

LEADERVIEW360

LeaderView360 Profile for:

Sample Participant
Decision Dynamics

Feb 18 2014



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Summary Feedback Report

Introduction

This report provides you feedback on 7 critical leadership competencies.

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

Self	1
Senior	1
Peer	3
Subordinate	3

This Feedback Report gives you:

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

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Performance Factors

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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.

Planning

Sets realistic & measurable goals and allocates resources. Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Develops a clear direction and "picture" for the future of the business.

Controlling

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

Managing Self

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

Managing Relationships

Manages interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others. Builds and maintains effective and collaborative relationships with diverse internal and external stakeholders.

Leading

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

Communicating

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

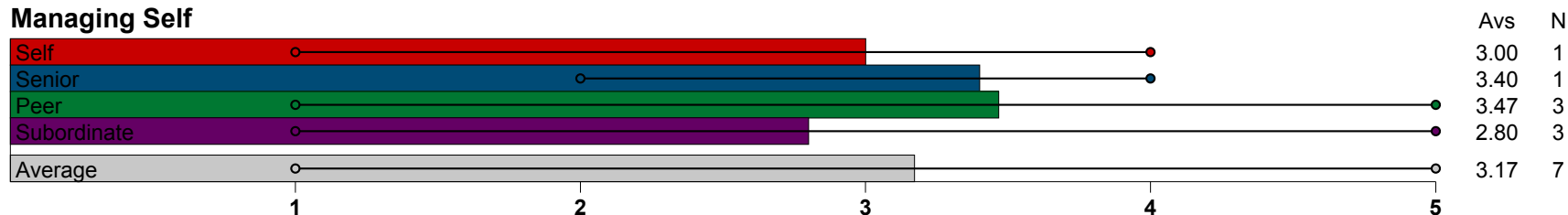
LEADER VIEW 360 EFFECTIVENESS RATING SCALE

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

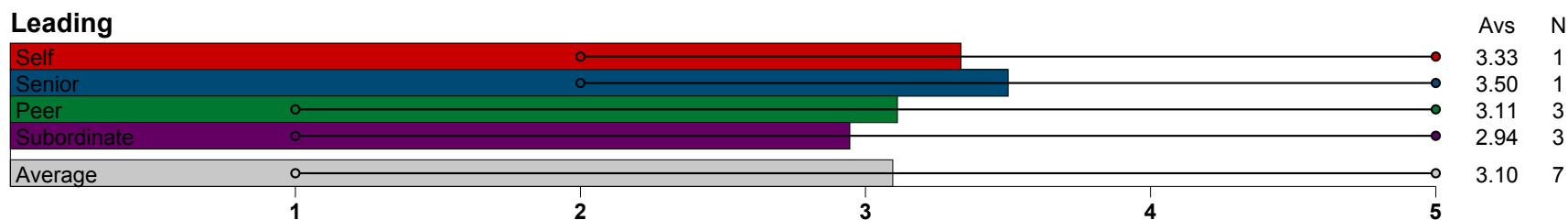
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Performance Factor Summary

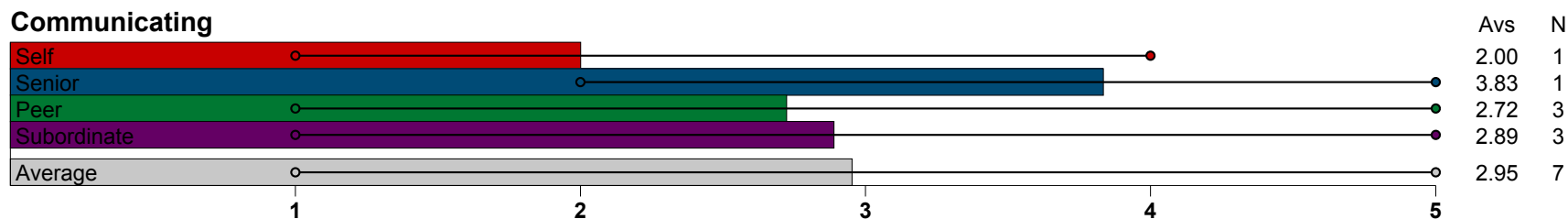
Managing Self



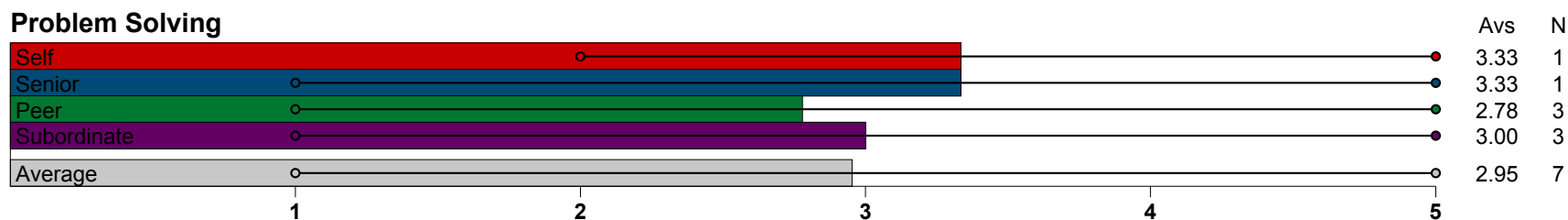
Leading



Communicating



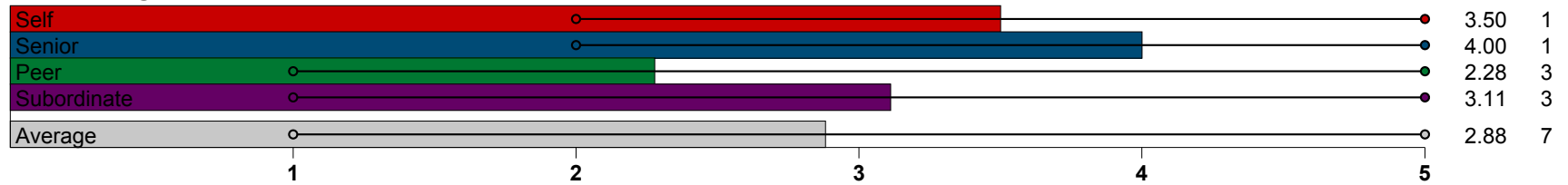
Problem Solving



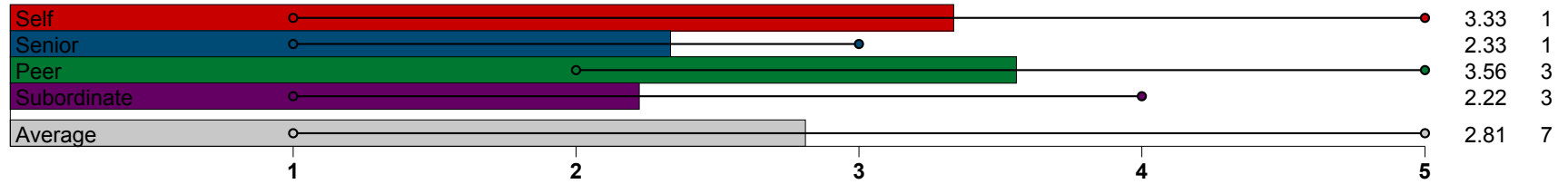
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Performance Factor Continued

