



# CI International

## Mile Marker 360

Report for John Smith

## Your Leadership Journey

September 25, 2019



powered by:



# John Smith 360 Assessment Report

## Welcome to Your 360 Assessment Report

Receiving feedback on your performance can be personal, emotional, and an extremely powerful catalyst for development. The best way to digest performance feedback is to start by understanding a few key aspects of leadership, your strengths, and how we work through change. Review the concepts below as you take in your assessment feedback.

### Report Response Summary

The table below indicates the number of raters who provided feedback from each rater category. The "All but Self" category includes data from all sources but "Self." If a rating category did not receive enough responses to display data for that category, the number of participants for that category will not be listed in the Report Summary but the the responses will be included in the "All but Self" results.

| Number of Respondents Who Provided Feedback    |            |
|--|------------|
| Subject:                                       | John Smith |
| Number of Self evaluations received:           | 1          |
| Number of Manager evaluations received:        | 1          |
| Number of Peers evaluations received:          | 5          |
| Number of Direct Reports evaluations received: | 3          |
| Number of Other evaluations received:          | 3          |
| Number of All but Self evaluations received:   | 12         |

### Internal Comparison

The internal comparison refers to an average of how others within your organization scored on each question. The internal comparison is identified with a grey tick mark within the All but Self rating starting on page 11 and within the graphs by competency.

#### John Doe 360 Survey

#### Leading Change: Creativity & Innovation

##### Recognized Opportunity

Both yourself and others view this competency as an opportunity for improvement.



| Item   | Rater          | Respondents | 1                                | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|--|----------------|-------------|----------------------------------|---|---|---|---|------|-----------------------|
| Encourages others to come up with new and better ways of doing things.         | All but Self   | 5           | [Bar chart showing distribution] |   |   |   |   | 4.2  | 0.0                   |
|  | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 1.7  | -2.5                  |
|  | Manager        | 5           | [Bar chart showing distribution] |   |   |   |   | 2.7  | -1.5                  |
|  | Peers          | 5           | [Bar chart showing distribution] |   |   |   |   | 1.8  | -2.4                  |
|  | Direct Reports | 5           | [Bar chart showing distribution] |   |   |   |   | 3.2  | -1.0                  |
|  | Other          | 5           | [Bar chart showing distribution] |   |   |   |   | 3.6  | -0.6                  |
| Proactively challenges the status quo in the spirit of continuous improvement. | All but Self   | 5           | [Bar chart showing distribution] |   |   |   |   | 2.8  | 0.0                   |
|  | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 3.4  | 0.6                   |
|  | Manager        | 5           | [Bar chart showing distribution] |   |   |   |   | 4.2  | 1.4                   |
|  | Peers          | 5           | [Bar chart showing distribution] |   |   |   |   | 2.4  | -0.4                  |
|  | Direct Reports | 5           | [Bar chart showing distribution] |   |   |   |   | 4.3  | 1.5                   |
|  | Other          | 5           | [Bar chart showing distribution] |   |   |   |   | 2.6  | -0.2                  |

# John Smith 360 Assessment Report

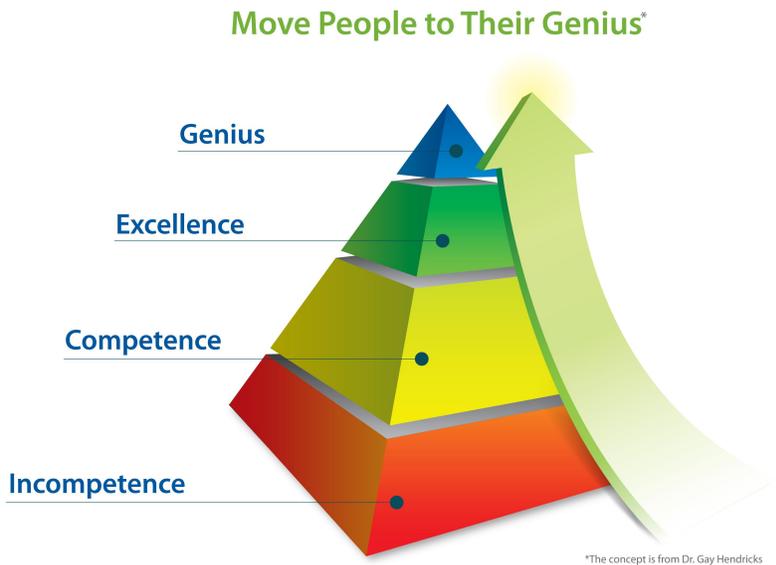
## The Balance of Leadership

Effective leaders balance achieving results and valuing employees. An over focus on results can lead to a team of employees that burn out or turnover. Leaders that put an over emphasis on valuing people fail to accomplish the goals of the business. The ideal leader brings out the best in others to drive results, foster innovation, and achieve the organization’s mission.

One key outcome of receiving performance feedback is becoming more mindful of how well you balance both people and results to optimize your results.

## Play to Your Genius

We all have areas of “genius.” These are the things we are best at, where we thrive, and often where we have the most fun at work. Unfortunately, we often spend much of our time operating in our zone of competence or incompetence. This leads to frustration, both for you and others. Being aware of your genius and structuring your role to leverage it are keys to successful leadership. Use your survey results to help you understand your genius and where you may be spending too much time in areas of competence or incompetence. (Genius Model created by Dr. Gay Hendricks)



## Leadership Competencies Assessed

In over 25 years working with organizations and developing leaders, we’ve found a handful of key competencies to be foundational to success. This assessment rates your leadership capabilities against these competencies, which are grouped into five broad categories, as shown:

| Leading Change                | Leading People       | Results-Driven                      | Business Acumen | Building Coalitions |
|-------------------------------|----------------------|-------------------------------------|-----------------|---------------------|
| Creativity and Innovation     | Conflict Management  | Accountability                      | Business Acumen | Influencing         |
| Flexibility and Resilience    | Leveraging Diversity | Decision-Making and Problem-Solving |                 | Oral Communications |
| Vision and Strategic Thinking | Developing Others    |                                     |                 |                     |
|                               | Team Building        |                                     |                 |                     |

## John Smith 360 Assessment Report

# How to Read Your Report

The feedback in this report starts at a high level and then gets more specific. As you read through the results consider the questions below. Use the Leadership 360 Follow-up Guide for more detail on how to think through your results and create a development plan.

- 1) Do you have a balance between results focus and valuing people?
- 2) Where are there gaps between your own self-assessment and the ratings of others?
- 3) What competencies are most needed for success in your role?
- 4) What is the one area you should focus on that will allow you to continue to grow as a professional?

## Understanding your competency ratings

For each competency, you will be provided with the average rating for each category of raters. Items were rated using the following scale:

- 5 = Is a Role Model for Others: Exemplifies excellent performance
- 4 = Very Well: Very strong performance; better than most
- 3 = Satisfactory: Performance meets the needs of the role
- 2 = Needs Some Improvement: There are some areas in which performance could be improved
- 1 = Significant Opportunity for Improvement: Performance is below expectations
- Unable to Answer: Does not apply or have not had the opportunity to observe

If a rater was not familiar with your performance or the survey item did not apply to your role, he or she was given the option to select "Unable to Rate". As a result, you may notice a variation in the total number of respondents from one assessment item to the next starting on page 12.

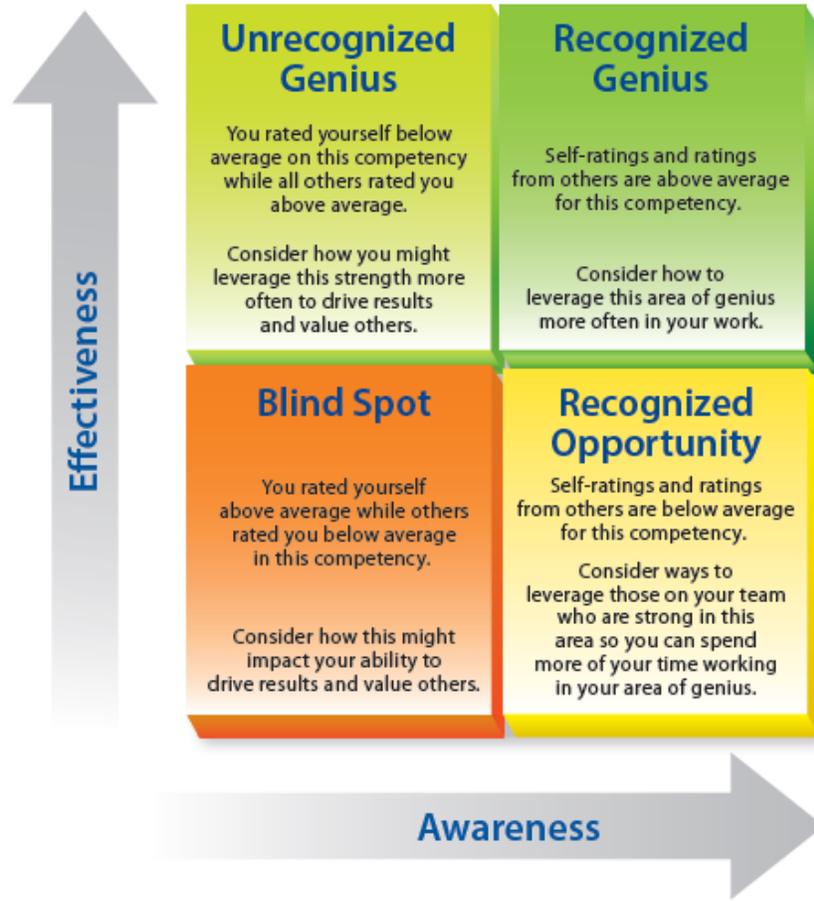
## All But Self

The "All But Self" rating category includes all of the scores from all of the rater categories except for the Self-ratings. This category allows you to compare your self scores with all other raters (Manager, Direct Reports, Peers, etc.).

# John Smith 360 Assessment Report

## Areas of Genius and Opportunity

The 360 report will also flag areas that are particular areas of genius or opportunities based on your feedback. Pay particular attention to these areas as you determine where to focus your development.



Areas of genius and opportunity will be flagged for each competency based on the ratings you received, as shown below.

**Leading Change:  
Creativity & Innovation**

**Recognized Opportunity**  
Both yourself and others view this competency as an opportunity for improvement.

Note: Areas of genius and opportunity are flagged based on your self ratings and ratings from others.

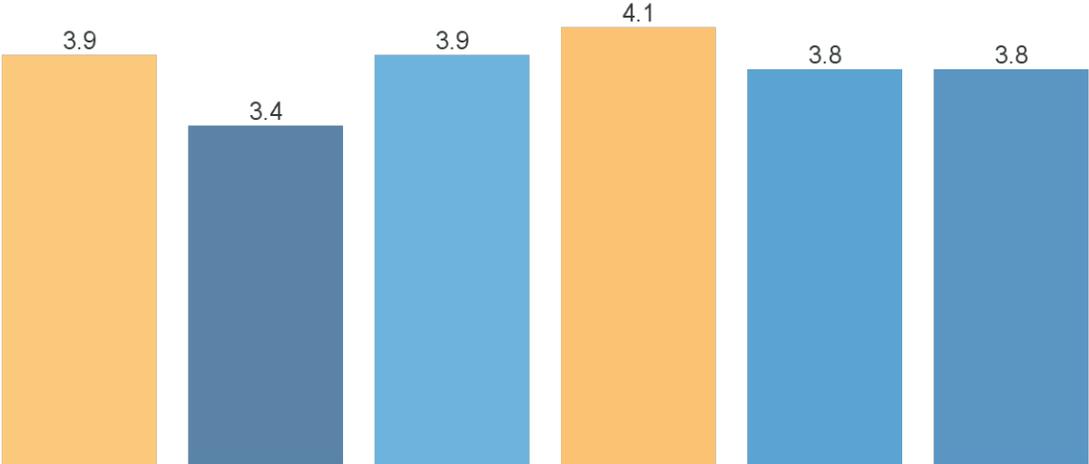
# John Smith 360 Assessment Report

## Overall Ratings

The scores below represent the average rating of all of the competencies by rater category. If a category did not meet the minimum number of respondents, it will show as "No Data Available."

