



- Confidential -

This Report Prepared for:

JOHN DOE
XYZ CORPORATION

Government 360 - First Line Leaders
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.

Government 360 - First Line Leaders Individual Feedback Report

Participant's Name: JOHN DOE

Organization: XYZ Corporation

Report Date: February 2018

This **Government 360 - First Line Leaders 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 50 specific leadership behaviors. You were also asked to rank the relative importance of 8 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 50 specific leadership behaviors. These 50 behaviors can be linked together to form a group of 8 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 8 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 8 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 8 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 50 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 8 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.

50 Behaviors Rated

Your raters responded to 50 very specific statements regarding your leadership behaviors. These behavior statements included items such as *"Allows others to express emotions even when they are upset or angry."* and *"Uses the appropriate methods, including available technology, to collect, compile, and distribute information."* Your raters were asked to rate how frequently you performed a given behavior using the following six-point scale:

Six-Point Scale

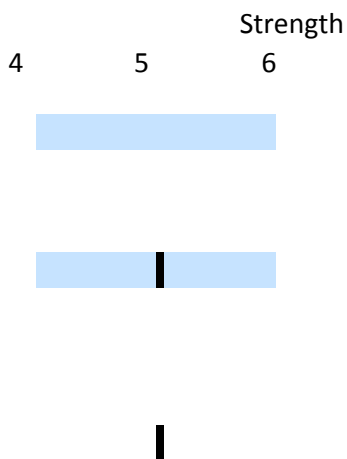
- | | |
|-----------------|------------------|
| 1. Almost Never | 4. Often |
| 2. Not Usually | 5. Usually |
| 3. Sometimes | 6. Almost Always |

8 Leadership Tasks

These 50 specific leadership behaviors can be grouped within 8 discrete leadership tasks. For instance, the following two items, *"Allows others to express emotions even when they are upset or angry."* and *"Uses the appropriate methods, including available technology, to collect, compile, and distribute information."* are both part of the overall leadership task called *"Communication."*

"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 8 tasks. These "Average All" scores for each task were used in producing the following Task Summary Report.



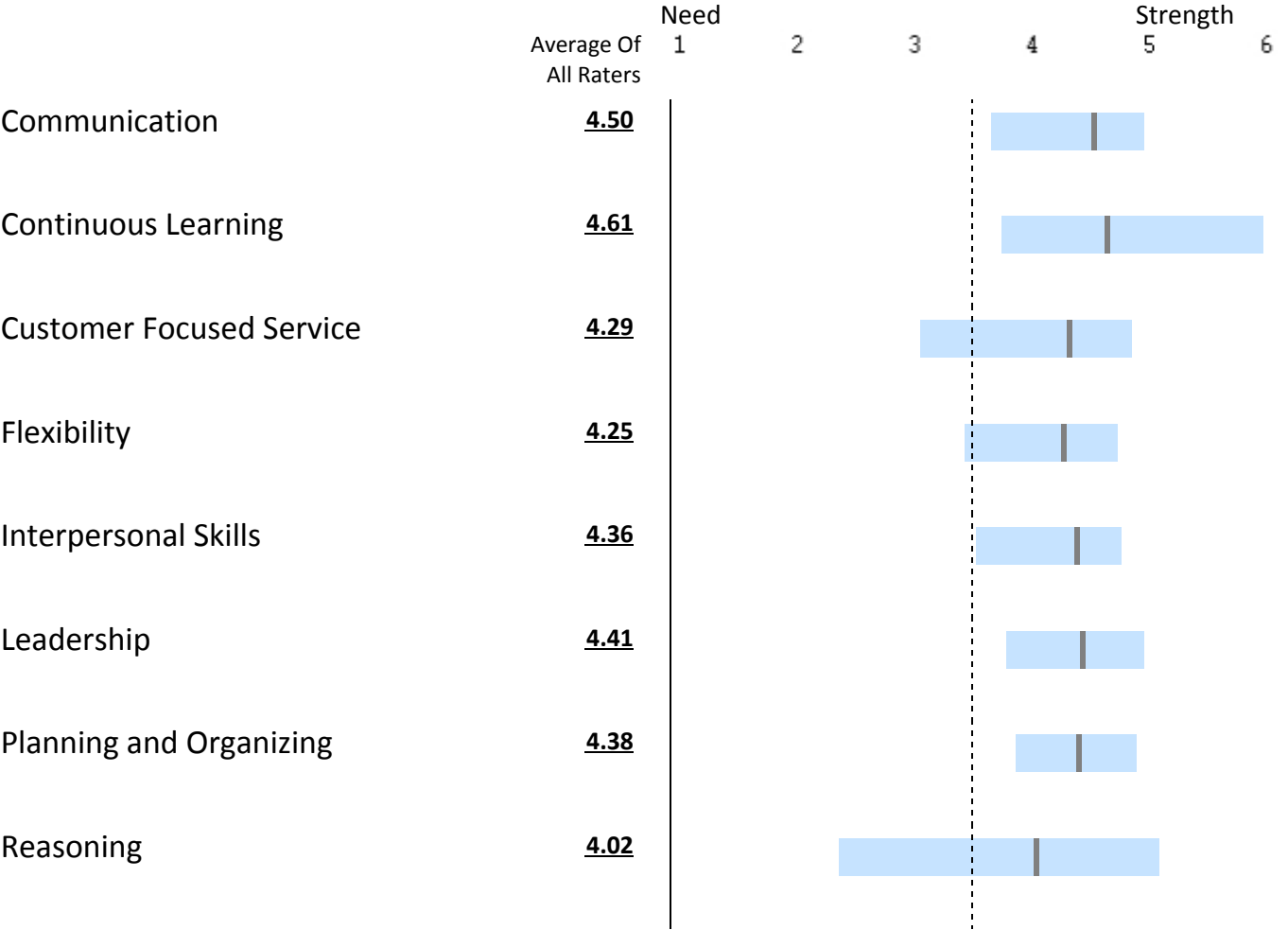
You will notice that most tasks on the report have a **bar** on the chart to the right of the task name. This bar shows the range of item scores you received for that task. The task average score for each rater category is used to prepare this bar.

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.

