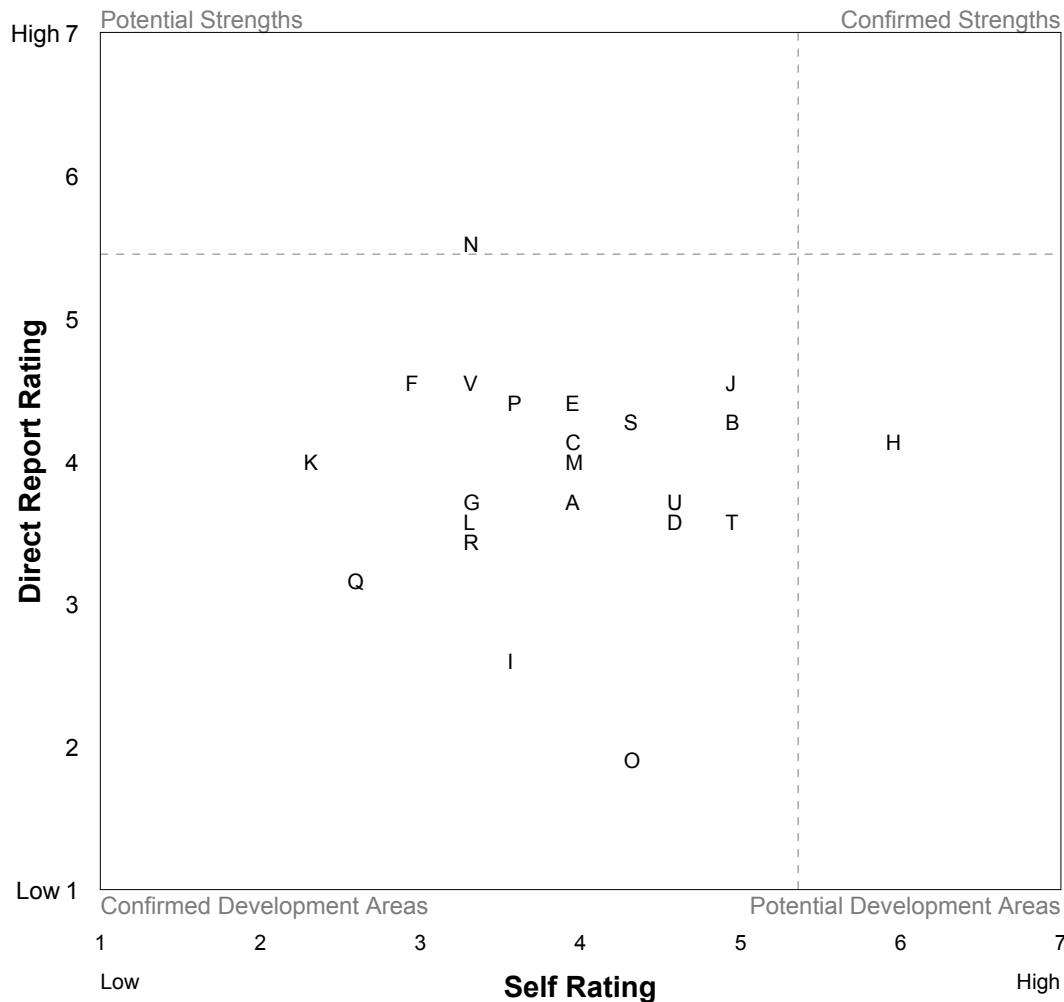
| | Average Scores | |
|-------------------------------------|-----------------------|----------------|
| | <u>Self</u> | <u>Manager</u> |
| Potential Strengths | | |
| O. Team Building | 4.33 | 5.67 |
| Confirmed Development Areas | | |
| A. Visionary Leadership | 4.00 | 3.33 |
| B. Drive for Results | 5.00 | 2.00 |
| C. Technological Leadership | 4.00 | 4.00 |
| D. Financial Leadership | 4.67 | 4.00 |
| E. Cross-Functional Leadership | 4.00 | 4.33 |
| F. Depth of Industry Knowledge | 3.00 | 3.67 |
| G. Political Leadership | 3.33 | 2.67 |
| I. Decision Making | 3.67 | 3.67 |
| J. Entrepreneurial Leadership | 5.00 | 4.67 |
| K. Driving Strategic Direction | 2.33 | 4.67 |
| L. Driving Change | 3.33 | 2.67 |
| M. Building Strategic Relationships | 4.00 | 4.33 |
| N. Empowering Others | 3.33 | 4.33 |
| P. Interpersonal Effectiveness | 3.67 | 5.00 |
| Q. Communication/ Presentation | 2.67 | 2.67 |
| R. Influence/Negotiation | 3.33 | 5.00 |
| S. Coaching/Talent Development | 4.40 | 4.80 |
| T. Self-Development | 5.00 | 4.33 |
| U. Adaptability/Flexibility | 4.67 | 2.67 |
| V. Engenders Trust | 3.33 | 3.67 |
| Potential Development Areas | | |
| H. Strategic Problem Analysis | 6.00 | 3.00 |

Self-Awareness Index
Self - Peer (N = 2)



| | Average Scores | |
|-------------------------------------|----------------|------|
| | Self | Peer |
| Confirmed Development Areas | | |
| A. Visionary Leadership | 4.00 | 4.50 |
| B. Drive for Results | 5.00 | 4.83 |
| C. Technological Leadership | 4.00 | 2.50 |
| D. Financial Leadership | 4.67 | 3.67 |
| E. Cross-Functional Leadership | 4.00 | 3.83 |
| F. Depth of Industry Knowledge | 3.00 | 4.17 |
| G. Political Leadership | 3.33 | 5.00 |
| I. Decision Making | 3.67 | 4.83 |
| J. Entrepreneurial Leadership | 5.00 | 3.33 |
| K. Driving Strategic Direction | 2.33 | 2.50 |
| L. Driving Change | 3.33 | 3.33 |
| M. Building Strategic Relationships | 4.00 | 5.00 |
| N. Empowering Others | 3.33 | 3.67 |
| O. Team Building | 4.33 | 3.83 |
| P. Interpersonal Effectiveness | 3.67 | 4.50 |
| Q. Communication/ Presentation | 2.67 | 5.00 |
| R. Influence/Negotiation | 3.33 | 3.83 |
| S. Coaching/Talent Development | 4.40 | 4.60 |
| T. Self-Development | 5.00 | 4.50 |
| U. Adaptability/Flexibility | 4.67 | 4.33 |
| V. Engenders Trust | 3.33 | 3.67 |
| Potential Development Areas | | |
| H. Strategic Problem Analysis | 6.00 | 3.50 |

Self-Awareness Index Self - Direct Report (N = 2)



Average Scores

| | <u>Self</u> | <u>Direct Report</u> |
|--|-------------|----------------------|
|--|-------------|----------------------|

Potential Strengths

| | | |
|----------------------|------|------|
| N. Empowering Others | 3.33 | 5.50 |
|----------------------|------|------|

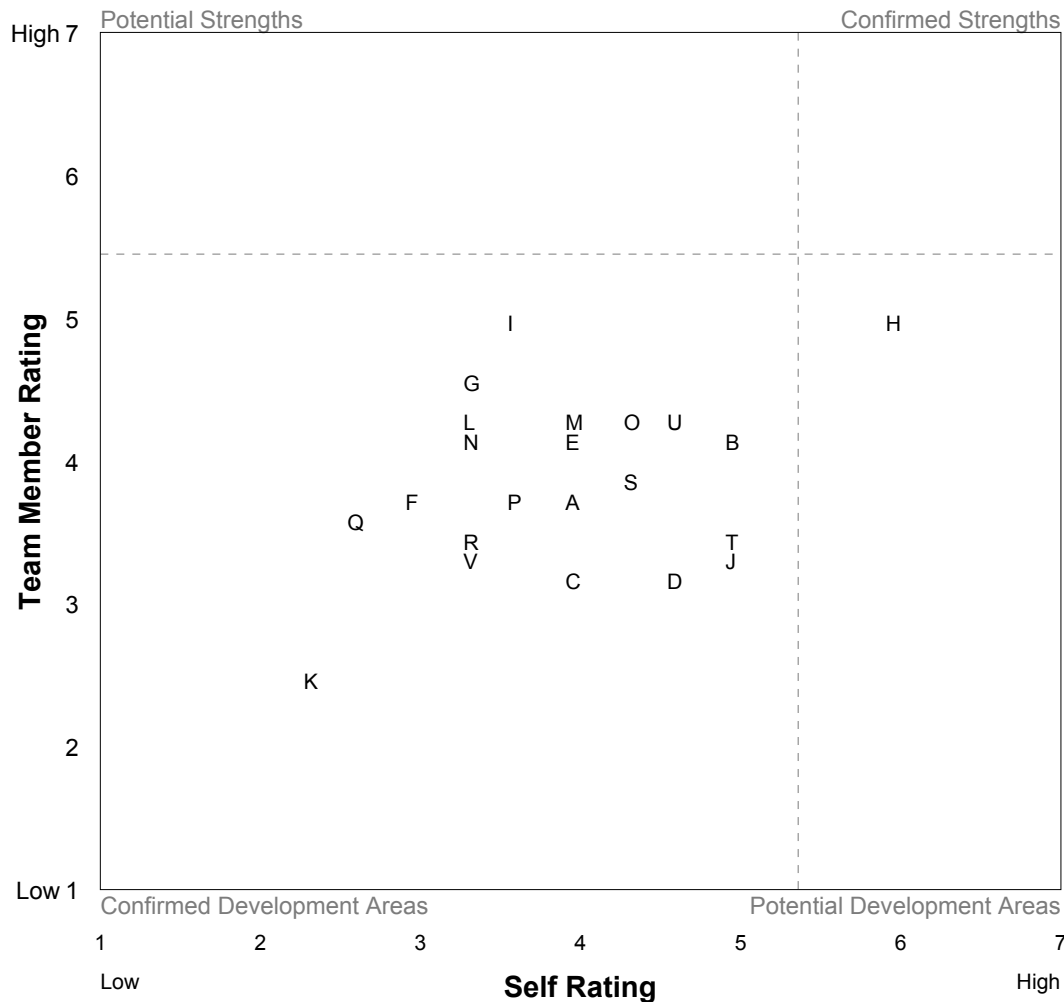
Confirmed Development Areas

| | | |
|-------------------------------------|------|------|
| A. Visionary Leadership | 4.00 | 3.83 |
| B. Drive for Results | 5.00 | 4.33 |
| C. Technological Leadership | 4.00 | 4.17 |
| D. Financial Leadership | 4.67 | 3.83 |
| E. Cross-Functional Leadership | 4.00 | 4.50 |
| F. Depth of Industry Knowledge | 3.00 | 4.67 |
| G. Political Leadership | 3.33 | 3.83 |
| I. Decision Making | 3.67 | 2.67 |
| J. Entrepreneurial Leadership | 5.00 | 4.67 |
| K. Driving Strategic Direction | 2.33 | 4.00 |
| L. Driving Change | 3.33 | 3.67 |
| M. Building Strategic Relationships | 4.00 | 4.00 |
| O. Team Building | 4.33 | 2.00 |
| P. Interpersonal Effectiveness | 3.67 | 4.50 |
| Q. Communication/ Presentation | 2.67 | 3.17 |
| R. Influence/Negotiation | 3.33 | 3.50 |
| S. Coaching/Talent Development | 4.40 | 4.30 |
| T. Self-Development | 5.00 | 3.67 |
| U. Adaptability/Flexibility | 4.67 | 3.83 |
| V. Engenders Trust | 3.33 | 4.67 |

