

EXECUTIVE DIMENSIONS

Prepared For
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Feedback Report

In addition to your self-ratings,
this report includes your ratings from:

- 1 Boss
- 0 Board Members
- 6 Peers
- 4 Direct Reports
- 5 Others

Executive Dimensions Norm Group



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INTRODUCTION

Your Executive Dimensions Feedback Report provides feedback on competencies of leadership effectiveness at the top levels of an organization. The report is organized to display your results first in summary and then in detail.

After reviewing your results, we recommend you use the Executive Dimensions Development Planning Guide to analyze your results and create your plan for development.

The Overview Charts

Page 3 - Importance for Success and Average Scores

You and each of your raters were asked to choose the five (5) most important leadership competencies for success in your organization. The data listed under "Importance for Success" indicates how important each competency is for success, by All Observers, by your Boss and by yourself. The data listed under "Average Scores" indicates the extent to which you perform each competency, as viewed by All Observers and by yourself

You and your raters used this 5-point response scale to indicate the extent to which you display various behaviors.

- 1 = Deficient
- 2 = Marginally Effective
- 3 = Effective
- 4 = Highly Effective
- 5 = Exceptional

Page 4 - Norm Group Comparisons: Self and All Observers

This table shows your Self and All Observers scores relative to the scores of other individuals in the Executive Dimensions normative group. From this graph you can see if your scores are low, in the mid-range, or high as compared to those of other individuals.

Page 5 - Norm Group Comparisons: Rater Category

The data on this table provide more information about the All Observer scores by breaking them into each of the rater categories.

It is important to understand the Executive Dimensions norm group is carefully screened to include only top-level executives in large organizations. As a result, your data are being compared to an elite norm set.

Guide for Interpretation:

- Organizations differ in how important various dimensions are for success. On which dimensions do your views match those of your Boss and others and where do they not match?
- In which dimensions did you receive your highest and lowest ratings from others?
- Were there any wide differences between your Self and All Observers scores? Pay particular attention to areas in which you rated yourself high and your observers rated you low. These are potential blind spots.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

Importance For Success And Average Scores

	Competency	Importance for Success			Average Scores	
		All Observers	Boss	Self	All Observers	Self
Leading the Business	Sound Judgment	11			3.58	3.50
	Strategic Planning	11		✓	3.63	3.43
	Leading Change	6	✓	✓	3.78	3.80
	Results Orientation	8		✓	[3.83]	3.67
	Global Awareness	4	✓		3.40	3.25
	Business Perspective	6			[3.86]	3.80
Leading Others	Inspiring Commitment	3			3.68	4.40
	Forging Synergy	1			3.60	4.50
	Developing and Empowering	3			3.77	4.33
	Leveraging Differences	1			[4.25]	4.60
	Communicating Effectively	5			3.53	3.50
	Interpersonal Savvy	1			3.45	4.14
Leading by Personal Example	Courage	5	✓	✓	[4.07]	4.00
	Executive Image	3			[3.82]	4.00
	Learning from Experience	2	✓		3.60	4.40
	Credibility	10	✓	✓	[4.56]	4.63

The center columns of the table summarize “Most Important for Success” information. It indicates how many Observers (including Boss but excluding Self) considered the competency to be one of the “Most Important for Success” in your organization, which competencies were selected by your Immediate Boss, and which ones were selected by you.

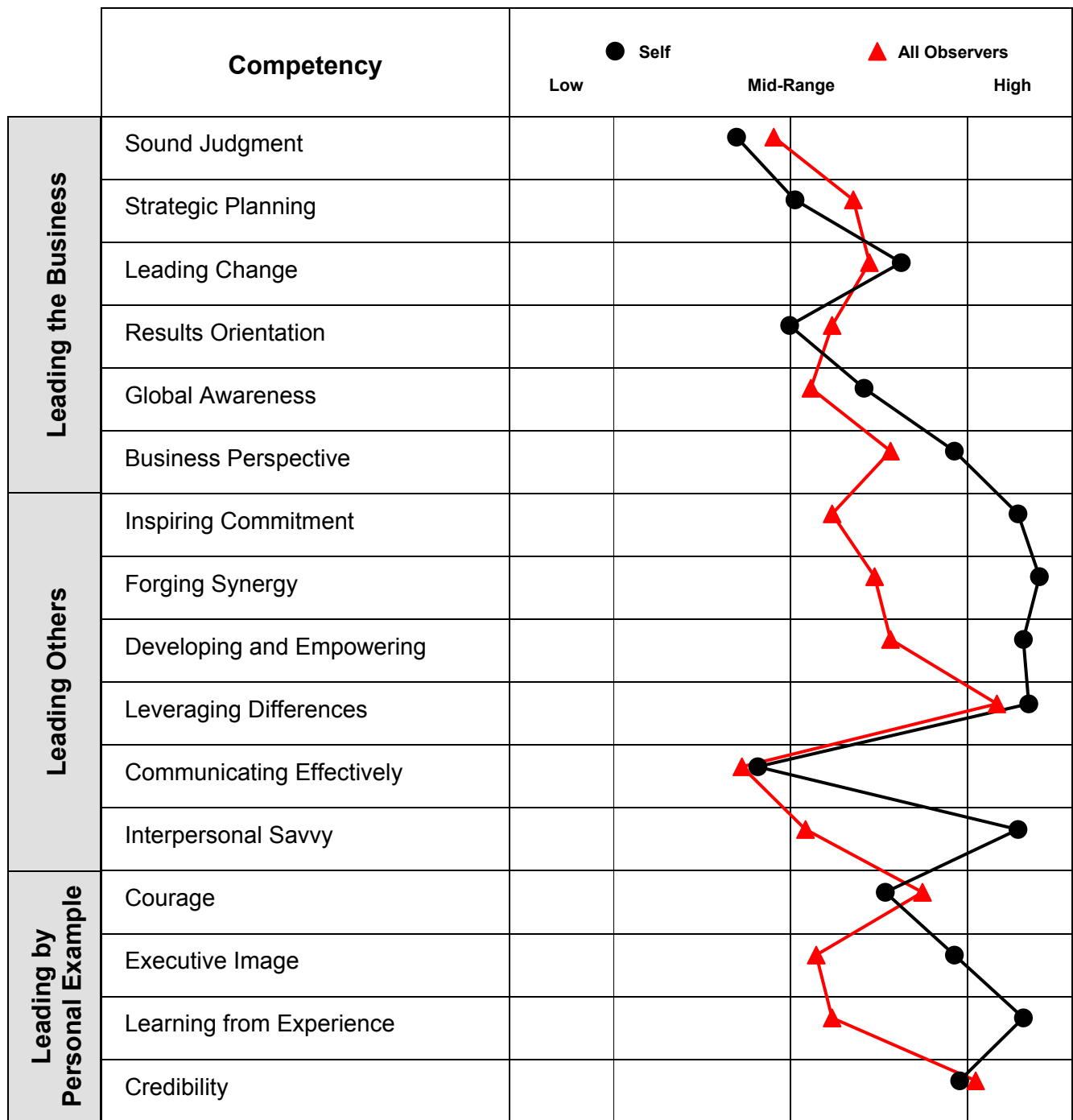
The columns on the right show the “Average Scores” for all the questions (items) in each competency. Higher ratings are preferred here. Your All Observers score includes everyone who completed a survey except yourself. The detailed item scores for each competency are shown in the Comprehensive Data section.

Key:

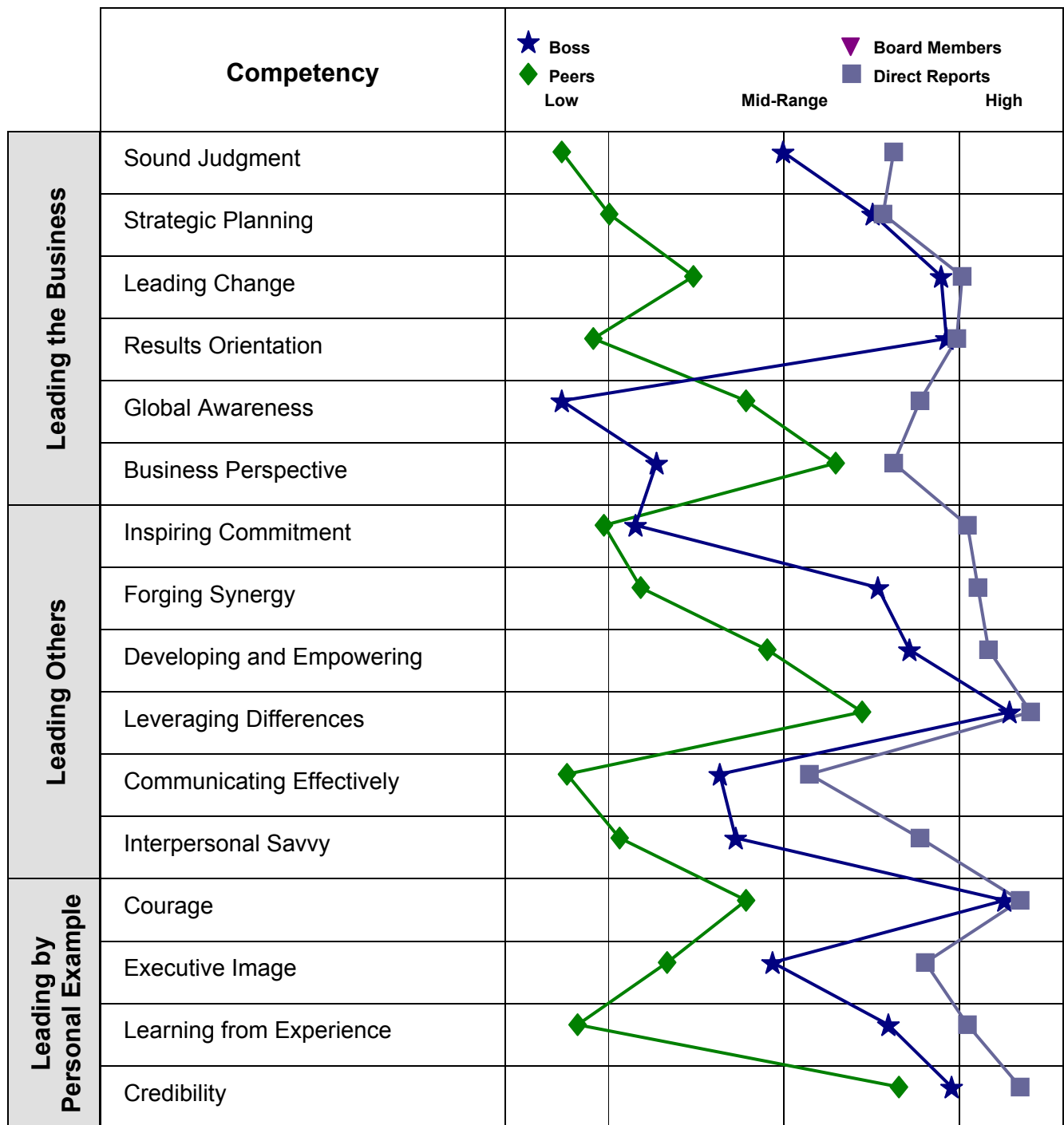
[] = 6 highest rated competencies (plus ties) by All Observers

[] = 6 lowest rated competencies (plus ties) by All Observers

Norm Group Comparisons: Self and All Observers



Norm Group Comparisons: By Rater Category



Comprehensive Data

The following pages show competency and item level data including:

Definition of the Competency

Breakout of Competency Scores

Executive Dimensions uses a 5 point response scale; higher ratings are preferred.

- 1 = Deficient
- 2 = Marginally Effective
- 3 = Effective
- 4 = Highly Effective
- 5 = Exceptional

Scores are plotted relative to scores of other top-level executives in the Executive Dimensions norm base. The All Observers score does not include your Self score.

Importance for Success

This table shows whether or not the competency is perceived to be among the most important for success in your organization.

Item-level Feedback

Scores from all of the questions (items) are presented under the corresponding competency, with the following exception: to ensure anonymity, a minimum of three raters from the Peers and Direct Reports categories are needed to receive item-level feedback.

Brackets and Underlines: Highest and Lowest-Rated Items

Within each rater group, the highest 5 items (including ties) are indicated by a [bracket] and the lowest 5 items (including ties) are underlined.

Rater Disagreement: The Asterisk*

An asterisk (*) by an item indicates a gap of at least three points between two or more individuals in that rater group.

Greatest Differences

This page summarizes the 15 items with the largest difference between Self and All Observers ratings.

Guide for Interpretation:

- How do your responses compare to those of your observers? How do the scores from the different rater groups compare to each other?
- Are there areas where you consistently rate yourself lower or higher than others rate you?
- How do your scores compare to those of your norm group?

Sound Judgment

Makes timely decisions; readily understands complex issues; develops solutions that effectively address problems.

	Your Score	Low	Mid-Range	High
Self	3.50		●	
All Observers	3.58		▲	
Boss	3.67		★	
Board Members	--			
Peers	2.92	◆		
Direct Reports	3.88			■
Others	4.11			

Most Important For Success

All Observers	Boss	Self
11		

	Self	Boss	Board Members	Peers	Direct Reports	Others
1. Sees underlying concepts and patterns in complex situations.	4.00	4.00		3.17	3.50	4.00
2. Gives appropriate weight to the concerns of key stakeholders.	4.00	3.00		2.67*	3.75	4.20
3. Readily grasps the crux of an issue despite having ambiguous information.	3.00	4.00		3.50	4.25	3.75
4. Makes effective decisions in a timely manner.	3.00	4.00		3.00	4.25	4.60
5. Accurately differentiates between important and unimportant issues.	3.00	3.00		2.50*	3.75	4.00
6. Develops solutions that effectively address underlying problems.	4.00	4.00		2.67*	3.75*	4.00

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Strategic Planning

Develops long-term objectives and strategies; translates vision into realistic business strategies.

	Your Score	Low	Mid-Range	High
Self	3.43		●	
All Observers	3.63		▲	
Boss	3.86		★	
Board Members	--			
Peers	2.96	◆		
Direct Reports	3.68		■	
Others	4.36			

Most Important For Success

All Observers	Boss	Self
11		✓

	Self	Boss	Board Members	Peers	Direct Reports	Others
7. Regularly updates plans to reflect changing circumstances.	4.00	4.00		3.17	3.25	3.80
8. Translates his or her vision into realistic business strategies.	3.00	4.00		3.17	3.75	4.40
9. Weighs the concerns of relevant business functions when developing plans.	3.00	4.00		2.50	3.75*	4.50
10. Articulates wise, long-term objectives and strategies.	3.00	3.00		2.83	3.75	4.40
11. Develops plans that balance long-term goals with immediate needs.	4.00	4.00		3.00	4.00	4.60
12. Develops plans that contain contingencies for future changes.	3.00	4.00		3.00	3.75	4.00
13. Successfully integrates strategic and tactical planning.	4.00	4.00		3.17	3.50	[4.80]

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
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Leading Change

Supports activities that position the business for the future; offers novel ideas and perspectives.

	Your Score	Low	Mid-Range	High
Self	3.80			●
All Observers	3.78		▲	
Boss	4.20			★
Board Members	--			
Peers	3.23		◆	
Direct Reports	4.05			■
Others	4.15			

Most Important For Success

All Observers	Boss	Self
6	✓	✓

	Self	Boss	Board Members	Peers	Direct Reports	Others
14. Correctly judges which creative ideas will pay off.	4.00	[5.00]		3.00*	3.50*	3.50
15. Supports activities that position the business for the future.	4.00	4.00		3.67	[4.75]	4.60
16. Pushes the organization to adopt new initiatives.	3.00	4.00		3.50*	4.25	4.20
17. Offers novel ideas and perspectives.	3.00	4.00		2.83	3.50	4.20
18. Fosters a climate of experimentation.	5.00	4.00		3.17	4.25	4.00

Key:
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 * = Gap of at least 3 points between raters from one category

Results Orientation

Aligns resources to accomplish key objectives; assigns clear accountability for important objectives.

	Your Score	Low	Mid-Range	High
Self	3.67		●	
All Observers	3.83		▲	
Boss	4.33			★
Board Members	--			
Peers	3.12	◆		
Direct Reports	4.13			■
Others	4.33			

Most Important For Success

All Observers	Boss	Self
8		✓

	Self	Boss	Board Members	Peers	Direct Reports	Others
19. Assigns clear accountability for important objectives.	3.00	4.00		2.67*	3.50*	3.50
20. Pushes the organization to address the concerns of key stakeholders.	4.00	4.00		3.33	[4.75]	4.20
21. Clearly conveys objectives, deadlines, and expectations.	3.00	4.00		3.17	4.25	4.20
22. Holds self accountable for meeting commitments.	5.00	[5.00]		3.80	4.25	4.75
23. Aligns organizational resources to accomplish key objectives.	3.00	4.00		2.67*	3.75	4.40
24. Acts with a sense of urgency.	4.00	[5.00]		3.33	4.25	[4.80]

Key:
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Global Awareness

Leads the organization in understanding international issues; tracks global trends and world events.

	Your Score	Low	Mid-Range	High
Self	3.25			●
All Observers	3.40		▲	
Boss	2.40	★		
Board Members	--			
Peers	3.20		◆	
Direct Reports	3.67			■
Others	4.00			

Most Important For Success

All Observers	Boss	Self
4	✓	

	Self	Boss	Board Members	Peers	Direct Reports	Others
25. Leads organization in understanding international issues.	--	<u>2.00</u>		--	--	<u>3.00</u>
26. Monitors global trends that may affect the organization.	2.00	<u>2.00</u>		3.00	--	<u>3.50</u>
27. Understands how world events might affect the organization's plans.	3.00	<u>2.00</u>		3.00	3.67	4.50
28. Seeks opportunities to learn about different cultures and customs.	4.00	<u>3.00</u>		3.60	4.00*	4.33
29. Adapts behavior to fit different cultural norms.	4.00	<u>3.00</u>		3.17	4.00	3.67

Key:
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 = 6 Lowest rated items (plus ties) for each rater group
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Business Perspective

Understands the perspectives of different functional areas in the organization; has a firm grasp of external conditions affecting the organization.

	Your Score	Low	Mid-Range	High
Self	3.80			●
All Observers	3.86			▲
Boss	3.20		★	
Board Members	--			
Peers	3.70		◆	
Direct Reports	3.89			■
Others	4.24			

Most Important For Success

All Observers	Boss	Self
6		

	Self	Boss	Board Members	Peers	Direct Reports	Others
30. Understands the perspectives of different functional areas in organization.	4.00	<u>3.00</u>		3.17	3.75*	4.60
31. Understands the strengths and weaknesses of major competitors.	4.00	4.00		3.67	3.75	4.00
32. Has a firm grasp of external conditions affecting the organization.	3.00	<u>3.00</u>		3.83	3.75	4.00
33. Stays informed about the strategic moves of major competitors.	5.00	<u>3.00</u>		[4.17]	4.00	4.33
34. Regularly seeks data about customer satisfaction.	3.00	<u>3.00</u>		3.67*	4.67	4.40

Key:
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Inspiring Commitment

Motivates others to perform at their best.

	Your Score	Low	Mid-Range	High
Self	4.40			●
All Observers	3.68		▲	
Boss	3.20	★		
Board Members	--			
Peers	3.03	◆		
Direct Reports	4.05			■
Others	4.28			

Most Important For Success

All Observers	Boss	Self
3		

	Self	Boss	Board Members	Peers	Direct Reports	Others
35. Rallies support throughout the organization to get things done.	4.00	<u>3.00</u>		2.83	<u>3.50</u>	3.80
36. Publicly praises others for their performance.	5.00	<u>3.00</u>		[4.17]	[5.00]	4.60
37. Infuses the organization with a sense of purpose.	4.00	4.00		<u>2.50*</u>	3.75	4.40
38. Understands what motivates other people to perform at their best.	5.00	<u>3.00</u>		<u>2.50*</u>	3.75*	4.20
39. Provides tangible rewards for significant organizational achievements.	4.00	<u>3.00</u>		3.40	4.25	4.40

Key:
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[] = 6 Lowest rated items (plus ties) for each rater group
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Forging Synergy

Maintains smooth, effective working relationships; promotes effective teamwork.

	Your Score	Low	Mid-Range	High
Self	4.50			●
All Observers	3.60		▲	
Boss	3.83		★	
Board Members	--			
Peers	2.86	◆		
Direct Reports	3.92			■
Others	4.20			

Most Important For Success

All Observers	Boss	Self
1		

	Self	Boss	Board Members	Peers	Direct Reports	Others
40. Focuses others' energy on common goals, priorities, and problems.	4.00	4.00		3.00*	3.75	4.00
41. Helps subordinates resolve their conflicts constructively.	4.00	4.00		3.00	4.25	3.80
42. Seeks common ground in an effort to resolve conflicts.	4.00	4.00		2.83*	4.00	4.20
43. Works harmoniously with key stakeholders.	5.00	4.00		3.00	4.25	[4.80]
44. Identifies and removes barriers to effective teamwork.	5.00	4.00		2.83*	3.50*	4.20
45. Maintains smooth, effective working relationships.	5.00	3.00		2.50*	3.75*	4.20

Key:
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[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Developing and Empowering

Offers constructive feedback and encouragement; delegates work and encourages individual initiative.

	Your Score	Low	Mid-Range	High
Self	4.33			●
All Observers	3.77		▲	
Boss	4.00		★	
Board Members	--			
Peers	3.36		◆	
Direct Reports	4.13			■
Others	3.93			

Most Important For Success

All Observers	Boss	Self
3		

	Self	Boss	Board Members	Peers	Direct Reports	Others
46. Delegates work that provides substantial responsibility and visibility.	3.00	4.00		3.33	3.75	3.80
47. Acts as a mentor, helping others to develop and advance in their careers.	5.00	4.00		3.33	[4.75]	4.00
48. Supports the decisions and actions of subordinates.	5.00	4.00		3.83	[4.75]	3.80
49. Utilizes others' capabilities appropriately.	4.00	[3.00]		2.83*	3.75	3.80
50. Develops staff through constructive feedback and encouragement.	5.00	4.00		3.50	[3.50]	4.20
51. Encourages individual initiative in determining how to achieve broad goals.	4.00	[5.00]		3.33*	4.25	4.00

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Leveraging Differences

Works effectively with people who differ in race, gender, culture, age, or background; leverages the unique talents of others to enhance organizational effectiveness.

	Your Score	Low	Mid-Range	High
Self	4.60			●
All Observers	4.25			▲
Boss	4.60			★
Board Members	--			
Peers	3.70		◆	
Direct Reports	4.61			■
Others	4.54			

Most Important For Success

All Observers	Boss	Self
1		

	Self	Boss	Board Members	Peers	Direct Reports	Others
52. Promotes policies that are sensitive to the needs of a diverse workforce.	5.00	[5.00]		3.83	[4.75]	4.60
53. Works well with people who differ in race, gender, culture, or age.	5.00	[5.00]		[4.17]	[4.75]	[4.80]
54. Leverages the unique talents and viewpoints of others.	4.00	4.00		3.00	4.00	4.20
55. Hires people with a diversity of skills and backgrounds.	4.00	4.00		3.50	[5.00]	4.75
56. Respects employees regardless of their position or background.	5.00	[5.00]		4.00	[4.75]	4.40

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Communicating Effectively

Expresses ideas clearly and concisely; disseminates information about decisions, plans, and activities.

	Your Score	Low	Mid-Range	High
Self	3.50		●	
All Observers	3.53		▲	
Boss	3.50		★	
Board Members	--			
Peers	2.97	◆		
Direct Reports	3.71			■
Others	4.07			

Most Important For Success

All Observers	Boss	Self
5		

	Self	Boss	Board Members	Peers	Direct Reports	Others
57. Expresses ideas fluently and eloquently.	3.00	<u>2.00</u>		3.17	<u>3.25</u>	3.80
58. Prevents unpleasant surprises by communicating important information.	3.00	4.00		2.67*	3.75	3.60
59. Encourages direct and open discussions about important issues.	5.00	[5.00]		3.33	4.00	4.40
60. Writes clearly and concisely.	4.00	4.00		3.17	4.25	4.40
61. Conveys ideas through lively examples and images.	3.00	<u>3.00</u>		<u>2.50</u>	<u>3.50</u>	4.20
62. Clearly articulates even the most complex concepts.	3.00	<u>3.00</u>		3.00	<u>3.50*</u>	4.00

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Interpersonal Savvy

Understands own impact on situations and people; accurately senses when to give and take when negotiating.

	Your Score	Low	Mid-Range	High
Self	4.14			●
All Observers	3.45		▲	
Boss	3.29		★	
Board Members	--			
Peers	2.83	◆		
Direct Reports	3.79			■
Others	3.97			

Most Important For Success

All Observers	Boss	Self
1		

	Self	Boss	Board Members	Peers	Direct Reports	Others
63. Tailors communication based on others' needs, motivations and agendas.	5.00	<u>3.00</u>		2.67	3.75	<u>3.40</u>
64. Understands own impact on situations and people.	5.00	<u>3.00</u>		<u>2.17*</u>	<u>3.00*</u>	<u>3.25</u>
65. Influences others without using formal authority.	4.00	4.00		3.50	[4.75]	4.40
66. Knows when and with whom to build alliances.	3.00	<u>3.00</u>		3.17*	<u>3.50</u>	4.40
67. Wins concessions from others without harming relationships.	5.00	4.00		2.83*	4.25	3.80
68. Adjusts leadership style according to the demands of the situation.	4.00	<u>3.00</u>		2.83	<u>3.25</u>	3.80
69. Accurately senses when to give and take when negotiating.	3.00	<u>3.00</u>		2.67*	4.00	4.75

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Courage

Acts decisively to tackle difficult problems; perseveres in the face of problems; takes the lead on unpopular though necessary actions.

	Your Score	Low	Mid-Range	High
Self	4.00			●
All Observers	4.07			▲
Boss	4.80			★
Board Members	--			
Peers	3.53		◆	
Direct Reports	4.50			■
Others	4.22			

Most Important For Success

All Observers	Boss	Self
5	✓	✓

	Self	Boss	Board Members	Peers	Direct Reports	Others
70. Takes the lead on unpopular though necessary actions.	4.00	[5.00]		3.67	4.50	3.80
71. Acts decisively to tackle difficult problems.	3.00	4.00		3.50	4.50	4.40
72. Perseveres in the face of problems and difficulties.	5.00	[5.00]		4.00	4.50	4.00
73. Confronts conflicts promptly so they do not escalate.	4.00	[5.00]		2.67*	[4.75]	4.20
74. Has the courage to confront others when necessary.	4.00	[5.00]		3.83	4.25	4.60

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Executive Image

Communicates confidence and steadiness during difficult times; adapts readily to new situations.

	Your Score	Low	Mid-Range	High
Self	4.00			●
All Observers	3.82		▲	
Boss	3.80		★	
Board Members	--			
Peers	3.37	◆		
Direct Reports	4.10			■
Others	4.16			

Most Important For Success

All Observers	Boss	Self
3		

	Self	Boss	Board Members	Peers	Direct Reports	Others
75. Communicates confidence and steadiness during difficult times.	3.00	4.00		3.60	4.50	4.40
76. Projects confidence and poise.	4.00	3.00		3.17*	4.25	4.20
77. Adapts readily to new situations.	5.00	4.00		3.40	4.00	4.40
78. Commands attention and respect.	3.00	3.00		3.00	3.75	3.80
79. Accepts setbacks with grace.	5.00	[5.00]		3.83	4.00	4.00

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Learning from Experience

Reflects on and learns from experience; understands own weaknesses and how to compensate for them.

	Your Score	Low	Mid-Range	High
Self	4.40			●
All Observers	3.60		▲	
Boss	4.00		★	
Board Members	--			
Peers	2.77	◆		
Direct Reports	3.95			■
Others	4.42			

Most Important For Success

All Observers	Boss	Self
2	✓	

	Self	Boss	Board Members	Peers	Direct Reports	Others
80. Reflects on and learns from experience.	5.00	4.00		2.83*	4.00	4.75
81. Accepts responsibility for his or her problems.	5.00	[5.00]		3.67	[5.00]	4.60
82. Understands own weaknesses and how to compensate for them.	5.00	3.00		2.33*	3.50	4.00
83. Seeks candid feedback on his or her performance.	3.00	4.00		2.33	3.50	4.00
84. Changes behavior in response to feedback.	4.00	4.00		2.67	3.75	4.33

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Credibility

Acts in accordance with stated values; follows through on promises; uses ethical considerations to guide decisions and actions.

	Your Score	Low	Mid-Range	High
Self	4.63			●
All Observers	4.56			▲
Boss	4.75			★
Board Members	--			
Peers	4.18		◆	
Direct Reports	4.78			■
Others	4.80			

Most Important For Success

All Observers	Boss	Self
10	✓	✓

	Self	Boss	Board Members	Peers	Direct Reports	Others
85. Uses ethical considerations to guide decisions.	5.00	[5.00]		[4.50]	[5.00]	[4.80]
86. Through words and deeds encourages honesty throughout the organization.	5.00	[5.00]		[4.17]*	[4.75]	[5.00]
87. Speaks candidly about tough issues facing the organization.	3.00	<u>3.00</u>		3.67	[4.75]	[4.80]
88. Tells the truth, not just what important constituents want to hear.	4.00	[5.00]		[4.50]	4.50	[4.80]
89. Can be trusted to maintain confidentiality.	5.00	[5.00]		4.00	[4.75]	[5.00]
90. Places ethical behavior above personal gain.	5.00	[5.00]		[4.50]	[5.00]	[5.00]
91. Follows through on promises.	5.00	[5.00]		[4.17]	[4.75]	4.20

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
 * = Gap of at least 3 points between raters from one category

Credibility

	Self	Boss	Board Members	Peers	Direct Reports	Others
92. Acts in accordance with his or her stated values.	5.00	[5.00]		4.00	[4.75]	[4.80]

Key:
[] = 6 Highest rated items (plus ties) for each rater group
[] = 6 Lowest rated items (plus ties) for each rater group
* = Gap of at least 3 points between raters from one category

Greatest Differences Between Self and All Observers Scores

Listed below are the 15 items with the greatest differences between your Self scores and All Observer scores.

	All Observers	Self
64. Understands own impact on situations and people.	2.73	5.00
82. Understands own weaknesses and how to compensate for them.	3.07	5.00
63. Tailors communication based on others' needs, motivations and agendas.	3.19	5.00
38. Understands what motivates other people to perform at their best.	3.38	5.00
45. Maintains smooth, effective working relationships.	3.38	5.00
44. Identifies and removes barriers to effective teamwork.	3.50	5.00
67. Wins concessions from others without harming relationships.	3.56	5.00
80. Reflects on and learns from experience.	3.73	5.00
18. Fosters a climate of experimentation.	3.75	5.00
50. Develops staff through constructive feedback and encouragement.	3.75	5.00
87. Speaks candidly about tough issues facing the organization.	4.25	3.00
75. Communicates confidence and steadiness during difficult times.	4.13	3.00
26. Monitors global trends that may affect the organization.	3.10	2.00
34. Regularly seeks data about customer satisfaction.	4.07	3.00
77. Adapts readily to new situations.	3.93	5.00

WRITTEN COMMENTS

What are this person's most significant strengths as a leader (and why)?**Self**

- Follow through and toughness

Boss

- Kim is a person of high credibility and can always be trusted. He is persistent and takes a “get it done” approach. He is dependable and is driven to get good business results.

All Other Raters

- Is an ethical person, tries to do what is right by people.
- looks out for the greater good
- Stays informed about the competition and their movement
- I have found Kim to be accessible and he makes time to address my concerns
- Knows when and with whom to build alliances - effective in getting things done efficiently and with quality
- Kim doesn't blame others if something goes wrong. He is a stand-up guy. I have found him to be good about going out of his way to praise people in public if they do something good. I wish other people around here were better about that.
- Integrity.
Kim is direct and honest. You don't have to guess at what he is thinking.
Kim takes my career seriously and has helped me to be strategic about my own work assignments. I guess what I am saying is, he seems to care.
- In general, I have no complaints about him.
- Test
- He is very trustworthy. An honest person.
- Able to see the big picture, keeps us aligned with changing market demands.

He seems to do a pretty good job, can't think of anything specific to point out.

Kim gets along pretty well with different kinds of people—young, old, male female, etc.

Guide for Interpretation:

- How do your comments compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the written comments related to feedback you received in that section of leadership competencies? How are the comments consistent or inconsistent with comments from other sources?

WRITTEN COMMENTS

What are this person's most significant development needs as a leader (and why)?**Self**

- Be more open and up front

Boss

- Kim should work harder to understand how the world's economy and politics impact on our business. I am not sure that he understands that some of his behaviors get in the way of his effectiveness.

All Other Raters

- I wish he could see how his occasional outbursts impact others. Everything seems to be going OK with him and then all of a sudden, BAM! Doesn't happen too often, but when it does, it is dramatic. Not sure he sees this about himself.
- balance
- Doesn't learn from his mistakes.
- Sometimes I get the feeling that he isn't all that open to hearing feedback.
- Need for understanding more global, international issues for expansion of the company.
- No complaints.
- Global Awareness.
Kim is pretty quiet, so I'm not always sure what he is thinking. He could be a better communicator. He could make more of an effort to get around to see what is going on in the organization at the lower levels.
- Can obsess over details sometimes, but that is rare.
- Test
- Can't think of anything substantial. One minor thing is you should think about finding ways to motivate your co-workers better. Some times we're not sure why you want us to work on certain tasks. Its just like, "Go do this."
- To be more open to the input of others and be more self-aware.

I don't see Kim in person much; most of our contact is on the phone. During those times I have sometimes found him to be hard to read. Never sure what he is really thinking.

Guide for Interpretation:

- How do your comments compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the written comments related to feedback you received in that section of leadership competencies? How are the comments consistent or inconsistent with comments from other sources?

