

PERFORMANCEVIEW360

PerformanceView360 Profile for:
Sally Sample
CONFIDENTIAL REPORT

Feb 13 2015



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Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 14 critical competencies required for competitive performance within your organization.

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

Self	1
Supervisor	1
Peer	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

Actively listens and understands the verbal communication 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 and ideas in a clear and concise manner.

Oral Presentation

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

Task Management Skills

Planning/ Organizing

Manages time, sets realistic and measurable goals and allocates resources (people, budget, materials, etc.) to accomplish tasks, projects and assignments.

Project Management

Utilizes available resources to complete projects, tasks and assignments in a timely fashion with quality.

Problem Solving

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

Decisiveness/ Judgment

Makes high quality decisions when required.

Competency Definitions Continued

Interpersonal Skills

Collaboration

Develops and maintains supportive, open, collaborative, and cooperative working relationships with peers, team members, supervisors and others within and outside the organization.

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 in a collaborative "win-win" manner.

Team Support

Assists, motivates, encourages, and supports other team members who depend on each other to accomplish tasks, projects and assignments.

Leadership/ Influence

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

Competency Definitions Continued

RATING SCALE

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

Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **PerformanceView360**.

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

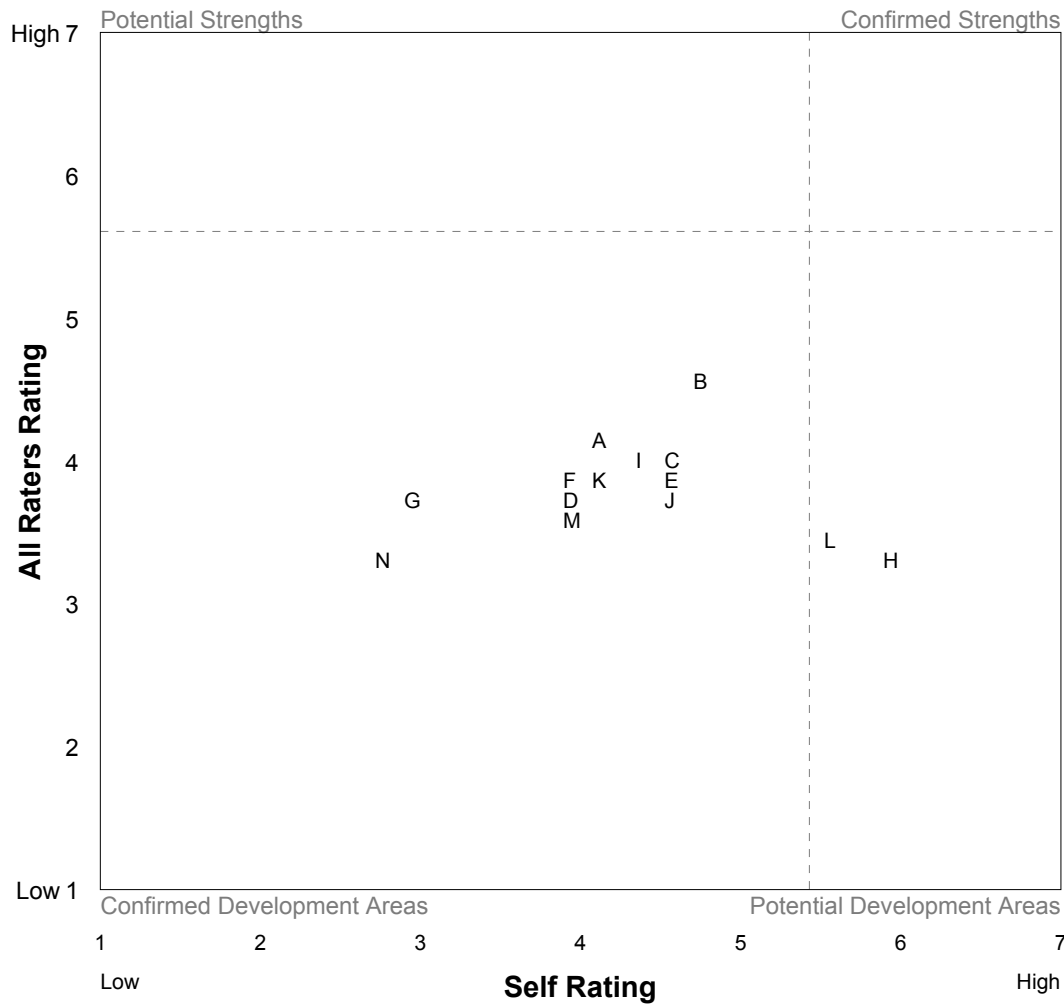
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

SELF RATINGS

HOW TO USE YOUR SELF-AWARENESS INDEX

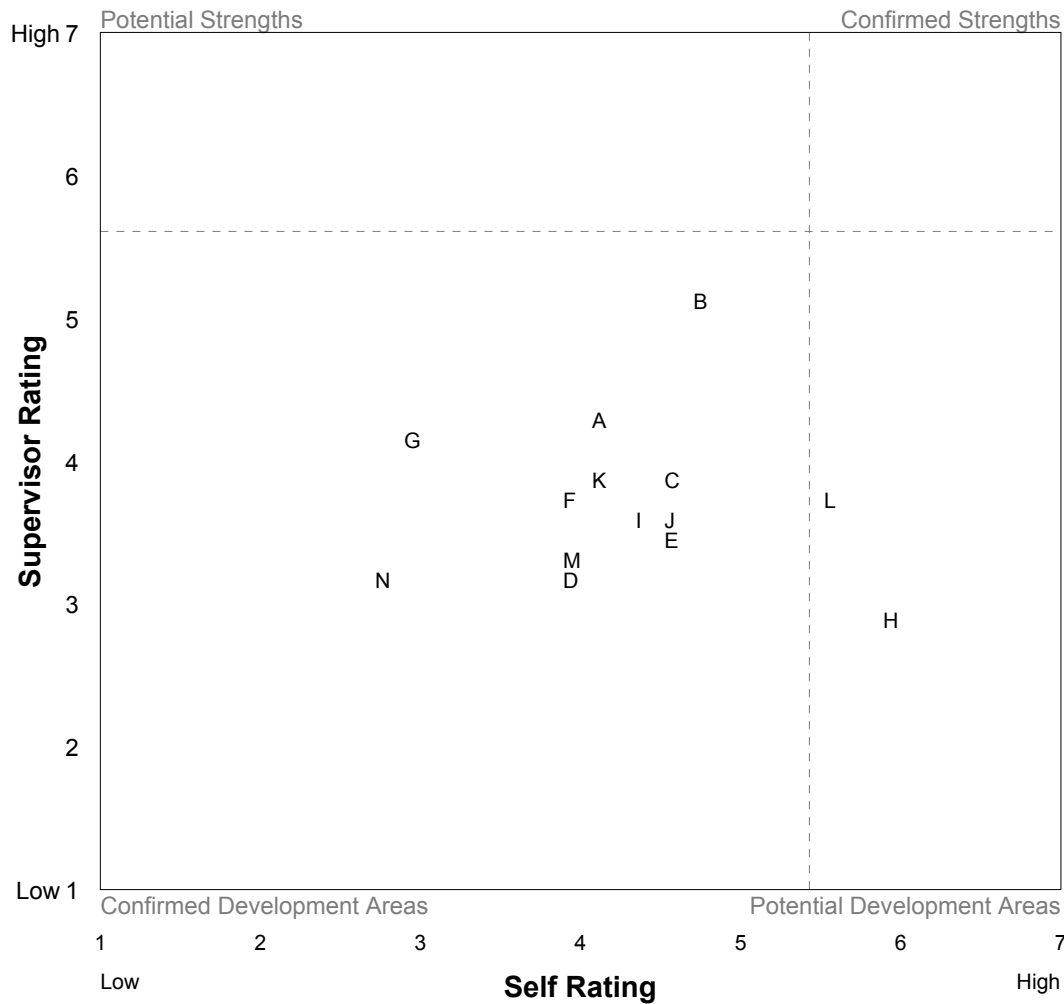
- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or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



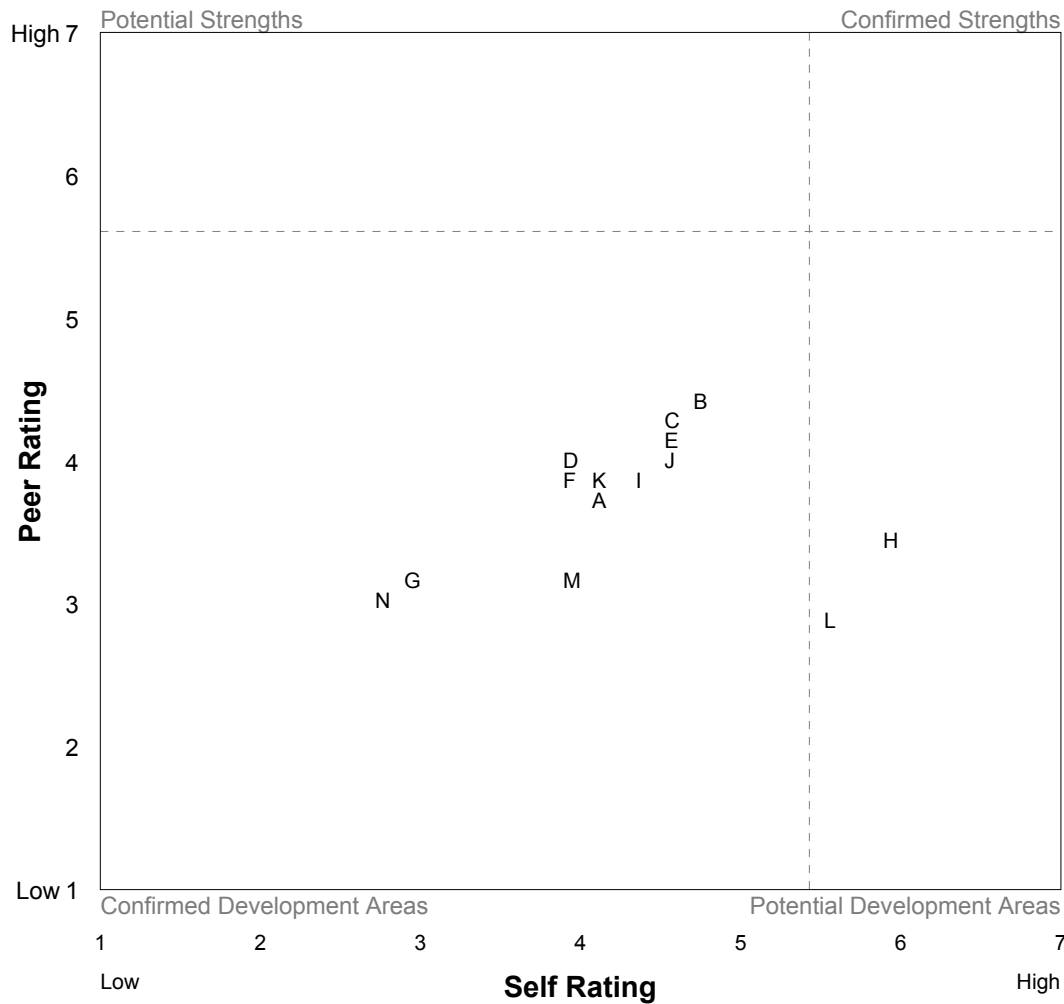
	Average Scores	
	Self	All Raters
Confirmed Development Areas		
A. Listening	4.20	4.24
B. Two-Way Feedback	4.80	4.64
C. Written Communication	4.60	4.08
D. Oral Communication	4.00	3.80
E. Oral Presentation	4.60	4.00
F. Planning/ Organizing	4.00	3.96
G. Project Management	3.00	3.76
I. Decisiveness/ Judgment	4.40	4.04
J. Collaboration	4.60	3.76
K. Interpersonal Sensitivity	4.20	4.00
M. Team Support	4.00	3.60
N. Leadership/ Influence	2.80	3.40
Potential Development Areas		
H. Problem Solving	6.00	3.40
L. Negotiation/ Conflict Management	5.60	3.52

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



	Average Scores	
	Self	Supervisor
Confirmed Development Areas		
A. Listening	4.20	4.40
B. Two-Way Feedback	4.80	5.20
C. Written Communication	4.60	4.00
D. Oral Communication	4.00	3.20
E. Oral Presentation	4.60	3.60
F. Planning/ Organizing	4.00	3.80
G. Project Management	3.00	4.20
I. Decisiveness/ Judgment	4.40	3.60
J. Collaboration	4.60	3.60
K. Interpersonal Sensitivity	4.20	4.00
M. Team Support	4.00	3.40
N. Leadership/ Influence	2.80	3.20
Potential Development Areas		
H. Problem Solving	6.00	3.00
L. Negotiation/ Conflict Management	5.60	3.80

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



Average Scores

Self Peer

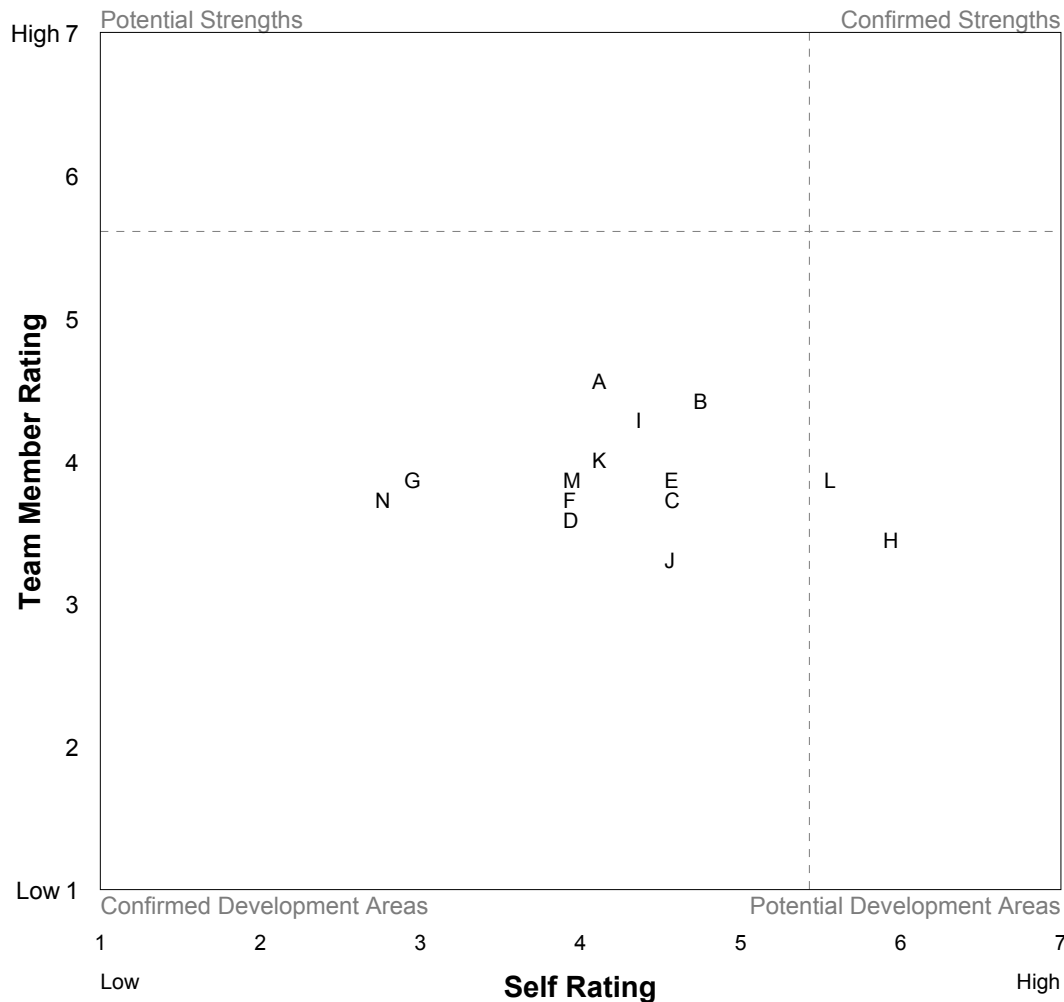
Confirmed Development Areas

A. Listening	4.20	3.80
B. Two-Way Feedback	4.80	4.50
C. Written Communication	4.60	4.40
D. Oral Communication	4.00	4.10
E. Oral Presentation	4.60	4.30
F. Planning/ Organizing	4.00	4.10
G. Project Management	3.00	3.30
I. Decisiveness/ Judgment	4.40	3.90
J. Collaboration	4.60	4.20
K. Interpersonal Sensitivity	4.20	3.90
M. Team Support	4.00	3.30
N. Leadership/ Influence	2.80	3.10

Potential Development Areas

H. Problem Solving	6.00	3.50
L. Negotiation/ Conflict Management	5.60	2.90

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



		Average Scores	
		<u>Self</u>	<u>Team Member</u>
Confirmed Development Areas			
A. Listening		4.20	4.60
B. Two-Way Feedback		4.80	4.50
C. Written Communication		4.60	3.80
D. Oral Communication		4.00	3.80
E. Oral Presentation		4.60	3.90
F. Planning/ Organizing		4.00	3.90
G. Project Management		3.00	4.00
I. Decisiveness/ Judgment		4.40	4.40
J. Collaboration		4.60	3.40
K. Interpersonal Sensitivity		4.20	4.10
M. Team Support		4.00	4.00
N. Leadership/ Influence		2.80	3.80
Potential Development Areas			
H. Problem Solving		6.00	3.50
L. Negotiation/ Conflict Management		5.60	4.00

Competency Group Introduction

Competency Group Bar Graphs

Each PerformanceView360 bar graph compares your self ratings to those of the other rater groups across 3 competency groups:

- Communication Skills
- Task Management Skills
- Interpersonal 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 3 PerformanceView360 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 PerformanceView360 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

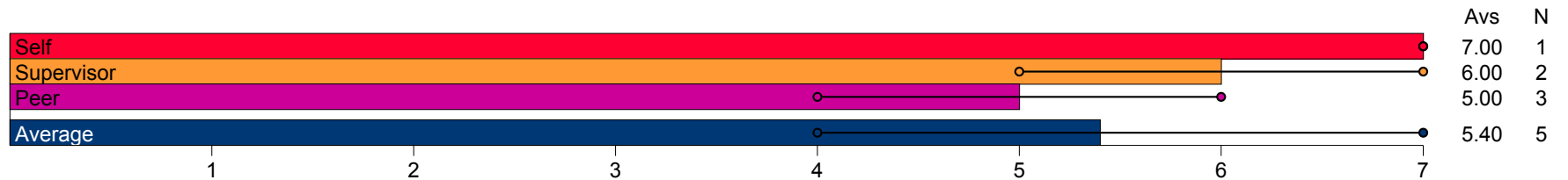
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

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



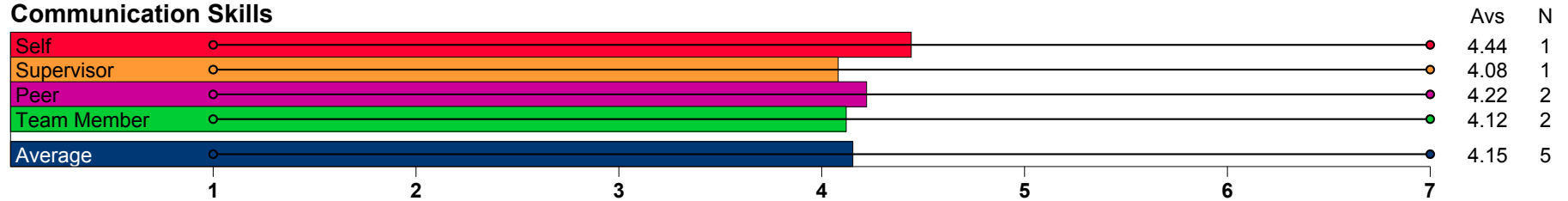
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

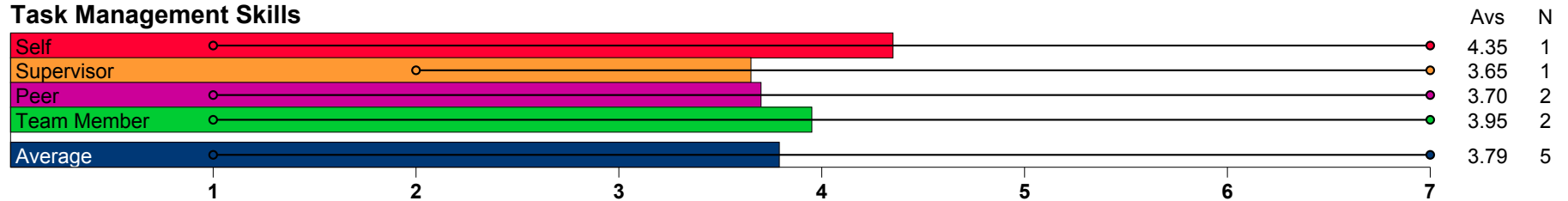
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Group Summary

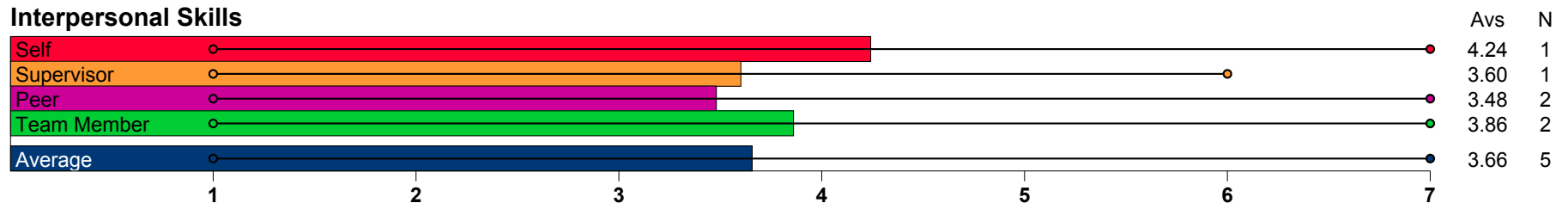
Communication Skills



Task Management Skills



Interpersonal 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 14 PerformanceView360 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.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each PerformanceView360 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 Introduction Continued

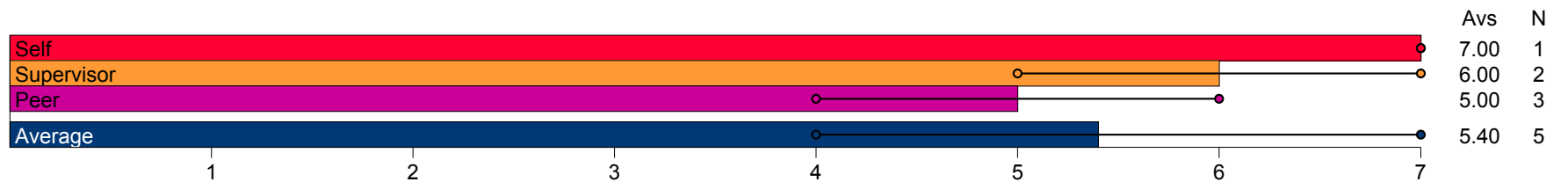
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

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.

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

Example

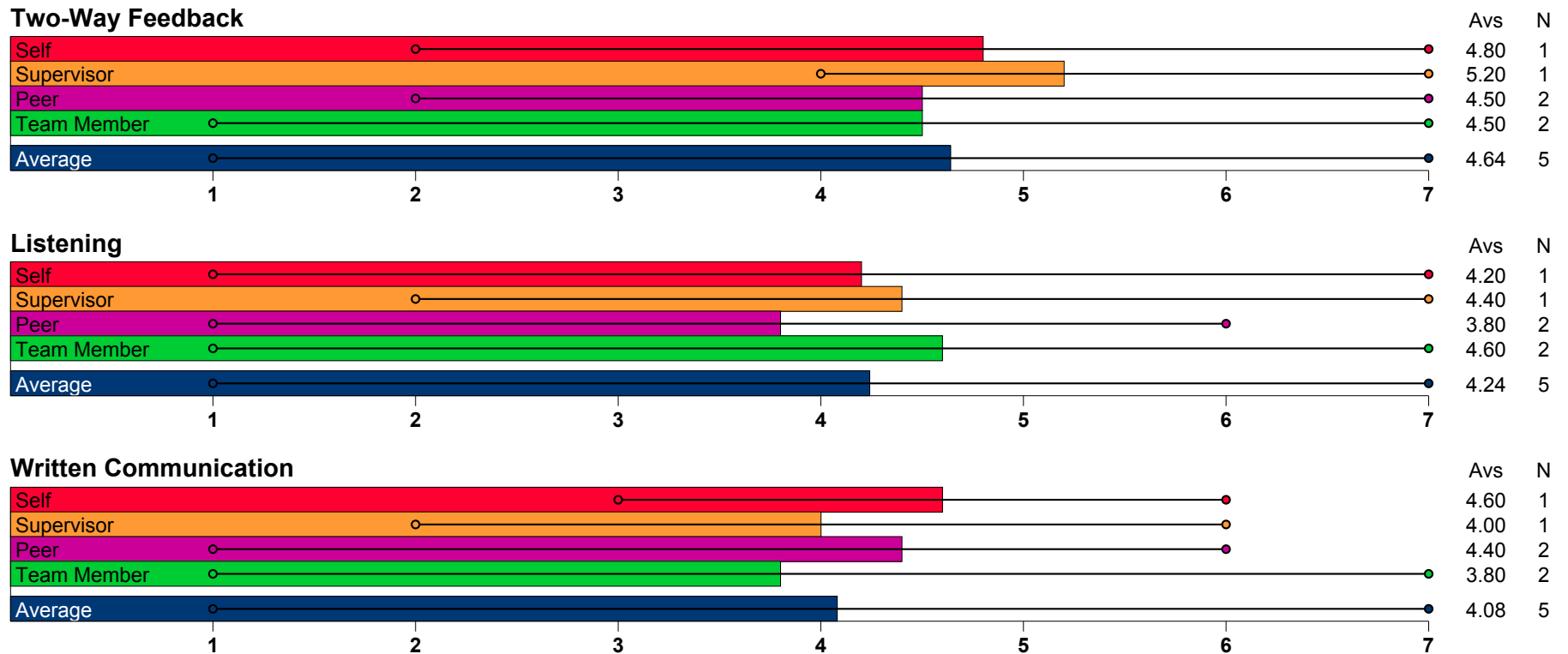


Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

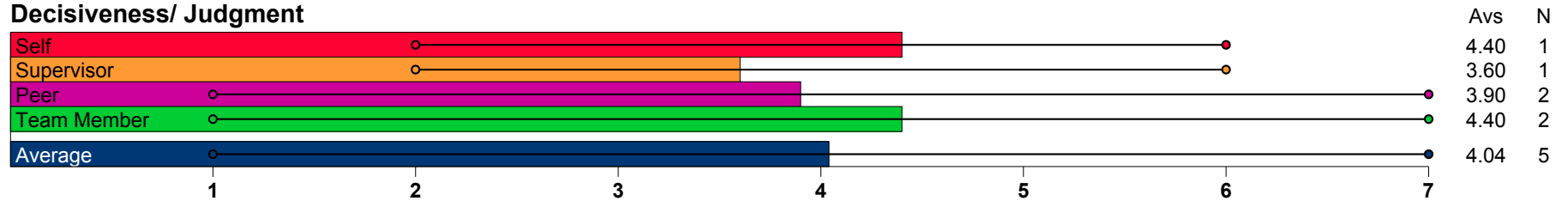
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Summary

