



- Confidential -

This Report Prepared for:

JOHN DOE JR.
XYZ CORPORATION

Edge 360 for Engineers
February 2018

The following assessment report has been generated from the responses provided by selected members of this individual's work group, supervisors, peers, subordinates, and internal or external customers. The specific content and findings of this report should be used only to benchmark, determine developmental needs, and track the progress of such development. These results must not be used as the sole basis for selection decisions, or as the basis for any disciplinary action.

Edge 360 for Engineers

Individual Feedback Report

Participant's Name: JOHN DOE JR.

Organization: XYZ Corporation

Report Date: February 2018

This **Edge 360 for Engineers Individual Feedback Report** has been prepared specifically for you.

The information contained in this report is based on information about your leadership skills and performance collected on the assessment questionnaire you and others completed recently. These assessment questionnaires were completed by you and others around you - your supervisor, peers, subordinates, customers and others.

You and your other assessors answered questions as to how frequently you performed 90 specific leadership behaviors. You were also asked to rank the relative importance of 11 specific leadership tasks. Finally, an opportunity was offered to give written comments regarding your strengths as a leader, as well as any areas which might benefit from further development of your leadership skills.

Feedback is Essential for Development

The former Mayor of New York City, Ed Koch, used to greet constituents on the streets of his city with the simple question, "How am I doing?" And he listened to their responses, good and bad.

Mayor Koch recognized that getting constant feedback on his performance (especially from those most affected by his performance) was essential to his continued success as a leader.

The value of the information in this report is in the use to which you put these results. What is most important is not what this report says, but what you do with the information it contains.

The data contained in this report will help you measure your current progress as a leader, provide a benchmark for comparison as you continue to develop and implement your leadership skills, and provide ongoing motivation and direction for self-development. Your continuing development as a leader is so important to your organization and to those with whom you work that they have agreed to invest the time necessary to give you this detailed feedback. Your job is to accept, understand, and use the feedback which has been offered to you.

Soliciting and Accepting Feedback

As leaders rise through the hierarchies of their organizations, they often receive less and less honest information about themselves and their performance. With most positions of leadership comes perceived power and authority. Subordinates and others are sometimes fearful of displeasing those in leadership positions and often may give less than frank and candid feedback on a leader's performance when asked directly, face to face, as Ed Koch asked his constituents on the streets of New York.

A 360° assessment process such as this offers others an opportunity to give you accurate and helpful feedback in a constructive and confidential manner.

Strengths & Needs . . . as well as Unseen Strengths & Blind Spots

This feedback may help to validate your own self-perceptions. It is unlikely that you have reached your position in your organization by behaving in a random way. You already have an understanding of appropriate leadership behavior and probably have a pretty good idea of your own strengths and needs. But honest and reliable feedback is necessary to test your own perceptions, recognize previously unseen strengths, and become aware of blind spots in your own self-perceptions.

Self-Perception vs. Reality

Humans are said to be the only animals capable of self-deception. On occasion, our self perceptions may be creating blind spots in our view of ourselves. We may think of a particular leadership task as one of our towering strengths while others around us may see that, in reality, this task is more of a glaring need. We need feedback from others to make sure that our view of ourselves is completely realistic.

Feedback Is an Investment

When others give you feedback in a 360° assessment process such as this, they become involved in the process of improvement. They have invested time, energy, and thought into your development as a leader and have become actively involved in your growth and continued improvement. They are more likely to continue to support your development when you ask for their feedback, act on their feedback, and follow through with them afterwards.

Three more quick points before we turn to the reports . . .

1. This feedback report is simply information. It is *not* a "report card" or an appraisal of your worth as a leader, or as a person.
2. The feedback contained in this report is inherently *subjective*. In other words, this information is based on the perceptions and opinions of others.
3. In your development as a leader, what matters most is how *you* evaluate this information - what it means to you, not what it means to others around you.

Interpreting Your Reports

Your Individual Feedback Report is actually a collection of several different types of reports. Each of these sets of reports looks at the information collected in different ways.

Task Summary Report

The Task Summary Report gives a bird's-eye view of your assessment results. In completing your 360° assessment questionnaire, your assessors rated how frequently you performed 90 specific leadership behaviors. These 90 behaviors can be linked together to form a group of 11 discrete leadership tasks, such as Managing Change or Coaching Employees. Each leadership task contains several leadership behaviors. The Task Summary Report shows your overall ratings for each of these 11 leadership tasks. There are two reports, one in alphabetical order by task and the second in order by performance rating with your highest rated leadership task at the top.

Gap Analysis Report

The Gap Analysis Report shows how you rated yourself in the 11 leadership tasks compared to how your supervisor, your direct reports, your peers, customers and others rated you. These reports are important for spotting *unseen strengths* - areas in which you may have rated your performance significantly lower than others did, as well as *blind spots* - those tasks in which you may have rated yourself significantly higher than others did. Highlighting these gaps can be a source of excellent insight and the starting point for discussion with others as to why your ratings might have differed.

Importance Rankings Report

The Importance Rankings Report shows the overall importance rankings given for each of the 11 leadership tasks and how each group of raters (yourself, your supervisor, your subordinates, your peers, your customers and others) ranked the importance of each leadership task. This information can be useful as you attempt to prioritize the areas in which you seek further development. These reports can also highlight tasks in which you and others may hold significantly different opinions as to the relative importance of that particular task and may serve as an excellent discussion starter exploring these differing perceptions.

Importance / Performance Grid

As a follow-up to the Importance Rankings Report, the Importance / Performance Grid sets up a four-quadrant view of your performance ratings compared to the overall importance rankings given by your raters. This report can help prioritize areas for development as well as identify areas of strength you can build on. For example, you may wish to focus your development efforts on those tasks which were rated "high" in importance in which your performance level was "low."

Strengths / Needs Report

The Strengths / Needs Report lists your 20 top-rated and your 20 lowest-rated of the 90 behavioral statements. This report will help you identify those specific behaviors which are recognized by your raters as particular strengths, as well as those behaviors which may need further attention and development work.

Item Detail / Frequency Distribution Report

The Item Detail / Frequency Distribution Report gives the most comprehensive look at your assessment results. For each of the 11 leadership tasks assessed, you will see how each of the rater groups (self, supervisor, subordinates, peers, customers and others) rated you. You will also see each behavior item which contributed to this task score and the detailed ratings report for each item.

Task Summary Report

Task Summary Report

The following Task Summary Report gives an overall view of the results of your 360° assessment and are compiled from the responses given by up to five groups of raters: yourself, your supervisor(s), your subordinates, your peers, and your customers.

90 Behaviors Rated

Your raters responded to 90 very specific statements regarding your leadership behaviors. These behavior statements included items such as *"Consults widely during all aspects of decision-making."* and *"Seeks the opinion of others early in the decision making process."* Your raters were asked to rate how frequently you performed a given behavior using the following six-point scale:

Six-Point Scale

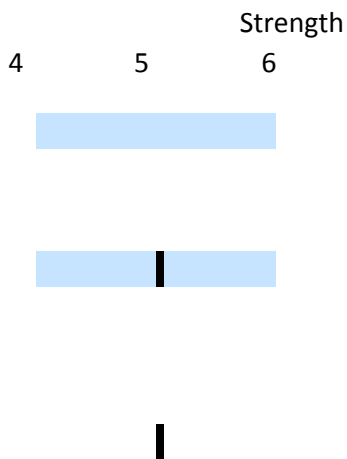
- | | |
|-----------------|------------------|
| 1. Almost Never | 4. Often |
| 2. Not Usually | 5. Usually |
| 3. Sometimes | 6. Almost Always |

11 Leadership Tasks

These 90 specific leadership behaviors can be grouped within 11 discrete leadership tasks. For instance, the following two items, *"Consults widely during all aspects of decision-making."* and *"Seeks the opinion of others early in the decision making process."* are both part of the overall leadership task called *"Information Gathering."*

"Average All" Rating

The ratings you received from all your raters for each item were averaged together to give an "Average All" score for each item. The average item scores for each item pertaining to one leadership task were then averaged together to determine an "Average All" score for each of the 11 tasks. These "Average All" scores for each task were used in producing the following Task Summary Report.



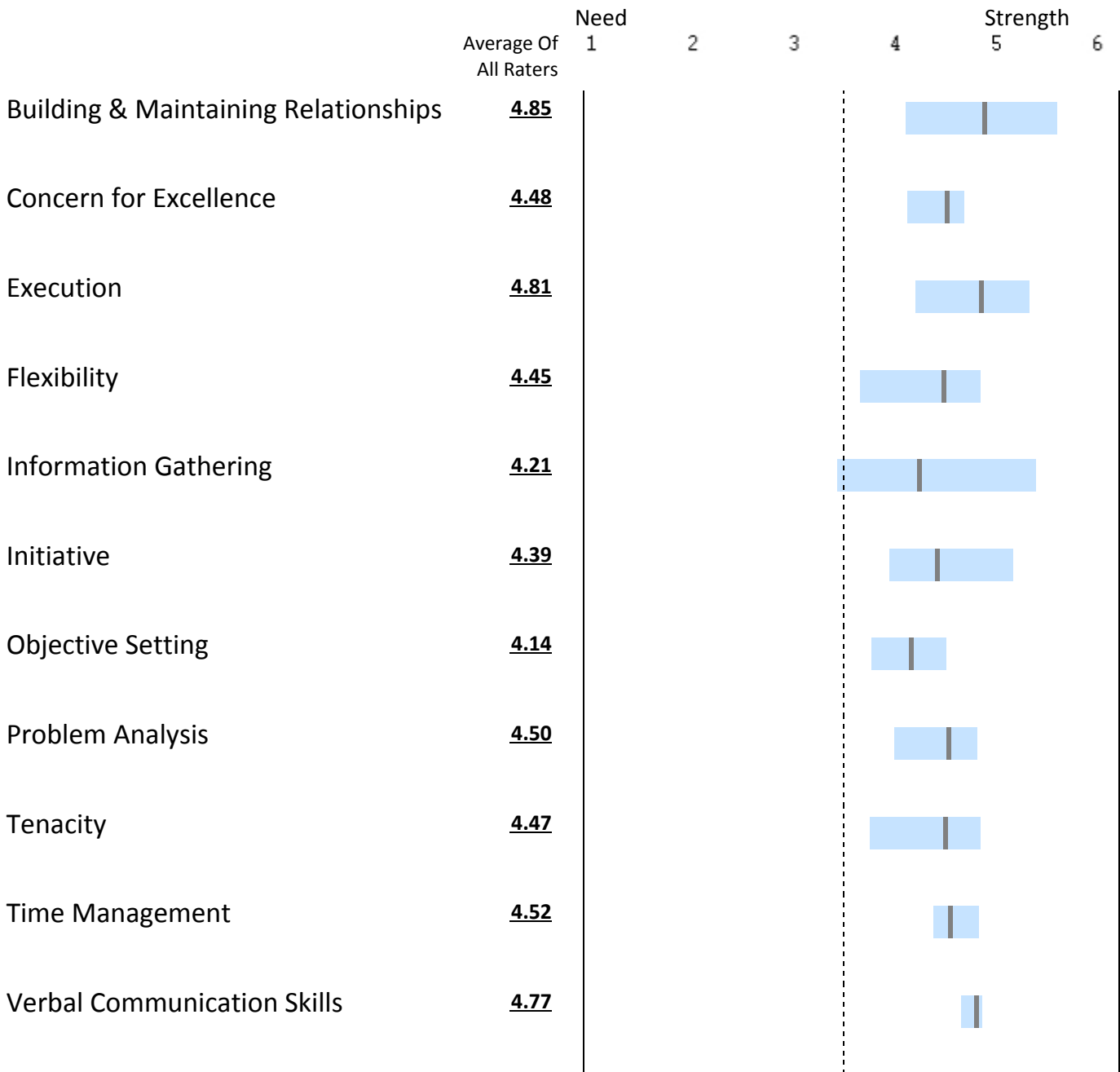
You will notice that most tasks on the report have a **bar** on the chart to the right of the task name. This bar shows the range of item scores you received for that task. The task average score for each rater category is used to prepare this bar.

