

# LEADERVIEW360

LeaderView360 Profile for:

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# LEADERVIEW360

## Summary Feedback Report

### Introduction

This report provides you feedback on 7 critical leadership competencies.

This report compares your own self-perceptions to those of others who have provided you feedback on the Leadership Behavior Questionnaire. Your report summarizes feedback from the following type and number of raters:

Self	1
Senior	1
Peer	3
Subordinate	4

### This Feedback Report gives you:

- ✓ Performance Factors
- ✓ Performance Factor Summary
- ✓ Behavior Summary
- ✓ Most Effective / Least Effective Behaviors
- ✓ Open Ended Comments
- ✓ Development Planning Guide

# LEADERVIEW360

## Performance Factors

### LeaderView360

#### **Problem Solving**

*Recognizing trends*  
*Generating ideas*  
*Evaluating and acting on ideas*

#### **Planning**

*Planning for the future*  
*Adapting to change*  
*Setting goals and objectives*

#### **Controlling**

*Organizing and orchestrating events*  
*Monitoring and controlling performance*  
*Meeting schedules and deadlines*  
*Producing high-quality work*  
*Maintaining high-productivity*  
*Meeting commitments*

#### **Managing Self**

*Handling pressure*  
*Coping with own frustration*  
*Developing own capabilities*  
*Responding to feedback*  
*Balancing work and personal life*

#### **Managing Relationships**

*Initiating relationships*  
*Co-operating with others*  
*Sizing up people*  
*Maintaining relationships*  
*Resolving conflicts*  
*Responding to others' needs*

#### **Leading**

*Delegating responsibility*  
*Facilitating meetings*  
*Motivating and inspiring others*  
*Developing other people*  
*Giving recognition to others*  
*Building the team*

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## Performance Factors Continued

### **Communicating**

*Articulating ideas and information*

*Listening to others*

*Keeping other people informed*

*Giving performance feedback*

*Communicating expectations*

*Expressing exciting visions of the future*

### **LEADER VIEW 360 EFFECTIVENESS RATING SCALE**

1	Needs Considerable Development
2	Needs Development
3	Competent
4	Effective
5	Very Effective
NA	Not Observable or Not Applicable

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## Performance Factors 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 7 LeaderView360 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 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 5-point scale:

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

- 1 Needs Considerable Development
- 2 Needs Development
- 3 Competent
- 4 Effective
- 5 Very Effective
- 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.

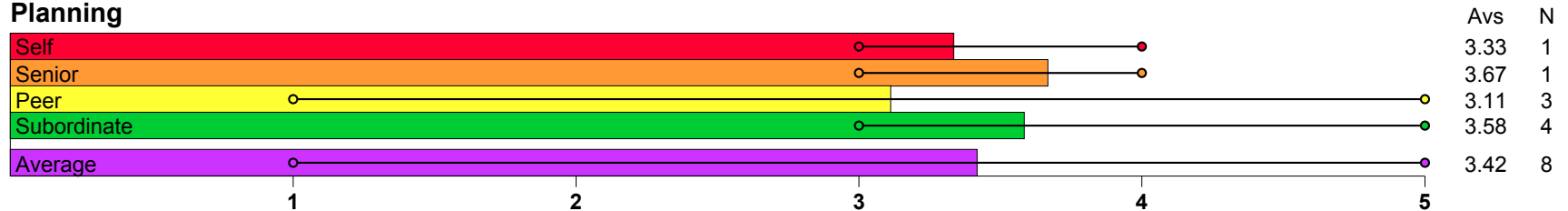
**NR** "NR" means no people from a particular rater group have responded.

**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.

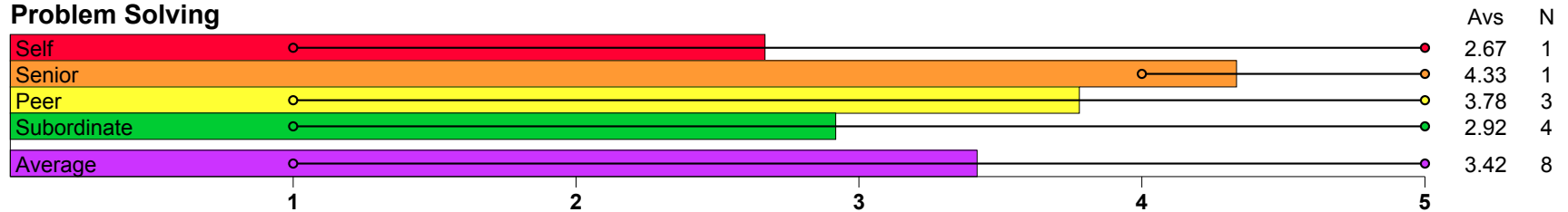
# LEADERVIEW360

## Performance Factor Summary

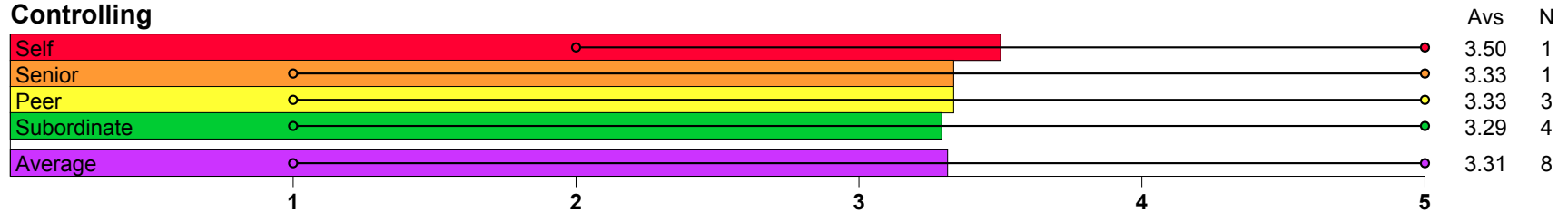
### Planning



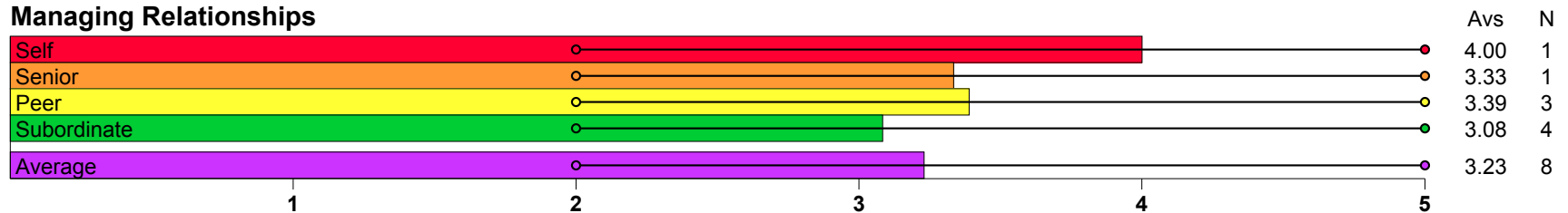
### Problem Solving



### Controlling

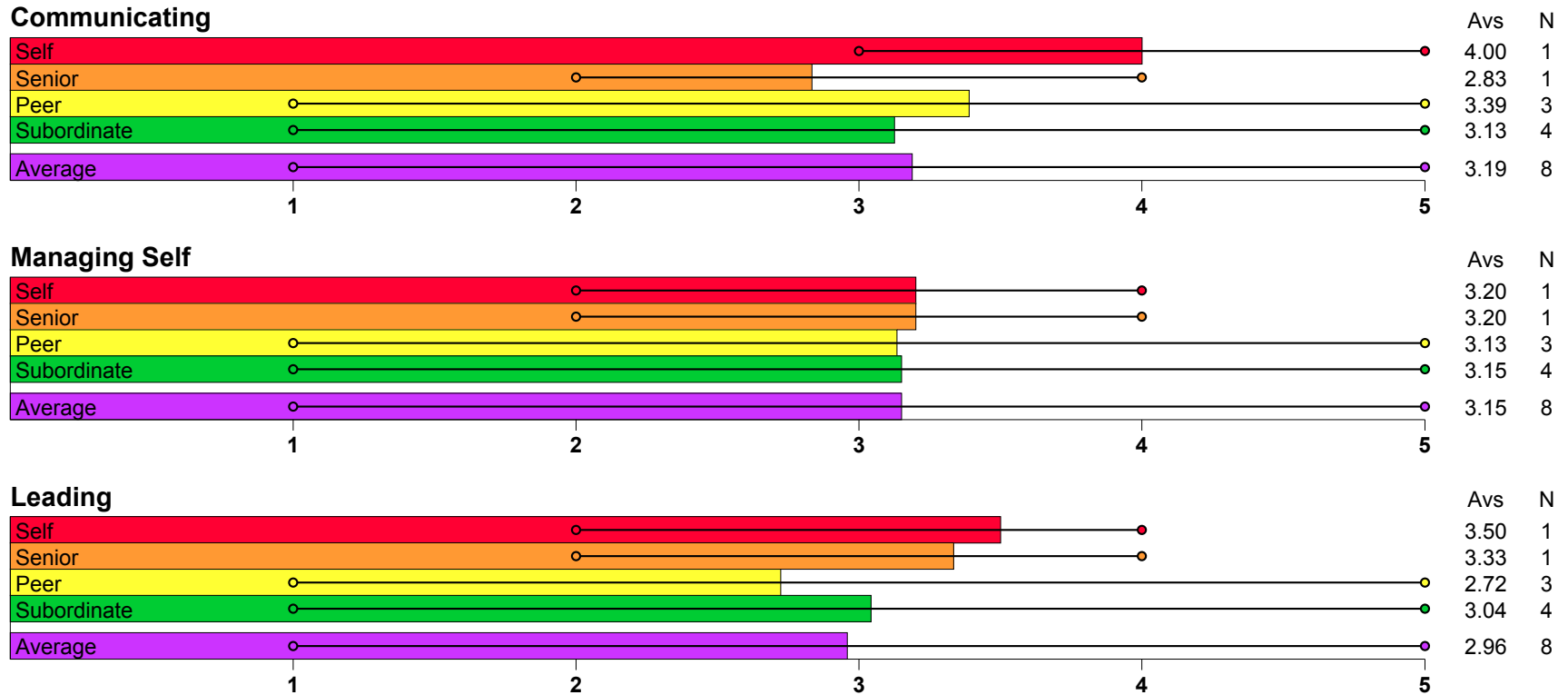


### Managing Relationships



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## Performance Factor Continued



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## Behavior Summary

The average score for each Leader View 360 competency and specific questions are summarized below for each rater category (1 to 5 effectiveness scale with higher scores corresponding to more effective 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 effectively 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	Senior	Peer	Subordinate	Average
<b>Planning</b>	<b>3.33 (0.76)</b>	<b>3.67 (0.76)</b>	<b>3.11 (0.36)</b>	<b>3.58 (0.68)</b>	<b>3.42 (0.52)</b>
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	3.00 (1.00)	4.00 (1.00)	3.33 (0.76)	3.50 (0.75)	3.50 (0.75)
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	4.00 (1.00)	4.00 (1.00)	3.33 (0.38)	3.50 (0.75)	3.50 (0.57)
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	3.00 (1.00)	3.00 (1.00)	2.67 (0.15)	3.75 (0.59)	3.25 (0.35)
<b>Problem Solving</b>	<b>2.67 (0.15)</b>	<b>4.33 (0.76)</b>	<b>3.78 (0.43)</b>	<b>2.92 (0.22)</b>	<b>3.42 (0.29)</b>
Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	2.00 (1.00)	4.00 (1.00)	4.67 (0.76)	3.25 (0.26)	3.88 (0.37)
Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	5.00 (1.00)	4.00 (1.00)	3.67 (0.76)	3.00 (0.21)	3.38 (0.39)
Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	1.00 (1.00)	5.00 (1.00)	3.00 (0.29)	2.50 (0.25)	3.00 (0.21)
<b>Controlling</b>	<b>3.50 (0.52)</b>	<b>3.33 (0.31)</b>	<b>3.33 (0.47)</b>	<b>3.29 (0.47)</b>	<b>3.31 (0.45)</b>
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	4.00 (1.00)	5.00 (1.00)	3.33 (0.76)	3.75 (0.59)	3.75 (0.59)

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## Behavior Summary Continued

Questions	Self	Senior	Peer	Subordinate	Average
<b>Controlling</b>	<b>3.50 (0.52)</b>	<b>3.33 (0.31)</b>	<b>3.33 (0.47)</b>	<b>3.29 (0.47)</b>	<b>3.31 (0.45)</b>
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	3.00 (1.00)	4.00 (1.00)	3.33 (0.53)	3.75 (0.59)	3.63 (0.57)
Meeting commitments - Performs according to agreements. Follows through according to plans.	3.00 (1.00)	4.00 (1.00)	3.33 (0.15)	3.00 (0.21)	3.25 (0.22)
Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.	2.00 (1.00)	4.00 (1.00)	2.67 (0.76)	3.50 (0.44)	3.25 (0.52)
Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	5.00 (1.00)	1.00 (1.00)	4.00 (0.59)	2.75 (0.78)	3.00 (0.44)
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	4.00 (1.00)	2.00 (1.00)	3.33 (0.53)	3.00 (0.65)	3.00 (0.57)
<b>Managing Relationships</b>	<b>4.00 (0.42)</b>	<b>3.33 (0.38)</b>	<b>3.39 (0.52)</b>	<b>3.08 (0.52)</b>	<b>3.23 (0.50)</b>
Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	3.00 (1.00)	3.00 (1.00)	3.67 (0.53)	3.50 (0.44)	3.50 (0.50)
Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	5.00 (1.00)	5.00 (1.00)	3.00 (0.59)	3.00 (0.65)	3.25 (0.52)
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	5.00 (1.00)	3.00 (1.00)	3.33 (0.76)	3.25 (0.46)	3.25 (0.59)
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	5.00 (1.00)	2.00 (1.00)	3.67 (0.38)	3.00 (1.00)	3.13 (0.54)
Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	2.00 (1.00)	5.00 (1.00)	2.67 (0.76)	3.00 (0.39)	3.13 (0.42)
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	4.00 (1.00)	2.00 (1.00)	4.00 (0.59)	2.75 (0.59)	3.13 (0.47)

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## Behavior Summary Continued

Questions	Self	Senior	Peer	Subordinate	Average
<b>Communicating</b>	<b>4.00 (0.71)</b>	<b>2.83 (0.66)</b>	<b>3.39 (0.50)</b>	<b>3.13 (0.33)</b>	<b>3.19 (0.42)</b>
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	5.00 (1.00)	2.00 (1.00)	4.33 (0.53)	3.25 (0.35)	3.50 (0.34)
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	4.00 (1.00)	4.00 (1.00)	3.67 (0.76)	3.25 (0.46)	3.50 (0.57)
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	4.00 (1.00)	3.00 (1.00)	3.67 (0.76)	3.00 (0.21)	3.25 (0.40)
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	4.00 (1.00)	3.00 (1.00)	2.67 (0.38)	3.50 (0.75)	3.13 (0.54)
Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	4.00 (1.00)	3.00 (1.00)	3.00 (0.59)	3.00 (0.00)	3.00 (0.25)
Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	3.00 (1.00)	2.00 (1.00)	3.00 (0.59)	2.75 (0.59)	2.75 (0.59)
<b>Managing Self</b>	<b>3.20 (0.63)</b>	<b>3.20 (0.63)</b>	<b>3.13 (0.35)</b>	<b>3.15 (0.38)</b>	<b>3.15 (0.39)</b>
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	2.00 (1.00)	2.00 (1.00)	3.33 (0.38)	4.25 (0.78)	3.63 (0.44)
Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	4.00 (1.00)	4.00 (1.00)	4.00 (1.00)	2.75 (0.46)	3.38 (0.50)
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	4.00 (1.00)	4.00 (1.00)	3.33 (0.15)	2.75 (0.35)	3.13 (0.27)
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	3.00 (1.00)	3.00 (1.00)	2.33 (0.38)	3.50 (0.75)	3.00 (0.50)
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	3.00 (1.00)	3.00 (1.00)	2.67 (0.53)	2.50 (0.25)	2.63 (0.39)
<b>Leading</b>	<b>3.50 (0.62)</b>	<b>3.33 (0.53)</b>	<b>2.72 (0.43)</b>	<b>3.04 (0.43)</b>	<b>2.96 (0.43)</b>
Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	4.00 (1.00)	4.00 (1.00)	4.00 (0.59)	3.00 (0.39)	3.50 (0.44)

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## Behavior Summary Continued

Questions	Self	Senior	Peer	Subordinate	Average
<b>Leading</b>	<b>3.50 (0.62)</b>	<b>3.33 (0.53)</b>	<b>2.72 (0.43)</b>	<b>3.04 (0.43)</b>	<b>2.96 (0.43)</b>
Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	4.00 (1.00)	4.00 (1.00)	3.00 (0.29)	3.50 (0.75)	3.38 (0.50)
Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	2.00 (1.00)	2.00 (1.00)	2.33 (0.76)	4.00 (0.65)	3.13 (0.47)
Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	4.00 (1.00)	4.00 (1.00)	2.67 (0.38)	2.75 (0.46)	2.88 (0.42)
Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.	4.00 (1.00)	4.00 (1.00)	2.67 (0.76)	2.25 (0.35)	2.63 (0.44)
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	3.00 (1.00)	2.00 (1.00)	1.67 (0.76)	2.75 (0.59)	2.25 (0.59)

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## Highest Rated Behaviors - All Raters

The following behaviors were identified by your respondents as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

Score	Behavior	Scale
3.88	Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving
3.75	Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling
3.63	Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self
3.63	Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling
3.50	Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading
3.50	Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships
3.50	Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating
3.50	Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating
3.50	Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning
3.50	Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning

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## Highest Rated Behaviors - Self

These behaviors were identified by you as your greatest strengths. They are rank ordered so the first item is your highest rated behavior based on average scores.

Score	Behavior	Scale
5.00	Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling
5.00	Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating
5.00	Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships
5.00	Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships
5.00	Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	Managing Relationships
5.00	Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving
4.00	Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	Managing Self
4.00	Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self
4.00	Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating
4.00	Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating
4.00	Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating
4.00	Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating
4.00	Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning
4.00	Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships

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## Highest Rated Behaviors - Self

Score	Behavior	Scale
4.00	Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.	Leading
4.00	Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading
4.00	Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	Leading
4.00	Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading
4.00	Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling
4.00	Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling

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## Highest Rated Behaviors - Senior

The following behaviors were identified by the Senior rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

Score	Behavior	Scale
5.00	Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling
5.00	Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	Managing Relationships
5.00	Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships
5.00	Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving
4.00	Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating
4.00	Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	Managing Self
4.00	Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self
4.00	Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving
4.00	Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving
4.00	Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling
4.00	Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling
4.00	Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling
4.00	Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning
4.00	Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning
4.00	Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.	Leading
4.00	Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading

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## Highest Rated Behaviors - Senior

Score	Behavior	Scale
4.00	Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	Leading
4.00	Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading

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## Highest Rated Behaviors - Peer

The following behaviors were identified by the Peer rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

Score	Behavior	Scale
4.67	Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving
4.33	Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating
4.00	Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	Managing Self
4.00	Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading
4.00	Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling
4.00	Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships
3.67	Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating
3.67	Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating
3.67	Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving
3.67	Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships
3.67	Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships

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## Highest Rated Behaviors - Subordinate

The following behaviors were identified by the Subordinate rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

Score	Behavior	Scale
4.25	Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self
4.00	Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading
3.75	Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning
3.75	Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling
3.75	Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling
3.50	Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships
3.50	Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	Leading
3.50	Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling
3.50	Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self
3.50	Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating
3.50	Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning
3.50	Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning

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## Lowest Rated Behaviors - All Raters

The following behaviors were identified by your respondents as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Scale
2.25	Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading
2.63	Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	Managing Self
2.63	Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.	Leading
2.75	Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	Communicating
2.88	Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading
3.00	Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self
3.00	Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving
3.00	Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating
3.00	Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling
3.00	Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling

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## Lowest Rated Behaviors - Self

You identified the following behaviors as those in which your performance is least effective. They are rank ordered so the first item is your lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Scale
1.00	Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving
2.00	Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving
2.00	Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling
2.00	Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self
2.00	Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships
2.00	Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading
3.00	Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships
3.00	Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling
3.00	Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling
3.00	Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning
3.00	Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning
3.00	Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	Managing Self
3.00	Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self
3.00	Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	Communicating
3.00	Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading

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## Lowest Rated Behaviors - Senior

The following behaviors were identified by the Senior rater group as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Scale
1.00	Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling
2.00	Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling
2.00	Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships
2.00	Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships
2.00	Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading
2.00	Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading
2.00	Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self
2.00	Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating
2.00	Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	Communicating
3.00	Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships
3.00	Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships
3.00	Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating
3.00	Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating
3.00	Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating

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## Lowest Rated Behaviors - Senior

Score	Behavior	Scale
3.00	Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self
3.00	Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	Managing Self
3.00	Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning

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## Lowest Rated Behaviors - Peer

The following behaviors were identified by the Peer rater group as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Scale
1.67	Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading
2.33	Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self
2.33	Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading
2.67	Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling
2.67	Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating
2.67	Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships
2.67	Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading
2.67	Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.	Leading
2.67	Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	Managing Self
2.67	Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning

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## Lowest Rated Behaviors - Subordinate

The following behaviors were identified by the Subordinate rater group as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Scale
2.25	Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.	Leading
2.50	Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving
2.50	Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	Managing Self
2.75	Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships
2.75	Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading
2.75	Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading
2.75	Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self
2.75	Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	Managing Self
2.75	Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	Communicating
2.75	Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling

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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.

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

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

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  
**STRENGTHS**

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## Open Ended Comments Summary Continued DEVELOPMENT AREAS

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## Development Planning Guide

### Introduction

The purpose of this Section is to assist you in writing your own personal-development goals. The Personal-Effectiveness Plan (PEP) will help you set meaningful goals aimed at improving your performance in the specific behavioral areas in which you are seen by others as least effective.

The Individual-Effectiveness Profile (IEP) should give you a clear understanding of your strengths and weaknesses, at least in the eyes of the people who rated you. Inasmuch as these people work with you often, if not daily, the IEP data probably give you as accurate a picture of yourself as you will ever receive. It is suggested that you not argue or disagree with their ratings, even though you may feel like doing so. Instead, use this information to improve yourself.

Remember that the IEP is a report of other people's perceptions of you. People form their perceptions based on your behaviors. These perceptions may or may not reflect your true strengths and weaknesses. But people's perceptions of you influence how they behave toward you. If you do not like the view that others have of you, then you must answer the following question: Do you want to change their perceptions of you? If your answer is yes, then it is a good idea to complete the Personal-Effectiveness Plan.

It is important to your future success that you come to grips with the image of you that you help to generate. It is critical that you have a clear understanding of your strengths and weaknesses so that you can find a way to capitalize on your strengths and reduce or eliminate your liabilities.

Most of us have some vague ideas or plans about our future. Typically, our plans remain rather murky, because it takes great effort to be specific about what we want. Additional energy is required to map out a strategy to obtain what we want. Another obstacle to accomplishing our goals is our lack of knowledge about the necessary resources available to help us carry out our plans. Without identifying these key resources, our planning process is unlikely to produce the positive results we want and need.

This PEP outline is designed to help you to focus on the goals, methods, and resources necessary to make the changes you want. It will require your concentration and effort to respond to these items. It will be tempting to postpone doing the PEP, because completing the plan is not easy work. But you are strongly encouraged to carry the plan through to completion. By doing so, you will probably make your career path a smoother journey. Begin working on the PEP right now. This activity could be the most valuable investment of time and energy you will make in your career.

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## Development Planning Guide Continued

### Your Least Effective Behaviors

Using the information provided in the report of the bottom five behaviors in Section I of the IEP, identify the three behaviors that concern you the most and that you would most like to improve:

Self			
Senior			
Peer			
Subordinate			

Recall work situations in which you may have behaved ineffectively in these areas.

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Ask others to describe what you have done that caused them to give you low ratings on these items. Write their responses in this space:

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## Development Planning Guide Continued

Short-term plans (daily/weekly)

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Long-term plans (this year and beyond)

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What barriers might prevent you from following through on your plans?

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Write, as specifically as possible, what you plan to do differently in the future to improve your performance and image in these areas:

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## Development Planning Guide Continued

What resources/support do you need to change the perceptions that people have of you? You may want to consider technical courses or other training and educational opportunities that would assist you in changing behaviors.

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Identify coworkers and other colleagues who have strengths that offset your potential liabilities. How can they help or assist you? Can you learn by observing them, asking them for feedback and suggestions? Can you work with them to develop yourself?

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