

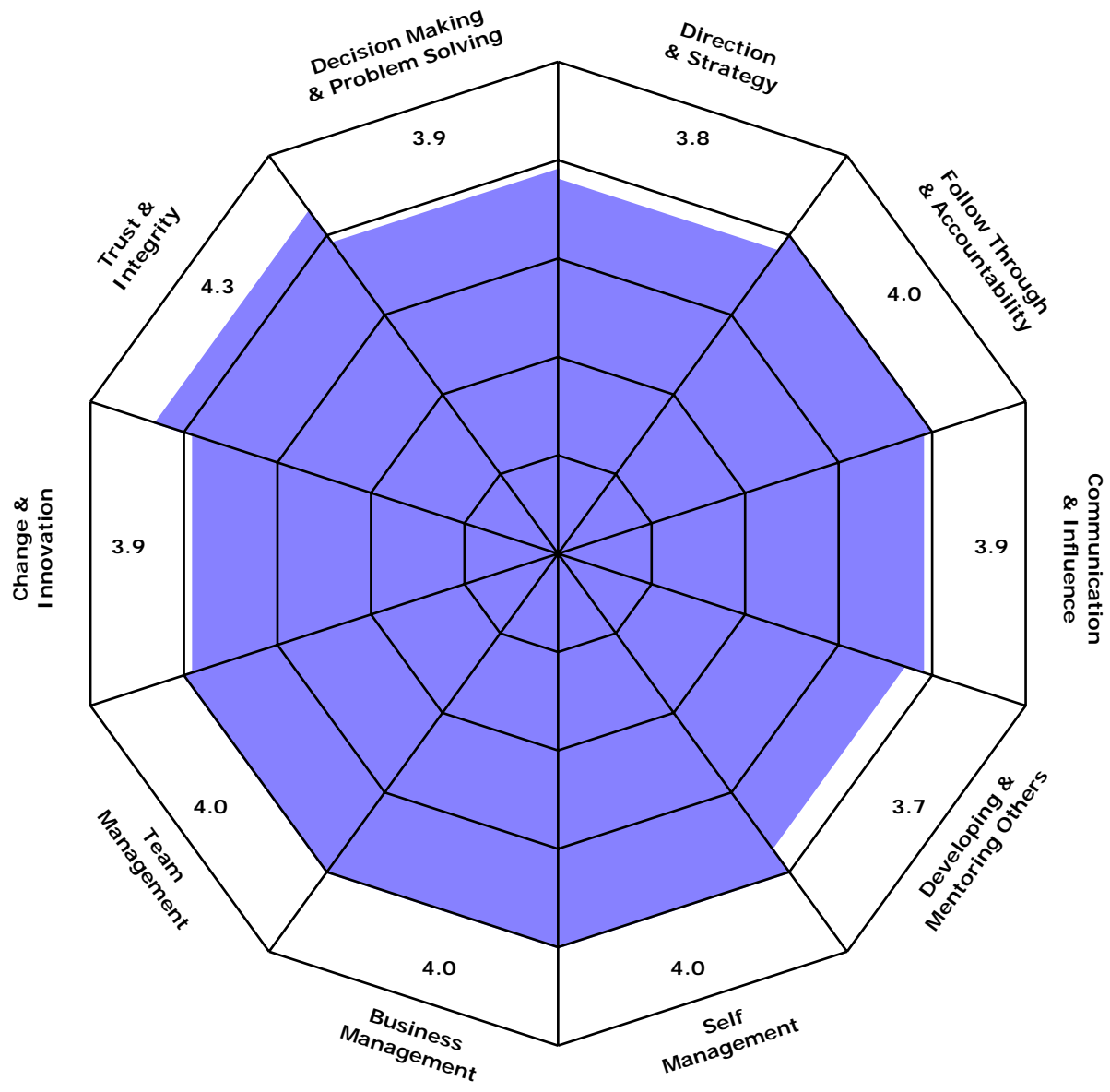


Assessment Scale

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

Feedback Breakdown

- 45 Boss(es)
- 134 Peers
- 95 Direct Reports
- 39 Others
- Total of 313 Raters

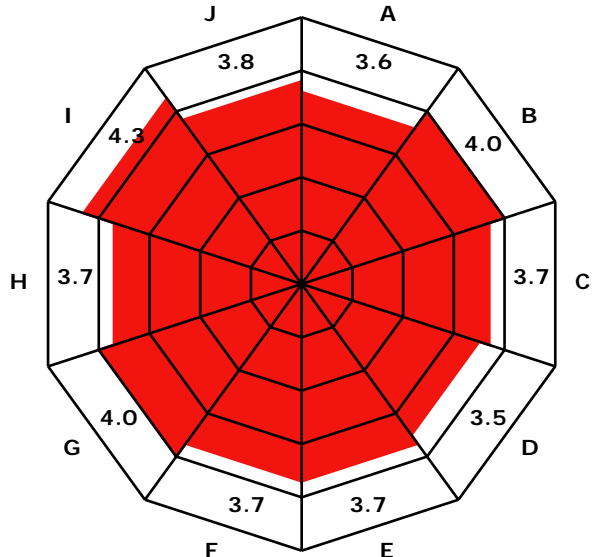


All Raters

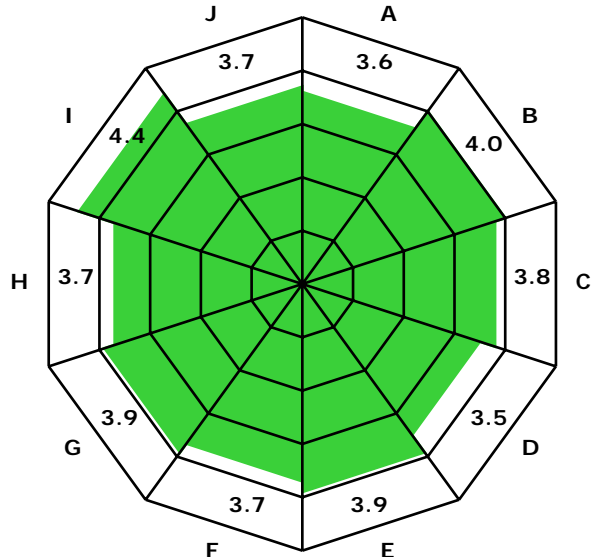
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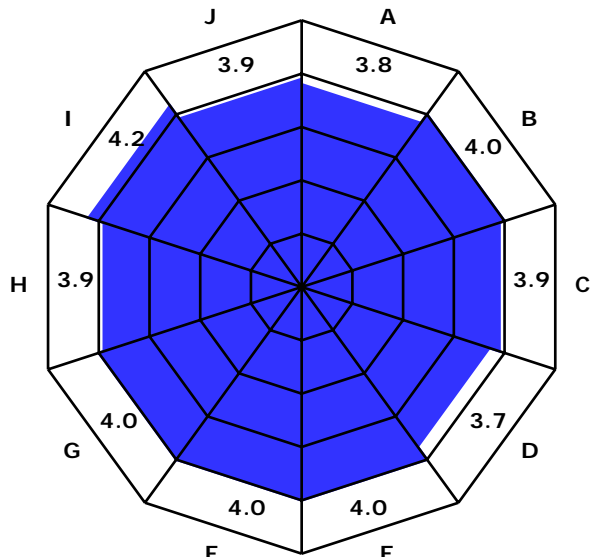
- A = Direction & Strategy
- B = Follow Through & Accountability
- C = Communication & Influence
- D = Developing & Mentoring Others
- E = Self Management
- F = Business Management
- G = Team Management
- H = Change & Innovation
- I = Trust & Integrity
- J = Decision Making & Problem Solving



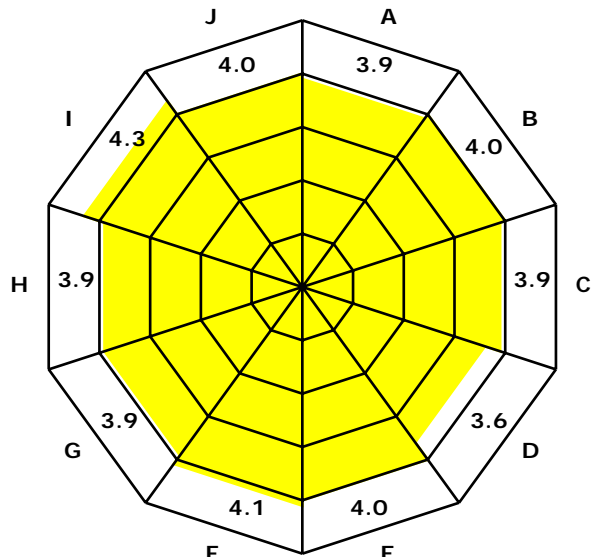
32 Self



45 Boss(es)



134 Peers

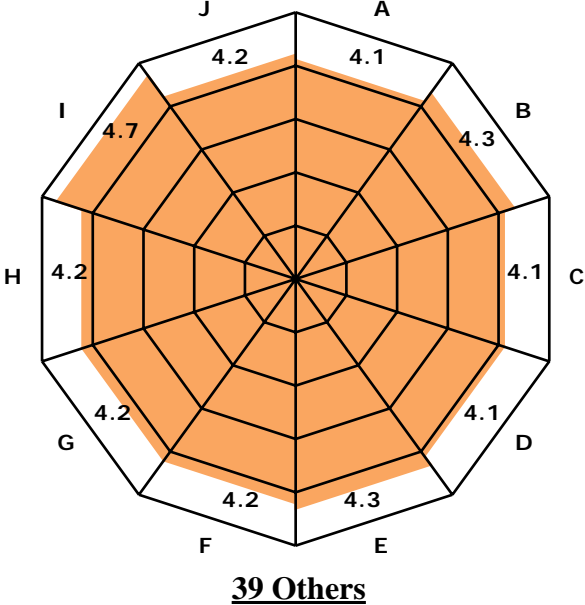


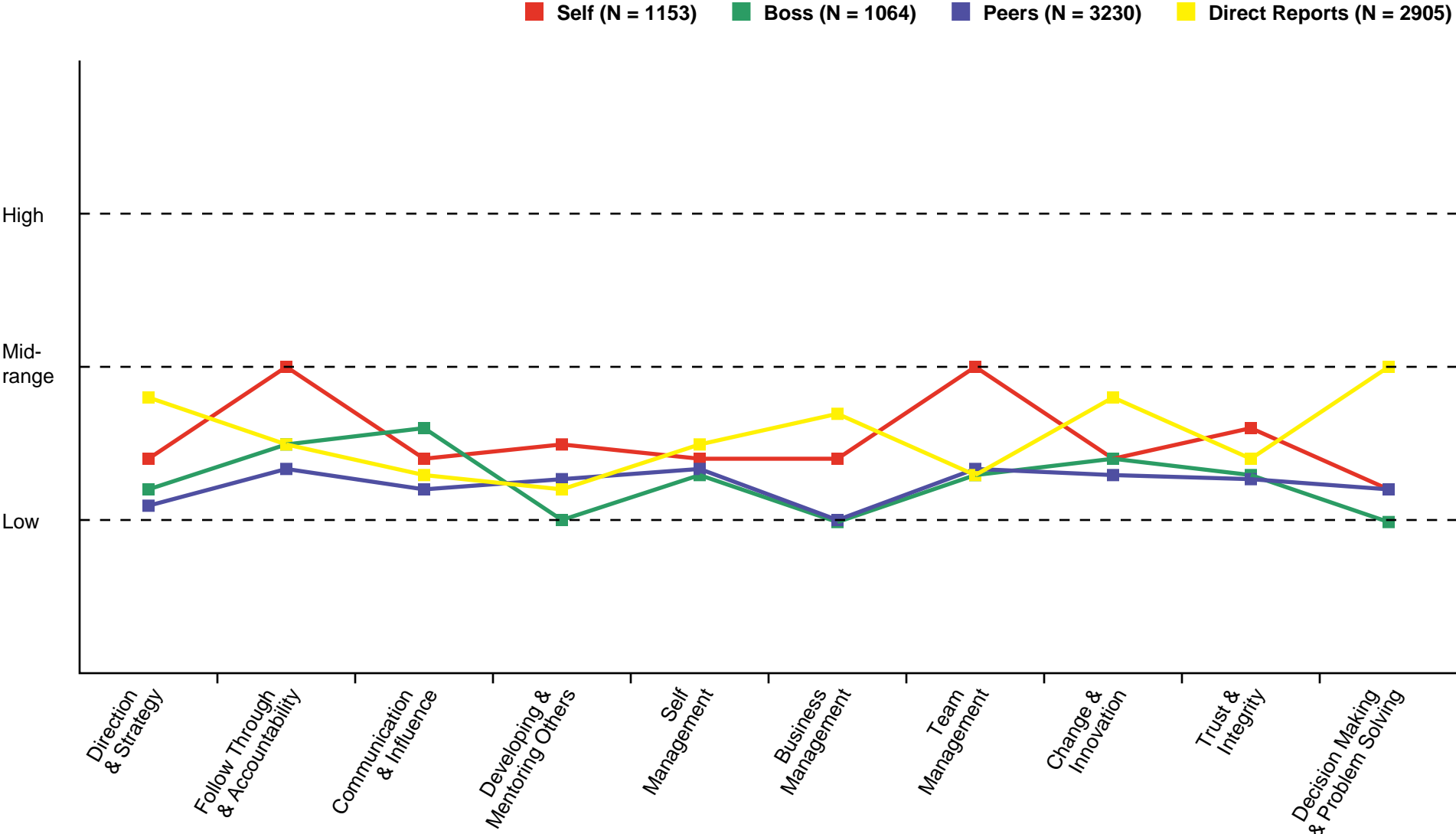
95 Direct Reports

Assessment Scale

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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 & Strategy	3.6	3.8	3.6	3.9	3.8	4.1										
1. Communicates a clear and motivating vision. (-)	3.4	3.6	3.3	3.7	3.6	4.0	-----					-----				
2. Aligns department/business unit with the strategies of the organization.	3.6	3.9	3.7	4.0	3.9	4.3	-----					-----				
3. Articulates clear goals and objectives. (-)	3.5	3.7	3.6	3.8	3.7	4.2	-----					-----				
4. Deals with immediate demands without losing long-term focus.	3.7	3.9	3.7	3.9	3.9	4.1	-----					-----				
Follow Through & Accountability	4.0	4.0	4.0	4.0	4.0	4.3										
5. Sees projects/tasks through till the end. (+)	4.3	4.1	4.2	4.1	4.2	4.5	-----					-----				
6. Meets agreed upon deadlines.	3.8	3.9	3.9	4.0	3.9	4.1	-----					-----				
7. Ensures that people have the skills and resources to do their jobs. (-)	3.6	3.8	3.8	3.8	3.8	4.1	-----					-----				