### Overall Average

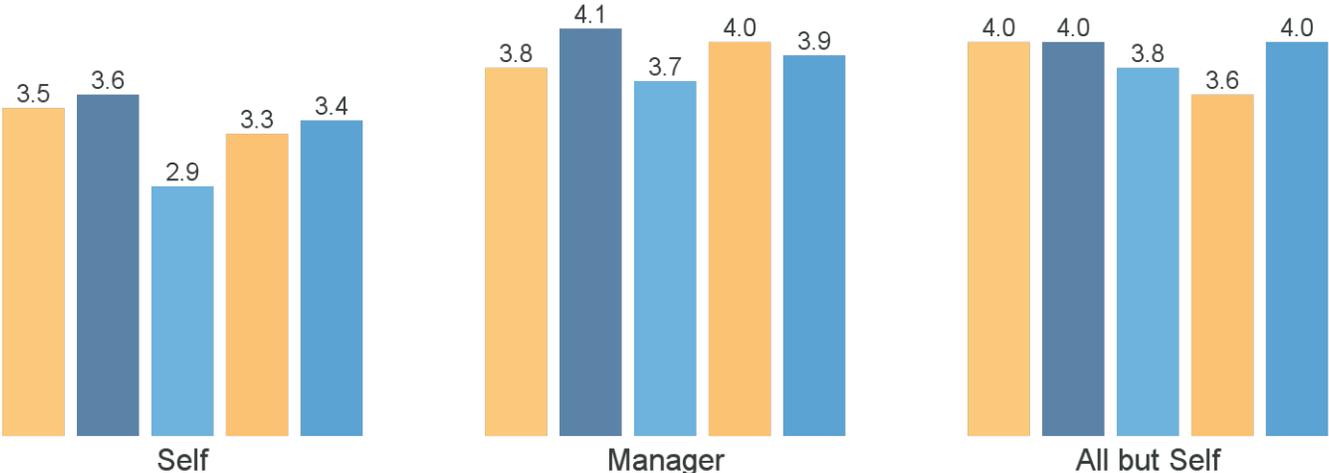
■ All but Self   
 ■ Self   
 ■ Manager   
 ■ Peers   
 ■ Direct Reports   
 ■ Other



## Results by Leadership Core Qualifications

The results below summarize your feedback by each of the 5 Executive Core Qualifications as provided by you, your manager, and all raters but your self. Use this view to understand high level trends.

■ Leading Change   
 ■ Leading People   
 ■ Results-Driven   
 ■ Business Acumen   
 ■ Building Coalitions



# John Smith 360 Assessment Report

## Executive Summary

This view provides a summary of the highest and lowest scoring items as well as the biggest differences from the self-rating. Items with large perception gaps and/or opportunity for improvement are often good places to focus development efforts.

### Highs and Lows

| Top 3 Rated Items (All but Self)    |                                   |   |      |
|-------------------------------------|-----------------------------------|---|------|
| Rank                                | Competency                        | Item  | Mean |
| 1                                   | Flexibility & Resilience          | Demonstrates a desire to learn and grow as a leader.  | 4.6  |
| 2                                   | Leveraging Diversity              | Demonstrates care and concern for others.   | 4.4  |
| 3                                   | Leveraging Diversity              | Treats others with a high level of respect.   | 4.4  |
| Bottom 3 Rated Items (All but Self) |                                   |   |      |
| Rank                                | Competency                        | Item  | Mean |
| 1                                   | Vision & Strategic Thinking       | Has a deep understanding of the trends that could impact the organization (e.g., political, economic, societal, technological). | 2.9  |
| 2                                   | Business Acumen                   | Attracts and hires talented employees.  | 3.0  |
| 3                                   | Decision Making & Problem Solving | Anticipates problems before they occur and ensures resolution.  | 3.1  |

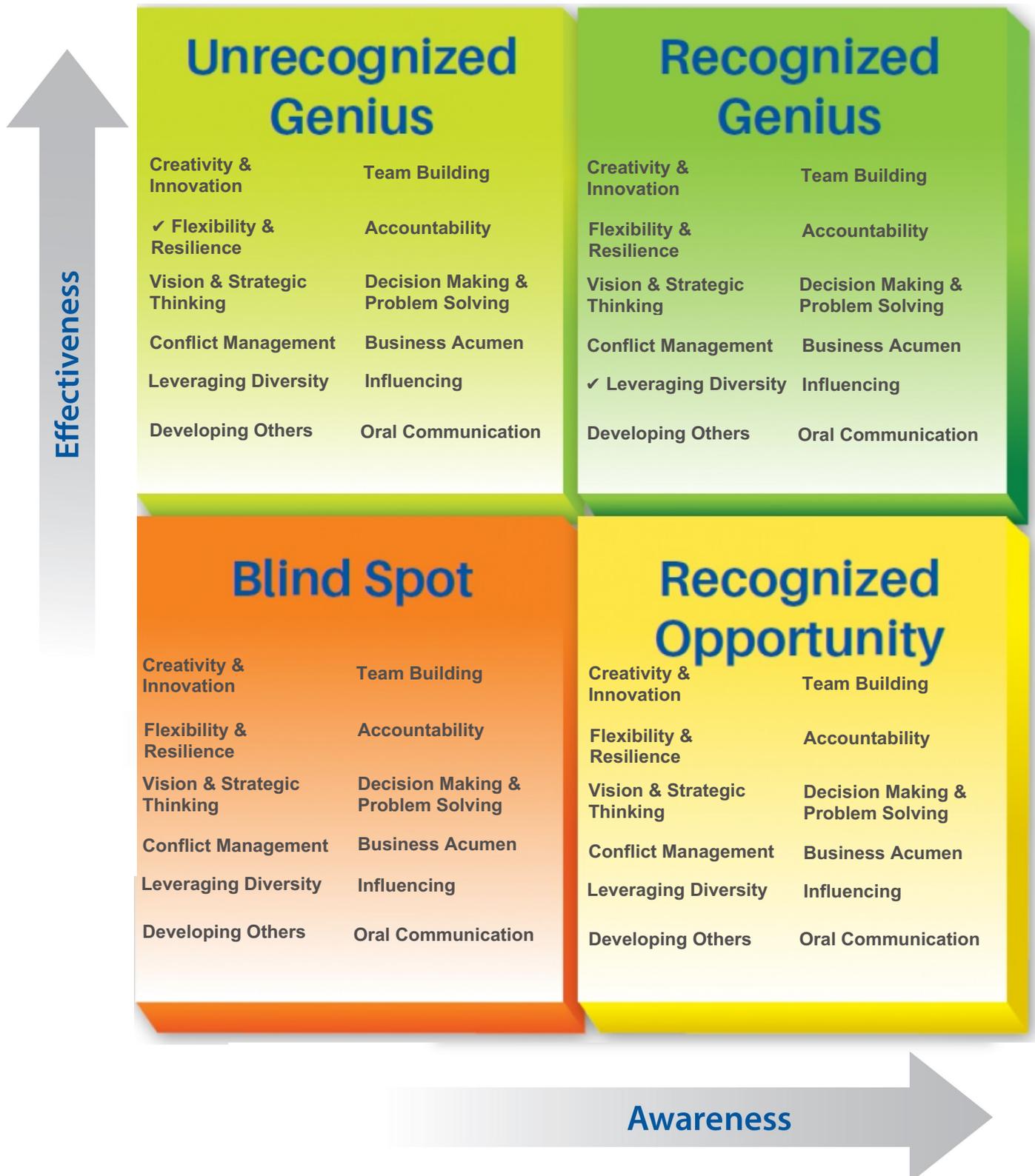
### Perception Gap

| Top 3 Positive Gaps: All But Self rated you higher than you rated yourself |                         |  |              |      |      |
|--|-------------------------|--|--------------|------|------|
| Rank   | Scoring Category        | Item   | All but Self | Self | Gap  |
| 1  | Conflict Management     | Actively listens with interest and hears what is said.                                       | 4.3          | 2.0  | 2.3  |
| 2  | Oral Communication      | Clearly and effectively communicates the information I need to do my job.                    | 4.0          | 2.0  | 2.0  |
| 3  | Accountability          | Consistently holds others accountable for meeting deadlines and producing high quality work. | 3.9          | 2.0  | 1.9  |
| Bottom 3 Negative Gaps: You rated yourself higher than All But Self        |                         |  |              |      |      |
| Rank   | Scoring Category        | Item   | All but Self | Self | Gap  |
| 1  | Creativity & Innovation | Encourages others to come up with new and better ways of doing things.                       | 3.7          | 5.0  | -1.3 |
| 2  | Conflict Management     | Resolves conflict effectively.   | 3.1          | 4.0  | -0.9 |
| 3  | Leveraging Diversity    | Treats others with a high level of respect.  | 4.4          | 5.0  | -0.6 |

# John Smith 360 Assessment Report

## John Smith's Areas of Genius and Opportunity

A check next to the competency indicates that the feedback you received falls under the parameters of that genius/opportunity category. Not all competencies will fall in one of the four categories. It is recommended that you pay attention to competencies that do, as they may be particular areas of genius or opportunity for you.

