



- Confidential -

This Report Prepared for:

JOHN E. DOE
XYZ CORPORATION

Executive 360
April 2026

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.

Executive 360

Individual Feedback Report

Participant's Name: JOHN E. DOE

Organization: XYZ Corporation

Report Date: April 2026

This **Executive 360 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 80 specific leadership behaviors. You were also asked to rank the relative importance of 7 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 80 specific leadership behaviors. These 80 behaviors can be linked together to form a group of 7 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 7 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 7 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 7 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 80 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 7 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.

80 Behaviors Rated

Your raters responded to 80 very specific statements regarding your leadership behaviors. These behavior statements included items such as *"Stays current and informed on industry trends with the goal of keeping the organization competitive in the market."* and *"Encourages employees to use new ideas and methods to do their jobs better and to enhance service to the customer."* 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 |

7 Leadership Tasks

These 80 specific leadership behaviors can be grouped within 7 discrete leadership tasks. For instance, the following two items, *"Stays current and informed on industry trends with the goal of keeping the organization competitive in the market."* and *"Encourages employees to use new ideas and methods to do their jobs better and to enhance service to the customer."* are both part of the overall leadership task called *"Business Acumen."*

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

Strength
4 5 6



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.



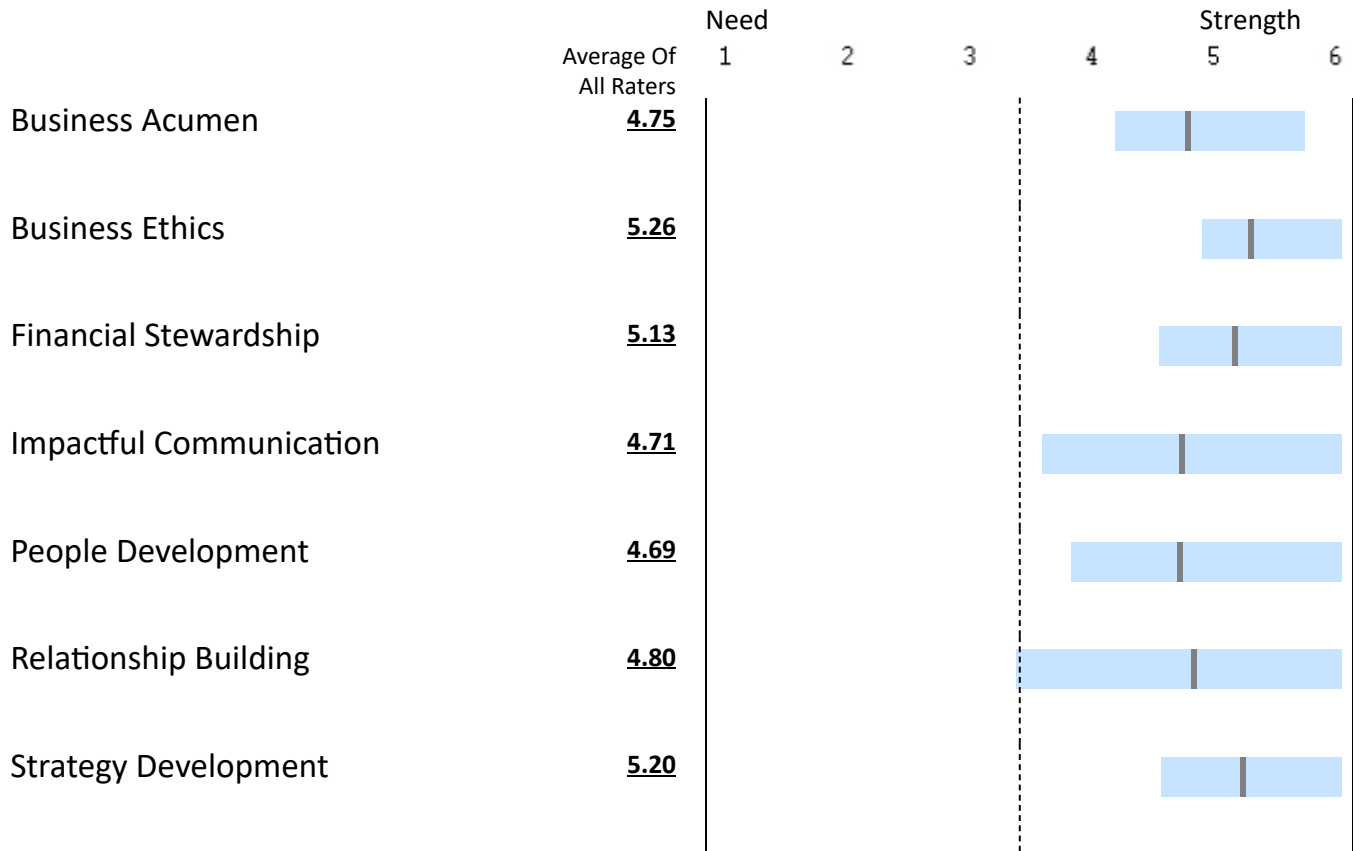
The "Average All" score for each task is represented on the following charts by a **thick black line** and the score itself is indicated by the number to the left of the graph.



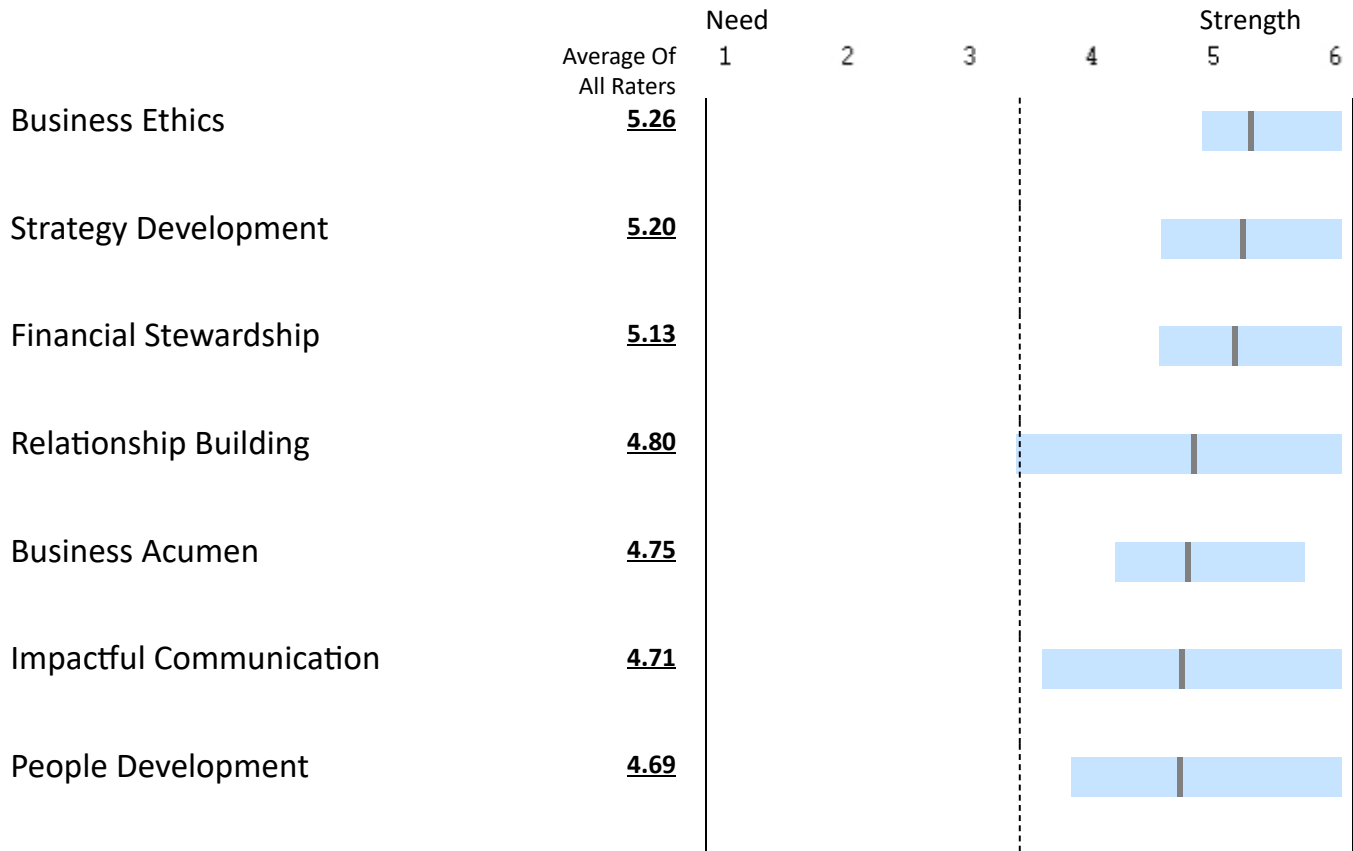
If there is no bar, only a **black vertical line**, then all raters gave you that same rating - there was no variance in their ratings.

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

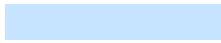


Gap Analysis Report

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.

