

MANAGERVIEW360

ManagerView360 Profile for:
Sally Sample
Envisia Learning

Feb 13 2015



Summary Feedback Report

Introduction

The ManagerView360 Feedback report is an instrument designed to provide a focus about specific communication, task / project management, and interpersonal competency strengths and development needs. This Feedback Report provides you information about how you are perceived on the 20 job critical supervisory and management competencies of ManagerView360.

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

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

This Feedback Report gives you:

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

Competency Definitions

Communication Skills

Listening

Listens and understands the verbal communications of others.

Two-Way Feedback

Solicits input and keeps others informed with necessary information in a timely manner.

Written Communication

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

Oral Communication

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

Oral Presentation

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

Vision/ Goal Setting

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

Task Management Skills

Planning/ Organizing

Sets realistic & measurable goals and allocates resources.

Delegation

Assigns work, clarifies expectations, and defines how individual performance will be measured.

Administrative Control/ Follow Up

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

Performance Evaluation

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

Competency Definitions Continued

Performance Management

Provides others with ongoing and timely feedback on their performance and offers support when individuals are confronted with problems.

Recognizing/ Rewarding

Rewards and recognizes performance in a timely and appropriate manner.

Interpersonal Skills

Team Development

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

Interpersonal Sensitivity

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

Negotiation/ Conflict Management

Negotiates and effectively resolves interpersonal differences with others.

Coaching/ Employee Development

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

Leadership/ Influence

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

Employee Involvement

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

Problem-Solving Skills

Problem Analysis

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

Competency Definitions Continued

Decisiveness/ Judgment

Makes high quality decisions when required.

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 **ManagerView360**.

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

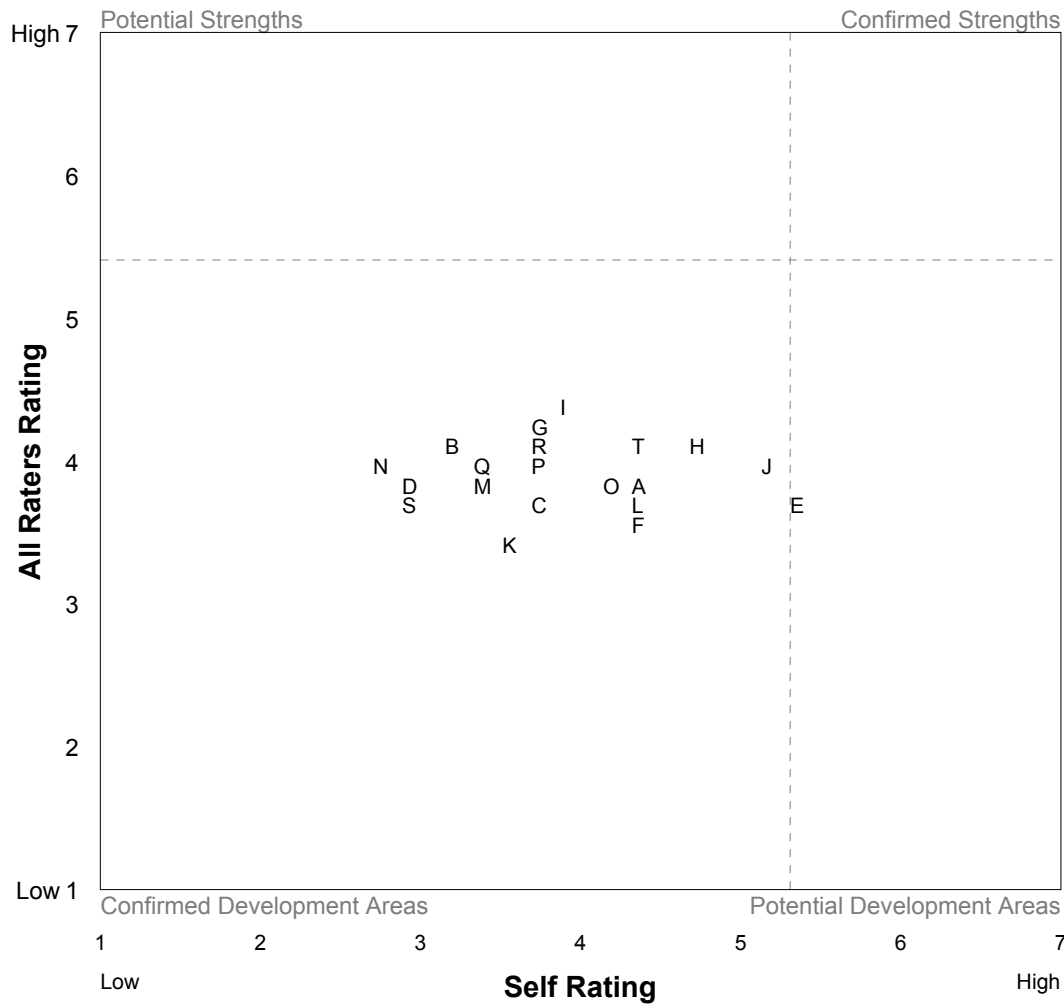
SELF RATINGS

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>
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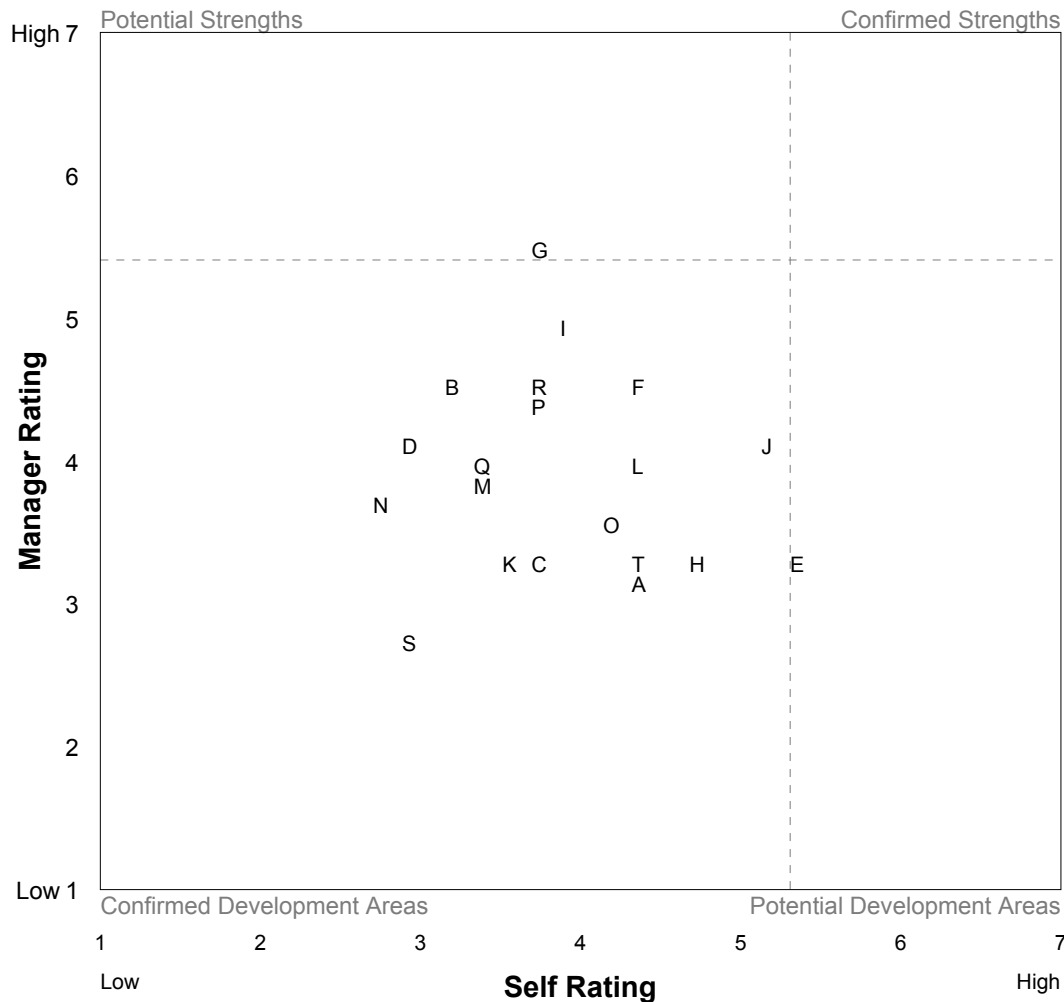
Confirmed Development Areas

A. Listening	4.40	3.89
B. Two-Way Feedback	3.20	4.23
C. Written Communication	3.80	3.80
D. Oral Communication	3.00	3.94
F. Vision/ Goal Setting	4.40	3.86
G. Planning/ Organizing	3.80	4.31
H. Delegation	4.80	4.11
I. Administrative Control/ Follow Up	4.00	4.40
J. Performance Evaluation	5.20	4.03
K. Performance Management	3.60	3.46
L. Recognizing/ Rewarding	4.40	3.86
M. Team Development	3.40	4.00
N. Interpersonal Sensitivity	2.80	4.03
O. Negotiation/ Conflict Management	4.20	3.86
P. Coaching/ Employee Development	3.80	4.20
Q. Leadership/ Influence	3.40	4.09
R. Employee Involvement	3.80	4.29
S. Problem Analysis	3.00	3.91
T. Decisiveness/ Judgment	4.40	4.11

Potential Development Areas

E. Oral Presentation	5.40	3.74
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Self-Awareness Index Self - Manager (N = 1)



Average Scores

Self Manager

Potential Strengths

G. Planning/ Organizing 3.80 5.60

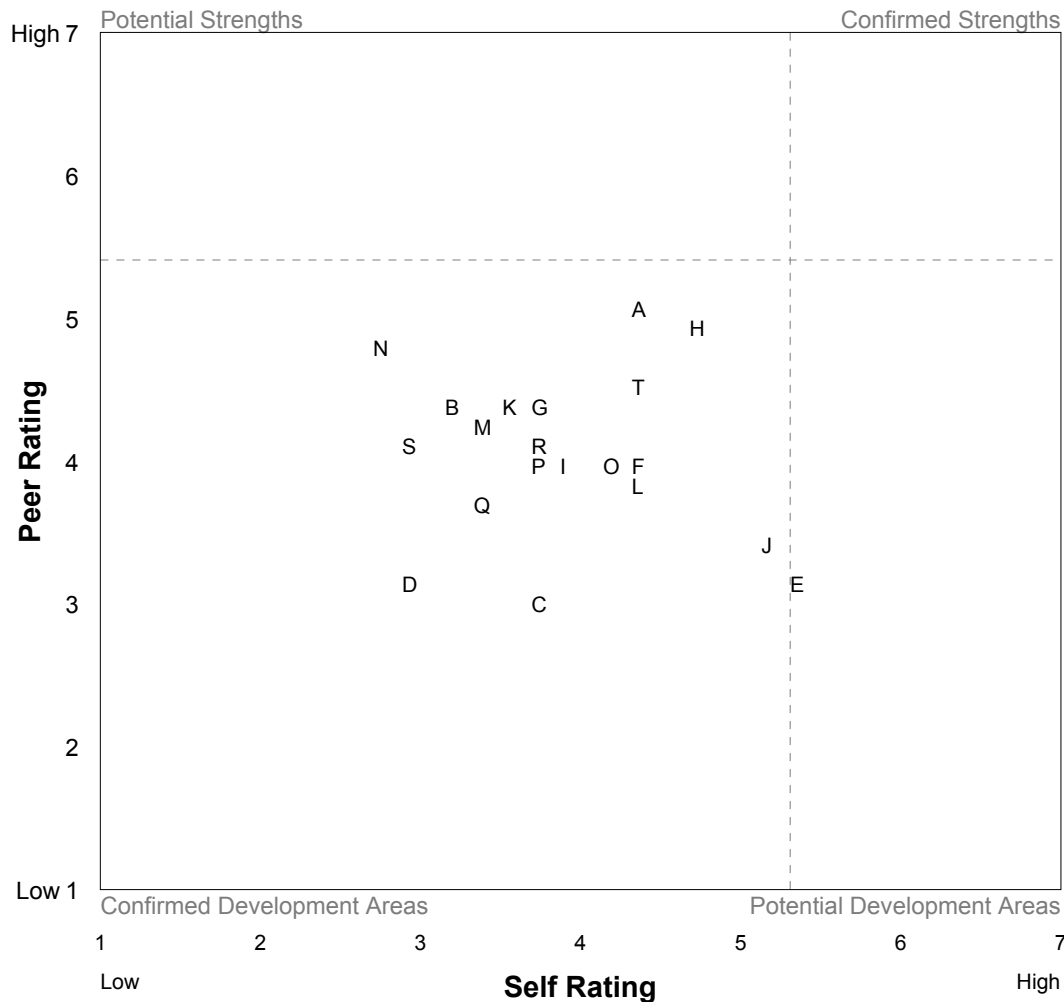
Confirmed Development Areas

A. Listening 4.40 3.40
 B. Two-Way Feedback 3.20 4.60
 C. Written Communication 3.80 3.40
 D. Oral Communication 3.00 4.20
 F. Vision/ Goal Setting 4.40 4.60
 H. Delegation 4.80 3.40
 I. Administrative Control/ Follow Up 4.00 5.00
 J. Performance Evaluation 5.20 4.20
 K. Performance Management 3.60 3.40
 L. Recognizing/ Rewarding 4.40 4.00
 M. Team Development 3.40 4.00
 N. Interpersonal Sensitivity 2.80 3.80
 O. Negotiation/ Conflict Management 4.20 3.60
 P. Coaching/ Employee Development 3.80 4.40
 Q. Leadership/ Influence 3.40 4.00
 R. Employee Involvement 3.80 4.60
 S. Problem Analysis 3.00 2.80
 T. Decisiveness/ Judgment 4.40 3.40

Potential Development Areas

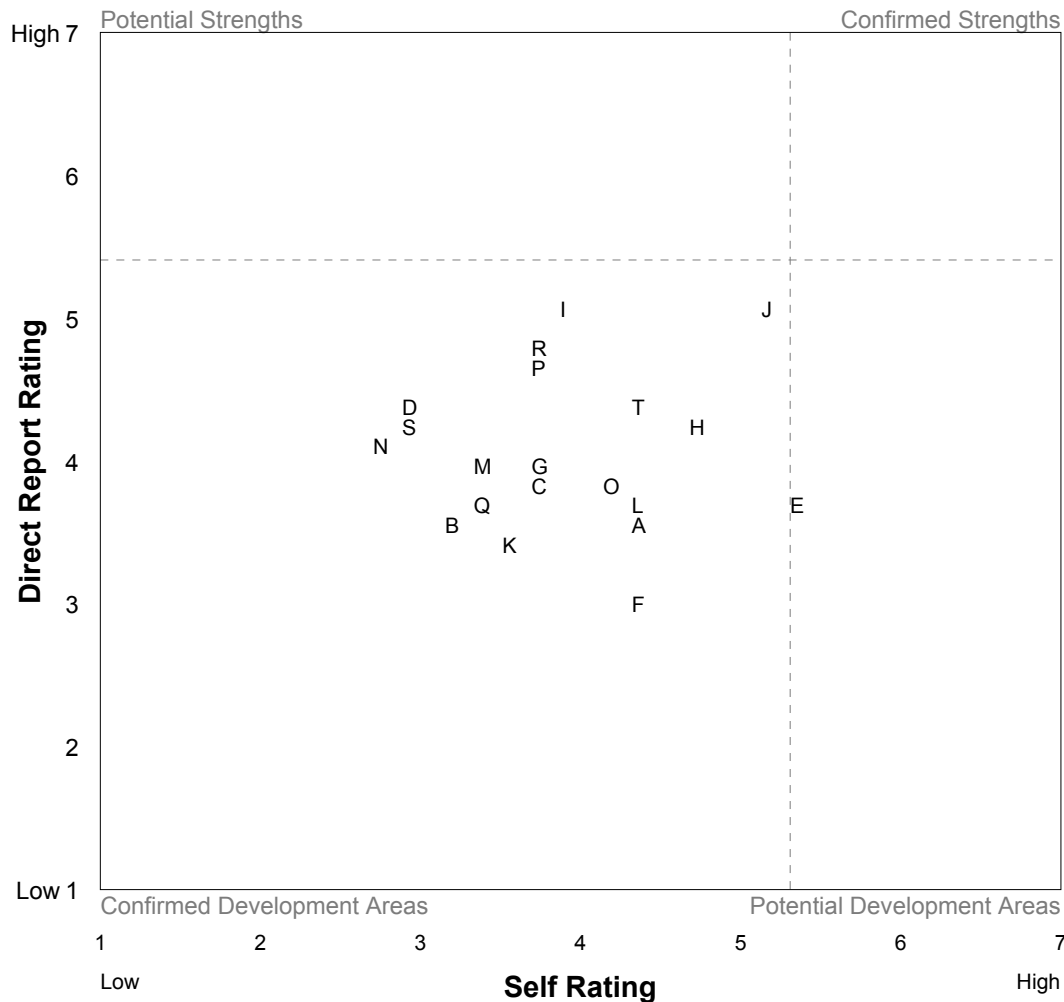
E. Oral Presentation 5.40 3.40

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



	Average Scores	
	Self	Peer
Confirmed Development Areas		
A. Listening	4.40	5.10
B. Two-Way Feedback	3.20	4.50
C. Written Communication	3.80	3.10
D. Oral Communication	3.00	3.20
F. Vision/ Goal Setting	4.40	4.10
G. Planning/ Organizing	3.80	4.50
H. Delegation	4.80	5.00
I. Administrative Control/ Follow Up	4.00	4.10
J. Performance Evaluation	5.20	3.50
K. Performance Management	3.60	4.40
L. Recognizing/ Rewarding	4.40	3.90
M. Team Development	3.40	4.30
N. Interpersonal Sensitivity	2.80	4.90
O. Negotiation/ Conflict Management	4.20	4.00
P. Coaching/ Employee Development	3.80	4.00
Q. Leadership/ Influence	3.40	3.80
R. Employee Involvement	3.80	4.20
S. Problem Analysis	3.00	4.20
T. Decisiveness/ Judgment	4.40	4.60
Potential Development Areas		
E. Oral Presentation	5.40	3.20

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



Average Scores

	<u>Self</u>	<u>Direct Report</u>
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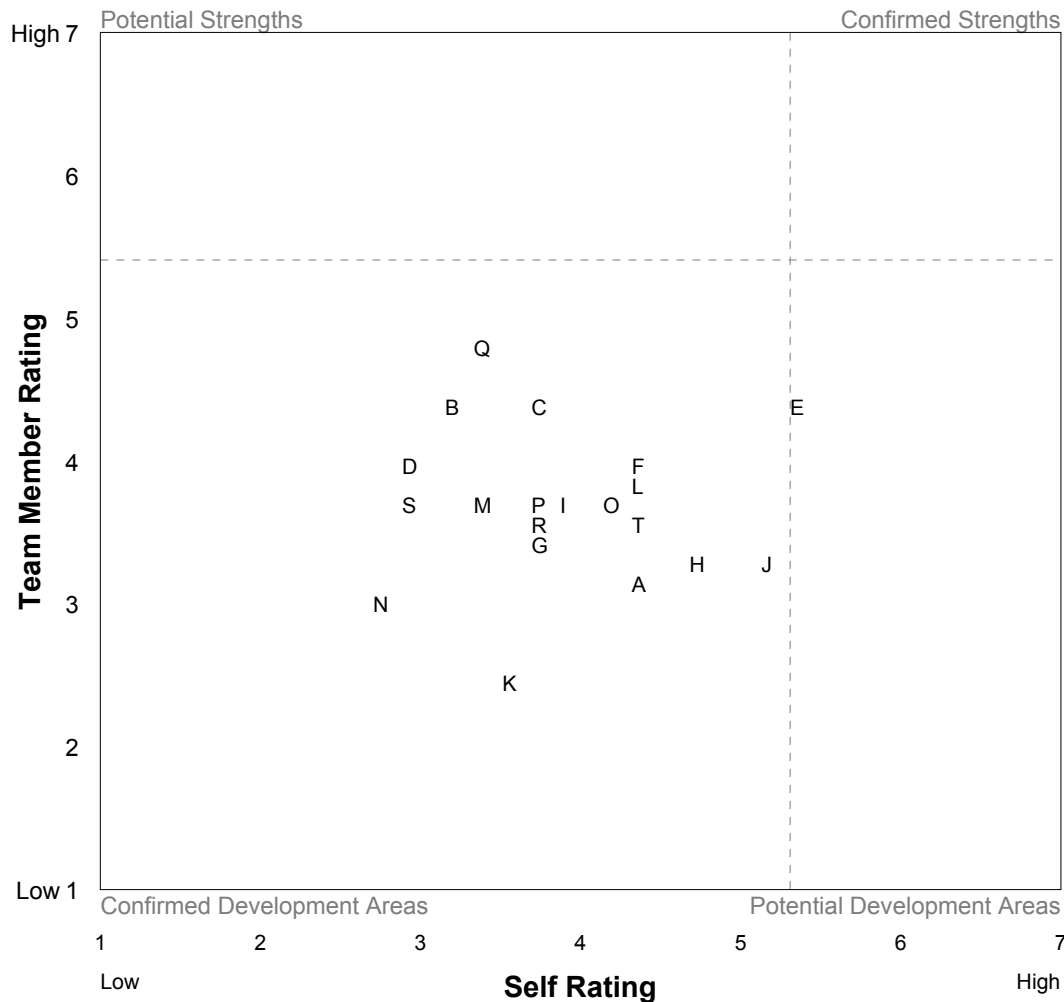
Confirmed Development Areas

A. Listening	4.40	3.60
B. Two-Way Feedback	3.20	3.60
C. Written Communication	3.80	4.00
D. Oral Communication	3.00	4.50
F. Vision/ Goal Setting	4.40	3.10
G. Planning/ Organizing	3.80	4.10
H. Delegation	4.80	4.30
I. Administrative Control/ Follow Up	4.00	5.10
J. Performance Evaluation	5.20	5.10
K. Performance Management	3.60	3.50
L. Recognizing/ Rewarding	4.40	3.70
M. Team Development	3.40	4.00
N. Interpersonal Sensitivity	2.80	4.20
O. Negotiation/ Conflict Management	4.20	3.90
P. Coaching/ Employee Development	3.80	4.70
Q. Leadership/ Influence	3.40	3.70
R. Employee Involvement	3.80	4.80
S. Problem Analysis	3.00	4.30
T. Decisiveness/ Judgment	4.40	4.50

Potential Development Areas

E. Oral Presentation	5.40	3.80
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Self-Awareness Index Self - Team Member (N = 2)



		Average Scores	
		<u>Self</u>	<u>Team Member</u>
Confirmed Development Areas			
A. Listening		4.40	3.20
B. Two-Way Feedback		3.20	4.40
C. Written Communication		3.80	4.50
D. Oral Communication		3.00	4.00
F. Vision/ Goal Setting		4.40	4.00
G. Planning/ Organizing		3.80	3.70
H. Delegation		4.80	3.40
I. Administrative Control/ Follow Up		4.00	3.70
J. Performance Evaluation		5.20	3.40
K. Performance Management		3.60	2.50
L. Recognizing/ Rewarding		4.40	3.90
M. Team Development		3.40	3.70
N. Interpersonal Sensitivity		2.80	3.10
O. Negotiation/ Conflict Management		4.20	3.80
P. Coaching/ Employee Development		3.80	3.80
Q. Leadership/ Influence		3.40	4.80
R. Employee Involvement		3.80	3.70
S. Problem Analysis		3.00	3.80
T. Decisiveness/ Judgment		4.40	3.60
Potential Development Areas			
E. Oral Presentation		5.40	4.40

Competency Group Introduction

Competency Group Bar Graphs

Each ManagerView360 bar graph compares your self ratings to those of the other rater groups across 4 competency groups:

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

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 ManagerView360 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 ManagerView360 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

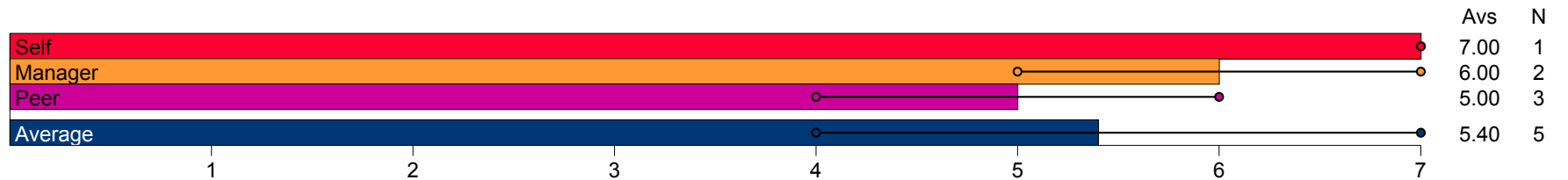
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

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

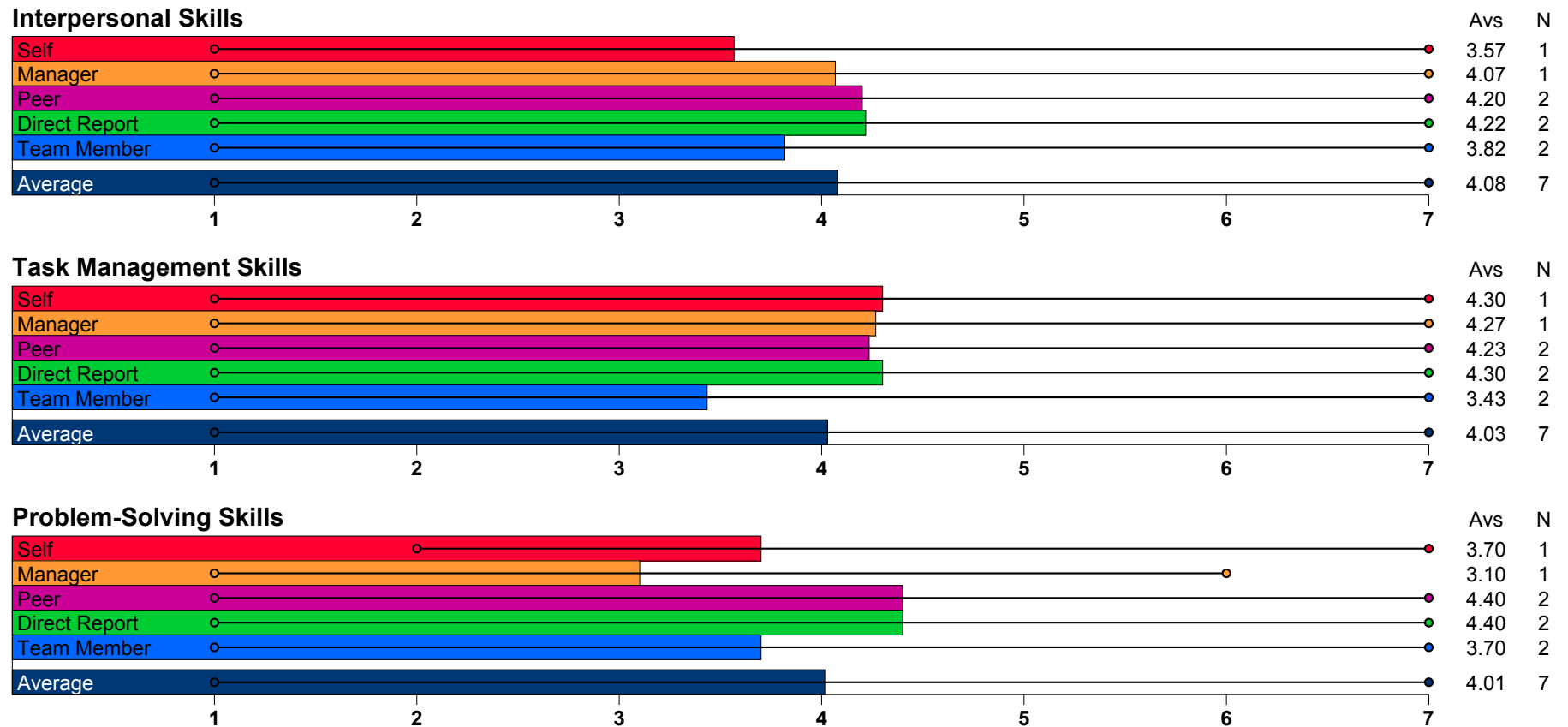


Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

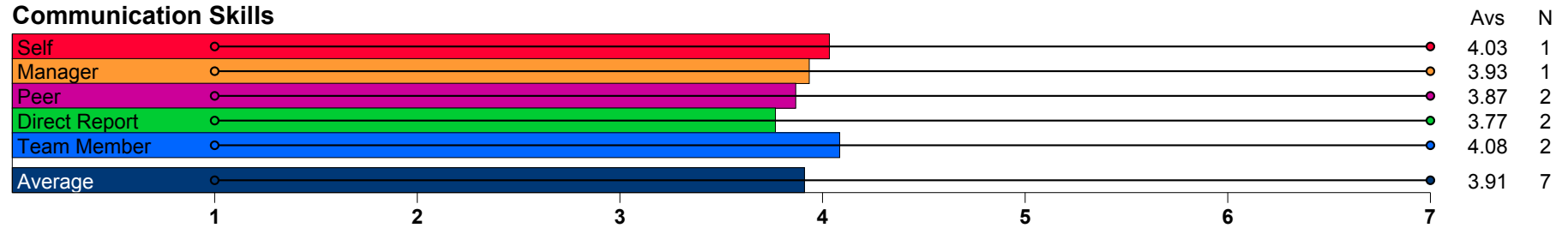
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Group Summary



Competency Group Summary Continued

Communication Skills



Competency Introduction

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 20 ManagerView360 competencies. 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 competencies are presented in descending order based on the average scores of all raters.

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- 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 Introduction Continued

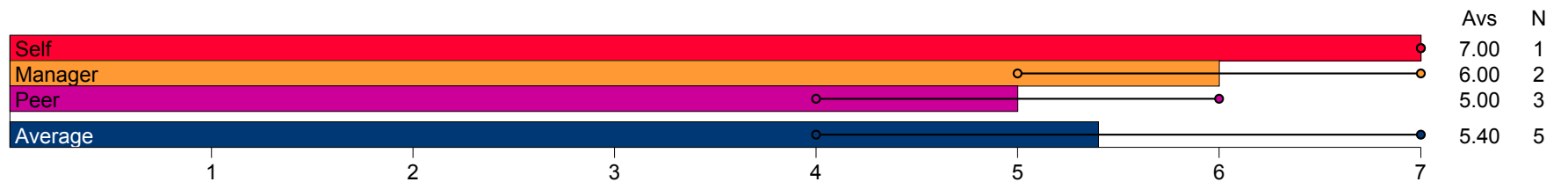
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NR - "NR" means no people from a particular rater group have responded.

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

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

Example



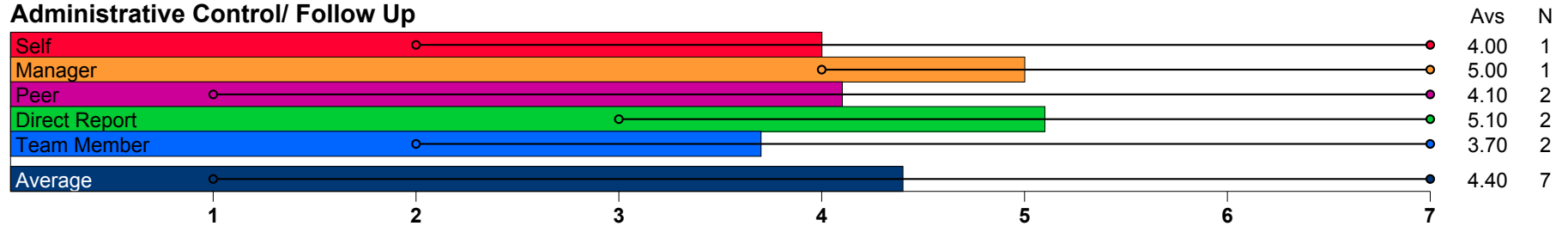
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

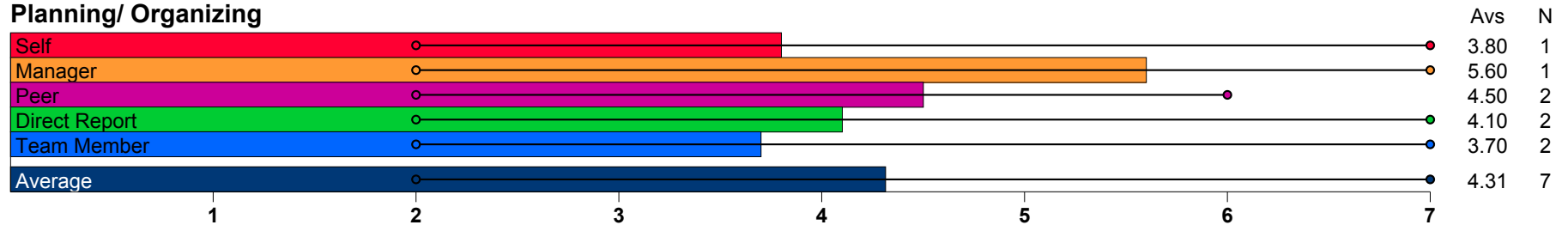
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Summary