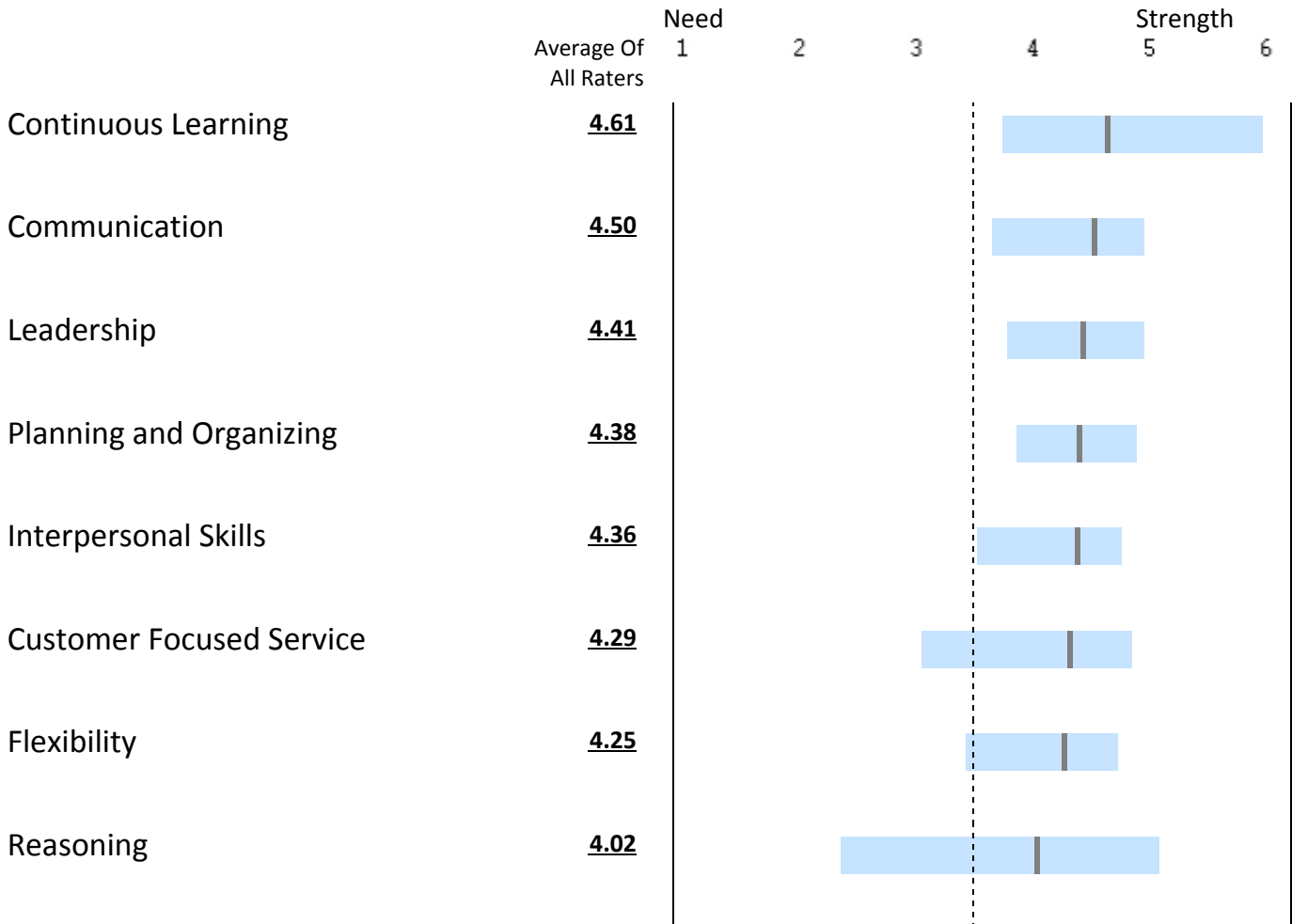
If there is no bar, only a **black vertical line**, then all raters gave you that same rating - there was no variance in their ratings.

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

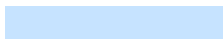


Gap Analysis Report

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.

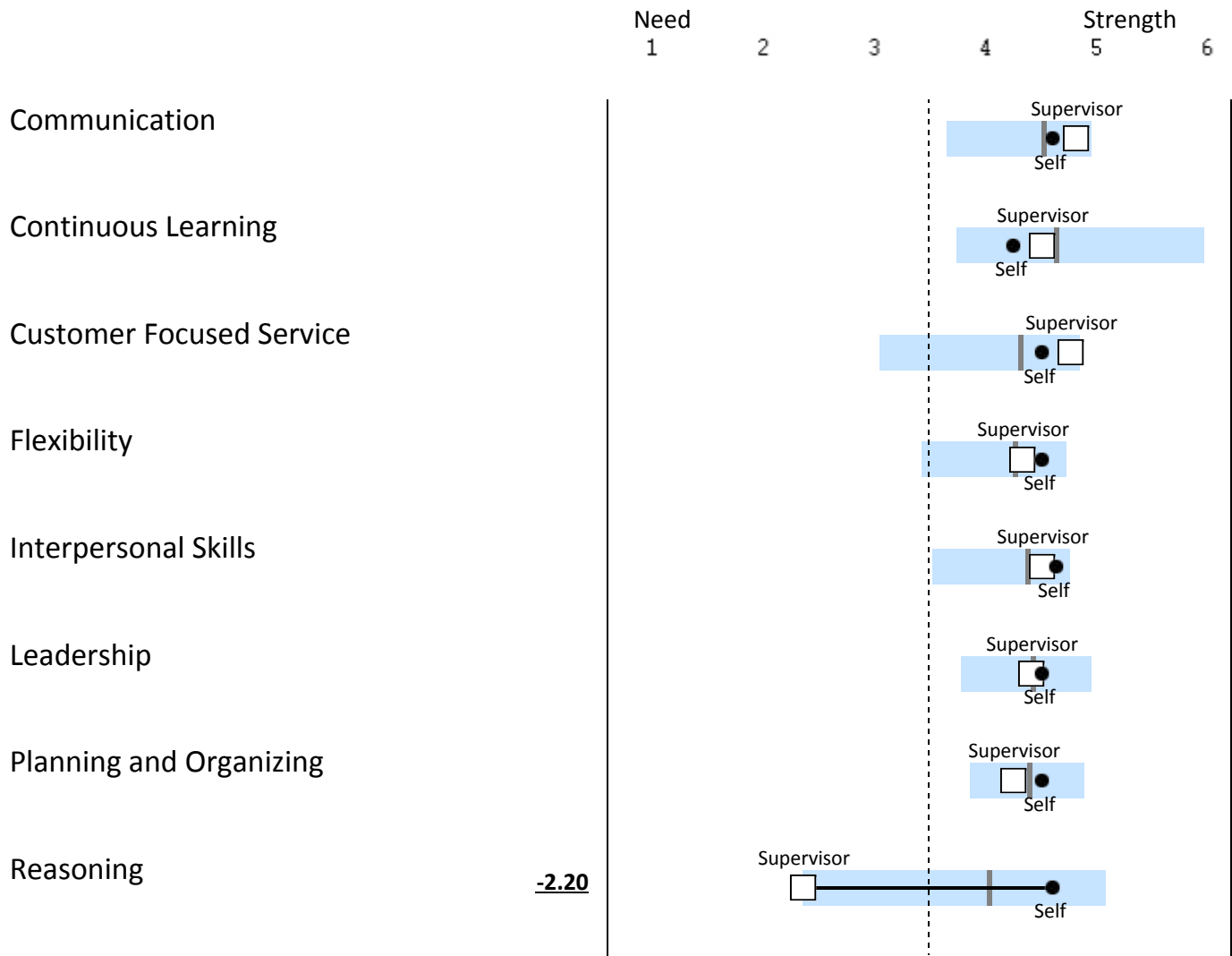


If you rated yourself significantly higher (greater than one point on the scale) than the comparison group rated you, then a bold black line connects the two ratings and calls your attention to a potential **blind spot** - an area in which you may be overrating your own performance. The number to the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