The "Average All" score for each task is represented on the following charts by a **thick black line** and the score itself is indicated by the number to the left of the graph.

If there is no bar, only a **black vertical line**, then all raters gave you that same rating - there was no variance in their ratings.

The first Task Summary Report shows the tasks and their scores in alphabetical order by task. The second Task Summary Report shows the tasks sorted by performance, with the highest rated task listed at the top.

Task Summary Report



Task Summary Report

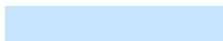


Gap Analysis Report

Gap Analysis Report

The following Gap Analysis Reports are among the most powerful reports in this package. These reports will show you how your own evaluation of your performance compares to that given by your Supervisor, Direct Reports, Peers.

1. The first question this report answers is **"How do others view my performance for each leadership task?"**



The bar shows the range of scores given by everyone who rated your performance - you, your Supervisor, Direct Reports, Peers.



The dark vertical line shows the average of all the scores given by yourself and all others.

2. The next question is **"How do my Supervisor, Direct Reports, Peers view my performance for each leadership task?"**



Each report shows how a specific group rated your performance for each leadership task. In this case, your Supervisor's rating is shown. The Supervisor's rating is indicated by the white square which appears on the bar.

3. The third question is **"How did I rate myself on each leadership task?"**



Your own rating for each task is indicated by the black dot. You can see at a glance whether your own rating is higher or lower than that given by your Supervisor. You can see how close your own rating was to the overall average score given by all others. You can also see whether your own rating was within the range of ratings given by all others, or whether - as in the example at left - your rating of your own performance was different than the rating given by all others.

4. Finally, we can ask, **"Are there any significant gaps between my own ratings of my performance, and the ratings given by my Supervisor, Direct Reports, Peers for these leadership tasks?"**

If a significant gap (greater than one point on the scale) appears between the rating you have given yourself and the rating given by the comparison group - in this case, your supervisor - then your attention is called to that gap by the placement of a line connecting the two ratings.

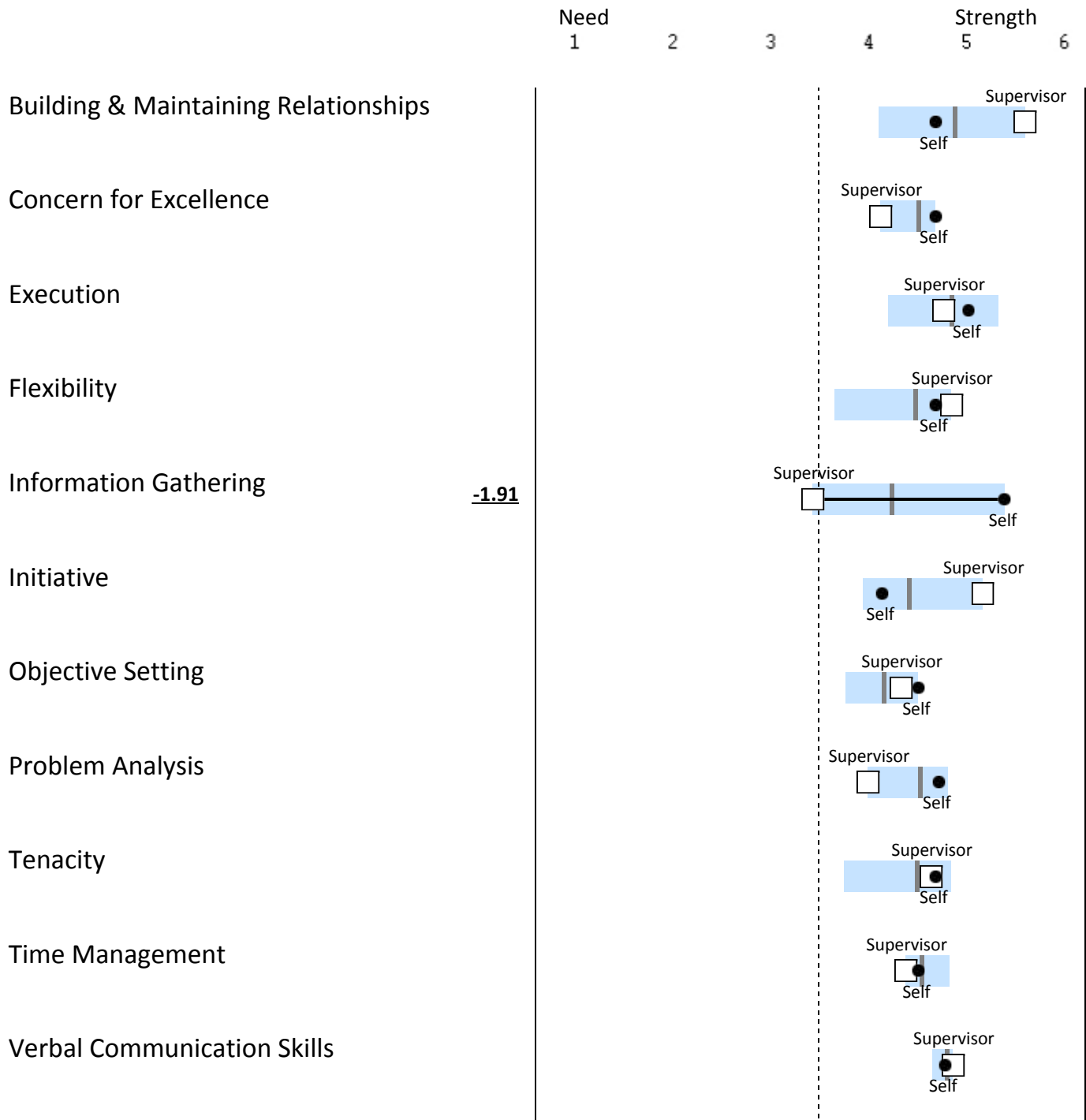


If you rated yourself significantly higher (greater than one point on the scale) than the comparison group rated you, then a bold black line connects the two ratings and calls your attention to a potential **blind spot** - an area in which you may be overrating your own performance. The number to the left of the scale shows the size of the gap.

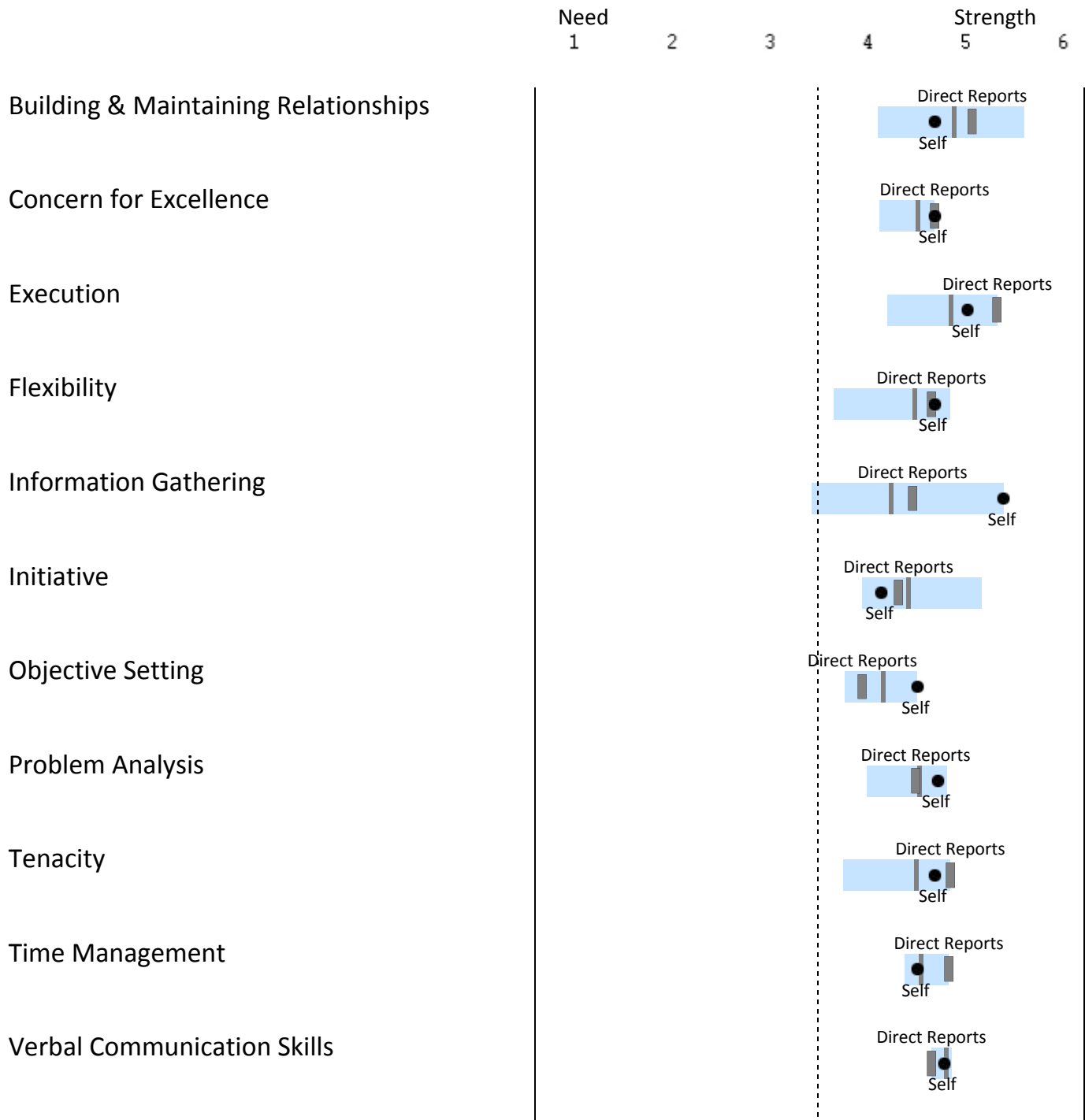


If you rated yourself significantly lower (greater than one point on the scale) than the comparison group rated you, then a dotted gray line connects the two ratings and calls your attention to a potential **hidden strength** - an area in which you may be underrating your own performance. The number to the right of the scale shows the size of the gap.