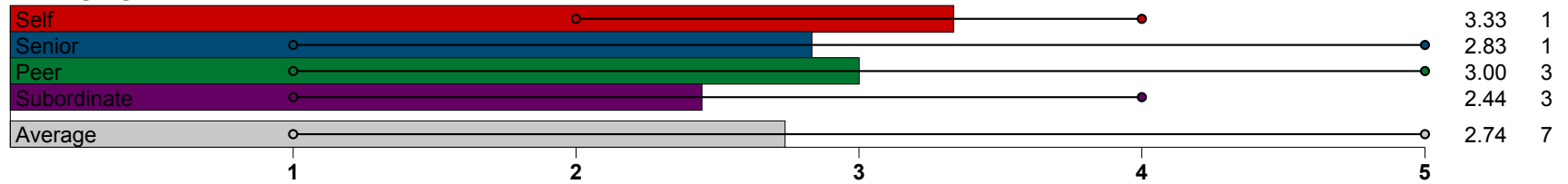
Controlling



Planning



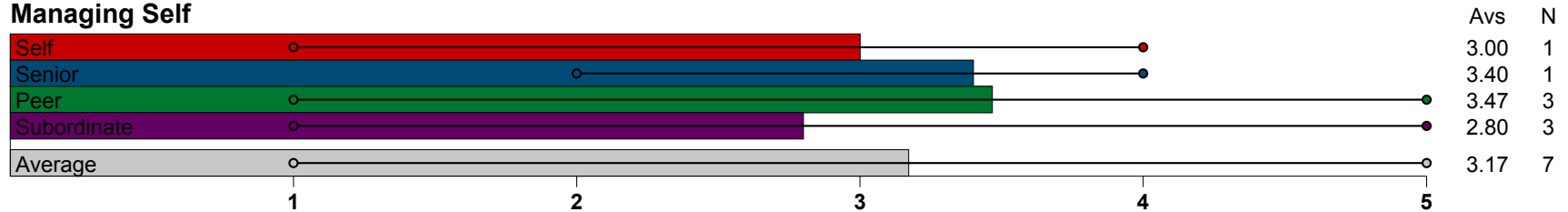
Managing Relationships



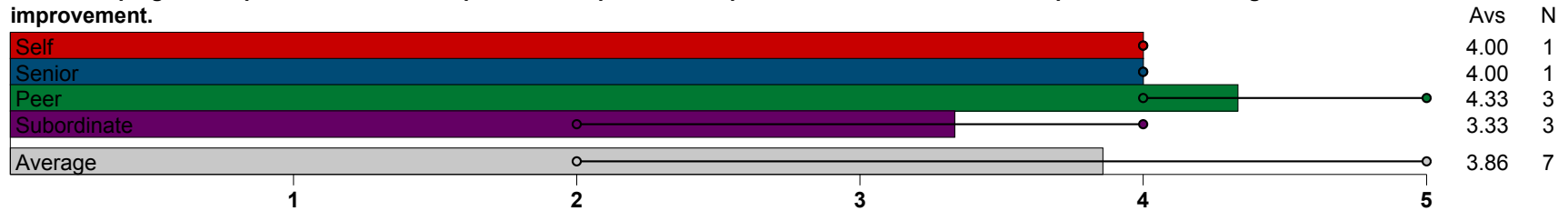
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Behavior Summary

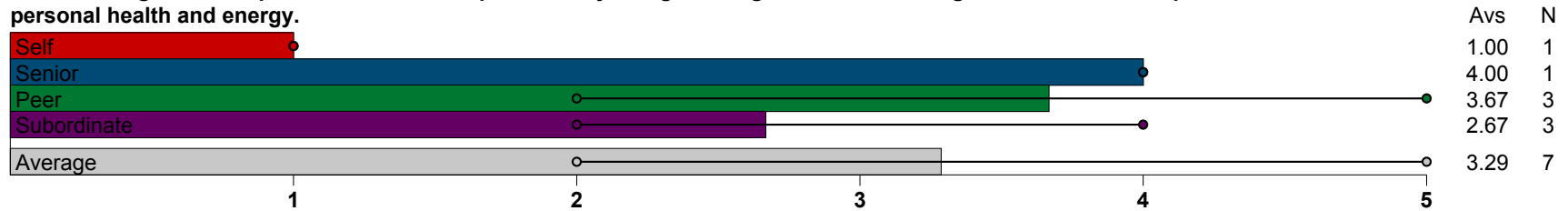
Managing Self



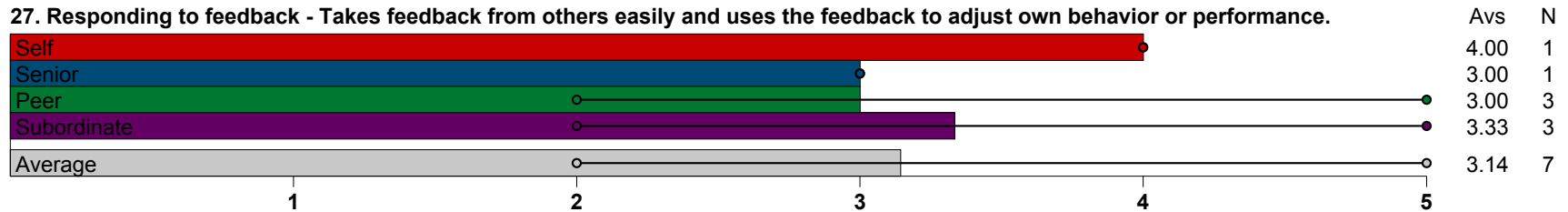
20. Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.



35. Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.



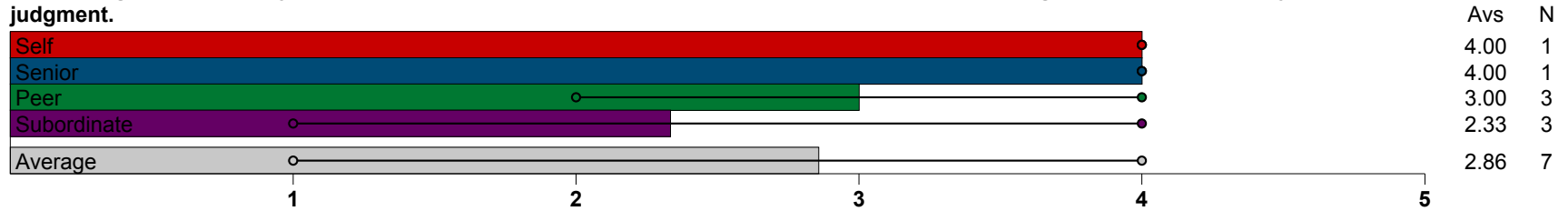
27. Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.



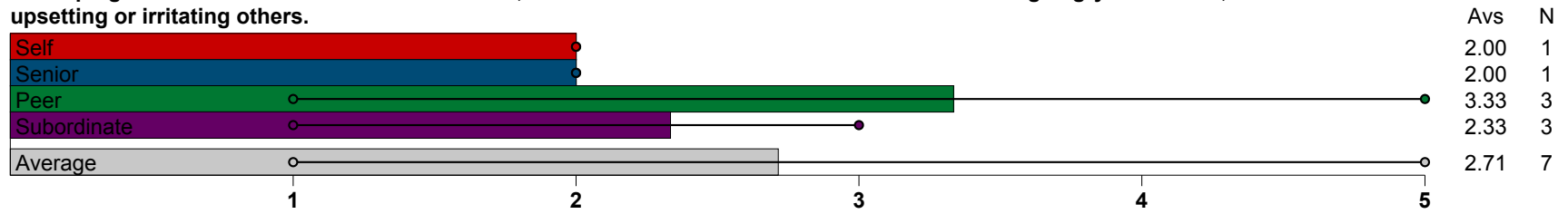
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Behavior Summary Continued

6. Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.



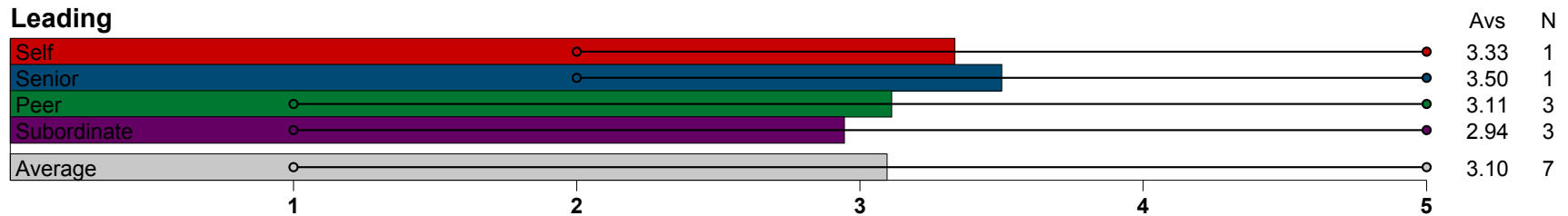
12. Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.



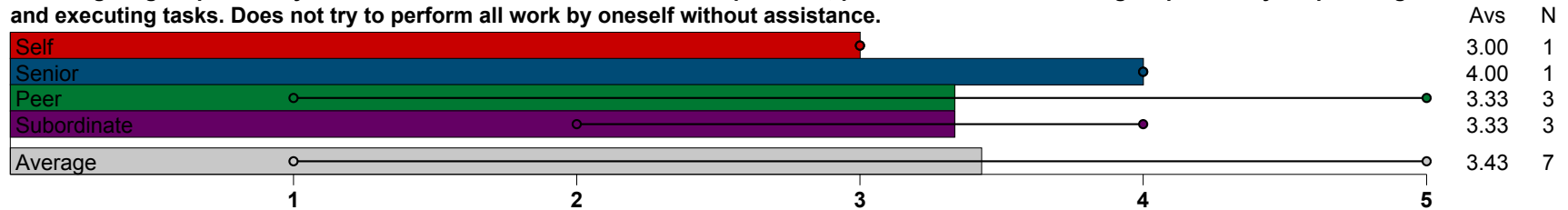
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Behavior Summary Continued

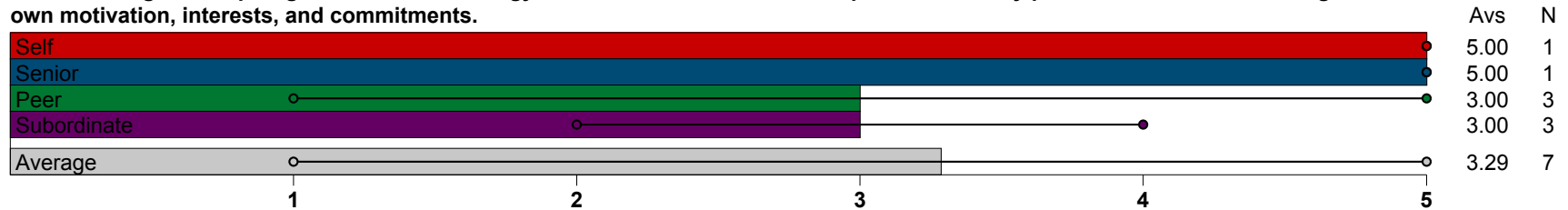
Leading



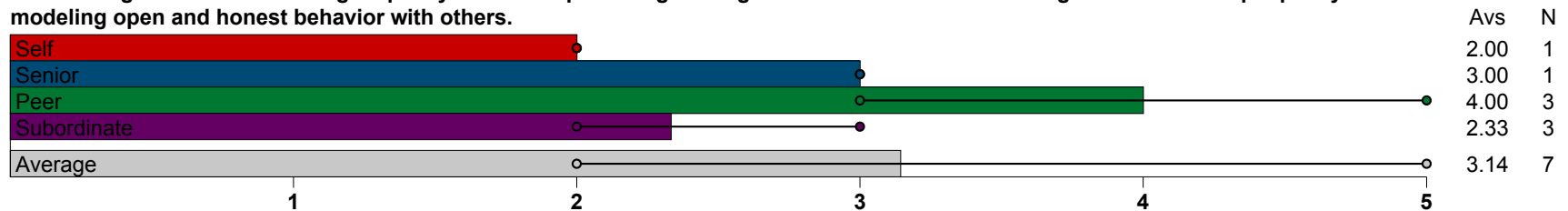
16. Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.



21. Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.



33. Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.

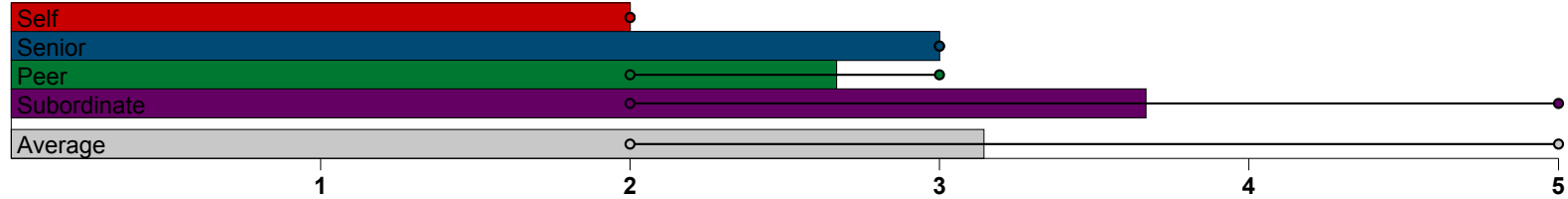


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Behavior Summary Continued

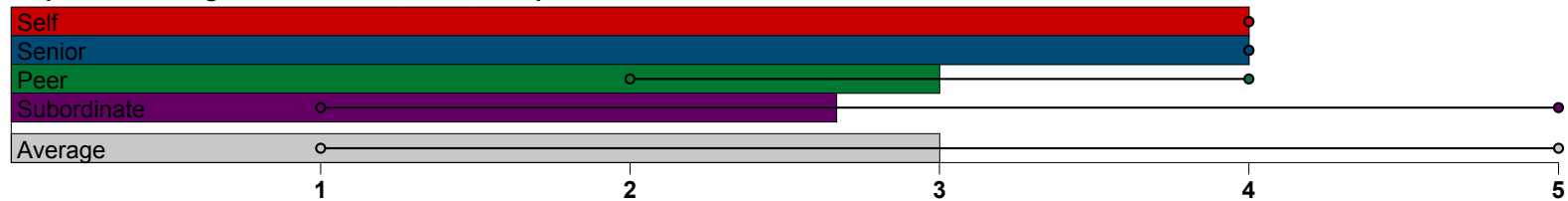
28. Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.

Avs N



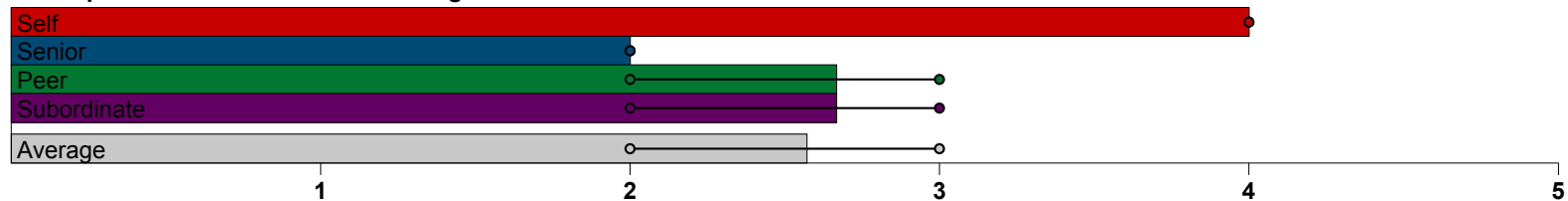
18. Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.

Avs N



23. Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.

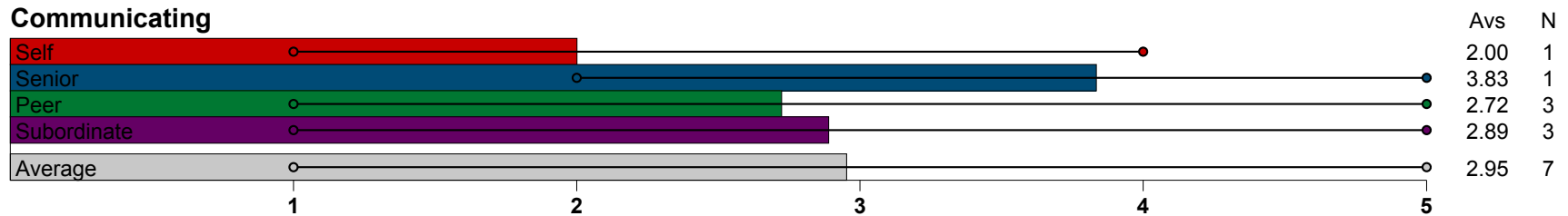
Avs N



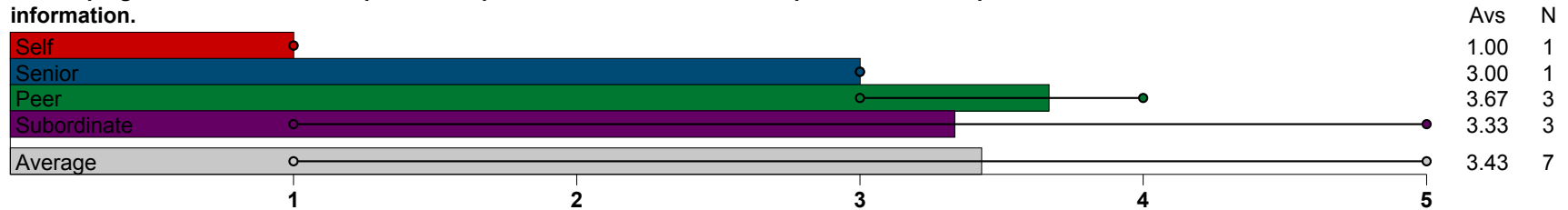
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Behavior Summary Continued

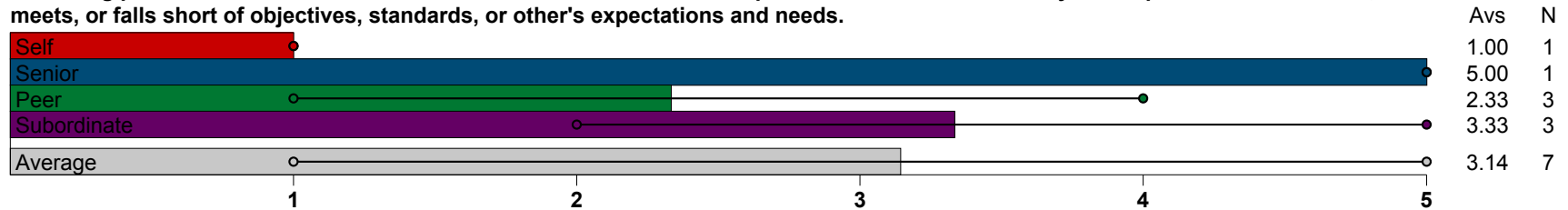
Communicating



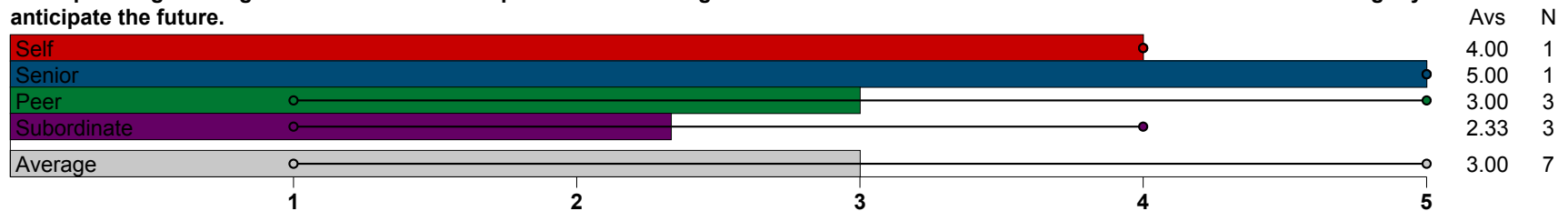
13. Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.



17. Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.



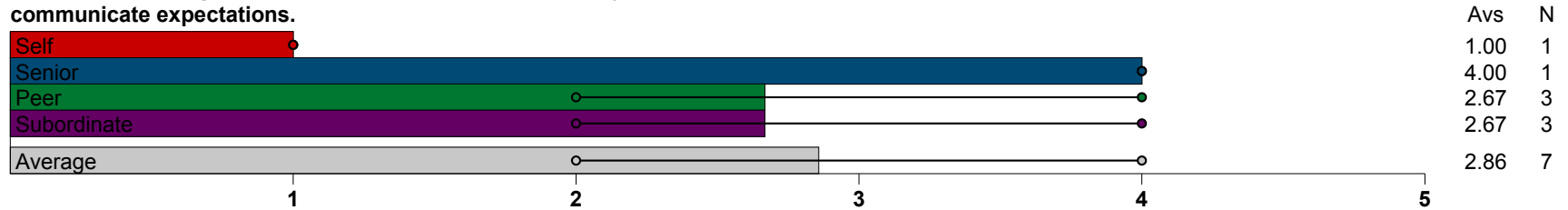
32. Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.



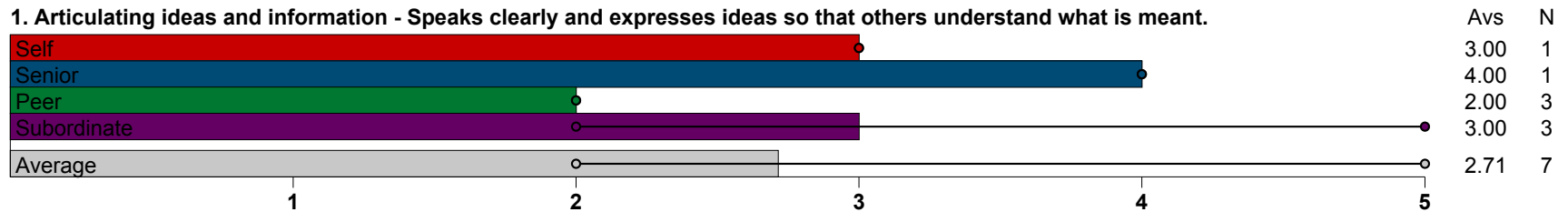
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Behavior Summary Continued

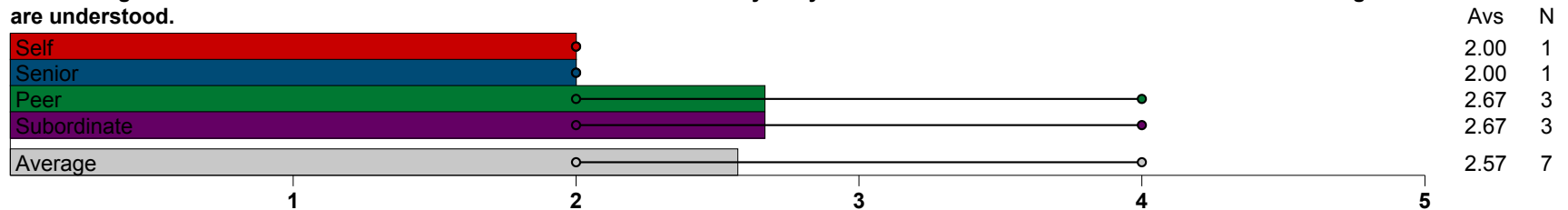
29. Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.



1. Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.



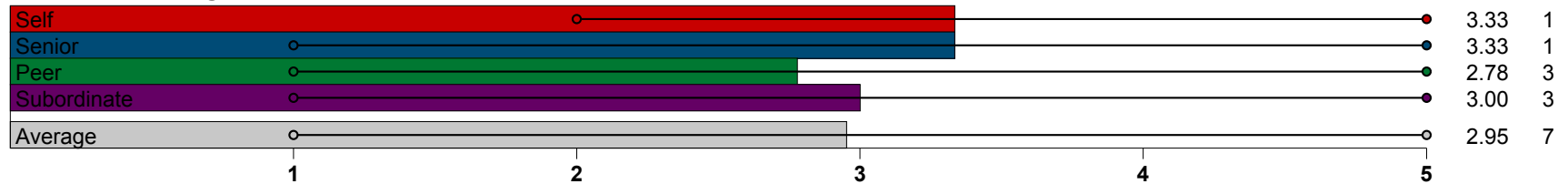
4. Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.



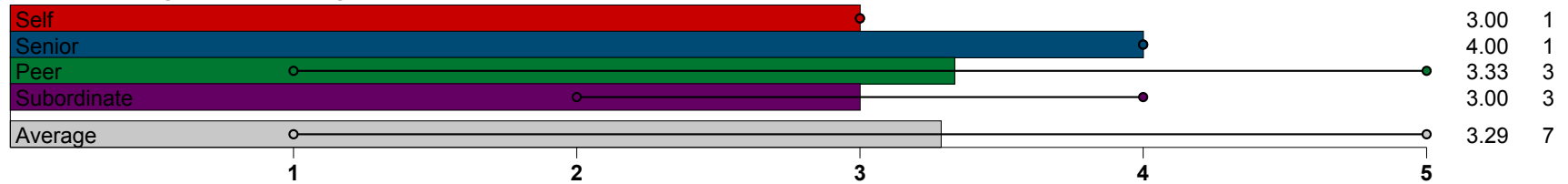
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Behavior Summary Continued

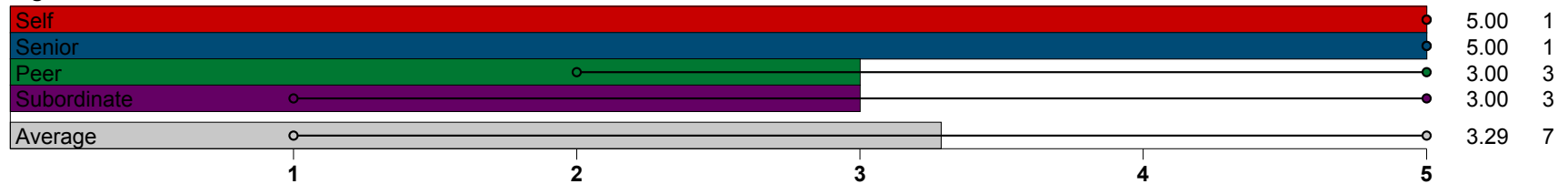
Problem Solving



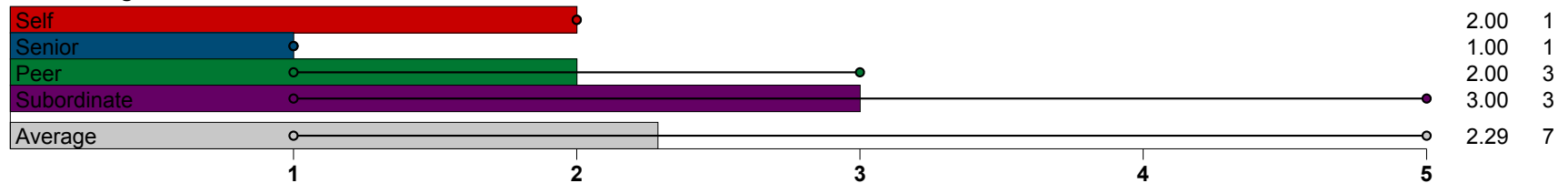
30. Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.



5. Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.



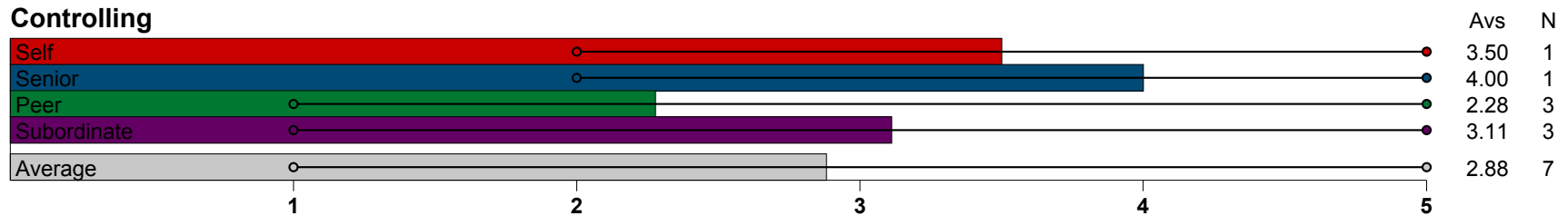
8. Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.



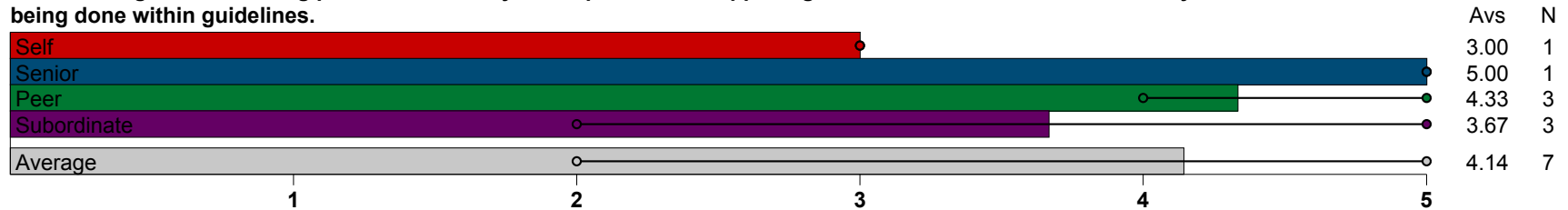
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Behavior Summary Continued

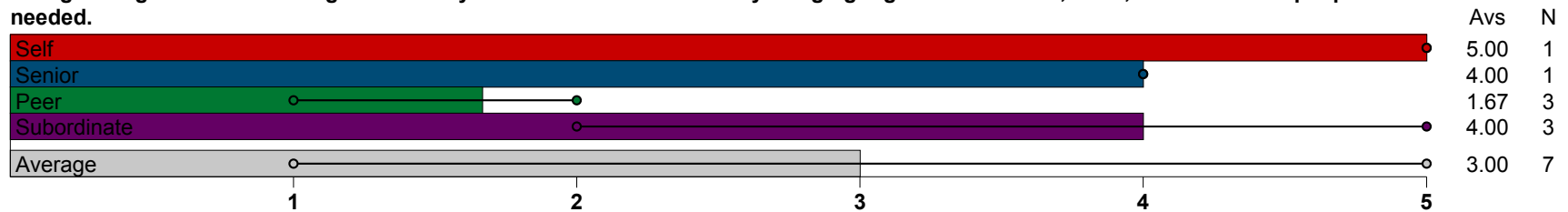
Controlling



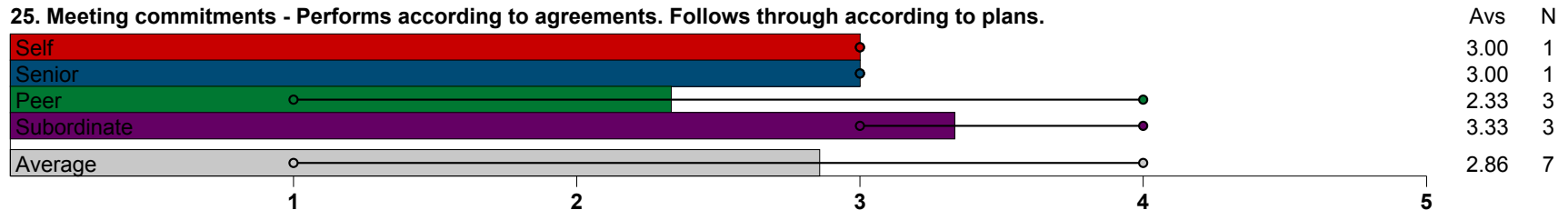
9. Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.



3. Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.



25. Meeting commitments - Performs according to agreements. Follows through according to plans.

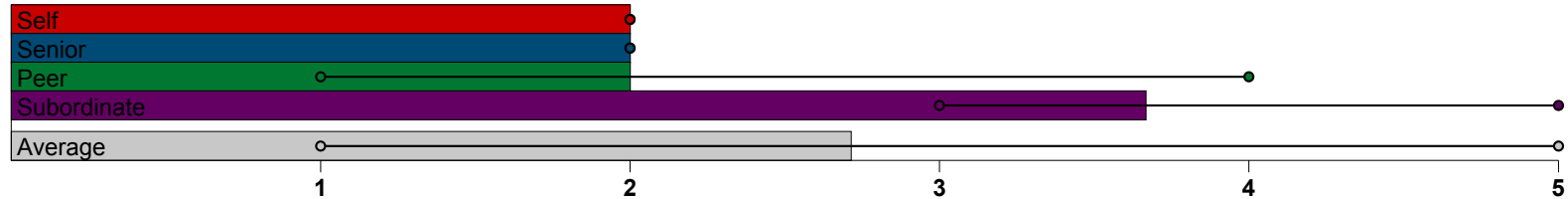


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Behavior Summary Continued

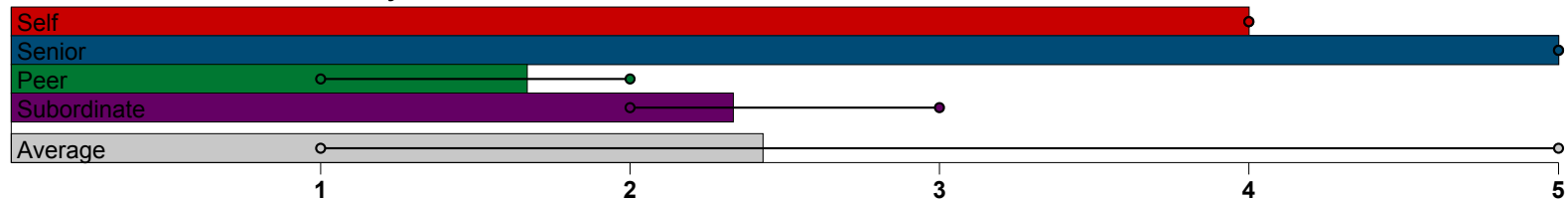
11. Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.

Avs N



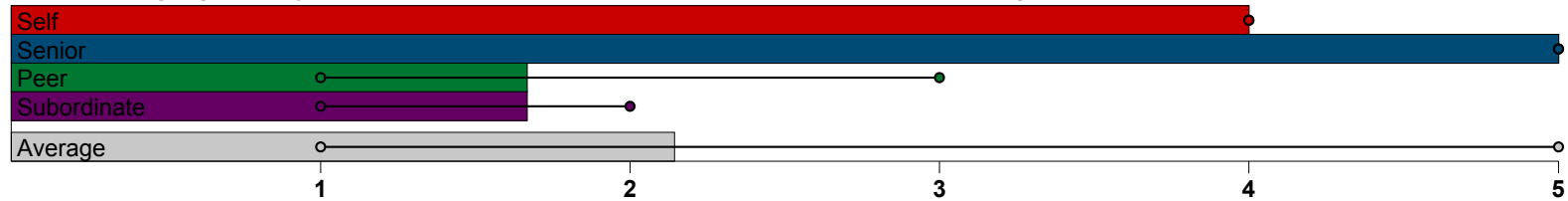
19. Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.

Avs N



15. Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.

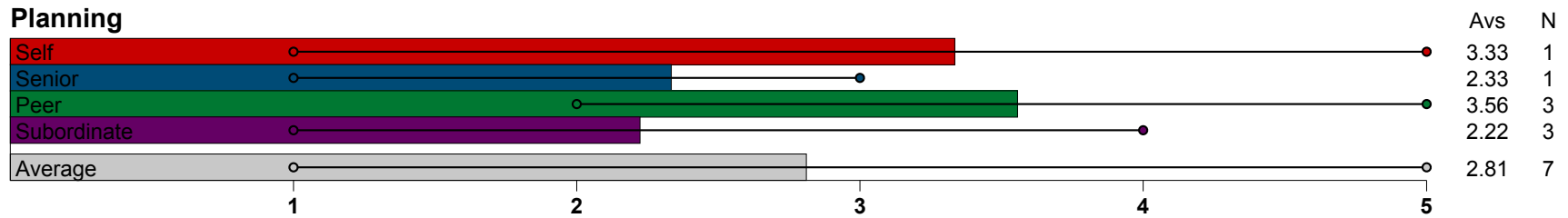
Avs N



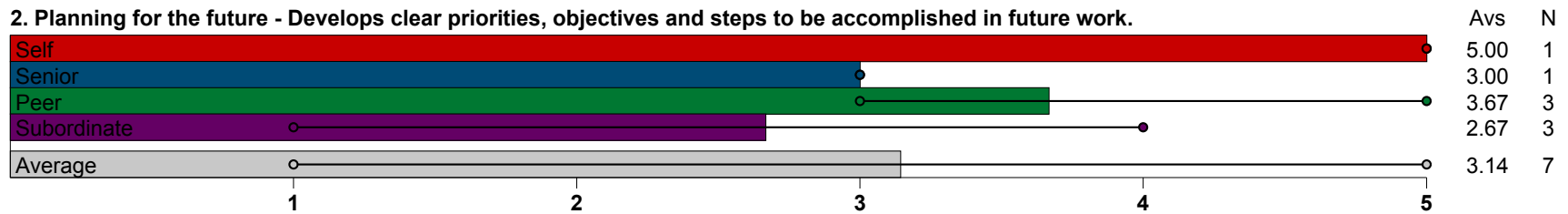
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Behavior Summary Continued

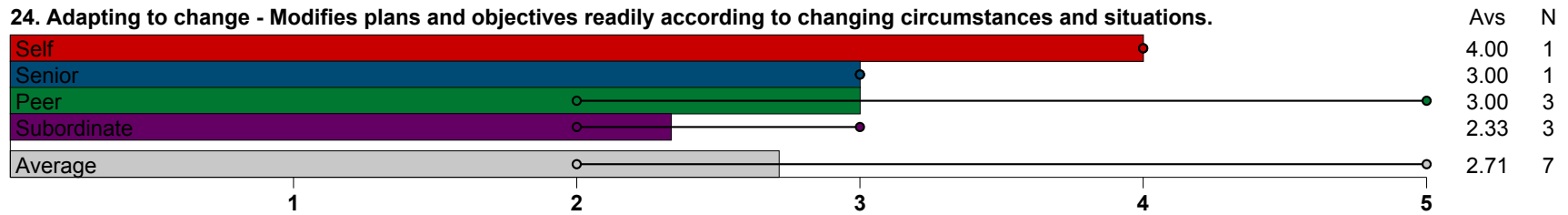
Planning



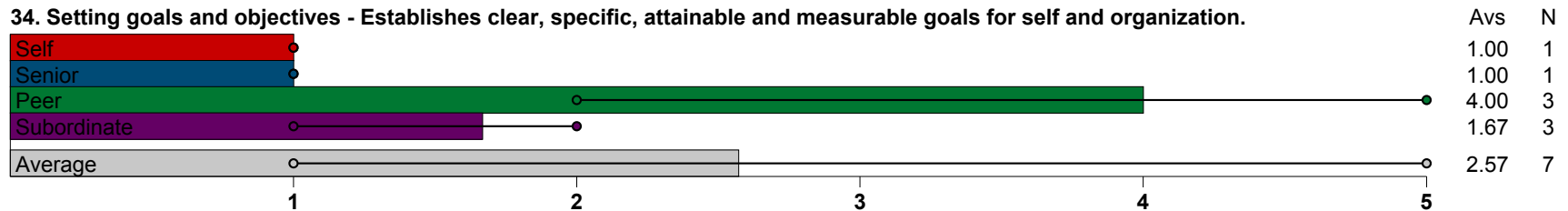
2. Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.



24. Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.



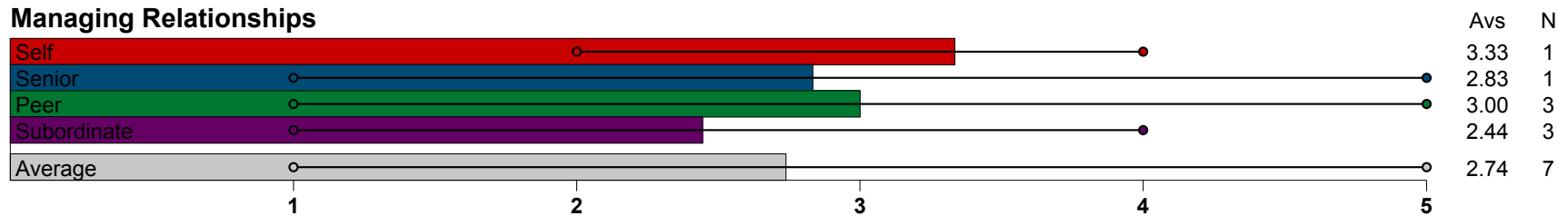
34. Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.



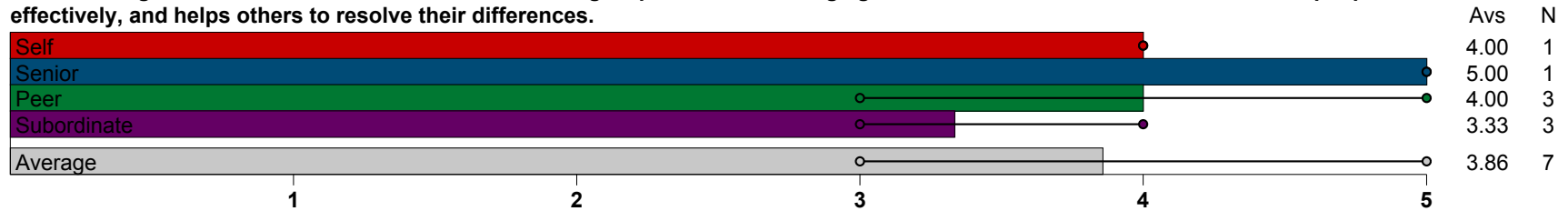
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Behavior Summary Continued

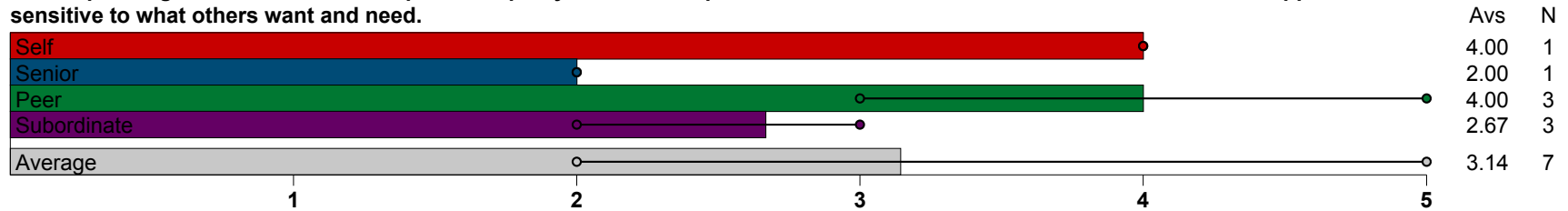
Managing Relationships



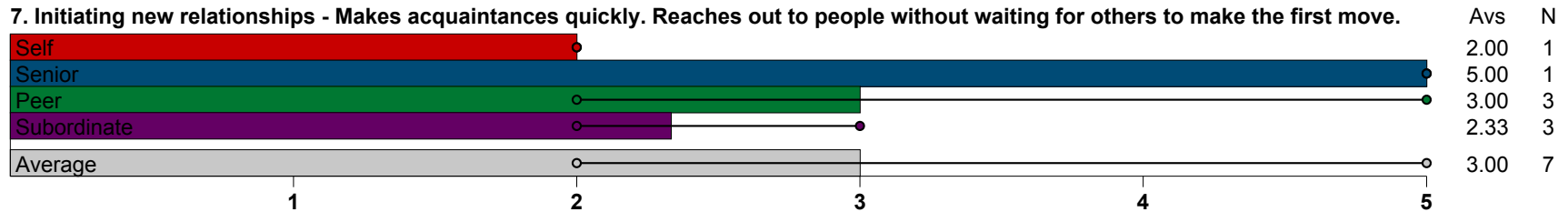
26. Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.



31. Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.



7. Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.

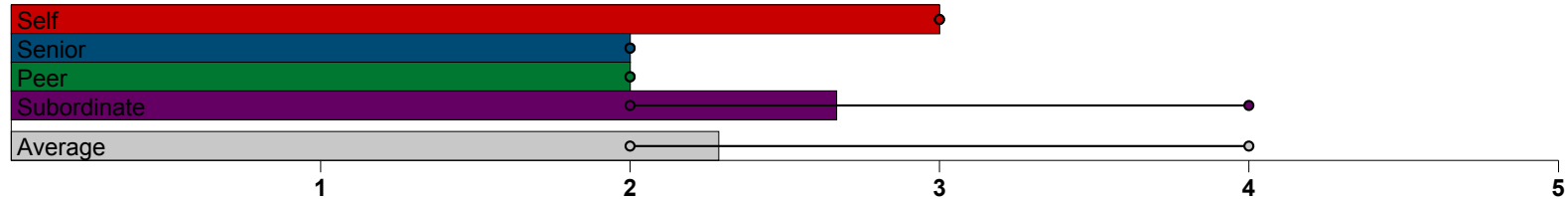


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Behavior Summary Continued

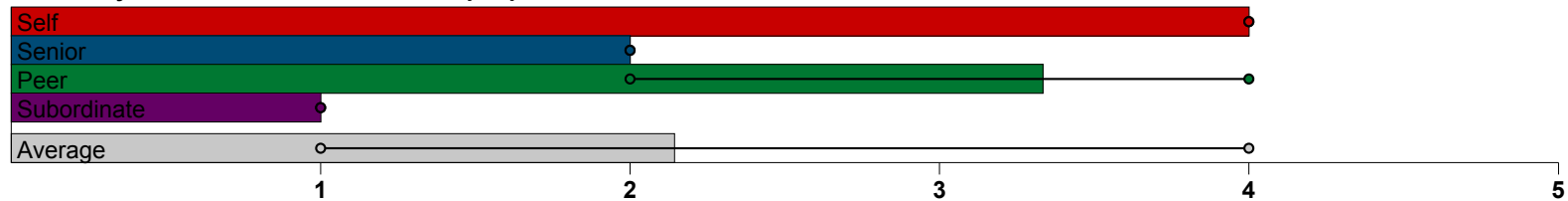
22. Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.

Avs N



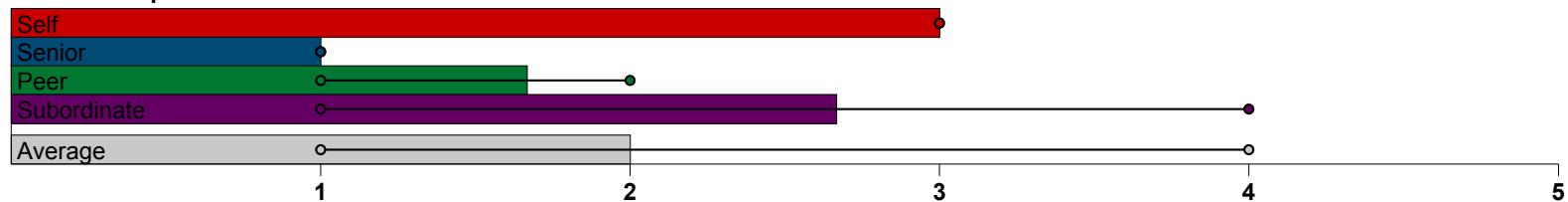
14. Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.

Avs N



10. Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.

Avs N



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Most Effective Behaviors - All Raters

The following behaviors were identified by your respondents as your most effectively demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most effectively 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 5).

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

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling	4.14	0	1	0	3	3
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self	3.86	0	1	0	5	1
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships	3.86	0	0	3	2	2
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating	3.43	1	0	2	3	1
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading	3.43	1	1	0	4	1
Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	Managing Self	3.29	0	3	0	3	1
Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving	3.29	1	2	1	0	3
Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving	3.29	1	1	1	3	1
Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	Leading	3.29	1	1	2	1	2

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Most Effective Behaviors - All Raters

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	Managing Relationships	3.14	0	2	3	1	1
Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.	Leading	3.14	0	2	3	1	1
Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading	3.14	0	2	3	1	1
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	Managing Self	3.14	0	3	2	0	2
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning	3.14	1	0	4	1	1
Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating	3.14	1	2	1	1	2

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Most Effective Behaviors - Senior

The following behaviors were identified by your respondents as your most effectively demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most effectively 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 5).

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

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	Leading	5.00	0	0	0	0	1
Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving	5.00	0	0	0	0	1
Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating	5.00	0	0	0	0	1
Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	Communicating	5.00	0	0	0	0	1
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling	5.00	0	0	0	0	1
Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling	5.00	0	0	0	0	1
Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling	5.00	0	0	0	0	1
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships	5.00	0	0	0	0	1
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships	5.00	0	0	0	0	1

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Most Effective Behaviors - Senior

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving	4.00	0	0	0	1	0
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling	4.00	0	0	0	1	0
Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	Managing Self	4.00	0	0	0	1	0
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self	4.00	0	0	0	1	0
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self	4.00	0	0	0	1	0
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating	4.00	0	0	0	1	0
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating	4.00	0	0	0	1	0
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading	4.00	0	0	0	1	0
Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading	4.00	0	0	0	1	0

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Most Effective Behaviors - Peer

The following behaviors were identified by your respondents as your most effectively demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most effectively 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 5).

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

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self	4.33	0	0	0	2	1
Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling	4.33	0	0	0	2	1
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning	4.00	0	1	0	0	2
Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.	Leading	4.00	0	0	1	1	1
Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	Managing Relationships	4.00	0	0	1	1	1
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships	4.00	0	0	1	1	1
Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	Managing Self	3.67	0	1	0	1	1
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning	3.67	0	0	2	0	1
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating	3.67	0	0	1	2	0

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Most Effective Behaviors - Peer

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving	3.33	1	0	0	1	1
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships	3.33	0	1	0	2	0
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading	3.33	1	0	0	1	1
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self	3.33	1	0	0	1	1

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Most Effective Behaviors - Subordinate

The following behaviors were identified by your respondents as your most effectively demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most effectively 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 5).

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

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling	4.00	0	1	0	0	2
Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading	3.67	0	1	0	1	1
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling	3.67	0	0	2	0	1
Monitoring and controlling performance - Stays on top of what's happening Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling	3.67	0	1	0	1	1
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading	3.33	0	1	0	2	0
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating	3.33	1	0	0	1	1
Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating	3.33	0	1	1	0	1
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self	3.33	0	1	0	2	0

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Most Effective Behaviors - Subordinate

Most Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	Managing Self	3.33	0	1	1	0	1
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships	3.33	0	0	2	1	0
Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling	3.33	0	0	2	1	0

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Least Effective Behaviors - All Raters

The following behaviors were identified by your respondents as your least effective by relevant competency. They are rank ordered so that the first item is perceived to be your least effective. 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 5).

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

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships	2.00	3	2	1	1	0
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships	2.14	3	2	0	2	0
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling	2.14	3	2	1	0	1
Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving	2.29	3	1	2	0	1
Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships	2.29	0	6	0	1	0
Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling	2.43	1	4	1	0	1
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating	2.57	0	5	0	2	0
Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading	2.57	0	3	4	0	0
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning	2.57	2	3	0	0	2
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating	2.71	0	5	0	1	1

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Least Effective Behaviors - All Raters

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling	2.71	2	1	2	1	1
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self	2.71	2	1	2	1	1
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning	2.71	0	4	2	0	1

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Least Effective Behaviors - Senior

The following behaviors were identified by your respondents as your least effective by relevant competency. They are rank ordered so that the first item is perceived to be your least effective. 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 5).

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

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving	1.00	1	<input type="text" value="0"/>	0	0	0
Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships	1.00	1	0	<input type="text" value="0"/>	0	0
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning	1.00	<input type="text" value="1"/>	0	0	0	0
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating	2.00	0	<input type="text" value="1"/>	0	0	0
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling	2.00	0	<input type="text" value="1"/>	0	0	0
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self	2.00	0	<input type="text" value="1"/>	0	0	0
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships	2.00	0	1	0	<input type="text" value="0"/>	0
Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships	2.00	0	1	<input type="text" value="0"/>	0	0
Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	Managing Relationships	2.00	0	1	0	<input type="text" value="0"/>	0
Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading	2.00	0	1	0	<input type="text" value="0"/>	0

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Least Effective Behaviors - Peer

The following behaviors were identified by your respondents as your least effective by relevant competency. They are rank ordered so that the first item is perceived to be your least effective. 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 5).

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

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling	1.67	1	2	0	0	0
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling	1.67	2	0	1	0	0
Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling	1.67	1	2	0	0	0
Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships	1.67	1	2	0	0	0
Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving	2.00	1	1	1	0	0
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling	2.00	2	0	0	1	0
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating	2.00	0	3	0	0	0
Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships	2.00	0	3	0	0	0
Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating	2.33	1	1	0	1	0
Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling	2.33	1	1	0	1	0

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Least Effective Behaviors - Subordinate

The following behaviors were identified by your respondents as your least effective by relevant competency. They are rank ordered so that the first item is perceived to be your least effective. 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 5).

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

Least Effective Behaviors	Competency	Average Score	1- Needs Considerable Development	2- Needs Development	3- Competent	4- Effective	5- Very Effective
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships	1.00	3	0	0	0	0
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling	1.67	1	2	0	0	0
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organization.	Planning	1.67	1	2	0	0	0
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self	2.33	1	1	0	1	0
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self	2.33	1	0	2	0	0
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships	2.33	0	2	1	0	0
Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling	2.33	0	2	1	0	0
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning	2.33	0	2	1	0	0
Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	Communicating	2.33	1	1	0	1	0
Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modeling open and honest behavior with others.	Leading	2.33	0	2	1	0	0

Open Ended Comments Summary Introduction

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

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

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

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

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

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

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

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

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Open Ended Comments Summary STRENGTHS

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Open Ended Comments Summary Continued DEVELOPMENT AREAS

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Development Planning Guide

Introduction

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

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

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

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

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

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

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Development Planning Guide Continued

Your Least Effective Behaviors

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

Self			
Senior			
Peer			
Subordinate			

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

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

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Development Planning Guide Continued

Short-term plans (daily/weekly)

Long-term plans (this year and beyond)

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

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

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Development Planning Guide Continued

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

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