



Sample Leader **Sample Executive**

Feedback Report
8/7/2009

About This Survey

Sample Executive, 8/7/2009

This multi-rater survey is designed to provide a basis for your professional development. As an aggregated report of the perceptions of your raters, it is intended to:

- Encourage candid and constructive feedback from your colleagues
- Help you identify your professional strengths and areas for development
- Establish a quantitative baseline that will allow you to assess your progress over time
- Enable you to compare and contrast how you view yourself with how others view you
- Provide a starting point for conversations about how your individual performance can be enhanced
- Demonstrate your openness to feedback and commitment to continuous improvement

Rater Groups That Provided Feedback

Rater Group	# of Respondents (n)	# Invited to Participate
Direct Reports	3	3
Peers	3	3
Supervisors	1	1
Self	1	1

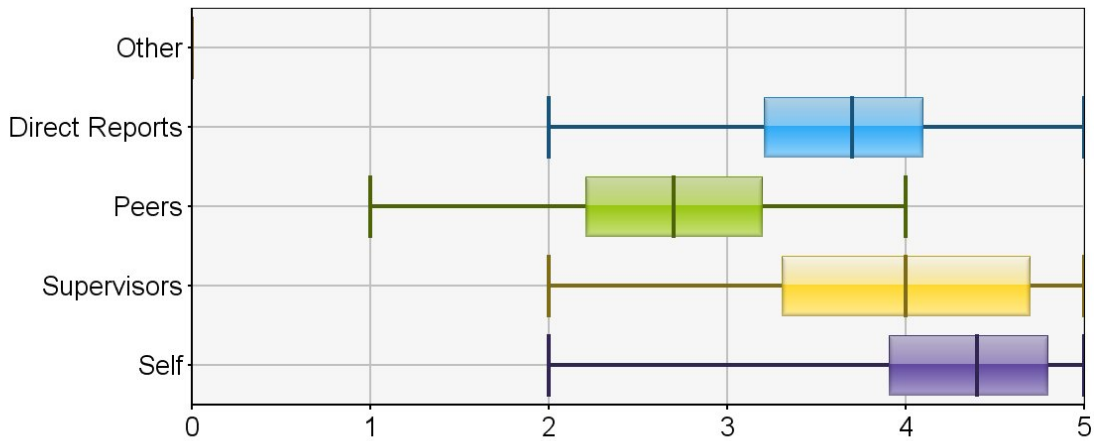
About The Rating Scale

Scale Option	Assigned Value
n/a	0
strongly disagree	1
disagree	2
neutral	3
agree	4
strongly agree	5

Reverse scored items: In order to make safeguard against response bias and to ensure that respondents read each question carefully, questions 3 and 6 in each category are negatively worded. In the final report, they are "reverse scored", meaning that the response that was given is subtracted from 6. This reverse scoring ensures that in the final report, higher scores are always better. For example, if a respondent answers question 3 "Can be distant and difficult to read at times" with a "1" for "strongly disagree", that is reported as a 5. If the respondent answered "5" for "strongly agree" with question 3, that is reported as a 1.

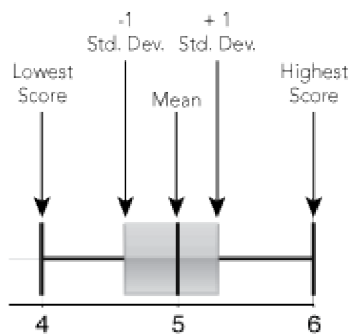
Summary of All Items

The chart below shows a summary of all responses sorted by Rater group.



Reading the Box and Whisker Diagram.

The Box and Whisker chart above is useful in summarizing and interpreting a range of data. The example chart below shows the different components of the Box and Whisker diagram and how to interpret the data.



Lowest Score: This is the lowest score that the individual received from a particular Rater group.

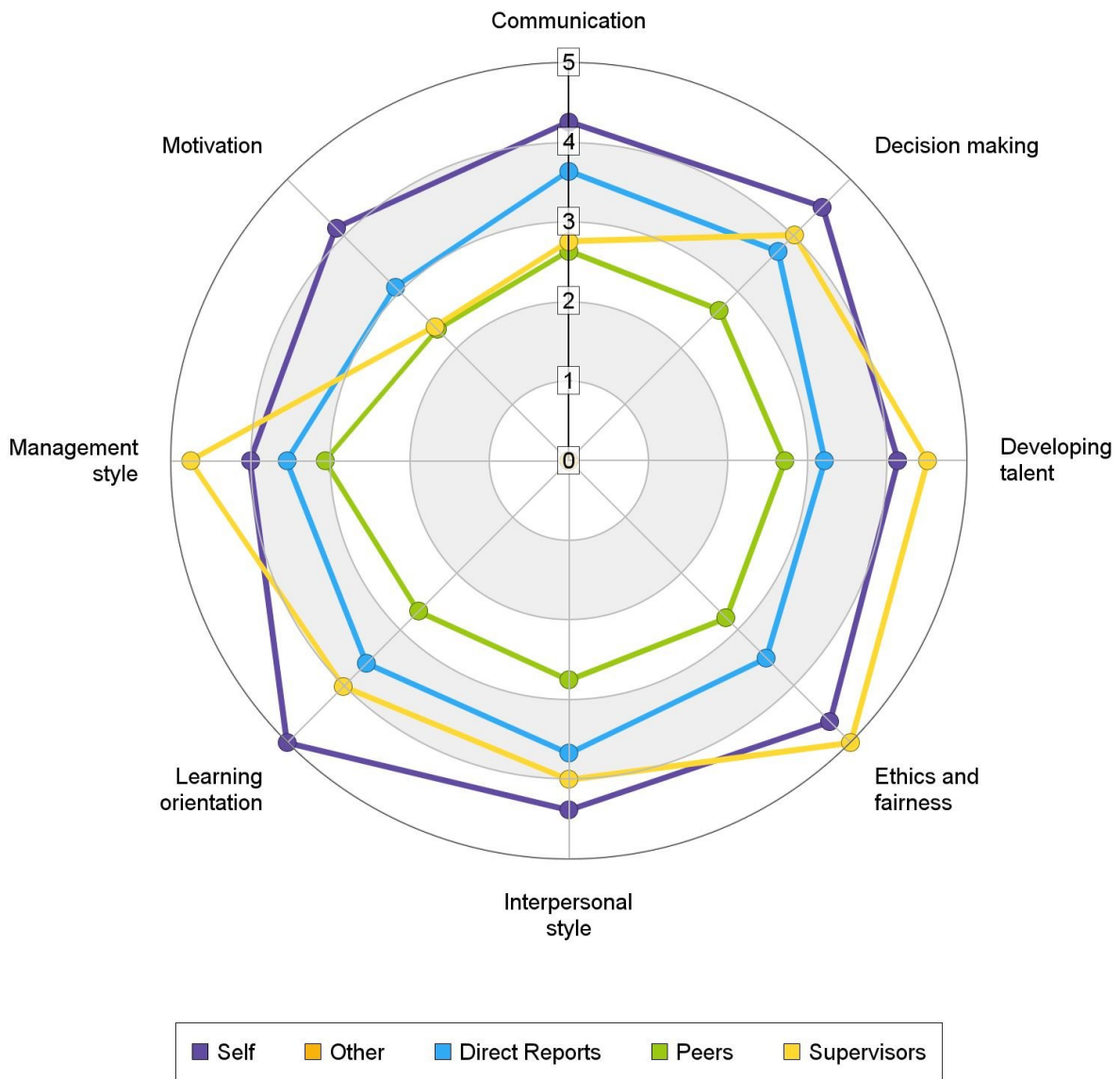
Range Box: This box represents all values falling plus or minus 1 standard deviation from the mean. Approximately 68 percent of all scores fall within this range.

Mean Marker: The center line of the graph represents the average score received from a particular Rater group.

Highest Score: This value is the highest rating provided by a particular Rater group.

Competency Profile

The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart.



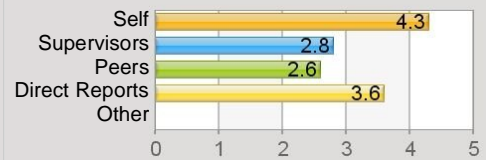
Competency Summary

Sample Executive, 8/7/2009

Summary of all competency groups sorted by Rater group.

Communication

- Works hard to listen and connect to people
- Provides candid and constructive feedback and is willing to have difficult conversations
- Can be distant and difficult to read at times (Reverse Scored Item)
- Effectively presents to large meetings and groups
- Shares rationale for decisions whenever possible
- Sends ambiguous signals and mixed messages (Reverse Scored Item)
- Clearly communicates who is responsible for what
- Becoming a better communicator over time



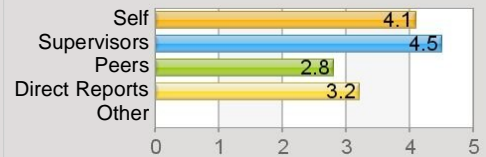
Decision making

- Considers a wide array of alternatives and contingencies before making a decision
- Involves others in the decision making process and considers their perspectives
- Jumps to conclusions before gathering a sufficient amount of information (Reverse Scored Item)
- Makes logical decisions and is not unduly influenced by mood or emotions
- Delegates decisions appropriately when others have more expertise
- Spends too much time analyzing before making decisions (Reverse Scored Item)
- Good at developing big picture strategy
- Becoming a better decision maker over time



Developing talent

- Conveys confidence in staff, creating positive, self-fulfilling expectations
- Cares about people and serves as a supporter and advocate to staff
- Does not care about developing the professional capabilities of staff (Reverse Scored Item)
- Works to get people the resources, training and information they need
- Committed to building a diverse organization
- Does not provide enough specific, actionable performance feedback on an ongoing basis (Reverse Scored Item)
- Supports the work-life balance of employees
- Becoming a better developer of talent over time



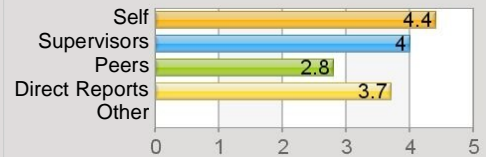
Ethics and fairness

- Holds self to the same high ethical standards as everyone else
- Consistently follows through on commitments
- Plays favorites and holds people to different standards of performance (Reverse Scored Item)
- More concerned with organizational priorities than personal gain
- Treats everyone with consideration and respect
- Does not demonstrate consistency between words and actions (Reverse Scored Item)
- Quick to confront others on issues of ethics or fairness
- Has a reputation for being ethical and fair that is growing over time



Interpersonal style

- Values good working relationships and demonstrates interpersonal sensitivity
- Sensitive to, and respectful of, cultural differences
- Does not makes people feel valued and appreciated (Reverse Scored Item)
- Takes a constructive approach to surfacing and resolving conflicts
- Constructively uses humor in the workplace
- Loses temper and expresses anger in a destructive manner (Reverse Scored Item)
- Cares about people and takes an interest in getting to know them
- Has an interpersonal style which is getting better over time



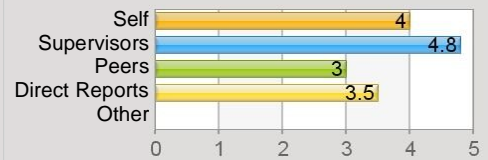
Learning orientation

- Open to feedback and suggestions
- Able to focus, learn and perform even in high stress situations
- Unwilling to acknowledge errors and mistakes or to apologize (Reverse Scored Item)
- Self aware and able to learn from mistakes
- Willing to challenge tradition and to experiment with new ways of doing things
- Defensive and denies the validity of negative information or feedback (Reverse Scored Item)
- Committed to enhancing substantive knowledge and expertise on an ongoing basis
- Demonstrating more of a learning orientation over time



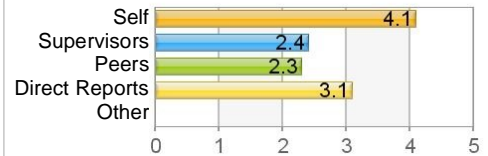
Management style

- Empowers people to make decisions and does not micromanage
- Embraces the value of teamwork and collaboration
- Manages by fear and intimidation (Reverse Scored Item)
- Is able to adapt leadership style depending on the person and situation
- Runs meetings effectively
- Becomes moody and irrational at times (Reverse Scored Item)
- Holds people accountable and confronts performance issues on a timely basis
- Becoming a better manager over time



Motivation

- Displays a high level of optimism, engagement and energy
- Energizes and motivates people in the pursuit of common goals
- Demotivated and demotivating to others (Reverse Scored Item)
- Persistent and resilient in the face of obstacles and setbacks
- Shares credit and recognizes and rewards people for their contributions
- Makes the mistake of assuming everyone is motivated by the same things (Reverse Scored Item)
- Pays attention to the morale of the organization
- Building skill at motivating people over time



Individual Survey Items

Sample Executive, 8/7/2009

Graphs below show ratings on each survey item, sorted by Rater Group

Survey Item	Responses by Rater Group																								
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<p>Decision making</p> <p>15. Good at developing big picture strategy</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> </tr> <tr> <td>Supervisors</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> </tr> <tr> <td>Other</td> <td>4</td> </tr> </tbody> </table>	Group	Score	Self	5	Supervisors	4	Peers	2.7	Direct Reports	4	Other	4	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	5	1	4	4	1	3	2	3	4	4	3			0
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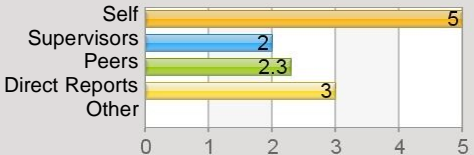
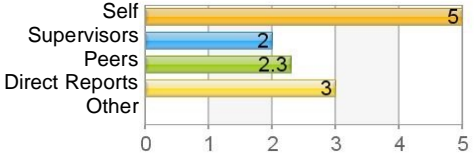
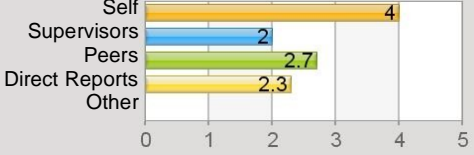
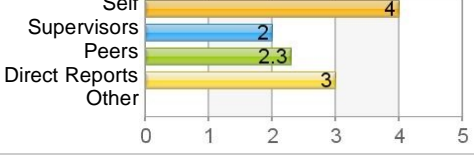
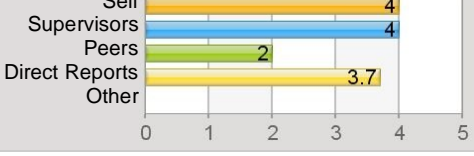
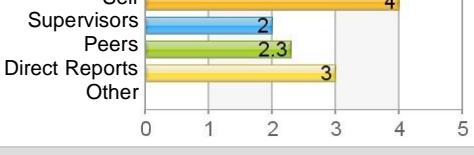
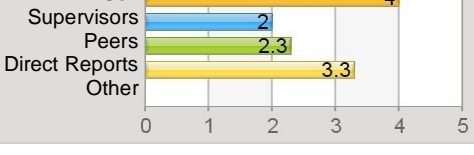
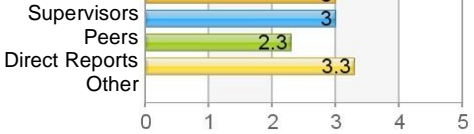
<p>Developing talent</p> <p>17. Conveys confidence in staff, creating positive, self-fulfilling expectations</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>5</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>3.3</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Source	Score	Self	4	Supervisors	5	Peers	2.7	Direct Reports	3.3	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	5	5	1	3	2	3	4	3	3			0
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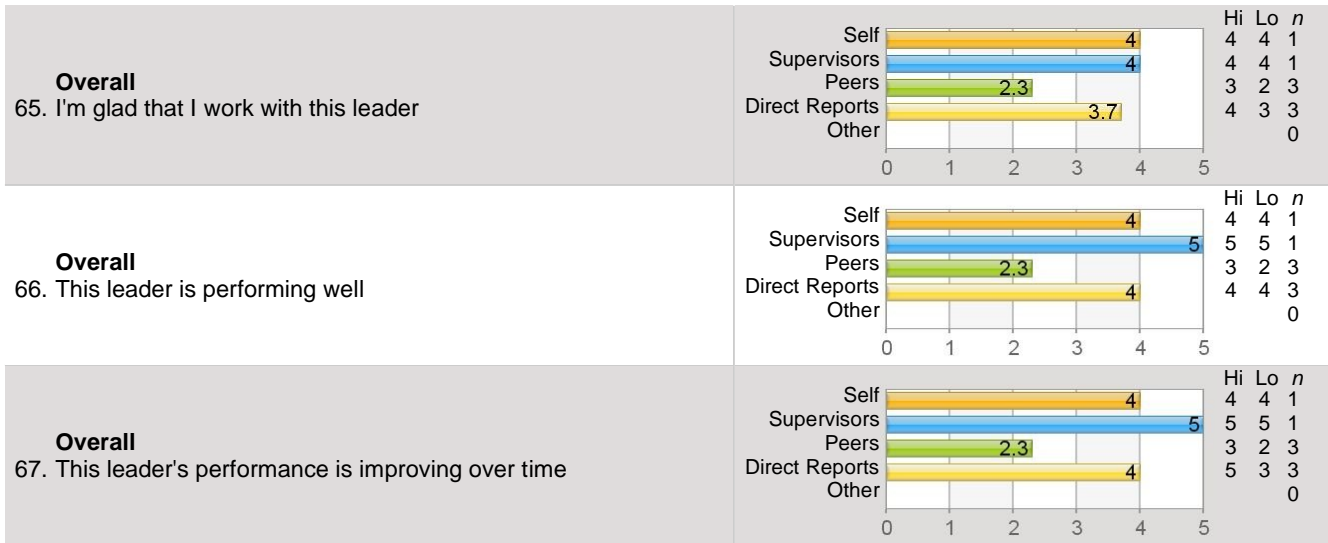
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<p>Ethics and fairness</p> <p>28. More concerned with organizational priorities than personal gain</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>2</td> <td>2</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	4	4	1	Supervisors	5	5	1	Peers	3	2	2	Direct Reports	4	3	3	Other			0
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<p>Ethics and fairness</p> <p>31. Quick to confront others on issues of ethics or fairness</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	5	5	1	Supervisors	5	5	1	Peers	3	2	3	Direct Reports	4	3	3	Other			0
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<p>Interpersonal style</p> <p>33. Values good working relationships and demonstrates interpersonal sensitivity</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> </tr> <tr> <td>Other</td> <td>4</td> </tr> </tbody> </table>	Group	Score	Self	4	Supervisors	4	Peers	2.7	Direct Reports	4	Other	4	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>5</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	4	4	1	3	2	3	5	3	3			0
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<p>Interpersonal style</p> <p>34. Sensitive to, and respectful of, cultural differences</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> </tr> <tr> <td>Other</td> <td>4</td> </tr> </tbody> </table>	Group	Score	Self	4	Supervisors	4	Peers	2.7	Direct Reports	4	Other	4	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>5</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	4	4	1	3	2	3	5	3	3			0
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<p>Interpersonal style</p> <p>36. Takes a constructive approach to surfacing and resolving conflicts</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>2.3</td> </tr> <tr> <td>Direct Reports</td> <td>3.7</td> </tr> <tr> <td>Other</td> <td>4</td> </tr> </tbody> </table>	Group	Score	Self	4	Supervisors	4	Peers	2.3	Direct Reports	3.7	Other	4	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	4	4	1	3	1	3	4	3	3			0
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<p>Interpersonal style</p> <p>37. Constructively uses humor in the workplace</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> </tr> <tr> <td>Supervisors</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>3.7</td> </tr> <tr> <td>Other</td> <td>4</td> </tr> </tbody> </table>	Group	Score	Self	5	Supervisors	4	Peers	2.7	Direct Reports	3.7	Other	4	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>4</td> <td>1</td> <td>3</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	5	1	4	4	1	4	1	3	4	3	3			0
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<p>Learning orientation</p> <p>41. Open to feedback and suggestions</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>5</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	5	5	1	Supervisors	4	4	1	Peers	4	2	3	Direct Reports	5	2	3	Other			0
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<p>Learning orientation</p> <p>46. Defensive and denies the validity of negative information or feedback (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>5</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	5	5	1	Supervisors	4	4	1	Peers	3	1	3	Direct Reports	5	2	3	Other			0
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<p>Learning orientation</p> <p>47. Committed to enhancing substantive knowledge and expertise on an ongoing basis</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	5	5	1	Supervisors	4	4	1	Peers	4	2	3	Direct Reports	4	2	3	Other			0
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<p>Learning orientation</p> <p>48. Demonstrating more of a learning orientation over time</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	5	5	1	Supervisors	4	4	1	Peers	3	3	3	Direct Reports	4	2	3	Other			0
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<p>Management style</p> <p>49. Empowers people to make decisions and does not micromanage</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>5</td> </tr> <tr> <td>Peers</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3.7</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Group	Score	Self	4	Supervisors	5	Peers	3	Direct Reports	3.7	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	5	5	1	3	3	3	4	3	3			0
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<p>Management style</p> <p>50. Embraces the value of teamwork and collaboration</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>5</td> </tr> <tr> <td>Peers</td> <td>3.5</td> </tr> <tr> <td>Direct Reports</td> <td>3.7</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Group	Score	Self	4	Supervisors	5	Peers	3.5	Direct Reports	3.7	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>4</td> <td>3</td> <td>2</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	5	5	1	4	3	2	4	3	3			0
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<p>Management style</p> <p>51. Manages by fear and intimidation (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>3.3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Group	Score	Self	4	Supervisors	4	Peers	3.3	Direct Reports	3	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>5</td> <td>2</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	4	4	1	4	3	3	5	2	3			0
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<p>Management style</p> <p>52. Is able to adapt leadership style depending on the person and situation</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>2</td> </tr> <tr> <td>Supervisors</td> <td>5</td> </tr> <tr> <td>Peers</td> <td>3.3</td> </tr> <tr> <td>Direct Reports</td> <td>3.7</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Group	Score	Self	2	Supervisors	5	Peers	3.3	Direct Reports	3.7	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	2	2	1	5	5	1	4	3	3	4	3	3			0
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<p>Management style</p> <p>53. Runs meetings effectively</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>5</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Group	Score	Self	4	Supervisors	5	Peers	2.7	Direct Reports	4	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	5	5	1	3	2	3	4	4	3			0
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<p>Management style</p> <p>54. Becomes moody and irrational at times (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> </tr> <tr> <td>Supervisors</td> <td>4</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Group	Score	Self	5	Supervisors	4	Peers	2.7	Direct Reports	3	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>5</td> <td>2</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	5	1	4	4	1	3	2	3	5	2	3			0
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<p>Management style</p> <p>55. Holds people accountable and confronts performance issues on a timely basis</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> </tr> <tr> <td>Supervisors</td> <td>5</td> </tr> <tr> <td>Peers</td> <td>2.7</td> </tr> <tr> <td>Direct Reports</td> <td>3.7</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Group	Score	Self	5	Supervisors	5	Peers	2.7	Direct Reports	3.7	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	5	1	5	5	1	3	2	3	4	3	3			0
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<p>Management style</p> <p>56. Becoming a better manager over time</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>5</td> </tr> <tr> <td>Peers</td> <td>3.3</td> </tr> <tr> <td>Direct Reports</td> <td>3.7</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Group	Score	Self	4	Supervisors	5	Peers	3.3	Direct Reports	3.7	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	5	5	1	4	3	3	4	3	3			0
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<p>Motivation</p> <p>57. Displays a high level of optimism, engagement and energy</p>	 <table border="1" data-bbox="1360 136 1463 310"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	5	5	1	Supervisors	2	2	1	Peers	3	1	3	Direct Reports	4	2	3	Other			0
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<p>Motivation</p> <p>58. Energizes and motivates people in the pursuit of common goals</p>	 <table border="1" data-bbox="1360 319 1463 493"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	5	5	1	Supervisors	2	2	1	Peers	3	1	3	Direct Reports	4	2	3	Other			0
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<p>Motivation</p> <p>59. Demotivated and demotivating to others (Reverse Scored Item)</p>	 <table border="1" data-bbox="1360 501 1463 676"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>4</td> <td>1</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	4	4	1	Supervisors	2	2	1	Peers	4	1	3	Direct Reports	3	2	3	Other			0
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<p>Motivation</p> <p>60. Persistent and resilient in the face of obstacles and setbacks</p>	 <table border="1" data-bbox="1360 684 1463 858"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	4	4	1	Supervisors	2	2	1	Peers	3	1	3	Direct Reports	4	2	3	Other			0
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<p>Motivation</p> <p>61. Shares credit and recognizes and rewards people for their contributions</p>	 <table border="1" data-bbox="1360 867 1463 1041"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>3</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	4	4	1	Supervisors	4	4	1	Peers	3	1	3	Direct Reports	4	3	3	Other			0
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<p>Motivation</p> <p>62. Makes the mistake of assuming everyone is motivated by the same things (Reverse Scored Item)</p>	 <table border="1" data-bbox="1360 1050 1463 1224"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	4	4	1	Supervisors	2	2	1	Peers	3	1	3	Direct Reports	4	2	3	Other			0
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<p>Motivation</p> <p>63. Pays attention to the morale of the organization</p>	 <table border="1" data-bbox="1360 1232 1463 1407"> <thead> <tr> <th>Source</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>2</td> <td>3</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Source	Hi	Lo	n	Self	4	4	1	Supervisors	2	2	1	Peers	3	1	3	Direct Reports	4	2	3	Other			0
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Highest and Lowest Rated Items

The tables below show the highest and lowest ranked survey items.

Highest Rated Items	Average Rating
1. Management style Embraces the value of teamwork and collaboration	3.8
2. Management style Is able to adapt leadership style depending on the person and situation	3.7
3. Management style Becoming a better manager over time	3.7
4. Decision making Delegates decisions appropriately when others have more expertise	3.6
5. Developing talent Supports the work-life balance of employees	3.6

Lowest Rated Items	Average Rating
1. Motivation Demotivated and demotivating to others (reverse scored item)	2.4
2. Motivation Displays a high level of optimism, engagement and energy	2.6
3. Motivation Energizes and motivates people in the pursuit of common goals	2.6
4. Motivation Persistent and resilient in the face of obstacles and setbacks	2.6
5. Motivation Makes the mistake of assuming everyone is motivated by the same things (reverse scored item)	2.6

Additional Comments

All respondents are asked to provide open-ended commentary. The comments below are presented exactly as they were entered by respondents.

Communication: Observations/Suggestions

Self:

No Response.

Supervisors:

Dave has improved in this area, but he still needs to take his communication skills up a notch. He assumes his team understands his expectations, but sometimes they don't. He needs to check in to verify they "get it".

Peers:

Dave manages up and down MUCH better than he manages across to his peers, It's a problem

Direct Reports:

No Response.

Other:

No Response.

Decision making: Observations/Suggestions

Self:

No Response.

Supervisors:

Dave is a strong decision maker, and I rely on his advice

Peers:

No Response.

Direct Reports:

No Response.

Other:

No Response.

Developing talent: Observations/Suggestions

Self:

No Response.

Supervisors:

Dave has one of the most loyal teams in the organization, and clearly cares about his people who are very loyal to him and the organization

Peers:

I don't have visibility into whether Dave develops talent on his team

Direct Reports:

Dave still has a ways to go in this realm- he needs to make developing his team more of a priority

Other:

No Response.

Ethics and fairness: Observations/Suggestions

Self:

No Response.

Supervisors:

Dave's ethics and fairness are beyond question

Peers:

No Response.

Direct Reports:

No Response.

Other:

No Response.

Interpersonal style: Observations/Suggestions

Self:

No Response.

Supervisors:

No issues here

Peers:

No Response.

Direct Reports:

No Response.

Other:

No Response.

Learning orientation: Observations/Suggestions

Self:

No Response.

Supervisors:

No Response.

Peers:

No Response.

Direct Reports:

No Response.

Other:

No Response.

Management style: Observations/Suggestions

Self:

I think my style has improved after the executive education course I attended

Supervisors:

No Response.

Peers:

No Response.

Direct Reports:

No Response.

Other:

No Response.

Motivation: Observations/Suggestions

Self:

No Response.

Supervisors:

Dave needs to get reenergized in these challenging times

Peers:

No Response.

Direct Reports:

We all need to "get our groove" back, but Dave needs to take us there by demonstrating a higher level of energy and engagement

Other:

No Response.

Overall: Please share your overall observations/suggestions

Self:

No Response.

Supervisors:

No Response.

Peers:

No Response.

Direct Reports:

No Response.

Other:

No Response.