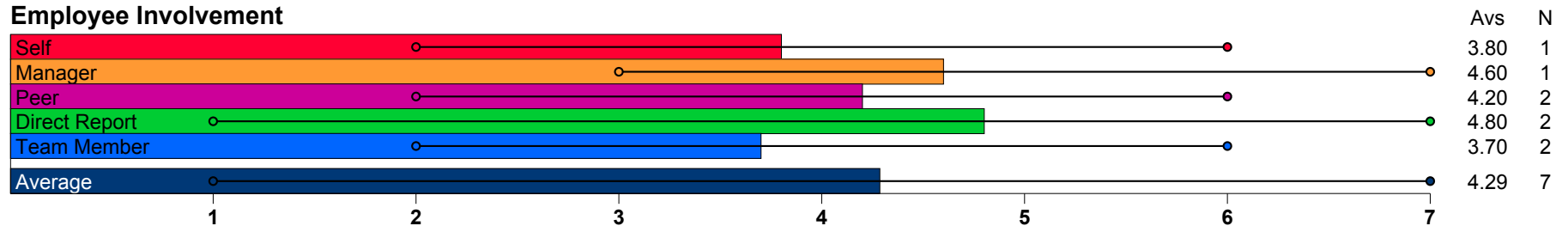
Administrative Control/ Follow Up



Planning/ Organizing

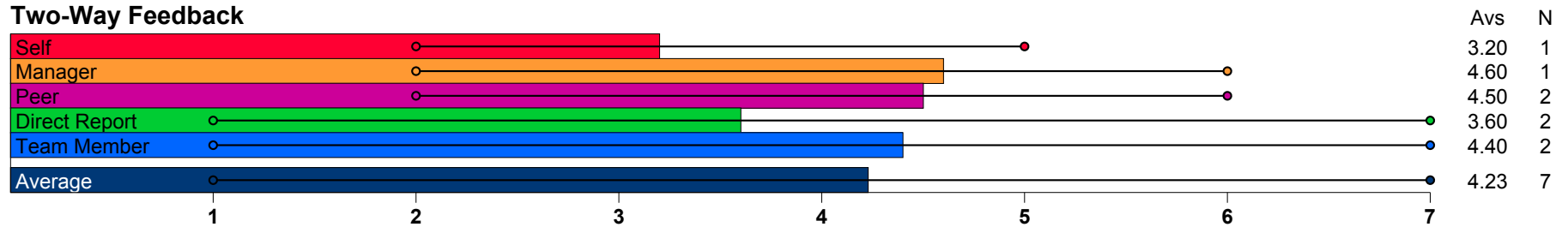


Employee Involvement

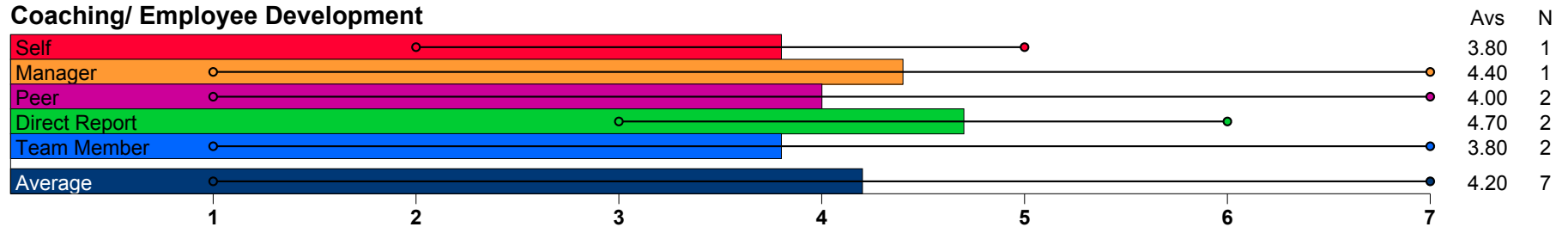


Competency Summary Continued

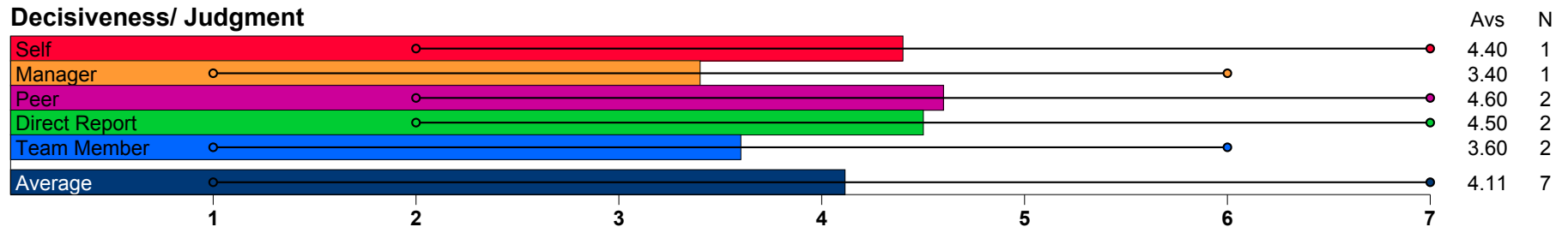
Two-Way Feedback



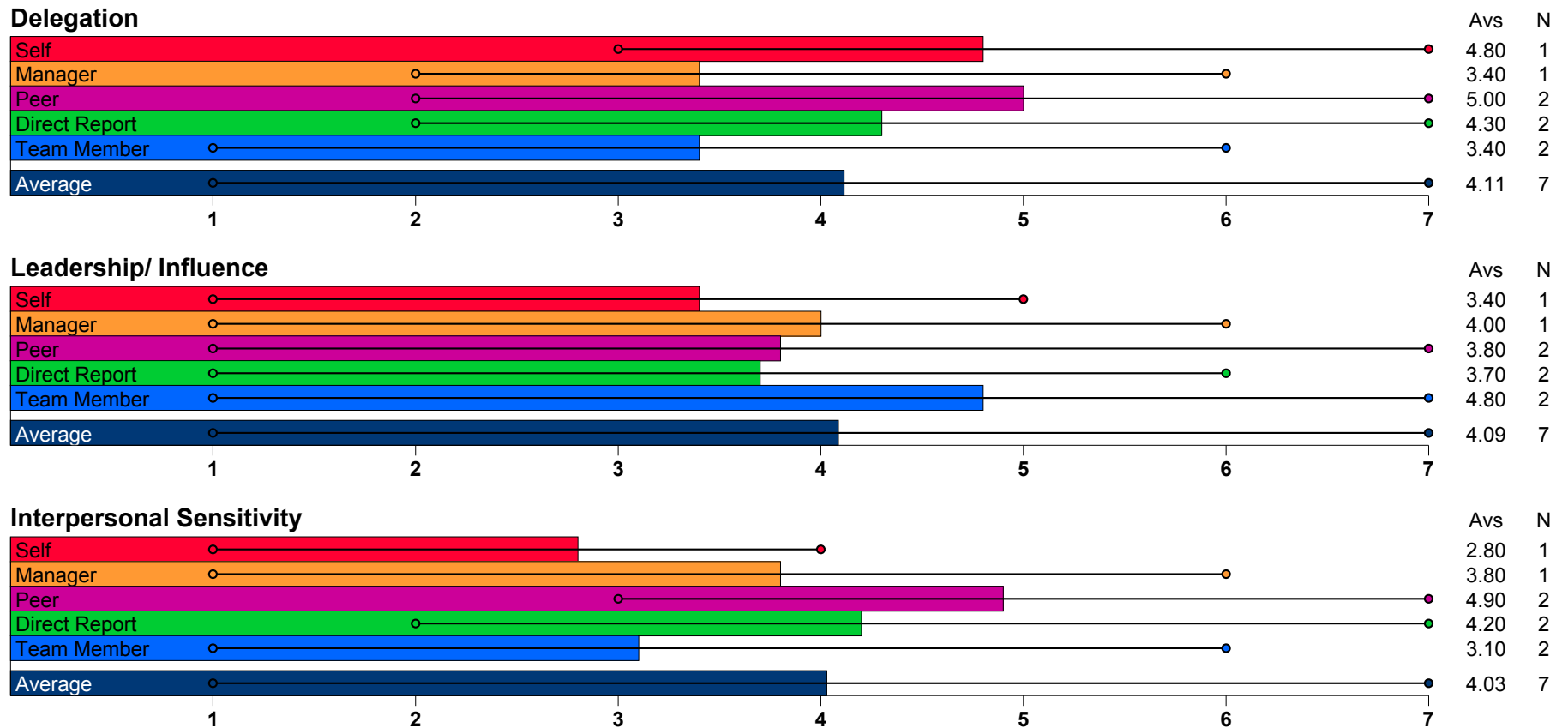
Coaching/ Employee Development



Decisiveness/ Judgment

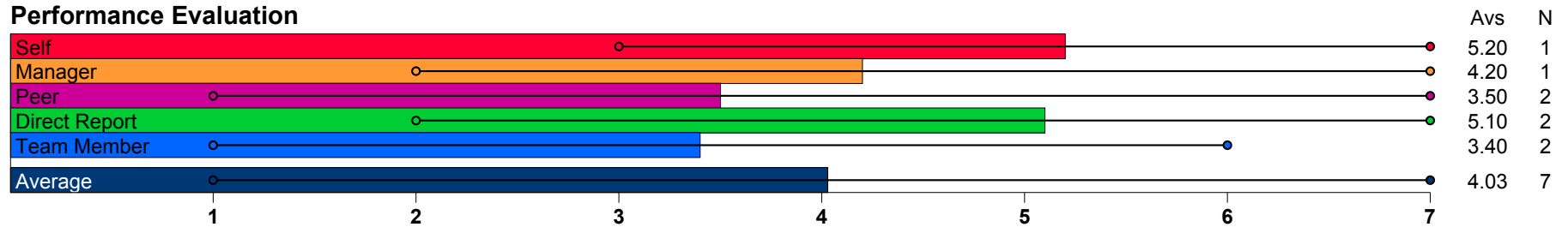


Competency Summary Continued

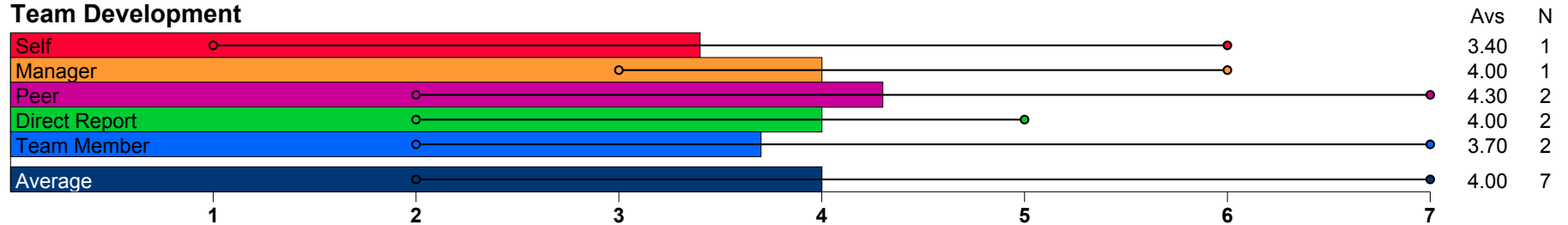


Competency Summary Continued

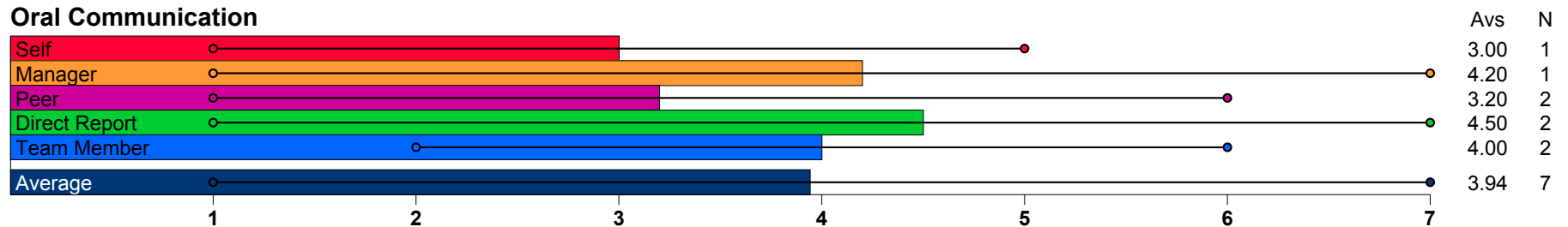
Performance Evaluation



Team Development

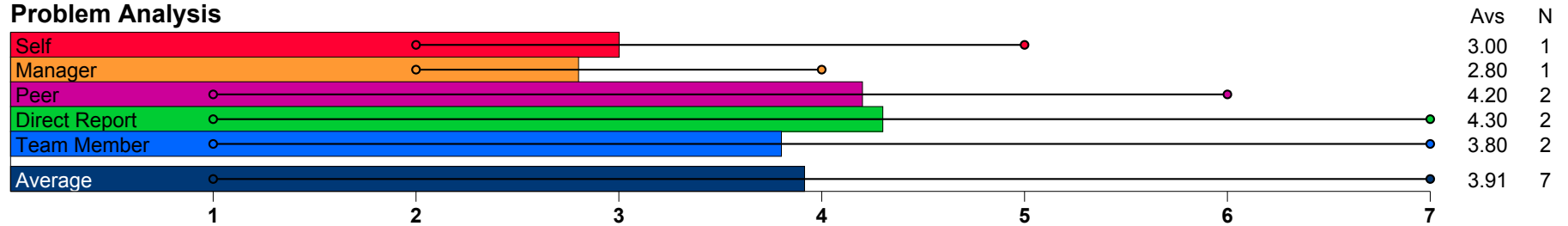


Oral Communication

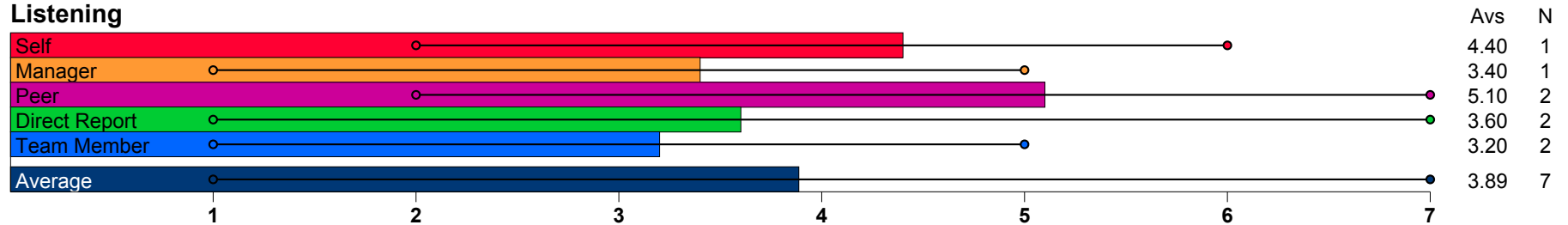


Competency Summary Continued

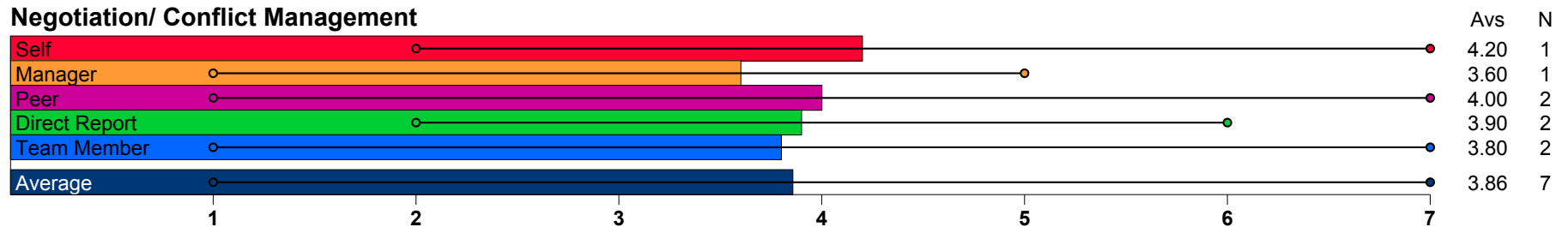
Problem Analysis



Listening

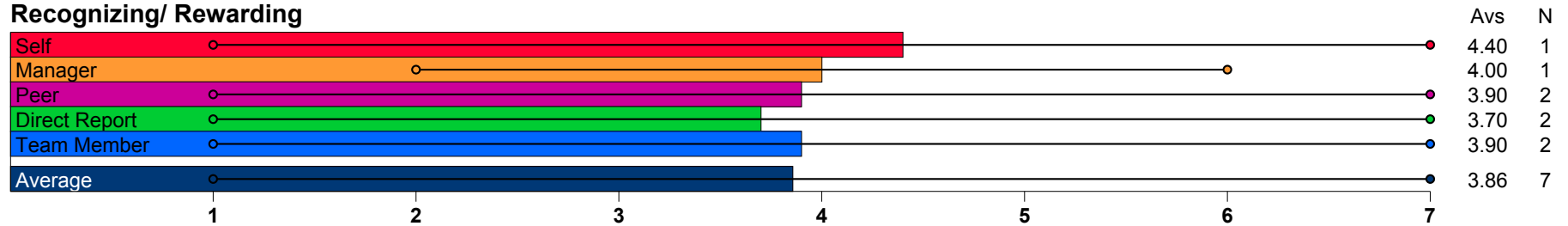


Negotiation/ Conflict Management

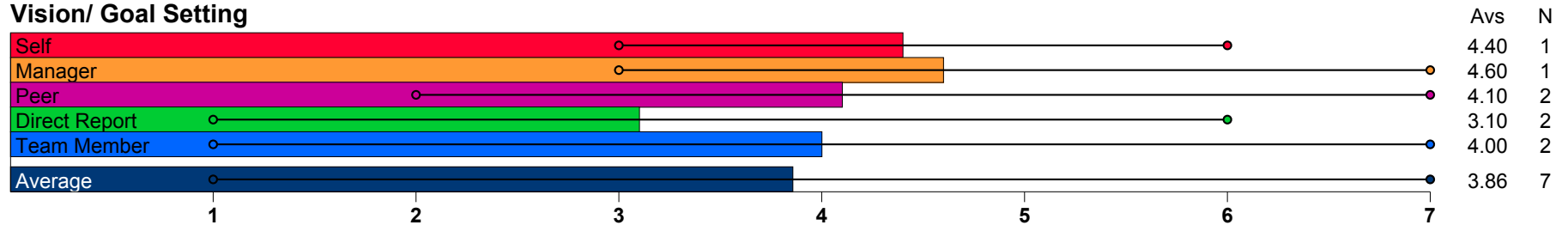


Competency Summary Continued

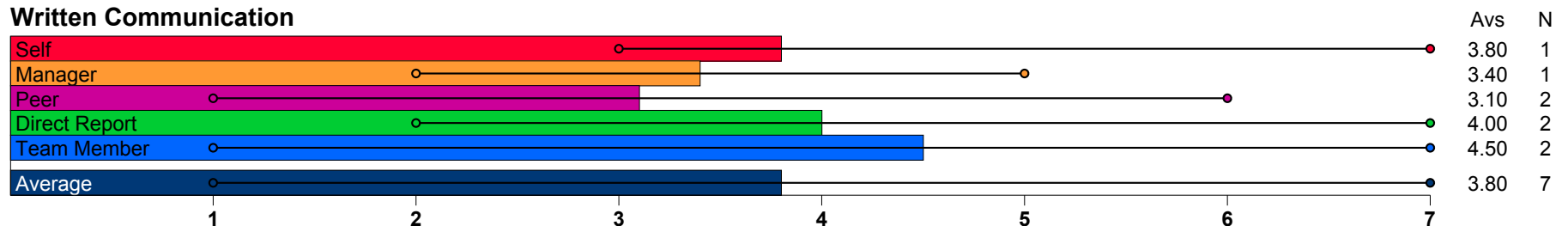
Recognizing/ Rewarding



Vision/ Goal Setting

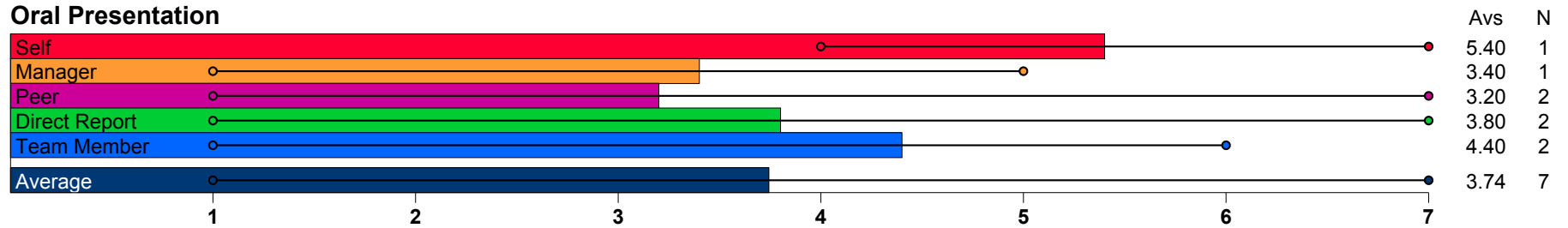


Written Communication

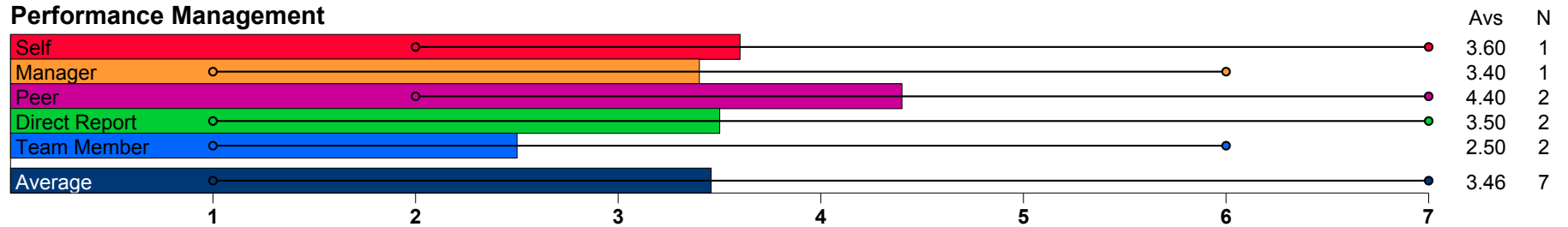


Competency Summary Continued

Oral Presentation



Performance Management



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
Involves employees in organizational decision-making, planning & problem-solving processes.	Employee Involvement	5.57	0	0	1	<input type="text" value="1"/>	0	3	2
Develops systems to monitor budgets, costs, & expenses.	Administrative Control/ Follow Up	5.43	0	1	0	<input type="text" value="1"/>	0	3	2
Supports employee development plans such as on-the-job training, stretch assignments, etc.	Coaching/ Employee Development	5.14	0	<input type="text" value="1"/>	0	1	2	1	2
Convinces & persuades others to see his or her perspective & ideas.	Leadership/ Influence	5.14	0	0	1	<input type="text" value="1"/>	2	2	1
Develops cooperation rather than competition among employees, groups & work teams.	Team Development	5.00	0	<input type="text" value="0"/>	2	0	2	2	1
Communicates information needed by team members in a prompt & timely manner.	Two-Way Feedback	5.00	0	1	0	<input type="text" value="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
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Decisiveness/ Judgment	5.00	1	1	0	0	1	1	3
Informs employees how their work is linked to both team & organizational business goals.	Vision/ Goal Setting	5.00	1	0	1	0	1	2	2
Is prepared & organized for meetings & presentations.	Oral Presentation	4.86	0	2	0	0	2	1	2
Involves employees in discussions regarding organizational issues & problems.	Employee Involvement	4.86	0	0	2	1	1	2	1
Compliments employees when they perform well.	Recognizing/ Rewarding	4.86	0	1	0	2	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
Establishes a logical sequence of work activities & assignments.	Planning/ Organizing	7.00	0	0	0	0	0	0	<input type="text" value="1"/>
Maintains information (e.g., documents, data, records, files) in a well-organized manner.	Planning/ Organizing	7.00	0	0	<input type="text" value="0"/>	0	0	0	1
Solicits & values the thoughts, opinions & ideas of employees.	Employee Involvement	7.00	0	0	<input type="text" value="0"/>	0	0	0	1
Supports employee development plans such as on-the-job training, stretch assignments, etc.	Coaching/ Employee Development	7.00	0	<input type="text" value="0"/>	0	0	0	0	1
Follows-up with employees to monitor quality & effective performance.	Administrative Control/ Follow Up	7.00	0	<input type="text" value="0"/>	0	0	0	0	1
Maintains eye contact when speaking to others.	Oral Communication	7.00	0	<input type="text" value="0"/>	0	0	0	0	1

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
Communicates & motivates others about the organizational mission & vision of the future.	Vision/ Goal Setting	7.00	0	0	0	0	0	0	1
Informs employees how their work is linked to both team & organizational business goals.	Vision/ Goal Setting	7.00	0	0	0	0	0	0	1
Provides employees with on-going feedback about work performance & progress.	Performance Evaluation	7.00	0	0	0	0	0	0	1
Rewards individuals for their efforts & accomplishments when deserved.	Recognizing/ Rewarding	6.00	0	0	0	0	0	1	0
Shows interest in & is considerate of the needs of others.	Interpersonal Sensitivity	6.00	0	0	0	0	0	1	0
Makes an effort to understand how employees are feeling.	Interpersonal Sensitivity	6.00	0	0	0	0	0	1	0
Delegates assignments to employees according to both individual & organizational needs.	Delegation	6.00	0	0	0	0	0	1	0
Develops systems to monitor budgets, costs, & expenses.	Administrative Control/ Follow Up	6.00	0	0	0	0	0	1	0
Convinces & persuades others to see his or her perspective & ideas.	Leadership/ Influence	6.00	0	0	0	0	0	1	0
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	Leadership/ Influence	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
Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	Two-Way Feedback	6.00	0	0	0	0	0	1	0
Keeps employees informed with relevant job information & important organizational issues in a timely manner.	Two-Way Feedback	6.00	0	0	0	0	0	1	0
Develops both short & long-range plans that consider relevant cost, schedule & resource information.	Planning/ Organizing	6.00	0	0	0	0	0	1	0
Organizes, utilizes & manages time productively.	Planning/ Organizing	6.00	0	0	0	0	0	1	0
Clearly communicates employee performance problems in a fair and consistent manner.	Performance Management	6.00	0	0	0	0	0	1	0
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Decisiveness/ Judgment	6.00	0	0	0	0	0	1	0
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	Team Development	6.00	0	0	0	0	0	1	0
Conveys confidence in the skills & abilities of employees.	Coaching/ Employee Development	6.00	0	0	0	0	0	1	0
Takes an interest in & supports the career development plans of employees.	Coaching/ Employee Development	6.00	0	0	0	0	0	1	0
States complex information & thoughts simply and clearly.	Oral Communication	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
Develops cooperation rather than competition among employees, groups & work teams.	Team Development	6.00	0	0	0	0	0	2	0
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	Team Development	6.00	0	0	0	0	1	0	1
Compliments employees when they perform well.	Recognizing/ Rewarding	6.00	0	0	0	0	1	0	1
Involves employees in organizational decision-making, planning & problem-solving processes.	Employee Involvement	6.00	0	0	0	0	0	2	0
Communicates organizational vision, values and beliefs effectively.	Vision/ Goal Setting	6.00	0	0	0	0	1	0	1
Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	Delegation	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
Delegates assignments to employees according to both individual & organizational needs.	Delegation	6.00	0	0	0	0	0	2	0
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	Interpersonal Sensitivity	6.00	0	0	0	0	1	0	1
Encourages a climate in which employees feel free to openly share their thoughts & feelings.	Two-Way Feedback	6.00	0	0	0	0	0	2	0
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	Listening	6.00	0	0	0	0	1	0	1
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	Listening	6.00	0	0	0	0	0	2	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
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Decisiveness/ Judgment	7.00	0	0	0	0	0	0	2
Involves employees in organizational decision-making, planning & problem-solving processes.	Employee Involvement	7.00	0	0	0	0	0	0	2
Develops systems to monitor budgets, costs, & expenses.	Administrative Control/ Follow Up	6.50	0	0	0	0	0	1	1
Involves employees in discussions regarding organizational issues & problems.	Employee Involvement	6.50	0	0	0	0	0	1	1
States complex information & thoughts simply and clearly.	Oral Communication	6.50	0	0	0	0	0	1	1
Considers alternatives & generates contingency plans when making decisions & solving problems.	Problem Analysis	6.50	0	0	0	0	0	1	1

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
Completes & maintains written documentation on employee performance throughout an appraisal period.	Performance Evaluation	6.00	0	0	0	0	1	0	1
Makes it easy for employees to talk about their job challenges & problems.	Interpersonal Sensitivity	5.50	0	0	0	1	0	0	1
Develops & maintains supportive, friendly & sensitive interpersonal relationships with others.	Interpersonal Sensitivity	5.50	0	0	0	0	1	1	0
Provides adequate support & training to employees.	Coaching/ Employee Development	5.50	0	0	0	0	1	1	0
Supports employee development plans such as on-the-job training, stretch assignments, etc.	Coaching/ Employee Development	5.50	0	0	0	0	1	1	0
Provides immediate positive feedback to others when their assignments & projects are completed successfully.	Recognizing/ Rewarding	5.50	0	0	0	1	0	0	1
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	Delegation	5.50	0	0	0	0	1	1	0
Provides adequate resources, information & training so that employees can perform delegated tasks.	Delegation	5.50	0	0	0	1	0	0	1
Attempts to get commitment from employees to improve performance problems.	Performance Management	5.50	0	0	0	1	0	0	1
Convinces & persuades others to see his or her perspective & ideas.	Leadership/ Influence	5.50	0	0	0	0	1	1	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
Gathers & utilizes available information in order to understand and solve organizational issues & problems.	Problem Analysis	5.50	0	0	0	0	1	1	0
Encourages continuous performance discussions with employees throughout the appraisal period.	Performance Evaluation	5.50	0	0	0	0	1	1	0
Provides employees with on-going feedback about work performance & progress.	Performance Evaluation	5.50	0	0	0	0	1	1	0
Follows-up with employees to monitor quality & effective performance.	Administrative Control/ Follow Up	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
Creates opportunities to be innovative & create new ideas & concepts.	Problem Analysis	6.50	0	0	0	0	<input type="text" value="0"/>	1	1
Informs employees how their work is linked to both team & organizational business goals.	Vision/ Goal Setting	6.50	0	0	0	0	<input type="text" value="0"/>	1	1
Encourages a climate in which employees feel free to openly share their thoughts & feelings.	Two-Way Feedback	6.00	0	0	<input type="text" value="0"/>	0	0	2	0
Convinces & persuades others to see his or her perspective & ideas.	Leadership/ Influence	6.00	0	0	0	<input type="text" value="0"/>	1	0	1
Writes in a clear, direct & concise manner.	Written Communication	5.50	0	0	<input type="text" value="0"/>	1	0	0	1
Writes in a logical & organized manner.	Written Communication	5.50	0	0	0	1	0	0	<input type="text" value="1"/>
Makes an effort to understand how employees are feeling.	Interpersonal Sensitivity	5.50	0	0	<input type="text" value="0"/>	0	1	1	0

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
Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	Two-Way Feedback	5.50	0	0	0	1	0	0	1
Communicates information needed by team members in a prompt & timely manner.	Two-Way Feedback	5.50	0	0	0	0	1	1	0
Is prepared & organized for meetings & presentations.	Oral Presentation	5.50	0	0	0	0	1	1	0
Handles questions in meetings & presentations in a responsive & diplomatic manner.	Oral Presentation	5.50	0	0	0	0	1	1	0

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
Explores & discusses the causes of employee performance & discipline problems.	Performance Management	2.43	2	2	1	2	0	0	0
Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	Performance Evaluation	2.57	1	3	2	0	1	0	0
Waits out silences and listens patiently without interrupting others.	Listening	2.71	2	2	1	1	0	1	0
Generates & considers multiple solutions to a problem.	Problem Analysis	2.71	2	3	0	0	1	1	0
Uses appropriate grammar, tense & language in written communications.	Written Communication	2.86	2	2	1	0	1	1	0
Effectively handles comments, complaints & disagreements in meetings & presentations.	Oral Presentation	3.00	1	0	4	2	0	0	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
Restates & clarifies important points & questions from others.	Oral Presentation	3.00	0	3	3	0	0	1	0
Maintains close contact & communication with employees (keeps others well informed).	Two-Way Feedback	3.14	1	2	2	0	1	1	0
Delivers oral presentations that are persuasive, clear & logically organized.	Oral Presentation	3.14	3	1	0	0	2	0	1
Removes obstacles which may be hindering employees' performance.	Coaching/ Employee Development	3.14	1	1	2	2	1	0	0
Encourages a climate of trust, honesty & openness with others.	Team Development	3.14	0	3	2	0	2	0	0
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	Leadership/ Influence	3.14	4	0	0	0	1	1	1
Shares successes & discusses effective performance with others.	Recognizing/ Rewarding	3.14	2	0	2	1	2	0	0
Clearly establishes & communicates performance goals & standards with employees.	Performance Management	3.14	1	3	1	0	0	2	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
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	Listening	1.00	1	0	0	0	0	0	0
Waits out silences and listens patiently without interrupting others.	Listening	1.00	1	0	0	0	0	0	0
Makes it easy for employees to talk about their job challenges & problems.	Interpersonal Sensitivity	1.00	1	0	0	0	0	0	0
Focuses on specific behaviors, instead of personality when employee performance discussions are required.	Performance Management	1.00	1	0	0	0	0	0	0
Provides adequate support & training to employees.	Coaching/ Employee Development	1.00	1	0	0	0	0	0	0
Builds strategic alliances & networks with key people.	Leadership/ Influence	1.00	1	0	0	0	0	0	0
Gathers enough information, data & input before making a decision.	Decisiveness/ Judgment	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
Delivers oral presentations that are persuasive, clear & logically organized.	Oral Presentation	1.00	1	0	0	0	0	0	0
Provides clear, concise & logical answers to questions from others.	Oral Communication	1.00	1	0	0	0	0	0	0
Resists acting defensively & keeps an open mind when others disagree with him or her.	Negotiation/ Conflict Management	1.00	1	0	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
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	Leadership/ Influence	1.00	2	0	0	0	0	0	0
Delivers oral presentations that are persuasive, clear & logically organized.	Oral Presentation	1.50	1	1	0	0	0	0	0
Uses appropriate grammar, tense & language in written communications.	Written Communication	1.50	1	1	0	0	0	0	0
Rewards individuals for their efforts & accomplishments when deserved.	Recognizing/ Rewarding	1.50	1	1	0	0	0	0	0
Keeps track of details and follows up on tasks, projects & assignments.	Administrative Control/ Follow Up	2.00	1	0	1	0	0	0	0
Allows for disagreements to emerge & be discussed openly.	Negotiation/ Conflict Management	2.00	1	0	1	0	0	0	0
Writes in a clear, direct & concise manner.	Written Communication	2.00	0	2	0	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
Maintains eye contact when speaking to others.	Oral Communication	2.00	1	0	1	0	0	0	0
Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	Performance Evaluation	2.50	0	1	1	0	0	0	0
Provides employees with on-going feedback about work performance & progress.	Performance Evaluation	2.50	0	1	1	0	0	0	0
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	Recognizing/ Rewarding	2.50	0	1	1	0	0	0	0
Communicates & motivates others about the organizational mission & vision of the future.	Vision/ Goal Setting	2.50	0	1	1	0	0	0	0
Provides adequate resources, information & training so that employees can perform delegated tasks.	Delegation	2.50	0	1	1	0	0	0	0
Keeps employees informed with relevant job information & important organizational issues in a timely manner.	Two-Way Feedback	2.50	0	1	1	0	0	0	0
Encourages a climate of trust, honesty & openness with others.	Team Development	2.50	0	1	1	0	0	0	0
Restates & clarifies important points & questions from others.	Oral Presentation	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
Clearly establishes & communicates performance goals & standards with employees.	Performance Management	1.50	1	1	0	0	0	0	0
Generates & considers multiple solutions to a problem.	Problem Analysis	1.50	1	1	0	0	0	0	0
Delegates assignments to employees according to both individual & organizational needs.	Delegation	2.00	0	2	0	0	0	0	0
Communicates & motivates others about the organizational mission & vision of the future.	Vision/ Goal Setting	2.00	0	2	0	0	0	0	0
Sets & communicates clear priorities for individuals & work teams.	Vision/ Goal Setting	2.00	1	0	1	0	0	0	0
Resolves interpersonal conflicts among employees.	Negotiation/ Conflict Management	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
Waits out silences and listens patiently without interrupting others.	Listening	2.00	1	0	1	0	0	0	0
Shares successes & discusses effective performance with others.	Recognizing/ Rewarding	2.00	1	0	1	0	0	0	0
Focuses on specific behaviors, instead of personality when employee performance discussions are required.	Performance Management	2.50	1	0	0	1	0	0	0
Communicates & expresses ideas in a manner that persuades and influences others.	Leadership/ Influence	2.50	0	1	1	0	0	0	0
Uses appropriate grammar, tense & language in written communications.	Written Communication	2.50	0	1	1	0	0	0	0
Makes an effort to understand how employees are feeling.	Interpersonal Sensitivity	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
Explores & discusses the causes of employee performance & discipline problems.	Performance Management	1.00	2	0	0	0	0	0	0
Maintains close contact & communication with employees (keeps others well informed).	Two-Way Feedback	1.50	1	1	0	0	0	0	0
Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	Performance Evaluation	1.50	1	1	0	0	0	0	0
Communicates organizational vision, values and beliefs effectively.	Vision/ Goal Setting	1.50	1	1	0	0	0	0	0
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	Interpersonal Sensitivity	1.50	1	1	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
Takes an interest in & supports the career development plans of employees.	Coaching/ Employee Development	1.50	1	1	0	0	0	0	0
Generates & considers multiple solutions to a problem.	Problem Analysis	1.50	1	1	0	0	0	0	0
Makes it easy for employees to talk about their job challenges & problems.	Interpersonal Sensitivity	2.00	0	2	0	0	0	0	0
Attempts to get commitment from employees to improve performance problems.	Performance Management	2.00	0	2	0	0	0	0	0
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	Listening	2.00	1	0	1	0	0	0	0
Effectively handles comments, complaints & disagreements in meetings & presentations.	Oral Presentation	2.00	1	0	1	0	0	0	0
Maintains information (e.g., documents, data, records, files) in a well-organized manner.	Planning/ Organizing	2.00	0	2	0	0	0	0	0
Shares successes & discusses effective performance with others.	Recognizing/ Rewarding	2.00	1	0	1	0	0	0	0

Behavior Summary

The average score for each ManagerView360 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
Administrative Control/ Follow Up	4.00 (0.37)	5.00 (0.58)	4.10 (0.40)	5.10 (0.62)	3.70 (0.38)	4.40 (0.44)
Develops systems to monitor budgets, costs, & expenses.	4.00 (1.00)	6.00 (1.00)	5.00 (0.67)	6.50 (0.83)	4.50 (0.17)	5.43 (0.44)
Develops systems and procedures to monitor individual, team and organizational progress on projects, tasks and assignments.	2.00 (1.00)	4.00 (1.00)	5.50 (0.50)	4.50 (0.83)	4.50 (0.50)	4.71 (0.57)
Follows-up with employees to monitor quality & effective performance.	2.00 (1.00)	7.00 (1.00)	4.50 (0.50)	5.50 (0.83)	2.50 (0.83)	4.57 (0.41)
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	5.00 (1.00)	4.00 (1.00)	3.50 (0.50)	5.00 (0.67)	3.00 (0.67)	3.86 (0.55)
Keeps track of details and follows up on tasks, projects & assignments.	7.00 (1.00)	4.00 (1.00)	2.00 (0.67)	4.00 (0.67)	4.00 (0.33)	3.43 (0.47)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Planning/ Organizing	3.80 (0.43)	5.60 (0.38)	4.50 (0.42)	4.10 (0.50)	3.70 (0.44)	4.31 (0.40)
Organizes, utilizes & manages time productively.	2.00 (1.00)	6.00 (1.00)	5.50 (0.83)	3.50 (0.50)	4.50 (0.50)	4.71 (0.51)
Develops both short & long-range plans that consider relevant cost, schedule & resource information.	4.00 (1.00)	6.00 (1.00)	4.00 (0.33)	4.00 (1.00)	5.00 (0.33)	4.57 (0.44)
Establishes a logical sequence of work activities & assignments.	7.00 (1.00)	7.00 (1.00)	4.00 (0.33)	4.00 (1.00)	4.00 (0.67)	4.43 (0.47)
Maintains information (e.g., documents, data, records, files) in a well-organized manner.	3.00 (1.00)	7.00 (1.00)	5.00 (0.67)	4.50 (0.17)	2.00 (1.00)	4.29 (0.27)
Effectively schedules work activities & tasks.	3.00 (1.00)	2.00 (1.00)	4.00 (0.33)	4.50 (0.50)	3.00 (0.67)	3.57 (0.44)
Employee Involvement	3.80 (0.56)	4.60 (0.55)	4.20 (0.51)	4.80 (0.26)	3.70 (0.50)	4.29 (0.41)
Involves employees in organizational decision-making, planning & problem-solving processes.	4.00 (1.00)	4.00 (1.00)	6.00 (1.00)	7.00 (1.00)	4.50 (0.50)	5.57 (0.53)
Involves employees in discussions regarding organizational issues & problems.	4.00 (1.00)	3.00 (1.00)	4.00 (0.67)	6.50 (0.83)	5.00 (0.67)	4.86 (0.51)
Seeks input from employees about organizational decisions, plans & problems.	2.00 (1.00)	5.00 (1.00)	4.50 (0.50)	4.50 (0.50)	3.00 (0.67)	4.14 (0.51)
Solicits & values the thoughts, opinions & ideas of employees.	3.00 (1.00)	7.00 (1.00)	3.50 (0.50)	3.00 (0.33)	2.50 (0.83)	3.57 (0.34)
Provides opportunities for employees to get involved in challenging organizational tasks, projects & assignments.	6.00 (1.00)	4.00 (1.00)	3.00 (1.00)	3.00 (0.33)	3.50 (0.50)	3.29 (0.54)
Two-Way Feedback	3.20 (0.61)	4.60 (0.50)	4.50 (0.44)	3.60 (0.48)	4.40 (0.35)	4.23 (0.41)
Communicates information needed by team members in a prompt & timely manner.	4.00 (1.00)	4.00 (1.00)	5.50 (0.83)	4.50 (0.17)	5.50 (0.83)	5.00 (0.50)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Two-Way Feedback	3.20 (0.61)	4.60 (0.50)	4.50 (0.44)	3.60 (0.48)	4.40 (0.35)	4.23 (0.41)
Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	2.00 (1.00)	6.00 (1.00)	4.50 (0.50)	3.50 (0.83)	5.50 (0.50)	4.71 (0.51)
Encourages a climate in which employees feel free to openly share their thoughts & feelings.	3.00 (1.00)	2.00 (1.00)	6.00 (1.00)	3.00 (0.33)	6.00 (1.00)	4.57 (0.34)
Keeps employees informed with relevant job information & important organizational issues in a timely manner.	2.00 (1.00)	6.00 (1.00)	2.50 (0.83)	4.00 (1.00)	3.50 (0.50)	3.71 (0.54)
Maintains close contact & communication with employees (keeps others well informed).	5.00 (1.00)	5.00 (1.00)	4.00 (0.33)	3.00 (1.00)	1.50 (0.83)	3.14 (0.45)
Coaching/ Employee Development	3.80 (0.67)	4.40 (0.19)	4.00 (0.42)	4.70 (0.63)	3.80 (0.47)	4.20 (0.43)
Supports employee development plans such as on-the-job training, stretch assignments, etc.	2.00 (1.00)	7.00 (1.00)	4.50 (0.17)	5.50 (0.83)	4.50 (0.83)	5.14 (0.45)
Conveys confidence in the skills & abilities of employees.	5.00 (1.00)	6.00 (1.00)	4.50 (0.50)	5.00 (0.67)	4.00 (0.67)	4.71 (0.57)
Provides adequate support & training to employees.	4.00 (1.00)	1.00 (1.00)	4.00 (1.00)	5.50 (0.83)	5.00 (0.33)	4.29 (0.39)
Takes an interest in & supports the career development plans of employees.	4.00 (1.00)	6.00 (1.00)	4.00 (0.67)	4.50 (0.83)	1.50 (0.83)	3.71 (0.44)
Removes obstacles which may be hindering employees' performance.	4.00 (1.00)	2.00 (1.00)	3.00 (0.33)	3.00 (1.00)	4.00 (1.00)	3.14 (0.58)
Decisiveness/ Judgment	4.40 (0.42)	3.40 (0.38)	4.60 (0.40)	4.50 (0.42)	3.60 (0.52)	4.11 (0.41)
Sticks with a decision or course of action unless it is obvious that it is incorrect.	3.00 (1.00)	6.00 (1.00)	4.50 (0.17)	7.00 (1.00)	3.00 (0.33)	5.00 (0.22)
Makes timely decisions based on adequate data & information.	2.00 (1.00)	3.00 (1.00)	4.50 (0.50)	5.00 (0.67)	5.00 (0.67)	4.57 (0.57)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Decisiveness/ Judgment	4.40 (0.42)	3.40 (0.38)	4.60 (0.40)	4.50 (0.42)	3.60 (0.52)	4.11 (0.41)
Gathers enough information, data & input before making a decision.	7.00 (1.00)	1.00 (1.00)	5.50 (0.50)	4.00 (0.67)	3.50 (0.83)	3.86 (0.42)
Considers the consequences of decisions.	5.00 (1.00)	2.00 (1.00)	5.50 (0.83)	3.00 (0.67)	3.00 (1.00)	3.57 (0.53)
Makes decisions confidently & quickly when necessary.	5.00 (1.00)	5.00 (1.00)	3.00 (0.67)	3.50 (0.50)	3.50 (0.50)	3.57 (0.53)
Delegation	4.80 (0.39)	3.40 (0.50)	5.00 (0.44)	4.30 (0.32)	3.40 (0.44)	4.11 (0.37)
Clearly defines & communicates tasks, projects & assignments when delegating to others.	4.00 (1.00)	2.00 (1.00)	5.00 (0.33)	4.50 (0.17)	5.00 (1.00)	4.43 (0.34)
Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	3.00 (1.00)	4.00 (1.00)	6.00 (0.67)	4.00 (0.33)	3.00 (0.33)	4.29 (0.34)
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	7.00 (1.00)	2.00 (1.00)	5.50 (0.83)	5.50 (0.83)	2.50 (0.83)	4.14 (0.45)
Delegates assignments to employees according to both individual & organizational needs.	7.00 (1.00)	6.00 (1.00)	6.00 (1.00)	2.00 (1.00)	3.00 (1.00)	4.00 (0.41)
Provides adequate resources, information & training so that employees can perform delegated tasks.	3.00 (1.00)	3.00 (1.00)	2.50 (0.83)	5.50 (0.50)	3.50 (0.17)	3.71 (0.34)
Leadership/ Influence	3.40 (0.55)	4.00 (0.30)	3.80 (0.35)	3.70 (0.44)	4.80 (0.43)	4.09 (0.37)
Convinces & persuades others to see his or her perspective & ideas.	4.00 (1.00)	6.00 (1.00)	3.50 (0.83)	5.50 (0.83)	6.00 (0.67)	5.14 (0.58)
Communicates a vision of the organizational future & inspires commitment & support towards this vision from others.	1.00 (1.00)	5.00 (1.00)	4.50 (0.50)	3.50 (0.83)	4.50 (0.50)	4.29 (0.57)
Builds strategic alliances & networks with key people.	5.00 (1.00)	1.00 (1.00)	5.00 (0.67)	4.00 (0.33)	5.00 (1.00)	4.14 (0.40)
Communicates & expresses ideas in a manner that persuades and influences others.	4.00 (1.00)	2.00 (1.00)	5.00 (0.33)	2.50 (0.83)	4.50 (0.83)	3.71 (0.44)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Leadership/ Influence	3.40 (0.55)	4.00 (0.30)	3.80 (0.35)	3.70 (0.44)	4.80 (0.43)	4.09 (0.37)
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	3.00 (1.00)	6.00 (1.00)	1.00 (1.00)	3.00 (0.33)	4.00 (0.00)	3.14 (0.16)
Interpersonal Sensitivity	2.80 (0.61)	3.80 (0.35)	4.90 (0.57)	4.20 (0.41)	3.10 (0.38)	4.03 (0.39)
Develops & maintains supportive, friendly & sensitive interpersonal relationships with others.	2.00 (1.00)	3.00 (1.00)	5.50 (0.83)	5.50 (0.83)	3.00 (0.67)	4.43 (0.53)
Shows interest in & is considerate of the needs of others.	4.00 (1.00)	6.00 (1.00)	5.00 (0.67)	4.00 (0.33)	3.50 (0.17)	4.43 (0.34)
Makes an effort to understand how employees are feeling.	3.00 (1.00)	6.00 (1.00)	3.50 (0.83)	2.50 (0.83)	5.50 (0.83)	4.14 (0.51)
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	4.00 (1.00)	3.00 (1.00)	6.00 (0.67)	3.50 (0.50)	1.50 (0.83)	3.57 (0.34)
Makes it easy for employees to talk about their job challenges & problems.	1.00 (1.00)	1.00 (1.00)	4.50 (0.50)	5.50 (0.50)	2.00 (1.00)	3.57 (0.31)
Performance Evaluation	5.20 (0.56)	4.20 (0.43)	3.50 (0.38)	5.10 (0.59)	3.40 (0.46)	4.03 (0.41)
Completes & maintains written documentation on employee performance throughout an appraisal period.	5.00 (1.00)	5.00 (1.00)	3.50 (0.17)	6.00 (0.67)	4.50 (0.50)	4.71 (0.36)
Encourages employees to prepare for & participate during performance appraisal review meetings.	3.00 (1.00)	2.00 (1.00)	4.50 (0.17)	5.00 (1.00)	5.00 (0.67)	4.43 (0.41)
Encourages continuous performance discussions with employees throughout the appraisal period.	7.00 (1.00)	4.00 (1.00)	4.50 (0.83)	5.50 (0.83)	3.00 (0.67)	4.29 (0.61)
Provides employees with on-going feedback about work performance & progress.	6.00 (1.00)	7.00 (1.00)	2.50 (0.83)	5.50 (0.83)	3.00 (0.67)	4.14 (0.40)
Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	5.00 (1.00)	3.00 (1.00)	2.50 (0.83)	3.50 (0.50)	1.50 (0.83)	2.57 (0.61)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Team Development	3.40 (0.38)	4.00 (0.63)	4.30 (0.44)	4.00 (0.55)	3.70 (0.48)	4.00 (0.50)
Develops cooperation rather than competition among employees, groups & work teams.	2.00 (1.00)	3.00 (1.00)	6.00 (1.00)	5.00 (1.00)	5.00 (0.33)	5.00 (0.53)
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	6.00 (1.00)	6.00 (1.00)	6.00 (0.67)	3.50 (0.50)	3.50 (0.50)	4.57 (0.41)
Supports the team & actively conveys the needs of individuals & team members to upper management.	5.00 (1.00)	4.00 (1.00)	3.50 (0.83)	4.50 (0.83)	4.00 (1.00)	4.00 (0.82)
Develops team spirit, cohesion & high morale.	3.00 (1.00)	4.00 (1.00)	3.50 (0.50)	3.50 (0.50)	2.50 (0.83)	3.29 (0.57)
Encourages a climate of trust, honesty & openness with others.	1.00 (1.00)	3.00 (1.00)	2.50 (0.83)	3.50 (0.50)	3.50 (0.50)	3.14 (0.58)
Oral Communication	3.00 (0.53)	4.20 (0.29)	3.20 (0.41)	4.50 (0.35)	4.00 (0.61)	3.94 (0.39)
States complex information & thoughts simply and clearly.	5.00 (1.00)	6.00 (1.00)	3.00 (0.33)	6.50 (0.83)	3.50 (0.50)	4.57 (0.31)
Clearly expresses & requests information from others.	3.00 (1.00)	3.00 (1.00)	3.00 (0.67)	4.50 (0.50)	5.00 (0.67)	4.00 (0.53)
Provides clear, concise & logical answers to questions from others.	4.00 (1.00)	1.00 (1.00)	4.50 (0.83)	4.00 (0.33)	4.00 (0.67)	3.71 (0.44)
Articulates & enunciates clearly when speaking & communicating.	1.00 (1.00)	4.00 (1.00)	3.50 (0.17)	4.50 (0.50)	3.00 (1.00)	3.71 (0.44)
Maintains eye contact when speaking to others.	2.00 (1.00)	7.00 (1.00)	2.00 (0.67)	3.00 (0.33)	4.50 (0.83)	3.71 (0.32)
Problem Analysis	3.00 (0.63)	2.80 (0.75)	4.20 (0.51)	4.30 (0.35)	3.80 (0.35)	3.91 (0.41)
Creates opportunities to be innovative & create new ideas & concepts.	5.00 (1.00)	3.00 (1.00)	4.00 (1.00)	4.00 (1.00)	6.50 (0.83)	4.57 (0.57)
Considers alternatives & generates contingency plans when making decisions & solving problems.	2.00 (1.00)	4.00 (1.00)	3.50 (0.17)	6.50 (0.83)	4.00 (0.33)	4.57 (0.29)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Problem Analysis	3.00 (0.63)	2.80 (0.75)	4.20 (0.51)	4.30 (0.35)	3.80 (0.35)	3.91 (0.41)
Gathers & utilizes available information in order to understand and solve organizational issues & problems.	3.00 (1.00)	2.00 (1.00)	4.00 (0.67)	5.50 (0.83)	4.00 (0.67)	4.14 (0.55)
Anticipates potential & future problems.	2.00 (1.00)	3.00 (1.00)	4.00 (0.67)	4.00 (0.33)	3.00 (1.00)	3.57 (0.57)
Generates & considers multiple solutions to a problem.	3.00 (1.00)	2.00 (1.00)	5.50 (0.83)	1.50 (0.83)	1.50 (0.83)	2.71 (0.39)
Listening	4.40 (0.46)	3.40 (0.35)	5.10 (0.50)	3.60 (0.35)	3.20 (0.49)	3.89 (0.37)
Is willing to take the time to understand & listen to employees.	6.00 (1.00)	5.00 (1.00)	5.00 (0.67)	4.00 (0.00)	4.50 (0.83)	4.57 (0.41)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	3.00 (1.00)	5.00 (1.00)	6.00 (0.67)	4.50 (0.50)	3.00 (0.33)	4.57 (0.39)
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	6.00 (1.00)	1.00 (1.00)	6.00 (1.00)	3.50 (0.50)	3.50 (0.50)	3.86 (0.35)
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	5.00 (1.00)	5.00 (1.00)	4.50 (0.50)	4.00 (0.67)	2.00 (0.67)	3.71 (0.47)
Waits out silences and listens patiently without interrupting others.	2.00 (1.00)	1.00 (1.00)	4.00 (0.33)	2.00 (0.67)	3.00 (0.67)	2.71 (0.44)
Negotiation/ Conflict Management	4.20 (0.32)	3.60 (0.42)	4.00 (0.29)	3.90 (0.54)	3.80 (0.37)	3.86 (0.39)
Recognizes that diverse points of view of others must be encouraged, acknowledged & accepted.	4.00 (1.00)	5.00 (1.00)	4.50 (0.83)	5.00 (0.67)	2.50 (0.50)	4.14 (0.51)
Discusses possible "win-win" solutions & seeks agreement on specific actions when conflicts arise.	6.00 (1.00)	2.00 (1.00)	5.50 (0.50)	3.00 (0.67)	4.50 (0.50)	4.00 (0.41)
Resolves interpersonal conflicts among employees.	7.00 (1.00)	5.00 (1.00)	4.00 (0.33)	2.00 (1.00)	5.00 (0.33)	3.86 (0.35)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Negotiation/ Conflict Management	4.20 (0.32)	3.60 (0.42)	4.00 (0.29)	3.90 (0.54)	3.80 (0.37)	3.86 (0.39)
Resists acting defensively & keeps an open mind when others disagree with him or her.	2.00 (1.00)	1.00 (1.00)	4.00 (0.00)	4.50 (0.83)	4.00 (0.67)	3.71 (0.32)
Allows for disagreements to emerge & be discussed openly.	2.00 (1.00)	5.00 (1.00)	2.00 (0.67)	5.00 (1.00)	3.00 (0.33)	3.57 (0.41)
Recognizing/ Rewarding	4.40 (0.35)	4.00 (0.53)	3.90 (0.40)	3.70 (0.37)	3.90 (0.36)	3.86 (0.39)
Compliments employees when they perform well.	5.00 (1.00)	4.00 (1.00)	6.00 (0.67)	5.00 (0.67)	4.00 (0.33)	4.86 (0.48)
Provides immediate positive feedback to others when their assignments & projects are completed successfully.	4.00 (1.00)	2.00 (1.00)	5.00 (0.67)	5.50 (0.50)	4.50 (0.50)	4.57 (0.44)
Rewards individuals for their efforts & accomplishments when deserved.	7.00 (1.00)	6.00 (1.00)	1.50 (0.83)	3.00 (0.33)	4.50 (0.17)	3.43 (0.23)
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	5.00 (1.00)	3.00 (1.00)	2.50 (0.83)	3.00 (0.67)	4.50 (0.83)	3.29 (0.66)
Shares successes & discusses effective performance with others.	1.00 (1.00)	5.00 (1.00)	4.50 (0.83)	2.00 (0.67)	2.00 (0.67)	3.14 (0.48)
Vision/ Goal Setting	4.40 (0.66)	4.60 (0.35)	4.10 (0.45)	3.10 (0.47)	4.00 (0.33)	3.86 (0.38)
Informs employees how their work is linked to both team & organizational business goals.	5.00 (1.00)	7.00 (1.00)	4.50 (0.50)	3.00 (0.33)	6.50 (0.83)	5.00 (0.31)
Communicates organizational vision, values and beliefs effectively.	4.00 (1.00)	3.00 (1.00)	6.00 (0.67)	4.50 (0.50)	1.50 (0.83)	3.86 (0.32)
Establishes & communicates organizational, departmental and team goals & performance standards.	3.00 (1.00)	3.00 (1.00)	4.00 (0.67)	4.00 (1.00)	3.50 (0.50)	3.71 (0.66)
Sets & communicates clear priorities for individuals & work teams.	4.00 (1.00)	3.00 (1.00)	3.50 (0.50)	2.00 (0.67)	5.00 (0.67)	3.43 (0.47)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Vision/ Goal Setting	4.40 (0.66)	4.60 (0.35)	4.10 (0.45)	3.10 (0.47)	4.00 (0.33)	3.86 (0.38)
Communicates & motivates others about the organizational mission & vision of the future.	6.00 (1.00)	7.00 (1.00)	2.50 (0.83)	2.00 (1.00)	3.50 (0.50)	3.29 (0.39)
Written Communication	3.80 (0.47)	3.40 (0.66)	3.10 (0.45)	4.00 (0.46)	4.50 (0.35)	3.80 (0.42)
Writes in a logical & organized manner.	7.00 (1.00)	4.00 (1.00)	4.00 (0.33)	5.00 (0.33)	5.50 (0.50)	4.71 (0.39)
Writes technical information in an easily understood manner.	3.00 (1.00)	3.00 (1.00)	4.50 (0.83)	4.00 (0.67)	4.00 (0.33)	4.00 (0.56)
Writes in a clear, direct & concise manner.	3.00 (1.00)	2.00 (1.00)	2.00 (1.00)	5.00 (0.67)	5.50 (0.50)	3.86 (0.37)
Uses written communications effectively & appropriately.	3.00 (1.00)	3.00 (1.00)	3.50 (0.50)	3.50 (0.50)	4.00 (0.67)	3.57 (0.57)
Uses appropriate grammar, tense & language in written communications.	3.00 (1.00)	5.00 (1.00)	1.50 (0.83)	2.50 (0.83)	3.50 (0.17)	2.86 (0.40)
Oral Presentation	5.40 (0.66)	3.40 (0.46)	3.20 (0.45)	3.80 (0.37)	4.40 (0.44)	3.74 (0.40)
Is prepared & organized for meetings & presentations.	7.00 (1.00)	5.00 (1.00)	4.50 (0.17)	4.50 (0.17)	5.50 (0.83)	4.86 (0.35)
Handles questions in meetings & presentations in a responsive & diplomatic manner.	4.00 (1.00)	5.00 (1.00)	4.00 (0.67)	4.50 (0.83)	5.50 (0.83)	4.71 (0.71)
Delivers oral presentations that are persuasive, clear & logically organized.	5.00 (1.00)	1.00 (1.00)	1.50 (0.83)	4.00 (0.00)	5.00 (1.00)	3.14 (0.24)
Restates & clarifies important points & questions from others.	5.00 (1.00)	2.00 (1.00)	2.50 (0.83)	3.00 (1.00)	4.00 (0.33)	3.00 (0.56)
Effectively handles comments, complaints & disagreements in meetings & presentations.	6.00 (1.00)	4.00 (1.00)	3.50 (0.83)	3.00 (1.00)	2.00 (0.67)	3.00 (0.69)
Performance Management	3.60 (0.38)	3.40 (0.38)	4.40 (0.42)	3.50 (0.38)	2.50 (0.48)	3.46 (0.37)
Attempts to get commitment from employees to improve performance problems.	2.00 (1.00)	5.00 (1.00)	5.00 (0.33)	5.50 (0.50)	2.00 (1.00)	4.29 (0.34)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Performance Management	3.60 (0.38)	3.40 (0.38)	4.40 (0.42)	3.50 (0.38)	2.50 (0.48)	3.46 (0.37)
Clearly communicates employee performance problems in a fair and consistent manner.	4.00 (1.00)	6.00 (1.00)	4.50 (0.83)	4.50 (0.50)	2.50 (0.50)	4.14 (0.45)
Focuses on specific behaviors, instead of personality when employee performance discussions are required.	7.00 (1.00)	1.00 (1.00)	5.50 (0.50)	2.50 (0.50)	3.00 (0.67)	3.29 (0.34)
Clearly establishes & communicates performance goals & standards with employees.	2.00 (1.00)	3.00 (1.00)	4.00 (0.33)	1.50 (0.83)	4.00 (0.33)	3.14 (0.37)
Explores & discusses the causes of employee performance & discipline problems.	3.00 (1.00)	2.00 (1.00)	3.00 (0.67)	3.50 (0.83)	1.00 (1.00)	2.43 (0.61)

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 ManagerView360 Feedback Report

Your reactions to your ManagerView360 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 20 ManagerView360 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
Communication Skills	Listening		
	Two-Way Feedback		
	Written Communication		
	Oral Communication		
	Oral Presentation		
	Vision/ Goal Setting		
Task Management Skills	Planning/ Organizing		
	Delegation		
	Administrative Control/ Follow Up		
	Performance Evaluation		
	Performance Management		
	Recognizing/ Rewarding		
Interpersonal Skills	Team Development		
	Interpersonal Sensitivity		
	Negotiation/ Conflict Management		
	Coaching/ Employee Development		
	Leadership/ Influence		
	Employee Involvement		
Problem-Solving Skills	Problem Analysis		
	Decisiveness/ Judgment		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your ManagerView360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your ManagerView360 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 ManagerView360 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:	