8. Follows through on promises and commitments. (+)	4.2	4.0	4.0	4.0	4.0	4.2	-----					-----				
Communication & Influence	3.7	3.9	3.8	3.9	3.9	4.1										
9. Listens to others with a desire to understand. (+)	4.2	4.0	3.9	3.9	4.0	4.2	-----					-----				
10. Sells his/her ideas in the organization successfully. (-)	3.3	3.8	3.5	4.0	3.7	3.9	-----					-----				
11. States his/her opinions effectively.	3.6	3.9	3.7	4.1	3.9	4.1	-----					-----				
12. Tries to ensure that everyone has the information that s/he needs.	3.9	3.8	4.0	3.8	3.9	4.2	-----					-----				
Developing & Mentoring Others	3.5	3.7	3.5	3.6	3.7	4.1										
13. Attracts and develops the best people. (-)	3.5	3.6	3.5	3.7	3.6	4.0	-----					-----				
14. Establishes clear expectations of others. (-)	3.4	3.6	3.5	3.7	3.7	4.1	-----					-----				
15. Rewards individuals for their accomplishments. (-)	3.5	3.7	3.6	3.6	3.8	4.0	-----					-----				
16. Provides timely and appropriate feedback. (-)	3.5	3.6	3.5	3.5	3.8	4.2	-----					-----				

(+) 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
Self Management	3.7	4.0	3.9	4.0	4.0	4.3										
17. Balances priorities between private and professional life. (+)	3.4	4.0	3.9	4.0	4.0	4.3	-----					-----				
18. Handles obstacles and setbacks responsibly and positively.	3.5	3.9	3.8	4.0	3.9	4.4	-----					-----				
19. Learns from his/her mistakes. (+)	4.0	4.0	3.9	4.0	4.0	4.3	-----					-----				
20. Maintains his/her composure under stress.	3.7	4.0	3.8	4.1	4.0	4.4	-----					-----				
Business Management	3.7	4.0	3.7	4.1	4.0	4.2										
21. Builds productive business relationships inside and outside of the company.	3.8	3.9	3.6	4.0	3.8	4.1	-----					-----				
22. Knows and understands client/customer needs and expectations. (+)	4.1	4.1	3.8	4.1	4.1	4.3	-----					-----				
23. Demonstrates understanding of financial data and reports.	3.4	4.0	3.7	4.2	4.0	4.0	-----					-----				
24. Applies seasoned judgement.	3.7	4.0	3.7	4.2	3.9	4.4	-----					-----				
Team Management	4.0	4.0	3.9	3.9	4.0	4.2										
25. Encourages and rewards successful teamwork. (-)	3.7	3.7	3.6	3.7	3.8	4.3	-----					-----				
26. Will sacrifice personal gain for team success if necessary.	4.1	4.0	4.1	3.9	4.1	4.2	-----					-----				
27. Promotes cooperation within and across teams.	3.9	4.0	4.0	4.0	3.9	4.1	-----					-----				
28. Shares responsibility with team members for success and failures.	4.2	4.0	4.1	4.0	4.1	4.4	-----					-----				
Change & Innovation	3.7	3.9	3.7	3.9	3.9	4.2										
29. Shows openness to new ideas and ways of doing things.	4.2	4.0	4.0	4.0	4.1	4.4	-----					-----				
30. Creates a climate where people can challenge the status quo.	3.8	3.8	3.8	3.8	3.8	4.0	-----					-----				
31. Promotes change without creating unnecessary confusion and resistance. (-)	3.4	3.6	3.5	3.5	3.6	4.0	-----					-----				
32. Strives for continuous improvement of business processes.	3.5	3.9	3.6	4.1	3.9	4.3	-----					-----				

(+) Ten highest scoring

(-) Ten lowest scoring

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							1	2	3	4	5	1	2	3	4	5
Trust & Integrity	4.3	4.3	4.4	4.3	4.2	4.7										
33. Treats everyone fairly and equally. (+)	4.1	4.1	4.0	4.2	4.2	4.5	-----					-----				
34. Acts with integrity. (+)	4.5	4.4	4.6	4.5	4.4	4.8	-----					-----				
35. Operates out of a sound business ethic and values. (+)	4.3	4.4	4.5	4.4	4.3	4.7	-----					-----				
36. Practices what s/he preaches. (+)	4.3	4.2	4.3	4.2	4.1	4.6	-----					-----				
Decision Making & Problem Solving	3.8	3.9	3.7	4.0	3.9	4.2										
37. Weighs consequences of decisions before taking action.	4.0	3.9	3.7	4.0	3.9	4.2	-----					-----				
38. Makes the tough decisions without unnecessary delay.	3.4	3.8	3.5	4.1	3.8	4.0	-----					-----				
39. Involves appropriate people in decision making and problem solving.	3.7	3.8	3.5	3.9	3.9	4.3	-----					-----				
40. Accesses relevant information before making a decision.	3.9	3.9	3.8	4.0	3.9	4.4	-----					-----				

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

Assessment Scale		Score				
1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed		1.0	2.0	3.0	4.0	5.0
Ten Highest Scoring Items (All Raters)						
34.	Acts with integrity.					4.4
35.	Operates out of a sound business ethic and values.					4.4
36.	Practices what s/he preaches.					4.2
5.	Sees projects/tasks through till the end.					4.1
22.	Knows and understands client/customer needs and expectations.					4.1
33.	Treats everyone fairly and equally.					4.1
8.	Follows through on promises and commitments.					4.0
9.	Listens to others with a desire to understand.					4.0
17.	Balances priorities between private and professional life.					4.0
19.	Learns from his/her mistakes.					4.0
Ten Lowest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0
7.	Ensures that people have the skills and resources to do their jobs.					3.8
10.	Sells his/her ideas in the organization successfully.					3.8
3.	Articulates clear goals and objectives.					3.7
15.	Rewards individuals for their accomplishments.					3.7
25.	Encourages and rewards successful teamwork.					3.7
1.	Communicates a clear and motivating vision.					3.6
13.	Attracts and develops the best people.					3.6
14.	Establishes clear expectations of others.					3.6
16.	Provides timely and appropriate feedback.					3.6
31.	Promotes change without creating unnecessary confusion and resistance.					3.6