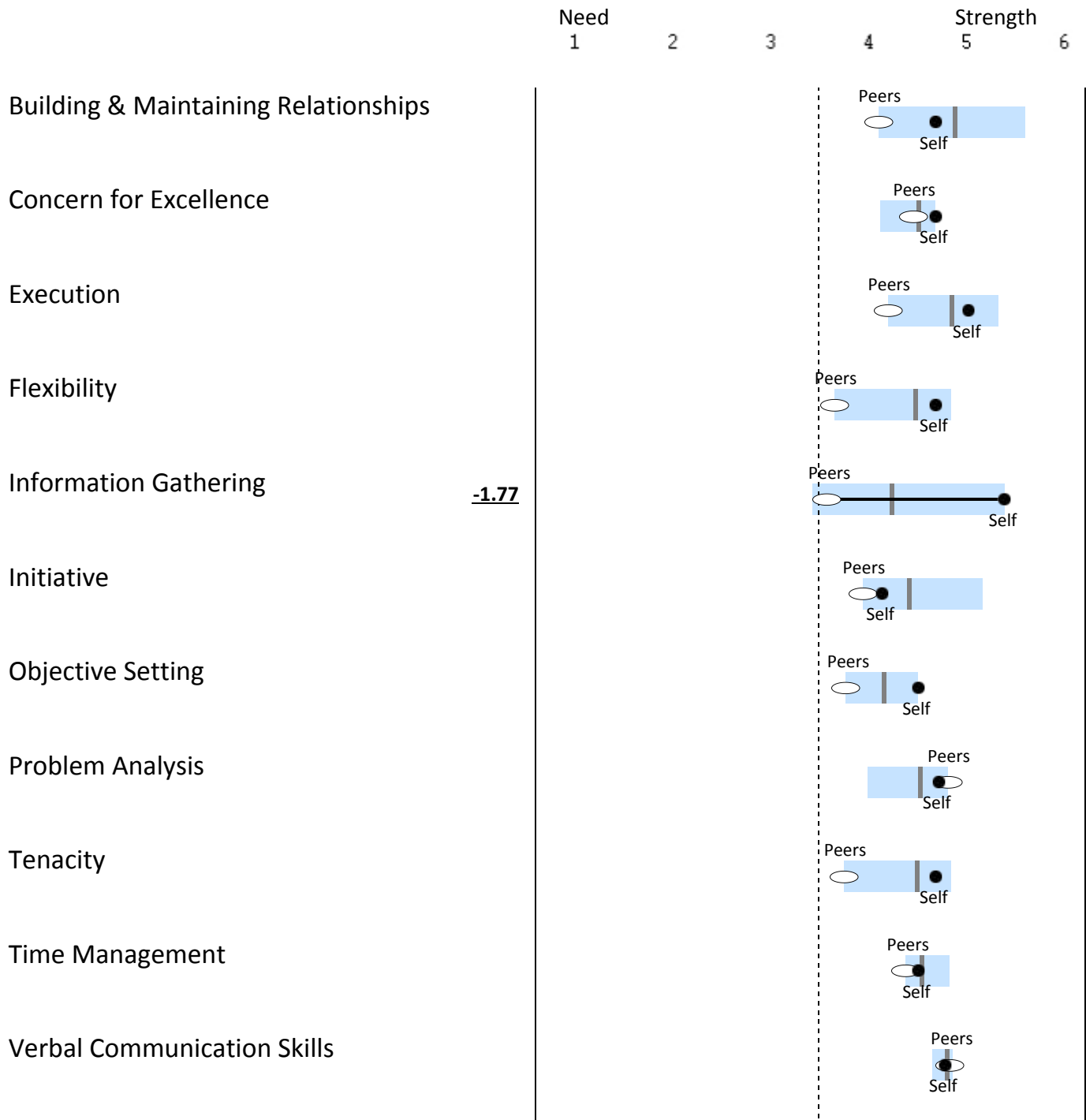
Gap Analysis Report - Supervisor Comparison



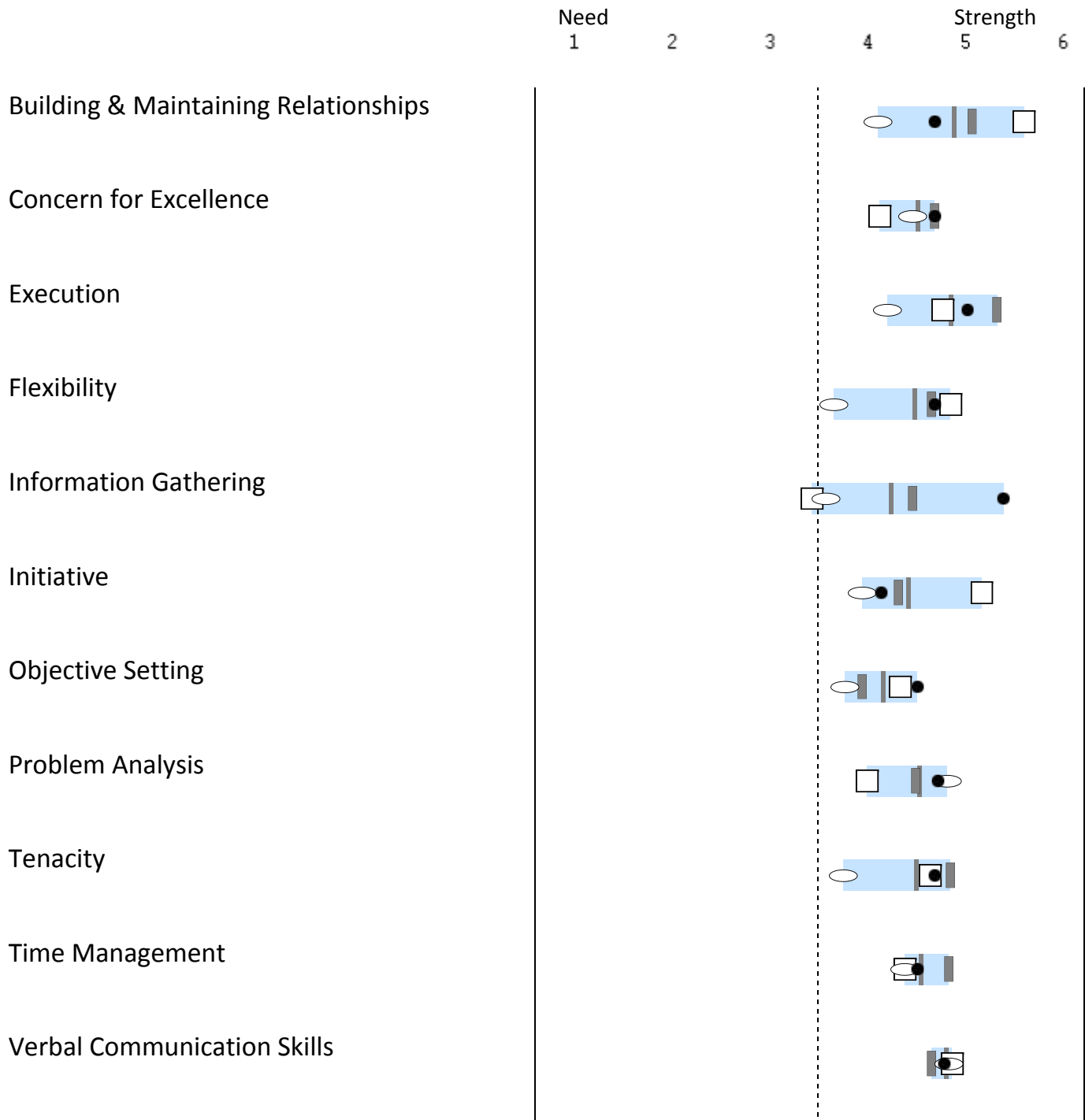
Gap Analysis Report - Direct Reports Comparison



Gap Analysis Report - Peers Comparison



Gap Analysis Report - All Rater Comparison Report



Legend

● = Self □ = Supervisor ■ = Direct Reports ○ = Peers

Importance Rankings Report

Importance / Performance Grid

Importance Rankings Report

11 Leadership Tasks

You, and the others who rated you, were asked to rate the importance of each of the 11 leadership tasks assessed by the **Edge 360 for Engineers**. You were asked to specify which of these leadership tasks were the most important to your job.

Importance Ratings

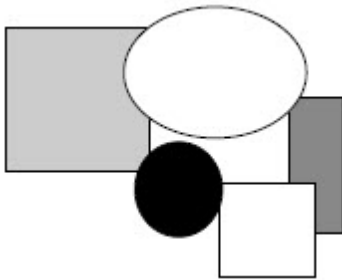
The ratings given by all raters were averaged. Based on the average importance rating given by all raters, the leadership tasks were sorted and listed in descending order of importance.

Average Importance

The average importance rating is listed in the column to the left of the graph marked "**Average All.**"

Critically Important
Very Important
Important

The **bar** is a graphic depiction of the average importance rating. Any rating higher than 0.67 falls into the *Critical* column, any average rating falling between 0.34 and 0.67 falls into the *Very Important* column, and any average rating below 0.34 falls into the *Important* column.



The average importance rating given by each rater group in your report (Self, Supervisor, Direct Reports, Peers) for each task is shown on the report by a symbol placed in the appropriate column.

- Self = ●
- Supervisor = □
- Direct Reports = █
- Peers = ○

You can easily see how your rating compares to the importance rating given by your supervisor or others and see where differences of opinion as to the relative importance of a task may exist. These differences, if significant (for instance, when you think a task is merely important, but your supervisor believes it to be critically important), may be a signal that some discussion is needed regarding the priorities you set in your job.

Importance / Performance Grid

Need High Importance / Low Performance	High Importance / High Performance
Low Importance / Low Performance	Low Importance / High Performance

This report shows the correlation between the importance rankings of the leadership tasks given by your raters, and the rating of your performance in those same tasks. The tasks are listed on the grid in descending order of importance.