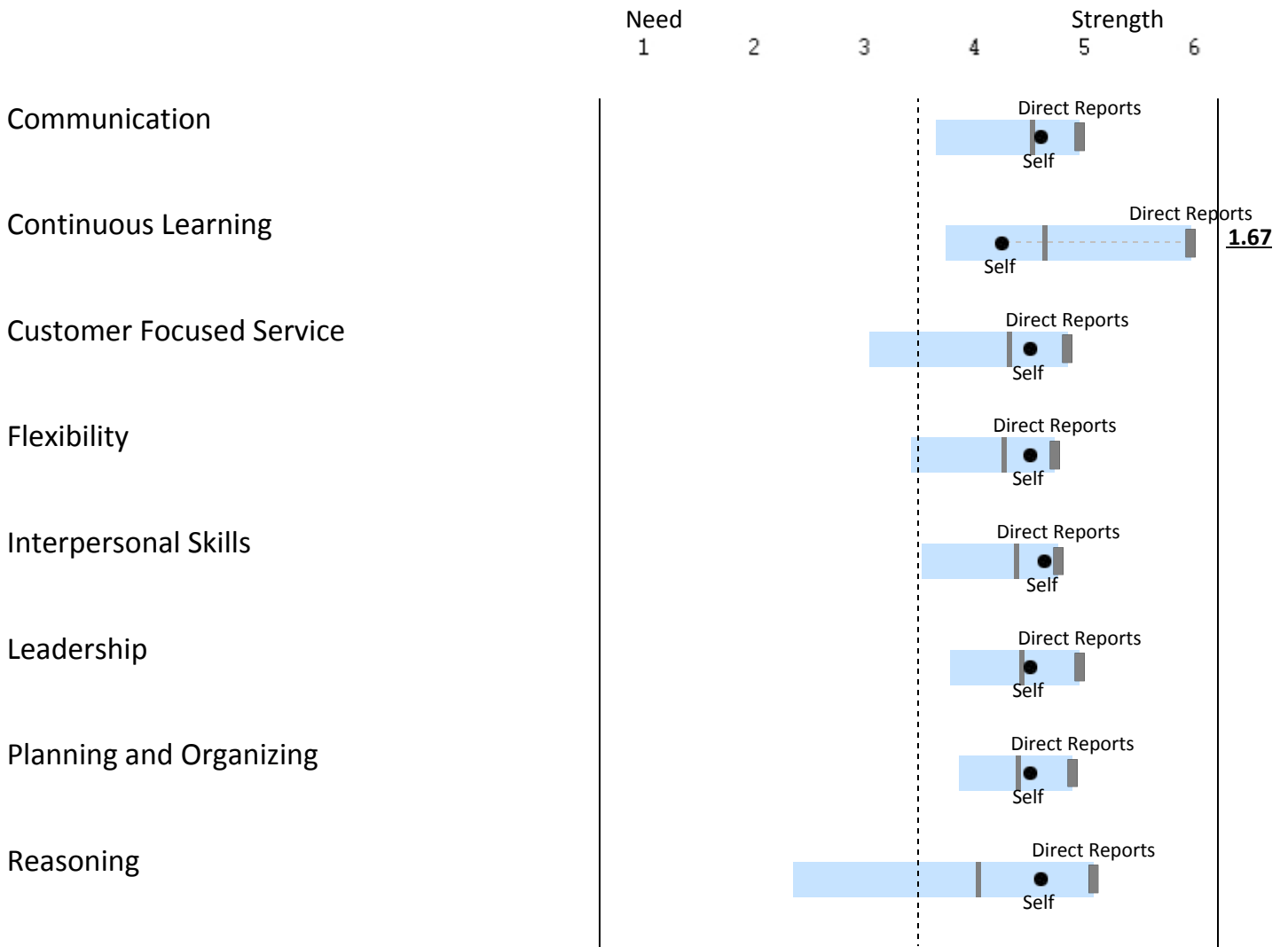


If you rated yourself significantly lower (greater than one point on the scale) than the comparison group rated you, then a dotted gray line connects the two ratings and calls your attention to a potential **hidden strength** - an area in which you may be underrating your own performance. The number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

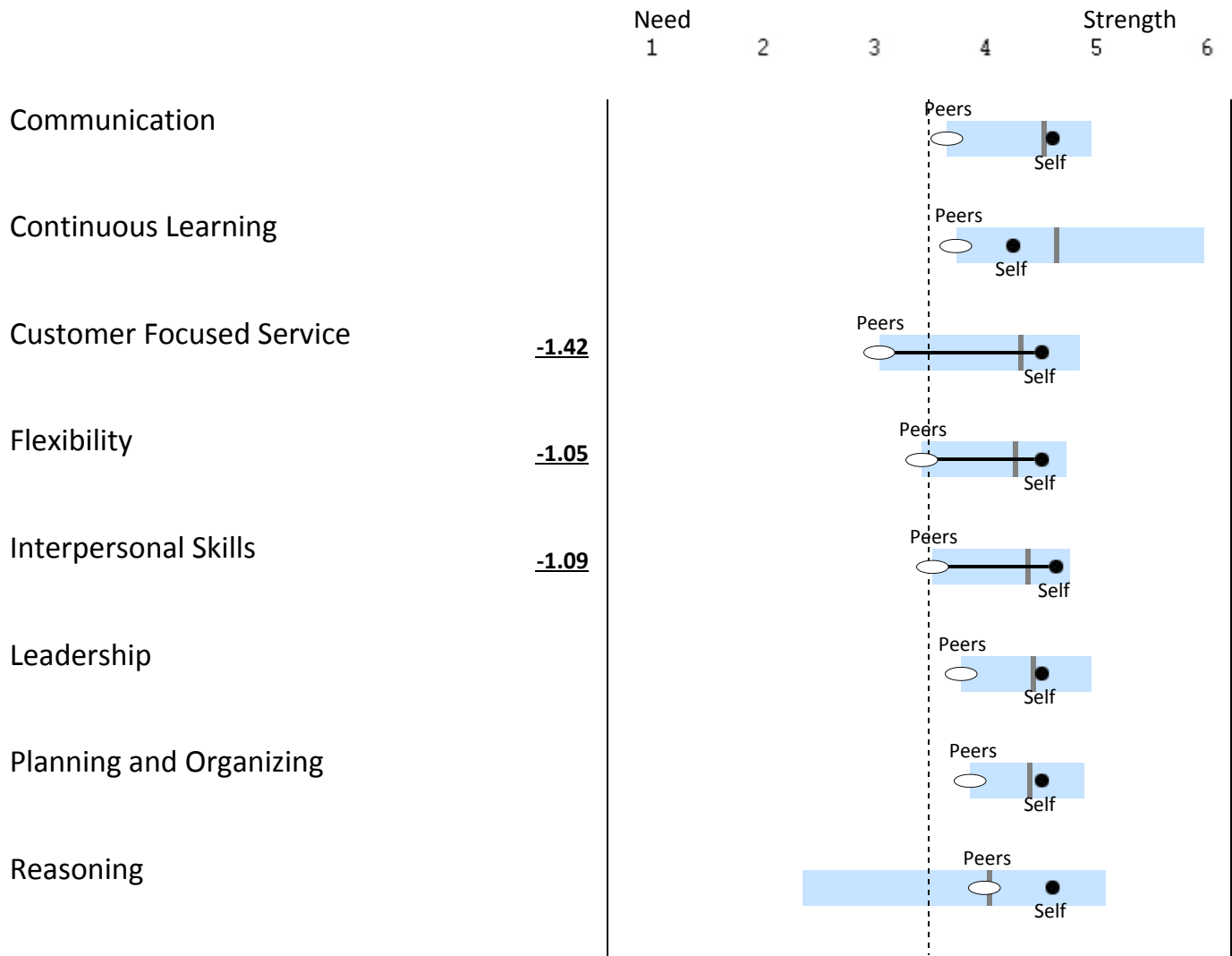
Gap Analysis Report - Supervisor Comparison



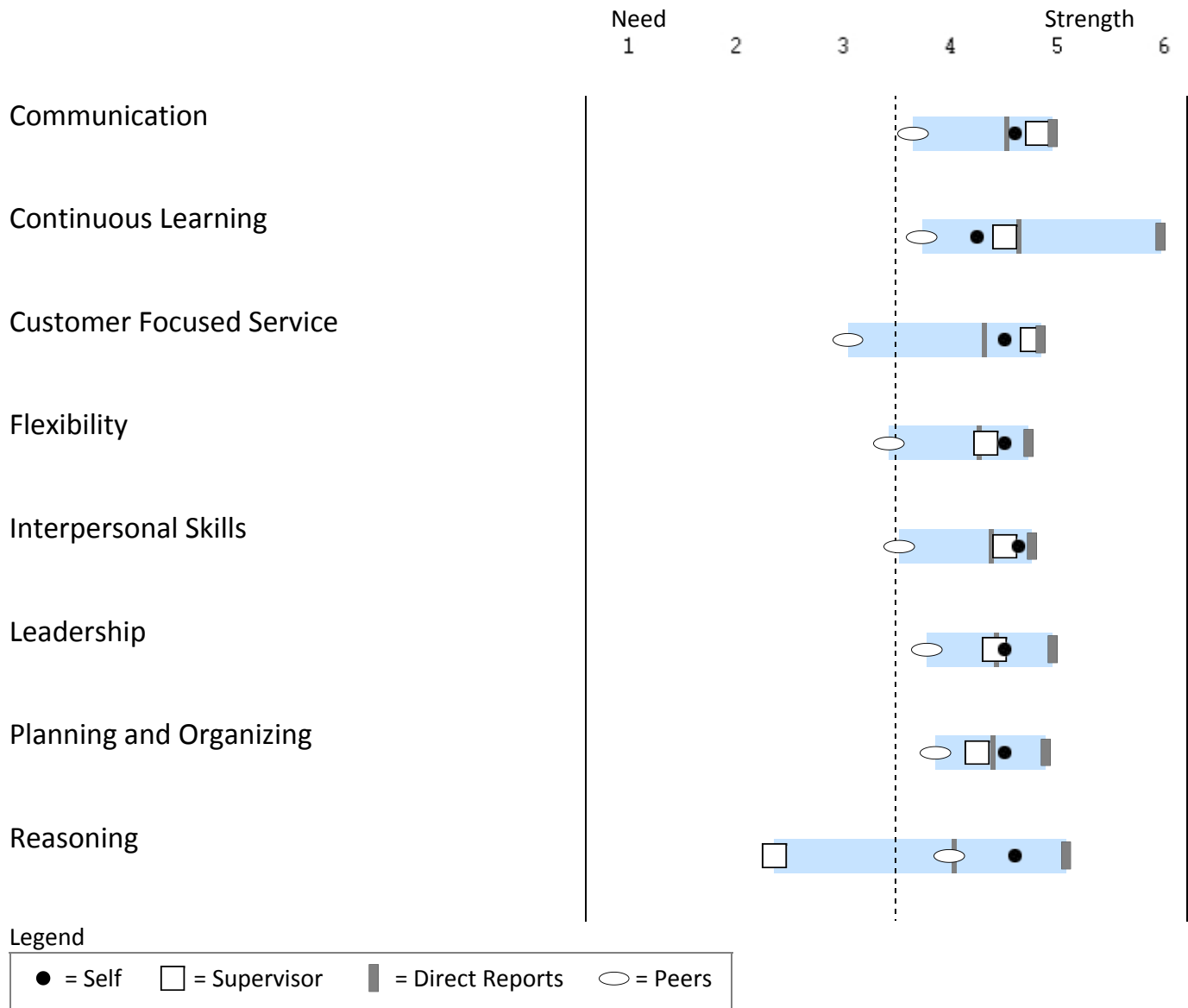
Gap Analysis Report - Direct Reports Comparison



Gap Analysis Report - Peers Comparison



Gap Analysis Report - All Rater Comparison Report



Importance Rankings Report

Importance / Performance Grid

Importance Rankings Report

8 Leadership Tasks

You, and the others who rated you, were asked to rate the importance of each of the 8 leadership tasks assessed by the **Government 360 - First Line Leaders**. You were asked to specify which of these leadership tasks were the most important to your job.

Importance Ratings

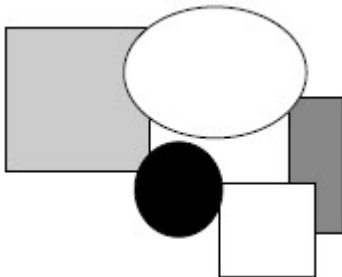
The ratings given by all raters were averaged. Based on the average importance rating given by all raters, the leadership tasks were sorted and listed in descending order of importance.

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.

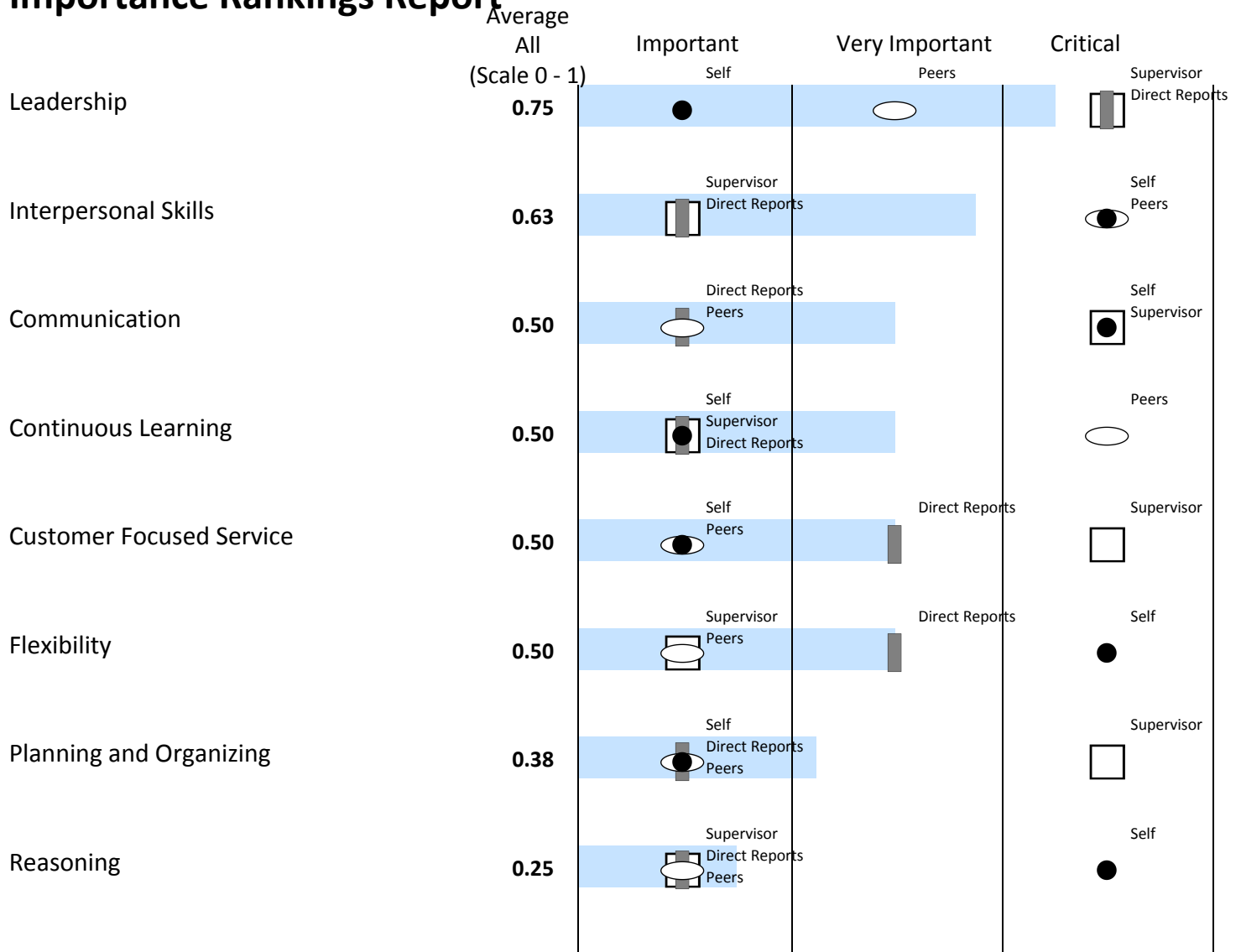
Any tasks rated *high in importance* (0.5 or greater on a scale of 0 to 1) but *low in performance* (less than 5 on a scale of 1 to 6) are shown in the upper left quadrant of the grid. These items can be considered **immediate development needs** and should probably be the focus of additional training 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)
Leadership Interpersonal Skills Communication Continuous Learning Customer Focused Service Flexibility	
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)
Planning and Organizing Reasoning	

Strengths / Needs Report

Strengths / Needs Report

20 Highest-Rated Behaviors

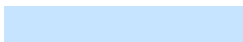
&

20 Lowest-Rated Behaviors

The Strengths / Needs Report lists your 20 highest-rated behaviors and your 20 lowest-rated behaviors of the 50 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 25 - Leadership
Reinforces high standards of personal and professional behavior.

- #2 Strength - Item 32 - Continuous Learning
Promotes internal and external learning communities and networks.

- #3 Strength - Item 4 - Communication
Communicates instructions clearly and verifies understanding.

- #4 Strength - Item 27 - Leadership
Treats employees fairly and consistently.

- #5 Strength - Item 33 - Continuous Learning
Coaches individuals in the development of learning plans and monitors progress.

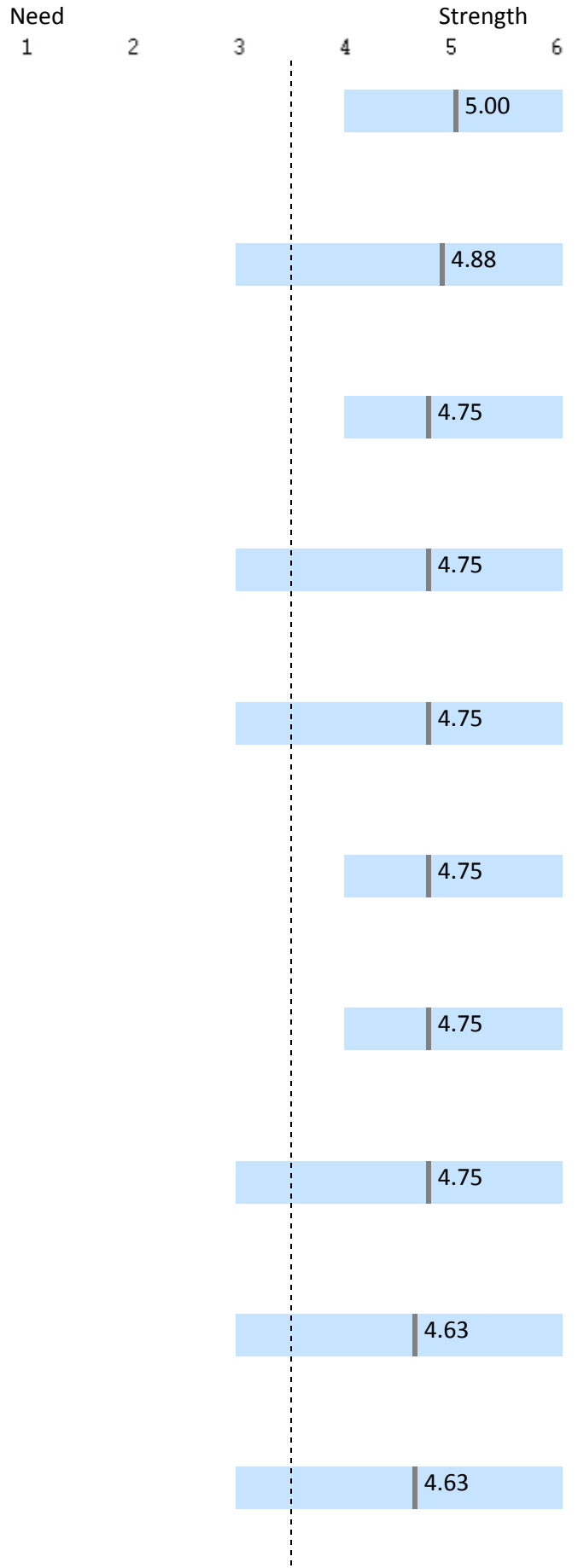
- #6 Strength - Item 39 - Planning and Organizing
Establishes effective and efficient processes to achieve work unit goals and objectives.

- #7 Strength - Item 43 - Planning and Organizing
Utilizes project and process management tools and techniques.

- #8 Strength - Item 50 - Reasoning
Evaluates competing demands to set priorities.

- #9 Strength - Item 11 - Flexibility
Prepares employees for change.

- #10 Strength - Item 28 - Leadership
Mentors and coaches.



Strengths / Needs Report

#11 Strength - Item 30 - Continuous Learning
Models continuous learning.

#12 Strength - Item 31 - Continuous Learning
Creates an environment conducive to learning.

#13 Strength - Item 45 - Planning and Organizing
Ensures that work is completed in a timely manner.

#14 Strength - Item 3 - Communication
Identifies communication problems and initiates process improvements.

#15 Strength - Item 14 - Interpersonal Skills
Appreciates individual differences.

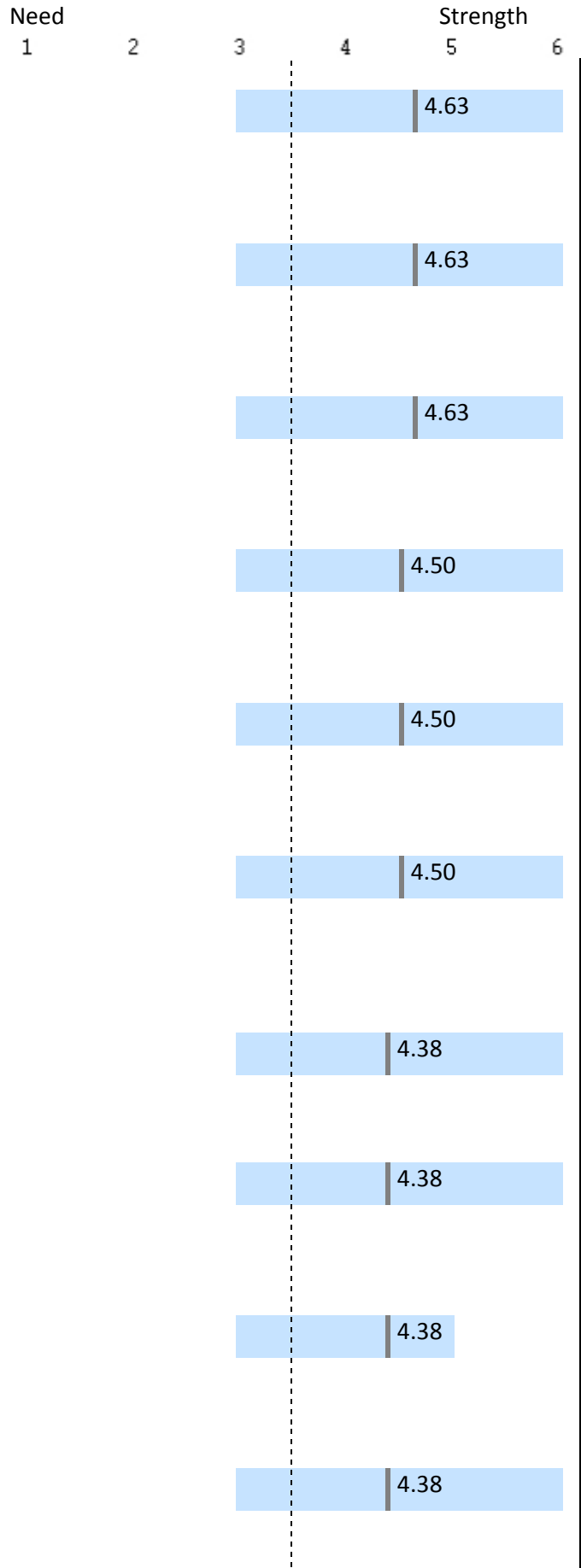
#16 Strength - Item 18 - Interpersonal Skills
Counsels with sensitivity and diplomacy.

#17 Strength - Item 2 - Communication
Uses the appropriate methods, including available technology, to collect, compile, and distribute information.

#18 Strength - Item 10 - Flexibility
Cross-trains employees to meet demands for service.

#19 Strength - Item 12 - Interpersonal Skills
Integrates fun in the workplace.

#20 Strength - Item 16 - Interpersonal Skills
Encourages differing points of view, collaboration and consensus building.



Strengths / Needs Report

#1 Need - Item 35 - Customer Focused Service
Seeks and uses customer feedback to improve services.

#2 Need - Item 41 - Planning and Organizing
Allocates resources to achieve work unit goals.

#3 Need - Item 46 - Reasoning
Makes decisions that best support organizational strategy.

#4 Need - Item 9 - Flexibility
Remains calm during times of uncertainty and stress.

#5 Need - Item 13 - Interpersonal Skills
Seeks ways to resolve conflict.

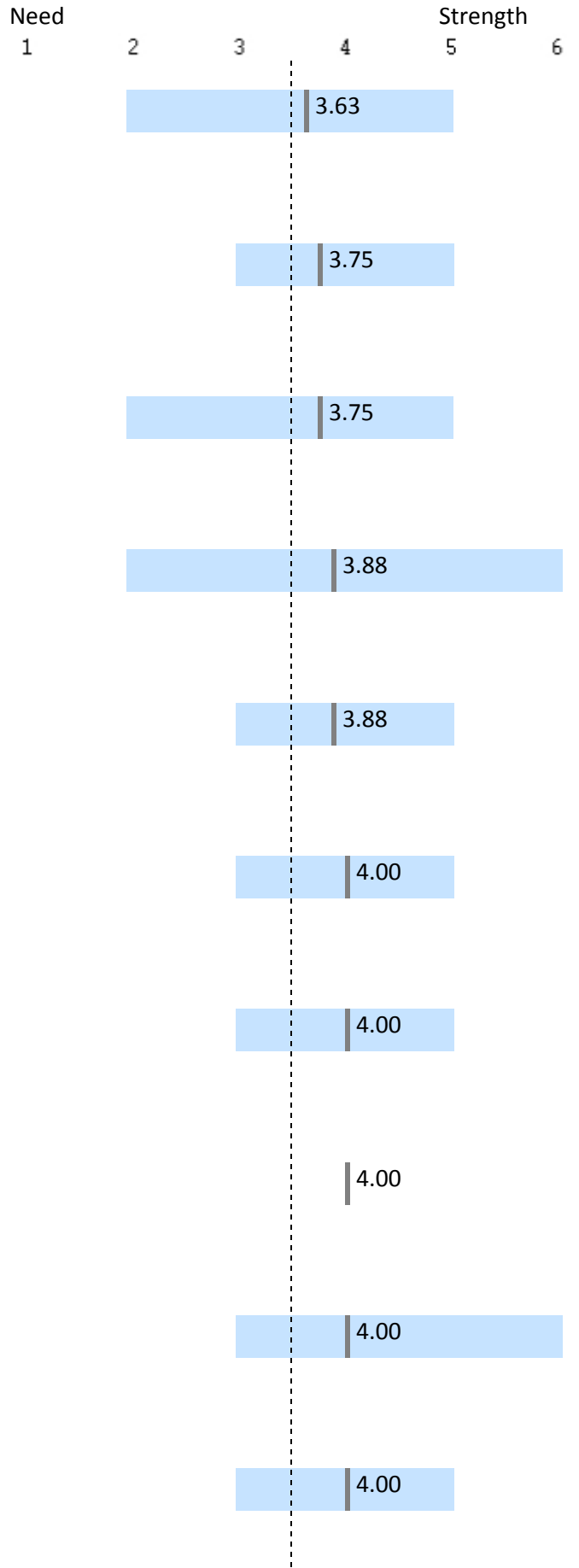
#6 Need - Item 6 - Flexibility
Educates employees on allowable exceptions to regulations, policies and procedures.

#7 Need - Item 8 - Flexibility
Changes work unit priorities to meet changing demands.

#8 Need - Item 17 - Interpersonal Skills
Provides timely feedback.

#9 Need - Item 22 - Leadership
Addresses employee performance issues appropriately.

#10 Need - Item 29 - Leadership
Relates work processes to agency goals and objectives.



Strengths / Needs Report

#11 Need - Item 1 - Communication
Allows others to express emotions even when they are upset or angry.

#12 Need - Item 7 - Flexibility
Forms ad hoc teams when necessary.

#13 Need - Item 15 - Interpersonal Skills
Maintains a harassment free work environment.

#14 Need - Item 47 - Reasoning
Evaluates impacts of decisions.

#15 Need - Item 5 - Communication
Makes effective presentations.

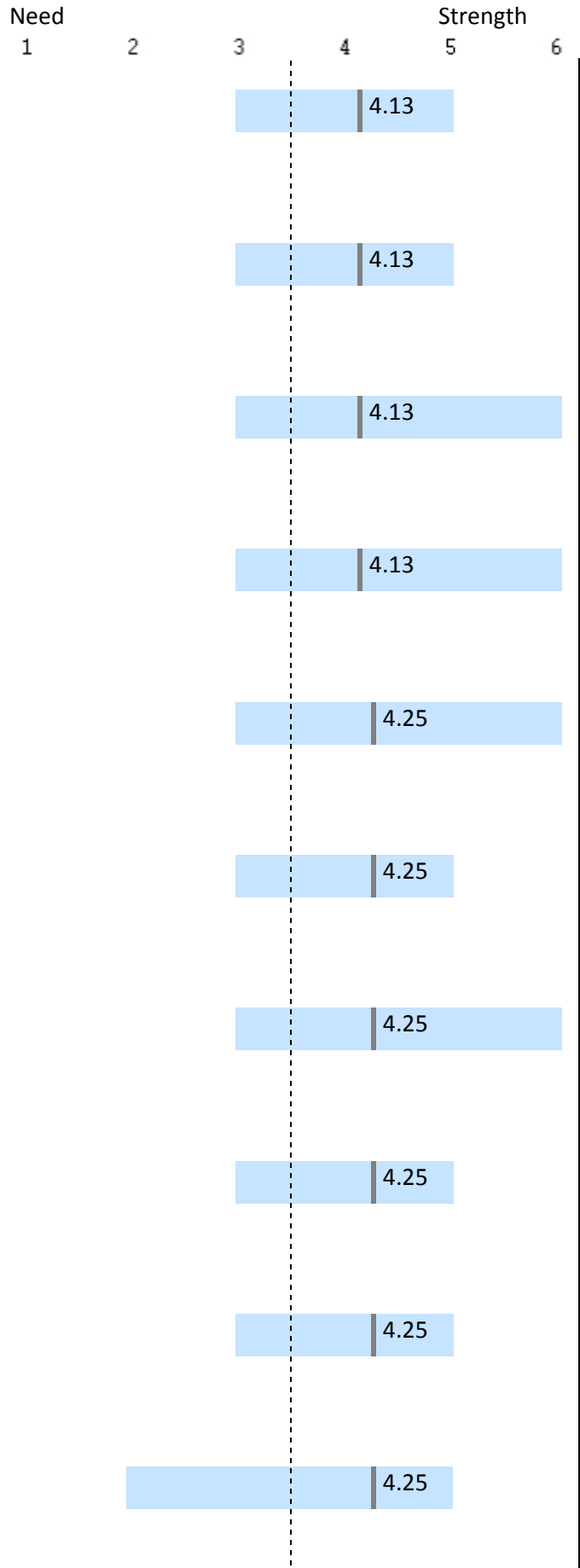
#16 Need - Item 19 - Interpersonal Skills
Recognizes and minimizes stressful situations.

#17 Need - Item 20 - Leadership
Leads by example.

#18 Need - Item 21 - Leadership
Rewards and recognizes employees effectively.

#19 Need - Item 24 - Leadership
Encourages participation in organizational initiatives.

#20 Need - Item 34 - Customer Focused Service
Balances resources to achieve customer service commitments.



Item Detail / Frequency Distribution Report

Item Detail / Frequency Distribution Report

This report offers the most detailed look at the results of your **Government 360 - First Line Leaders** 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.

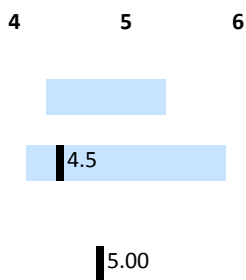
Item Detail

The Item Detail shows your overall ratings for each of the 8 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.

Task Ratings From Each Rating Group

Avg w/o Self Avg w Self



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

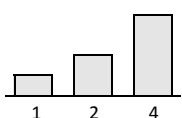
- Self(1)
- Supervisor(1)
- Direct Reports(3)
- Peers(3)
- Avg w/o Self(7)
- Avg w Self(8)

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.



