

Pat Sample

2/9/2011

SAMPLE

# THE EXTRAORDINARY LEADER

---

*Participant Feedback Report*



ZENER | FOLKMAN

---

# **Table of Contents**

## **Pat Sample**

<b><u>Section</u></b>	<b><u>Title</u></b>	<b><u>Page</u></b>
<b>1</b>	<b>How to Interpret Your Feedback</b>	<b>1</b>
<b>2</b>	<b>Leadership Tent Model</b>	<b>3</b>
<b>3</b>	<b>16 Differentiating Competencies Summary</b> This section provides an overview of your competency scores. Use this section to obtain an overall understanding of what others feel are your strengths and developmental needs. To better understand the composition of each competency, review the items used to assess each competency in section 4.	<b>5</b>
<b>4</b>	<b>16 Differentiating Competencies w/ Item Details</b> This section displays your results for the 16 Differentiating Competencies. In addition to the summary results for each competency, this section provides the results of each item used to assess the specific competency. The results for each item are sorted from the most positive to the least positive based on the Total score. Use this section to compare the perceptions of each group of respondents for each item.	<b>6</b>
<b>5</b>	<b>Employee Commitment Index</b> This section displays the detailed results for the Employee Commitment Index, which measures the extent to which your Direct Reports are satisfied and motivated to do their jobs. Our research shows a direct connection between leadership effectiveness and employee commitment. The results for each item are sorted from the most positive to the least positive.	<b>22</b>
<b>6</b>	<b>Importance Ratings</b> This section displays the 16 Differentiating Competencies ranked from the most important to the least important. Raters were asked to choose four competencies that, if executed with a high level of skill and expertise, would have the most significant impact on your role. This section is not about how well you are currently performing, but is solely about how important the selected competencies are for you to be extremely effective in your current position.	<b>23</b>
<b>7</b>	<b>Highest Scored Items</b> This section presents items receiving the highest total scores. You should not necessarily assume that an item on this list does not need improvement.	<b>24</b>
<b>8</b>	<b>Lowest Scored Items</b> This section presents items receiving the lowest total scores. You should not necessarily assume that an item on this list is in fact a significant problem.	<b>25</b>
<b>9</b>	<b>Written Comments</b> This section displays verbatim the written comments provided by your respondents. You are encouraged to read the comments without trying to individually identify the respondent.	<b>26</b>
<b>10</b>	<b>Supplemental View: Leadership Tent Model (Vertical Bar Graph Format)</b> This section contains a vertical bar graph that displays your Total scores for the 5 Tent Poles in relation to the Extraordinary Leader norms.	<b>29</b>
<b>11</b>	<b>Supplemental View: 16 Differentiating Competencies Summary (Vertical Bar Graph Format)</b> This section contains a vertical bar graph that displays your Total scores for the 16 Differentiating Competencies in relation to the Extraordinary Leader norms.	<b>31</b>
<b>12</b>	<b>Supplemental View: 16 Differentiating Competencies (Differences in Perception)</b> This section displays your Total and Self scores for all of the 16 Differentiating Competencies along with a bar graph indicating the size and direction of the gap between the two.	<b>32</b>

---

# How to Interpret Your Feedback

This report for **Pat Sample** includes feedback received from:

**1 Manager, 3 Peers, 3 Direct Reports, 3 Others, 1 Self**

These survey submissions will be reported as follows\*:

**1 Manager, 3 Peers, 3 Direct Reports, 3 Others, 1 Self**

This report compares your results to the **Extraordinary Leader 90th Percentile norm** and the **Extraordinary Leader 75th Percentile norm**. These norms are based on 360-degree feedback obtained from participants in a variety of companies.

As you review this report, keep in mind that feedback is meant to be constructive. You will derive the most benefit from it if you keep an open mind, rather than becoming defensive or looking for reasons why it “must be wrong.”

## Definitions and Explanations:

<b>Leadership Model</b>	The Leadership Model displays the five behaviors of the Leadership Tent.
<b>16 Differentiating Competencies</b>	The 16 Differentiating Competencies presented are organized within the five behaviors of the leadership model. Detailed results for each of the 16 Differentiating Competencies are then presented with results listed for each item in the survey. We encourage you to review the results for each of the competencies.
<b>Importance Ratings</b>	This section of the report summarizes the perceptions of others regarding the relative importance of the 16 Differentiating Competencies relating to your success in your current job. Review this section to see if there is any consensus on a few competencies that would help you be more successful.
<b>Highest &amp; Lowest Scoring Items</b>	The next two sections display the 10 most positively scored items and the 10 least positively scored items. This information helps you identify areas of strength and potential fatal flaws.
<b>Response Frequency</b>	The Response Frequency displays a detailed break down of how each item was responded to by each rater group, i.e. Manager, Peer, Direct Report, etc. Use this information as a reference to understand how people reacted to each survey item.
<b>#</b>	This is the number of raters used to calculate a particular score. <b>Example:</b> Even if five peers/direct reports completed your survey, you may find that an item score was calculated from only four raters. This would mean that one person left a survey item blank.
<b>Appendix</b>	The Appendix consists of Sections 10, 11, and 12. Sections 10 and 11 are graphs that display the same data found in Sections 2 and 3, but in a vertical rather than a horizontal layout. Section 12 is a table that summarizes the differences between your ratings and others' ratings of you.

## How Scores are Calculated

Scores are averaged and presented by Total, Manager, Peers, Direct Reports, etc., at the Behavior, Competency and Item levels. The Total scores are calculated from group scores **excluding** your Self score. Responses of *Don't Know/Not Applicable* and missing responses are not included in the calculations.

\*To help ensure anonymity for your respondents, if you received fewer than three submissions from any of your respondent groups (excluding Manager) the results for those groups will not be displayed separately. In such cases, the data from the group with insufficient submissions is combined with another group.

***You are now ready to interpret your feedback.  
Good luck on your journey toward becoming an Extraordinary Leader.***

## Your Respondents

The table below displays all of the individuals you invited to respond to your survey. The presence of a name within the table does not necessarily mean the individual submitted feedback.

To preserve anonymity, if any of the respondent types (excluding Manager) has less than three submissions, that data will be combined with responses from another rater category.

Respondent Type	Respondent Name
Manager	Sample Manager
Peer	Sample Peer1
Peer	Sample Peer2
Peer	Sample Peer3
Direct Report	Sample Person2
Direct Report	Pat Sample
Direct Report	Sample Person
Other	Sample Other2
Other	Sample Other3
Other	Sample Other1

## Section 2: Leadership Tent Model

### Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm

### Character

Rater	Score	1	2	3	4	5
Total	4.22					
Manager	4.33					
Peers	4.22					
Direct Reports	4.50					
Others	4.00					
Self	4.67					

### Personal Capability


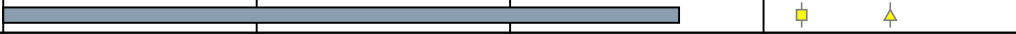

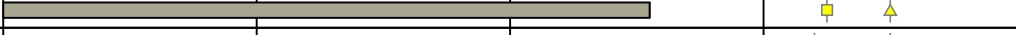
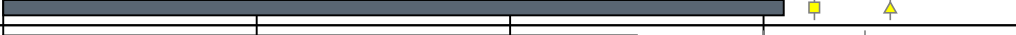

Rater	Score	1	2	3	4	5
Total	3.76					
Manager	3.33					
Peers	4.00					
Direct Reports	3.50					
Others	3.83					
Self	3.92					

### Focus on Results

Rater	Score	1	2	3	4	5
Total	4.06					
Manager	4.33					
Peers	4.28					
Direct Reports	3.89					
Others	3.89					
Self	3.78					

### Interpersonal Skills

Rater	Score	1	2	3	4	5
Total	3.79					
Manager	3.67					
Peers	3.73					
Direct Reports	3.77					
Others	3.91					
Self	4.42					

Leading Change						
Rater	Score	1	2	3	4	5
Total	3.90					
Manager	3.67					
Peers	4.07					
Direct Reports	3.55					
Others	4.08					
Self	3.50					

SAMPLE

## Section 3: 16 Differentiating Competencies Summary

This section provides an overview of your competency scores. Use this section to obtain an overall understanding of what others feel are your strengths and developmental needs. To better understand the composition of each competency, review the items used to assess each competency in section 4.

### Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm

### Character

	Score	1	2	3	4	5
<b>Character</b>	4.22					
Displays High Integrity and Honesty	4.22					

### Personal Capability

	Score	1	2	3	4	5
<b>Personal Capability</b>	3.76					
Technical/Professional Expertise	3.62					
Solves Problems and Analyzes Issues	3.74					
Innovates	4.15					
Practices Self-Development	3.52					

### Focus on Results

	Score	1	2	3	4	5
<b>Focus on Results</b>	4.06					
Drives for Results	3.80					
Establishes Stretch Goals	4.37					
Takes Initiative	4.00					

### Interpersonal Skills

	Score	1	2	3	4	5
<b>Interpersonal Skills</b>	3.79					
Communicates Powerfully and Prolifically	3.58					
Inspires and Motivates Others to High Performance	3.70					
Builds Relationships	4.33					
Develops Others	3.56					
Collaboration and Teamwork	3.77					

### Leading Change

	Score	1	2	3	4	5
<b>Leading Change</b>	3.90					
Develops Strategic Perspective	4.19					
Champions Change	3.71					
Connects the Group to the Outside World	3.85					

## Section 4: 16 Differentiating Competencies w/ Item Details







This section displays your results for the 16 Differentiating Competencies. In addition to the summary results for each competency, this section provides the results of each item used to assess the specific competency. The results for each item are sorted from the most positive to the least positive based on the Total score. Use this section to compare the perceptions of each group of respondents for each item.

### Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm

Displays High Integrity and Honesty (Character)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	4.22	<div><div></div><div></div><div></div><div></div><div></div></div>							19%	41%	41%
Manager	4.33	<div><div></div><div></div><div></div><div></div><div></div></div>								67%	33%
Peers	4.22	<div><div></div><div></div><div></div><div></div><div></div></div>							22%	33%	44%
Direct Reports	4.50	<div><div></div><div></div><div></div><div></div><div></div></div>							17%	17%	67%
Others	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>							22%	56%	22%
Self	4.67	<div><div></div><div></div><div></div><div></div><div></div></div>								33%	67%


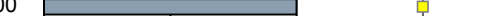




1. Is a role model and sets a good example for his/her work group.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.67								11%	11%	78%
Manager	1	5.00										100%
Peers	3	5.00										100%
Direct Reports	2	5.00										100%
Others	3	4.00								33%	33%	33%
Self	1	5.00										100%

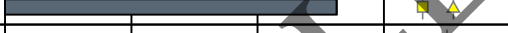


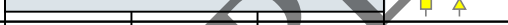


2. Works hard to "walk the talk" and avoids saying one thing and doing another.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.11	<div><div></div><div></div><div></div><div></div><div></div></div>							11%	67%	22%
Manager	1	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	
Peers	3	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	33%	33%
Direct Reports	2	4.50	<div><div></div><div></div><div></div><div></div><div></div></div>								50%	50%
Others	3	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	
Self	1	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	



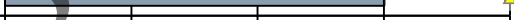



3. Is careful to honor commitments and keep promises.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.89	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	44%	22%
Manager	1	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	
Peers	3	3.67	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	67%	
Direct Reports	2	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>							50%		50%
Others	3	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	33%	33%
Self	1	5.00	<div><div></div><div></div><div></div><div></div><div></div></div>									100%



Technical/Professional Expertise (Personal Capability)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.62	<div><div></div><div></div><div></div><div></div><div></div></div>							46%	46%	8%
Manager	3.33	<div><div></div><div></div><div></div><div></div><div></div></div>							67%	33%	
Peers	3.75	<div><div></div><div></div><div></div><div></div><div></div></div>							38%	50%	13%
Direct Reports	3.67	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	67%	
Others	3.56	<div><div></div><div></div><div></div><div></div><div></div></div>							56%	33%	11%
Self	3.67	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	67%	







4. Many people seek after his/her opinions.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.67								44%	44%	11%
Manager	1	3.00								100%		
Peers	3	4.00								33%	33%	33%
Direct Reports	2	4.00									100%	
Others	3	3.33								67%	33%	
Self	1	4.00									100%	

6. Teammates trust his/her ideas and opinions because of in-depth knowledge and experience.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	8	3.63								50%	38%	13%
Manager	1	3.00								100%		
Peers	2	4.00									100%	
Direct Reports	2	3.50								50%	50%	
Others	3	3.67								67%		33%
Self	1	4.00									100%	

5. His/her skills and knowledge make an important contribution to achieving team results.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.56								44%	56%	
Manager	1	4.00									100%	
Peers	3	3.33								67%	33%	
Direct Reports	2	3.50								50%	50%	
Others	3	3.67								33%	67%	
Self	1	3.00								100%		


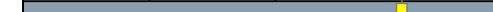




Solves Problems and Analyzes Issues (Personal Capability)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.74	<div><div></div><div></div><div></div><div></div><div></div></div>						4%	44%	26%	26%
Manager	3.00	<div><div></div><div></div><div></div><div></div><div></div></div>						33%	33%	33%	
Peers	3.78	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	56%	11%
Direct Reports	3.50	<div><div></div><div></div><div></div><div></div><div></div></div>							67%	17%	17%
Others	4.11	<div><div></div><div></div><div></div><div></div><div></div></div>							44%		56%
Self	5.00	<div><div></div><div></div><div></div><div></div><div></div></div>									100%



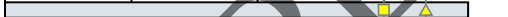



7. Has the ability to anticipate and respond quickly to problems.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.22	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div>&lt;/</div></div>									





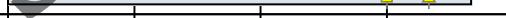

9. Spots new trends, potential problems, and opportunities early.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.56								67%	11%	22%
Manager	1	3.00								100%		
Peers	3	3.00								100%		
Direct Reports	2	3.50								50%	50%	
Others	3	4.33								33%		67%
Self	1	5.00										100%

8. Is trusted by others to use good judgment when making decisions.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.44							11%	44%	33%	11%
Manager	1	2.00							100%			
Peers	3	4.00									100%	
Direct Reports	2	3.00								100%		
Others	3	3.67								67%		33%
Self	1	5.00										100%

Innovates (Personal Capability)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	4.15	<div><div></div><div></div><div></div><div><div></div><div></div></div><div></div></div>						4%	19%	37%	41%
Manager	4.33	<div><div></div><div></div><div></div><div><div></div><div></div></div><div><div></div><div></div></div></div>								67%	33%
Peers	4.78	<div><div></div><div></div><div></div><div><div></div><div></div></div><div><div></div><div></div></div></div>								22%	78%
Direct Reports	3.83	<div><div></div><div></div><div></div><div><div></div><div></div></div><div><div></div><div></div></div></div>						17%	17%	33%	33%
Others	3.67	<div><div></div><div></div><div></div><div><div></div><div></div></div><div><div></div><div></div></div></div>							44%	44%	11%
Self	3.00	<div><div></div><div></div><div></div><div><div></div><div></div></div><div></div></div>							100%		

11. Finds ways to improve new ideas rather than discourage them.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.33							11%	11%	11%	67%
Manager	1	5.00										100%
Peers	3	5.00										100%
Direct Reports	2	3.50							50%			50%
Others	3	4.00								33%	33%	33%
Self	1	3.00								100%		

12. Constructively challenges the standard approaches and finds improved processes to get work done.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.11								11%	67%	22%
Manager	1	4.00									100%	
Peers	3	4.67									33%	67%
Direct Reports	2	4.00									100%	
Others	3	3.67								33%	67%	
Self	1	3.00								100%		




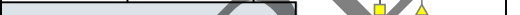


10. Frequently encourages others to consider new approaches and ideas (e.g., avoids getting stuck in a "one right way" approach).								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.00								33%	33%	33%
Manager	1	4.00									100%	
Peers	3	4.67									33%	67%
Direct Reports	2	4.00								50%		50%
Others	3	3.33								67%	33%	
Self	1	3.00								100%		

Practices Self-Development (Personal Capability)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.52	<div><div></div><div></div><div></div><div></div><div></div></div>						15%	37%	30%	19%
Manager	2.67	<div><div></div><div></div><div></div><div></div><div></div></div>						33%	67%		
Peers	3.67	<div><div></div><div></div><div></div><div></div><div></div></div>							44%	44%	11%
Direct Reports	3.00	<div><div></div><div></div><div></div><div></div><div></div></div>						33%	33%	33%	
Others	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>						11%	22%	22%	44%
Self	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	







15. Creates an atmosphere of continual improvement in which self and others push to exceed the expected results.

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.78	<div><div></div><div></div><div></div><div></div><div></div></div>						11%	33%	22%	33%
Manager	1	3.00	<div><div></div><div></div><div></div><div></div><div></div></div>							100%		
Peers	3	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	33%	33%
Direct Reports	2	3.00	<div><div></div><div></div><div></div><div></div><div></div></div>						50%		50%	
Others	3	4.33	<div><div></div><div></div><div></div><div></div><div></div></div>							33%		67%
Self	1	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	

13. Makes a real effort to improve based on feedback from others.

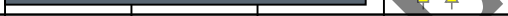





13. Makes a real effort to improve based on feedback from others.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.44							11%	56%	11%	22%
Manager	1	3.00								100%		
Peers	3	3.33								67%	33%	
Direct Reports	2	3.00								100%		
Others	3	4.00							33%			67%
Self	1	4.00									100%	





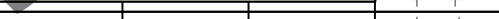

14. Actively looks for opportunities to get feedback to improve him/herself.

14. Actively looks for opportunities to get feedback to improve him/herself.								Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	9	3.33							22%	22%	56%		
Manager	1	2.00							100%				
Peers	3	3.67								33%	67%		
Direct Reports	2	3.00							50%		50%		
Others	3	3.67								33%	67%		
Self	1	4.00									100%		

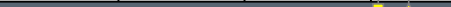





Drives for Results (Focus on Results)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.80	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>						4%	28%	52%	16%
Manager	4.00	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>								100%	
Peers	4.00	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>						14%	14%	29%	43%
Direct Reports	3.50	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>							50%	50%	
Others	3.78	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>							33%	56%	11%
Self	4.00	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>							33%	33%	33%

17. Achieves agreed upon goals within the time allotted.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.89	<div><div></div><div></div><div></div><div></div><div></div></div>							22%	67%	11%
Manager	1	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	
Peers	3	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	33%	33%
Direct Reports	2	3.50	<div><div></div><div></div><div></div><div></div><div></div></div>							50%	50%	
Others	3	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	
Self	1	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	







16. Does everything possible to achieve goals.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	7	3.86								43%	29%	29%
Manager	1	4.00									100%	
Peers	1	5.00										100%
Direct Reports	2	3.00								100%		
Others	3	4.00								33%	33%	33%
Self	1	3.00								100%		

18. Follows through on objectives to ensure successful completion; i.e., does NOT get distracted before project is completed.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.67							11%	22%	56%	11%
Manager	1	4.00									100%	
Peers	3	3.67							33%		33%	33%
Direct Reports	2	4.00									100%	
Others	3	3.33								67%	33%	
Self	1	5.00										100%







Establishes Stretch Goals (Focus on Results)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	4.37	<div><div></div><div></div><div></div><div><div></div><div></div></div><div></div></div>							19%	26%	56%
Manager	4.67	<div><div></div><div></div><div></div><div><div></div><div></div></div><div><div></div><div></div></div></div>								33%	67%
Peers	4.33	<div><div></div><div></div><div></div><div><div></div><div></div></div><div></div></div>							22%	22%	56%
Direct Reports	4.50	<div><div></div><div></div><div></div><div><div></div><div></div></div><div><div></div><div></div></div></div>							17%	17%	67%
Others	4.22	<div><div></div><div></div><div></div><div><div></div><div></div></div><div></div></div>							22%	33%	44%
Self	3.33	<div><div></div><div></div><div></div><div></div><div><div></div><div></div></div></div>							67%	33%	







21. Keeps people focused on the highest priority goals and objectives.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.78									22%	78%
Manager	1	5.00										100%
Peers	3	4.67									33%	67%
Direct Reports	2	5.00										100%
Others	3	4.67									33%	67%
Self	1	4.00									100%	







20. Is skillful at getting people to stretch for goals that go beyond what they originally thought possible.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.22								22%	33%	44%
Manager	1	5.00										100%
Peers	3	4.00								33%	33%	33%
Direct Reports	2	4.50									50%	50%
Others	3	4.00								33%	33%	33%
Self	1	3.00								100%		

19. Establishes high standards of excellence for the work group.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.11								33%	22%	44%
Manager	1	4.00									100%	
Peers	3	4.33								33%		67%
Direct Reports	2	4.00								50%		50%
Others	3	4.00								33%	33%	33%
Self	1	3.00								100%		

Takes Initiative (Focus on Results)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	4.00	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>						4%	30%	30%	37%
Manager	4.33	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>								67%	33%
Peers	4.44	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>							22%	11%	67%
Direct Reports	3.67	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>							33%	67%	
Others	3.67	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>						11%	44%	11%	33%
Self	4.00	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>								100%	

22. Can always be counted on to follow through on commitments.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.67									33%	67%
Manager	1	5.00										100%
Peers	3	5.00										100%
Direct Reports	2	4.00									100%	
Others	3	4.67									33%	67%
Self	1	4.00									100%	







23. Willingly goes above and beyond what needs to be done.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.78								44%	33%	22%
Manager	1	4.00									100%	
Peers	3	4.00								33%	33%	33%
Direct Reports	2	3.50								50%	50%	
Others	3	3.67								67%		33%
Self	1	4.00									100%	

24. Is energized and excited to take on challenging goals, for which he/she is held personally accountable.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.56							11%	44%	22%	22%
Manager	1	4.00									100%	
Peers	3	4.33								33%		67%
Direct Reports	2	3.50								50%	50%	
Others	3	2.67							33%	67%		
Self	1	4.00									100%	

Communicates Powerfully and Prolifically (Interpersonal Skills)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.58	<div><div></div><div></div><div></div><div></div><div></div></div>							54%	33%	13%
Manager	3.33	<div><div></div><div></div><div></div><div></div><div></div></div>							67%	33%	
Peers	3.50	<div><div></div><div></div><div></div><div></div><div></div></div>							67%	17%	17%
Direct Reports	3.50	<div><div></div><div></div><div></div><div></div><div></div></div>							67%	17%	17%
Others	3.78	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	56%	11%
Self		<div><div></div><div></div><div></div><div></div><div></div></div>									

26. Skilled at communicating insights and understanding of issues or problems.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	8	3.63	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>									







27. Helps people understand how their work contributes to broader business objectives.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	8	3.63								50%	38%	13%
Manager	1	4.00									100%	
Peers	2	3.00								100%		
Direct Reports	2	4.00								50%		50%
Others	3	3.67								33%	67%	
Self	0											

25. Provides others with a definite sense of direction and purpose.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	8	3.50								63%	25%	13%
Manager	1	3.00								100%		
Peers	2	4.50									50%	50%
Direct Reports	2	3.00								100%		
Others	3	3.33								67%	33%	
Self	0											









Inspires and Motivates Others to High Performance (Interpersonal Skills)							Response Frequency					
	Rater	Score	1	2	3	4	5	1	2	3	4	5
	Total	3.70	<div><div></div><div></div><div></div><div></div><div></div></div>						11%	33%	30%	26%
	Manager	3.33	<div><div></div><div></div><div></div><div></div><div></div></div>						33%	33%		33%
	Peers	3.67	<div><div></div><div></div><div></div><div></div><div></div></div>						11%	44%	11%	33%
	Direct Reports	3.83	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	50%	17%
	Others	3.78	<div><div></div><div></div><div></div><div></div><div></div></div>						11%	22%	44%	22%
	Self	5.00	<div><div></div><div></div><div></div><div></div><div></div></div>									100%



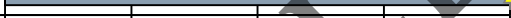



30. Brings to the group a high level of energy and enthusiasm.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.22	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div>&lt;/</div></div>									

28. Energizes people to achieve exceptional results.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.56							33%	11%	22%	33%
Manager	1	2.00							100%			
Peers	3	3.67							33%		33%	33%
Direct Reports	2	4.50									50%	50%
Others	3	3.33							33%	33%		33%
Self	1	5.00										100%

29. Inspires others to high levels of effort and performance.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.33								67%	33%	
Manager	1	3.00								100%		
Peers	3	3.00								100%		
Direct Reports	2	3.50								50%	50%	
Others	3	3.67								33%	67%	
Self	1	5.00										100%

Builds Relationships (Interpersonal Skills)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	4.33	<div><div></div><div></div><div></div><div></div><div></div></div>							19%	30%	52%
Manager	4.33	<div><div></div><div></div><div></div><div></div><div></div></div>							33%		67%
Peers	4.67	<div><div></div><div></div><div></div><div></div><div></div></div>							11%	11%	78%
Direct Reports	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	33%	33%
Others	4.22	<div><div></div><div></div><div></div><div></div><div></div></div>							11%	56%	33%
Self	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	

31. Balances "getting results" with a concern for others' needs.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.56								11%	22%	67%
Manager	1	5.00										100%
Peers	3	5.00										100%
Direct Reports	2	4.00								50%		50%
Others	3	4.33									67%	33%
Self	1	4.00									100%	

32. Is trusted by all members of the work group.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.44								11%	33%	56%
Manager	1	5.00										100%
Peers	3	5.00										100%
Direct Reports	2	4.00									100%	
Others	3	4.00								33%	33%	33%
Self	1	4.00									100%	

33. Stays in touch with issues and concerns of individuals in the work group.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.00								33%	33%	33%
Manager	1	3.00								100%		
Peers	3	4.00								33%	33%	33%
Direct Reports	2	4.00								50%		50%
Others	3	4.33									67%	33%
Self	1	4.00									100%	

Develops Others (Interpersonal Skills)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.56	<div><div></div><div></div><div></div><div></div><div></div></div>						15%	37%	26%	22%
Manager	3.67	<div><div></div><div></div><div></div><div></div><div></div></div>							67%		33%
Peers	3.44	<div><div></div><div></div><div></div><div></div><div></div></div>						22%	33%	22%	22%
Direct Reports	3.17	<div><div></div><div></div><div></div><div></div><div></div></div>						17%	50%	33%	
Others	3.89	<div><div></div><div></div><div></div><div></div><div></div></div>						11%	22%	33%	33%
Self	4.33	<div><div></div><div></div><div></div><div></div><div></div></div>								67%	33%







## 35. Is truly concerned about developing others.

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.89								44%	22%	33%
Manager	1	3.00								100%		
Peers	3	3.67								67%		33%
Direct Reports	2	3.50								50%	50%	
Others	3	4.67									33%	67%
Self	1	5.00										100%

## 36. Gives honest feedback in a helpful way.

Rater	#	Score	1	2	3	4	5
Total	9	3.56					
Manager	1	3.00					
Peers	3	3.67					
Direct Reports	2	3.50					
Others	3	3.67					
Self	1	4.00					

## 34. Provides coaching and acts as a mentor to others.

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.22							44%	11%	22%	22%
Manager	1	5.00										100%
Peers	3	3.00							67%			33%
Direct Reports	2	2.50							50%	50%		
Others	3	3.33							33%		67%	
Self	1	4.00									100%	

Collaboration and Teamwork (Interpersonal Skills)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.77	<div><div></div><div></div><div></div><div></div><div></div></div>						8%	35%	31%	27%
Manager	3.67	<div><div></div><div></div><div></div><div></div><div></div></div>							33%	67%	
Peers	3.25	<div><div></div><div></div><div></div><div></div><div></div></div>						13%	63%	13%	13%
Direct Reports	4.33	<div><div></div><div></div><div></div><div></div><div></div></div>							17%	33%	50%
Others	3.89	<div><div></div><div></div><div></div><div></div><div></div></div>						11%	22%	33%	33%
Self	4.33	<div><div></div><div></div><div></div><div></div><div></div></div>								67%	33%

39. Achieves objectives requiring a high level of cooperation from people in other parts of the organization.

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	8	3.88								50%	13%	38%
Manager	1	4.00									100%	
Peers	2	3.00								100%		
Direct Reports	2	4.00								50%		50%
Others	3	4.33								33%		67%
Self	1	5.00										100%

37. Promotes a high level of cooperation between all members of the work group.

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.78								44%	33%	22%
Manager	1	3.00								100%		
Peers	3	3.33								67%	33%	
Direct Reports	2	4.50									50%	50%
Others	3	4.00								33%	33%	33%
Self	1	4.00									100%	

38. Resolves conflict within the work group.

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.67							22%	11%	44%	22%
Manager	1	4.00									100%	
Peers	3	3.33							33%	33%		33%
Direct Reports	2	4.50									50%	50%
Others	3	3.33							33%		67%	
Self	1	4.00									100%	

Develops Strategic Perspective (Leading Change)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	4.19	<div><div></div><div></div><div></div><div><div></div></div><div></div></div>							8%	65%	27%
Manager	4.33	<div><div></div><div></div><div></div><div><div></div></div><div></div></div>								67%	33%
Peers	4.11	<div><div></div><div></div><div></div><div><div></div></div><div></div></div>							22%	44%	33%
Direct Reports	4.17	<div><div></div><div></div><div></div><div><div></div></div><div></div></div>								83%	17%
Others	4.25	<div><div></div><div></div><div></div><div><div></div></div><div></div></div>								75%	25%
Self	3.33	<div><div></div><div></div><div></div><div></div><div><div></div></div></div>							67%	33%	



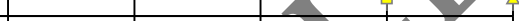



41. Maintains a clear perspective between the overall picture and the details.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	8	4.50	<div><div></div><div></div><div></div><div></div><div></div></div>							13%	25%	63%
Manager	1	5.00	<div><div></div><div></div><div></div><div></div><div></div></div>									100%
Peers	3	4.33	<div><div></div><div></div><div></div><div></div><div></div></div>							33%		67%
Direct Reports	2	4.50	<div><div></div><div></div><div></div><div></div><div></div></div>								50%	50%
Others	2	4.50	<div><div></div><div></div><div></div><div></div><div></div></div>								50%	50%
Self	1	3.00	<div><div></div><div></div><div></div><div></div><div></div></div>							100%		

42. Has a perspective beyond the "day-to-day" work to take a longer-term, broader view of business decisions.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	4.22									78%	22%
Manager	1	4.00									100%	
Peers	3	4.33									67%	33%
Direct Reports	2	4.00									100%	
Others	3	4.33									67%	33%
Self	1	3.00								100%		

40. Helps others understand the organization's vision and objectives so that they can translate them into challenging and meaningful goals.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.89								11%	89%	
Manager	1	4.00									100%	
Peers	3	3.67								33%	67%	
Direct Reports	2	4.00									100%	
Others	3	4.00									100%	
Self	1	4.00									100%	

Champions Change (Leading Change)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.71					<div><div></div><div></div></div>		6%	35%	39%	19%
Manager	3.33					<div><div></div><div></div></div>			67%	33%	
Peers	4.00					<div><div></div><div></div></div>			33%	33%	33%
Direct Reports	3.38					<div><div></div><div></div></div>		25%	25%	38%	13%
Others	3.75					<div><div></div><div></div></div>			38%	50%	13%
Self	3.50					<div><div></div><div></div></div>			50%	50%	

45. Does an excellent job of marketing projects, programs or products.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	8	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>							25%	50%	25%
Manager	1	3.00	<div><div></div><div></div><div></div><div></div><div></div></div>							100%		
Peers	3	4.67	<div><div></div><div></div><div></div><div></div><div></div></div>								33%	67%
Direct Reports	2	3.50	<div><div></div><div></div><div></div><div></div><div></div></div>							50%	50%	
Others	2	4.00	<div><div></div><div></div><div></div><div></div><div></div></div>								100%	
Self	1	3.00	<div><div></div><div></div><div></div><div></div><div></div></div>							100%		

46. Has the courage to make the changes that will improve the organization.							Response Frequency					
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	7	3.71							14%	43%		43%
Manager	0											
Peers	3	3.67								67%		33%
Direct Reports	2	3.50							50%			50%
Others	2	4.00								50%		50%
Self	1	4.00									100%	

44. Is willing to become a champion for new projects or programs, presenting them so that others support them.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	8	3.63							13%	13%	75%	
Manager	1	4.00									100%	
Peers	3	4.00									100%	
Direct Reports	2	3.00							50%		50%	
Others	2	3.50								50%	50%	
Self	1	4.00									100%	

43. Quickly recognizes situations where change is needed.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	8	3.50								63%	25%	13%
Manager	1	3.00								100%		
Peers	3	3.67								67%		33%
Direct Reports	2	3.50								50%	50%	
Others	2	3.50								50%	50%	
Self	1	3.00								100%		

Connects the Group to the Outside World (Leading Change)							Response Frequency				
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.85	<div><div></div><div></div><div></div><div></div><div></div></div>						4%	33%	37%	26%
Manager	3.33	<div><div></div><div></div><div></div><div></div><div></div></div>							67%	33%	
Peers	4.11	<div><div></div><div></div><div></div><div></div><div></div></div>							22%	44%	33%
Direct Reports	3.17	<div><div></div><div></div><div></div><div></div><div></div></div>						17%	50%	33%	
Others	4.22	<div><div></div><div></div><div></div><div></div><div></div></div>							22%	33%	44%
Self	3.67	<div><div></div><div></div><div></div><div></div><div></div></div>							67%		33%

47. Helps people understand how meeting customers' needs is central to the mission and goals of the organization.

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.89								33%	44%	22%
Manager	1	3.00								100%		
Peers	3	4.00								33%	33%	33%
Direct Reports	2	3.50								50%	50%	
Others	3	4.33									67%	33%
Self	1	5.00										100%

49. Is the antenna for the organization, bringing in relevant information that benefits the group.

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.89								44%	22%	33%
Manager	1	3.00								100%		
Peers	3	4.00								33%	33%	33%
Direct Reports	2	3.50								50%	50%	
Others	3	4.33								33%		67%
Self	1	3.00								100%		

48. Has demonstrated ability to represent the organization to key groups.



Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	9	3.78							11%	22%	44%	22%
Manager	1	4.00									100%	
Peers	3	4.33									67%	33%
Direct Reports	2	2.50							50%	50%		
Others	3	4.00								33%	33%	33%
Self	1	3.00								100%		

## Section 5: Employee Commitment Index

This section displays the detailed results for the Employee Commitment Index, which measures the extent to which your Direct Reports are satisfied and motivated to do their jobs. The results for each item are sorted from the most positive to the least positive. If you did not receive sufficient feedback from Direct Reports, this section will not display any scores.

### Legend

Response	Description
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

Symbol	Norm
	Extraordinary Leader 75th Percentile Norm
	Extraordinary Leader 90th Percentile Norm

Employee Commitment Index							Response Frequency					
	Rater	Score	1	2	3	4	5	1	2	3	4	5
	Direct Reports	3.73	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>							40%	47%	13%

50. I feel confident that this organization will achieve its strategic goals.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	3	4.67	<div><div></div><div></div><div></div><div></div><div></div></div>								33%	67%

52. I would recommend this organization as a good place to work.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	3	4.00									100%	

51. My work environment is a place where people want to go the extra mile.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	3	3.67	<div><div></div></div>				<div><div></div></div>			33%	67%	

54. All in all, I'm satisfied with this organization as a place to work.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	3	3.33	<div><div></div><div></div><div></div><div></div><div></div></div>							67%	33%	

53. I rarely think about quitting my job to go to a different organization.								Response Frequency				
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	3	3.00								100%		



## Section 6: Importance Ratings

This section displays the 16 Differentiating Competencies ranked from the most important to the least important. Raters were asked to choose four competencies that, if executed with a high level of skill and expertise, would have the most significant impact on your role. This section is not about how well you are currently performing, but is solely about how important the selected competencies are for you to be extremely effective in your current position. The asterisk (\*) symbol and yellow highlighting indicate the competencies you personally rated as most important. The numbers displayed in the table below indicate the number of times each competency was selected by the various types of raters. The column labeled "Score" displays your performance on this competency, as measured by the Total score from all of your raters (excluding your Self responses).

COMPETENCY	Score	Total	Mgr	Peer	Dir Rpt	Other
Practices Self-Development	3.52	4		2		2
* Develops Others	3.56	4	1	1		2
Establishes Stretch Goals	4.37	3		1		2
Communicates Powerfully and Prolifically	3.58	3		2		1
Builds Relationships	4.33	3	1	2		
Displays High Integrity and Honesty	4.22	2			1	1
Solves Problems and Analyzes Issues	3.74	2		1	1	
Innovates	4.15	2		1	1	
Drives for Results	3.80	2		1		1
Inspires and Motivates Others to High Performance	3.70	2		1		1
* Collaboration and Teamwork	3.77	2	1			1
Technical/Professional Expertise	3.62	1			1	
* Develops Strategic Perspective	4.19	1	1			
Connects the Group to the Outside World	3.85	1				1
Takes Initiative	4.00					
* Champions Change	3.71					

## Section 7: Highest Scored Items

This section presents items receiving the highest total scores. You should not necessarily assume that an item on this list does not need improvement.

10 Highest Items	Competency	Total	Mgr	Peer	Dir Rpt	Other	Self
21. Keeps people focused on the highest priority goals and objectives.	Establishes Stretch Goals	4.78	5.00	4.67	5.00	4.67	4.00
22. Can always be counted on to follow through on commitments.	Takes Initiative	4.67	5.00	5.00	4.00	4.67	4.00
1. Is a role model and sets a good example for his/her work group.	Displays High Integrity and Honesty	4.67	5.00	5.00	5.00	4.00	5.00
31. Balances "getting results" with a concern for others' needs.	Builds Relationships	4.56	5.00	5.00	4.00	4.33	4.00
41. Maintains a clear perspective between the overall picture and the details.	Develops Strategic Perspective	4.50	5.00	4.33	4.50	4.50	3.00
32. Is trusted by all members of the work group.	Builds Relationships	4.44	5.00	5.00	4.00	4.00	4.00
11. Finds ways to improve new ideas rather than discourage them.	Innovates	4.33	5.00	5.00	3.50	4.00	3.00
7. Has the ability to anticipate and respond quickly to problems.	Solves Problems and Analyzes Issues	4.22	4.00	4.33	4.00	4.33	5.00
20. Is skillful at getting people to stretch for goals that go beyond what they originally thought possible.	Establishes Stretch Goals	4.22	5.00	4.00	4.50	4.00	3.00
30. Brings to the group a high level of energy and enthusiasm.	Inspires and Motivates Others to High Performance	4.22	5.00	4.33	3.50	4.33	5.00

## Section 8: Lowest Scored Items

This section presents items receiving the lowest total scores. You should not necessarily assume that an item on this list is in fact a significant problem.

10 Lowest Items	Competency	Total	Mgr	Peer	Dir Rpt	Other	Self
34. Provides coaching and acts as a mentor to others.	Develops Others	3.22	5.00	3.00	2.50	3.33	4.00
14. Actively looks for opportunities to get feedback to improve him/herself.	Practices Self-Development	3.33	2.00	3.67	3.00	3.67	4.00
29. Inspires others to high levels of effort and performance.	Inspires and Motivates Others to High Performance	3.33	3.00	3.00	3.50	3.67	5.00
8. Is trusted by others to use good judgment when making decisions.	Solves Problems and Analyzes Issues	3.44	2.00	4.00	3.00	3.67	5.00
13. Makes a real effort to improve based on feedback from others.	Practices Self-Development	3.44	3.00	3.33	3.00	4.00	4.00
25. Provides others with a definite sense of direction and purpose.	Communicates Powerfully and Prolifically	3.50	3.00	4.50	3.00	3.33	0.00
43. Quickly recognizes situations where change is needed.	Champions Change	3.50	3.00	3.67	3.50	3.50	3.00
5. His/her skills and knowledge make an important contribution to achieving team results.	Technical/ Professional Expertise	3.56	4.00	3.33	3.50	3.67	3.00
9. Spots new trends, potential problems, and opportunities early.	Solves Problems and Analyzes Issues	3.56	3.00	3.00	3.50	4.33	5.00
24. Is energized and excited to take on challenging goals, for which he/she is held personally accountable.	Takes Initiative	3.56	4.00	4.33	3.50	2.67	4.00

## Section 9: Written Comments

This section displays verbatim the written comments provided by your respondents. You are encouraged to read the comments without trying to individually identify the respondent. Use this section as supplemental information to clarify the numeric data and provide other perspectives not addressed in the survey.

### A. Please list the leadership skills and abilities that you consider strengths for this person.

#### Manager

Develops Strategic Perspective

#### Peers

Integrity, honesty, problem solving, collaboration/teamwork, technical/professional expertise

Innovative

Pat is very proactive. He actively seeks to identify and improve potential process/system issues. Once these issues are identified, he drives for results in an effort to resolve.

Courage to promote his vision for success even if it is outside the culture of the workgroup he is a part of.

Pat has vision and the ability to express that vision to inspire his employees and co-workers to grow and push themselves to a higher level of expectation.

Pat is always professional. He has the technical expertise on company product and services. He handles the daily operations and understands where the department needs to be in six months to a year from now to help meet the business objectives moving forward.

Pat communicates well with others. He gives clear direction and goals. Delegates in an efficient manner.

#### Direct Reports

One of the keys is the possession of thorough knowledge of his job.

Additionally, as the spokesperson of the people working under his supervision, he brings up his team's problems and suggestions to the top management.

Pat takes the initiative on every project that is given to the team and he has helped me so much with all of my assignments. He also communicates well and explains things so they are easier to understand.

Pat seems very focused on any task he is given and will do whatever is asked of him. He seems very personable and is always in good spirits which makes me feel good when I am around him. I do not feel I have to act a certain way.

I can be my normal self around him. He makes you want to do your job as not to disappoint. He is very thorough. He gives precise instructions as to what is expected of you and does not chastise you for not meeting those expectations, but rather presents a task in a different perspective to help you achieve your goals.

Pat has the knowledge and business skills to articulate his expectations and goals to the team and to each individual. He consistently monitors the group for progress. He looks to add value to assigned projects so as not to waste precious time and effort.

Pat has the ability to motivate a team toward results. He has a goal oriented perspective.

#### Others

Pat is willing to listen and plan out his next move. He is willing to help others to achieve their goals.

Very professional, visionary, seeks to improve processes, collaborative, honest, fair, and shows initiative

High integrity, ambitious; change agent; risk taker; take-charge; project champion

Collaboration, communication, strategic planning, building relationships

#### Self

My strengths are character, personal capabilities and interpersonal skills.

### B. Is there anything this person does that might be considered a fatal flaw\* or significant weakness? (\*A fatal flaw exists when leaders have behavioral or performance issues that, IF NOT ADDRESSED, could ultimately lead to career derailment or job failure.)

#### Manager

No

#### Peers

no

I have noticed none for the time we worked together.

Pat's eagerness to reach resolution sometimes makes him appear as an ineffective listener. Actively listening and not just waiting for a turn to speak is a very essential skill that if overlooked or not enhanced can lead to perceptions of devalue.

His fatal flaw could be related to aggressively pushing his point of view to peers and superiors that if not channeled properly could lead to the perception of not working collaboratively.

No.

With my interactions and working as peers with Pat I see no fatal flaws.

Pat needs to work on developing team members and motivating them to perform.

#### **Direct Reports**

I have worked with Pat for at least ten months, and at this point in time, I cannot point out on any weaknesses; however I think a little more enthusiasm in the work place could help a great deal in his career.

N/A

While I do not think it is Pat's fault, in his endeavor to please his higher ups he has a tendency to micro-manage. He will take a procedure, change it the way he thinks needs be practiced, revise it over the next couple of days and before you know it repetitive work becomes a common occurrence. In his eagerness to impress he tries too many changes too fast. I also see from observation that he does not keep up with what his direct reports are actually doing during the day, but that reflects more on how I feel about my co-workers. While I do respect and admire Pat, I do not like the way that he has a tendency to always try to correct you when you are wrong. No matter what the discussion he will be the first to say, "No, you're not right. . . ." "Well here's the thing. . . ." I do not remember him ever saying, "Good insight," or "Good point."

No

At times, Pat might not be available for scheduled meetings or focus groups that were planned in advance by calendar appointment. It could be he is over scheduling his time frames.

#### **Others**

I do not believe Pat has any fatal flaws.

No

Over-confident at times.

#### **Self**

No

### **C. What leadership ability, if done exceptionally well by this person, would have the most significant impact on the productivity or effectiveness of the organization?**

#### **Manager**

Drives for Results

#### **Peers**

Communicates Powerfully and Prolifically

He is proactive and not reactive.

Building relationships is very crucial and if done exceptionally well by Pat can have significant impact on the productivity and effectiveness of his immediate organization as well as on the overall company.

I believe that if Pat embraces the power of persuasion more to advance his cause, that could have the most significant productivity or effectiveness.

Pat is always willing and capable of participating in dialogue about issues and/or processes that may benefit in being performed in a different manner.

Pat is a great listener, team player and is always working to inspire and motivate his direct reports and others to enhance their performance. Example: When Pat came to this department, his staff had the lowest performance scores. Within three months the team was performing much higher. Pat takes the initiative to try to improve department policies and procedures that will benefit the department and improve the customer's overall experience.

His ability to organize and analyze issues or situations objectively. He has a good understanding of the big picture and how to reach the goals set by the organization.

**Direct Reports**

No matter how difficult or challenging the task at hand may be, I believe he will try his best to make things happen. Makes optimum use of all the available resources to solve the problems and achieve the desired results. He is a highly resourceful person who at times of problems looks for innovative ways to arrange both internal and external resources for solving the problem.

N/A

His ability to understand the actions needed for a project or a task and his ability to come up with a plan for completion. He also has a nice ability to include the team on what their part is for a successful end.

He understands and practices methods to measure production, minimize cost and improve performance.

Inspire and motivate others to high level of performance.

**Others**

Being able to look at a situation, evaluate it, and make it work for the company.

Pat excels at being a visionary and looking at the big picture of how to improve processes. He does well at giving his strategic perspectives beyond the day-to-day work. This leadership ability would have the most significant impact on increasing productivity and effectiveness of the organization.

Developing a group focused strategic plan (for group buy-in).

His ability to facilitate collaboration, influence and drive results.

**Self**

Presently, focusing on results will have the most impact to ensure my team is performing at a high level to ensure all goals/objectives are met.

SAMPLE

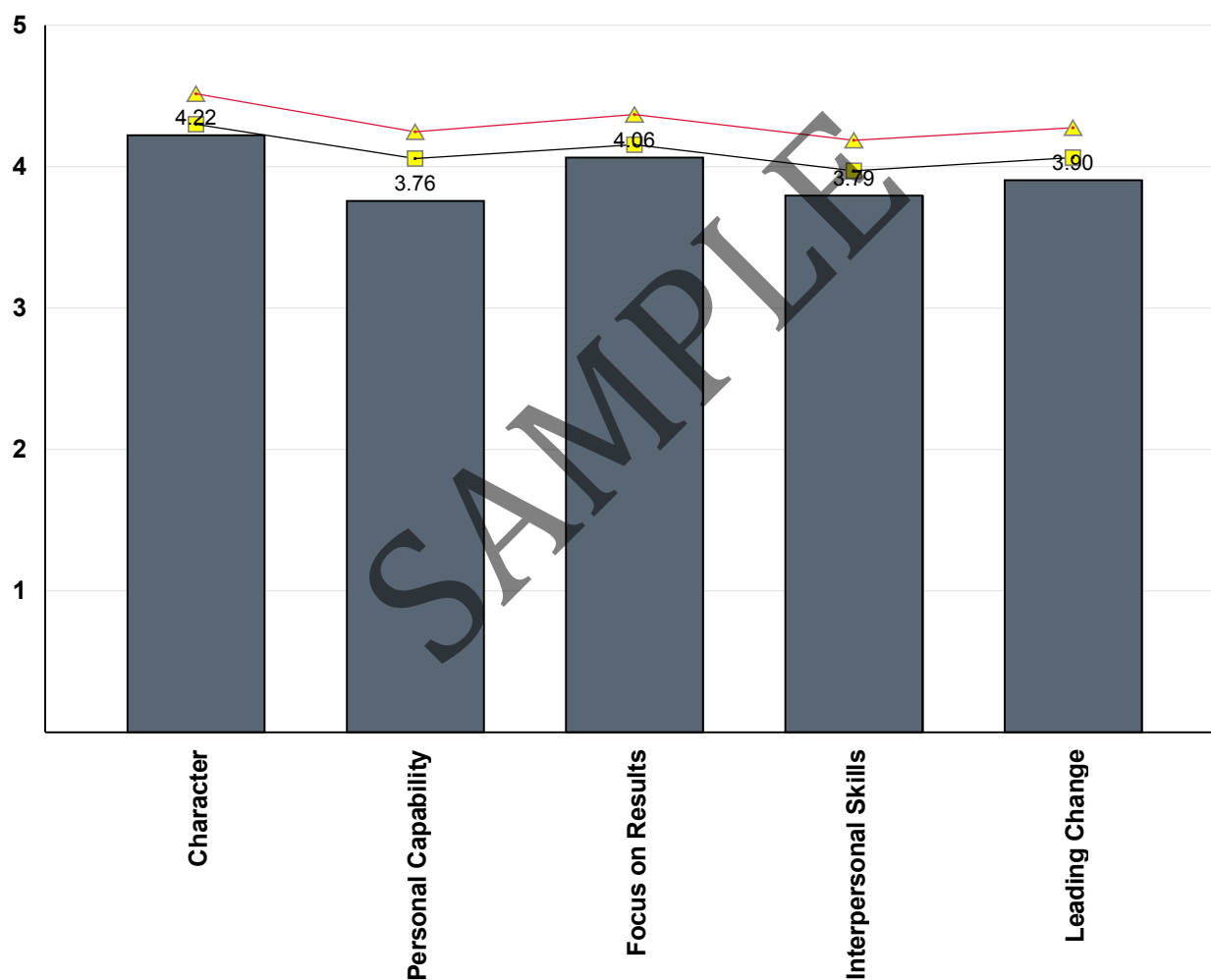
## Section 10: Supplemental View: Leadership Tent Model

This graph displays your Total scores for the 5 Tent Poles in relation to the Extraordinary Leader norms, which are overlaid as line graphs. The Total score is an average of the scores from all competencies included in that tent pole. See the following page for a list of the competencies included in each of the tent poles. This graph provides a quick summary of your overall areas of strength. It can be used to help identify opportunities for "balancing your tent." This is an alternate way to view the key data already presented in section 2.

### Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm



**Character**

1. Displays High Integrity and Honesty

**Personal Capability**

2. Technical/Professional Expertise
3. Solves Problems and Analyzes Issues
4. Innovates
5. Practices Self-Development

**Focus on Results**

6. Drives for Results
7. Establishes Stretch Goals
8. Takes Initiative

**Interpersonal Skills**

9. Communicates Powerfully and Prolifically
10. Inspires and Motivates Others to High Performance
11. Builds Relationships
12. Develops Others
13. Collaboration and Teamwork

**Leading Change**

14. Develops Strategic Perspective
15. Champions Change
16. Connects the Group to the Outside World

SAMPLE



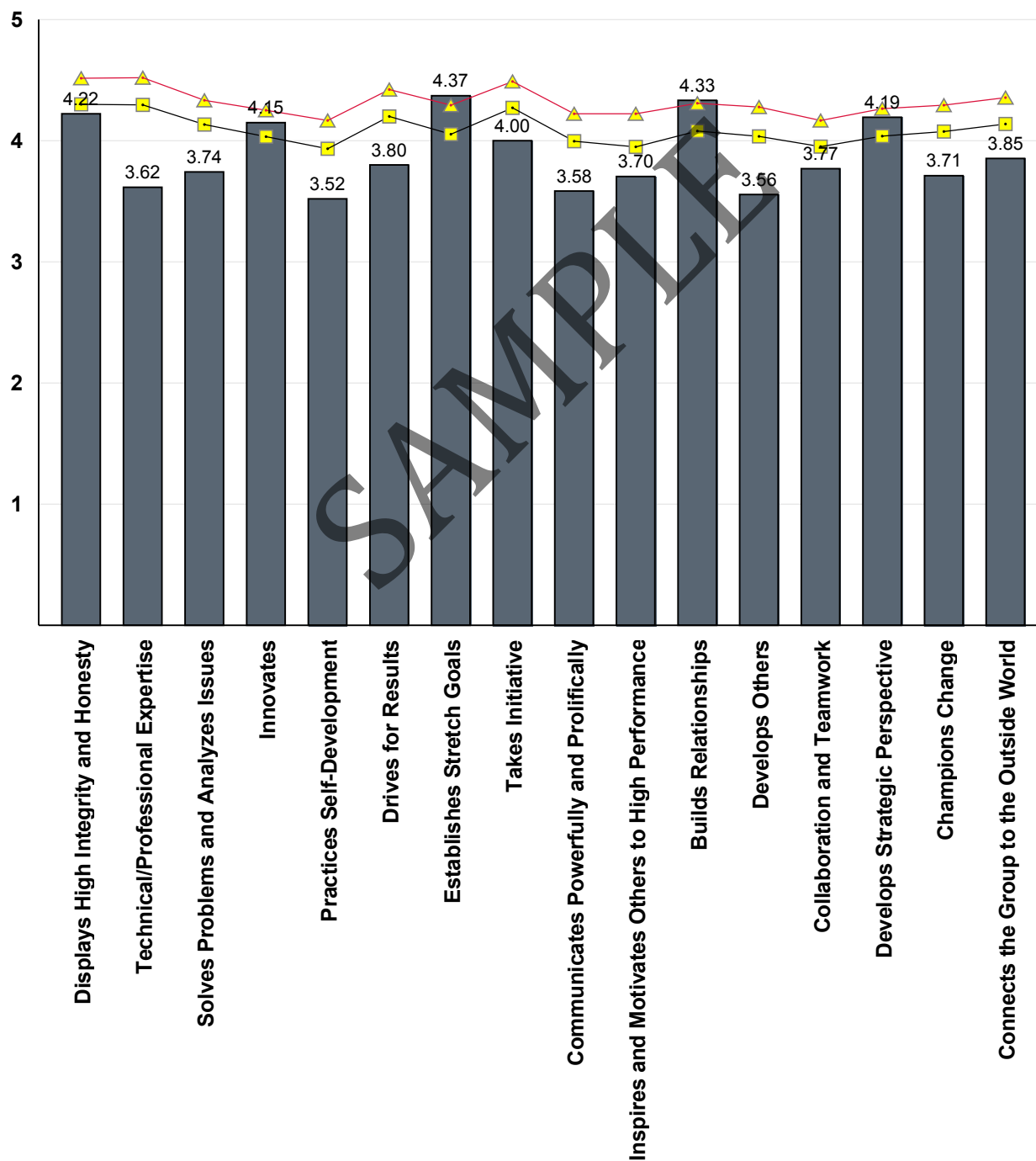
## Section 11: Supplemental View: 16 Differentiating Competencies

This graph displays your Total scores for the 16 Differentiating Competencies in relation to the Extraordinary Leader norms, which are overlaid as line graphs. The Total score is an average of all ratings from respondent groups other than Self. This is an alternate way to view the key data already presented in Section 3.

### Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm



## Section 12: Supplemental View: 16 Differentiating Competencies (Differences in Perception)

This section displays your Total and Self scores for all of the 16 Differentiating Competencies along with a bar graph indication of the size of the gap between the two (Total Score - Self Score). Green-colored bars in the positive direction indicate that others (as indicated by the Total score) rated you higher than you rated yourself. Red-colored bars in the negative direction indicate the reverse. Use this section to help identify areas where your self-perception is different from how others perceive you.

Competency	Total	Self	Gap Size	Gap Size Graph
Innovates	4.15	3.00	1.15	
Establishes Stretch Goals	4.37	3.33	1.04	
Develops Strategic Perspective	4.19	3.33	0.86	
Builds Relationships	4.33	4.00	0.33	
Champions Change	3.71	3.50	0.21	
Connects the Group to the Outside World	3.85	3.67	0.18	
Communicates Powerfully and Prolifically	3.58	0.00	0.00	
Takes Initiative	4.00	4.00	0.00	
Technical/Professional Expertise	3.62	3.67	-0.05	
Drives for Results	3.80	4.00	-0.20	
Displays High Integrity and Honesty	4.22	4.67	-0.45	
Practices Self-Development	3.52	4.00	-0.48	
Collaboration and Teamwork	3.77	4.33	-0.56	
Develops Others	3.56	4.33	-0.77	
Solves Problems and Analyzes Issues	3.74	5.00	-1.26	
Inspires and Motivates Others to High Performance	3.70	5.00	-1.30	