

## Sample Assessment Report

# 360° Feedback Report for **John Smith** **ABC Company**

January 19, 2023

Summary results from 7 raters, including:

- 1 Manager
- 3 Peers
- 3 Direct Reports



**Eliciting Excellence**  
*Bringing Out the Best in People™*

This report contains a summary of your 360-Degree Feedback results. The report begins with a high-level overview and progresses into greater detail as you proceed through it. Start by reading through the entire report to the end of the comments section. Try to keep an open mind as you look at the numeric data and read the comments from your raters. Once you have familiarized yourself with the report and your results, go back through the report and look for inconsistencies, patterns, and themes. Work back and forth between the numeric data and the comments as you do this.

Remember that any inconsistencies in your results mean that others see you from different angles and different value systems. Some feedback you can take literally, but some is due to colleagues who lack perspective or who have different expectations of you. You should debrief your results with your manager and/or HR representative. In these meetings you should identify a short list of actionable items. Do not focus on who said what.

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This report presents your results as raw scores. It is important that you take a moment to understand what these scores mean and how the results should be interpreted.

	1	2	3	4	5	RAW SCORE	N
Sample						3.8	11

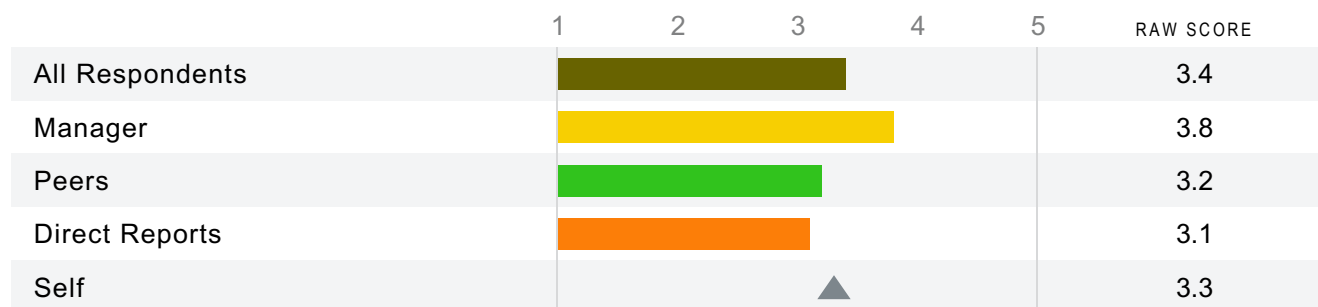
**Raw Scores** are simply an *average* of your feedback results on a 5-point scale. The lowest possible raw score is a 1, and the highest possible raw score is a 5.

Keep in mind that typical scores on most items fall between 3.6 and 4.2. Scores above this range should generally be considered "high" and scores below this range should generally be considered "low". Scores at or below 3.0 are almost always "low" or "very low" scores, regardless of what the rating scale might suggest.

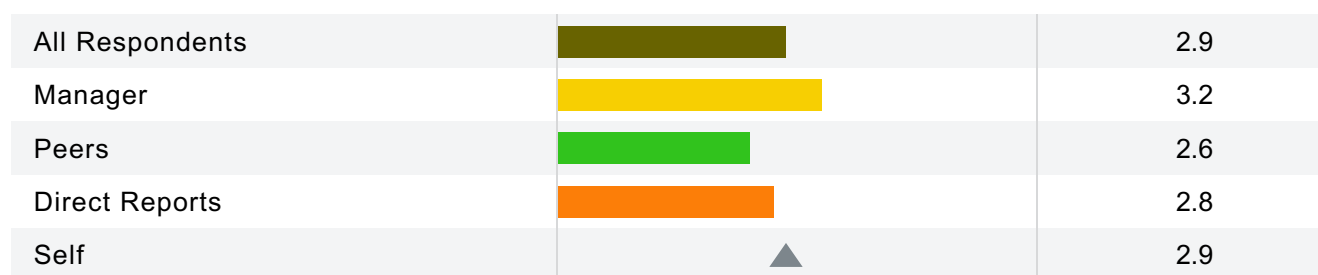
**Number of Respondents (N)** indicates how many of your raters answered each item. The number of respondents may differ from one item to the next because some items are only asked of specific rater groups and/or some raters might have selected "Don't Know" for some of their answers.

*All "category" and "overall" scores in this report are based on the average of the scores from each rater group, not each rater. For example, a rating from 1 manager carries the same weight as the average rating from 10 direct reports.*

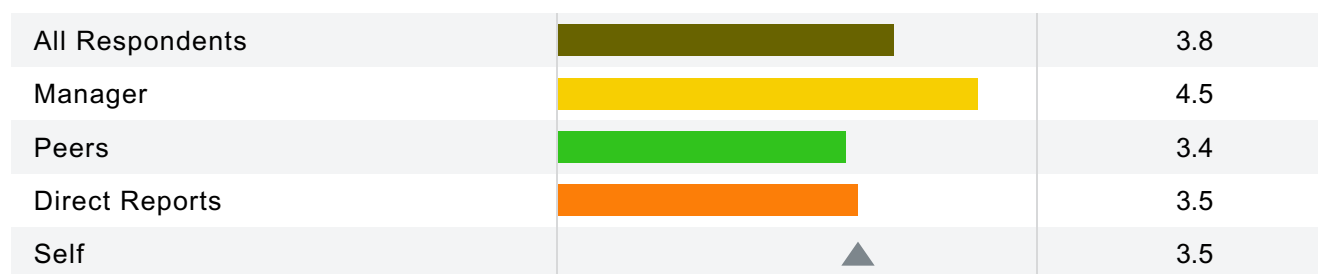
## Character Traits



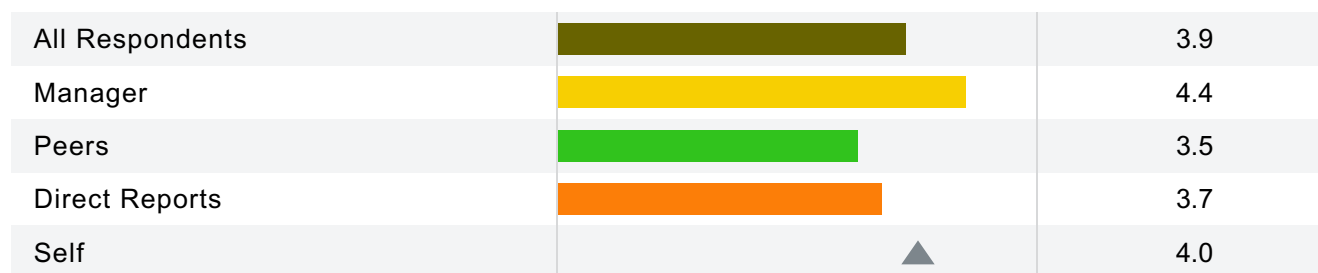
## Interpersonal Competencies



## Strategy Related Skills



## Decision-Making Skills



## Highest-Rated Items

	1	2	3	4	5	RAW SCORE
<b>Strategy Related Skills – EXTERNAL AWARENESS:</b> Maintains awareness of economic trends and competition.						4.7
<b>Decision-Making Skills – BUSINESS SAVVY:</b> Has a good business mind and thinks broadly.						4.3
<b>Decision-Making Skills – RISK AND REWARD:</b> Balances risk and reward, avoiding unnecessary risks.						4.1
<b>Strategy Related Skills – STRATEGIC THINKING:</b> Develops strategies for long-term success.						4.1
<b>Strategy Related Skills – CREATIVITY:</b> Encourages creative thinking, while appropriately allowing mistakes.						4.0

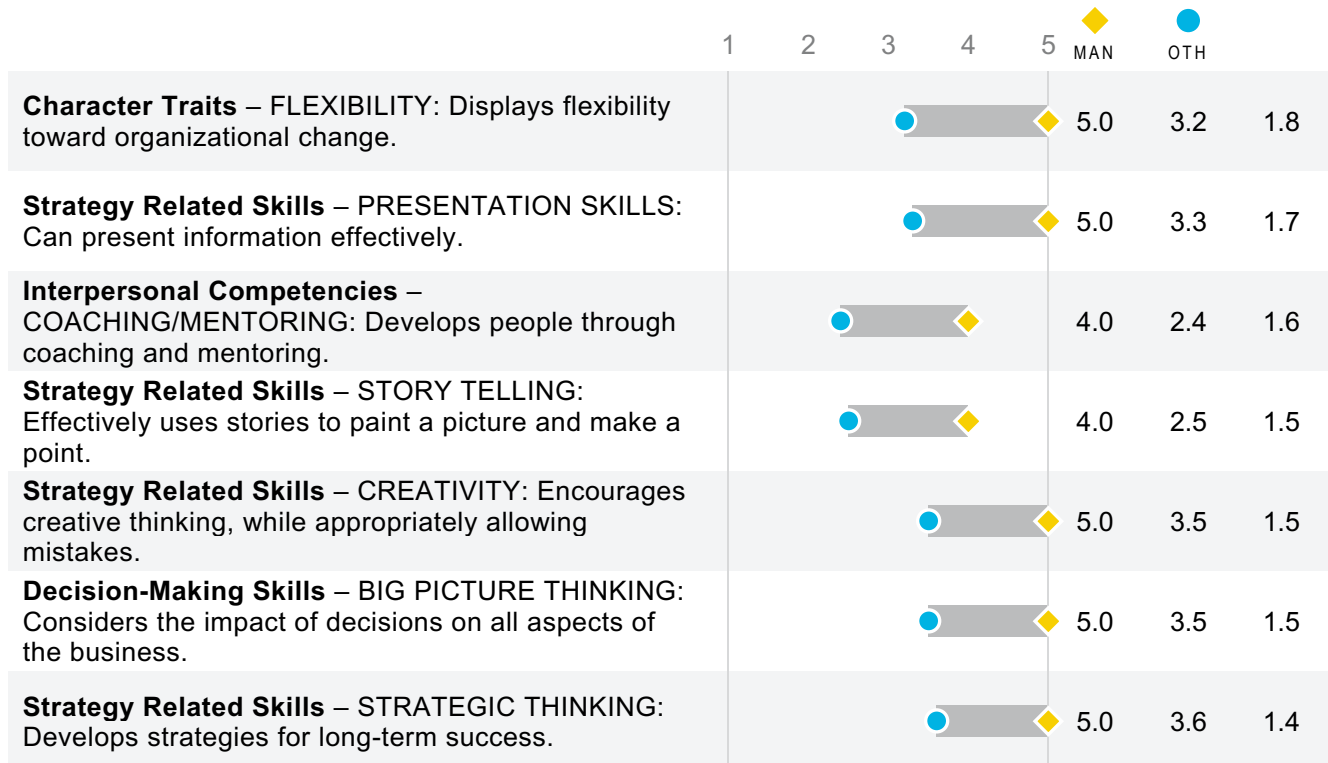
## Lowest-Rated Items

	1	2	3	4	5	RAW SCORE
<b>Interpersonal Competencies</b> – AUTONOMY: Allows people the freedom to accomplish tasks as they fit.						2.1
<b>Interpersonal Competencies</b> – DELEGATION: Develops others by delegating appropriate tasks.						2.8
<b>Interpersonal Competencies</b> – OPEN COMMUNICATION: Fosters open communication and dialogue.						2.8
<b>Character Traits</b> – EMPATHY: Empathizes with the feelings, needs and concerns of others.						2.9
<b>Interpersonal Competencies</b> – CONFLICT RESOLUTION: Resolves conflicts in a positive and constructive manner.						2.9

Items with a difference of at least 1.0 (raw score)  
 "Others" does not include "Self"

## Manager underestimates your skills, compared to others

## Manager overestimates your skills, compared to others



## 4

## VARIANCES – SELF VS. OTHERS

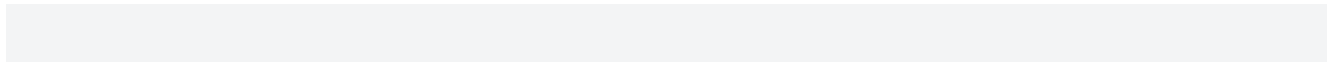
John Smith

Items with a difference of at least 1.0 (raw score)  
 "Others" includes everybody except "Self"





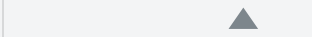





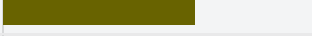

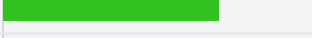
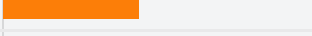
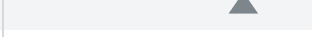





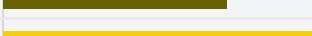



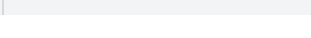
## Unrecognized skills (self rating lower than others' ratings)

	1	2	3	4	5	SELF	OTH	
<b>Strategy Related Skills – PRESENTATION SKILLS:</b> Can present information effectively.		◆		●		2.0	3.9	1.9
<b>Character Traits – APPRECIATION:</b> Regularly expresses genuine appreciation for efforts put forth.		◆		●		2.0	3.4	1.4
<b>Interpersonal Competencies – EFFECTIVE COMMUNICATION:</b> Communicates clearly and effectively.		◆		●		2.0	3.0	1

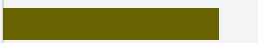



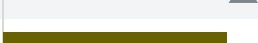




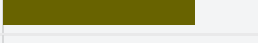


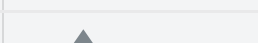
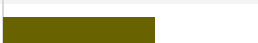



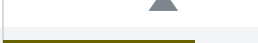
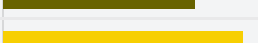
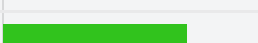

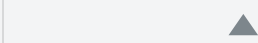



## Overestimated skills (self rating higher than others' ratings)



## Character Traits

		1	2	3	4	5	RAW SCORE	N
INTEGRITY: Follows through on commitments.	<b>All Respondents</b>						<b>3.6</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.0	3
	Direct Reports						3.7	3
	Self						4.0	1
EMPATHY: Empathizes with the feelings, needs and concerns of others.	<b>All Respondents</b>						<b>2.9</b>	<b>7</b>
	Manager						3.0	1
	Peers						3.0	3
	Direct Reports						2.7	3
	Self						2.0	1
ATTITUDE: Maintains a positive attitude.	<b>All Respondents</b>						<b>3.4</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.7	3
	Direct Reports						2.7	3
	Self						4.0	1
EMOTIONAL CONTROL: Maintains a professional attitude in stressful situations.	<b>All Respondents</b>						<b>3.1</b>	<b>7</b>
	Manager						4.0	1
	Peers						2.7	3
	Direct Reports						2.7	3
	Self						3.0	1
FLEXIBILITY: Displays flexibility toward organizational change.	<b>All Respondents</b>						<b>3.8</b>	<b>7</b>
	Manager						5.0	1
	Peers						3.3	3
	Direct Reports						3.0	3
	Self						3.0	1





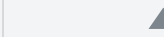





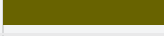

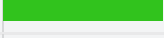

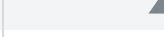







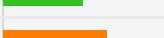

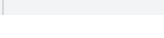
## Character Traits

		1	2	3	4	5	RAW SCORE	N
SELF-CONFIDENCE: Demonstrates an appropriate level of confidence.	<b>All Respondents</b>						<b>3.7</b>	<b>7</b>
	Manager						4.0	1
	Peers						4.0	3
	Direct Reports						3.0	3
	Self						4.0	1
SERVICE MOTIVATION: Actions and decisions reflect a spirit of service.	<b>All Respondents</b>						<b>3.8</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.3	3
	Direct Reports						4.0	3
	Self						4.0	1
APPRECIATION: Regularly expresses genuine appreciation for efforts put forth.	<b>All Respondents</b>						<b>3.4</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.7	3
	Direct Reports						2.7	3
	Self						2.0	1
INCLUSIVE: Values what others have to say.	<b>All Respondents</b>						<b>2.9</b>	<b>7</b>
	Manager						3.0	1
	Peers						2.7	3
	Direct Reports						3.0	3
	Self						3.0	1
HUMILITY: Displays an appropriate level of importance without being arrogant.	<b>All Respondents</b>						<b>3.4</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.3	3
	Direct Reports						3.0	3
	Self						4.0	1



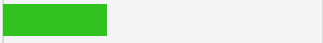







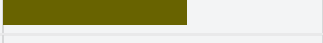



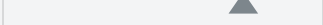
## Character Traits

		1	2	3	4	5	RAW SCORE	N
EXECUTIVE PRESENCE: Displays poise, authenticity & confidence in difficult situations.	All Respondents						3.0	7
	Manager						3.0	1
	Peers						2.7	3
	Direct Reports						3.3	3
	Self						3.0	1

## Interpersonal Competencies

		1	2	3	4	5	RAW SCORE	N
OPEN COMMUNICATION: Fosters open communication and dialogue.	<b>All Respondents</b>						<b>2.8</b>	<b>7</b>
	Manager						3.0	1
	Peers						2.7	3
	Direct Reports						2.7	3
	Self						3.0	1
EFFECTIVE COMMUNICATION: Communicates clearly and effectively.	<b>All Respondents</b>						<b>3.0</b>	<b>7</b>
	Manager						3.0	1
	Peers						3.0	3
	Direct Reports						3.0	3
	Self						2.0	1
TEAMWORK/COLLABORATION: Fosters a collaborative working environment.	<b>All Respondents</b>						<b>3.3</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.0	3
	Direct Reports						3.0	3
	Self						3.0	1
CONFLICT RESOLUTION: Resolves conflicts in a positive and constructive manner.	<b>All Respondents</b>						<b>2.9</b>	<b>7</b>
	Manager						3.0	1
	Peers						3.0	3
	Direct Reports						2.7	3
	Self						3.0	1
AUTONOMY: Allows people the freedom to accomplish tasks as they fit.	<b>All Respondents</b>						<b>2.1</b>	<b>7</b>
	Manager						2.0	1
	Peers						2.0	3
	Direct Reports						2.3	3
	Self						3.0	1

## Interpersonal Competencies

		1	2	3	4	5	RAW SCORE	N
DELEGATION: Develops others by delegating appropriate tasks.	<b>All Respondents</b>						<b>2.8</b>	<b>7</b>
	Manager						3.0	1
	Peers						2.3	3
	Direct Reports						3.0	3
	Self						3.0	1
COACHING/MENTORING: Develops people through coaching and mentoring.	<b>All Respondents</b>						<b>2.9</b>	<b>6</b>
	Manager						4.0	1
	Peers						2.0	2
	Direct Reports						2.7	3
	Self						2.0	1
PROFESSIONAL GROWTH: Provides opportunities to grow professionally.	<b>All Respondents</b>						<b>3.3</b>	<b>6</b>
	Manager						4.0	1
	Peers						3.0	2
	Direct Reports						3.0	3
	Self						4.0	1





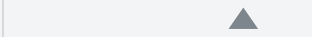





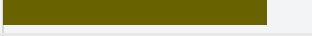

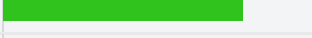

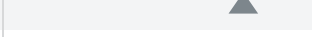




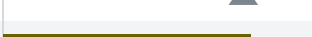
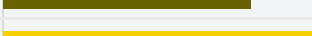



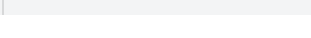
## Strategy Related Skills

		1	2	3	4	5	RAW SCORE	N
INFLUENCE: Creates support and buy-in for ideas and strategies.	<b>All Respondents</b>						<b>3.8</b>	<b>7</b>
	Manager						4.0	1
	Peers						4.0	3
	Direct Reports						3.3	3
	Self						3.0	1
INSPIRATIONAL VISION: Develops a vision for the future and communicates it effectively.	<b>All Respondents</b>						<b>3.6</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.3	3
	Direct Reports						3.3	3
	Self						4.0	1
STRATEGIC THINKING: Develops strategies for long-term success.	<b>All Respondents</b>						<b>4.1</b>	<b>6</b>
	Manager						5.0	1
	Peers						3.5	2
	Direct Reports						3.7	3
	Self						4.0	1
PRESENTATION SKILLS: Can present information effectively.	<b>All Respondents</b>						<b>3.9</b>	<b>7</b>
	Manager						5.0	1
	Peers						3.0	3
	Direct Reports						3.7	3
	Self						2.0	1
EXTERNAL AWARENESS: Maintains awareness of economic trends and competition.	<b>All Respondents</b>						<b>4.7</b>	<b>7</b>
	Manager						5.0	1
	Peers						4.3	3
	Direct Reports						4.7	3
	Self						4.0	1

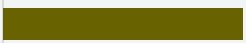

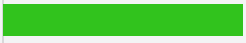

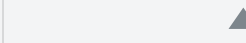





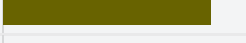



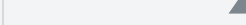
## Strategy Related Skills

		1	2	3	4	5	RAW SCORE	N
CREATIVITY: Encourages creative thinking, while appropriately allowing mistakes.	<b>All Respondents</b>						<b>4.0</b>	<b>7</b>
	Manager						5.0	1
	Peers						3.7	3
	Direct Reports						3.3	3
	Self						4.0	1
PROBLEM IDENTIFICATION: Can distinguish between problems and symptoms.	<b>All Respondents</b>						<b>3.6</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.3	3
	Direct Reports						3.3	3
	Self						4.0	1
STORY TELLING: Effectively uses stories to paint a picture and make a point.	<b>All Respondents</b>						<b>3.0</b>	<b>7</b>
	Manager						4.0	1
	Peers						2.0	3
	Direct Reports						3.0	3
	Self						3.0	1

## Decision-Making Skills

		1	2	3	4	5	RAW SCORE	N
JUDGMENT: Displays sound judgment.	<b>All Respondents</b>						<b>3.6</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.0	3
	Direct Reports						3.7	3
	Self						4.0	1
DECISION MAKING: Makes well thought out decisions in the face of uncertainty.	<b>All Respondents</b>						<b>3.7</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.3	3
	Direct Reports						3.7	3
	Self						4.0	1
BUSINESS SAVVY: Has a good business mind and thinks broadly.	<b>All Respondents</b>						<b>4.3</b>	<b>7</b>
	Manager						5.0	1
	Peers						4.0	3
	Direct Reports						4.0	3
	Self						4.0	1
BIG PICTURE THINKING: Considers the impact of decisions on all aspects of the business.	<b>All Respondents</b>						<b>4.0</b>	<b>7</b>
	Manager						5.0	1
	Peers						3.3	3
	Direct Reports						3.7	3
	Self						4.0	1
RISK AND REWARD: Balances risk and reward, avoiding unnecessary risks.	<b>All Respondents</b>						<b>4.1</b>	<b>7</b>
	Manager						5.0	1
	Peers						3.7	3
	Direct Reports						3.7	3
	Self						4.0	1

## Decision-Making Skills

		1	2	3	4	5	RAW SCORE	N
PERSPECTIVE: Seeks outside perspective before making important decisions.	<b>All Respondents</b>						<b>4.0</b>	<b>7</b>
	Manager						4.0	1
	Peers						4.0	3
	Direct Reports						4.0	3
	Self						4.0	1
FORESIGHT: Foresees all possible outcomes in order to make the best decision.	<b>All Respondents</b>						<b>3.7</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.7	3
	Direct Reports						3.3	3
	Self						4.0	1
MISTAKES: Learns from mistakes in order to avoid repeating them.	<b>All Respondents</b>						<b>3.6</b>	<b>7</b>
	Manager						4.0	1
	Peers						3.3	3
	Direct Reports						3.3	3
	Self						4.0	1

# COMPETENCIES RANKED HIGHEST TO LOWEST

John Smith

Sorted by overall highest to lowest average score  
Scores exclude self-rating.

2.0 – 2.5	2.6 – 3.0	3.1 – 3.5	3.6 – 4.0	4.1 – 4.5	4.6 – 5.0
<b>Strategy Related Skills</b> – EXTERNAL AWARENESS: Maintains awareness of economic trends and competition.					4.7
<b>Decision-Making Skills</b> – BUSINESS SAVVY: Has a good business mind and thinks broadly.					4.3
<b>Decision-Making Skills</b> – RISK AND REWARD: Balances risk and reward, avoiding unnecessary risks.					4.1
<b>Strategy Related Skills</b> – STRATEGIC THINKING: Develops strategies for long-term success.					4.1
<b>Decision-Making Skills</b> – BIG PICTURE THINKING: Considers the impact of decisions on all aspects of the business.					4.0
<b>Decision-Making Skills</b> – PERSPECTIVE: Seeks outside perspective before making important decisions.					4.0
<b>Strategy Related Skills</b> – CREATIVITY: Encourages creative thinking, while appropriately allowing mistakes.					4.0
<b>Strategy Related Skills</b> – PRESENTATION SKILLS: Can present information effectively.					3.9
<b>Strategy Related Skills</b> – INFLUENCE: Creates support and buy-in for ideas and strategies.					3.8
<b>Character Traits</b> – FLEXIBILITY: Displays flexibility toward organizational change.					3.8
<b>Character Traits</b> – SERVICE MOTIVATION: Actions and decisions reflect a spirit of service.					3.8
<b>Character Traits</b> – SELF-CONFIDENCE: Demonstrates an appropriate level of confidence.					3.7
<b>Decision-Making Skills</b> – DECISION MAKING: Makes well thought out decisions in the face of uncertainty.					3.7
<b>Decision-Making Skills</b> – FORESIGHT: Foresees all possible outcomes in order to make the best decision.					3.7
<b>Decision-Making Skills</b> – MISTAKES: Learns from mistakes in order to avoid repeating them.					3.6
<b>Decision-Making Skills</b> – JUDGMENT: Displays sound judgment.					3.6
<b>Strategy Related Skills</b> – PROBLEM IDENTIFICATION: Can distinguish between problems and symptoms.					3.6
<b>Character Traits</b> – INTEGRITY: Follows through on commitments.					3.6
<b>Strategy Related Skills</b> – INSPIRATIONAL VISION: Develops a vision for the future and communicates it effectively.					3.6
<b>Character Traits</b> – ATTITUDE: Maintains a positive attitude.					3.4
<b>Character Traits</b> – APPRECIATION: Regularly expresses genuine appreciation for efforts put forth.					3.4
<b>Character Traits</b> – HUMILITY: Displays an appropriate level of importance without being arrogant.					3.4

## COMPETENCIES RANKED HIGHEST TO LOWEST

John Smith

Sorted by overall highest to lowest average score  
Scores exclude self-rating.

2.0 – 2.5	2.6 – 3.0	3.1 – 3.5	3.6 – 4.0	4.1 – 4.5	4.6 – 5.0
<b>Interpersonal Competencies</b> – TEAMWORK/COLLABORATION: Fosters a collaborative working environment.					3.3
<b>Interpersonal Competencies</b> – PROFESSIONAL GROWTH: Provides opportunities to grow professionally.					3.3
<b>Character Traits</b> – EMOTIONAL CONTROL: Maintains a professional attitude in stressful situations.					3.1
<b>Interpersonal Competencies</b> – EFFECTIVE COMMUNICATION: Communicates clearly and effectively.					3.0
<b>Character Traits</b> – EXECUTIVE PRESENCE: Displays poise, authenticity & confidence in difficult situations.					3.0
<b>Strategy Related Skills</b> – STORY TELLING: Effectively uses stories to paint a picture and make a point.					3.0
<b>Interpersonal Competencies</b> – COACHING/MENTORING: Develops people through coaching and mentoring.					2.9
<b>Character Traits</b> – INCLUSIVE: Values what others have to say.					2.9
<b>Interpersonal Competencies</b> – CONFLICT RESOLUTION: Resolves conflicts in a positive and constructive manner.					2.9
<b>Character Traits</b> – EMPATHY: Empathizes with the feelings, needs and concerns of others.					2.9
<b>Interpersonal Competencies</b> – OPEN COMMUNICATION: Fosters open communication and dialogue.					2.8
<b>Interpersonal Competencies</b> – DELEGATION: Develops others by delegating appropriate tasks.					2.8
<b>Interpersonal Competencies</b> – AUTONOMY: Allows people the freedom to accomplish tasks as they fit.					2.1

## Character Traits

		1	2	3	4	5	RAW SCORE
INTEGRITY: Follows through on commitments.	<b>All Respondents</b>	-	1	2	4	-	3.6
	Manager	-	-	-	1	-	4.0
	Peers	-	1	1	1	-	3.0
	Direct Reports	-	-	1	2	-	3.7
	Self	-	-	-	1	-	4.0
EMPATHY: Empathizes with the feelings, needs and concerns of others.	<b>All Respondents</b>	-	2	4	1	-	2.9
	Manager	-	-	1	-	-	3.0
	Peers	-	1	1	1	-	3.0
	Direct Reports	-	1	2	-	-	2.7
	Self	-	1	-	-	-	2.0
ATTITUDE: Maintains a positive attitude.	<b>All Respondents</b>	-	1	3	3	-	3.4
	Manager	-	-	-	1	-	4.0
	Peers	-	-	1	2	-	3.7
	Direct Reports	-	1	2	-	-	2.7
	Self	-	-	-	1	-	4.0
EMOTIONAL CONTROL: Maintains a professional attitude in stressful situations.	<b>All Respondents</b>	-	2	4	1	-	3.1
	Manager	-	-	-	1	-	4.0
	Peers	-	1	2	-	-	2.7
	Direct Reports	-	1	2	-	-	2.7
	Self	-	-	1	-	-	3.0
FLEXIBILITY: Displays flexibility toward organizational change.	<b>All Respondents</b>	1	-	2	3	1	3.8
	Manager	-	-	-	-	1	5.0
	Peers	-	-	2	1	-	3.3
	Direct Reports	1	-	-	2	-	3.0
	Self	-	-	1	-	-	3.0

## Character Traits

		1	2	3	4	5	RAW SCORE
SELF-CONFIDENCE: Demonstrates an appropriate level of confidence.	<b>All Respondents</b>	-	1	1	5	-	3.7
	Manager	-	-	-	1	-	4.0
	Peers	-	-	-	3	-	4.0
	Direct Reports	-	1	1	1	-	3.0
	Self	-	-	-	1	-	4.0
SERVICE MOTIVATION: Actions and decisions reflect a spirit of service.	<b>All Respondents</b>	-	-	3	3	1	3.8
	Manager	-	-	-	1	-	4.0
	Peers	-	-	2	1	-	3.3
	Direct Reports	-	-	1	1	1	4.0
	Self	-	-	-	1	-	4.0
APPRECIATION: Regularly expresses genuine appreciation for efforts put forth.	<b>All Respondents</b>	1	-	2	4	-	3.4
	Manager	-	-	-	1	-	4.0
	Peers	-	-	1	2	-	3.7
	Direct Reports	1	-	1	1	-	2.7
	Self	-	1	-	-	-	2.0
INCLUSIVE: Values what others have to say.	<b>All Respondents</b>	-	2	4	1	-	2.9
	Manager	-	-	1	-	-	3.0
	Peers	-	1	2	-	-	2.7
	Direct Reports	-	1	1	1	-	3.0
	Self	-	-	1	-	-	3.0
HUMILITY: Displays an appropriate level of importance without being arrogant.	<b>All Respondents</b>	-	2	1	4	-	3.4
	Manager	-	-	-	1	-	4.0
	Peers	-	1	-	2	-	3.3
	Direct Reports	-	1	1	1	-	3.0
	Self	-	-	-	1	-	4.0

## Character Traits

		1	2	3	4	5	RAW SCORE
EXECUTIVE PRESENCE: Displays poise, authenticity & confidence in difficult situations.	All Respondents	-	2	3	2	-	3.0
	Manager	-	-	1	-	-	3.0
	Peers	-	1	2	-	-	2.7
	Direct Reports	-	1	-	2	-	3.3
	Self	-	-	1	-	-	3.0

## Interpersonal Competencies

		1	2	3	4	5	RAW SCORE
OPEN COMMUNICATION: Fosters open communication and dialogue.	<b>All Respondents</b>	-	3	3	1	-	2.8
	Manager	-	-	1	-	-	3.0
	Peers	-	1	2	-	-	2.7
	Direct Reports	-	2	-	1	-	2.7
	Self	-	-	1	-	-	3.0
EFFECTIVE COMMUNICATION: Communicates clearly and effectively.	<b>All Respondents</b>	-	1	5	1	-	3.0
	Manager	-	-	1	-	-	3.0
	Peers	-	-	3	-	-	3.0
	Direct Reports	-	1	1	1	-	3.0
	Self	-	1	-	-	-	2.0
TEAMWORK/COLLABORAT ION: Fosters a collaborative working environment.	<b>All Respondents</b>	-	2	2	3	-	3.3
	Manager	-	-	-	1	-	4.0
	Peers	-	1	1	1	-	3.0
	Direct Reports	-	1	1	1	-	3.0
	Self	-	-	1	-	-	3.0
CONFLICT RESOLUTION: Resolves conflicts in a positive and constructive manner.	<b>All Respondents</b>	1	-	5	1	-	2.9
	Manager	-	-	1	-	-	3.0
	Peers	-	-	3	-	-	3.0
	Direct Reports	1	-	1	1	-	2.7
	Self	-	-	1	-	-	3.0
AUTONOMY: Allows people the freedom to accomplish tasks as they fit.	<b>All Respondents</b>	2	3	1	1	-	2.1
	Manager	-	1	-	-	-	2.0
	Peers	1	1	1	-	-	2.0
	Direct Reports	1	1	-	1	-	2.3
	Self	-	-	1	-	-	3.0

## Interpersonal Competencies

		1	2	3	4	5	RAW SCORE
DELEGATION: Develops others by delegating appropriate tasks.	<b>All Respondents</b>	1	1	4	1	-	2.8
	Manager	-	-	1	-	-	3.0
	Peers	1	-	2	-	-	2.3
	Direct Reports	-	1	1	1	-	3.0
	Self	-	-	1	-	-	3.0
COACHING/MENTORING: Develops people through coaching and mentoring.	<b>All Respondents</b>	2	-	2	2	-	2.9
	Manager	-	-	-	1	-	4.0
	Peers	1	-	1	-	-	2.0
	Direct Reports	1	-	1	1	-	2.7
	Self	-	1	-	-	-	2.0
PROFESSIONAL GROWTH: Provides opportunities to grow professionally.	<b>All Respondents</b>	-	1	3	2	-	3.3
	Manager	-	-	-	1	-	4.0
	Peers	-	-	2	-	-	3.0
	Direct Reports	-	1	1	1	-	3.0
	Self	-	-	-	1	-	4.0

## Strategy Related Skills

		1	2	3	4	5	RAW SCORE
INFLUENCE: Creates support and buy-in for ideas and strategies.	<b>All Respondents</b>	-	1	-	6	-	3.8
	Manager	-	-	-	1	-	4.0
	Peers	-	-	-	3	-	4.0
	Direct Reports	-	1	-	2	-	3.3
	Self	-	-	1	-	-	3.0
INSPIRATIONAL VISION: Develops a vision for the future and communicates it effectively.	<b>All Respondents</b>	1	-	2	3	1	3.6
	Manager	-	-	-	1	-	4.0
	Peers	-	-	2	1	-	3.3
	Direct Reports	1	-	-	1	1	3.3
	Self	-	-	-	1	-	4.0
STRATEGIC THINKING: Develops strategies for long-term success.	<b>All Respondents</b>	1	-	1	1	3	4.1
	Manager	-	-	-	-	1	5.0
	Peers	-	-	1	1	-	3.5
	Direct Reports	1	-	-	-	2	3.7
	Self	-	-	-	1	-	4.0
PRESENTATION SKILLS: Can present information effectively.	<b>All Respondents</b>	-	1	2	3	1	3.9
	Manager	-	-	-	-	1	5.0
	Peers	-	1	1	1	-	3.0
	Direct Reports	-	-	1	2	-	3.7
	Self	-	1	-	-	-	2.0
EXTERNAL AWARENESS: Maintains awareness of economic trends and competition.	<b>All Respondents</b>	-	-	-	3	4	4.7
	Manager	-	-	-	-	1	5.0
	Peers	-	-	-	2	1	4.3
	Direct Reports	-	-	-	1	2	4.7
	Self	-	-	-	1	-	4.0

## Strategy Related Skills

		1	2	3	4	5	RAW SCORE
CREATIVITY: Encourages creative thinking, while appropriately allowing mistakes.	<b>All Respondents</b>	1	-	1	3	2	4.0
	Manager	-	-	-	-	1	5.0
	Peers	-	-	1	2	-	3.7
	Direct Reports	1	-	-	1	1	3.3
	Self	-	-	-	1	-	4.0
PROBLEM IDENTIFICATION: Can distinguish between problems and symptoms.	<b>All Respondents</b>	-	1	2	4	-	3.6
	Manager	-	-	-	1	-	4.0
	Peers	-	-	2	1	-	3.3
	Direct Reports	-	1	-	2	-	3.3
	Self	-	-	-	1	-	4.0
STORY TELLING: Effectively uses stories to paint a picture and make a point.	<b>All Respondents</b>	2	1	1	3	-	3.0
	Manager	-	-	-	1	-	4.0
	Peers	1	1	1	-	-	2.0
	Direct Reports	1	-	-	2	-	3.0
	Self	-	-	1	-	-	3.0

## Decision-Making Skills

		1	2	3	4	5	RAW SCORE
JUDGMENT: Displays sound judgment.	<b>All Respondents</b>	-	2	1	3	1	3.6
	Manager	-	-	-	1	-	4.0
	Peers	-	1	1	1	-	3.0
	Direct Reports	-	1	-	1	1	3.7
	Self	-	-	-	1	-	4.0
DECISION MAKING: Makes well thought out decisions in the face of uncertainty.	<b>All Respondents</b>	-	2	1	2	2	3.7
	Manager	-	-	-	1	-	4.0
	Peers	-	1	1	-	1	3.3
	Direct Reports	-	1	-	1	1	3.7
	Self	-	-	-	1	-	4.0
BUSINESS SAVVY: Has a good business mind and thinks broadly.	<b>All Respondents</b>	-	-	2	2	3	4.3
	Manager	-	-	-	-	1	5.0
	Peers	-	-	1	1	1	4.0
	Direct Reports	-	-	1	1	1	4.0
	Self	-	-	-	1	-	4.0
BIG PICTURE THINKING: Considers the impact of decisions on all aspects of the business.	<b>All Respondents</b>	-	1	2	2	2	4.0
	Manager	-	-	-	-	1	5.0
	Peers	-	-	2	1	-	3.3
	Direct Reports	-	1	-	1	1	3.7
	Self	-	-	-	1	-	4.0
RISK AND REWARD: Balances risk and reward, avoiding unnecessary risks.	<b>All Respondents</b>	-	1	1	3	2	4.1
	Manager	-	-	-	-	1	5.0
	Peers	-	-	1	2	-	3.7
	Direct Reports	-	1	-	1	1	3.7
	Self	-	-	-	1	-	4.0

## Decision-Making Skills

		1	2	3	4	5	RAW SCORE
PERSPECTIVE: Seeks outside perspective before making important decisions.	<b>All Respondents</b>	-	-	1	5	1	4.0
	Manager	-	-	-	1	-	4.0
	Peers	-	-	-	3	-	4.0
	Direct Reports	-	-	1	1	1	4.0
	Self	-	-	-	1	-	4.0
FORESIGHT: Foresees all possible outcomes in order to make the best decision.	<b>All Respondents</b>	-	1	1	5	-	3.7
	Manager	-	-	-	1	-	4.0
	Peers	-	-	1	2	-	3.7
	Direct Reports	-	1	-	2	-	3.3
	Self	-	-	-	1	-	4.0
MISTAKES: Learns from mistakes in order to avoid repeating them.	<b>All Respondents</b>	-	1	2	4	-	3.6
	Manager	-	-	-	1	-	4.0
	Peers	-	-	2	1	-	3.3
	Direct Reports	-	1	-	2	-	3.3
	Self	-	-	-	1	-	4.0

## General Comments

(Manager's comments in boldface.)

What are John Smith's greatest assets/strengths?

- John's ability to think strategically and globally. He has a very strong work ethic. John is honest and compassionate. He streamlines and looks for efficiencies. John has a strong awareness of self.
- **(Manager) John's greatest strengths and assets are: 1) His work experience in various arenas, 2) His knowledge of the industry, 3) His relationships with other departments, 4) His outside-the-box problem solving, 5) His dedication to the people we serve and the work we do, 6) He holds himself to a high standard regarding performance, and 7) He identifies highly skilled individuals and hires for his teams.**
- John is very knowledgeable in our field. From what I've seen in our provider director meetings, he does very well in communicating IS/IT and Finance needs and concerns to our providers. If John is willing to do the work in developing his leadership style, practices self-monitoring of what his weaknesses and blind spots are, and continues to do the work (which I hope he does), you have a recipe for a high impact executive that I would love to have on my team.
- He is incredibly bright and knows our business. I do not believe that there is anyone in the region that has his breadth of knowledge in our line of work.
- John strength is the ability to want to achieve a standard of excellence in delivery of service from him and his department. John excels at asking good questions to determine the root cause of a situation.
- Attendance, connections in the industry, and historical knowledge.
- Experience, regional and local connections. Loyalty to the team that works for him. A genuine desire to succeed and have the company make a positive impact.

What should John Smith do differently to be more effective?

- John comes across as someone who is not very collaborative. It's either John's Way or the highway. If the conversation does not go down "John's Way," you can see the frustration/intensity build in him. With that being said, if he can focus on being more approachable, collaborative, and practice situational leadership, he can be more effective. Another way of saying it is if you could take all of John's knowledge and "give" it to Michael Beck, or any other Executive Coach who understands the intricacies of working with people, you would have the perfect combo.
- **(Manager) 1) Delegate more often**
- Think before speaking, allow others to be part of the discussion, not micro-manage his team, not have to be in control all of the time of a problem area.
- When a simple question comes, answer the question without drilling them. Let that person in the simple matter be the person to take responsibility to understand the situation. Respect the abilities of others, instead of sharing a responsibility, let the person be responsible for the subject matter and have that person report to you when there is an issue that arises or setup standard reporting. Many times, the unknown of can I do this or do I have to go through you causes a conflict for the person. In addition, allow managers to be able to communicate in coordination with other teams.

- I think John would be more effective if he could make personal connection with each staff member under him. I also think that he can be impulsive in his reactions and conclusions. John may be more effective handling situation without the quick reactions.
- Improve his management skills as it relates to people. He intimidates others. He acts as if he is paranoid about his department and the information that he manages. John does not want anyone within his organization talking to those outside his organization. He needs to encourage teamwork among the other parts of the organization rather than discourage it for his department. He needs to trust and have faith in his managers. He pays them too much to not trust them to do their work. By not trusting, he actually discourages them from wanting to give their all and make sure they are contributing at their highest level.
- Receive feedback without becoming defensive. Accountability and deadlines seem to be an issue at times. Frequently "too much work for Finance or IT to keep up with". Teams are "maxed out". That report or request will be completed "next week", then it's not for one reason or another.

#### What do you believe he/she is most unaware of?

- How he comes across to others. John can be quick with rude comments that put a person in their place so that they will not disagree with him. John will use personal attacks to get his way. That he is not acting as a team player, I believe John feels he is being a team player when in fact he is not.
- I think he is most unaware of all the support that his teams are providing staff within the organization.
- John is unaware of the impact of his actions when interacting with staff. His mood is like a box of chocolates in that you never know what you're going to get. You may get praise one day for something you did (which is infrequent), or you might get you behind chewed (most frequent). Essentially, the team needs consistency. I have been in meetings where something is discussed and is a great idea, and then the elephant in the room is "how are we going to bring this up to John so he doesn't freak out or want to argue about it for an hour." In addition, people try to find ways to get things accomplished without having to go through John, even if it means it will take longer to get the job done, in order to avoid the unexpected "outburst." If it gets to a point that it is inevitable that one must go to John, people either cringe not knowing how he might react (box of chocolates analogy), or they don't address the issue at all.
- The unpredictable nature that occurs that cause people to not want to approach when they have a question. Are they going to get: sure why not or be drilled with why are you asking, what's going on? There is a feeling of paranoia from John that causes lack of confidence in quality staff. There is a lack of trust in sense that we hear this is coming but it never comes.
- I believe that John is most unaware of his people skills. He does not deal with people effectively. I believe it is important to encourage and work as a team. I believe that John tries to micro manage and does not share all needed information whether it is because he believes the person should already know or he thinks they should know. His body language is very strong and that tends to intimidate those he is interacting with.
- **(Manager) At times, John appears to take things too personally. I mean that some things are not within his control, yet he responds as if he was responsible and people are blaming him or are thinking less of him. I would have said he appears to slightly paranoid at times, but the term isn't exactly accurate. It is like part of him thinks people don't want him to succeed. We (I) depend on John and wouldn't be successful without him.**
- Emotional content of his speech at times when he feels pressured.

### Item-Specific Comments

Please elaborate on: "INTEGRITY: Follows through on commitments."

- Actions often change based on the day and are not consistent.

Please elaborate on: "ATTITUDE: Maintains a positive attitude."

- Under stress attitude is challenging and finger pointing.

Please elaborate on: "FLEXIBILITY: Displays flexibility toward organizational change."

- If Robert hold's John nose to the grindstone sort of speak, I believe he will adapt. If not, then he will resist until pigs fly or when the cows come home. Even when something is directed by the company president, he still has this negative body language that can suck the energy out of the room, thus undermining the process, whether intentionally or unintentionally.

Please elaborate on: "SERVICE MOTIVATION: Actions and decisions reflect a spirit of service."

- The spirit of the service is always there.
- Discussions between external stakeholders is often different than those with the internal ones.

Please elaborate on: "OPEN COMMUNICATION: Fosters open communication and dialogue."

- Prefers to talk with his team separately and does not want others talking directly with his team. Wall of communication only through him.
- John many times does not listen. As soon as you begin to tell him something, he jumps to what he believes the answer is without fully understanding what information you are seeking from him or allowing you to explain your questions. He is also unpredictable in his responses. This makes it difficult to approach him as you are unaware of his mood and what response you might get from him. He does not encourage communication of his employees with others inside our organization and outside and I believe he wants to control this communication which sends a negative message to the employees he manages as they are not sure when it is ok to talk to someone directly or make sure and ask him first.
- Seeks understanding though in an interrogating method that doesn't foster open communication

Please elaborate on: "EFFECTIVE COMMUNICATION: Communicates clearly and effectively."

- John asks employees to do tasks that I believe he does not give them all of the necessary information to complete the task. Sometimes he is probably trying to see if they can find it on their own and other times I feel like he intentionally does it and watches you fail. He may not consciously do that but that is what it feels like to those with the task. Because of his body language and intimidating style, employees are sometimes afraid to ask questions and many times he has you go off and do something that he already has an answer for and tells you that at the end when instead he should say he has an answer and just wants to verify or something.....
- Issue with this when under stress. Otherwise is good. Reluctant to provide written communication that can be tracked for consistency.

Please elaborate on: "AUTONOMY: Allows people the freedom to accomplish tasks as they fit."

- **(Manager) John has some great employees on his teams. These people are very skilled and capable. He has done a great job creating strong teams. He does delegate many tasks, but at times it appears that he micromanages others. It is almost random micromanagement. I don't understand the specifics of why, but I think it does lessen the effectiveness of the teams and decreases the employee's confidence.**
- The knowledge of the department is vast and capable. If you have a general question, it first goes to John even though you know who has the information. This also happens in John's department cannot answer a question without cc'ing John. Then the person that ask the question gets drilled on why they ask the question, when it may be just trying to understand something simple or develop a better understanding to be prepared for conversation with John.
- Everything runs through John and can delay processes at times. John is very controlling of his team and no decisions or information can come from his team without his input or awareness. He requires every communication to any of his staff to go through him, he recently stated this had changed but it hadn't according to his team.
- John does allow freedom in areas that he does not like or believes that you are stronger in, which is a good thing. However, I do believe he micromanages. I believe this is driven by his paranoia and his trust in others. He wants his department to be perfect and does not like other departments to do better than his. He is not trusting of his employees as well as others in the organization outside his department. He is always telling us not to trust this person or that because they will stab you later.

Please elaborate on: "DELEGATION: Develops others by delegating appropriate tasks."

- Once process is approved he allows team to run as he has agreed to have it performed. If there is an issue, then it is that person's fault and they needed to change something, not that the plan wasn't good.
- John's knowledge is great and has many ideas but time and education are not always there to support accomplishing the task. Respect the knowledge of the team and let them assist in reaching the outcome.

Please elaborate on: "COACHING/MENTORING: Develops people through coaching and mentoring."

- One department but can be applied to others: Encourage to have finance take on the responsibility of finance. Then have finance manager report to you the financial report (weekly, monthly) and at that time ask question, make recommendation and assist them in being successful. If they have questions about a bill, allow them to seek out the question instead of waiting to go through you. This allows the finance manager to operate with supervision.
- I've observed some coaching, but majority of it is a top down approach of working in the manner how he has prescribed. It is wrong until John has stated it is right. Very top down to Managers and other departments.

Please elaborate on: "PROFESSIONAL GROWTH: Provides opportunities to grow professionally."

- Trainings are approved which is good.

Please elaborate on: "JUDGMENT: Displays sound judgment."

- After John's initial reaction to things, he has the ability to make good judgment decisions. Needs to keep in mind other departments and how his decision will impact them.

Please elaborate on: "DECISION MAKING: Makes well thought out decisions in the face of uncertainty."

- John will delay a decision for quite some time to ensure he has more facts.

Please elaborate on: "BUSINESS SAVVY: Has a good business mind and thinks broadly."

- Appears to think about the immediate and not future oriented, where will the organization be in the future. Decisions are based on his wanting to meet the need and not what is the best way to meet the need.

Please elaborate on: "RISK AND REWARD: Balances risk and reward, avoiding unnecessary risks."

- John is aware of the risk verse reward component, sometimes it is more about his risk and not the organization.

Please elaborate on: "PERSPECTIVE: Seeks outside perspective before making important decisions."

- As previously indicated, John seeks out a lot of information and support prior to meetings to ensure that he represents the best decision for him.

Please elaborate on: "FORESIGHT: Foresees all possible outcomes in order to make the best decision."

- John looks at what works for his department and not what works for the agency at times.

Please elaborate on: "INFLUENCE: Creates support and buy-in for ideas and strategies."

- John takes the time to review situations and make decisions, he will work behind the scenes to get others to agree with him prior to attending a meeting where the idea will be presented.

Please elaborate on: "INSPIRATIONAL VISION: Develops a vision for the future and communicates it effectively."

- I think John understand how to develop a vision, but gets caught up into the details if they don't specifically match how he would do it. With that, among other relational pieces of leadership, it cause him to fall short to inspire people to take action. Working for John, I learn more about what the organization's overall direction is through other staff within the organization, i.e. other executives, managers, and front-line staff.

Please elaborate on: "STRATEGIC THINKING: Develops strategies for long-term success."

- Similar to inspirational vision... If I use a baseball analogy, John is sitting in the owner's box with other executives in helping create a shared vision and strategy, but is often running into the infield directing the team on how to do their work. Additionally, by learning more about where the organization is going through other staff, it creates a dynamic within his teams that there is a lack of transparency, which results in a lack of trust and miscommunication.
- Not sure if the agency mission is the goal, if keeping business as usual is preferred. Takes a lot of disagreements about former business as personal attacks as opposed to working toward improvement of the future. This stall progress.

Please elaborate on: "PRESENTATION SKILLS: Can present information effectively."

- Needs to be better prepared and have presentation material ready prior to meetings. Needs to address key issues of importance to the Board of Directors. Could be more professional.

Please elaborate on: "EXTERNAL AWARENESS: Maintains awareness of economic trends and competition."

- Aware of the trends though at times negatively influenced by trend
- Ensures he stays in communication with other entities. At times he is outside of his job scope, but he does share information with teams as it fits.

Please elaborate on: "CREATIVITY: Encourages creative thinking, while appropriately allowing mistakes."

- Its John's way or no way. If it's not John's way, you can see the visualization of how unhappy he is through his body language. This prohibits any willingness to be innovative, and why take a risk when it can result in a "mistake," of which will result in getting your butt chewed. John will be one to say that we should be looking at things through a positive light and how there is positive intent in everything we do, however, overtime, that just becomes words on a broken record that does not carry any weight.
- Allows from some creativity ideas, only after he has discussed it with his team prior to meetings.
- Yes but with communication style doesn't occur as frequently as it could

Please elaborate on: "STORY TELLING: Effectively uses stories to paint a picture and make a point."

- When John tries to explain by painting a picture or evoke emotion, the point is lost.
- As a financial person, this may not be his strength or need. John does not use storytelling in his professional presentations in any manner.

## About Eliciting Excellence

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Eliciting Excellence, headquartered in Portland, OR, USA, is passionate about helping leaders become more effective and companies achieve greater success. We've been providing executive coaching and leadership development for over 20 years.

Please call us to discuss your specific situation and how we can help.

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