Potential Development Areas

| | | |
|-------------------------------|------|------|
| H. Strategic Problem Analysis | 6.00 | 4.17 |
|-------------------------------|------|------|

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



Average Scores

| | <u>Self</u> | <u>Team Member</u> |
|--|-------------|--------------------|
|--|-------------|--------------------|

Confirmed Development Areas

| | | |
|-------------------------------------|------|------|
| A. Visionary Leadership | 4.00 | 3.83 |
| B. Drive for Results | 5.00 | 4.17 |
| C. Technological Leadership | 4.00 | 3.17 |
| D. Financial Leadership | 4.67 | 3.17 |
| E. Cross-Functional Leadership | 4.00 | 4.17 |
| F. Depth of Industry Knowledge | 3.00 | 3.83 |
| G. Political Leadership | 3.33 | 4.67 |
| I. Decision Making | 3.67 | 5.00 |
| J. Entrepreneurial Leadership | 5.00 | 3.50 |
| K. Driving Strategic Direction | 2.33 | 2.50 |
| L. Driving Change | 3.33 | 4.33 |
| M. Building Strategic Relationships | 4.00 | 4.33 |
| N. Empowering Others | 3.33 | 4.33 |
| O. Team Building | 4.33 | 4.33 |
| P. Interpersonal Effectiveness | 3.67 | 3.83 |
| Q. Communication/ Presentation | 2.67 | 3.67 |
| R. Influence/Negotiation | 3.33 | 3.50 |
| S. Coaching/Talent Development | 4.40 | 3.90 |
| T. Self-Development | 5.00 | 3.50 |
| U. Adaptability/Flexibility | 4.67 | 4.33 |
| V. Engenders Trust | 3.33 | 3.33 |

Potential Development Areas

| | | |
|-------------------------------|------|------|
| H. Strategic Problem Analysis | 6.00 | 5.00 |
|-------------------------------|------|------|

Competency Group Introduction

Competency Group Bar Graphs

Each ExecutiveView360 bar graph compares your self ratings to those of the other rater groups across 4 competency groups:

- Performance Leadership
- Change 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 4 ExecutiveView360 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 ExecutiveView360 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:

- | | |
|----|----------------------------------|
| 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 |

Competency Group Introduction Continued

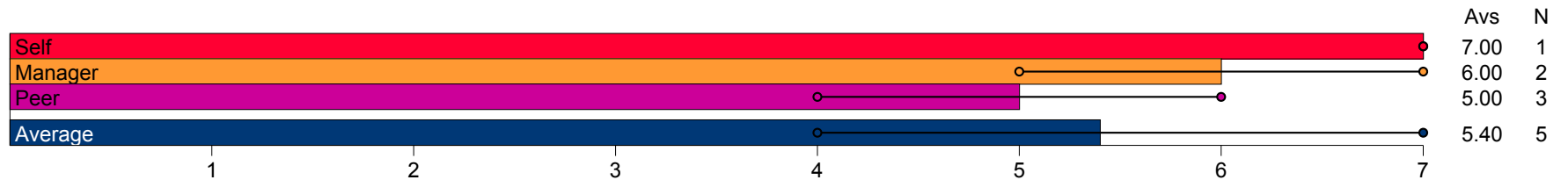
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

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



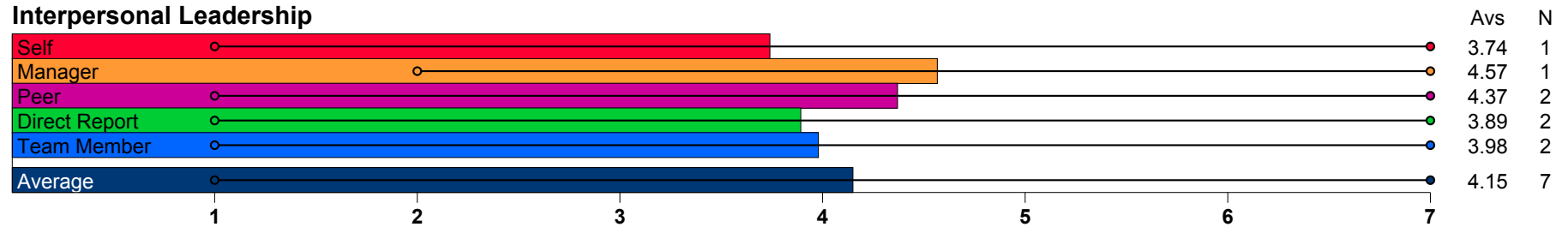
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

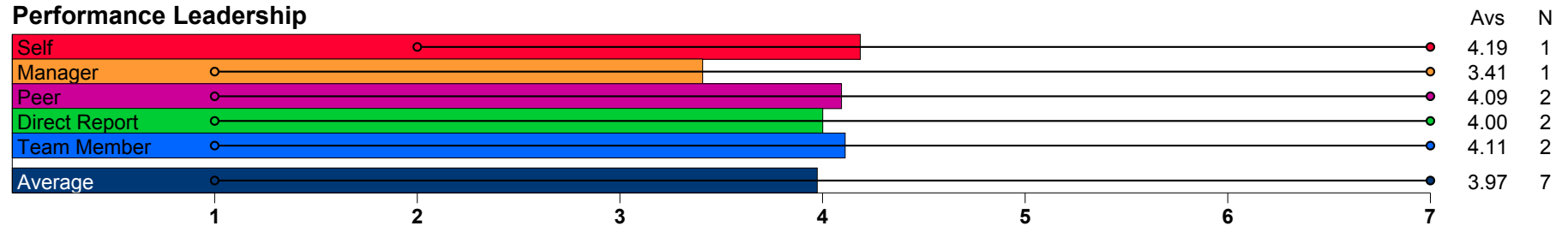
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Group Summary

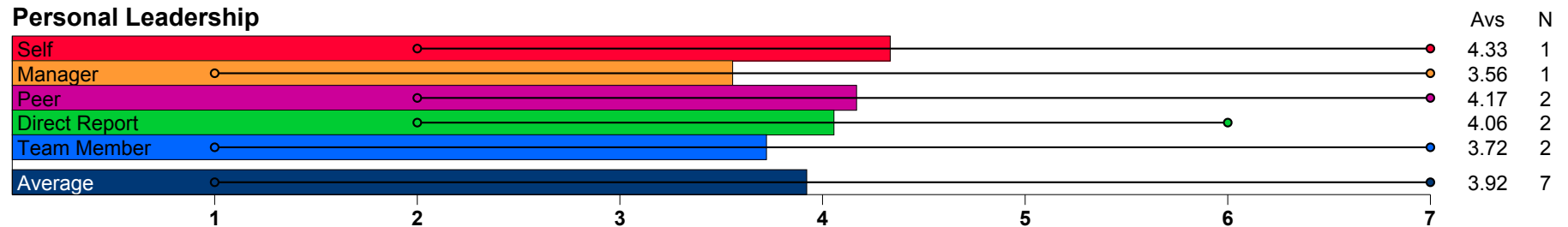
Interpersonal Leadership



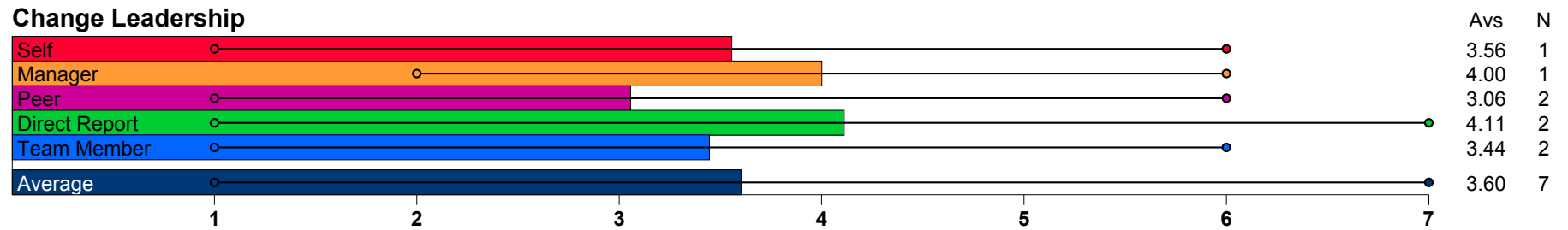
Performance Leadership



Personal Leadership

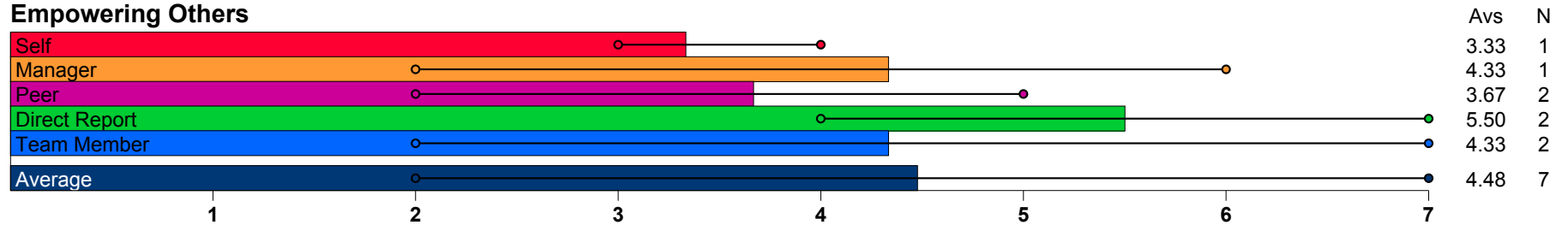


Competency Group Summary Continued

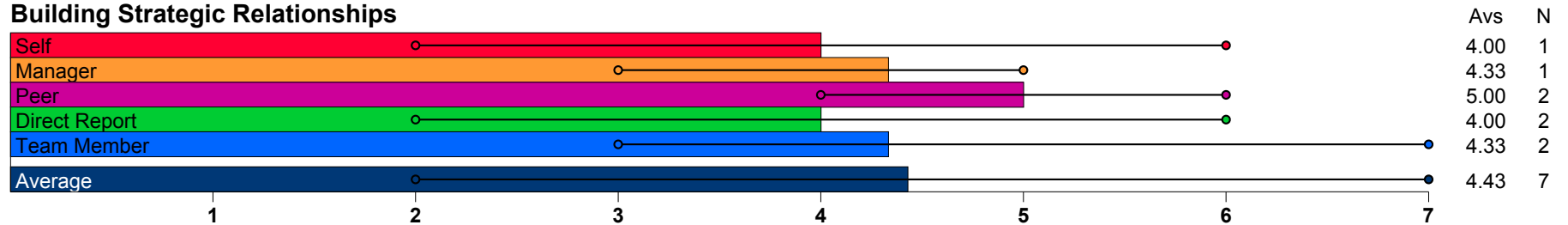


Competency Summary

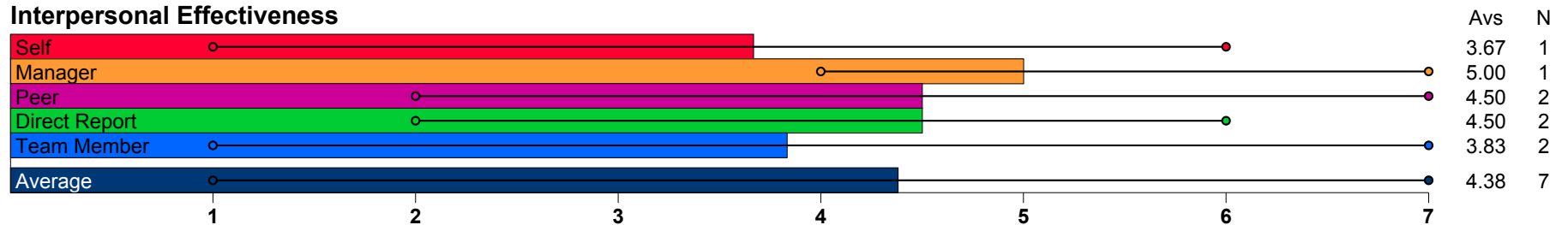
Empowering Others



Building Strategic Relationships

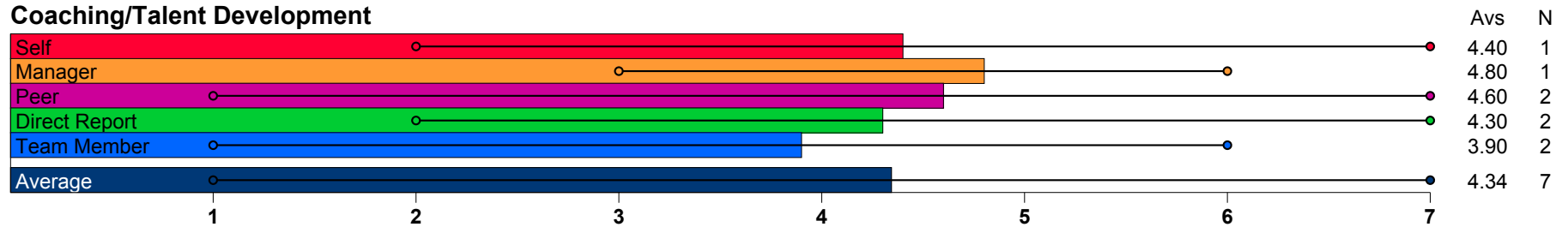


Interpersonal Effectiveness

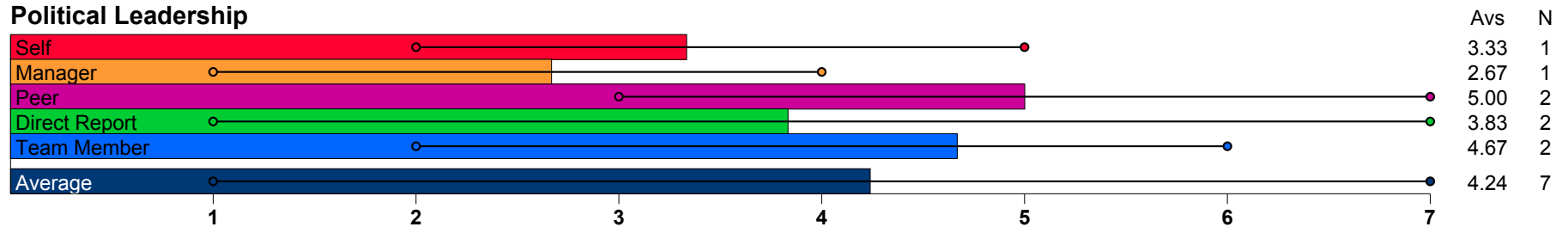


Competency Summary Continued

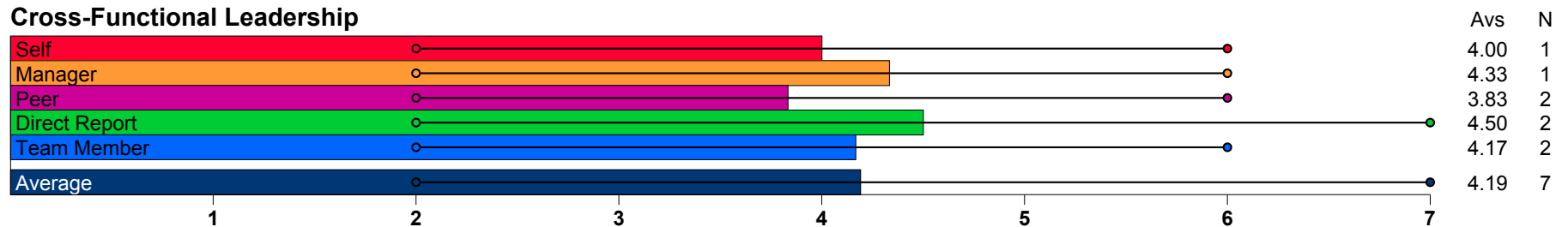
Coaching/Talent Development



Political Leadership

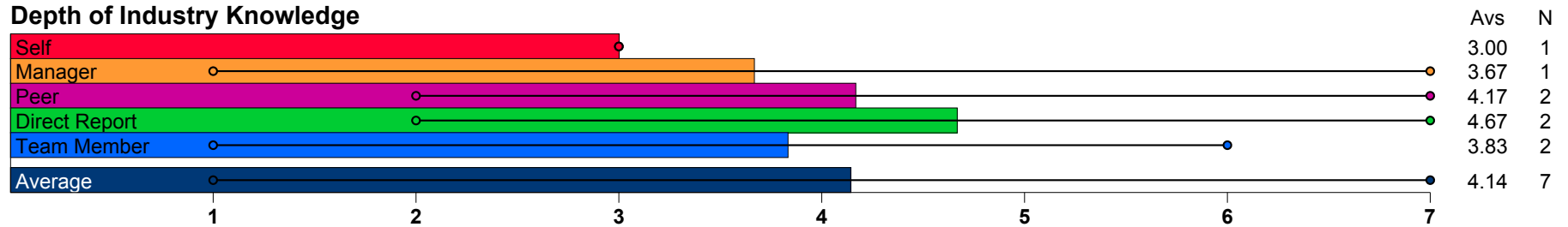


Cross-Functional Leadership

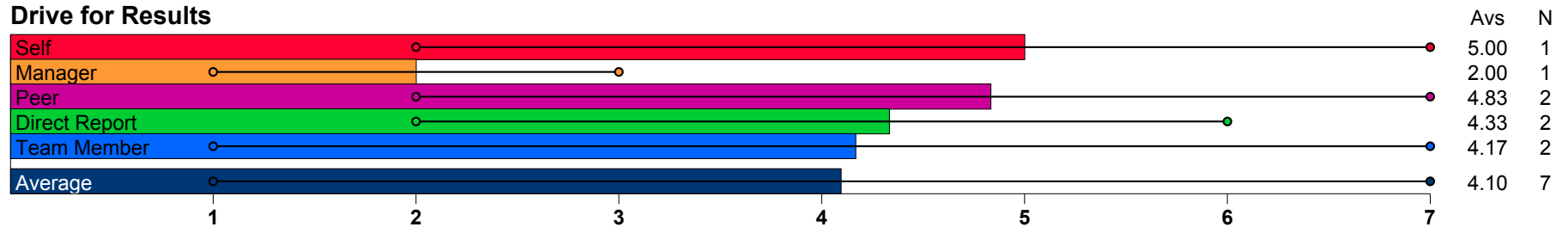


Competency Summary Continued

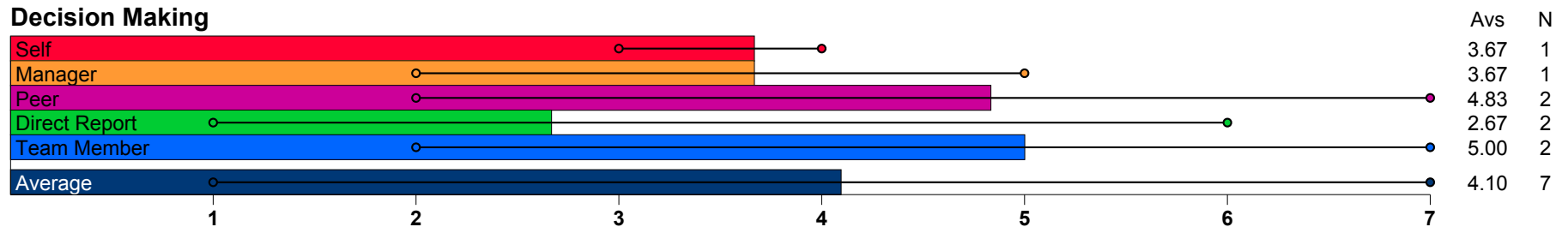
Depth of Industry Knowledge



Drive for Results

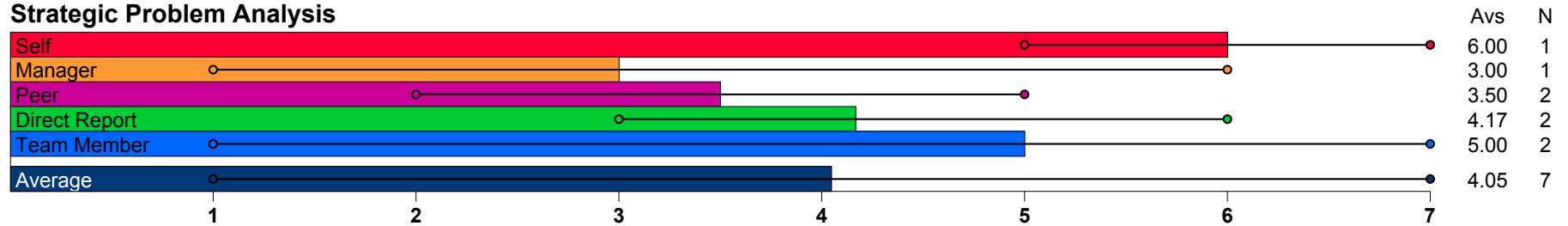


Decision Making

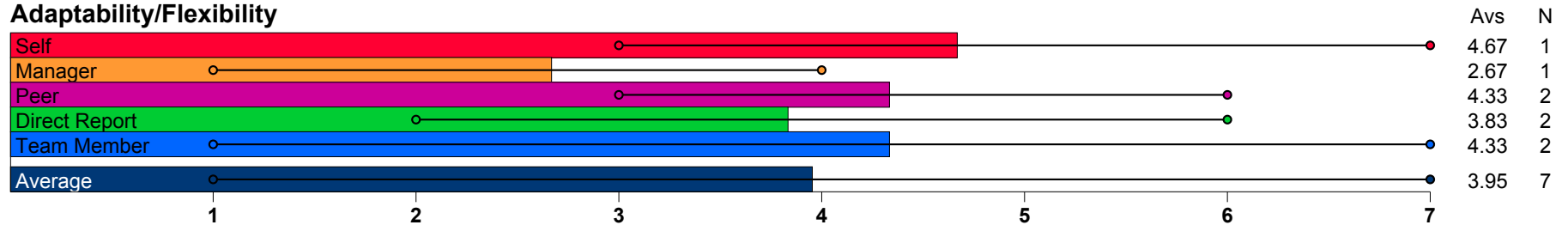


Competency Summary Continued

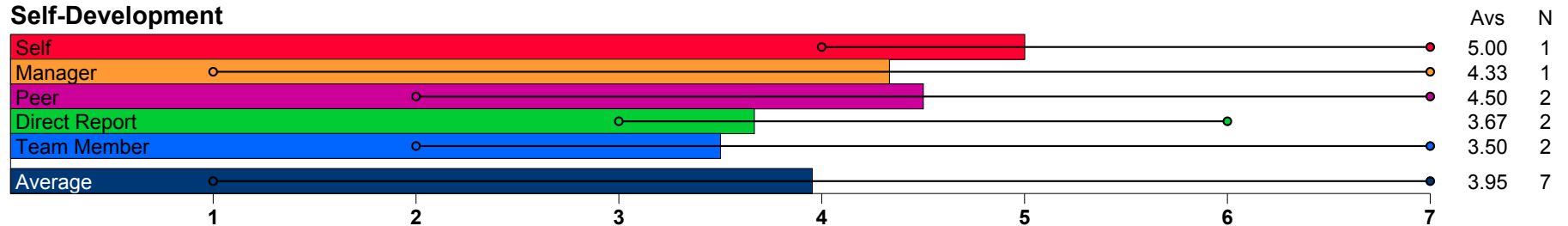
Strategic Problem Analysis



Adaptability/Flexibility

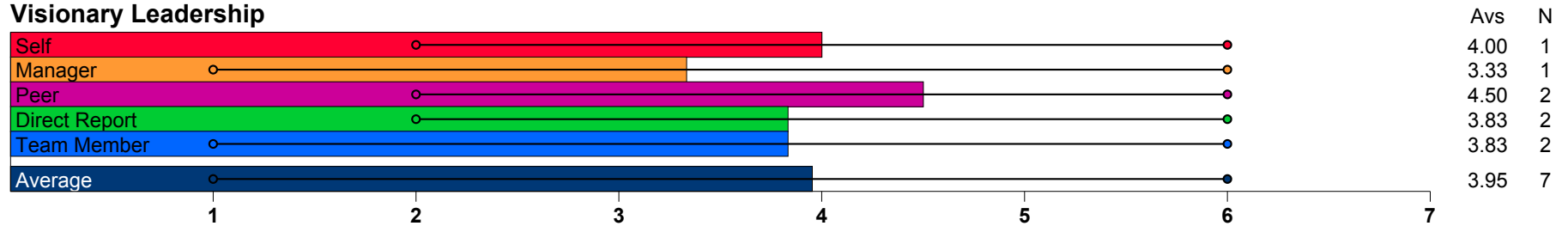


Self-Development

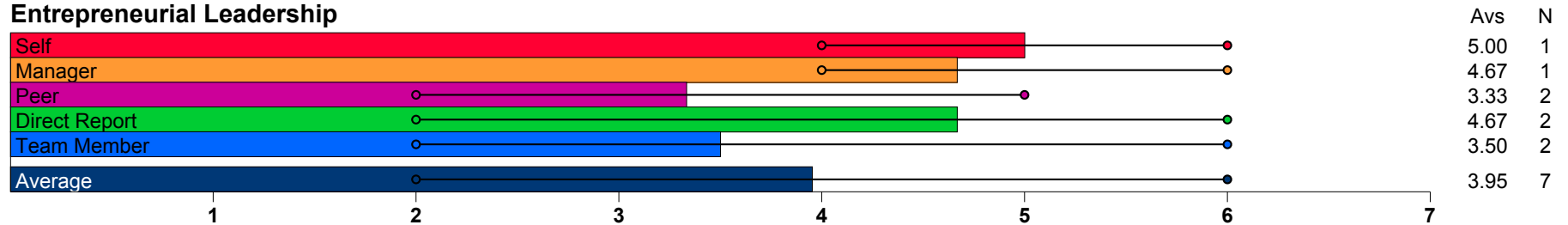


Competency Summary Continued

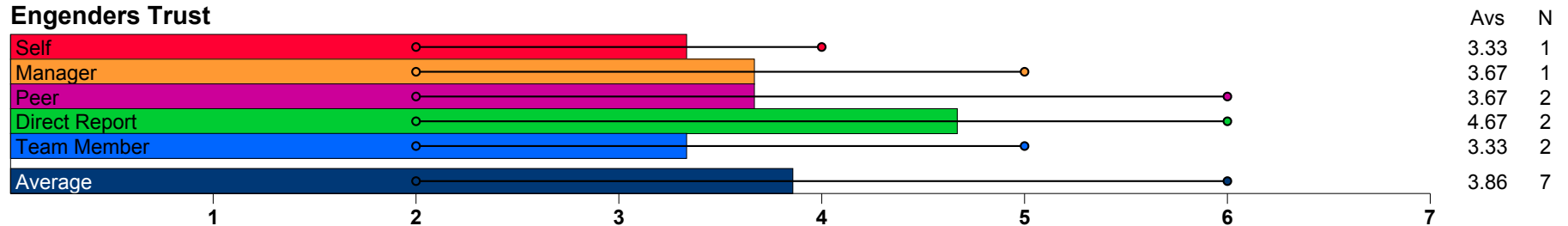
Visionary Leadership



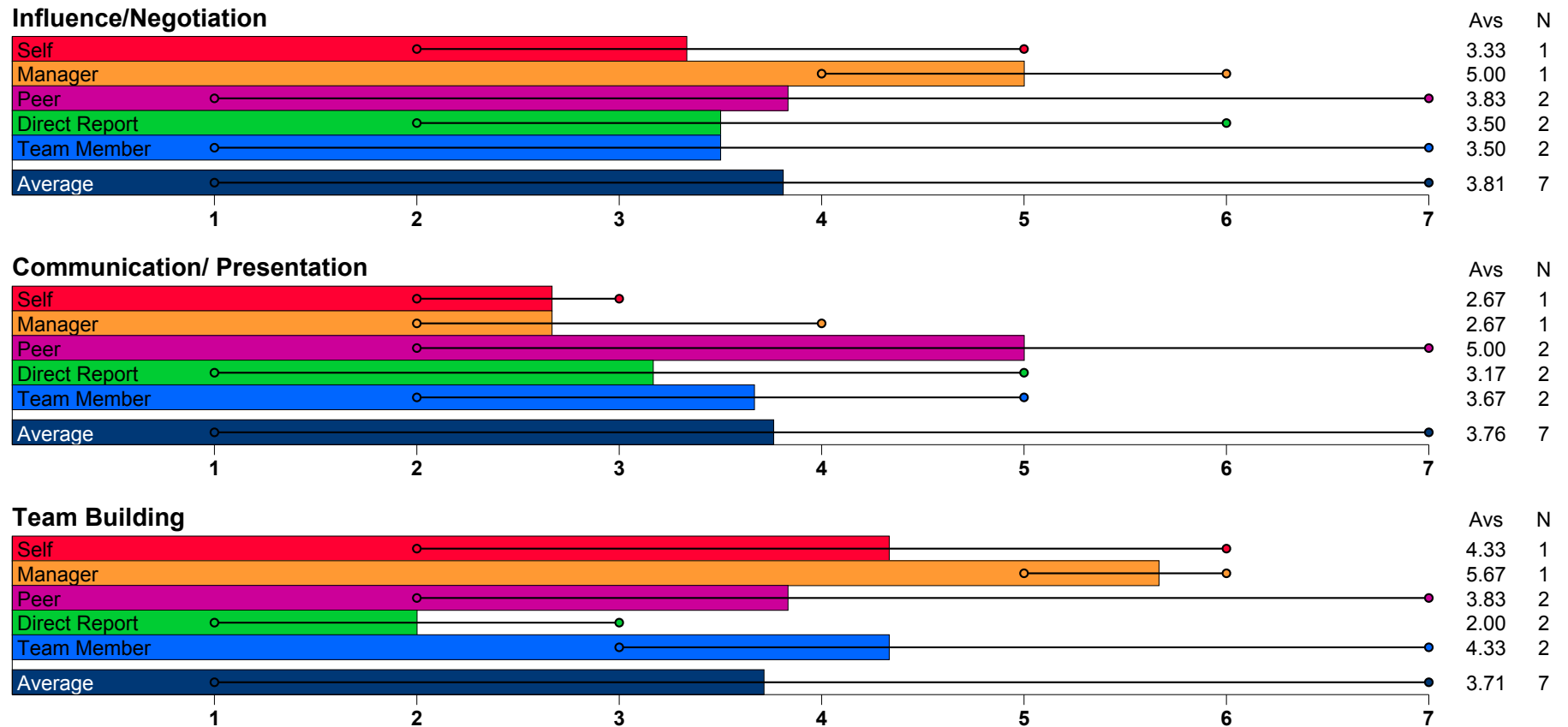
Entrepreneurial Leadership



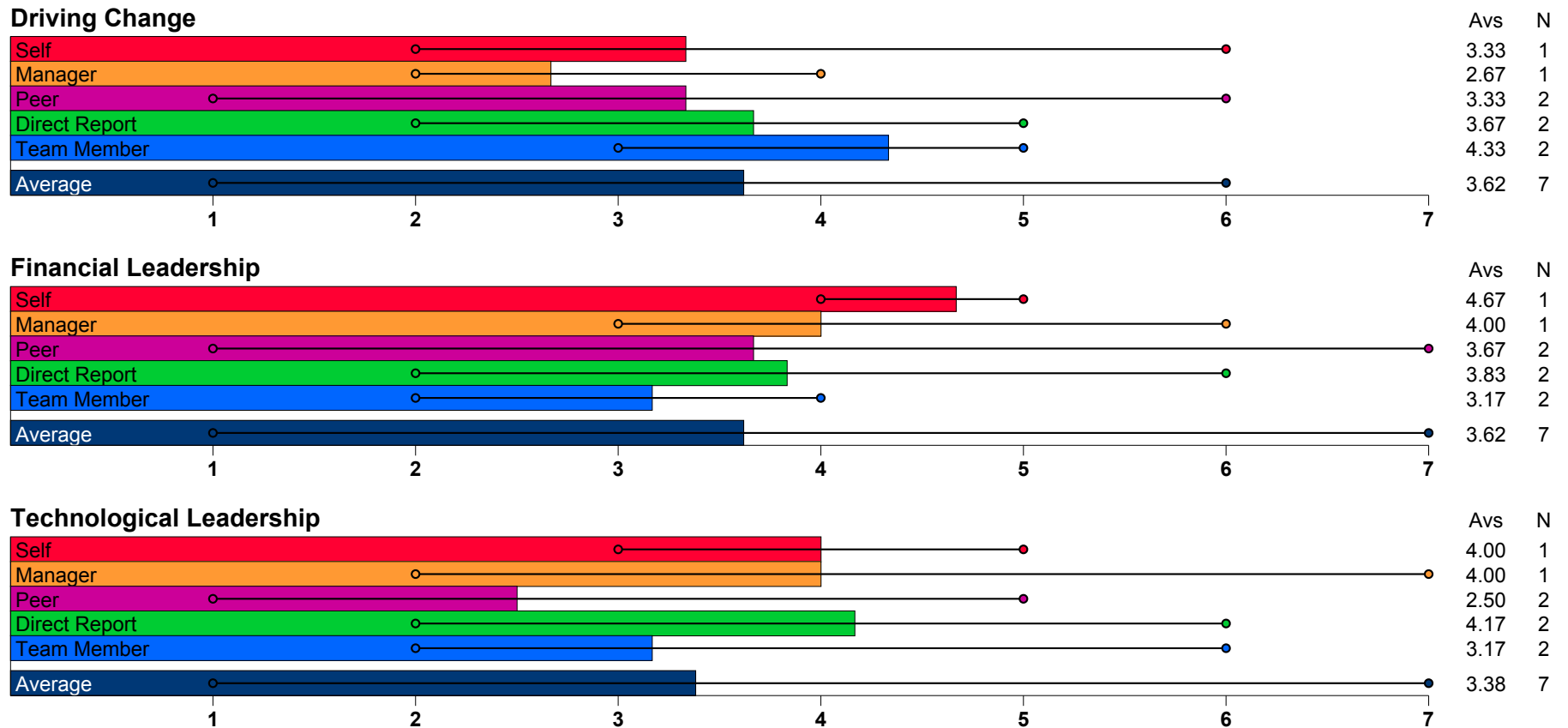
Engenders Trust



Competency Summary Continued

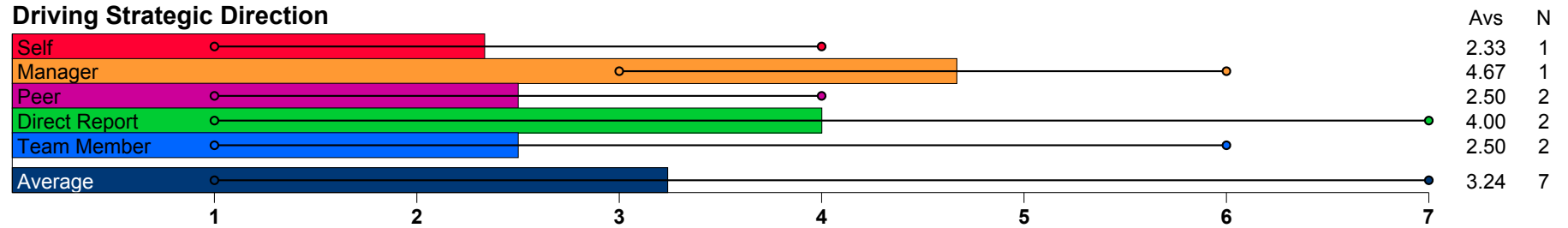


Competency Summary Continued



Competency Summary Continued

Driving Strategic Direction



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 |
|---|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors. | Depth of Industry Knowledge | 5.43 | 0 | 0 | 2 | 0 | 0 | 3 | 2 |
| Selects the best talent for key positions and assignments. | Coaching/Talent Development | 5.43 | 0 | 1 | 0 | 1 | 0 | 3 | 2 |
| Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects. | Empowering Others | 5.29 | 0 | 0 | 0 | 2 | 3 | 0 | 2 |
| Demonstrates sensitivity towards and actively promotes diversity in the workforce. | Coaching/Talent Development | 5.14 | 0 | 0 | 1 | 2 | 0 | 3 | 1 |
| Anticipates potential and future problems. | Strategic Problem Analysis | 5.00 | 0 | 0 | 0 | 4 | 0 | 2 | 1 |
| Fosters internal negotiation and effective conflict resolution with others. | Political Leadership | 5.00 | 0 | 1 | 0 | 1 | 2 | 2 | 1 |

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 |
|---|---|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Has a compelling and clear picture for the future of the business, department and organization. | Visionary Leadership | 5.00 | 0 | 0 | 1 | 2 | 0 | 4 | 0 |
| Effectively initiates and cultivates strategic internal alliances with board members, senior managers, and employees within the department or organization. | Building Strategic Relationships | 4.86 | 0 | 1 | 1 | 0 | 2 | 2 | 1 |
| Articulates a compelling strategy for integrating technology into the strategic plan. | Technological Leadership | 4.71 | 1 | 0 | 0 | 2 | 1 | 2 | 1 |
| Makes timely decisions based on adequate data and information. | Decision Making | 4.71 | 1 | 1 | 0 | 1 | 0 | 2 | 2 |
| Expresses sensitivity and empathy towards others. | Interpersonal Effectiveness | 4.71 | 0 | 1 | 1 | 1 | 1 | 2 | 1 |

Most Frequent Behaviors - Manager

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 |
|---|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors. | Depth of Industry Knowledge | 7.00 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Articulates a compelling strategy for integrating technology into the strategic plan. | Technological Leadership | 7.00 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Seeks and applies feedback and constructive criticism. | Self-Development | 7.00 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Seeks to actively listen and understand diverse points of view. | Interpersonal Effectiveness | 7.00 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Allows people to manage his or her own project, department, business unit or function with autonomy. | Empowering Others | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Communicates a vision of the organizational future and inspires commitment and support towards this vision from others. | Visionary Leadership | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |

Most Frequent Behaviors - Manager

| 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 |
|--|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Seeks and creates opportunities to add value within the marketplace. | Entrepreneurial Leadership | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Communicates and expresses ideas in a manner that persuades and influences others. | Influence/Negotiation | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Anticipates potential and future problems. | Strategic Problem Analysis | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Attracts and builds a high performing team. | Team Building | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Promotes collaboration and removes obstacles to teamwork across the department or organization. | Team Building | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Effectively allocates financial resources to meet business objectives. | Financial Leadership | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Establishes a plan and process for developing successors. | Coaching/Talent Development | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Selects the best talent for key positions and assignments. | Coaching/Talent Development | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Effectively allocates human and financial resources necessary to achieve strategic objectives. | Driving Strategic Direction | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Involves multiple departments and functions when developing strategic plans and implementing change initiatives. | Cross-Functional Leadership | 6.00 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |

Most Frequent Behaviors - Peer

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 |
|--|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Demonstrates sensitivity towards and actively promotes diversity in the workforce. | Coaching/Talent Development | 6.50 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Makes decisions confidently and quickly when necessary. | Decision Making | 6.50 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Sets and pursues aggressive business goals and targets. | Drive for Results | 6.50 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Handles questions in meetings and presentations in a responsive and diplomatic manner. | Communication/ Presentation | 6.50 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Expresses sensitivity and empathy towards others. | Interpersonal Effectiveness | 6.00 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Fosters internal negotiation and effective conflict resolution with others. | Political Leadership | 6.00 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |

Most Frequent Behaviors - Peer

| 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 |
|---|---|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Has a compelling and clear picture for the future of the business, department and organization. | Visionary Leadership | 6.00 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Provides ongoing career coaching, mentoring and guidance. | Coaching/Talent Development | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Makes timely decisions based on adequate data and information. | Decision Making | 5.50 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Maintains open, honest and non-defensive relationships. | Engenders Trust | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Effectively initiates and cultivates strategic internal alliances with board members, senior managers, and employees within the department or organization. | Building Strategic Relationships | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |

Most Frequent Behaviors - Direct Report

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 |
|---|------------------------------------|---------------|---------------------------------|---------------------------|--------------------------------|--------------------------------|----------------------|--------------------------------|---------------------------------|
| Selects the best talent for key positions and assignments. | Coaching/Talent Development | 7.00 | 0 | 0 | 0 | 0 | 0 | 0 | <input type="text" value="2"/> |
| Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors. | Depth of Industry Knowledge | 6.50 | 0 | 0 | <input type="text" value="0"/> | 0 | 0 | 1 | 1 |
| Effectively allocates human and financial resources necessary to achieve strategic objectives. | Driving Strategic Direction | 6.50 | <input type="text" value="0"/> | 0 | 0 | 0 | 0 | 1 | 1 |
| Seeks and creates opportunities to add value within the marketplace. | Entrepreneurial Leadership | 6.00 | 0 | 0 | 0 | 0 | 0 | <input type="text" value="2"/> | 0 |
| Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects. | Empowering Others | 6.00 | 0 | 0 | 0 | <input type="text" value="0"/> | 1 | 0 | 1 |
| Allows people to manage his or her own project, department, business unit or function with autonomy. | Empowering Others | 6.00 | 0 | 0 | <input type="text" value="0"/> | 0 | 0 | 2 | 0 |

Most Frequent Behaviors - Direct Report

| 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 |
|--|------------------------------------|----------------------|--|----------------------------------|-----------------------------|--------------------------------|-----------------------------|----------------------------------|--|
| Seeks to actively listen and understand diverse points of view. | Interpersonal Effectiveness | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Generates and considers multiple solutions to a problem. | Strategic Problem Analysis | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Aligns organizational structure, systems, processes and talent to achieve desired results across the department or organization. | Cross-Functional Leadership | 5.50 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Demonstrates high standards of personal and professional integrity. | Engenders Trust | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Maintains a realistic outlook in the face of challenge and change. | Adaptability/Flexibility | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |

Most Frequent Behaviors - Team Member

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 |
|--|------------------------------------|---------------|---------------------------------|---------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------|---------------------------------|
| Anticipates potential and future problems. | Strategic Problem Analysis | 6.50 | 0 | 0 | 0 | 0 | <input type="text" value="0"/> | 1 | 1 |
| Makes timely decisions based on adequate data and information. | Decision Making | 6.50 | 0 | 0 | <input type="text" value="0"/> | 0 | 0 | 1 | 1 |
| Selects the best talent for key positions and assignments. | Coaching/Talent Development | 6.00 | 0 | 0 | 0 | 0 | 0 | 2 | <input type="text" value="0"/> |
| Promotes collaboration and removes obstacles to teamwork across the department or organization. | Team Building | 6.00 | 0 | 0 | 0 | 0 | <input type="text" value="1"/> | 0 | 1 |
| Responds constructively to ambiguity, change, obstacles, and challenges. | Adaptability/Flexibility | 5.50 | 0 | 0 | 0 | <input type="text" value="1"/> | 0 | 0 | 1 |
| Demonstrates emotional control and patience under pressure and stress. | Adaptability/Flexibility | 5.50 | 0 | 0 | 0 | 1 | 0 | 0 | <input type="text" value="1"/> |
| Ability to effectively manage interpersonal relations in a cooperative, sensitive, and collaborative manner. | Interpersonal Effectiveness | 5.50 | 0 | 0 | 0 | <input type="text" value="1"/> | 0 | 0 | 1 |

Most Frequent Behaviors - Team Member

| 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 |
|---|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Fosters internal negotiation and effective conflict resolution with others. | Political Leadership | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Demonstrates a depth and breadth of understanding of key operations and departments within the organization. | Cross-Functional Leadership | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Gathers enough information and data before making a decision. | Decision Making | 5.50 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects. | Empowering Others | 5.50 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |

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 |
| Identifies potential risks, contingency plans and drives achievement of those plans. | Driving Strategic Direction | 2.43 | 2 | 2 | 2 | 0 | 1 | 0 | 0 |
| Stays informed about innovations and new technologies to ensure competitive advantage. | Technological Leadership | 2.57 | 1 | 3 | 2 | 0 | 1 | 0 | 0 |
| Identifies, directs and focuses the organization's performance on high priority strategic goals and initiatives. | Driving Strategic Direction | 2.86 | 2 | 1 | 2 | 1 | 0 | 1 | 0 |
| Supports and champions sufficient financial and human resources for technology. | Technological Leadership | 2.86 | 1 | 3 | 1 | 1 | 0 | 1 | 0 |
| Allows for disagreements to emerge and to be discussed openly. | Influence/Negotiation | 3.00 | 1 | 3 | 1 | 1 | 0 | 0 | 1 |
| Attracts and builds a high performing team. | Team Building | 3.00 | 1 | 1 | 4 | 0 | 0 | 1 | 0 |

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 |
|---|-----------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Communicates a vision of the organizational future and inspires commitment and support towards this vision from others. | Visionary Leadership | 3.00 | 1 | 2 | 2 | 1 | 0 | 1 | 0 |
| Gathers and utilizes available information in order to understand and solve organizational issues and problems. | Strategic Problem Analysis | 3.14 | 2 | 0 | 3 | 0 | 1 | 1 | 0 |
| Identifies key issues in budgets, profit and loss statements, and other financial indicators. | Financial Leadership | 3.14 | 1 | 0 | 3 | 3 | 0 | 0 | 0 |
| Demonstrates high standards of personal and professional integrity. | Engenders Trust | 3.29 | 0 | 4 | 0 | 1 | 1 | 1 | 0 |
| Initiates and promotes continuous learning and improvement efforts throughout the department or organization. | Driving Change | 3.29 | 0 | 3 | 1 | 1 | 2 | 0 | 0 |

Least Frequent Behaviors - Manager

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 |
|---|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Has a deep knowledge of industry's history, patterns, and future trends. | Depth of Industry Knowledge | 1.00 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Effectively utilizes positional power to drive key initiatives and strategies. | Political Leadership | 1.00 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Maintains a realistic outlook in the face of challenge and change. | Adaptability/Flexibility | 1.00 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Effectively articulates a clear purpose and mission that inspires the imagination of others. | Visionary Leadership | 1.00 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sets and pursues aggressive business goals and targets. | Drive for Results | 1.00 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gathers and utilizes available information in order to understand and solve organizational issues and problems. | Strategic Problem Analysis | 1.00 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |

Least Frequent Behaviors - Manager

| 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 |
|---|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Pursues continuous learning and self-development by exposure to new ideas and perspectives. | Self-Development | 1.00 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Makes timely decisions based on adequate data and information. | Decision Making | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Delivers oral presentations that are persuasive, clear, and logically organized. | Communication/ Presentation | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Writes in a clear, direct and concise manner. | Communication/ Presentation | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Inspires and supports risk taking, change, creativity and innovation by others. | Driving Change | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Initiates and promotes continuous learning and improvement efforts throughout the department or organization. | Driving Change | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Develops results-oriented strategies to achieve and maintain competitive advantage. | Drive for Results | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Supports and champions sufficient financial and human resources for technology. | Technological Leadership | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Generates and considers multiple solutions to a problem. | Strategic Problem Analysis | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Involves others in problem solving, decision making and planning processes. | Empowering Others | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |

Least Frequent Behaviors - Manager

| 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 |
|--|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Demonstrates a depth and breadth of understanding of key operations and departments within the organization. | Cross-Functional Leadership | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Demonstrates consistency between actions and words. | Engenders Trust | 2.00 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |

Least Frequent Behaviors - Peer

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 |
|--|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Identifies potential risks, contingency plans and drives achievement of those plans. | Driving Strategic Direction | 1.50 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| Supports and champions sufficient financial and human resources for technology. | Technological Leadership | 1.50 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| Identifies key issues in budgets, profit and loss statements, and other financial indicators. | Financial Leadership | 2.00 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Allows people to manage his or her own project, department, business unit or function with autonomy. | Empowering Others | 2.00 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| Demonstrates high standards of personal and professional integrity. | Engenders Trust | 2.00 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| Seeks and creates opportunities to add value within the marketplace. | Entrepreneurial Leadership | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |

Least Frequent Behaviors - Peer

| 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 |
|--|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Allows for disagreements to emerge and to be discussed openly. | Influence/Negotiation | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Attracts and builds a high performing team. | Team Building | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Generates and considers multiple solutions to a problem. | Strategic Problem Analysis | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Gathers enough information and data before making a decision. | Decision Making | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Effectively allocates human and financial resources necessary to achieve strategic objectives. | Driving Strategic Direction | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |

Least Frequent Behaviors - Direct Report

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 |
|---|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Identifies potential risks, contingency plans and drives achievement of those plans. | Driving Strategic Direction | 1.50 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| Encourages a climate of trust, honesty and openness with others. | Team Building | 2.00 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Attracts and builds a high performing team. | Team Building | 2.00 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Promotes collaboration and removes obstacles to teamwork across the department or organization. | Team Building | 2.00 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| Allows for disagreements to emerge and to be discussed openly. | Influence/Negotiation | 2.00 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| Gathers enough information and data before making a decision. | Decision Making | 2.00 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |

Least Frequent Behaviors - Direct Report

| 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 |
| Delivers oral presentations that are persuasive, clear, and logically organized. | Communication/ Presentation | 2.00 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Stays informed about innovations and new technologies to ensure competitive advantage. | Technological Leadership | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Makes decisions confidently and quickly when necessary. | Decision Making | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Handles questions in meetings and presentations in a responsive and diplomatic manner. | Communication/ Presentation | 2.50 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| Communicates a vision of the organizational future and inspires commitment and support towards this vision from others. | Visionary Leadership | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Demonstrates emotional control and patience under pressure and stress. | Adaptability/Flexibility | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Provides ongoing career coaching, mentoring and guidance. | Coaching/Talent Development | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |

Least Frequent Behaviors - Team Member

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 |
|--|------------------------------------|---------------|---------------------------------|---------------------------|--------------------------------|--------------------------------|----------------------|--------------------------------|---------------------------------|
| Identifies, directs and focuses the organization's performance on high priority strategic goals and initiatives. | Driving Strategic Direction | 1.00 | 2 | 0 | 0 | <input type="text" value="0"/> | 0 | 0 | 0 |
| Seeks to actively listen and understand diverse points of view. | Interpersonal Effectiveness | 1.50 | 1 | 1 | 0 | 0 | 0 | <input type="text" value="0"/> | 0 |
| Seeks and applies feedback and constructive criticism. | Self-Development | 2.00 | 0 | 2 | 0 | <input type="text" value="0"/> | 0 | 0 | 0 |
| Maintains a realistic outlook in the face of challenge and change. | Adaptability/Flexibility | 2.00 | 1 | 0 | <input type="text" value="1"/> | 0 | 0 | 0 | 0 |
| Demonstrates high standards of personal and professional integrity. | Engenders Trust | 2.00 | 0 | 2 | 0 | <input type="text" value="0"/> | 0 | 0 | 0 |
| Stays informed about innovations and new technologies to ensure competitive advantage. | Technological Leadership | 2.00 | 0 | 2 | <input type="text" value="0"/> | 0 | 0 | 0 | 0 |

Least Frequent Behaviors - Team Member

| 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 |
|---|------------------------------------|---------------|---------------------------------|---------------------------|----------------------|-------------------------|----------------------|---------------------------|---------------------------------|
| Communicates a vision of the organizational future and inspires commitment and support towards this vision from others. | Visionary Leadership | 2.00 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Implements "best practices" from other industry experience to be successful. | Depth of Industry Knowledge | 2.00 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Establishes a plan and process for developing successors. | Coaching/Talent Development | 2.50 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| Provides ongoing career coaching, mentoring and guidance. | Coaching/Talent Development | 2.50 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| Effectively allocates financial resources to meet business objectives. | Financial Leadership | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Supports and champions sufficient financial and human resources for technology. | Technological Leadership | 2.50 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |

Behavior Summary

The average score for each ExecutiveView360 competency and specific questions are summarized below for each rater category (1 to 7 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 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Empowering Others | 3.33 (0.84) | 4.33 (0.43) | 3.67 (0.58) | 5.50 (0.68) | 4.33 (0.47) | 4.48 (0.49) |
| Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects. | 4.00 (1.00) | 5.00 (1.00) | 4.50 (0.83) | 6.00 (0.67) | 5.50 (0.50) | 5.29 (0.61) |
| Allows people to manage his or her own project, department, business unit or function with autonomy. | 3.00 (1.00) | 6.00 (1.00) | 2.00 (1.00) | 6.00 (1.00) | 3.50 (0.50) | 4.14 (0.37) |
| Involves others in problem solving, decision making and planning processes. | 3.00 (1.00) | 2.00 (1.00) | 4.50 (0.83) | 4.50 (0.83) | 4.00 (0.67) | 4.00 (0.64) |
| Building Strategic Relationships | 4.00 (0.46) | 4.33 (0.69) | 5.00 (0.73) | 4.00 (0.46) | 4.33 (0.58) | 4.43 (0.57) |
| Effectively initiates and cultivates strategic internal alliances with board members, senior managers, and employees within the department or organization. | 6.00 (1.00) | 5.00 (1.00) | 5.50 (0.83) | 4.00 (0.33) | 5.00 (0.33) | 4.86 (0.45) |

Behavior Summary Continued

| Questions | Self | Manager | Peer | Direct Report | Team Member | Average |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Building Strategic Relationships | 4.00 (0.46) | 4.33 (0.69) | 5.00 (0.73) | 4.00 (0.46) | 4.33 (0.58) | 4.43 (0.57) |
| Develops and maintains a broad base of support among key internal and external stakeholders. | 4.00 (1.00) | 5.00 (1.00) | 5.00 (0.67) | 4.00 (0.33) | 4.00 (1.00) | 4.43 (0.57) |
| Effectively builds relationships with key community members and partnerships with others outside the organization. | 2.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 4.00 (1.00) | 4.00 (1.00) | 4.00 (0.82) |
| Interpersonal Effectiveness | 3.67 (0.32) | 5.00 (0.53) | 4.50 (0.43) | 4.50 (0.40) | 3.83 (0.30) | 4.38 (0.38) |
| Expresses sensitivity and empathy towards others. | 1.00 (1.00) | 4.00 (1.00) | 6.00 (0.67) | 4.00 (0.33) | 4.50 (0.50) | 4.71 (0.44) |
| Ability to effectively manage interpersonal relations in a cooperative, sensitive, and collaborative manner. | 4.00 (1.00) | 4.00 (1.00) | 3.50 (0.83) | 4.00 (0.33) | 5.50 (0.50) | 4.29 (0.47) |
| Seeks to actively listen and understand diverse points of view. | 6.00 (1.00) | 7.00 (1.00) | 4.00 (0.33) | 5.50 (0.83) | 1.50 (0.83) | 4.14 (0.26) |
| Coaching/Talent Development | 4.40 (0.42) | 4.80 (0.61) | 4.60 (0.40) | 4.30 (0.40) | 3.90 (0.38) | 4.34 (0.41) |
| Selects the best talent for key positions and assignments. | 7.00 (1.00) | 6.00 (1.00) | 3.00 (0.67) | 7.00 (1.00) | 6.00 (1.00) | 5.43 (0.44) |
| Demonstrates sensitivity towards and actively promotes diversity in the workforce. | 3.00 (1.00) | 3.00 (1.00) | 6.50 (0.83) | 5.00 (0.67) | 5.00 (0.67) | 5.14 (0.55) |
| Establishes a plan and process for developing successors. | 5.00 (1.00) | 6.00 (1.00) | 4.50 (0.83) | 4.00 (0.67) | 2.50 (0.50) | 4.00 (0.50) |
| Provides ongoing career coaching, mentoring and guidance. | 5.00 (1.00) | 4.00 (1.00) | 5.50 (0.83) | 2.50 (0.83) | 2.50 (0.50) | 3.57 (0.47) |
| Provides timely, clear and constructive performance and developmental feedback. | 2.00 (1.00) | 5.00 (1.00) | 3.50 (0.17) | 3.00 (0.67) | 3.50 (0.50) | 3.57 (0.41) |
| Political Leadership | 3.33 (0.58) | 2.67 (0.58) | 5.00 (0.57) | 3.83 (0.24) | 4.67 (0.54) | 4.24 (0.39) |
| Fosters internal negotiation and effective conflict resolution with others. | 2.00 (1.00) | 4.00 (1.00) | 6.00 (0.67) | 4.00 (0.33) | 5.50 (0.83) | 5.00 (0.50) |

Behavior Summary Continued

| Questions | Self | Manager | Peer | Direct Report | Team Member | Average |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Political Leadership | 3.33 (0.58) | 2.67 (0.58) | 5.00 (0.57) | 3.83 (0.24) | 4.67 (0.54) | 4.24 (0.39) |
| Effectively utilizes positional power to drive key initiatives and strategies. | 3.00 (1.00) | 1.00 (1.00) | 4.50 (0.50) | 4.00 (0.00) | 5.00 (0.67) | 4.00 (0.24) |
| Effectively interacts with strategic internal and external stakeholders to influence strategy decisions. | 5.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 3.50 (0.50) | 3.50 (0.50) | 3.71 (0.57) |
| Cross-Functional Leadership | 4.00 (0.46) | 4.33 (0.43) | 3.83 (0.55) | 4.50 (0.46) | 4.17 (0.48) | 4.19 (0.48) |
| Involves multiple departments and functions when developing strategic plans and implementing change initiatives. | 4.00 (1.00) | 6.00 (1.00) | 4.50 (0.50) | 5.00 (0.67) | 3.50 (0.50) | 4.57 (0.50) |
| Aligns organizational structure, systems, processes and talent to achieve desired results across the department or organization. | 6.00 (1.00) | 5.00 (1.00) | 3.00 (0.67) | 5.50 (0.50) | 3.50 (0.50) | 4.14 (0.45) |
| Demonstrates a depth and breadth of understanding of key operations and departments within the organization. | 2.00 (1.00) | 2.00 (1.00) | 4.00 (0.67) | 3.00 (0.67) | 5.50 (0.83) | 3.86 (0.51) |
| Depth of Industry Knowledge | 3.00 (1.00) | 3.67 (0.17) | 4.17 (0.41) | 4.67 (0.40) | 3.83 (0.41) | 4.14 (0.36) |
| Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors. | 3.00 (1.00) | 7.00 (1.00) | 4.50 (0.50) | 6.50 (0.83) | 4.50 (0.50) | 5.43 (0.47) |
| Has a deep knowledge of industry's history, patterns, and future trends. | 3.00 (1.00) | 1.00 (1.00) | 3.50 (0.83) | 3.50 (0.83) | 5.00 (0.67) | 3.57 (0.53) |
| Implements "best practices" from other industry experience to be successful. | 3.00 (1.00) | 3.00 (1.00) | 4.50 (0.17) | 4.00 (0.33) | 2.00 (0.67) | 3.43 (0.31) |
| Drive for Results | 5.00 (0.28) | 2.00 (0.73) | 4.83 (0.48) | 4.33 (0.50) | 4.17 (0.30) | 4.10 (0.38) |
| Sets and pursues aggressive business goals and targets. | 2.00 (1.00) | 1.00 (1.00) | 6.50 (0.83) | 4.50 (0.50) | 3.50 (0.17) | 4.29 (0.21) |
| Regularly monitors and corrects sources of lagging individual, team and organizational performance. | 7.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 4.00 (0.33) | 4.50 (0.83) | 4.14 (0.58) |

Behavior Summary Continued

| Questions | Self | Manager | Peer | Direct Report | Team Member | Average |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Drive for Results | 5.00 (0.28) | 2.00 (0.73) | 4.83 (0.48) | 4.33 (0.50) | 4.17 (0.30) | 4.10 (0.38) |
| Develops results-oriented strategies to achieve and maintain competitive advantage. | 6.00 (1.00) | 2.00 (1.00) | 3.50 (0.50) | 4.50 (0.83) | 4.50 (0.17) | 3.86 (0.40) |
| Decision Making | 3.67 (0.84) | 3.67 (0.58) | 4.83 (0.35) | 2.67 (0.47) | 5.00 (0.46) | 4.10 (0.35) |
| Makes timely decisions based on adequate data and information. | 3.00 (1.00) | 2.00 (1.00) | 5.50 (0.50) | 3.50 (0.17) | 6.50 (0.83) | 4.71 (0.25) |
| Makes decisions confidently and quickly when necessary. | 4.00 (1.00) | 4.00 (1.00) | 6.50 (0.83) | 2.50 (0.83) | 3.00 (0.67) | 4.00 (0.41) |
| Gathers enough information and data before making a decision. | 4.00 (1.00) | 5.00 (1.00) | 2.50 (0.83) | 2.00 (1.00) | 5.50 (0.83) | 3.57 (0.47) |
| Strategic Problem Analysis | 6.00 (0.73) | 3.00 (0.28) | 3.50 (0.68) | 4.17 (0.64) | 5.00 (0.33) | 4.05 (0.43) |
| Anticipates potential and future problems. | 5.00 (1.00) | 6.00 (1.00) | 4.00 (1.00) | 4.00 (1.00) | 6.50 (0.83) | 5.00 (0.60) |
| Generates and considers multiple solutions to a problem. | 7.00 (1.00) | 2.00 (1.00) | 2.50 (0.83) | 5.50 (0.83) | 5.00 (0.67) | 4.00 (0.47) |
| Gathers and utilizes available information in order to understand and solve organizational issues and problems. | 6.00 (1.00) | 1.00 (1.00) | 4.00 (0.67) | 3.00 (1.00) | 3.50 (0.17) | 3.14 (0.42) |
| Adaptability/Flexibility | 4.67 (0.43) | 2.67 (0.58) | 4.33 (0.69) | 3.83 (0.48) | 4.33 (0.29) | 3.95 (0.44) |
| Responds constructively to ambiguity, change, obstacles, and challenges. | 4.00 (1.00) | 3.00 (1.00) | 5.00 (0.67) | 3.50 (0.50) | 5.50 (0.50) | 4.43 (0.47) |
| Demonstrates emotional control and patience under pressure and stress. | 7.00 (1.00) | 4.00 (1.00) | 4.00 (0.67) | 2.50 (0.83) | 5.50 (0.50) | 4.00 (0.50) |
| Maintains a realistic outlook in the face of challenge and change. | 3.00 (1.00) | 1.00 (1.00) | 4.00 (1.00) | 5.50 (0.83) | 2.00 (0.67) | 3.43 (0.41) |
| Self-Development | 5.00 (0.53) | 4.33 (0.17) | 4.50 (0.26) | 3.67 (0.63) | 3.50 (0.37) | 3.95 (0.35) |
| Realistically appraises own strengths and development areas. | 4.00 (1.00) | 5.00 (1.00) | 4.50 (0.17) | 4.50 (0.50) | 4.00 (0.67) | 4.43 (0.44) |

Behavior Summary Continued

| Questions | Self | Manager | Peer | Direct Report | Team Member | Average |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Self-Development | 5.00 (0.53) | 4.33 (0.17) | 4.50 (0.26) | 3.67 (0.63) | 3.50 (0.37) | 3.95 (0.35) |
| Seeks and applies feedback and constructive criticism. | 4.00 (1.00) | 7.00 (1.00) | 4.50 (0.50) | 3.50 (0.83) | 2.00 (1.00) | 3.86 (0.40) |
| Pursues continuous learning and self-development by exposure to new ideas and perspectives. | 7.00 (1.00) | 1.00 (1.00) | 4.50 (0.17) | 3.00 (1.00) | 4.50 (0.17) | 3.57 (0.25) |
| Visionary Leadership | 4.00 (0.46) | 3.33 (0.32) | 4.50 (0.54) | 3.83 (0.60) | 3.83 (0.48) | 3.95 (0.48) |
| Has a compelling and clear picture for the future of the business, department and organization. | 2.00 (1.00) | 3.00 (1.00) | 6.00 (1.00) | 5.00 (0.67) | 5.00 (0.67) | 5.00 (0.60) |
| Effectively articulates a clear purpose and mission that inspires the imagination of others. | 4.00 (1.00) | 1.00 (1.00) | 4.50 (0.83) | 4.00 (1.00) | 4.50 (0.83) | 3.86 (0.58) |
| Communicates a vision of the organizational future and inspires commitment and support towards this vision from others. | 6.00 (1.00) | 6.00 (1.00) | 3.00 (0.67) | 2.50 (0.83) | 2.00 (0.67) | 3.00 (0.50) |
| Entrepreneurial Leadership | 5.00 (0.73) | 4.67 (0.69) | 3.33 (0.63) | 4.67 (0.50) | 3.50 (0.58) | 3.95 (0.53) |
| Seeks and creates opportunities to add value within the marketplace. | 6.00 (1.00) | 6.00 (1.00) | 2.50 (0.83) | 6.00 (1.00) | 3.00 (1.00) | 4.14 (0.45) |
| Seeks and develops business opportunities and ventures. | 5.00 (1.00) | 4.00 (1.00) | 4.50 (0.83) | 3.00 (0.67) | 4.50 (0.50) | 4.00 (0.60) |
| Communicates a vision for realizing new business ventures. | 4.00 (1.00) | 4.00 (1.00) | 3.00 (0.67) | 5.00 (0.67) | 3.00 (0.67) | 3.71 (0.57) |
| Engenders Trust | 3.33 (0.69) | 3.67 (0.58) | 3.67 (0.43) | 4.67 (0.54) | 3.33 (0.54) | 3.86 (0.48) |
| Demonstrates consistency between actions and words. | 2.00 (1.00) | 2.00 (1.00) | 3.50 (0.50) | 5.00 (0.67) | 5.00 (1.00) | 4.14 (0.51) |
| Maintains open, honest and non-defensive relationships. | 4.00 (1.00) | 5.00 (1.00) | 5.50 (0.83) | 3.50 (0.50) | 3.00 (0.67) | 4.14 (0.51) |
| Demonstrates high standards of personal and professional integrity. | 4.00 (1.00) | 4.00 (1.00) | 2.00 (1.00) | 5.50 (0.83) | 2.00 (1.00) | 3.29 (0.47) |

Behavior Summary Continued

| Questions | Self | Manager | Peer | Direct Report | Team Member | Average |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Influence/Negotiation | 3.33 (0.58) | 5.00 (0.73) | 3.83 (0.32) | 3.50 (0.46) | 3.50 (0.34) | 3.81 (0.39) |
| Effectively negotiates "win-win" solutions. | 3.00 (1.00) | 5.00 (1.00) | 5.00 (1.00) | 4.50 (0.83) | 3.00 (1.00) | 4.29 (0.71) |
| Communicates and expresses ideas in a manner that persuades and influences others. | 2.00 (1.00) | 6.00 (1.00) | 4.00 (0.00) | 4.00 (0.33) | 3.50 (0.50) | 4.14 (0.26) |
| Allows for disagreements to emerge and to be discussed openly. | 5.00 (1.00) | 4.00 (1.00) | 2.50 (0.83) | 2.00 (1.00) | 4.00 (0.00) | 3.00 (0.38) |
| Communication/ Presentation | 2.67 (0.84) | 2.67 (0.69) | 5.00 (0.49) | 3.17 (0.44) | 3.67 (0.69) | 3.76 (0.47) |
| Handles questions in meetings and presentations in a responsive and diplomatic manner. | 3.00 (1.00) | 4.00 (1.00) | 6.50 (0.83) | 2.50 (0.50) | 3.00 (0.67) | 4.00 (0.36) |
| Writes in a clear, direct and concise manner. | 3.00 (1.00) | 2.00 (1.00) | 3.50 (0.50) | 5.00 (1.00) | 3.50 (0.83) | 3.71 (0.57) |
| Delivers oral presentations that are persuasive, clear, and logically organized. | 2.00 (1.00) | 2.00 (1.00) | 5.00 (1.00) | 2.00 (0.67) | 4.50 (0.83) | 3.57 (0.50) |
| Team Building | 4.33 (0.43) | 5.67 (0.84) | 3.83 (0.35) | 2.00 (0.73) | 4.33 (0.54) | 3.71 (0.39) |
| Promotes collaboration and removes obstacles to teamwork across the department or organization. | 5.00 (1.00) | 6.00 (1.00) | 4.50 (0.17) | 2.00 (1.00) | 6.00 (0.67) | 4.43 (0.27) |
| Encourages a climate of trust, honesty and openness with others. | 2.00 (1.00) | 5.00 (1.00) | 4.50 (0.50) | 2.00 (0.67) | 4.00 (1.00) | 3.71 (0.51) |
| Attracts and builds a high performing team. | 6.00 (1.00) | 6.00 (1.00) | 2.50 (0.83) | 2.00 (0.67) | 3.00 (1.00) | 3.00 (0.53) |
| Driving Change | 3.33 (0.37) | 2.67 (0.69) | 3.33 (0.29) | 3.67 (0.58) | 4.33 (0.69) | 3.62 (0.48) |
| Inspires and supports risk taking, change, creativity and innovation by others. | 6.00 (1.00) | 2.00 (1.00) | 3.50 (0.17) | 4.00 (1.00) | 5.00 (1.00) | 3.86 (0.45) |
| Orchestrates change efforts across functions, departments, business units, and teams. | 2.00 (1.00) | 4.00 (1.00) | 3.50 (0.17) | 3.50 (0.50) | 4.00 (0.67) | 3.71 (0.44) |

Behavior Summary Continued

| Questions | Self | Manager | Peer | Direct Report | Team Member | Average |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Driving Change | 3.33 (0.37) | 2.67 (0.69) | 3.33 (0.29) | 3.67 (0.58) | 4.33 (0.69) | 3.62 (0.48) |
| Initiates and promotes continuous learning and improvement efforts throughout the department or organization. | 2.00 (1.00) | 2.00 (1.00) | 3.00 (0.67) | 3.50 (0.50) | 4.00 (0.67) | 3.29 (0.57) |
| Financial Leadership | 4.67 (0.84) | 4.00 (0.53) | 3.67 (0.29) | 3.83 (0.55) | 3.17 (0.70) | 3.62 (0.48) |
| Effectively allocates financial resources to meet business objectives. | 4.00 (1.00) | 6.00 (1.00) | 4.00 (0.33) | 4.00 (0.67) | 2.50 (0.83) | 3.86 (0.45) |
| Effectively manages the financial health of the organizations they lead. | 5.00 (1.00) | 3.00 (1.00) | 5.00 (0.33) | 4.00 (0.33) | 3.00 (0.67) | 3.86 (0.40) |
| Identifies key issues in budgets, profit and loss statements, and other financial indicators. | 5.00 (1.00) | 3.00 (1.00) | 2.00 (0.67) | 3.50 (0.83) | 4.00 (1.00) | 3.14 (0.67) |
| Technological Leadership | 4.00 (0.73) | 4.00 (0.28) | 2.50 (0.40) | 4.17 (0.51) | 3.17 (0.51) | 3.38 (0.40) |
| Articulates a compelling strategy for integrating technology into the strategic plan. | 5.00 (1.00) | 7.00 (1.00) | 3.00 (0.33) | 5.00 (0.67) | 5.00 (0.67) | 4.71 (0.39) |
| Supports and champions sufficient financial and human resources for technology. | 4.00 (1.00) | 2.00 (1.00) | 1.50 (0.83) | 5.00 (0.67) | 2.50 (0.83) | 2.86 (0.48) |
| Stays informed about innovations and new technologies to ensure competitive advantage. | 3.00 (1.00) | 3.00 (1.00) | 3.00 (0.33) | 2.50 (0.83) | 2.00 (1.00) | 2.57 (0.61) |
| Driving Strategic Direction | 2.33 (0.58) | 4.67 (0.58) | 2.50 (0.68) | 4.00 (0.21) | 2.50 (0.40) | 3.24 (0.35) |
| Effectively allocates human and financial resources necessary to achieve strategic objectives. | 1.00 (1.00) | 6.00 (1.00) | 2.50 (0.83) | 6.50 (0.83) | 3.50 (0.17) | 4.43 (0.27) |
| Identifies, directs and focuses the organization's performance on high priority strategic goals and initiatives. | 4.00 (1.00) | 3.00 (1.00) | 3.50 (0.83) | 4.00 (0.33) | 1.00 (1.00) | 2.86 (0.45) |
| Identifies potential risks, contingency plans and drives achievement of those plans. | 2.00 (1.00) | 5.00 (1.00) | 1.50 (0.83) | 1.50 (0.83) | 3.00 (1.00) | 2.43 (0.57) |

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:

✓ **FEEDFORWARD SIGNATURE STRENGTHS**

Please provide any written comments you have regarding the demonstrated Strengths of the individual in the space provided below (what the individual can do to continue leveraging their strengths)

✓ **FEEDFORWARD DEVELOPMENT OPPORTUNITIES**

Please provide any written comments you have regarding possible Development Areas of the individual in the space provided below (what the individual can do more, less or differently to be more effective)

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
FEEDFORWARD SIGNATURE STRENGTHS

Open Ended Comments Summary Continued
FEEDFORWARD DEVELOPMENT OPPORTUNITIES

Development Planning Guide

Examining Your ExecutiveView360 Feedback Report

Your reactions to your ExecutiveView360 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:

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

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

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

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

Development Planning Guide Continued

Deciding What Competencies To Work On

The table below summarizes the 22 ExecutiveView360 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 |
|---------------------------------|----------------------------------|------------------------------|------------------------------------|
| Performance Leadership | Visionary Leadership | | |
| | Drive for Results | | |
| | Technological Leadership | | |
| | Financial Leadership | | |
| | Cross-Functional Leadership | | |
| | Depth of Industry Knowledge | | |
| | Political Leadership | | |
| | Strategic Problem Analysis | | |
| Change Leadership | Decision Making | | |
| | Entrepreneurial Leadership | | |
| | Driving Strategic Direction | | |
| Interpersonal Leadership | Driving Change | | |
| | Building Strategic Relationships | | |
| | Empowering Others | | |
| | Team Building | | |
| | Interpersonal Effectiveness | | |
| | Communication/ Presentation | | |
| | Influence/Negotiation | | |
| Personal Leadership | Coaching/Talent Development | | |
| | Self-Development | | |
| | Adaptability/Flexibility | | |
| | Engenders Trust | | |

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your ExecutiveView360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your ExecutiveView360 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 ExecutiveView360 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: | |