

MANAGERVIEW360

ManagerView360 Profile for:
Chris Sample
McClarie Group

Online Assessment: 29 Jun 2008

The ManagerView360 Feedback report is an instrument designed to provide a focus about specific communication, task / project management, and interpersonal 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 20 job critical supervisory and management competencies of ManagerView360.

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

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Competency Definitions

Communication Skills

Listening

Listens and understands the verbal communications of others.

Two-Way Feedback

Keeps others informed in a timely manner.

Written Communication

Expresses written thoughts and ideas in a clear and concise manner.

Oral Communication

Conveys oral thoughts & ideas in a clear and concise manner.

Oral Presentation

Presents individual and organizational viewpoints to groups in a clear and persuasive manner.

Vision/ Goal Setting

Shares a common vision and develops strategic goals for the organization.

Task Management Skills

Planning/ Organizing

Sets realistic & measurable goals and allocates resources.

Delegation

Assigns work, clarifies expectations, and defines how individual performance will be measured.

Administrative Control/ Follow Up

Develops procedures to evaluate and monitor job activities and tasks on an ongoing basis.

Performance Evaluation

Provides on-going feedback and conducts timely and effective performance reviews.

Performance Management

Provides others with regular and timely feedback on their performance and offers support when individuals are confronted with problems.

Recognizing/ Rewarding

Rewards and recognizes performance in a timely and appropriate manner.

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Competency Definitions Continued

Interpersonal Skills

Team Development

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

Interpersonal Sensitivity

Takes actions that demonstrate consideration for the feelings and needs of others.

Negotiation/ Conflict Management

Negotiates and effectively resolves interpersonal differences with others.

Coaching/ Employee Development

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

Leadership/ Influence

Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Employee Involvement

Involves employees in organizational planning, decision making and problem solving processes.

Problem-Solving Skills

Problem Analysis

Analyzes a situation, identifies alternative solutions, and develops specific actions.

Decisiveness/ Judgment

Makes high quality decisions when required.

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Competency Definitions Continued

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 **ManagerView360**.

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

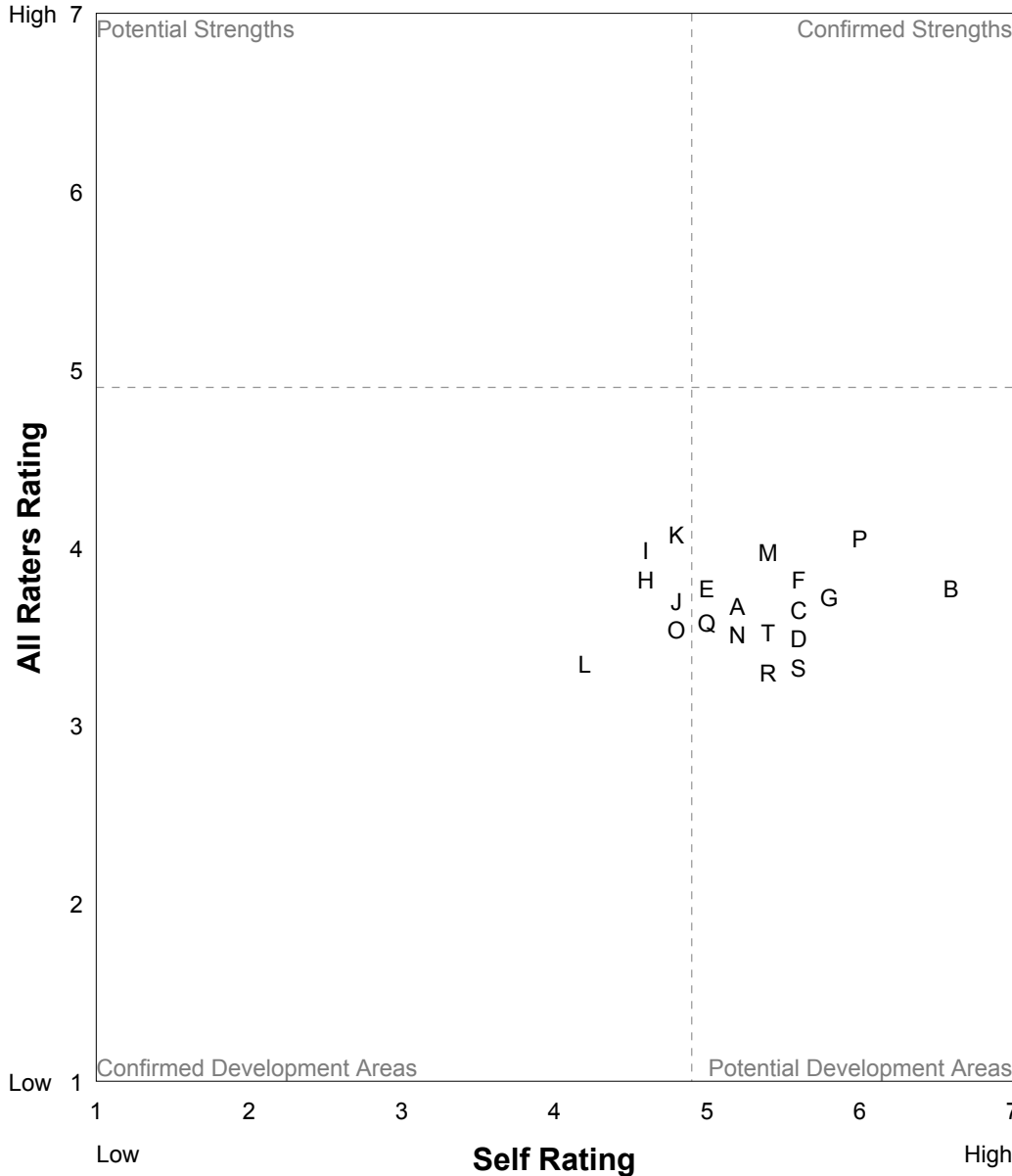
HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ 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

	<u>Self</u>	<u>All Raters</u>
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Confirmed Development Areas

H. Delegation	4.60	3.83
I. Administrative Control/ Follow Up	4.60	3.95
J. Performance Evaluation	4.80	3.70
K. Performance Management	4.80	4.08
L. Recognizing/ Rewarding	4.20	3.35
O. Negotiation/ Conflict Management	4.80	3.68

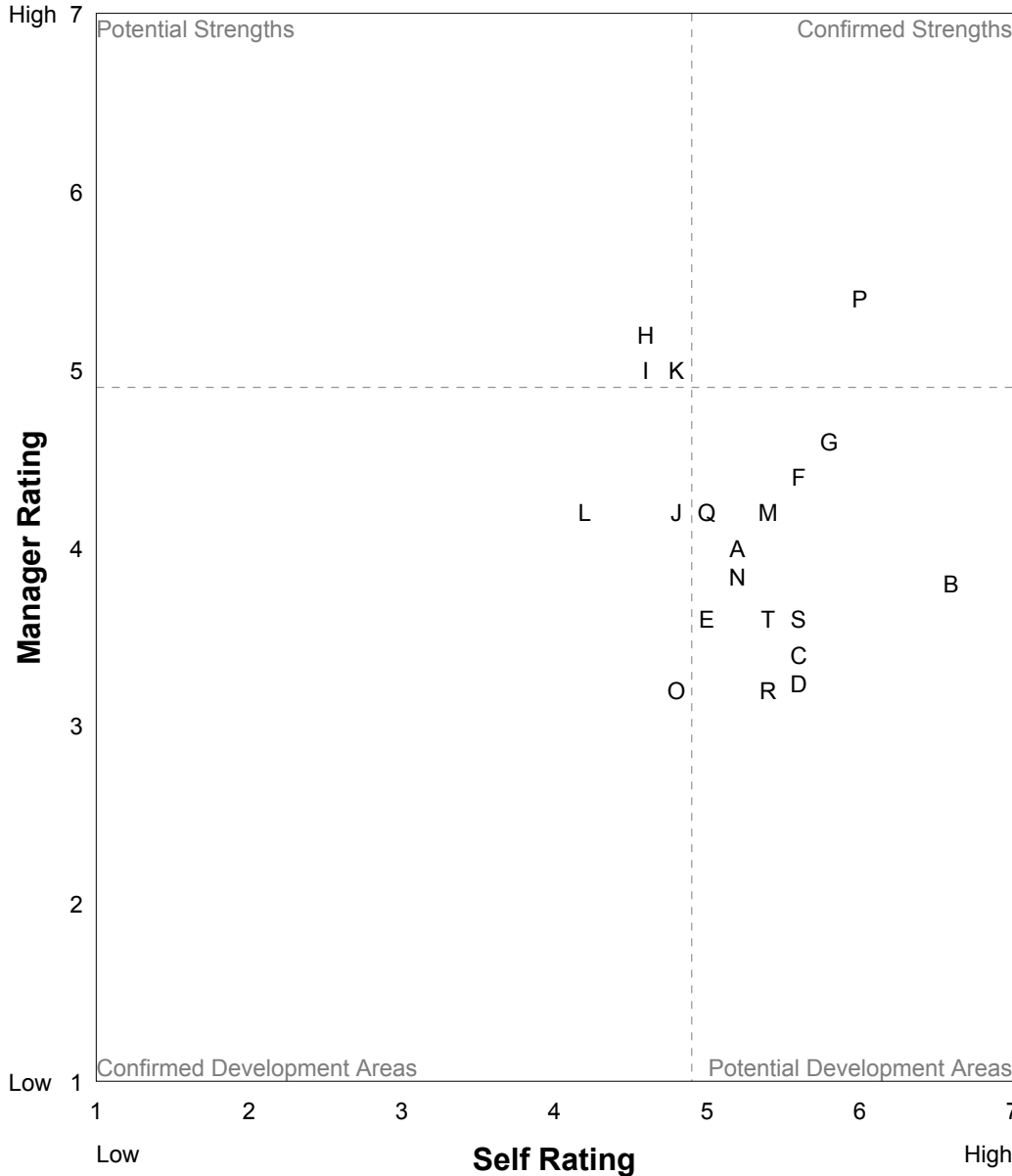
Potential Development Areas

A. Listening	5.20	3.68
B. Two-Way Feedback	6.60	3.78
C. Written Communication	5.60	3.65
D. Oral Communication	5.60	3.55
E. Oral Presentation	5.00	3.78
F. Vision/ Goal Setting	5.60	3.83
G. Planning/ Organizing	5.80	3.73
M. Team Development	5.40	3.98
N. Interpersonal Sensitivity	5.20	3.54
P. Coaching/ Employee Development	6.00	4.05
Q. Leadership/ Influence	5.00	3.58
R. Employee Involvement	5.40	3.30
S. Problem Analysis	5.60	3.51
T. Decisiveness/ Judgment	5.40	3.53

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Self-Awareness Index

Self - Manager (N = 1)

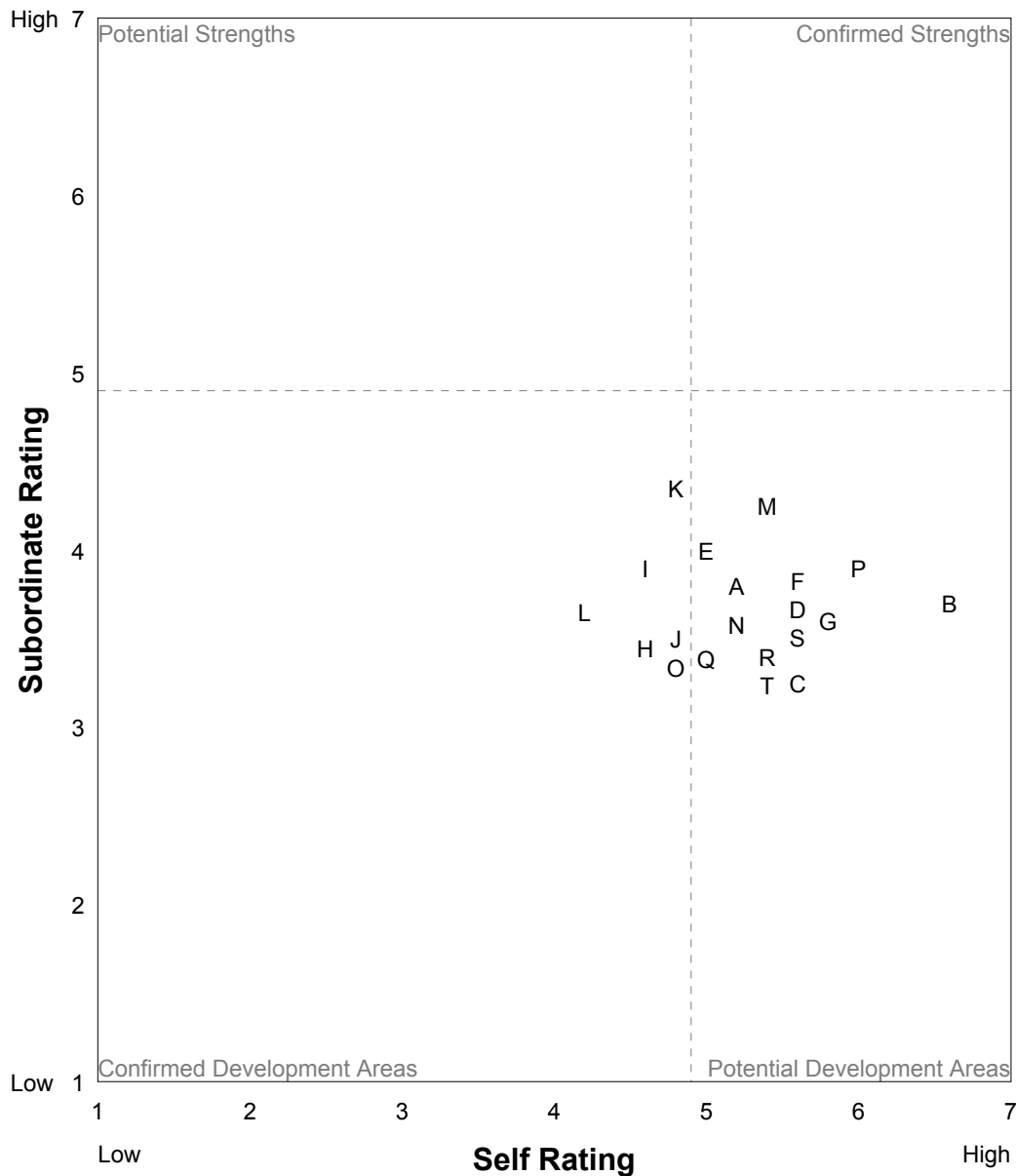


	Average Scores	
	<u>Self</u>	<u>Manager</u>
Confirmed Strengths		
P. Coaching/ Employee Development	6.00	5.40
Potential Strengths		
H. Delegation	4.60	5.20
I. Administrative Control/ Follow Up	4.60	5.00
K. Performance Management	4.80	5.00
Confirmed Development Areas		
J. Performance Evaluation	4.80	4.20
L. Recognizing/ Rewarding	4.20	4.20
O. Negotiation/ Conflict Management	4.80	3.20
Potential Development Areas		
A. Listening	5.20	4.00
B. Two-Way Feedback	6.60	3.80
C. Written Communication	5.60	3.40
D. Oral Communication	5.60	3.40
E. Oral Presentation	5.00	3.60
F. Vision/ Goal Setting	5.60	4.40
G. Planning/ Organizing	5.80	4.60
M. Team Development	5.40	4.20
N. Interpersonal Sensitivity	5.20	4.00
Q. Leadership/ Influence	5.00	4.20
R. Employee Involvement	5.40	3.20
S. Problem Analysis	5.60	3.60
T. Decisiveness/ Judgment	5.40	3.60

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Self-Awareness Index

Self - Subordinate (N = 4)



Average Scores

Self Subordinate

Confirmed Development Areas

H. Delegation	4.60	3.45
I. Administrative Control/ Follow Up	4.60	3.90
J. Performance Evaluation	4.80	3.50
K. Performance Management	4.80	4.35
L. Recognizing/ Rewarding	4.20	3.65
O. Negotiation/ Conflict Management	4.80	3.40

Potential Development Areas

A. Listening	5.20	3.80
B. Two-Way Feedback	6.60	3.70
C. Written Communication	5.60	3.25
D. Oral Communication	5.60	3.67
E. Oral Presentation	5.00	4.00
F. Vision/ Goal Setting	5.60	3.70
G. Planning/ Organizing	5.80	3.60
M. Team Development	5.40	4.25
N. Interpersonal Sensitivity	5.20	3.58
P. Coaching/ Employee Development	6.00	3.90
Q. Leadership/ Influence	5.00	3.39
R. Employee Involvement	5.40	3.40
S. Problem Analysis	5.60	3.60
T. Decisiveness/ Judgment	5.40	3.30

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Competency Group Introduction

Competency Group Bar Graphs

Each ManagerView360 bar graph compares your self ratings to those of the other rater groups across four competency groups:

- Communication Skills
- Task Management Skills
- Interpersonal Skills
- Problem-Solving Skills

How to Interpret Your Graphs

The competency group bar graphs compare your own self-perceptions to those of other rater groups. Each rater group is shown at the far left hand side of the bar graph under each competency label.

The bar graphs that follow compare your perceptions to those of other rater groups using standardized t-scores. The competency groups are presented in descending order based on the t-scores of all raters.

Standardized t-scores provide a useful to compare your own scores to others in the large normative data base of supervisors, managers and executives. The t-score is a standardized score allowing you to compare your own rating, or those of others, to a large normative database being used for this instrument. The t-score, for a competency or item, is the distance and direction from the average expressed in units of standard deviation. A t-score is sometimes called a "standardized score" with 50 representing the average. If you have a t-score that is higher than 70, this score corresponds to the top 2 percent of all people rated on that competency (in other words, in the 98th percentile. Such a score is considered very high.

A t-score difference of 5 or more by the different rater groups might suggest important perceptual differences.

You can quickly compare your individual results with those of the average participant in the database. If your self-rating on a particular competency is higher than 50, your score is considered above average. If your self-rating on a particular competency is lower than 50, your score is considered below average. Now, compare your own self-ratings to those of the other rater groups. Again, a difference of 5 or more might suggest important perceptual differences for you to explore further.

To further understand your scores, read the following definitions of the terms "Average" score, "Moderately High" score, and so on.

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Competency Group Introduction Continued

Very High	t-score above 70 (98th percentile)
High	t-score above 60 (84th percentile)
Moderately High	t-score above 55 (67th percentile)
Average	t-score equal to 50
Moderately Low	t-score below 45 (32th percentile)
Low	t-score below 40 (16th percentile)
Very Low	t-score below 30 (2nd percentile)

T "T" is the t-score and corresponds with the bar length.

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

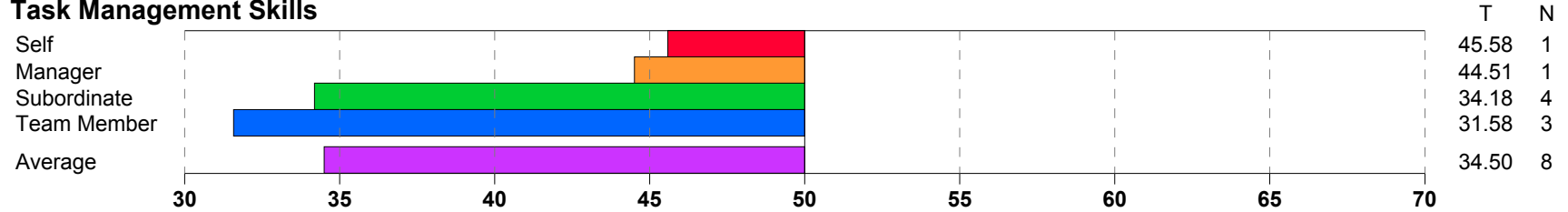
NR "NR" means no people from a particular rater group have responded.

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.

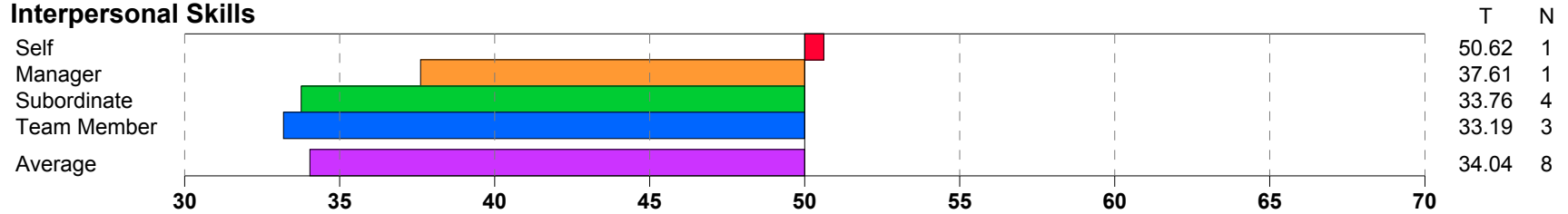
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Competency Group Summary

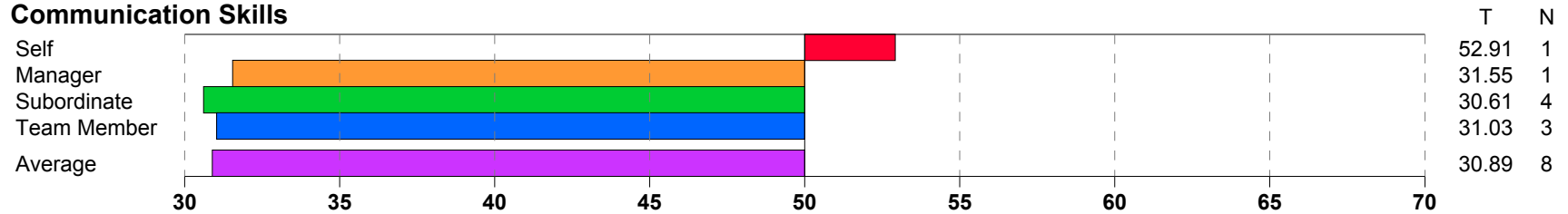
Task Management Skills



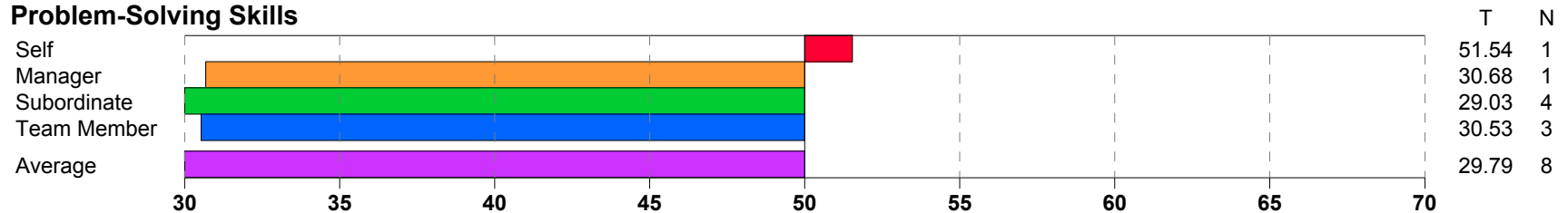
Interpersonal Skills



Communication Skills



Problem-Solving Skills



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Competency Introduction

How to Interpret Your Graphs

The following bar graphs compare your own self-perceptions to those of other rater groups for each of the 20 competencies measured in ManagerView360. Each rater group is shown by a different color corresponding to the legend at the left side of the graph.

The bar graphs that follow compare your perceptions to those of other rater groups using standardized t-scores. The competencies are presented in descending order based on the t-scores of all raters.

Standardized t-scores provide a useful to compare your own scores to others in the large normative data base of supervisors, managers and executives. The t-score is a standardized score allowing you to compare your own rating, or those of others, to a large normative database being used for this instrument. The t-score, for a competency or item, is the distance and direction from the average expressed in units of standard deviation. A t-score is sometimes called a "standardized score" with 50 representing the average. If you have a t-score that is higher than 70, this score corresponds to the top 2 percent of all people rated on that competency (in other words, in the 98th percentile). Such a score is considered very high.

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Low	t-score below 40 (16th percentile)
Very Low	t-score below 30 (2nd percentile)

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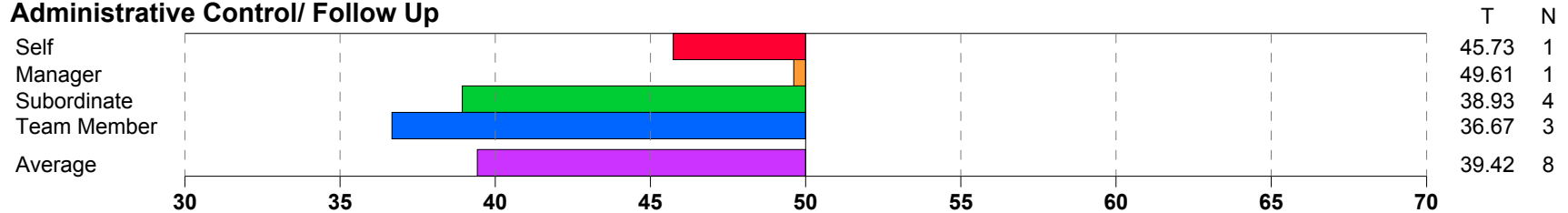
Competency Introduction Continued

- T** "T" is the t-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.

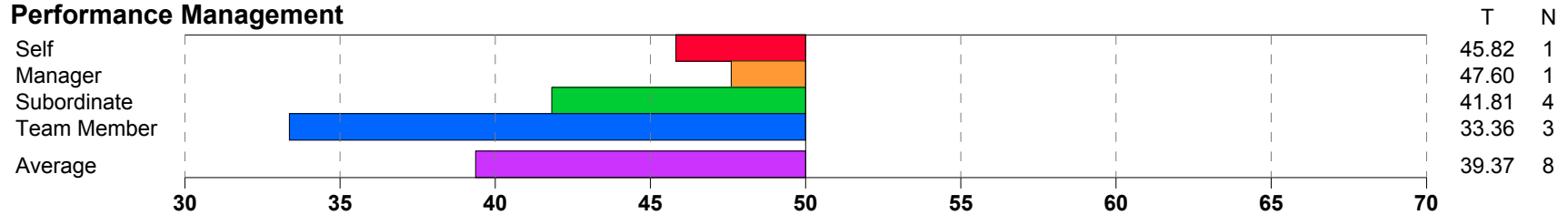
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Competency Summary

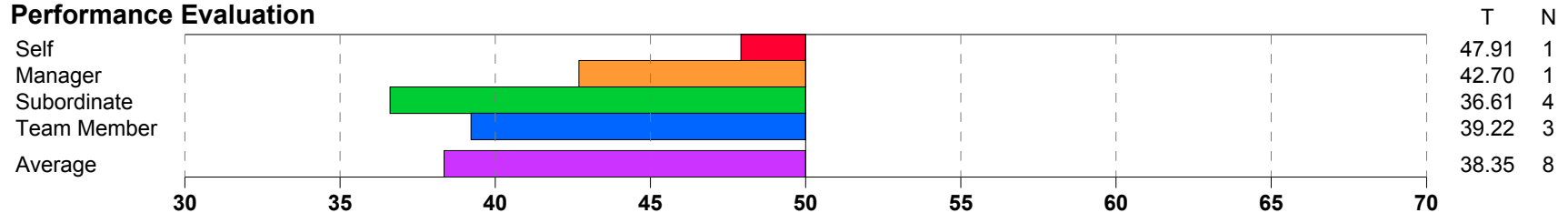
Administrative Control/ Follow Up



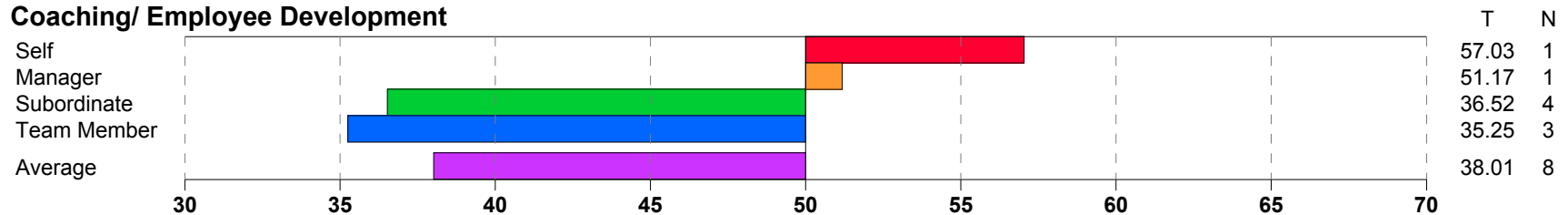
Performance Management



Performance Evaluation



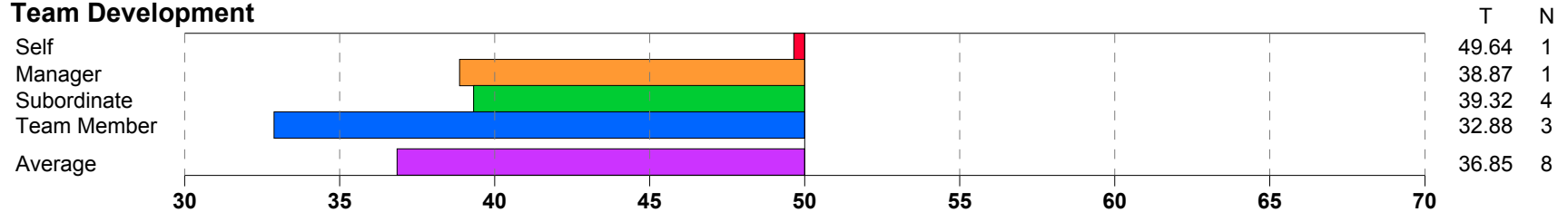
Coaching/ Employee Development



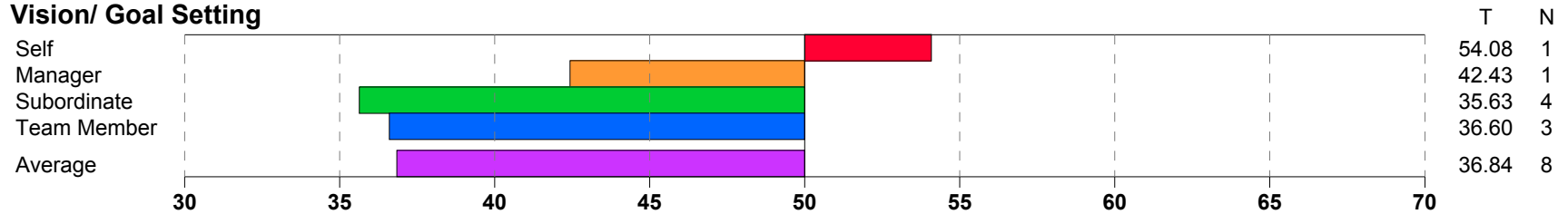
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Competency Summary Continued

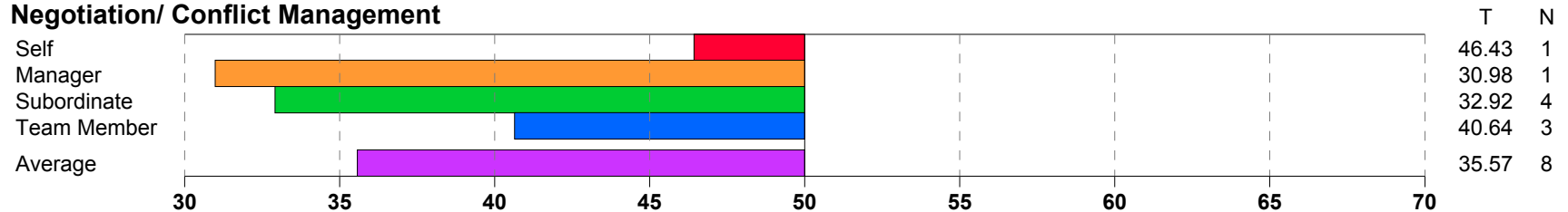
Team Development



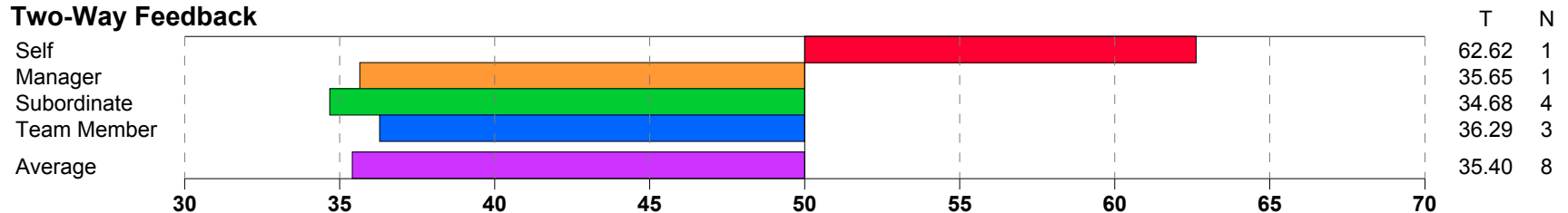
Vision/ Goal Setting



Negotiation/ Conflict Management



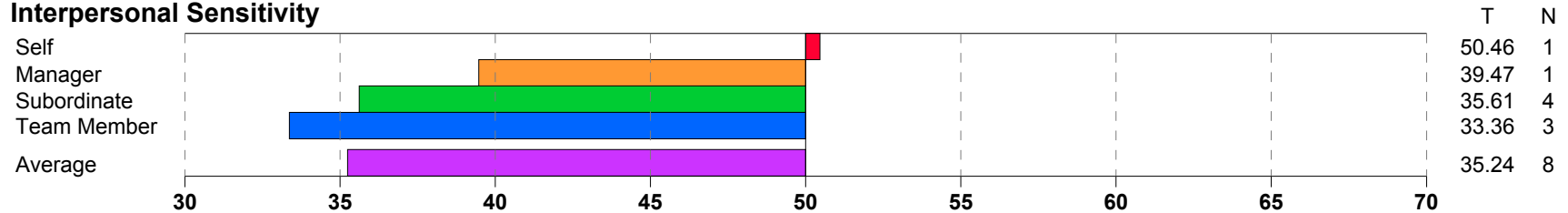
Two-Way Feedback



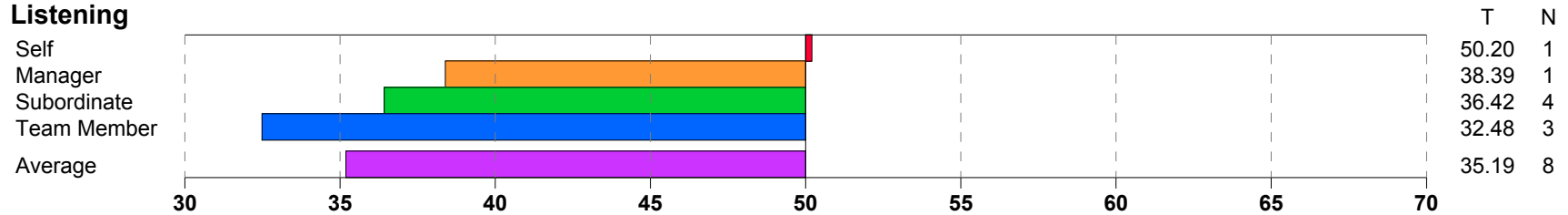
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Competency Summary Continued

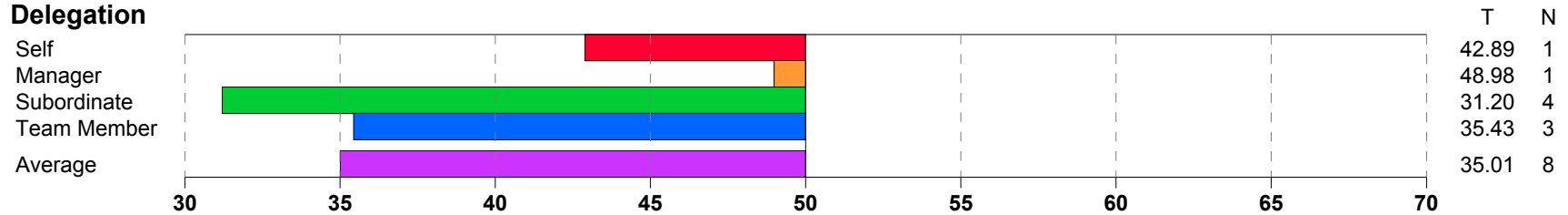
Interpersonal Sensitivity



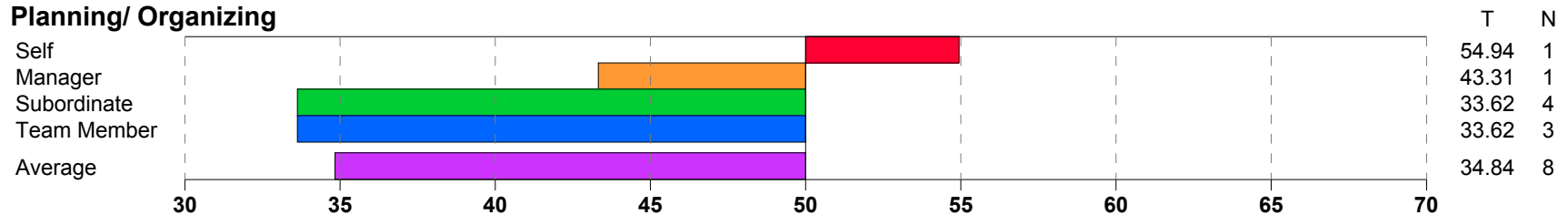
Listening



Delegation



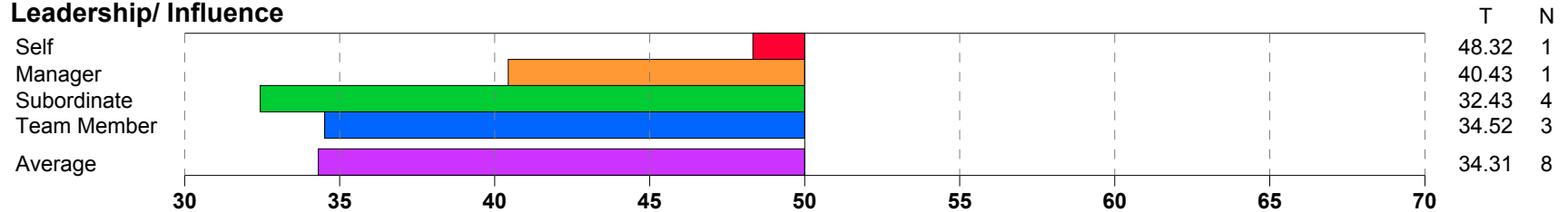
Planning/ Organizing



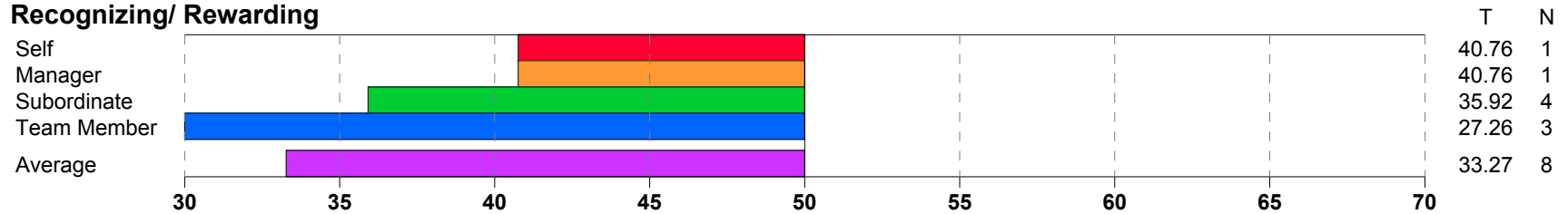
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Competency Summary Continued

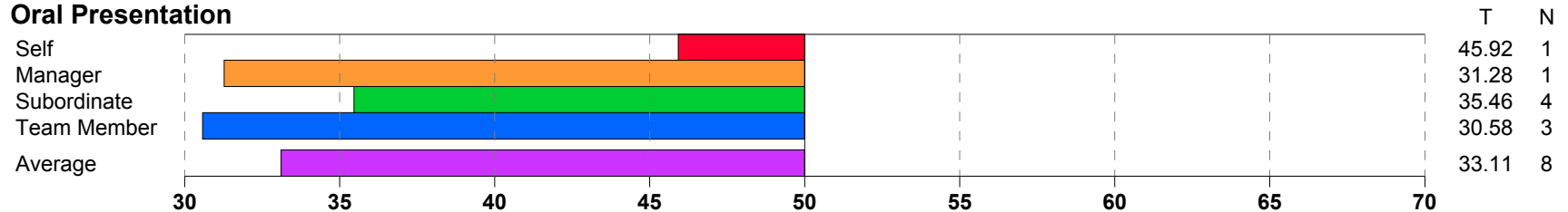
Leadership/ Influence



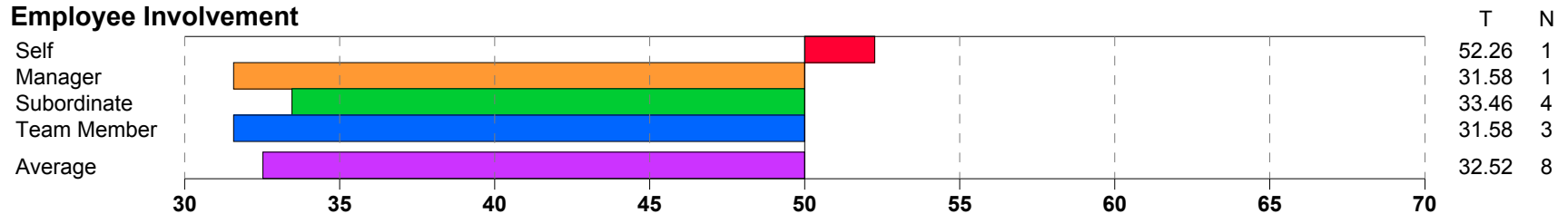
Recognizing/ Rewarding



Oral Presentation



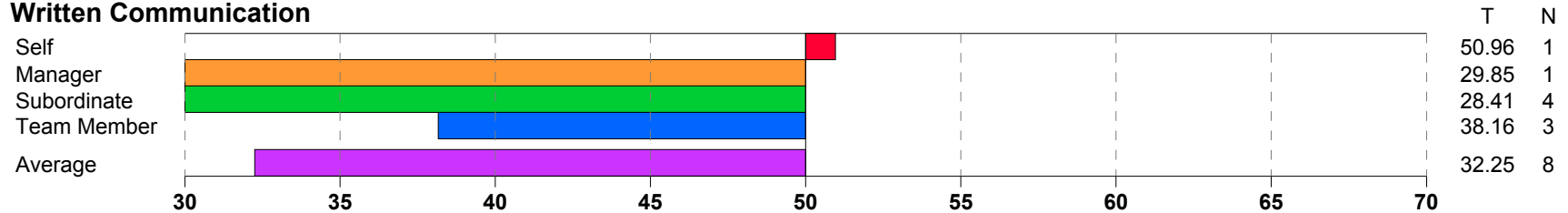
Employee Involvement



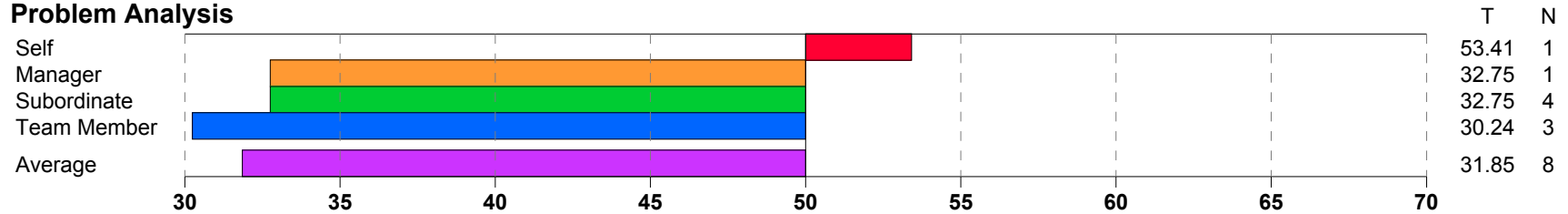
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Competency Summary Continued

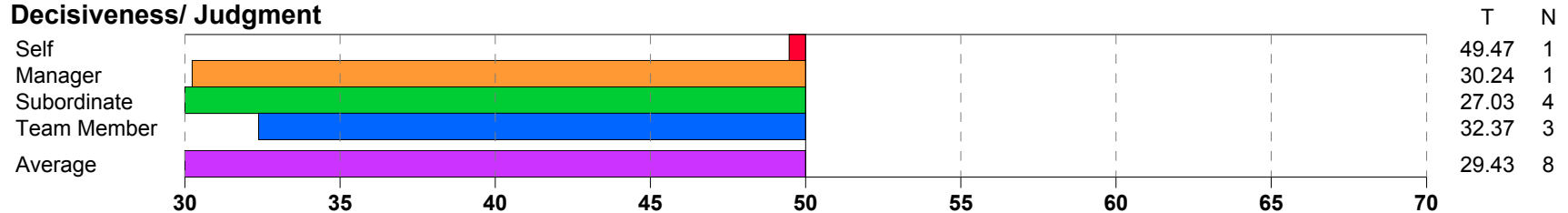
Written Communication



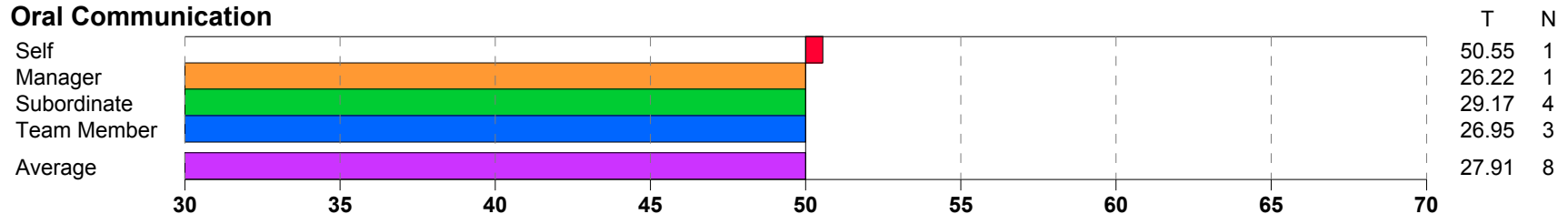
Problem Analysis



Decisiveness/ Judgment



Oral Communication



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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
Convinces & persuades others to see his or her perspective & ideas.	Leadership/ Influence	5.0	0	0	0	3	2	1	1
Explores & discusses the causes of employee performance & discipline problems.	Performance Management	4.9	1	0	0	2	2	1	2
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	Listening	4.9	0	0	2	1	2	2	1
Maintains close contact & communication with employees (keeps others well informed).	Two-Way Feedback	4.8	0	1	1	2	1	1	2
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	Delegation	4.6	0	0	2	1	3	2	0
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	Recognizing/ Rewarding	4.6	1	1	1	0	2	0	3
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	Administrative Control/ Follow Up	4.6	1	0	0	3	2	0	2
Delivers oral presentations that are persuasive, clear & logically organized.	Oral Presentation	4.5	0	0	2	3	0	3	0
Resolves interpersonal conflicts among employees.	Negotiation/ Conflict Management	4.5	0	0	3	1	2	1	1
Develops cooperation rather than competition among employees, groups & work teams.	Team Development	4.5	0	0	1	3	3	1	0

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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
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	Recognizing/ Rewarding	7.0	0	0	0	0	0	0	1
Clearly defines & communicates tasks, projects & assignments when delegating to others.	Delegation	7.0	0	0	0	0	0	0	1
Delegates assignments to employees according to both individual & organizational needs.	Delegation	7.0	0	0	0	0	0	0	1
Organizes, utilizes & manages time productively.	Planning/ Organizing	7.0	0	0	0	0	0	0	1
Seeks input from employees about organizational decisions, plans & problems.	Employee Involvement	7.0	0	0	0	0	0	0	1
Explores & discusses the causes of employee performance & discipline problems.	Performance Management	7.0	0	0	0	0	0	0	1
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	Administrative Control/ Follow Up	7.0	0	0	0	0	0	0	1
Removes obstacles which may be hindering employees' performance.	Coaching/ Employee Development	7.0	0	0	0	0	0	0	1
Provides adequate support & training to employees.	Coaching/ Employee Development	7.0	0	0	0	0	0	0	1
Encourages a climate in which employees feel free to openly share their thoughts & feelings.	Two-Way Feedback	6.0	0	0	0	0	0	1	0

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Most Frequent Behaviors - Manager

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
Makes it easy for employees to talk about their job challenges & problems.	Interpersonal Sensitivity	6.0	0	0	0	0	0	1	0
Makes an effort to understand how employees are feeling.	Interpersonal Sensitivity	6.0	0	0	0	0	0	1	0
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	Delegation	6.0	0	0	0	0	0	1	0
Sets & communicates clear priorities for individuals & work teams.	Vision/ Goal Setting	6.0	0	0	0	0	0	1	0
Supports employee development plans such as on-the-job training, stretch assignments, etc.	Coaching/ Employee Development	6.0	0	0	0	0	0	1	0
Completes & maintains written documentation on employee performance throughout an appraisal period.	Performance Evaluation	6.0	0	0	0	0	0	1	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
Convinces & persuades others to see his or her perspective & ideas.	Leadership/ Influence	6.0	0	0	0	0	1	1	1
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	Recognizing/ Rewarding	5.5	0	0	1	0	1	0	2
Develops cooperation rather than competition among employees, groups & work teams.	Team Development	5.0	0	0	0	1	2	1	0
Encourages a climate of trust, honesty & openness with others.	Team Development	5.0	0	0	0	2	1	0	1
Maintains eye contact when speaking to others.	Oral Communication	5.0	0	0	1	1	0	1	1
Seeks input from employees about organizational decisions, plans & problems.	Employee Involvement	5.0	0	0	0	1	2	1	0
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	Administrative Control/ Follow Up	5.0	0	0	0	2	1	0	1
Clearly communicates employee performance problems in a fair and consistent manner.	Performance Management	5.0	0	0	1	1	0	1	1
Focuses on specific behaviors, instead of personality when employee performance discussions are required.	Performance Management	5.0	0	0	0	2	1	0	1
Explores & discusses the causes of employee performance & discipline problems.	Performance Management	5.0	0	0	0	1	2	1	0

MANAGERVIEW360

Most Frequent Behaviors - Subordinate

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
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	Listening	5.0	0	0	1	1	0	1	1
Is willing to take the time to understand & listen to employees.	Listening	5.0	0	0	0	2	1	0	1

MANAGERVIEW360

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
Clearly establishes & communicates performance goals & standards with employees.	Performance Management	5.7	0	0	1	0	0	0	2
Maintains close contact & communication with employees (keeps others well informed).	Two-Way Feedback	5.3	0	0	0	1	1	0	1
Resists acting defensively & keeps an open mind when others disagree with him or her.	Negotiation/ Conflict Management	5.3	0	0	0	0	2	1	0
Resolves interpersonal conflicts among employees.	Negotiation/ Conflict Management	5.0	0	0	1	0	1	0	1
Develops systems and procedures to monitor individual, team and organizational progress on projects, tasks and assignments.	Administrative Control/ Follow Up	4.7	0	0	1	1	0	0	1
Generates & considers multiple solutions to a problem.	Problem Analysis	4.7	0	0	0	2	0	1	0
Encourages continuous performance discussions with employees throughout the appraisal period.	Performance Evaluation	4.7	0	0	0	1	2	0	0
Communicates a vision of the organizational future & inspires commitment & support towards this vision from others.	Leadership/ Influence	4.7	0	0	1	0	1	1	0
Conveys confidence in the skills & abilities of employees.	Coaching/ Employee Development	4.7	0	0	0	2	0	1	0

MANAGERVIEW360

Most Frequent Behaviors - Team Member

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
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Decisiveness/ Judgment	4.7	0	0	1	1	0	0	1
Develops team spirit, cohesion & high morale.	Team Development	4.7	0	0	0	2	0	1	0
Shows interest in & is considerate of the needs of others.	Interpersonal Sensitivity	4.7	0	1	0	0	1	0	1
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	Delegation	4.7	0	0	0	1	2	0	0
Clearly defines & communicates tasks, projects & assignments when delegating to others.	Delegation	4.7	1	0	0	0	0	1	1
Informs employees how their work is linked to both team & organizational business goals.	Vision/ Goal Setting	4.7	0	0	0	1	2	0	0
Uses appropriate grammar, tense & language in written communications.	Written Communication	4.7	0	1	0	0	1	0	1
Writes in a logical & organized manner.	Written Communication	4.7	0	0	0	2	0	1	0
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	Listening	4.7	0	0	1	0	1	1	0
Waits out silences and listens patiently without interrupting others.	Listening	4.7	0	0	0	1	2	0	0

MANAGERVIEW360

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
Involves employees in organizational decision-making, planning & problem-solving processes.	Employee Involvement	1.8	5	1	1	1	0	0	0
Communicates & expresses ideas in a manner that persuades and influences others.	Leadership/ Influence	2.4	1	4	2	1	0	0	0
Develops & maintains supportive, friendly & sensitive interpersonal relationships with others.	Interpersonal Sensitivity	2.9	3	1	0	0	3	0	0
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	Team Development	2.9	1	2	3	1	1	0	0
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	Listening	2.9	2	1	2	2	1	0	0
Compliments employees when they perform well.	Recognizing/ Rewarding	2.9	1	3	2	1	0	1	0
Shares successes & discusses effective performance with others.	Recognizing/ Rewarding	2.9	2	1	2	2	1	0	0
Gathers enough information, data & input before making a decision.	Decisiveness/ Judgment	2.9	2	1	2	2	1	0	0
Attempts to get commitment from employees to improve performance problems.	Performance Management	2.9	2	1	2	2	1	0	0
States complex information & thoughts simply and clearly.	Oral Communication	3.0	2	1	2	2	0	1	0
Allows for disagreements to emerge & be discussed openly.	Negotiation/ Conflict Management	3.0	1	1	3	3	0	0	0

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Least Frequent Behaviors - All Raters

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
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	Listening	3.0	1	1	3	3	0	0	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
Uses appropriate grammar, tense & language in written communications.	Written Communication	1.0	1	0	0	0	0	0	0
Handles questions in meetings & presentations in a responsive & diplomatic manner.	Oral Presentation	1.0	1	0	0	0	0	0	0
Provides adequate resources, information & training so that employees can perform delegated tasks.	Delegation	1.0	1	0	0	0	0	0	0
Develops & maintains supportive, friendly & sensitive interpersonal relationships with others.	Interpersonal Sensitivity	1.0	1	0	0	0	0	0	0
Provides opportunities for employees to get involved in challenging organizational tasks, projects & assignments.	Employee Involvement	1.0	1	0	0	0	0	0	0
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Decisiveness/ Judgment	1.0	1	0	0	0	0	0	0
Communicates information needed by team members in a prompt & timely manner.	Two-Way Feedback	1.0	1	0	0	0	0	0	0
Resists acting defensively & keeps an open mind when others disagree with him or her.	Negotiation/ Conflict Management	1.0	1	0	0	0	0	0	0
Effectively schedules work activities & tasks.	Planning/ Organizing	2.0	0	1	0	0	0	0	0
Compliments employees when they perform well.	Recognizing/ Rewarding	2.0	0	1	0	0	0	0	0
Maintains eye contact when speaking to others.	Oral Communication	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
Gathers & utilizes available information in order to understand and solve organizational issues & problems.	Problem Analysis	2.0	0	1	0	0	0	0	0
Solicits & values the thoughts, opinions & ideas of employees.	Employee Involvement	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
Involves employees in organizational decision-making, planning & problem-solving processes.	Employee Involvement	1.0	4	0	0	0	0	0	0
Communicates & expresses ideas in a manner that persuades and influences others.	Leadership/ Influence	2.3	0	3	1	0	0	0	0
Writes in a clear, direct & concise manner.	Written Communication	2.3	2	1	0	0	1	0	0
Clearly defines & communicates tasks, projects & assignments when delegating to others.	Delegation	2.3	2	1	0	0	1	0	0
Communicates a vision of the organizational future & inspires commitment & support towards this vision from others.	Leadership/ Influence	2.3	2	0	0	0	1	0	0
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	Team Development	2.5	1	1	1	1	0	0	0
Uses written communications effectively & appropriately.	Written Communication	2.5	1	1	1	1	0	0	0
Allows for disagreements to emerge & be discussed openly.	Negotiation/ Conflict Management	2.5	1	1	1	1	0	0	0
Encourages a climate in which employees feel free to openly share their thoughts & feelings.	Two-Way Feedback	2.5	0	2	2	0	0	0	0
Effectively handles comments, complaints & disagreements in meetings & presentations.	Oral Presentation	2.5	1	1	1	1	0	0	0

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Least Frequent Behaviors - Subordinate

Least 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
Organizes, utilizes & manages time productively.	Planning/ Organizing	2.5	3	0	0	0	0	0	1
Shows interest in & is considerate of the needs of others.	Interpersonal Sensitivity	2.5	2	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
Provides adequate support & training to employees.	Coaching/ Employee Development	2.0	1	0	1	0	0	0	0
Communicates & expresses ideas in a manner that persuades and influences others.	Leadership/ Influence	2.0	1	1	1	0	0	0	0
Creates opportunities to be innovative & create new ideas & concepts.	Problem Analysis	2.0	1	0	1	0	0	0	0
Attempts to get commitment from employees to improve performance problems.	Performance Management	2.0	1	1	1	0	0	0	0
Provides immediate positive feedback to others when their assignments & projects are completed successfully.	Recognizing/ Rewarding	2.3	1	1	0	1	0	0	0
Shares successes & discusses effective performance with others.	Recognizing/ Rewarding	2.3	1	1	0	1	0	0	0
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	Listening	2.3	1	1	0	1	0	0	0
Demonstrates sensitivity towards diversity in the workforce(e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	Interpersonal Sensitivity	2.3	1	0	2	0	0	0	0
Seeks input from employees about organizational decisions, plans & problems.	Employee Involvement	2.3	1	1	0	1	0	0	0
Involves employees in organizational decision-making, planning & problem-solving processes.	Employee Involvement	2.3	1	1	0	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
States complex information & thoughts simply and clearly.	Oral Communication	2.3	1	1	0	1	0	0	0
Handles questions in meetings & presentations in a responsive & diplomatic manner.	Oral Presentation	2.3	1	0	2	0	0	0	0
Encourages a climate of trust, honesty & openness with others.	Team Development	2.3	2	0	0	0	1	0	0
Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	Two-Way Feedback	2.3	2	0	0	0	1	0	0

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Behavior Summary

The average score for each ManagerView360 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. 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
Performance Management	4.80 (0.75)	5.00 (0.63)	4.35 (0.50)	3.40 (0.22)	4.08 (0.37)
Explores & discusses the causes of employee performance & discipline problems.	5.00 (1.00)	7.00 (1.00)	5.00 (0.76)	4.00 (0.18)	4.88 (0.39)
Clearly establishes & communicates performance goals & standards with employees.	5.00 (1.00)	4.00 (1.00)	3.50 (0.63)	5.67 (0.37)	4.38 (0.42)
Focuses on specific behaviors, instead of personality when employee performance discussions are required.	4.00 (1.00)	5.00 (1.00)	5.00 (0.59)	2.67 (0.21)	4.13 (0.32)
Clearly communicates employee performance problems in a fair and consistent manner.	4.00 (1.00)	5.00 (1.00)	5.00 (0.47)	2.67 (0.43)	4.13 (0.37)
Attempts to get commitment from employees to improve performance problems.	6.00 (1.00)	4.00 (1.00)	3.25 (0.51)	2.00 (0.73)	2.88 (0.55)
Coaching/ Employee Development	6.00 (0.79)	5.40 (0.46)	3.90 (0.44)	3.77 (0.46)	4.05 (0.42)
Removes obstacles which may be hindering employees' performance.	6.00 (1.00)	7.00 (1.00)	4.25 (0.72)	3.67 (0.84)	4.38 (0.59)
Supports employee development plans such as on-the-job training, stretch assignments, etc.	7.00 (1.00)	6.00 (1.00)	3.75 (0.45)	4.50 (0.83)	4.29 (0.51)
Conveys confidence in the skills & abilities of employees.	5.00 (1.00)	4.00 (1.00)	4.00 (0.25)	4.67 (0.69)	4.25 (0.43)

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Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Coaching/ Employee Development	6.00 (0.79)	5.40 (0.46)	3.90 (0.44)	3.77 (0.46)	4.05 (0.42)
Takes an interest in & supports the career development plans of employees.	6.00 (1.00)	3.00 (1.00)	4.00 (0.25)	3.67 (0.17)	3.75 (0.26)
Provides adequate support & training to employees.	6.00 (1.00)	7.00 (1.00)	3.50 (0.83)	2.00 (0.67)	3.57 (0.44)
Team Development	5.40 (0.84)	4.20 (0.67)	4.25 (0.51)	3.53 (0.52)	3.98 (0.51)
Develops cooperation rather than competition among employees, groups & work teams.	5.00 (1.00)	5.00 (1.00)	5.00 (0.76)	3.67 (0.84)	4.50 (0.71)
Supports the team & actively conveys the needs of individuals & team members to upper management.	5.00 (1.00)	5.00 (1.00)	4.25 (0.51)	4.33 (0.58)	4.38 (0.56)
Develops team spirit, cohesion & high morale.	6.00 (1.00)	3.00 (1.00)	4.50 (0.63)	4.67 (0.69)	4.38 (0.63)
Encourages a climate of trust, honesty & openness with others.	6.00 (1.00)	3.00 (1.00)	5.00 (0.59)	2.33 (0.37)	3.75 (0.36)
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	5.00 (1.00)	5.00 (1.00)	2.50 (0.63)	2.67 (0.84)	2.88 (0.61)
Administrative Control/ Follow Up	4.60 (0.84)	5.00 (0.63)	3.90 (0.44)	3.67 (0.42)	3.95 (0.44)
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	5.00 (1.00)	7.00 (1.00)	5.00 (0.59)	3.33 (0.43)	4.63 (0.40)
Develops systems and procedures to monitor individual, team and organizational progress on projects, tasks and assignments.	4.00 (1.00)	5.00 (1.00)	3.75 (0.28)	4.67 (0.43)	4.25 (0.36)
Keeps track of details and follows up on tasks, projects & assignments.	5.00 (1.00)	4.00 (1.00)	4.25 (0.64)	3.00 (1.00)	3.75 (0.68)
Follows-up with employees to monitor quality & effective performance.	4.00 (1.00)	5.00 (1.00)	3.50 (0.50)	3.33 (0.13)	3.63 (0.33)
Develops systems to monitor budgets, costs, & expenses.	5.00 (1.00)	4.00 (1.00)	3.00 (0.53)	4.00 (0.73)	3.50 (0.59)
Vision/ Goal Setting	5.60 (0.84)	4.40 (0.66)	3.70 (0.59)	3.80 (0.59)	3.83 (0.59)
Informs employees how their work is linked to both team & organizational business goals.	5.00 (1.00)	4.00 (1.00)	3.75 (0.86)	4.67 (0.84)	4.13 (0.80)
Establishes & communicates organizational, departmental and team goals & performance standards.	6.00 (1.00)	5.00 (1.00)	4.25 (0.72)	3.67 (0.84)	4.13 (0.74)
Communicates organizational vision, values and beliefs effectively.	6.00 (1.00)	4.00 (1.00)	3.50 (0.45)	4.33 (0.69)	3.88 (0.55)
Sets & communicates clear priorities for individuals & work teams.	6.00 (1.00)	6.00 (1.00)	3.50 (0.63)	3.00 (0.73)	3.63 (0.56)

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Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Vision/ Goal Setting	5.60 (0.84)	4.40 (0.66)	3.70 (0.59)	3.80 (0.59)	3.83 (0.59)
Communicates & motivates others about the organizational mission & vision of the future.	5.00 (1.00)	3.00 (1.00)	3.50 (0.50)	3.33 (0.37)	3.38 (0.47)
Delegation	4.60 (0.66)	5.20 (0.26)	3.45 (0.46)	3.87 (0.38)	3.83 (0.37)
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	5.00 (1.00)	6.00 (1.00)	4.25 (0.57)	4.67 (0.84)	4.63 (0.63)
Clearly defines & communicates tasks, projects & assignments when delegating to others.	3.00 (1.00)	7.00 (1.00)	2.25 (0.45)	4.67 (0.13)	3.75 (0.14)
Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	6.00 (1.00)	5.00 (1.00)	3.75 (0.51)	3.33 (0.69)	3.75 (0.57)
Delegates assignments to employees according to both individual & organizational needs.	5.00 (1.00)	7.00 (1.00)	3.75 (0.45)	2.67 (0.21)	3.75 (0.24)
Provides adequate resources, information & training so that employees can perform delegated tasks.	4.00 (1.00)	1.00 (1.00)	3.25 (0.57)	4.00 (0.73)	3.25 (0.54)
Two-Way Feedback	6.60 (0.84)	3.80 (0.43)	3.70 (0.52)	3.87 (0.29)	3.78 (0.41)
Maintains close contact & communication with employees (keeps others well informed).	7.00 (1.00)	4.00 (1.00)	4.50 (0.31)	5.33 (0.58)	4.75 (0.43)
Keeps employees informed with relevant job information & important organizational issues in a timely manner.	6.00 (1.00)	5.00 (1.00)	3.50 (0.83)	4.00 (0.73)	3.88 (0.74)
Encourages a climate in which employees feel free to openly share their thoughts & feelings.	6.00 (1.00)	6.00 (1.00)	2.50 (0.83)	4.00 (0.18)	3.50 (0.35)
Communicates information needed by team members in a prompt & timely manner.	7.00 (1.00)	1.00 (1.00)	3.75 (0.72)	3.67 (0.17)	3.38 (0.38)
Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	7.00 (1.00)	3.00 (1.00)	4.25 (0.45)	2.33 (0.37)	3.38 (0.38)
Oral Presentation	5.00 (0.58)	3.60 (0.50)	4.00 (0.48)	3.53 (0.64)	3.78 (0.53)
Delivers oral presentations that are persuasive, clear & logically organized.	7.00 (1.00)	4.00 (1.00)	4.75 (0.57)	4.33 (0.58)	4.50 (0.59)
Is prepared & organized for meetings & presentations.	4.00 (1.00)	5.00 (1.00)	4.00 (0.59)	3.67 (0.84)	4.00 (0.67)

MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Oral Presentation	5.00 (0.58)	3.60 (0.50)	4.00 (0.48)	3.53 (0.64)	3.78 (0.53)
Restates & clarifies important points & questions from others.	4.00 (1.00)	3.00 (1.00)	4.50 (0.45)	3.33 (0.84)	3.88 (0.55)
Effectively handles comments, complaints & disagreements in meetings & presentations.	4.00 (1.00)	5.00 (1.00)	2.50 (0.63)	4.00 (0.73)	3.38 (0.56)
Handles questions in meetings & presentations in a responsive & diplomatic manner.	6.00 (1.00)	1.00 (1.00)	4.25 (0.57)	2.33 (0.69)	3.13 (0.46)
Planning/ Organizing	5.80 (0.67)	4.60 (0.46)	3.60 (0.35)	3.60 (0.58)	3.73 (0.43)
Develops both short & long-range plans that consider relevant cost, schedule & resource information.	6.00 (1.00)	5.00 (1.00)	4.50 (0.50)	4.00 (0.18)	4.38 (0.38)
Establishes a logical sequence of work activities & assignments.	4.00 (1.00)	4.00 (1.00)	4.50 (0.24)	3.67 (0.69)	4.13 (0.41)
Effectively schedules work activities & tasks.	6.00 (1.00)	2.00 (1.00)	3.75 (0.72)	3.67 (0.84)	3.50 (0.71)
Organizes, utilizes & manages time productively.	7.00 (1.00)	7.00 (1.00)	2.50 (0.13)	3.33 (0.84)	3.38 (0.22)
Maintains information (e.g., documents, data, records, files) in a well-organized manner.	6.00 (1.00)	5.00 (1.00)	2.75 (0.72)	3.33 (0.84)	3.25 (0.68)
Performance Evaluation	4.80 (0.75)	4.20 (0.67)	3.50 (0.61)	3.80 (0.57)	3.70 (0.60)
Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	4.00 (1.00)	4.00 (1.00)	3.50 (0.83)	4.33 (0.58)	3.88 (0.69)
Encourages continuous performance discussions with employees throughout the appraisal period.	4.00 (1.00)	3.00 (1.00)	3.25 (0.51)	4.67 (0.84)	3.75 (0.57)
Encourages employees to prepare for & participate during performance appraisal review meetings.	5.00 (1.00)	4.00 (1.00)	3.25 (0.72)	4.33 (0.84)	3.75 (0.72)
Completes & maintains written documentation on employee performance throughout an appraisal period.	5.00 (1.00)	6.00 (1.00)	3.75 (0.51)	2.67 (0.69)	3.63 (0.47)
Provides employees with on-going feedback about work performance & progress.	6.00 (1.00)	4.00 (1.00)	3.75 (0.64)	3.00 (0.53)	3.50 (0.59)
Listening	5.20 (0.75)	4.00 (0.70)	3.80 (0.44)	3.40 (0.52)	3.68 (0.49)
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	6.00 (1.00)	5.00 (1.00)	5.00 (0.47)	4.67 (0.58)	4.88 (0.55)

MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Listening	5.20 (0.75)	4.00 (0.70)	3.80 (0.44)	3.40 (0.52)	3.68 (0.49)
Is willing to take the time to understand & listen to employees.	5.00 (1.00)	5.00 (1.00)	5.00 (0.59)	2.67 (0.58)	4.13 (0.46)
Waits out silences and listens patiently without interrupting others.	5.00 (1.00)	3.00 (1.00)	2.75 (0.57)	4.67 (0.84)	3.50 (0.56)
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	4.00 (1.00)	4.00 (1.00)	3.00 (0.59)	2.67 (0.84)	3.00 (0.67)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	6.00 (1.00)	3.00 (1.00)	3.25 (0.51)	2.33 (0.58)	2.88 (0.55)
Negotiation/ Conflict Management	4.80 (0.75)	3.20 (0.56)	3.40 (0.59)	4.20 (0.57)	3.68 (0.56)
Resolves interpersonal conflicts among employees.	4.00 (1.00)	5.00 (1.00)	4.00 (0.59)	5.00 (0.46)	4.50 (0.53)
Resists acting defensively & keeps an open mind when others disagree with him or her.	4.00 (1.00)	1.00 (1.00)	3.25 (0.86)	5.33 (0.84)	3.75 (0.51)
Discusses possible "win-win" solutions & seeks agreement on specific actions when conflicts arise.	5.00 (1.00)	3.00 (1.00)	4.25 (0.86)	3.00 (0.73)	3.63 (0.71)
Recognizes that diverse points of view of others must be encouraged, acknowledged & accepted.	6.00 (1.00)	4.00 (1.00)	3.00 (0.47)	4.00 (0.73)	3.50 (0.56)
Allows for disagreements to emerge & be discussed openly.	5.00 (1.00)	3.00 (1.00)	2.50 (0.63)	3.67 (0.84)	3.00 (0.67)
Written Communication	5.60 (0.66)	3.40 (0.55)	3.25 (0.48)	4.27 (0.52)	3.65 (0.48)
Writes in a logical & organized manner.	6.00 (1.00)	3.00 (1.00)	4.50 (0.83)	4.67 (0.69)	4.38 (0.71)
Writes technical information in an easily understood manner.	4.00 (1.00)	4.00 (1.00)	4.00 (0.47)	3.67 (0.43)	3.88 (0.49)
Writes in a clear, direct & concise manner.	5.00 (1.00)	5.00 (1.00)	2.25 (0.45)	4.33 (0.69)	3.38 (0.42)
Uses appropriate grammar, tense & language in written communications.	6.00 (1.00)	1.00 (1.00)	3.00 (0.59)	4.67 (0.32)	3.38 (0.36)
Uses written communications effectively & appropriately.	7.00 (1.00)	4.00 (1.00)	2.50 (0.63)	4.00 (0.73)	3.25 (0.60)
Leadership/ Influence	5.00 (0.79)	4.20 (0.87)	3.39 (0.38)	3.60 (0.53)	3.58 (0.47)
Convinces & persuades others to see his or her perspective & ideas.	4.00 (1.00)	4.00 (1.00)	6.00 (0.73)	4.33 (0.84)	5.00 (0.64)
Builds strategic alliances & networks with key people.	6.00 (1.00)	5.00 (1.00)	4.00 (0.76)	2.67 (0.84)	3.63 (0.67)

MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Leadership/ Influence	5.00 (0.79)	4.20 (0.87)	3.39 (0.38)	3.60 (0.53)	3.58 (0.47)
Communicates a vision of the organizational future & inspires commitment & support towards this vision from others.	5.00 (1.00)	4.00 (1.00)	2.33 (0.37)	4.67 (0.58)	3.57 (0.39)
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	5.00 (1.00)	4.00 (1.00)	2.75 (0.36)	4.33 (0.58)	3.50 (0.42)
Communicates & expresses ideas in a manner that persuades and influences others.	5.00 (1.00)	4.00 (1.00)	2.25 (0.86)	2.00 (0.73)	2.38 (0.71)
Oral Communication	5.60 (0.60)	3.40 (0.66)	3.67 (0.36)	3.47 (0.56)	3.55 (0.47)
Provides clear, concise & logical answers to questions from others.	4.00 (1.00)	5.00 (1.00)	3.33 (0.43)	4.33 (0.84)	4.00 (0.56)
Clearly expresses & requests information from others.	5.00 (1.00)	4.00 (1.00)	3.50 (0.27)	4.33 (0.58)	3.88 (0.41)
Maintains eye contact when speaking to others.	5.00 (1.00)	2.00 (1.00)	5.00 (0.47)	2.67 (0.58)	3.75 (0.38)
Articulates & enunciates clearly when speaking & communicating.	7.00 (1.00)	3.00 (1.00)	2.67 (0.58)	3.67 (0.84)	3.14 (0.67)
States complex information & thoughts simply and clearly.	7.00 (1.00)	3.00 (1.00)	3.50 (0.40)	2.33 (0.58)	3.00 (0.47)
Interpersonal Sensitivity	5.20 (0.67)	4.00 (0.37)	3.58 (0.42)	3.33 (0.37)	3.54 (0.39)
Makes an effort to understand how employees are feeling.	5.00 (1.00)	6.00 (1.00)	4.50 (0.83)	3.33 (0.32)	4.25 (0.48)
Demonstrates sensitivity towards diversity in the workforce(e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	5.00 (1.00)	4.00 (1.00)	4.50 (0.27)	2.33 (0.69)	3.63 (0.36)
Makes it easy for employees to talk about their job challenges & problems.	4.00 (1.00)	6.00 (1.00)	3.50 (0.63)	2.67 (0.58)	3.50 (0.50)
Shows interest in & is considerate of the needs of others.	5.00 (1.00)	3.00 (1.00)	2.50 (0.50)	4.67 (0.32)	3.38 (0.36)
Develops & maintains supportive, friendly & sensitive interpersonal relationships with others.	7.00 (1.00)	1.00 (1.00)	2.67 (0.43)	3.67 (0.37)	2.86 (0.37)
Decisiveness/ Judgment	5.40 (0.66)	3.60 (0.55)	3.30 (0.59)	3.80 (0.50)	3.53 (0.54)
Considers the consequences of decisions.	5.00 (1.00)	5.00 (1.00)	4.25 (0.86)	4.00 (0.73)	4.25 (0.78)
Sticks with a decision or course of action unless it is obvious that it is incorrect.	5.00 (1.00)	1.00 (1.00)	3.25 (0.64)	4.67 (0.43)	3.50 (0.42)
Makes timely decisions based on adequate data & information.	6.00 (1.00)	4.00 (1.00)	2.75 (0.57)	4.33 (0.69)	3.50 (0.56)
Makes decisions confidently & quickly when necessary.	7.00 (1.00)	4.00 (1.00)	3.50 (0.71)	3.33 (0.43)	3.50 (0.59)

MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
Decisiveness/ Judgment	5.40 (0.66)	3.60 (0.55)	3.30 (0.59)	3.80 (0.50)	3.53 (0.54)
Gathers enough information, data & input before making a decision.	4.00 (1.00)	4.00 (1.00)	2.75 (0.51)	2.67 (0.58)	2.88 (0.55)
Problem Analysis	5.60 (0.60)	3.60 (0.60)	3.60 (0.46)	3.36 (0.41)	3.51 (0.46)
Creates opportunities to be innovative & create new ideas & concepts.	7.00 (1.00)	5.00 (1.00)	4.50 (0.50)	2.00 (0.67)	3.86 (0.42)
Gathers & utilizes available information in order to understand and solve organizational issues & problems.	4.00 (1.00)	2.00 (1.00)	4.25 (0.64)	3.67 (0.32)	3.75 (0.45)
Generates & considers multiple solutions to a problem.	5.00 (1.00)	3.00 (1.00)	2.75 (0.17)	4.67 (0.69)	3.50 (0.31)
Considers alternatives & generates contingency plans when making decisions & solving problems.	7.00 (1.00)	3.00 (1.00)	3.75 (0.72)	3.00 (0.46)	3.38 (0.59)
Anticipates potential & future problems.	5.00 (1.00)	5.00 (1.00)	2.75 (0.86)	3.00 (0.46)	3.13 (0.58)
Recognizing/ Rewarding	4.20 (0.61)	4.20 (0.47)	3.65 (0.40)	2.67 (0.53)	3.35 (0.42)
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	4.00 (1.00)	7.00 (1.00)	5.50 (0.45)	2.67 (0.43)	4.63 (0.26)
Rewards individuals for their efforts & accomplishments when deserved.	6.00 (1.00)	4.00 (1.00)	3.25 (0.86)	3.00 (0.46)	3.25 (0.64)
Provides immediate positive feedback to others when their assignments & projects are completed successfully.	3.00 (1.00)	4.00 (1.00)	3.50 (0.40)	2.33 (0.58)	3.13 (0.46)
Shares successes & discusses effective performance with others.	3.00 (1.00)	4.00 (1.00)	3.00 (0.53)	2.33 (0.58)	2.88 (0.55)
Compliments employees when they perform well.	5.00 (1.00)	2.00 (1.00)	3.00 (0.38)	3.00 (0.73)	2.88 (0.52)
Employee Involvement	5.40 (0.66)	3.20 (0.32)	3.40 (0.49)	3.20 (0.41)	3.30 (0.44)
Seeks input from employees about organizational decisions, plans & problems.	7.00 (1.00)	7.00 (1.00)	5.00 (0.76)	2.33 (0.58)	4.25 (0.38)
Provides opportunities for employees to get involved in challenging organizational tasks, projects & assignments.	5.00 (1.00)	1.00 (1.00)	4.25 (0.86)	4.00 (0.53)	3.75 (0.54)
Involves employees in discussions regarding organizational issues & problems.	5.00 (1.00)	3.00 (1.00)	3.75 (0.64)	3.33 (0.43)	3.50 (0.56)
Solicits & values the thoughts, opinions & ideas of employees.	4.00 (1.00)	2.00 (1.00)	3.00 (0.76)	4.00 (0.28)	3.25 (0.48)
Involves employees in organizational decision-making, planning & problem-solving processes.	6.00 (1.00)	3.00 (1.00)	1.00 (1.00)	2.33 (0.58)	1.75 (0.64)

MANAGERVIEW360

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

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Open Ended Comments Summary Continued DEVELOPMENT OPPORTUNITIES

MANAGERVIEW360

Development Planning Guide

Examining Your ManagerView360 Feedback Report

Your reactions to your ManagerView360 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?

MANAGERVIEW360

Development Planning Guide Continued

Deciding What Management Skills To Work On

The table below summarizes the 20 ManagerView360 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 development action plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Communication Skills	Listening		
	Two-Way Feedback		
	Written Communication		
	Oral Communication		
	Oral Presentation		
	Vision/ Goal Setting		
Task Management Skills	Planning/ Organizing		
	Delegation		
	Administrative Control/ Follow Up		
	Performance Evaluation		
	Performance Management		
	Recognizing/ Rewarding		
Interpersonal Skills	Team Development		
	Interpersonal Sensitivity		
	Negotiation/ Conflict Management		
	Coaching/ Employee Development		
	Leadership/ Influence		
	Employee Involvement		
Problem-Solving Skills	Problem Analysis		
	Decisiveness/ Judgment		

MANAGERVIEW360

Development Planning Guide Continued

Focusing On Management Development

List three scale strengths based upon your ManagerView360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your ManagerView360 results below:

1. _____
2. _____
3. _____

The ManagerView360 questionnaire feedback is to help you to develop your supervisory and management skills. Developing skills can be challenging because it almost always means replacing current behavior with a new pattern of behavior. This is not easy! The action planning process helps to increase your success. Research shows 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

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your ManagerView360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

MANAGERVIEW360

Development Planning Guide Continued

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