

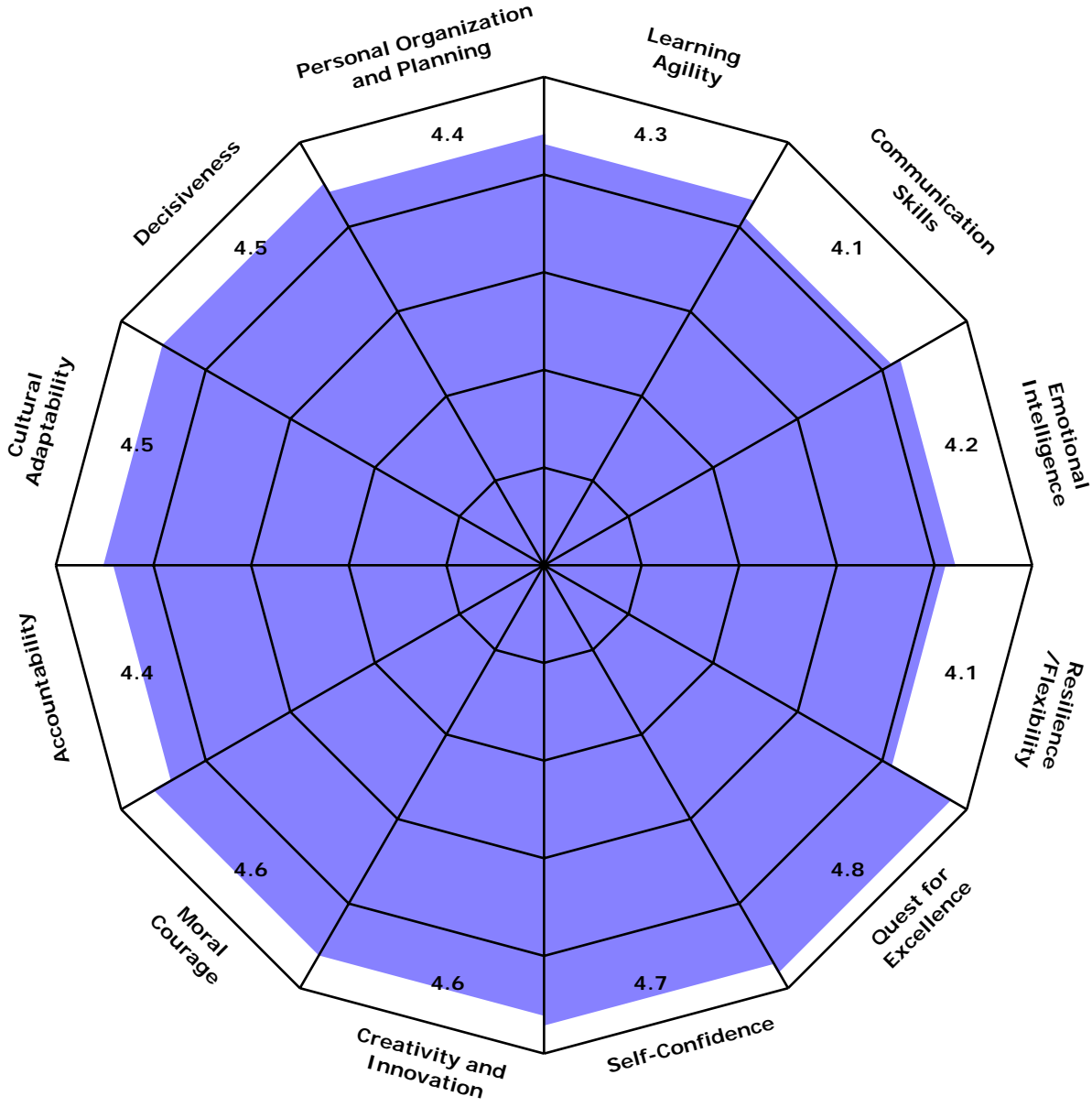


Assessment Scale

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

Feedback Breakdown

- 1 Boss(es)
- 3 Peers
- 3 Direct Reports
- 2 Others
- Total of 9 Raters

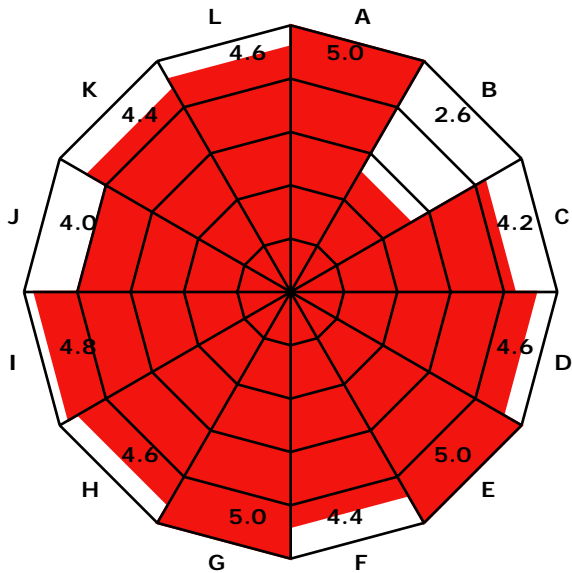


All Raters

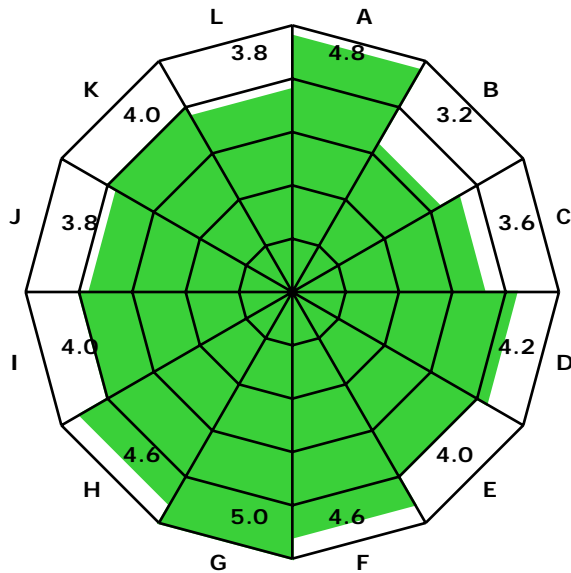
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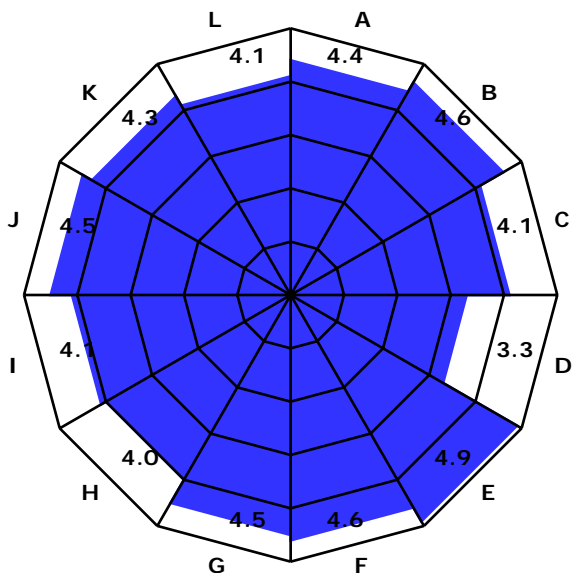
- A = Learning Agility
- B = Communication Skills
- C = Emotional Intelligence
- D = Resilience/Flexibility
- E = Quest for Excellence
- F = Self-Confidence
- G = Creativity and Innovation
- H = Moral Courage
- I = Accountability
- J = Cultural Adaptability
- K = Decisiveness
- L = Personal Organization and Planning



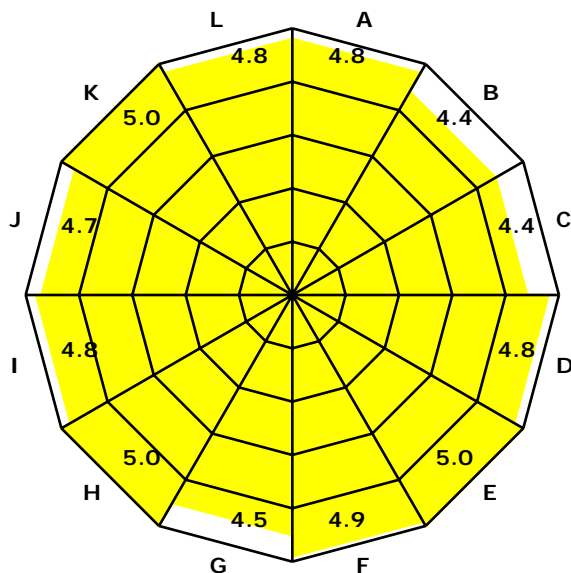
Self



1 Boss(es)



3 Peers



3 Direct Reports

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					Legend		
							1	2	3	4	5	1	2	3	4	5	Do More	Do Less	
Learning Agility	5.0	4.3	4.8	4.8	4.4														
1. Quickly assesses gaps in his/her knowledge. (-)	5.0	3.8	5.0	4.0	4.0					H									■
2. Enjoys learning something totally different. (+)	5.0	4.9	5.0	5.0	4.7					H									
3. Likes to challenge him or herself with new things. (+)	5.0	4.9	5.0	5.0	4.7					H									■
4. Seeks out new experiences that require new skills.	5.0	4.6	5.0	5.0	4.0					H									
5. Quickly grasps an understanding of a new subject.	5.0	4.8	4.0	5.0	4.7					H									
Communication Skills	2.6	4.1	3.2	4.4	4.6														
6. Uses direct and straightforward language.	2.0	4.2	3.0	5.0	4.0					H									■ ■ ■
7. Tailors his/her language to the audience.	3.0	4.3	3.0	4.3	5.0					H									■ ■ ■
8. Actively listens to and attempts to understand others. (-)	3.0	4.1	3.0	4.3	4.3					H									■ ■ ■
9. Expresses complex thoughts in clear and concise language.	2.0	4.3	3.0	4.3	5.0					H									■ ■ ■
10. Uses forceful language appropriately when needed. (-)	3.0	4.1	4.0	4.0	4.7					H									■
Emotional Intelligence	4.2	4.2	3.6	4.4	4.1														
11. Displays emotions that are appropriate for the situation.	5.0	4.3	4.0	4.3	4.7					H									■
12. Develops mutually beneficial relationships with others.	5.0	4.6	4.0	5.0	4.3					H									■
13. Demonstrates openness to constructive feedback. (-)	4.0	4.1	4.0	4.3	4.0					H									
14. Shows sensitivity to the emotions of others. (-)	3.0	4.1	3.0	4.3	4.3					H									■ ■
15. Possesses clear awareness of his/her emotional impact on others. (-)	4.0	3.9	3.0	4.3	3.3					H									■ ■

(+) 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					Legend	
							1	2	3	4	5	1	2	3	4	5	Do More	Do Less
Resilience/Flexibility	4.6	4.1	4.2	4.8	3.3													
16. Does not hold negative feelings and grudges for a long time. (-)	4.0	4.0	4.0	5.0	2.7				H				H			■		
17. Embraces opportunities to reinvent him/herself.	5.0	4.2	4.0	5.0	3.7				H				H					
18. Effectively balances his/her personal and work life. (-)	4.0	3.6	3.0	4.3	2.7				H				H			■ ■		
19. Has more than one strategy for getting tasks done.	5.0	4.5	5.0	5.0	3.7				H				H			■		
20. Acknowledges setbacks and rebounds quickly.	5.0	4.4	5.0	4.7	4.0				H				H					
Quest for Excellence	5.0	4.8	4.0	5.0	4.9													
21. Takes great pride in his or her work. (+)	5.0	4.9	4.0	5.0	5.0				H				H				■	
22. Expects to succeed when faced with a challenge. (+)	5.0	4.9	4.0	5.0	5.0				H				H					
23. Wants to be the best at whatever he/she attempts. (+)	5.0	4.9	4.0	5.0	5.0				H				H					
24. Strives for top quality in his/her standard performance.	5.0	4.7	4.0	5.0	4.3				H				H					
25. Tries to improve upon his/her previous performance. (+)	5.0	4.9	4.0	5.0	5.0				H				H					
Self-Confidence	4.4	4.7	4.6	4.9	4.6													
26. Displays a positive attitude. (+)	4.0	4.9	4.0	5.0	5.0				H				H					
27. Brings a sense of well-being to any group.	5.0	4.8	4.0	5.0	4.7				H				H					
28. Remains calm and confident when challenged by others.	5.0	4.7	5.0	5.0	4.7				H				H					
29. Sets a positive tone when working with others.	4.0	4.6	5.0	4.3	4.3				H				H					
30. Has good awareness of his/her abilities.	4.0	4.8	5.0	5.0	4.3				H				H			■		

(+) 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					Do More	Do Less
							1	2	3	4	5	1	2	3	4	5		
Creativity and Innovation	5.0	4.6	5.0	4.5	4.5													
31. Generates multiple solutions to problems.	5.0	4.6	5.0	4.7	4.0				H				H					
32. Considers alternative points of view.	5.0	4.2	5.0	4.0	4.3				H				H					
33. Creates new perspectives and solutions.	5.0	4.7	5.0	4.3	4.7				H				H					
34. Adapts existing tools and technology to solve a problem. (+)	5.0	4.9	5.0	5.0	4.7				H				H					
35. Balances tested solutions with new and improved approaches.	5.0	4.5	5.0	4.5	4.7				H				H					
Moral Courage	4.6	4.6	4.6	5.0	4.0													
36. Aligns actions with what he/she says.	5.0	4.3	4.0	5.0	3.3				H				H					
37. Does not let the ends justify the means.	4.0	4.3	5.0	5.0	3.0				H				H					
38. Addresses difficult problems without delaying.	4.0	4.6	4.0	5.0	4.0				H				H					
39. Attempts to "do the right thing" in unfamiliar situations. (+)	5.0	4.9	5.0	5.0	4.7				H				H					
40. Acts based on well-developed personal values and beliefs. (+)	5.0	5.0	5.0	5.0	5.0				H				H					
Accountability	4.8	4.4	4.0	4.8	4.1													
41. Accepts responsibility for his/her actions and their impact.	5.0	4.7	4.0	5.0	4.7				H				H					
42. Delivers bad news immediately and directly to superiors. (-)	4.0	3.9	4.0	5.0	3.3				H				H					
43. Focuses on solutions to problems instead of assigning blame.	5.0	4.2	4.0	5.0	3.3				H				H					
44. Places ownership of his/her own behavior over job security.	5.0	4.8	4.0	5.0	4.7				H				H					
45. Admits to his/her mistakes.	5.0	4.4	4.0	4.3	4.3				H				H					

(+) 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					Legend	
							1	2	3	4	5	1	2	3	4	5	Do More	Do Less
Cultural Adaptability	4.0	4.5	3.8	4.7	4.5													
46. Speaks honestly and appropriately with superiors.	5.0	4.6	4.0	5.0	4.7				H				H					
47. Adapts message to audience without losing meaning.	3.0	4.3	3.0	5.0	4.3				H				H				■ Self	■ Boss
48. Shows awareness of cultural differences.	4.0	4.5	4.0	4.3	4.5				H				H					
49. Embraces people with diverse backgrounds.	4.0	4.8	4.0	5.0	4.7				H				H					
50. Is open-minded to unfamiliar ways of doing things.	4.0	4.2	4.0	4.3	4.3				H				H				■ Peers	■ Direct Reports
Decisiveness	4.4	4.5	4.0	5.0	4.3													
51. Makes timely choices when presented with options.	4.0	4.4	4.0	5.0	4.0				H				H					
52. Solicits the input of others when appropriate.	4.0	4.7	4.0	5.0	4.7				H				H					
53. Does not become paralyzed or overwhelmed by tough decisions.	5.0	4.7	4.0	5.0	4.3				H				H					
54. Makes a decision and sticks with it.	4.0	4.3	4.0	5.0	4.0				H				H					
55. Does not hesitate to make unpopular choices.	5.0	4.6	4.0	5.0	4.3				H				H					
Personal Organization and Planning	4.6	4.4	3.8	4.8	4.1													
56. Meets deadlines even with multiple tasks assigned.	5.0	4.3	3.0	5.0	3.7				H				H				■ Others	
57. Plans for the needs and demands of others whenever possible.	4.0	4.7	4.0	5.0	4.7				H				H					
58. Balances both short-term and long-term objectives.	4.0	4.5	4.0	5.0	4.0				H				H					
59. Considers worst case scenario when planning a project. (-)	5.0	4.1	4.0	4.0	4.0				H				H					
60. Anticipates what could happen ahead of time.	5.0	4.3	4.0	4.7	4.0				H				H					

(+) 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)		1.0	2.0	3.0	4.0	5.0
40.	Acts based on well-developed personal values and beliefs.					5.0
2.	Enjoys learning something totally different.					4.9
3.	Likes to challenge him or herself with new things.					4.9
21.	Takes great pride in his or her work.					4.9
22.	Expects to succeed when faced with a challenge.					4.9
23.	Wants to be the best at whatever he/she attempts.					4.9
25.	Tries to improve upon his/her previous performance.					4.9
26.	Displays a positive attitude.					4.9
34.	Adapts existing tools and technology to solve a problem.					4.9
39.	Attempts to "do the right thing" in unfamiliar situations.					4.9
Ten Lowest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0
8.	Actively listens to and attempts to understand others.					4.1
10.	Uses forceful language appropriately when needed.					4.1
13.	Demonstrates openness to constructive feedback.					4.1
14.	Shows sensitivity to the emotions of others.					4.1
59.	Considers worst case scenario when planning a project.					4.1
16.	Does not hold negative feelings and grudges for a long time.					4.0
15.	Possesses clear awareness of his/her emotional impact on others.					3.9
42.	Delivers bad news immediately and directly to superiors.					3.9
1.	Quickly assesses gaps in his/her knowledge.					3.8
18.	Effectively balances his/her personal and work life.					3.6

What am I doing that I need to do less of?

- 1 - Listening board for complainers
- 2 - When you give someone an assignment, stop asking if it is done yet every half hour (micro managing). By people's word and reputation you should know that the task will be done. This type of managing tends to shut people down.
- 3 - Download own responsibilities to others.
- 4 - Speak too fast
- 5 - Listening to managers'/employees' problems repeatedly - you let people rehash the same issue without holding them accountable to do something. Responding to everyones' demands and not focusing on your priorities. Putting more emphasis on the managers you find it easier to interact with.
- 6 - Working too many hours outside of the office
- 7 - Taking everyone's side. Reserve judgment until both sides are heard, and take into account the department's/company's overall goal. Identify when employees' personal goals are inconsistent with the company's.
- 8 - Just ensure you keep a balance with work and home life so that you don't get burned out.
- 9 - Encourage direct reports to go directly to respective managers to deal with issues first before you get involved.
- 10 - Too much involvement in the day to day functions of the managers' jobs.
- 11 - Perhaps taking on too much yourself.
- 12 - Continue to use, but limit time devoted to personal anecdotes/examples.
- 13 - Seminars/presentations on employee issues and company-wide objectives.

What should I be doing more of?

- 1 - More time to keep management up to date with corporate events or announcements.
- 2 - Addressing morale issue in department.
- 3 - Improving the morale of staff. "getting in touch" with staff to find out what are the issues. There is huge turnover of staff and there must be a reason why.

4 - Instead of looking for someone to blame when something goes wrong, come up with a solution to fix the problem. People are not willing to talk openly with you because they are afraid of what's going to happen. Start using please and thank you more. When asked how you are, just don't answer fine, also ask how the other person is doing.

5 - Set reasonable goals

6 - Ending each conversation with an agreed action. Establishing priorities and gaining buy-in with senior managers. Coaching junior managers with personnel issues. Encouraging people to provide open, honest, immediate feedback.

7 - Helping managers with performance management. In many cases this means leading the charge to ensure that staff who have been identified as needing improvement are in fact on a performance improvement plan.

8 - Aligning business strategy with people and vice-versa.

9 - Asking for more resources from the company.

10 - Scouting and recruiting rather than attempting to fill positions out of desperation.

11 - Nothing immediately comes to mind. I believe she completes her responsibilities very well and is a trusted and respected colleague.

12 - Set up a policy for employee and management evaluations that is consistent. Set up performance rewards for employees.

13 - Allowing managers to make decisions that are sometimes outside the envelope, letting managers use their own discretion more often.

14 - Trusting those who report to you.

15 - Delegating, hire or organize more support staff in the field.

What can I do to improve my overall effectiveness?

1 - Monthly meetings with managers to discuss corporate policies or changes.

2 - Be more involved with staff.

3 - Start to be more respectful of people's time. Stop having un-scheduled, 5 minute meetings that take 45 minutes to deal with simple issues. This messes up people's time and schedules. Don't leave things to the last minute. Try to let people know what's going to happen well in advance with all the info possible. Stop coming to people with more info every so often.

- 4 - Trusting those who report to you
- 5 - Improve time management and focus on priorities: revenue generating positions; increase emphasis on action orientation around next steps from every meeting or discussion. Hold people more accountable, i.e. When someone meets with you and they haven't done something previously agreed upon, don't let them off the hook.
- 6 - Good start with the hiring grid in communicating and updating managers on status of hires. As discussed, getting some of those key administrative benchmarks like fte's by month versus prior year, sick days, etc. Will help divisions track more effectively.
- 7 - Get time monthly with your publisher/gm to keep them up to date on what you do. Doing a terrific job in getting gm to improve communication downward. Need to really push management development within the group.
- 8 - Ask for more resources to support the clients you support in the company, or refuse the additional work.
- 9 - Re-direct employees swiftly. If they need to speak with their direct superior, or professional of any sort, make a decision, advise them appropriately and move on to the next.
- 10 - Continue to keep current in the field, attend training or information sessions, continue to network, brainstorm with colleagues.
- 11 - Create checklists of where to find certain items like health forms, create a library of reading materials, and provide a document that succinctly answers faqs. This will end up saving you time in the long run.
- 12 - Be more involved with staff.
- 13 - Focus more on recruitment and ongoing training for contractors.
- 14 - Regularly attend quarterly manager meetings to maintain a feel for the trends and expectations of the various departments.
- 15 - Communicate more with regions, perhaps select a regional "point person" to relay training program and schedule for their area to ensure all staff are getting the information. Should increase participation.

What can I do to build better relationships inside the organization?

- 1 - Arrange social functions outside the work place. Get to know the staff and this would allow the employees to get to know you.
- 2 - Stop being such a bulldozer. Be respectful of other people and their time. Don't always put people on the defensive. It makes them feel very low

and worthless. Give people a pat on the back once in a while that comes across heart-felt, not plastic.

3 - Be upfront and honest about decisions

4 - Be more aggressive in promoting courses

5 - Better communication with finance department (hires, terminations, comp plans, etc.) and better adherence to policy (i.e. Insuring new hires have prior approval). Ask the department heads what it is you can do to be a better business partner to them. Become known as someone who always lives up to their commitments.

6 - You are an excellent relationship builder and a cheerleader for the division.

7 - Have done a good job on this.

8 - You're already excellent at building relationships.

9 - More succinct conversations with department heads to understand what qualities are necessary for the positions they seek.

10 - You do this very effectively, she dedicates time to building and strengthening relationships within the organization.

11 - You sincerely care about the employees you serve - but encouraging more communication between staff by, for example, initiating more social functions would help keep morale high.

12 - Continue to provide feedback to senior management group with confidence and your inherent credibility.

13 - Communicate more effectively.

14 - Be more aggressive in promoting courses.

What can I do to become a more effective decision maker?

1 - She has no issues when it comes to making decisions. She is concise and clear when required.

2 - Don't always leave decisions up to the people below you. Make a decision and stick to it. Don't ask a number of times if everyone buys into it if they already have said they do. It seems like you are not listening.

3 - Ask for advice of those affected

4 - Your decision making ability is somewhat limited by your role. However, you could facilitate better, more timely decisions by investigating

issues, presenting options and your recommendation.

5 - Knowing when to terminate sales people is a vital part of the job which you are developing and also learning from experience. Helping managers to measure performance will result in these types of decisions being made sooner, saving the company money in the long run.

6 - Try and have as much info as you can - without over-analysis.

7 - Get more admin help so you can free your mind up to make more timely decisions.

8 - Go with gut and take risks. Wishy washy decisions take longer and have as much a chance of being wrong as swift ones. Not quantity over quality, simply a trusting of your instincts.

9 - Take more initiative. You bring a wealth of experience that we are fortunate to have - but you seldom have time to apply all that you know as you are too busy taking orders from everyone. Learn to take a stand more often, push back if you have to, and stick to what you inherently believe - regardless of popularity. You will gain more respect in the long run.

10 - Gain more confidence, your decisions are right.

11 - She has no issues when it comes to making decisions. She is concise and clear when required.

12 - More focus on priority setting.

13 - I don't think i am qualified to offer feedback given the limited time we have spent together.