

EXECUTIVEVIEW360

ExecutiveView360 Profile for Chris Sample McClaire Group

Online Assessment: 29 Jun 2008

The ExecutiveView360 Feedback report is an instrument designed to provide a focus about specific executive competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination.



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Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 22 job relevant competencies of ExecutiveView360.

This Feedback Report summarizes information from questionnaires completed by the following number and type of raters:

Self	1
Manager	1
Subordinate	4
Team Member	3

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

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Competency Definitions

Performance Leadership

Visionary Leadership

Develops a clear direction and "picture" for the future of the business. Creates a long term, big picture view of the business. Changes established thinking. Creates a climate that supports future based thinking, analysis, and decision-making.

Drive for Results

Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Monitors and addresses team and organizational performance issues.

Technological Leadership

Understands and drives the strategy to use technological tools, instruments, and communications of the highest technological advances. Allocates financial and human resources to acquire and utilize the most appropriate technologies in information, communication and operational systems for competitive advantage.

Financial Leadership

Understands and applies key financial information in the development of strategy, allocation of resources, capital expenditures, and overall corporate decision-making. Effectively allocates resources through the development and analysis of income and expense budgets. Able to analyze the numbers associated with financial statements and balance sheets.

Cross-Functional Leadership

Maximizes value by ensuring that all decisions and practices add superior value. Effectively builds cross-functional capabilities through strategic alliances. Effectively encourages cross-functional partnerships in achieving corporate goals.

Depth of Industry Knowledge

Is a consummate consumer of industry information. Frequently attends seminars, conferences, classes, and other educational opportunities to deepen industry knowledge. Teaches (shares) with others information, knowledge, and industry best practices.

Political Leadership

Understands the dynamics of political systems and power relationships within the organization. Strategically asserts political power and influence to achieve organizational goals and objectives. Fosters a culture that minimizes the negative aspects of political infighting.

Strategic Problem Analysis

Analyzes situations, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Decision Making

Makes high quality decisions when required. Thinks and plans strategically.

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Competency Definitions Continued

Change Leadership

Entrepreneurial Leadership

Seeks opportunities to expand existing businesses. Take strategic risks in entering new markets, developing new products, and funding new business ventures.

Driving Strategic Direction

Identifies and communicates achievable organizational strategies and initiatives. Identifies potential risks and opportunities to achieve business goals and objectives.

Driving Change

Drives innovation and change. Creates and inspires innovative ideas, technologies and processes. Values and creates opportunities for innovative thinking that leads to the development of new products or services. Understands the need to allocate time, energy, and financial resources to creating a culture of innovation.

Interpersonal Leadership

Building Strategic Relationships

Initiates and cultivates strategic internal and external networking relationships that foster both individual and organizational goals. Builds and maintains effective and collaborative relationships with diverse stakeholders.

Empowering Others

Inspires extraordinary performance by fostering empowerment. Motivates others to achieve superior business performance by supporting autonomy and independence. Supports risk taking and innovation.

Team Building

Creates and develops motivated, cohesive, and high performance teams.

Interpersonal Effectiveness

Manages interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others.

Communication/ Presentation

Presents individual and organizational viewpoints to groups in a clear and persuasive manner. Able to express written and oral thoughts in a clear and concise manner.

Influence/Negotiation

Negotiates and effectively resolves interpersonal differences with others. Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Coaching/Talent Development

Attracts, selects, and retains talent. Effectively coaches, trains and develops others.

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Competency Definitions Continued

Personal Leadership

Self-Development

Manage one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Flexibility

Maintains balance and performance under pressure and stress. Effectively copes with ambiguity and change in a constructive manner.

Engenders Trust

Acts with courage. Confronts difficult issues and takes constructive and responsible action. Acts with integrity. Displays honesty and candor.

FREQUENCY RATING SCALE

1	= To an Extremely Small Extent
2	= To a Very Small Extent
3	= To a Small Extent
4	= To a Moderate Extent
5	= To a Large Extent
6	= To a Very Large Extent
7	= To an Extremely Large Extent
NA	= Not Observable or Not Applicable

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Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **ExecutiveView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those that were rated higher by your rater groups than your own self ratings
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those that were rated high by yourself and other rater groups
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated lower by your rater groups than your own self ratings
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those that were rated low by yourself and other rater groups

OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

SELF RATINGS

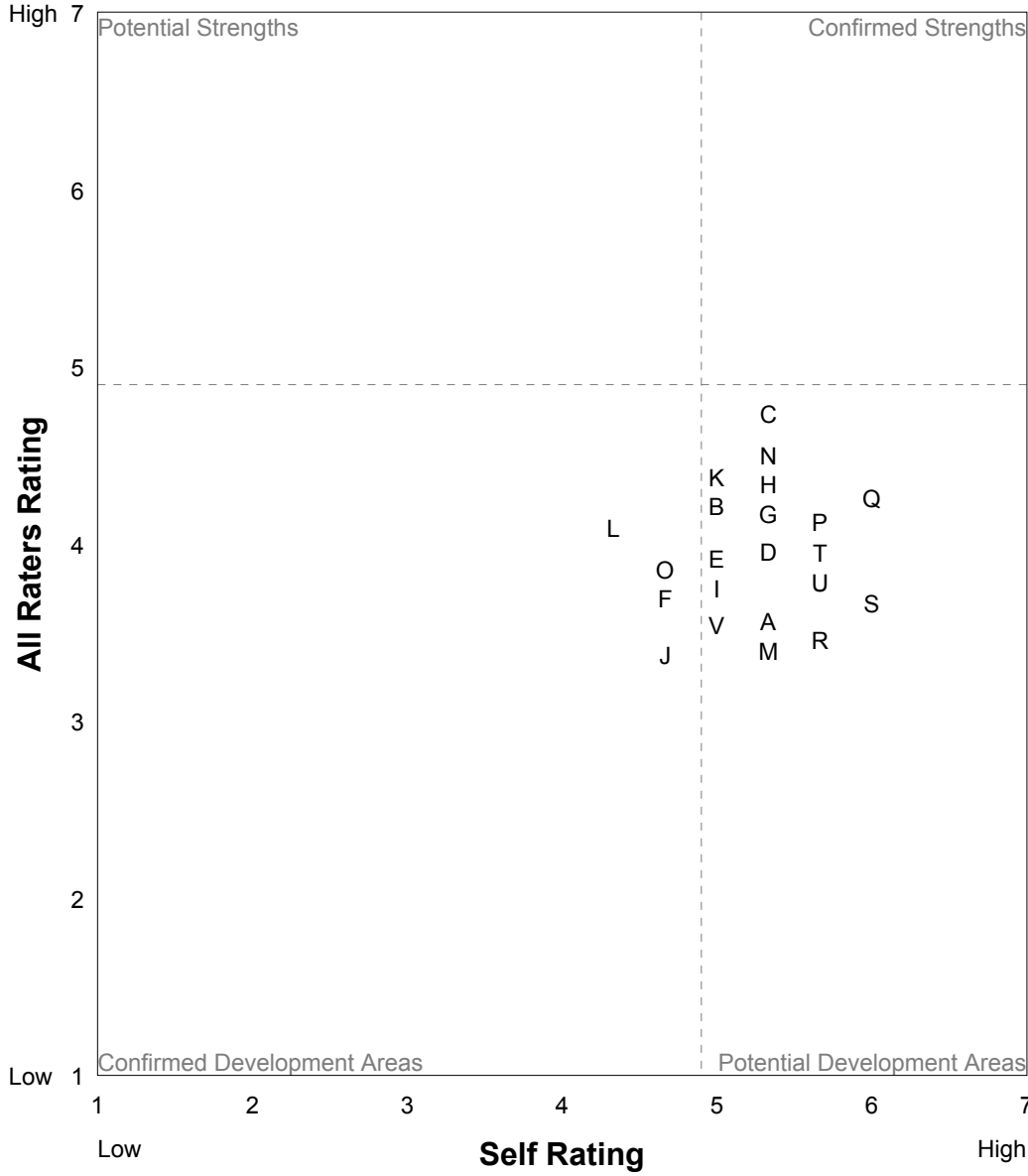
HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

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Self-Awareness Index

Self - All Raters (N = 8)

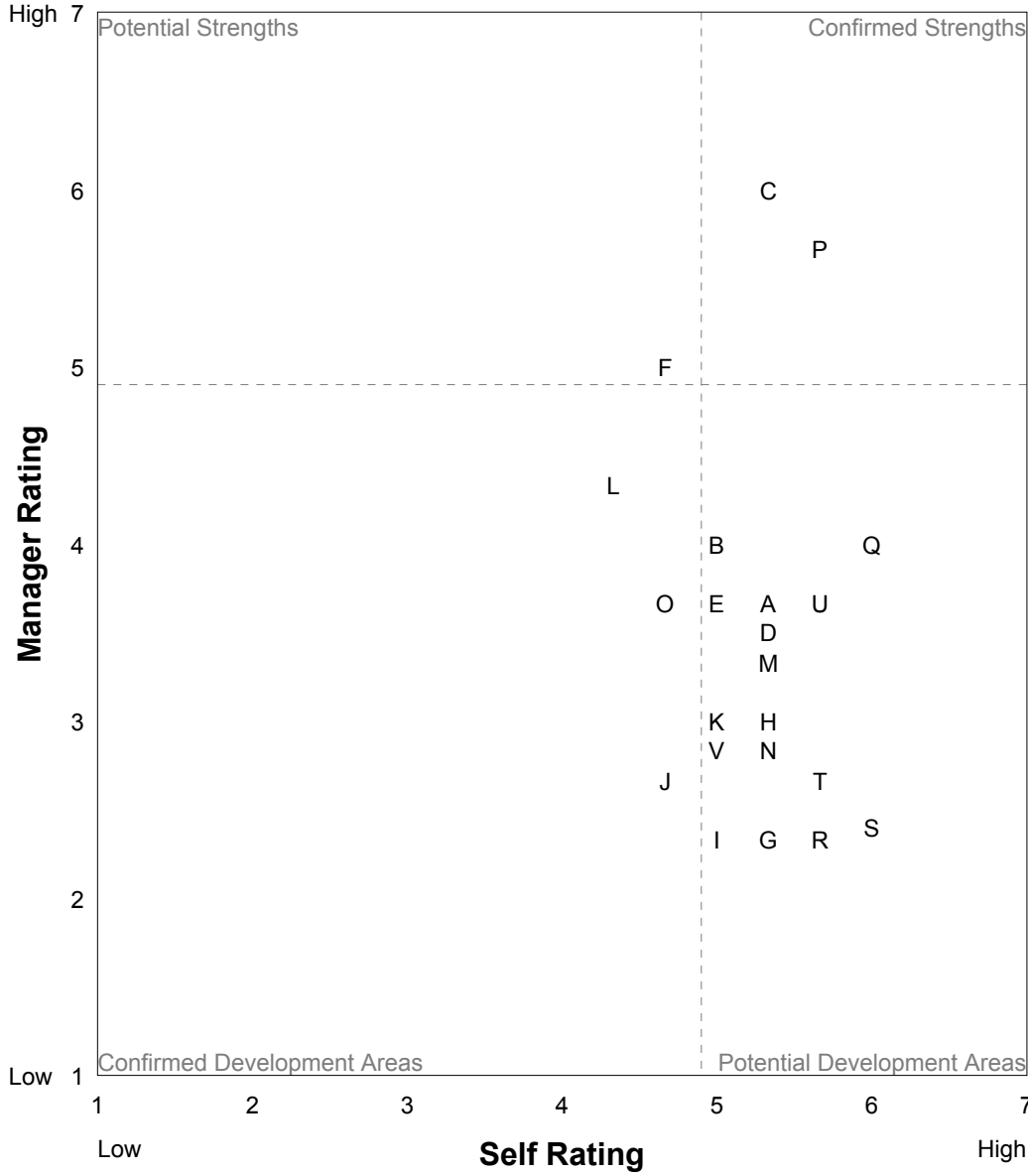


	Average Scores	
	Self	All Raters
Confirmed Development Areas		
F. Depth of Industry Knowledge	4.67	3.70
J. Entrepreneurial Leadership	4.67	3.38
L. Driving Change	4.33	4.10
O. Team Building	4.67	3.74
Potential Development Areas		
A. Visionary Leadership	5.33	3.57
B. Drive for Results	5.00	4.22
C. Technological Leadership	5.33	4.74
D. Financial Leadership	5.33	3.96
E. Cross-Functional Leadership	5.00	3.92
G. Political Leadership	5.33	4.17
H. Strategic Problem Analysis	5.33	4.00
I. Decision Making	5.00	3.86
K. Driving Strategic Direction	5.00	4.33
M. Building Strategic Relationships	5.33	3.41
N. Empowering Others	5.33	4.09
P. Interpersonal Effectiveness	5.67	4.13
Q. Communication/ Presentation	6.00	4.26
R. Influence/Negotiation	5.67	3.46
S. Coaching/Talent Development	6.00	3.67
T. Self-Development	5.67	3.96
U. Adaptability/Flexibility	5.67	3.78
V. Engenders Trust	5.00	3.54

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Self-Awareness Index

Self - Manager (N = 1)



Average Scores

Self Manager

Confirmed Strengths

C. Technological Leadership	5.33	6.00
P. Interpersonal Effectiveness	5.67	5.67

Potential Strengths

F. Depth of Industry Knowledge	4.67	5.00
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Confirmed Development Areas

J. Entrepreneurial Leadership	4.67	2.67
L. Driving Change	4.33	4.33
O. Team Building	4.67	3.67

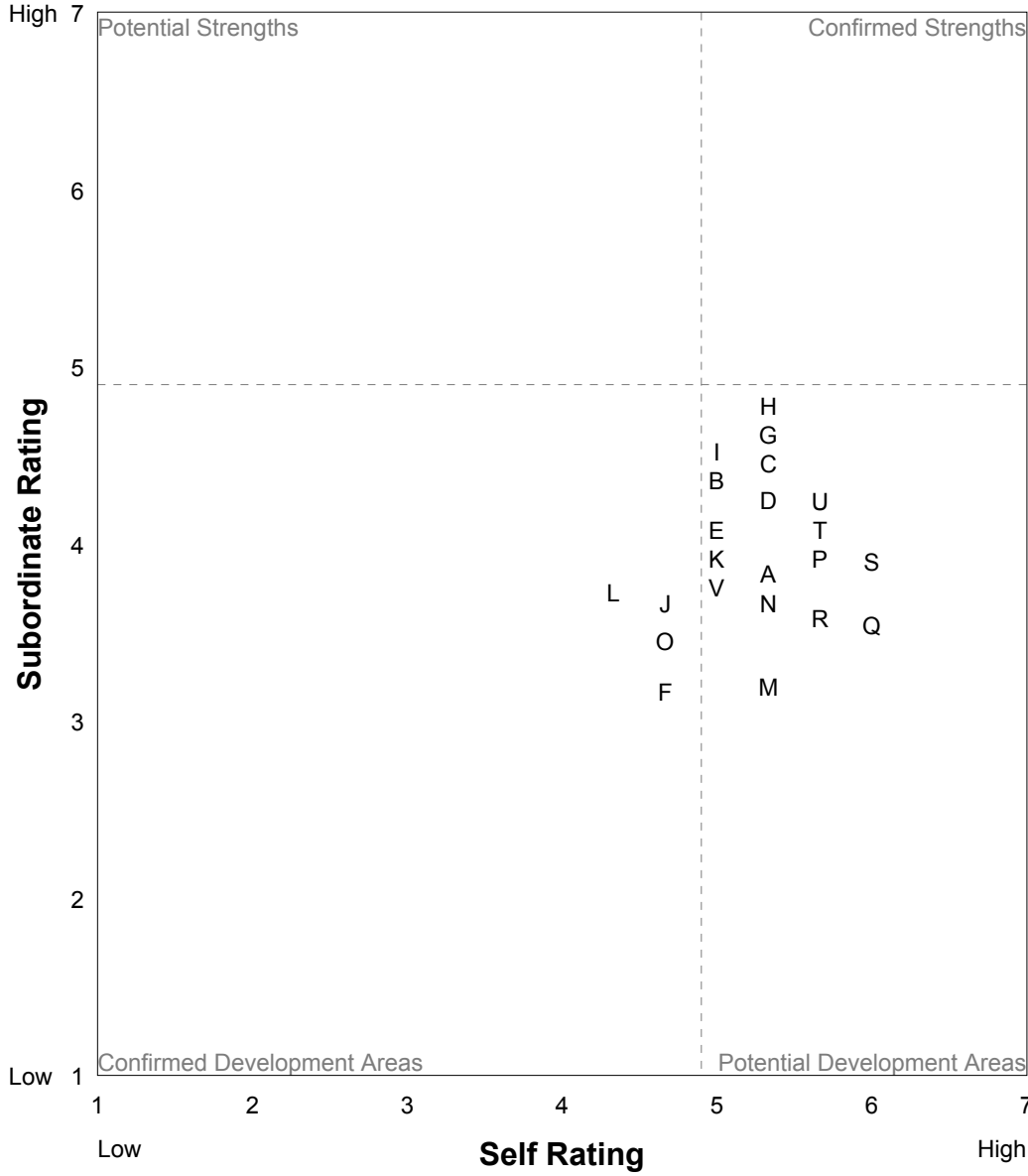
Potential Development Areas

A. Visionary Leadership	5.33	3.67
B. Drive for Results	5.00	4.00
D. Financial Leadership	5.33	3.67
E. Cross-Functional Leadership	5.00	3.67
G. Political Leadership	5.33	2.33
H. Strategic Problem Analysis	5.33	3.00
I. Decision Making	5.00	2.33
K. Driving Strategic Direction	5.00	3.00
M. Building Strategic Relationships	5.33	3.33
N. Empowering Others	5.33	3.00
Q. Communication/ Presentation	6.00	4.00
R. Influence/Negotiation	5.67	2.33
S. Coaching/Talent Development	6.00	2.40
T. Self-Development	5.67	2.67
U. Adaptability/Flexibility	5.67	3.67
V. Engenders Trust	5.00	3.00

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Self-Awareness Index

Self - Subordinate (N = 4)



	Average Scores	
	Self	Subordinate
Confirmed Development Areas		
F. Depth of Industry Knowledge	4.67	3.17
J. Entrepreneurial Leadership	4.67	3.67
L. Driving Change	4.33	3.73
O. Team Building	4.67	3.45
Potential Development Areas		
A. Visionary Leadership	5.33	3.83
B. Drive for Results	5.00	4.36
C. Technological Leadership	5.33	4.45
D. Financial Leadership	5.33	4.25
E. Cross-Functional Leadership	5.00	4.08
G. Political Leadership	5.33	4.50
H. Strategic Problem Analysis	5.33	4.58
I. Decision Making	5.00	4.09
K. Driving Strategic Direction	5.00	4.00
M. Building Strategic Relationships	5.33	3.20
N. Empowering Others	5.33	3.82
P. Interpersonal Effectiveness	5.67	3.92
Q. Communication/ Presentation	6.00	3.55
R. Influence/Negotiation	5.67	3.58
S. Coaching/Talent Development	6.00	3.90
T. Self-Development	5.67	4.00
U. Adaptability/Flexibility	5.67	4.08
V. Engenders Trust	5.00	3.92

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Competency Introduction

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 22 ExecutiveView360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each ExecutiveView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 7-point scale:

On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 To an Extremely Small Extent
- 2 To a Very Small Extent
- 3 To a Small Extent
- 4 To a Moderate Extent
- 5 To a Large Extent
- 6 To a Very Large Extent
- 7 To an Extremely Large Extent
- NA Not Observable or Not Applicable

Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of respondents who answered the questions in this competency.

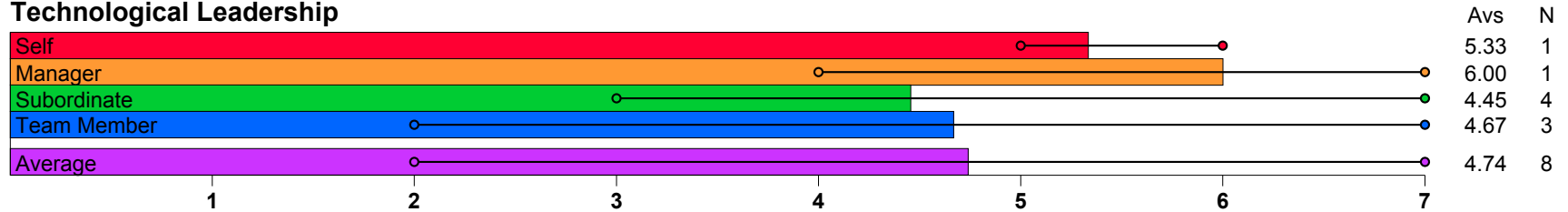
NR "NR" means no people from a particular rater group have responded.

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

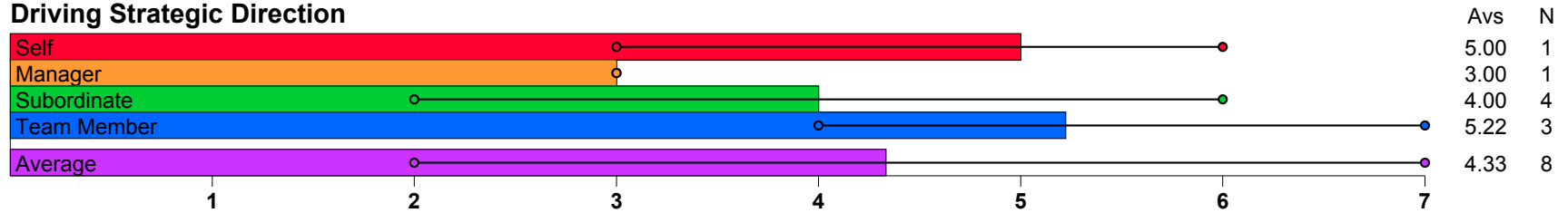
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Competency Summary

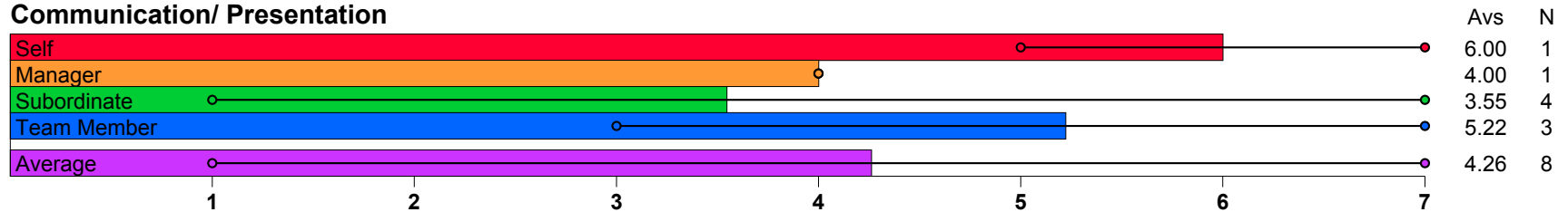
Technological Leadership



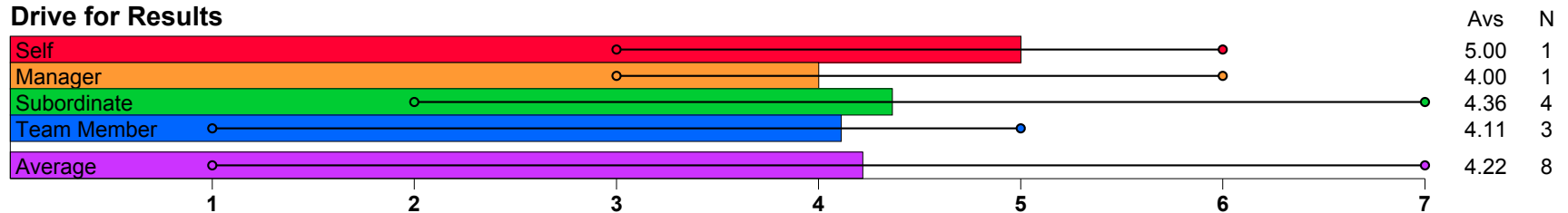
Driving Strategic Direction



Communication/ Presentation



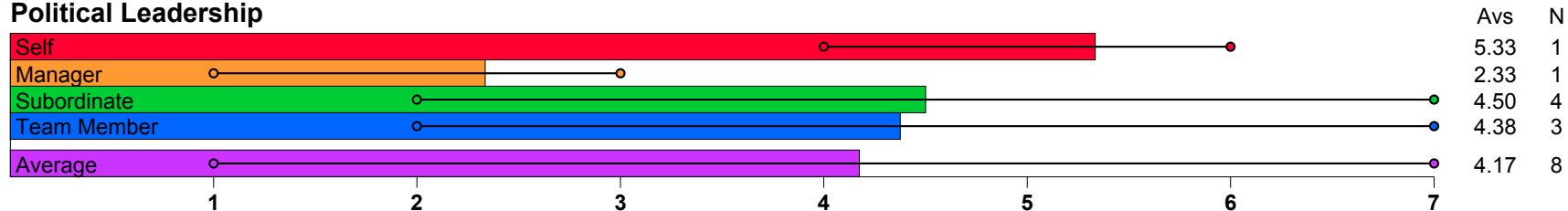
Drive for Results



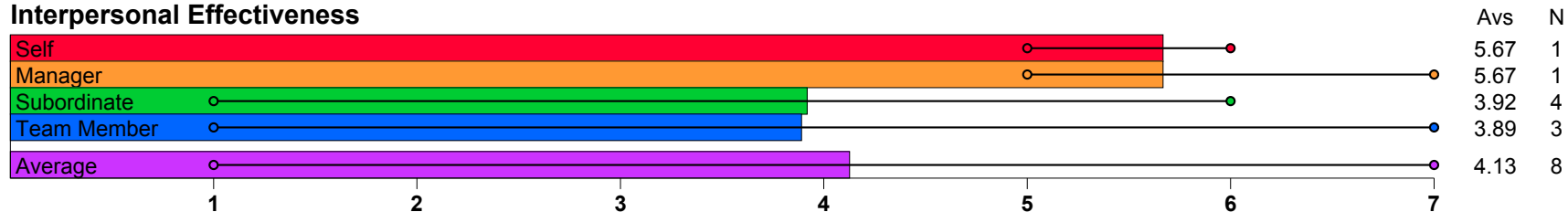
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Competency Summary Continued

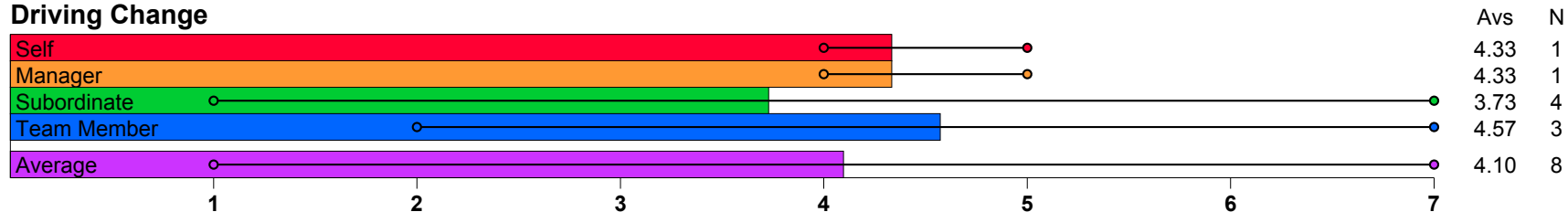
Political Leadership



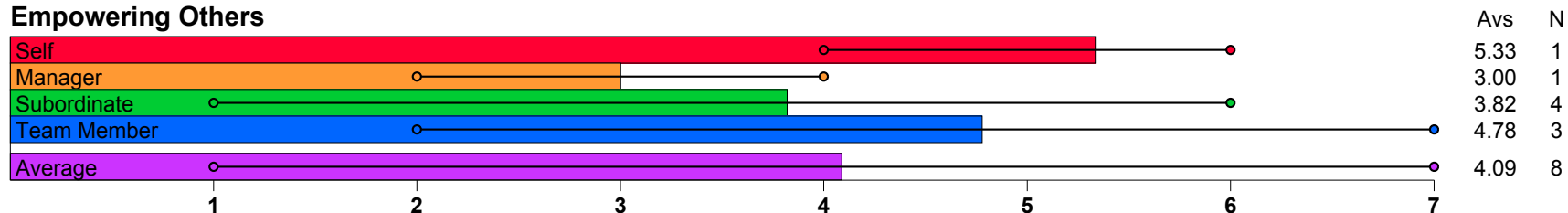
Interpersonal Effectiveness



Driving Change



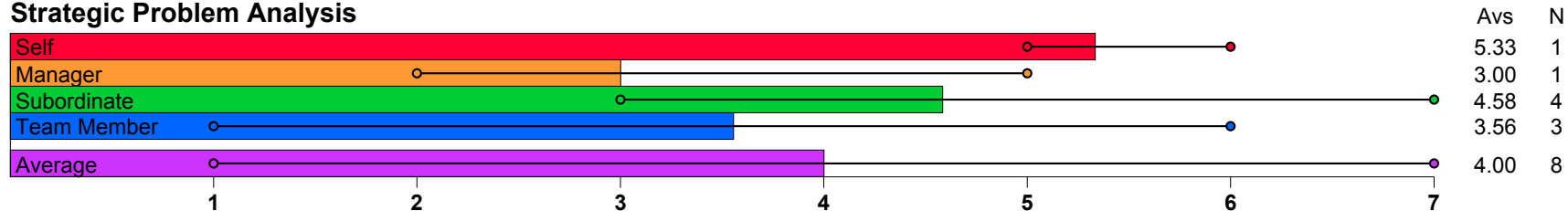
Empowering Others



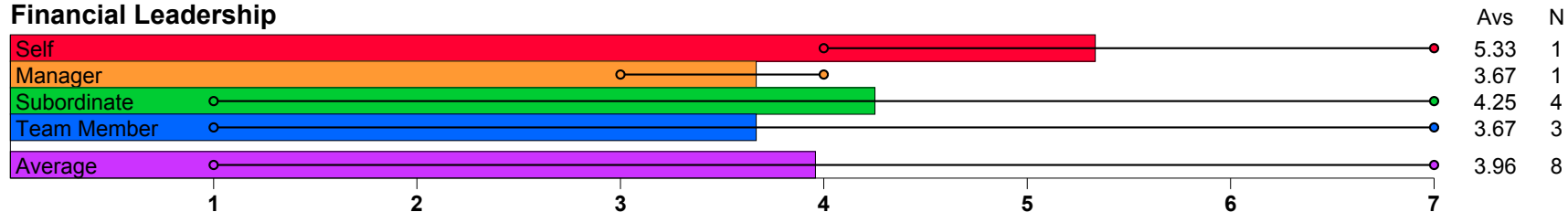
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Competency Summary Continued

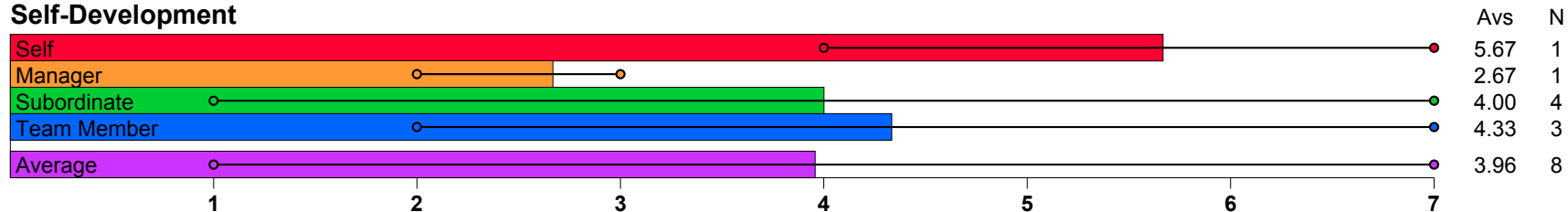
Strategic Problem Analysis



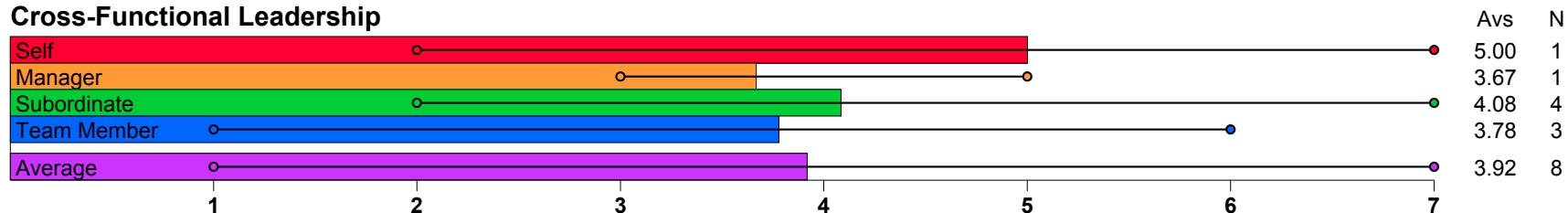
Financial Leadership



Self-Development



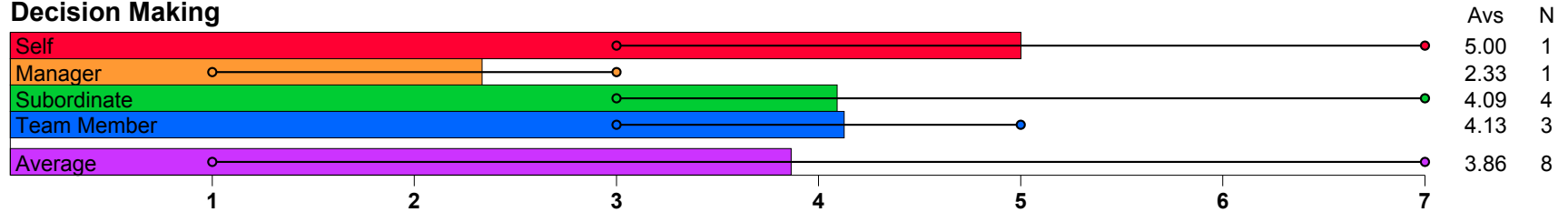
Cross-Functional Leadership



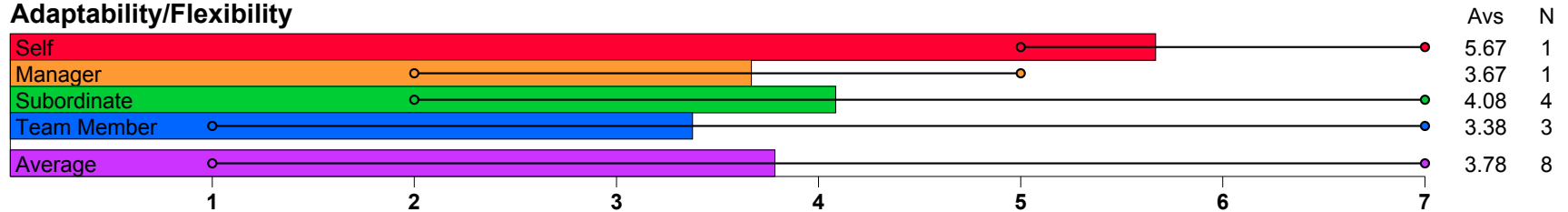
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Competency Summary Continued

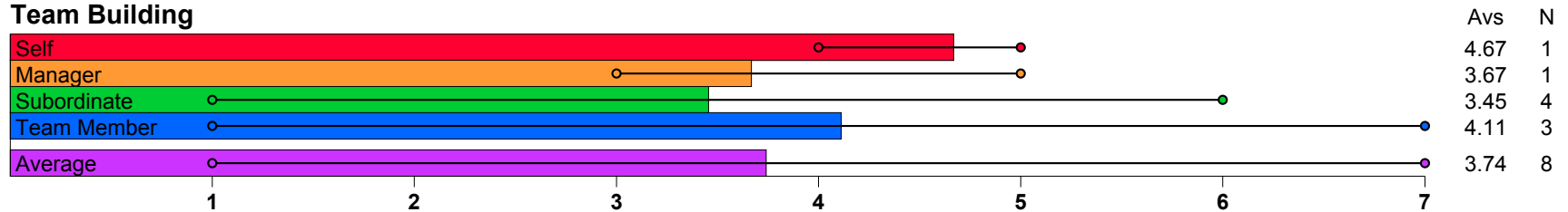
Decision Making



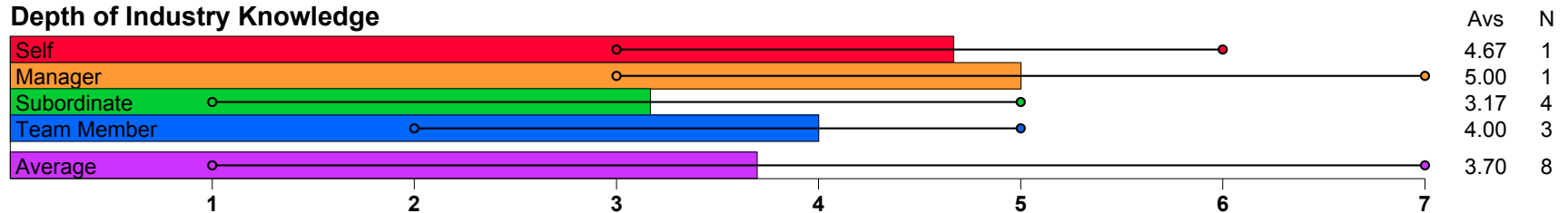
Adaptability/Flexibility



Team Building



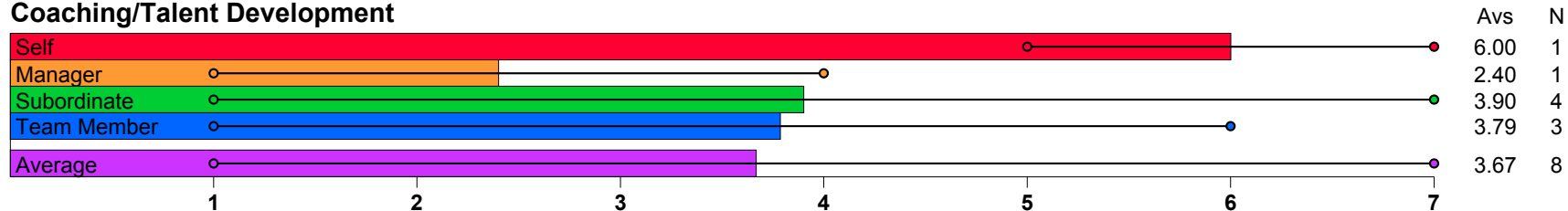
Depth of Industry Knowledge



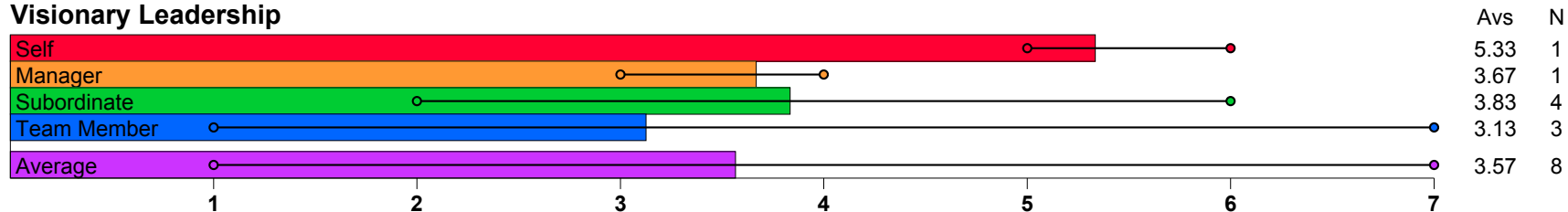
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Competency Summary Continued

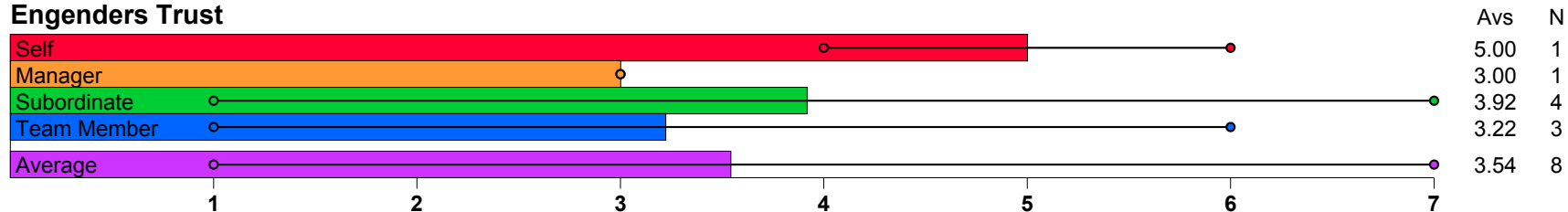
Coaching/Talent Development



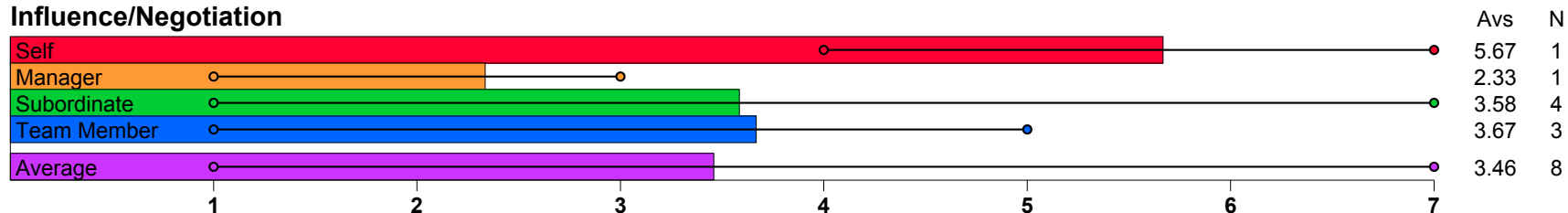
Visionary Leadership



Engenders Trust



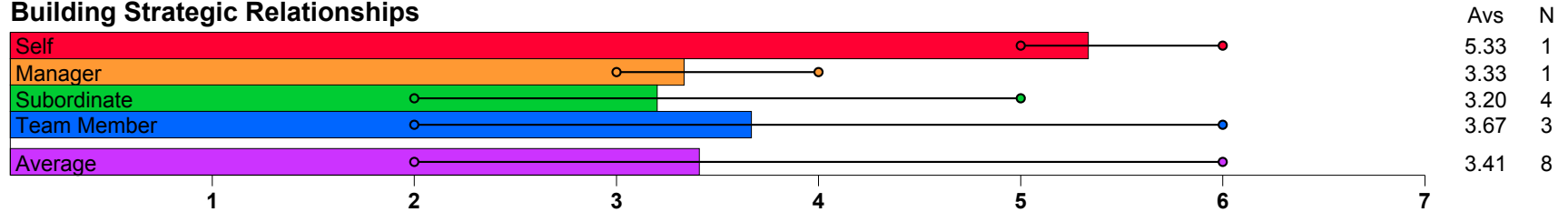
Influence/Negotiation



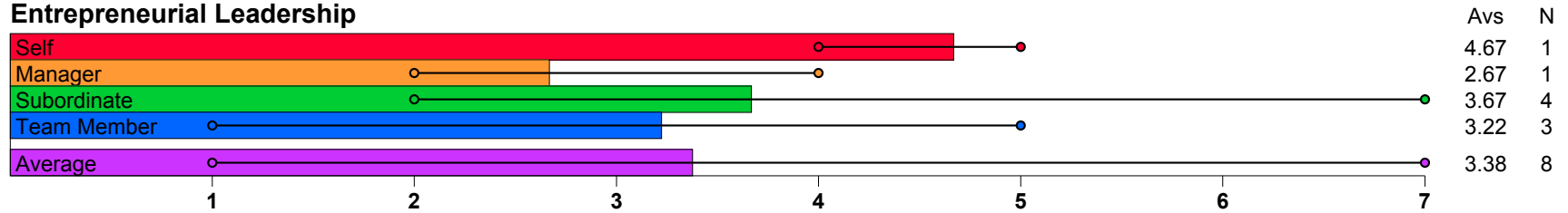
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Competency Summary Continued

Building Strategic Relationships



Entrepreneurial Leadership



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Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Expresses sensitivity and empathy towards others.	Interpersonal Effectiveness	5.3	0	0	1	1	3	1	2
Demonstrates sensitivity towards and actively promotes diversity in the workforce.	Coaching/Talent Development	5.0	1	0	0	1	2	3	1
Supports and champions sufficient financial and human resources for technology.	Technological Leadership	4.9	0	1	1	1	2	1	2
Anticipates potential and future problems.	Strategic Problem Analysis	4.9	0	0	1	2	3	1	1
Articulates a compelling strategy for integrating technology into the strategic plan.	Technological Leadership	4.8	0	0	2	2	2	0	2
Effectively allocates human and financial resources necessary to achieve strategic objectives.	Driving Strategic Direction	4.8	0	0	1	3	2	1	1
Orchestrates change efforts across functions, departments, business units and teams.	Driving Change	4.8	0	1	0	4	0	1	2
Develops results-oriented strategies to achieve and maintain competitive advantage.	Drive for Results	4.8	0	1	0	1	4	2	0
Effectively negotiates "win-win" solutions.	Influence/Negotiation	4.6	0	0	1	3	3	0	1
Stays informed about innovations and new technologies to ensure competitive advantage.	Technological Leadership	4.6	0	1	1	2	1	0	2
Delivers oral presentations that are persuasive, clear, and logically organized.	Communication/Presentation	4.6	0	0	1	3	2	0	1

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Most Frequent Behaviors - All Raters

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Sets and pursues aggressive business goals and targets.	Drive for Results	4.6	0	0	3	0	2	1	1

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Most Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Stays informed about innovations and new technologies to ensure competitive advantage.	Technological Leadership	7.0	0	0	0	0	0	0	1
Supports and champions sufficient financial and human resources for technology.	Technological Leadership	7.0	0	0	0	0	0	0	1
Expresses sensitivity and empathy towards others.	Interpersonal Effectiveness	7.0	0	0	0	0	0	0	1
Has a deep knowledge of industry's history, patterns, and future trends.	Depth of Industry Knowledge	7.0	0	0	0	0	0	0	1
Develops results-oriented strategies to achieve and maintain competitive advantage.	Drive for Results	6.0	0	0	0	0	0	1	0
Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors.	Depth of Industry Knowledge	5.0	0	0	0	0	1	0	0
Demonstrates emotional control and patience under pressure and stress.	Adaptability/Flexibility	5.0	0	0	0	0	1	0	0
Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner.	Interpersonal Effectiveness	5.0	0	0	0	0	1	0	0
Seeks to actively listen and understand diverse points of view.	Interpersonal Effectiveness	5.0	0	0	0	0	1	0	0
Demonstrates a depth and breadth of understanding of key operations and departments within the organization.	Cross-Functional Leadership	5.0	0	0	0	0	1	0	0
Promotes collaboration and removes obstacles to teamwork across the organization.	Team Building	5.0	0	0	0	0	1	0	0

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Most Frequent Behaviors - Manager

Most Frequent Behaviors	Competency	Average Score	Extent						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Anticipates potential and future problems.	Strategic Problem Analysis	5.0	0	0	0	0	1	0	0
Initiates and promotes continuous learning and improvement efforts throughout the organization.	Driving Change	5.0	0	0	0	0	1	0	0

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Most Frequent Behaviors - Subordinate

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Sets and pursues aggressive business goals and targets.	Drive for Results	5.3	0	0	1	0	0	1	1
Anticipates potential and future problems.	Strategic Problem Analysis	5.3	0	0	0	1	2	0	1
Seeks and develops entrepreneurial opportunities and ventures.	Entrepreneurial Leadership	5.3	0	0	0	1	2	0	1
Supports and champions sufficient financial and human resources for technology.	Technological Leadership	5.3	0	0	1	0	1	1	1
Realistically appraises own strengths and development areas.	Self-Development	5.3	0	0	0	1	2	0	1
Orchestrates change efforts across functions, departments, business units and teams.	Driving Change	5.3	0	0	0	2	0	1	1
Involves others in problem solving, decision making and planning processes.	Empowering Others	5.0	0	0	0	2	0	2	0
Effectively negotiates "win-win" solutions.	Influence/Negotiation	5.0	0	0	0	2	1	0	1
Demonstrates sensitivity towards and actively promotes diversity in the workforce.	Coaching/Talent Development	4.8	1	0	0	0	1	1	1
Gathers and utilizes available information in order to understand and solve organizational issues and problems.	Strategic Problem Analysis	4.8	0	0	0	2	1	1	0
Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	Political Leadership	4.8	0	0	1	1	1	0	1

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Most Frequent Behaviors - Subordinate

Most Frequent Behaviors	Competency	Average Score	Extent						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Responds constructively to ambiguity, change, obstacles, and challenges.	Adaptability/Flexibility	4.8	0	0	1	1	1	0	1
Expresses sensitivity and empathy towards others.	Interpersonal Effectiveness	4.8	0	0	1	0	2	1	0
Effectively allocates human and financial resources necessary to achieve strategic objectives.	Driving Strategic Direction	4.8	0	0	0	2	1	1	0

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Most Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	Empowering Others	6.3	0	0	0	0	1	0	2
Inspires and supports risk taking, change, creativity and innovation by others.	Driving Change	6.0	0	0	0	0	1	0	1
Identifies, directs and focuses the organization's performance on high priority strategic goals and initiatives.	Driving Strategic Direction	6.0	0	0	0	0	1	1	1
Demonstrates sensitivity towards and actively promotes diversity in the workforce.	Coaching/Talent Development	5.7	0	0	0	0	1	2	0
Articulates a compelling strategy for integrating technology into the strategic plan.	Technological Leadership	5.7	0	0	0	0	2	0	1
Fosters internal negotiation and effective conflict resolution with others.	Political Leadership	5.3	0	1	0	0	0	0	2
Delivers oral presentations that are persuasive, clear, and logically organized.	Communication/ Presentation	5.3	0	0	0	1	1	0	1
Writes in a clear, direct and concise manner.	Communication/ Presentation	5.3	0	0	1	0	0	1	1
Expresses sensitivity and empathy towards others.	Interpersonal Effectiveness	5.3	0	0	0	1	1	0	1
Effectively allocates human and financial resources necessary to achieve strategic objectives.	Driving Strategic Direction	5.3	0	0	0	1	1	0	1

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Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score							
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Creates a vision for realizing new business ventures.	Entrepreneurial Leadership	2.6	1	3	2	2	0	0	0
Communicates and expresses ideas in a manner that persuades and influences others.	Influence/Negotiation	2.6	2	2	1	3	0	0	0
Attracts and builds a high performing senior management team.	Team Building	2.9	2	1	1	2	1	0	0
Develops and maintains a broad base of support among key internal and external stakeholders.	Building Strategic Relationships	3.0	0	3	2	1	1	0	0
Seeks and creates opportunities to add value within the marketplace.	Entrepreneurial Leadership	3.1	0	3	3	0	2	0	0
Allows for disagreements to emerge and to be discussed openly.	Influence/Negotiation	3.1	2	1	2	1	1	1	0
Selects the best talent for key positions and assignments.	Coaching/Talent Development	3.1	1	0	4	3	0	0	0
Establishes a plan and process for developing successors.	Coaching/Talent Development	3.1	2	1	1	3	0	1	0
Seeks to actively listen and understand diverse points of view.	Interpersonal Effectiveness	3.1	2	1	1	2	2	0	0
Demonstrates consistency between actions and words.	Engenders Trust	3.1	1	2	2	2	0	1	0

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Least Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Makes timely decisions based on adequate data and information.	Decision Making	1.0	1	0	0	0	0	0	0
Selects the best talent for key positions and assignments.	Coaching/Talent Development	1.0	1	0	0	0	0	0	0
Establishes a plan and process for developing successors.	Coaching/Talent Development	1.0	1	0	0	0	0	0	0
Fosters internal negotiation and effective conflict resolution with others.	Political Leadership	1.0	1	0	0	0	0	0	0
Communicates and expresses ideas in a manner that persuades and influences others.	Influence/Negotiation	1.0	1	0	0	0	0	0	0
Seeks and creates opportunities to add value within the marketplace.	Entrepreneurial Leadership	2.0	0	1	0	0	0	0	0
Creates a vision for realizing new business ventures.	Entrepreneurial Leadership	2.0	0	1	0	0	0	0	0
Gathers and utilizes available information in order to understand and solve organizational issues and problems.	Strategic Problem Analysis	2.0	0	1	0	0	0	0	0
Generates and considers multiple solutions to a problem.	Strategic Problem Analysis	2.0	0	1	0	0	0	0	0
Responds constructively to ambiguity, change, obstacles, and challenges.	Adaptability/Flexibility	2.0	0	1	0	0	0	0	0
Involves others in problem solving, decision making and planning processes.	Empowering Others	2.0	0	1	0	0	0	0	0

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Least Frequent Behaviors - Manager

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Realistically appraises own strengths and development areas.	Self-Development	2.0	0	1	0	0	0	0	0

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Least Frequent Behaviors - Subordinate

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Inspires and supports risk taking, change, creativity and innovation by others.	Driving Change	2.3	1	0	2	0	0	0	0
Develops and maintains a broad base of support among key internal and external stakeholders.	Building Strategic Relationships	2.3	0	2	1	0	0	0	0
Seeks and creates opportunities to add value within the marketplace.	Entrepreneurial Leadership	2.5	0	2	2	0	0	0	0
Writes in a clear, direct and concise manner.	Communication/ Presentation	2.5	1	1	1	1	0	0	0
Implements "best practices" from other industry experience to be successful.	Depth of Industry Knowledge	2.8	0	2	1	1	0	0	0
Communicates and expresses ideas in a manner that persuades and influences others.	Influence/Negotiation	2.8	1	1	0	2	0	0	0
Identifies, directs and focuses the organization's performance on high priority strategic goals and initiatives.	Driving Strategic Direction	3.0	0	2	0	2	0	0	0
Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organization.	Building Strategic Relationships	3.0	0	1	2	1	0	0	0
Allows people to manage his or her own project, department, business unit or function with autonomy.	Empowering Others	3.0	1	1	0	0	0	1	0
Allows for disagreements to emerge and to be discussed openly.	Influence/Negotiation	3.0	1	1	1	0	0	1	0

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Least Frequent Behaviors - Subordinate

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Attracts and builds a high performing senior management team.	Team Building	3.0	1	0	0	2	0	0	0

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Least Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Creates a vision for realizing new business ventures.	Entrepreneurial Leadership	2.0	1	1	1	0	0	0	0
Communicates a vision of the organizational future and inspires commitment and support towards this vision from others.	Visionary Leadership	2.0	1	0	1	0	0	0	0
Demonstrates consistency between actions and words.	Engenders Trust	2.0	1	1	1	0	0	0	0
Seeks to actively listen and understand diverse points of view.	Interpersonal Effectiveness	2.3	1	1	0	1	0	0	0
Responds constructively to ambiguity, change, obstacles, and challenges.	Adaptability/Flexibility	2.5	1	0	0	1	0	0	0
Maintains a realistic outlook in the face of challenge and change.	Adaptability/Flexibility	2.7	1	1	0	0	1	0	0
Attracts and builds a high performing senior management team.	Team Building	2.7	1	1	0	0	1	0	0
Demonstrates a depth and breadth of understanding of key operations and departments within the organization.	Cross-Functional Leadership	2.7	1	0	1	1	0	0	0
Has a deep knowledge of industry's history, patterns, and future trends.	Depth of Industry Knowledge	3.0	0	1	1	1	0	0	0
Gathers and utilizes available information in order to understand and solve organizational issues and problems.	Strategic Problem Analysis	3.0	0	2	0	0	1	0	0
Has a compelling and clear picture for the future of the business and organization.	Visionary Leadership	3.0	0	1	1	1	0	0	0

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Least Frequent Behaviors - Team Member

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Establishes a plan and process for developing successors.	Coaching/Talent Development	3.0	0	1	1	1	0	0	0
Provides ongoing career coaching, mentoring and guidance.	Coaching/Talent Development	3.0	1	0	0	0	1	0	0
Communicates and expresses ideas in a manner that persuades and influences others.	Influence/Negotiation	3.0	0	1	1	1	0	0	0
Maintains open, honest and non-defensive relationships.	Engenders Trust	3.0	1	0	0	2	0	0	0

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Behavior Summary

The average score for each ExecutiveView360 competency and specific questions are summarized below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behavior). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Subordinate	Team Member	Average
Technological Leadership	5.33 (0.84)	6.00 (0.53)	4.45 (0.50)	4.67 (0.43)	4.74 (0.45)
Supports and champions sufficient financial and human resources for technology.	5.00 (1.00)	7.00 (1.00)	5.25 (0.51)	3.67 (0.58)	4.88 (0.44)
Articulates a compelling strategy for integrating technology into the strategic plan.	5.00 (1.00)	4.00 (1.00)	4.25 (0.45)	5.67 (0.69)	4.75 (0.51)
Stays informed about innovations and new technologies to ensure competitive advantage.	6.00 (1.00)	7.00 (1.00)	3.67 (0.84)	4.67 (0.32)	4.57 (0.41)
Driving Strategic Direction	5.00 (0.53)	3.00 (1.00)	4.00 (0.59)	5.22 (0.62)	4.33 (0.55)
Effectively allocates human and financial resources necessary to achieve strategic objectives.	6.00 (1.00)	3.00 (1.00)	4.75 (0.72)	5.33 (0.58)	4.75 (0.60)
Identifies potential risks, contingency plans and drives achievement of those plans.	3.00 (1.00)	3.00 (1.00)	4.25 (0.64)	4.33 (0.84)	4.13 (0.69)
Identifies, directs and focuses the organization's performance on high priority strategic goals and initiatives.	6.00 (1.00)	3.00 (1.00)	3.00 (0.67)	6.00 (0.73)	4.13 (0.44)
Communication/ Presentation	6.00 (0.73)	4.00 (1.00)	3.55 (0.46)	5.22 (0.48)	4.26 (0.44)
Delivers oral presentations that are persuasive, clear, and logically organized.	6.00 (1.00)	4.00 (1.00)	4.00 (0.73)	5.33 (0.58)	4.57 (0.61)
Handles questions in meetings and presentations in a responsive and diplomatic manner.	7.00 (1.00)	4.00 (1.00)	4.25 (0.36)	5.00 (0.46)	4.50 (0.42)

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Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Communication/ Presentation	6.00 (0.73)	4.00 (1.00)	3.55 (0.46)	5.22 (0.48)	4.26 (0.44)
Writes in a clear, direct and concise manner.	5.00 (1.00)	4.00 (1.00)	2.50 (0.63)	5.33 (0.43)	3.75 (0.38)
Drive for Results	5.00 (0.53)	4.00 (0.53)	4.36 (0.48)	4.11 (0.57)	4.22 (0.52)
Develops results-oriented strategies to achieve and maintain competitive advantage.	6.00 (1.00)	6.00 (1.00)	4.50 (0.50)	4.67 (0.84)	4.75 (0.60)
Sets and pursues aggressive business goals and targets.	6.00 (1.00)	3.00 (1.00)	5.33 (0.43)	4.33 (0.69)	4.57 (0.50)
Regularly monitors and corrects sources of lagging individual, team and organizational performance.	3.00 (1.00)	3.00 (1.00)	3.50 (0.71)	3.33 (0.43)	3.38 (0.59)
Political Leadership	5.33 (0.69)	2.33 (0.69)	4.50 (0.54)	4.38 (0.42)	4.17 (0.46)
Fosters internal negotiation and effective conflict resolution with others.	6.00 (1.00)	1.00 (1.00)	4.25 (0.51)	5.33 (0.21)	4.25 (0.26)
Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	4.00 (1.00)	3.00 (1.00)	4.75 (0.51)	3.50 (0.83)	4.14 (0.55)
Effectively utilizes positional power to drive key initiatives and strategies.	6.00 (1.00)	3.00 (1.00)	4.50 (0.63)	4.00 (0.73)	4.13 (0.65)
Interpersonal Effectiveness	5.67 (0.84)	5.67 (0.69)	3.92 (0.58)	3.89 (0.40)	4.13 (0.48)
Expresses sensitivity and empathy towards others.	6.00 (1.00)	7.00 (1.00)	4.75 (0.64)	5.33 (0.58)	5.25 (0.57)
Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner.	6.00 (1.00)	5.00 (1.00)	3.75 (0.86)	4.00 (0.53)	4.00 (0.67)
Seeks to actively listen and understand diverse points of view.	5.00 (1.00)	5.00 (1.00)	3.25 (0.51)	2.33 (0.58)	3.13 (0.49)
Driving Change	4.33 (0.84)	4.33 (0.84)	3.73 (0.41)	4.57 (0.41)	4.10 (0.44)
Orchestrates change efforts across functions, departments, business units and teams.	4.00 (1.00)	4.00 (1.00)	5.25 (0.57)	4.33 (0.32)	4.75 (0.45)
Inspires and supports risk taking, change, creativity and innovation by others.	5.00 (1.00)	4.00 (1.00)	2.33 (0.69)	6.00 (0.67)	3.83 (0.38)
Initiates and promotes continuous learning and improvement efforts throughout the organization.	4.00 (1.00)	5.00 (1.00)	3.25 (0.51)	3.50 (0.83)	3.57 (0.57)
Empowering Others	5.33 (0.69)	3.00 (0.73)	3.82 (0.40)	4.78 (0.51)	4.09 (0.44)
Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	6.00 (1.00)	3.00 (1.00)	3.25 (0.51)	6.33 (0.69)	4.38 (0.36)

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Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Empowering Others	5.33 (0.69)	3.00 (0.73)	3.82 (0.40)	4.78 (0.51)	4.09 (0.44)
Involves others in problem solving, decision making and planning processes.	4.00 (1.00)	2.00 (1.00)	5.00 (0.67)	4.33 (0.84)	4.38 (0.59)
Allows people to manage his or her own project, department, business unit or function with autonomy.	6.00 (1.00)	4.00 (1.00)	3.00 (0.28)	3.67 (0.58)	3.43 (0.44)
Strategic Problem Analysis	5.33 (0.84)	3.00 (0.53)	4.58 (0.65)	3.56 (0.48)	4.00 (0.52)
Anticipates potential and future problems.	6.00 (1.00)	5.00 (1.00)	5.25 (0.64)	4.33 (0.58)	4.88 (0.61)
Gathers and utilizes available information in order to understand and solve organizational issues and problems.	5.00 (1.00)	2.00 (1.00)	4.75 (0.72)	3.00 (0.53)	3.75 (0.51)
Generates and considers multiple solutions to a problem.	5.00 (1.00)	2.00 (1.00)	3.75 (0.86)	3.33 (0.43)	3.38 (0.59)
Financial Leadership	5.33 (0.58)	3.67 (0.84)	4.25 (0.37)	3.67 (0.46)	3.96 (0.43)
Effectively manages the overall financial health of the organization.	5.00 (1.00)	4.00 (1.00)	4.50 (0.40)	3.67 (0.17)	4.13 (0.32)
Effectively allocates financial resources to meet business objectives.	4.00 (1.00)	4.00 (1.00)	4.25 (0.36)	3.67 (0.58)	4.00 (0.47)
Identifies key issues in budgets, profit and loss statements, and other financial indicators.	7.00 (1.00)	3.00 (1.00)	4.00 (0.38)	3.67 (0.84)	3.75 (0.54)
Self-Development	5.67 (0.58)	2.67 (0.84)	4.00 (0.33)	4.33 (0.53)	3.96 (0.42)
Realistically appraises own strengths and development areas.	7.00 (1.00)	2.00 (1.00)	5.25 (0.64)	3.33 (0.58)	4.13 (0.46)
Seeks and applies feedback and constructive criticism.	6.00 (1.00)	3.00 (1.00)	3.25 (0.17)	5.00 (0.46)	3.88 (0.27)
Pursues continuous learning and self-development by exposure to new ideas and perspectives.	4.00 (1.00)	3.00 (1.00)	3.33 (0.58)	4.67 (0.84)	3.86 (0.63)
Cross-Functional Leadership	5.00 (0.28)	3.67 (0.69)	4.08 (0.40)	3.78 (0.51)	3.92 (0.46)
Aligns organizational structure, systems, processes and talent to achieve desired results across the organization	6.00 (1.00)	3.00 (1.00)	4.25 (0.40)	4.67 (0.69)	4.25 (0.51)
Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	2.00 (1.00)	3.00 (1.00)	3.75 (0.36)	4.00 (0.53)	3.75 (0.45)
Demonstrates a depth and breadth of understanding of key operations and departments within the organization.	7.00 (1.00)	5.00 (1.00)	4.25 (0.45)	2.67 (0.58)	3.75 (0.45)

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Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Decision Making	5.00 (0.46)	2.33 (0.69)	4.09 (0.61)	4.13 (0.74)	3.86 (0.61)
Makes decisions confidently and quickly when necessary.	5.00 (1.00)	3.00 (1.00)	4.00 (0.76)	4.67 (0.84)	4.13 (0.74)
Makes timely decisions based on adequate data and information.	3.00 (1.00)	1.00 (1.00)	4.50 (0.50)	3.67 (0.84)	3.75 (0.48)
Gathers enough information and data before making a decision.	7.00 (1.00)	3.00 (1.00)	3.67 (0.69)	4.00 (0.67)	3.67 (0.69)
Adaptability/Flexibility	5.67 (0.69)	3.67 (0.58)	4.08 (0.60)	3.38 (0.24)	3.78 (0.44)
Demonstrates emotional control and patience under pressure and stress.	5.00 (1.00)	5.00 (1.00)	4.00 (0.76)	4.67 (0.13)	4.38 (0.42)
Responds constructively to ambiguity, change, obstacles, and challenges.	5.00 (1.00)	2.00 (1.00)	4.75 (0.51)	2.50 (0.50)	3.71 (0.39)
Maintains a realistic outlook in the face of challenge and change.	7.00 (1.00)	4.00 (1.00)	3.50 (0.71)	2.67 (0.43)	3.25 (0.57)
Team Building	4.67 (0.84)	3.67 (0.69)	3.45 (0.48)	4.11 (0.40)	3.74 (0.46)
Promotes collaboration and removes obstacles to teamwork across the organization.	4.00 (1.00)	5.00 (1.00)	3.50 (0.63)	5.00 (0.46)	4.25 (0.51)
Encourages a climate of trust, honesty and openness with others.	5.00 (1.00)	3.00 (1.00)	3.75 (0.36)	4.67 (0.69)	4.00 (0.47)
Attracts and builds a high performing senior management team.	5.00 (1.00)	3.00 (1.00)	3.00 (0.53)	2.67 (0.43)	2.86 (0.51)
Depth of Industry Knowledge	4.67 (0.58)	5.00 (0.46)	3.17 (0.60)	4.00 (0.67)	3.70 (0.54)
Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors.	3.00 (1.00)	5.00 (1.00)	3.25 (0.51)	4.33 (0.84)	3.88 (0.58)
Has a deep knowledge of industry's history, patterns, and future trends.	6.00 (1.00)	7.00 (1.00)	3.50 (0.63)	3.00 (0.73)	3.75 (0.48)
Implements "best practices" from other industry experience to be successful.	5.00 (1.00)	3.00 (1.00)	2.75 (0.72)	5.00 (1.00)	3.43 (0.61)
Coaching/Talent Development	6.00 (0.79)	2.40 (0.60)	3.90 (0.51)	3.79 (0.51)	3.67 (0.49)
Demonstrates sensitivity towards and actively promotes diversity in the workforce.	6.00 (1.00)	4.00 (1.00)	4.75 (0.24)	5.67 (0.84)	5.00 (0.42)
Provides timely, clear and constructive performance and developmental feedback.	6.00 (1.00)	3.00 (1.00)	3.75 (0.72)	3.67 (0.58)	3.63 (0.67)
Provides ongoing career coaching, mentoring and guidance.	7.00 (1.00)	3.00 (1.00)	3.75 (0.72)	3.00 (0.33)	3.43 (0.57)
Establishes a plan and process for developing successors.	5.00 (1.00)	1.00 (1.00)	3.75 (0.40)	3.00 (0.73)	3.13 (0.46)
Selects the best talent for key positions and assignments.	6.00 (1.00)	1.00 (1.00)	3.50 (0.83)	3.33 (0.84)	3.13 (0.69)

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Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Visionary Leadership	5.33 (0.84)	3.67 (0.84)	3.83 (0.57)	3.13 (0.44)	3.57 (0.53)
Effectively articulates a clear purpose and mission that inspires the imagination of others.	6.00 (1.00)	4.00 (1.00)	4.00 (0.53)	4.00 (0.28)	4.00 (0.45)
Has a compelling and clear picture for the future of the business and organization.	5.00 (1.00)	3.00 (1.00)	4.00 (0.76)	3.00 (0.73)	3.50 (0.71)
Communicates a vision of the organizational future and inspires commitment and support towards this vision from others.	5.00 (1.00)	4.00 (1.00)	3.50 (0.50)	2.00 (0.67)	3.14 (0.51)
Engenders Trust	5.00 (0.73)	3.00 (1.00)	3.92 (0.38)	3.22 (0.48)	3.54 (0.45)
Demonstrates high standards of personal and professional integrity.	6.00 (1.00)	3.00 (1.00)	4.00 (0.25)	4.67 (0.69)	4.13 (0.41)
Maintains open, honest and non-defensive relationships.	4.00 (1.00)	3.00 (1.00)	3.75 (0.40)	3.00 (0.53)	3.38 (0.47)
Demonstrates consistency between actions and words.	5.00 (1.00)	3.00 (1.00)	4.00 (0.53)	2.00 (0.73)	3.13 (0.52)
Influence/Negotiation	5.67 (0.58)	2.33 (0.69)	3.58 (0.40)	3.67 (0.56)	3.46 (0.46)
Effectively negotiates "win-win" solutions.	6.00 (1.00)	3.00 (1.00)	5.00 (0.59)	4.67 (0.84)	4.63 (0.63)
Allows for disagreements to emerge and to be discussed openly.	4.00 (1.00)	3.00 (1.00)	3.00 (0.38)	3.33 (0.43)	3.13 (0.44)
Communicates and expresses ideas in a manner that persuades and influences others.	7.00 (1.00)	1.00 (1.00)	2.75 (0.57)	3.00 (0.73)	2.63 (0.59)
Building Strategic Relationships	5.33 (0.84)	3.33 (0.84)	3.20 (0.67)	3.67 (0.56)	3.41 (0.63)
Effectively builds relationships with key community members and partnerships with others outside the organization.	5.00 (1.00)	3.00 (1.00)	4.33 (0.84)	3.67 (0.58)	3.86 (0.67)
Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organization.	6.00 (1.00)	3.00 (1.00)	3.00 (0.76)	4.00 (0.53)	3.38 (0.63)
Develops and maintains a broad base of support among key internal and external stakeholders.	5.00 (1.00)	4.00 (1.00)	2.33 (0.84)	3.33 (0.58)	3.00 (0.64)
Entrepreneurial Leadership	4.67 (0.84)	2.67 (0.69)	3.67 (0.52)	3.22 (0.53)	3.38 (0.53)
Seeks and develops entrepreneurial opportunities and ventures.	4.00 (1.00)	4.00 (1.00)	5.25 (0.64)	3.33 (0.58)	4.38 (0.53)
Seeks and creates opportunities to add value within the marketplace.	5.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.33 (0.69)	3.13 (0.61)
Creates a vision for realizing new business ventures.	5.00 (1.00)	2.00 (1.00)	3.25 (0.72)	2.00 (0.73)	2.63 (0.67)

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Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding the Signature Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding potential Development Areas of the individual in the space provided below

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your executive development plan?

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Open Ended Comments Summary

SIGNATURE STRENGTHS

EXECUTIVEVIEW360

Open Ended Comments Summary Continued DEVELOPMENT OPPORTUNITIES

EXECUTIVEVIEW360

Development Planning Guide

Examining Your ExecutiveView360 Feedback Report

Your reactions to your ExecutiveView360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

What new insights, if any, do you get from your results?

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

EXECUTIVEVIEW360

Development Planning Guide Continued

Deciding What Executive Skills To Work On

The table below summarizes the 22 ExecutiveView360 Competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your executive development plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Performance Leadership	Visionary Leadership		
	Drive for Results		
	Technological Leadership		
	Financial Leadership		
	Cross-Functional Leadership		
	Depth of Industry Knowledge		
	Political Leadership		
	Strategic Problem Analysis		
	Decision Making		
Change Leadership	Entrepreneurial Leadership		
	Driving Strategic Direction		
	Driving Change		
Interpersonal Leadership	Building Strategic Relationships		
	Empowering Others		
	Team Building		
	Interpersonal Effectiveness		
	Communication/ Presentation		
	Influence/Negotiation		
	Coaching/Talent Development		
Personal Leadership	Self-Development		
	Adaptability/Flexibility		
	Engenders Trust		

EXECUTIVEVIEW360

Development Planning Guide Continued

Focusing On Executive Development

List three competency strengths based upon your ExecutiveView360 results below:

1. _____
2. _____
3. _____

List three possible development competency areas based upon your ExecutiveView360 results below:

1. _____
2. _____
3. _____

The ExecutiveView360 is an instrument developed to provide feedback and developmental focus and recommendations about executive skill strengths and development needs. The action planning process helps to increase your success. Research suggests that desired change is more likely to be successful when:

- ✓ The desired skills and behaviors are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

EXECUTIVEVIEW360

Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	