Communication

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.60								
	Supervisor					4.80								
	Direct Reports					4.93								
	Peers			3.67										
	Avg w/o Self					4.47								
	Avg w Self					4.50								
								0	0	7	15	13	5	0
Item #1 Allows others to express emotions even when they are upset or angry.	Self (1)					4.0								
	Supervisor (1)						5.0							
	Direct Reports (3)					4.3								
	Peers (3)			3.7										
	Avg w/o Self (7)					4.1								
	Avg w Self (8)					4.1								
								0	0	1	5	2	0	0
Item #2 Uses the appropriate methods, including available technology, to collect, compile, and distribute information.	Self (1)						5.0							
	Supervisor (1)					4.0								
	Direct Reports (3)					5.0								
	Peers (3)			3.7										
	Avg w/o Self (7)					4.3								
	Avg w Self (8)					4.4								
								0	0	1	4	2	1	0
Item #3 Identifies communication problems and initiates process improvements.	Self (1)						5.0							
	Supervisor (1)					4.0								
	Direct Reports (3)					5.3								
	Peers (3)			3.7										
	Avg w/o Self (7)					4.4								
	Avg w Self (8)					4.5								
								0	0	2	1	4	1	0
Item #4 Communicates instructions clearly and verifies understanding.	Self (1)						5.0							
	Supervisor (1)						6.0							
	Direct Reports (3)					4.7								
	Peers (3)					4.3								
	Avg w/o Self (7)					4.7								
	Avg w Self (8)					4.8								
								0	0	0	4	2	2	0
Item #5 Makes effective presentations.	Self (1)					4.0								
	Supervisor (1)						5.0							
	Direct Reports (3)					5.3								
	Peers (3)			3.0										
	Avg w/o Self (7)					4.3								
	Avg w Self (8)					4.3								
								0	0	3	1	3	1	0

Continuous Learning

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self				4.25									
	Supervisor				4.50									
	Direct Reports						5.92							
	Peers			3.75										
	Avg w/o Self				4.72									
	Avg w Self				4.61									
								0	0	5	11	4	12	0
Item #30 Models continuous learning.	Self (1)				4.0									
	Supervisor (1)			3.0										
	Direct Reports (3)						5.7							
	Peers (3)				4.3									
	Avg w/o Self (7)				4.7									
	Avg w Self (8)				4.6									
								0	0	1	3	2	2	0
Item #31 Creates an environment conducive to learning.	Self (1)				4.0									
	Supervisor (1)				4.0									
	Direct Reports (3)						6.0							
	Peers (3)			3.7										
	Avg w/o Self (7)				4.7									
	Avg w Self (8)				4.6									
								0	0	1	4	0	3	0
Item #32 Promotes internal and external learning communities and networks.	Self (1)						5.0							
	Supervisor (1)						6.0							
	Direct Reports (3)						6.0							
	Peers (3)			3.3										
	Avg w/o Self (7)				4.9									
	Avg w Self (8)				4.9									
								0	0	2	1	1	4	0
Item #33 Coaches individuals in the development of learning plans and monitors progress.	Self (1)				4.0									
	Supervisor (1)						5.0							
	Direct Reports (3)						6.0							
	Peers (3)			3.7										
	Avg w/o Self (7)				4.9									
	Avg w Self (8)				4.8									
								0	0	1	3	1	3	0

Customer Focused Service

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4	5							
	Supervisor					4	5							
	Direct Reports					4	5							
	Peers			2	3									
	Avg w/o Self					4	5							
	Avg w Self					4	5							
								0	2	7	10	11	2	0
Item #34 Balances resources to achieve customer service commitments.	Self (1)					4	5							
	Supervisor (1)					4	5							
	Direct Reports (3)					4	5							
	Peers (3)			2	3									
	Avg w/o Self (7)					4	5							
	Avg w Self (8)					4	5							
								0	1	0	3	4	0	0
Item #35 Seeks and uses customer feedback to improve services.	Self (1)					4	5							
	Supervisor (1)					4	5							
	Direct Reports (3)					4	5							
	Peers (3)			2	3									
	Avg w/o Self (7)					3	4							
	Avg w Self (8)					3	4							
								0	1	2	4	1	0	0
Item #36 Monitors compliance with customer service standards.	Self (1)					4	5							
	Supervisor (1)					4	5							
	Direct Reports (3)					4	5							
	Peers (3)			2	3									
	Avg w/o Self (7)					4	5							
	Avg w Self (8)					4	5							
								0	0	2	2	4	0	0
Item #37 Recognizes exceptional customer service behaviors.	Self (1)					4	5							
	Supervisor (1)					4	5							
	Direct Reports (3)					4	5							
	Peers (3)			2	3									
	Avg w/o Self (7)					4	5							
	Avg w Self (8)					4	5							
								0	0	3	1	2	2	0

Flexibility

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.50								
	Supervisor				4.33									
	Direct Reports				4.72									
	Peers			3.45										
	Avg w/o Self				4.17									
	Avg w Self				4.25									
								0	1	9	23	11	4	0
Item #6 Educates employees on allowable exceptions to regulations, policies and procedures.	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								
								0	0	1	6	1	0	0
Item #7 Forms ad hoc teams when necessary.	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	0	2	3	3	0	0
Item #8 Changes work unit priorities to meet changing demands.	Self (1)					4.0								
	Supervisor (1)					3.0								
	Direct Reports (3)					4.7								
	Peers (3)					3.7								
	Avg w/o Self (7)					4.0								
	Avg w Self (8)					4.0								
								0	0	2	4	2	0	0
Item #9 Remains calm during times of uncertainty and stress.	Self (1)						5.0							
	Supervisor (1)					4.0								
	Direct Reports (3)					4.7								
	Peers (3)					2.7								
	Avg w/o Self (7)					3.7								
	Avg w Self (8)					3.9								
								0	1	2	3	1	1	0
Item #10 Cross-trains employees to meet demands for service.	Self (1)					4.0								
	Supervisor (1)					4.0								
	Direct Reports (3)					5.3								
	Peers (3)					3.7								
	Avg w/o Self (7)					4.4								
	Avg w Self (8)					4.4								
								0	0	1	4	2	1	0
Item #11 Prepares employees for change.	Self (1)					5.0								
	Supervisor (1)						6.0							
	Direct Reports (3)					5.0								
	Peers (3)					3.7								
	Avg w/o Self (7)					4.6								
	Avg w Self (8)					4.6								
								0	0	1	3	2	2	0

Interpersonal Skills

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.63								
	Supervisor				4.50									
	Direct Reports				4.75									
	Peers			3.54										
	Avg w/o Self				4.26									
	Avg w Self				4.36									
								0	0	12	29	18	5	0
Item #12 Integrates fun in the workplace.	Self (1)					5.0								
	Supervisor (1)					5.0								
	Direct Reports (3)					5.0								
	Peers (3)			3.3										
	Avg w/o Self (7)				4.3									
	Avg w Self (8)				4.4									
								0	0	2	1	5	0	0
Item #13 Seeks ways to resolve conflict.	Self (1)					4.0								
	Supervisor (1)					4.0								
	Direct Reports (3)				4.3									
	Peers (3)			3.3										
	Avg w/o Self (7)				3.9									
	Avg w Self (8)				3.9									
								0	0	2	5	1	0	0
Item #14 Appreciates individual differences.	Self (1)					5.0								
	Supervisor (1)				4.0									
	Direct Reports (3)				5.3									
	Peers (3)			3.7										
	Avg w/o Self (7)				4.4									
	Avg w Self (8)				4.5									
								0	0	1	3	3	1	0
Item #15 Maintains a harassment free work environment.	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	0	2	4	1	1	0
Item #16 Encourages differing points of view, collaboration and consensus building.	Self (1)					5.0								
	Supervisor (1)				3.0									
	Direct Reports (3)				5.3									
	Peers (3)			3.7										
	Avg w/o Self (7)				4.3									
	Avg w Self (8)				4.4									
								0	0	2	2	3	1	0
Item #17 Provides timely feedback.	Self (1)					4.0								
	Supervisor (1)					4.0								
	Direct Reports (3)					4.0								
	Peers (3)					4.0								
	Avg w/o Self (7)					4.0								
	Avg w Self (8)					4.0								
								0	0	0	8	0	0	0

Interpersonal Skills

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #18 Counsels with sensitivity and diplomacy.	Self (1)					5.0								
	Supervisor (1)						6.0							
	Direct Reports (3)					5.0								
	Peers (3)			3.3										
	Avg w/o Self (7)					4.4								
	Avg w Self (8)					4.5								
								0	0	2	2	2	2	0
Item #19 Recognizes and minimizes stressful situations.	Self (1)					5.0								
	Supervisor (1)					5.0								
	Direct Reports (3)					4.3								
	Peers (3)			3.7										
	Avg w/o Self (7)					4.1								
	Avg w Self (8)					4.3								
								0	0	1	4	3	0	0