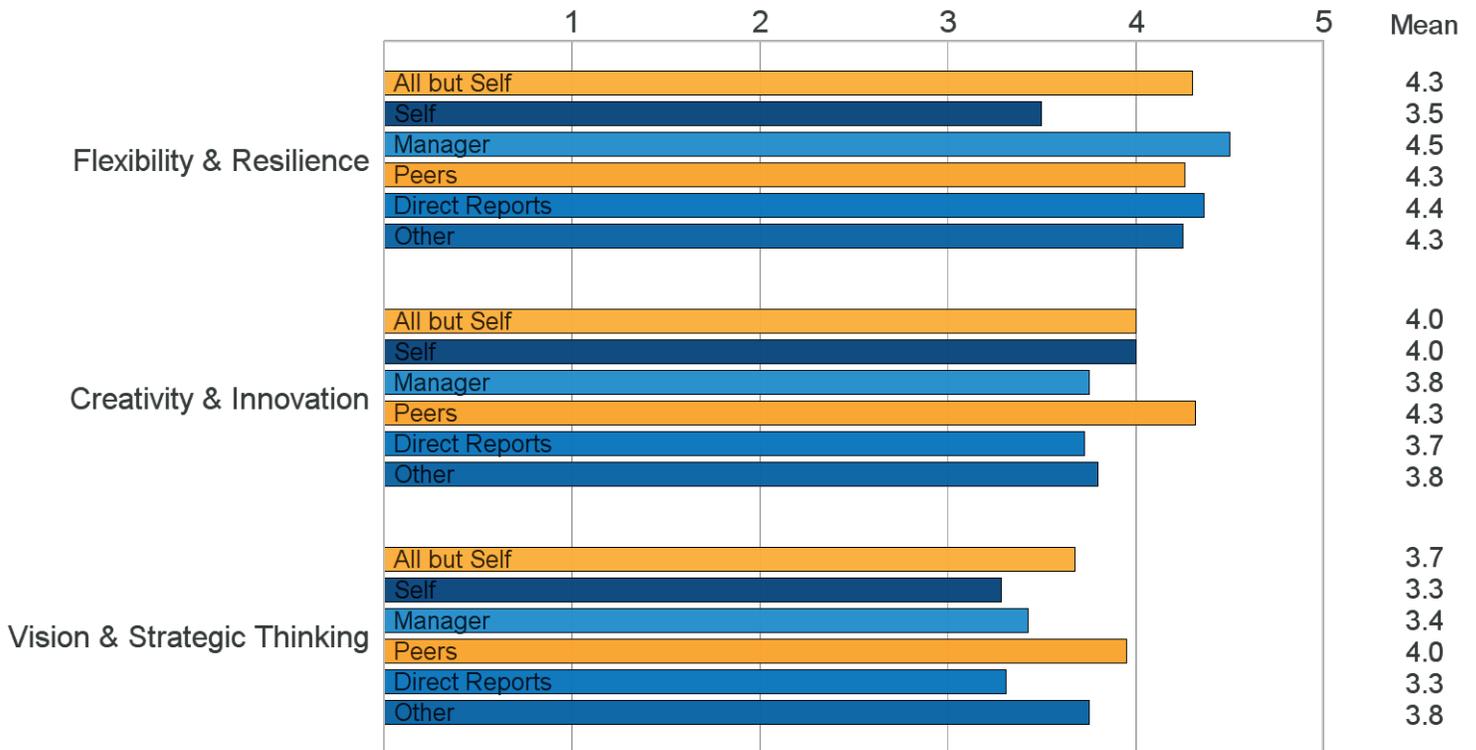


# John Smith 360 Assessment Report

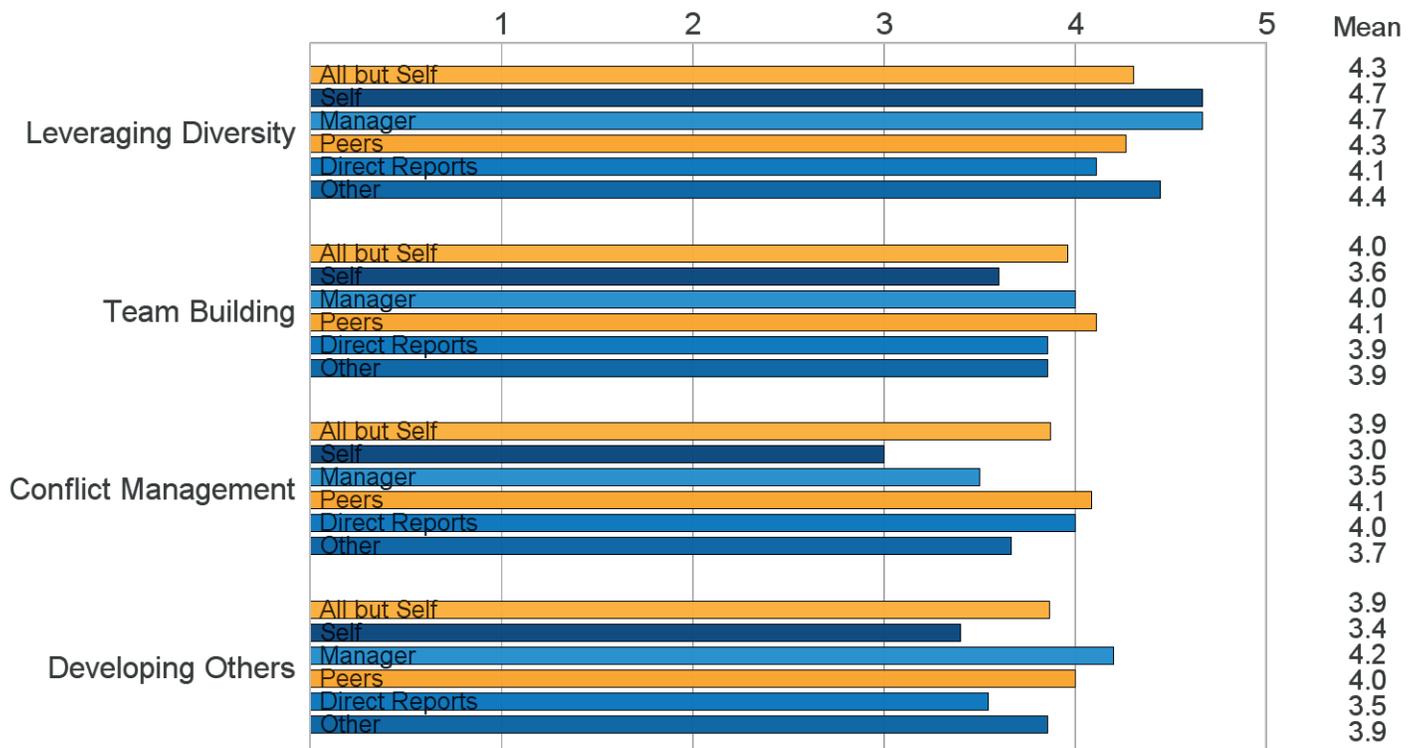
## Competency Ratings: Scores in Order of All but Self Rating

Use this chart to help you gauge your degree of self-awareness. Gaps of .3 are considered significant.

### Leading Change



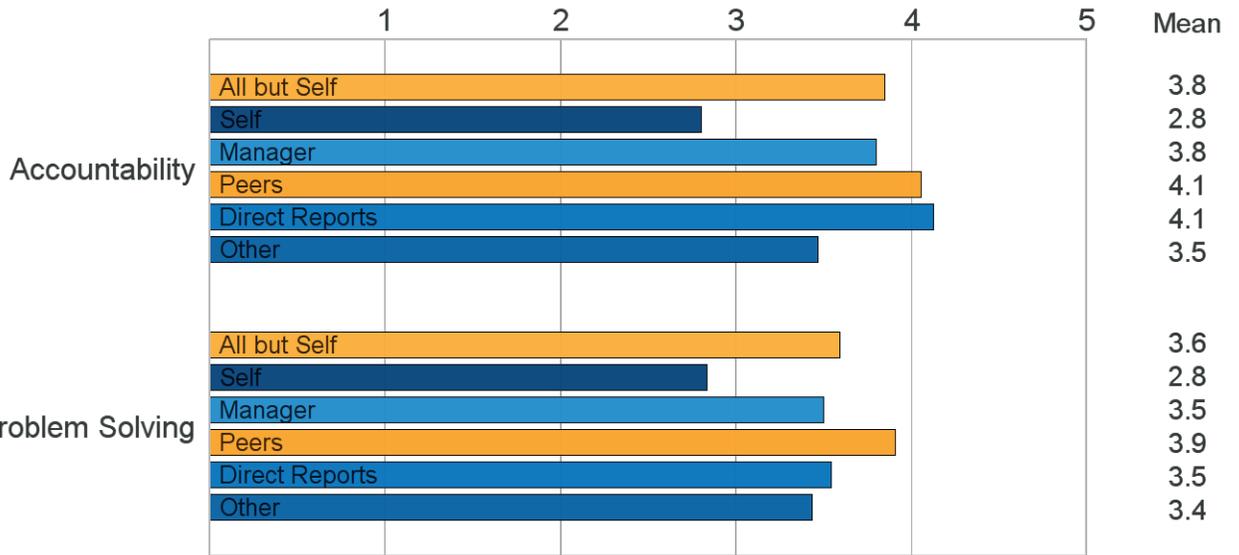
### Leading People



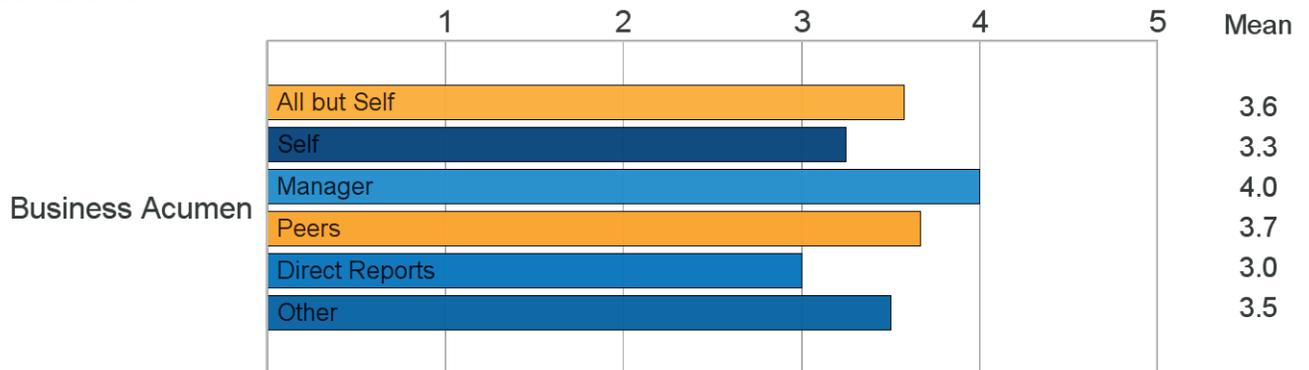
# John Smith 360 Assessment Report

## Competency Ratings: Scores in Order of All but Self Rating: Contd.

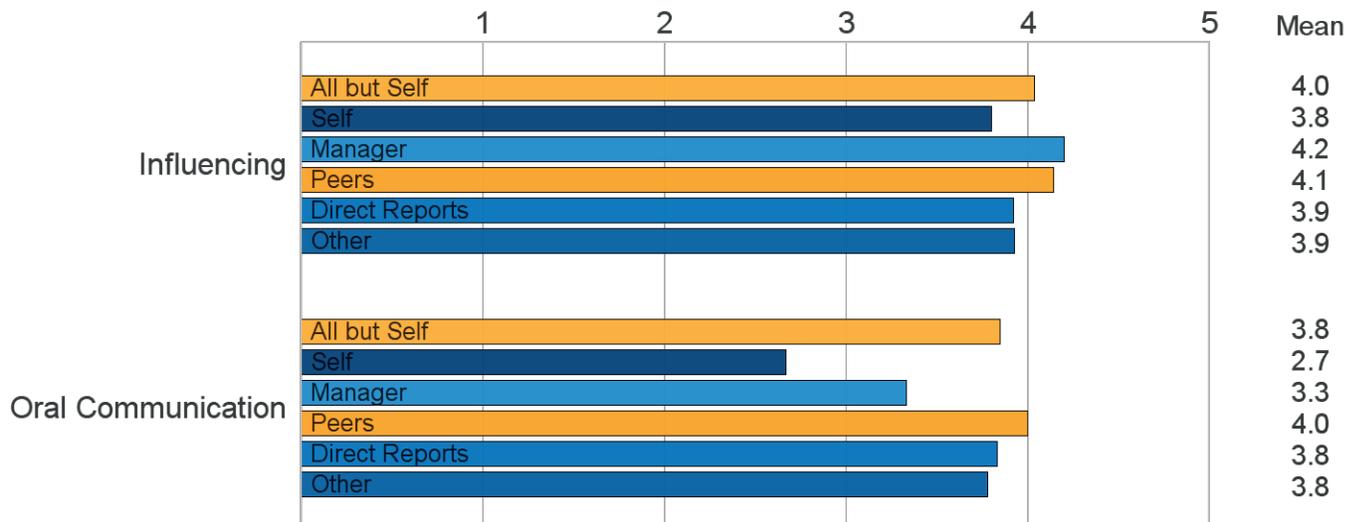
### Results-Driven



### Business Acumen



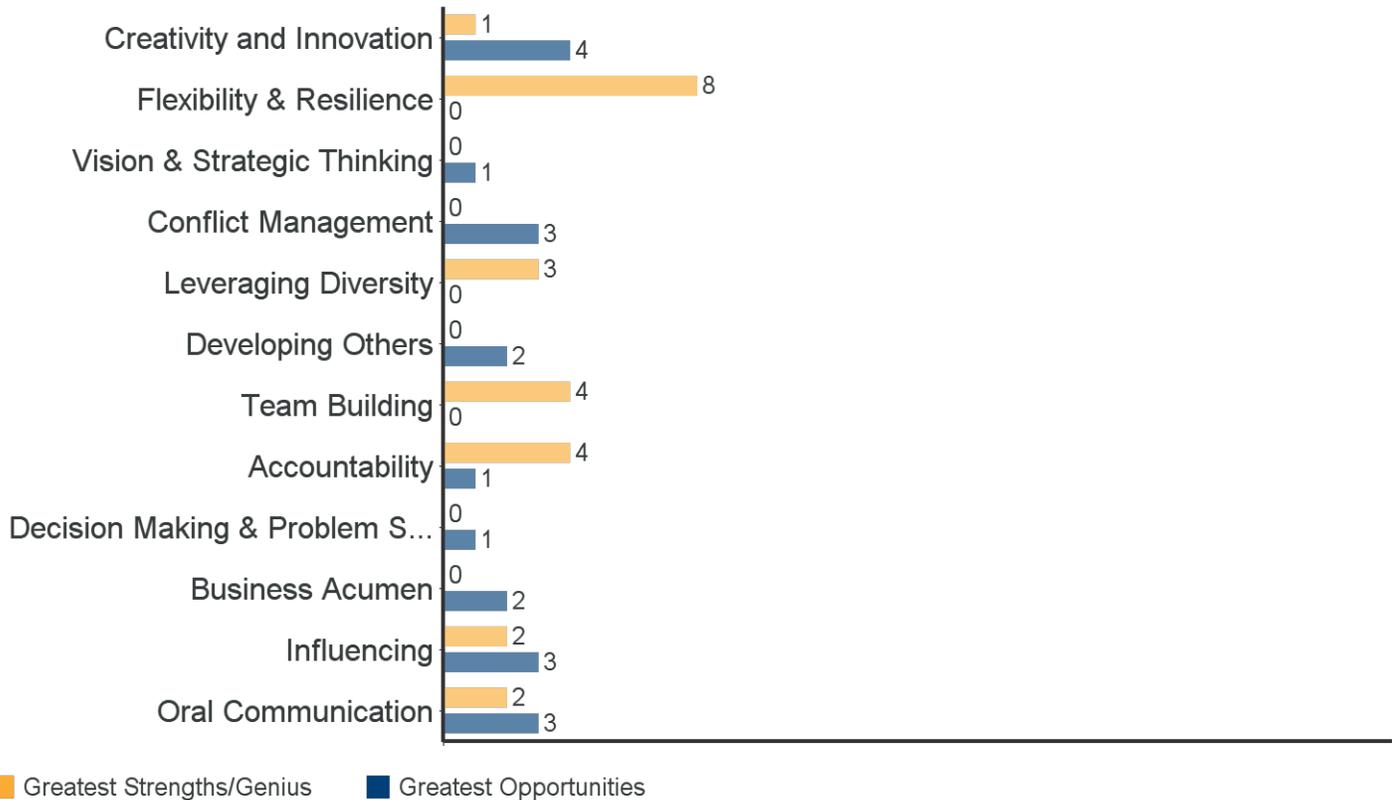
### Building Coalitions



# John Smith 360 Assessment Report

## Relative Strengths and Opportunities

Raters were asked to think about all the leadership competencies and then identify 1) your two greatest areas of strength/genius, and 2) your two greatest areas of opportunity. The graph below shows the results for All but Self. The highest counts for the **orange bar** show perceptions about your top strengths, and the highest counts for the **blue bar** indicate where others think you have the most potential for growth.



## Self-Reflection

Considering others' perceptions and the results provided in this report, what would you identify as your two greatest strengths and opportunities for improvement?:

**Strengths:**

---

---

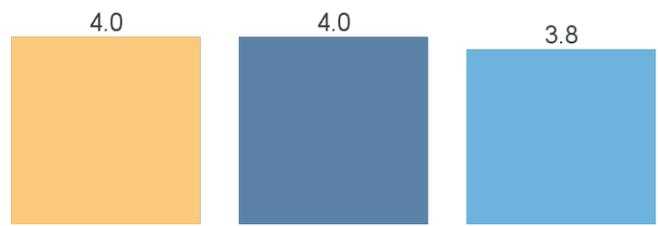
**Opportunities:**

---

---

# John Smith 360 Assessment Report

## Leading Change: Creativity & Innovation



■ All but Self   
 ■ Self   
 ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

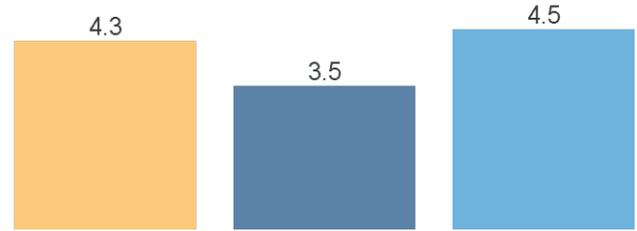
| Item  | Rater          | Respondents | 1 | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|---|----------------|-------------|---|---|---|---|---|------|-----------------------|
| Encourages others to come up with new and better ways of doing things.  | All but Self   | 11          |   |   |   |   |   | 3.7  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 5.0  | 1.3                   |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|   | Peers          | 5           |   |   |   |   |   | 4.0  | 0.3                   |
|   | Direct Reports | 2           |   |   |   |   |   | 3.5  | -0.2                  |
|   | Other          | 3           |   |   |   |   |   | 3.3  | -0.4                  |
| Proactively challenges the status quo in the spirit of continuous improvement.  | All but Self   | 11          |   |   |   |   |   | 4.2  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 4.0  | -0.2                  |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | -0.2                  |
|   | Peers          | 4           |   |   |   |   |   | 4.5  | 0.3                   |
|   | Direct Reports | 3           |   |   |   |   |   | 3.7  | -0.5                  |
|   | Other          | 3           |   |   |   |   |   | 4.3  | 0.2                   |
| Takes personal responsibility for proposing change that leads to higher levels of organizational integrity and competitive advantage. | All but Self   | 11          |   |   |   |   |   | 4.1  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 3.0  | -1.1                  |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | -0.1                  |
|   | Peers          | 5           |   |   |   |   |   | 4.2  | 0.1                   |
|   | Direct Reports | 3           |   |   |   |   |   | 4.0  | -0.1                  |
|   | Other          | 2           |   |   |   |   |   | 4.0  | -0.1                  |
| Is proactive about identifying new opportunities that leverage the strengths of the organization.                                     | All but Self   | 11          |   |   |   |   |   | 4.0  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 4.0  | 0.0                   |
|   | Manager        | 1           |   |   |   |   |   | 3.0  | -1.0                  |
|   | Peers          | 5           |   |   |   |   |   | 4.6  | 0.6                   |
|   | Direct Reports | 3           |   |   |   |   |   | 3.7  | -0.3                  |
|   | Other          | 2           |   |   |   |   |   | 3.5  | -0.5                  |

# John Smith 360 Assessment Report

## Leading Change: Flexibility & Resilience

### Unrecognized Genius

You view this competency as an area for improvement, yet others gave you strong ratings.



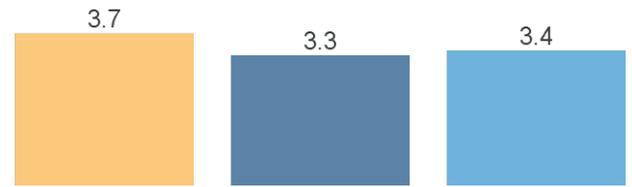
■ All but Self ■ Self ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item   | Rater          | Respondents | 1                                | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|--|----------------|-------------|----------------------------------|---|---|---|---|------|-----------------------|
| Is positive and resilient, even during times of change or ambiguity. | All but Self   | 11          | [Bar chart showing distribution] |   |   |   |   | 4.3  | 0.0                   |
|  | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 3.0  | -1.3                  |
|  | Manager        | 1           | [Bar chart showing distribution] |   |   |   |   | 5.0  | 0.7                   |
|  | Peers          | 4           | [Bar chart showing distribution] |   |   |   |   | 4.3  | -0.0                  |
|  | Direct Reports | 3           | [Bar chart showing distribution] |   |   |   |   | 4.3  | 0.1                   |
|  | Other          | 3           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.3                  |
| Is flexible and adjusts work plans as necessary.                     | All but Self   | 11          | [Bar chart showing distribution] |   |   |   |   | 4.3  | 0.0                   |
|  | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 3.0  | -1.3                  |
|  | Manager        | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.3                  |
|  | Peers          | 5           | [Bar chart showing distribution] |   |   |   |   | 4.4  | 0.1                   |
|  | Direct Reports | 2           | [Bar chart showing distribution] |   |   |   |   | 5.0  | 0.7                   |
|  | Other          | 3           | [Bar chart showing distribution] |   |   |   |   | 3.7  | -0.6                  |
| Demonstrates a desire to learn and grow as a leader.                 | All but Self   | 12          | [Bar chart showing distribution] |   |   |   |   | 4.6  | 0.0                   |
|  | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 5.0  | 0.4                   |
|  | Manager        | 1           | [Bar chart showing distribution] |   |   |   |   | 5.0  | 0.4                   |
|  | Peers          | 5           | [Bar chart showing distribution] |   |   |   |   | 4.4  | -0.2                  |
|  | Direct Reports | 3           | [Bar chart showing distribution] |   |   |   |   | 4.3  | -0.3                  |
|  | Other          | 3           | [Bar chart showing distribution] |   |   |   |   | 5.0  | 0.4                   |
| Acknowledges that he/she does not have all the answers.              | All but Self   | 12          | [Bar chart showing distribution] |   |   |   |   | 4.1  | 0.0                   |
|  | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 3.0  | -1.1                  |
|  | Manager        | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|  | Peers          | 5           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|  | Direct Reports | 3           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|  | Other          | 3           | [Bar chart showing distribution] |   |   |   |   | 4.3  | 0.3                   |

# John Smith 360 Assessment Report

## Leading Change: Vision & Strategic Thinking



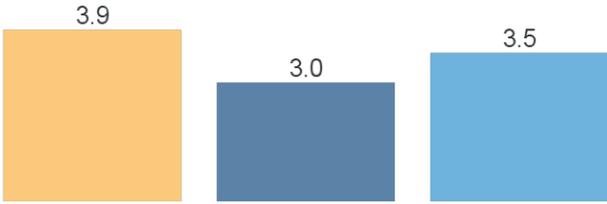
■ All but Self   ■ Self   ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item   | Rater          | Respondents | 1 | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|--|----------------|-------------|---|---|---|---|---|------|-----------------------|
| Communicates a motivating and inspiring vision for the future.   | All but Self   | 8           |   |   |   |   |   | 3.7  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Manager        | 1           |   |   |   |   |   | 3.0  | -0.7                  |
|  | Peers          | 3           |   |   |   |   |   | 3.7  | -0.1                  |
|  | Direct Reports | 1           |   |   |   |   |   | 3.0  | -0.7                  |
|  | Other          | 3           |   |   |   |   |   | 4.3  | 0.6                   |
| Demonstrates a high level of commitment to the organization's vision/mission and is willing to sacrifice in difficult circumstances. | All but Self   | 10          |   |   |   |   |   | 4.2  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | -0.2                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | -0.2                  |
|  | Peers          | 4           |   |   |   |   |   | 4.5  | 0.3                   |
|  | Direct Reports | 3           |   |   |   |   |   | 4.0  | -0.2                  |
|  | Other          | 2           |   |   |   |   |   | 4.0  | -0.2                  |
| Has a deep understanding of the trends that could impact the organization (e.g., political, economic, societal, technological).      | All but Self   | 8           |   |   |   |   |   | 2.9  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 2.0  | -0.9                  |
|  | Manager        | 1           |   |   |   |   |   | 3.0  | 0.1                   |
|  | Peers          | 1           |   |   |   |   |   | 3.0  | 0.1                   |
|  | Direct Reports | 3           |   |   |   |   |   | 2.7  | -0.2                  |
|  | Other          | 3           |   |   |   |   |   | 3.0  | 0.1                   |
| Incorporates external trends (e.g., political, economic, societal, technological) into a vision and strategy for the future.         | All but Self   | 6           |   |   |   |   |   | 3.5  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.5                  |
|  | Manager        | 1           |   |   |   |   |   | 3.0  | -0.5                  |
|  | Peers          | 2           |   |   |   |   |   | 4.0  | 0.5                   |
|  | Direct Reports | 2           |   |   |   |   |   | 3.0  | -0.5                  |
|  | Other          | 1           |   |   |   |   |   | 4.0  | 0.5                   |
| Identifies strategic priorities based on the greatest potential for positive impact.   | All but Self   | 7           |   |   |   |   |   | 3.7  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.7                  |
|  | Manager        | 1           |   |   |   |   |   | 3.0  | -0.7                  |
|  | Peers          | 3           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Direct Reports | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Other          | 2           |   |   |   |   |   | 3.5  | -0.2                  |
| Uses a holistic organizational perspective to make decisions that support strategic goals.   | All but Self   | 8           |   |   |   |   |   | 3.7  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Peers          | 4           |   |   |   |   |   | 3.8  | 0.0                   |
|  | Direct Reports | 1           |   |   |   |   |   | 3.0  | -0.7                  |
|  | Other          | 2           |   |   |   |   |   | 4.0  | 0.3                   |
| Effectively implements change.   | All but Self   | 9           |   |   |   |   |   | 3.8  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.8                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.2                   |
|  | Peers          | 3           |   |   |   |   |   | 4.0  | 0.2                   |
|  | Direct Reports | 2           |   |   |   |   |   | 3.5  | -0.3                  |
|  | Other          | 3           |   |   |   |   |   | 3.7  | -0.1                  |

# John Smith 360 Assessment Report

## Leading People: Conflict Management



■ All but Self   
 ■ Self   
 ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

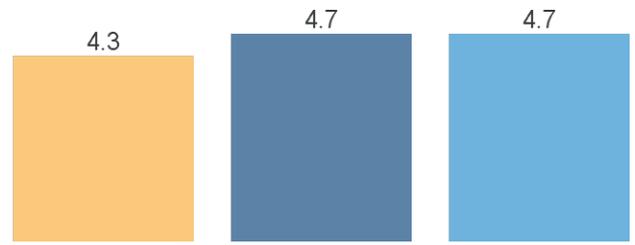
| Item  | Rater          | Respondents | 1 | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|---|----------------|-------------|---|---|---|---|---|------|-----------------------|
| Creates a welcoming and supportive environment in which people are encouraged to express their true viewpoints. | All but Self   | 12          |   |   |   |   |   | 4.3  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 4.0  | -0.3                  |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | -0.3                  |
|   | Peers          | 5           |   |   |   |   |   | 4.2  | -0.0                  |
|   | Direct Reports | 3           |   |   |   |   |   | 4.3  | 0.1                   |
|   | Other          | 3           |   |   |   |   |   | 4.3  | 0.1                   |
| Actively listens with interest and hears what is said.  | All but Self   | 12          |   |   |   |   |   | 4.3  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 2.0  | -2.3                  |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | -0.3                  |
|   | Peers          | 5           |   |   |   |   |   | 4.2  | -0.1                  |
|   | Direct Reports | 3           |   |   |   |   |   | 4.3  | -0.0                  |
|   | Other          | 3           |   |   |   |   |   | 4.7  | 0.3                   |
| Initiates difficult conversations proactively with others rather than avoiding them.                            | All but Self   | 7           |   |   |   |   |   | 3.1  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 2.0  | -1.1                  |
|   | Manager        | 1           |   |   |   |   |   | 3.0  | -0.1                  |
|   | Peers          | 1           |   |   |   |   |   | 4.0  | 0.9                   |
|   | Direct Reports | 2           |   |   |   |   |   | 3.0  | -0.1                  |
|   | Other          | 3           |   |   |   |   |   | 3.0  | -0.1                  |
| Resolves conflict effectively.  | All but Self   | 7           |   |   |   |   |   | 3.1  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 4.0  | 0.9                   |
|   | Manager        | 1           |   |   |   |   |   | 3.0  | -0.1                  |
|   | Peers          | 1           |   |   |   |   |   | 3.0  | -0.1                  |
|   | Direct Reports | 2           |   |   |   |   |   | 4.0  | 0.9                   |
|   | Other          | 3           |   |   |   |   |   | 2.7  | -0.5                  |

# John Smith 360 Assessment Report

## Leading People: Leveraging Diversity

### Recognized Genius

Both yourself and others view this competency as a strength.



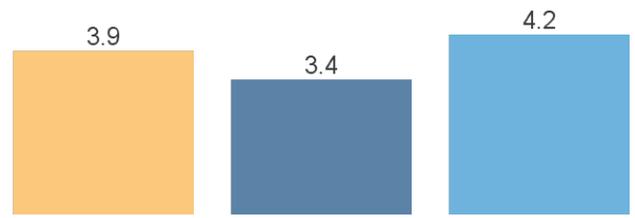
■ All but Self
 ■ Self
 ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item  | Rater          | Respondents | 1 | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|---|----------------|-------------|---|---|---|---|---|------|-----------------------|
| Values the experience and contributions of people from different backgrounds. | All but Self   | 12          |   |   |   |   |   | 4.1  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 4.0  | -0.1                  |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | -0.1                  |
|   | Peers          | 5           |   |   |   |   |   | 4.2  | 0.1                   |
|   | Direct Reports | 3           |   |   |   |   |   | 4.0  | -0.1                  |
|   | Other          | 3           |   |   |   |   |   | 4.0  | -0.1                  |
| Treats others with a high level of respect.                                   | All but Self   | 12          |   |   |   |   |   | 4.4  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 5.0  | 0.6                   |
|   | Manager        | 1           |   |   |   |   |   | 5.0  | 0.6                   |
|   | Peers          | 5           |   |   |   |   |   | 4.4  | -0.0                  |
|   | Direct Reports | 3           |   |   |   |   |   | 4.0  | -0.4                  |
|   | Other          | 3           |   |   |   |   |   | 4.7  | 0.3                   |
| Demonstrates care and concern for others.                                     | All but Self   | 12          |   |   |   |   |   | 4.4  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 5.0  | 0.6                   |
|   | Manager        | 1           |   |   |   |   |   | 5.0  | 0.6                   |
|   | Peers          | 5           |   |   |   |   |   | 4.2  | -0.2                  |
|   | Direct Reports | 3           |   |   |   |   |   | 4.3  | -0.1                  |
|   | Other          | 3           |   |   |   |   |   | 4.7  | 0.3                   |

# John Smith 360 Assessment Report

## Leading People: Developing Others



■ All but Self   
 ■ Self   
 ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item   | Rater          | Respondents | 1 | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|--|----------------|-------------|---|---|---|---|---|------|-----------------------|
| Supports me/others in development opportunities.                   | All but Self   | 7           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Peers          | 3           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Direct Reports | 1           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Other          | 2           |   |   |   |   |   | 4.0  | 0.0                   |
| Provides timely, useful and constructive feedback.                 | All but Self   | 9           |   |   |   |   |   | 3.7  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 2.0  | -1.7                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Peers          | 3           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Direct Reports | 2           |   |   |   |   |   | 3.0  | -0.7                  |
|  | Other          | 3           |   |   |   |   |   | 3.7  | 0.0                   |
| Provides meaningful recognition for the accomplishments of others. | All but Self   | 10          |   |   |   |   |   | 4.0  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Manager        | 1           |   |   |   |   |   | 5.0  | 1.0                   |
|  | Peers          | 3           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Direct Reports | 3           |   |   |   |   |   | 3.7  | -0.3                  |
|  | Other          | 3           |   |   |   |   |   | 4.0  | 0.0                   |
| Helps others understand the meaning and importance of their work.  | All but Self   | 8           |   |   |   |   |   | 3.9  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.9                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Peers          | 2           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Direct Reports | 2           |   |   |   |   |   | 3.5  | -0.4                  |
|  | Other          | 3           |   |   |   |   |   | 4.0  | 0.1                   |
| Motivates and inspires others to do their best work.               | All but Self   | 11          |   |   |   |   |   | 3.8  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | 0.2                   |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.2                   |
|  | Peers          | 4           |   |   |   |   |   | 4.0  | 0.2                   |
|  | Direct Reports | 3           |   |   |   |   |   | 3.7  | -0.2                  |
|  | Other          | 3           |   |   |   |   |   | 3.7  | -0.2                  |

# John Smith 360 Assessment Report

## Leading People: Team Building

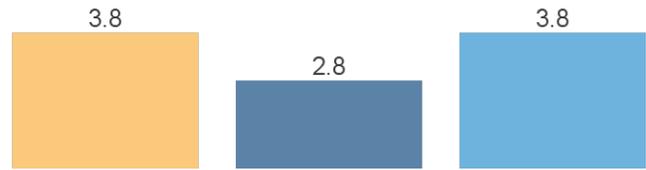


\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item  | Rater          | Respondents | 1                                | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|---|----------------|-------------|----------------------------------|---|---|---|---|------|-----------------------|
| Excels at creating a work environment where people feel valued.                     | All but Self   | 12          | [Bar chart showing distribution] |   |   |   |   | 4.1  | 0.0                   |
|   | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|   | Manager        | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|   | Peers          | 5           | [Bar chart showing distribution] |   |   |   |   | 4.2  | 0.1                   |
|   | Direct Reports | 3           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|   | Other          | 3           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
| Is highly talented at getting people to work together.                              | All but Self   | 11          | [Bar chart showing distribution] |   |   |   |   | 3.8  | 0.0                   |
|   | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | 0.2                   |
|   | Manager        | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | 0.2                   |
|   | Peers          | 4           | [Bar chart showing distribution] |   |   |   |   | 4.0  | 0.2                   |
|   | Direct Reports | 3           | [Bar chart showing distribution] |   |   |   |   | 3.7  | -0.2                  |
|   | Other          | 3           | [Bar chart showing distribution] |   |   |   |   | 3.7  | -0.2                  |
| Creates an appropriate sense of urgency and motivation to do more than is expected. | All but Self   | 9           | [Bar chart showing distribution] |   |   |   |   | 4.0  | 0.0                   |
|   | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 3.0  | -1.0                  |
|   | Manager        | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | 0.0                   |
|   | Peers          | 3           | [Bar chart showing distribution] |   |   |   |   | 4.3  | 0.3                   |
|   | Direct Reports | 3           | [Bar chart showing distribution] |   |   |   |   | 4.0  | 0.0                   |
|   | Other          | 2           | [Bar chart showing distribution] |   |   |   |   | 3.5  | -0.5                  |
| Consistently models the behaviors that he/she expects from others.                  | All but Self   | 11          | [Bar chart showing distribution] |   |   |   |   | 4.1  | 0.0                   |
|   | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|   | Manager        | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|   | Peers          | 4           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|   | Direct Reports | 3           | [Bar chart showing distribution] |   |   |   |   | 4.0  | -0.1                  |
|   | Other          | 3           | [Bar chart showing distribution] |   |   |   |   | 4.3  | 0.2                   |
| Manages relationships without favoritism.   | All but Self   | 8           | [Bar chart showing distribution] |   |   |   |   | 3.7  | 0.0                   |
|   | Self           | 1           | [Bar chart showing distribution] |   |   |   |   | 3.0  | -0.7                  |
|   | Manager        | 1           | [Bar chart showing distribution] |   |   |   |   | 4.0  | 0.3                   |
|   | Peers          | 2           | [Bar chart showing distribution] |   |   |   |   | 4.0  | 0.3                   |
|   | Direct Reports | 2           | [Bar chart showing distribution] |   |   |   |   | 3.5  | -0.2                  |
|   | Other          | 3           | [Bar chart showing distribution] |   |   |   |   | 3.7  | -0.1                  |

# John Smith 360 Assessment Report

## Results-Driven: Accountability



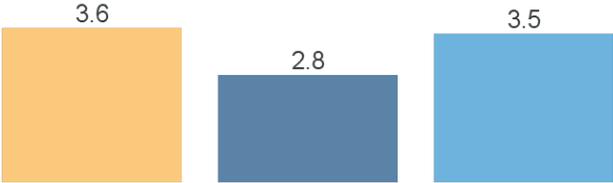
■ All but Self   
 ■ Self   
 ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item   | Rater          | Respondents | 1 | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|--|----------------|-------------|---|---|---|---|---|------|-----------------------|
| Consistently delivers on promises made to others.  | All but Self   | 11          |   |   |   |   |   | 4.0  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -1.0                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Peers          | 5           |   |   |   |   |   | 4.2  | 0.2                   |
|  | Direct Reports | 2           |   |   |   |   |   | 4.5  | 0.5                   |
|  | Other          | 3           |   |   |   |   |   | 3.3  | -0.7                  |
| Consistently holds others accountable for meeting deadlines and producing high quality work. | All but Self   | 7           |   |   |   |   |   | 3.9  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 2.0  | -1.9                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Peers          | 3           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Direct Reports | 0           |   |   |   |   |   | -    | -                     |
|  | Other          | 3           |   |   |   |   |   | 3.7  | -0.2                  |
| Consistently delivers excellent results.   | All but Self   | 12          |   |   |   |   |   | 3.9  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.9                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Peers          | 5           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Direct Reports | 3           |   |   |   |   |   | 3.7  | -0.3                  |
|  | Other          | 3           |   |   |   |   |   | 4.0  | 0.1                   |
| Delegates appropriately.   | All but Self   | 7           |   |   |   |   |   | 3.3  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.3                  |
|  | Manager        | 1           |   |   |   |   |   | 3.0  | -0.3                  |
|  | Peers          | 2           |   |   |   |   |   | 4.0  | 0.7                   |
|  | Direct Reports | 1           |   |   |   |   |   | 4.0  | 0.7                   |
|  | Other          | 3           |   |   |   |   |   | 2.7  | -0.6                  |
| Upholds established policies and procedures.   | All but Self   | 9           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -1.0                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Peers          | 3           |   |   |   |   |   | 4.0  | 0.0                   |
|  | Direct Reports | 2           |   |   |   |   |   | 4.5  | 0.5                   |
|  | Other          | 3           |   |   |   |   |   | 3.7  | -0.3                  |

# John Smith 360 Assessment Report

## Results-Driven: Decision Making & Problem Solving



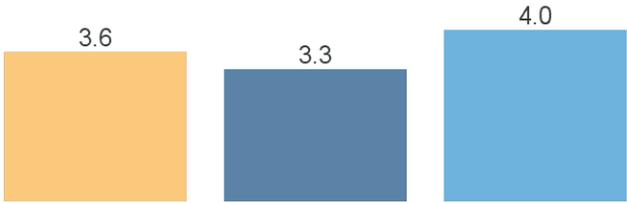
■ All but Self   
 ■ Self   
 ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item   | Rater          | Respondents | 1 | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|--|----------------|-------------|---|---|---|---|---|------|-----------------------|
| Makes sound and timely decisions.  | All but Self   | 10          |   |   |   |   |   | 3.7  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.7                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Peers          | 4           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Direct Reports | 2           |   |   |   |   |   | 3.5  | -0.2                  |
|  | Other          | 3           |   |   |   |   |   | 3.3  | -0.4                  |
| Is skilled at using data and metrics to make decisions.  | All but Self   | 4           |   |   |   |   |   | 3.5  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 2.0  | -1.5                  |
|  | Manager        | 1           |   |   |   |   |   | 3.0  | -0.5                  |
|  | Peers          | 0           |   |   |   |   |   | -    | -                     |
|  | Direct Reports | 1           |   |   |   |   |   | 3.0  | -0.5                  |
|  | Other          | 2           |   |   |   |   |   | 4.0  | 0.5                   |
| Makes decisions based on what is right versus what is easy or less risky.  | All but Self   | 8           |   |   |   |   |   | 3.8  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Peers          | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Direct Reports | 3           |   |   |   |   |   | 3.7  | -0.1                  |
|  | Other          | 3           |   |   |   |   |   | 3.7  | -0.1                  |
| Anticipates problems before they occur and ensures resolution.   | All but Self   | 8           |   |   |   |   |   | 3.1  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.1                  |
|  | Manager        | 1           |   |   |   |   |   | 3.0  | -0.1                  |
|  | Peers          | 2           |   |   |   |   |   | 3.5  | 0.4                   |
|  | Direct Reports | 2           |   |   |   |   |   | 3.5  | 0.4                   |
|  | Other          | 3           |   |   |   |   |   | 2.7  | -0.5                  |
| Evaluates the organizational capabilities required for future success and (talent, technology, etc.) and takes action to address potential gaps. | All but Self   | 5           |   |   |   |   |   | 3.8  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.8                  |
|  | Manager        | 1           |   |   |   |   |   | 3.0  | -0.8                  |
|  | Peers          | 1           |   |   |   |   |   | 4.0  | 0.2                   |
|  | Direct Reports | 1           |   |   |   |   |   | 4.0  | 0.2                   |
|  | Other          | 2           |   |   |   |   |   | 4.0  | 0.2                   |
| Takes thoughtful risks consistent with the organization's values to achieve results.   | All but Self   | 9           |   |   |   |   |   | 3.7  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 2.0  | -1.7                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Peers          | 3           |   |   |   |   |   | 4.0  | 0.3                   |
|  | Direct Reports | 2           |   |   |   |   |   | 3.5  | -0.2                  |
|  | Other          | 3           |   |   |   |   |   | 3.3  | -0.3                  |

# John Smith 360 Assessment Report

## Business Acumen



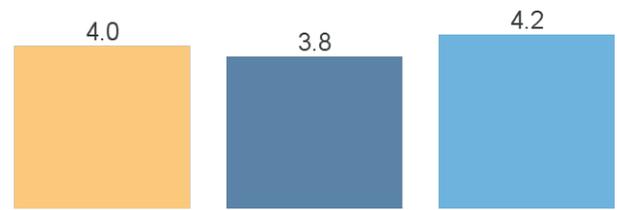
■ All but Self   
 ■ Self   
 ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item  | Rater          | Respondents |   |   |   |   |   | Mean | Gap From All but Self |
|---|----------------|-------------|---|---|---|---|---|------|-----------------------|
|   |                |             | 1 | 2 | 3 | 4 | 5 |      |                       |
| Attracts and hires talented employees.  | All but Self   | 1           |   |   |   |   |   | 3.0  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 3.0  | 0.0                   |
|   | Manager        | 0           |   |   |   |   |   | -    | -                     |
|   | Peers          | 0           |   |   |   |   |   | -    | -                     |
|   | Direct Reports | 0           |   |   |   |   |   | -    | -                     |
|   | Other          | 1           |   |   |   |   |   | 3.0  | 0.0                   |
| Effectively addresses poor performers (does not let poor performance go unaddressed). | All but Self   | 4           |   |   |   |   |   | 3.3  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 2.0  | -1.3                  |
|   | Manager        | 0           |   |   |   |   |   | -    | -                     |
|   | Peers          | 1           |   |   |   |   |   | 3.0  | -0.3                  |
|   | Direct Reports | 0           |   |   |   |   |   | -    | -                     |
|   | Other          | 3           |   |   |   |   |   | 3.3  | 0.1                   |
| Demonstrates proper technical knowledge and skills to effectively manage.             | All but Self   | 8           |   |   |   |   |   | 3.8  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|   | Peers          | 3           |   |   |   |   |   | 3.7  | -0.1                  |
|   | Direct Reports | 1           |   |   |   |   |   | 3.0  | -0.8                  |
|   | Other          | 3           |   |   |   |   |   | 4.0  | 0.3                   |
| Effectively manages the financial aspects of his/her area.                            | All but Self   | 6           |   |   |   |   |   | 3.7  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | 0.3                   |
|   | Peers          | 2           |   |   |   |   |   | 4.0  | 0.3                   |
|   | Direct Reports | 0           |   |   |   |   |   | -    | -                     |
|   | Other          | 3           |   |   |   |   |   | 3.3  | -0.3                  |

# John Smith 360 Assessment Report

## Building Coalitions: Influencing



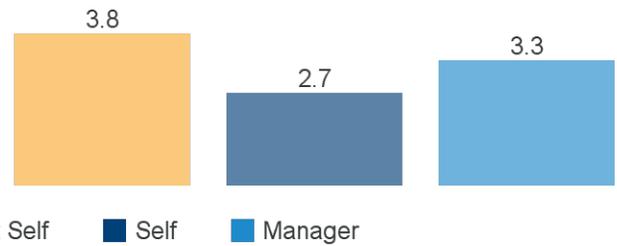
■ All but Self
 ■ Self
 ■ Manager

\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item   | Rater          | Respondents | 1 | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|--|----------------|-------------|---|---|---|---|---|------|-----------------------|
| Effectively persuades others in order to build commitment for ideas.               | All but Self   | 11          |   |   |   |   |   | 3.9  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Peers          | 4           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Direct Reports | 3           |   |   |   |   |   | 3.7  | -0.2                  |
|  | Other          | 3           |   |   |   |   |   | 4.0  | 0.1                   |
| Communicates in a compelling, impactful manner.                                    | All but Self   | 12          |   |   |   |   |   | 3.8  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 3.0  | -0.8                  |
|  | Manager        | 1           |   |   |   |   |   | 4.0  | 0.2                   |
|  | Peers          | 5           |   |   |   |   |   | 3.8  | -0.0                  |
|  | Direct Reports | 3           |   |   |   |   |   | 3.7  | -0.2                  |
|  | Other          | 3           |   |   |   |   |   | 4.0  | 0.2                   |
| Has strong positive relationships with other functional areas of the organization. | All but Self   | 12          |   |   |   |   |   | 4.3  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | -0.3                  |
|  | Manager        | 1           |   |   |   |   |   | 5.0  | 0.7                   |
|  | Peers          | 5           |   |   |   |   |   | 4.6  | 0.3                   |
|  | Direct Reports | 3           |   |   |   |   |   | 4.3  | -0.0                  |
|  | Other          | 3           |   |   |   |   |   | 3.7  | -0.7                  |
| Has strong positive relationships with other partnering organizations.             | All but Self   | 8           |   |   |   |   |   | 4.3  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | -0.3                  |
|  | Manager        | 1           |   |   |   |   |   | 5.0  | 0.8                   |
|  | Peers          | 3           |   |   |   |   |   | 4.3  | 0.1                   |
|  | Direct Reports | 2           |   |   |   |   |   | 4.0  | -0.3                  |
|  | Other          | 2           |   |   |   |   |   | 4.0  | -0.3                  |
| Involves others in the decision making process.                                    | All but Self   | 10          |   |   |   |   |   | 3.9  | 0.0                   |
|  | Self           | 1           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Manager        | 1           |   |   |   |   |   | 3.0  | -0.9                  |
|  | Peers          | 4           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Direct Reports | 2           |   |   |   |   |   | 4.0  | 0.1                   |
|  | Other          | 3           |   |   |   |   |   | 4.0  | 0.1                   |

# John Smith 360 Assessment Report

## Building Coalitions: Oral Communication



\*Internal Comparison: All but Self score received by other 360 participants in your organization. This comparison is also represented by the grey tick mark in the table below.

| Item  | Rater          | Respondents | 1 | 2 | 3 | 4 | 5 | Mean | Gap From All but Self |
|---|----------------|-------------|---|---|---|---|---|------|-----------------------|
| Clearly and effectively communicates the information I need to do my job. | All but Self   | 10          |   |   |   |   |   | 4.0  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 2.0  | -2.0                  |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | 0.0                   |
|   | Peers          | 5           |   |   |   |   |   | 4.0  | 0.0                   |
|   | Direct Reports | 1           |   |   |   |   |   | 4.0  | 0.0                   |
|   | Other          | 3           |   |   |   |   |   | 4.0  | 0.0                   |
| Communicates with an appropriate level of transparency and consistency.   | All but Self   | 11          |   |   |   |   |   | 4.1  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 3.0  | -1.1                  |
|   | Manager        | 1           |   |   |   |   |   | 4.0  | -0.1                  |
|   | Peers          | 5           |   |   |   |   |   | 4.2  | 0.1                   |
|   | Direct Reports | 2           |   |   |   |   |   | 4.0  | -0.1                  |
|   | Other          | 3           |   |   |   |   |   | 4.0  | -0.1                  |
| Clearly asserts her/his opinions to others.                               | All but Self   | 12          |   |   |   |   |   | 3.5  | 0.0                   |
|   | Self           | 1           |   |   |   |   |   | 3.0  | -0.5                  |
|   | Manager        | 1           |   |   |   |   |   | 2.0  | -1.5                  |
|   | Peers          | 5           |   |   |   |   |   | 3.8  | 0.3                   |
|   | Direct Reports | 3           |   |   |   |   |   | 3.7  | 0.2                   |
|   | Other          | 3           |   |   |   |   |   | 3.3  | -0.2                  |

# John Smith 360 Assessment Report

## Gap Analysis: Positive Gaps

The table below helps you to understand where perceptions of your performance may be different from your own. Ask others for examples of why they may view your performance as stronger or less positive than your evaluation. Gaps of .3 or higher are considered significant.

| Positive Gaps: All But Self rated you higher than you rated yourself |                                   |  |              |      |     |
|--|-----------------------------------|--|--------------|------|-----|
| Rank   | Competency                        | Item   | All but Self | Self | Gap |
| 1  | Conflict Management               | Actively listens with interest and hears what is said.                                       | 4.3          | 2.0  | 2.3 |
| 2  | Oral Communication                | Clearly and effectively communicates the information I need to do my job.                    | 4.0          | 2.0  | 2.0 |
| 3  | Accountability                    | Consistently holds others accountable for meeting deadlines and producing high quality work. | 3.9          | 2.0  | 1.9 |
| 4  | Developing Others                 | Provides timely, useful and constructive feedback.   | 3.7          | 2.0  | 1.7 |
| 5  | Decision Making & Problem Solving | Takes thoughtful risks consistent with the organization's values to achieve results.         | 3.7          | 2.0  | 1.7 |
| 6  | Decision Making & Problem Solving | Is skilled at using data and metrics to make decisions.                                      | 3.5          | 2.0  | 1.5 |
| 7  | Flexibility & Resilience          | Is positive and resilient, even during times of change or ambiguity.                         | 4.3          | 3.0  | 1.3 |
| 8  | Flexibility & Resilience          | Is flexible and adjusts work plans as necessary.   | 4.3          | 3.0  | 1.3 |
| 9  | Business Acumen                   | Effectively addresses poor performers (does not let poor performance go unaddressed).        | 3.3          | 2.0  | 1.3 |
| 10   | Conflict Management               | Initiates difficult conversations proactively with others rather than avoiding them.         | 3.1          | 2.0  | 1.1 |