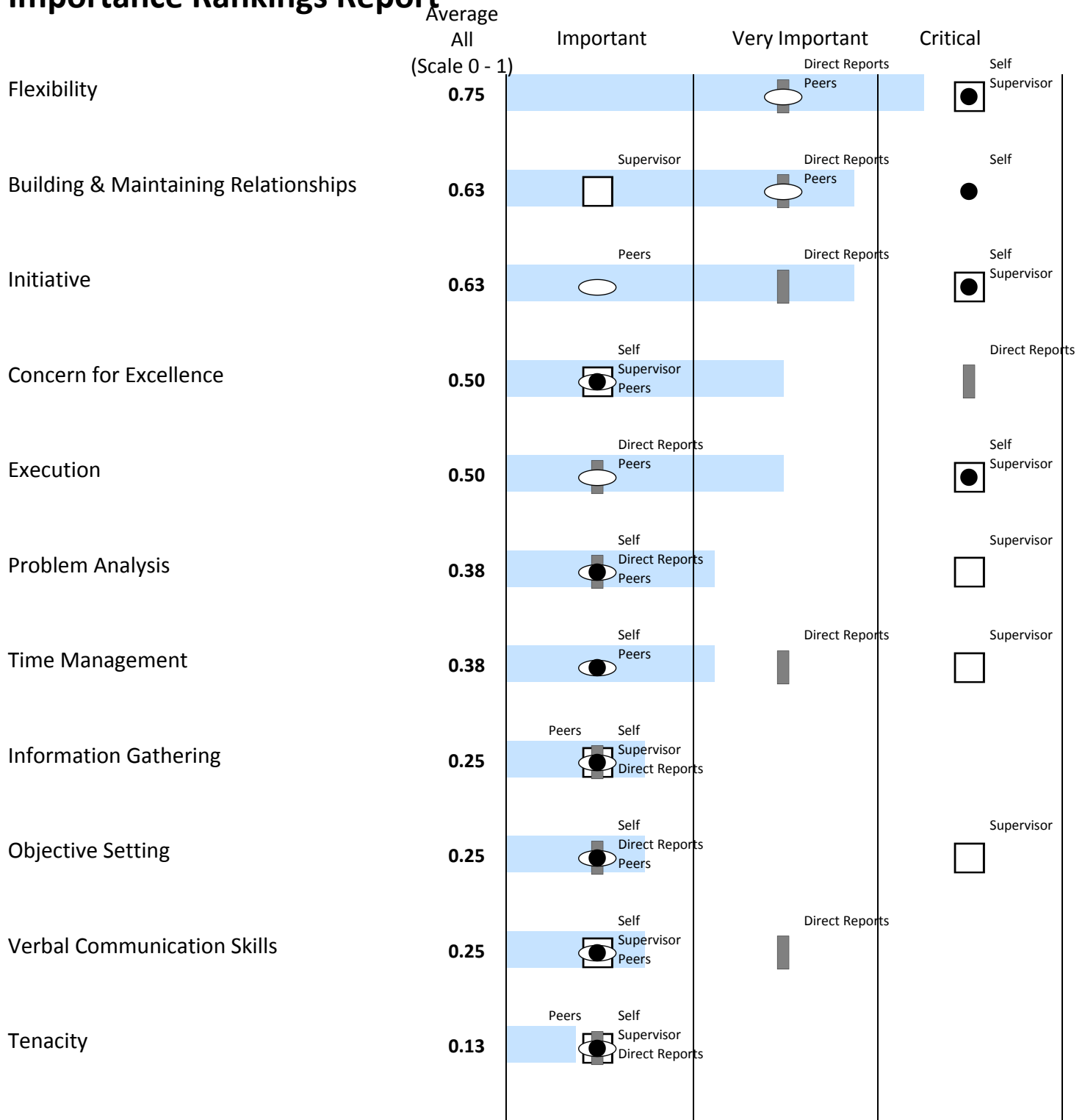
Any tasks rated *high in importance* (0.5 or greater on a scale of 0 to 1) but *low in performance* (less than 5 on a scale of 1 to 6) are shown in the upper left quadrant of the grid. These items can be considered **immediate development needs** and should probably be the focus of additional training and development efforts.

High Importance / Low Performance	Strength High Importance / High Performance
Low Importance / Low Performance	Low Importance / High Performance

Those tasks that are *high in importance* (0.5 or greater on a scale of 0 to 1) and *high in performance* (5 or greater on a scale of 1 to 6) are listed in the upper right quadrant of the grid and can be considered **strengths** and could be tasks in which you might consider mentoring others.

This report can help you prioritize any training and development needs and highlight any strengths.

Importance Rankings Report



Importance / Performance Grid

High Importance / Low Performance Importance greater or equal to 0.5 on a scale of 0-1 Performance less than 5 on a scale of (1-6)	High Importance / High Performance Importance greater or equal to 0.5 on a scale of 0-1 Performance greater than or equal to 5 on a scale of (1-6)
Flexibility Building & Maintaining Relationships Initiative Concern for Excellence Execution	
Low Importance / Low Performance Importance less than 0.5 on a scale of 0-1 Performance less than 5 on a scale of (1-6)	Low Importance / High Performance Importance less than 0.5 on a scale of 0-1 Performance greater than or equal to 5 on a scale of (1-6)
Problem Analysis Time Management Information Gathering Objective Setting Verbal Communication Skills Tenacity	

Strengths / Needs Report

Strengths / Needs Report

20 Highest-Rated Behaviors

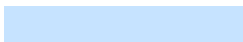
&

20 Lowest-Rated Behaviors

The Strengths / Needs Report lists your 20 highest-rated behaviors and your 20 lowest-rated behaviors of the 90 behavioral items assessed.

Each listed strength or need includes the leadership task from which the item is taken, the text of the behavior statement (and item #) as it was printed in the assessment questionnaire, and a graphic depiction of the overall average rating you received for that item.

4 5 6
Strength



The bar indicates the range of scores given on that item by all the rating groups (Self, Supervisor, Direct Reports, Peers).

The vertical black line indicates the average of all ratings (including your own). The average rating score is printed to the right of the vertical black line.

If there is no bar, then all raters gave you the same rating for that item - there was no variance between the ratings.

Strengths / Needs Report

#1 Strength - Item 36 - Building & Maintaining Relationships

Demonstrates an ability to relate to those at more senior levels as well as those at lower levels.

#2 Strength - Item 76 - Verbal Communication Skills

Uses words correctly when speaking.

#3 Strength - Item 41 - Building & Maintaining Relationships

Relates well to peers.

#4 Strength - Item 86 - Execution

Drives projects along.

#5 Strength - Item 73 - Verbal Communication Skills

Speaks concisely, at an appropriate pace.

#6 Strength - Item 81 - Verbal Communication Skills

Responds to feedback from an audience.

#7 Strength - Item 74 - Verbal Communication Skills

Speaks clearly.

#8 Strength - Item 75 - Verbal Communication Skills

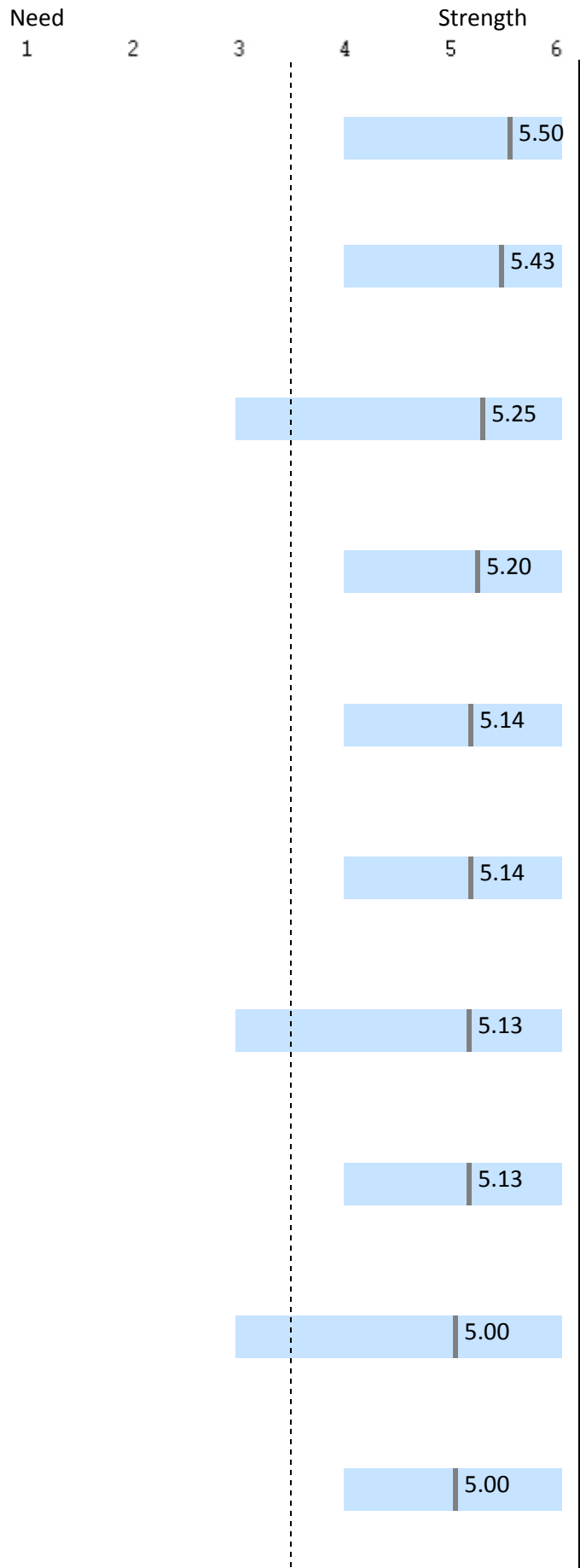
Speaks audibly.

#9 Strength - Item 30 - Concern for Excellence

Ensures that high quality standards are met.

#10 Strength - Item 35 - Building & Maintaining Relationships

Relates well to different types of people.



Strengths / Needs Report

#11 Strength - Item 59 - Time Management
Builds controls and milestones into projects.

#12 Strength - Item 60 - Time Management
Allocates realistic timescales for activities and sets achievable target dates for project stages.

#13 Strength - Item 11 - Information Gathering
Asks the right questions to get information.

#14 Strength - Item 40 - Building & Maintaining Relationships
Maintains good relationships across various organizational levels.

#15 Strength - Item 88 - Execution
Consistently achieves project goals.

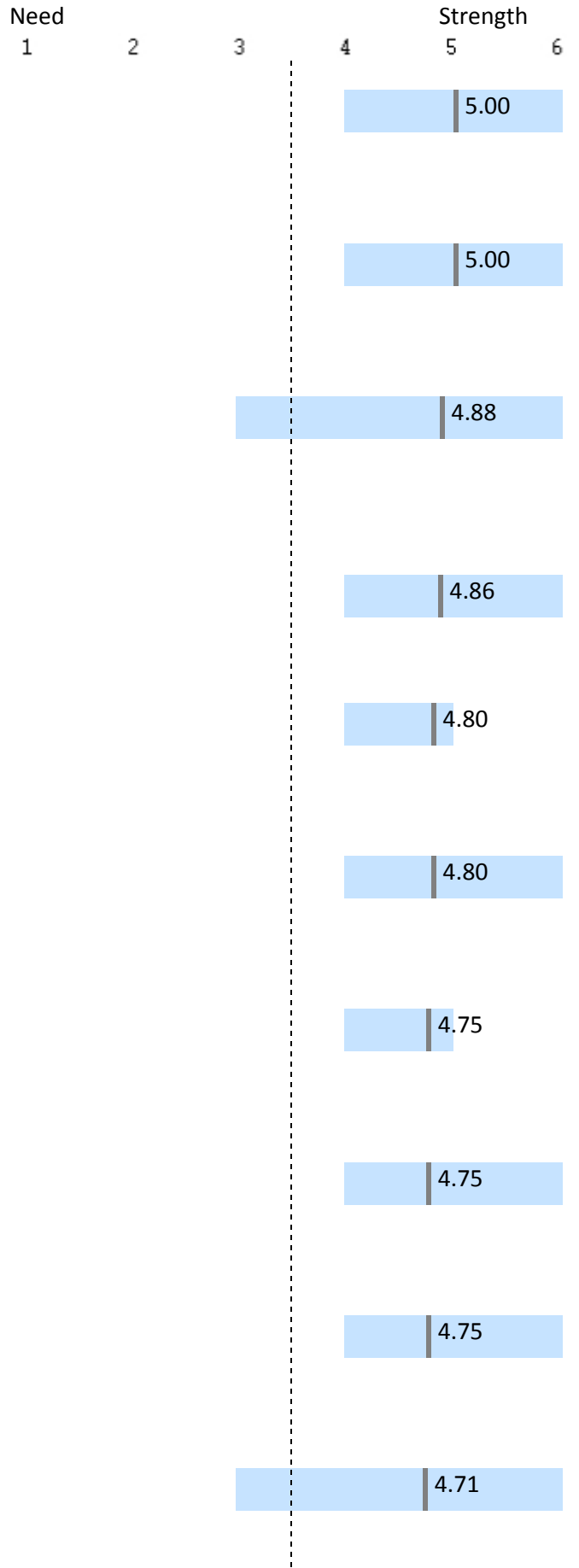
#16 Strength - Item 89 - Execution
Takes steps to ensure key project objectives are always met.

