

# 360<sup>BY</sup>DESIGN<sup>®</sup>

Prepared For  
**Chris Design**  
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## **Feedback Report**

In addition to your self-ratings,  
this report includes your ratings from:

- 1 Boss
- 0 Superior
- 5 Peers
- 3 Direct Reports
- 1 Others

## **General Norm Group**

**Center for Creative Leadership<sup>®</sup>**

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## INTRODUCTION

360 By Design gives you feedback on competencies of leadership effectiveness. Your report is organized to display your results first in summary and then in detail.

After reviewing your results, we recommend you use the 360 By Design Development Planning Guide to analyze your results and create your plan for development.

## LEADERSHIP COMPETENCIES

### The Overview Charts

#### Importance for Success and Average Scores

You and each of your raters were asked to choose the five (5) most important leadership competencies for success in your organization. The data listed under “Importance for Success” indicates how important each competency is for success, by All Observers, by your Boss and by yourself. The data listed under “Average Scores” indicates the extent to which you perform each competency, as viewed by All Observers and by yourself.

You and your raters used a 5-point response scale to indicate the extent to which you display various behaviors.

- 1 = Not at all
- 2 = To a little extent
- 3 = To some extent
- 4 = To a great extent
- 5 = To a very great extent
- NA = Not applicable

#### Norm Group Comparisons: Self and All Observers

This table shows your Self and All Observers scores relative to the scores of other individuals in your norm or reference group. From this graph you can see if your scores are low, in the mid-range, or high as compared to those of other individuals.

#### Norm Group Comparisons: By Rater Category

The data on this table provide more information about the All Observer scores by breaking them into each of the rater categories.

Remember, your scores are being compared to a norm group of other individuals in your norm group. Scores in the middle of the graph do not mean that you are an “average” manager; rather it means that about half of the managers in your norm group who have taken 360 By Design® have scored lower. For many of the 360 By Design competencies, mid-range scores often translate into raw scores that are quite good.

#### Guide for Interpretation:

- Organizations differ in how important various competencies are for success. On which competencies do your views match those of your Boss and others and where do they not match?
- In which competencies did you receive your highest and lowest ratings from others?
- Were there any wide differences between your Self and All Observers scores? Pay particular attention to areas in which you rated yourself high and your observers rated you low. These are potential blind spots.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

## LEADERSHIP COMPETENCIES

### Importance For Success And Average Scores

Competency	Importance for Success			Average Scores	
	All Observers	Boss	Self	All Observers	Self
Confronting Problem Employees	0			3.70	3.50
Leading Employees	9		✓	4.05	4.14
Participative Management	7	✓	✓	4.18	4.70
Change Management	6			4.01	4.33
Decisiveness	0			3.63	3.25
Resourcefulness	8	✓	✓	[4.28]	4.60
Being a Quick Study	6	✓		[4.25]	4.00
Building and Mending Relationships	0			4.06	4.55
Putting People at Ease	1		✓	[4.35]	4.50
Self-Awareness	0			4.05	4.25
Career Management	0			4.00	4.33
Balance Between Personal Life and Work	5	✓		4.23	3.50
Compassion and Sensitivity	5	✓		[4.27]	4.14
Straightforwardness and Composure	0			[4.28]	4.50
Differences Matter	0			[4.33]	5.00
Doing Whatever It Takes	3		✓	3.90	4.33

The center columns of the table summarize "Most Important for Success" information. It indicates how many Observers (excluding Self) considered the competency to be one of the "Most Important for Success" in your organization, which competencies were selected by your immediate Boss, and which ones were selected by you.

The columns on the right show the "Average Scores" for all the questions (items) in the competencies. Higher ratings are preferred here. Your All Observers score includes everyone who completed a survey for you except yourself. The detailed item scores for each competency are shown in the Comprehensive Data section.

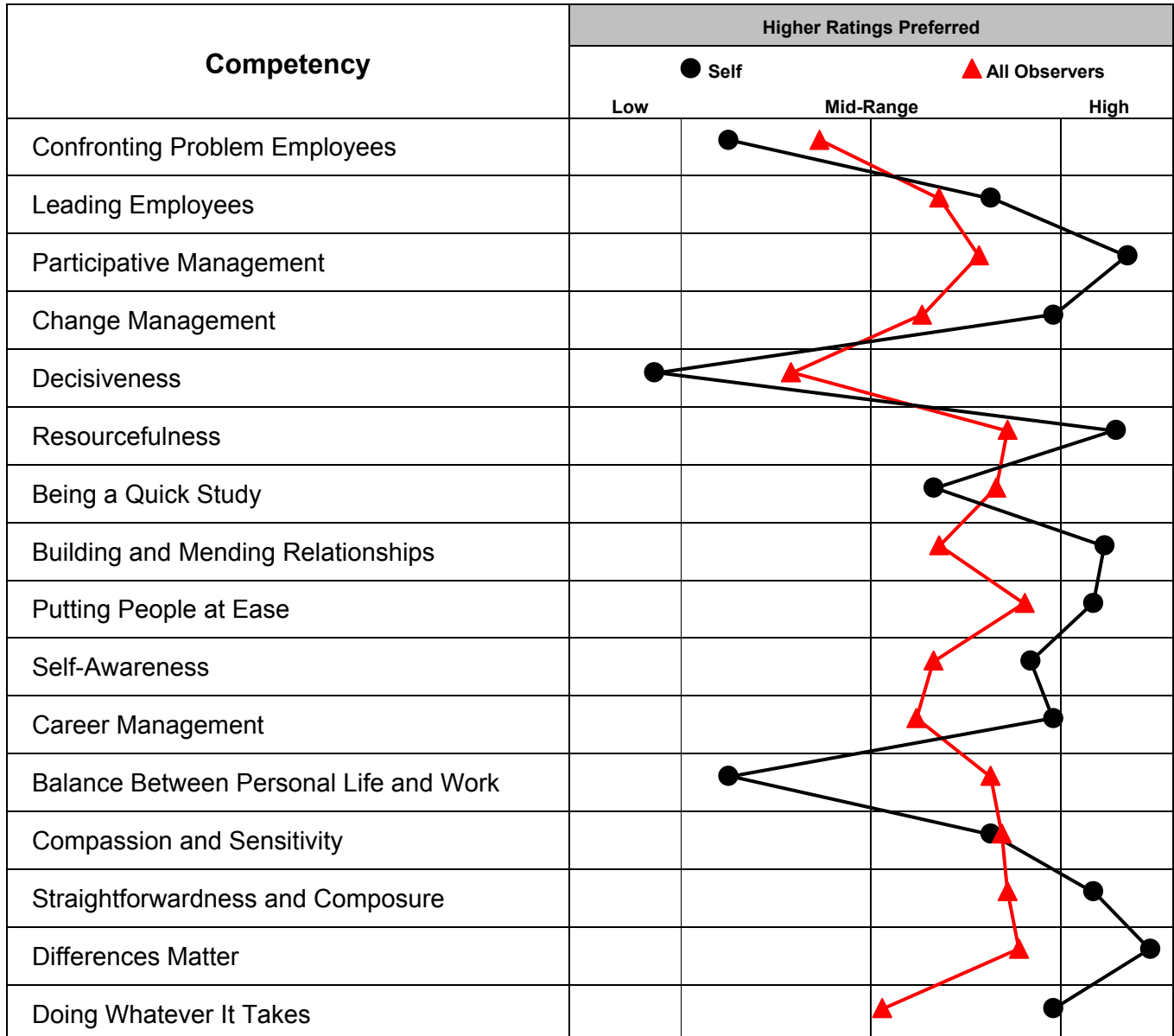
Key:

[ ] = highest rated competencies by All Observers

[ ] = lowest rated competencies by All Observers

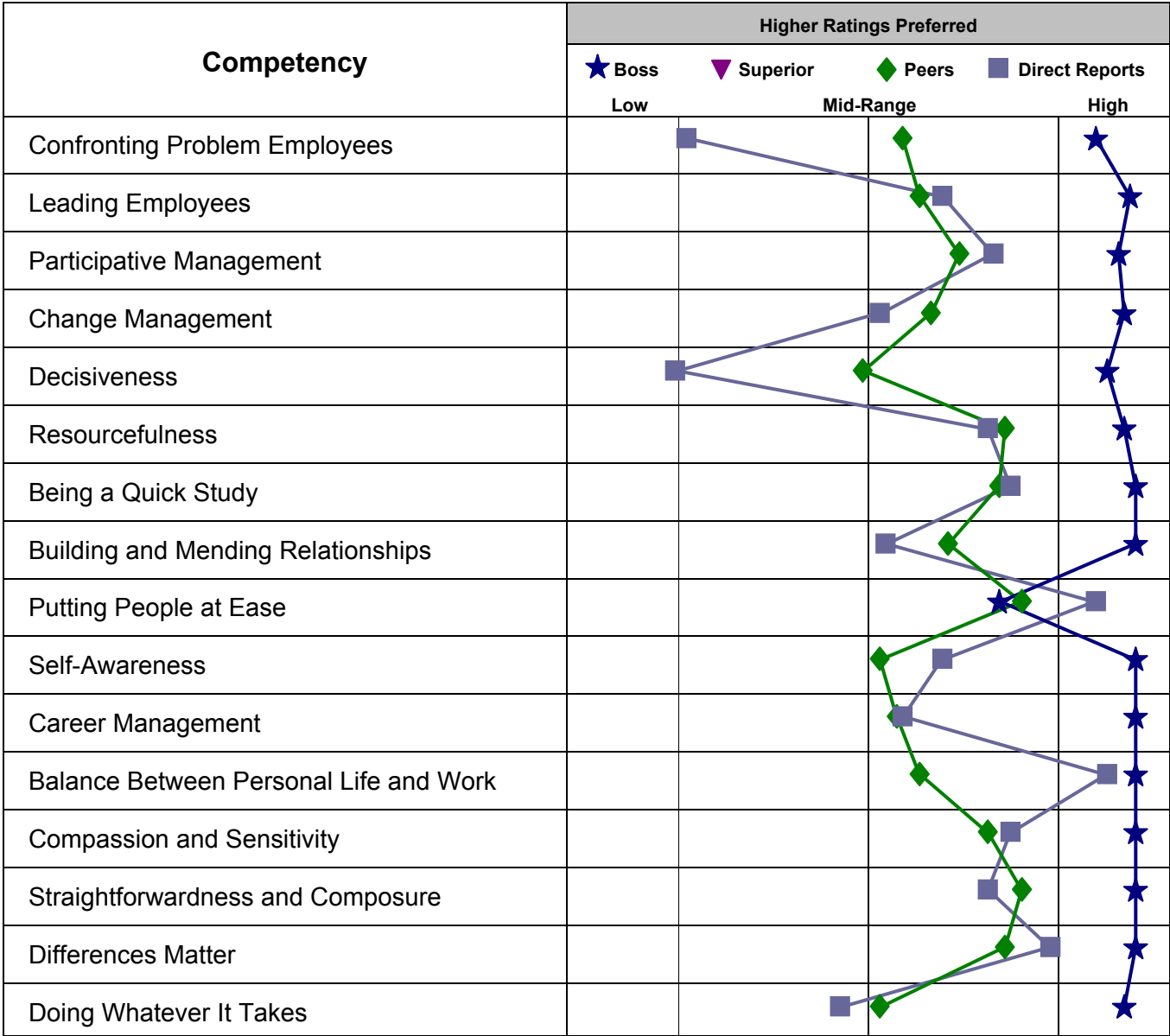
LEADERSHIP COMPETENCIES

**Norm Group Comparisons: Self and All Observers**



LEADERSHIP COMPETENCIES

**Norm Group Comparisons: By Rater Category**



## LEADERSHIP COMPETENCIES

**Comprehensive Data**

The following pages show each of the competencies in more detail and include:

**Description of the Competency**

The description appears below the competency name at the top of the page.

**Breakout of Competency Scores**

You and your raters used a 5-point response scale to indicate the extent to which you display various behaviors. The All Observers score displays average scores from all raters except yourself. The response scale used:

1 = Not at all	4 = To a great extent
2 = To a little extent	5 = To a very great extent
3 = To some extent	NA = Not applicable

Your scores by rater group are plotted relative to scores of individuals in your norm or reference group.

Two rules must be met to report a competency score in any rater category:

- Each rater must complete at least 50% of the items in the competency, and
- The following minimum numbers of raters in the category must submit a survey:
  - Boss = 1
  - Superior = 1
  - Peers = 2
  - Direct Reports = 2
  - Others = 1

**Importance for Success**

This table shows whether or not the competency is perceived to be among the most important for success in your organization. For your convenience, the Importance scores are reprinted from the previous section of this report.

**Item-level Feedback**

Scores from all of the questions that you and others responded to when completing the survey are presented under the corresponding competency, with the following exception: to ensure anonymity, a minimum of three observers from each category are needed to receive item-level feedback from Peers and Direct Reports. Item-level feedback will be reported for one or more Boss, Superior and Others.

**Brackets and Underlines: Highest and Lowest Rated Items**

The highest 5% of items and all tied scores are indicated in your report for each rater group by a bracket. The lowest 5% of items and all tied scores are underlined.

**Rater Disagreement: The Asterisk\***

An asterisk (\*) by an item indicates a gap of three points or more in your ratings from at least two individuals from a particular rater group.

**Greatest Differences**

At the end of this section is a summary of the 15 largest gaps between Self and All Observers scores on the items in Leadership Competencies.

**Guide for Interpretation:**

- How do your responses compare to those of your observers? How do the scores from the different rater groups compare to each other?
- Are there areas where you consistently rate yourself lower or higher than others rate you?
- How do your scores compare to those of your norm group?

## LEADERSHIP COMPETENCIES

**Confronting Problem Employees**

Acts decisively and with fairness when dealing with problem employees.

	Your Score	Low	Mid-Range	High
Self	3.50		●	
All Observers	3.70		▲	
Boss	4.67			★
Superior	--			
Peers	3.90		◆	
Direct Reports	3.22	■		
Others	3.20			

## Most Important For Success

All Observers	Boss	Self
0		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Can deal effectively with resistant employees.	5.00	<u>4.00</u>		4.20	3.33	4.00
Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally.	3.00	[5.00]		4.00	<u>3.00</u>	<u>3.00</u>
Moves quickly in confronting a problem employee.	3.00	[5.00]		4.00	<u>3.00</u>	<u>3.00</u>
Is able to fire or deal firmly with loyal but incompetent people without procrastinating.	3.00	<u>4.00</u>		<u>3.20</u>	<u>3.00</u>	<u>3.00</u>
Correctly identifies potential performance problems early.	4.00	[5.00]		3.80	3.67	<u>3.00</u>
Appropriately documents employee performance problems.	3.00	[5.00]		4.20	3.33	--

## Key:

- [ ] = Highest 5% of rated items (plus ties) for each rater group.
- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category



## LEADERSHIP COMPETENCIES

**Leading Employees**

Delegates to employees effectively, broadens employee opportunities, acts with fairness toward direct reports, and hires talented people for his/her team.

	Your Score	Low	Mid-Range	High
Self	4.14			●
All Observers	4.05		▲	
Boss	4.93			★
Superior	--			
Peers	3.95		◆	
Direct Reports	4.10		■	
Others	3.57			

## Most Important For Success

All Observers	Boss	Self
9		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Is willing to delegate important tasks, not just things he/she doesn't want to do.	3.00	[5.00]		4.00	4.67	[5.00]
Provides prompt feedback both positive and negative.	4.00	[5.00]		3.80	3.67	<u>3.00</u>
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions.	3.00	<u>4.00</u>		3.80	3.67	4.00
Acts fairly and does not play favorites.	5.00	[5.00]		4.20	4.33	<u>3.00</u>
Coaches employees in how to meet expectations.	4.00	[5.00]		3.80	3.67	<u>3.00</u>

## Key:

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- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

## Leading Employees

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Uses his/her knowledge base to broaden the range of problem-solving options for direct reports to take.	5.00	[5.00]		4.20	4.33	4.00
In implementing a change explains, answers questions, and patiently listens to concerns.	5.00	[5.00]		[4.40]	4.33	[5.00]
Interacts with staff in a way that results in the staff feeling motivated.	4.00	[5.00]		4.00	3.67	<u>3.00</u>
Actively promotes his/her direct reports to senior management.	3.00	[5.00]		3.80*	4.00	4.00
Develops employees by providing challenge and opportunity.	4.00	[5.00]		3.80	4.33	<u>3.00</u>
Sets a challenging climate to encourage individual growth.	4.00	[5.00]		4.00	4.33	<u>3.00</u>
Rewards hard work and dedication to excellence.	4.00	[5.00]		3.80	4.33	<u>3.00</u>
Surrounds him/herself with the best people.	5.00	[5.00]		4.00	4.00	4.00
Finds and attracts highly talented and productive people.	5.00	[5.00]		3.80	4.00	<u>3.00</u>

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- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

## Participative Management

Uses effective listening skills and communication to involve others, build consensus, and influence others in decision making.

	Your Score	Low	Mid-Range	High
Self	4.70			●
All Observers	4.18		▲	
Boss	4.80			★
Superior	--			
Peers	4.08		◆	
Direct Reports	4.27		■	
Others	3.80			

### Most Important For Success

All Observers	Boss	Self
7	✓	✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Uses effective listening skills to gain clarification from others.	5.00	[5.00]		4.20	4.33	4.00
Is open to input of others.	5.00	4.00		4.20	4.67	4.00
Encourages direct reports to share.	5.00	[5.00]		4.20	4.33	4.00
Involves others in the beginning stages of an initiative.	5.00	[5.00]		3.80*	4.00	3.00
Gains commitment of others before implementing changes.	5.00	4.00		3.80	3.67	4.00
Listens to individuals at all levels in the organization.	4.00	[5.00]		4.20	4.67	3.00

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- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Participative Management**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Keeps individuals informed of future changes that may impact them.	4.00	[5.00]		4.00	4.00	4.00
Listens to employees both when things are going well and when they are not.	5.00	[5.00]		4.20	4.33	4.00
Involves others before developing plan of action.	4.00	[5.00]		4.00	4.00	4.00
Recognizes that every decision has conflicting interests and constituencies.	5.00	[5.00]		4.20	4.67	4.00

**Key:**

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- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Change Management**

Uses effective strategies to facilitate organizational change initiatives and overcome resistance to change.

	Your Score	Low	Mid-Range	High
Self	4.33			●
All Observers	4.01		▲	
Boss	4.89			★
Superior	--			
Peers	4.00		◆	
Direct Reports	3.89		■	
Others	3.56			

Most Important For Success

All Observers	Boss	Self
6		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Leads change by example.	4.00	[5.00]		4.20	3.67	<u>3.00</u>
Accepts change as positive.	4.00	[5.00]		3.80	4.00	<u>3.00</u>
Adapts plans as necessary.	5.00	[5.00]		4.20	4.00	4.00
Takes into account people's concerns during change.	5.00	[5.00]		4.20	3.67	4.00
Effectively involves key people in the design and implementation of change.	5.00	[5.00]		<u>3.60*</u>	4.00	4.00
Adjusts management style to changing situations.	4.00	[5.00]		3.80	4.00	<u>3.00</u>

**Key:**

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- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Change Management**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Effectively manages others' resistance to organizational change.	4.00	[5.00]		4.00	3.33	4.00
Adapts to the changing external pressures facing the organization.	4.00	[5.00]		4.00	4.33	<u>3.00</u>
Is straightforward with individuals about consequences of an expected action or decision.	4.00	<u>4.00</u>		4.20	4.00	4.00

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- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Decisiveness**

Prefers quick and approximate actions to slow and precise ones in many management situations.

	Your Score	Low	Mid-Range	High
Self	3.25	●		
All Observers	3.63		▲	
Boss	4.75			★
Superior	--			
Peers	3.80		◆	
Direct Reports	3.17	■		
Others	3.00			

Most Important For Success

All Observers	Boss	Self
0		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Does not hesitate when making decisions.	3.00	4.00		3.60	2.67	3.00
Does not over-think a decision.	2.00	[5.00]		3.80	2.67	3.00
Does not become paralyzed or overwhelmed when facing action.	4.00	[5.00]		4.00	3.67	3.00
Is action-oriented.	4.00	[5.00]		3.80	3.67	3.00

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- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Resourcefulness**

Can both think strategically and make good decisions under pressure; can set up complex work systems and engage in flexible problem-solving behavior; can work effectively with higher management in dealing with the complexities of the management job.

	Your Score	Low	Mid-Range	High
Self	4.60			●
All Observers	4.28		▲	
Boss	4.90			★
Superior	--			
Peers	4.22		◆	
Direct Reports	4.24		■	
Others	4.10			

## Most Important For Success

All Observers	Boss	Self
8	✓	✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Does his/her homework before making a proposal to top management.	5.00	[5.00]		[4.60]	4.67	[5.00]
Works effectively with higher management (e.g., presents to them, persuades them, and stands up to them if necessary).	4.00	4.00		3.80	4.00	[5.00]
Links his/her responsibilities with the mission of the whole organization.	5.00	[5.00]		[4.60]	4.67	4.00
Once the more glaring problems in an assignment are solved, can see the underlying problems and patterns that were obscured before.	5.00	[5.00]		[4.40]	4.00	4.00

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- \* = Gap of at least 3 points between raters from one category



## LEADERSHIP COMPETENCIES

**Resourcefulness**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Understands higher management values, how higher management operates, and how they see things.	4.00	[5.00]		4.20	[5.00]	[5.00]
Analyzes a complex situation carefully, then reduces it to its simplest terms in searching for a solution.	5.00	[5.00]		3.80	--	[5.00]
Learns from the mistakes of higher management (i.e., does not repeat them him/herself).	5.00	[5.00]		4.20	3.67	<u>3.00</u>
Has solid working relationships with higher management.	5.00	[5.00]		[4.80]	4.33	<u>3.00</u>
Is able to present an unpopular decision professionally.	4.00	[5.00]		3.80	3.67	4.00
Interacts comfortably with executives in non-task contexts.	4.00	[5.00]		4.00	4.00	<u>3.00</u>

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- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Being a Quick Study**

Quickly masters new technical and business knowledge.

	Your Score	Low	Mid-Range	High
Self	4.00		●	
All Observers	4.25		▲	
Boss	5.00			★
Superior	--			
Peers	4.20		◆	
Direct Reports	4.33		■	
Others	3.50			

Most Important For Success

All Observers	Boss	Self
6	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Quickly masters new technical knowledge necessary to do the job.	4.00	[5.00]		[4.40]	3.67	<u>3.00</u>
Quickly masters new vocabulary and operating rules needed to understand how the business works.	4.00	[5.00]		4.20	[5.00]	<u>3.00</u>
Masters new work unit knowledge necessary to understand how the business works.	4.00	[5.00]		4.00	4.33	4.00
Learns a new skill quickly.	4.00	[5.00]		4.20	4.33	4.00

**Key:**

- [ ] = Highest 5% of rated items (plus ties) for each rater group.
- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Building and Mending Relationships**

Knows how to build and maintain working relationships with co-workers and external parties; can negotiate and handle work problems without alienating people; understands others and is able to get their cooperation in non-authority relationships.

	Your Score	Low	Mid-Range	High
Self	4.55			●
All Observers	4.06		▲	
Boss	5.00			★
Superior	--			
Peers	4.04		◆	
Direct Reports	3.91		■	
Others	3.73			

## Most Important For Success

All Observers	Boss	Self
0		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Gets things done without creating unnecessary adversarial relationships.	4.00	[5.00]		4.00	3.67	[5.00]
Uses good timing and common sense in negotiating; makes his/her points when the time is ripe and does it diplomatically.	3.00	[5.00]		4.00	4.00	4.00
When working with a group over whom he/she has no control, gets things done by finding common ground.	5.00	[5.00]		4.00	4.00	<u>3.00</u>
Can handle an unfair attack from peers with poise.	5.00	[5.00]		[4.40]	3.67	4.00

## Key:

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- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Building and Mending Relationships**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Relates to all kinds of individuals tactfully, from shop floor to top executives.	4.00	[5.00]		4.20	4.67	4.00
When working with peers from other functions or units, gains their cooperation and support.	5.00	[5.00]		<u>3.60</u>	4.00	4.00
Tries to understand what other people think before making judgments about them.	5.00	[5.00]		3.80	3.33	4.00
Can deal effectively with staff members who are older or more experienced than he/she.	5.00	[5.00]		4.20	4.00	4.00
Quickly gains trust and respect from his/her customers.	5.00	[5.00]		4.00	3.67	<u>3.00</u>
Is widely counted on by peers.	5.00	[5.00]		4.00	4.00	<u>3.00</u>
Can settle problems with external groups without alienating them.	4.00	[5.00]		4.20	4.00	<u>3.00</u>

**Key:**

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- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

## Putting People at Ease

Displays warmth and a sense of humor.

	Your Score	Low	Mid-Range	High
Self	4.50			●
All Observers	4.35			▲
Boss	4.25			★
Superior	--			
Peers	4.30			◆
Direct Reports	4.75			■
Others	3.50			

### Most Important For Success

All Observers	Boss	Self
1		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Has a warm personality that puts people at ease.	5.00	4.00		[4.40]	4.33	4.00
Has a good sense of humor.	4.00	4.00		3.80*	4.67	3.00
Has personal warmth.	4.00	4.00		[4.40]	[5.00]	3.00
Has a pleasant disposition.	5.00	[5.00]		[4.60]	[5.00]	4.00

**Key:**

- [ ] = Highest 5% of rated items (plus ties) for each rater group.
- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Self-Awareness**

Has an accurate picture of strengths and weaknesses and is willing to improve.

	Your Score	Low	Mid-Range	High
Self	4.25			●
All Observers	4.05		▲	
Boss	5.00			★
Superior	--			
Peers	3.85		◆	
Direct Reports	4.08		■	
Others	4.00			

Most Important For Success

All Observers	Boss	Self
0		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Admits personal mistakes, learns from them, and moves on to correct the situation.	4.00	[5.00]		4.00	4.00	4.00
Does an honest self-assessment.	4.00	[5.00]		4.20	4.33	4.00
Seeks corrective feedback to improve him/herself.	5.00	[5.00]		<u>3.40</u>	3.67	4.00
Sorts out his/her strengths and weaknesses fairly accurately (i.e., knows him/herself).	4.00	[5.00]		3.80	4.33	4.00

**Key:**

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- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Career Management**

Develops, maintains, and uses professional relationships, including mentoring, coaching, and feedback to manage own career.

	Your Score	Low	Mid-Range	High
Self	4.33			●
All Observers	4.00		▲	
Boss	5.00			★
Superior	--			
Peers	3.89		◆	
Direct Reports	3.96		■	
Others	3.67			

## Most Important For Success

All Observers	Boss	Self
0		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Actively seeks others to provide coaching.	4.00	[5.00]		3.80	--	<u>3.00</u>
Understands the value of a good mentoring relationship.	5.00	[5.00]		3.80	4.33	4.00
Effectively builds and maintains feedback channels.	4.00	[5.00]		4.20	4.00	<u>3.00</u>
Responds to feedback from subordinates.	4.00	[5.00]		4.20	4.00	--
Actively cultivates a good relationship with superior.	4.00	[5.00]		[4.60]	4.33	--
Uses mentoring relationships effectively.	5.00	[5.00]		<u>3.60</u>	4.00	--

## Key:

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- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Career Management**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Uses networking to manage own career.	4.00	[5.00]		3.20	--	4.00
Actively seeks opportunities to develop professional relationships with others.	5.00	[5.00]		3.80	4.00	4.00
Responds effectively to constructive criticism from others.	4.00	[5.00]		3.80	3.33	4.00

**Key:**

- [ ] = Highest 5% of rated items (plus ties) for each rater group.
- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category



## LEADERSHIP COMPETENCIES

**Balance Between Personal Life and Work**

Balances work priorities with personal life so that neither is neglected.

	Your Score	Low	Mid-Range	High
Self	3.50		●	
All Observers	4.23			▲
Boss	5.00			★
Superior	--			
Peers	3.95		◆	
Direct Reports	4.83			■
Others	3.00			

## Most Important For Success

All Observers	Boss	Self
5	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Acts as if there is more to life than just having a career.	4.00	[5.00]		4.20	[5.00]	<u>3.00</u>
Has activities and interests outside of career.	3.00	[5.00]		4.00	[5.00]	<u>3.00</u>
Does not let job demands cause family problems.	4.00	[5.00]		[4.40]	4.67	--
Does not take career so seriously that his/her personal life suffers.	3.00	[5.00]		<u>3.25</u>	4.67	--

## Key:

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- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Compassion and Sensitivity**

Shows genuine interest in others and sensitivity to employees' needs.

	Your Score	Low	Mid-Range	High
Self	4.14			●
All Observers	4.27			▲
Boss	5.00			★
Superior	--			
Peers	4.17			◆
Direct Reports	4.33			■
Others	3.86			

## Most Important For Success

All Observers	Boss	Self
5	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Shows interest in the needs, hopes, and dreams of other people.	4.00	[5.00]		4.00	4.33	4.00
Is sensitive to signs of overwork in others.	3.00	[5.00]		4.00	3.33	3.00
Is willing to help an employee with personal problems.	4.00	[5.00]		4.20	4.33	4.00
Is calm and patient when other people have to miss work due to sick days.	5.00	[5.00]		4.20	[5.00]	4.00
Allows new people in a job sufficient time to learn.	5.00	[5.00]		4.20	4.00	4.00
Helps people learn from their mistakes.	4.00	[5.00]		4.20	4.33	4.00
Conveys compassion toward them when other people disclose a personal loss.	4.00	[5.00]		[4.40]	[5.00]	4.00

## Key:

- [ ] = Highest 5% of rated items (plus ties) for each rater group.
- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Straightforwardness and Composure**

Is steadfast, relies on fact-based positions, doesn't blame others for mistakes, and is able to recover from troubled situations.

	Your Score	Low	Mid-Range	High
Self	4.50			●
All Observers	4.28		▲	
Boss	5.00			★
Superior	--			
Peers	4.30		◆	
Direct Reports	4.25		■	
Others	3.50			

## Most Important For Success

All Observers	Boss	Self
0		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Does not become hostile or moody when things are not going his/her way.	4.00	[5.00]		[4.40]	3.67	<u>3.00</u>
Does not blame others or situations for his/her mistakes.	4.00	[5.00]		[4.40]	4.67	4.00
Contributes more to solving organizational problems than to complaining about them.	5.00	[5.00]		4.00	4.67	4.00
Remains calm when crises occur.	5.00	[5.00]		[4.40]	4.00	<u>3.00</u>

## Key:

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## LEADERSHIP COMPETENCIES

**Differences Matter**

Demonstrates a respect for varying backgrounds and perspectives; values cultural differences.

	Your Score	Low	Mid-Range	High
Self	5.00			●
All Observers	4.33		▲	
Boss	5.00			★
Superior	--			
Peers	4.23		◆	
Direct Reports	4.50		■	
Others	3.83			

Most Important For Success

All Observers	Boss	Self
0		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Understands and respects cultural, religious, gender, and racial differences.	5.00	[5.00]		[4.40]	--	4.00
Treats people of all backgrounds fairly.	5.00	[5.00]		4.20	4.67	4.00
Values working with a diverse group of people.	5.00	[5.00]		4.00	--	4.00
Makes personnel decisions which are fair and unbiased.	5.00	[5.00]		4.20	3.67	<u>3.00</u>
Is comfortable managing people from different racial or cultural backgrounds.	5.00	[5.00]		[4.40]	--	4.00
Acknowledges and values different backgrounds and perspectives.	5.00	[5.00]		4.20	--	4.00

**Key:**

- [ ] = Highest 5% of rated items (plus ties) for each rater group.
- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Doing Whatever It Takes**

Has perseverance and focus in the face of obstacles; takes charge and is capable of standing alone, yet is open to learning from others when necessary.

	Your Score	Low	Mid-Range	High
Self	4.33			●
All Observers	3.90		▲	
Boss	4.89			★
Superior	--			
Peers	3.84		◆	
Direct Reports	3.78		■	
Others	3.56			

## Most Important For Success

All Observers	Boss	Self
3		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Does whatever it takes to get something done despite resistance from important people outside of the organization.	4.00	[5.00]		3.80	3.67	4.00
Is a visionary able to excite other people to work hard.	4.00	[5.00]		3.60	2.67	3.00
Is prepared to seize opportunities when they arise.	5.00	[5.00]		3.80	4.00	4.00
Would respond to a boss who provided autonomy by working hard to develop his/her skills.	4.00	[5.00]		4.00	4.00	[5.00]

## Key:

- [ ] = Highest 5% of rated items (plus ties) for each rater group.
- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Doing Whatever It Takes**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
Controls his/her own career; does not sit and wait for the organization to plan a course to follow.	3.00	[5.00]		4.20	4.33	<u>3.00</u>
Takes charge when trouble comes.	5.00	[5.00]		<u>3.60</u>	3.67	<u>3.00</u>
Enjoys working hard at his/her job.	5.00	[5.00]		[4.40]	4.00	4.00
Is creative or innovative.	4.00	<u>4.00</u>		<u>3.20*</u>	3.33	<u>3.00</u>
Can effectively lead an operation from its inception through to completion.	5.00	[5.00]		4.00	4.33	<u>3.00</u>

**Key:**

- [ ] = Highest 5% of rated items (plus ties) for each rater group.
- = Lowest 5% of rated items (plus ties) for each rater group.
- \* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

## Greatest Differences Between Self and All Observers Scores

Listed below are the 15 items on which your Self scores and All Observers scores were most discrepant.

	All Observers	Self
Does not over-think a decision.	3.50	2.00
Is willing to delegate important tasks, not just things he/she doesn't want to do.	4.40	3.00
Has activities and interests outside of career.	4.33	3.00
Seeks corrective feedback to improve him/herself.	3.70	5.00
Takes charge when trouble comes.	3.70	5.00
Gains commitment of others before implementing changes.	3.80	5.00
Tries to understand what other people think before making judgments about them.	3.80	5.00
Controls his/her own career; does not sit and wait for the organization to plan a course to follow.	4.20	3.00
Uses mentoring relationships effectively.	3.89	5.00
Can deal effectively with resistant employees.	3.90	5.00
Finds and attracts highly talented and productive people.	3.90	5.00
Involves others in the beginning stages of an initiative.	3.90	5.00
Effectively involves key people in the design and implementation of change.	3.90	5.00
Uses good timing and common sense in negotiating; makes his/her points when the time is ripe and does it diplomatically.	4.10	3.00
When working with peers from other functions or units, gains their cooperation and support.	3.90	5.00
Additional items(s) had equivalent self-observer discrepancies as the last item.		

## PROBLEMS THAT CAN STALL A CAREER

This section of 360 By Design® identifies problem areas which can stall a career. In this section, lower ratings are preferred. You and your raters used the following response scale:

- 1 = Strongly disagree
- 2 = Tend to disagree
- 3 = Hard to decide
- 4 = Tend to agree
- 5 = Strongly agree

### Underlined scores

Scores of 2.5 or greater have been underlined. We recommend that you pay attention to these potential problem areas.

	Lower Ratings Preferred						
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Problems with Interpersonal Relationships	1.10	1.33	1.40		1.34	1.33	1.20
Difficulty Building and Leading a Team	1.25	1.68	1.88		1.50	1.63	<u>2.50</u>
Too Narrow a Functional Orientation	1.40	1.93	<u>3.00</u>		1.72	1.50	<u>3.20</u>
Failure to Meet Business Objectives	1.14	1.59	2.00		1.34	1.86	1.57
Difficulty Changing or Adapting	1.30	1.50	2.40		1.24	1.50	1.90

### Guide for Interpretation:

- How do your responses compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the data related to feedback you received in that section of leadership competencies? How are the data consistent or inconsistent with feedback from other sources?
- Organizations differ in which problems might stall a career. Based on your knowledge of your organization, what might be a potential problem area?



## PROBLEMS THAT CAN STALL A CAREER

## Problems with Interpersonal Relationships

Difficulties in developing good working relationships with others.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	1.10	1.33	1.40		1.34	1.33	1.20

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
Is arrogant (e.g., devalues the contribution of others).	1.00	1.00		1.20	1.00	1.00
Tends to resist input from other departments.	1.00	2.00		2.00	1.67	1.00
Is dictatorial in his/her approach.	1.00	1.00		1.20	1.00	1.00
Makes direct reports or peers feel stupid or unintelligent.	2.00	1.00		1.20	1.00	1.00
Has left a trail of bruised people.	1.00	1.00		1.20	1.67	1.00
Is emotionally volatile and unpredictable.	1.00	1.00		1.00	1.00	1.00
Is reluctant to share decision making with others.	1.00	2.00		1.60	1.67	1.00
Adopts a bullying style under stress.	1.00	1.00		1.20	1.33	1.00
Even when asking for input, has already made up his/her mind.	1.00	2.00		1.60	2.00	3.00
Orders people around rather than working to get them on board.	1.00	2.00		1.20	1.00	1.00

**Key:**

- = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category

## PROBLEMS THAT CAN STALL A CAREER

**Difficulty Building and Leading a Team**

Difficulties in selecting and building a team.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	1.25	1.68	1.88		1.50	1.63	<u>2.50</u>

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
Does not resolve conflict among direct reports.	2.00	2.00		1.40	2.00	<u>4.00</u>
Hires people with good technical skills but poor ability to work with others.	1.00	2.00		2.00	1.67	2.00
Does not motivate team members to do the best for the team.	1.00	2.00		1.40	1.67	2.00
Chooses an overly narrow employee group.	1.00	2.00		1.80	1.33	<u>4.00</u>
Selects people for a team who don't work well together.	1.00	1.00		1.20	1.00	2.00
Is not good at building a team.	1.00	2.00		1.40	2.00	2.00
Does not help individuals understand how their work fits into the goals of the organization.	2.00	2.00		1.40	1.67	2.00
Fails to encourage and involve team members.	1.00	2.00		1.40	1.67	2.00

**Key:**

- = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category

## PROBLEMS THAT CAN STALL A CAREER

**Too Narrow a Functional Orientation**

Lacks depth to manage outside of one's current function.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	1.40	1.93	<u>3.00</u>		1.72	1.50	<u>3.20</u>

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
A promotion would cause him or her to go beyond their current level of competence.	2.00	<u>3.00</u>		1.60	--	<u>3.00</u>
Is not ready for more responsibility.	2.00	2.00		1.80	1.67	<u>3.00</u>
Would not be able to manage in a different department.	1.00	<u>3.00</u>		2.00	1.33	<u>4.00</u>
Could not handle management outside of current function.	1.00	2.00		1.60	2.00*	<u>4.00</u>
Doesn't understand how other departments function in the organization.	1.00	<u>5.00</u>		1.60	1.00	2.00

**Key:**

- = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category

## PROBLEMS THAT CAN STALL A CAREER

**Failure to Meet Business Objectives**

Difficulties in following up on promises and completing a job.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	1.14	1.59	2.00		1.34	1.86	1.57

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
Neglects necessary work to concentrate on high-profile work.	2.00	<u>3.00</u>		1.60*	<u>3.00*</u>	1.00
Makes a splash and moves on without really completing a job.	1.00	1.00		1.00	1.67	1.00
Is overwhelmed by complex tasks.	1.00	2.00		1.40	2.00	2.00
May have exceeded his or her current level of competence.	1.00	<u>3.00</u>		1.40	1.33	2.00
Overestimates his/her own abilities.	1.00	2.00		1.40	1.67	2.00
Has difficulty meeting the expectations of his/her current position.	1.00	2.00		1.40	1.67	2.00
Is self-promoting without the results to support it.	1.00	1.00		1.20	1.67	1.00

**Key:**

- = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category

## PROBLEMS THAT CAN STALL A CAREER

**Difficulty Changing or Adapting**

Resistant to change, learning from mistakes, and developing.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	1.30	1.50	2.40		1.24	1.50	1.90

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
Cannot adapt to a new boss with a more participative management style.	1.00	<u>4.00</u>		1.20	1.00	<u>3.00</u>
Has not adapted to the culture of the organization.	1.00	<u>5.00</u>		1.00	1.00	2.00
Is unprofessional about his/her disagreement with upper management.	1.00	1.00		1.20	1.33	1.00
Has an unresolved interpersonal conflict with boss.	1.00	1.00		1.20	1.00	1.00
Is not adaptable to many different types of people.	1.00	2.00		1.20	1.33	2.00
Resists learning from his/her mistakes.	1.00	<u>5.00</u>		1.40	1.33	2.00
Does not use feedback to make necessary changes in his/her behaviors.	1.00	1.00		1.20	2.00	2.00
Does not handle pressure well.	1.00	2.00		1.40	2.00	2.00
Has not adapted to the management culture.	1.00	1.00		1.20	2.00	2.00
Can't make the mental transition from technical manager to general manager.	4.00	2.00		1.40	2.00	2.00

**Key:**

- = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category

## WRITTEN COMMENTS

### What are this person's most significant strengths and why?

#### Self

- No comments were provided

#### Boss

- No comments were provided

#### All Other Raters

- No comments were provided

#### Guide for Interpretation:

- How do your comments compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the written comments related to feedback you received in that section of leadership competencies? How are the comments consistent or inconsistent with comments from other sources?

## WRITTEN COMMENTS

### What are this person's most significant areas for development and why?

#### Self

- No comments were provided

#### Boss

- No comments were provided

#### All Other Raters

- No comments were provided

#### Guide for Interpretation:

- How do your comments compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the written comments related to feedback you received in that section of leadership competencies? How are the comments consistent or inconsistent with comments from other sources?