# John Smith 360 Assessment Report

## Gap Analysis: Negative Gaps

The table below helps you to understand where perceptions of your performance may be different from your own. Ask others for examples of why they may view your performance as stronger or less positive than your evaluation. Gaps of .3 or higher are considered significant.

| Negative Gaps: You rated yourself higher than All But Self |                                   |  |              |      |      |
|--|-----------------------------------|--|--------------|------|------|
| Rank   | Competency                        | Item   | All but Self | Self | Gap  |
| 1  | Creativity & Innovation           | Encourages others to come up with new and better ways of doing things.                     | 3.7          | 5.0  | -1.3 |
| 2  | Conflict Management               | Resolves conflict effectively.   | 3.1          | 4.0  | -0.9 |
| 3  | Leveraging Diversity              | Treats others with a high level of respect.  | 4.4          | 5.0  | -0.6 |
| 4  | Leveraging Diversity              | Demonstrates care and concern for others.  | 4.4          | 5.0  | -0.6 |
| 5  | Flexibility & Resilience          | Demonstrates a desire to learn and grow as a leader.                                       | 4.6          | 5.0  | -0.4 |
| 6  | Business Acumen                   | Effectively manages the financial aspects of his/her area.                                 | 3.7          | 4.0  | -0.3 |
| 7  | Vision & Strategic Thinking       | Communicates a motivating and inspiring vision for the future.                             | 3.7          | 4.0  | -0.3 |
| 8  | Vision & Strategic Thinking       | Uses a holistic organizational perspective to make decisions that support strategic goals. | 3.7          | 4.0  | -0.3 |
| 9  | Decision Making & Problem Solving | Makes decisions based on what is right versus what is easy or less risky.                  | 3.8          | 4.0  | -0.3 |
| 10   | Business Acumen                   | Demonstrates proper technical knowledge and skills to effectively manage.                  | 3.8          | 4.0  | -0.3 |

# John Smith 360 Assessment Report

## Highest to Lowest Rated Items (Manager vs. All But Self)

| Highest Items as Rated by Manager |  |      |
|-----------------------------------|--|------|
| Competency                        | Item   | Mean |
| Developing Others                 | Provides meaningful recognition for the accomplishments of others.                 | 5.0  |
| Flexibility & Resilience          | Is positive and resilient, even during times of change or ambiguity.               | 5.0  |
| Influencing                       | Has strong positive relationships with other partnering organizations.             | 5.0  |
| Flexibility & Resilience          | Demonstrates a desire to learn and grow as a leader.                               | 5.0  |
| Influencing                       | Has strong positive relationships with other functional areas of the organization. | 5.0  |

| Lowest Items as Rated by Manager  |  |      |
|-----------------------------------|--|------|
| Competency                        | Item   | Mean |
| Oral Communication                | Clearly asserts her/his opinions to others.  | 2.0  |
| Conflict Management               | Resolves conflict effectively.   | 3.0  |
| Conflict Management               | Initiates difficult conversations proactively with others rather than avoiding them. | 3.0  |
| Accountability                    | Delegates appropriately.   | 3.0  |
| Decision Making & Problem Solving | Is skilled at using data and metrics to make decisions.                              | 3.0  |

| Highest Items as Rated by All But Self |  |      |
|--|--|------|
| Competency                             | Item   | Mean |
| Flexibility & Resilience               | Demonstrates a desire to learn and grow as a leader.                               | 4.6  |
| Leveraging Diversity                   | Demonstrates care and concern for others.  | 4.4  |
| Leveraging Diversity                   | Treats others with a high level of respect.  | 4.4  |
| Influencing                            | Has strong positive relationships with other functional areas of the organization. | 4.3  |
| Conflict Management                    | Actively listens with interest and hears what is said.                             | 4.3  |

| Lowest Items as Rated by All But Self |   |      |
|---------------------------------------|---|------|
| Competency                            | Item  | Mean |
| Vision & Strategic Thinking           | Has a deep understanding of the trends that could impact the organization (e.g., political, economic, societal, technological). | 2.9  |
| Business Acumen                       | Attracts and hires talented employees.  | 3.0  |
| Decision Making & Problem Solving     | Anticipates problems before they occur and ensures resolution.  | 3.1  |
| Conflict Management                   | Resolves conflict effectively.  | 3.1  |
| Conflict Management                   | Initiates difficult conversations proactively with others rather than avoiding them.  | 3.1  |



# CI International

## CI International Applied Leadership Model

At CI International we fundamentally believe that exercising good leadership is dependent on three primary areas of application: Clear Goals; Strong Relationships; and Effective Communications. The competencies addressed in this assessment have a direct connection to these three over-arching focus areas.

Every leader at every level leads through their interaction with their people. These interactions are most successful, resulting in tangible outcomes for the organization, when leaders correctly blend the skills and attributes of these three areas. All three are fully symbiotic. When they're in place, an organization's ability to achieve necessary results is vastly improved. Consistent with Leo Tolstoy's quote "all happy families are alike; all unhappy families are unhappy in a unique way", these three elements define effective teams. Over the long run, all effective teams are alike in that they embody these three elements.

The heart of successful leadership is focusing the organization's efforts on a clearly stated and framed set of goals. This focus can result from formal planning efforts or emerging reactions to current situations. Either way, a leader needs to focus their team's efforts on achieving the goals that have been set.

Hearing, adapting and responding to clear goals implies a level of internal relationships. Building these relationships is an investment that increases productivity and employee engagement. Leaders depend on their teams to interpret and act, independently, on the goals. Their confidence in this is a direct function of their strong relationship.

Effective communications is the unseen energy that drives an organization. It's the "flux" that delivers leaders the benefits of the other two application areas. Effective communication is necessary to build the strong relationships and to share, and manage clear goals.



# John Smith 360 Assessment Report

## CI International Applied Leadership Model: Clear Goals

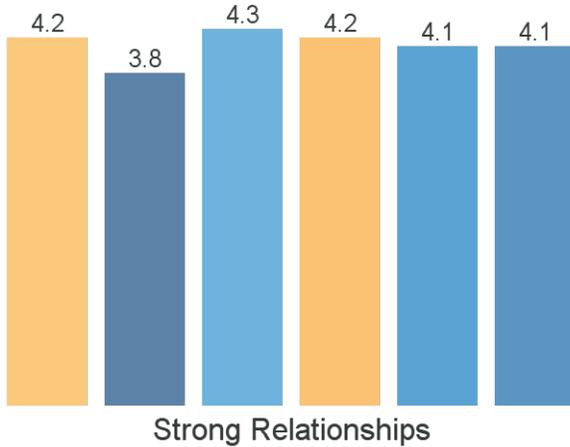


| Highest Items as Rated by All But Self  |      |
|---|------|
| Item  | Mean |
| Demonstrates a high level of commitment to the organization's vision/mission and is willing to sacrifice in difficult circumstances.  | 4.2  |
| Proactively challenges the status quo in the spirit of continuous improvement.  | 4.2  |
| Takes personal responsibility for proposing change that leads to higher levels of organizational integrity and competitive advantage. | 4.1  |
| Is proactive about identifying new opportunities that leverage the strengths of the organization.                                     | 4.0  |
| Upholds established policies and procedures.  | 4.0  |
| Lowest Items as Rated by All But Self   |      |
| Item  | Mean |
| Has a deep understanding of the trends that could impact the organization (e.g., political, economic, societal, technological).       | 2.9  |
| Anticipates problems before they occur and ensures resolution.  | 3.1  |
| Delegates appropriately.  | 3.3  |
| Incorporates external trends (e.g., political, economic, societal, technological) into a vision and strategy for the future.          | 3.5  |
| Is skilled at using data and metrics to make decisions.   | 3.5  |

# John Smith 360 Assessment Report

## CI International Applied Leadership Model: Strong Relationships

■ All but Self   
 ■ Self   
 ■ Manager   
 ■ Peers  
■ Direct Reports   
 ■ Other



### Highest Items as Rated by All But Self

| Item   | Mean |
|--|------|
| Demonstrates a desire to learn and grow as a leader.                               | 4.6  |
| Demonstrates care and concern for others.  | 4.4  |
| Treats others with a high level of respect.  | 4.4  |
| Has strong positive relationships with other functional areas of the organization. | 4.3  |
| Is positive and resilient, even during times of change or ambiguity.               | 4.3  |

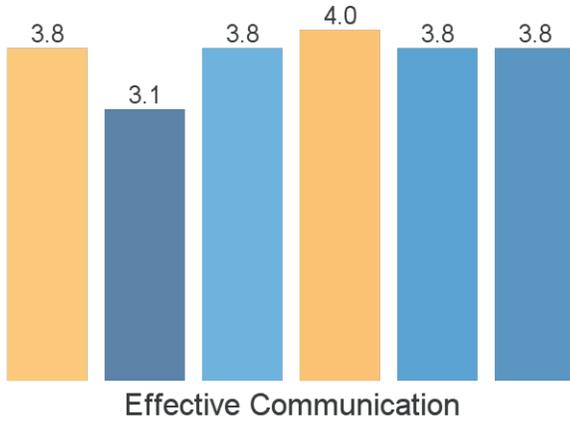
### Lowest Items as Rated by All But Self

| Item  | Mean |
|---|------|
| Attracts and hires talented employees.  | 3.0  |
| Manages relationships without favoritism.   | 3.7  |
| Is highly talented at getting people to work together.                              | 3.8  |
| Involves others in the decision making process.                                     | 3.9  |
| Creates an appropriate sense of urgency and motivation to do more than is expected. | 4.0  |

# John Smith 360 Assessment Report

## CI International Applied Leadership Model: Effective Communication

■ All but Self   
 ■ Self   
 ■ Manager   
 ■ Peers  
■ Direct Reports   
 ■ Other



| Highest Items as Rated by All But Self  |      |
|---|------|
| Item  | Mean |
| Actively listens with interest and hears what is said.  | 4.3  |
| Creates a welcoming and supportive environment in which people are encouraged to express their true viewpoints. | 4.3  |
| Communicates with an appropriate level of transparency and consistency.   | 4.1  |
| Supports me/others in development opportunities.  | 4.0  |
| Provides meaningful recognition for the accomplishments of others.  | 4.0  |
| Lowest Items as Rated by All But Self   |      |
| Item  | Mean |
| Resolves conflict effectively.  | 3.1  |
| Initiates difficult conversations proactively with others rather than avoiding them.                            | 3.1  |
| Effectively addresses poor performers (does not let poor performance go unaddressed).                           | 3.3  |
| Clearly asserts her/his opinions to others.   | 3.5  |
| Provides timely, useful and constructive feedback.  | 3.7  |

# John Smith 360 Assessment Report

## COMMENTS

### What is John best at?

#### Manager

Follow through. Recognizing the contributions of team members that contribute to his success. Developing relationships. Being positive about workload and being able to see the bigger picture.

#### Peers

Optimism and an openness to engage new work.

Wally is great to work with. He is eager to learn new things and to help in any way he can.

Wally is very good at networking, which comes in handy as a salesman. He knows everyone everywhere, and they all like him!

Vision - Wally is excited and ready to work for the future.

#### Direct Reports

Wally has an amazingly positive, can-do attitude. This positivity spreads to others easily.

Wally has a can-do attitude that is infectious. Once given an assignment, Wally will work at it until complete regardless of any barriers or obstacles. He is professional in all his interactions and displays an eagerness to help others be successful

#### Other

Building relationships and remaining positive even during ambiguous and difficult transitions

Building trust and relationship with people, making them feel valued. Encouraging/supporting them to be the best they can be.

Not having been coached by Wally, I can only speak to the qualities that I have witnessed that make up a great leadership coach. He is approachable, trustworthy, shows honest concern for others, leads by example, is confident but not domineering, shows humility, is commitment to customers, intelligent, possess contagious enthusiasm, and is self-reflective. One of the most powerful traits that I have seen demonstrated by Wally is his active listening skills. He is very focused on listening and understanding during our conversations and I can imagine that this quality serves him well when working with clients. He asks great questions to dig further into areas to explore.

#### Self

Being a team player

# John Smith 360 Assessment Report

## COMMENTS

### What could John do to be more effective?

| Manager   |
|---|
| Now that you have learned the ropes and understand CI's clients and products seek to identify ways to innovate and improve the way we serve clients.  |
| Peers   |
| work on reflecting back to his listeners what he is hearing them share, and to check his own understanding and assumptions with them.   |
| While I love Wally's humble demeanor, he has a lot to offer and could show more confidence in his abilities and contributions.  |
| I cannot think of anything at this time.  |
| Perhaps look at a greater, whole view, from all divisions at CI and not just his own division.  |
| Direct Reports  |
| Wally could work on improving his written communication to be able to better articulate his ideas and opinions.   |
| Communicate his needs more clearly while being open to input and perspectives from others. This is one of those areas where anyone growing into a role will sometimes struggle to find the right balance. Time and experience will correct this; it's not really an issue.  |
| Other   |
| Learn to develop a compelling vision for the future and effective strategies for achieving that goal. Explore effective methods for encouraging healthy conflict and for resolving dysfunctional situations.  |
| Continue to work on life balance between work and personal so that work doesn't overwhelm and burn you out. Invest in something you are interested in, activity or hobby. That may mean you need to set aside specific time for it no matter how busy work may seem to be. You will find you are actually more productive rather than less because it will refuel your tank not empty it. |
| Are there coach certifications that Wally could receive? Professional coaching organizations to join? Workshops from Professionals? Gain new perspectives/tips from new mentors.  |
| Self  |
| Communicating in a way to hold other accountable and give clear outlines of what is needed.   |

# John Smith 360 Assessment Report

## COMMENTS

**Is there any other feedback that you have not shared with John that will help him/her understand how to be a more effective leader?**

| Manager   |
|---|
| **  |
| Peers   |
| I'm looking forward to working with Wally for a long time to come!  |
| I cannot think of anything at this time.  |
| Direct Reports  |
| None  |
| It's a pleasure to have Wally as part of CI. He is pleasant and professional at all times, reflecting credit on CI.   |
| Other   |
| Leading change is extremely difficult and I am impressed by Wally's drive and fortitude to excel at this role. I would remind him to have patience - patience with his learning, his customers and himself. Training his great listening skills to accurately hear/understand goals – without jumping to conclusions - and turning those goals into actionable steps will take practice and mentoring...and listening patience. With deadlines looming, inbox piling up, and feeling over-extended at times, we can all push ourselves and others to get check marks. Coaching combines patience, project management and strategic vision – the fine line of knowing when to lead and when to listen comes with more experience. You are so amazing and give 110%. Watch for burn-out and take time for yourself. Patience! |

# Appendix

---

# John Smith 360 Assessment Report

## Appendix: Rating Distribution by Competency

### Leading Change: Creativity & Innovation

| All but Self  |                               |                        |              |           |            |      |
|---|-------------------------------|------------------------|--------------|-----------|------------|------|
| Item  | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Encourages others to come up with new and better ways of doing things.  | -                             | -                      | 4            | 6         | 1          | 3.7  |
| Proactively challenges the status quo in the spirit of continuous improvement.  | -                             | -                      | 1            | 7         | 3          | 4.2  |
| Takes personal responsibility for proposing change that leads to higher levels of organizational integrity and competitive advantage. | -                             | -                      | 1            | 8         | 2          | 4.1  |
| Is proactive about identifying new opportunities that leverage the strengths of the organization.                                     | -                             | -                      | 3            | 5         | 3          | 4.0  |

### Leading Change: Flexibility & Resilience

| All but Self   |                               |                        |              |           |            |      |
|--|-------------------------------|------------------------|--------------|-----------|------------|------|
| Item   | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Is positive and resilient, even during times of change or ambiguity. | -                             | -                      | 1            | 6         | 4          | 4.3  |
| Is flexible and adjusts work plans as necessary.                     | -                             | -                      | 1            | 6         | 4          | 4.3  |
| Demonstrates a desire to learn and grow as a leader.                 | -                             | -                      | 1            | 3         | 8          | 4.6  |
| Acknowledges that he/she does not have all the answers.              | -                             | -                      | 1            | 9         | 2          | 4.1  |

# John Smith 360 Assessment Report

## Leading Change: Vision & Strategic Thinking

| All but Self   |                               |                        |              |           |            |      |
|--|-------------------------------|------------------------|--------------|-----------|------------|------|
| Item   | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Communicates a motivating and inspiring vision for the future.   | -                             | -                      | 3            | 4         | 1          | 3.7  |
| Demonstrates a high level of commitment to the organization's vision/mission and is willing to sacrifice in difficult circumstances. | -                             | -                      | -            | 8         | 2          | 4.2  |
| Has a deep understanding of the trends that could impact the organization (e.g., political, economic, societal, technological).      | -                             | 2                      | 5            | 1         | -          | 2.9  |
| Incorporates external trends (e.g., political, economic, societal, technological) into a vision and strategy for the future.         | -                             | -                      | 3            | 3         | -          | 3.5  |
| Identifies strategic priorities based on the greatest potential for positive impact.   | -                             | -                      | 2            | 5         | -          | 3.7  |
| Uses a holistic organizational perspective to make decisions that support strategic goals.   | -                             | -                      | 2            | 6         | -          | 3.7  |
| Effectively implements change.   | -                             | -                      | 2            | 7         | -          | 3.8  |

## Leading People: Conflict Management

| All but Self  |                               |                        |              |           |            |      |
|---|-------------------------------|------------------------|--------------|-----------|------------|------|
| Item  | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Creates a welcoming and supportive environment in which people are encouraged to express their true viewpoints. | -                             | -                      | 1            | 7         | 4          | 4.3  |
| Actively listens with interest and hears what is said.  | -                             | -                      | -            | 8         | 4          | 4.3  |
| Initiates difficult conversations proactively with others rather than avoiding them.                            | -                             | -                      | 6            | 1         | -          | 3.1  |
| Resolves conflict effectively.  | -                             | 1                      | 4            | 2         | -          | 3.1  |

## Leading People: Leveraging Diversity

| All but Self  |                               |                        |              |           |            |      |
|---|-------------------------------|------------------------|--------------|-----------|------------|------|
| Item  | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Values the experience and contributions of people from different backgrounds. | -                             | -                      | -            | 11        | 1          | 4.1  |
| Treats others with a high level of respect.                                   | -                             | -                      | -            | 7         | 5          | 4.4  |
| Demonstrates care and concern for others.                                     | -                             | -                      | -            | 7         | 5          | 4.4  |

# John Smith 360 Assessment Report

## Leading People: Developing Others

| All but Self   |                               |                        |              |           |            |      |
|--|-------------------------------|------------------------|--------------|-----------|------------|------|
| Item   | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Supports me/others in development opportunities.                   | -                             | -                      | -            | 7         | -          | 4.0  |
| Provides timely, useful and constructive feedback.                 | -                             | -                      | 3            | 6         | -          | 3.7  |
| Provides meaningful recognition for the accomplishments of others. | -                             | -                      | 1            | 8         | 1          | 4.0  |
| Helps others understand the meaning and importance of their work.  | -                             | -                      | 2            | 5         | 1          | 3.9  |
| Motivates and inspires others to do their best work.               | -                             | -                      | 2            | 9         | -          | 3.8  |

## Leading People: Team Building

| All but Self  |                               |                        |              |           |            |      |
|---|-------------------------------|------------------------|--------------|-----------|------------|------|
| Item  | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Excels at creating a work environment where people feel valued.                     | -                             | -                      | 1            | 9         | 2          | 4.1  |
| Is highly talented at getting people to work together.                              | -                             | -                      | 2            | 9         | -          | 3.8  |
| Creates an appropriate sense of urgency and motivation to do more than is expected. | -                             | -                      | 1            | 7         | 1          | 4.0  |
| Consistently models the behaviors that he/she expects from others.                  | -                             | -                      | -            | 10        | 1          | 4.1  |
| Manages relationships without favoritism.   | -                             | -                      | 2            | 6         | -          | 3.7  |

## Results-Driven: Accountability

| All but Self   |                               |                        |              |           |            |      |
|--|-------------------------------|------------------------|--------------|-----------|------------|------|
| Item   | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Consistently delivers on promises made to others.  | -                             | 1                      | -            | 8         | 2          | 4.0  |
| Consistently holds others accountable for meeting deadlines and producing high quality work. | -                             | -                      | 1            | 6         | -          | 3.9  |
| Consistently delivers excellent results.   | -                             | -                      | 2            | 9         | 1          | 3.9  |
| Delegates appropriately.   | -                             | 1                      | 3            | 3         | -          | 3.3  |
| Upholds established policies and procedures.   | -                             | -                      | 1            | 7         | 1          | 4.0  |

# John Smith 360 Assessment Report

## Results-Driven: Decision Making & Problem Solving

| All but Self   |                               |                        |              |           |            |      |
|--|-------------------------------|------------------------|--------------|-----------|------------|------|
| Item   | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Makes sound and timely decisions.  | -                             | -                      | 3            | 7         | -          | 3.7  |
| Is skilled at using data and metrics to make decisions.  | -                             | -                      | 2            | 2         | -          | 3.5  |
| Makes decisions based on what is right versus what is easy or less risky.  | -                             | -                      | 2            | 6         | -          | 3.8  |
| Anticipates problems before they occur and ensures resolution.   | -                             | 1                      | 5            | 2         | -          | 3.1  |
| Evaluates the organizational capabilities required for future success and (talent, technology, etc.) and takes action to address potential gaps. | -                             | -                      | 1            | 4         | -          | 3.8  |
| Takes thoughtful risks consistent with the organization's values to achieve results.   | -                             | -                      | 3            | 6         | -          | 3.7  |

## Business Acumen

| All but Self  |                               |                        |              |           |            |      |
|---|-------------------------------|------------------------|--------------|-----------|------------|------|
| Question  | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Attracts and hires talented employees.  | -                             | -                      | 1            | -         | -          | 3.0  |
| Effectively addresses poor performers (does not let poor performance go unaddressed). | -                             | -                      | 3            | 1         | -          | 3.3  |
| Demonstrates proper technical knowledge and skills to effectively manage.             | -                             | -                      | 2            | 6         | -          | 3.8  |
| Effectively manages the financial aspects of his/her area.                            | -                             | -                      | 2            | 4         | -          | 3.7  |

# John Smith 360 Assessment Report

## Building Coalitions: Influencing

| All but Self   |                               |                        |              |           |            |      |
|--|-------------------------------|------------------------|--------------|-----------|------------|------|
| Question   | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Effectively persuades others in order to build commitment for ideas.               | -                             | -                      | 2            | 8         | 1          | 3.9  |
| Communicates in a compelling, impactful manner.                                    | -                             | -                      | 3            | 8         | 1          | 3.8  |
| Has strong positive relationships with other functional areas of the organization. | -                             | -                      | 1            | 6         | 5          | 4.3  |
| Has strong positive relationships with other partnering organizations.             | -                             | -                      | -            | 6         | 2          | 4.3  |
| Involves others in the decision making process.                                    | -                             | -                      | 1            | 9         | -          | 3.9  |

## Building Coalitions: Oral Communication

| All but Self  |                               |                        |              |           |            |      |
|---|-------------------------------|------------------------|--------------|-----------|------------|------|
| Question  | Needs Significant Improvement | Needs Some Improvement | Satisfactory | Very Well | Role Model | Mean |
| Clearly and effectively communicates the information I need to do my job. | -                             | -                      | 1            | 8         | 1          | 4.0  |
| Communicates with an appropriate level of transparency and consistency.   | -                             | -                      | -            | 10        | 1          | 4.1  |
| Clearly asserts her/his opinions to others.                               | -                             | 1                      | 4            | 7         | -          | 3.5  |