

EMOTIONAL INTELLIGENCEVIEW360

Emotional Intelligence View360 Profile for:

Sample Participant
Decision Dynamics

Aug 21, 2017



Summary Feedback Report

Introduction

This report provides you feedback on 17 critical emotional intelligence competencies required for career success and effective performance in your job. This report compares your own self-perceptions to those of others who have provided you feedback on these important emotional intelligence competencies and behaviors.

Your report summarizes feedback from the following type and number of raters:

Self	1
Manager	1
Peer	4
Subordinate	4

What Does this Report Give Me?

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

Summary Feedback Report Continued

What is Emotional Intelligence?

It's not how intelligent we are, but *how* we are intelligent. At the most basic level, Emotional Intelligence is often conceptualized as the ability to recognize, understand and manage emotions and behavior effectively.

What are the Components of Emotional Intelligence?

The most widely accepted models of emotional intelligence (EI) and emotional and social competence have been influenced by several researchers. For example, Howard Gardner's (1983) theory of "multiple intelligences" lists interpersonal and intrapersonal intelligence as unique and different from the mathematical/logical type recognized today as "IQ" or general intelligence. Peter Salovey and John Mayer first proposed their "mental ability" model of EI in 1997 and Reuven Bar-On (1988) has placed EI in the context of "emotional and social intelligence." Richard Boyatzis and Daniel Goleman (1998) formulated EI in terms of social and emotional competencies linked to outstanding performance in the workplace. Finally, newer models of EI continue to emerge such as "trait emotional intelligence" (Petrides et al., 2007) that includes personality facets specifically related to affect.

All these models, however, share a common core of basic concepts including Self-Awareness, Self-Management, Social Awareness, and Relationship Management. **Emotional Intelligence View 360** was developed to measure a *view* of emotional and social competence by measuring key competencies associated with job performance.

	Perception	Behavior
Self	Self- Awareness	Self- Management
Others	Social Awareness	Relationship Management

What is the Association between Emotional Intelligence and Work Related Performance?

A growing research literature suggests that EI and emotional and social competence are significantly associated with job performance with positions requiring high frequent customer and interpersonal interactions even when mental ability and personality variables are controlled. Current research on emotional intelligence suggests that:

- ✓ Highly conscientious employees who lack social and emotional intelligence perform significantly more poorly than those high in conscientiousness and emotional intelligence
- ✓ The highest performing managers and leaders are perceived to have significantly more "emotional and social competence" than other managers
- ✓ Poor social and emotional intelligence (e.g., over-estimation of strengths relative to other raters) are often predictors of executive and management "derailment" and failure in one's job

Competency Definitions

Self Management

Self-Development

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

Adaptability/Stress Tolerance

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

Self-Control

Manages and controls emotions and behavior in the face of interpersonal conflict. Demonstrates patience, rarely overreacts or loses control.

Trustworthiness

Demonstrates and practices high standards of personal and professional integrity. Displays honesty and candor. Creates trusting relationships with others.

Strategic Problem Solving

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

Achievement Orientation

Accomplishes tasks, projects and assignments on time and with quality.

Relationship Management

Building Strategic Relationships

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

Conflict Management

Negotiates and effectively resolve interpersonal differences with others.

Leadership/Influence

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

Competency Definitions Continued

Interpersonal Sensitivity/Empathy

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

Team/Interpersonal Support

Assists, motivates, encourages and supports others who depend on each other to accomplish tasks, projects and assignments.

Collaboration

Establishes and develops cooperative, supportive and collaborative working relationships with others.

Communication

Written Communication

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

Two-Way Feedback

Solicits input and keeps others informed with necessary information in a timely manner.

Oral Communication

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

Oral Presentation

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

Listening

Listens attentively and seeks to understand the verbal communications of others.

Competency Definitions Continued

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

Self-Awareness and Social Awareness View Introduction

This section provides feedback about your level of self and social awareness by comparing your own ratings to those of others across the 17 Emotional Intelligence competencies.

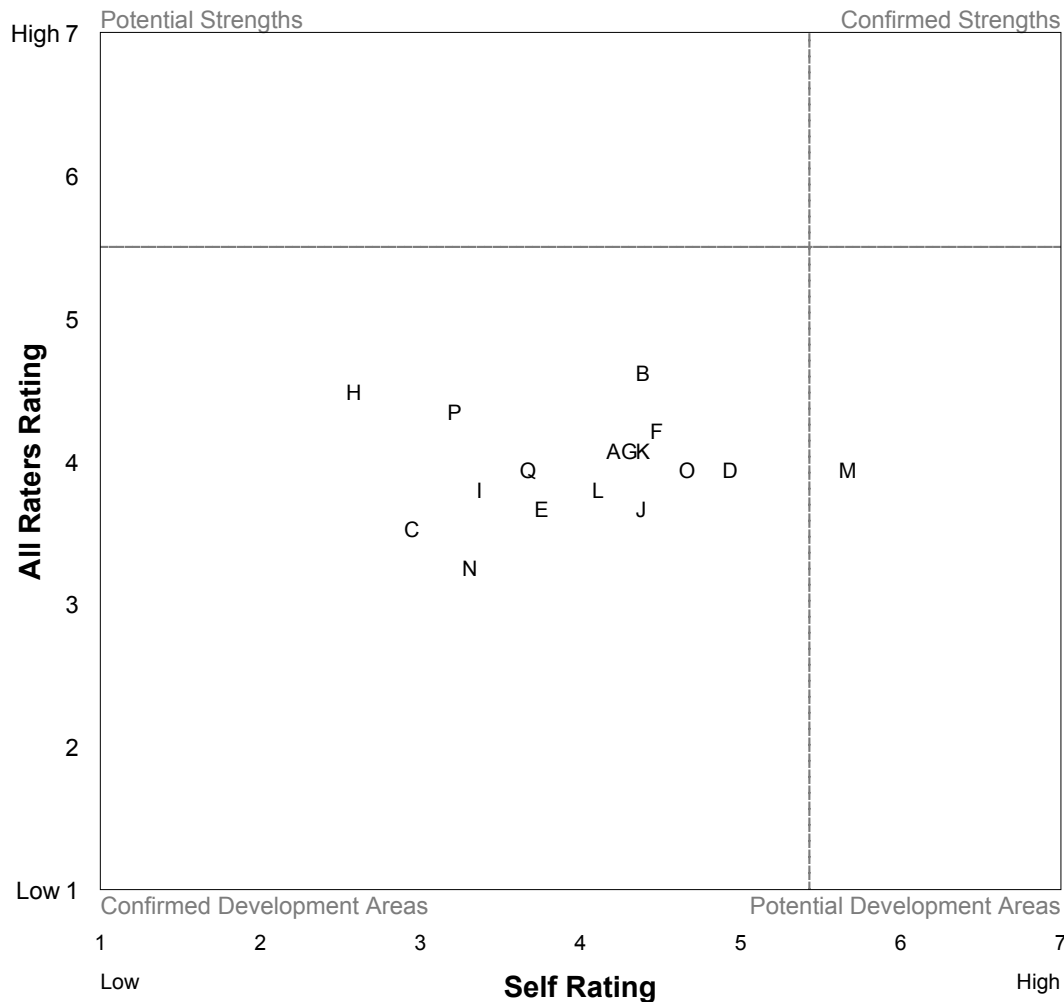
	Perception	Behavior
Self	Self- Awareness	Self- Management
Others	Social Awareness	Relationship Management

Self-awareness and Social-awareness can be categorized in four distinct ways:

1. Potential Strengths - the competencies represented in this quadrant are those in which others rate you above average but you rate yourself below average relative to the norms. Others recognize these as potential strengths, but you do not
2. Confirmed Strengths - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths -- assets on which you can leverage and capitalize on
3. Potential Development Areas - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognize these as potential strengths, but others do not
4. Confirmed Development Areas - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas -- opportunities to potentially focus on

Examine which specific emotional intelligence competencies fall into each of these four categories. It is important to leverage those categorized as Confirmed/Potential Strengths and possibly consider ways to enhance skills and effectiveness in those categorized as Confirmed/Potential Development Areas.

Self-Awareness Index Self - All Raters (N = 9)



Average Scores

	Self	All Raters
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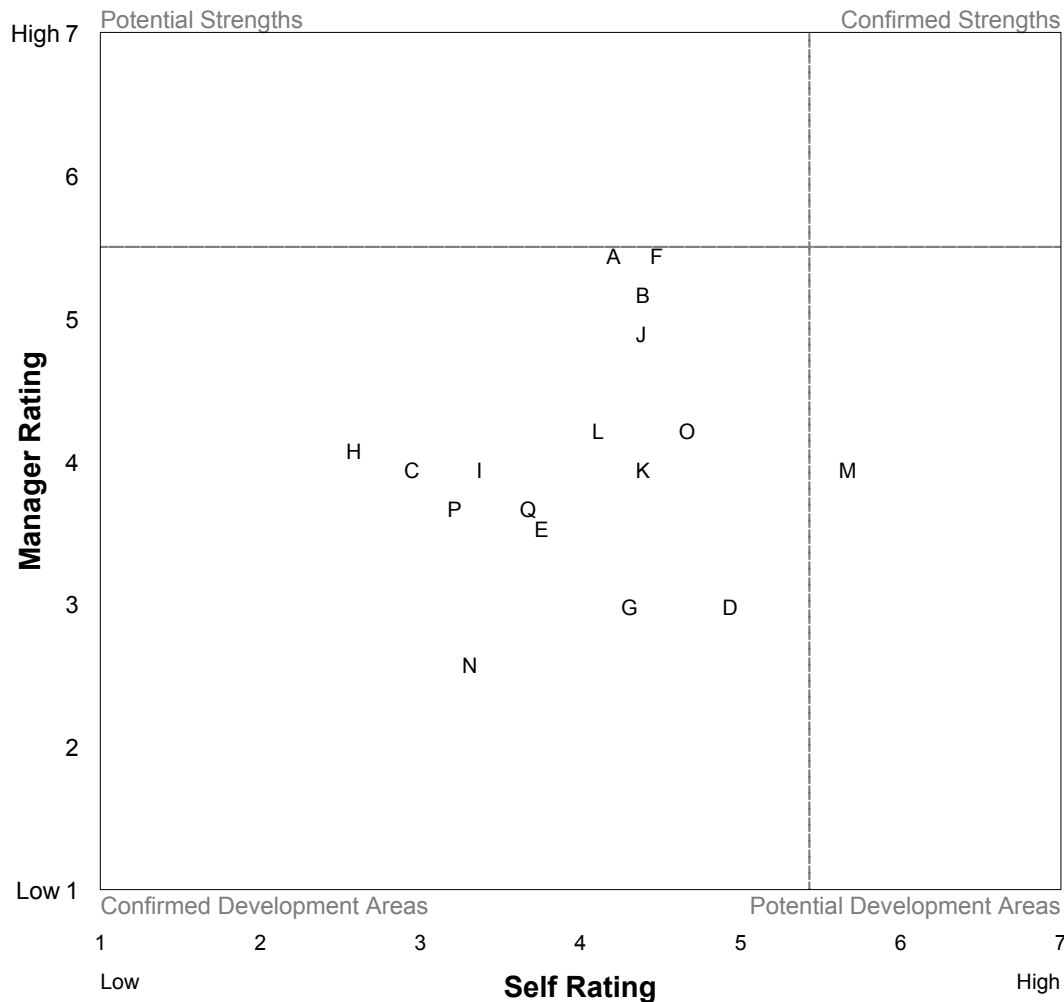
Confirmed Development Areas

A. Self-Development	4.25	4.17
B. Adaptability/Stress Tolerance	4.40	4.71
C. Self-Control	3.00	3.64
D. Trustworthiness	5.00	4.03
E. Strategic Problem Solving	3.80	3.69
F. Achievement Orientation	4.50	4.33
G. Building Strategic Relationships	4.33	4.07
H. Conflict Management	2.60	4.60
I. Leadership/Influence	3.40	3.87
J. Interpersonal Sensitivity/Empathy	4.40	3.76
K. Team/Interpersonal Support	4.40	4.11
L. Collaboration	4.17	3.89
N. Two-Way Feedback	3.33	3.33
O. Oral Communication	4.75	4.03
P. Oral Presentation	3.25	4.39
Q. Listening	3.75	4.06

Potential Development Areas

M. Written Communication	5.67	3.96
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Self-Awareness Index Self - Manager (N = 1)



Average Scores

Self Manager

Confirmed Development Areas

A. Self-Development	4.25	5.50
B. Adaptability/Stress Tolerance	4.40	5.20
C. Self-Control	3.00	4.00
D. Trustworthiness	5.00	3.00
E. Strategic Problem Solving	3.80	3.60
F. Achievement Orientation	4.50	5.50
G. Building Strategic Relationships	4.33	3.00
H. Conflict Management	2.60	4.20
I. Leadership/Influence	3.40	4.00
J. Interpersonal Sensitivity/Empathy	4.40	5.00
K. Team/Interpersonal Support	4.40	4.00
L. Collaboration	4.17	4.33
N. Two-Way Feedback	3.33	2.67
O. Oral Communication	4.75	4.25
P. Oral Presentation	3.25	3.75
Q. Listening	3.75	3.75

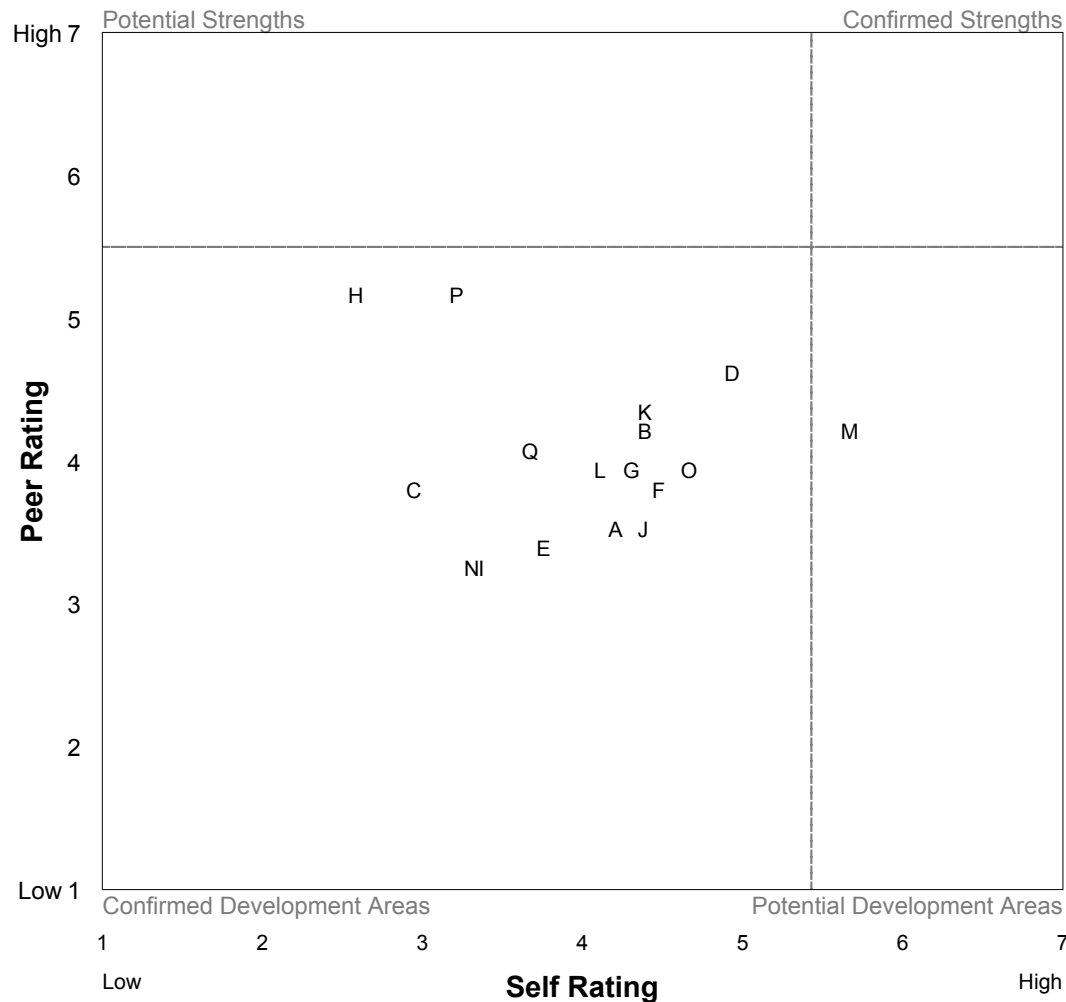
Potential Development Areas

M. Written Communication	5.67	4.00
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Decision Dynamics

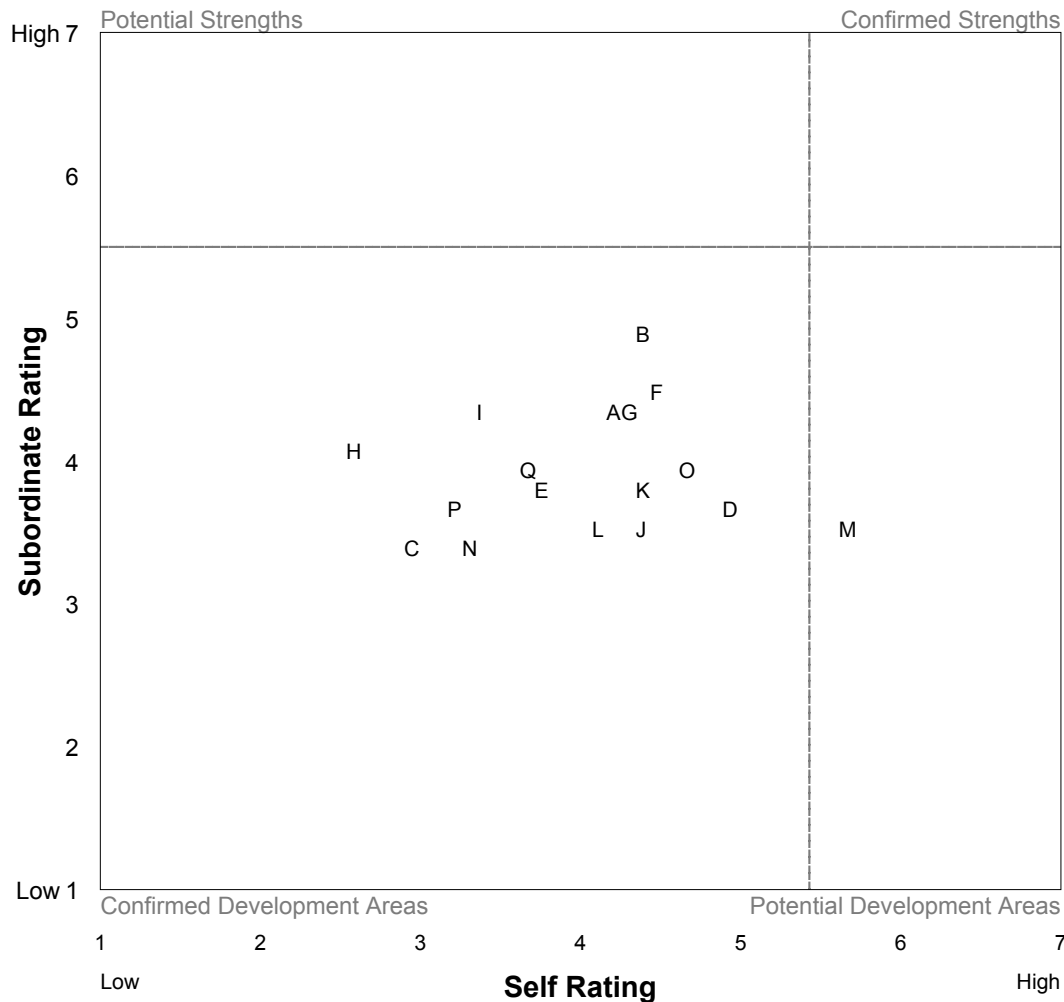
Report for Sample Participant

Self-Awareness Index Self - Peer (N = 4)



	Average Scores	
	Self	Peer
Confirmed Development Areas		
A. Self-Development	4.25	3.63
B. Adaptability/Stress Tolerance	4.40	4.30
C. Self-Control	3.00	3.80
D. Trustworthiness	5.00	4.63
E. Strategic Problem Solving	3.80	3.50
F. Achievement Orientation	4.50	3.88
G. Building Strategic Relationships	4.33	4.00
H. Conflict Management	2.60	5.20
I. Leadership/Influence	3.40	3.25
J. Interpersonal Sensitivity/Empathy	4.40	3.65
K. Team/Interpersonal Support	4.40	4.40
L. Collaboration	4.17	4.04
N. Two-Way Feedback	3.33	3.33
O. Oral Communication	4.75	3.94
P. Oral Presentation	3.25	5.19
Q. Listening	3.75	4.13
Potential Development Areas		
M. Written Communication	5.67	4.33

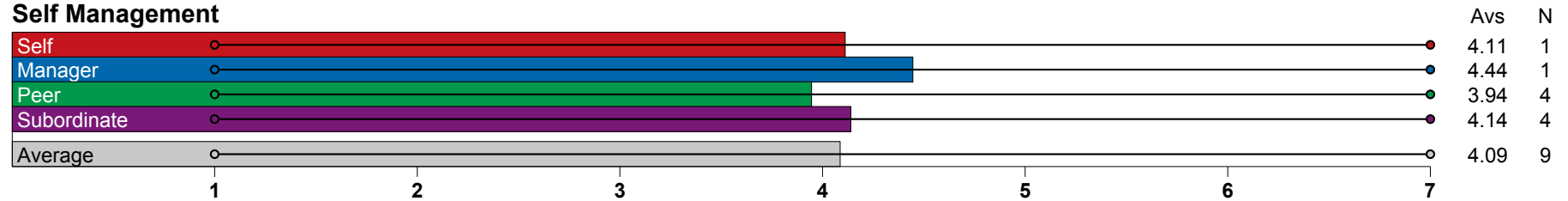
Self-Awareness Index Self - Subordinate (N = 4)



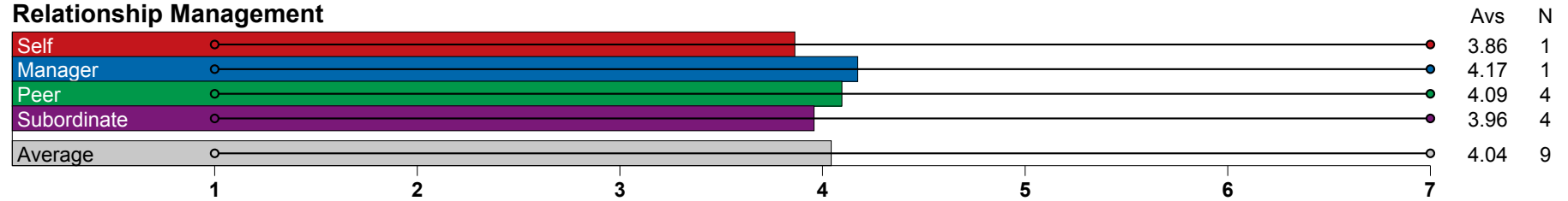
	Average Scores	
	Self	Subordinate
Confirmed Development Areas		
A. Self-Development	4.25	4.38
B. Adaptability/Stress Tolerance	4.40	5.00
C. Self-Control	3.00	3.40
D. Trustworthiness	5.00	3.69
E. Strategic Problem Solving	3.80	3.90
F. Achievement Orientation	4.50	4.50
G. Building Strategic Relationships	4.33	4.42
H. Conflict Management	2.60	4.10
I. Leadership/Influence	3.40	4.45
J. Interpersonal Sensitivity/Empathy	4.40	3.55
K. Team/Interpersonal Support	4.40	3.85
L. Collaboration	4.17	3.63
N. Two-Way Feedback	3.33	3.50
O. Oral Communication	4.75	4.06
P. Oral Presentation	3.25	3.75
Q. Listening	3.75	4.06
Potential Development Areas		
M. Written Communication	5.67	3.58

Competency Group Summary

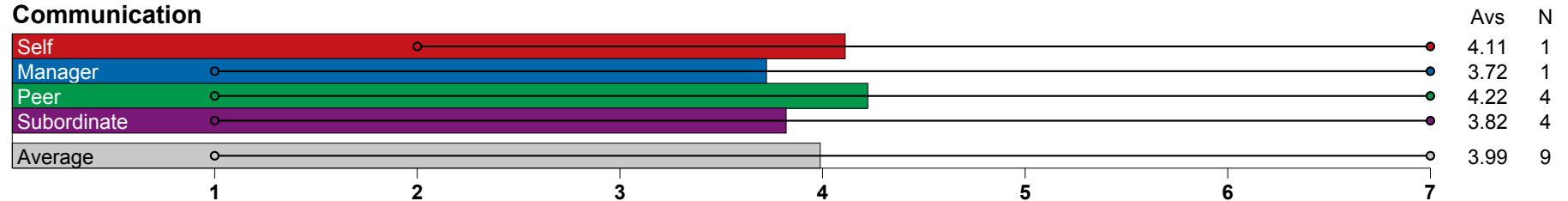
Self Management



Relationship Management

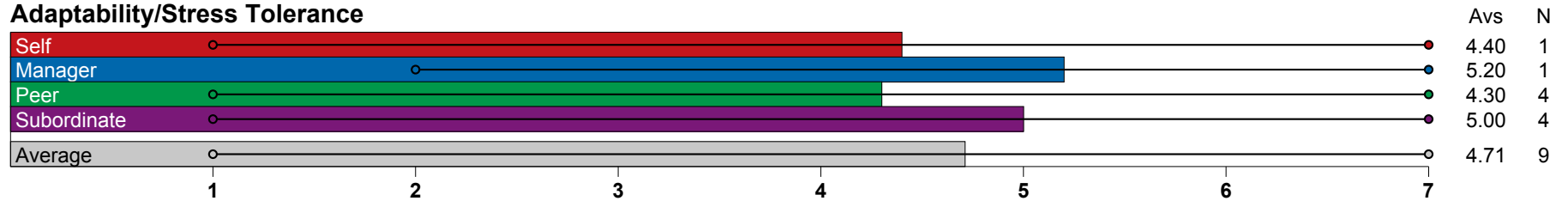


Communication

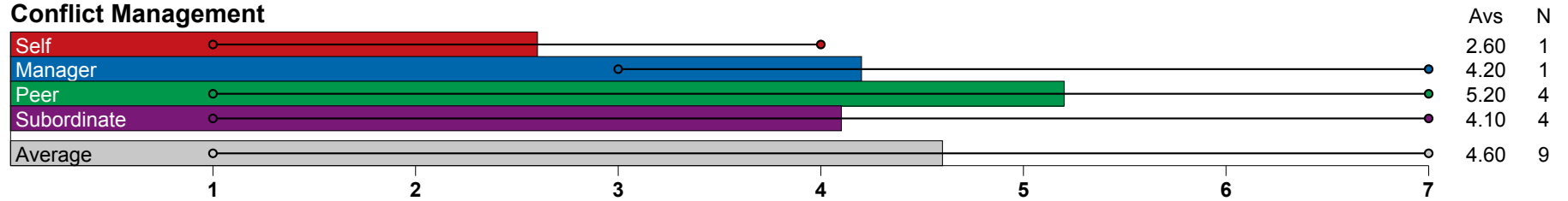


Competency Summary

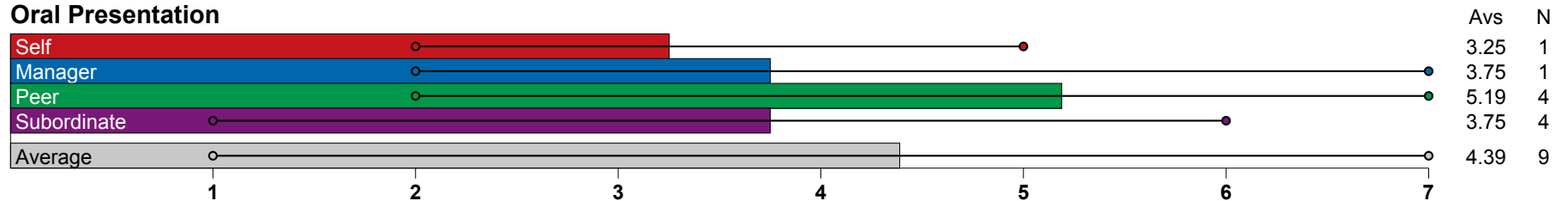
Adaptability/Stress Tolerance



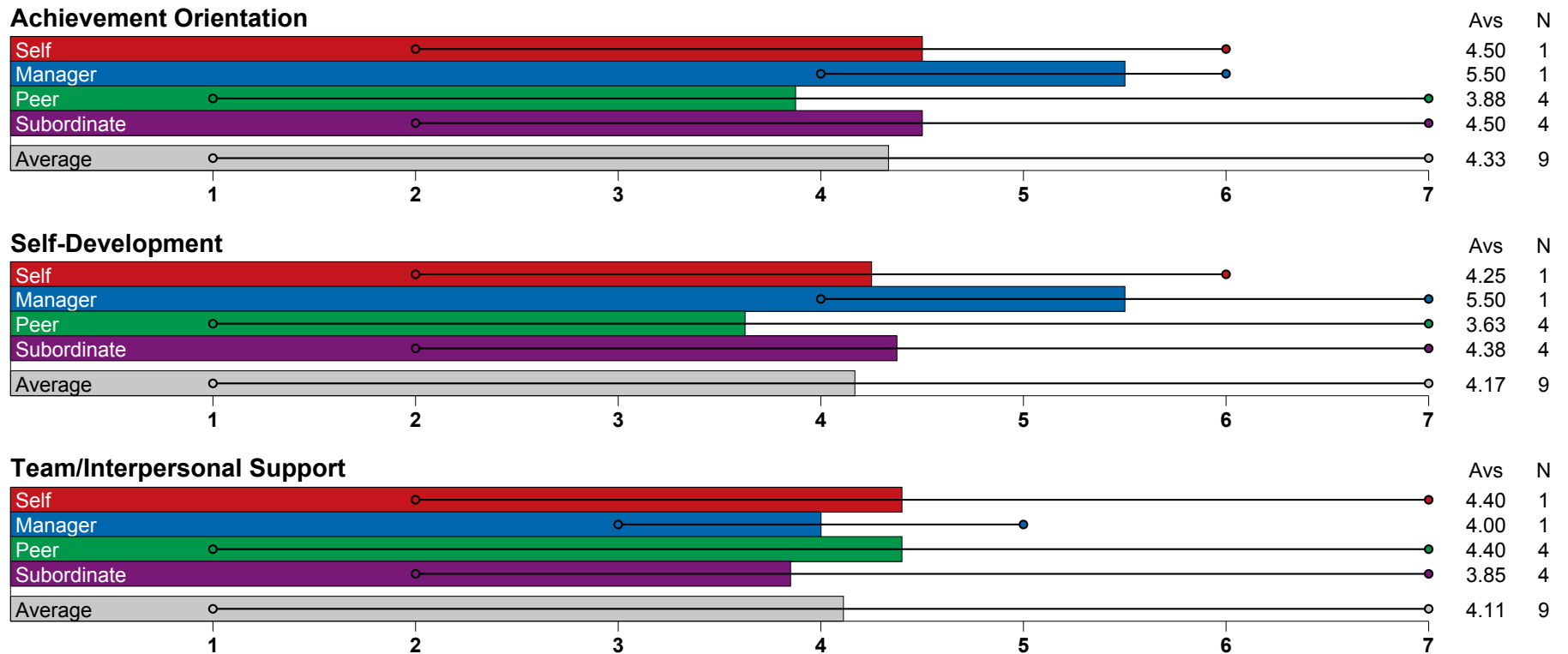
Conflict Management



Oral Presentation

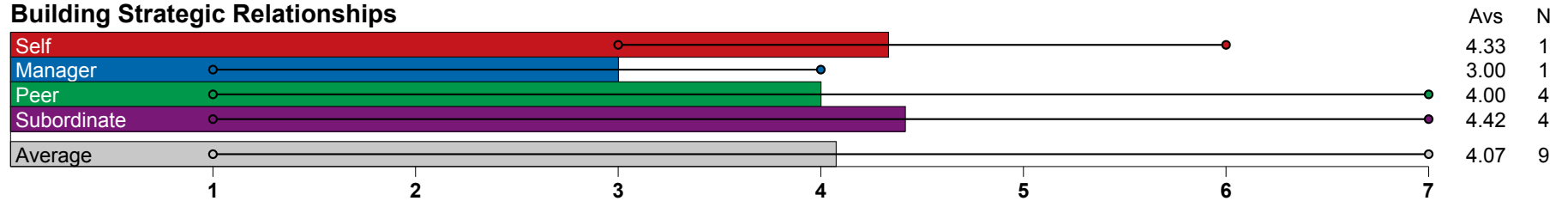


Competency Summary Continued

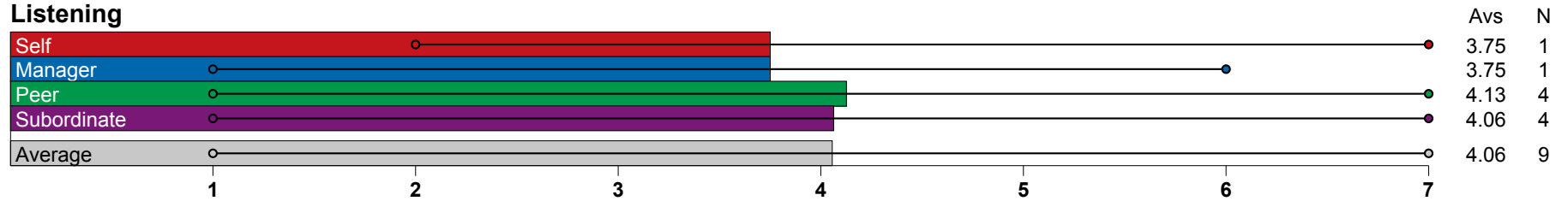


Competency Summary Continued

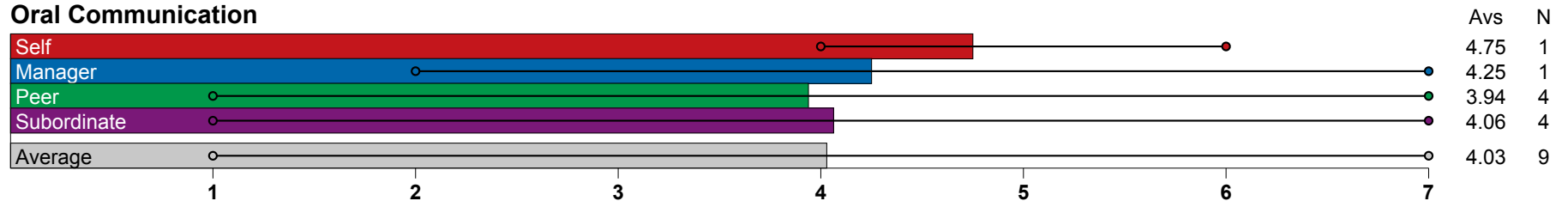
Building Strategic Relationships



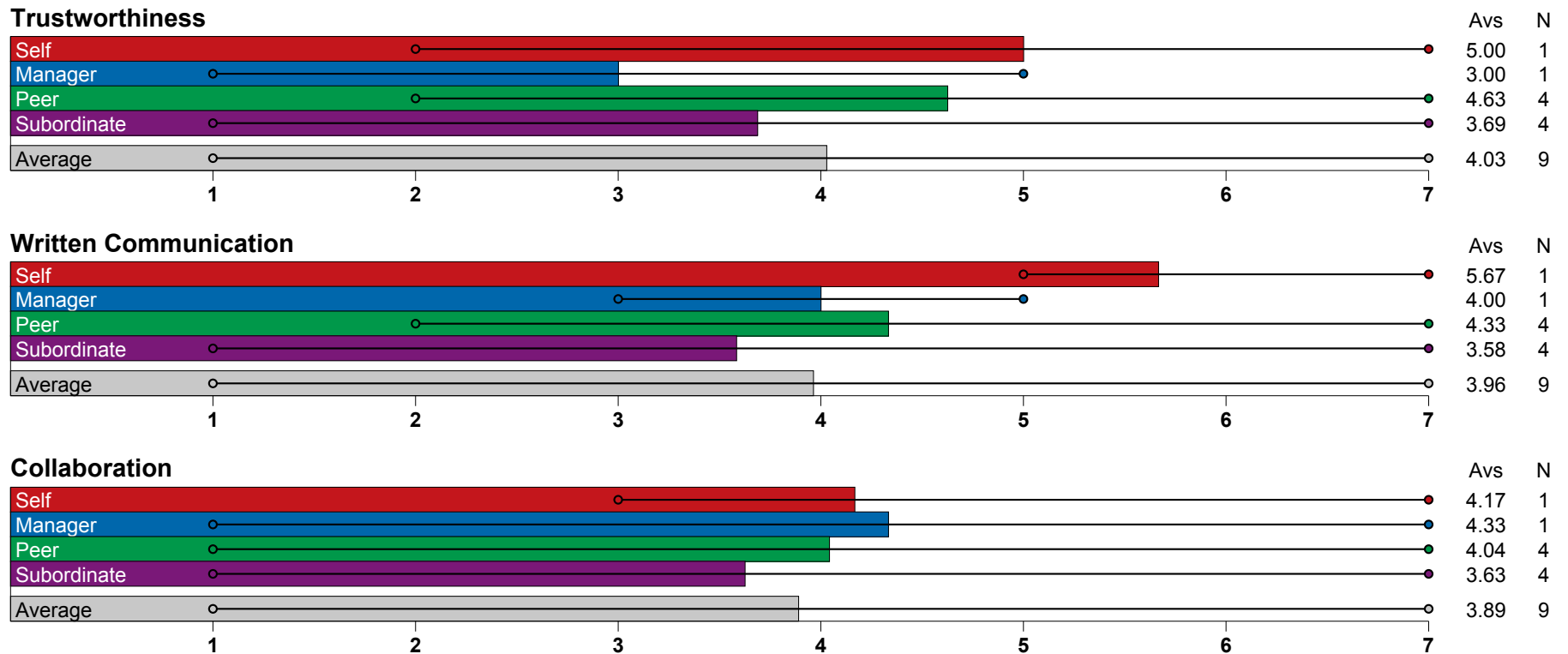
Listening



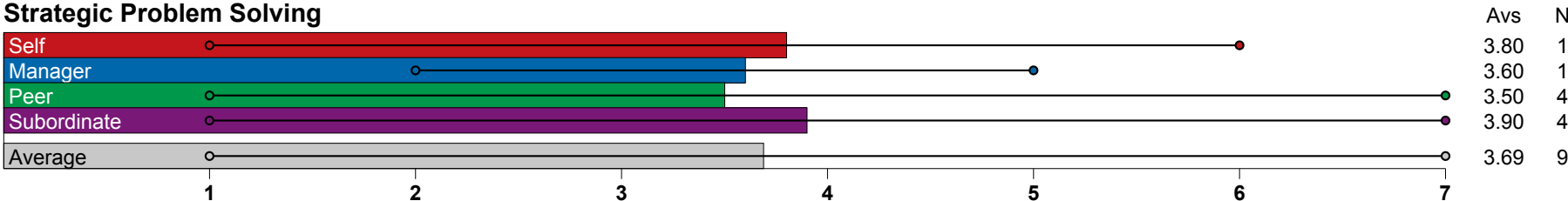
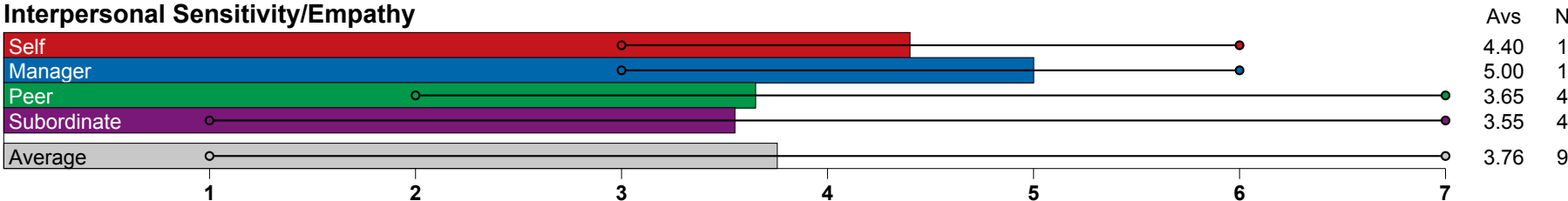
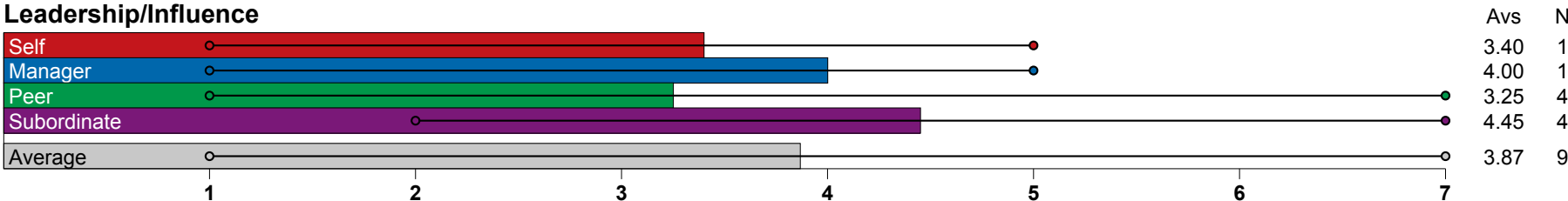
Oral Communication



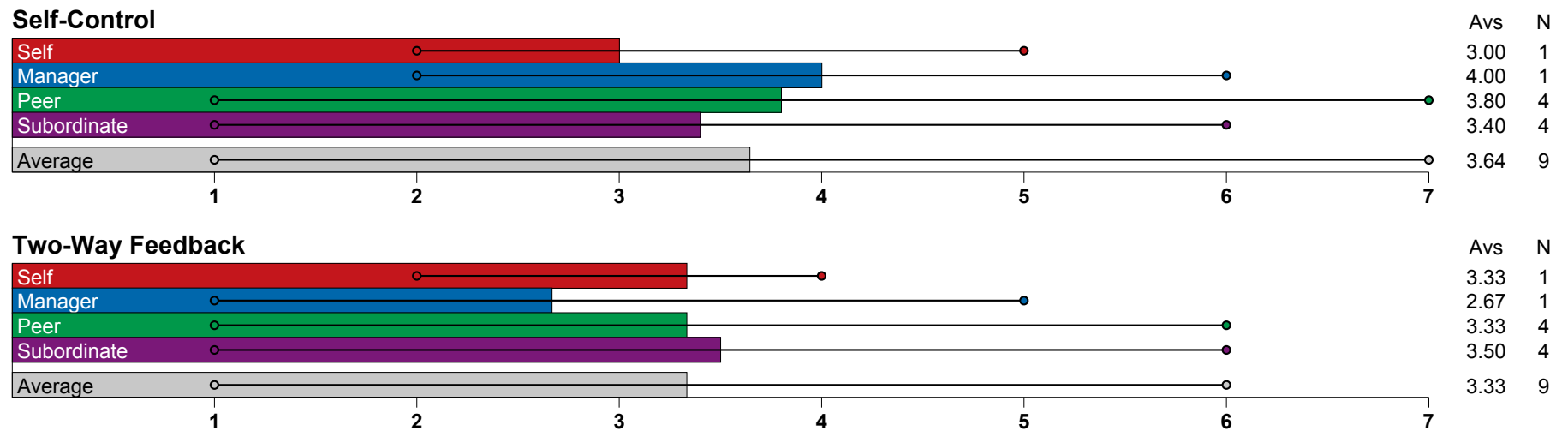
Competency Summary Continued



Competency Summary Continued



Competency Summary Continued



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
Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management	5.22	0	1	0	1	3	2	2
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	Adaptability/Stress Tolerance	5.22	0	0	0	4	1	2	2
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	5.11	0	1	1	0	2	4	1
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	5.11	0	1	1	1	2	1	3

Most Frequent Behaviors - All Raters

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	5.11	0	0	0	2	5	1	1
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation	5.00	0	2	1	0	1	2	3
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	4.89	0	2	1	1	0	2	3
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	4.89	0	1	2	1	0	3	2
Follows through on stated commitments and promises	Achievement Orientation	4.78	0	0	3	1	1	3	1
Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships	4.78	1	0	1	2	1	2	2
Seeks and applies feedback and constructive criticism from others	Self-Development	4.78	1	0	0	3	1	3	1

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
Maintains eye contact when communicating with others	Oral Communication	7.00	0	0	0	0	0	0	1
Allows for disagreements to emerge and to be discussed openly	Conflict Management	7.00	0	0	0	0	0	0	1
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	7.00	0	0	0	0	0	0	1
Works collaboratively and non-competitively with others	Collaboration	7.00	0	0	0	0	0	0	1
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	7.00	0	0	0	0	0	0	1
Maintains an effective balance between work, family and personal life	Adaptability/Stress Tolerance	7.00	0	0	0	0	0	0	1

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
Manages time effectively and efficiently	Self-Development	7.00	0	0	0	0	0	0	1
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	6.00	0	0	0	0	0	1	0
Solicits and values the thoughts, opinions, feedback, and ideas of others	Collaboration	6.00	0	0	0	0	0	1	0
Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control	6.00	0	0	0	0	0	1	0
Waits out silences and listens patiently without interrupting others	Listening	6.00	0	0	0	0	0	1	0
Develops and maintains warm, friendly, and sensitive relationships with others	Interpersonal Sensitivity/Empathy	6.00	0	0	0	0	0	1	0
Demonstrates understanding, tolerance and sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy	6.00	0	0	0	0	0	1	0
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	6.00	0	0	0	0	0	1	0
Seeks and applies feedback and constructive criticism from others	Self-Development	6.00	0	0	0	0	0	1	0
Follows through on stated commitments and promises	Achievement Orientation	6.00	0	0	0	0	0	1	0

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
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation	6.00	0	0	0	0	0	1	0
Performs work in a conscientious and dependable manner	Achievement Orientation	6.00	0	0	0	0	0	1	0

Most Frequent Behaviors - Peer

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
Encourages others to express contrary views, ideas and opinions	Conflict Management	6.00	0	0	0	0	1	2	1
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	5.75	0	0	1	0	0	1	2
Summarizes and paraphrases what others have said in order to clarify understanding	Listening	5.75	0	0	0	1	1	0	2
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	5.50	0	0	1	0	0	2	1
Is prepared and organized for meetings, discussions and presentations	Oral Presentation	5.50	0	0	0	1	1	1	1

Most Frequent Behaviors - Peer

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
Uses appropriate grammar, tense, and language in all written communications	Written Communication	5.50	0	0	0	1	0	3	0
Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management	5.50	0	0	0	1	1	1	1
Demonstrates and practices high standards of personal and professional integrity	Trustworthiness	5.25	0	1	0	0	0	2	1
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	Trustworthiness	5.25	0	0	0	2	0	1	1
Allows for disagreements to emerge and to be discussed openly	Conflict Management	5.25	0	0	1	0	0	3	0
Communicates information needed by others in a prompt and timely manner	Two-Way Feedback	5.25	0	0	0	1	1	2	0
Follows through on stated commitments and promises	Achievement Orientation	5.25	0	0	1	0	1	1	1
Demonstrates understanding, tolerance and sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy	5.25	0	0	1	0	1	1	1

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
Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships	6.00	0	0	0	0	1	2	1
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	Adaptability/Stress Tolerance	5.75	0	0	0	1	0	2	1
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	5.75	0	0	0	0	1	3	0
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation	5.75	0	1	0	0	0	0	3

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
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	5.50	0	0	1	0	1	0	2
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	5.25	0	0	1	0	1	1	1
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	5.25	0	0	0	0	3	1	0
Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving	5.25	0	0	0	2	0	1	1
Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management	5.00	0	1	0	0	1	1	1
Handles questions in meetings and presentations in a responsive and diplomatic manner	Oral Presentation	5.00	0	0	0	2	0	2	0
Makes decisions confidently and quickly when necessary	Strategic Problem Solving	5.00	0	0	1	0	1	2	0
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	Building Strategic Relationships	5.00	1	0	0	0	0	2	1

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
Convinces and persuades others to see his/her perspective and ideas	Leadership/Influence	2.22	3	3	1	2	0	0	0
Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback	2.44	1	4	3	1	0	0	0
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	2.89	1	2	4	1	1	0	0
Maintains eye contact and attentive non-verbal behavior when being spoken to	Listening	2.89	2	4	0	0	2	1	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	2.89	1	3	4	0	0	0	1

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
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	Building Strategic Relationships	3.00	2	2	0	4	1	0	0
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	3.00	2	2	2	1	1	1	0
Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy	3.00	1	3	2	2	0	1	0
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control	3.11	2	2	0	4	0	1	0
Provides timely and ongoing feedback to others regarding working relationships and job performance	Team/Interpersonal Support	3.33	0	2	4	1	2	0	0
Uses written communications effectively and appropriately (e.g., email)	Written Communication	3.33	1	0	5	2	0	1	0
Resists the desire to speak or act when it will not be helpful to the situation (i.e., able to control emotions and behavior when necessary)	Self-Control	3.33	1	2	2	2	1	1	0

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
Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback	1.00	1	0	0	0	0	0	0
Maintains openness, honesty and candor in interpersonal relationships	Trustworthiness	1.00	1	0	0	0	0	0	0
Maintains eye contact and attentive non-verbal behavior when being spoken to	Listening	1.00	1	0	0	0	0	0	0
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	Building Strategic Relationships	1.00	1	0	0	0	0	0	0
Convinces and persuades others to see his/her perspective and ideas	Leadership/Influence	1.00	1	0	0	0	0	0	0

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
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	Collaboration	1.00	1	0	0	0	0	0	0
Maintains optimism and makes the most out of situations whether good or bad	Adaptability/Stress Tolerance	2.00	0	1	0	0	0	0	0
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	2.00	0	1	0	0	0	0	0
Is prepared and organized for meetings, discussions and presentations	Oral Presentation	2.00	0	1	0	0	0	0	0
Generates and considers multiple options before making a decision	Strategic Problem Solving	2.00	0	1	0	0	0	0	0
Clearly expresses and requests information from others	Oral Communication	2.00	0	1	0	0	0	0	0
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	Trustworthiness	2.00	0	1	0	0	0	0	0
Resists the desire to speak or act when it will not be helpful to the situation (i.e., able to control emotions and behavior when necessary)	Self-Control	2.00	0	1	0	0	0	0	0

Least Frequent Behaviors - Peer

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
Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving	1.75	2	1	1	0	0	0	0
Convinces and persuades others to see his/her perspective and ideas	Leadership/Influence	1.75	2	1	1	0	0	0	0
Performs work in a conscientious and dependable manner	Achievement Orientation	1.75	2	1	1	0	0	0	0
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	Leadership/Influence	2.00	1	2	1	0	0	0	0
Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback	2.25	0	3	1	0	0	0	0

Least Frequent Behaviors - Peer

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy	2.25	0	3	1	0	0	0	0
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	2.50	1	0	3	0	0	0	0
Maintains eye contact and attentive non-verbal behavior when being spoken to	Listening	2.50	1	2	0	0	1	0	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	2.50	0	2	2	0	0	0	0
Solicits and values the thoughts, opinions, feedback, and ideas of others	Collaboration	2.75	1	0	2	1	0	0	0
Realistically appraises one's own strengths and development areas (i.e., accurate perceives skills and abilities)	Self-Development	2.75	1	1	0	2	0	0	0

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.

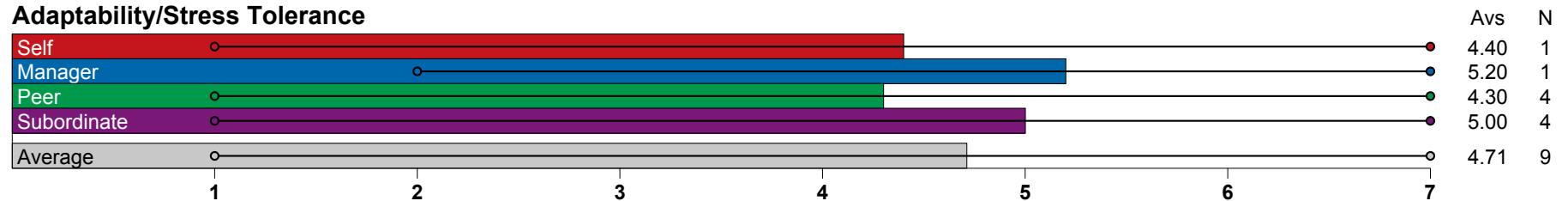
Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	Building Strategic Relationships	2.25	1	2	0	1	0	0	0
Provides timely and ongoing feedback to others regarding working relationships and job performance	Team/Interpersonal Support	2.50	0	2	2	0	0	0	0
Allows for disagreements to emerge and to be discussed openly	Conflict Management	2.50	1	0	3	0	0	0	0
Develops cooperative, rather than competitive, working relationships with others	Collaboration	2.75	0	2	1	1	0	0	0
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control	2.75	1	1	0	2	0	0	0

Least Frequent Behaviors - Subordinate

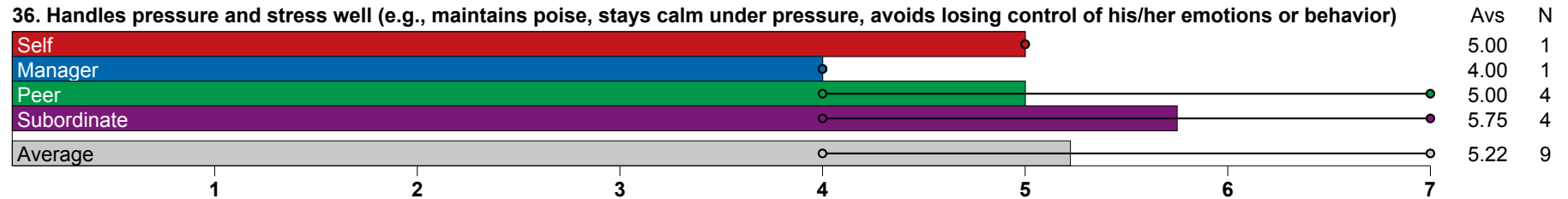
Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Resists the desire to speak or act when it will not be helpful to the situation (i.e., able to control emotions and behavior when necessary)	Self-Control	2.75	1	0	2	1	0	0	0
Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback	3.00	0	1	2	1	0	0	0
Generates and considers multiple options before making a decision	Strategic Problem Solving	3.00	0	3	0	0	0	1	0
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	3.00	1	1	1	0	0	1	0
Convinces and persuades others to see his/her perspective and ideas	Leadership/Influence	3.00	0	2	0	2	0	0	0

Behavior Summary

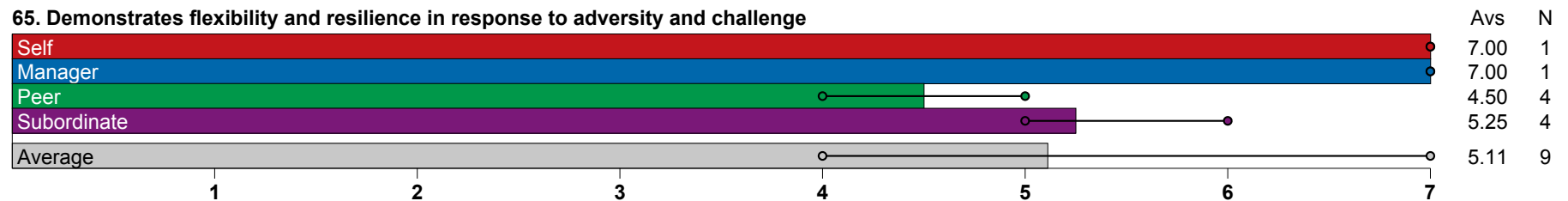
Adaptability/Stress Tolerance



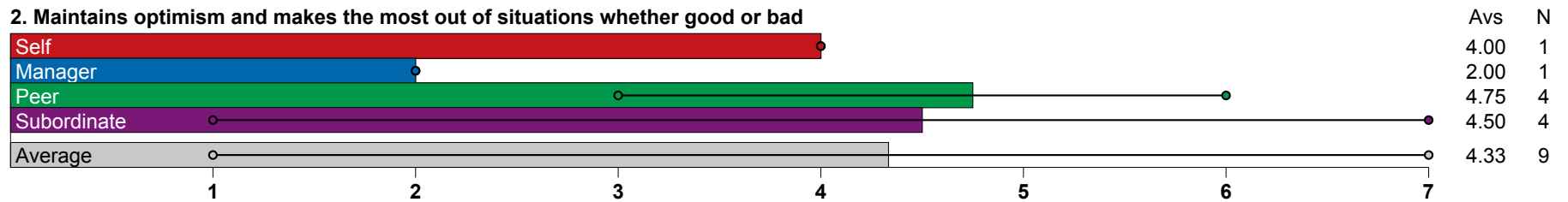
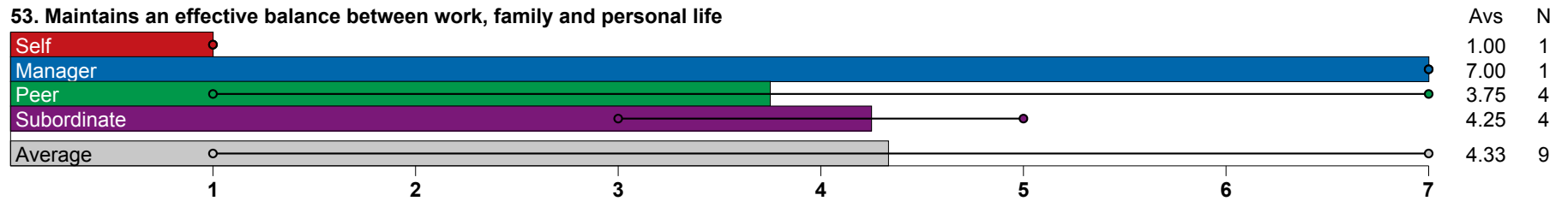
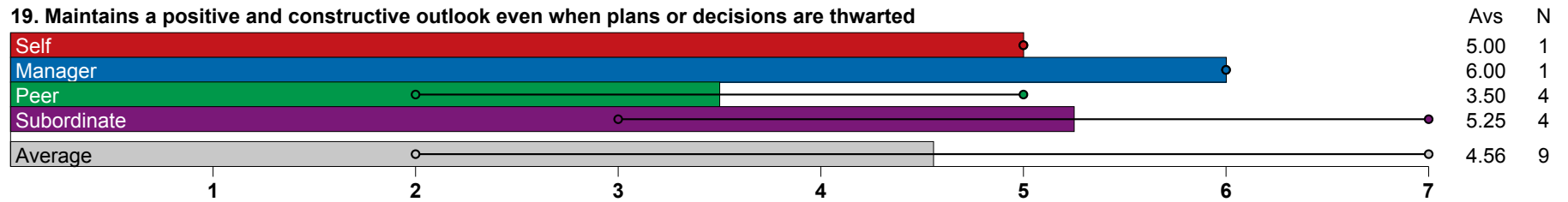
36. Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)



65. Demonstrates flexibility and resilience in response to adversity and challenge

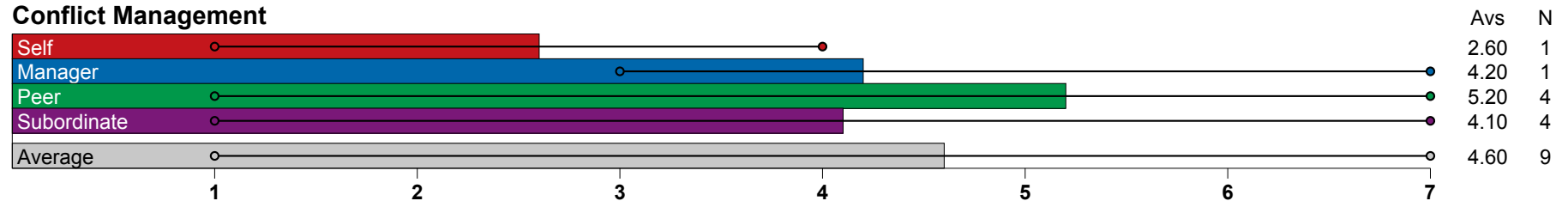


Behavior Summary Continued

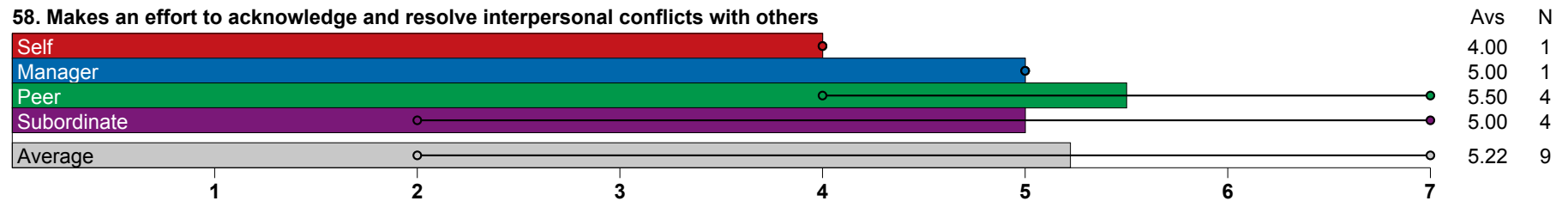


Behavior Summary Continued

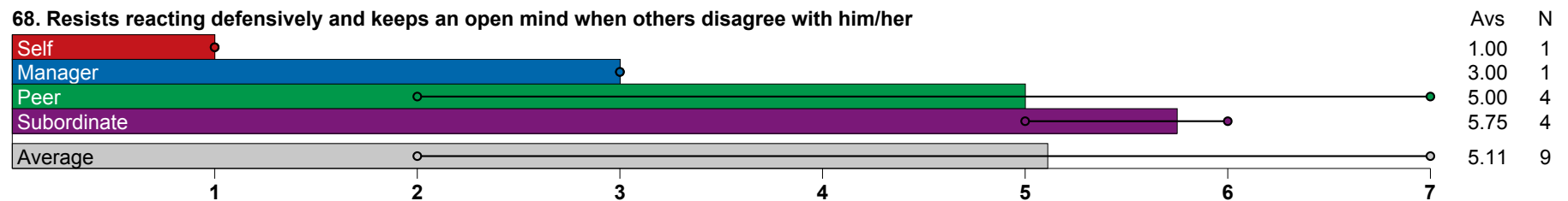
Conflict Management



58. Makes an effort to acknowledge and resolve interpersonal conflicts with others

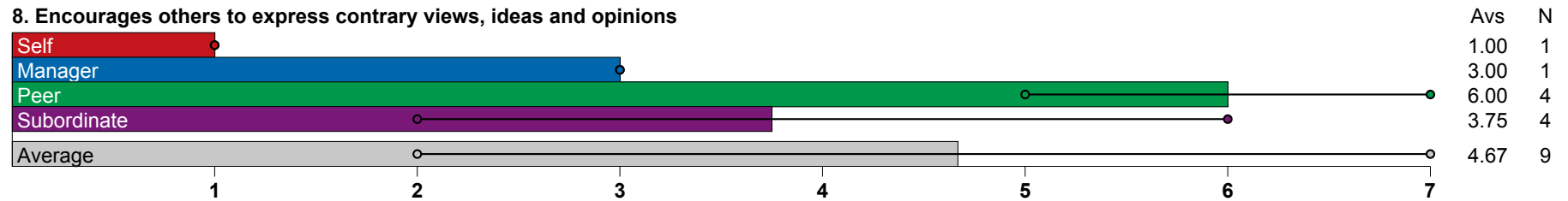


68. Resists reacting defensively and keeps an open mind when others disagree with him/her

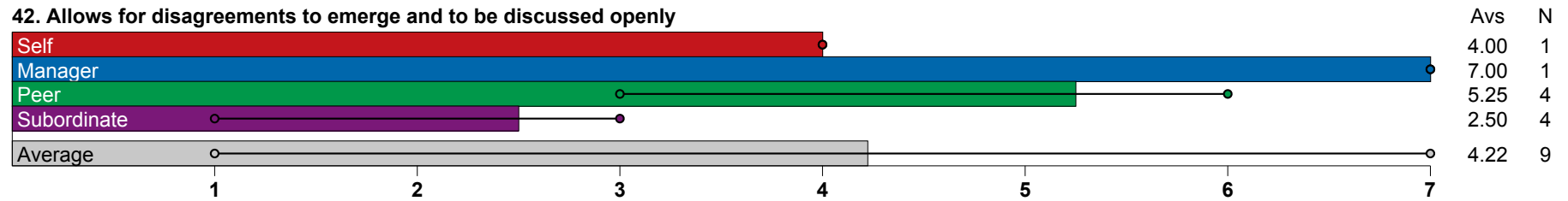


Behavior Summary Continued

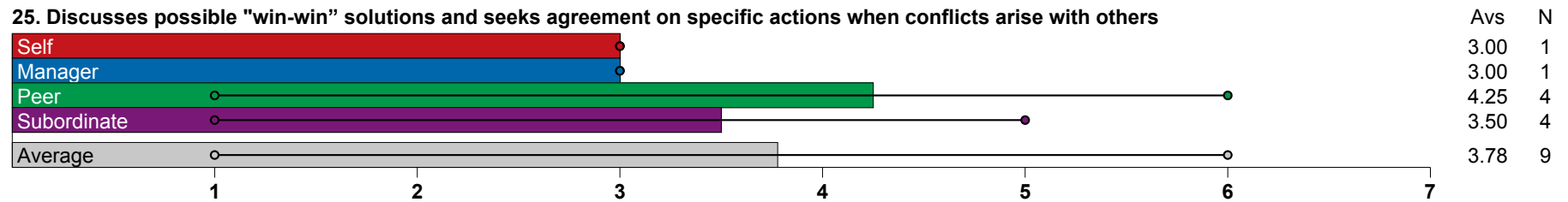
8. Encourages others to express contrary views, ideas and opinions



42. Allows for disagreements to emerge and to be discussed openly

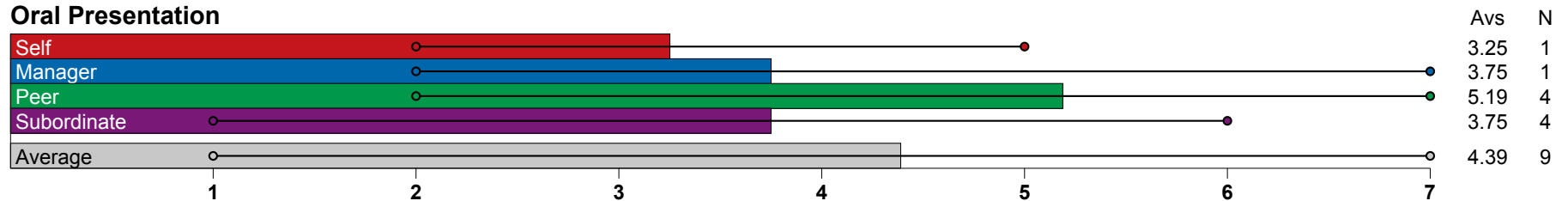


25. Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others

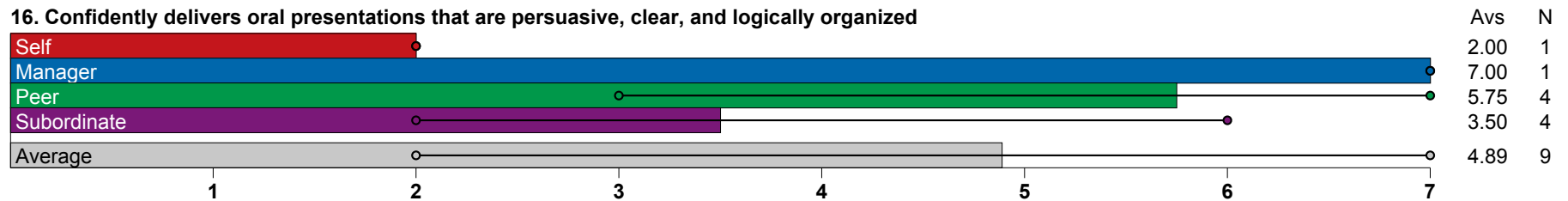


Behavior Summary Continued

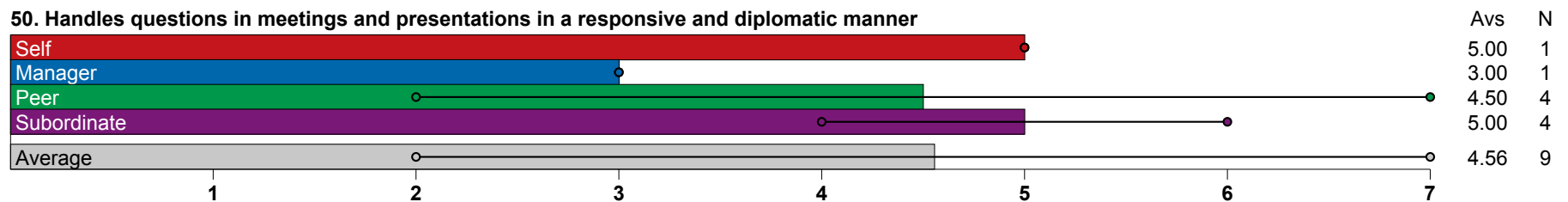
Oral Presentation



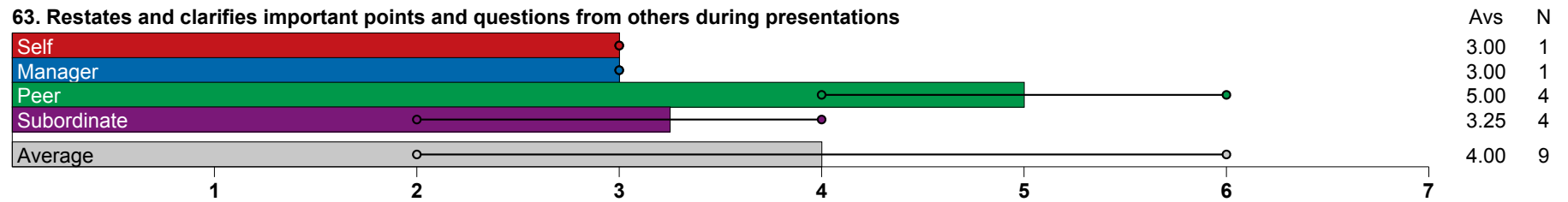
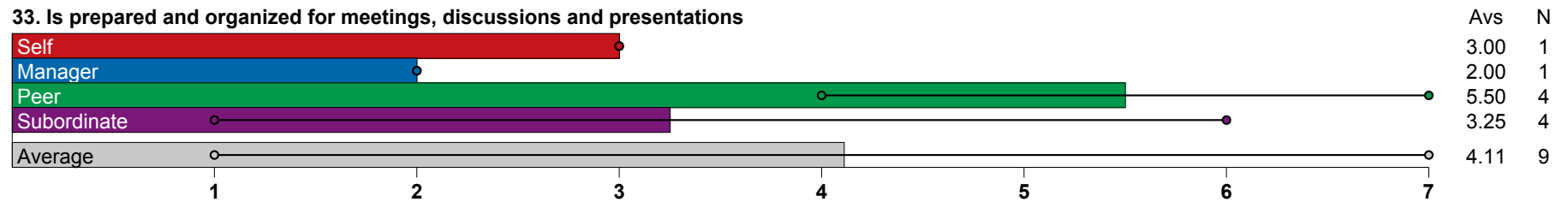
16. Confidently delivers oral presentations that are persuasive, clear, and logically organized



50. Handles questions in meetings and presentations in a responsive and diplomatic manner

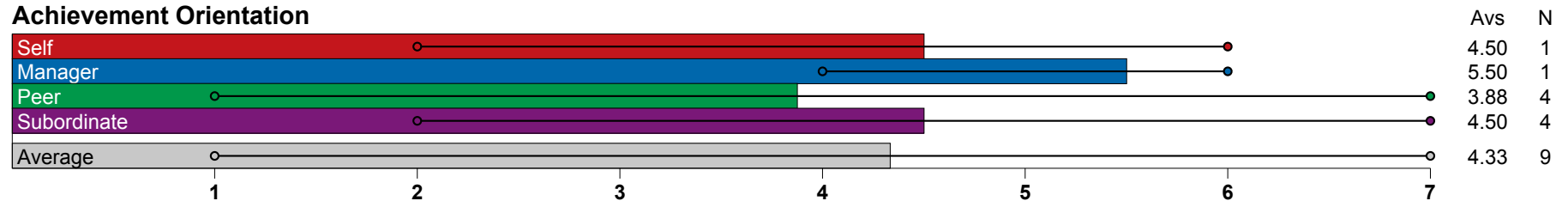


Behavior Summary Continued

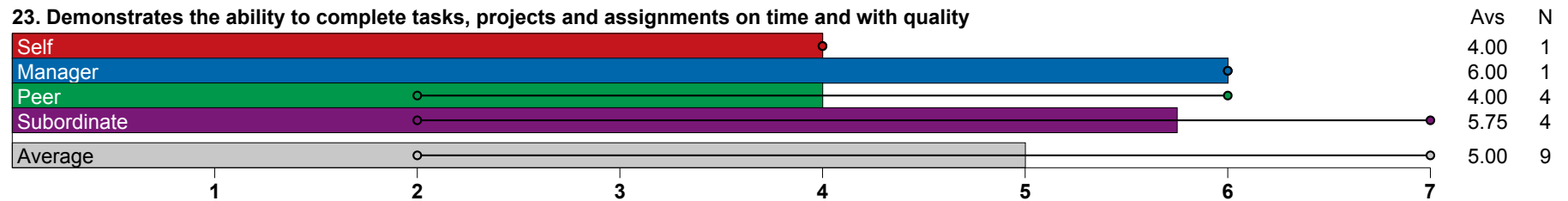


Behavior Summary Continued

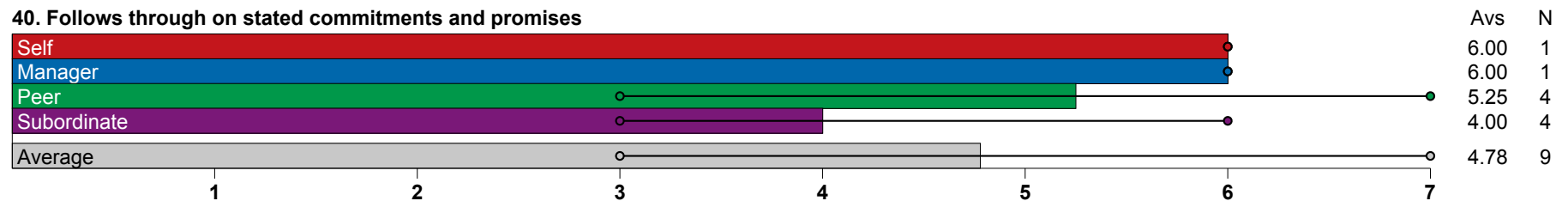
Achievement Orientation



23. Demonstrates the ability to complete tasks, projects and assignments on time and with quality

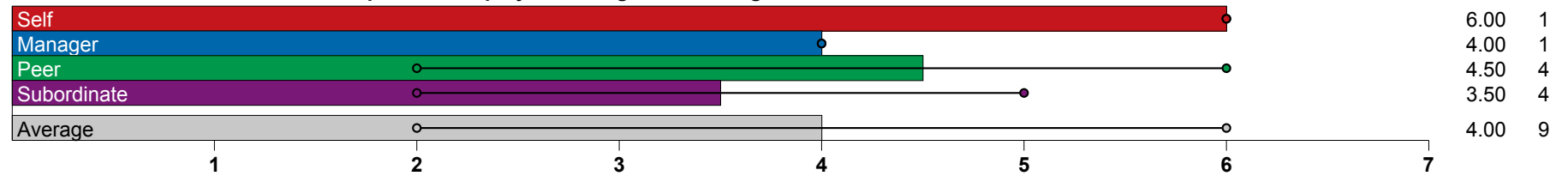


40. Follows through on stated commitments and promises

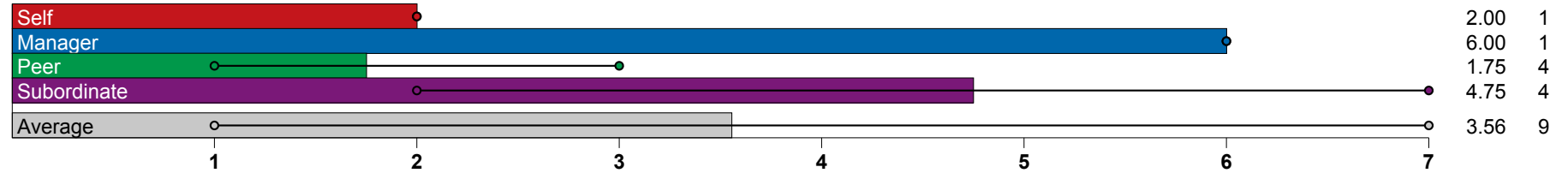


Behavior Summary Continued

6. Works hard to achieve and accomplish tasks, projects, assignments and goals

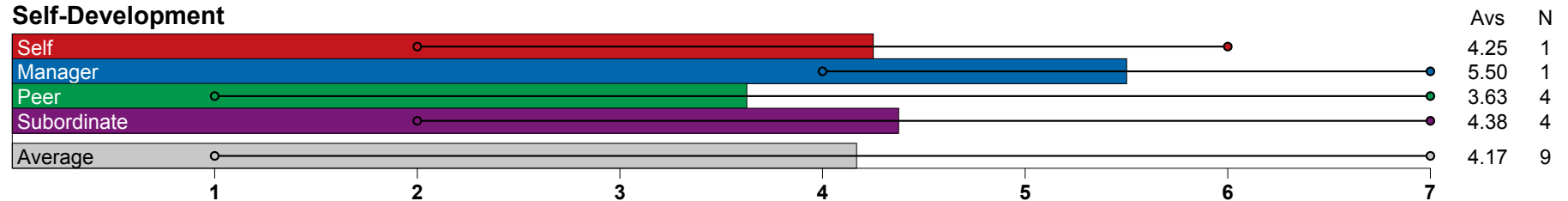


57. Performs work in a conscientious and dependable manner

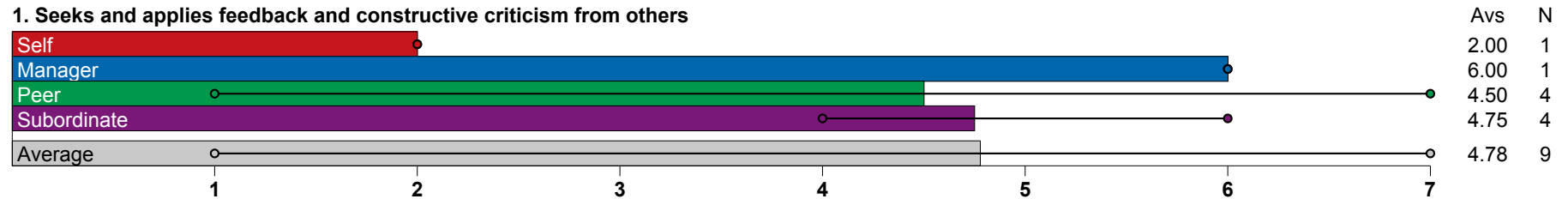


Behavior Summary Continued

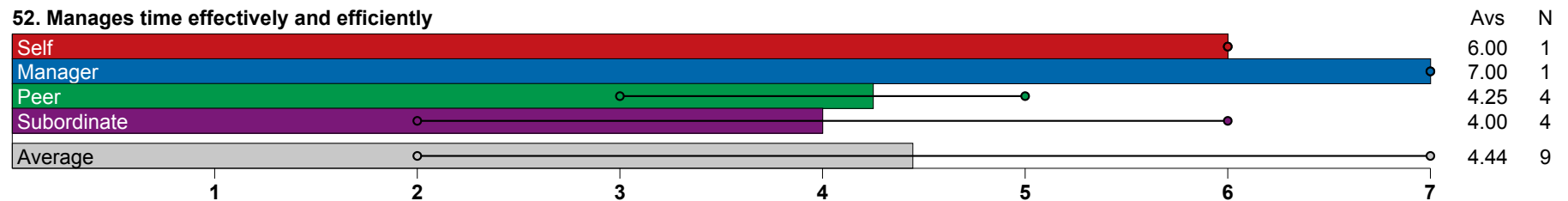
Self-Development



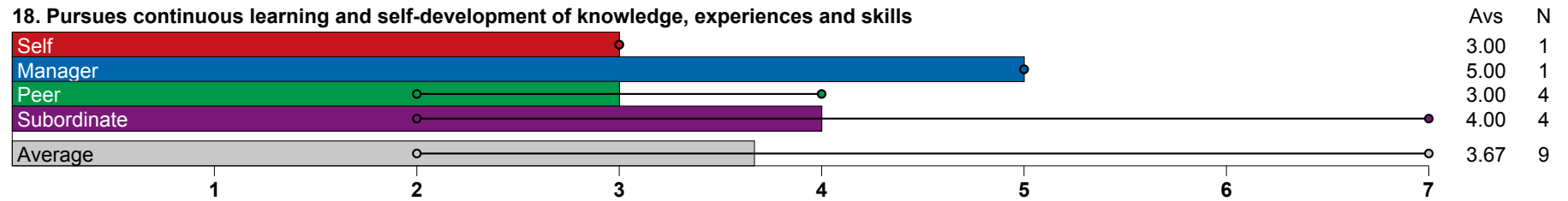
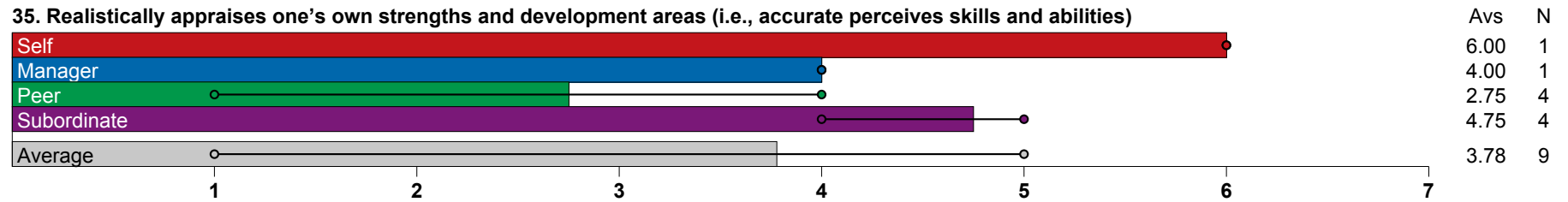
1. Seeks and applies feedback and constructive criticism from others



52. Manages time effectively and efficiently

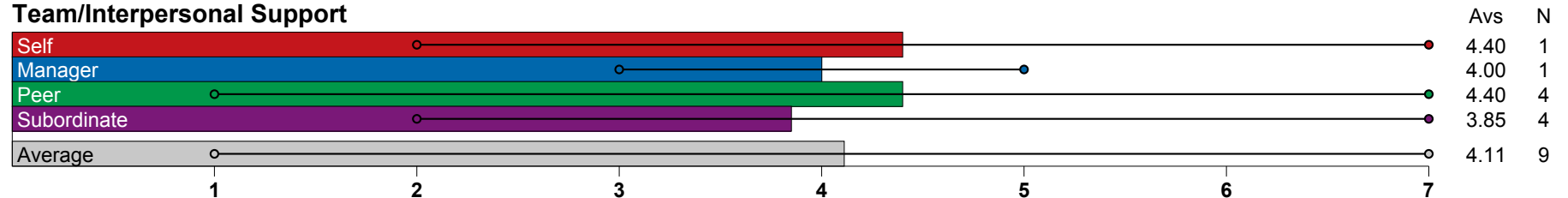


Behavior Summary Continued

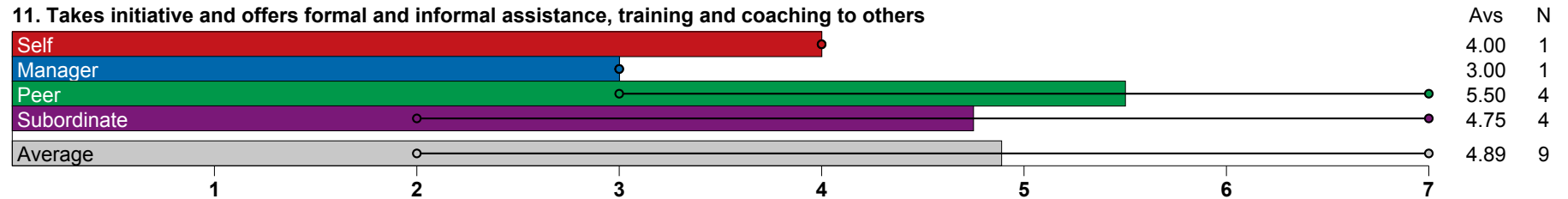


Behavior Summary Continued

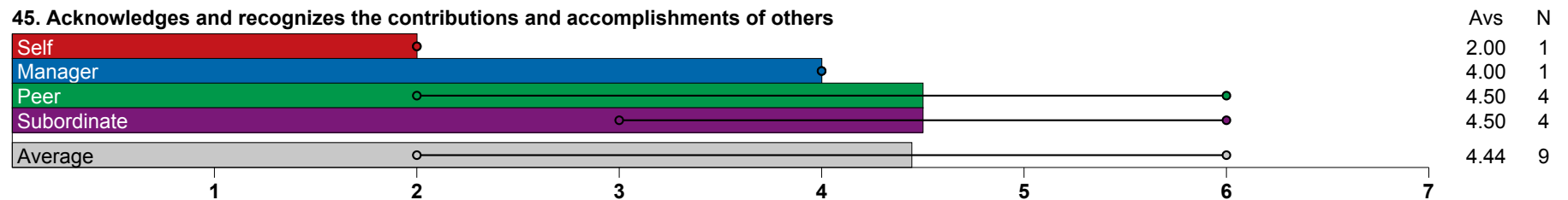
Team/Interpersonal Support



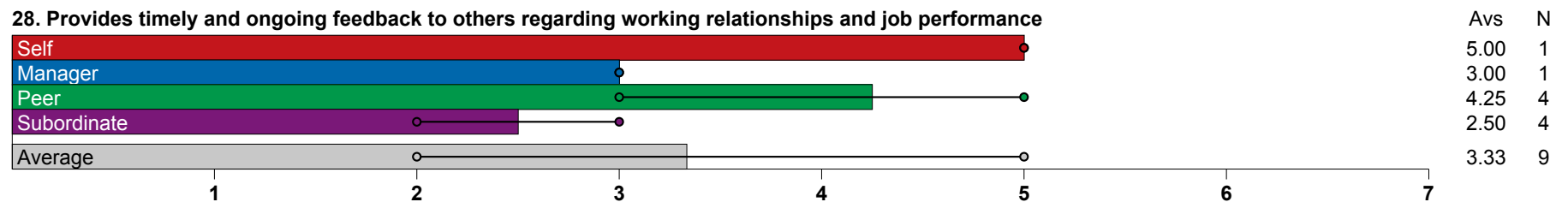
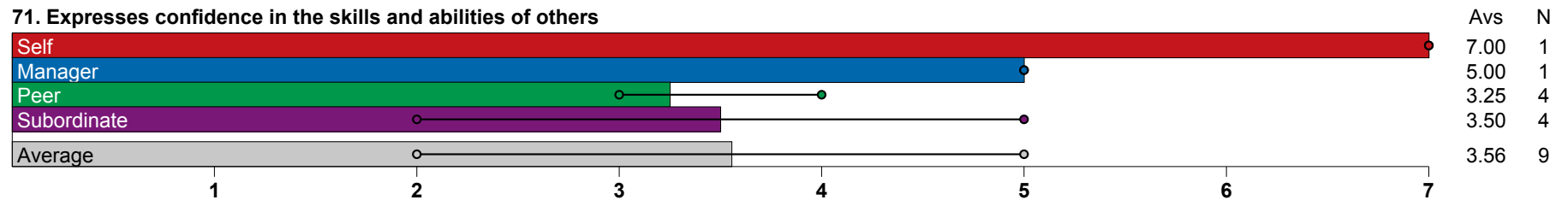
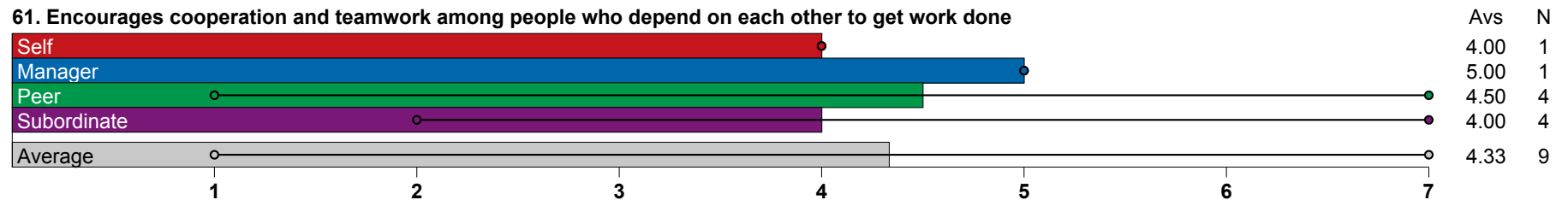
11. Takes initiative and offers formal and informal assistance, training and coaching to others



45. Acknowledges and recognizes the contributions and accomplishments of others

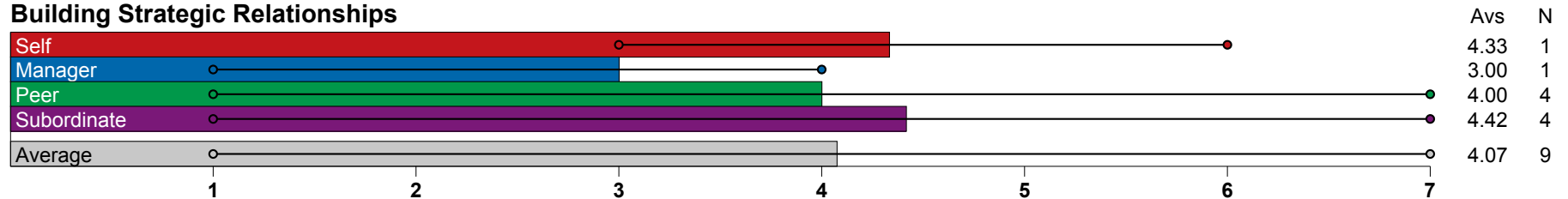


Behavior Summary Continued

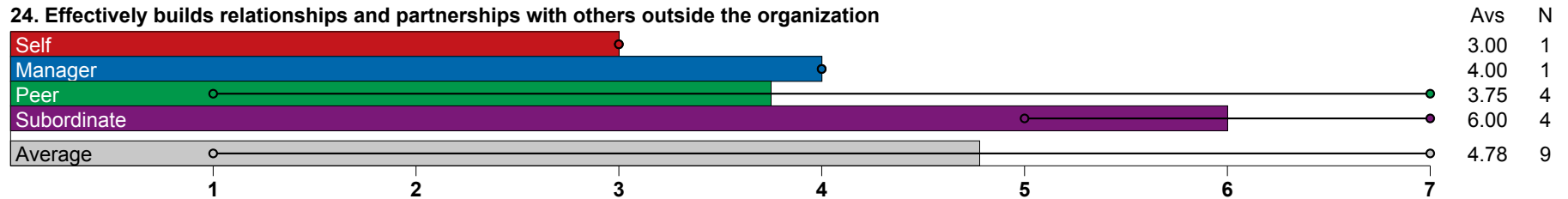


Behavior Summary Continued

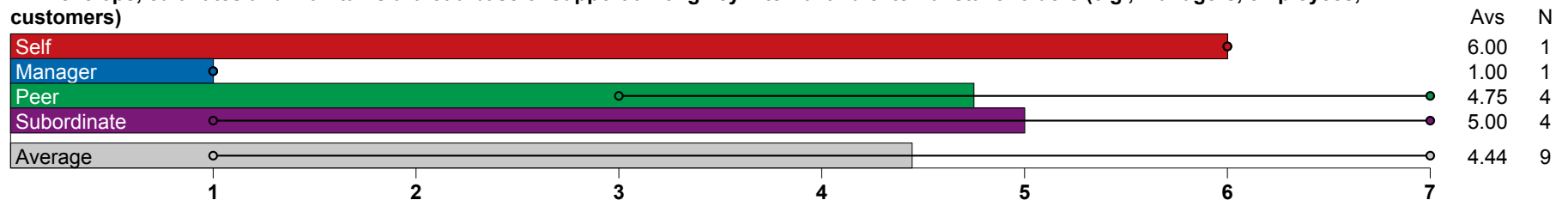
Building Strategic Relationships



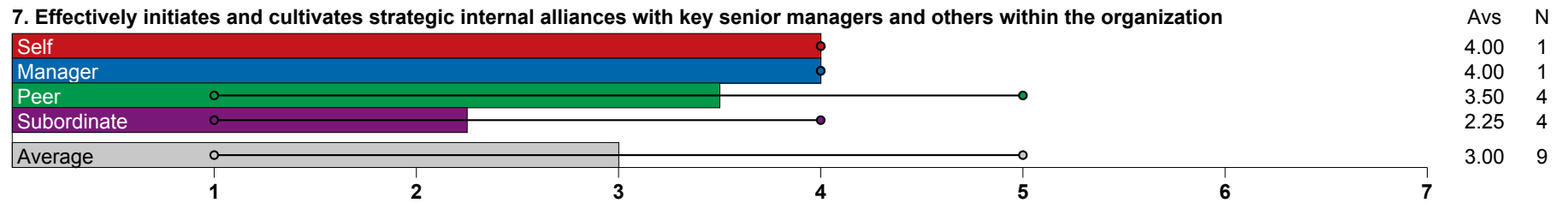
24. Effectively builds relationships and partnerships with others outside the organization



41. Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)

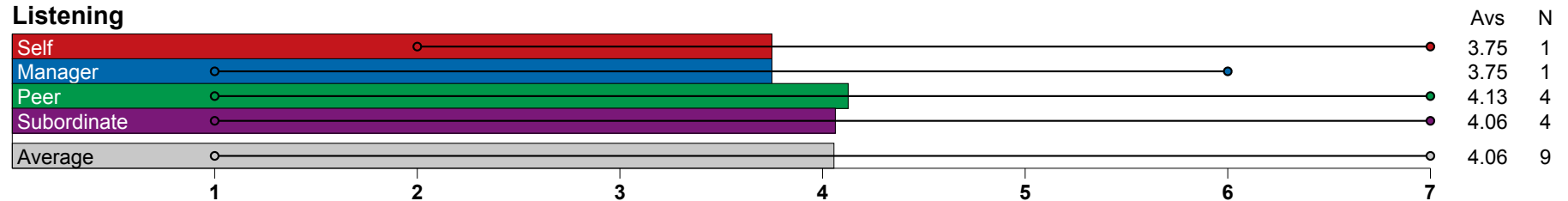


Behavior Summary Continued

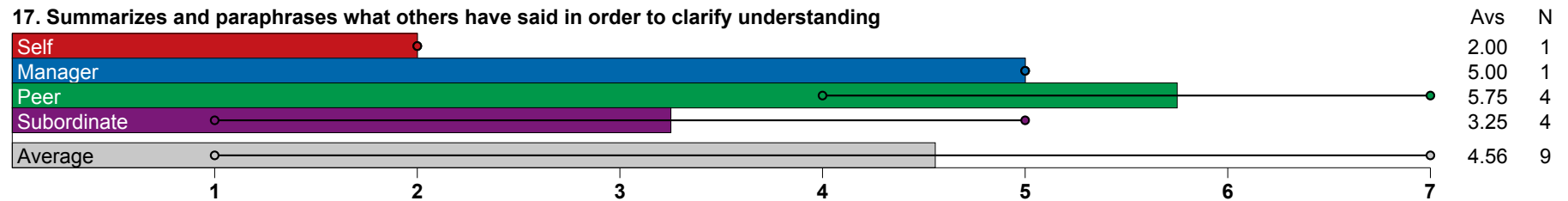


Behavior Summary Continued

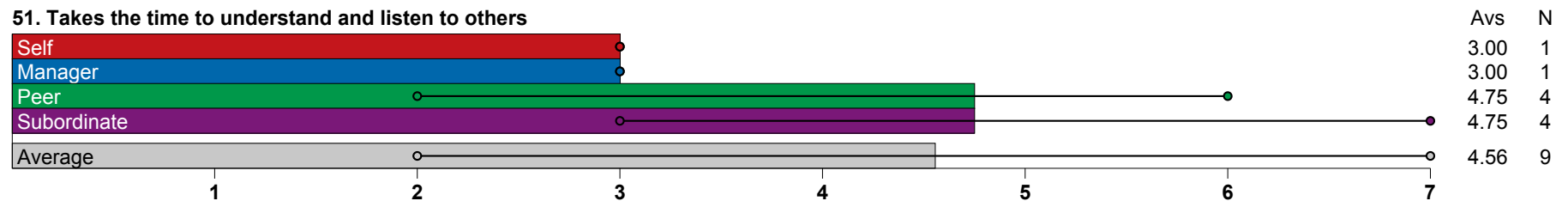
Listening



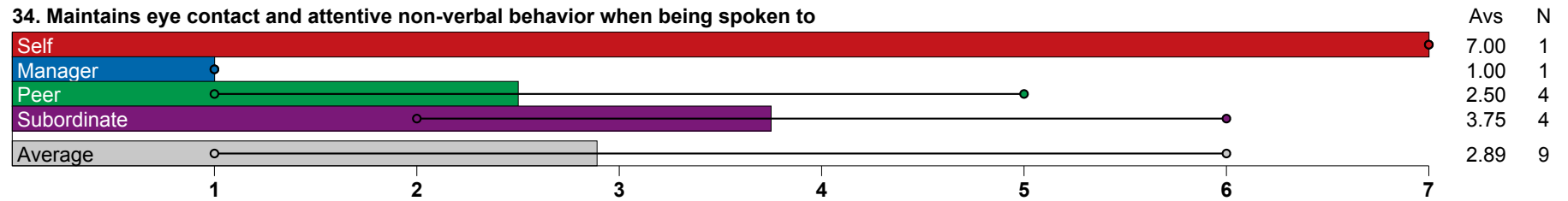
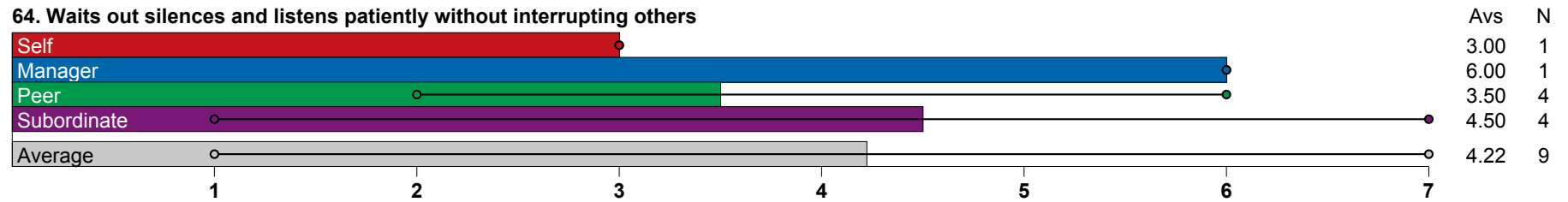
17. Summarizes and paraphrases what others have said in order to clarify understanding



51. Takes the time to understand and listen to others

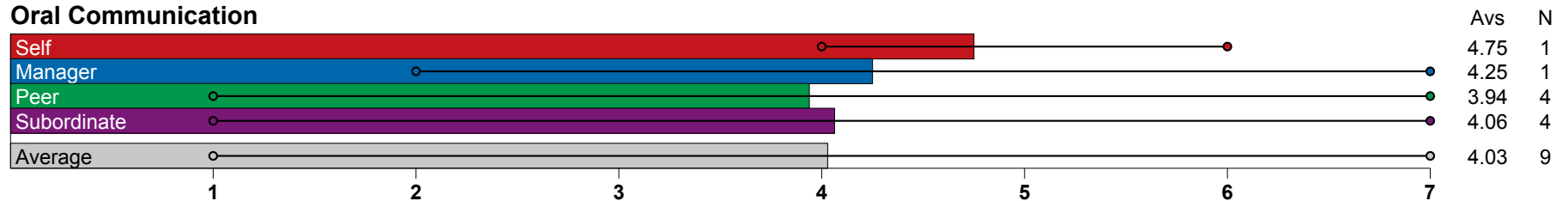


Behavior Summary Continued

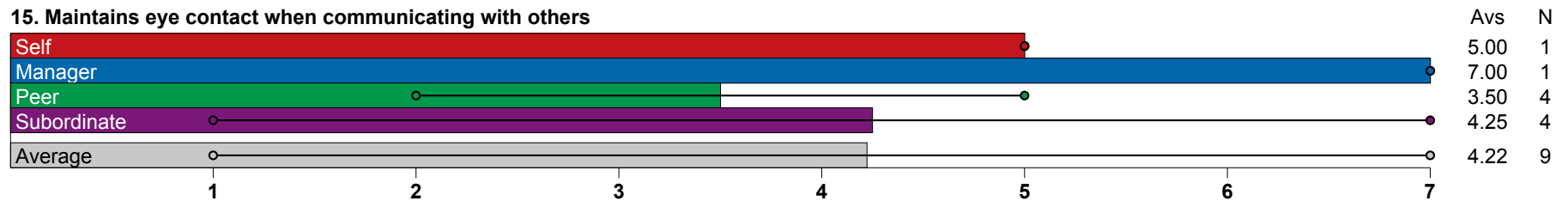


Behavior Summary Continued

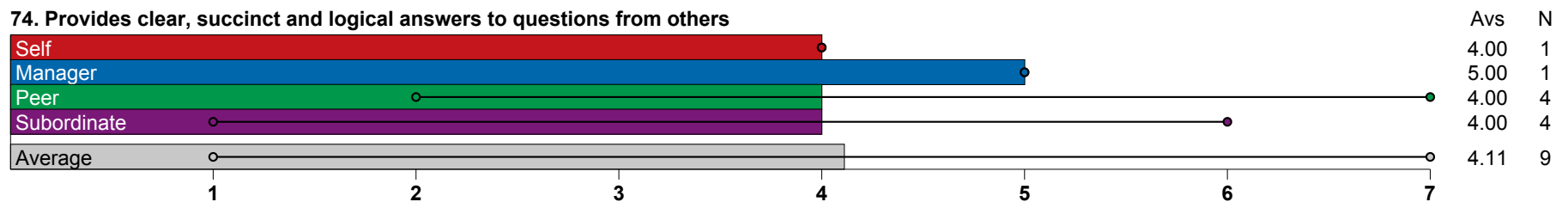
Oral Communication



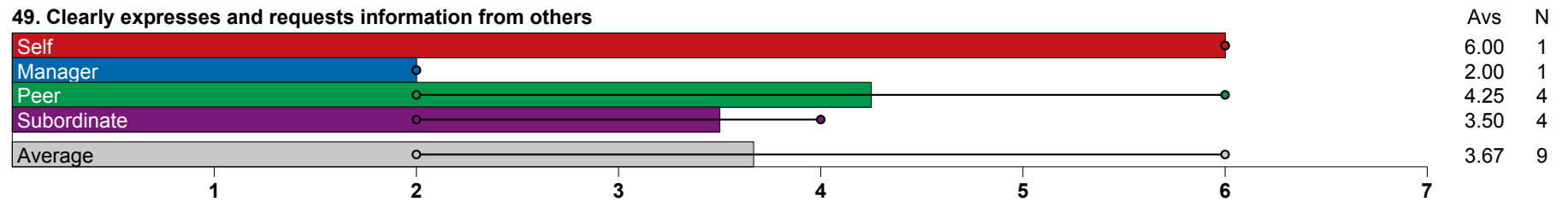
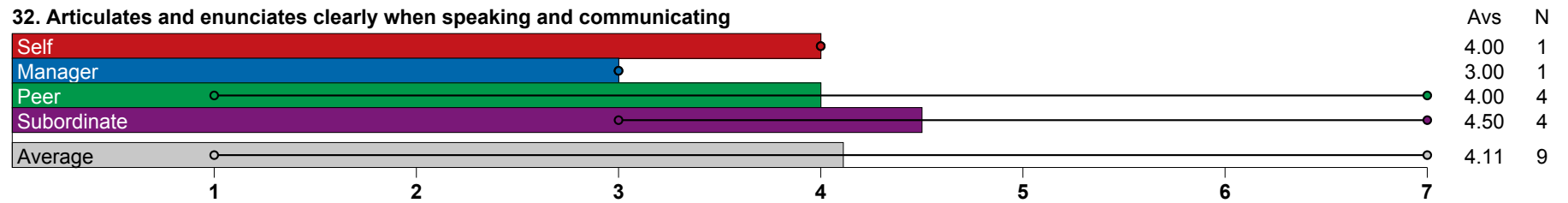
15. Maintains eye contact when communicating with others



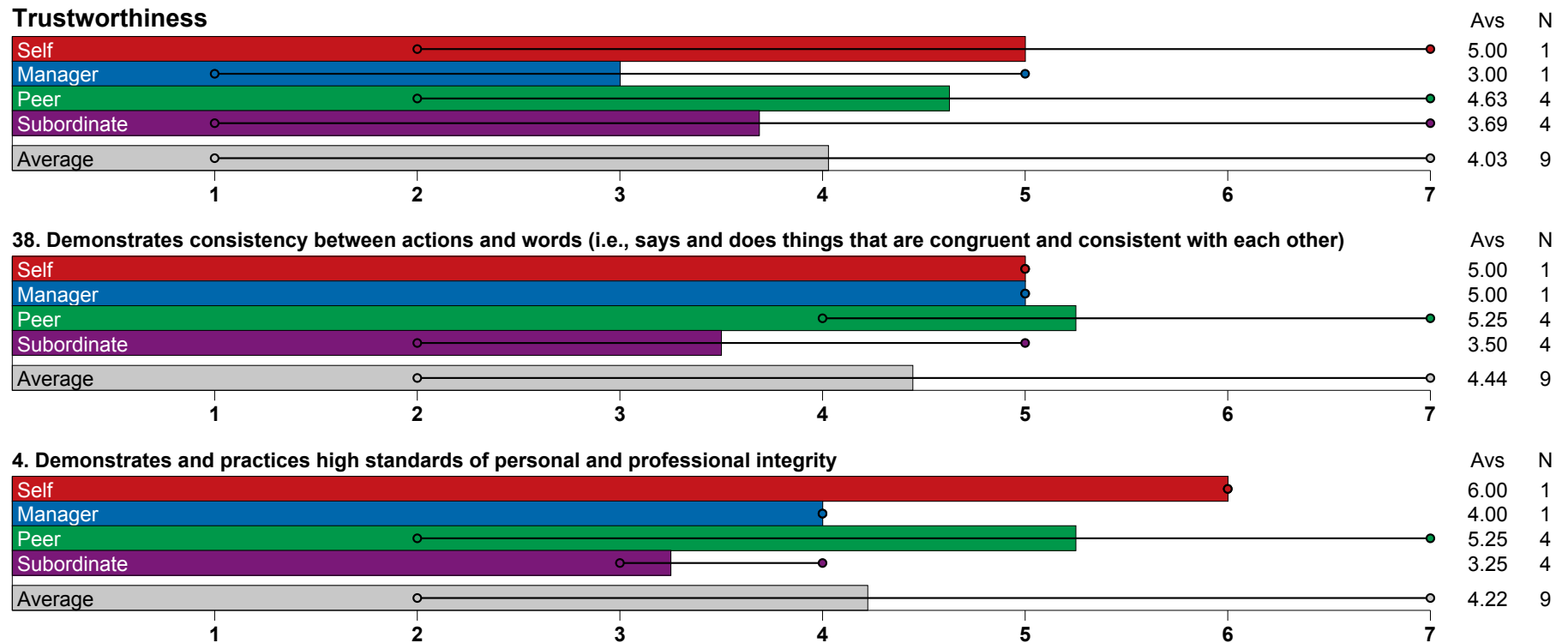
74. Provides clear, succinct and logical answers to questions from others



Behavior Summary Continued

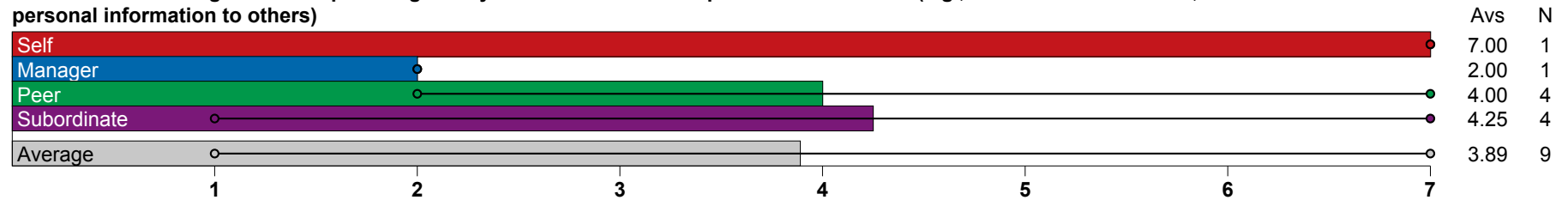


Behavior Summary Continued

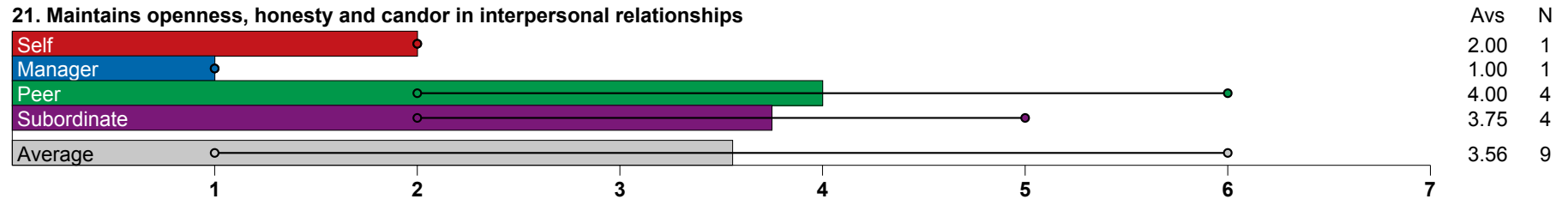


Behavior Summary Continued

55. Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)

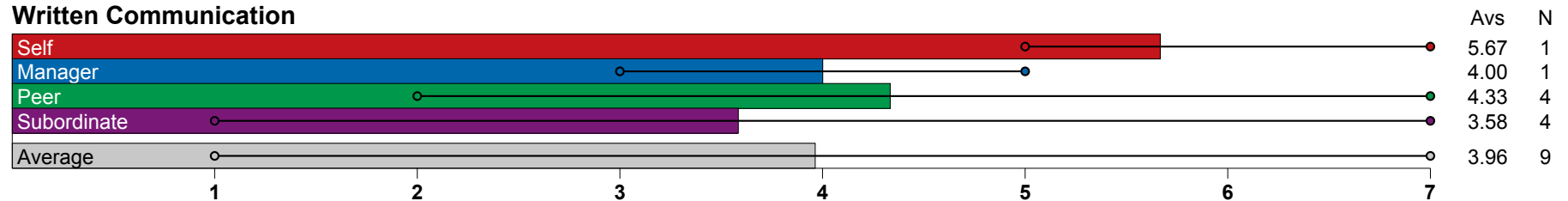


21. Maintains openness, honesty and candor in interpersonal relationships

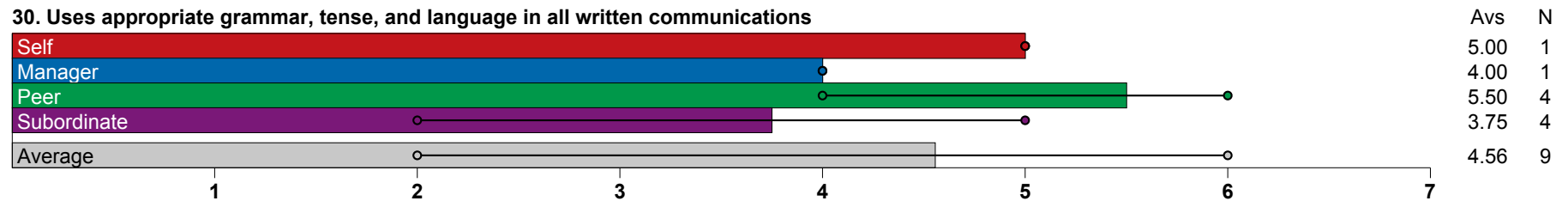


Behavior Summary Continued

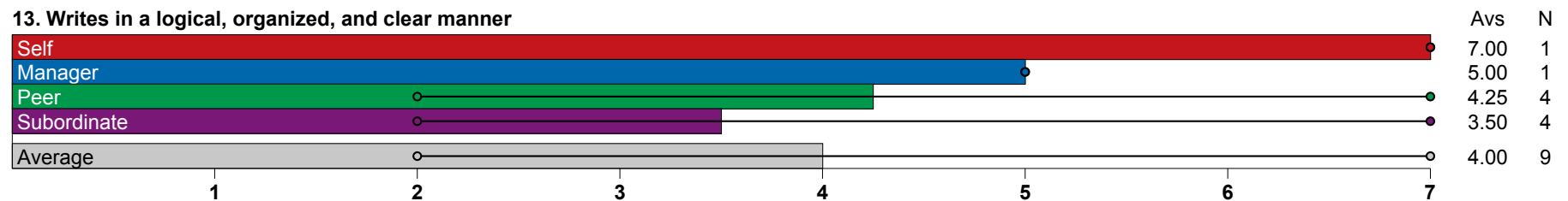
Written Communication



30. Uses appropriate grammar, tense, and language in all written communications

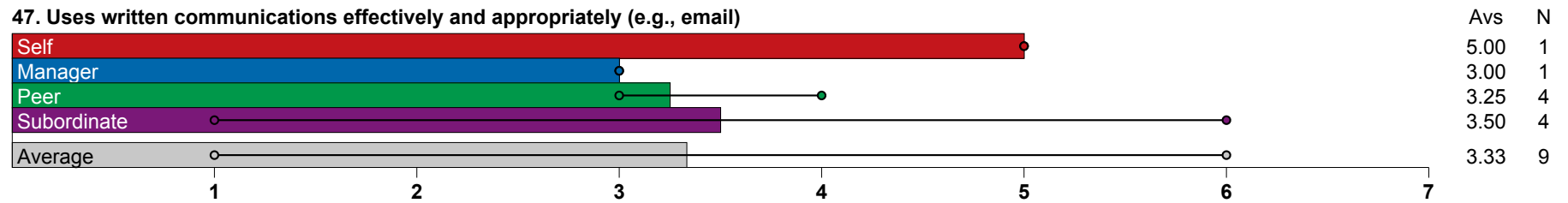


13. Writes in a logical, organized, and clear manner



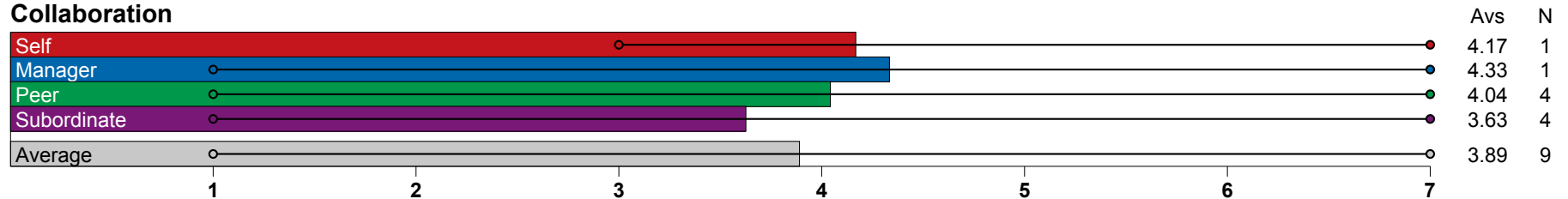
Behavior Summary Continued

47. Uses written communications effectively and appropriately (e.g., email)

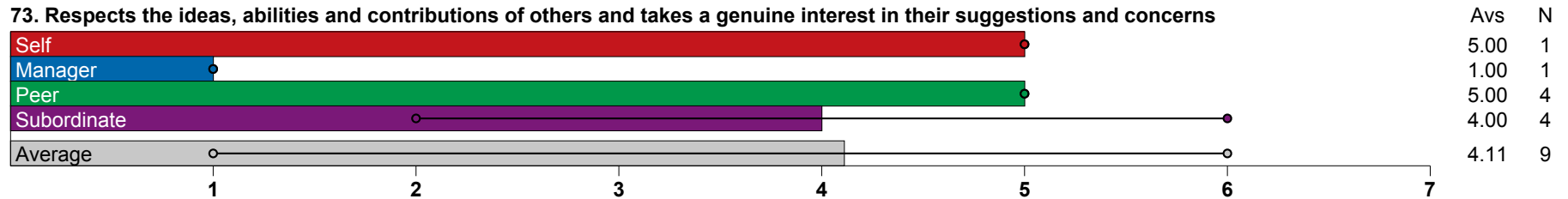


Behavior Summary Continued

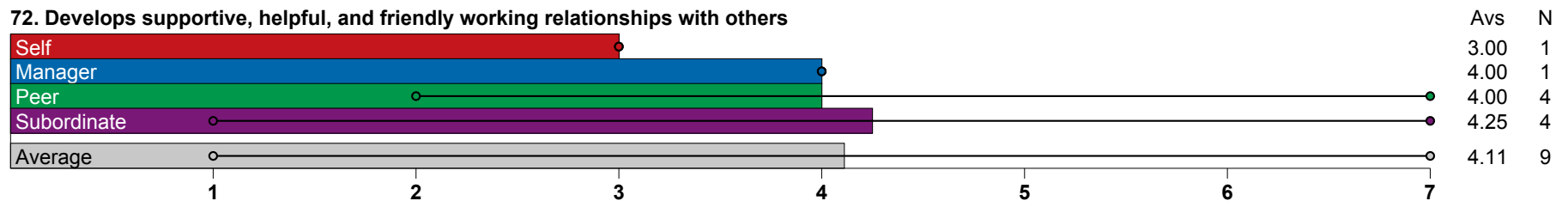
Collaboration



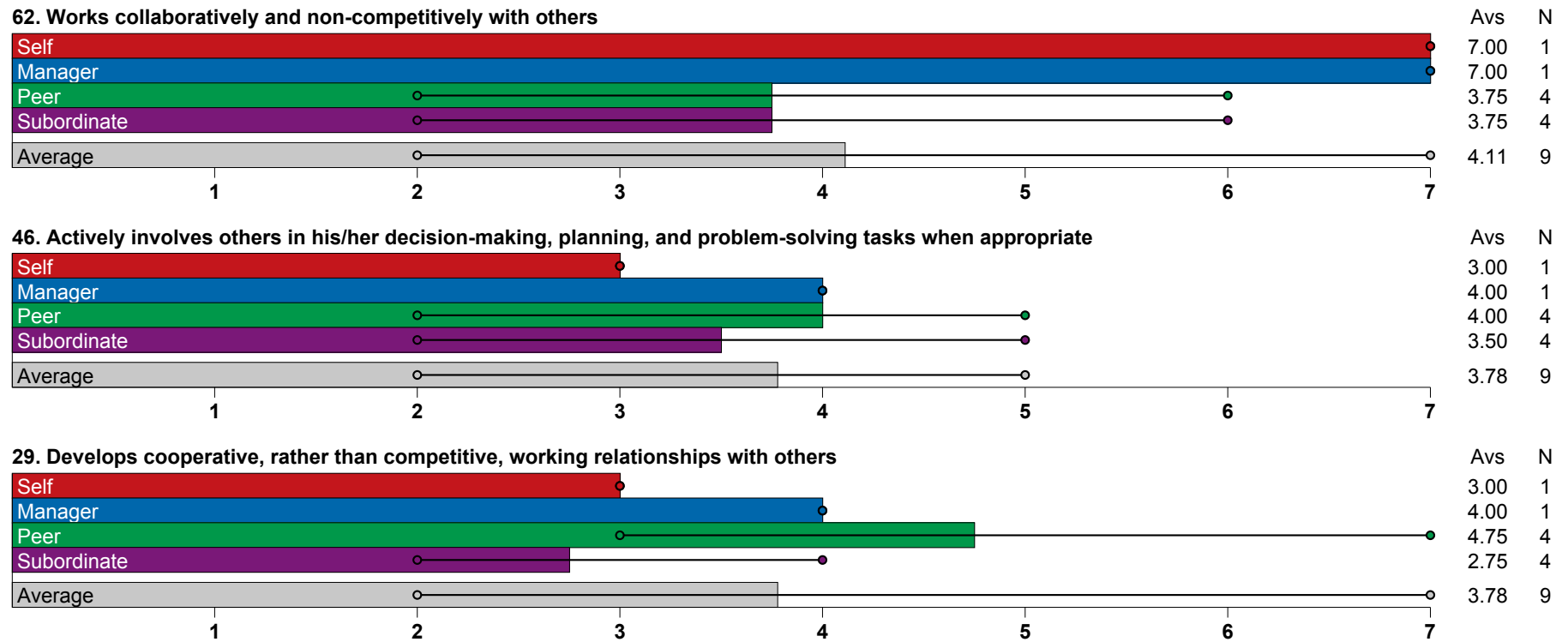
73. Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns



72. Develops supportive, helpful, and friendly working relationships with others

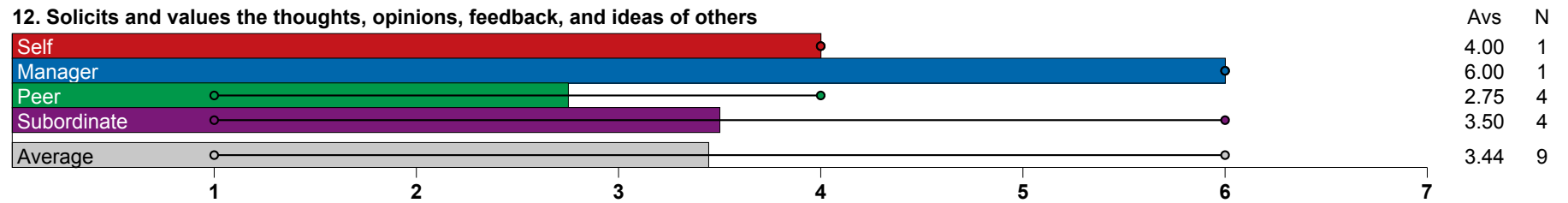


Behavior Summary Continued



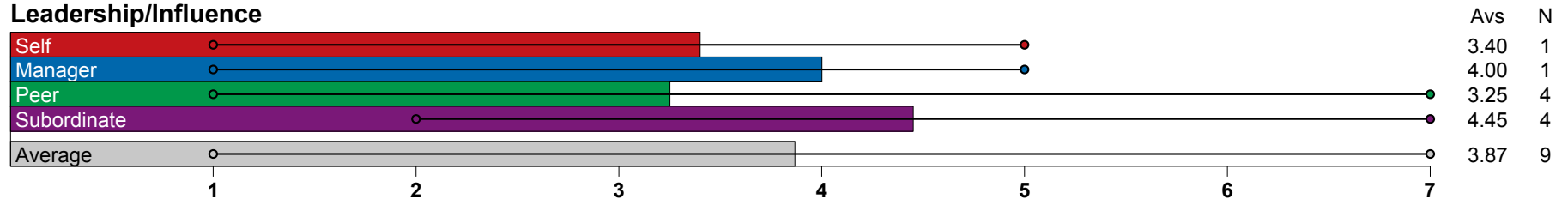
Behavior Summary Continued

12. Solicits and values the thoughts, opinions, feedback, and ideas of others

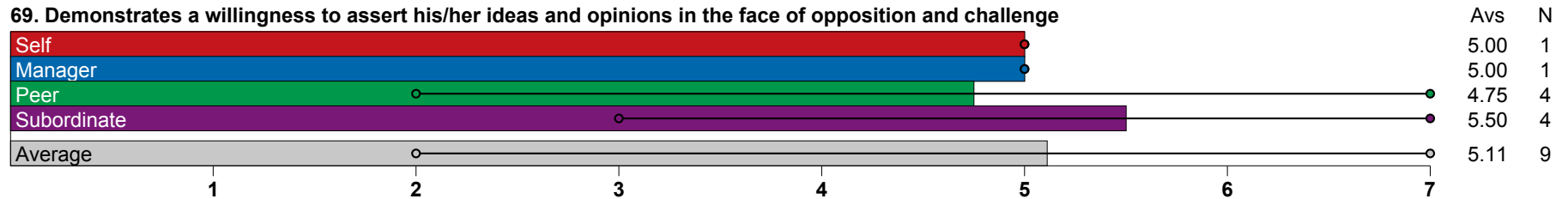


Behavior Summary Continued

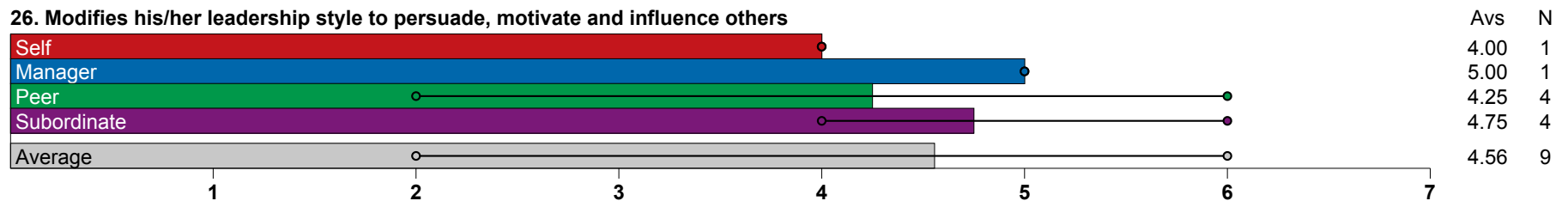
Leadership/Influence



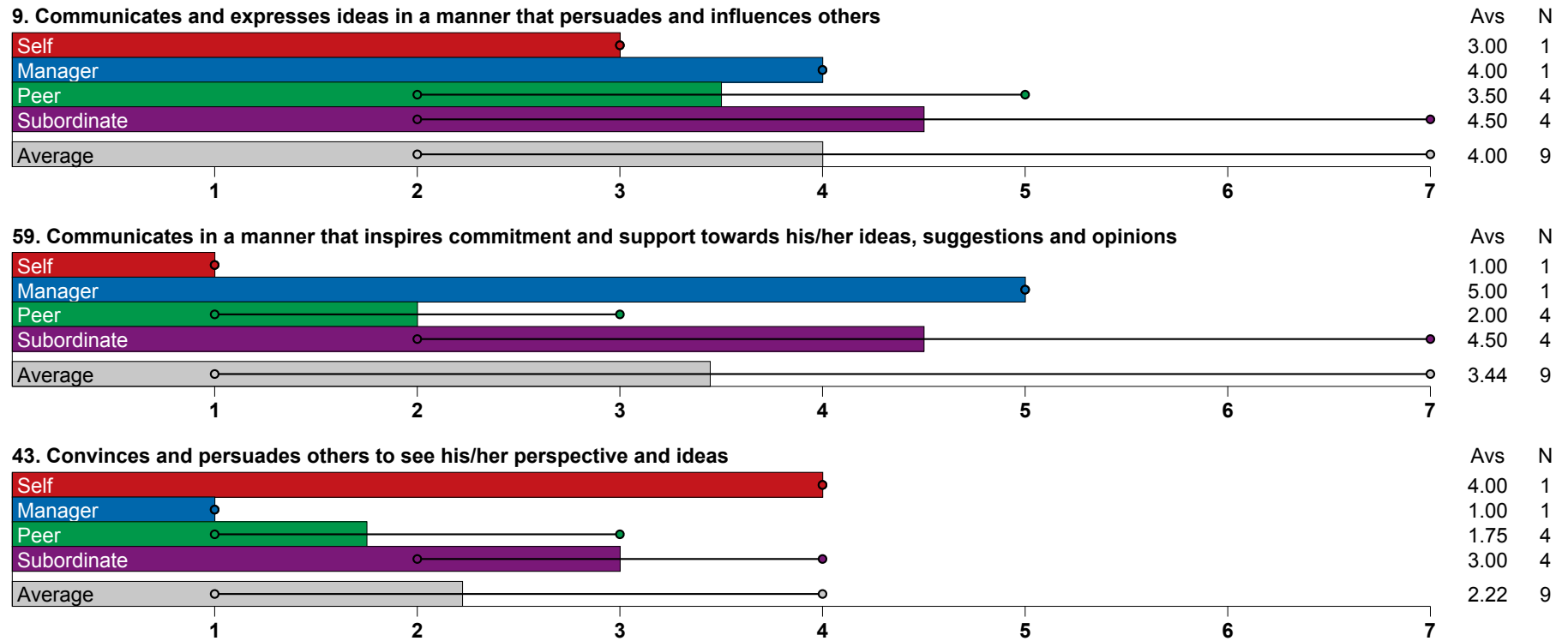
69. Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge



26. Modifies his/her leadership style to persuade, motivate and influence others

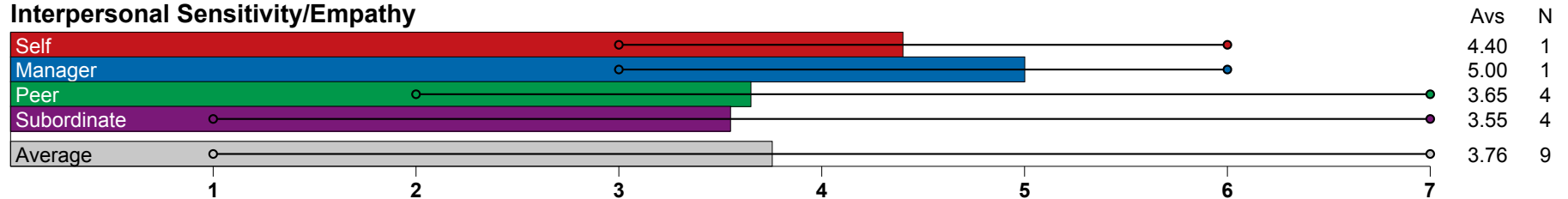


Behavior Summary Continued

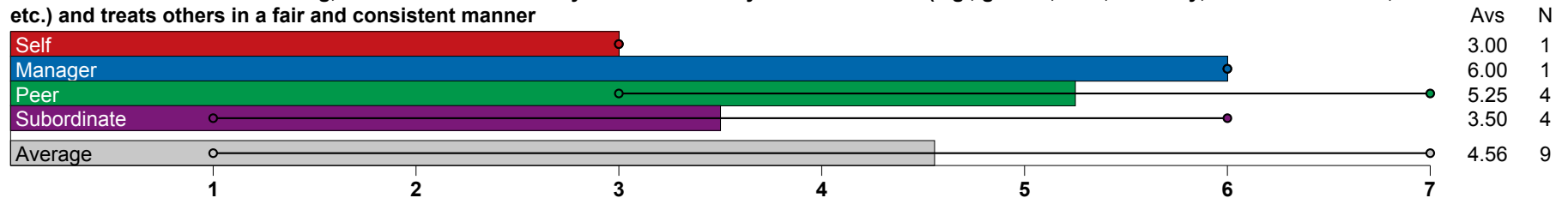


Behavior Summary Continued

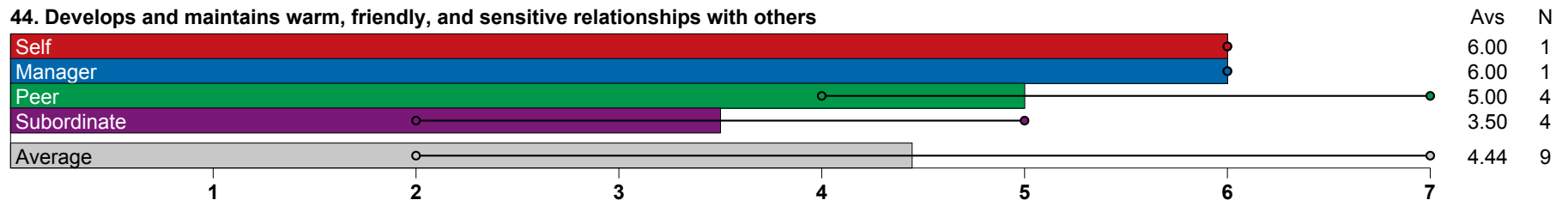
Interpersonal Sensitivity/Empathy



27. Demonstrates understanding, tolerance and sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner

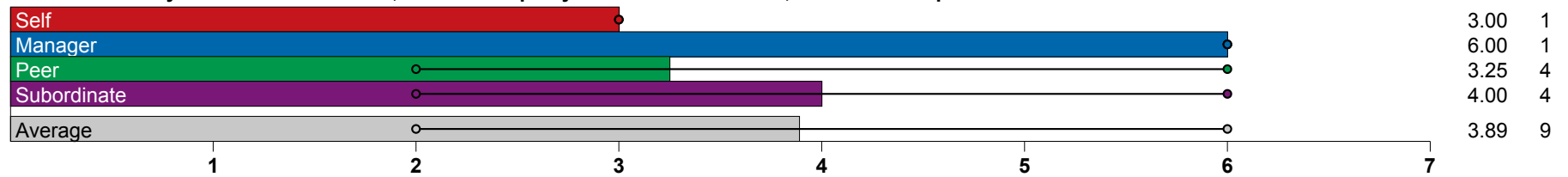


44. Develops and maintains warm, friendly, and sensitive relationships with others

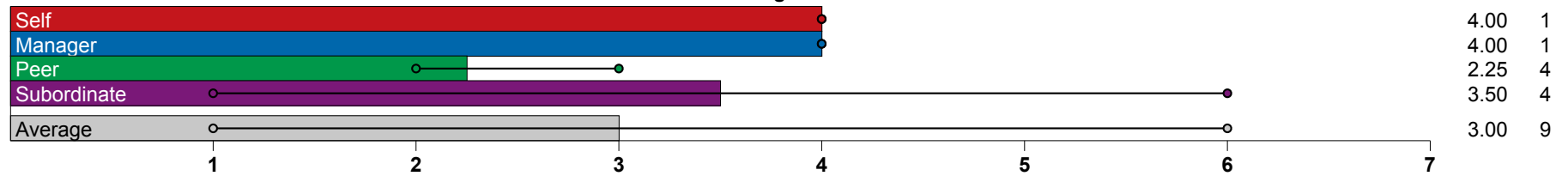


Behavior Summary Continued

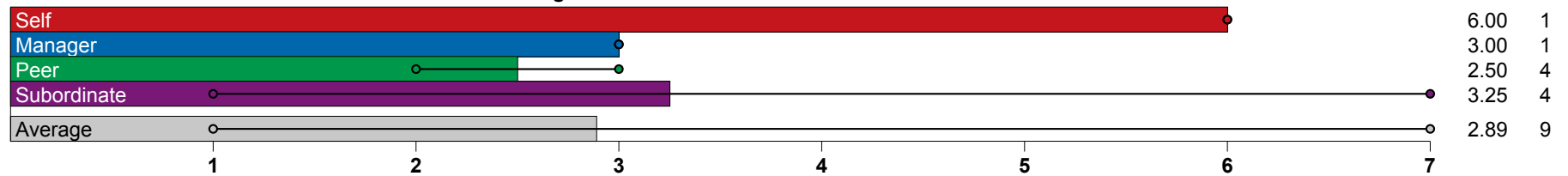
10. Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems



70. Makes an effort to understand and take an interest in how others are feeling

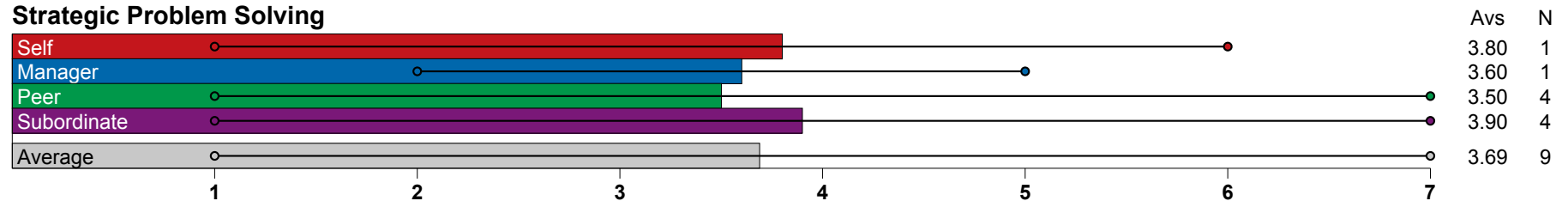


60. Shows an interest in and is considerate of the feelings and needs of others

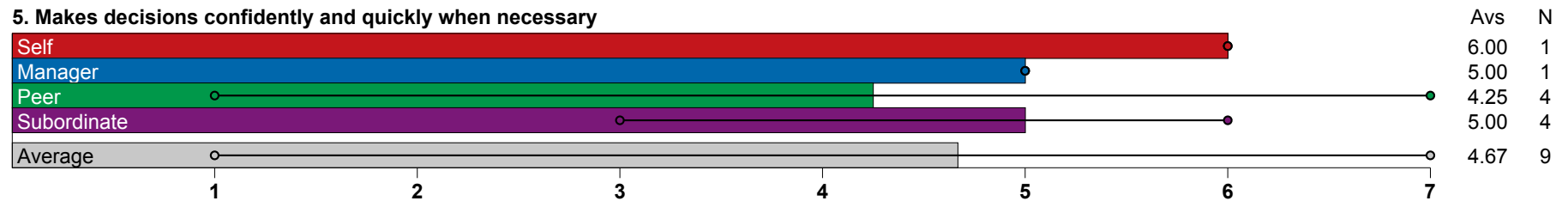


Behavior Summary Continued

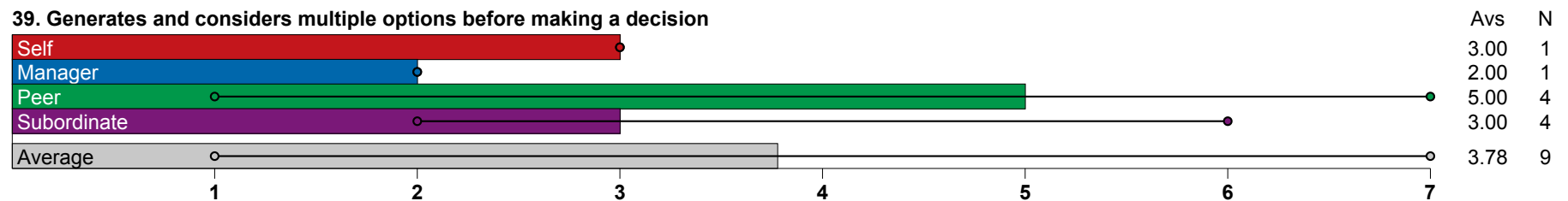
Strategic Problem Solving



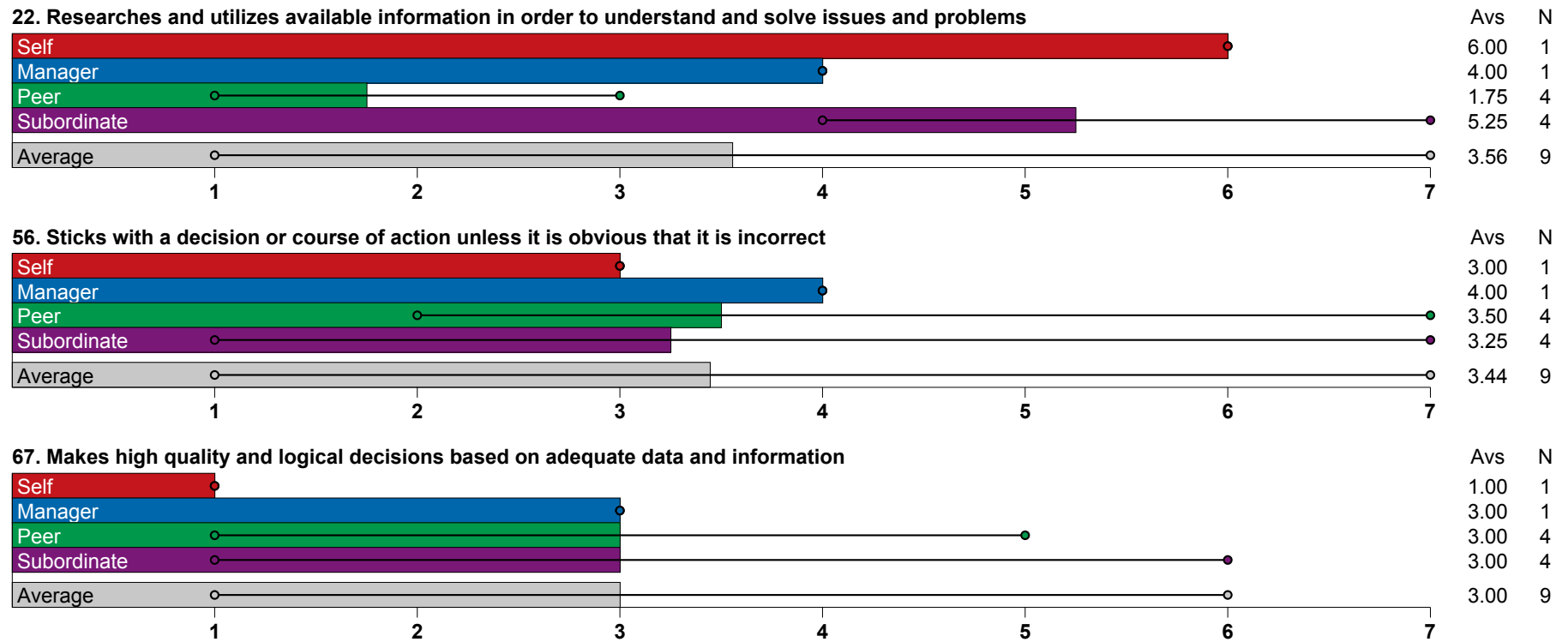
5. Makes decisions confidently and quickly when necessary



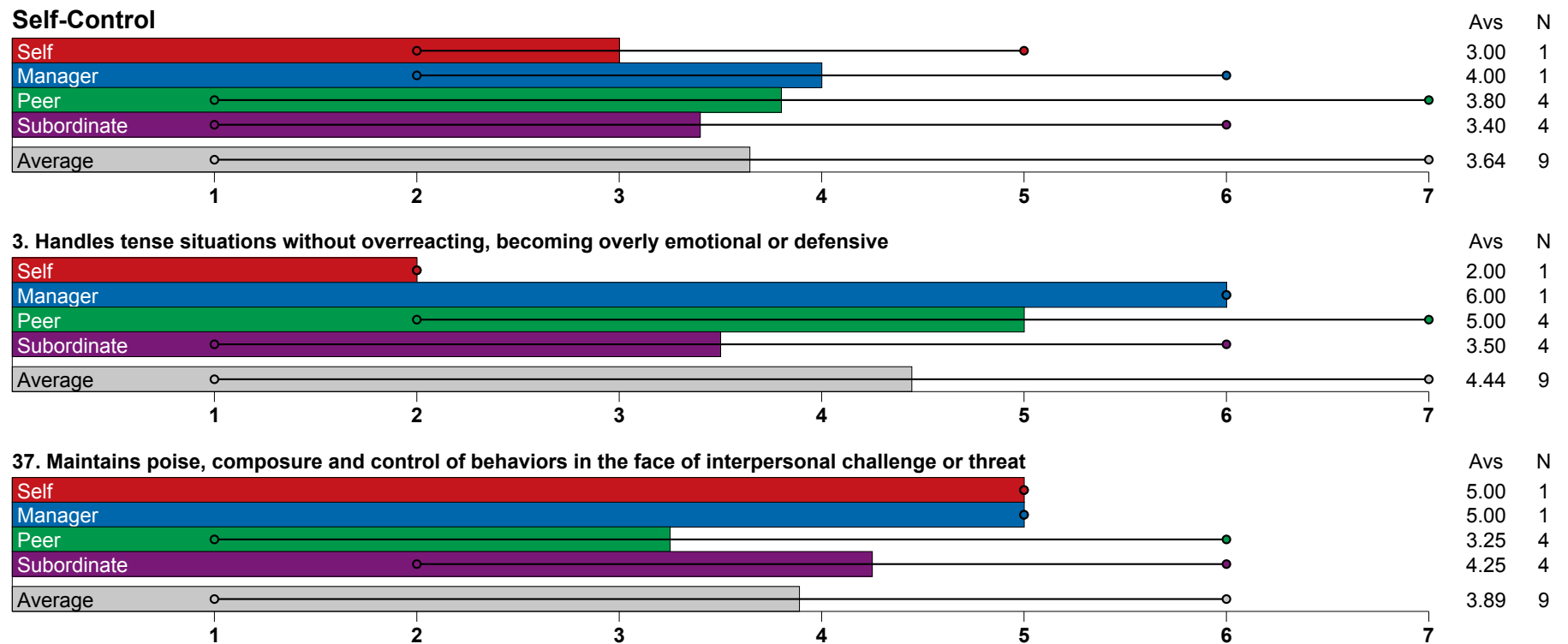
39. Generates and considers multiple options before making a decision



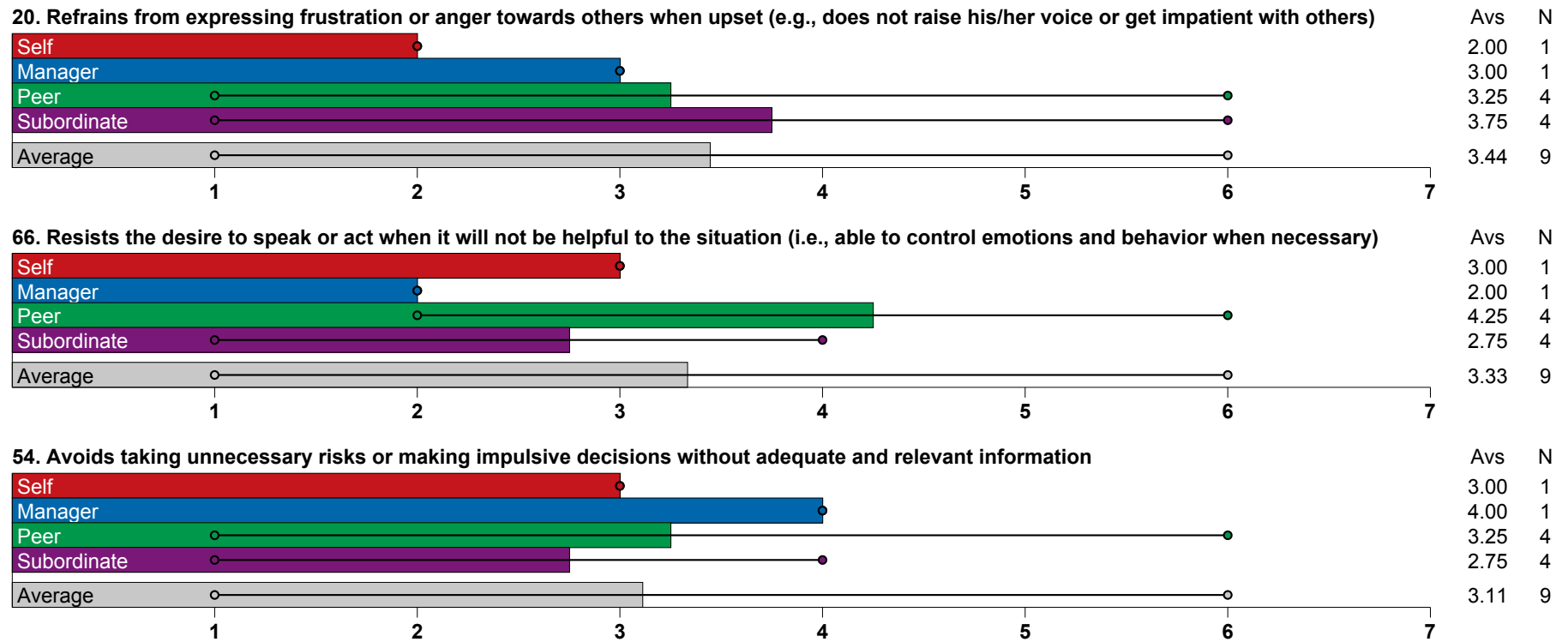
Behavior Summary Continued



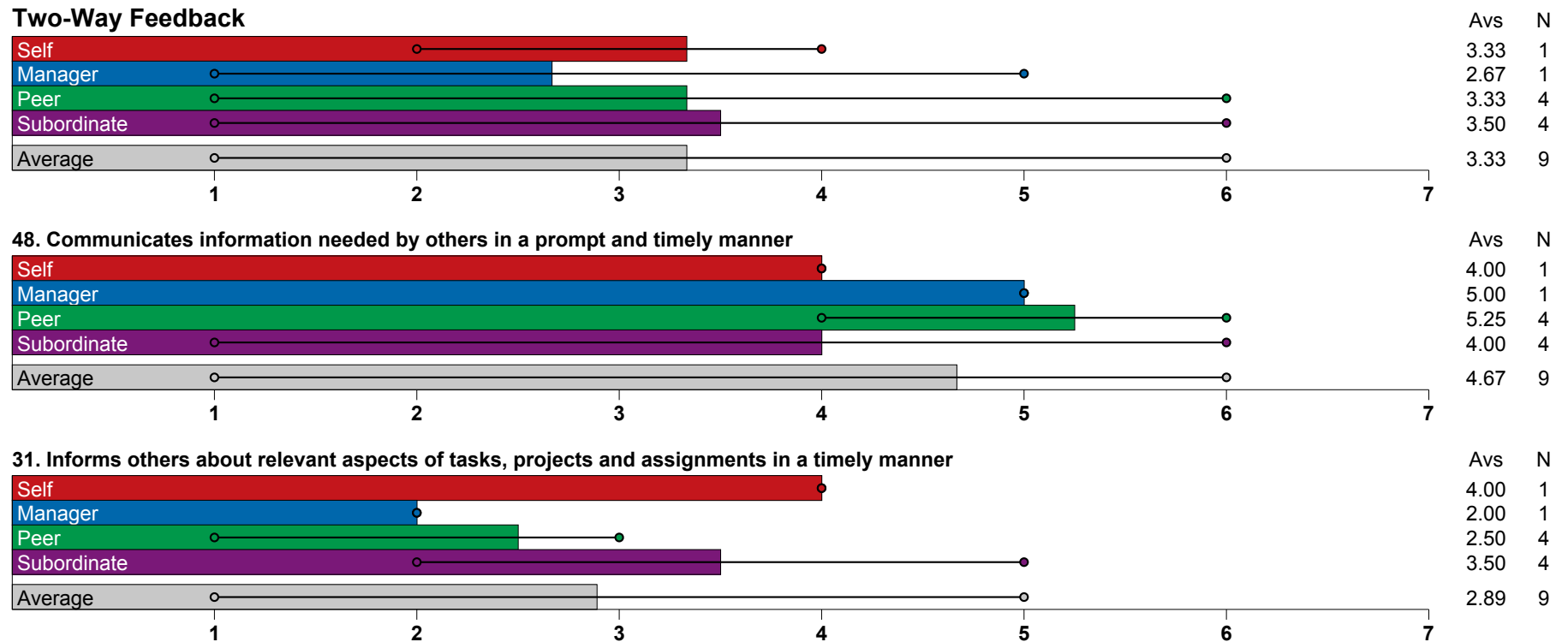
Behavior Summary Continued



Behavior Summary Continued

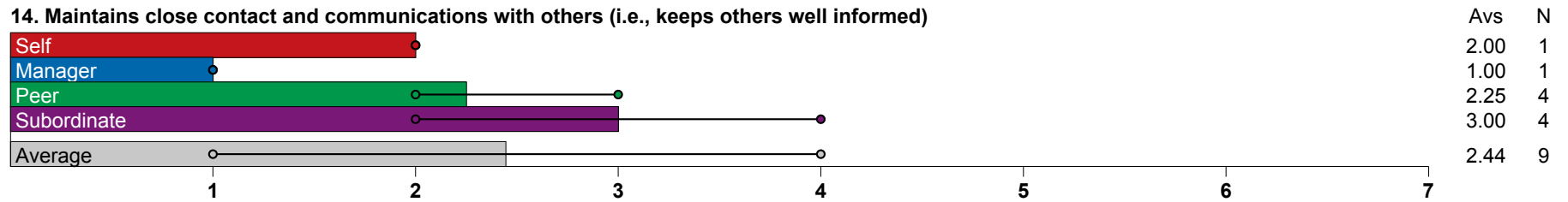


Behavior Summary Continued



Behavior Summary Continued

14. Maintains close contact and communications with others (i.e., keeps others well informed)



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 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

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?

Open Ended Comments Summary
STRENGTHS

Open Ended Comments Summary Continued
DEVELOPMENT AREAS