Leadership

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.50								
	Supervisor				4.40									
	Direct Reports				4.93									
	Peers			3.80										
	Avg w/o Self				4.38									
	Avg w Self				4.41									
								0	0	12	35	23	10	0
Item #20 Leads by example.	Self (1)					4.0								
	Supervisor (1)					4.0								
	Direct Reports (3)					5.0								
	Peers (3)			3.7										
	Avg w/o Self (7)					4.3								
	Avg w Self (8)					4.3								
								0	0	1	5	1	1	0
Item #21 Rewards and recognizes employees effectively.	Self (1)					5.0								
	Supervisor (1)					4.0								
	Direct Reports (3)					4.7								
	Peers (3)			3.7										
	Avg w/o Self (7)					4.1								
	Avg w Self (8)					4.3								
								0	0	1	4	3	0	0
Item #22 Addresses employee performance issues appropriately.	Self (1)					4.0								
	Supervisor (1)				3.0									
	Direct Reports (3)					4.7								
	Peers (3)			3.7										
	Avg w/o Self (7)					4.0								
	Avg w Self (8)					4.0								
								0	0	3	3	1	1	0
Item #23 Empowers employees to assume greater responsibility.	Self (1)					4.0								
	Supervisor (1)				3.0									
	Direct Reports (3)					5.3								
	Peers (3)			4.0										
	Avg w/o Self (7)					4.4								
	Avg w Self (8)					4.4								
								0	0	1	4	2	1	0
Item #24 Encourages participation in organizational initiatives.	Self (1)					5.0								
	Supervisor (1)					4.0								
	Direct Reports (3)					4.3								
	Peers (3)			4.0										
	Avg w/o Self (7)					4.1								
	Avg w Self (8)					4.3								
								0	0	1	4	3	0	0
Item #25 Reinforces high standards of personal and professional behavior.	Self (1)					5.0								
	Supervisor (1)					5.0								
	Direct Reports (3)					5.7								
	Peers (3)			4.3										
	Avg w/o Self (7)					5.0								
	Avg w Self (8)					5.0								
								0	0	0	2	4	2	0

Leadership

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #26 Creates an atmosphere of trust.	Self (1) 5.0 Supervisor (1) 6.0 Direct Reports (3) 4.7 Peers (3) 3.3 Avg w/o Self (7) 4.3 Avg w Self (8) 4.4							0	0	2	3	1	2	0
Item #27 Treats employees fairly and consistently.	Self (1) 4.0 Supervisor (1) 6.0 Direct Reports (3) 5.3 Peers (3) 4.0 Avg w/o Self (7) 4.9 Avg w Self (8) 4.8							0	0	1	2	3	2	0
Item #28 Mentors and coaches.	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	0	1	2	4	1	0
Item #29 Relates work processes to agency goals and objectives.	Self (1) 4.0 Supervisor (1) 4.0 Direct Reports (3) 4.3 Peers (3) 3.7 Avg w/o Self (7) 4.0 Avg w Self (8) 4.0							0	0	1	6	1	0	0

Planning and Organizing

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self				4	5								
	Supervisor		2		4	5								
	Direct Reports				4	5								
	Peers			3	4	5								
	Avg w/o Self				4	5								
	Avg w Self				4	5								
								0	1	8	29	18	8	0
Item #38 Includes customer perspective in planning activities.	Self (1)				4	5								
	Supervisor (1)				4	5								
	Direct Reports (3)				4	5								
	Peers (3)				4	5								
	Avg w/o Self (7)				4	5								
	Avg w Self (8)				4	5								
								0	0	0	6	2	0	0
Item #39 Establishes effective and efficient processes to achieve work unit goals and objectives.	Self (1)				4	5	6							
	Supervisor (1)				4	5	6							
	Direct Reports (3)				4	5								
	Peers (3)				4	5								
	Avg w/o Self (7)				4	5								
	Avg w Self (8)				4	5								
								0	0	0	4	2	2	0
Item #40 Creates contingency plans to maintain consistent service delivery.	Self (1)				4	5								
	Supervisor (1)				4	5								
	Direct Reports (3)				4	5								
	Peers (3)			3	4	5								
	Avg w/o Self (7)				4	5								
	Avg w Self (8)				4	5								
								0	0	2	3	2	1	0
Item #41 Allocates resources to achieve work unit goals.	Self (1)				4	5								
	Supervisor (1)			3	4	5								
	Direct Reports (3)				4	5								
	Peers (3)			3	4	5								
	Avg w/o Self (7)				4	5								
	Avg w Self (8)				4	5								
								0	0	3	4	1	0	0
Item #42 Ensures time management systems are used.	Self (1)				4	5								
	Supervisor (1)		2		4	5								
	Direct Reports (3)				4	5								
	Peers (3)			3	4	5								
	Avg w/o Self (7)				4	5								
	Avg w Self (8)				4	5								
								0	1	1	3	1	2	0
Item #43 Utilizes project and process management tools and techniques.	Self (1)				4	5								
	Supervisor (1)				4	5								
	Direct Reports (3)				4	5								
	Peers (3)				4	5								
	Avg w/o Self (7)				4	5								
	Avg w Self (8)				4	5								
								0	0	0	3	4	1	0

Planning and Organizing

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #44 Gathers and interprets data.	Self (1)						5.0							
	Supervisor (1)				4.0									
	Direct Reports (3)				4.7									
	Peers (3)				4.0									
	Avg w/o Self (7)				4.3									
	Avg w Self (8)				4.4									
								0	0	1	3	4	0	0
Item #45 Ensures that work is completed in a timely manner.	Self (1)				4.0									
	Supervisor (1)						6.0							
	Direct Reports (3)				5.0									
	Peers (3)				4.0									
	Avg w/o Self (7)				4.7									
	Avg w Self (8)				4.6									
								0	0	1	3	2	2	0

Reasoning

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					4.60								
	Supervisor		2.40											
	Direct Reports					5.07								
	Peers				4.00									
	Avg w/o Self				3.82									
	Avg w Self				4.02									
								0	3	6	14	11	6	0
Item #46 Makes decisions that best support organizational strategy.	Self (1)					4.0								
	Supervisor (1)		2.0											
	Direct Reports (3)					4.3								
	Peers (3)				3.7									
	Avg w/o Self (7)				3.7									
	Avg w Self (8)				3.8									
								0	1	1	5	1	0	0
Item #47 Evaluates impacts of decisions.	Self (1)					4.0								
	Supervisor (1)		3.0											
	Direct Reports (3)					4.7								
	Peers (3)				4.0									
	Avg w/o Self (7)				4.1									
	Avg w Self (8)				4.1									
								0	0	2	4	1	1	0
Item #48 Brings together stakeholders to solve problems.	Self (1)					5.0								
	Supervisor (1)		2.0											
	Direct Reports (3)					5.3								
	Peers (3)				4.0									
	Avg w/o Self (7)				4.3									
	Avg w Self (8)				4.4									
								0	1	0	4	1	2	0
Item #49 Interprets information through the use of appropriate tools and techniques.	Self (1)					5.0								
	Supervisor (1)		2.0											
	Direct Reports (3)					5.0								
	Peers (3)				4.3									
	Avg w/o Self (7)				4.3									
	Avg w Self (8)				4.4									
								0	1	1	0	6	0	0
Item #50 Evaluates competing demands to set priorities.	Self (1)					5.0								
	Supervisor (1)													
	Direct Reports (3)					6.0								
	Peers (3)				4.0									
	Avg w/o Self (7)				4.7									
	Avg w Self (8)				4.8									
								0	0	2	1	2	3	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:

- Available for special projects. Completes items in a timely fashion.
- Friendly, easy to approach.
- Promotes cross divisional training exercises.

What could this person do to be more effective?

- Be more prepared for meetings.
- Consider the overall organization when making decisions.
- Listen to others before making decisions on problems that arise.
- Take the customer's position into account before making decisions.

What does this person do that should be stopped?

- Making decisions that affect other divisions without talking to those divisions.

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: