



Prepared For
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Feedback Report

In addition to your self-ratings,
this report includes your ratings from:

- 1 Boss
- 1 Superior
- 4 Peers
- 5 Direct Reports
- 5 Others

General Norm Group

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INTRODUCTION

360 By Design gives you feedback on competencies of leadership effectiveness. Your report is organized to display your results first in summary and then in detail.

After reviewing your results, we recommend you use the 360 By Design Development Planning Guide to analyze your results and create your plan for development.

LEADERSHIP COMPETENCIES

The Overview Charts

Importance for Success and Average Scores

You and each of your raters were asked to choose the five (5) most important leadership competencies for success in your organization. The data listed under "Importance for Success" indicates how important each competency is for success, by All Observers, by your Boss and by yourself. The data listed under "Average Scores" indicates the extent to which you perform each competency, as viewed by All Observers and by yourself.

You and your raters used a 5-point response scale to indicate the extent to which you display various behaviors.

- 1 = Not at all
- 2 = To a little extent
- 3 = To some extent
- 4 = To a great extent
- 5 = To a very great extent
- NA = Not applicable

Norm Group Comparisons: Self and All Observers

This table shows your Self and All Observers scores relative to the scores of other individuals in your norm or reference group. From this graph you can see if your scores are low, in the mid-range, or high as compared to those of other individuals.

Norm Group Comparisons: By Rater Category

The data on this table provide more information about the All Observer scores by breaking them into each of the rater categories.

Remember, your scores are being compared to a norm group of other individuals in your norm group. Scores in the middle of the graph do not mean that you are an "average" manager; rather it means that about half of the managers in your norm group who have taken 360 By Design® have scored lower. For many of the 360 By Design competencies, mid-range scores often translate into raw scores that are quite good.

Guide for Interpretation:

- Organizations differ in how important various competencies are for success. On which competencies do your views match those of your Boss and others and where do they not match?
- In which competencies did you receive your highest and lowest ratings from others?
- Were there any wide differences between your Self and All Observers scores? Pay particular attention to areas in which you rated yourself high and your observers rated you low. These are potential blind spots.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

LEADERSHIP COMPETENCIES

Importance For Success And Average Scores

Competency	Importance for Success			Average Scores	
	All Observers	Boss	Self	All Observers	Self
Brings Out the Best in People	9	✓	✓	3.78	3.80
Relationships	12	✓		[4.26]	4.00
Leading Employees	4		✓	3.79	3.57
Participative Management	8	✓	✓	4.03	4.00
Resourcefulness	10	✓		[4.14]	4.00
Influencing, Leadership, Power	8		✓	[4.12]	3.67
Strategic Planning	10			3.76	3.57
Results Orientation	9		✓	3.72	3.17
Handling Disequilibrium	0			3.97	3.78
Leading with Purpose	3	✓		3.89	3.40
Credibility	7			[4.16]	3.75

The center columns of the table summarize “Most Important for Success” information. It indicates how many Observers (excluding Self) considered the competency to be one of the “Most Important for Success” in your organization, which competencies were selected by your immediate Boss, and which ones were selected by you.

The columns on the right show the “Average Scores” for all the questions (items) in the competencies. Higher ratings are preferred here. Your All Observers score includes everyone who completed a survey for you except yourself. The detailed item scores for each competency are shown in the Comprehensive Data section.

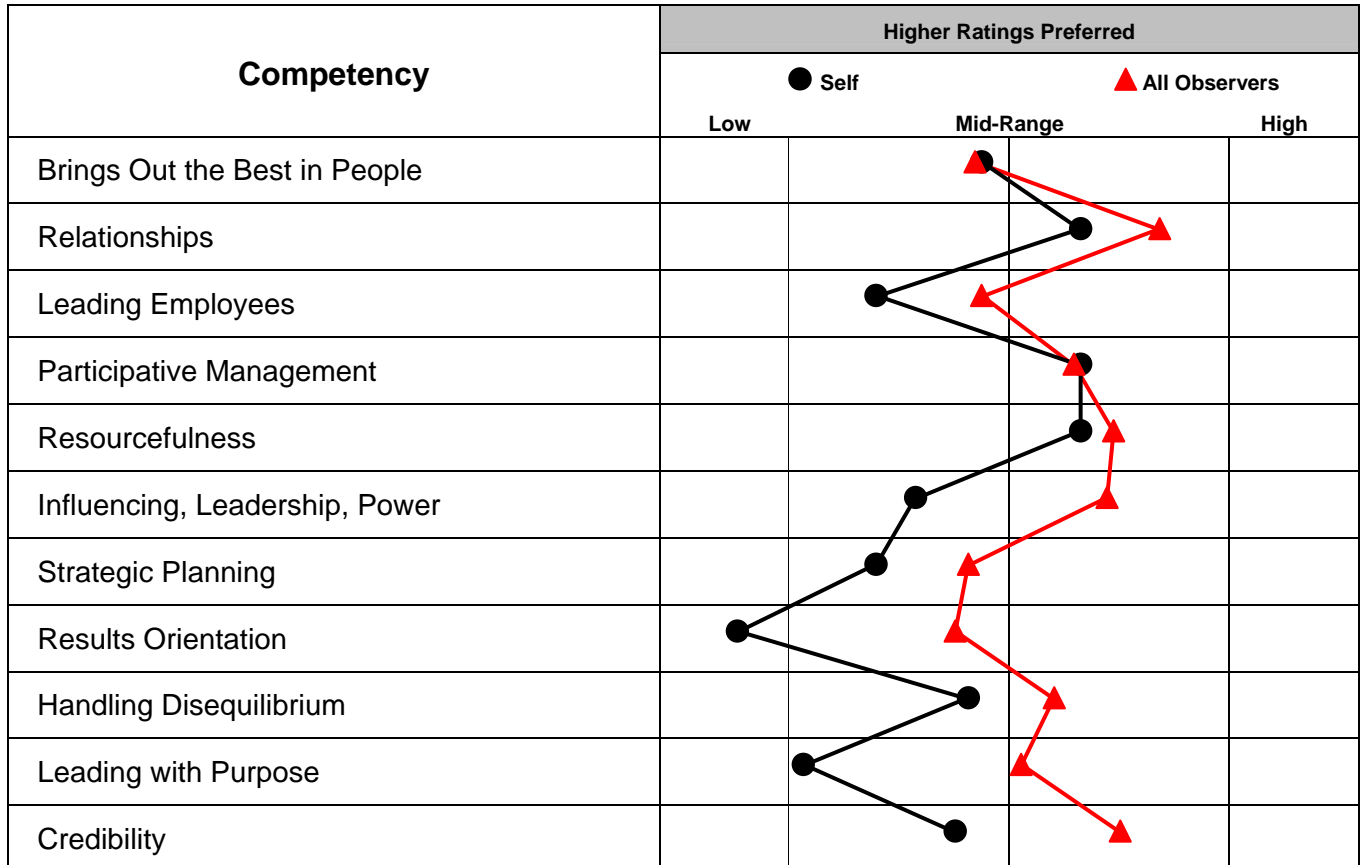
Key:

[] = highest rated competencies by All Observers

[] = lowest rated competencies by All Observers

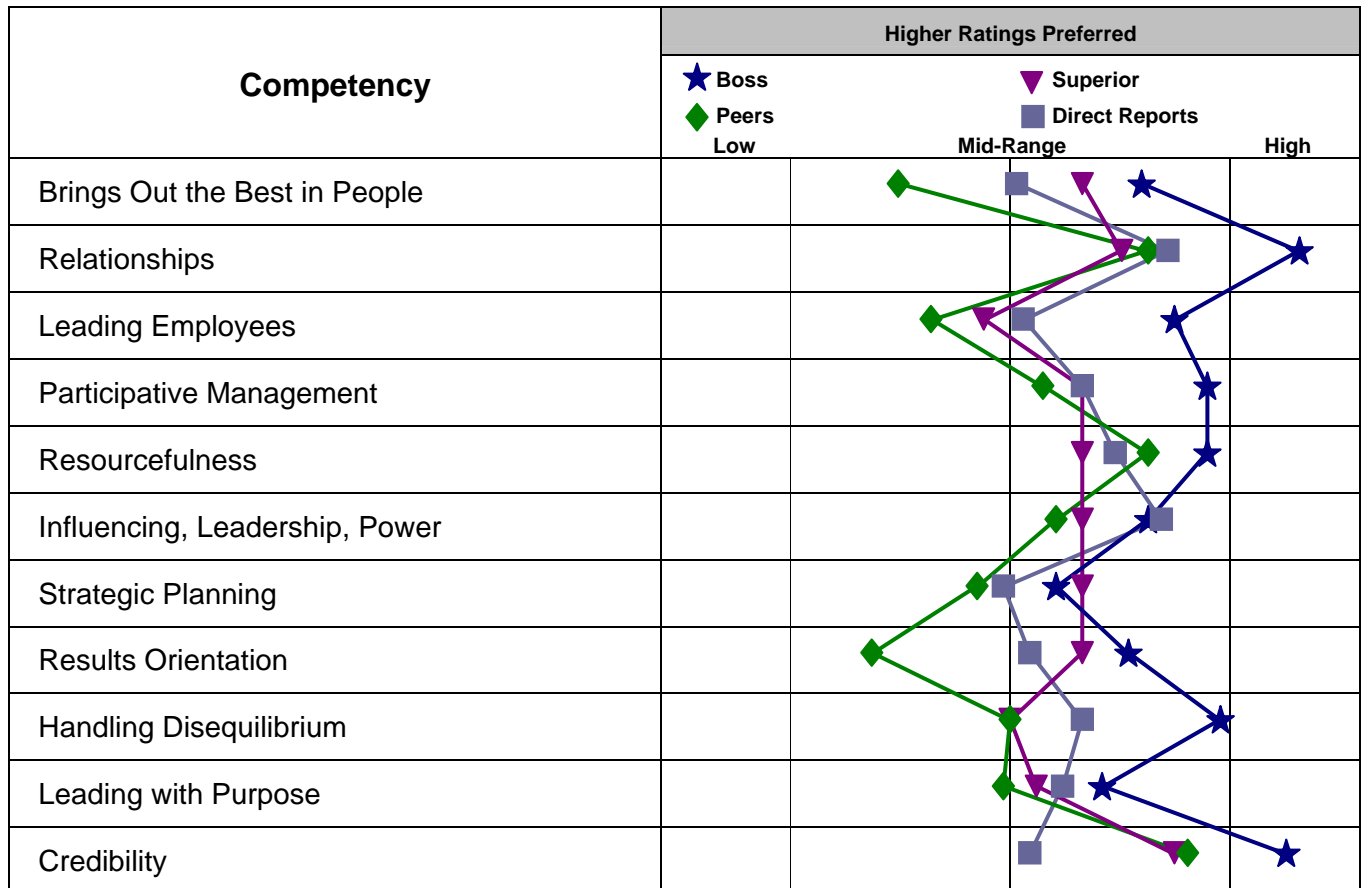
LEADERSHIP COMPETENCIES

Norm Group Comparisons: Self and All Observers



LEADERSHIP COMPETENCIES

Norm Group Comparisons: By Rater Category



LEADERSHIP COMPETENCIES

Comprehensive Data

The following pages show each of the competencies in more detail and include:

Description of the Competency

The description appears below the competency name at the top of the page.

Breakout of Competency Scores

You and your raters used a 5-point response scale to indicate the extent to which you display various behaviors. The All Observers score displays average scores from all raters except yourself. The response scale used:

1 = Not at all	4 = To a great extent
2 = To a little extent	5 = To a very great extent
3 = To some extent	NA = Not applicable

Your scores by rater group are plotted relative to scores of individuals in your norm or reference group.

Two rules must be met to report a competency score in any rater category:

- Each rater must complete at least 50% of the items in the competency, and
- The following minimum numbers of raters in the category must submit a survey:
 - Boss = 1
 - Superior = 1
 - Peers = 2
 - Direct Reports = 2
 - Others = 1

Importance for Success

This table shows whether or not the competency is perceived to be among the most important for success in your organization. For your convenience, the Importance scores are reprinted from the previous section of this report.

Item-level Feedback

Scores from all of the questions that you and others responded to when completing the survey are presented under the corresponding competency, with the following exception: to ensure anonymity, a minimum of three observers from each category are needed to receive item-level feedback from Peers and Direct Reports. Item-level feedback will be reported for one or more Boss, Superior and Others.

Brackets and Underlines: Highest and Lowest Rated Items

The highest 5% of items and all tied scores are indicated in your report for each rater group by a bracket. The lowest 5% of items and all tied scores are underlined.

Rater Disagreement: The Asterisk*

An asterisk (*) by an item indicates a gap of three points or more in your ratings from at least two individuals from a particular rater group.

Greatest Differences

At the end of this section is a summary of the 15 largest gaps between Self and All Observers scores on the items in Leadership Competencies.

Guide for Interpretation:

- How do your responses compare to those of your observers? How do the scores from the different rater groups compare to each other?
- Are there areas where you consistently rate yourself lower or higher than others rate you?
- How do your scores compare to those of your norm group?

LEADERSHIP COMPETENCIES

Brings Out the Best in People

Has a special talent with people that is evident in his/her ability to pull people together into highly effective teams.

	Your Score	Low	Mid-Range	High
Self	3.80		●	
All Observers	3.78		▲	
Boss	4.20			★
Superior	4.00			▼
Peers	3.53		◆	
Direct Reports	3.88		■	
Others	3.77			

Most Important For Success

All Observers	Boss	Self
9	✓	✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Is able to pull people together around a common goal.	4.00	4.00	[4.00]	3.50	4.20	3.80
Is able to draw out the best in people.	4.00	4.00	[4.00]	3.50	3.80	3.60
Can turn a group into a high-performing team.	4.00	4.00	[4.00]	3.00	3.60*	3.67
Is able to achieve consensus even when people disagree on the best course of action.	4.00	4.00	[4.00]	4.00	3.80	3.80
Has a special talent for dealing with people.	3.00	[5.00]	[4.00]	3.75	4.00	4.00

Key:
 [] = Highest 5% of rated items (plus ties) for each rater group.
 — = Lowest 5% of rated items (plus ties) for each rater group.
 * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Relationships

Builds cooperative relationships; skilled at relating to many different types of people including subordinates, superiors, peers and outsiders.

	Your Score	Low	Mid-Range	High
Self	4.00			●
All Observers	4.26			▲
Boss	4.80			★
Superior	4.10			▼
Peers	4.17			◆
Direct Reports	4.31			■
Others	4.21			

Most Important For Success

All Observers	Boss	Self
12	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Builds warm, cooperative relationships.	3.00	[5.00]	[4.00]	4.00	4.00*	4.20
Isn't abrasive; doesn't usually antagonize people.	5.00	[5.00]	[5.00]	4.50	4.40	[4.60]
Makes good use of people; doesn't exploit.	4.00	[5.00]	[4.00]	4.00	4.00	4.00
Has good relationships with direct reports.	4.00	[5.00]	[4.00]	4.00	4.60	4.33
Has good relationships with superiors.	4.00	[5.00]	[4.00]	4.50	[4.75]	4.40
Has good relationships with peers.	4.00	4.00	[4.00]	4.50	4.40	4.40
Has good relationships with outsiders.	5.00	[5.00]	[4.00]	[5.00]	[5.00]	4.50
Is skilled at relating to many different types of people.	5.00	[5.00]	[4.00]	4.00	4.20	4.00
Is readily available to others.	3.00	4.00	[4.00]	4.00	3.60*	4.00
Is competent at dealing with people's feelings.	3.00	[5.00]	[4.00]	3.50	4.20	3.80

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LEADERSHIP COMPETENCIES

Leading Employees

Delegates to employees effectively, broadens employee opportunities, acts with fairness toward direct reports, and hires talented people for his/her team.

	Your Score	Low	Mid-Range	High
Self	3.57		●	
All Observers	3.79		▲	
Boss	4.29			★
Superior	3.77		▼	
Peers	3.62		◆	
Direct Reports	3.90		■	
Others	3.71			

Most Important For Success

All Observers	Boss	Self
4		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Is willing to delegate important tasks, not just things he/she doesn't want to do.	5.00	<u>4.00</u>	[4.00]	4.33	[4.80]	4.00
Provides prompt feedback, both positive and negative.	3.00	<u>4.00</u>	<u>3.00</u>	4.00	3.80*	3.60
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions.	4.00	<u>4.00</u>	<u>3.00</u>	3.75	4.00	4.33
Acts fairly and does not play favorites.	4.00	[5.00]	[4.00]	4.33	3.80	4.00
Coaches employees in how to meet expectations.	3.00	<u>4.00</u>	[4.00]	<u>3.00</u>	<u>3.25</u>	<u>3.25</u>
Uses his/her knowledge base to broaden the range of problem-solving options for direct reports to take.	4.00	[5.00]	[4.00]	3.67	4.20	4.00

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LEADERSHIP COMPETENCIES

Leading Employees

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
In implementing a change, explains, answers questions, and patiently listens to concerns.	4.00	<u>4.00</u>	[4.00]	4.25	4.00	4.00
Interacts with staff in a way that results in the staff feeling motivated.	3.00	<u>4.00</u>	[4.00]	3.33	4.00	3.33
Actively promotes his/her direct reports to senior management.	3.00	<u>4.00</u>	[4.00]	3.67	<u>3.00</u>	4.33
Develops employees by providing challenge and opportunity.	4.00	<u>4.00</u>	[4.00]	<u>3.25</u>	[4.75]	3.50
Sets a challenging climate to encourage individual growth.	4.00	[5.00]	[4.00]	3.50	<u>3.40</u>	<u>3.25</u>
Rewards hard work and dedication to excellence.	3.00	[5.00]	[4.00]	--	4.00	3.67
Surrounds him/herself with the best people.	3.00	<u>4.00</u>	--	<u>3.00</u>	3.60	3.50*
Finds and attracts highly talented and productive people.	3.00	<u>4.00</u>	<u>3.00</u>	3.33	3.75	<u>3.00</u>

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LEADERSHIP COMPETENCIES

Participative Management

Uses effective listening skills and communication to involve others, build consensus, and influence others in decision making.

	Your Score	Low	Mid-Range	High
Self	4.00		●	
All Observers	4.03		▲	
Boss	4.40			★
Superior	4.00		▼	
Peers	3.90		◆	
Direct Reports	4.05		■	
Others	4.05			

Most Important For Success

All Observers	Boss	Self
8	✓	✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Uses effective listening skills to gain clarification from others.	4.00	[5.00]	[4.00]	4.25	4.40	4.00
Is open to input of others.	5.00	<u>4.00</u>	[4.00]	4.25	4.60	[4.60]
Encourages direct reports to share.	5.00	[5.00]	[4.00]	--	4.00	4.33
Involves others in the beginning stages of an initiative.	4.00	[5.00]	[4.00]	4.00	3.80*	4.00
Gains commitment of others before implementing changes.	2.00	<u>4.00</u>	[4.00]	3.75	<u>3.40</u>	4.00
Listens to individuals at all levels in the organization.	4.00	<u>4.00</u>	[4.00]	3.75	4.20	4.00
Keeps individuals informed of future changes that may impact them.	4.00	<u>4.00</u>	[4.00]	4.00	4.00	3.75

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LEADERSHIP COMPETENCIES

Participative Management

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Listens to employees both when things are going well and when they are not.	4.00	<u>4.00</u>	[4.00]	3.67	4.00	4.00
Involves others before developing plan of action.	4.00	[5.00]	[4.00]	3.50	3.80	4.00
Recognizes that every decision has conflicting interests and constituencies.	4.00	<u>4.00</u>	[4.00]	4.00	4.20	3.80

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LEADERSHIP COMPETENCIES

Resourcefulness

Can both think strategically and make good decisions under pressure; can set up complex work systems and engage in flexible problem-solving behavior; can work effectively with higher management in dealing with the complexities of the management job.

	Your Score	Low	Mid-Range	High
Self	4.00		●	
All Observers	4.14		▲	
Boss	4.40			★
Superior	4.00		▼	
Peers	4.17		◆	
Direct Reports	4.14		■	
Others	4.08			

Most Important For Success

All Observers	Boss	Self
10	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Does his/her homework before making a proposal to top management.	3.00	[5.00]	[4.00]	3.75	4.00	3.80
Works effectively with higher management (e.g., presents to them, persuades them, and stands up to them if necessary).	4.00	[5.00]	[4.00]	4.25	4.00*	4.40
Links his/her responsibilities with the mission of the whole organization.	4.00	4.00	[4.00]	4.25	4.00	4.00
Once the more glaring problems in an assignment are solved, can see the underlying problems and patterns that were obscured before.	4.00	4.00	[4.00]	4.33	4.25	3.67
Understands higher management values, how higher management operates, and how they see things.	5.00	4.00	[4.00]	4.50	4.25	4.40

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 * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Resourcefulness

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Analyzes a complex situation carefully, then reduces it to its simplest terms in searching for a solution.	4.00	<u>4.00</u>	[4.00]	4.25	4.25	3.80
Learns from the mistakes of higher management (i.e., does not repeat them him/herself).	4.00	<u>4.00</u>	[4.00]	3.67	4.00	3.75
Has solid working relationships with higher management.	4.00	[5.00]	[4.00]	4.25	4.50	4.40
Is able to present an unpopular decision professionally.	4.00	<u>4.00</u>	[4.00]	4.00	3.80	4.00
Interacts comfortably with executives in non-task contexts.	4.00	[5.00]	[4.00]	4.50	4.40	4.40

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- * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Influencing, Leadership, Power

Good at inspiring and promoting a vision; able to persuade and motivate others; skilled at influencing superiors; delegates effectively.

	Your Score	Low	Mid-Range	High
Self	3.67		●	
All Observers	4.12			▲
Boss	4.22			★
Superior	4.00			▼
Peers	3.92		◆	
Direct Reports	4.29			■
Others	4.11			

Most Important For Success

All Observers	Boss	Self
8		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Is inspirational; helps people to see the importance of what they are doing.	3.00	<u>4.00</u>	[4.00]	3.50	3.80	3.60
Is good at promoting an idea or vision; persuading.	4.00	[5.00]	[4.00]	3.50	4.20	4.20
Possesses extensive network of contacts necessary to do the job.	4.00	[5.00]	[4.00]	[5.00]	[5.00]	[5.00]
Has an astute sense of 'politics'.	3.00	<u>4.00</u>	[4.00]	4.00	4.60	[4.60]
Is able to inspire, motivate people; sparks others to take action.	3.00	<u>4.00</u>	[4.00]	3.33	3.80*	3.75
Is comfortable with the power of the managerial role.	4.00	<u>4.00</u>	--	4.00	4.40	4.00
Is skilled at selling upward, influencing superiors.	3.00	<u>4.00</u>	[4.00]	3.75	4.25	4.00

Key:
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 * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Influencing, Leadership, Power

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Delegates effectively.	5.00	<u>4.00</u>	[4.00]	4.00	4.20	3.75
Works effectively with other people over whom he or she has no direct authority.	4.00	<u>4.00</u>	[4.00]	4.00	4.20	4.20

Key:

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- = Lowest 5% of rated items (plus ties) for each rater group.
- * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Strategic Planning

Develops long-term objectives and strategies; translates vision into realistic business strategies.

	Your Score	Low	Mid-Range	High
Self	3.57		●	
All Observers	3.76		▲	
Boss	4.00			★
Superior	4.00			▼
Peers	3.73		◆	
Direct Reports	3.84		■	
Others	3.61			

Most Important For Success

All Observers	Boss	Self
10		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Regularly updates plans to reflect changing circumstances.	4.00	<u>4.00</u>	[4.00]	3.67	4.20	3.60
Translates his or her vision into realistic business strategies.	4.00	<u>4.00</u>	[4.00]	3.75	3.50	<u>3.25</u>
Weighs the concerns of all relevant business functions when developing plans.	3.00	<u>4.00</u>	[4.00]	4.00	3.75	<u>3.20</u>
Develops plans that contain contingencies for future changes.	4.00	<u>4.00</u>	[4.00]	3.67	3.60	4.00
Successfully integrates strategic and tactical planning.	4.00	<u>4.00</u>	[4.00]	3.75	4.00*	3.40
Articulates wise, long-term objectives and strategies.	3.00	<u>4.00</u>	[4.00]	3.75	3.80	4.00
Develops plans that balance long-term goals with immediate organizational needs.	3.00	<u>4.00</u>	[4.00]	3.50	3.75	3.80

Key:
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 — = Lowest 5% of rated items (plus ties) for each rater group.
 * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Results Orientation

Aligns resources to accomplish key objectives; assigns clear accountability for important objectives.

	Your Score	Low	Mid-Range	High
Self	3.17	●		
All Observers	3.72		▲	
Boss	4.17			★
Superior	4.00			▼
Peers	3.46		◆	
Direct Reports	3.92			■
Others	3.60			

Most Important For Success

All Observers	Boss	Self
9		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Assigns clear accountability for important objectives.	4.00	[5.00]	[4.00]	3.50	4.40	3.60
Pushes the organization to address the concerns of key stakeholders.	3.00	4.00	[4.00]	3.50	3.75	3.33
Clearly conveys objectives, deadlines, and expectations.	3.00	4.00	[4.00]	3.50	4.20	3.60
Holds self accountable for meeting commitments.	4.00	4.00	[4.00]	3.75	4.00	4.00
Aligns organizational resources to accomplish key objectives.	3.00	4.00	[4.00]	3.50	3.75	3.80
Acts with a sense of urgency.	2.00	4.00	[4.00]	3.00	3.40	3.00

Key:
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 — = Lowest 5% of rated items (plus ties) for each rater group.
 * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Handling Disequilibrium

Can put stressful experiences into perspective and can handle mistakes, stress, and ambiguity with poise.

	Your Score	Low	Mid-Range	High
Self	3.78		●	
All Observers	3.97		▲	
Boss	4.44			★
Superior	3.83		▼	
Peers	3.81		◆	
Direct Reports	4.06			■
Others	3.93			

Most Important For Success

All Observers	Boss	Self
0		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Puts stressful experiences into perspective and does not dwell on them.	4.00	<u>4.00</u>	[4.00]	4.00	4.25	4.00
Has the personal support necessary to cope with emotional overload.	4.00	[5.00]	--	4.00	4.00	4.00
When upset, is careful not to agitate others by spreading tension and anxiety.	3.00	[5.00]	[4.00]	4.00	4.00*	4.00
Balances life in a way that allows him/her to maintain emotional equilibrium.	4.00	<u>4.00</u>	--	4.00	4.00	4.00
Is comfortable depending on others over whom he/she has no control.	4.00	<u>4.00</u>	[4.00]	3.50	3.75	4.00
Anticipates the kinds of situations that cause him/her excessive stress.	2.00	<u>4.00</u>	--	--	3.67	3.50
Tolerates ambiguity or uncertainty well.	5.00	[5.00]	<u>3.00</u>	3.50	3.80	4.00

Key:
 [] = Highest 5% of rated items (plus ties) for each rater group.
 — = Lowest 5% of rated items (plus ties) for each rater group.
 * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Handling Disequilibrium

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Handles mistakes or setbacks with poise and grace.	4.00	<u>4.00</u>	[4.00]	4.00	4.20	4.00
Maintains composure under stress.	4.00	[5.00]	[4.00]	3.75	4.20	4.00

Key:

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- = Lowest 5% of rated items (plus ties) for each rater group.
- * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Leading with Purpose

Has personal direction and is not easily sidetracked by details or workload.

	Your Score	Low	Mid-Range	High
Self	3.40		●	
All Observers	3.89			▲
Boss	4.10			★
Superior	3.90			▼
Peers	3.79		◆	
Direct Reports	4.00			■
Others	3.80			

Most Important For Success

All Observers	Boss	Self
3	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Has a personal direction or focus.	3.00	<u>4.00</u>	[4.00]	4.00	3.80	3.80
Acts purposefully over time; has a clear driving force.	4.00	<u>4.00</u>	[4.00]	4.00	4.20	3.40
Understands that major organizational changes have short and long-term implications.	4.00	<u>4.00</u>	[4.00]	4.25	4.60	4.40
Sees his/her own leadership role as that of an orchestrator of activities.	4.00	<u>4.00</u>	[4.00]	4.33	4.25	4.00
Exudes a sense of passion or urgency about the work.	2.00	<u>3.00</u>	<u>3.00</u>	<u>3.25</u>	<u>3.40</u>	3.40
Keeps striving for a sense of direction in the midst of organizational change and turbulence.	4.00	<u>4.00</u>	[4.00]	3.33	4.00	3.75
Leads by example.	3.00	<u>4.00</u>	[4.00]	3.75	4.00	4.00

Key:
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 — = Lowest 5% of rated items (plus ties) for each rater group.
 * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Leading with Purpose

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Easily moves back and forth from looking at the big picture to looking at finer details.	5.00	[5.00]	[4.00]	4.33	4.00	4.00
Is not easily sidetracked.	2.00	4.00	[4.00]	3.33	3.40	3.67
Deals with a sense of work overload without becoming paralyzed.	3.00	[5.00]	[4.00]	3.33	4.40	3.80

Key:
 [] = Highest 5% of rated items (plus ties) for each rater group.
 — = Lowest 5% of rated items (plus ties) for each rater group.
 * = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Credibility

Acts in accordance with stated values; follows through on promises; uses ethical considerations to guide decisions and actions.

	Your Score	Low	Mid-Range	High
Self	3.75		●	
All Observers	4.16			▲
Boss	4.75			★
Superior	4.25			▼
Peers	4.28			◆
Direct Reports	3.91		■	
Others	4.18			

Most Important For Success

All Observers	Boss	Self
7		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Uses ethical considerations to guide decisions.	4.00	[5.00]	[4.00]	4.25	4.00	4.00
Through words and deeds encourages honesty throughout the organization.	4.00	4.00	[4.00]	4.25	3.60	4.00
Speaks candidly about tough issues facing the organization.	4.00	[5.00]	[5.00]	[4.75]	4.20	3.80*
Tells the truth, not just what important constituents want to hear.	5.00	[5.00]	[4.00]	[4.75]	4.00	4.40
Can be trusted to maintain confidentiality.	4.00	[5.00]	[4.00]	[4.67]	4.00*	[4.60]
Places ethical behavior above personal gain.	3.00	[5.00]	[5.00]	4.00	3.50	4.40
Follows through on promises.	3.00	[5.00]	[4.00]	3.75	3.75*	4.00
Acts in accordance with his or her stated values.	3.00	4.00	[4.00]	4.00	4.00	4.25

Key:
 [] = Highest 5% of rated items (plus ties) for each rater group.
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LEADERSHIP COMPETENCIES

Greatest Differences Between Self and All Observers Scores

Listed below are the 15 items on which your Self scores and All Observers scores were most discrepant.

	All Observers	Self
Gains commitment of others before implementing changes.	3.75	2.00
Anticipates the kinds of situations that cause him/her excessive stress.	3.63	2.00
Is not easily sidetracked.	3.54	2.00
Has an astute sense of 'politics'.	4.38	3.00
Exudes a sense of passion or urgency about the work.	3.31	2.00
Acts with a sense of urgency.	3.25	2.00
Tolerates ambiguity or uncertainty well.	3.81	5.00
Builds warm, cooperative relationships.	4.13	3.00
Places ethical behavior above personal gain.	4.13	3.00
When upset, is careful not to agitate others by spreading tension and anxiety.	4.07	3.00
Acts in accordance with his or her stated values.	4.07	3.00
Has a special talent for dealing with people.	4.00	3.00
Is skilled at selling upward, influencing superiors.	4.00	3.00
Delegates effectively.	4.00	5.00
Deals with a sense of work overload without becoming paralyzed.	4.00	3.00

PROBLEMS THAT CAN STALL A CAREER

This section of 360 By Design® identifies problem areas which can stall a career. In this section, lower ratings are preferred. You and your raters used the following response scale:

- 1 = Strongly disagree
- 2 = Tend to disagree
- 3 = Hard to decide
- 4 = Tend to agree
- 5 = Strongly agree

Underlined scores

Scores of 2.5 or greater have been underlined. We recommend that you pay attention to these potential problem areas.

	Lower Ratings Preferred						
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Problems with Interpersonal Relationships	1.20	1.31	1.00	1.40	1.25	1.50	1.20
Too Narrow a Functional Orientation	1.40	1.62	1.60	<u>2.80</u>	1.80	1.29	1.56
Difficulty Changing or Adapting	1.60	1.40	1.10	1.70	1.53	1.38	1.32

Guide for Interpretation:

- How do your responses compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the data related to feedback you received in that section of leadership competencies? How are the data consistent or inconsistent with feedback from other sources?
- Organizations differ in which problems might stall a career. Based on your knowledge of your organization, what might be a potential problem area?

PROBLEMS THAT CAN STALL A CAREER

Problems with Interpersonal Relationships

Difficulties in developing good working relationships with others.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	1.20	1.31	1.00	1.40	1.25	1.50	1.20

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
Is arrogant (e.g., devalues the contribution of others).	2.00	1.00	2.00	1.00	1.40	1.00
Tends to resist input from other departments.	1.00	1.00	2.00	1.25	1.50	1.25
Is dictatorial in his/her approach.	1.00	1.00	1.00	1.00	1.60	1.20
Makes direct reports or peers feel stupid or unintelligent.	1.00	1.00	1.00	1.00	1.40	1.25
Has left a trail of bruised people.	1.00	1.00	1.00	1.25	1.20	1.00
Is emotionally volatile and unpredictable.	1.00	1.00	1.00	1.25	1.40	1.00
Is reluctant to share decision making with others.	1.00	1.00	2.00	1.75	1.40	1.25
Adopts a bullying style under stress.	1.00	1.00	1.00	1.25	1.80*	1.20
Even when asking for input, has already made up his/her mind.	1.00	1.00	2.00	1.50	1.60	1.40
Orders people around rather than working to get them on board.	2.00	1.00	1.00	1.25	1.60	1.60

Key:
 — = Score of 2.5 or greater
 * = Gap of at least 3 points between observers from one category

PROBLEMS THAT CAN STALL A CAREER

Too Narrow a Functional Orientation

Lacks depth to manage outside of one's current function.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	1.40	1.62	1.60	<u>2.80</u>	1.80	1.29	1.56

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
A promotion would cause him or her to go beyond their current level of competence.	1.00	2.00	<u>3.00</u>	1.50	1.40	1.60
Is not ready for more responsibility.	1.00	2.00	<u>4.00</u>	2.00	1.20	1.60
Would not be able to manage in a different department.	2.00	2.00	<u>3.00</u>	2.00	1.25	1.60
Could not handle management outside of current function.	1.00	1.00	2.00	1.75	1.20	1.40
Doesn't understand how other departments function in the organization.	2.00	1.00	2.00	1.75	1.40	1.60

Key:
 — = Score of 2.5 or greater
 * = Gap of at least 3 points between observers from one category

PROBLEMS THAT CAN STALL A CAREER

Difficulty Changing or Adapting

Resistant to change, learning from mistakes, and developing.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	1.60	1.40	1.10	1.70	1.53	1.38	1.32

Lower Ratings Preferred							
	Self	Boss	Superior	Peers	Direct Reports	Others	
Cannot adapt to a new boss with a more participative management style.	1.00	1.00	2.00	--	1.75	1.60	
Has not adapted to the culture of the organization.	1.00	1.00	2.00	1.50	1.25	1.40	
Is unprofessional about his/her disagreement with upper management.	2.00	1.00	1.00	1.00	1.00	1.20	
Has an unresolved interpersonal conflict with boss.	1.00	1.00	1.00	1.00	1.25	1.00	
Is not adaptable to many different types of people.	2.00	1.00	2.00	1.50	1.20	1.20	
Resists learning from his/her mistakes.	2.00	1.00	2.00	2.00	1.80*	1.20	
Does not use feedback to make necessary changes in his/her behaviors.	2.00	1.00	2.00	2.00	1.50	1.50	
Does not handle pressure well.	2.00	2.00	2.00	1.75	1.40	1.20	
Has not adapted to the management culture.	2.00	1.00	2.00	1.50	1.25	1.40	
Can't make the mental transition from technical manager to general manager.	1.00	1.00	1.00	1.50	1.50	1.25	

Key:

— = Score of 2.5 or greater

* = Gap of at least 3 points between observers from one category

WRITTEN COMMENTS

What are this person's most significant strengths and why?**Self**

- Ability to listen and work well with others. I have deep knowledge of the regulations that affect our business and how things work together. Comfortable managing staff and delegating assignments to others.

Boss

- Terry is an excellent communicator, has strong knowledge of the industry, and networks well with others. Ability to contribute at the highest levels internally and externally both as individual contributor, manager and leader. Se is also a skilled presenter.

All Other Raters

- She is a good strategic thinker and planner; superior knowledge of industry and our organization. Innovative and creative; excellent relationships and contacts, both internally and externally. Delegates well; a good leader and motivator.
- Valuable knowledge base in her area of responsibility. Very connected and has excellent insights into the business.
- Terry has extensive knowledge of financial arena. She is always well informed of external changes that may affect our business. Good relationships with key decision makers inside our organization. Explains what is going on clearly and concisely.

She inherited parts of the organization that many people would not want. Terry tackled the new responsibilities and seems to have made a lot of progress.

- Well-respected by others. Her soft-spoken, yet highly effective, communication style facilitates constructive discussion, collaboration and action to deliver results.
- Skilled at pushing herself and other to ask important and difficult questions. Good at organizing internal debates; good communicator.
- Terry is open-minded and listens to input from her direct reports. Excellent logical reasoning. She puts complex problems into a simple form.
- Communication skills - Terry is able to relate and effectively communicate with people from all levels and backgrounds.
- Gathers and shares information to create a complete picture. Strong communicator and presenter both internally and externally.
- Terry has a good understanding of the big picture. She is a good listener and is always interested in the views of others.
- Calmness and competence, listening skills - you can discuss and disagree candidly with her.
- Very professional. She is calm under pressure and thoughtful in her approach to problems.

Guide for Interpretation:

- How do your comments compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the written comments related to feedback you received in that section of leadership competencies? How are the comments consistent or inconsistent with comments from other sources?

WRITTEN COMMENTS

What are this person's most significant areas for development and why?**Self**

- Sharpening my skills in all areas of finance. Improving knowledge of risk management.

Boss

- Focus on delivery. Finding the time to juggle responsibilities as an individual contributor, which requires a lot of networking with others, and managing and developing the risk management teams, which requires coaching and driving. Terry has a hybrid role as a subject-matter expert and a manager. Her team is not mature and could take a good deal of her time.

All Other Raters

- Make additional efforts to keep colleagues and superiors informed; work on more concise and direct presentation skills.
- Wider understanding of risk management would probably give Terry the ability to help in answering some of our client's concerns.
- None.
- Occasionally Terry can become distracted. When a short response may be sufficient, she sometimes talks around a topic or goes on a tangent.
- Management skills (unfamiliar with managing a team.) Pay attention to deadline constraints.
- Needs to be more proactive in selling the department strengths, skills and knowledge to senior management.
- Fairness, giving credit, providing visibility of direct reports, accessibility.
- Managing her time in a way that gives a little more visibility in the office and for her team.
- Develop greater awareness of the component pieces of the organization and how they work together. Develop awareness of IT projects and timelines so she can take into account when requesting work.
- Terry would benefit from showing more authority in meetings with peers. Sometimes she needs to speak louder.
- She could be more assertive, which would balance out the aggressive, bullying-type leadership style shown by some of the management team.
- Terry is calm and sometimes seems to conceal emotions such as irritation when it might be more useful for this to show.

Guide for Interpretation:

- How do your comments compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the written comments related to feedback you received in that section of leadership competencies? How are the comments consistent or inconsistent with comments from other sources?