#17 Strength - Item 67 - Initiative
Works well autonomously.

#18 Strength - Item 83 - Verbal Communication Skills
Writes clearly and concisely.

#19 Strength - Item 87 - Execution
Consistently obtains outstanding results through project teams.

#20 Strength - Item 13 - Problem Analysis
Perceives relationships, patterns and causes and effects.



Strengths / Needs Report

#1 Need - Item 21 - Objective Setting
Identifies priorities and action steps for achieving objectives.

#2 Need - Item 8 - Information Gathering
Identifies and uncovers problems.

#3 Need - Item 20 - Objective Setting
Sets challenging objectives.

#4 Need - Item 14 - Problem Analysis
Differentiates key elements from the irrelevant or trivial.

#5 Need - Item 28 - Concern for Excellence
Encourages close attention to quality even at a very detailed level.

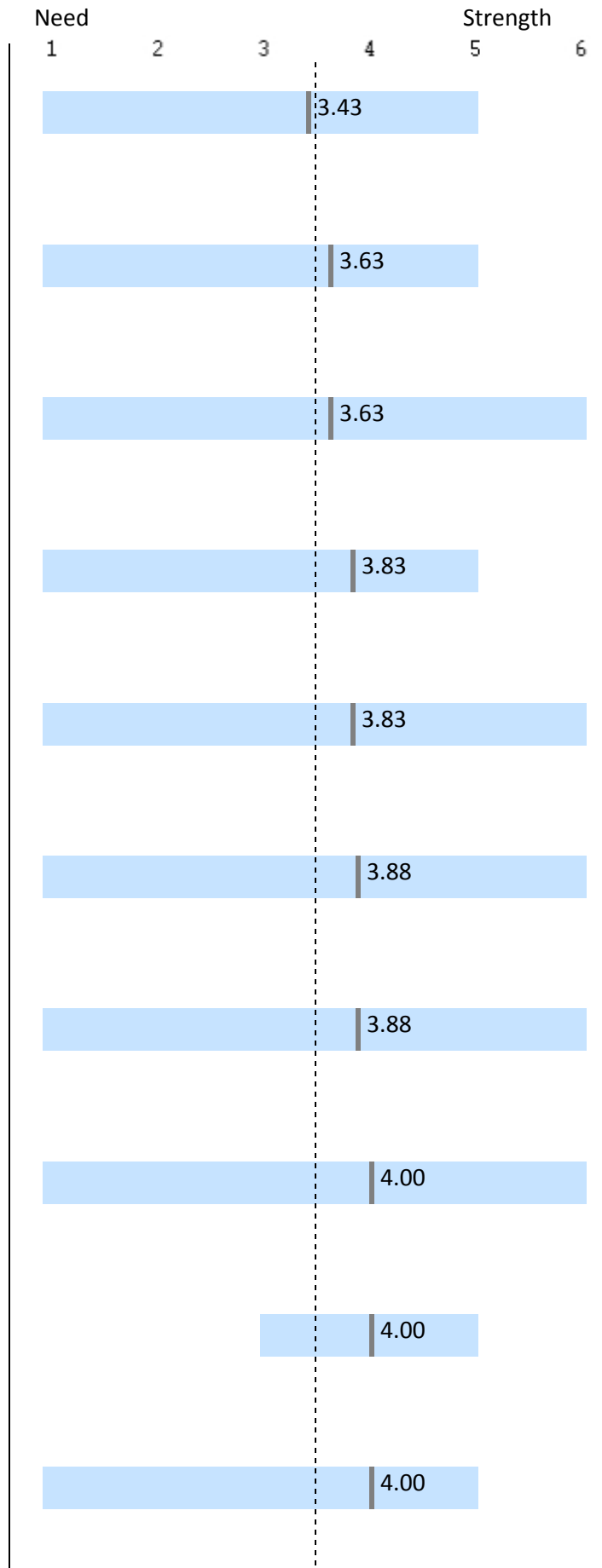
#6 Need - Item 1 - Information Gathering
Consults widely during all aspects of decision-making.

#7 Need - Item 19 - Objective Setting
Sets clearly defined objectives.

#8 Need - Item 2 - Information Gathering
Seeks the opinion of others early in the decision making process.

#9 Need - Item 3 - Information Gathering
Encourages the team to become involved in the decision making process.

#10 Need - Item 7 - Information Gathering
Questions and challenges assumptions.



Strengths / Needs Report

#11 Need - Item 10 - Information Gathering
Seeks all relevant information for decision-making.

#12 Need - Item 22 - Objective Setting
Plans activities and projects well in advance.

#13 Need - Item 38 - Building & Maintaining Relationships
Manages disagreements with tact and diplomacy.

#14 Need - Item 49 - Tenacity
Shows an optimistic outlook towards work.

#15 Need - Item 65 - Time Management
Identifies a variety of alternative solutions to issues and problems.

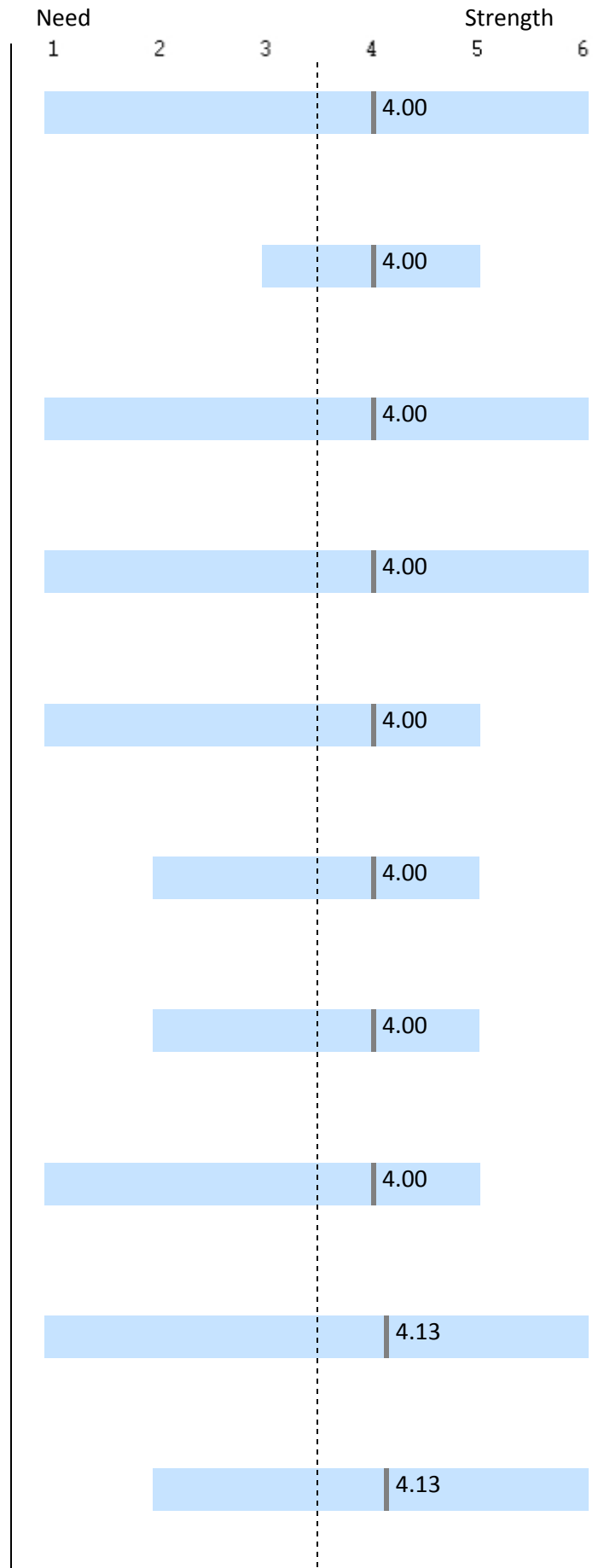
#16 Need - Item 69 - Initiative
Handles problems with minimal guidance.

#17 Need - Item 71 - Initiative
Generates activity.

#18 Need - Item 77 - Verbal Communication Skills
Effectively presents the key points of an argument.

#19 Need - Item 5 - Information Gathering
Follows initial information gathering with further questions.

#20 Need - Item 43 - Flexibility
Adjusts to change positively.



Item Detail / Frequency Distribution Report

Item Detail / Frequency Distribution Report

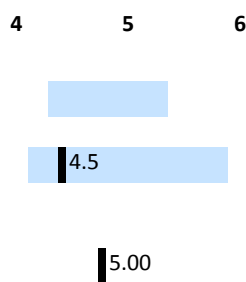
This report offers the most detailed look at the results of your **Edge 360 for Engineers** assessment.

Avoid "Paralysis by Analysis"

For many participants, this report provides more information than is really necessary to receive a benefit from this type of assessment. Concentrating on all the nitty-gritty details of an assessment such as this can sometimes create a kind of "paralysis by analysis." You can become so consumed by details that you lose sight of the overall picture - failing to see the forest for the trees. Having said that, however, this report can be very useful in pinpointing training needs and other areas for focus. For instance, if you show a training need in a particular task, it can be helpful to examine the individual behavior statements that describe that task and see if improvements in one or two specific behaviors could improve your overall performance of that task.

Task Ratings From Each Rating Group

Avg w/o Self Avg w Self



Item Detail

The Item Detail shows your overall ratings for each of the 11 leadership tasks measured by this assessment as rated by yourself, your supervisor, subordinates, peers, and customers.

In addition to ratings from each rater group, you will see two more ratings: Avg w/o Self and Avg w Self. The Avg w/o Self rating is the average rating from all the raters except for yourself. The Avg w Self rating is the average rating from all the raters including yourself.

The bar shows the range of ratings given by the rating group.

The vertical black line indicates the average rating for that rating group. This average rating score is printed to the right of the vertical black line.

If there is no bar, then all the raters in that group gave you the same rating - there was no variance in their ratings.

Number of Raters

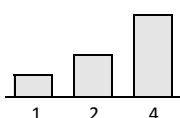
Self(1)
Supervisor(1)
Direct Reports(3)
Peers(3)
Avg w/o Self(7)
Avg w Self(8)

Beside each rating group's label you will see a number in parentheses. This number reflects how many persons in that rating group gave a response for that particular item. For instance, the Self category will usually show "(1)" because you were the only rater counted in this category. If you failed to respond to an item, or chose "Not Sure" for that item on the assessment questionnaire, you will not see a Self label and there will not be a score shown on the graph.

Frequency Distribution

The bar graph indicates what percentage of your raters gave you a specific rating. The taller the bar graph, the higher the percentage of raters giving that rating. Bar graphs are shown for ratings 1 through 6, as well as "n/a" which means that no rating was given by the rater.

The numbers underneath each bar graph indicate the number of raters giving that particular rating.



Building & Maintaining Relationships

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.67								
	Supervisor					5.56								
	Direct Reports					5.05								
	Peers					4.11								
	Avg w/o Self					4.91								
	Avg w Self					4.85								
								1	5	4	11	23	20	8
Item #34 Quickly builds rapport and makes people feel at ease.	Self (1)					3.0								
	Supervisor (1)					5.0								
	Direct Reports (3)					4.3								
	Peers (2)					5.0								
	Avg w/o Self (6)					4.7								
	Avg w Self (7)					4.4								
								0	0	2	0	5	0	1
Item #35 Relates well to different types of people.	Self (1)					4.0								
	Supervisor (1)					5.0								
	Direct Reports (3)					5.0								
	Peers (2)					5.5								
	Avg w/o Self (6)					5.2								
	Avg w Self (7)					5.0								
								0	0	0	2	3	2	1
Item #36 Demonstrates an ability to relate to those at more senior levels as well as those at lower levels.	Self (1)					6.0								
	Supervisor (1)					6.0								
	Direct Reports (2)					6.0								
	Peers (2)					4.5								
	Avg w/o Self (5)					5.4								
	Avg w Self (6)					5.5								
								0	0	0	1	1	4	2
Item #37 Facilitates the resolution of conflict between others.	Self (1)					5.0								
	Supervisor (1)					6.0								
	Direct Reports (3)					4.3								
	Peers (2)					3.0								
	Avg w/o Self (6)					4.2								
	Avg w Self (7)					4.3								
								0	1	1	1	3	1	1
Item #38 Manages disagreements with tact and diplomacy.	Self (1)					4.0								
	Supervisor (1)					6.0								
	Direct Reports (3)					4.0								
	Peers (2)					3.0								
	Avg w/o Self (6)					4.0								
	Avg w Self (7)					4.0								
								1	1	0	2	1	2	1
Item #39 Establishes strong working relationships with others.	Self (1)					5.0								
	Supervisor (1)					5.0								
	Direct Reports (3)					5.3								
	Peers (3)					3.7								
	Avg w/o Self (7)					4.6								
	Avg w Self (8)					4.6								
								0	1	0	1	5	1	0

Building & Maintaining Relationships

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #40 Maintains good relationships across various organizational levels.	Self (1) 4.0 Supervisor (1) 5.0 Direct Reports (3) 5.0 Peers (2) 5.0 Avg w/o Self (6) 5.0 Avg w Self (7) 4.9							0	0	0	3	2	2	1
Item #41 Relates well to peers.	Self (1) 5.0 Supervisor (1) 6.0 Direct Reports (3) 6.0 Peers (3) 4.3 Avg w/o Self (7) 5.3 Avg w Self (8) 5.3							0	0	1	1	1	5	0
Item #42 Takes action to reduce anger or frustration in colleagues and clients.	Self (1) 6.0 Supervisor (1) 6.0 Direct Reports (2) 5.5 Peers (3) 3.0 Avg w/o Self (6) 4.3 Avg w Self (7) 4.6							0	2	0	0	2	3	1

Concern for Excellence

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self						4.67							
	Supervisor						4.13							
	Direct Reports						4.67							
	Peers						4.46							
	Avg w/o Self						4.42							
	Avg w Self						4.48							
								3	2	4	17	15	15	16
Item #25 Sets demanding quality standards against which to compare own work.	Self (1)						5.0							
	Supervisor (1)						4.0							
	Direct Reports (3)						5.0							
	Peers (1)						4.0							
	Avg w/o Self (5)						4.6							
	Avg w Self (6)						4.7							
								0	0	0	3	2	1	2
Item #26 Challenges self to achieve high quality performance.	Self (1)						4.0							
	Supervisor (1)						4.0							
	Direct Reports (3)						5.3							
	Peers (1)						4.0							
	Avg w/o Self (5)						4.8							
	Avg w Self (6)						4.7							
								0	0	0	3	2	1	2
Item #27 Encourages a clear commitment to excellent quality.	Self (1)						6.0							
	Supervisor (1)						5.0							
	Direct Reports (3)						4.3							
	Peers (1)						4.0							
	Avg w/o Self (5)						4.4							
	Avg w Self (6)						4.7							
								0	1	0	1	2	2	2
Item #28 Encourages close attention to quality even at a very detailed level.	Self (1)						3.0							
	Supervisor (1)						4.0							
	Direct Reports (3)						3.7							
	Peers (1)						5.0							
	Avg w/o Self (5)						4.0							
	Avg w Self (6)						3.8							
								1	0	1	2	1	1	2
Item #29 Compares quality against external standards and benchmarks.	Self (1)						4.0							
	Supervisor (1)						4.0							
	Direct Reports (3)						4.0							
	Peers (1)						6.0							
	Avg w/o Self (5)						4.4							
	Avg w Self (6)						4.3							
								1	0	0	2	1	2	2
Item #30 Ensures that high quality standards are met.	Self (1)						6.0							
	Supervisor (1)						4.0							
	Direct Reports (3)						5.0							
	Peers (1)						5.0							
	Avg w/o Self (5)						4.8							
	Avg w Self (6)						5.0							
								0	0	1	1	1	3	2

Concern for Excellence

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #31 Checks work for errors.	Self (1)					4.0								
	Supervisor (1)					4.0								
	Direct Reports (3)						5.7							
	Peers (3)				3.7									
	Avg w/o Self (7)				4.6									
	Avg w Self (8)				4.5									
								1	0	0	2	3	2	0
Item #32 Rejects sub-standard work.	Self (1)						6.0							
	Supervisor (1)					4.0								
	Direct Reports (3)				4.3									
	Peers (2)			3.5										
	Avg w/o Self (6)			4.0										
	Avg w Self (7)			4.3										
								0	1	1	2	1	2	1
Item #33 Maintains professional, high quality work even at a very detailed level.	Self (1)					4.0								
	Direct Reports (3)				4.7									
	Peers (1)				5.0									
	Avg w/o Self (4)				4.8									
	Avg w Self (5)				4.6									
								0	0	1	1	2	1	3

Execution

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					5.00								
	Supervisor					4.75								
	Direct Reports						5.30							
	Peers					4.20								
	Avg w/o Self					4.75								
	Avg w Self					4.81								
								0	0	1	7	13	5	14
Item #86 Drives projects along.	Self (1)						6.0							
	Supervisor (1)					5.0								
	Direct Reports (2)					5.5								
	Peers (1)					4.0								
	Avg w/o Self (4)					5.0								
	Avg w Self (5)					5.2								
								0	0	0	1	2	2	3
Item #87 Consistently obtains outstanding results through project teams.	Self (1)					4.0								
	Direct Reports (2)					5.5								
	Peers (1)					4.0								
	Avg w/o Self (3)					5.0								
	Avg w Self (4)					4.8								
								0	0	0	2	1	1	4
Item #88 Consistently achieves project goals.	Self (1)					5.0								
	Supervisor (1)					5.0								
	Direct Reports (2)					5.0								
	Peers (1)					4.0								
	Avg w/o Self (4)					4.8								
	Avg w Self (5)					4.8								
								0	0	0	1	4	0	3
Item #89 Takes steps to ensure key project objectives are always met.	Self (1)					4.0								
	Supervisor (1)					4.0								
	Direct Reports (2)					5.5								
	Peers (1)					5.0								
	Avg w/o Self (4)					5.0								
	Avg w Self (5)					4.8								
								0	0	0	2	2	1	3
Item #90 Makes adjustments to original plans when circumstances change or when projects are not proceeding as desired.	Self (1)						6.0							
	Supervisor (1)					5.0								
	Direct Reports (2)					5.0								
	Peers (3)					4.0								
	Avg w/o Self (6)					4.5								
	Avg w Self (7)					4.7								
								0	0	1	1	4	1	1

Flexibility

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self						4.67							
	Supervisor						4.83							
	Direct Reports						4.64							
	Peers						3.67							
	Avg w/o Self						4.38							
	Avg w Self						4.45							
								0	5	6	9	19	5	4
Item #43 Adjusts to change positively.	Self (1)						5.0							
	Supervisor (1)						4.0							
	Direct Reports (3)						5.3							
	Peers (3)						2.7							
	Avg w/o Self (7)						4.0							
	Avg w Self (8)						4.1							
								0	2	0	2	3	1	0
Item #44 Adapts work style to suit changing circumstances.	Self (1)						4.0							
	Supervisor (1)						5.0							
	Direct Reports (3)						4.7							
	Peers (3)						3.3							
	Avg w/o Self (7)						4.1							
	Avg w Self (8)						4.1							
								0	1	1	2	4	0	0
Item #45 Modifies approach in the face of new demands.	Self (1)						6.0							
	Supervisor (1)						5.0							
	Direct Reports (3)						4.0							
	Peers (2)						4.5							
	Avg w/o Self (6)						4.3							
	Avg w Self (7)						4.6							
								0	0	1	2	3	1	1
Item #46 Accepts new ideas.	Self (1)						3.0							
	Supervisor (1)						5.0							
	Direct Reports (3)						4.3							
	Peers (3)						4.3							
	Avg w/o Self (7)						4.4							
	Avg w Self (8)						4.3							
								0	1	2	0	4	1	0
Item #47 Supports change initiatives.	Self (1)						4.0							
	Supervisor (1)						5.0							
	Direct Reports (2)						5.5							
	Peers (3)						3.7							
	Avg w/o Self (6)						4.5							
	Avg w Self (7)						4.4							
								0	1	0	2	3	1	1
Item #48 Changes own views appropriately when presented with new ideas.	Self (1)						6.0							
	Supervisor (1)						5.0							
	Direct Reports (2)						4.0							
	Peers (2)						3.5							
	Avg w/o Self (5)						4.0							
	Avg w Self (6)						4.3							
								0	0	2	1	2	1	2

Information Gathering

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self						5.36							
	Supervisor			3.45										
	Direct Reports				4.45									
	Peers			3.59										
	Avg w/o Self			3.83										
	Avg w Self				4.21			9	3	13	18	27	15	3
Item #1 Consults widely during all aspects of decision-making.	Self (1)						6.0							
	Supervisor (1)				4.0									
	Direct Reports (3)				4.0									
	Peers (3)			3.0										
	Avg w/o Self (7)				3.6									
	Avg w Self (8)				3.9			1	1	0	3	2	1	0
Item #2 Seeks the opinion of others early in the decision making process.	Self (1)						6.0							
	Supervisor (1)			3.0										
	Direct Reports (3)				4.0									
	Peers (3)				3.7									
	Avg w/o Self (7)				3.7									
	Avg w Self (8)				4.0			1	1	1	1	2	2	0
Item #3 Encourages the team to become involved in the decision making process.	Self (1)						5.0							
	Supervisor (1)			3.0										
	Direct Reports (3)				4.0									
	Peers (1)				4.0									
	Avg w/o Self (5)				3.8									
	Avg w Self (6)				4.0			0	0	2	2	2	0	2
Item #4 Probes for further information to clarify vague or confusing issues.	Self (1)						6.0							
	Supervisor (1)				4.0									
	Direct Reports (3)				4.7									
	Peers (3)				3.7									
	Avg w/o Self (7)				4.1									
	Avg w Self (8)				4.4			1	0	0	3	2	2	0
Item #5 Follows initial information gathering with further questions.	Self (1)						5.0							
	Supervisor (1)			3.0										
	Direct Reports (3)				4.3									
	Peers (3)				4.0									
	Avg w/o Self (7)				4.0									
	Avg w Self (8)				4.1			1	0	1	2	3	1	0
Item #6 Finds out more about a situation or issue with the use of follow-up questions.	Self (1)						6.0							
	Supervisor (1)			3.0										
	Direct Reports (3)				4.7									
	Peers (2)				3.5									
	Avg w/o Self (6)				4.0									
	Avg w Self (7)				4.3			1	0	1	1	2	2	1

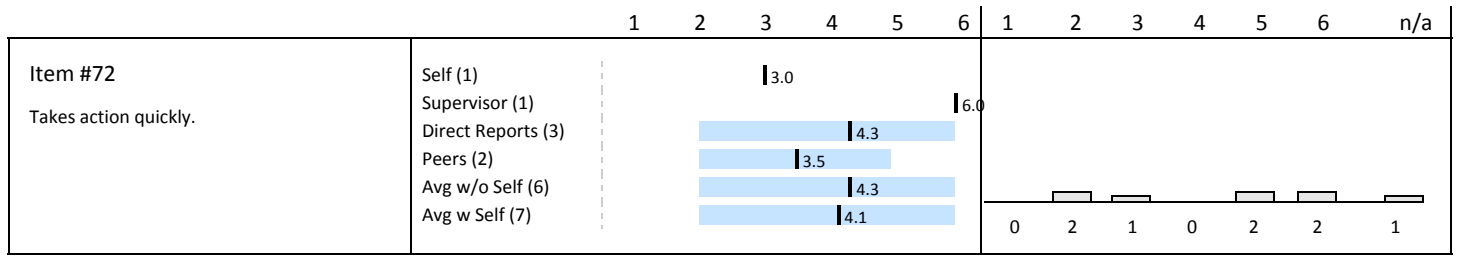
Information Gathering

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #7 Questions and challenges assumptions.	Self (1) 5.0 Supervisor (1) 4.0 Direct Reports (3) 4.0 Peers (3) 3.7 Avg w/o Self (7) 3.9 Avg w Self (8) 4.0							1	0	1	2	4	0	0
Item #8 Identifies and uncovers problems.	Self (1) 5.0 Supervisor (1) 3.0 Direct Reports (3) 4.0 Peers (3) 3.0 Avg w/o Self (7) 3.4 Avg w Self (8) 3.6							1	0	3	1	3	0	0
Item #9 Gathers comprehensive information from a range of sources.	Self (1) 5.0 Supervisor (1) 4.0 Direct Reports (3) 5.3 Peers (3) 3.0 Avg w/o Self (7) 4.1 Avg w Self (8) 4.3							1	1	0	1	3	2	0
Item #10 Seeks all relevant information for decision-making.	Self (1) 4.0 Supervisor (1) 4.0 Direct Reports (3) 4.7 Peers (3) 3.3 Avg w/o Self (7) 4.0 Avg w Self (8) 4.0							1	0	2	2	1	2	0
Item #11 Asks the right questions to get information.	Self (1) 6.0 Supervisor (1) 3.0 Direct Reports (3) 5.3 Peers (3) 4.7 Avg w/o Self (7) 4.7 Avg w Self (8) 4.9							0	0	2	0	3	3	0

Initiative

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.14								
	Supervisor					5.14								
	Direct Reports					4.31								
	Peers					3.95								
	Avg w/o Self					4.47								
	Avg w Self					4.39								
								0	4	7	10	19	5	11
Item #66	Acts on own initiative without being prompted.	Self (1)					6.0							
		Supervisor (1)					5.0							
		Direct Reports (2)				3.5								
		Peers (1)				4.0								
		Avg w/o Self (4)				4.0								
		Avg w Self (5)				4.4								
								0	0	1	2	1	1	3
Item #67	Works well autonomously.	Self (1)					5.0							
		Supervisor (1)					5.0							
		Direct Reports (3)				4.7								
		Peers (3)				4.7								
		Avg w/o Self (7)				4.7								
		Avg w Self (8)				4.8								
								0	0	0	2	6	0	0
Item #68	Refers upwards when necessary.	Self (1)				4.0								
		Supervisor (1)					6.0							
		Direct Reports (1)					5.0							
		Peers (2)				4.0								
		Avg w/o Self (4)				4.8								
		Avg w Self (5)				4.6								
								0	0	1	1	2	1	3
Item #69	Handles problems with minimal guidance.	Self (1)					5.0							
		Supervisor (1)					5.0							
		Direct Reports (3)				3.3								
		Peers (1)				4.0								
		Avg w/o Self (5)				3.8								
		Avg w Self (6)				4.0								
								0	1	1	1	3	0	2
Item #70	Makes things happen.	Self (1)				3.0								
		Supervisor (1)					4.0							
		Direct Reports (3)					5.3							
		Peers (2)				3.5								
		Avg w/o Self (6)				4.5								
		Avg w Self (7)				4.3								
								0	0	2	2	2	1	1
Item #71	Generates activity.	Self (1)				3.0								
		Supervisor (1)					5.0							
		Direct Reports (3)				4.0								
		Peers (2)				4.0								
		Avg w/o Self (6)				4.2								
		Avg w Self (7)				4.0								
								0	1	1	2	3	0	1

Initiative



Objective Setting

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self						4.50							
	Supervisor						4.33							
	Direct Reports						3.95							
	Peers						3.78							
	Avg w/o Self						4.02							
	Avg w Self						4.14	6	2	5	10	12	6	7
Item #19 Sets clearly defined objectives.	Self (1)						6.0							
	Supervisor (1)						3.0							
	Direct Reports (3)						4.3							
	Peers (3)						3.0							
	Avg w/o Self (7)						3.6							
	Avg w Self (8)						3.9	2	0	1	2	0	3	0
Item #20 Sets challenging objectives.	Self (1)						5.0							
	Supervisor (1)						4.0							
	Direct Reports (3)						4.0							
	Peers (3)						2.7							
	Avg w/o Self (7)						3.4							
	Avg w Self (8)						3.6	2	0	1	2	2	1	0
Item #21 Identifies priorities and action steps for achieving objectives.	Self (1)						3.0							
	Supervisor (1)						4.0							
	Direct Reports (3)						3.7							
	Peers (2)						3.0							
	Avg w/o Self (6)						3.5							
	Avg w Self (7)						3.4	1	1	1	2	2	0	1
Item #22 Plans activities and projects well in advance.	Self (1)						3.0							
	Supervisor (1)						5.0							
	Direct Reports (3)						3.7							
	Peers (1)						5.0							
	Avg w/o Self (5)						4.2							
	Avg w Self (6)						4.0	0	0	2	2	2	0	2
Item #23 Develops plans and alternatives that take account of potential changing circumstances and possible difficulties.	Self (1)						4.0							
	Supervisor (1)						5.0							
	Direct Reports (3)						4.0							
	Peers (1)						4.0							
	Avg w/o Self (5)						4.2							
	Avg w Self (6)						4.2	0	1	0	2	3	0	2
Item #24 Produces comprehensive project plans.	Self (1)						6.0							
	Supervisor (1)						5.0							
	Direct Reports (3)						4.0							
	Peers (1)						5.0							
	Avg w/o Self (5)						4.4							
	Avg w Self (6)						4.7	1	0	0	0	3	2	2