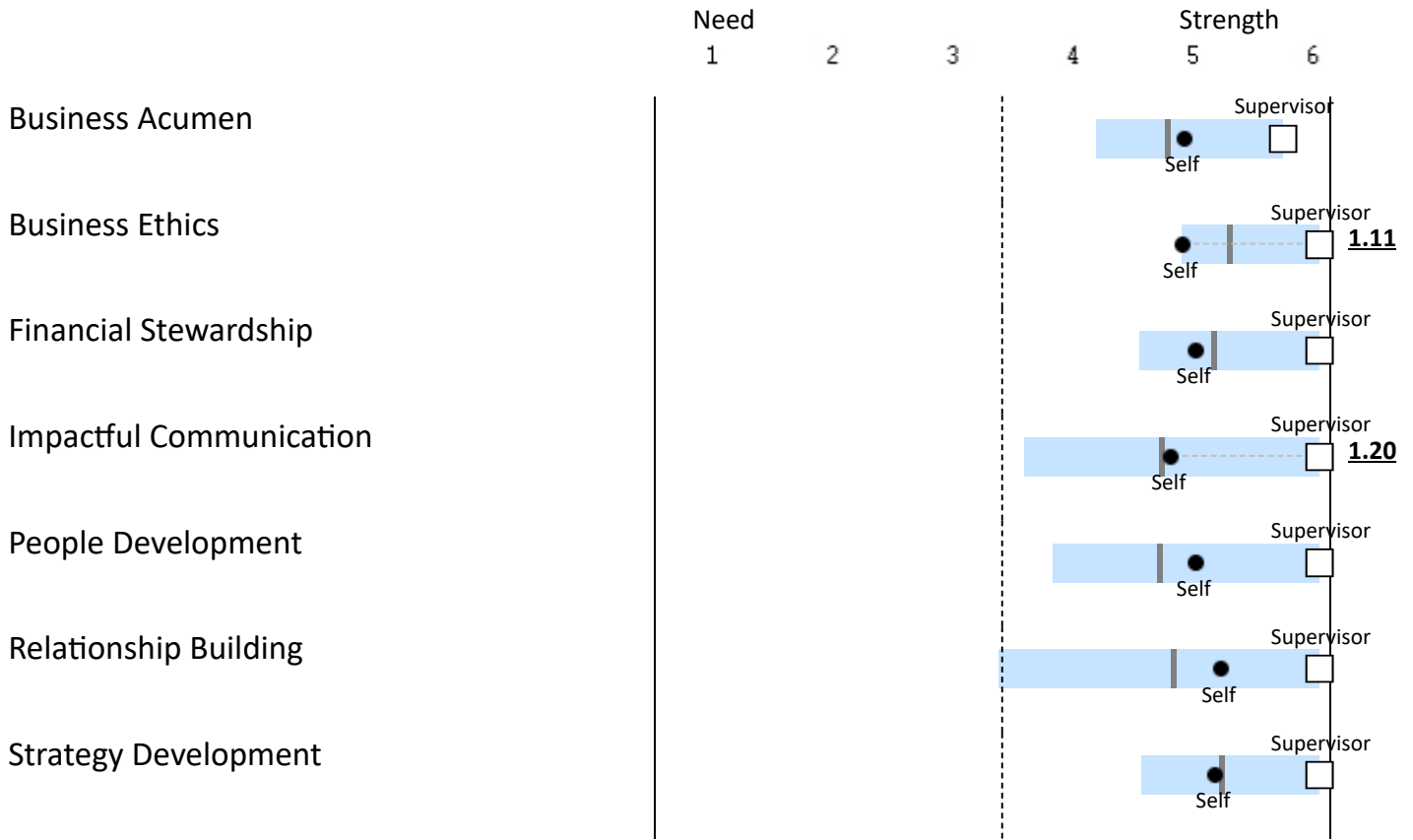


If you rated yourself significantly higher (greater than one point on the scale) than the comparison group rated you, then a bold black line connects the two ratings and calls your attention to a potential **blind spot** - an area in which you may be overrating your own performance. The number to the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

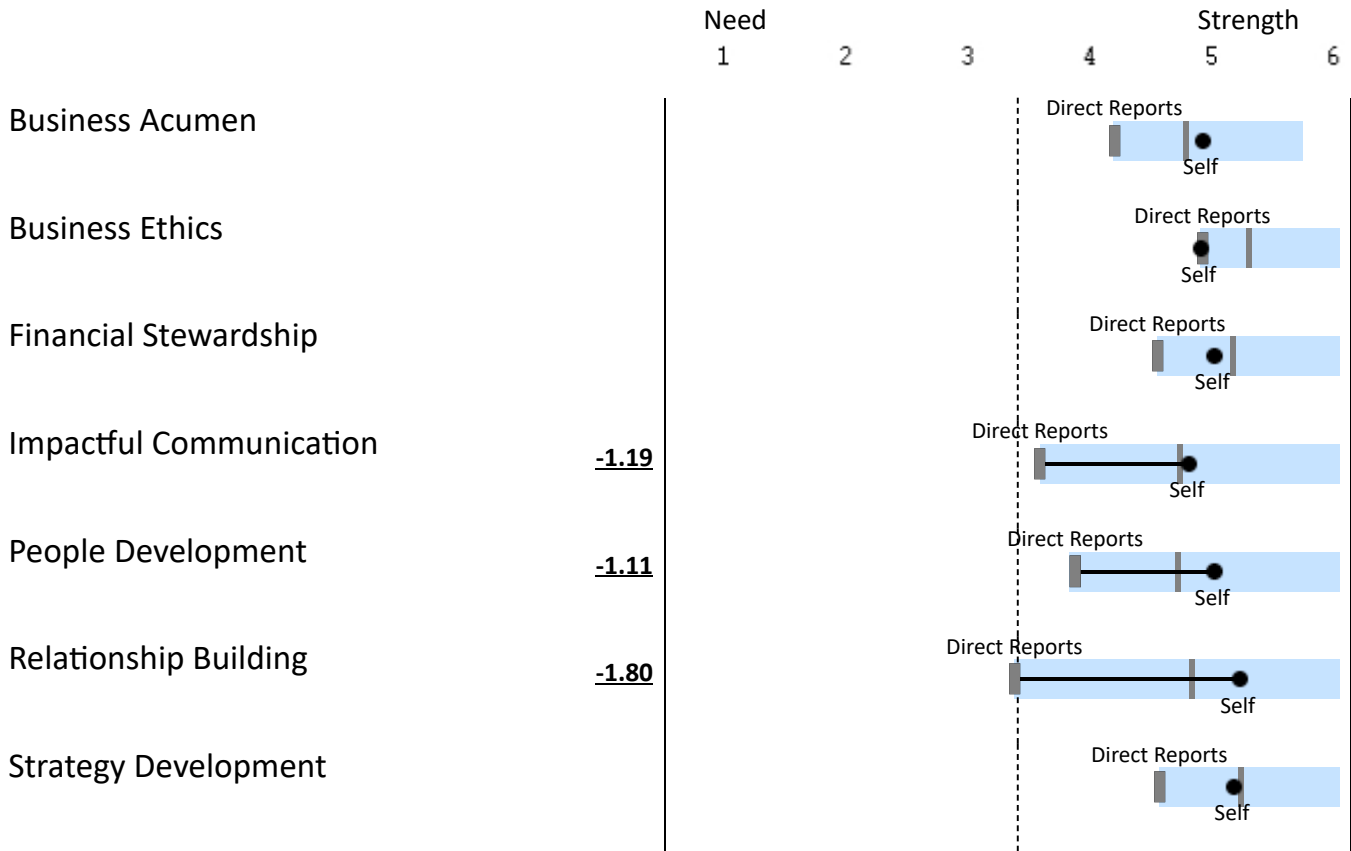


If you rated yourself significantly lower (greater than one point on the scale) than the comparison group rated you, then a dotted gray line connects the two ratings and calls your attention to a potential **hidden strength** - an area in which you may be underrating your own performance. The number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

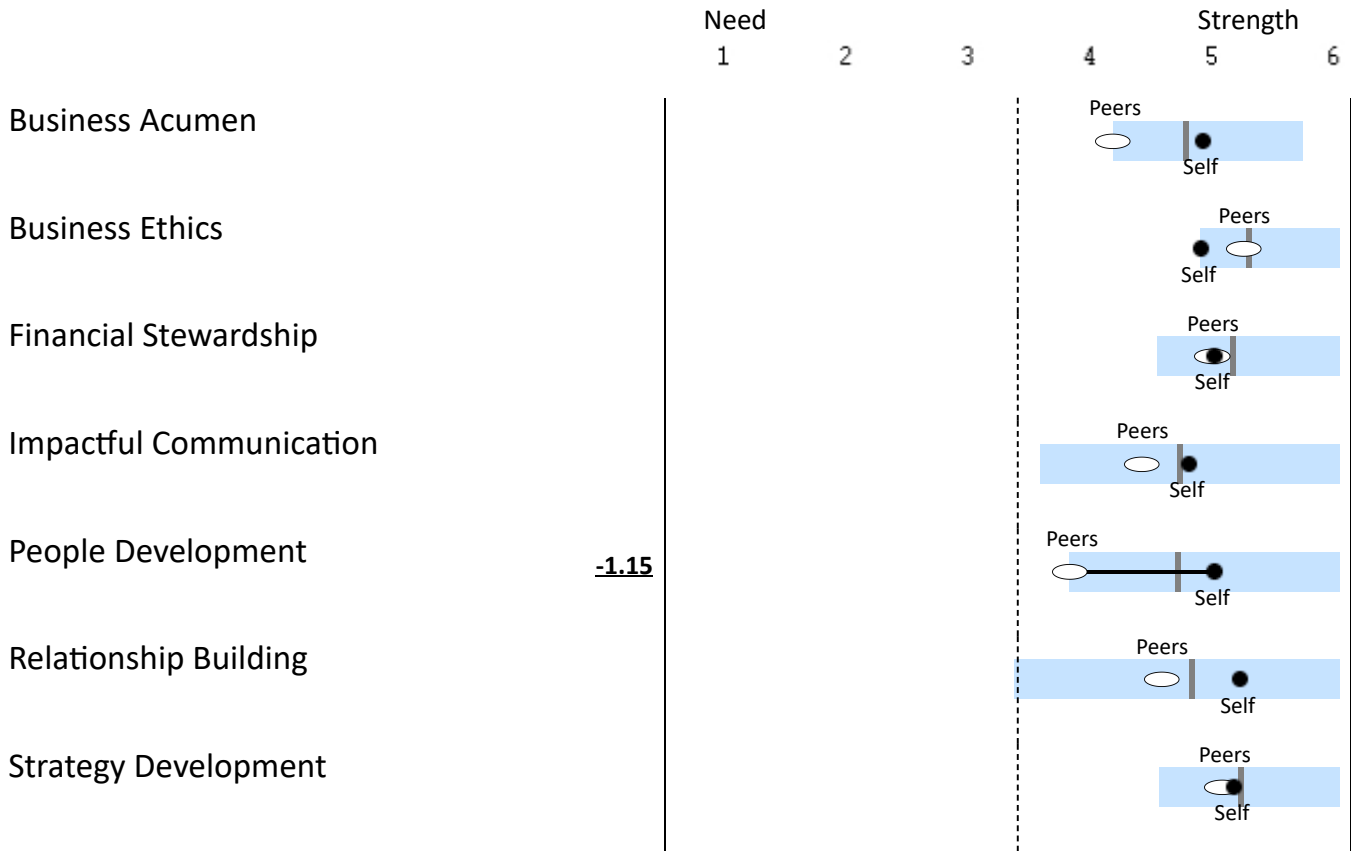
Gap Analysis Report - Supervisor Comparison



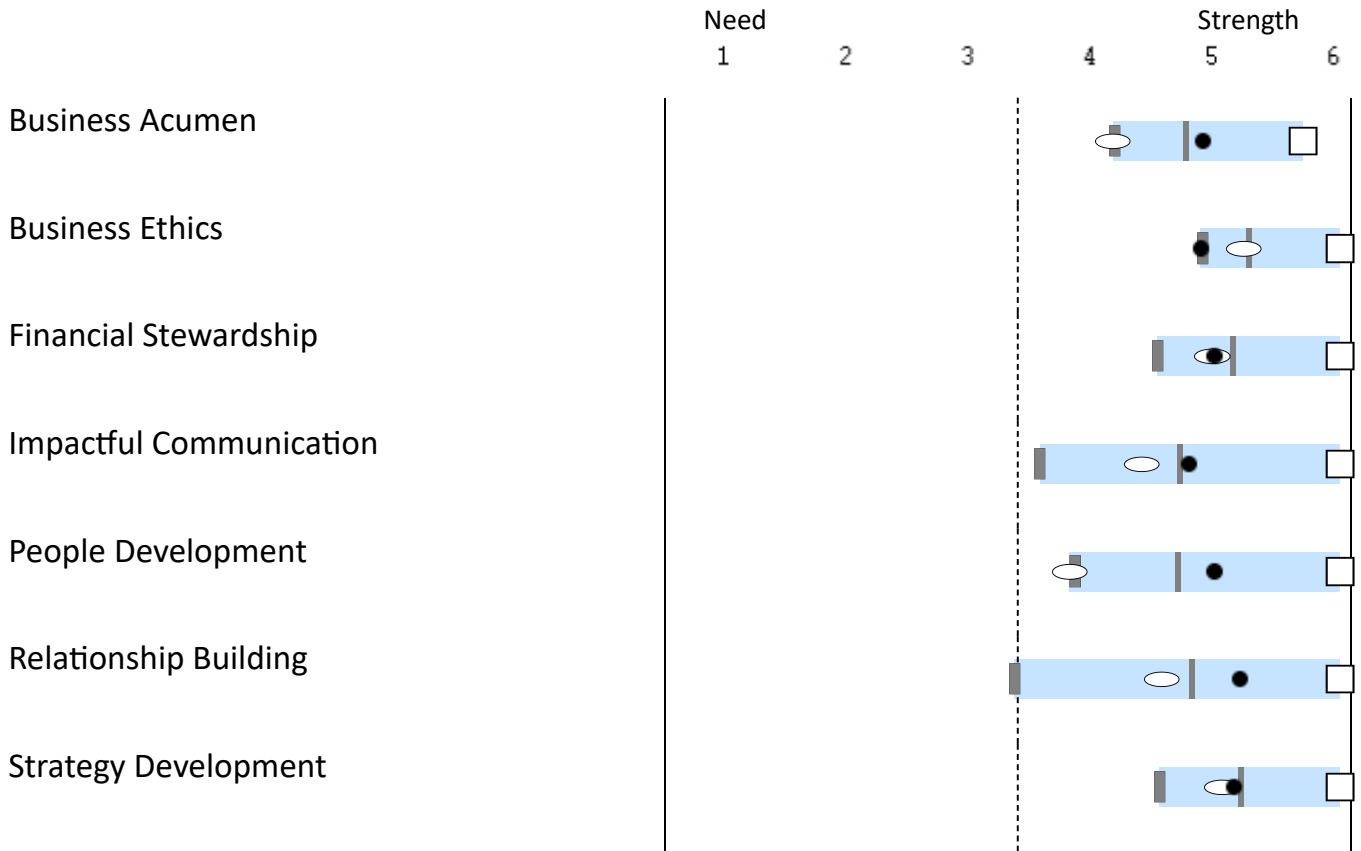
Gap Analysis Report - Direct Reports Comparison



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

7 Leadership Tasks

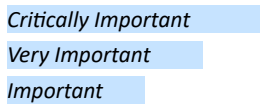
You, and the others who rated you, were asked to rate the importance of each of the 7 leadership tasks assessed by the **Executive 360**. You were asked to specify which of these leadership tasks were the most important to your job.

Importance Ratings

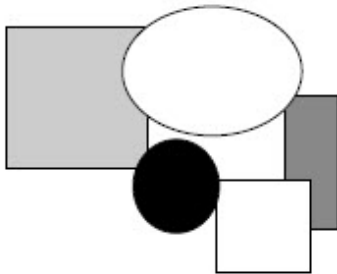
The ratings given by all raters were averaged. Based on the average importance rating given by all raters, the leadership tasks were sorted and listed in descending order of importance.

Average Importance

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



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.

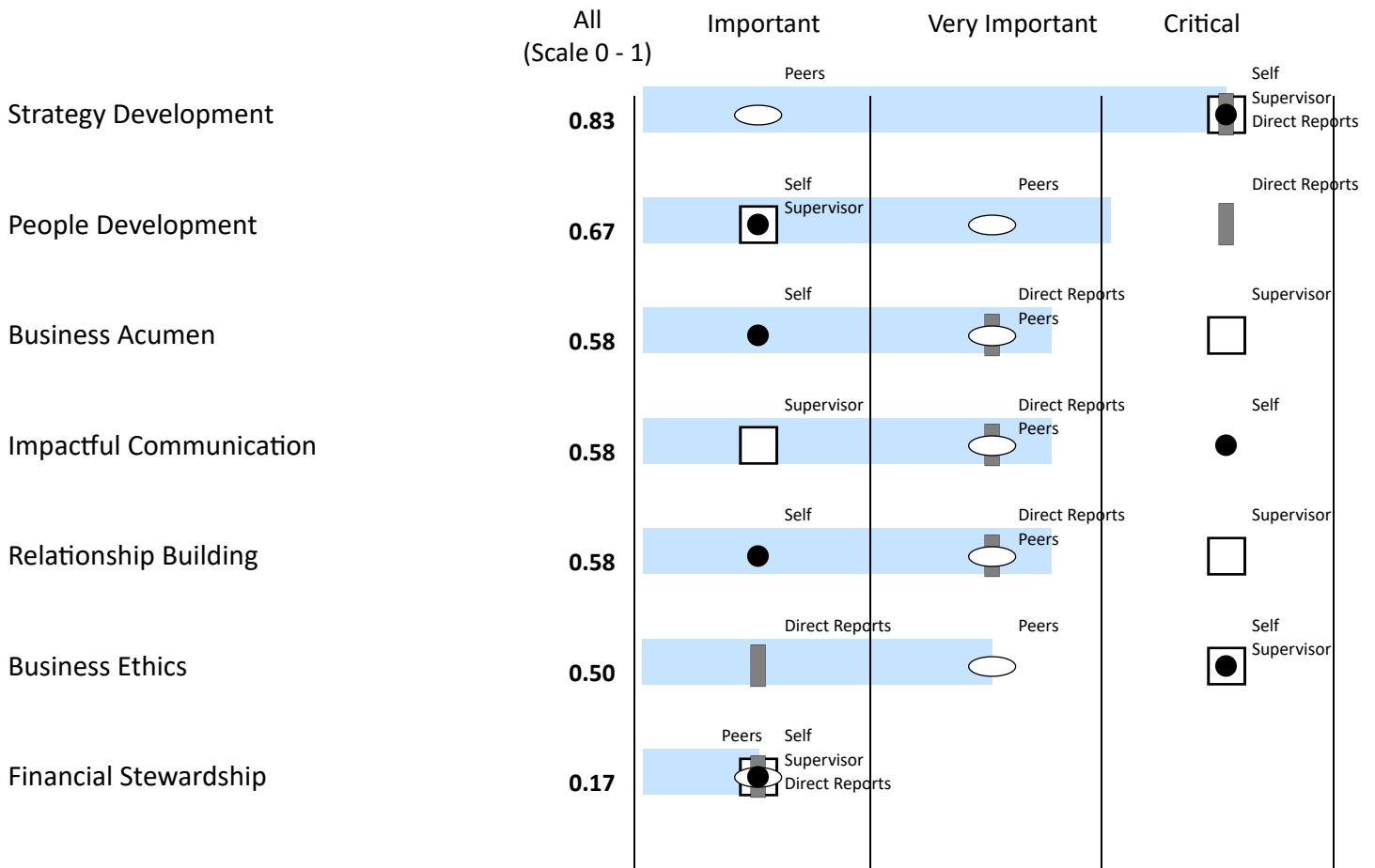
High Importance / Low Performance	Strength High Importance / High Performance
Low Importance / Low Performance	Low Importance / High Performance

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

Average
All
(Scale 0 - 1)



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)
People Development Business Acumen Impactful Communication Relationship Building	Strategy Development Business Ethics
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)
	Financial Stewardship

Strengths / Needs Report

Strengths / Needs Report

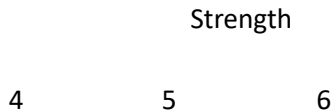
20 Highest-Rated Behaviors

&

20 Lowest-Rated Behaviors

The Strengths / Needs Report lists your 20 highest-rated behaviors and your 20 lowest-rated behaviors of the 80 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.



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 78 - Strategy Development

Understands how their role impacts the organization's bottom line results.

#2 Strength - Item 16 - Business Ethics

Communicates the impact unethical behavior can have on the employees and organization and encourages adherence to the highest ethical standards.

#3 Strength - Item 11 - Business Ethics

Adheres to moral and ethical principles; promotes a positive, ethical image of the organization.

#4 Strength - Item 1 - Business Acumen

Stays current and informed on industry trends with the goal of keeping the organization competitive in the market.

#5 Strength - Item 17 - Business Ethics

Conducts investigations of potential unethical behavior and violations of the code of conduct confidentially and with discretion.

#6 Strength - Item 71 - Strategy Development

Sees and sustains a larger view of the organization and identifies long term goals.

#7 Strength - Item 77 - Strategy Development

Understands and links together business strategies, objectives and plans.

#8 Strength - Item 69 - Strategy Development

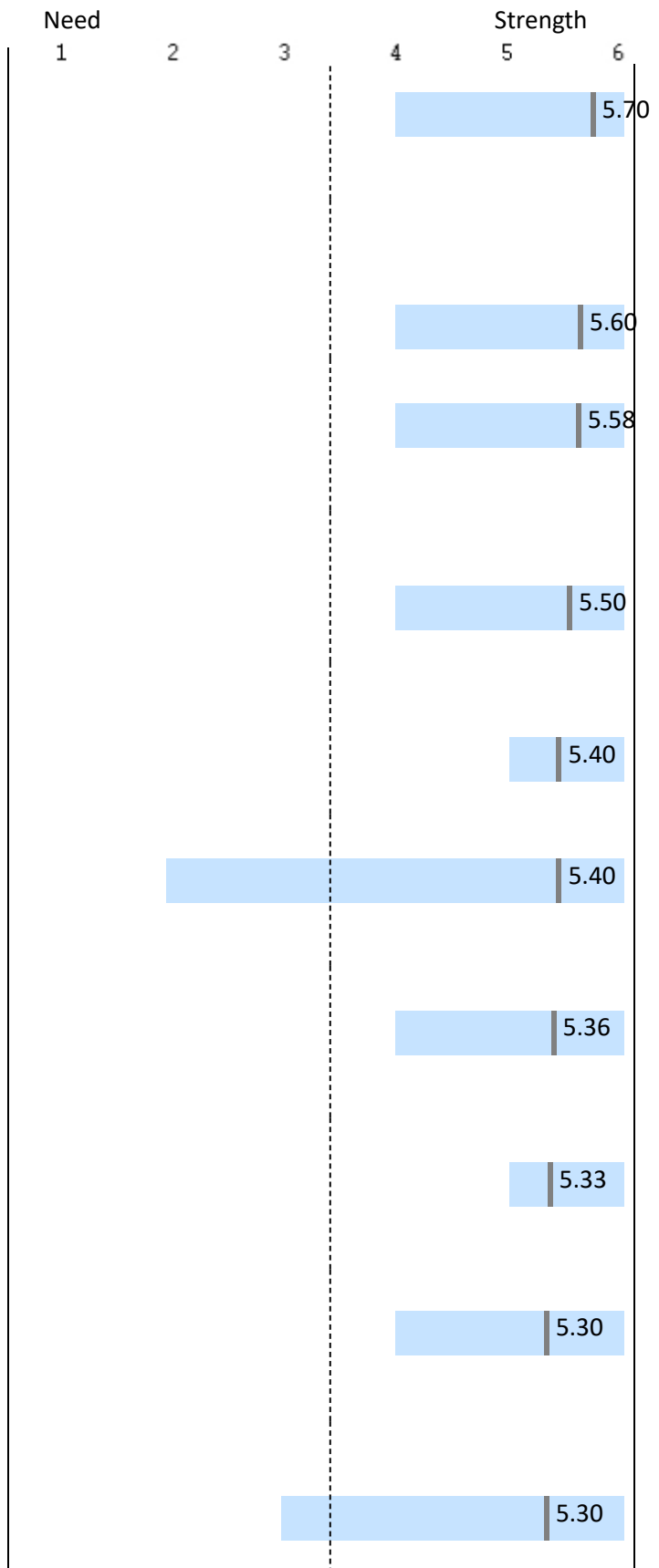
Maintains a positive attitude and a high level of activity throughout all phases of responsibility.

#9 Strength - Item 27 - Financial Stewardship

Translates business issues into financial terms.

#10 Strength - Item 80 - Strategy Development

Demonstrates a strong commitment to organizational success; works to do what is best for all stakeholders (customers, shareholders, employees, etc.).



Strengths / Needs Report

#11 Strength - Item 8 - Business Acumen
Promotes customer service philosophy.

#12 Strength - Item 15 - Business Ethics
Creates an environment where others feel safe reporting violations of the code of conduct and unethical behavior.

#13 Strength - Item 14 - Business Ethics
Reinforces the expectation to comply with the organization's code of conduct.

#14 Strength - Item 4 - Business Acumen
Demonstrates a commitment to achieving goals and getting results within a prescribed timeframe.

#15 Strength - Item 23 - Financial Stewardship
Recognizes the potential profitability of business and process opportunities.

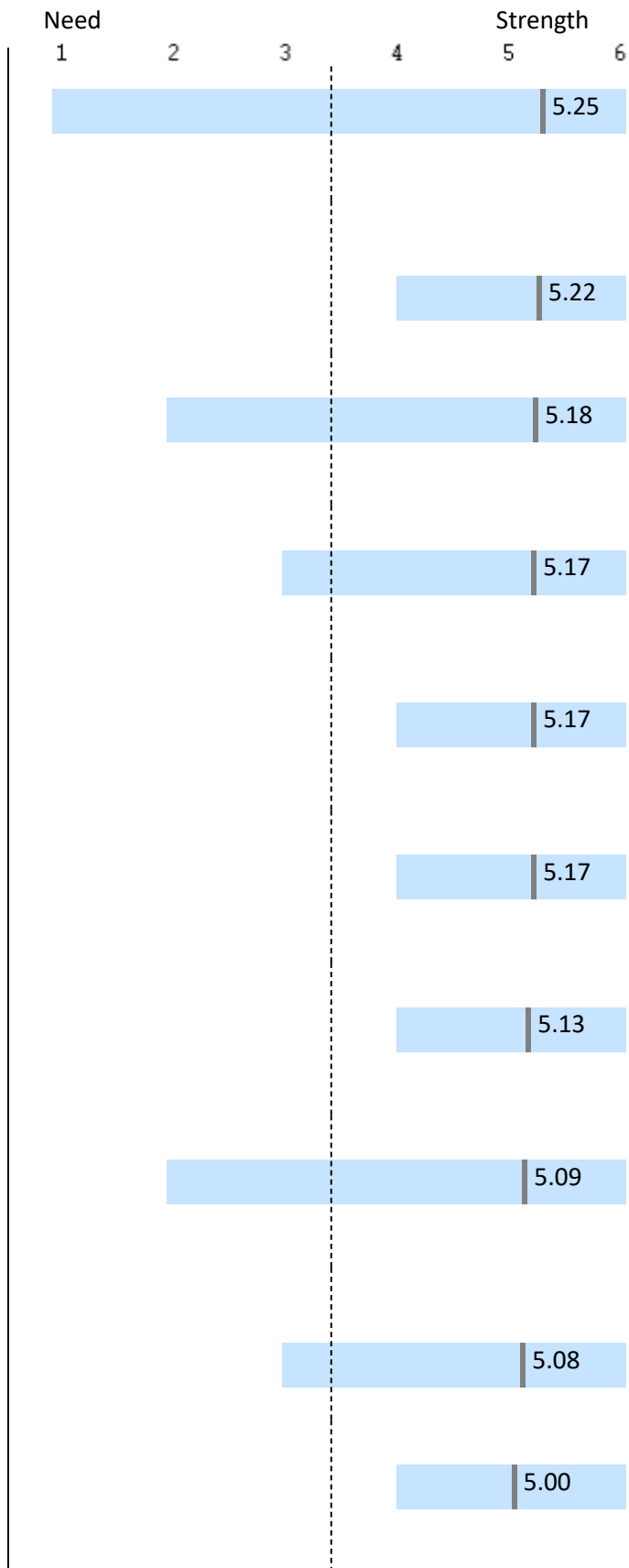
#16 Strength - Item 68 - Strategy Development
Actively seeks opportunities to pursue beneficial endeavors for the business.

#17 Strength - Item 7 - Business Acumen
Ensures that high quality and safety standards are met.

#18 Strength - Item 28 - Financial Stewardship
Fully understands financial data for the area of responsibility and is able to clarify issues to others.

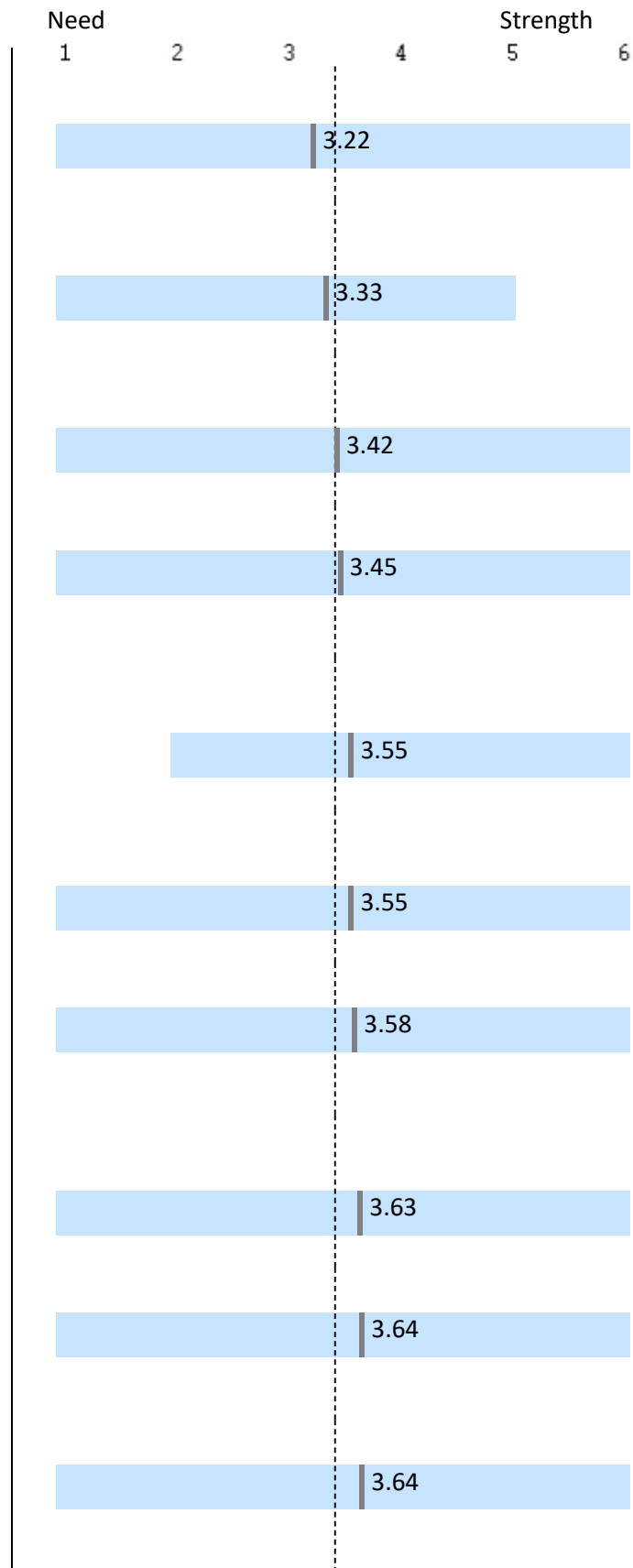
#19 Strength - Item 51 - People Development
Encourages others to strive for meeting and exceeding organizational goals, and supports their efforts in doing so.

#20 Strength - Item 21 - Financial Stewardship
Demonstrates financial responsibility through cost savings and adherence to budgets.



Strengths / Needs Report

- #1 Need - Item 10 - Business Acumen
Regularly communicates safety, health and other policies to employees and ensures they understand the requirements.
- #2 Need - Item 6 - Business Acumen
Is aware of how current internal and external events affect the business and takes them into account in planning and development.
- #3 Need - Item 30 - Impactful Communication
Creates an environment that encourages feelings of energy, excitement and personal accomplishment, as well as involvement and belonging.
- #4 Need - Item 65 - Relationship Building
Ensures availability of critical resources and that the right skills are matched to the task.
- #5 Need - Item 43 - Impactful Communication
Matches organizational needs with individual employee strengths, thereby improving efficiency of the organization and utilizing skills of the employees.
- #6 Need - Item 67 - Relationship Building
When introducing a change, solicits ideas from employees for implementing the change and enlists employee commitment and support for the change.
- #7 Need - Item 5 - Business Acumen
Knows the organizational factors which must be addressed to create the desired culture.
- #8 Need - Item 46 - People Development
Demonstrates the importance of professional development, rewards excellence and encourages professional development.
- #9 Need - Item 35 - Impactful Communication
Communicates in ways that are relevant and effective for the situation.
- #10 Need - Item 42 - Impactful Communication
Is sensitive to the emotional and political aspects surrounding an issue.



Strengths / Needs Report

#11 Need - Item 52 - People Development
Instills feelings of confidence in employees, especially when they need it most.

#12 Need - Item 29 - Impactful Communication
Develops a cooperative and effective team and motivates others to perform at top standards.

#13 Need - Item 57 - Relationship Building
Demonstrates awareness that effective leadership requires creating and sustaining an organizational culture that empowers employees to provide top quality customer service within the framework of their respective jobs.

#14 Need - Item 59 - Relationship Building
Provides an environment in which employees are motivated, developed and inspired to go above and beyond for the organization.

#15 Need - Item 60 - Relationship Building
Directs others by informing, asking and listening rather than dictating.

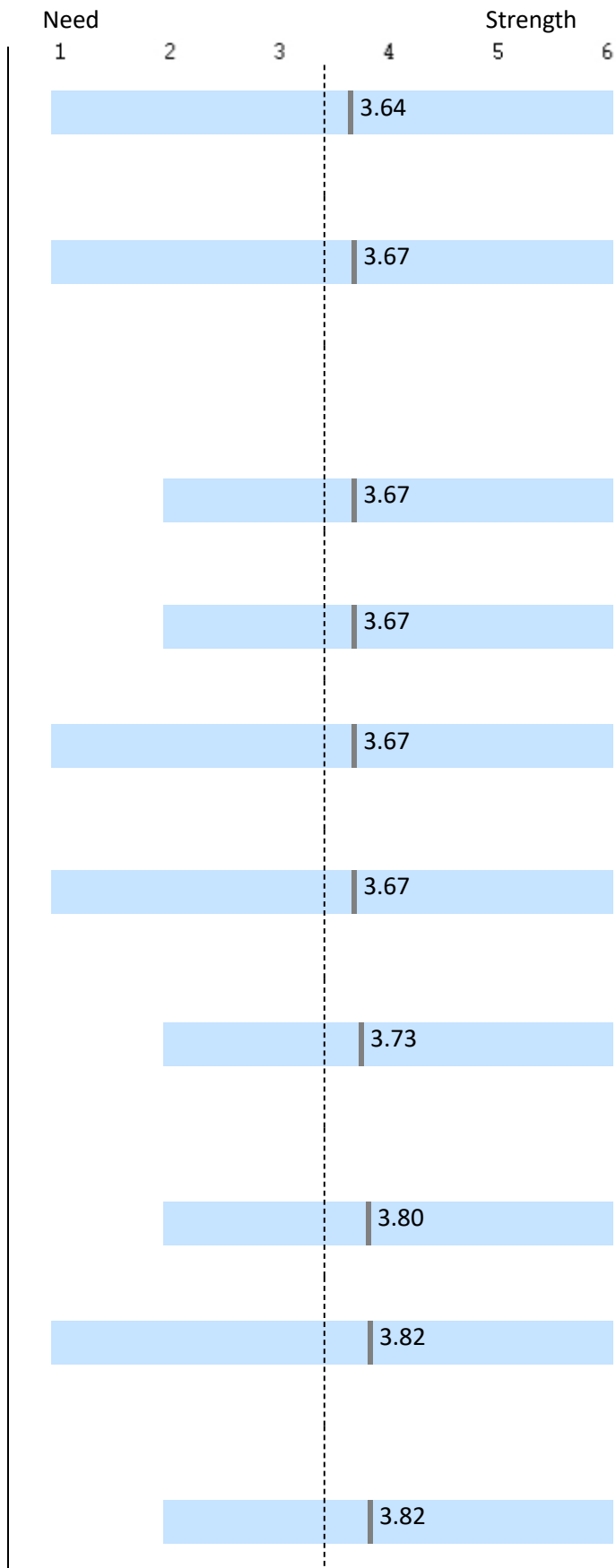
#16 Need - Item 64 - Relationship Building
Recognizes and responds to the needs of others.

#17 Need - Item 31 - Impactful Communication
Shapes the opinions of others while earning respect for utilizing a cooperative interpersonal style.

#18 Need - Item 50 - People Development
Coaches and communicates confidence in others, while holding them accountable for task accomplishments.

#19 Need - Item 32 - Impactful Communication
Coaches and provides continuous feedback to drive performance and improvement.

#20 Need - Item 49 - People Development
Works cooperatively with others and utilizes a team approach to accomplish goals; promotes collaboration and removes barriers to teamwork.



Item Detail / Frequency Distribution Report

Item Detail / Frequency Distribution Report

This report offers the most detailed look at the results of your **Executive 360** 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.

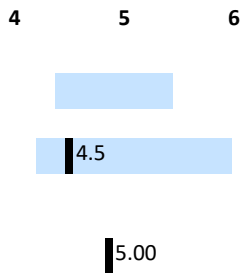
Item Detail

The Item Detail shows your overall ratings for each of the 7 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



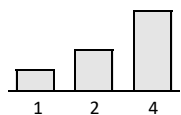
The bar shows the range of ratings given by the rating group.

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.

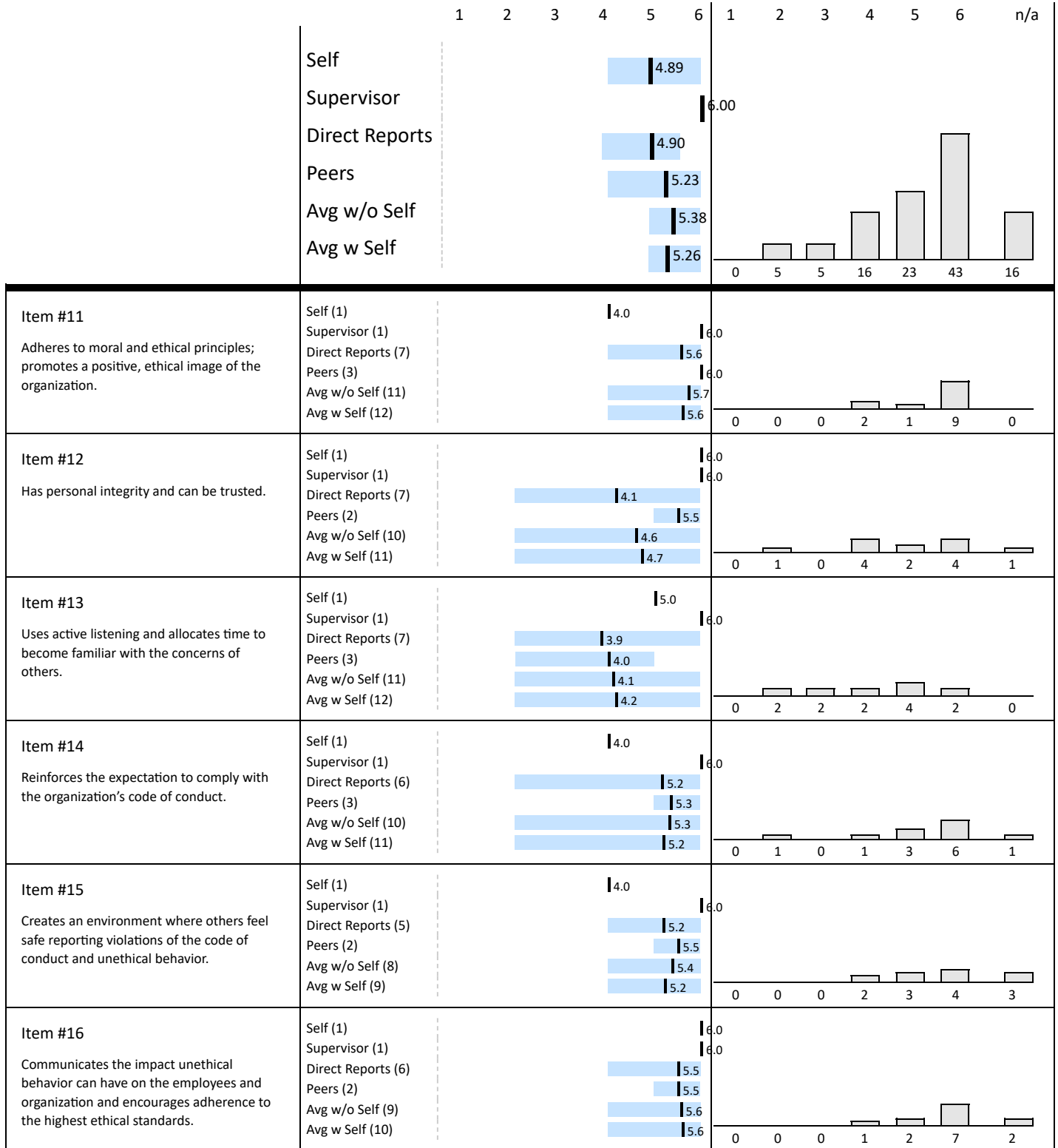
Business Acumen

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #1	Self (1) Stays current and informed on industry trends with the goal of keeping the organization competitive in the market.													
Item #2	Self (1) Encourages employees to use new ideas and methods to do their jobs better and to enhance service to the customer.													
Item #3	Self (1) Anticipates potential problems and addresses them in a timely fashion to avoid any negative impact on the customer.													
Item #4	Self (1) Demonstrates a commitment to achieving goals and getting results within a prescribed timeframe.													
Item #5	Self (1) Knows the organizational factors which must be addressed to create the desired culture.													
Item #6	Self (1) Is aware of how current internal and external events affect the business and takes them into account in planning and development.													

Business Acumen

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #7 Ensures that high quality and safety standards are met.	Self (1)					4.0								
	Supervisor (1)						6.0							
	Direct Reports (4)					5.0								
	Peers (2)					5.5								
	Avg w/o Self (7)					5.3					2	3	3	4
	Avg w Self (8)					5.1								
Item #8 Promotes customer service philosophy.	Self (1)					5.0								
	Supervisor (1)						6.0							
	Direct Reports (7)					4.9								
	Peers (3)						6.0							
	Avg w/o Self (11)					5.3					4	7		
	Avg w Self (12)					5.3				1				
Item #9 Defines and communicates performance objectives and expectations to employees.	Self (1)					4.0								
	Supervisor (1)						6.0							
	Direct Reports (7)					4.1								
	Peers (1)					4.0								
	Avg w/o Self (9)					4.3					1	3	2	0
	Avg w Self (10)					4.3						4		2
Item #10 Regularly communicates safety, health and other policies to employees and ensures they understand the requirements.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (6)					2.7								
	Peers (1)					1.0								
	Avg w/o Self (8)					2.9					4	0	1	0
	Avg w Self (9)					3.2						2	2	3

Business Ethics



Business Ethics

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #17 Conducts investigations of potential unethical behavior and violations of the code of conduct confidentially and with discretion.	Self (1)						5.0							
	Direct Reports (4)						5.5							
	Avg w/o Self (4)						5.5							
	Avg w Self (5)						5.4							
								0	0	0	0	3	2	7
Item #18 Holds self and others accountable for their actions.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (7)						4.4							
	Peers (2)						5.5							
	Avg w/o Self (10)						4.8							
Avg w Self (11)						4.7								
								0	1	1	2	3	4	1
Item #19 Allows others to express emotions even when they are upset or angry.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (7)						4.7							
	Peers (2)						4.5							
	Avg w/o Self (10)						4.8							
Avg w Self (11)						4.9								
								0	0	2	2	2	5	1

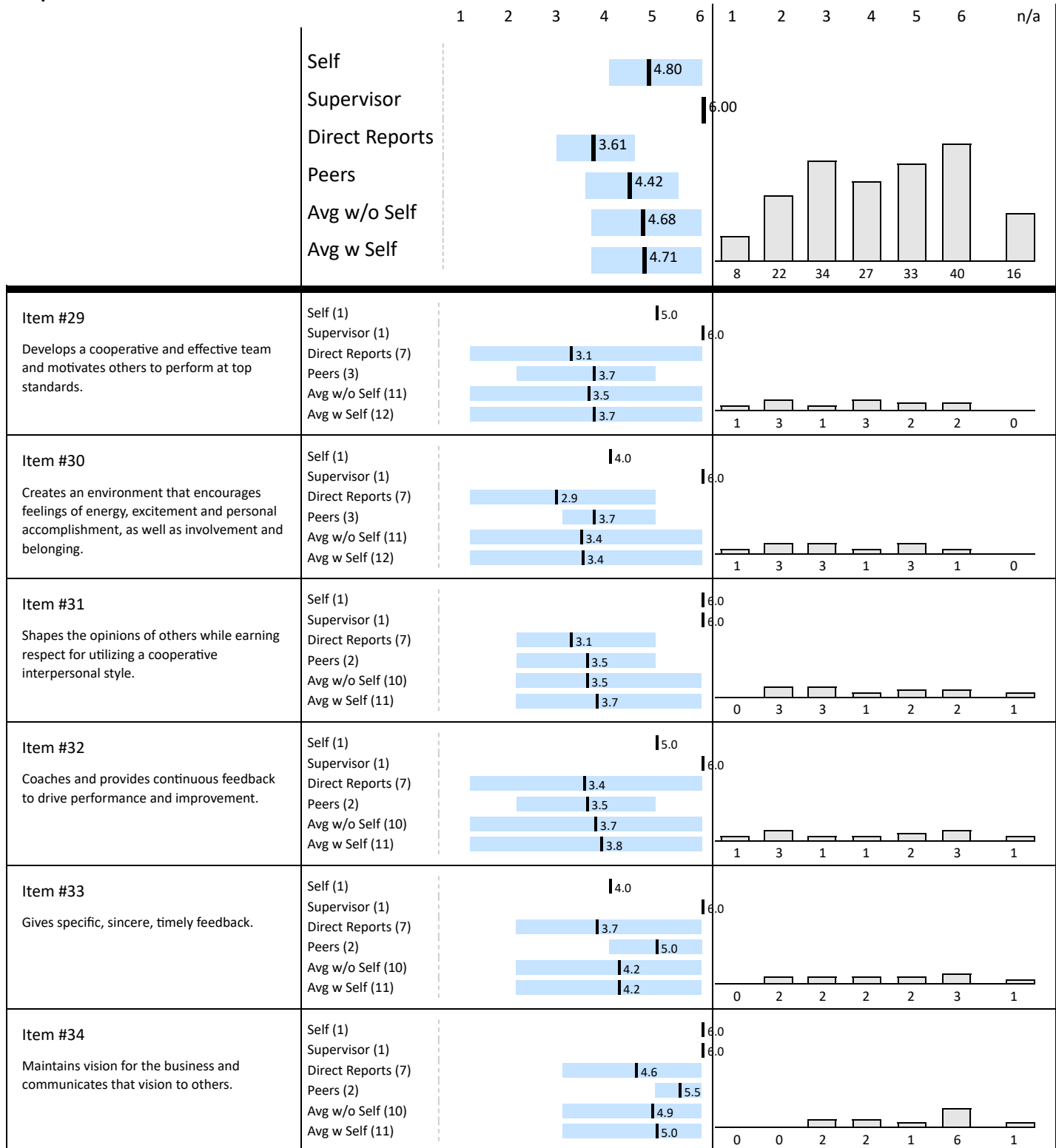
Financial Stewardship

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					5.00								
	Supervisor						6.00							
	Direct Reports				4.54									
	Peers					4.98								
	Avg w/o Self					5.17								
	Avg w Self					5.13		1	4	10	21	26	36	10
Item #20	Self (1)					5.0								
Develops and implements budgets and forecasts, based on solid financial data and business knowledge.	Supervisor (1)						6.0							
	Direct Reports (7)				4.6									
	Peers (1)						6.0							
	Avg w/o Self (9)					4.9		0	1	1	0	4	4	2
	Avg w Self (10)					4.9								
Item #21	Self (1)				4.0									
Demonstrates financial responsibility through cost savings and adherence to budgets.	Supervisor (1)						6.0							
	Direct Reports (6)				4.8									
	Peers (3)					5.3								
	Avg w/o Self (10)					5.1		0	0	0	5	1	5	1
	Avg w Self (11)					5.0								
Item #22	Self (1)						6.0							
Makes budgetary adjustments consistent with departmental goals.	Supervisor (1)						6.0							
	Direct Reports (5)				3.8									
	Peers (2)					4.5								
	Avg w/o Self (8)					4.3		1	0	0	3	3	2	3
	Avg w Self (9)					4.4								
Item #23	Self (1)					5.0								
Recognizes the potential profitability of business and process opportunities.	Supervisor (1)						6.0							
	Direct Reports (7)				5.0									
	Peers (3)					5.3								
	Avg w/o Self (11)					5.2		0	0	0	2	6	4	0
	Avg w Self (12)					5.2								
Item #24	Self (1)				4.0									
Leverages their expertise and the expertise of their employees to expand business opportunities.	Supervisor (1)						6.0							
	Direct Reports (7)				3.6									
	Peers (3)					4.7								
	Avg w/o Self (11)					4.1		0	2	3	2	2	3	0
	Avg w Self (12)					4.1								
Item #25	Self (1)						6.0							
Identifies and considers the financial impact of a change prior to approving/implementing the change.	Supervisor (1)						6.0							
	Direct Reports (7)				4.1									
	Peers (2)					5.0								
	Avg w/o Self (10)					4.5		0	0	3	2	2	4	1
	Avg w Self (11)					4.6								

Financial Stewardship

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #26 Develops sound business strategies and plans using key financial indicators to effectively manage and guide business processes.	Self (1)						5.0							
	Supervisor (1)						6.0							
	Direct Reports (7)				4.1									
	Peers (3)				4.7									
	Avg w/o Self (11)				4.5									
	Avg w Self (12)				4.5			0	0	3	3	3	3	0
Item #27 Translates business issues into financial terms.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (5)						5.6							
	Peers (3)						5.0							
	Avg w/o Self (9)						5.4							
	Avg w Self (10)						5.3	0	0	0	2	3	5	2
Item #28 Fully understands financial data for the area of responsibility and is able to clarify issues to others.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (6)						5.2							
	Peers (3)						4.3							
	Avg w/o Self (10)						5.0							
	Avg w Self (11)						5.1	0	1	0	2	2	6	1

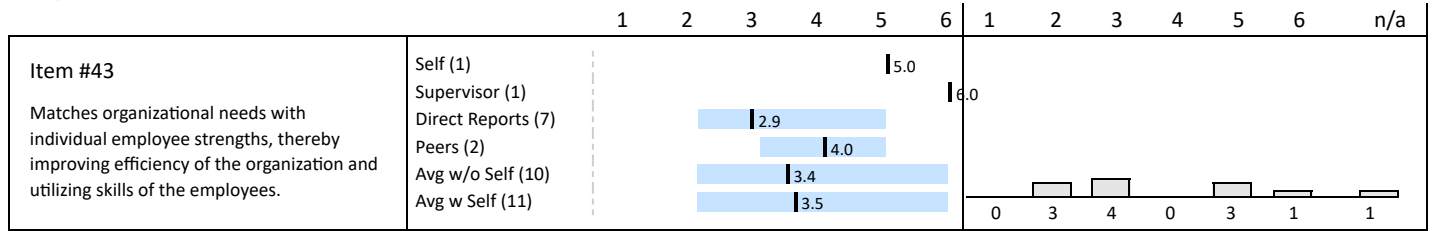
Impactful Communication



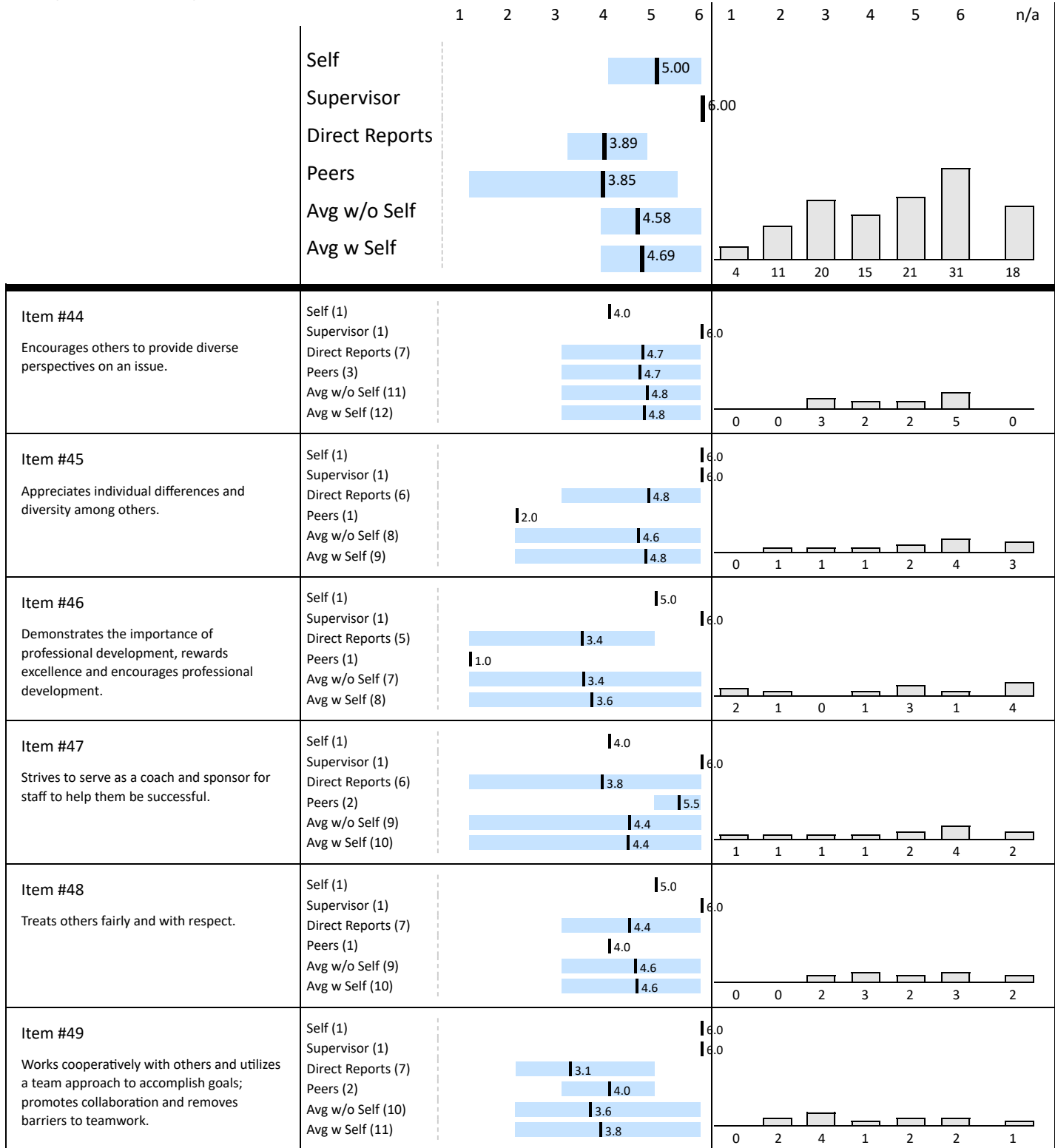
Impactful Communication

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #35 Communicates in ways that are relevant and effective for the situation.	Self (1)						5.0							
	Supervisor (1)						6.0							
	Direct Reports (7)		2.9											
	Peers (2)					4.5								
	Avg w/o Self (10)					3.5								
Avg w Self (11)					3.6									
Item #36 Elicits the cooperation and participation of others to obtain wanted results.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (7)					4.6								
	Peers (2)					4.5								
	Avg w/o Self (10)					4.7								
Avg w Self (11)					4.6									
Item #37 Explains how a change being introduced will affect the employees, the department, and the organization.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (7)					3.4								
	Peers (1)					5.0								
	Avg w/o Self (9)					3.9								
Avg w Self (10)					4.1									
Item #38 Checks for complete understanding when communicating with others.	Self (1)						5.0							
	Supervisor (1)						6.0							
	Direct Reports (7)					3.9								
	Peers (2)					4.5								
	Avg w/o Self (10)					4.2								
Avg w Self (11)					4.3									
Item #39 Presents ideas in a clear, convincing, and logical manner.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (7)					4.4								
	Peers (2)					4.5								
	Avg w/o Self (10)					4.6								
Avg w Self (11)					4.5									
Item #40 Strives to understand the audience prior to presenting information verbally or in writing.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (7)					4.1								
	Peers (1)					5.0								
	Avg w/o Self (9)					4.4								
Avg w Self (10)					4.4									
Item #41 Translates technical and complex issues into meaningful statements using appropriate communication tools.	Self (1)						5.0							
	Supervisor (1)						6.0							
	Direct Reports (6)					4.0								
	Peers (2)					5.5								
	Avg w/o Self (9)					4.6								
Avg w Self (10)					4.6									
Item #42 Is sensitive to the emotional and political aspects surrounding an issue.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (7)					3.1								
	Peers (2)					4.0								
	Avg w/o Self (10)					3.6								
Avg w Self (11)					3.6									

Impactful Communication



People Development



People Development

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #50 Coaches and communicates confidence in others, while holding them accountable for task accomplishments.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (6)						3.3							
	Peers (2)						4.0							
	Avg w/o Self (9)						3.8							
	Avg w Self (10)						3.8							
Item #51 Encourages others to strive for meeting and exceeding organizational goals, and supports their efforts in doing so.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (7)						4.7							
	Peers (3)						5.3							
	Avg w/o Self (11)						5.0							
	Avg w Self (12)						5.1							
Item #52 Instills feelings of confidence in employees, especially when they need it most.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (7)						3.1							
	Peers (2)						4.0							
	Avg w/o Self (10)						3.6							
	Avg w Self (11)						3.6							
Item #53 Helps an employee develop the skills and knowledge needed for jobs the employee would like to seek.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (5)						3.4							
	Peers (2)						4.0							
	Avg w/o Self (8)						3.9							
	Avg w Self (9)						4.1							

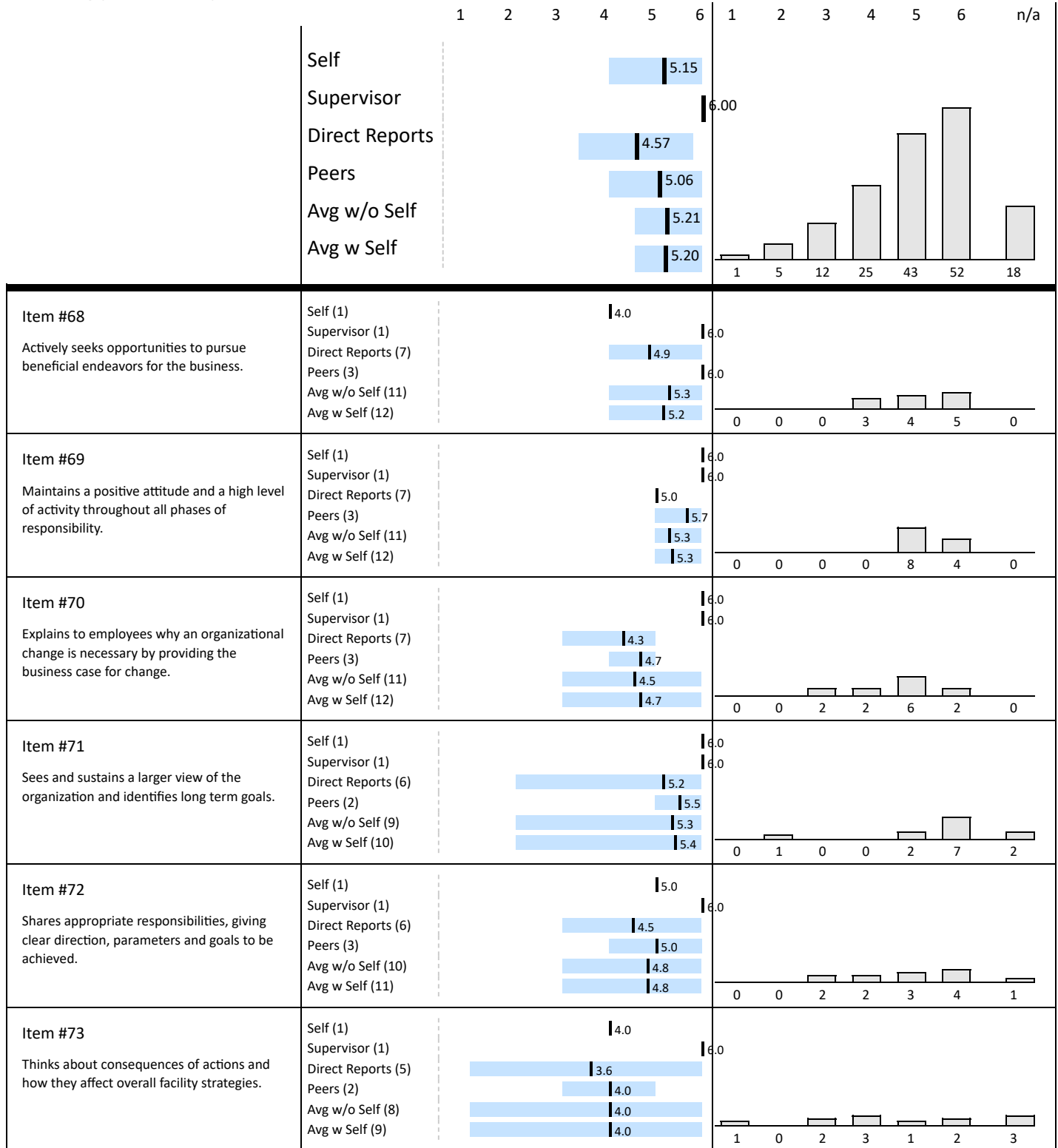
Relationship Building

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
		Self				5.21								
		Supervisor					6.00							
		Direct Reports			3.41									
		Peers				4.58								
		Avg w/o Self				4.66								
		Avg w Self				4.80		9	22	32	21	34	37	13
Item #54	Self (1) Supervisor (1) Direct Reports (7) Peers (2) Avg w/o Self (10) Avg w Self (11)					5.0								
Recognizes and utilizes the specific knowledge and talents of team members to aid in the development of others.				3.3		5.5								
					4.0									
					4.1			1	2	1	0	5	2	1
Item #55	Self (1) Supervisor (1) Direct Reports (7) Peers (3) Avg w/o Self (11) Avg w Self (12)					4.0								
Works with peers and other staff in an effective manner to accomplish goals.				3.3		5.0								
					4.0									
					4.0			0	1	4	4	0	3	0
Item #56	Self (1) Supervisor (1) Direct Reports (6) Peers (3) Avg w/o Self (10) Avg w Self (11)					6.0								
Remains focused on the goal, and is able to make adjustments in leadership approaches in order to effectively reach that goal.					4.2									
					4.3									
					4.4									
					4.5			0	1	3	1	1	5	1
Item #57	Self (1) Supervisor (1) Direct Reports (7) Peers (3) Avg w/o Self (11) Avg w Self (12)					5.0								
Demonstrates awareness that effective leadership requires creating and sustaining an organizational culture that empowers employees to provide top quality customer service within the framework of their respective jobs.					3.3									
					3.3									
					3.5									
					3.7			0	3	3	2	3	1	0
Item #58	Self (1) Supervisor (1) Direct Reports (5) Peers (2) Avg w/o Self (8) Avg w Self (9)					4.0								
Cultivates a broad network in order to benefit and strengthen the organization and facilitate organizational goals, from within and without.					4.4									
					5.0									
					4.8									
					4.7			0	1	1	1	3	3	3
Item #59	Self (1) Supervisor (1) Direct Reports (7) Peers (3) Avg w/o Self (11) Avg w Self (12)					6.0								
Provides an environment in which employees are motivated, developed and inspired to go above and beyond for the organization.					2.9									
					4.0									
					3.5									
					3.7			0	4	2	2	2	2	0

Relationship Building

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #60 Directs others by informing, asking and listening rather than dictating.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (7)		2.9											
	Peers (3)			4.7										
	Avg w/o Self (11)				3.6									
Avg w Self (12)					3.7			2	2	2	1	2	3	0
Item #61 Demonstrates openness and honesty in all dealings with others inside and outside of the organization.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (6)		4.0											
	Peers (2)						6.0							
	Avg w/o Self (9)				4.7									
Avg w Self (10)					4.8			0	1	1	1	3	4	2
Item #62 Builds trust by following through on commitments.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (6)			4.2										
	Peers (2)				4.5									
	Avg w/o Self (9)				4.4									
Avg w Self (10)					4.6			0	0	1	4	3	2	2
Item #63 Collaborates with and relates well to all people within and outside of the organization; is respected and trusted by others.	Self (1)						5.0							
	Supervisor (1)						6.0							
	Direct Reports (6)			3.7										
	Peers (3)				4.7									
	Avg w/o Self (10)				4.2									
Avg w Self (11)					4.3			0	1	2	3	3	2	1
Item #64 Recognizes and responds to the needs of others.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (7)		2.6											
	Peers (3)				4.7									
	Avg w/o Self (11)				3.5									
Avg w Self (12)					3.7			2	1	4	0	2	3	0
Item #65 Ensures availability of critical resources and that the right skills are matched to the task.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (7)		2.7											
	Peers (2)				3.5									
	Avg w/o Self (10)				3.2									
Avg w Self (11)					3.5			2	2	2	1	2	2	1
Item #66 Respects others' opinions and feelings.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (7)			3.6										
	Peers (2)					5.5								
	Avg w/o Self (10)				4.2									
Avg w Self (11)					4.2			0	1	4	1	2	3	1
Item #67 When introducing a change, solicits ideas from employees for implementing the change and enlists employee commitment and support for the change.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (7)		2.9											
	Peers (2)				3.5									
	Avg w/o Self (10)				3.3									
Avg w Self (11)					3.5			2	2	2	0	3	2	1

Strategy Development



Strategy Development

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #74 Describes the desired future state in terms others can understand.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (6)				4.3					3	1			
	Peers (3)				4.3									
	Avg w/o Self (10)				4.5									
Avg w Self (11)					4.6									
Item #75 Allocates realistic timescales for activities and sets achievable target dates for action plans.	Self (1)						5.0							
	Supervisor (1)						6.0							
	Direct Reports (6)			3.3										
	Peers (2)					4.5								
	Avg w/o Self (9)					3.9				2		5	2	1
Avg w Self (10)						4.0								2
Item #76 Makes adjustments to original plans when circumstances change or when projects are not proceeding as desired.	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (6)				3.8									
	Peers (2)						5.0							
	Avg w/o Self (9)						4.3			1	1	3	4	1
Avg w Self (10)						4.3								2
Item #77 Understands and links together business strategies, objectives and plans.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (6)					5.2								
	Peers (3)					5.3								
	Avg w/o Self (10)					5.3								
Avg w Self (11)						5.4				0	2	3	6	1
Item #78 Understands how their role impacts the organization's bottom line results.	Self (1)						6.0							
	Supervisor (1)						6.0							
	Direct Reports (5)						5.8							
	Peers (3)					5.3								
	Avg w/o Self (9)					5.7								
Avg w Self (10)						5.7				0	0	0	1	1
Item #79 Lets employees know how the tasks they are assigned fit into the bigger organizational picture.	Self (1)						5.0							
	Supervisor (1)						6.0							
	Direct Reports (6)				4.3									
	Peers (2)					4.5								
	Avg w/o Self (9)					4.6								
Avg w Self (10)						4.6				0	1	1	2	3
Item #80 Demonstrates a strong commitment to organizational success; works to do what is best for all stakeholders (customers, shareholders, employees, etc.).	Self (1)						4.0							
	Supervisor (1)						6.0							
	Direct Reports (6)				5.2									
	Peers (2)					5.4								
	Avg w/o Self (9)					5.4								
Avg w Self (10)						5.3				0	0	1	1	2
													6	2

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:

- Commitment
- Developing his people and being available to council and guide them.
- Gather input of others

What could this person do to be more effective?

- Create and implement long term strategy
- more responsive, seek input from team
- Time Management. Needs to manage his time more effectively.

What does this person do that should be stopped?

- Micro management, too much in the details
- Needs to stop being involved in the minor decisions.

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: