



Corporate Performance Strategies Executive 360  
Feedback Survey 2.10.09  
**Sam Cox**

**Feedback Report**  
2/20/2009

Services provided by



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# About This Survey

Sam Cox, 2/20/2009

This multi-rater survey is designed to assist you in your professional development. Every aspect of the process is customized to your organization and the core competencies believed to be important to your professional growth and development. When used effectively, the survey will:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- Establish a quantitative baseline that will allow you to assess your progress
- Give you the opportunity to improve your skills by being more aware of others' perceptions and observations of your performance
- Guide your conversations with your colleagues to ensure you remain informed of others' observations and suggestions
- Demonstrate your organization's commitment to your professional development

## Rater Groups That Provided Feedback

The following groups of individuals provided feedback in this survey.

Rater Group	# of Respondents	# Invited to Participate
Direct Reports	4	4
Peers	3	3
Managers	1	1
Self	1	1

## About The Rating Scale

This survey employed the following rating scale when asking Raters to provide feedback about their observations of the subject's behaviors.

Scale Option	Assigned Value
Needs Significant Improvement (Bottom 10%)	1
Needs Some Improvement (Bottom Quartile)	2
Competent Performance	3
Strength (Top Quartile)	4
Outstanding Strength (Top 10%)	5

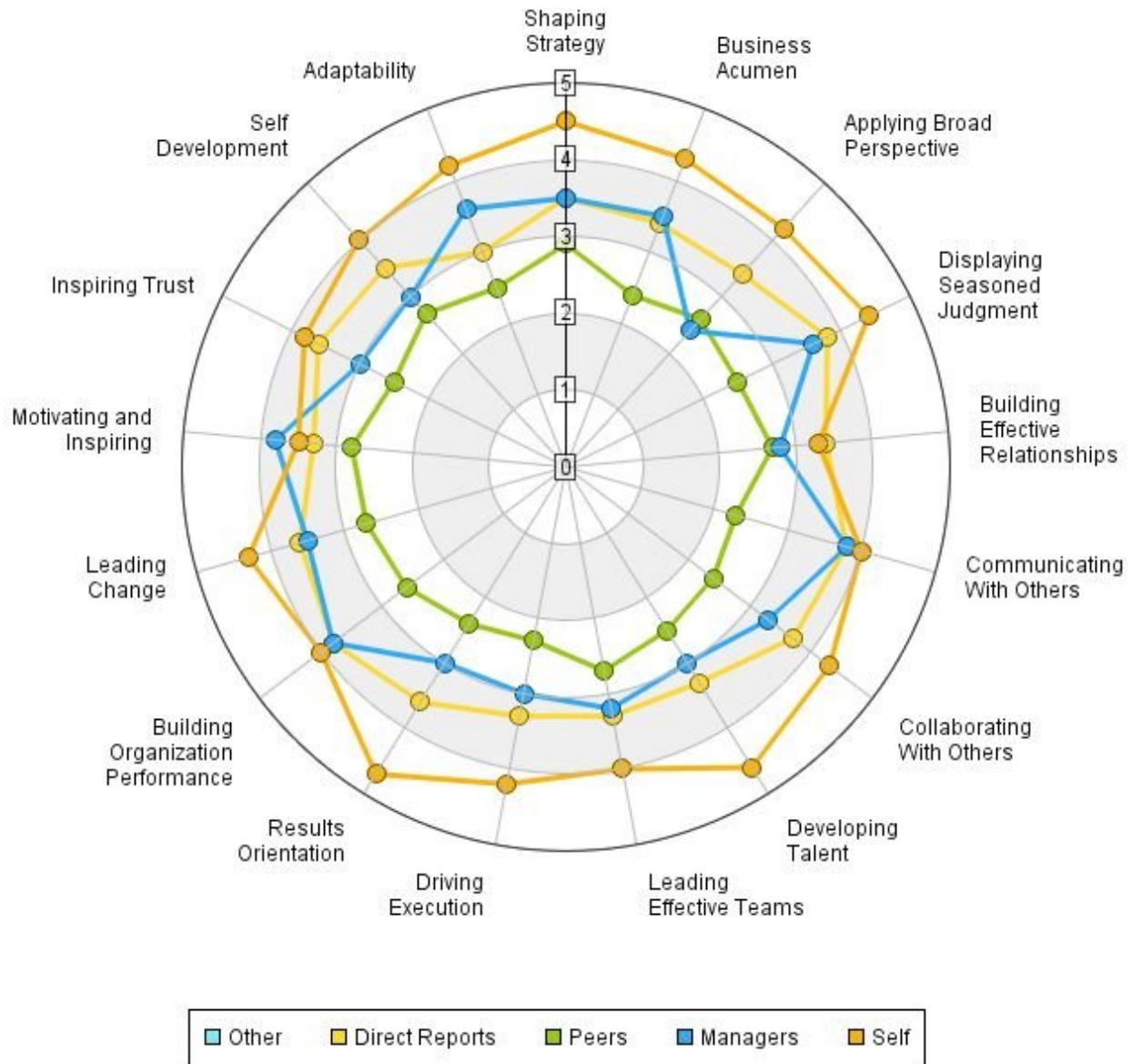
## Statistical Measures Used in This Report

Common statistical information that is presented in the report includes: *n*: the number of respondents to an item; HI: the highest rated provided on an item; LO: the lowest rating provided on an item.

# Competency Profile

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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

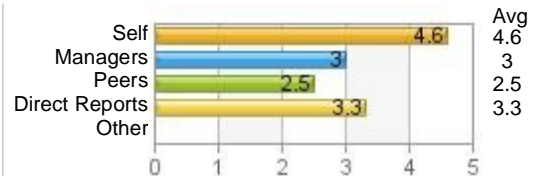
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Summary of all competency groups sorted by Rater group.

<p><b>Communicating With Others</b>            Manages meetings effectively; Builds confidence and inspires support through a convincing presentation style; Uses communication as a strategic tool; Makes a personal connection with the audience when communicating; Adapts communication to diverse audiences</p>	<table border="1"> <tr><td>Self</td><td>4.2</td></tr> <tr><td>Managers</td><td>3.6</td></tr> <tr><td>Peers</td><td>2.5</td></tr> <tr><td>Direct Reports</td><td>3</td></tr> <tr><td>Other</td><td>3</td></tr> </table>	Self	4.2	Managers	3.6	Peers	2.5	Direct Reports	3	Other	3	<p>Avg 4.2 3.6 2.5 3</p>
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<p><b>Leading Effective Teams</b>            Solicits the input of others who are affected by plans or actions and gives credit and recognition to others that have contributed; Accepted by all team members as an effective leader; Clearly outlines roles and responsibilities and deals with conflicts and overlaps; Critiques the team's performance and implements actions to build effectiveness; Puts together the right mix of people to achieve suc...</p>	<table border="1"> <tr><td>Self</td><td>4</td></tr> <tr><td>Managers</td><td>3</td></tr> <tr><td>Peers</td><td>2.7</td></tr> <tr><td>Direct Reports</td><td>3.5</td></tr> <tr><td>Other</td><td>3.5</td></tr> </table>	Self	4	Managers	3	Peers	2.7	Direct Reports	3.5	Other	3.5	<p>Avg 4 3 2.7 3.5</p>
Self	4											
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<p><b>Applying Broad Perspective</b>            Displays global thinking; Articulates the broader impact of actions beyond the unit or organization; Integrates relevant outside trends and factors that impact the organization's plans; Pursues and supports opportunities for expansion beyond the organization's products/services and geographic boundaries</p>	<table border="1"> <tr><td>Self</td><td>3.8</td></tr> <tr><td>Managers</td><td>3</td></tr> <tr><td>Peers</td><td>2.5</td></tr> <tr><td>Direct Reports</td><td>3.6</td></tr> <tr><td>Other</td><td>3.6</td></tr> </table>	Self	3.8	Managers	3	Peers	2.5	Direct Reports	3.6	Other	3.6	<p>Avg 3.8 3 2.5 3.6</p>
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<p><b>Leading Change</b>            Looks for ways to make changes work rather than identifying why change will not work; Communicates compelling need for change within one's department, group, and organization, that generates commitment to the change process; Identifies and enlists the support of key individuals and groups to move the change forward; Serves as a personal model of the change that one expects of others</p>	<table border="1"> <tr><td>Self</td><td>3.5</td></tr> <tr><td>Managers</td><td>3.8</td></tr> <tr><td>Peers</td><td>2.8</td></tr> <tr><td>Direct Reports</td><td>3.3</td></tr> <tr><td>Other</td><td>3.3</td></tr> </table>	Self	3.5	Managers	3.8	Peers	2.8	Direct Reports	3.3	Other	3.3	<p>Avg 3.5 3.8 2.8 3.3</p>
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<p><b>Motivating and Inspiring</b>            Aligns rewards and recognition with performance results; Creates enthusiasm about achieving important goals; Creates and sustains an organizational culture encouraging others to perform higher than expected; Continuously delegates responsibility and authority, providing encouragement and support to others in accepting responsibility; Promotes risk-taking; Explores reasons for mistakes and encourag...</p>	<table border="1"> <tr><td>Self</td><td>4.3</td></tr> <tr><td>Managers</td><td>3.5</td></tr> <tr><td>Peers</td><td>2.7</td></tr> <tr><td>Direct Reports</td><td>3.6</td></tr> <tr><td>Other</td><td>3.6</td></tr> </table>	Self	4.3	Managers	3.5	Peers	2.7	Direct Reports	3.6	Other	3.6	<p>Avg 4.3 3.5 2.7 3.6</p>
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<p><b>Inspiring Trust</b>            Creates a culture that fosters high standards of ethics; Role models the organization's values; Delivers on commitments; Does not misrepresent self or use position for personal gain</p>	<table border="1"> <tr><td>Self</td><td>4</td></tr> <tr><td>Managers</td><td>3.8</td></tr> <tr><td>Peers</td><td>2.6</td></tr> <tr><td>Direct Reports</td><td>3.8</td></tr> <tr><td>Other</td><td>3.8</td></tr> </table>	Self	4	Managers	3.8	Peers	2.6	Direct Reports	3.8	Other	3.8	<p>Avg 4 3.8 2.6 3.8</p>
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<p><b>Self Development</b>            Keeps up-to-date on current trends and technology and identifies and pursues areas for development and training that enhance job performance; Takes responsibility for own development; Regularly solicits feedback from others and acts on suggestions</p>	<table border="1"> <tr><td>Self</td><td>4.7</td></tr> <tr><td>Managers</td><td>3</td></tr> <tr><td>Peers</td><td>2.4</td></tr> <tr><td>Direct Reports</td><td>3.6</td></tr> <tr><td>Other</td><td>3.6</td></tr> </table>	Self	4.7	Managers	3	Peers	2.4	Direct Reports	3.6	Other	3.6	<p>Avg 4.7 3 2.4 3.6</p>
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<p><b>Displaying Seasoned Judgment</b>            Takes calculated risks to help the organization advance toward strategic goals; Makes tough, pragmatic decisions when required; Creatively integrates different ideas and perspectives; Probes deeply moving beyond the symptoms and obvious, even in ambiguous situations; Displays balanced thinking that combines analysis, wisdom, experience and perspective to address complex/critical issues</p>	<table border="1"> <tr><td>Self</td><td>4.2</td></tr> <tr><td>Managers</td><td>3</td></tr> <tr><td>Peers</td><td>2.3</td></tr> <tr><td>Direct Reports</td><td>3.3</td></tr> <tr><td>Other</td><td>3.3</td></tr> </table>	Self	4.2	Managers	3	Peers	2.3	Direct Reports	3.3	Other	3.3	<p>Avg 4.2 3 2.3 3.3</p>
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<p><b>Building Effective Relationships</b>            Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner; Demonstrates tact, consistency, and fairness; Displays appreciation of the value of diversity (e.g., style, thinking, cultural, ethnic, gender, and other differences); Develops and nurtures partnerships with different internal and external stakeholders and constituencies; Relates well with othe...</p>	<table border="1"> <tr><td>Self</td><td>4</td></tr> <tr><td>Managers</td><td>3.2</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>3.3</td></tr> </table>	Self	4	Managers	3.2	Peers	2.7	Direct Reports	3.3	Other	3.3	<p>Avg 4 3.2 2.7 3.3</p>
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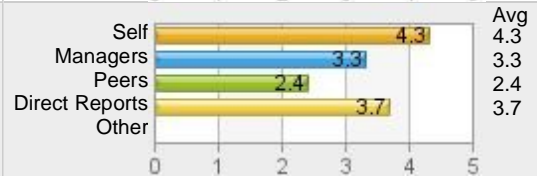
**Shaping Strategy**

Balances long-term requirements with short-term pressures; Articulates a compelling vision for the future, conveying a clear picture of the organization's purpose and mission; Anticipates problems and issues and develops contingency plans; Develops effective strategies and initiatives consistent with business requirements and core competencies of the organization; Displays and encourages breakthrough...



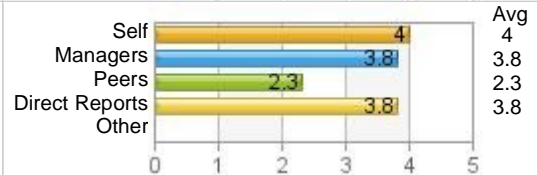
**Business Acumen**

Demonstrates understanding of the vision, mission, functions, resources, values, culture, and business strategies of the organization; Able to effectively thwart competitive and external threats; Consistently finds ways to achieve organizational goals by applying industry and business knowledge and experience; Applies knowledge and understanding of the organization and political climate to make de...



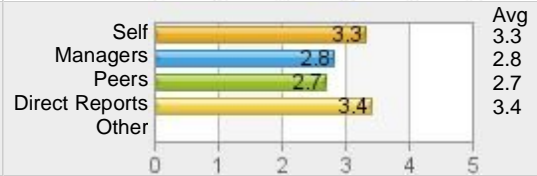
**Driving Execution**

Establishes an effective management process for organizational goals that disseminates, measures and tracks progress, and makes adjustments throughout the year; Sets clear and meaningful expectations and adjusts priorities as circumstances change; Drives continuous improvement of all critical processes; Holds self and others accountable for achieving aggressive business goals



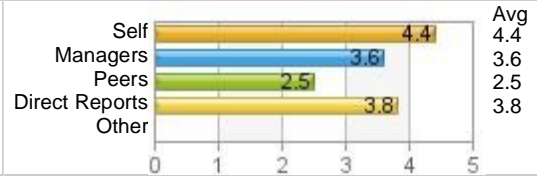
**Results Orientation**

Quickly recognizes and capitalizes on business opportunities; Sets and maintains high performance standards and goals for self and others that support the organization's strategic plan; Tries new things to reach challenging goals and persists until personal and team goals are achieved and commitments met; Rigorously manages functional, departmental, team, and individual performance



**Building Organization Performance**

Knows how organizations work and uses key levers to drive success; Gets things done effectively through formal channels and informal networks; Effectively brings cross-functional units together to achieve strategic plans; Aligns the organization resources with strategic priorities; Engages a broad network to exchange ideas and rally support



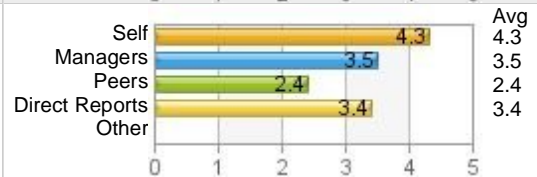
**Developing Talent**

Coaches to develop and achieves high employee potential and performance; Accurately appraises the talent pools for positions; Ensures all employees are given regular, timely performance feedback, actively monitors progress and performance, and confronts problem performers early; Takes calculated risks with key talent, placing people in positions that meet the needs of the business and individual; ...



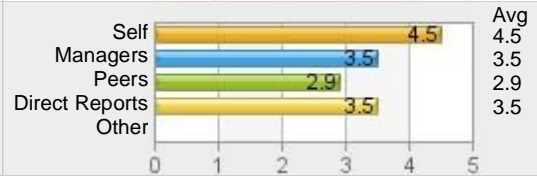
**Collaborating With Others**

Recognizes and encourages the behaviors that contribute to teamwork (i.e., breaks down silos, shares information and expertise, promotes working together, puts team success first); Separates own interests from the organization's interests to make the best possible judgments for the organization; Identifies and pushes for solutions in which all parts of the organization can benefit; Shares goals an...



**Adaptability**

Copes well with political realities; Works effectively in ambiguity, under stress and pressure, and with high work demands; Remains focused on results through times of change; Adapts to new demands and challenges quickly and easily



**Overall Rating**

Average score for all items, excluding self-rating

**3.00**

# Individual Survey Items

Sam Cox, 2/20/2009

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

Survey Item	Responses by Rater Group																								
<p><b>Communicating With Others</b></p> <p>1. Adapts communication to diverse audiences.</p>	<table border="1"> <thead> <tr> <th>Rater 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>Managers</td> <td>3</td> <td>3</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>1</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Rater Group	Hi	Lo	n	Self	5	5	1	Managers	3	3	1	Peers	3	2	3	Direct Reports	4	1	4	Other			0
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<p><b>Leading Effective Teams</b></p> <p>10. Critiques the team's performance and implements actions to build effectiveness.</p>	<table border="1"> <thead> <tr> <th>Category</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>Managers</td> <td>3</td> <td>3</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>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	5	5	1	Managers	3	3	1	Peers	3	2	3	Direct Reports	4	3	4	Other			0
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<p><b>Applying Broad Perspective</b></p> <p>11. Displays global thinking.</p>	<table border="1"> <thead> <tr> <th>Category</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>Managers</td> <td>3</td> <td>3</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>5</td> <td>3</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	4	4	1	Managers	3	3	1	Peers	3	2	3	Direct Reports	5	3	4	Other			0
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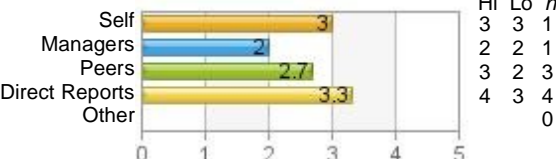

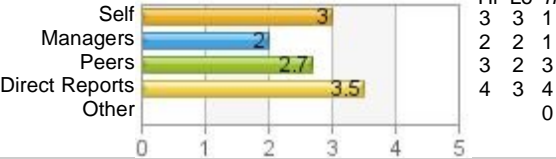

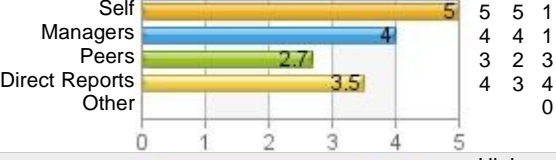


<p><b>Leading Change</b></p> <p>18. Serves as a personal model of the change that one expects of others.</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</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>3</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	4	4	1	Managers	4	4	1	Peers	3	3	3	Direct Reports	4	3	4	Other			0
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<p><b>Self Development</b></p> <p>30. Takes responsibility for own development.</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>Managers</td> <td>3</td> <td>3</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>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	5	5	1	Managers	3	3	1	Peers	3	2	3	Direct Reports	4	3	4	Other			0
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<p><b>Self Development</b></p> <p>31. Regularly solicits feedback from others and acts on suggestions.</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>Managers</td> <td>2</td> <td>2</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>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	5	5	1	Managers	2	2	1	Peers	3	2	3	Direct Reports	4	2	4	Other			0
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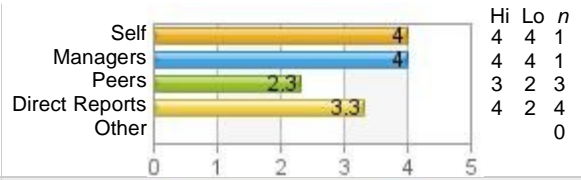
<p><b>Shaping Strategy</b></p> <p>45. Anticipates problems and issues and develops contingency plans.</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Self</td><td>4</td></tr> <tr><td>Managers</td><td>2</td></tr> <tr><td>Peers</td><td>2.3</td></tr> <tr><td>Direct Reports</td><td>3</td></tr> <tr><td>Other</td><td>3.8</td></tr> </tbody> </table> <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>4</td><td>4</td><td>1</td></tr> <tr><td>Managers</td><td>2</td><td>2</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>1</td><td>4</td></tr> <tr><td>Other</td><td>0</td><td>0</td><td>0</td></tr> </tbody> </table>	Source	Score	Self	4	Managers	2	Peers	2.3	Direct Reports	3	Other	3.8	Source	Hi	Lo	n	Self	4	4	1	Managers	2	2	1	Peers	3	2	3	Direct Reports	4	1	4	Other	0	0	0
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<p><b>Business Acumen</b></p> <p>49. Able to effectively thwart competitive and external threats.</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>Managers</td><td>3</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>3.3</td></tr> </tbody> </table> <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>4</td><td>4</td><td>1</td></tr> <tr><td>Managers</td><td>3</td><td>3</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>4</td></tr> <tr><td>Other</td><td>0</td><td>0</td><td>0</td></tr> </tbody> </table>	Source	Score	Self	4	Managers	3	Peers	2.7	Direct Reports	3.3	Other	3.3	Source	Hi	Lo	n	Self	4	4	1	Managers	3	3	1	Peers	3	2	3	Direct Reports	4	3	4	Other	0	0	0
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<p><b>Business Acumen</b></p> <p>50. Consistently finds ways to achieve organizational goals by applying industry and business knowledge and experience.</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>Managers</td><td>3</td></tr> <tr><td>Peers</td><td>2.3</td></tr> <tr><td>Direct Reports</td><td>4</td></tr> <tr><td>Other</td><td>4</td></tr> </tbody> </table> <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>4</td><td>4</td><td>1</td></tr> <tr><td>Managers</td><td>3</td><td>3</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>4</td><td>4</td></tr> <tr><td>Other</td><td>0</td><td>0</td><td>0</td></tr> </tbody> </table>	Source	Score	Self	4	Managers	3	Peers	2.3	Direct Reports	4	Other	4	Source	Hi	Lo	n	Self	4	4	1	Managers	3	3	1	Peers	3	2	3	Direct Reports	4	4	4	Other	0	0	0
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<p><b>Driving Execution</b></p> <p>51. Holds self and others accountable for achieving aggressive business goals.</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>Managers</td><td>4</td></tr> <tr><td>Peers</td><td>2.7</td></tr> <tr><td>Direct Reports</td><td>3.8</td></tr> <tr><td>Other</td><td>3.8</td></tr> </tbody> </table> <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>4</td><td>4</td><td>1</td></tr> <tr><td>Managers</td><td>4</td><td>4</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>4</td></tr> <tr><td>Other</td><td>0</td><td>0</td><td>0</td></tr> </tbody> </table>	Source	Score	Self	4	Managers	4	Peers	2.7	Direct Reports	3.8	Other	3.8	Source	Hi	Lo	n	Self	4	4	1	Managers	4	4	1	Peers	3	2	3	Direct Reports	4	3	4	Other	0	0	0
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<p><b>Driving Execution</b></p> <p>52. Establishes an effective management process for organizational goals that disseminates , measures and tracks progress, and makes adjustments throughout the year.</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>Managers</td><td>4</td></tr> <tr><td>Peers</td><td>2.3</td></tr> <tr><td>Direct Reports</td><td>3.5</td></tr> <tr><td>Other</td><td>3.5</td></tr> </tbody> </table> <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>4</td><td>4</td><td>1</td></tr> <tr><td>Managers</td><td>4</td><td>4</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>4</td></tr> <tr><td>Other</td><td>0</td><td>0</td><td>0</td></tr> </tbody> </table>	Source	Score	Self	4	Managers	4	Peers	2.3	Direct Reports	3.5	Other	3.5	Source	Hi	Lo	n	Self	4	4	1	Managers	4	4	1	Peers	3	2	3	Direct Reports	4	3	4	Other	0	0	0
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<p><b>Driving Execution</b></p> <p>54. Drives continuous improvement of all critical processes.</p>	 <table border="1" data-bbox="1372 136 1453 294"> <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>Managers</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>2</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>4</td> <td>4</td> <td>4</td> </tr> <tr> <td>Other</td> <td>4</td> <td>4</td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	4	4	1	Managers	3	3	1	Peers	2	2	3	Direct Reports	4	4	4	Other	4	4	0
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<p><b>Results Orientation</b></p> <p>55. Quickly recognizes and capitalizes on business opportunities.</p>	 <table border="1" data-bbox="1372 312 1453 470"> <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>Managers</td> <td>3</td> <td>3</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>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td>4</td> <td>2</td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	4	4	1	Managers	3	3	1	Peers	3	2	3	Direct Reports	4	2	4	Other	4	2	0
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<p><b>Results Orientation</b></p> <p>56. Sets and maintains high performance standards and goals for self and others that support the organization's strategic plan.</p>	 <table border="1" data-bbox="1372 489 1453 646"> <thead> <tr> <th>Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>2</td> <td>2</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>4</td> </tr> <tr> <td>Other</td> <td>4</td> <td>3</td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	3	3	1	Managers	2	2	1	Peers	3	2	3	Direct Reports	4	3	4	Other	4	3	0
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<p><b>Results Orientation</b></p> <p>57. Tries new things to reach challenging goals and persists until personal and team goals are achieved and commitments met.</p>	 <table border="1" data-bbox="1372 665 1453 823"> <thead> <tr> <th>Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>4</td> <td>4</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>4</td> </tr> <tr> <td>Other</td> <td>4</td> <td>3</td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	3	3	1	Managers	4	4	1	Peers	3	2	3	Direct Reports	4	3	4	Other	4	3	0
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<p><b>Results Orientation</b></p> <p>58. Rigorously manages functional, departmental, team, and individual performance.</p>	 <table border="1" data-bbox="1372 842 1453 999"> <thead> <tr> <th>Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>2</td> <td>2</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>4</td> </tr> <tr> <td>Other</td> <td>4</td> <td>3</td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	3	3	1	Managers	2	2	1	Peers	3	2	3	Direct Reports	4	3	4	Other	4	3	0
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<p><b>Building Organization Performance</b></p> <p>59. Engages a broad network to exchange ideas and rally support.</p>	 <table border="1" data-bbox="1372 1018 1453 1176"> <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>Managers</td> <td>3</td> <td>3</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>4</td> </tr> <tr> <td>Other</td> <td>4</td> <td>3</td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	4	4	1	Managers	3	3	1	Peers	3	2	3	Direct Reports	4	3	4	Other	4	3	0
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<p><b>Building Organization Performance</b></p> <p>60. Aligns the organization resources with strategic priorities.</p>	 <table border="1" data-bbox="1372 1194 1453 1352"> <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>Managers</td> <td>4</td> <td>4</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>4</td> </tr> <tr> <td>Other</td> <td>4</td> <td>3</td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	5	5	1	Managers	4	4	1	Peers	3	2	3	Direct Reports	4	3	4	Other	4	3	0
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<p><b>Building Organization Performance</b></p> <p>61. Knows how organizations work and uses key levers to drive success.</p>	 <table border="1" data-bbox="1372 1371 1453 1528"> <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>Managers</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>2</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>5</td> <td>3</td> <td>4</td> </tr> <tr> <td>Other</td> <td>4</td> <td>3</td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	4	4	1	Managers	4	4	1	Peers	2	2	3	Direct Reports	5	3	4	Other	4	3	0
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<p><b>Building Organization Performance</b></p> <p>62. Gets things done effectively through formal channels and informal networks.</p>	 <table border="1" data-bbox="1372 1547 1453 1684"> <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>Managers</td> <td>3</td> <td>3</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>4</td> </tr> <tr> <td>Other</td> <td>4</td> <td>3</td> <td>0</td> </tr> </tbody> </table>	Group	Hi	Lo	n	Self	5	5	1	Managers	3	3	1	Peers	3	2	3	Direct Reports	4	3	4	Other	4	3	0
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<p><b>Developing Talent</b></p> <p>64. Attracts and selects the highest-caliber talent.</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>3</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>2.7</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3.3</td> <td>4</td> <td>2</td> <td>4</td> </tr> <tr> <td>Other</td> <td>0</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Score	Hi	Lo	n	Self	4	4	4	1	Managers	3	3	3	1	Peers	2.7	3	2	3	Direct Reports	3.3	4	2	4	Other	0			0
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<p><b>Developing Talent</b></p> <p>65. Coaches to develop and achieves high employee potential and performance.</p>	<table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Managers</td> <td>3</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Peers</td> <td>2.7</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>3.3</td> <td>4</td> <td>3</td> <td>4</td> </tr> <tr> <td>Other</td> <td>0</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Group	Score	Hi	Lo	n	Self	4	4	4	1	Managers	3	3	3	1	Peers	2.7	3	2	3	Direct Reports	3.3	4	3	4	Other	0			0
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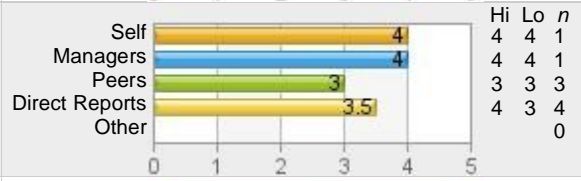
**Collaborating With Others**

72. Shares goals and priorities with stakeholders in the organization to increase alignment, cooperation, and opportunities to collaborate.



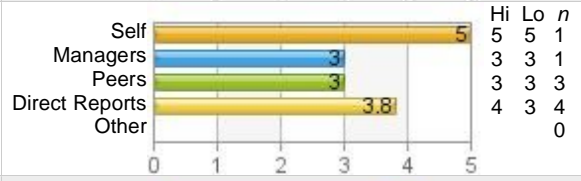
**Adaptability**

73. Copes well with political realities.



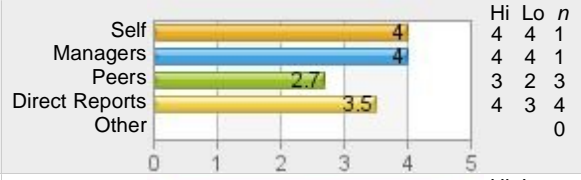
**Adaptability**

74. Works effectively in ambiguity, under stress and pressure, and with high work demands.



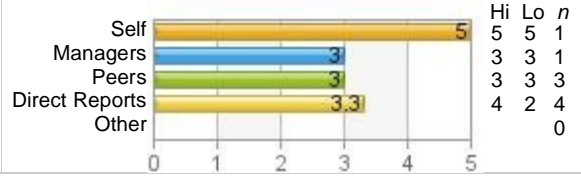
**Adaptability**

75. Remains focused on results through times of change.



**Adaptability**

76. Adapts to new demands and challenges quickly and easily.



# Importance Rankings

Sam Cox, 2/20/2009

Below you have the competencies ranked from highest to lowest importance. These rankings were determined by your raters. Everyone was asked to select four (4) competencies that if performed at the highest level would ensure your leadership impact and exceed expectations for success in your current role. The numbers in the table indicate how many times each competency was selected by the various rater groups. The column labeled "Overall Score" is the average rating for the competency (excluding your responses).

Competency	Overall Score	Overall Count	Self	Other	Direct Reports	Peers	Managers
Motivating and Inspiring	3.28	5	0	0	2	2	1
Shaping Strategy	2.96	4	1	0	2	2	0
Inspiring Trust	3.38	4	0	0	3	1	0
Leading Effective Teams	3.14	3	1	0	2	0	1
Developing Talent	2.96	3	1	0	1	2	0
Building Effective Relationships	3.04	3	0	0	1	2	0
Collaborating With Others	3.08	3	0	0	1	1	1
Leading Change	3.20	2	0	0	1	0	1
Results Orientation	3.08	2	0	0	1	1	0
Displaying Seasoned Judgment	2.90	2	0	0	1	1	0
Driving Execution	3.23	1	1	0	1	0	0
Building Organizational Performance	---	0	0	0	0	0	0
Communicating With Others	2.92	0	0	0	0	0	0
Adaptability	3.30	0	0	0	0	0	0
Self Development	3.10	0	0	0	0	0	0
Applying Broad Perspective	3.15	0	0	0	0	0	0
Business Acumen	3.18	0	0	0	0	0	0

# Highest and Lowest Ranked Items

Sam Cox, 2/20/2009

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

Highest Rated Items	Average Rating
<b>1. Motivating and Inspiring:</b> Explores reasons for mistakes and encourages learning from them.	<b>3.9</b>
<b>2. Building Effective Relationships:</b> Develops and nurtures partnerships with different internal and external stakeholders and constituencies.	<b>3.6</b>
<b>3. Motivating and Inspiring:</b> Continuously delegates responsibility and authority, providing encouragement and support to others in accepting responsibility.	<b>3.6</b>
<b>4. Inspiring Trust:</b> Delivers on commitments.	<b>3.5</b>
<b>5. Collaborating With Others:</b> Recognizes and encourages the behaviors that contribute to teamwork (i.e., breaks down silos, shares information and expertise, promotes working together, puts team success first).	<b>3.5</b>

Lowest Rated Items	Average Rating
<b>1. Self Development:</b> Regularly solicits feedback from others and acts on suggestions.	<b>2.6</b>
<b>2. Displaying Seasoned Judgment:</b> Takes calculated risks to help the organization advance toward strategic goals.	<b>2.6</b>
<b>3. Building Effective Relationships:</b> Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner.	<b>2.6</b>
<b>4. Shaping Strategy:</b> Anticipates problems and issues and develops contingency plans.	<b>2.6</b>
<b>5. Communicating With Others:</b> Manages meetings effectively.	<b>2.8</b>



# Open-ended Comments

Sam Cox, 2/20/2009

All respondents are asked to provide open-ended commentary on skills. The comments below are segmented by question and presented exactly as they were entered by the respondent.

## Comments: What are his/her key strengths?

1. **Self:** Very strong in strategy and execution.

2. **Managers:** Hard working, bright and decisive.

3. **Peers:** Good technician. Makes friend easily.

4. **Peers:** Great person and loyal employee. Builds good relationships.

5. **Peers:** Loyalty and works hard. Nice guy.

6. **Direct Reports:** Drive to succeed.

7. **Direct Reports:** Excellent Strategist. Great executor.

8. **Direct Reports:** Great leader. Excellent role model Great communicator.

9. **Direct Reports:** Sam is a strategic thinker

## Comments: What are his/her key development needs that must be addressed for success in the role?

1. **Self:** Need to better time manage.

2. **Managers:** Leadership and motivation.

3. **Peers:** Building stronger leadership skills. More influence with peers.

4. **Peers:** Leadership skills.

5. **Peers:** Motivating others. Better collaboration with peers.

6. **Direct Reports:** Better driver of results. Needs to understand details.

7. **Direct Reports:** Communication.

8. **Direct Reports:** More direct feedback and coaching.

9. **Direct Reports:** Sam needs to pay more attention to developing his team

## Comments: What suggestions do you have that would enable the participant to perform at a higher level?

1. **Self:** Take a course on time management.

2. **Managers:** Learn to more effectively lead his team.

**3. Peers:** Improve motivation and inspiration.

**4. Peers:** Listen to his team and respond accordingly.

**5. Peers:** Listen to peers. Solicit feedback more often prior to starting out on projects.

**6. Direct Reports:** Build better senior leadership team relationships.

**7. Direct Reports:** Motivate his peers. Stand up for the team with senior leaders.

**8. Direct Reports:** Schedule weekly feedback meetings with manager.

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