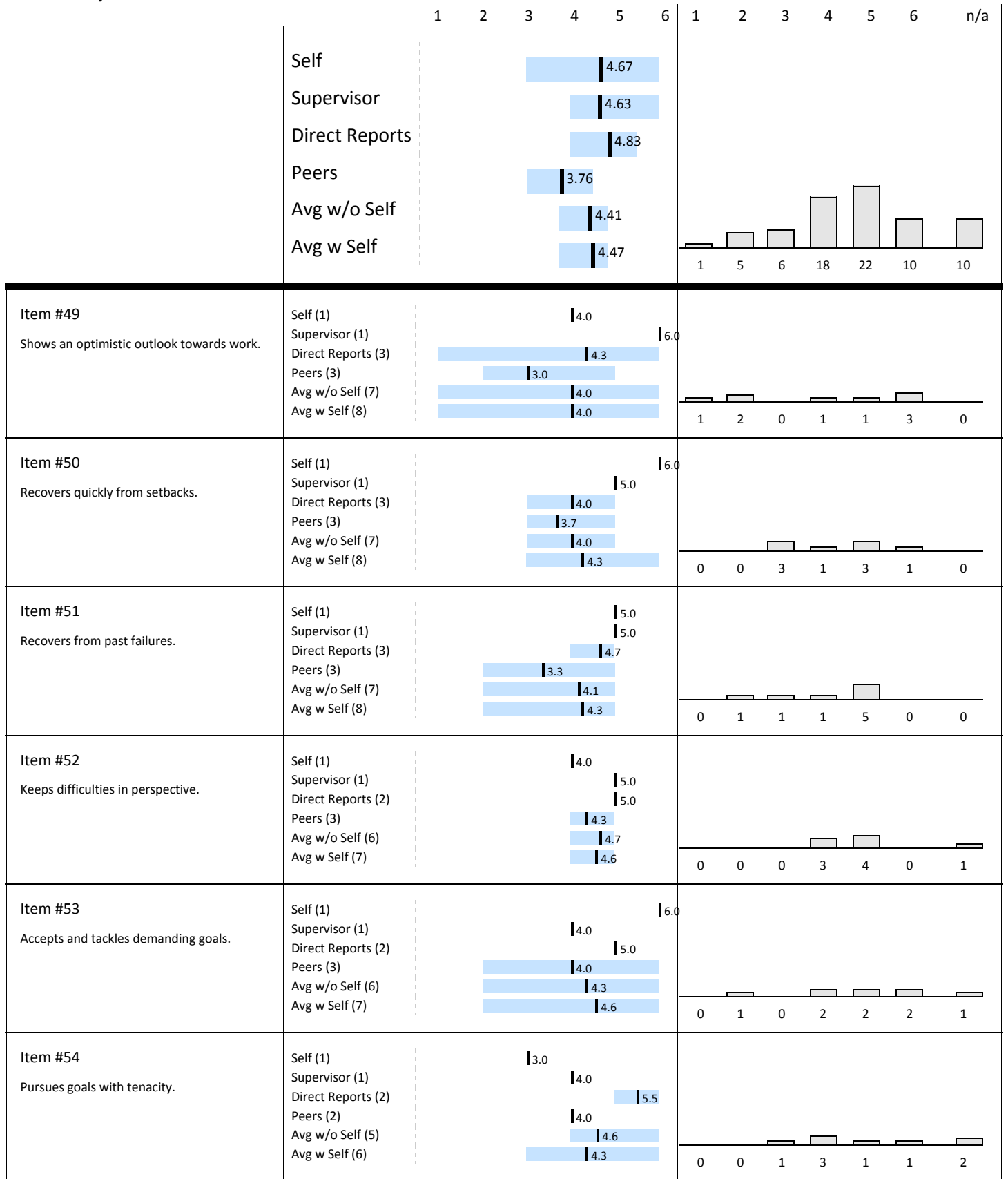
Problem Analysis

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.71								
	Supervisor				4.00									
	Direct Reports				4.48									
	Peers				4.79									
	Avg w/o Self				4.42									
	Avg w Self				4.50			3	0	3	12	19	8	11
Item #12 Analyzes numerical data, verbal data and all other sources of information.	Self (1)					5.0								
	Supervisor (1)				4.0									
	Direct Reports (3)				5.3									
	Peers (3)			4.0										
	Avg w/o Self (7)				4.6									
	Avg w Self (8)				4.6			1	0	0	2	2	3	0
Item #13 Perceives relationships, patterns and causes and effects.	Self (1)				4.0									
	Supervisor (1)				5.0									
	Direct Reports (3)				4.7									
	Peers (2)				5.0									
	Avg w/o Self (6)				4.8									
	Avg w Self (7)				4.7			0	0	1	2	2	2	1
Item #14 Differentiates key elements from the irrelevant or trivial.	Self (1)					5.0								
	Supervisor (1)				3.0									
	Direct Reports (3)				3.3									
	Peers (1)				5.0									
	Avg w/o Self (5)				3.6									
	Avg w Self (6)				3.8			1	0	1	1	3	0	2
Item #15 Integrates data.	Self (1)					4.0								
	Direct Reports (3)				5.0									
	Peers (2)				4.5									
	Avg w/o Self (5)				4.8									
	Avg w Self (6)				4.7			0	0	1	2	1	2	2
Item #16 Draws inferences.	Self (1)						6.0							
	Direct Reports (3)				3.7									
	Peers (2)				5.0									
	Avg w/o Self (5)				4.2									
	Avg w Self (6)				4.5			1	0	0	0	4	1	2
Item #17 Identifies multiple solutions to a problem.	Self (1)					5.0								
	Supervisor (1)				4.0									
	Direct Reports (3)				4.7									
	Peers (1)				5.0									
	Avg w/o Self (5)				4.6									
	Avg w Self (6)				4.7			0	0	0	2	4	0	2

Problem Analysis

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #18 Takes all available information into account when solving problems.	Self (1)					4.0								
	Supervisor (1)					4.0								
	Direct Reports (3)					4.7								
	Peers (1)					5.0								
	Avg w/o Self (5)					4.6								
	Avg w Self (6)					4.5								
								0	0	0	3	3	0	2

Tenacity



Tenacity

		1	2	3	4	5	6	1	2	3	4	5	6	n/a					
Item #55 Works through challenges to achieve success.	Self (1) 5.0 Supervisor (1) 4.0 Direct Reports (3) 5.0 Peers (2) 4.5 Avg w/o Self (6) 4.7 Avg w Self (7) 4.7											3	3	1	1				
Item #56 Sees things through to completion.	Self (1) 4.0 Supervisor (1) 4.0 Direct Reports (2) 5.0 Peers (1) 4.0 Avg w/o Self (4) 4.5 Avg w Self (5) 4.4												3	2	0	3			
Item #57 Does not give up easily.	Self (1) 5.0 Direct Reports (3) 5.0 Peers (2) 3.0 Avg w/o Self (5) 4.2 Avg w Self (6) 4.3													1	1	1	1	2	2

Time Management

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self													
	Supervisor													
	Direct Reports													
	Peers													
	Avg w/o Self													
	Avg w Self													
								1	2	2	17	14	8	20
Item #58 Manages time effectively.	Self (1) Supervisor (1) Direct Reports (3) Peers (1) Avg w/o Self (5) Avg w Self (6)							0	1	0	2	1	2	2
Item #59 Builds controls and milestones into projects.	Self (1) Supervisor (1) Direct Reports (2) Peers (1) Avg w/o Self (4) Avg w Self (5)							0	0	0	1	3	1	3
Item #60 Allocates realistic timescales for activities and sets achievable target dates for project stages.	Self (1) Supervisor (1) Direct Reports (2) Peers (1) Avg w/o Self (4) Avg w Self (5)							0	0	0	2	1	2	3
Item #61 Organizes own time effectively.	Self (1) Supervisor (1) Direct Reports (2) Peers (3) Avg w/o Self (6) Avg w Self (7)							0	1	1	1	2	2	1
Item #62 Monitors own progress against deadlines and milestones.	Self (1) Supervisor (1) Direct Reports (2) Peers (2) Avg w/o Self (5) Avg w Self (6)							0	0	0	4	2	0	2
Item #63 Establishes measures and criteria to monitor progress.	Self (1) Supervisor (1) Direct Reports (1) Peers (1) Avg w/o Self (3) Avg w Self (4)							0	0	0	3	0	1	4

Time Management

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #64 Establishes processes to monitor progress of people and projects.	Self (1)					3.0								
	Supervisor (1)					4.0								
	Direct Reports (2)						5.0							
	Peers (1)					4.0								
	Avg w/o Self (4)						4.5							
	Avg w Self (5)						4.2							
								0	0	1	2	2	0	3
Item #65 Identifies a variety of alternative solutions to issues and problems.	Self (1)					4.0								
	Supervisor (1)					4.0								
	Direct Reports (3)					3.7								
	Peers (1)						5.0							
	Avg w/o Self (5)						4.0							
	Avg w Self (6)						4.0							
								1	0	0	2	3	0	2

Verbal Communication Skills

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.77								
	Supervisor					4.85								
	Direct Reports					4.64								
	Peers					4.81								
	Avg w/o Self					4.77								
	Avg w Self					4.77								
								3	2	3	28	29	28	11
Item #73 Speaks concisely, at an appropriate pace.	Self (1)					4.0								
	Supervisor (1)													
	Direct Reports (3)													
	Peers (2)					4.5								
	Avg w/o Self (6)					5.3								
	Avg w Self (7)					5.1								
								0	0	0	2	2	3	1
Item #74 Speaks clearly.	Self (1)					3.0								
	Supervisor (1)													
	Direct Reports (3)													
	Peers (3)					5.0								
	Avg w/o Self (7)					5.4								
	Avg w Self (8)					5.1								
								0	0	1	1	2	4	0
Item #75 Speaks audibly.	Self (1)					4.0								
	Supervisor (1)													
	Direct Reports (3)													
	Peers (3)					4.7								
	Avg w/o Self (7)					5.3								
	Avg w Self (8)					5.1								
								0	0	0	2	3	3	0
Item #76 Uses words correctly when speaking.	Self (1)													
	Supervisor (1)													
	Direct Reports (3)													
	Peers (2)					5.3								
	Avg w/o Self (6)					5.0								
	Avg w Self (7)					5.3								
								0	0	0	2	0	5	1
Item #77 Effectively presents the key points of an argument.	Self (1)													
	Supervisor (1)					5.0								
	Direct Reports (2)					3.0								
	Peers (2)					4.0								
	Avg w/o Self (5)					3.8								
	Avg w Self (6)					4.0								
								1	0	1	0	4	0	2
Item #78 Separates the important from the trivial in presenting an argument.	Self (1)					4.0								
	Supervisor (1)													
	Direct Reports (3)					3.7								
	Peers (1)													
	Avg w/o Self (5)					4.4								
	Avg w Self (6)					4.3								
								1	0	0	1	3	1	2

Verbal Communication Skills

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #79 Quickly gets to the point.	Self (1) 6.0 Supervisor (1) 5.0 Direct Reports (3) 4.3 Peers (2) 4.5 Avg w/o Self (6) 4.5 Avg w Self (7) 4.7							0	1	0	1	3	2	1
Item #80 Responds to the needs of an audience when speaking by adapting communication to suit them.	Self (1) 5.0 Supervisor (1) 4.0 Direct Reports (3) 3.7 Peers (1) 5.0 Avg w/o Self (5) 4.0 Avg w Self (6) 4.2							1	0	0	2	2	1	2
Item #81 Responds to feedback from an audience.	Self (1) 6.0 Supervisor (1) 4.0 Direct Reports (2) 5.0 Peers (3) 5.3 Avg w/o Self (6) 5.0 Avg w Self (7) 5.1							0	0	0	2	2	3	1
Item #82 Checks if the message has been heard and understood when speaking to others.	Self (1) 6.0 Supervisor (1) 4.0 Direct Reports (3) 4.0 Peers (2) 4.5 Avg w/o Self (6) 4.2 Avg w Self (7) 4.4							0	1	0	2	3	1	1
Item #83 Writes clearly and concisely.	Self (1) 4.0 Supervisor (1) 4.0 Direct Reports (3) 5.3 Peers (3) 4.7 Avg w/o Self (7) 4.9 Avg w Self (8) 4.8							0	0	0	5	0	3	0
Item #84 Writes in an uncomplicated way.	Self (1) 5.0 Supervisor (1) 4.0 Direct Reports (3) 4.3 Peers (3) 4.7 Avg w/o Self (7) 4.4 Avg w Self (8) 4.5							0	0	1	3	3	1	0
Item #85 Avoids unnecessarily complicated language.	Self (1) 4.0 Supervisor (1) 4.0 Direct Reports (3) 4.7 Peers (3) 4.7 Avg w/o Self (7) 4.6 Avg w Self (8) 4.5							0	0	0	5	2	1	0

Written Comments



Written Comments

These written comments have been provided by your assessors to provide further feedback, observations, and suggestions for your continued development. These comments are presented as they have been received, without editing or alterations made.

Written Comments

Things the person does that should be continued:

- - Coaching department staff - Sharing his knowledge with staff
- being well organized building strong relations
- Keep on directing and enhancing the knowledge of the young engineers. Keep Communicating with other units to have an over picture and share information.

What could this person do to be more effective?

- Build more close and friendly relations with subordinates and consider subordinate's opinion

What does this person do that should be stopped?

- Making commitments for when others will accomplish a task - it throws off the time management of others.

Action Plan



Action Plan

Use the following pages to create your own personalized action plan for further development. This action plan should include steps to build on the strengths you have identified, and to further develop areas of need.

1. Select no more than three strengths and three needs to start with and list those on the following pages.
2. State your objective (*what do you want to do?*) regarding this particular strength or need.
3. Plan appropriate actions, learning experiences, and exercises to further develop this area.
4. Identify other people and resources that you can turn to for assistance in developing this area.
5. Finally, set specific target dates or milestones for completion of these development activities.

You might want to turn to your supervisor, peers, or others to help develop your action plan. Discuss this plan with others, get additional ideas and feedback, involve others in helping you achieve your objectives.

As you reach your objectives and complete these plans, turn to a new strength or need and continue to develop your skills and abilities as an effective leader.

Strengths On Which To Build

Strength:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Strength:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Strength:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Notes:

Needs To Address

Need:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Need:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Need:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Notes: