



INSTITUTE FOR

EMBODIED WISDOM

Twelve Dimensions of Authentic Leadership

**for Scott Coady
IEW**

**INDIVIDUAL EVALUATION
SAMPLE REPORT**

INDIVIDUAL EVALUATION REPORT CONTENT

REPORT INTRODUCTION & PURPOSE

SECTION I: RESULTS SUMMARY

GAP Analysis – Line Chart

Observer Ratings Average

Observer Ratings Detail

Your Strengths & Areas of Opportunity

SECTION II: COMPETENCY ANALYSIS

By Competency Item – GAP Analysis

By Competency Item – Observer Rating Average

By Competency Item – Observer Rating Detail

SECTION III: GENERAL RESULTS

REPORT INTRODUCTION

Introduction

You recently participated in a multi-rater feedback survey. Both you and your raters were asked to provide ratings of your effectiveness on many behaviors. The individuals who rated you were categorized by what relationship they have to you. For example, they may have been your leaders, colleagues, and persons directly or indirectly reporting to you. They were asked to be fair and accurate and to base their ratings on their observations of your performance in specific areas. This report presents the results of this multi-rater feedback process and contains your self-ratings and the ratings provided by your co-workers, as well as written feedback provided by your raters. When you review this report, bear in mind that it is designed to be a development tool, not a complete review of your work performance.

Purpose

The purpose of the multi-rater feedback survey is to help you explore how you contribute to the success of your organization, and to help you identify opportunities to become more successful and more fulfilled in your role. The report will identify "the gap", which is defined as the difference of how you rate yourself compared to the individuals that rated your ability to perform based on the specific competency items.

This report provides you with the results of the survey you recently completed and is divided into three sections:

Section I: Results Summary:

The first section provides a summary of your overall results, strengths and growth opportunities. This summary will assist you in identifying your strengths and Areas of Opportunity. At this point, a useful step is to examine your strong points by identifying your high ratings from the charts and then identify your weak points from your lowest ratings in the charts. This provides you with a quick way to identify where to focus your developmental efforts.

Section II: Competency Analysis:

This section of the report presents a detailed description of the competencies and individual behaviors measured in your survey. This information will help you pinpoint specific actions you might take to improve your performance.

Section III: General Results:

This section of the report presents the results for questions that were not assigned to a competency item. This information will help you pinpoint specific actions you might take to improve your performance.

SECTION I:

RESULTS SUMMARY

GAP Analysis – Line Chart

Observer Ratings Average

Observer Ratings Detail

Your Strengths & Areas of Opportunity

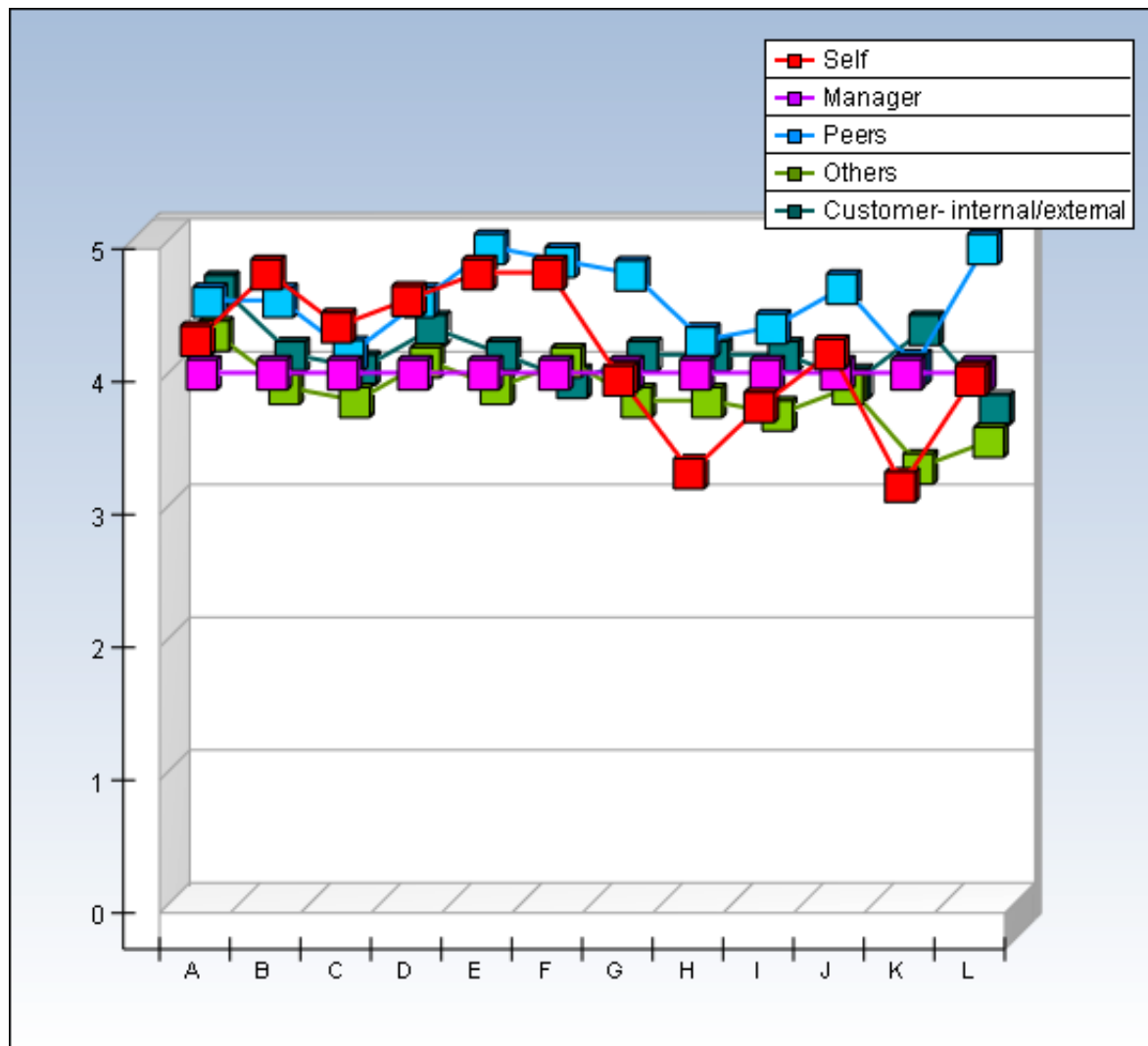
SECTION I: RESULTS SUMMARY

GAP ANALYSIS - Line Chart

The scores are listed on the left (y-axis) and the competencies are shown along the bottom (x-axis). The score you gave yourself is plotted as well as the average scores your raters provided.

Legend

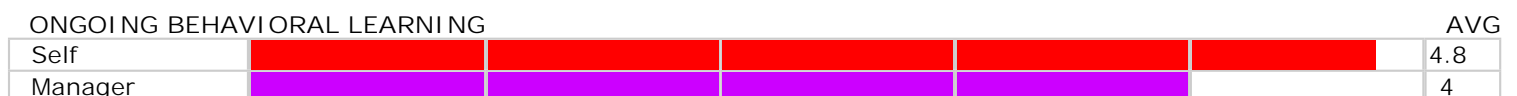
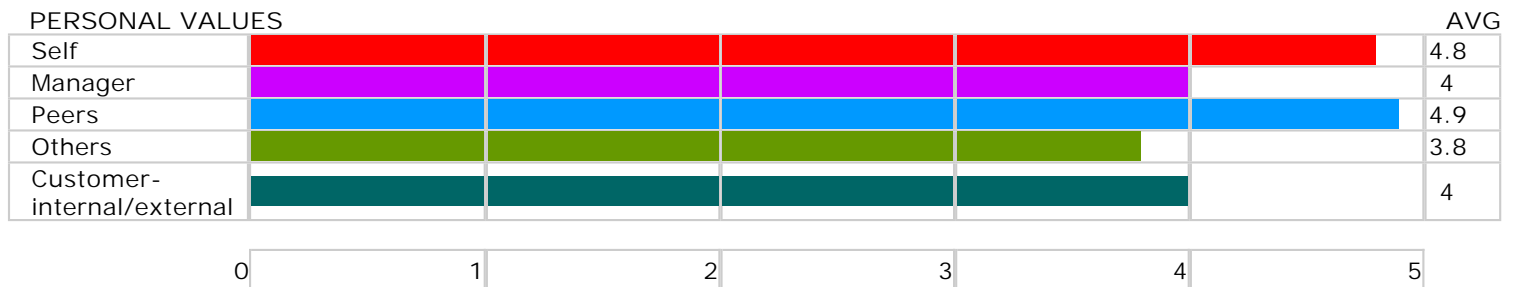
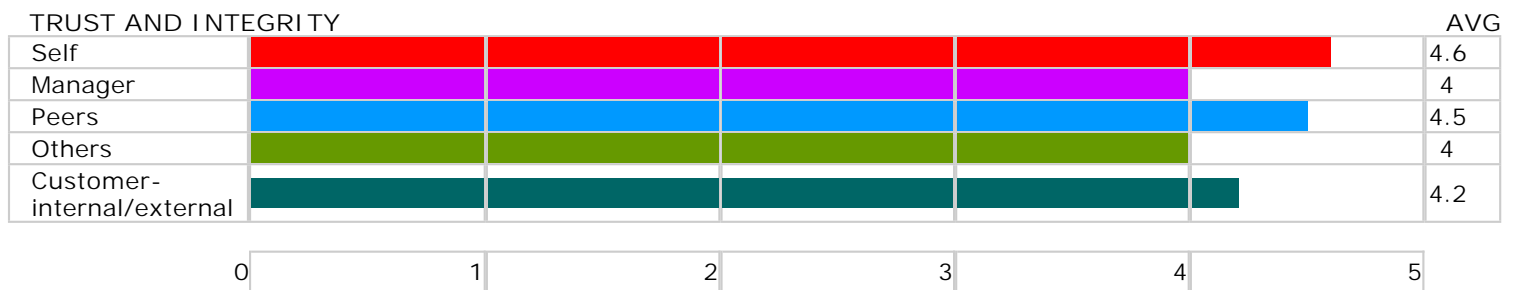
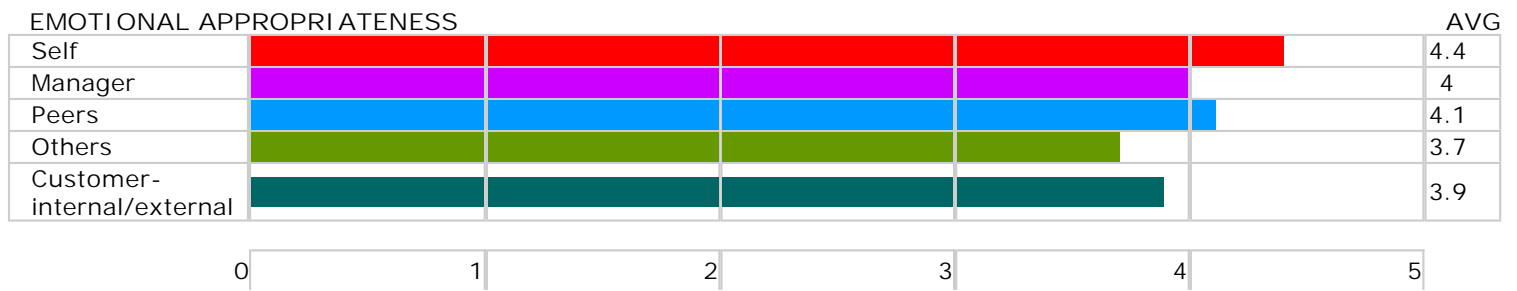
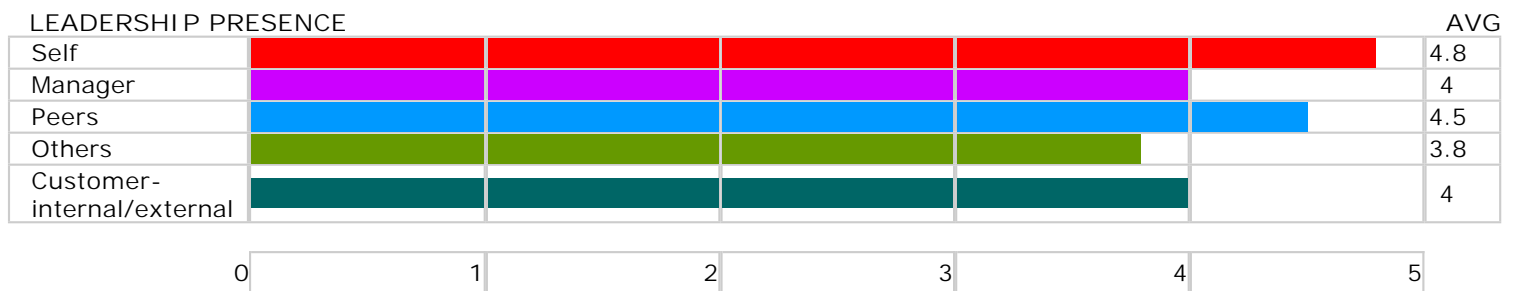
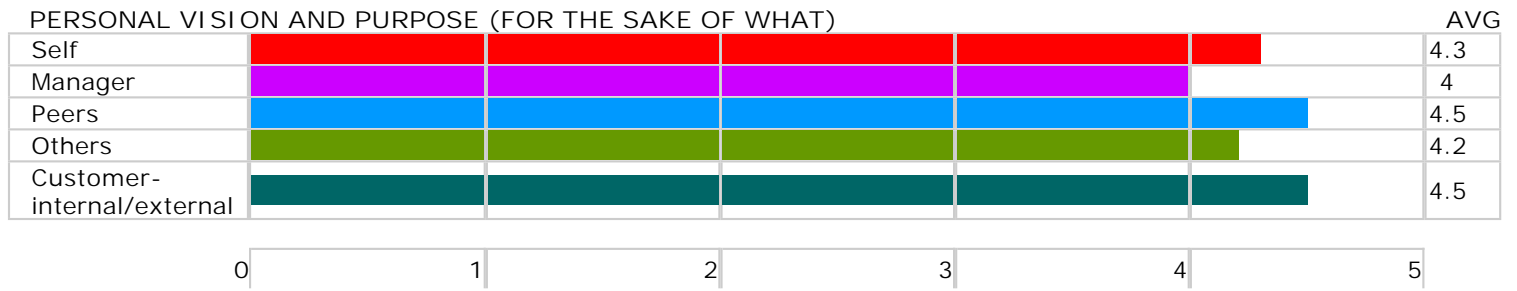
A = Personal Vision and Purpose (For the sake of what) B = Leadership Presence C = Emotional Appropriateness
 D = Trust and Integrity E = Personal Values F = Ongoing Behavioral Learning
 G = Organizational Values H = Vision I = Culture
 J = Action/ Momentum/ Results K = Standards L = Learning

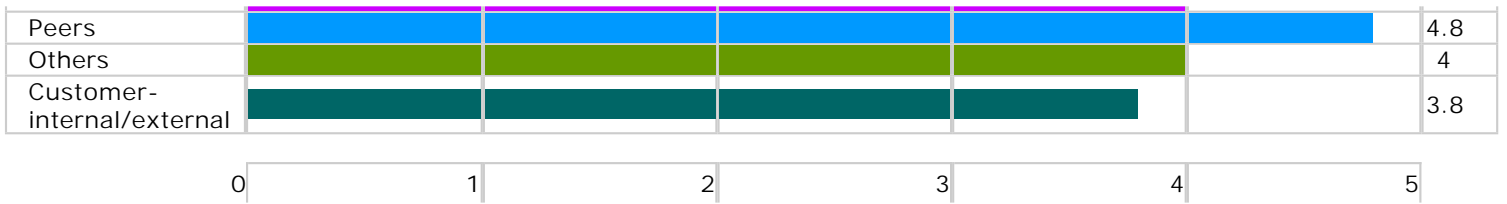


SECTION I: RESULTS SUMMARY

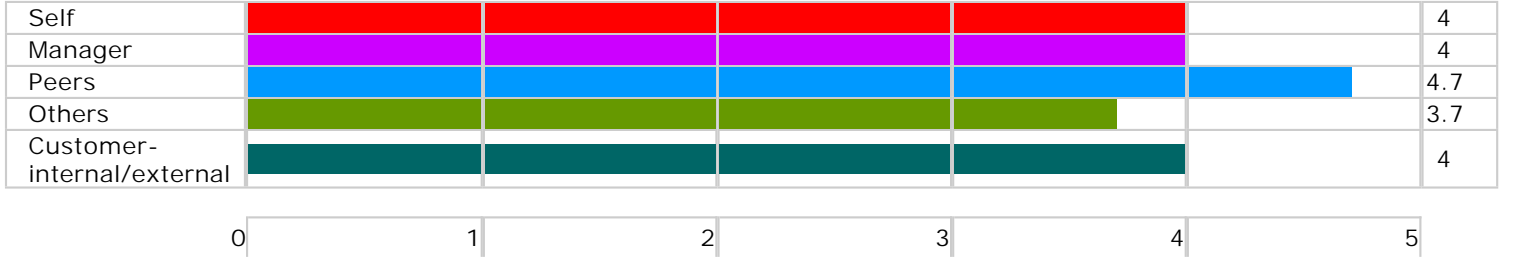
Observer Ratings Average

Observer ratings average by competency item.

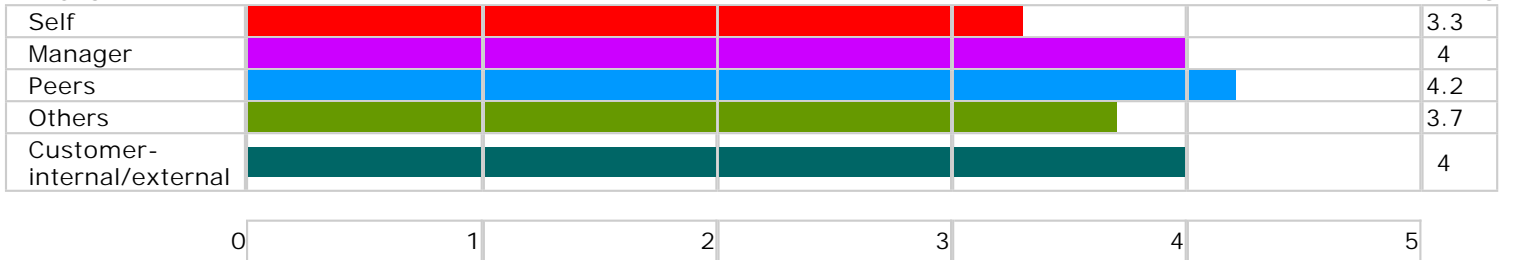




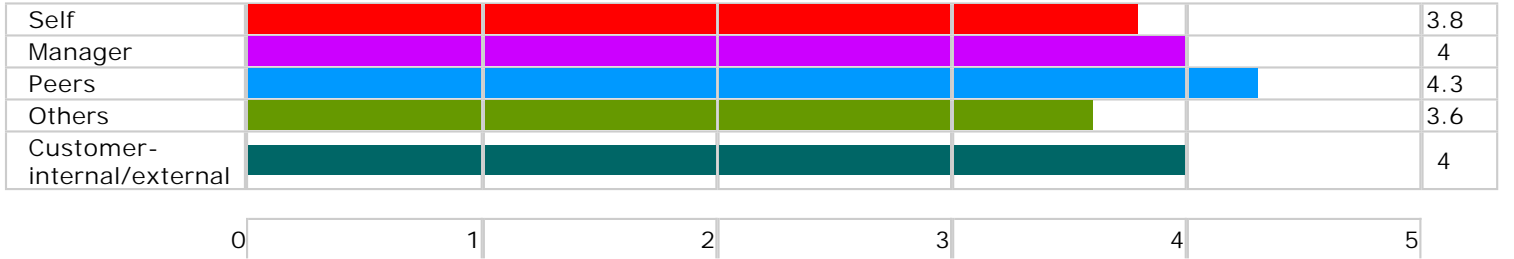
ORGANIZATIONAL VALUES



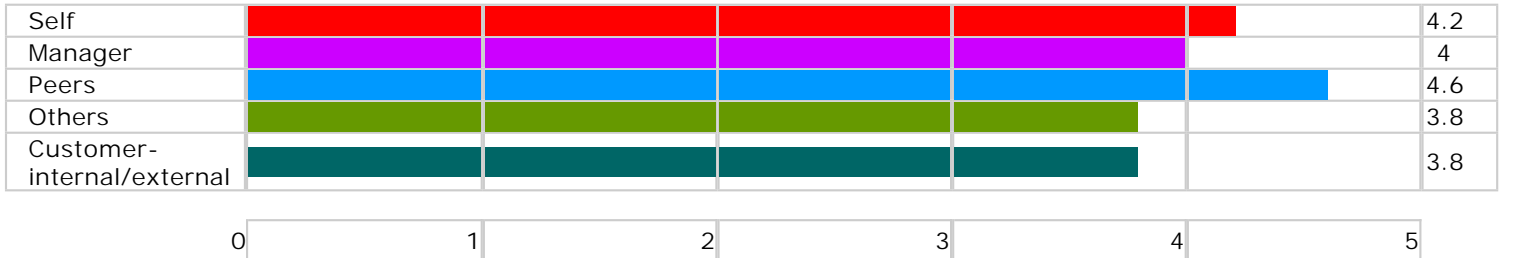
VISION



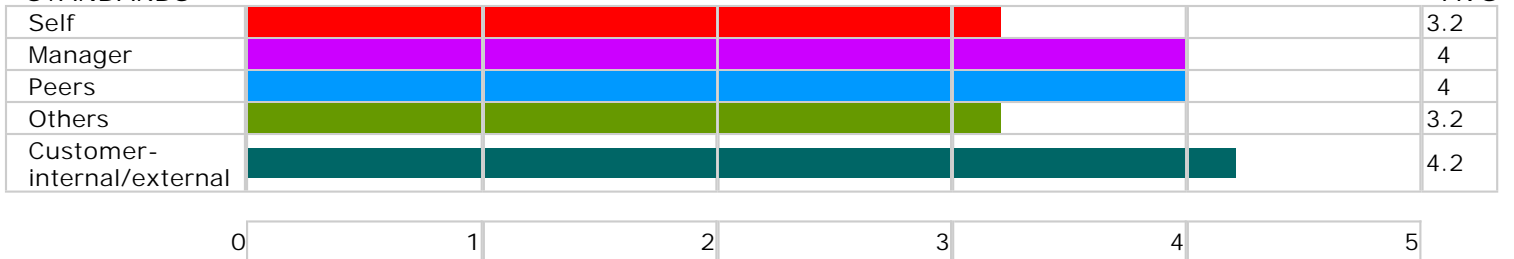
CULTURE

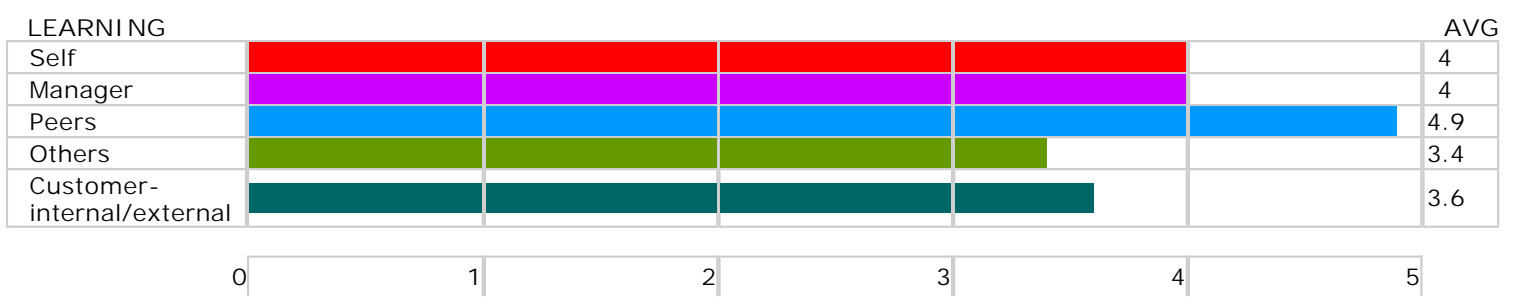


ACTION/ MOMENTUM/ RESULTS



STANDARDS





SECTION I: RESULTS SUMMARY

Observer Ratings Detail

Observer ratings breakdown by competency item.

PERSONAL VISION AND PURPOSE (FOR THE SAKE OF WHAT)

M1	P1	P2	O1	C1	AVG	Self
4	4.7	4.3	4.2	4.5	4.3	4.3

LEADERSHIP PRESENCE

M1	P1	P2	O1	C1	AVG	Self
4	4.8	4.2	3.8	4	4.2	4.8

EMOTIONAL APPROPRIATENESS

M1	P1	P2	O1	C1	AVG	Self
4	4.6	3.6	3.7	3.9	4	4.4

TRUST AND INTEGRITY

M1	P1	P2	O1	C1	AVG	Self
4	4.8	4.2	4	4.2	4.2	4.6

PERSONAL VALUES

M1	P1	P2	O1	C1	AVG	Self
4	5	4.8	3.8	4	4.3	4.8

ONGOING BEHAVIORAL LEARNING

M1	P1	P2	O1	C1	AVG	Self
4	5	4.5	4	3.8	4.3	4.8

ORGANIZATIONAL VALUES

M1	P1	P2	O1	C1	AVG	Self
4	5	4.3	3.7	4	4.2	4

VISION

M1	P1	P2	O1	C1	AVG	Self
4	4.7	3.7	3.7	4	4	3.3

CULTURE

M1	P1	P2	O1	C1	AVG	Self
4	4.9	3.8	3.6	4	4.1	3.8

ACTION/ MOMENTUM/ RESULTS

M1	P1	P2	O1	C1	AVG	Self
4	5	4.2	3.8	3.8	4.2	4.2

STANDARDS

M1	P1	P2	O1	C1	AVG	Self
4	5	3	3.2	4.2	3.9	3.2

LEARNING

M1	P1	P2	O1	C1	AVG	Self
4	5	4.8	3.4	3.6	4.2	4

AVG - Average of all raters excluding self.

M = Manager P = Peers O = Others C = Customer- internal/external

SECTION I: RESULTS SUMMARY

Strengths/Areas of Opportunity

Top 5 strengths and Areas of Opportunity identified by observer ratings

TOP 5 STRENGTHS

Questions	SELF SCORE	EVALUATORS AVG
31. Ongoing Behavioral Learning Actively seeks challenges that require learning.	5	4.6
29. Ongoing Behavioral Learning Seeks self improvement; actively pursues and models self development.	5	4.4
30. Ongoing Behavioral Learning Reviews and learns from setbacks, unintended outcomes (mistakes) and successes.	5	4.4
14. Emotional Appropriateness Negotiates and effectively resolves interpersonal differences with others.	5	4.4
19. Trust and Integrity Produces trust by ensuring alignment of words and actions.	4	4.4

TOP 5 AREAS OF OPPORTUNITY

Questions	SELF SCORE	EVALUATORS AVG
11. Emotional Appropriateness Balances work priorities with personal life so that neither is neglected	3	3.4
28. Ongoing Behavioral Learning Displays awareness of own strengths and shortcomings.	4	3.6
10. Leadership Presence Open to feedback and rarely becomes defensive.	4	3.6
36. Vision Is able to communicate the relevance between assignments and tasks, and the larger organizational strategy, mission and vision.	4	3.6
49. Action/ Momentum/ Results Objectively reviews results and provides appropriate and timely course corrections. learning and acknowledgement.	4	3.6

SECTION II:
COMPETENCY ANALYSIS

By Competency Item – GAP Analysis

By Competency Item – Observer Rating Average

By Competency Item – Observer Rating Detail

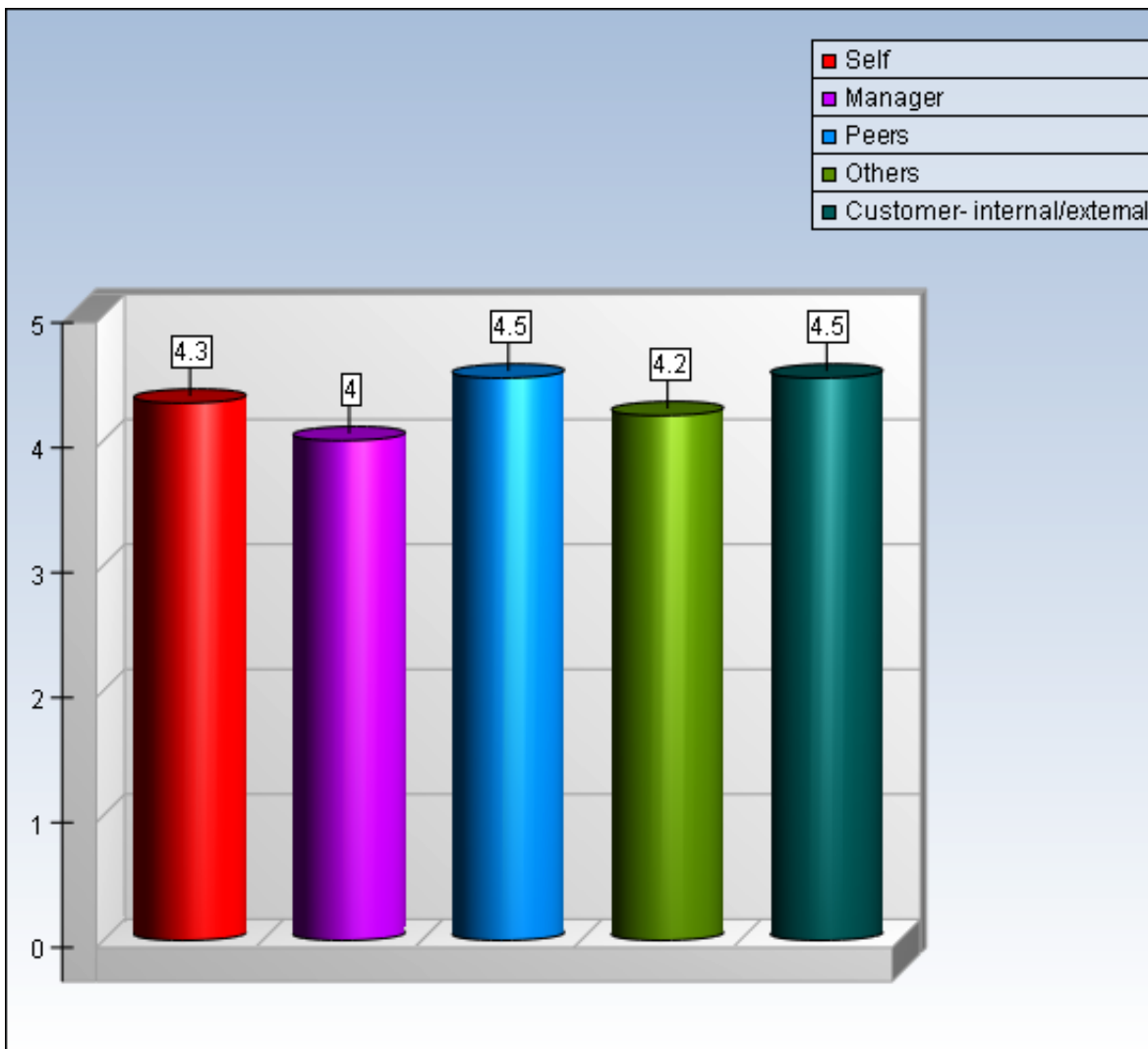
Competency Analysis

Personal Vision and Purpose (For the sake of what)

SECTION II: COMPETENCY ANALYSIS

PERSONAL VISION AND PURPOSE (FOR THE SAKE OF WHAT) - GAP Analysis

Relationships	Score	Gap
Self	4.3	-
Manager	4	-0.3
Peers	4.5	0.2
Others	4.2	-0.1
Customer- internal/external	4.5	0.2



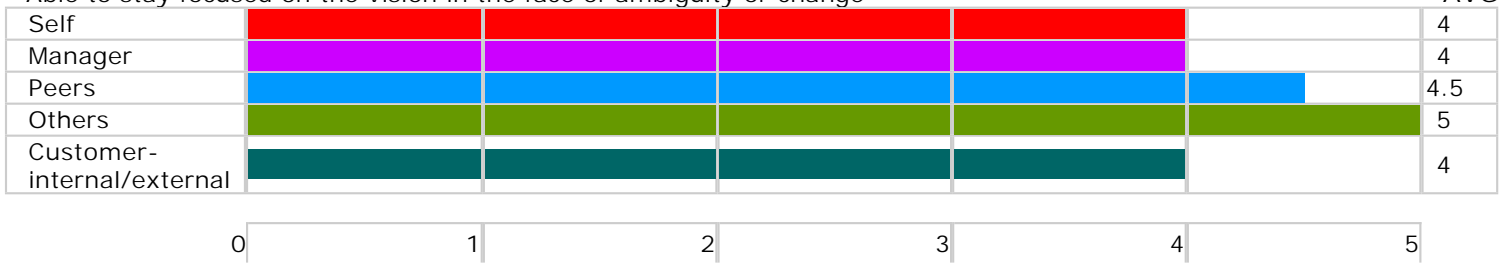
SECTION II: COMPETENCY ANALYSIS

PERSONAL VISION AND PURPOSE (FOR THE SAKE OF WHAT): Observer Rating Average

Question 1.

Able to stay focused on the vision in the face of ambiguity or change

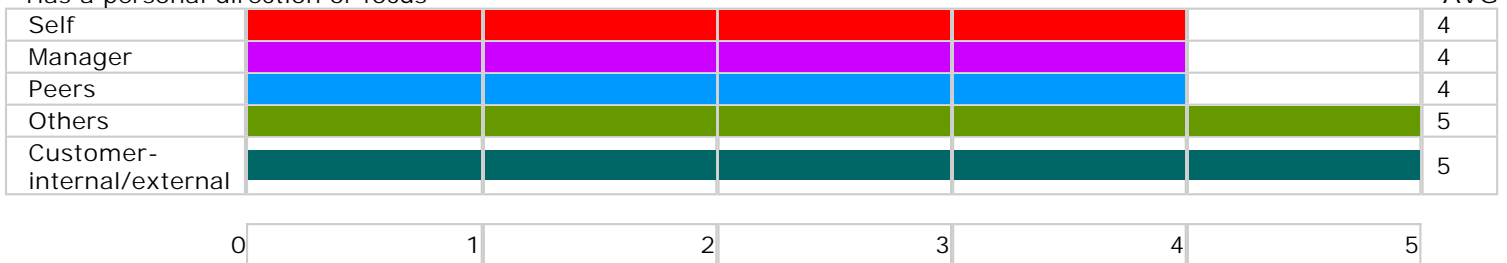
AVG



Question 2.

Has a personal direction or focus

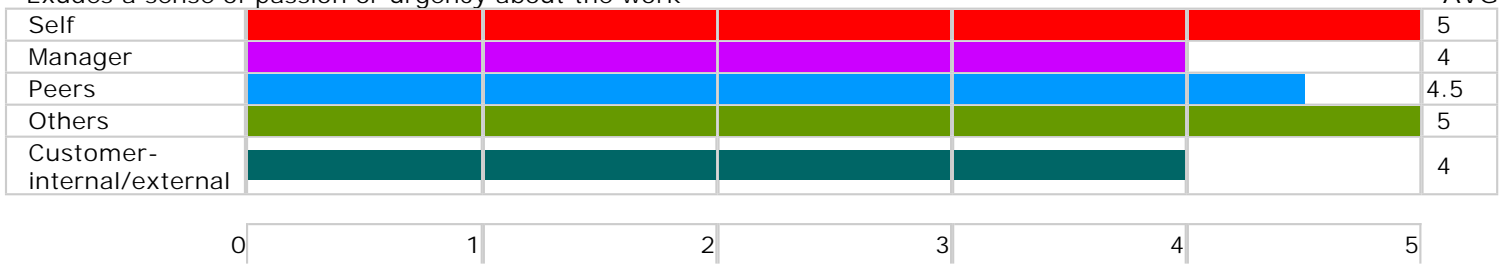
AVG



Question 3.

Exudes a sense of passion or urgency about the work

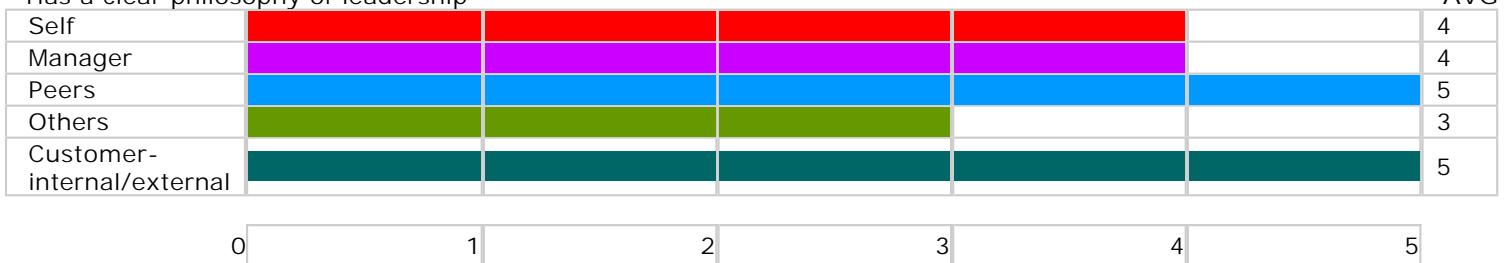
AVG



Question 4.

Has a clear philosophy of leadership

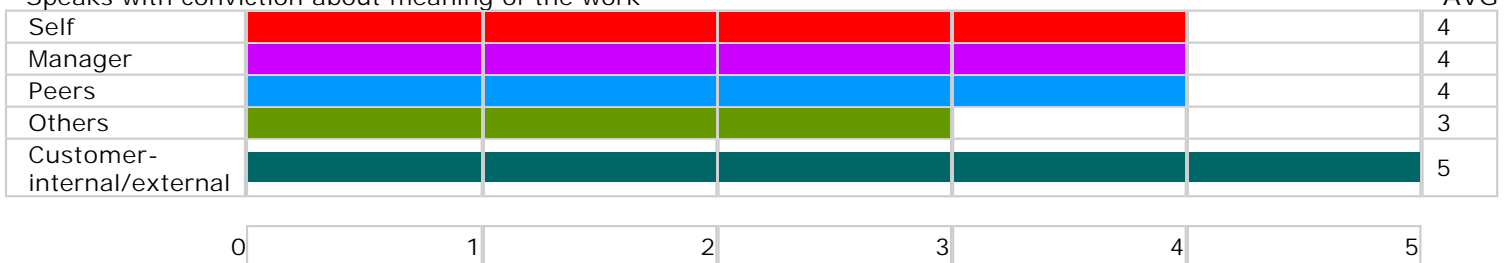
AVG



Question 5.

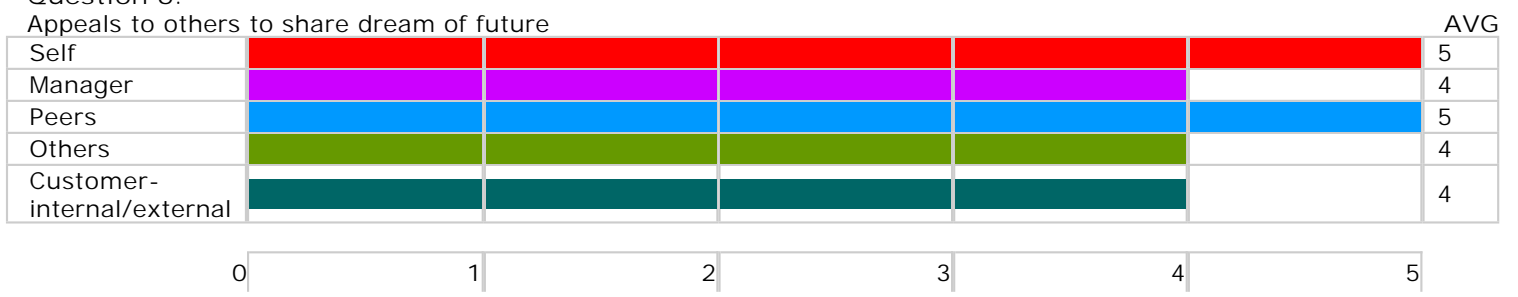
Speaks with conviction about meaning of the work

AVG



Question 6.

Appeals to others to share dream of future



SECTION II: COMPETENCY ANALYSIS

PERSONAL VISION AND PURPOSE (FOR THE SAKE OF WHAT): Observer Rating Detail

Question 1.

Able to stay focused on the vision in the face of ambiguity or change

M1	P1	P2	O1	C1	AVG	Self
4	4	5	5	4	4.4	4

Question 2.

Has a personal direction or focus

M1	P1	P2	O1	C1	AVG	Self
4	4	4	5	5	4.4	4

Question 3.

Exudes a sense of passion or urgency about the work

M1	P1	P2	O1	C1	AVG	Self
4	5	4	5	4	4.4	5

Question 4.

Has a clear philosophy of leadership

M1	P1	P2	O1	C1	AVG	Self
4	5	5	3	5	4.4	4

Question 5.

Speaks with conviction about meaning of the work

M1	P1	P2	O1	C1	AVG	Self
4	5	3	3	5	4	4

Question 6.

Appeals to others to share dream of future

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	5

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
24	28	26	25	27	26	26

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

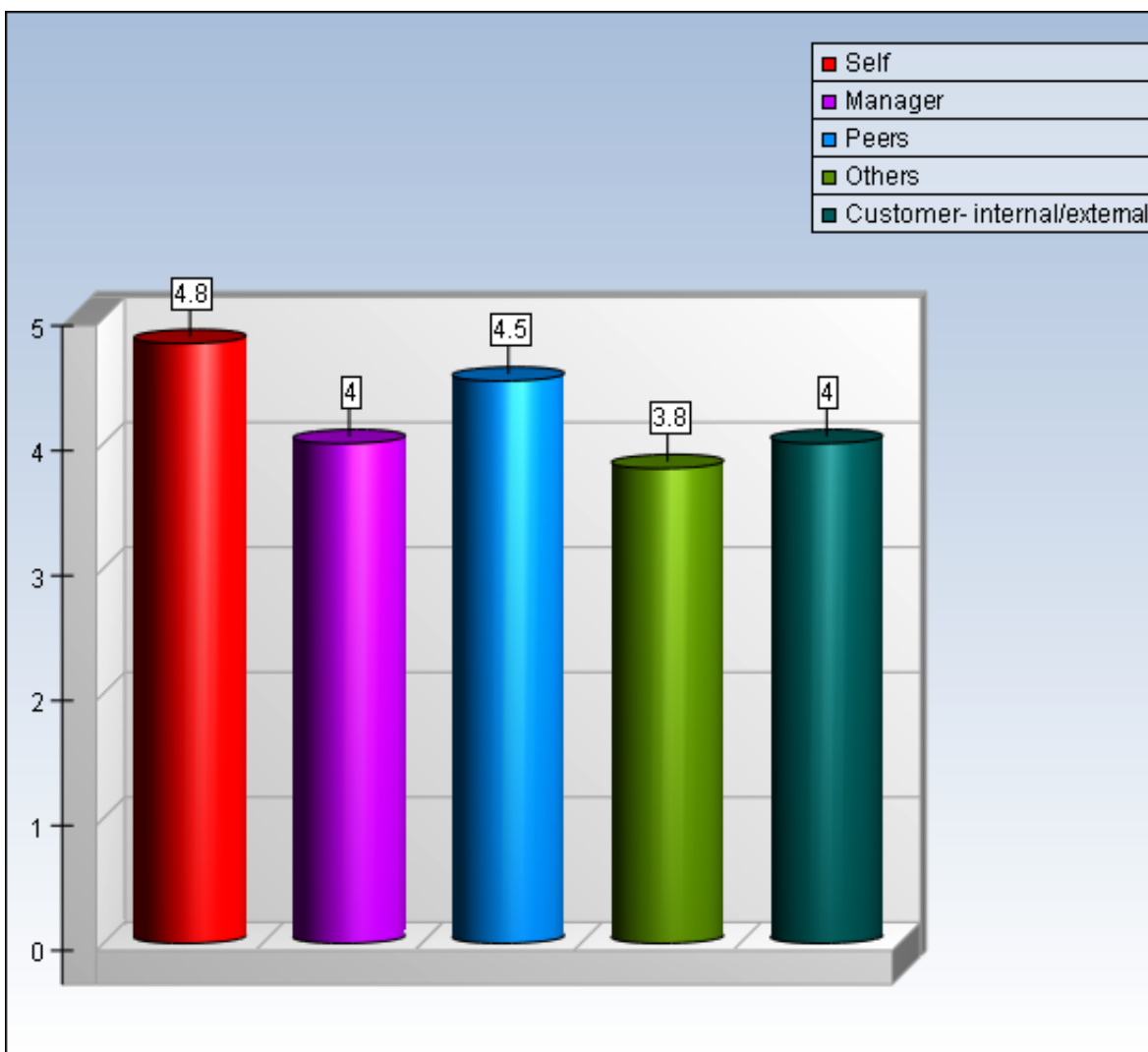
- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

Competency Analysis
Leadership Presence

SECTION II: COMPETENCY ANALYSIS

LEADERSHIP PRESENCE - GAP Analysis

Relationships	Score	Gap
Self	4.8	-
Manager	4	-0.8
Peers	4.5	-0.3
Others	3.8	-1
Customer- internal/external	4	-0.8



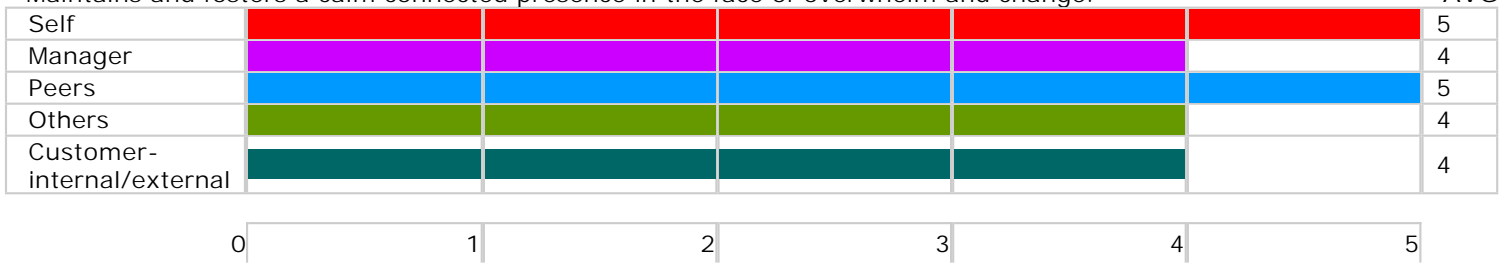
SECTION II: COMPETENCY ANALYSIS

LEADERSHIP PRESENCE: Observer Rating Average

Question 7.

Maintains and fosters a calm connected presence in the face of overwhelm and change.

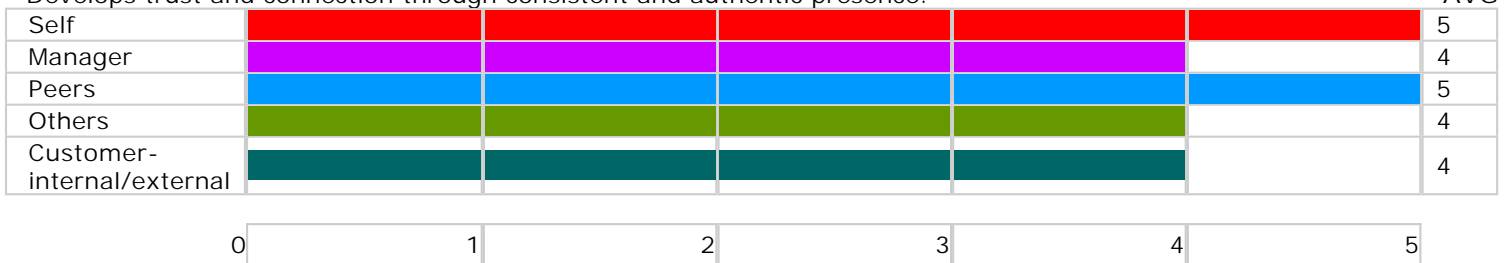
AVG



Question 8.

Develops trust and connection through consistent and authentic presence.

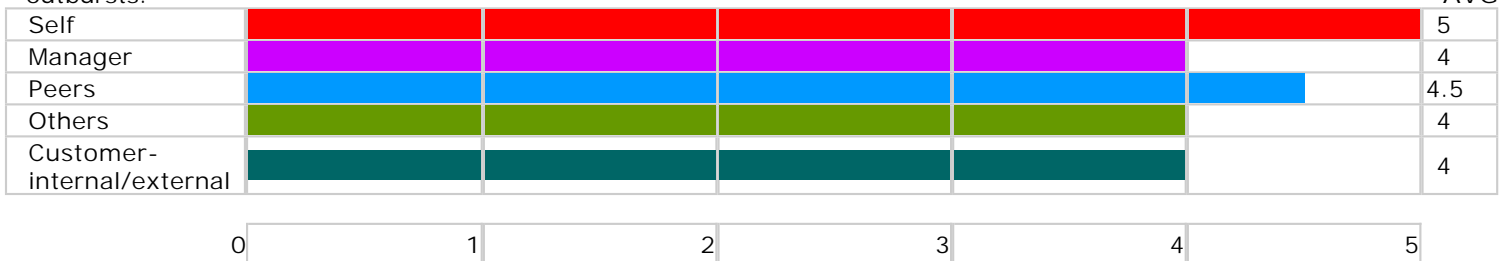
AVG



Question 9.

Communicates authentic confidence and steadiness during difficult times whilst avoiding inappropriate emotional outbursts.

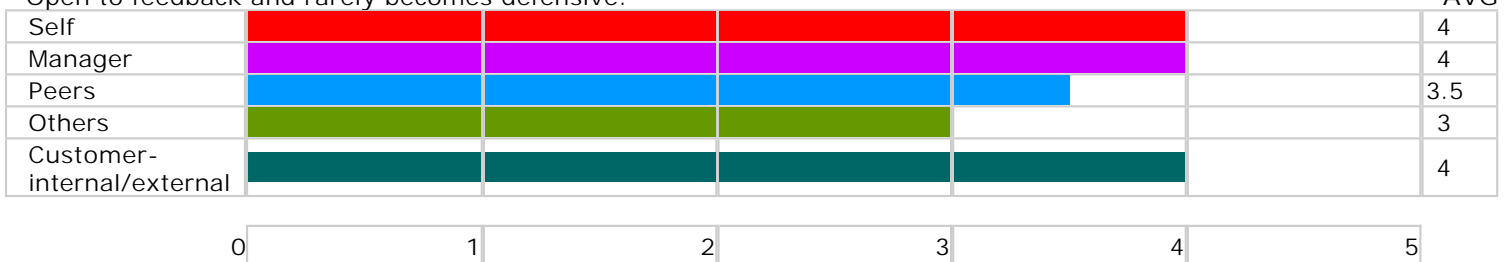
AVG



Question 10.

Open to feedback and rarely becomes defensive.

AVG



SECTION II: COMPETENCY ANALYSIS

LEADERSHIP PRESENCE: Observer Rating Detail

Question 7.

Maintains and fosters a calm connected presence in the face of overwhelm and change.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	5

Question 8.

Develops trust and connection through consistent and authentic presence.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	5

Question 9.

Communicates authentic confidence and steadiness during difficult times whilst avoiding inappropriate emotional outbursts.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	4	4.2	5

Question 10.

Open to feedback and rarely becomes defensive.

M1	P1	P2	O1	C1	AVG	Self
4	4	3	3	4	3.6	4

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
16	19	17	15	16	16.6	19

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

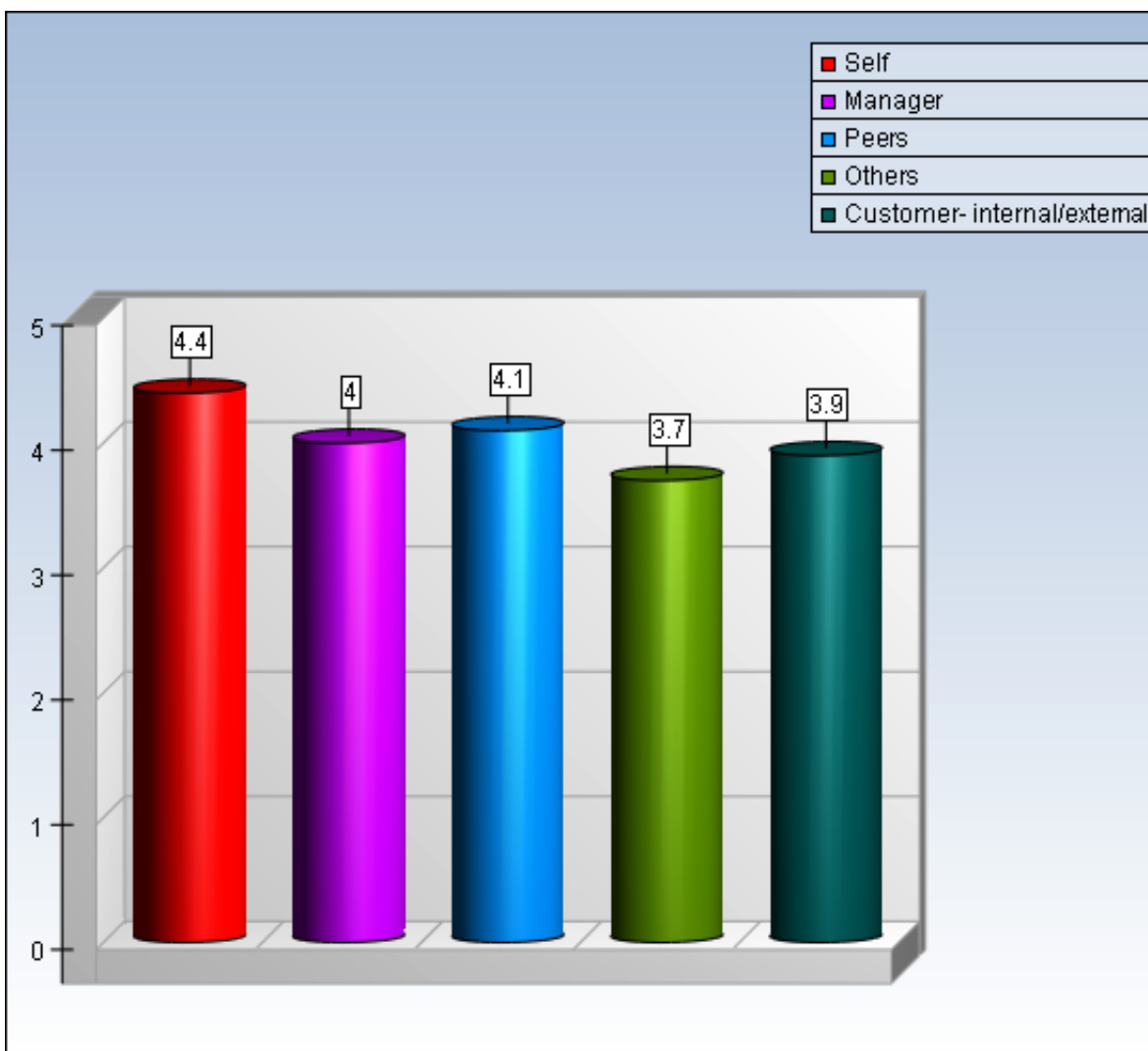
- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

Competency Analysis
Emotional Appropriateness

SECTION II: COMPETENCY ANALYSIS

EMOTIONAL APPROPRIATENESS - GAP Analysis

Relationships	Score	Gap
Self	4.4	-
Manager	4	-0.4
Peers	4.1	-0.3
Others	3.7	-0.7
Customer- internal/external	3.9	-0.5



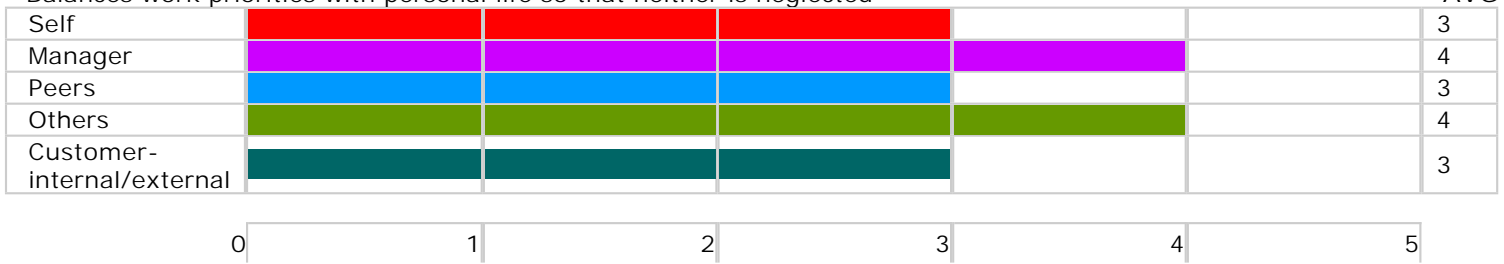
SECTION II: COMPETENCY ANALYSIS

EMOTIONAL APPROPRIATENESS: Observer Rating Average

Question 11.

Balances work priorities with personal life so that neither is neglected

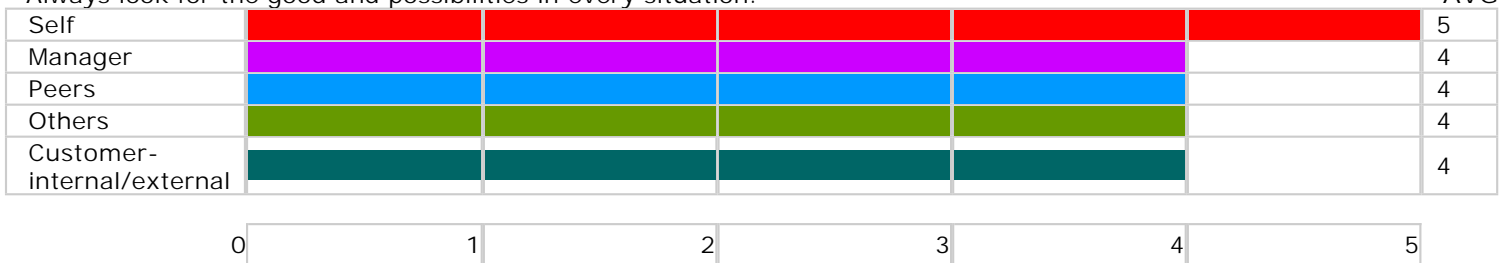
AVG



Question 12.

Always look for the good and possibilities in every situation.

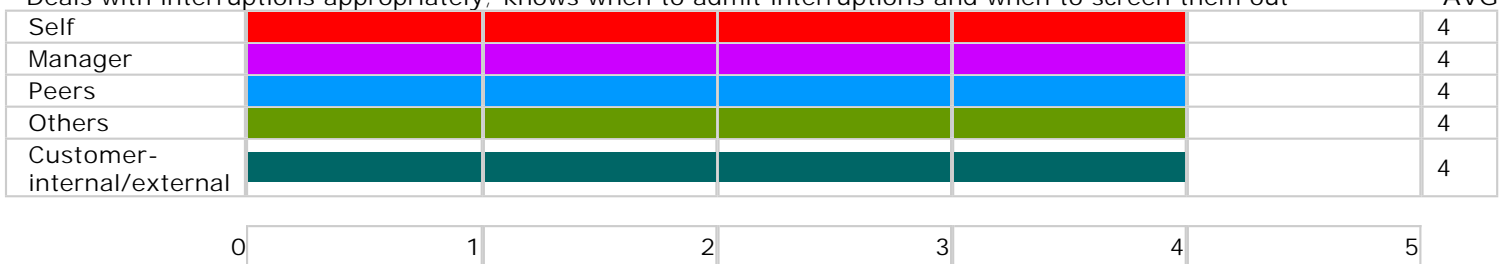
AVG



Question 13.

Deals with interruptions appropriately; knows when to admit interruptions and when to screen them out

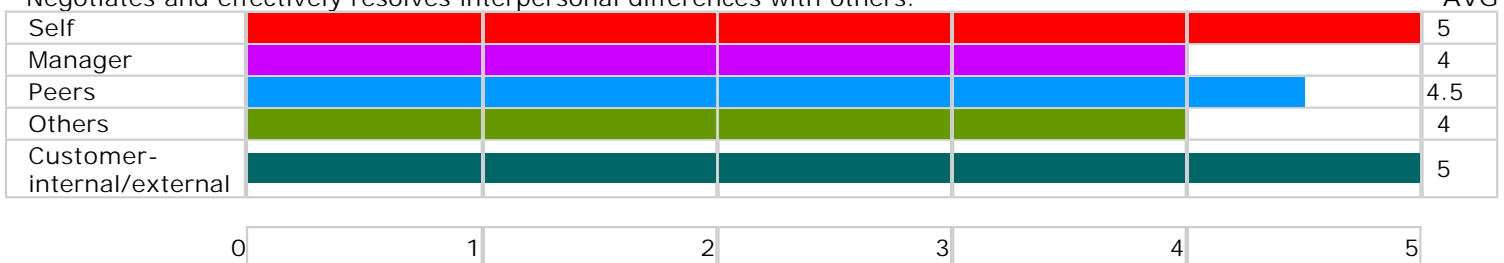
AVG



Question 14.

Negotiates and effectively resolves interpersonal differences with others.

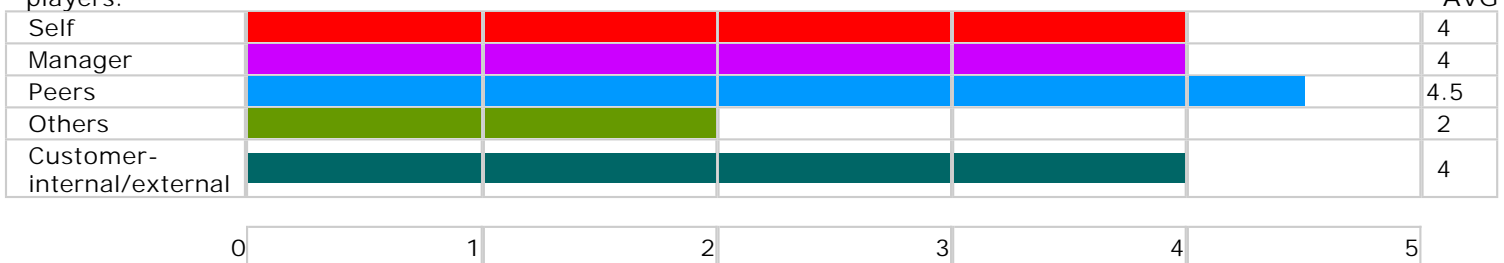
AVG



Question 15.

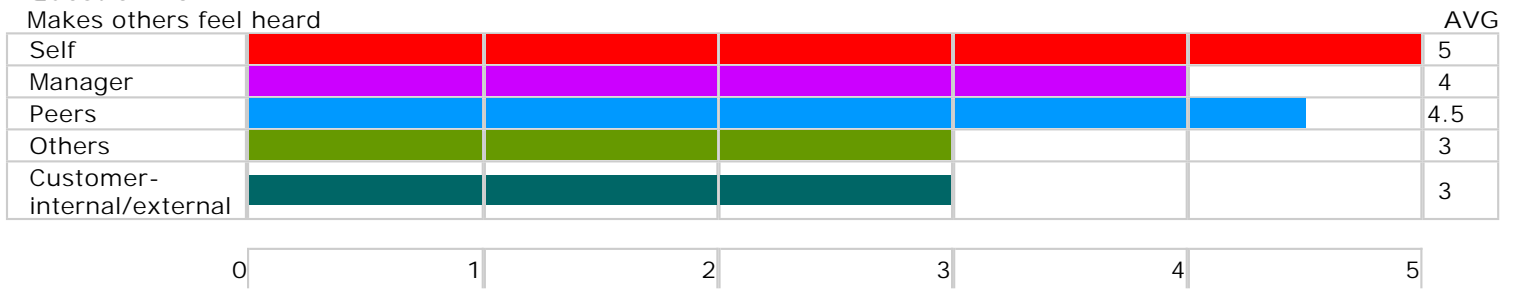
Is aware of and supports the unique strengths of individuals whilst also enabling them to be effective team players.

AVG



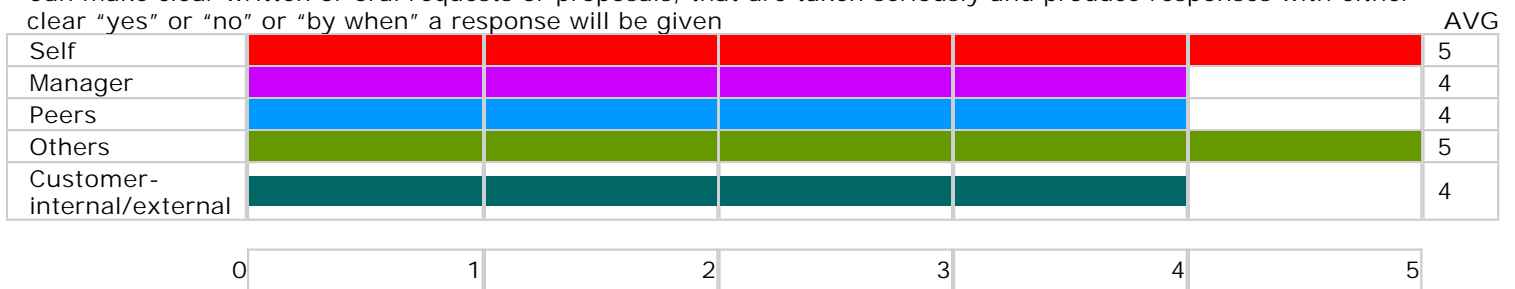
Question 16.

Makes others feel heard



Question 17.

Can make clear written or oral requests or proposals, that are taken seriously and produce responses with either clear "yes" or "no" or "by when" a response will be given



SECTION II: COMPETENCY ANALYSIS

EMOTIONAL APPROPRIATENESS: Observer Rating Detail

Question 11.

Balances work priorities with personal life so that neither is neglected

M1	P1	P2	O1	C1	AVG	Self
4	3	3	4	3	3.4	3

Question 12.

Always look for the good and possibilities in every situation.

M1	P1	P2	O1	C1	AVG	Self
4	4	4	4	4	4	5

Question 13.

Deals with interruptions appropriately; knows when to admit interruptions and when to screen them out

M1	P1	P2	O1	C1	AVG	Self
4	5	3	4	4	4	4

Question 14.

Negotiates and effectively resolves interpersonal differences with others.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	5	4.4	5

Question 15.

Is aware of and supports the unique strengths of individuals whilst also enabling them to be effective team players.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	2	4	3.8	4

Question 16.

Makes others feel heard

M1	P1	P2	O1	C1	AVG	Self
4	5	4	3	3	3.8	5

Question 17.

Can make clear written or oral requests or proposals, that are taken seriously and produce responses with either clear "yes" or "no" or "by when" a response will be given

M1	P1	P2	O1	C1	AVG	Self
4	5	3	5	4	4.2	5

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
28	32	25	26	27	27.6	31

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

1 = Needs Significant Improvement

2 = Needs Improvement

3 = Competent

4 = Strength

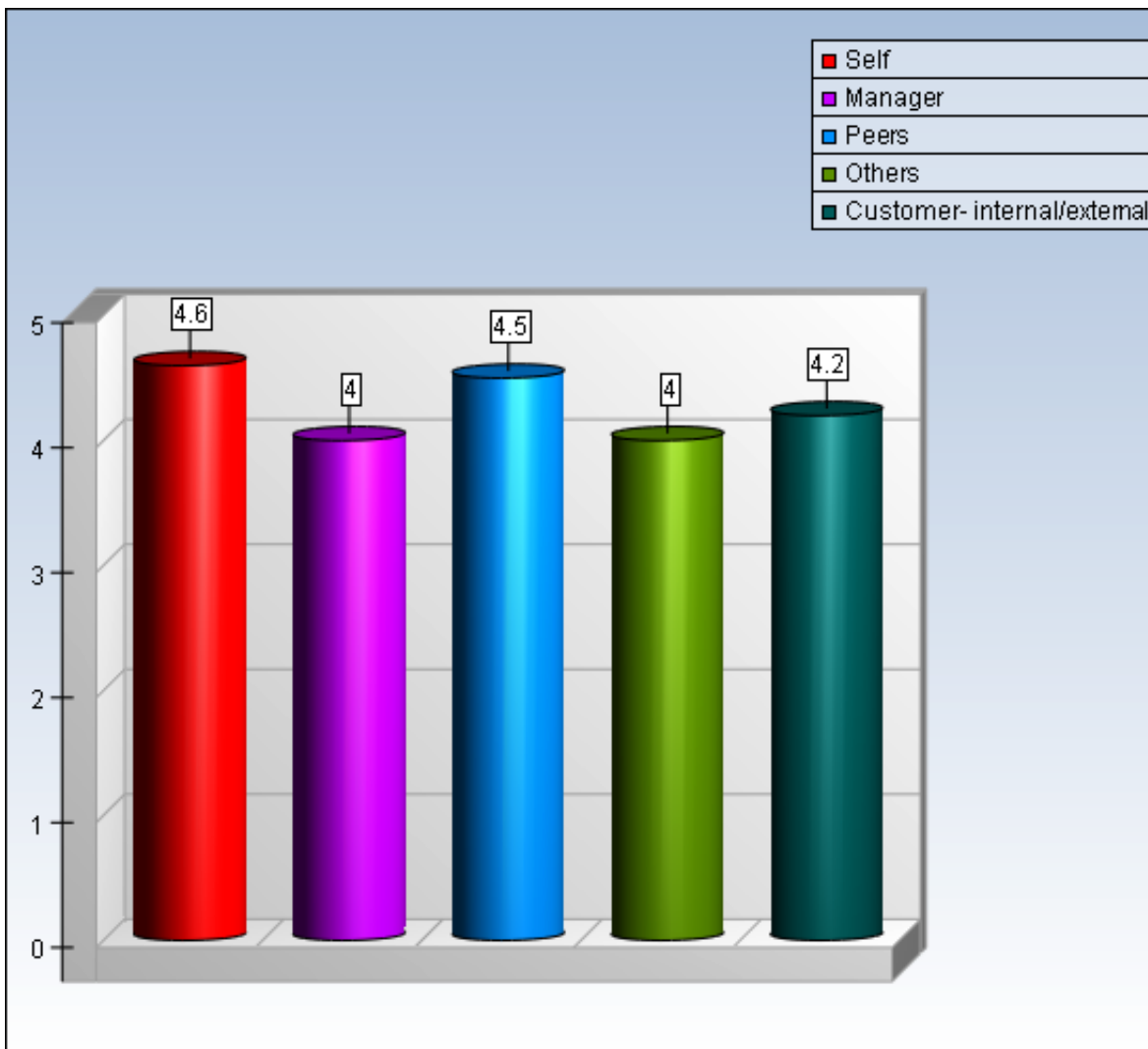
5 = Outstanding Strength

Competency Analysis
Trust and Integrity

SECTION II: COMPETENCY ANALYSIS

TRUST AND INTEGRITY - GAP Analysis

Relationships	Score	Gap
Self	4.6	-
Manager	4	-0.6
Peers	4.5	-0.1
Others	4	-0.6
Customer- internal/external	4.2	-0.4



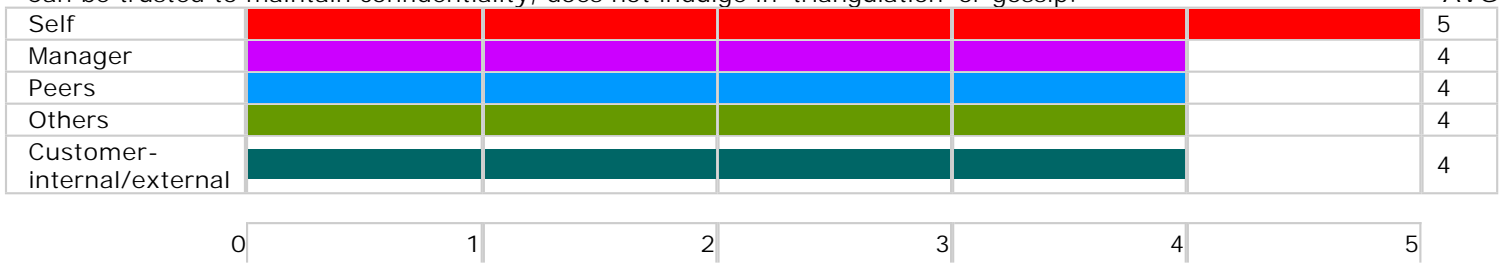
SECTION II: COMPETENCY ANALYSIS

TRUST AND INTEGRITY: Observer Rating Average

Question 18.

Can be trusted to maintain confidentiality, does not indulge in 'triangulation' or gossip.

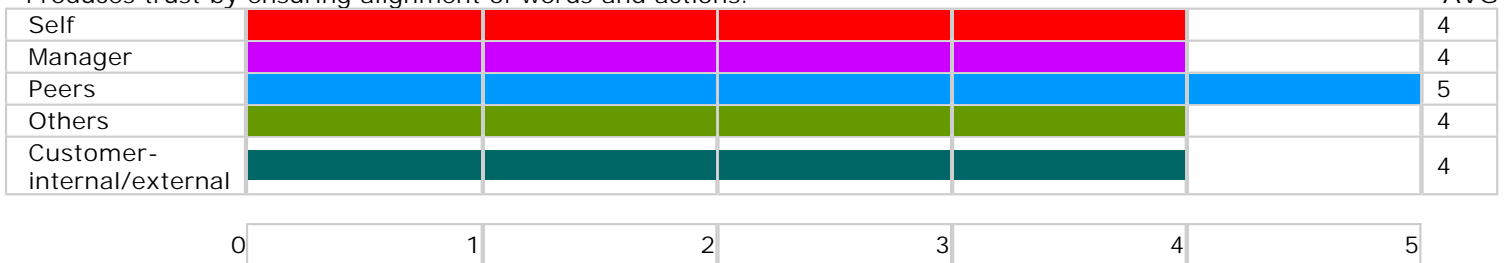
AVG



Question 19.

Produces trust by ensuring alignment of words and actions.

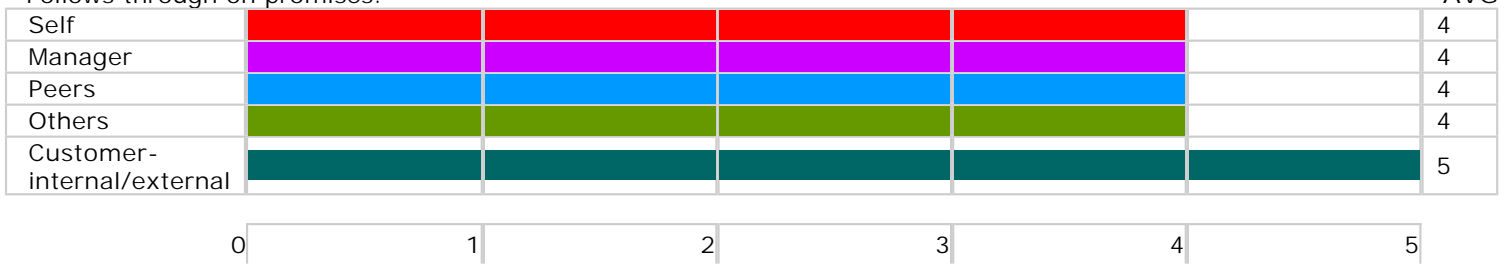
AVG



Question 20.

Follows through on promises.

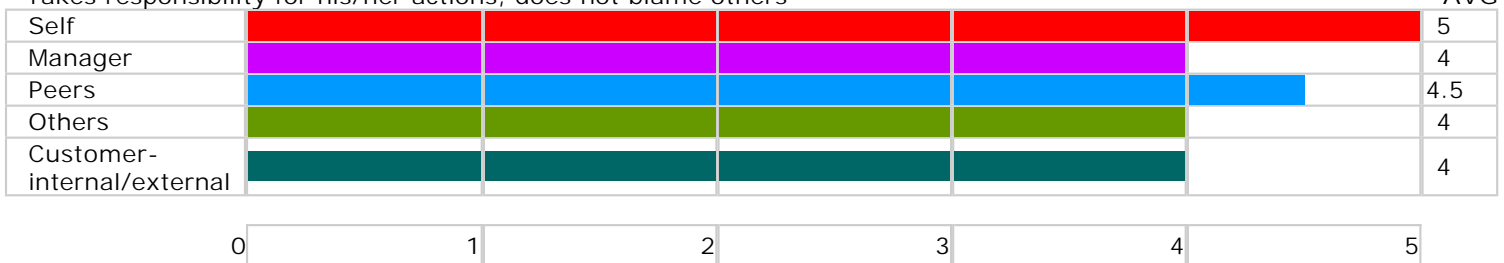
AVG



Question 21.

Takes responsibility for his/her actions, does not blame others

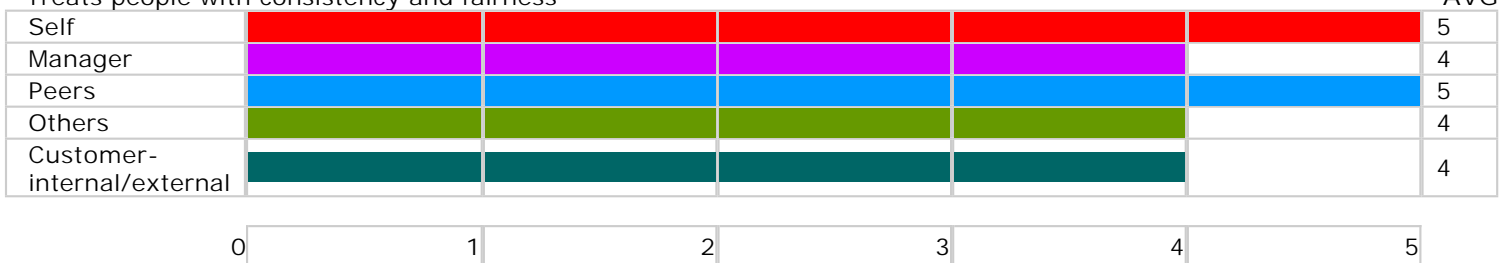
AVG



Question 22.

Treats people with consistency and fairness

AVG



SECTION II: COMPETENCY ANALYSIS

TRUST AND INTEGRITY: Observer Rating Detail

Question 18.

Can be trusted to maintain confidentiality, does not indulge in 'triangulation' or gossip.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	4	4	4	5

Question 19.

Produces trust by ensuring alignment of words and actions.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	4

Question 20.

Follows through on promises.

M1	P1	P2	O1	C1	AVG	Self
4	4	4	4	5	4.2	4

Question 21.

Takes responsibility for his/her actions, does not blame others

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	4	4.2	5

Question 22.

Treats people with consistency and fairness

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	5

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
20	24	21	20	21	21.2	23

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

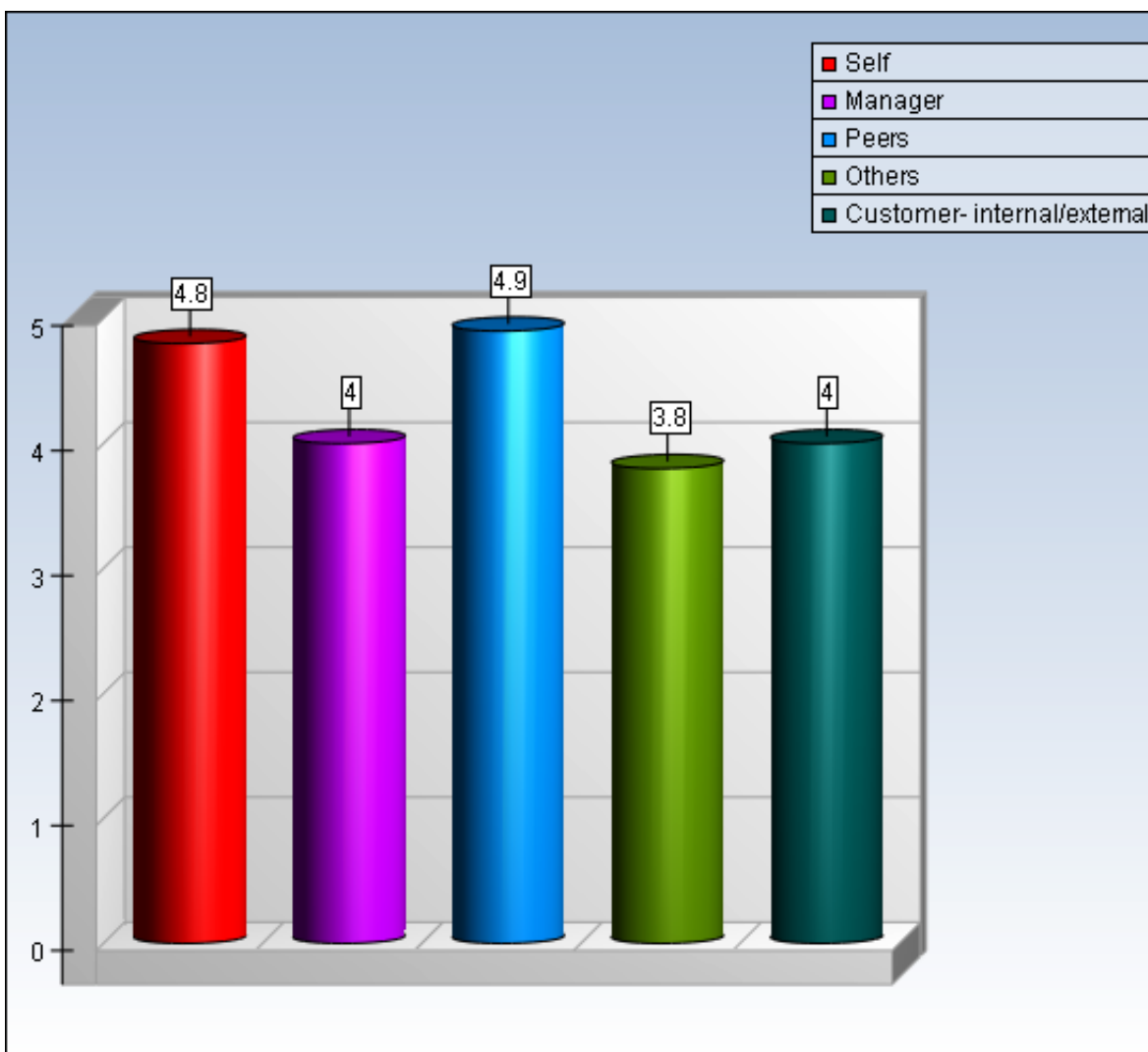
- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

Competency Analysis
Personal Values

SECTION II: COMPETENCY ANALYSIS

PERSONAL VALUES - GAP Analysis

Relationships	Score	Gap
Self	4.8	-
Manager	4	-0.8
Peers	4.9	0.1
Others	3.8	-1
Customer- internal/external	4	-0.8



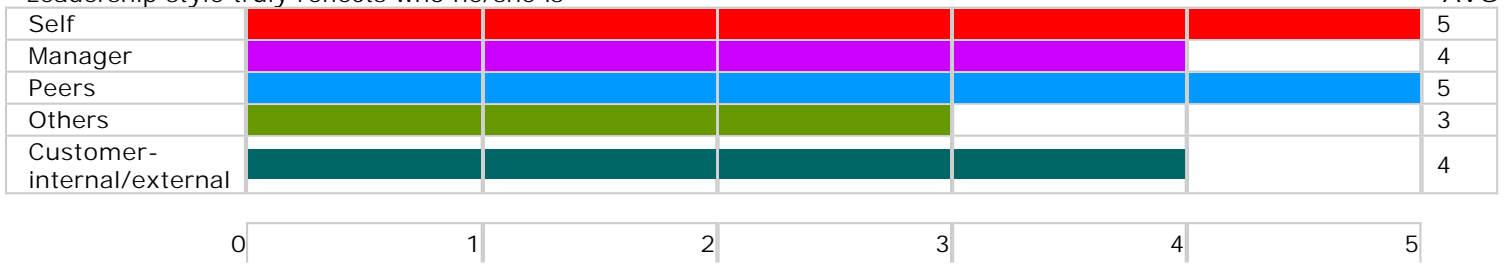
SECTION II: COMPETENCY ANALYSIS

PERSONAL VALUES: Observer Rating Average

Question 23.

Leadership style truly reflects who he/she is

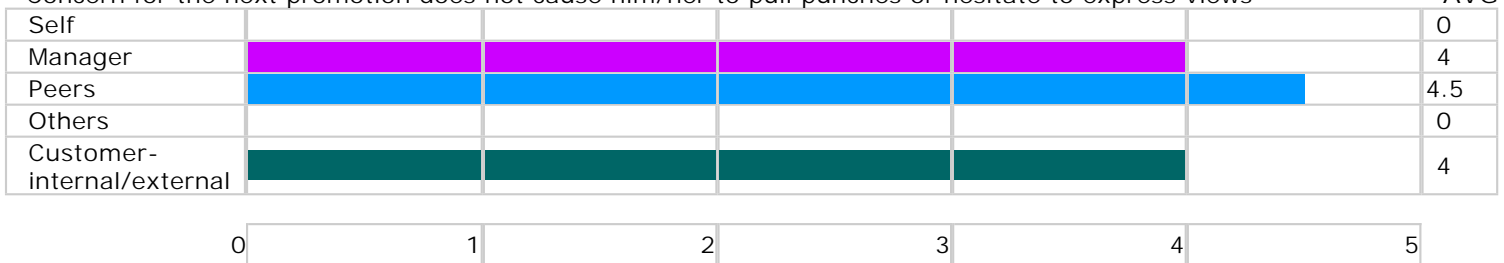
AVG



Question 24.

Concern for the next promotion does not cause him/her to pull punches or hesitate to express views

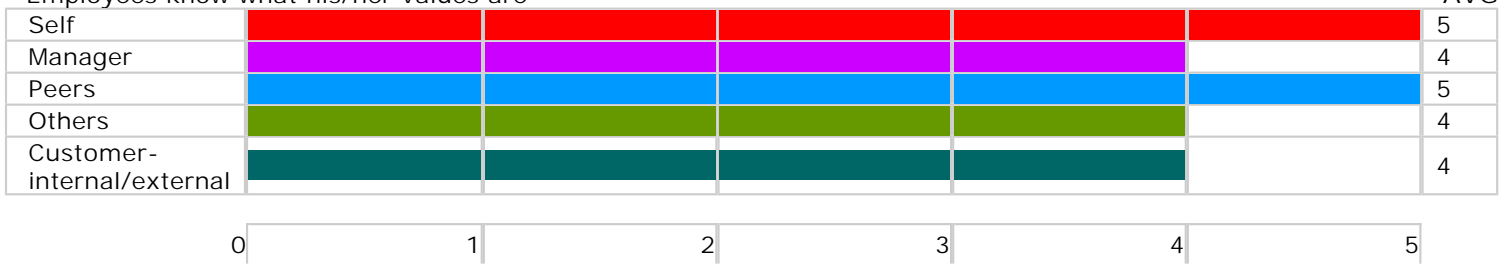
AVG



Question 25.

Employees know what his/her values are

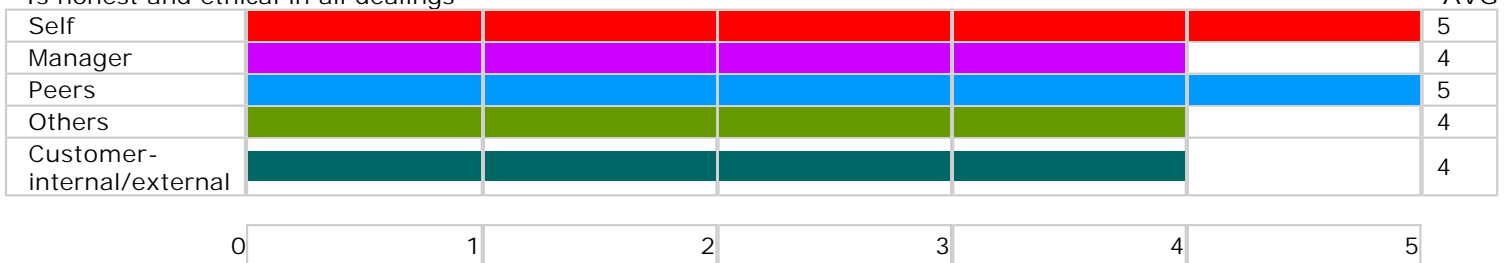
AVG



Question 26.

Is honest and ethical in all dealings

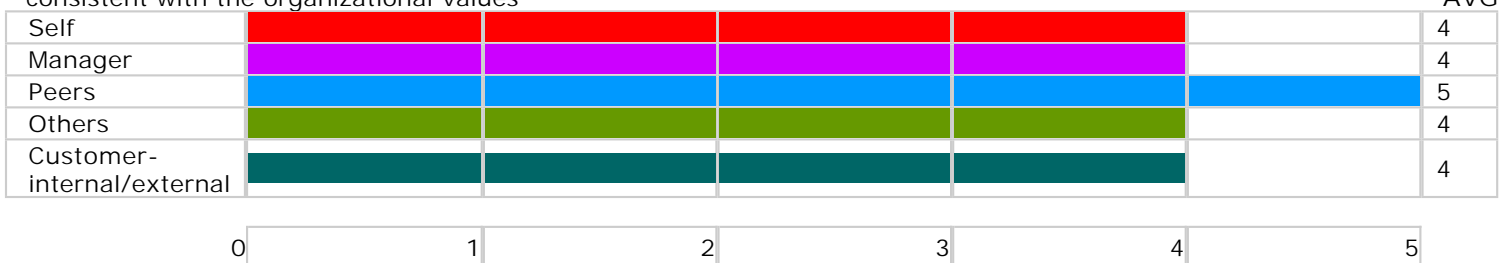
AVG



Question 27.

Reinforces organizational values by telling stories which highlight the actions of team members when they are consistent with the organizational values

AVG



SECTION II: COMPETENCY ANALYSIS

PERSONAL VALUES: Observer Rating Detail

Question 23.

Leadership style truly reflects who he/she is

M1	P1	P2	O1	C1	AVG	Self
4	5	5	3	4	4.2	5

Question 24.

Concern for the next promotion does not cause him/her to pull punches or hesitate to express views

M1	P1	P2	O1	C1	AVG	Self
4	5	4	N/A	4	4.2	N/A

Question 25.

Employees know what his/her values are

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	5

Question 26.

Is honest and ethical in all dealings

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	5

Question 27.

Reinforces organizational values by telling stories which highlight the actions of team members when they are consistent with the organizational values

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	4

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
20	25	24	15	20	21.6	19

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

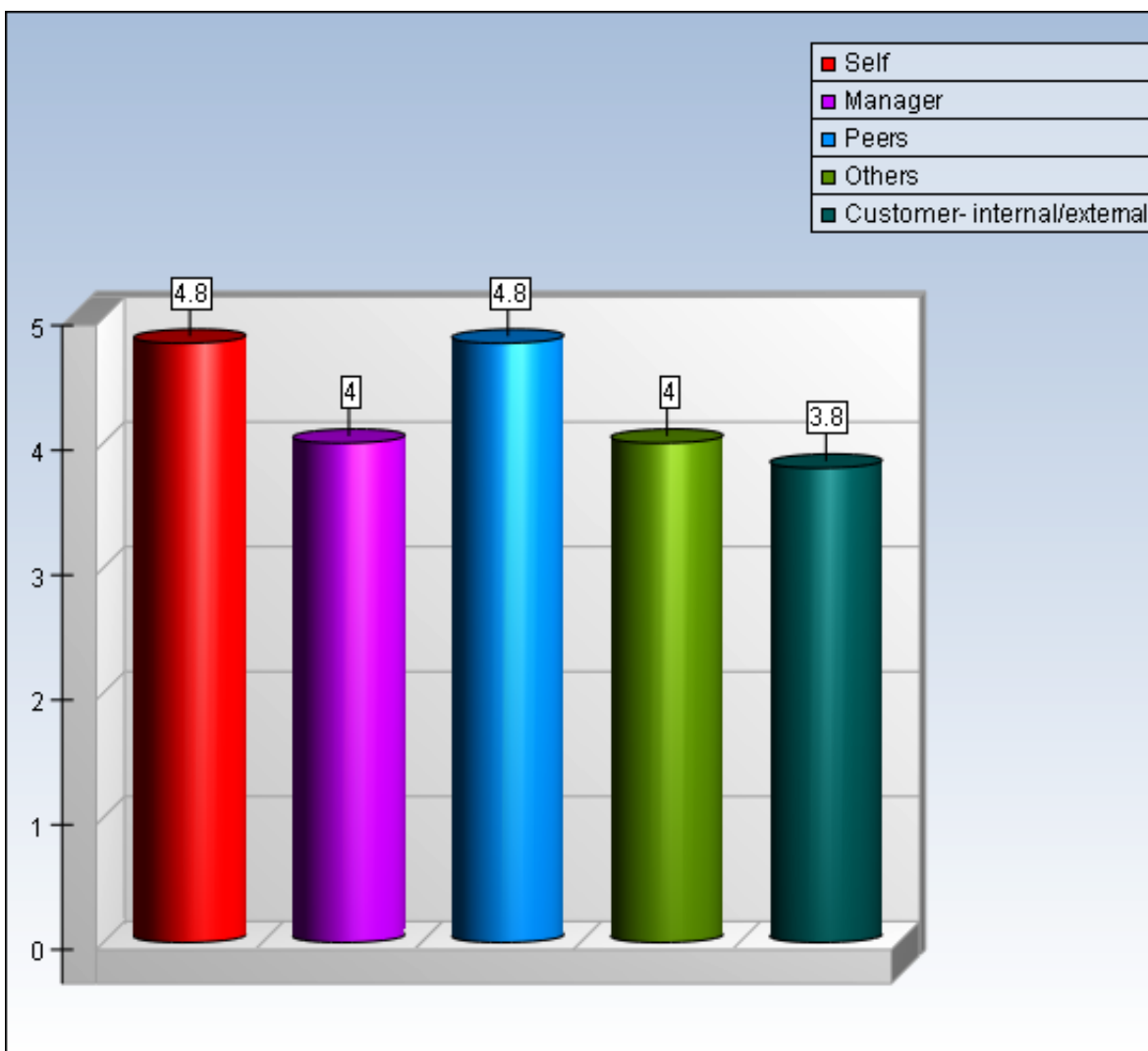
- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

Competency Analysis
Ongoing Behavioral Learning

SECTION II: COMPETENCY ANALYSIS

ONGOING BEHAVIORAL LEARNING - GAP Analysis

Relationships	Score	Gap
Self	4.8	-
Manager	4	-0.8
Peers	4.8	0
Others	4	-0.8
Customer- internal/external	3.8	-1



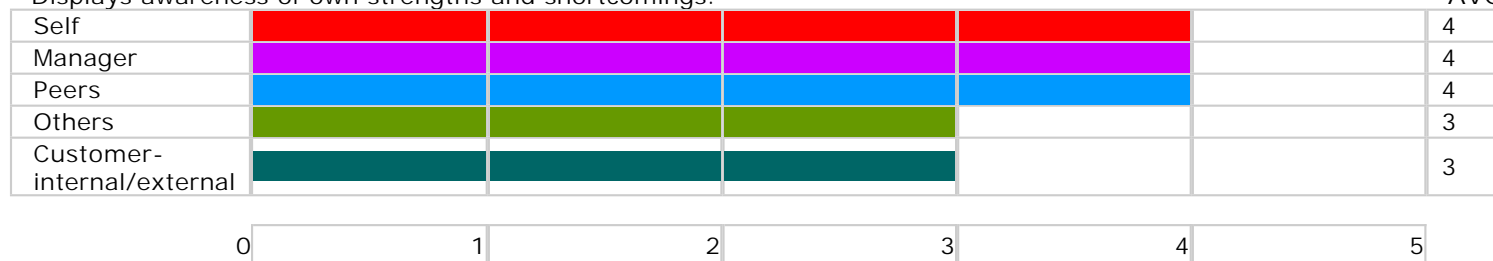
SECTION II: COMPETENCY ANALYSIS

ONGOING BEHAVIORAL LEARNING: Observer Rating Average

Question 28.

Displays awareness of own strengths and shortcomings.

AVG



Question 29.

Seeks self improvement; actively pursues and models self development.

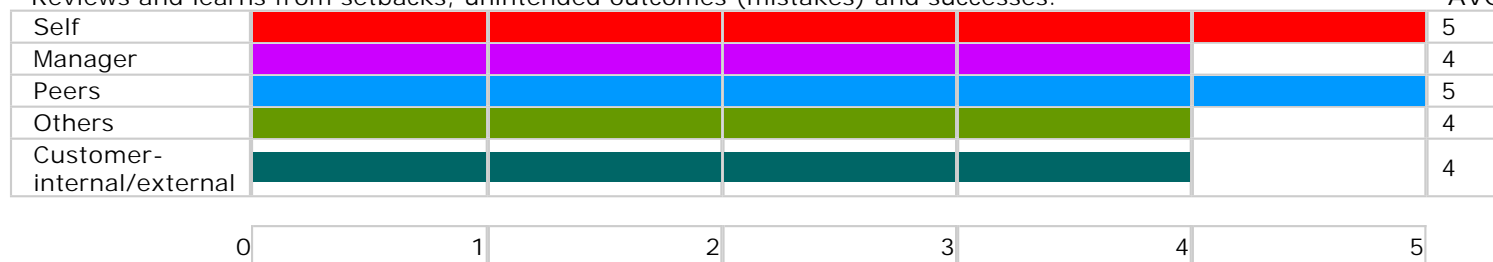
AVG



Question 30.

Reviews and learns from setbacks, unintended outcomes (mistakes) and successes.

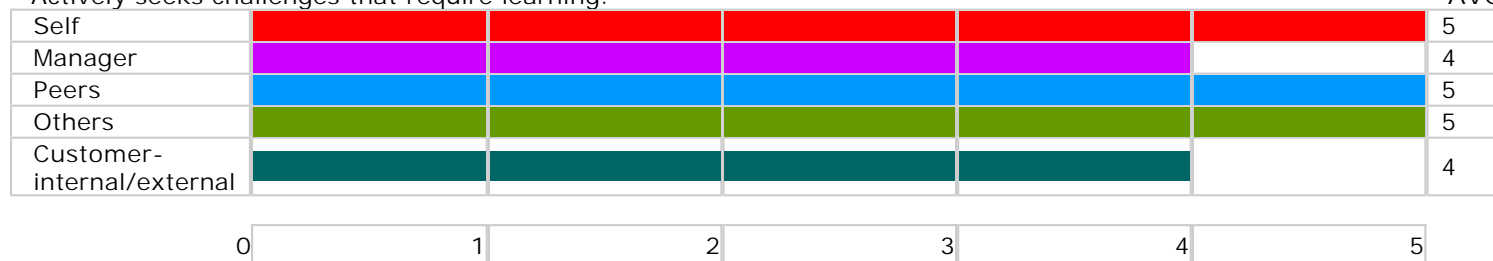
AVG



Question 31.

Actively seeks challenges that require learning.

AVG



SECTION II: COMPETENCY ANALYSIS

ONGOING BEHAVIORAL LEARNING: Observer Rating Detail

Question 28.

Displays awareness of own strengths and shortcomings.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	3	3	3.6	4

Question 29.

Seeks self improvement; actively pursues and models self development.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	5

Question 30.

Reviews and learns from setbacks, unintended outcomes (mistakes) and successes.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	5

Question 31.

Actively seeks challenges that require learning.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	5	4	4.6	5

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
16	20	18	16	15	17	19

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

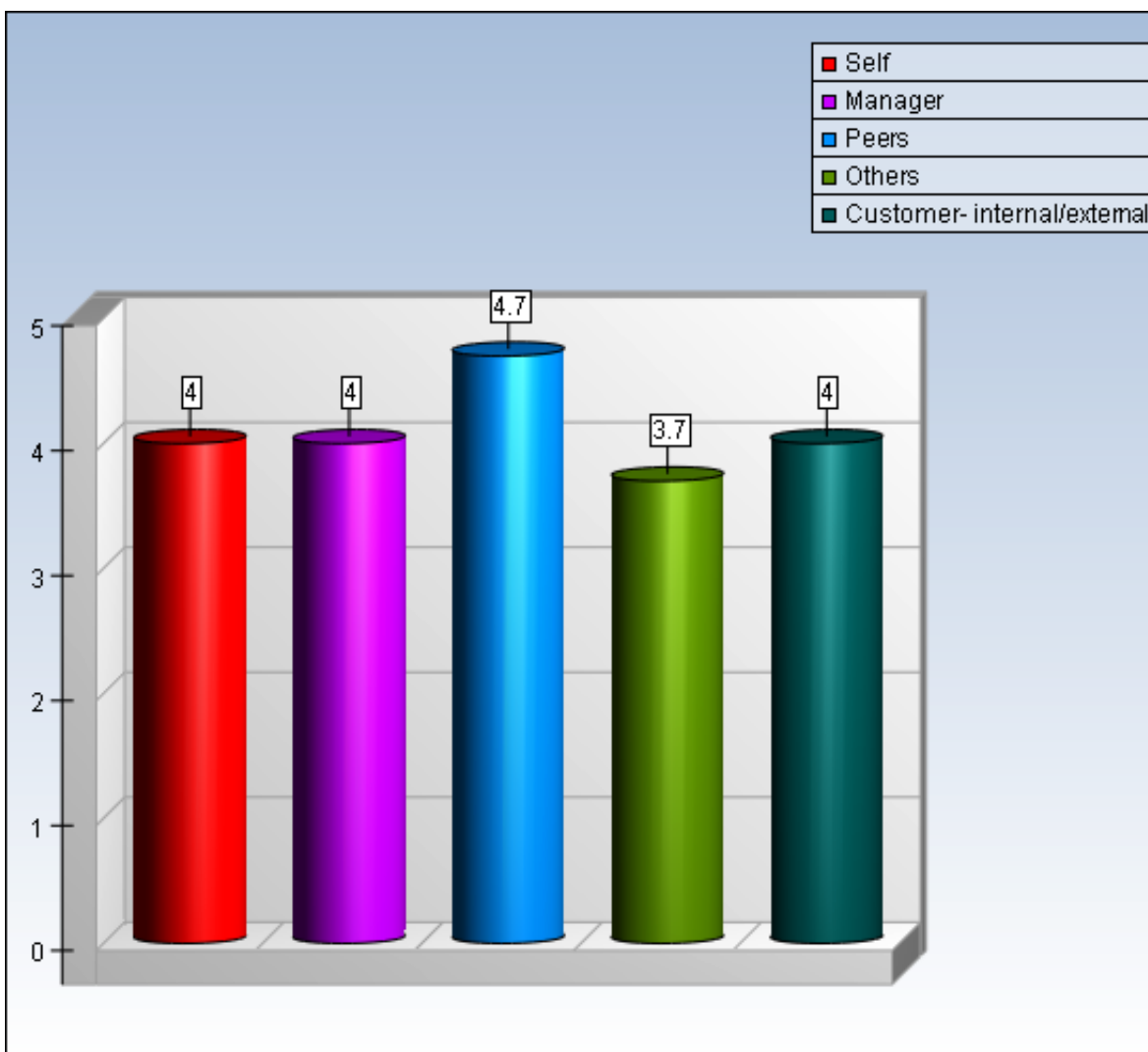
- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

Competency Analysis
Organizational Values

SECTION II: COMPETENCY ANALYSIS

ORGANIZATIONAL VALUES - GAP Analysis

Relationships	Score	Gap
Self	4	-
Manager	4	0
Peers	4.7	0.7
Others	3.7	-0.3
Customer- internal/external	4	0



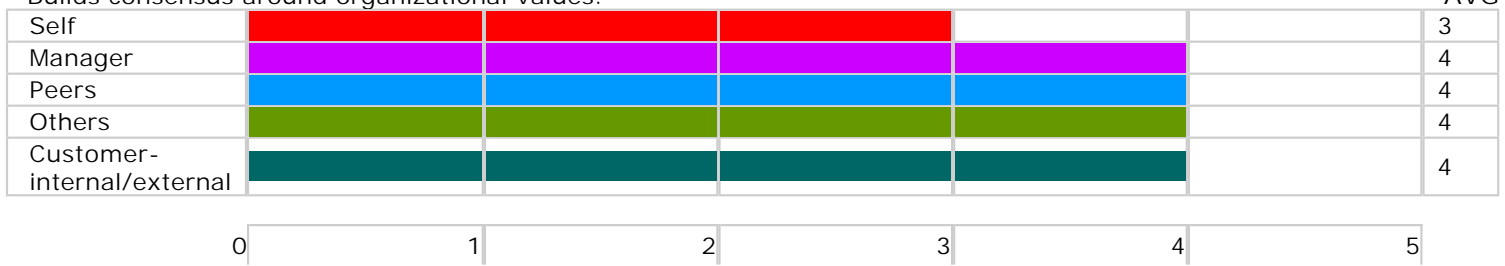
SECTION II: COMPETENCY ANALYSIS

ORGANIZATIONAL VALUES: Observer Rating Average

Question 32.

Builds consensus around organizational values.

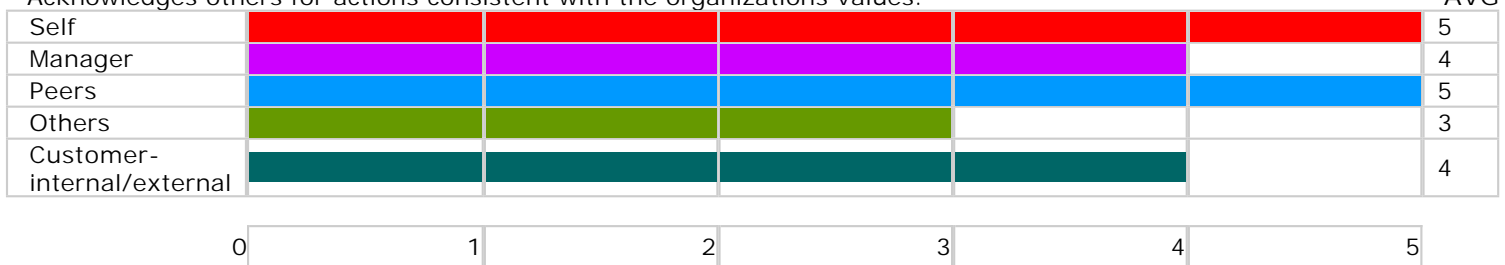
AVG



Question 33.

Acknowledges others for actions consistent with the organizations values.

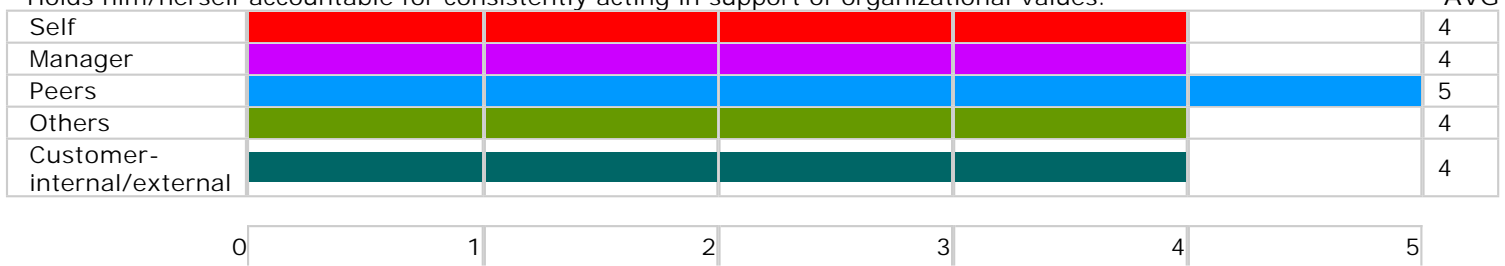
AVG



Question 34.

Holds him/herself accountable for consistently acting in support of organizational values.

AVG



SECTION II: COMPETENCY ANALYSIS

ORGANIZATIONAL VALUES: Observer Rating Detail

Question 32.

Builds consensus around organizational values.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	4	4	4	3

Question 33.

Acknowledges others for actions consistent with the organizations values.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	3	4	4.2	5

Question 34.

Holds him/herself accountable for consistently acting in support of organizational values.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	4

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
12	15	13	11	12	12.6	12

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

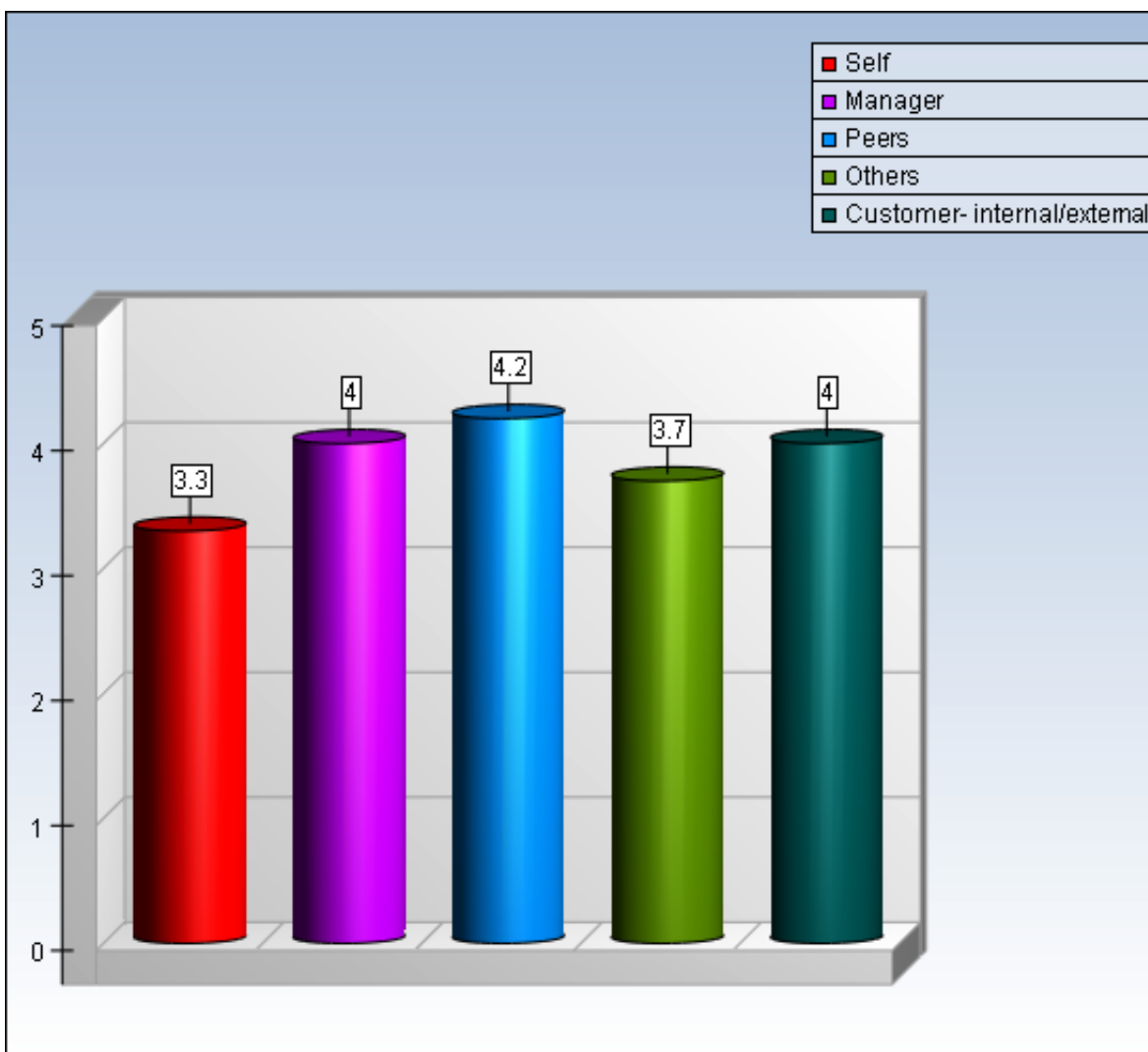
- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

Competency Analysis
Vision

SECTION II: COMPETENCY ANALYSIS

VISION - GAP Analysis

Relationships	Score	Gap
Self	3.3	-
Manager	4	0.7
Peers	4.2	0.9
Others	3.7	0.4
Customer- internal/external	4	0.7



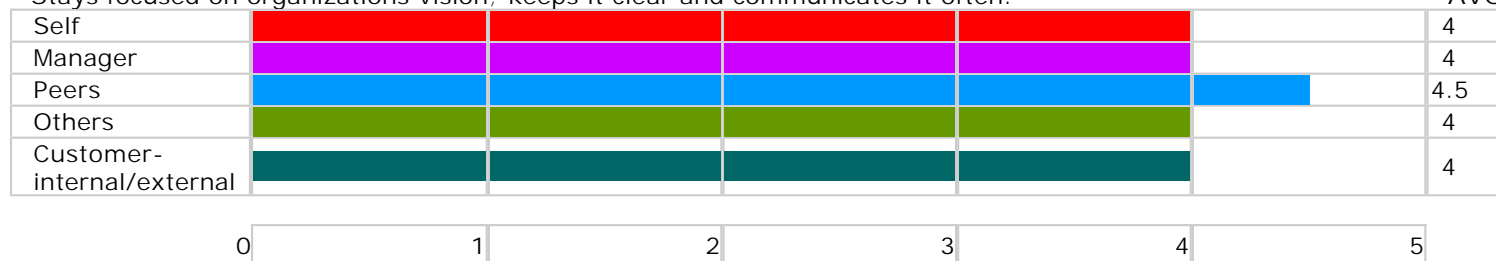
SECTION II: COMPETENCY ANALYSIS

VISION: Observer Rating Average

Question 35.

Stays focused on organizations vision; keeps it clear and communicates it often.

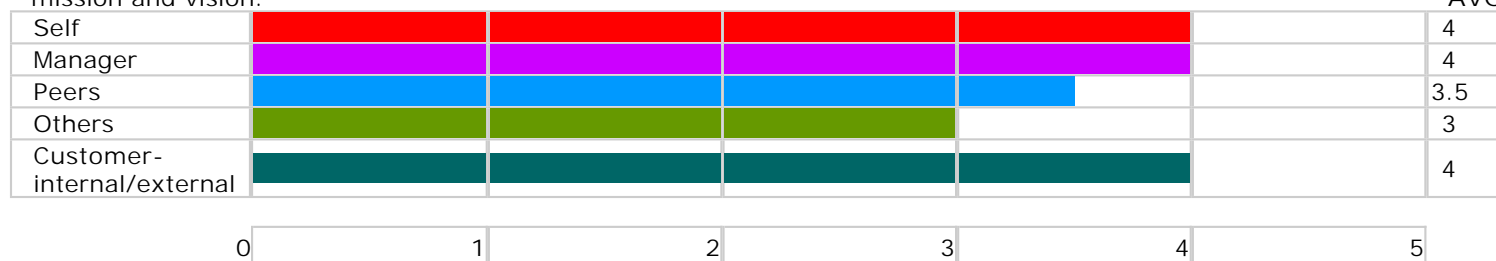
AVG



Question 36.

Is able to communicate the relevance between assignments and tasks, and the larger organizational strategy, mission and vision.

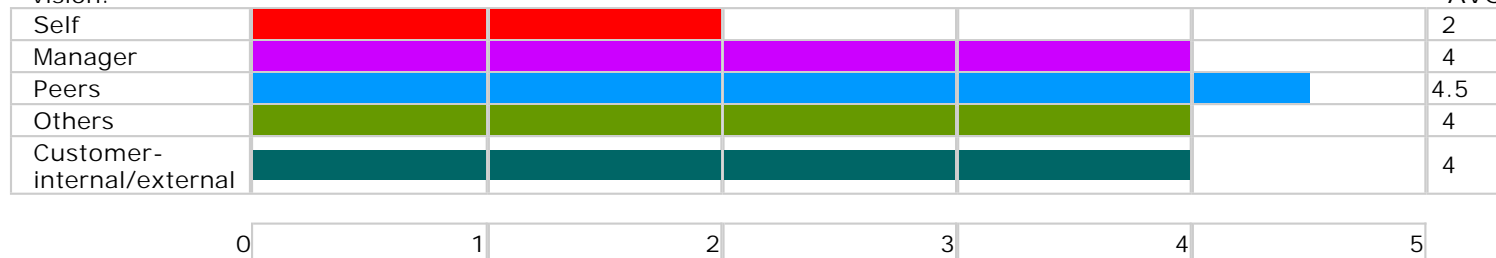
AVG



Question 37.

Has the ability to decline business opportunities that are not consistent with organizational strategy and declared vision.

AVG



SECTION II: COMPETENCY ANALYSIS

VISION: Observer Rating Detail

Question 35.

Stays focused on organizations vision; keeps it clear and communicates it often.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	4	4.2	4

Question 36.

Is able to communicate the relevance between assignments and tasks, and the larger organizational strategy, mission and vision.

M1	P1	P2	O1	C1	AVG	Self
4	4	3	3	4	3.6	4

Question 37.

Has the ability to decline business opportunities that are not consistent with organizational strategy and declared vision.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	4	4.2	2

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
12	14	11	11	12	12	10

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

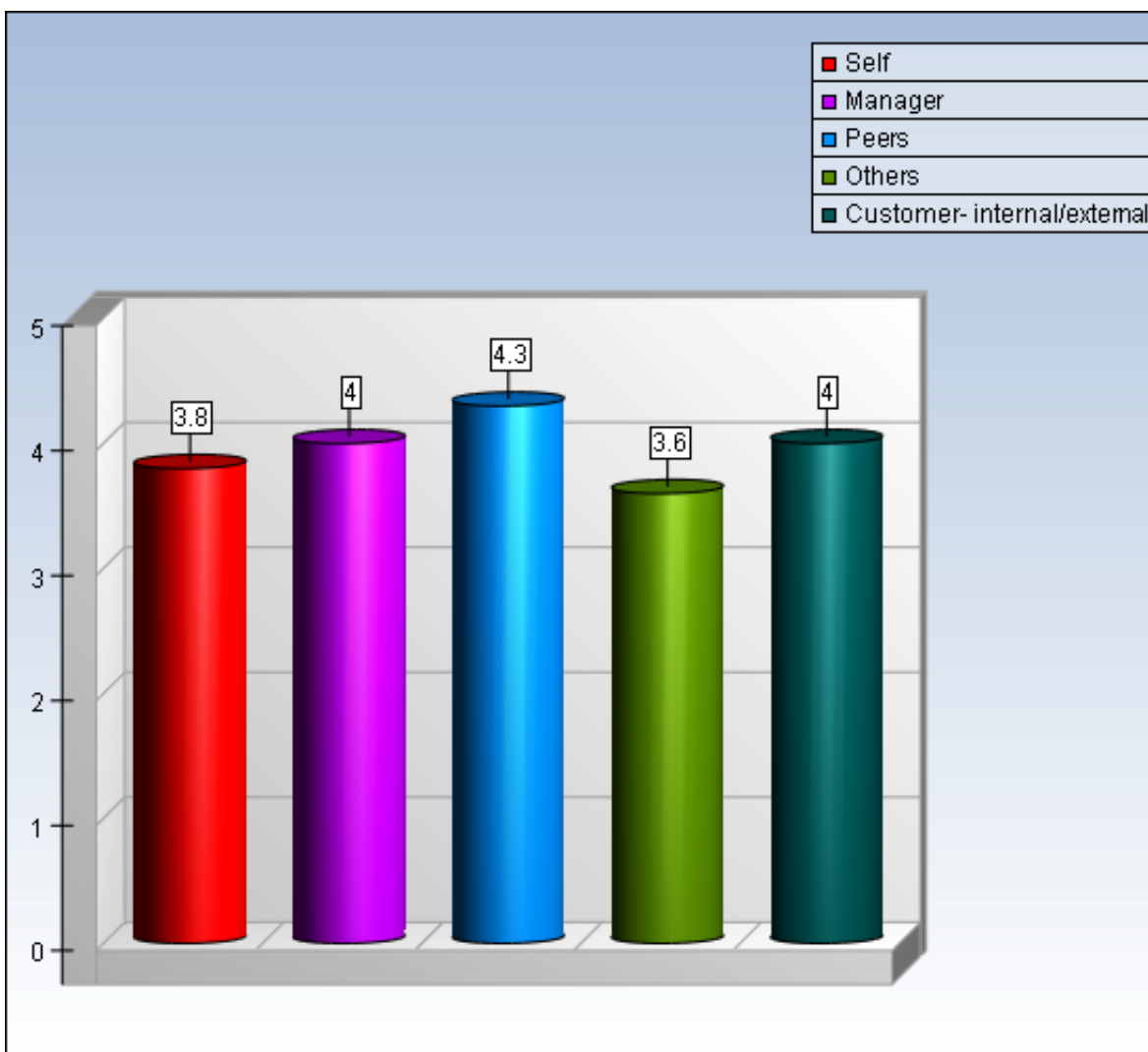
- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

Competency Analysis
Culture

SECTION II: COMPETENCY ANALYSIS

CULTURE - GAP Analysis

Relationships	Score	Gap
Self	3.8	-
Manager	4	0.2
Peers	4.3	0.5
Others	3.6	-0.2
Customer- internal/external	4	0.2



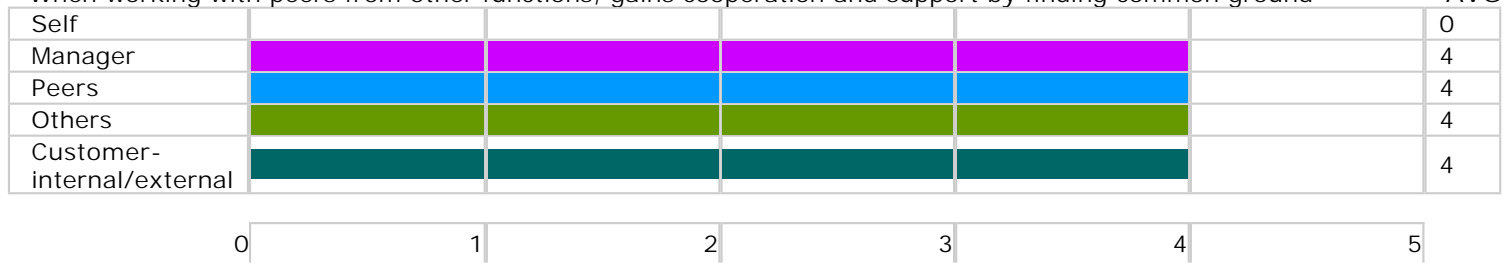
SECTION II: COMPETENCY ANALYSIS

CULTURE: Observer Rating Average

Question 38.

When working with peers from other functions, gains cooperation and support by finding common ground

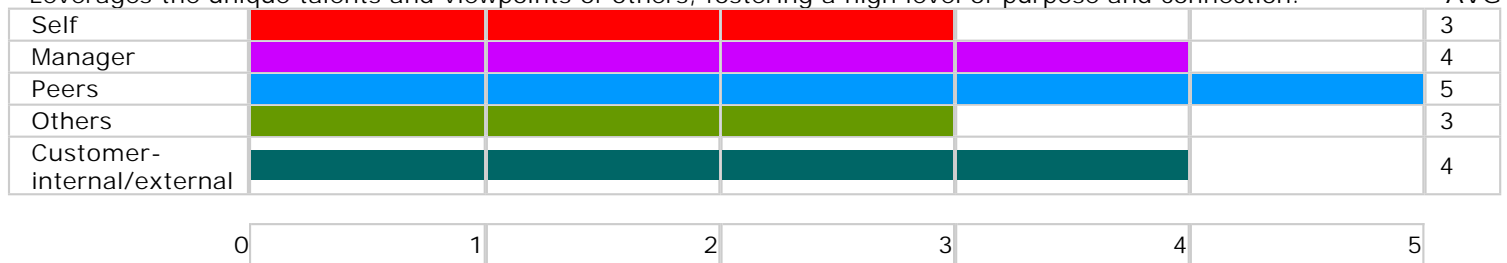
AVG



Question 39.

Leverages the unique talents and viewpoints of others, fostering a high level of purpose and connection.

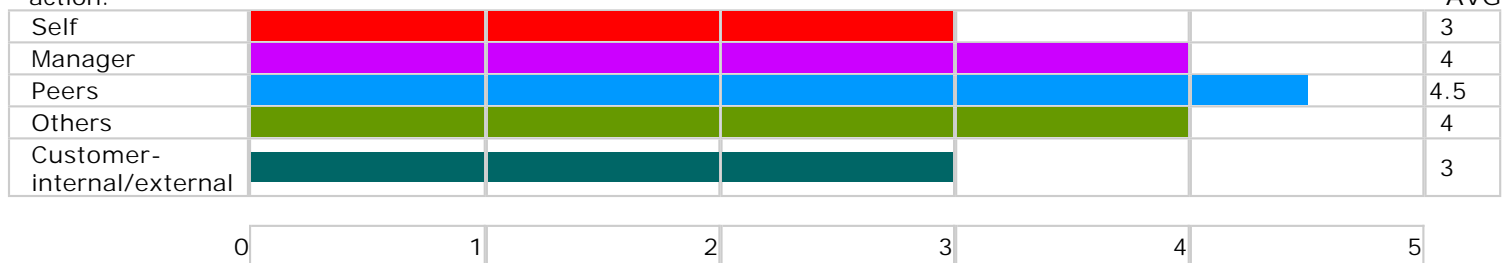
AVG



Question 40.

Keeps people informed of future changes that may impact them and uses them as opportunities for learning in action.

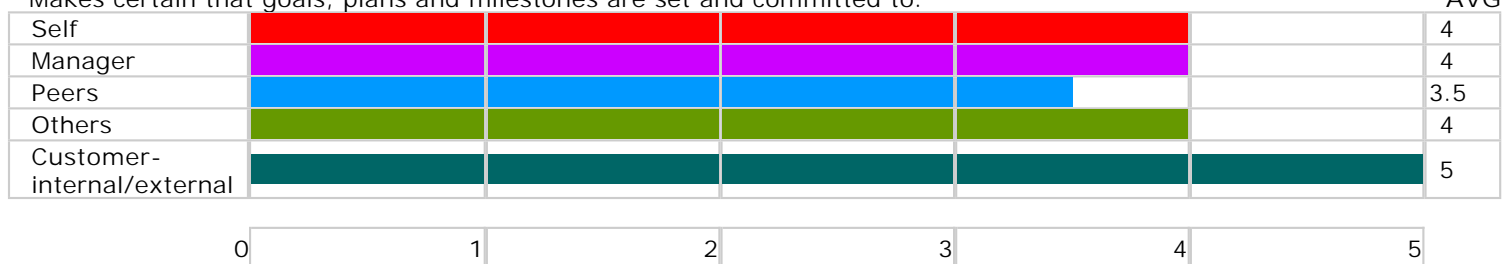
AVG



Question 41.

Makes certain that goals, plans and milestones are set and committed to.

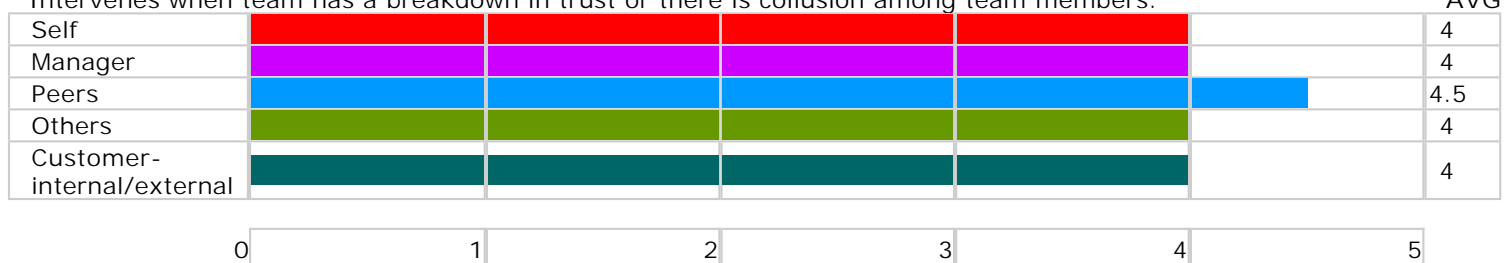
AVG



Question 42.

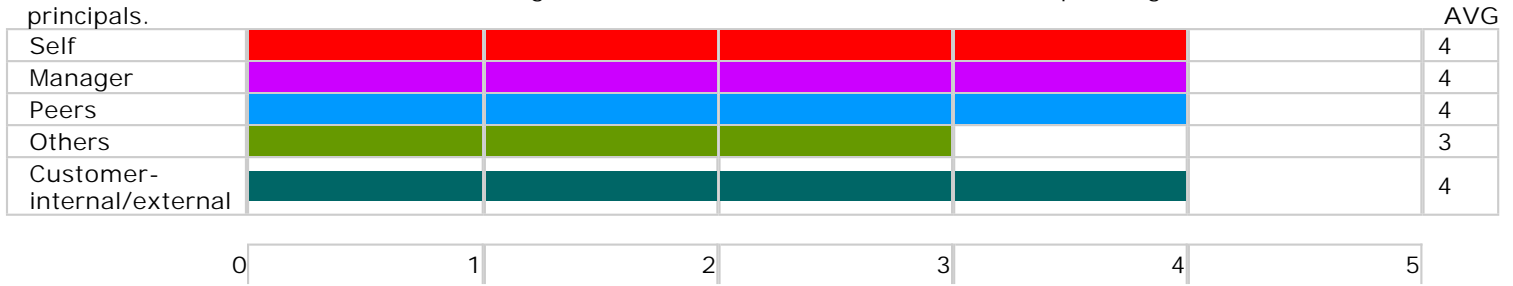
Intervenes when team has a breakdown in trust or there is collusion among team members.

AVG



Question 43.

Ensures that team members have clear agreement about their mission, leader and operating standards and principals.



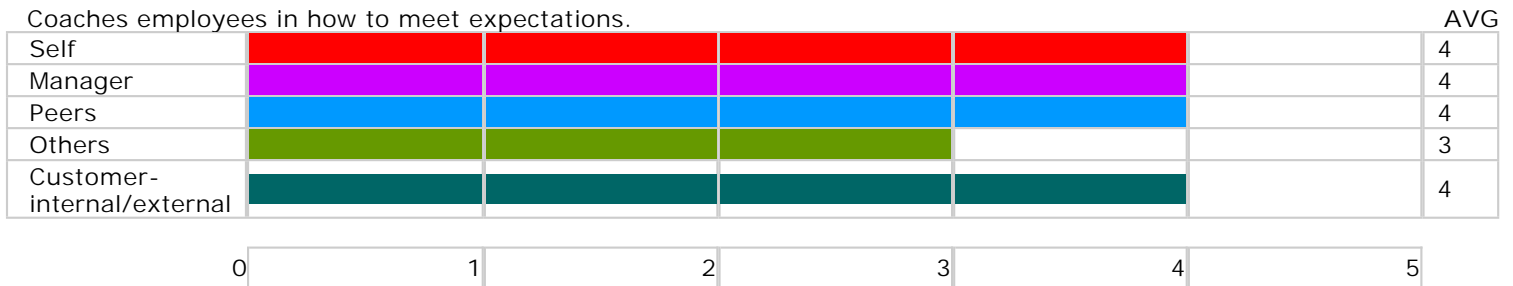
Question 44.

Speakes with conviction about meaning of contribution of others work.



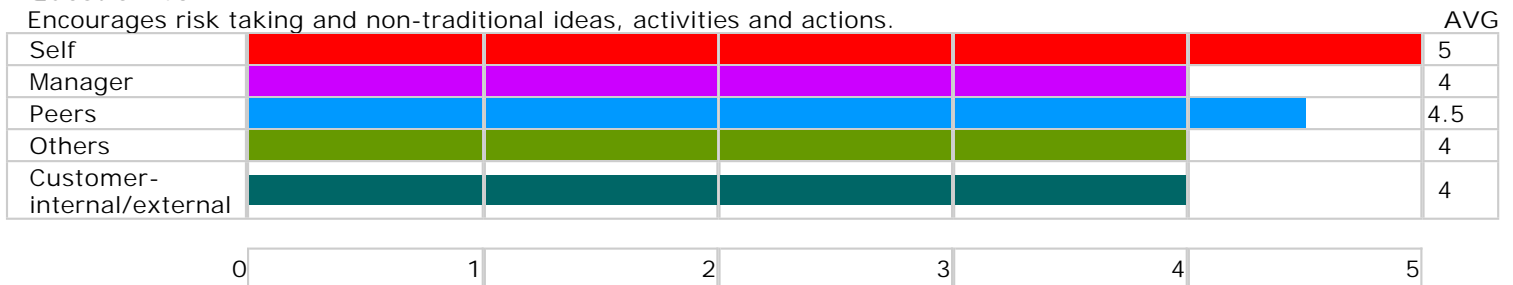
Question 45.

Coaches employees in how to meet expectations.



Question 46.

Encourages risk taking and non-traditional ideas, activities and actions.



SECTION II: COMPETENCY ANALYSIS

CULTURE: Observer Rating Detail

Question 38.

When working with peers from other functions, gains cooperation and support by finding common ground

M1	P1	P2	O1	C1	AVG	Self
4	5	3	4	4	4	N/A

Question 39.

Leverages the unique talents and viewpoints of others, fostering a high level of purpose and connection.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	3	4	4.2	3

Question 40.

Keeps people informed of future changes that may impact them and uses them as opportunities for learning in action.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	3	4	3

Question 41.

Makes certain that goals, plans and milestones are set and committed to.

M1	P1	P2	O1	C1	AVG	Self
4	4	3	4	5	4	4

Question 42.

Intervenes when team has a breakdown in trust or there is collusion among team members.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	4	4.2	4

Question 43.

Ensures that team members have clear agreement about their mission, leader and operating standards and principals.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	3	4	3.8	4

Question 44.

Speaks with conviction about meaning of contribution of others work.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	3	4	4.2	3

Question 45.

Coaches employees in how to meet expectations.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	3	4	3.8	4

Question 46.

Encourages risk taking and non-traditional ideas, activities and actions.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	4	4.2	5

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
36	44	34	32	36	36.4	30

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

1 = Needs Significant Improvement

2 = Needs Improvement

3 = Competent

4 = Strength

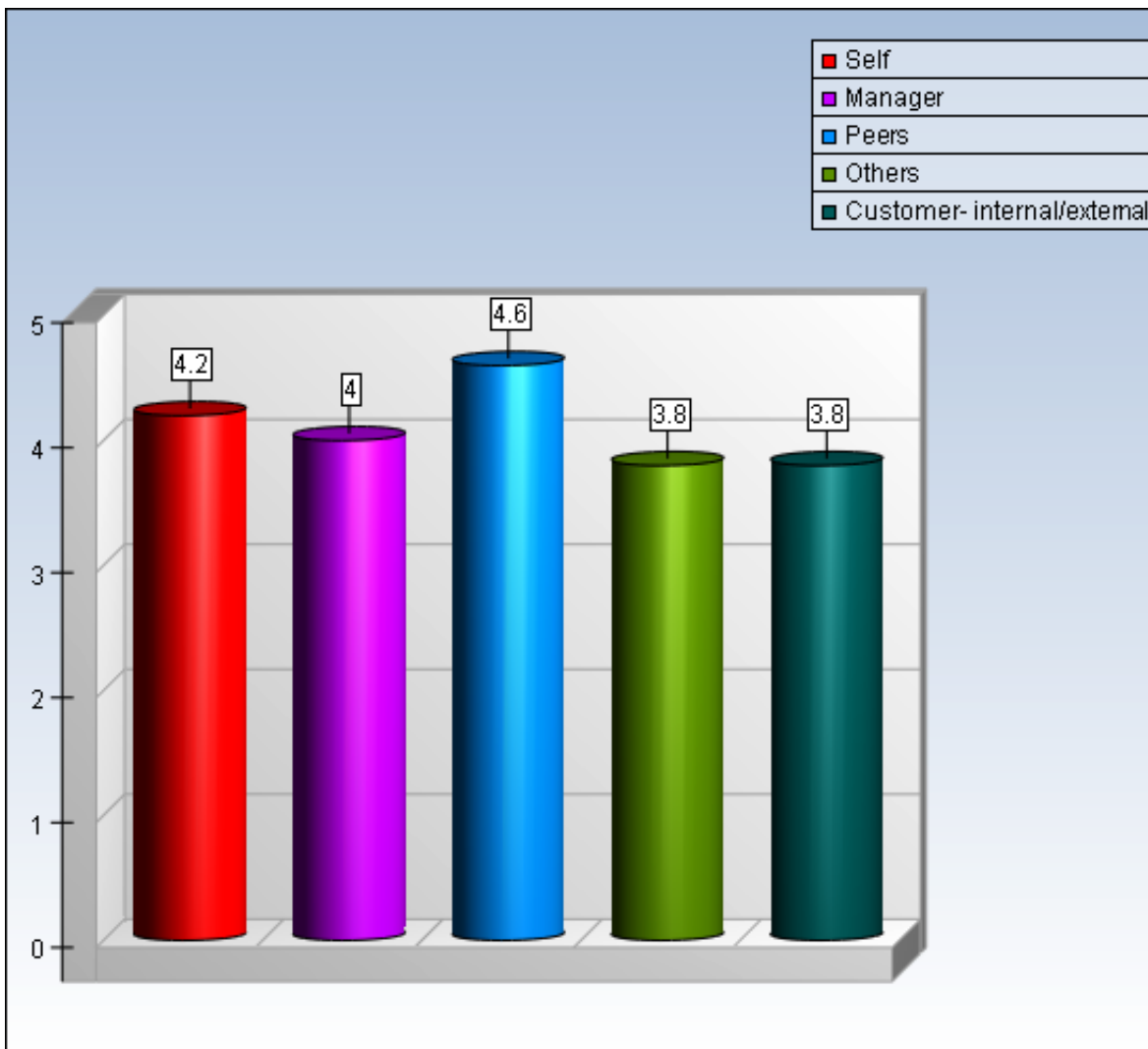
5 = Outstanding Strength

Competency Analysis
Action/ Momentum/ Results

SECTION II: COMPETENCY ANALYSIS

ACTION/ MOMENTUM/ RESULTS - GAP Analysis

Relationships	Score	Gap
Self	4.2	-
Manager	4	-0.2
Peers	4.6	0.4
Others	3.8	-0.4
Customer- internal/external	3.8	-0.4



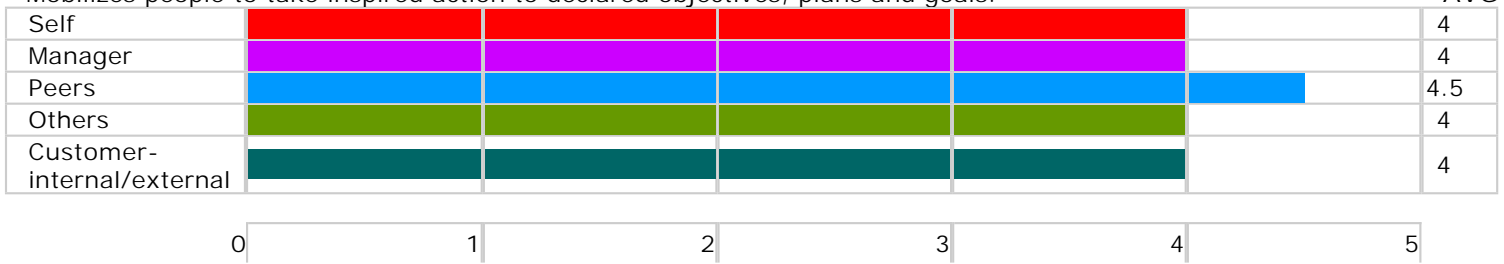
SECTION II: COMPETENCY ANALYSIS

ACTION/ MOMENTUM/ RESULTS: Observer Rating Average

Question 47.

Mobilizes people to take inspired action to declared objectives, plans and goals.

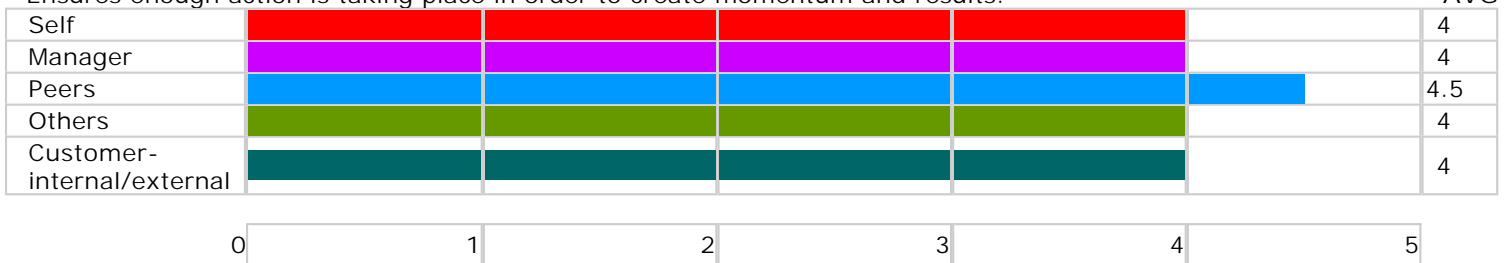
AVG



Question 48.

Ensures enough action is taking place in order to create momentum and results.

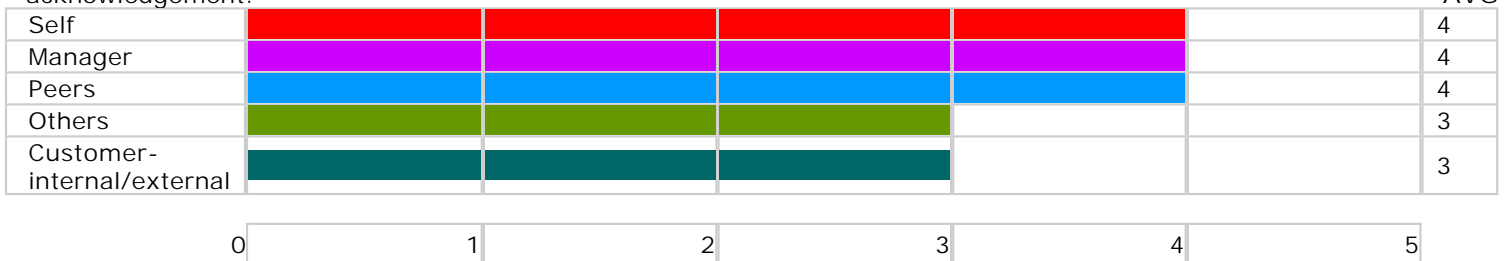
AVG



Question 49.

Objectively reviews results and provides appropriate and timely course corrections. learning and acknowledgement.

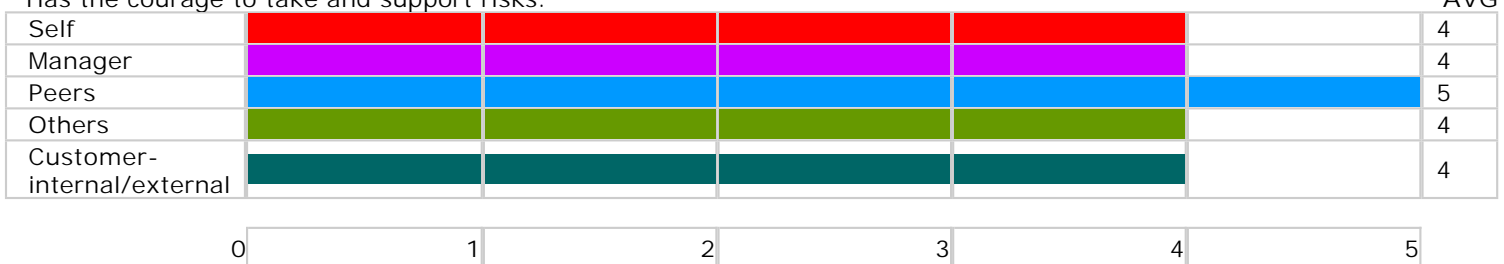
AVG



Question 50.

Has the courage to take and support risks.

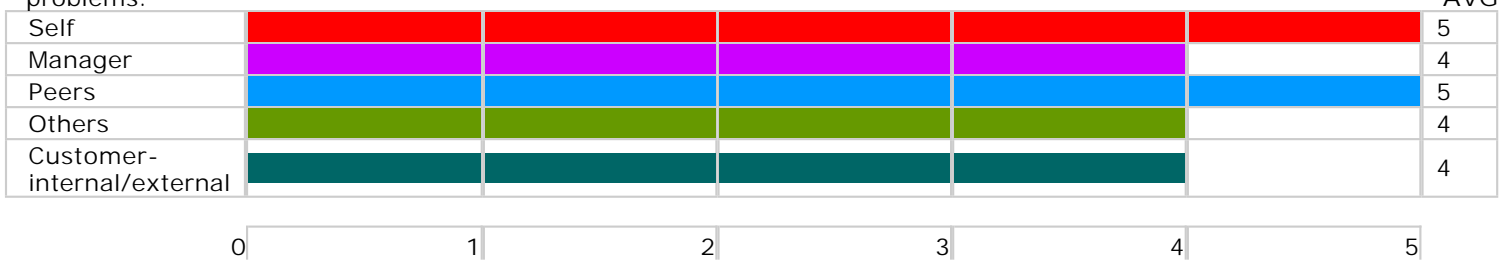
AVG



Question 51.

Persists in the face of challenges by keeping focus on objectives and results, rather than the obstacles or problems.

AVG



SECTION II: COMPETENCY ANALYSIS

ACTION/ MOMENTUM/ RESULTS: Observer Rating Detail

Question 47.

Mobilizes people to take inspired action to declared objectives, plans and goals.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	4	4.2	4

Question 48.

Ensures enough action is taking place in order to create momentum and results.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	4	4.2	4

Question 49.

Objectively reviews results and provides appropriate and timely course corrections. learning and acknowledgement.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	3	3	3.6	4

Question 50.

Has the courage to take and support risks.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	4

Question 51.

Persists in the face of challenges by keeping focus on objectives and results, rather than the obstacles or problems.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	4	4.4	5

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
20	25	21	19	19	20.8	21

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

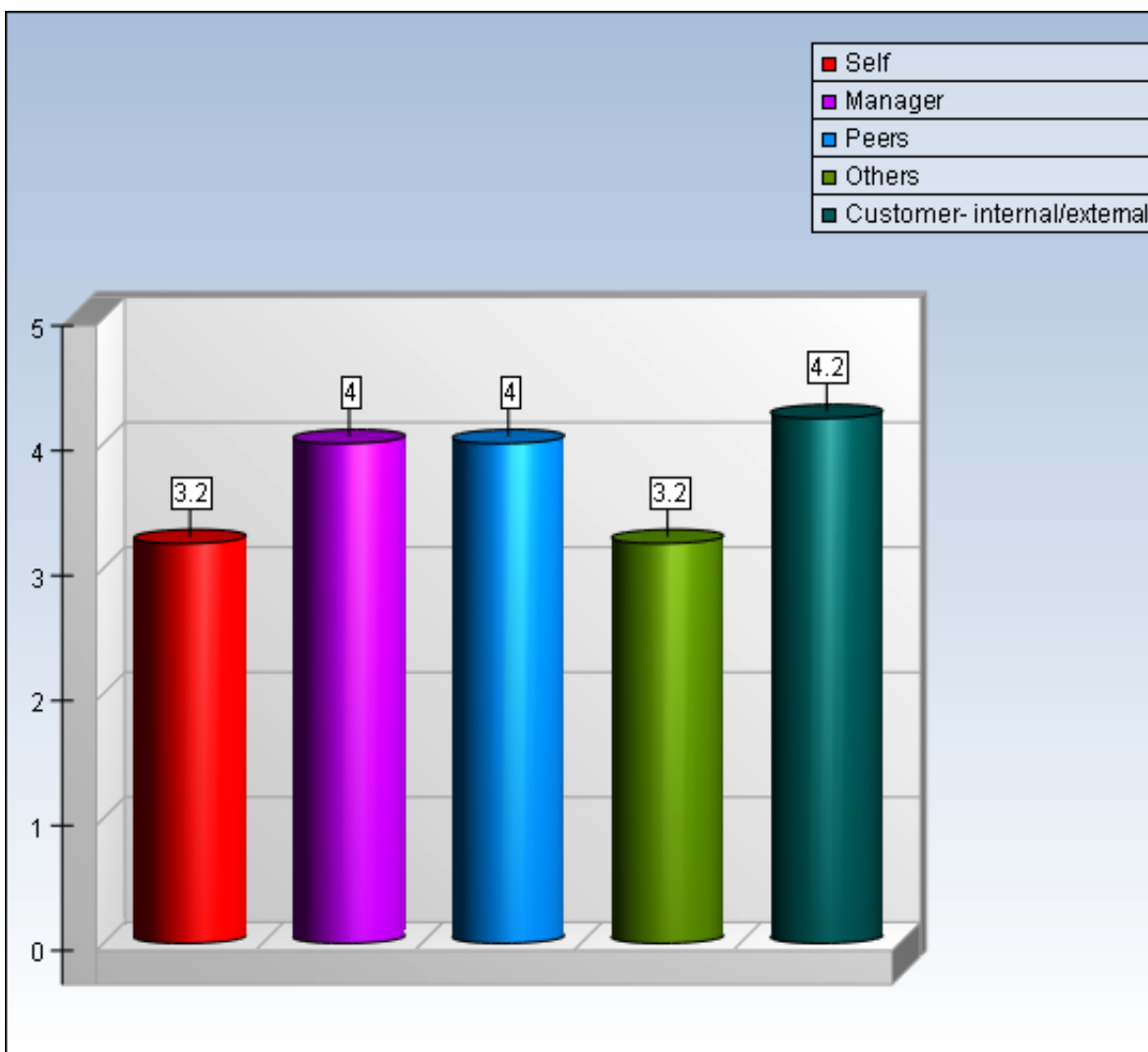
- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

Competency Analysis
Standards

SECTION II: COMPETENCY ANALYSIS

STANDARDS - GAP Analysis

Relationships	Score	Gap
Self	3.2	-
Manager	4	0.8
Peers	4	0.8
Others	3.2	0
Customer- internal/external	4.2	1



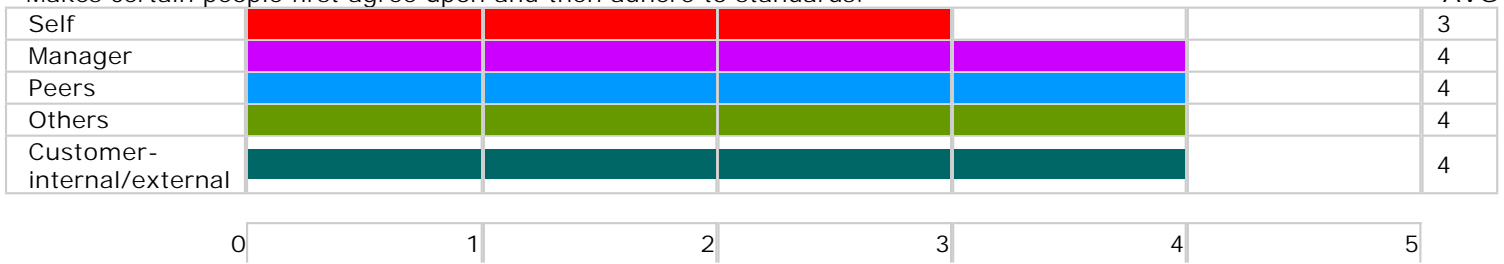
SECTION II: COMPETENCY ANALYSIS

STANDARDS: Observer Rating Average

Question 52.

Makes certain people first agree upon and then adhere to standards.

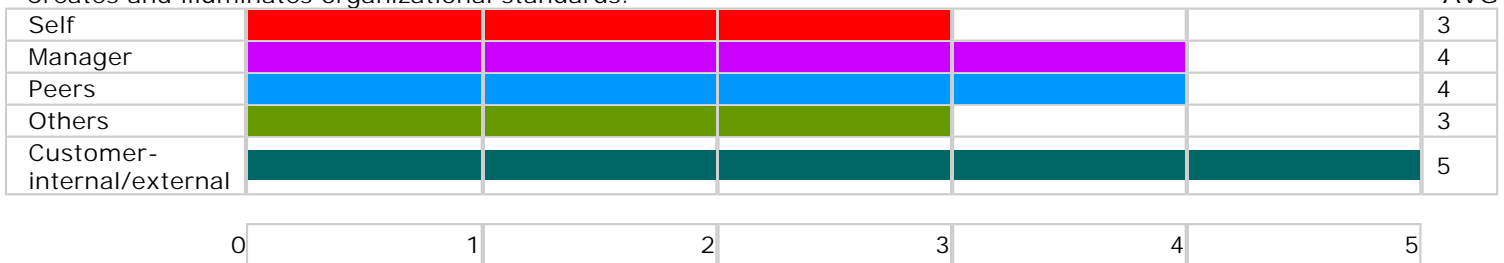
AVG



Question 53.

Creates and illuminates organizational standards.

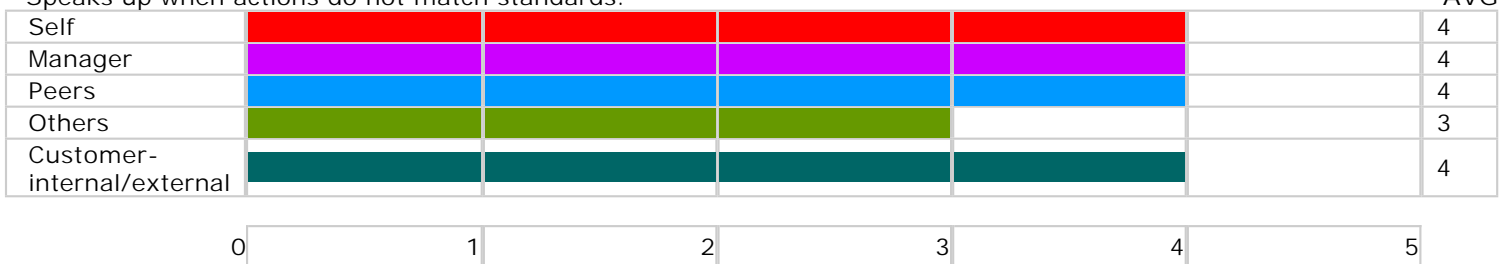
AVG



Question 54.

Speaks up when actions do not match standards.

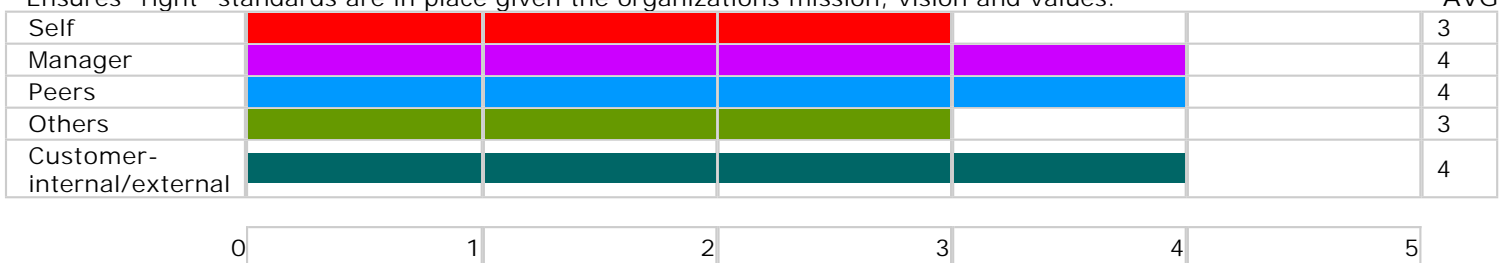
AVG



Question 55.

Ensures "right" standards are in place given the organizations mission, vision and values.

AVG



SECTION II: COMPETENCY ANALYSIS

STANDARDS: Observer Rating Detail

Question 52.

Makes certain people first agree upon and then adhere to standards.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	4	4	4	3

Question 53.

Creates and illuminates organizational standards.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	3	5	4	3

Question 54.

Speaks up when actions do not match standards.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	3	4	3.8	4

Question 55.

Ensures "right" standards are in place given the organizations mission, vision and values.

M1	P1	P2	O1	C1	AVG	Self
4	5	3	3	4	3.8	3

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
16	20	12	13	17	15.6	13

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

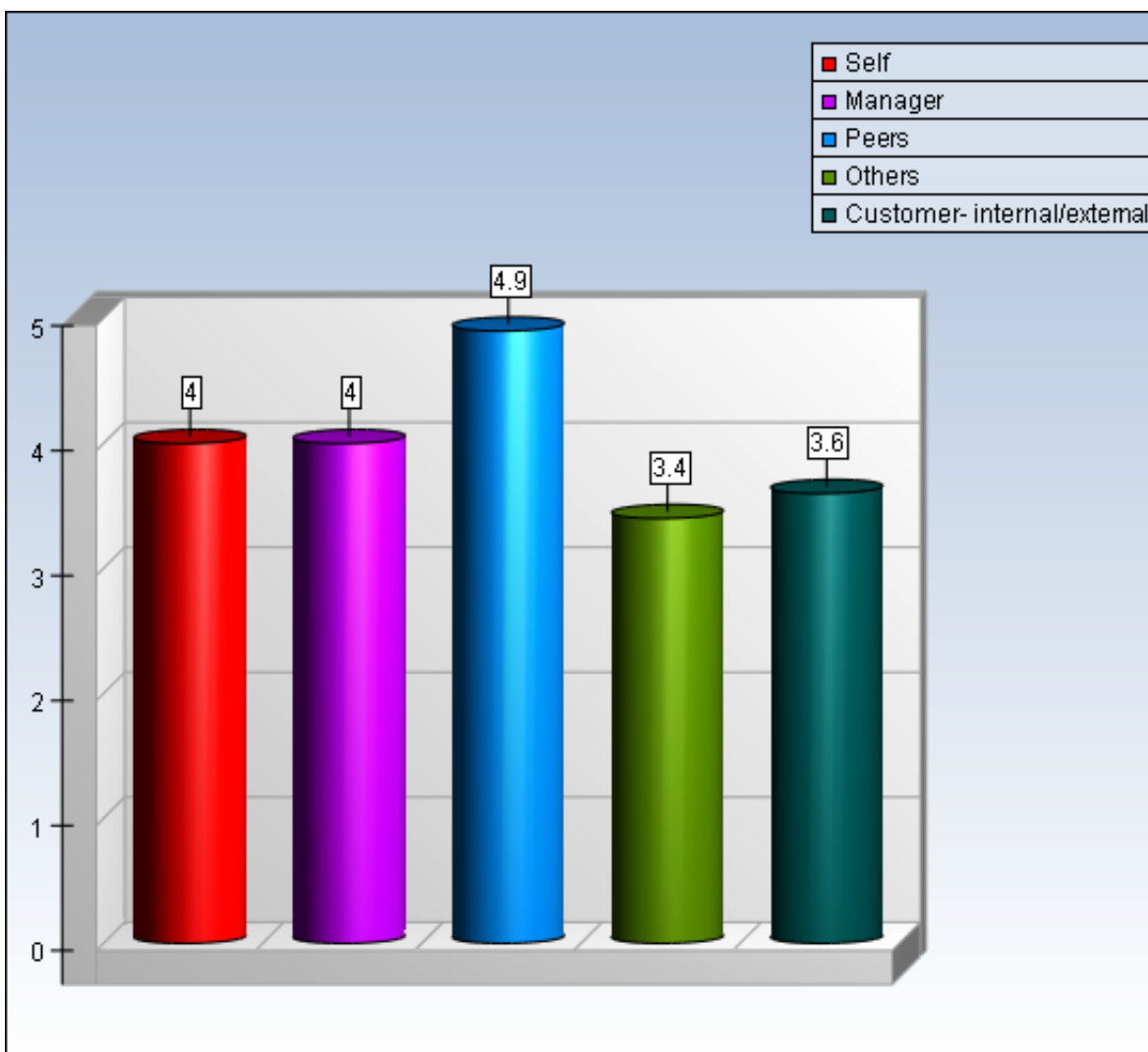
- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

Competency Analysis
Learning

SECTION II: COMPETENCY ANALYSIS

LEARNING - GAP Analysis

Relationships	Score	Gap
Self	4	-
Manager	4	0
Peers	4.9	0.9
Others	3.4	-0.6
Customer- internal/external	3.6	-0.4

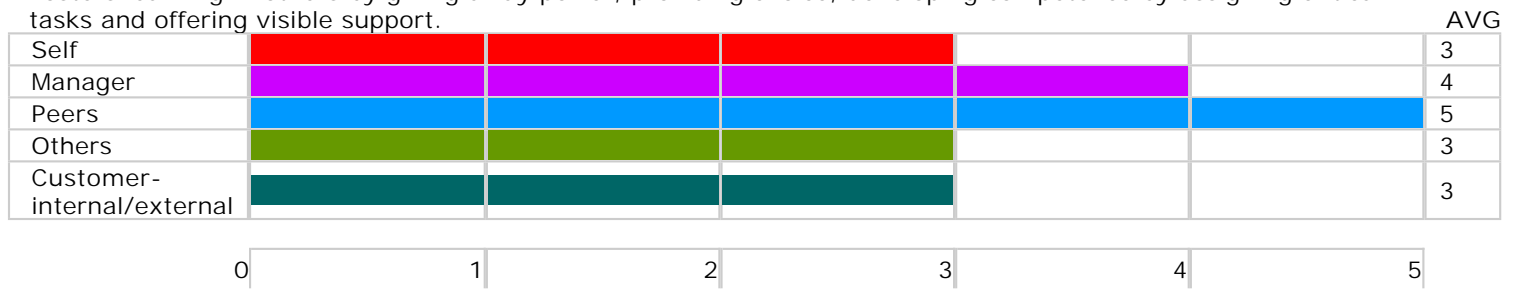


SECTION II: COMPETENCY ANALYSIS

LEARNING: Observer Rating Average

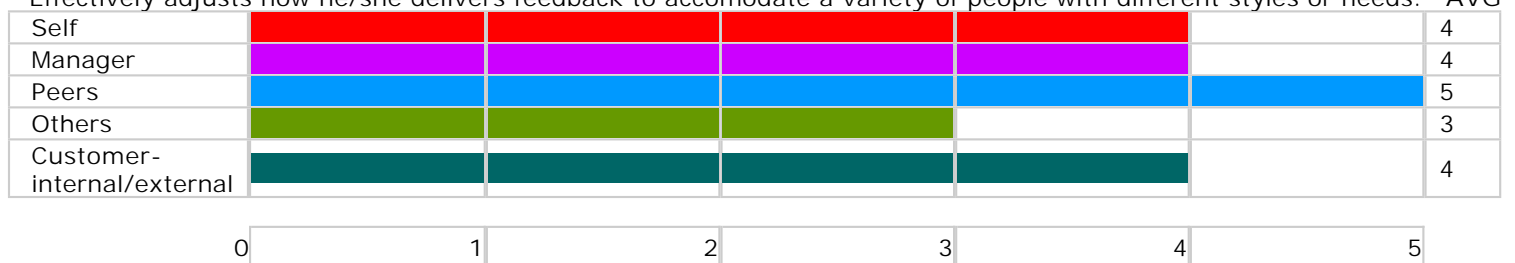
Question 56.

Fosters learning in others by giving away power, providing choice, developing competence by assigning critical tasks and offering visible support.



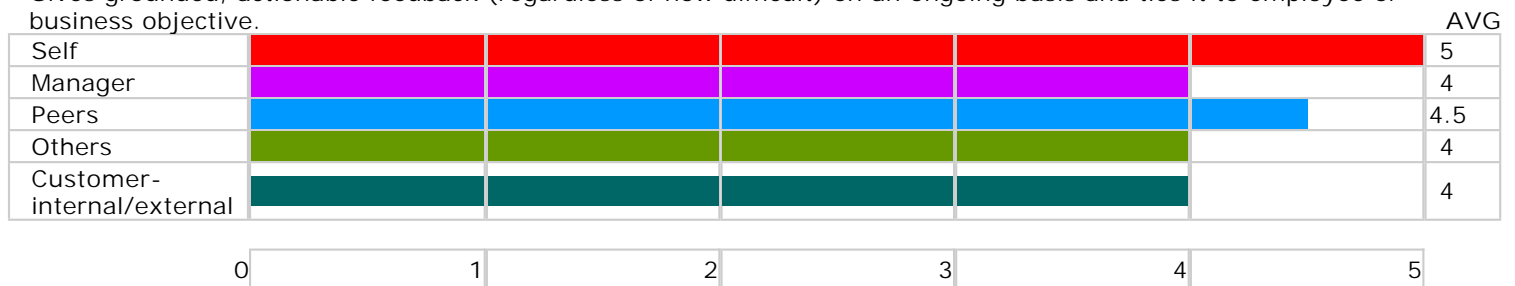
Question 57.

Effectively adjusts how he/she delivers feedback to accomodate a variety of people with different styles or needs.



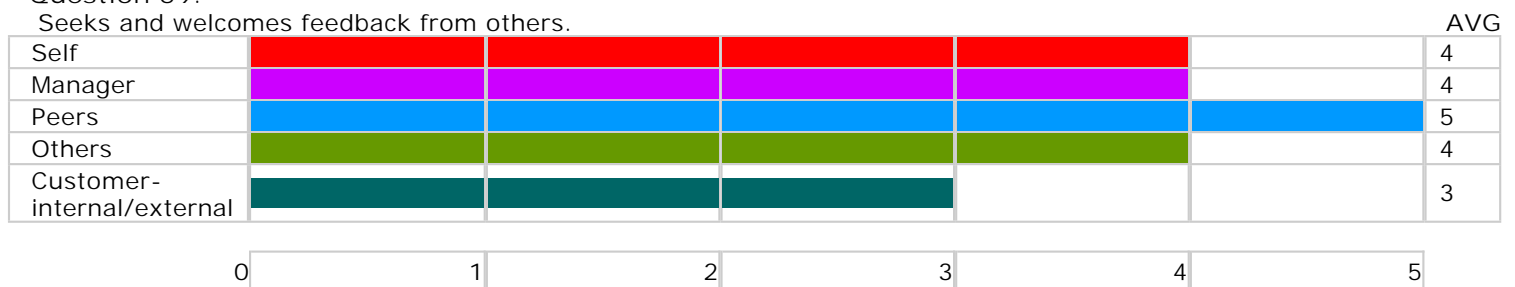
Question 58.

Gives grounded, actionable feedback (regardless of how difficult) on an ongoing basis and ties it to employee or business objective.



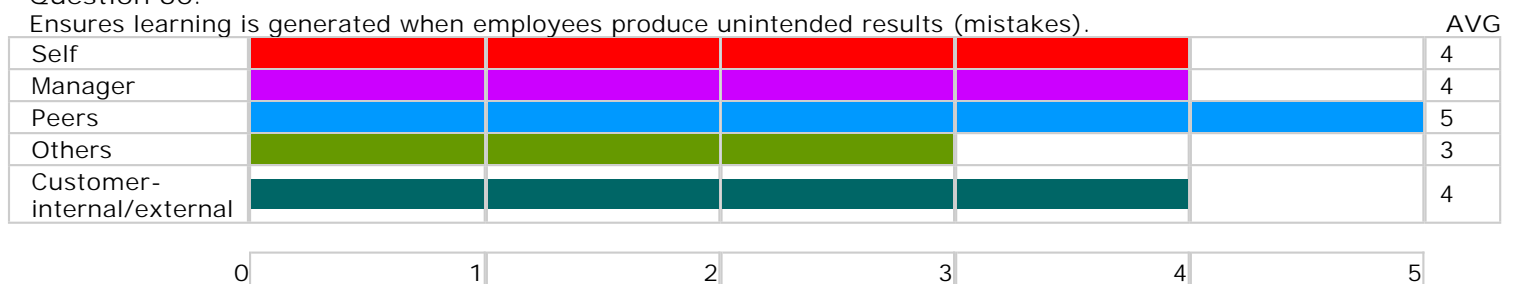
Question 59.

Seeks and welcomes feedback from others.



Question 60.

Ensures learning is generated when employees produce unintended results (mistakes).



SECTION II: COMPETENCY ANALYSIS

LEARNING: Observer Rating Detail

Question 56.

Fosters learning in others by giving away power, providing choice, developing competence by assigning critical tasks and offering visible support.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	3	3	4	3

Question 57.

Effectively adjusts how he/she delivers feedback to accommodate a variety of people with different styles or needs.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	3	4	4.2	4

Question 58.

Gives grounded, actionable feedback (regardless of how difficult) on an ongoing basis and ties it to employee or business objective.

M1	P1	P2	O1	C1	AVG	Self
4	5	4	4	4	4.2	5

Question 59.

Seeks and welcomes feedback from others.

M1	P1	P2	O1	C1	AVG	Self
4	5	5	4	3	4.2	4

Question 60.

Ensures learning is generated when employees produce unintended results (mistakes).

M1	P1	P2	O1	C1	AVG	Self
4	5	5	3	4	4.2	4

CUMULATIVE RATINGS

M1	P1	P2	O1	C1	AVG	Self
20	25	24	17	18	20.8	20

AVG - Average of all raters except the self.

M = Manager P = Peers O = Others C = Customer- internal/external

N/A = Not Applicable N/R = No Response

Rating Scale Index

- 1 = Needs Significant Improvement
- 2 = Needs Improvement
- 3 = Competent
- 4 = Strength
- 5 = Outstanding Strength

SECTION III:
GENERAL RESULTS

SECTION III: GENERAL RESULTS

Question 61:

Please add any additional comments about areas of outstanding strength or areas for development, citing examples if possible.

- Scott is a man among men and a all around good guy.