

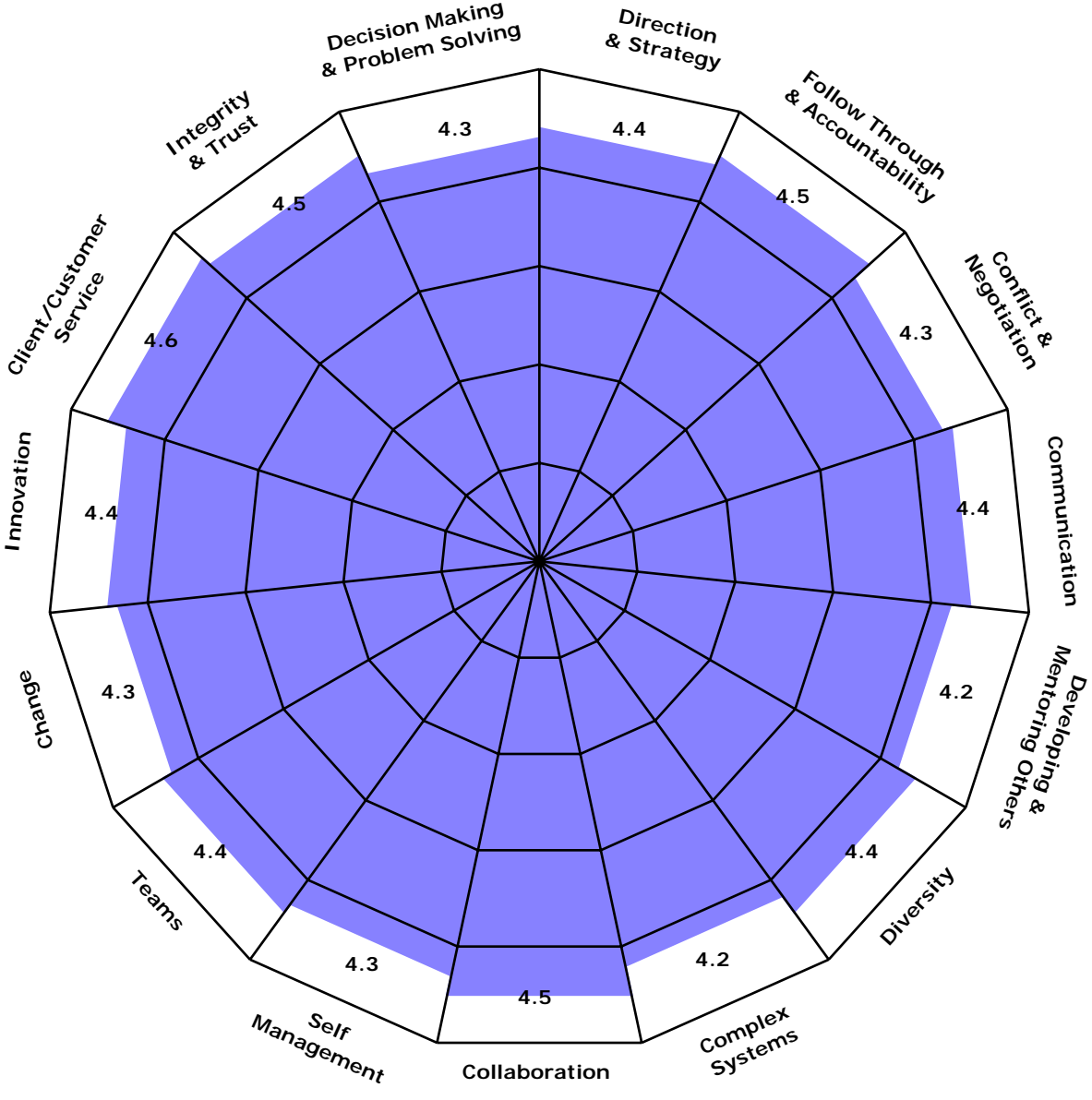


Assessment Scale

- 1 = Rarely
- 2 = Occasionally
- 3 = Often
- 4 = Very Often
- 5 = Always
- N/O = Not Observed

Feedback Breakdown

- 36 Boss(es)
- 112 Peers
- 107 Direct Reports
- 85 Others
- Total of 340 Raters

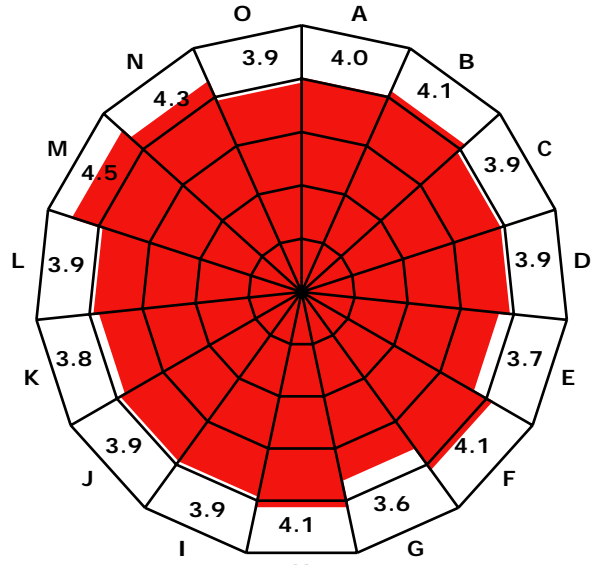


All Raters

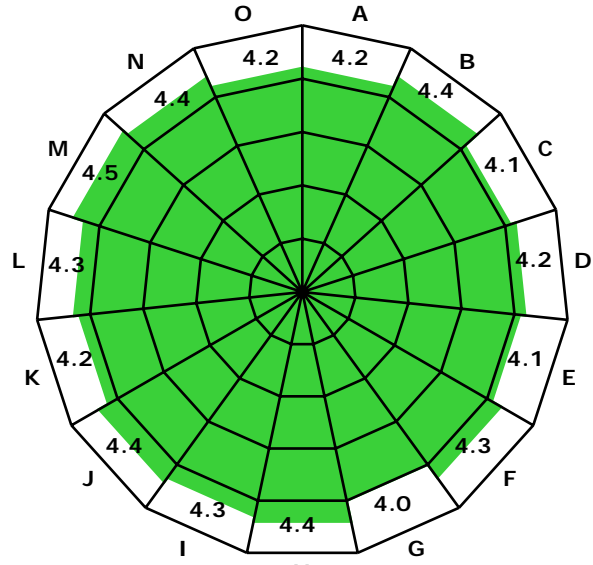
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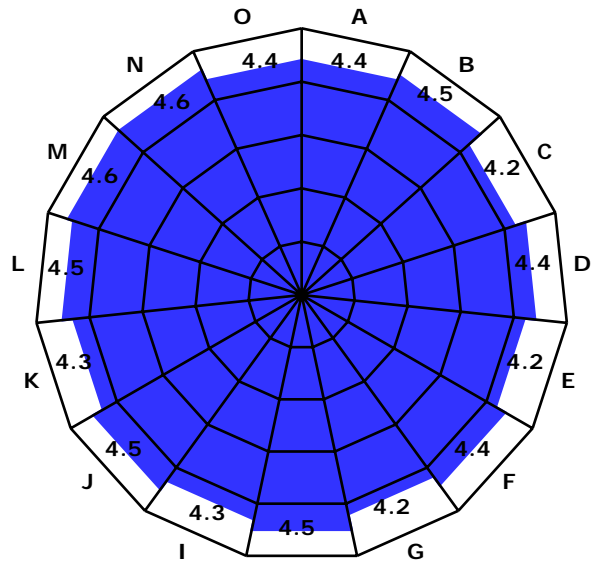
- A = Direction and Strategy
- B = Follow Through and Accountability
- C = Conflict and Negotiation
- D = Communication
- E = Developing and Mentoring Others
- F = Diversity
- G = Complex Systems
- H = Collaboration
- I = Self Management
- J = Teams
- K = Change
- L = Innovation
- M = Client/Customer Service
- N = Integrity and Trust
- O = Decision Making and Problem Solving



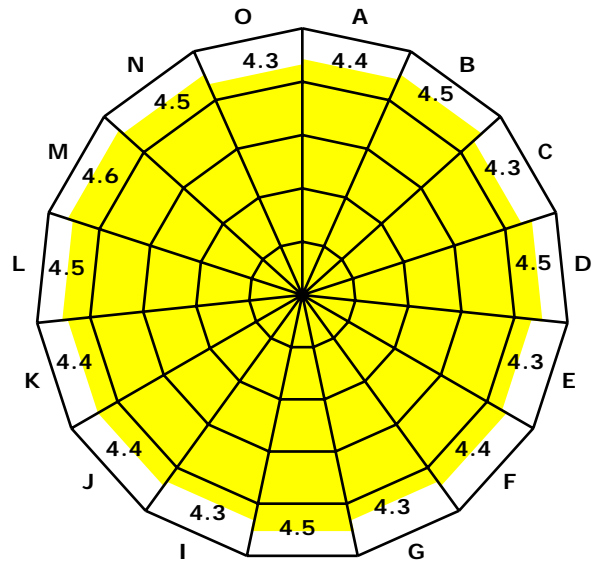
32 Self



36 Boss(es)



112 Peers

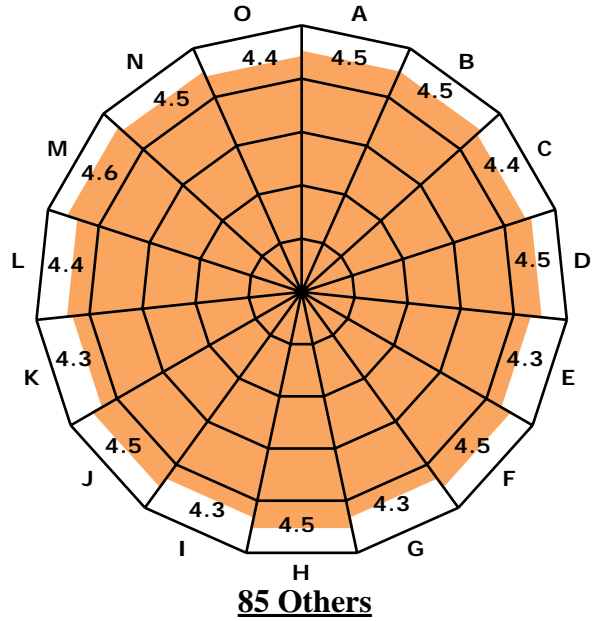


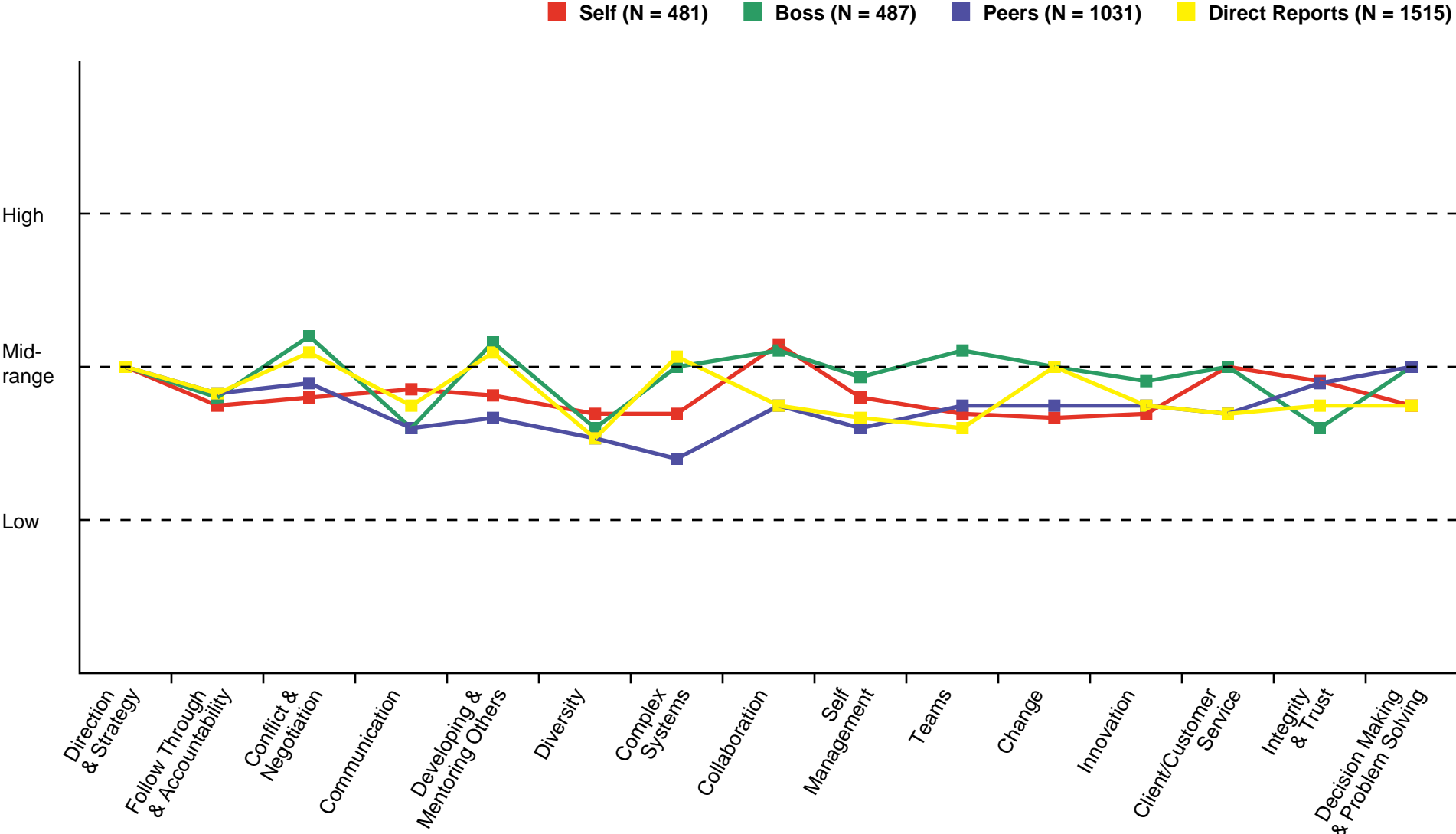
107 Direct Reports

Assessment Scale

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- A = Direction and Strategy
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Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss (es)	Direct Reports	Peers	Others	Direct Report Range					Peer Range				
							1	2	3	4	5	1	2	3	4	5
Direction and Strategy	4.0	4.4	4.2	4.4	4.4	4.5										
1. Displays an understanding of the purpose and mission of the organization. (+)	4.5	4.6	4.5	4.7	4.5	4.7	-----					-----				
2. Works to create a clear and motivating vision.	4.0	4.3	4.1	4.3	4.4	4.5	-----					-----				
3. Engages others in strategic, long-range planning. (-)	3.8	4.1	3.9	4.2	4.2	4.3	-----					-----				
4. Articulates clear goals and objectives.	3.8	4.3	4.0	4.4	4.3	4.5	-----					-----				
5. Deals with immediate demands without losing long-term focus.	3.9	4.3	4.3	4.3	4.4	4.4	-----					-----				
Follow Through and Accountability	4.1	4.5	4.4	4.5	4.5	4.5										
6. Follows through with tasks and assignments. (+)	4.3	4.5	4.5	4.4	4.6	4.6	-----					-----				
7. Jumps in and does his/her share of the work. (+)	4.3	4.6	4.8	4.5	4.6	4.6	-----					-----				
8. Ensures that people have the skills and resources to do their jobs.	4.0	4.4	4.1	4.5	4.4	4.4	-----					-----				
9. Is good with the details of projects and tasks.	3.9	4.4	4.5	4.4	4.5	4.6	-----					-----				
10. Understands and attends to front-line operations.	4.0	4.4	4.1	4.4	4.4	4.4	-----					-----				
Conflict and Negotiation	3.9	4.3	4.1	4.3	4.2	4.4										
11. Encourages people to ask questions and disagree. (-)	4.0	4.2	4.0	4.2	4.1	4.3	-----					-----				
12. Seeks to understand those with whom he/she disagrees. (-)	3.8	4.1	4.1	4.0	4.2	4.3	-----					-----				
13. Is willing to challenge others regardless of their status. (-)	3.5	4.2	4.0	4.3	4.2	4.4	-----					-----				
14. Works toward win/win outcomes.	4.2	4.4	4.1	4.5	4.4	4.5	-----					-----				

(+) Ten highest scoring
 (-) Ten lowest scoring

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss (es)	Direct Reports	Peers	Others	Direct Report Range					Peer Range				
							1	2	3	4	5	1	2	3	4	5
Communication	3.9	4.4	4.2	4.5	4.4	4.5										
15. States his/her opinions clearly and effectively.	3.7	4.3	4.1	4.4	4.3	4.4										
16. Delivers clear and articulate presentations.	3.8	4.4	4.1	4.4	4.3	4.6										
17. Composes well-written reports and emails. (+)	4.2	4.5	4.4	4.6	4.4	4.6										
Developing and Mentoring Others	3.7	4.2	4.1	4.3	4.2	4.3										
18. Establishes clear expectations and performance standards.	3.6	4.3	4.0	4.4	4.3	4.3										
19. Accurately assesses the strengths and developmental needs of others. (-)	3.5	4.1	3.8	4.3	4.1	4.2										
20. Assigns challenging assignments and tasks to others. (-)	3.4	4.1	3.8	4.2	4.0	4.1										
21. Encourages cross-functional training. (-)	3.7	4.2	4.2	4.2	4.2	4.2										
22. Exhibits sincere interest in the aspirations of others.	4.2	4.4	4.5	4.4	4.4	4.5										
Diversity	4.1	4.4	4.3	4.4	4.4	4.5										
23. Contributes to a climate that values diversity. (+)	4.1	4.5	4.3	4.4	4.5	4.6										
24. Demonstrates openness to different ideas and perspectives.	3.9	4.3	4.1	4.3	4.3	4.5										
25. Respects others regardless of status or position. (+)	4.5	4.5	4.4	4.5	4.6	4.5										
26. Actively seeks to interact with people who are different from him or her. (-)	3.9	4.2	4.2	4.3	4.2	4.3										
Complex Systems	3.6	4.2	4.0	4.3	4.2	4.3										
27. Displays the ability to grasp the public health "big picture".	4.0	4.5	4.4	4.7	4.4	4.6										
28. Demonstrates tolerance for ambiguity and uncertainty. (-)	3.2	3.8	3.4	4.0	3.8	4.0										
29. Balances the demands of multiple constituencies and stakeholders.	3.7	4.3	4.1	4.3	4.3	4.4										
30. Gets the parts of the public health system to work together.	3.7	4.3	4.1	4.4	4.2	4.3										

(+) Ten highest scoring

(-) Ten lowest scoring

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss (es)	Direct Reports	Peers	Others	Direct Report Range					Peer Range				
							1	2	3	4	5	1	2	3	4	5
Collaboration	4.1	4.5	4.4	4.5	4.5	4.5										
31. Works collaboratively within the organization.	4.3	4.5	4.5	4.5	4.5	4.6	-----					-----				
32. Considers the interest and needs of people outside of the organization.	4.0	4.5	4.4	4.5	4.4	4.4	-----					-----				
33. Works effectively with people not under his or her direct control.	4.1	4.4	4.4	4.4	4.5	4.5	-----					-----				
Self Management	3.9	4.3	4.3	4.3	4.3	4.3										
34. Balances priorities between private and professional life.	3.8	4.4	4.4	4.4	4.4	4.4	-----					-----				
35. Shows the ability to vary his/her approach and style depending upon the situation.	3.8	4.2	4.0	4.2	4.2	4.2	-----					-----				
36. Accepts responsibility for his/her mistakes.	4.4	4.4	4.4	4.4	4.5	4.4	-----					-----				
37. Strives for self-awareness of his or her leadership effectiveness.	3.9	4.3	4.2	4.3	4.3	4.4	-----					-----				
38. Makes adjustments in behavior based on his or her mistakes.	4.0	4.4	4.3	4.4	4.4	4.3	-----					-----				
39. Maintains his/her composure under stress.	3.7	4.2	4.2	4.2	4.2	4.3	-----					-----				
Teams	3.9	4.4	4.4	4.4	4.5	4.5										
40. Helps to define the team's purpose and mission.	3.9	4.5	4.3	4.5	4.5	4.5	-----					-----				
41. Promotes cooperation within the team.	4.2	4.5	4.4	4.5	4.5	4.4	-----					-----				
42. Runs effective team meetings.	3.5	4.4	4.4	4.3	4.4	4.4	-----					-----				

(+) Ten highest scoring
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Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss (es)	Direct Reports	Peers	Others	Direct Report Range					Peer Range				
							1	2	3	4	5	1	2	3	4	5
Change	3.8	4.3	4.2	4.4	4.3	4.3										
43. Is willing to challenge the status quo.	3.7	4.3	4.1	4.4	4.2	4.4										
44. Effectively makes the argument for change to those who are uncertain.	3.4	4.2	3.8	4.3	4.2	4.2										
45. Does not offer unnecessary resistance to change.	3.9	4.3	4.3	4.3	4.2	4.2										
46. Builds effectively on things that are already working.	3.9	4.5	4.4	4.5	4.5	4.4										
47. Can modify plans due to changing conditions when appropriate.	4.0	4.4	4.4	4.5	4.4	4.4										
Innovation	3.9	4.4	4.3	4.5	4.5	4.4										
48. Generates useful new ideas.	3.7	4.4	4.3	4.4	4.5	4.5										
49. Shows openness to new ideas and better ways of doing things.	4.2	4.4	4.3	4.5	4.4	4.4										
50. Supports the consideration of ideas from outside of the organization.	4.0	4.4	4.3	4.5	4.4	4.3										
Client/Customer Service	4.5	4.6	4.5	4.6	4.6	4.6										
51. Treats clients/customers with respect. (+)	4.8	4.8	4.9	4.8	4.8	4.8										
52. Works effectively with internal clients/customers.	4.5	4.5	4.4	4.6	4.5	4.5										
53. Looks for ways to continuously improve service to clients/customers.	4.3	4.5	4.4	4.5	4.5	4.5										
54. Views clients/customers as a source of valuable information. (+)	4.3	4.6	4.5	4.7	4.5	4.5										
Integrity and Trust	4.3	4.5	4.4	4.5	4.6	4.5										
55. Tells the truth even when it is unpopular. (+)	4.2	4.6	4.5	4.6	4.6	4.6										
56. Honors his/her promises and commitments. (+)	4.5	4.6	4.5	4.6	4.7	4.6										
57. Is willing to share power and responsibility with others.	4.2	4.3	4.3	4.2	4.4	4.4										

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							1	2	3	4	5	1	2	3	4	5
Decision Making and Problem Solving	3.9	4.3	4.2	4.3	4.4	4.4										
58. Involves the most appropriate people in decision making and problem solving.	4.1	4.4	4.2	4.4	4.5	4.4	-----					-----				
59. Distinguishes between critical and non-critical tasks.	3.8	4.4	4.1	4.4	4.4	4.4	-----					-----				
60. Acts without unnecessary delay.	3.9	4.3	4.4	4.3	4.4	4.3	-----					-----				
61. Is willing to make decisions with limited information when necessary. (-)	3.5	4.0	4.0	4.0	4.1	4.1	-----					-----				
62. Weighs consequences of decisions before taking action.	4.1	4.4	4.2	4.5	4.4	4.5	-----					-----				

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 (-) Ten lowest scoring

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Ten Highest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0	
51.	Treats clients/customers with respect.						4.8
1.	Displays an understanding of the purpose and mission of the organization.						4.6
7.	Jumps in and does his/her share of the work.						4.6
54.	Views clients/customers as a source of valuable information.						4.6
55.	Tells the truth even when it is unpopular.						4.6
56.	Honors his/her promises and commitments.						4.6
6.	Follows through with tasks and assignments.						4.5
17.	Composes well-written reports and emails.						4.5
23.	Contributes to a climate that values diversity.						4.5
25.	Respects others regardless of status or position.						4.5
Ten Lowest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0	
11.	Encourages people to ask questions and disagree.						4.2
13.	Is willing to challenge others regardless of their status.						4.2
21.	Encourages cross-functional training.						4.2
26.	Actively seeks to interact with people who are different from him or her.						4.2
3.	Engages others in strategic, long-range planning.						4.1
12.	Seeks to understand those with whom he/she disagrees.						4.1
19.	Accurately assesses the strengths and developmental needs of others.						4.1
20.	Assigns challenging assignments and tasks to others.						4.1
61.	Is willing to make decisions with limited information when necessary.						4.0
28.	Demonstrates tolerance for ambiguity and uncertainty.						3.8