

LEADERVIEW360

LeaderView360 Profile for:
Anna Example
CONFIDENTIAL

May 26 2015



Summary Feedback Report

Introduction

This report provides you feedback on 7 critical leadership competencies.

This report compares your own self-perceptions to those of others who have provided you feedback on the Leadership Behavior Questionnaire. Your report summarizes feedback from the following type and number of raters:

Self	1
Manager	1
Colleague	2
Subordinate	2

This Feedback Report gives you:

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

Competency Definitions

The Performance Factors

Problem Solving

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

Planning

Sets realistic & measurable goals and allocates resources. Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Develops a clear direction and "picture" for the future of the business.

Controlling

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

Managing Self

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

Managing Relationships

Manages interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others. Builds and maintains effective and collaborative relationships with diverse internal and external stakeholders.

Leading

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

Communicating

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.

Competency Definitions Continued

RATING SCALE

1	Needs Considerable Development
2	Needs Development
3	Competent
4	Effective
5	Very Effective
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 **LeaderView360**.

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

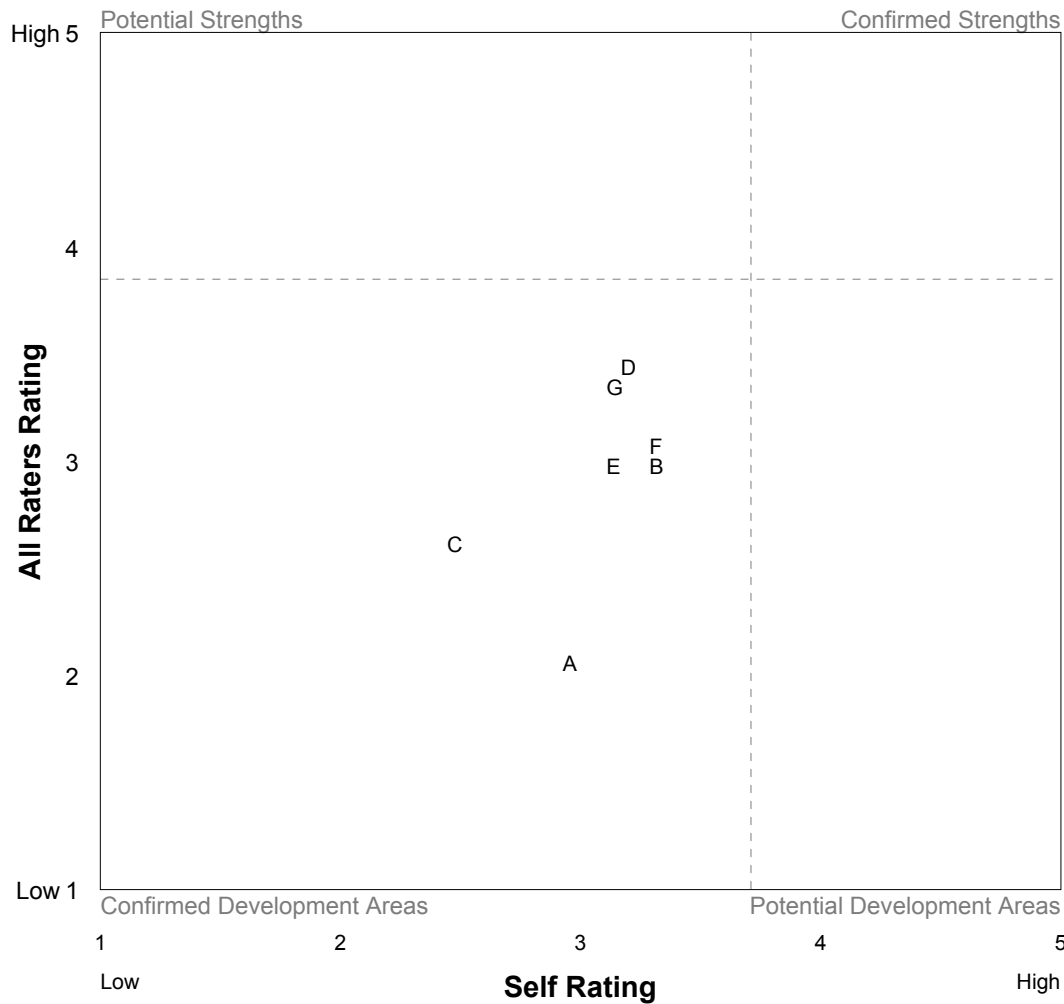
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

SELF RATINGS

HOW TO USE YOUR SELF-AWARENESS INDEX

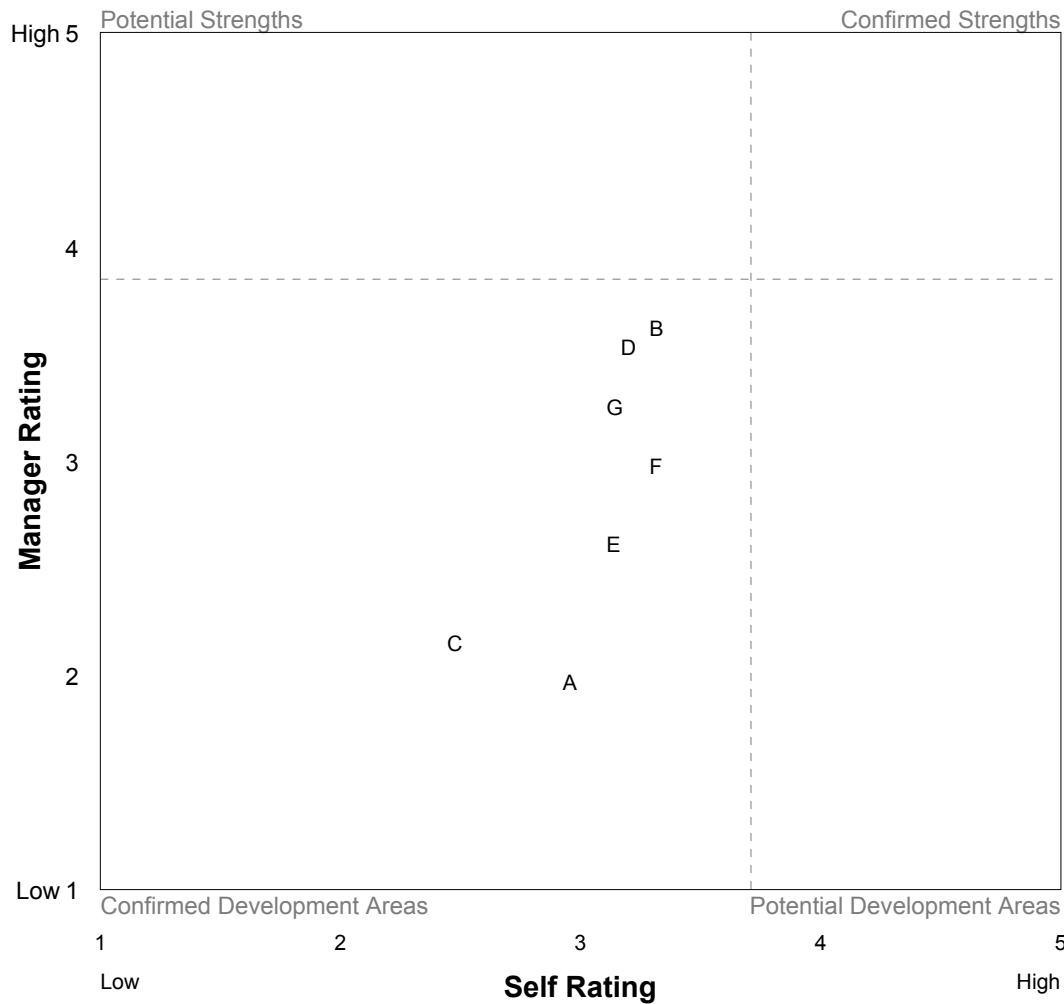
- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or 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 = 5)



	Average Scores	
	Self	All Raters
Confirmed Development Areas		
A. Problem Solving	3.00	2.07
B. Planning	3.33	3.00
C. Controlling	2.50	2.70
D. Managing Self	3.20	3.44
E. Managing Relationships	3.17	3.03
F. Leading	3.33	3.10
G. Communicating	3.17	3.37

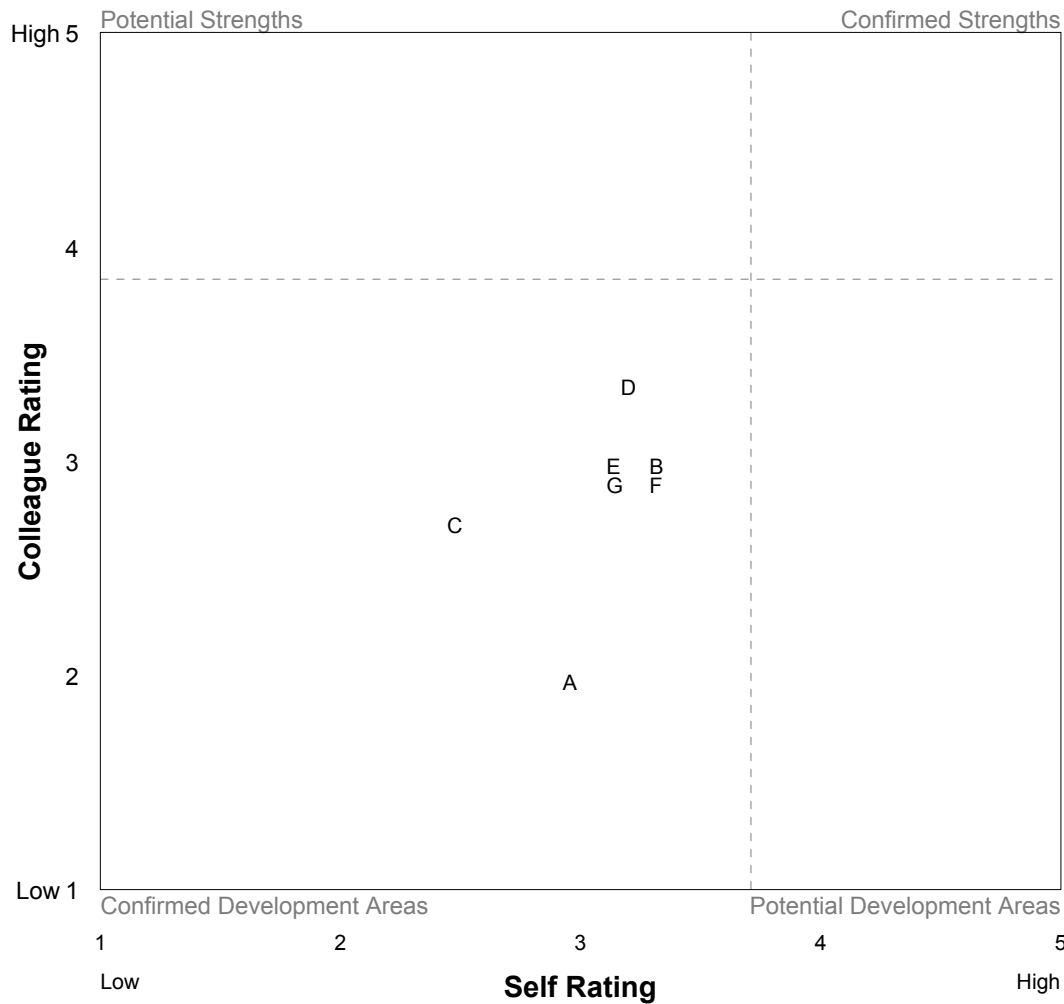
Self-Awareness Index Self - Manager (N = 1)



Confirmed Development Areas

	Average Scores	
	<u>Self</u>	<u>Manager</u>
A. Problem Solving	3.00	2.00
B. Planning	3.33	3.67
C. Controlling	2.50	2.17
D. Managing Self	3.20	3.60
E. Managing Relationships	3.17	2.67
F. Leading	3.33	3.00
G. Communicating	3.17	3.33

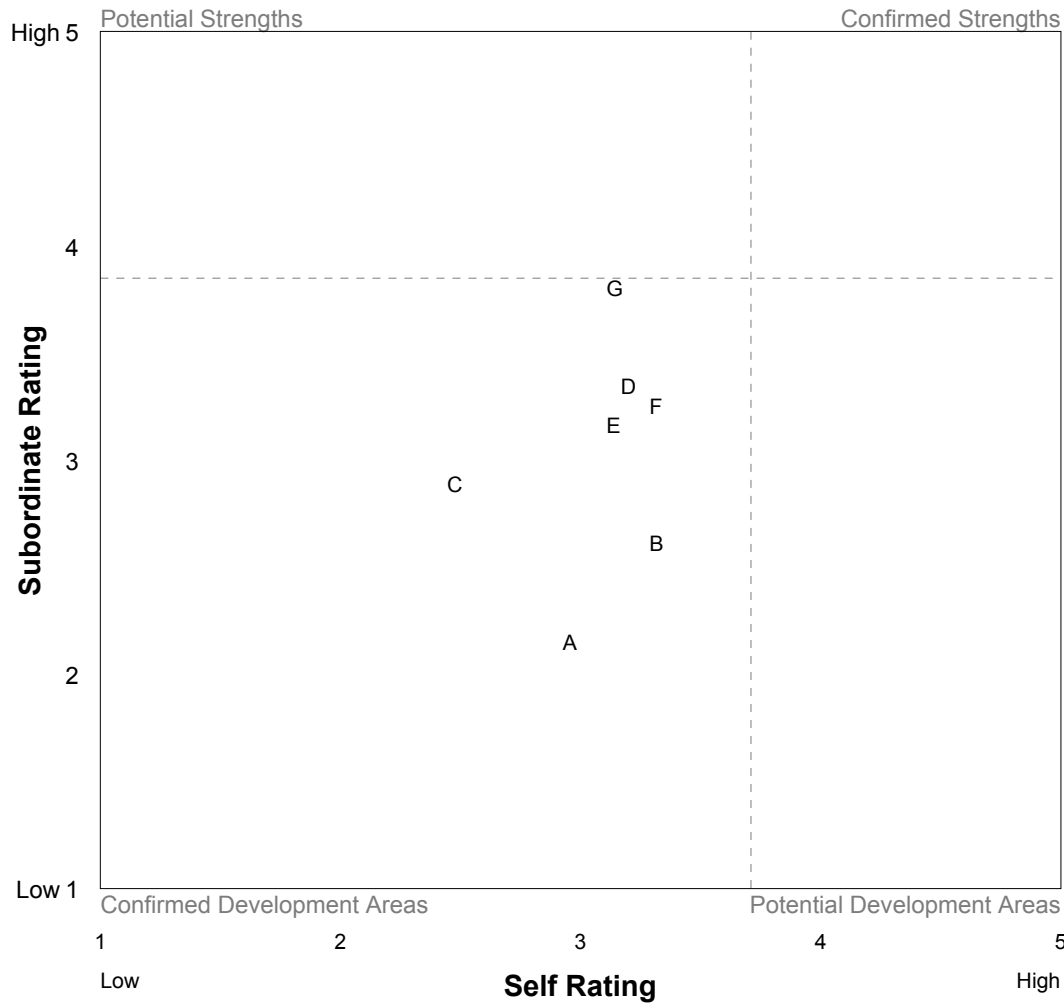
Self-Awareness Index Self - Colleague (N = 2)



Confirmed Development Areas

	Average Scores	
	<u>Self</u>	<u>Colleague</u>
A. Problem Solving	3.00	2.00
B. Planning	3.33	3.00
C. Controlling	2.50	2.75
D. Managing Self	3.20	3.40
E. Managing Relationships	3.17	3.00
F. Leading	3.33	2.92
G. Communicating	3.17	2.92

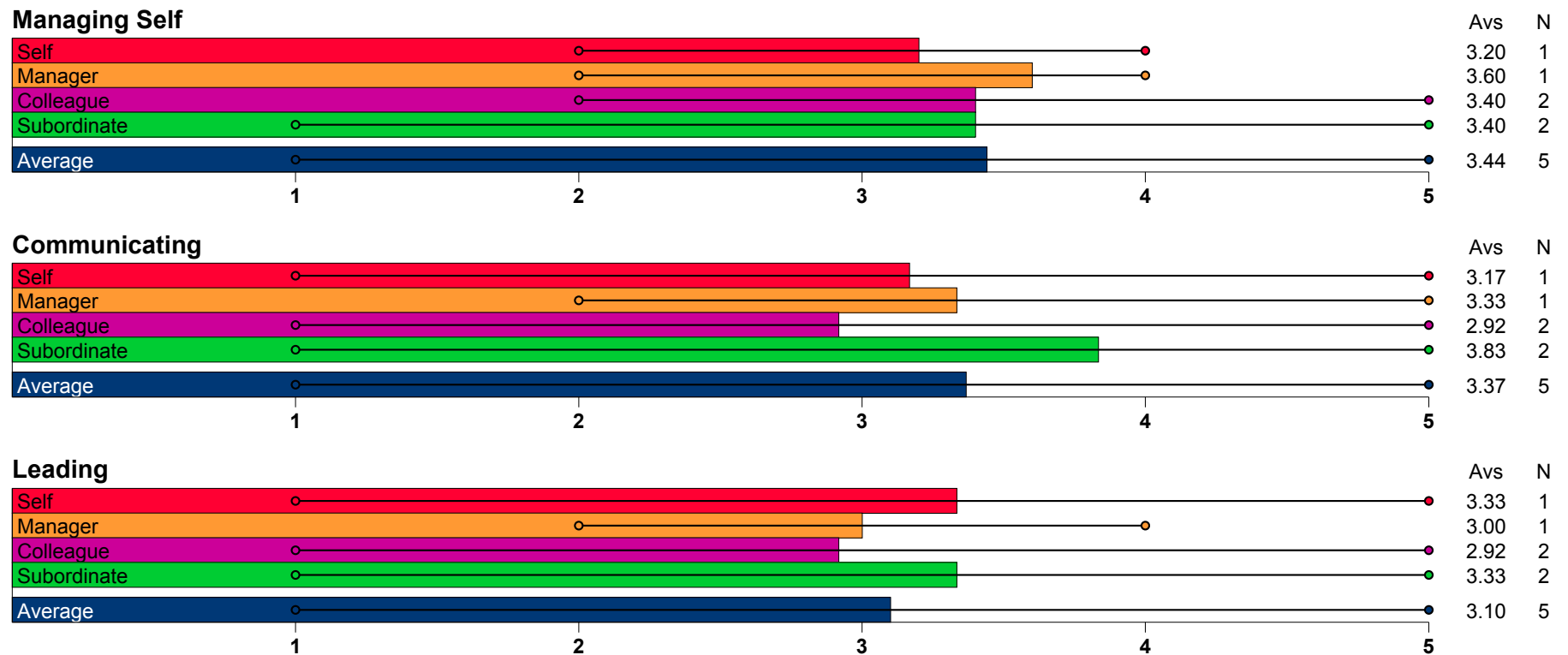
Self-Awareness Index Self - Subordinate (N = 2)



Confirmed Development Areas

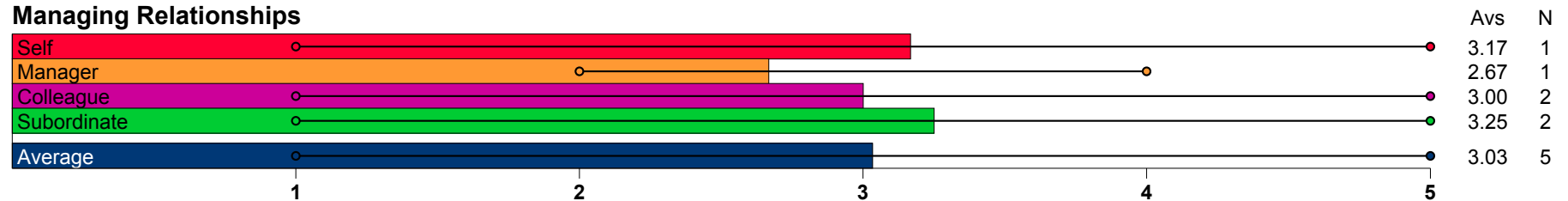
	<u>Self</u>	<u>Subordinate</u>
A. Problem Solving	3.00	2.17
B. Planning	3.33	2.67
C. Controlling	2.50	2.92
D. Managing Self	3.20	3.40
E. Managing Relationships	3.17	3.25
F. Leading	3.33	3.33
G. Communicating	3.17	3.83

Competency Summary

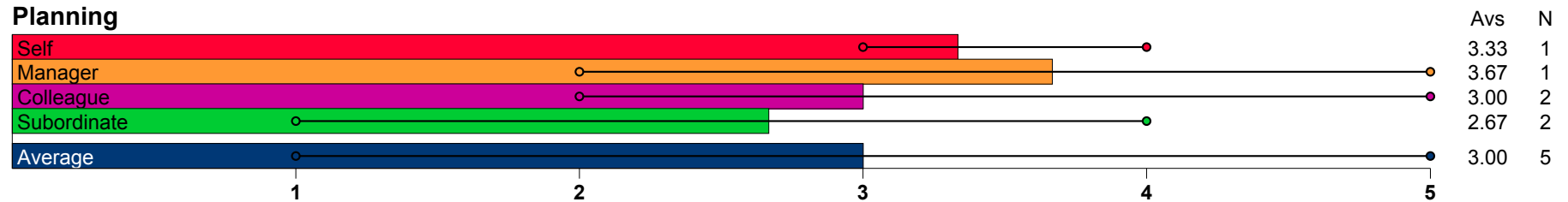


Competency Summary Continued

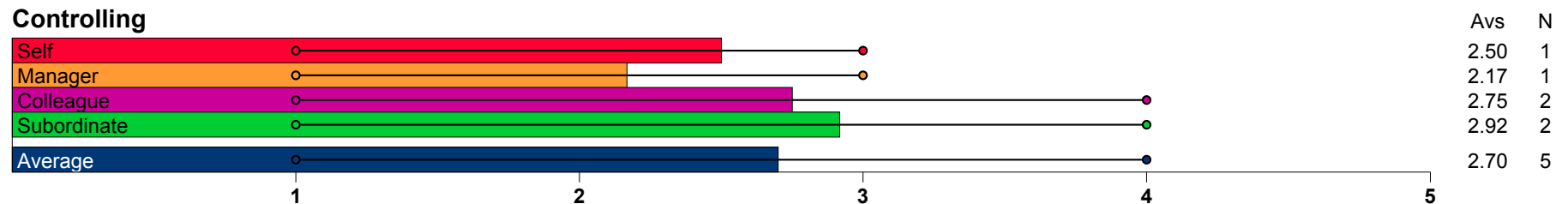
Managing Relationships



Planning

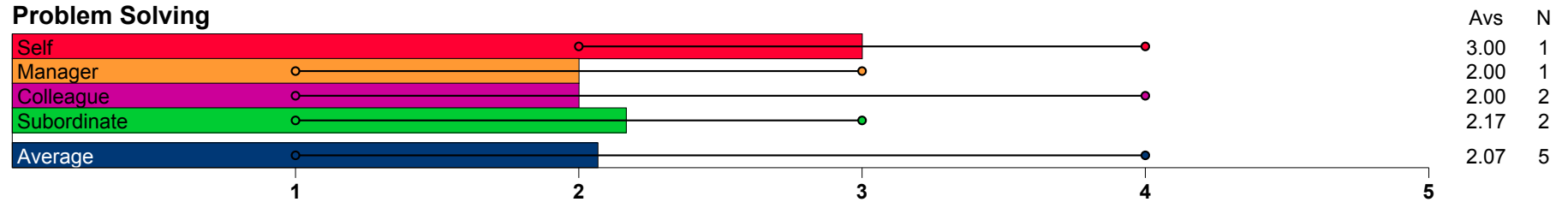


Controlling



Competency Summary Continued

Problem Solving



Behavior Summary

The average score for each LeaderView360 competency and specific questions are summarized below for each rater category (1 to 5 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	Colleague	Subordinate	Average
Managing Self	3.20 (0.51)	3.60 (0.60)	3.40 (0.44)	3.40 (0.40)	3.44 (0.45)
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	4.00 (1.00)	4.00 (1.00)	5.00 (1.00)	4.50 (0.75)	4.60 (0.76)
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.	4.00 (1.00)	4.00 (1.00)	3.00 (0.50)	4.50 (0.75)	3.80 (0.51)
Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	4.00 (1.00)	4.00 (1.00)	2.50 (0.75)	3.50 (0.75)	3.20 (0.63)
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	2.00 (1.00)	4.00 (1.00)	3.50 (0.75)	2.50 (0.75)	3.20 (0.63)
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	2.00 (1.00)	2.00 (1.00)	3.00 (0.50)	2.00 (0.50)	2.40 (0.49)

Behavior Summary Continued

Questions	Self	Manager	Colleague	Subordinate	Average
Communicating	3.17 (0.27)	3.33 (0.53)	2.92 (0.37)	3.83 (0.36)	3.37 (0.36)
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	1.00 (1.00)	5.00 (1.00)	2.50 (0.75)	5.00 (1.00)	4.00 (0.37)
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	5.00 (1.00)	4.00 (1.00)	4.50 (0.75)	3.00 (0.50)	3.80 (0.51)
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	2.00 (1.00)	3.00 (1.00)	3.00 (0.50)	4.50 (0.75)	3.60 (0.49)
Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	3.00 (1.00)	3.00 (1.00)	2.50 (0.25)	5.00 (1.00)	3.60 (0.25)
Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	5.00 (1.00)	3.00 (1.00)	2.00 (0.50)	3.50 (0.75)	2.80 (0.51)
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	3.00 (1.00)	2.00 (1.00)	3.00 (0.50)	2.00 (0.50)	2.40 (0.49)
Leading	3.33 (0.15)	3.00 (0.59)	2.92 (0.17)	3.33 (0.38)	3.10 (0.31)
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assume responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	1.00 (1.00)	4.00 (1.00)	3.50 (0.25)	4.50 (0.75)	4.00 (0.45)
Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modelling open and honest behavior with others.	1.00 (1.00)	3.00 (1.00)	3.50 (0.25)	4.00 (1.00)	3.60 (0.49)
Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	5.00 (1.00)	2.00 (1.00)	4.50 (0.75)	3.50 (0.75)	3.60 (0.49)

Behavior Summary Continued

Questions	Self	Manager	Colleague	Subordinate	Average
Leading	3.33 (0.15)	3.00 (0.59)	2.92 (0.17)	3.33 (0.38)	3.10 (0.31)
Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	4.00 (1.00)	3.00 (1.00)	1.50 (0.75)	4.00 (1.00)	2.80 (0.42)
Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	4.00 (1.00)	2.00 (1.00)	3.00 (0.00)	2.50 (0.25)	2.60 (0.19)
Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	5.00 (1.00)	4.00 (1.00)	1.50 (0.75)	1.50 (0.75)	2.00 (0.45)
Managing Relationships	3.17 (0.33)	2.67 (0.63)	3.00 (0.32)	3.25 (0.38)	3.03 (0.39)
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	2.00 (1.00)	4.00 (1.00)	4.50 (0.75)	4.00 (1.00)	4.20 (0.80)
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	4.00 (1.00)	2.00 (1.00)	4.00 (0.50)	4.50 (0.75)	3.80 (0.42)
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	5.00 (1.00)	2.00 (1.00)	2.50 (0.75)	4.00 (1.00)	3.00 (0.55)
Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	4.00 (1.00)	3.00 (1.00)	3.00 (0.50)	2.00 (0.50)	2.60 (0.49)
Maintaining relationships - Maintains contact with people. Takes the initiative to stay in touch and in communication.	1.00 (1.00)	2.00 (1.00)	1.50 (0.75)	3.50 (0.75)	2.40 (0.49)
Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	3.00 (1.00)	3.00 (1.00)	2.50 (0.25)	1.50 (0.75)	2.20 (0.42)

Behavior Summary Continued

Questions	Self	Manager	Colleague	Subordinate	Average
Planning	3.33 (0.76)	3.67 (0.38)	3.00 (0.42)	2.67 (0.53)	3.00 (0.42)
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	3.00 (1.00)	5.00 (1.00)	3.50 (0.75)	2.50 (0.75)	3.40 (0.49)
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	4.00 (1.00)	2.00 (1.00)	3.50 (0.25)	3.50 (0.75)	3.20 (0.42)
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	3.00 (1.00)	4.00 (1.00)	2.00 (1.00)	2.00 (0.50)	2.40 (0.49)
Controlling	2.50 (0.62)	2.17 (0.66)	2.75 (0.54)	2.92 (0.52)	2.70 (0.53)
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	2.00 (1.00)	1.00 (1.00)	3.00 (0.50)	4.00 (1.00)	3.00 (0.37)
Meeting commitments - Performs according to agreements. Follows through according to plans.	3.00 (1.00)	3.00 (1.00)	3.00 (1.00)	2.50 (0.25)	2.80 (0.51)
Monitoring and controlling performance - Stays on top of what is happening. Knows the status of work underway. Ensures that work is being done within guidelines.	3.00 (1.00)	3.00 (1.00)	2.50 (0.25)	3.00 (0.50)	2.80 (0.42)
Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	3.00 (1.00)	2.00 (1.00)	2.50 (0.75)	3.00 (1.00)	2.60 (0.76)
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	3.00 (1.00)	2.00 (1.00)	3.00 (0.50)	2.50 (0.75)	2.60 (0.60)
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	1.00 (1.00)	2.00 (1.00)	2.50 (0.75)	2.50 (0.75)	2.40 (0.76)

Behavior Summary Continued

Questions	Self	Manager	Colleague	Subordinate	Average
Problem Solving	3.00 (0.59)	2.00 (0.59)	2.00 (0.42)	2.17 (0.66)	2.07 (0.54)
Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	2.00 (1.00)	2.00 (1.00)	2.50 (0.25)	2.00 (1.00)	2.20 (0.51)
Recognizing trends - Sees patterns in otherwise disorganized information. Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	3.00 (1.00)	3.00 (1.00)	2.00 (0.50)	2.00 (0.50)	2.20 (0.51)
Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	4.00 (1.00)	1.00 (1.00)	1.50 (0.75)	2.50 (0.75)	1.80 (0.63)

Most Effective Behaviors - All Raters

The following behaviors were identified by your respondents as your most effectively demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most effectively 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 5).

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

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self	4.60	0	0	0	2	3
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships	4.20	0	0	0	4	1
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assume responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading	4.00	0	1	0	2	2
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating	4.00	0	1	1	0	3

Most Effective Behaviors - All Raters

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.	Managing Self	3.80	0	1	0	3	1
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships	3.80	0	1	1	1	2
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating	3.80	0	1	0	3	1
Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading	3.60	0	1	1	2	1
Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modelling open and honest behavior with others.	Leading	3.60	0	1	1	2	1
Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating	3.60	1	0	1	1	2
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating	3.60	0	1	1	2	1

Most Effective Behaviors - Manager

The following behaviors were identified by your respondents as your most effectively demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most effectively 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 5).

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

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating	5.00	0	0	0	0	1
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning	5.00	0	0	0	0	1
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating	4.00	0	0	0	1	0
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning	4.00	0	0	0	1	0

Most Effective Behaviors - Manager

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships	4.00	0	0	0	1	0
Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	Managing Self	4.00	0	0	0	1	0
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self	4.00	0	0	0	1	0
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self	4.00	0	0	0	1	0
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.	Managing Self	4.00	0	0	0	1	0
Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading	4.00	0	0	0	1	0
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assume responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading	4.00	0	0	0	1	0

Most Effective Behaviors - Colleague

The following behaviors were identified by your respondents as your most effectively demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most effectively 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 5).

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

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self	5.00	0	0	0	0	2
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships	4.50	0	0	0	1	1
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating	4.50	0	0	0	1	1
Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading	4.50	0	0	0	1	1

Most Effective Behaviors - Colleague

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships	4.00	0	0	1	0	1
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assume responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading	3.50	0	1	0	0	1
Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modelling open and honest behavior with others.	Leading	3.50	0	1	0	0	1
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning	3.50	0	0	1	1	0
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning	3.50	0	1	0	0	1
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self	3.50	0	0	1	1	0

Least Effective Behaviors - All Raters

The following behaviors were identified by your respondents as your least effective by relevant competency. They are rank ordered so that the first item is perceived to be your least effective. 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 5).

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

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving	1.80	2	2	1	0	0
Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading	2.00	2	2	0	1	0
Recognizing trends - Sees patterns in otherwise disorganized information. Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving	2.20	2	0	3	0	0
Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving	2.20	1	3	0	1	0

Least Effective Behaviors - All Raters

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	Managing Relationships	2.20	2	1	1	1	0
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self	2.40	1	2	1	1	0
Maintaining relationships - Maintains contact with people. Takes the initiative to stay in touch and in communication.	Managing Relationships	2.40	1	2	1	1	0
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating	2.40	1	2	1	1	0
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling	2.40	0	3	2	0	0
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning	2.40	1	2	1	1	0

Least Effective Behaviors - Manager

The following behaviors were identified by your respondents as your least effective by relevant competency. They are rank ordered so that the first item is perceived to be your least effective. 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 5).

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

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving	1.00	1	0	0	0	0
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling	1.00	1	0	0	0	0
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling	2.00	0	1	0	0	0
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling	2.00	0	1	0	0	0
Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling	2.00	0	1	0	0	0

Least Effective Behaviors - Manager

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships	2.00	0	1	0	0	0
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships	2.00	0	1	0	0	0
Maintaining relationships - Maintains contact with people. Takes the initiative to stay in touch and in communication.	Managing Relationships	2.00	0	1	0	0	0
Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	Leading	2.00	0	1	0	0	0
Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading	2.00	0	1	0	0	0
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self	2.00	0	1	0	0	0
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning	2.00	0	1	0	0	0

Least Effective Behaviors - Manager

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating	2.00	0	1	0	0	0
Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving	2.00	0	1	0	0	0

Least Effective Behaviors - Colleague

The following behaviors were identified by your respondents as your least effective by relevant competency. They are rank ordered so that the first item is perceived to be your least effective. 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 5).

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

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving	1.50	1	1	0	0	0
Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading	1.50	1	1	0	0	0
Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading	1.50	1	1	0	0	0
Maintaining relationships - Maintains contact with people. Takes the initiative to stay in touch and in communication.	Managing Relationships	1.50	1	1	0	0	0
Recognizing trends - Sees patterns in otherwise disorganized information. Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving	2.00	1	0	1	0	0

Least Effective Behaviors - Colleague

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	Communicating	2.00	1	0	1	0	0
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning	2.00	0	2	0	0	0
Monitoring and controlling performance - Stays on top of what is happening. Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling	2.50	1	0	0	1	0
Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling	2.50	0	1	1	0	0
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling	2.50	0	1	1	0	0
Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating	2.50	1	0	0	1	0
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating	2.50	0	1	1	0	0
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships	2.50	0	1	1	0	0

Least Effective Behaviors - Colleague

Least Effective Behaviors	Competency	Average Score					
			1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	Managing Relationships	2.50	1	0	0	1	0
Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving	2.50	1	0	0	1	0
Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	Managing Self	2.50	0	1	1	0	0

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)

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

These comments are provided on the next pages and are included verbatim without identifying 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
DEVELOPMENT AREAS

Development Planning Guide

Examining Your LeaderView360 Feedback Report

Your reactions to your LeaderView360 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 7 LeaderView360 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
The Performance Factors	Problem Solving		
	Planning		
	Controlling		
	Managing Self		
	Managing Relationships		
	Leading		
	Communicating		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your LeaderView360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your LeaderView360 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 LeaderView360 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:	