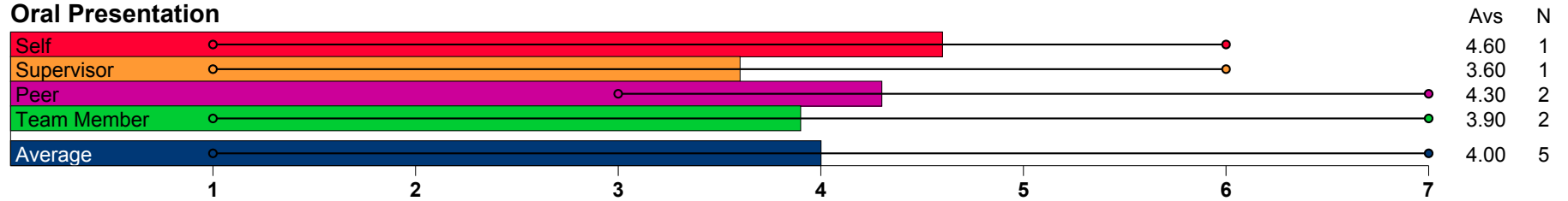


Competency Summary Continued

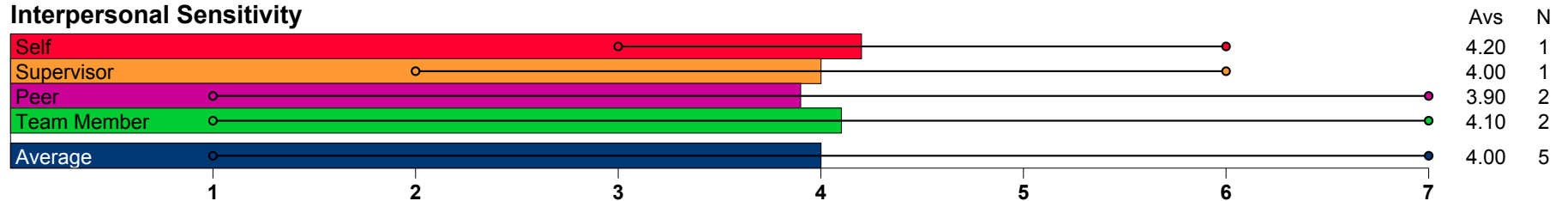
Decisiveness/ Judgment



Oral Presentation

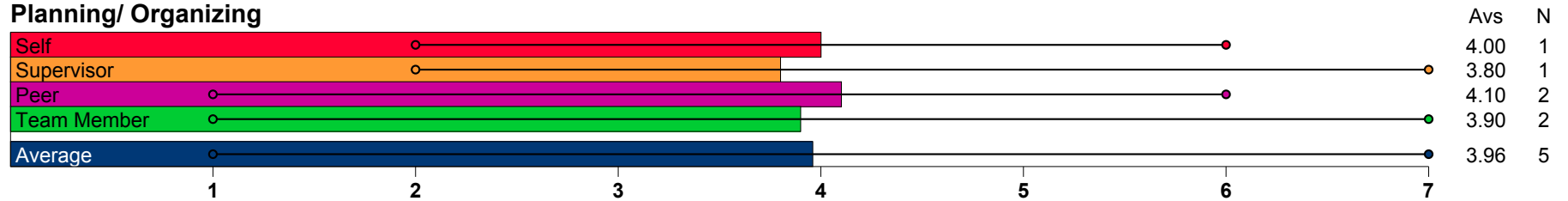


Interpersonal Sensitivity

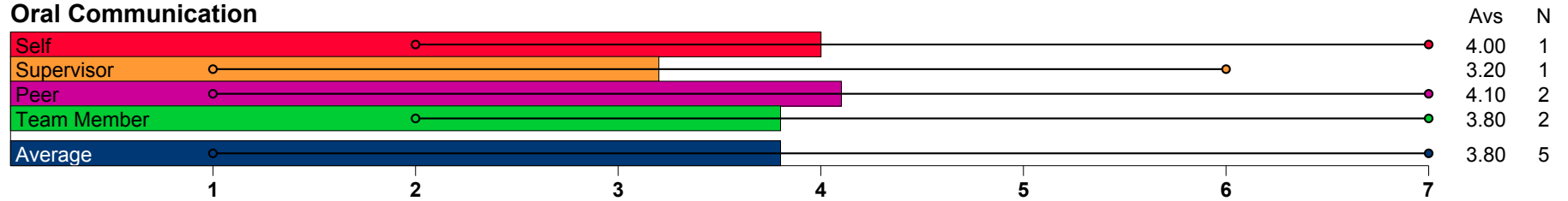


Competency Summary Continued

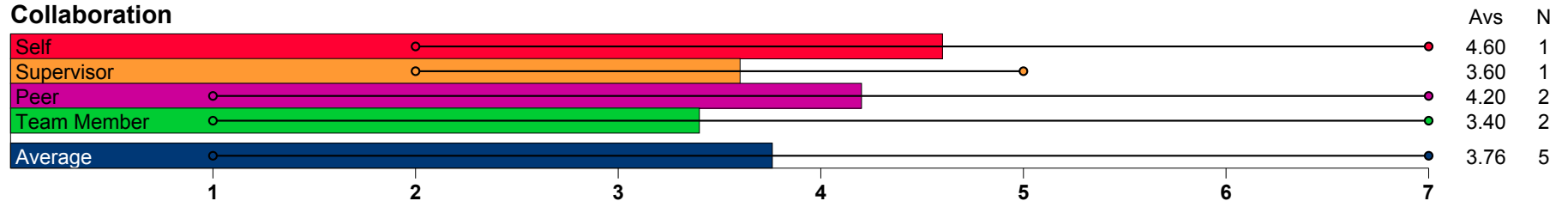
Planning/ Organizing



Oral Communication

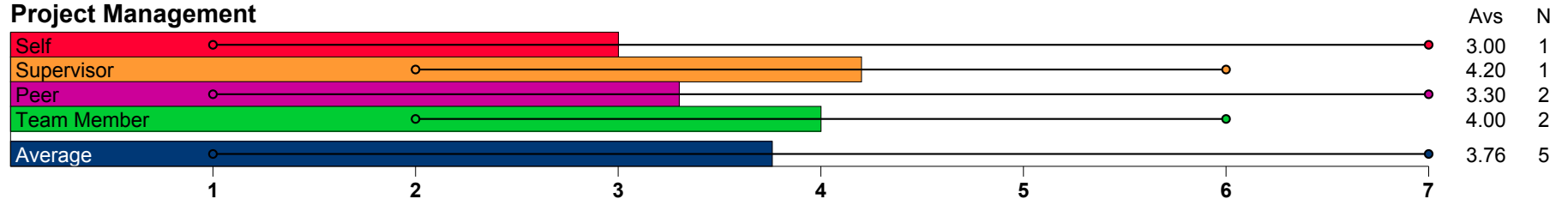


Collaboration

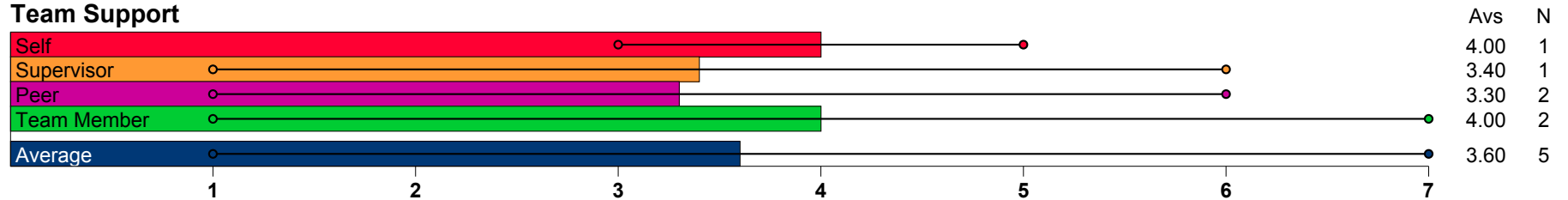


Competency Summary Continued

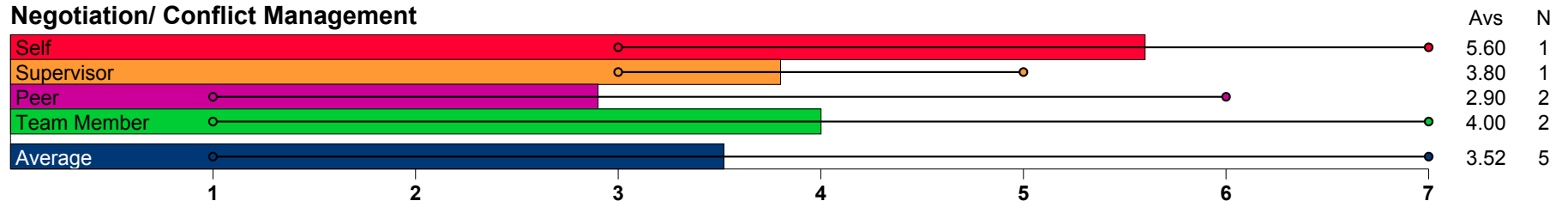
Project Management



Team Support

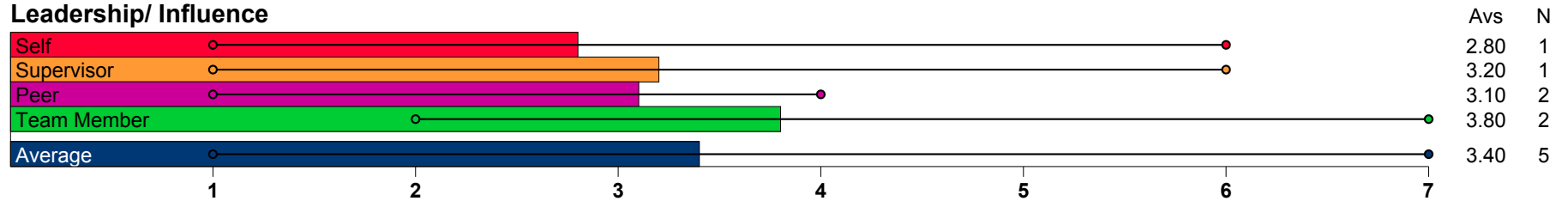


Negotiation/ Conflict Management

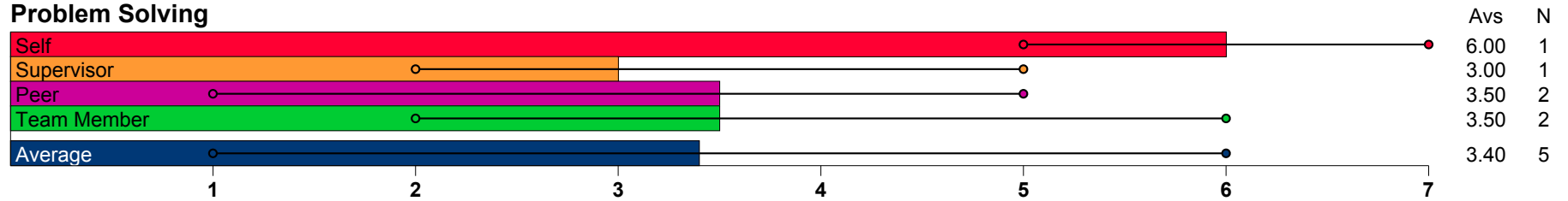


Competency Summary Continued

Leadership/ Influence



Problem Solving



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
Maintains close contact and communication with others (i.e., keeps others well informed).	Two-Way Feedback	6.20	0	0	0	0	1	2	2
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Decisiveness/ Judgment	5.80	0	0	0	1	1	1	2
Summarizes what others have said in order to clarify understanding.	Listening	5.40	0	0	1	0	1	2	1
Listens to what others say in a way that expresses understanding (e.g., summarizes or paraphrases statements).	Listening	5.00	0	0	1	0	2	2	0
Develops cooperative, rather than, competitive working relationships with others.	Collaboration	5.00	0	1	0	1	1	0	2

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
Communicates and expresses ideas in a manner that persuades and influences others.	Leadership/ Influence	4.80	0	0	1	2	0	1	1
Provides clear, concise, and logical answers to questions.	Oral Communication	4.80	0	1	1	0	0	2	1
Handles questions in meetings, discussions, and presentations in a responsive, non-defensive, and diplomatic manner.	Oral Presentation	4.80	0	1	0	2	0	0	2
Communicates information needed by others in a prompt and timely manner.	Two-Way Feedback	4.80	0	0	0	3	1	0	1
Established realistic plans and schedules to complete specific tasks, projects and assignments.	Planning/ Organizing	4.80	0	1	0	0	3	0	1

Most Frequent Behaviors - Supervisor

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
Established realistic plans and schedules to complete specific tasks, projects and assignments.	Planning/ Organizing	7.00	0	0	0	0	0	0	1
Maintains close contact and communication with others (i.e., keeps others well informed).	Two-Way Feedback	7.00	0	0	0	0	0	0	1
Summarizes what others have said in order to clarify understanding.	Listening	7.00	0	0	0	0	0	0	1
Communicates and expresses ideas in a manner that persuades and influences others.	Leadership/ Influence	6.00	0	0	0	0	0	1	0
Uses appropriate grammar, tense and language in written communication.	Written Communication	6.00	0	0	0	0	0	1	0
Effectively handles complaints and disagreements in meetings and presentations.	Oral Presentation	6.00	0	0	0	0	0	1	0

Most Frequent Behaviors - Supervisor

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 others in a prompt and timely manner on developments that affect his/her job, tasks, and assignments.	Two-Way Feedback	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
Provides clear, concise, and logical answers to questions.	Oral Communication	6.00	0	0	0	0	0	1	0
Develops and maintains warm, friendly, and sensitive relationships with others.	Interpersonal Sensitivity	6.00	0	0	0	0	0	1	0
Takes the initiative and offers formal and informal assistance, coaching, and training to others.	Team Support	6.00	0	0	0	0	0	1	0
Keeps track of details and follows up on tasks and assignments.	Project Management	6.00	0	0	0	0	0	1	0
Completes tasks, projects and assignments on time.	Project Management	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 cooperative, rather than, competitive working relationships with others.	Collaboration	7.00	0	0	0	0	0	0	2
Develops and maintains warm, friendly, and sensitive relationships with others.	Interpersonal Sensitivity	6.50	0	0	0	0	0	1	1
Plans what resources are needed to carry out a task, project or assignment.	Planning/ Organizing	6.00	0	0	0	0	0	2	0
Handles questions in meetings, discussions, and presentations in a responsive, non-defensive, and diplomatic manner.	Oral Presentation	5.50	0	0	0	1	0	0	1
Clearly expresses and requests information from others.	Oral Communication	5.50	0	0	0	1	0	0	1
Writes in a logical and organized manner.	Written Communication	5.50	0	0	0	0	1	1	0

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
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Decisiveness/ Judgment	5.50	0	0	0	1	0	0	1
Maintains close contact and communication with others (i.e., keeps others well informed).	Two-Way Feedback	5.50	0	0	0	0	1	1	0
Uses written communications effectively and appropriately.	Written Communication	5.00	0	0	0	1	0	1	0
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	Listening	5.00	0	0	0	0	2	0	0
Works collaboratively with others.	Collaboration	5.00	0	0	0	1	0	1	0
Organizes and manages time productively.	Planning/ Organizing	5.00	0	0	0	0	2	0	0
Keeps others informed with relevant information in a timely manner.	Two-Way Feedback	5.00	0	0	1	0	0	0	1
Restates and clarifies important points and questions from others during meetings and presentations.	Oral Presentation	5.00	0	0	0	1	0	1	0
Takes the initiative and offers formal and informal assistance, coaching, and training to others.	Team Support	5.00	0	0	0	1	0	1	0
States complex information, thoughts and ideas simply, clearly and concisely.	Oral Communication	5.00	0	0	0	1	0	1	0

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
Keeps track of details and follows up on tasks and assignments.	Project Management	5.00	0	0	1	0	0	0	1

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
Maintains close contact and communication with others (i.e., keeps others well informed).	Two-Way Feedback	6.50	0	0	0	0	0	1	1
Listens to what others say in a way that expresses understanding (e.g., summarizes or paraphrases statements).	Listening	6.00	0	0	0	0	0	2	0
Makes timely decisions under time pressure.	Decisiveness/ Judgment	6.00	0	0	0	0	0	2	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	1	0	1
Communicates and expresses ideas in a manner that persuades and influences others.	Leadership/ Influence	5.50	0	0	0	1	0	0	1
Summarizes what others have said in order to clarify understanding.	Listening	5.50	0	0	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
Communicates information needed by others in a prompt and timely manner.	Two-Way Feedback	5.50	0	0	0	1	0	0	1
Makes it easy for others to disclose, share and openly talk about their ideas, problems, and concerns.	Interpersonal Sensitivity	5.50	0	0	0	1	0	0	1
Makes an effort to understand and take an interest in how others are feeling.	Interpersonal Sensitivity	5.50	0	0	0	0	1	1	0
Demonstrate sensitivity towards diversity in the workplace (e.g., gender, ethnicity, age, sexual preference, etc.) and treats others in a fair and consistent manner.	Interpersonal Sensitivity	5.50	0	0	0	0	1	1	0
Restates and clarifies important points and questions from others during meetings and presentations.	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
Shows an interest in and is considerate of the feelings of others.	Interpersonal Sensitivity	2.00	0	5	0	0	0	0	0
Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate.	Collaboration	2.40	1	2	1	1	0	0	0
Waits out silences and listens patiently without interrupting.	Listening	2.40	2	2	0	0	0	1	0
Speaks clearly and concisely when communicating with others.	Oral Communication	2.60	2	0	2	0	1	0	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge.	Leadership/ Influence	2.60	1	2	0	2	0	0	0
Demonstrates a willingness to take charge, direct and lead others.	Leadership/ Influence	2.60	1	0	4	0	0	0	0
Gathers enough information and data before making a decision.	Decisiveness/ Judgment	2.80	2	0	1	1	1	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
Acknowledges and recognizes the contributions and accomplishments of others.	Team Support	2.80	2	0	1	1	1	0	0
Writes in a clear, direct, and organized manner.	Written Communication	2.80	2	1	0	1	0	1	0
Considers alternatives and generates contingency plans in solving problems.	Problem Solving	2.80	1	1	2	0	1	0	0

Least Frequent Behaviors - Supervisor

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
Speaks clearly and concisely when communicating with others.	Oral Communication	1.00	1	0	0	0	0	0	0
Clearly expresses and requests information from others.	Oral Communication	1.00	1	0	0	0	0	0	0
Acknowledges and recognizes the contributions and accomplishments of others.	Team Support	1.00	1	0	0	0	0	0	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge.	Leadership/ Influence	1.00	1	0	0	0	0	0	0
Restates and clarifies important points and questions from others during meetings and presentations.	Oral Presentation	1.00	1	0	0	0	0	0	0
Takes the initiative in identifying work related problems that need to be solved.	Problem Solving	2.00	0	1	0	0	0	0	0

Least Frequent Behaviors - Supervisor

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
Considers alternatives and generates contingency plans in solving problems.	Problem Solving	2.00	0	1	0	0	0	0	0
Effectively schedules work activities, tasks, projects and assignments.	Planning/ Organizing	2.00	0	1	0	0	0	0	0
Plans what resources are needed to carry out a task, project or assignment.	Planning/ Organizing	2.00	0	1	0	0	0	0	0
Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate.	Collaboration	2.00	0	1	0	0	0	0	0
Develops supportive, helpful and friendly working relationships with others.	Collaboration	2.00	0	1	0	0	0	0	0
Uses written communications effectively and appropriately.	Written Communication	2.00	0	1	0	0	0	0	0
Shows an interest in and is considerate of the feelings of others.	Interpersonal Sensitivity	2.00	0	1	0	0	0	0	0
Waits out silences and listens patiently without interrupting.	Listening	2.00	0	1	0	0	0	0	0
Considers the consequences and outcomes of decisions.	Decisiveness/ Judgment	2.00	0	1	0	0	0	0	0
Directs and organizes others so that tasks, projects, and assignments can be completed on time.	Project Management	2.00	0	1	0	0	0	0	0
Expresses confidence in the skills and abilities of others.	Team Support	2.00	0	1	0	0	0	0	0

Least Frequent Behaviors - Peer

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

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

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Encourages cooperation and teamwork among people who depend on each other to get work done.	Team Support	1.00	2	0	0	0	0	0	0
Recognizes that diverse points of view must be encouraged, acknowledged and accepted.	Negotiation/ Conflict Management	1.50	1	1	0	0	0	0	0
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflict arise.	Negotiation/ Conflict Management	1.50	1	1	0	0	0	0	0
Waits out silences and listens patiently without interrupting.	Listening	1.50	1	1	0	0	0	0	0
Meets deadlines and requests from others in a timely basis.	Project Management	2.00	1	0	1	0	0	0	0
Creates and generates innovative and creative solutions to problems.	Problem Solving	2.00	1	0	1	0	0	0	0

Least Frequent Behaviors - Peer

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Shows an interest in and is considerate of the feelings of others.	Interpersonal Sensitivity	2.00	0	2	0	0	0	0	0
Demonstrates a willingness to take charge, direct and lead others.	Leadership/ Influence	2.00	1	0	1	0	0	0	0
Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate.	Collaboration	2.50	0	1	1	0	0	0	0
Maintains eye contact when speaking to others.	Oral Communication	2.50	1	0	0	1	0	0	0
Plans ahead and follows through to get assignments done on time.	Project Management	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
Keeps others informed with relevant information in a timely manner.	Two-Way Feedback	1.50	1	1	0	0	0	0	0
Is prepared and organized for meetings and discussions.	Oral Presentation	1.50	1	1	0	0	0	0	0
Writes in a clear, direct, and organized manner.	Written Communication	1.50	1	1	0	0	0	0	0
Gathers enough information and data before making a decision.	Decisiveness/ Judgment	2.00	1	0	1	0	0	0	0
Develops and maintains warm, friendly, and sensitive relationships with others.	Interpersonal Sensitivity	2.00	1	0	1	0	0	0	0
Shows an interest in and is considerate of the feelings of others.	Interpersonal Sensitivity	2.00	0	2	0	0	0	0	0
Works collaboratively with others.	Collaboration	2.00	0	2	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
Plans what resources are needed to carry out a task, project or assignment.	Planning/ Organizing	2.00	1	0	1	0	0	0	0
Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate.	Collaboration	2.50	1	0	0	1	0	0	0
Resists reacting defensively and keeps an open mind when others disagree with him/her.	Negotiation/ Conflict Management	2.50	1	0	0	1	0	0	0

Behavior Summary

The average score for each PerformanceView360 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	Supervisor	Peer	Team Member	Average
Two-Way Feedback	4.80 (0.43)	5.20 (0.61)	4.50 (0.42)	4.50 (0.35)	4.64 (0.41)
Maintains close contact and communication with others (i.e., keeps others well informed).	5.00 (1.00)	7.00 (1.00)	5.50 (0.83)	6.50 (0.83)	6.20 (0.75)
Communicates information needed by others in a prompt and timely manner.	7.00 (1.00)	4.00 (1.00)	4.50 (0.83)	5.50 (0.50)	4.80 (0.61)
Informs others about relevant aspects of tasks, projects and assignments in a timely manner.	2.00 (1.00)	5.00 (1.00)	4.50 (0.17)	4.50 (0.50)	4.60 (0.38)
Updates others in a prompt and timely manner on developments that affect his/her job, tasks, and assignments.	6.00 (1.00)	6.00 (1.00)	3.00 (0.67)	4.50 (0.83)	4.20 (0.56)
Keeps others informed with relevant information in a timely manner.	4.00 (1.00)	4.00 (1.00)	5.00 (0.33)	1.50 (0.83)	3.40 (0.31)
Listening	4.20 (0.29)	4.40 (0.42)	3.80 (0.51)	4.60 (0.36)	4.24 (0.42)
Summarizes what others have said in order to clarify understanding.	4.00 (1.00)	7.00 (1.00)	4.50 (0.50)	5.50 (0.83)	5.40 (0.55)

Behavior Summary Continued

Questions	Self	Supervisor	Peer	Team Member	Average
Listening	4.20 (0.29)	4.40 (0.42)	3.80 (0.51)	4.60 (0.36)	4.24 (0.42)
Listens to what others say in a way that expresses understanding (e.g., summarizes or paraphrases statements).	6.00 (1.00)	5.00 (1.00)	4.00 (0.67)	6.00 (1.00)	5.00 (0.63)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	3.00 (1.00)	3.00 (1.00)	5.00 (1.00)	4.50 (0.17)	4.40 (0.42)
Is willing to take the time to understand and listen to others.	7.00 (1.00)	5.00 (1.00)	4.00 (1.00)	3.50 (0.83)	4.00 (0.79)
Waits out silences and listens patiently without interrupting.	1.00 (1.00)	2.00 (1.00)	1.50 (0.83)	3.50 (0.17)	2.40 (0.38)
Written Communication	4.60 (0.55)	4.00 (0.53)	4.40 (0.42)	3.80 (0.35)	4.08 (0.40)
Writes in a logical and organized manner.	5.00 (1.00)	3.00 (1.00)	5.50 (0.83)	4.50 (0.50)	4.60 (0.55)
Writes complex and/or technical information in a clear manner.	3.00 (1.00)	5.00 (1.00)	4.50 (0.50)	4.00 (0.67)	4.40 (0.60)
Uses appropriate grammar, tense and language in written communication.	6.00 (1.00)	6.00 (1.00)	3.50 (0.50)	4.50 (0.17)	4.40 (0.31)
Uses written communications effectively and appropriately.	3.00 (1.00)	2.00 (1.00)	5.00 (0.67)	4.50 (0.50)	4.20 (0.47)
Writes in a clear, direct, and organized manner.	6.00 (1.00)	4.00 (1.00)	3.50 (0.17)	1.50 (0.83)	2.80 (0.35)
Decisiveness/ Judgment	4.40 (0.46)	3.60 (0.55)	3.90 (0.33)	4.40 (0.40)	4.04 (0.39)
Sticks with a decision or course of action unless it is obvious that it is incorrect.	6.00 (1.00)	6.00 (1.00)	5.50 (0.50)	6.00 (0.67)	5.80 (0.61)
Makes timely decisions under time pressure.	6.00 (1.00)	3.00 (1.00)	3.00 (0.67)	6.00 (1.00)	4.20 (0.47)
Makes a decision confidently and quickly when necessary.	2.00 (1.00)	3.00 (1.00)	3.50 (0.17)	4.50 (0.50)	3.80 (0.35)
Considers the consequences and outcomes of decisions.	5.00 (1.00)	2.00 (1.00)	4.50 (0.50)	3.50 (0.83)	3.60 (0.55)
Gathers enough information and data before making a decision.	3.00 (1.00)	4.00 (1.00)	3.00 (0.33)	2.00 (0.67)	2.80 (0.47)
Oral Presentation	4.60 (0.35)	3.60 (0.46)	4.30 (0.58)	3.90 (0.33)	4.00 (0.43)
Handles questions in meetings, discussions, and presentations in a responsive, non-defensive, and diplomatic manner.	6.00 (1.00)	4.00 (1.00)	5.50 (0.50)	4.50 (0.17)	4.80 (0.35)

Behavior Summary Continued

Questions	Self	Supervisor	Peer	Team Member	Average
Oral Presentation	4.60 (0.35)	3.60 (0.46)	4.30 (0.58)	3.90 (0.33)	4.00 (0.43)
Restates and clarifies important points and questions from others during meetings and presentations.	6.00 (1.00)	1.00 (1.00)	5.00 (0.67)	5.50 (0.83)	4.40 (0.38)
Effectively handles complaints and disagreements in meetings and presentations.	4.00 (1.00)	6.00 (1.00)	3.00 (1.00)	4.00 (0.67)	4.00 (0.58)
Delivers oral presentations that are persuasive, clear & logically organized.	6.00 (1.00)	3.00 (1.00)	3.50 (0.83)	4.00 (0.33)	3.60 (0.55)
Is prepared and organized for meetings and discussions.	1.00 (1.00)	4.00 (1.00)	4.50 (0.83)	1.50 (0.83)	3.20 (0.51)
Interpersonal Sensitivity	4.20 (0.67)	4.00 (0.53)	3.90 (0.29)	4.10 (0.36)	4.00 (0.36)
Develops and maintains warm, friendly, and sensitive relationships with others.	4.00 (1.00)	6.00 (1.00)	6.50 (0.83)	2.00 (0.67)	4.60 (0.25)
Makes it easy for others to disclose, share and openly talk about their ideas, problems, and concerns.	3.00 (1.00)	5.00 (1.00)	3.50 (0.83)	5.50 (0.50)	4.60 (0.55)
Makes an effort to understand and take an interest in how others are feeling.	6.00 (1.00)	3.00 (1.00)	4.00 (0.00)	5.50 (0.83)	4.40 (0.28)
Demonstrate sensitivity towards diversity in the workplace (e.g., gender, ethnicity, age, sexual preference, etc.) and treats others in a fair and consistent manner.	4.00 (1.00)	4.00 (1.00)	3.50 (0.50)	5.50 (0.83)	4.40 (0.55)
Shows an interest in and is considerate of the feelings of others.	4.00 (1.00)	2.00 (1.00)	2.00 (1.00)	2.00 (1.00)	2.00 (1.00)
Planning/ Organizing	4.00 (0.53)	3.80 (0.39)	4.10 (0.43)	3.90 (0.34)	3.96 (0.39)
Established realistic plans and schedules to complete specific tasks, projects and assignments.	2.00 (1.00)	7.00 (1.00)	3.50 (0.50)	5.00 (1.00)	4.80 (0.47)
Organizes and manages time productively.	4.00 (1.00)	4.00 (1.00)	5.00 (1.00)	4.00 (0.33)	4.40 (0.55)
Plans what resources are needed to carry out a task, project or assignment.	3.00 (1.00)	2.00 (1.00)	6.00 (1.00)	2.00 (0.67)	3.60 (0.31)
Establishes a logical sequence of steps to ensure that work assignments are completed on time.	6.00 (1.00)	4.00 (1.00)	3.00 (0.33)	4.00 (0.00)	3.60 (0.22)

Behavior Summary Continued

Questions	Self	Supervisor	Peer	Team Member	Average
Planning/ Organizing	4.00 (0.53)	3.80 (0.39)	4.10 (0.43)	3.90 (0.34)	3.96 (0.39)
Effectively schedules work activities, tasks, projects and assignments.	5.00 (1.00)	2.00 (1.00)	3.00 (0.67)	4.50 (0.83)	3.40 (0.60)
Oral Communication	4.00 (0.37)	3.20 (0.32)	4.10 (0.29)	3.80 (0.41)	3.80 (0.33)
Provides clear, concise, and logical answers to questions.	2.00 (1.00)	6.00 (1.00)	4.50 (0.17)	4.50 (0.50)	4.80 (0.35)
Clearly expresses and requests information from others.	7.00 (1.00)	1.00 (1.00)	5.50 (0.50)	4.50 (0.17)	4.20 (0.17)
States complex information, thoughts and ideas simply, clearly and concisely.	2.00 (1.00)	5.00 (1.00)	5.00 (0.67)	3.00 (0.67)	4.20 (0.56)
Maintains eye contact when speaking to others.	5.00 (1.00)	3.00 (1.00)	2.50 (0.50)	4.00 (0.33)	3.20 (0.43)
Speaks clearly and concisely when communicating with others.	4.00 (1.00)	1.00 (1.00)	3.00 (0.33)	3.00 (1.00)	2.60 (0.50)
Collaboration	4.60 (0.46)	3.60 (0.55)	4.20 (0.35)	3.40 (0.36)	3.76 (0.38)
Develops cooperative, rather than, competitive working relationships with others.	7.00 (1.00)	4.00 (1.00)	7.00 (1.00)	3.50 (0.50)	5.00 (0.37)
Solicits and values the thoughts, opinions, feedback, and ideas of others.	5.00 (1.00)	5.00 (1.00)	3.00 (0.33)	4.50 (0.50)	4.00 (0.40)
Works collaboratively with others.	2.00 (1.00)	5.00 (1.00)	5.00 (0.67)	2.00 (1.00)	3.80 (0.47)
Develops supportive, helpful and friendly working relationships with others.	5.00 (1.00)	2.00 (1.00)	3.50 (0.83)	4.50 (0.17)	3.60 (0.38)
Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate.	4.00 (1.00)	2.00 (1.00)	2.50 (0.83)	2.50 (0.50)	2.40 (0.66)
Project Management	3.00 (0.30)	4.20 (0.47)	3.30 (0.42)	4.00 (0.48)	3.76 (0.44)
Completes tasks, projects and assignments on time.	2.00 (1.00)	6.00 (1.00)	4.00 (1.00)	4.50 (0.50)	4.60 (0.60)
Keeps track of details and follows up on tasks and assignments.	1.00 (1.00)	6.00 (1.00)	5.00 (0.33)	3.00 (0.67)	4.40 (0.38)
Plans ahead and follows through to get assignments done on time.	2.00 (1.00)	4.00 (1.00)	2.50 (0.83)	4.00 (0.33)	3.40 (0.50)
Meets deadlines and requests from others in a timely basis.	7.00 (1.00)	3.00 (1.00)	2.00 (0.67)	5.00 (1.00)	3.40 (0.50)

Behavior Summary Continued

Questions	Self	Supervisor	Peer	Team Member	Average
Project Management	3.00 (0.30)	4.20 (0.47)	3.30 (0.42)	4.00 (0.48)	3.76 (0.44)
Directs and organizes others so that tasks, projects, and assignments can be completed on time.	3.00 (1.00)	2.00 (1.00)	3.00 (0.33)	3.50 (0.50)	3.00 (0.44)
Team Support	4.00 (0.70)	3.40 (0.42)	3.30 (0.44)	4.00 (0.25)	3.60 (0.35)
Takes the initiative and offers formal and informal assistance, coaching, and training to others.	3.00 (1.00)	6.00 (1.00)	5.00 (0.67)	3.00 (0.33)	4.40 (0.38)
Expresses confidence in the skills and abilities of others.	4.00 (1.00)	2.00 (1.00)	4.00 (1.00)	4.50 (0.17)	3.80 (0.39)
Provides timely and ongoing feedback to others regarding working relationships and job performance.	5.00 (1.00)	4.00 (1.00)	3.00 (0.33)	4.50 (0.17)	3.80 (0.29)
Encourages cooperation and teamwork among people who depend on each other to get work done.	5.00 (1.00)	4.00 (1.00)	1.00 (1.00)	5.00 (0.67)	3.20 (0.35)
Acknowledges and recognizes the contributions and accomplishments of others.	3.00 (1.00)	1.00 (1.00)	3.50 (0.83)	3.00 (0.33)	2.80 (0.47)
Negotiation/ Conflict Management	5.60 (0.50)	3.80 (0.75)	2.90 (0.36)	4.00 (0.33)	3.52 (0.38)
Allows for disagreements to emerge and to be discussed openly.	6.00 (1.00)	4.00 (1.00)	3.50 (0.17)	5.00 (1.00)	4.20 (0.43)
Makes an effort to resolve interpersonal conflicts with others.	7.00 (1.00)	3.00 (1.00)	4.00 (0.67)	4.50 (0.17)	4.00 (0.40)
Resists reacting defensively and keeps an open mind when others disagree with him/her.	5.00 (1.00)	3.00 (1.00)	4.00 (0.33)	2.50 (0.50)	3.20 (0.43)
Recognizes that diverse points of view must be encouraged, acknowledged and accepted.	7.00 (1.00)	5.00 (1.00)	1.50 (0.83)	4.00 (0.33)	3.20 (0.35)
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflict arise.	3.00 (1.00)	4.00 (1.00)	1.50 (0.83)	4.00 (0.33)	3.00 (0.40)

Behavior Summary Continued

Questions	Self	Supervisor	Peer	Team Member	Average
Leadership/ Influence	2.80 (0.35)	3.20 (0.47)	3.10 (0.69)	3.80 (0.53)	3.40 (0.56)
Communicates and expresses ideas in a manner that persuades and influences others.	2.00 (1.00)	6.00 (1.00)	3.50 (0.83)	5.50 (0.50)	4.80 (0.51)
Builds strategic alliances and networks with key people within and outside the organization.	6.00 (1.00)	3.00 (1.00)	4.00 (1.00)	4.50 (0.83)	4.00 (0.79)
Capable of adjusting his/her leadership style to persuade, motivate and influence others.	4.00 (1.00)	3.00 (1.00)	3.00 (1.00)	3.00 (0.67)	3.00 (0.79)
Demonstrates a willingness to take charge, direct and lead others.	1.00 (1.00)	3.00 (1.00)	2.00 (0.67)	3.00 (1.00)	2.60 (0.73)
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge.	1.00 (1.00)	1.00 (1.00)	3.00 (0.67)	3.00 (0.67)	2.60 (0.60)
Problem Solving	6.00 (0.79)	3.00 (0.63)	3.50 (0.50)	3.50 (0.60)	3.40 (0.56)
Generates multiple solutions to solving a problem.	6.00 (1.00)	3.00 (1.00)	4.00 (0.67)	4.50 (0.50)	4.00 (0.58)
Gathers and utilizes available information in order to understand and solve organizational issues and problems.	5.00 (1.00)	3.00 (1.00)	4.00 (0.67)	4.00 (0.67)	3.80 (0.67)
Takes the initiative in identifying work related problems that need to be solved.	7.00 (1.00)	2.00 (1.00)	4.50 (0.83)	3.00 (0.67)	3.40 (0.60)
Creates and generates innovative and creative solutions to problems.	6.00 (1.00)	5.00 (1.00)	2.00 (0.67)	3.00 (0.67)	3.00 (0.53)
Considers alternatives and generates contingency plans in solving problems.	6.00 (1.00)	2.00 (1.00)	3.00 (0.33)	3.00 (1.00)	2.80 (0.56)

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
SIGNATURE STRENGTHS

Open Ended Comments Summary Continued
DEVELOPMENT OPPORTUNITIES

Development Planning Guide

Examining Your PerformanceView360 Feedback Report

Your reactions to your PerformanceView360 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 14 PerformanceView360 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		
Task Management Skills	Planning/ Organizing		
	Project Management		
	Problem Solving		
	Decisiveness/ Judgment		
Interpersonal Skills	Collaboration		
	Interpersonal Sensitivity		
	Negotiation/ Conflict Management		
	Team Support		
	Leadership/ Influence		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your PerformanceView360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your PerformanceView360 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 PerformanceView360 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:	