

EXECUTIVE VIEW360

ExecutiveView360 Profile for
Chris Sample
CONFIDENTIAL

Online Assessment: 17 Jan 2006

The ExecutiveView360 Feedback report is an instrument designed to provide a focus about specific executive competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination.



EXECUTIVE VIEW360

Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 22 job relevant competencies of ExecutiveView360.

This Feedback Report summarizes information from questionnaires completed by the following number and type of raters:

Self	1
Manager	1
Peer	2
Subordinate	2
Team Member	2

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Competency Group Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

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Competency Definitions

PERFORMANCE LEADERSHIP

Visionary Leadership

Develops a clear direction and "picture" for the future of the business. Creates a long term, big picture view of the business. Changes established thinking. Creates a climate that supports future based thinking, analysis, and decision-making.

Drive for Results

Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Monitors and addresses team and organizational performance issues.

Technological Leadership

Understands and drives the strategy to use technological tools, instruments, and communications of the highest technological advances. Allocates financial and human resources to acquire and utilize the most appropriate technologies in information, communication and operational systems for competitive advantage.

Financial Leadership

Understands and applies key financial information in the development of strategy, allocation of resources, capital expenditures, and overall corporate decision-making. Effectively allocates resources through the development and analysis of income and expense budgets. Able to analyze the numbers associated with financial statements and balance sheets.

Cross-Functional Leadership

Maximizes value by ensuring that all decisions and practices add superior value. Effectively builds cross-functional capabilities through strategic alliances. Effectively encourages cross-functional partnerships in achieving corporate goals.

Depth of Industry Knowledge

Is a consummate consumer of industry information. Frequently attends seminars, conferences, classes, and other educational opportunities to deepen industry knowledge. Teaches (shares) with others information, knowledge, and industry best practices.

Political Leadership

Understands the dynamics of political systems and power relationships within the organization. Strategically asserts political power and influence to achieve organizational goals and objectives. Fosters a culture that minimizes the negative aspects of political infighting.

Strategic Problem Analysis

Analyzes situations, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Decision Making

Makes high quality decisions when required. Thinks and plans strategically.

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Competency Definitions Continued

CHANGE LEADERSHIP

Entrepreneurial Leadership

Seeks opportunities to expand existing businesses. Take strategic risks in entering new markets, developing new products, and funding new business ventures.

Driving Strategic Direction

Identifies and communicates achievable organizational strategies and initiatives. Identifies potential risks and opportunities to achieve business goals and objectives.

Driving Change

Drives innovation and change. Creates and inspires innovative ideas, technologies and processes. Values and creates opportunities for innovative thinking that leads to the development of new products or services. Understands the need to allocate time, energy, and financial resources to creating a culture of innovation.

INTERPERSONAL LEADERSHIP

Building Strategic Relationships

Initiates and cultivates strategic internal and external networking relationships that foster both individual and organizational goals. Builds and maintains effective and collaborative relationships with diverse stakeholders.

Empowering Others

Inspires extraordinary performance by fostering empowerment. Motivates others to achieve superior business performance by supporting autonomy and independence. Supports risk taking and innovation.

Team Building

Creates and develops motivated, cohesive, and high performance teams.

Interpersonal Effectiveness

Manages interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others.

Communication/ Presentation

Presents individual and organizational viewpoints to groups in a clear and persuasive manner. Able to express written and oral thoughts in a clear and concise manner.

Influence/Negotiation

Negotiates and effectively resolves interpersonal differences with others. Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Coaching/Talent Development

Attracts, selects, and retains talent. Effectively coaches, trains and develops others.

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Competency Definitions Continued

PERSONAL LEADERSHIP

Self-Development

Manage one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Flexibility

Maintains balance and performance under pressure and stress. Effectively copes with ambiguity and change in a constructive manner.

Engenders Trust

Acts with courage. Confronts difficult issues and takes constructive and responsible action. Acts with integrity. Displays honesty and candor.

FREQUENCY RATING SCALE

1	= To an Extremely Small Extent
2	= To a Very Small Extent
3	= To a Small Extent
4	= To a Moderate Extent
5	= To a Large Extent
6	= To a Very Large Extent
7	= To an Extremely Large Extent
NA	= Not Observable or Not Applicable

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Competency Group Introduction

Competency Group Line Graphs

Each ExecutiveView360 line graph compares your self ratings to those of the other rater groups across four competency groups:

- Performance Leadership
- Change Leadership
- Interpersonal Leadership
- Personal Leadership

How to Interpret Your Graphs

The competency group line graphs compare your own self-perceptions to those of other rater groups. Each rater group is shown by a different color corresponding to the legend at the bottom of the graph.

The line graphs that follow compare your perceptions to those of other rater groups using two related scores: standardized z-scores on the left axis and percentiles on the right axis.

Standardized z-scores provide a useful way to compare your own scores to others in the large normative data base of supervisors, managers and executives. The z-score is a particular score allowing you to compare your own rating, or those of others, to a large normative database being used for this instrument. The z-score, for a competency or item, is the distance and direction from the average expressed in units of standard deviation. A z-score is sometimes called a "standardized score" with 0.0 representing the average. For example, a z-score of 1.0 means that the competency or item is one standard deviation above the average score in the normative database.

These z-scores represent the actual standard deviation above or below the average (shown as 0.0 on the graph). If you have a score that is above the +2.0 standard-deviation line, that z-score is in the top 2 percent of all people rated on that item (in other words, in the 98th percentile as shown on the right axis). Such a score is considered very high and is labeled as such at the right of the graph.

Z-score differences of .50 or more by the different rater groups might suggest important perceptual differences. Look at the first graph. Run your eyes up the left side until you find the value 0.0. This number represents the average score for all of the supervisors, managers and executives in the database. Now scan across the graph to the right side. Note that the 0.0 line is labeled "Average."

You can quickly compare your individual results with those of the average participant in the database. If your score is above the 0.0 line, your score for that particular item is above average. If the score is below the 0.0 line, your score is below the score of the average participant in the database. Now, compare your own self-ratings to those of the other rater groups. Again, a difference of .50 or more might suggest important perceptual differences for you to explore further.

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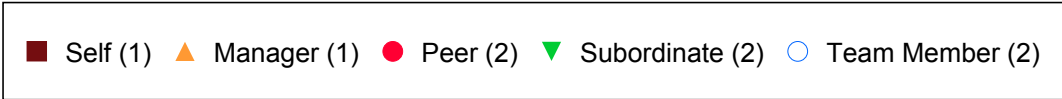
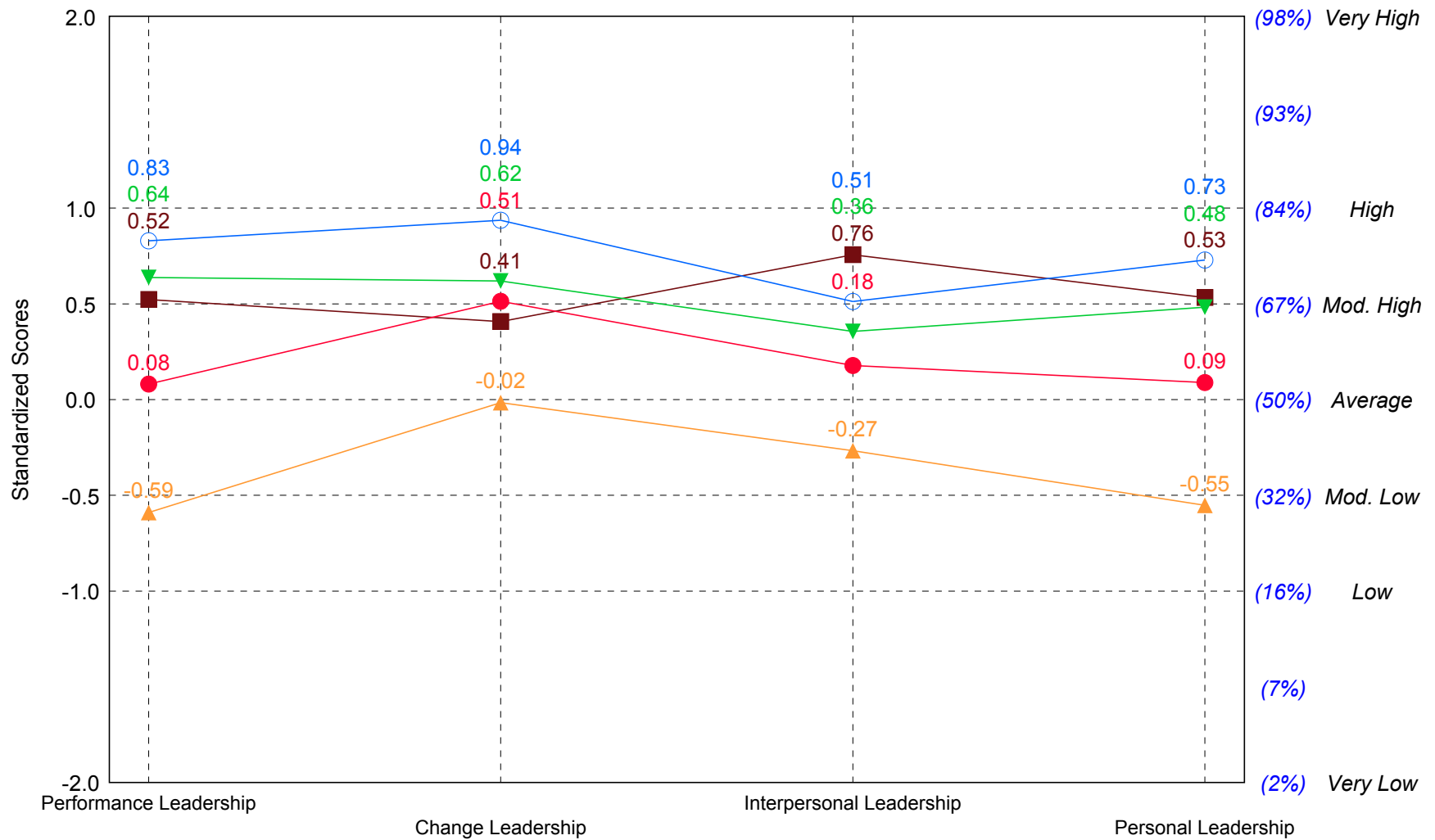
Competency Group Introduction Continued

To further understand your scores, read the following definitions of the terms "Average" score, "Moderately High" score, and so on.

Very High	z-score above 2.0 (98th percentile)
High	z-score above 1.0 (84th percentile)
Moderately High	z-score above .50 (67th percentile)
Average	z-score equal to 0.0 (50th percentile)
Moderately Low	z-score below -.50 (32th percentile)
Low	z-score below -1.0 (16th percentile)
Very Low	z-score below -2.0 (2nd percentile)

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Competency Group Summary



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Competency Introduction

How to Interpret Your Graphs

The following line graphs compare your own self-perceptions to those of other rater groups for each of the 22 competencies measured in ExecutiveView360. Each rater group is shown by a different color corresponding to the legend at the bottom of the graph.

The line graphs that follow compare your perceptions to those of other rater groups using two related scores: standardized z-scores on the left axis and percentiles on the right axis.

Standardized z-scores provide a useful way to compare your own scores to others in the large normative data base of supervisors, managers and executives. The z-score is a particular score allowing you to compare your own rating, or those of others, to a large normative database being used for this instrument. The z-score, for a competency or item, is the distance and direction from the average expressed in units of standard deviation. A z-score is sometimes called a "standardized score" with 0.0 representing the average. For example, a z-score of 1.0 means that the competency or item is one standard deviation above the average score in the normative database.

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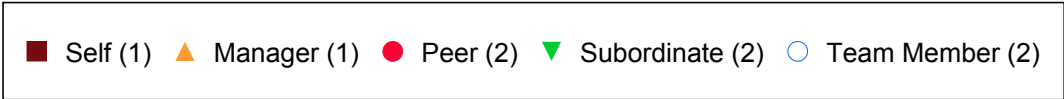
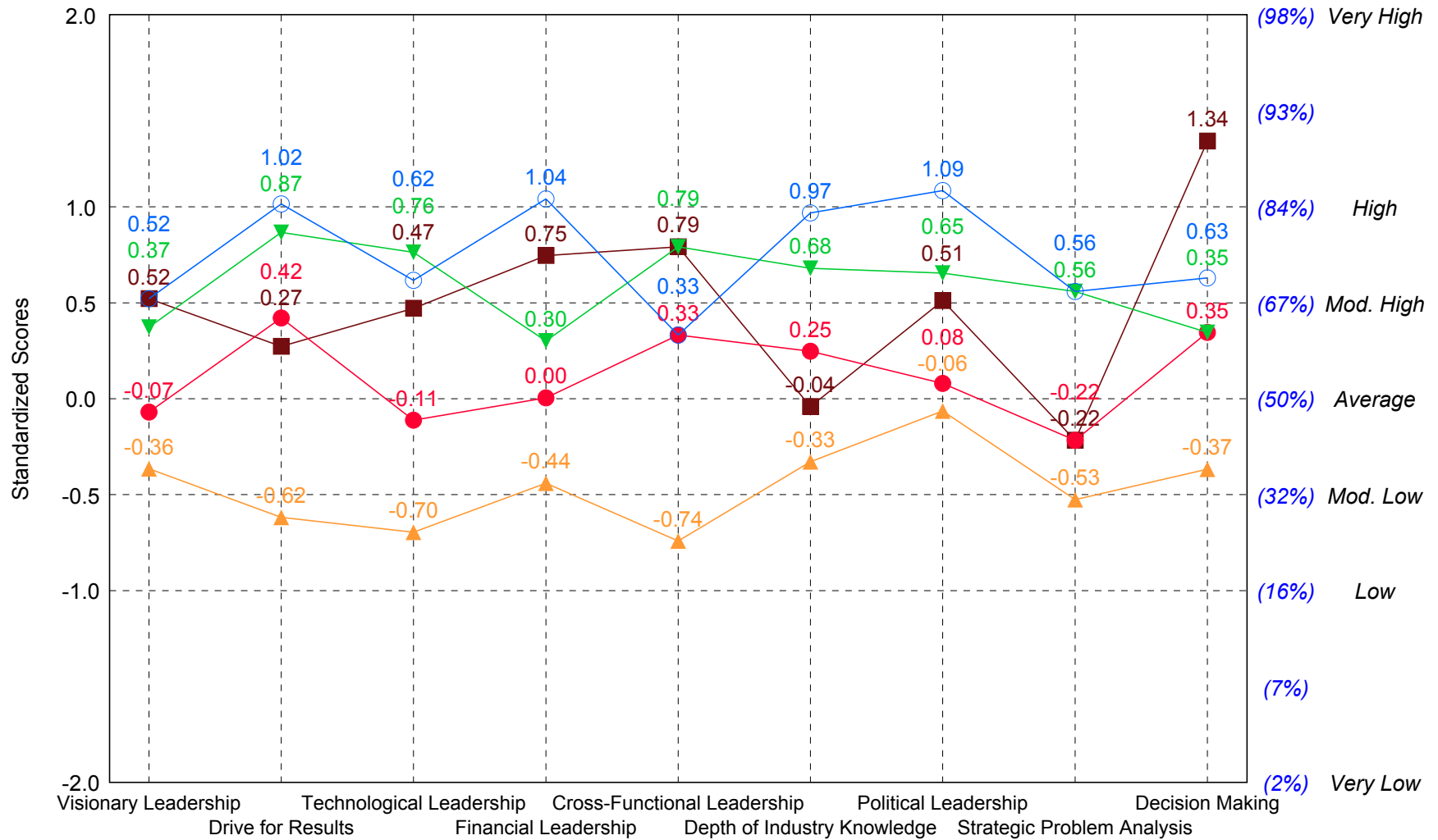
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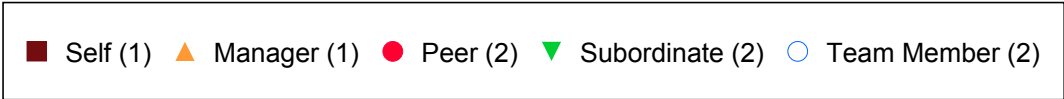
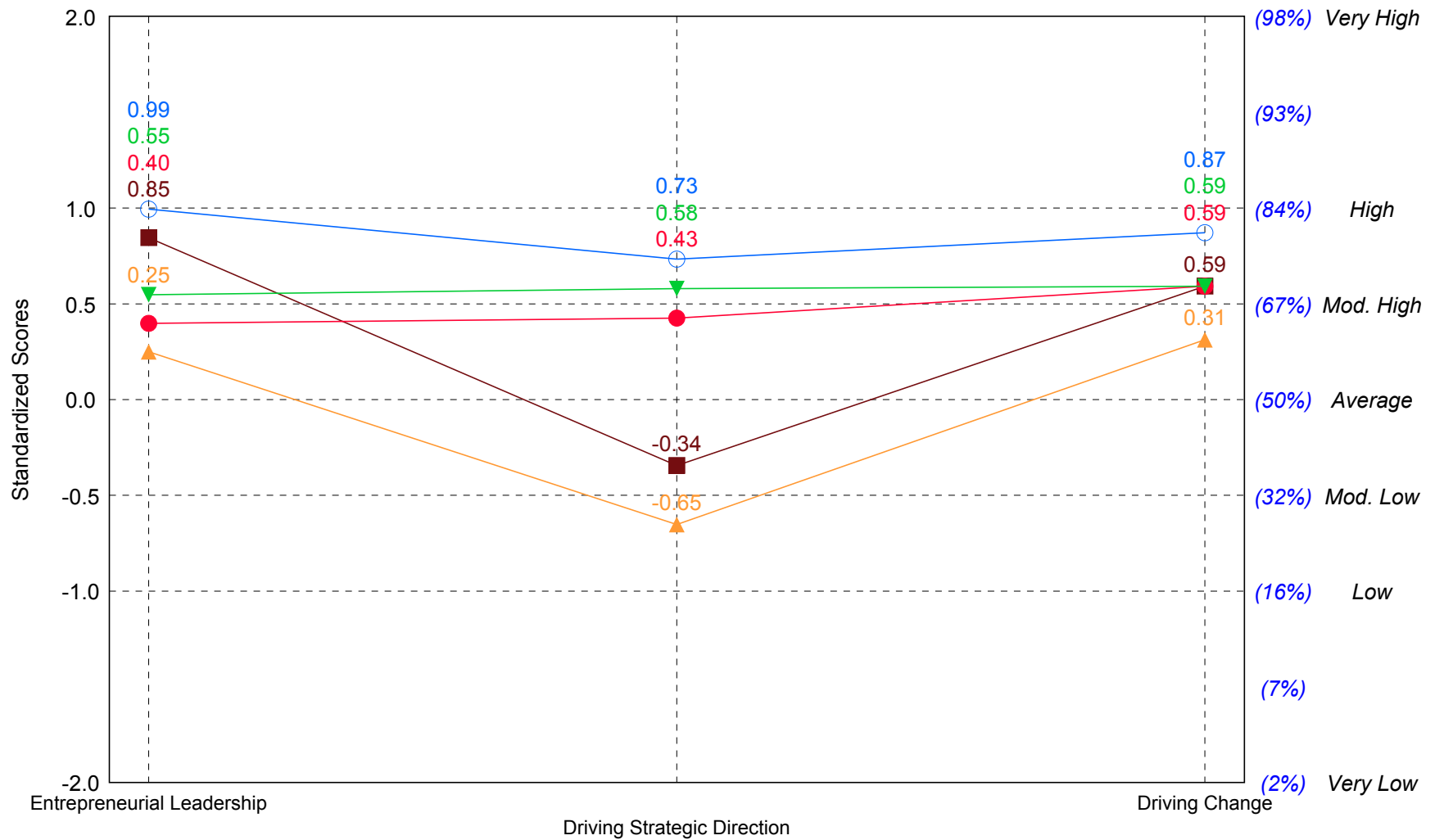
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Performance Leadership



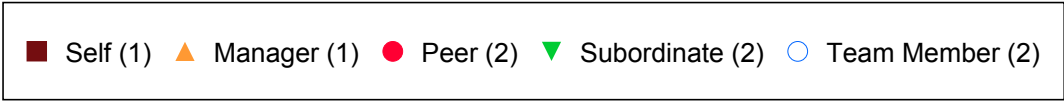
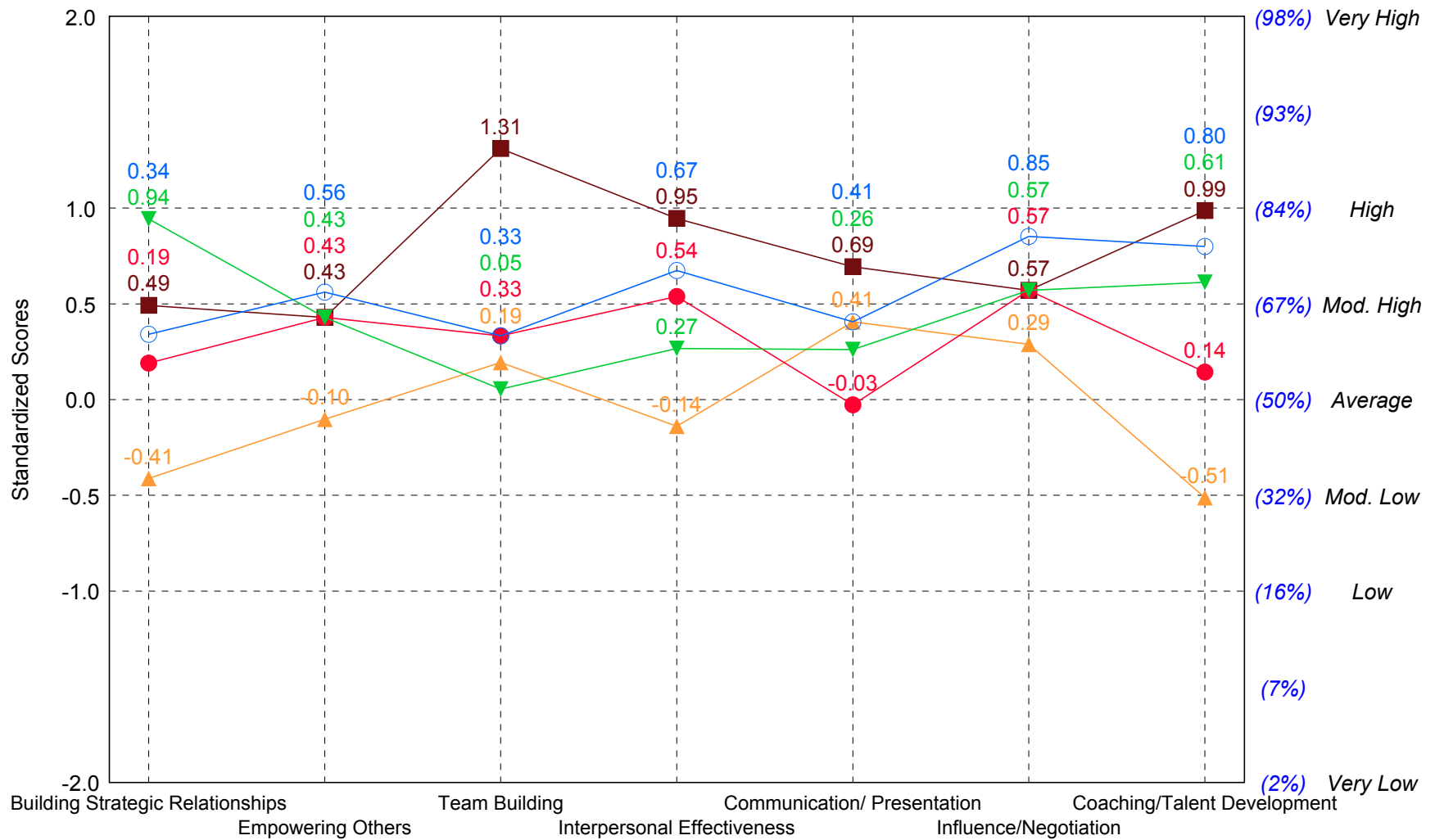
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Change Leadership



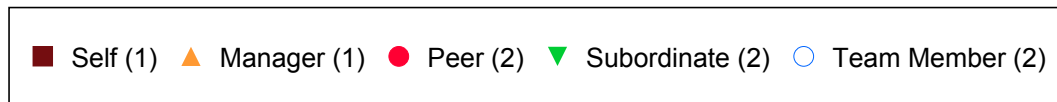
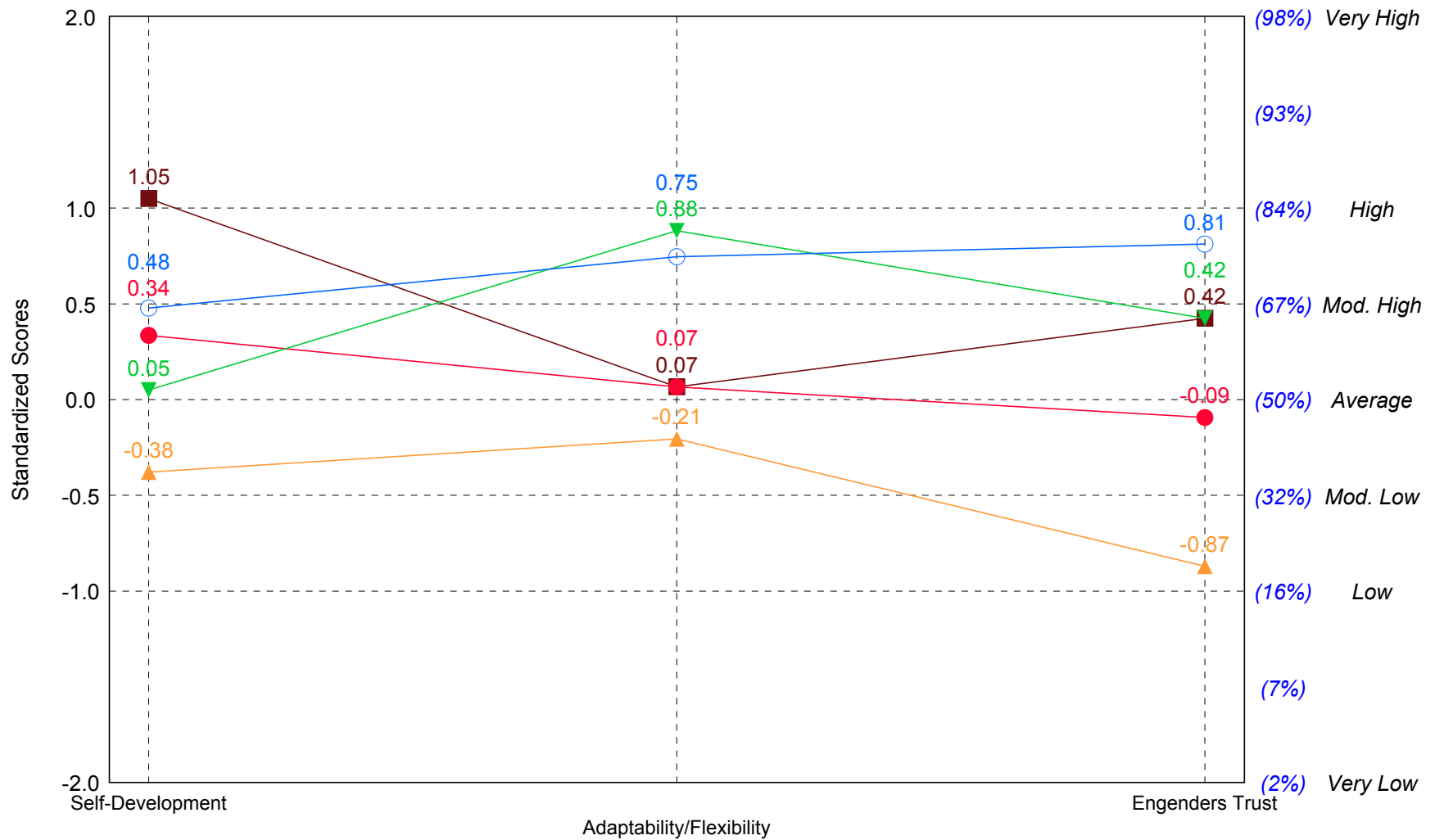
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Interpersonal Leadership



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Personal Leadership



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Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Implements "best practices" from other industry experience to be successful.	Depth of Industry Knowledge	6.1	0	0	0	1	1	1	4
Gathers enough information and data before making a decision.	Decision Making	6.0	0	0	0	0	3	1	3
Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organization.	Building Strategic Relationships	6.0	0	0	0	0	2	3	2
Responds constructively to ambiguity, change, obstacles, and challenges.	Adaptability/Flexibility	6.0	0	0	0	0	2	3	2
Allows for disagreements to emerge and to be discussed openly.	Influence/Negotiation	5.9	0	0	0	0	3	2	2
Initiates and promotes continuous learning and improvement efforts throughout the organization.	Driving Change	5.9	0	0	0	0	2	4	1
Creates a vision for realizing new business ventures.	Entrepreneurial Leadership	5.9	0	0	0	1	1	3	2
Seeks and creates opportunities to add value within the marketplace.	Entrepreneurial Leadership	5.9	0	0	0	1	1	3	2
Expresses sensitivity and empathy towards others.	Interpersonal Effectiveness	5.9	0	0	0	0	2	4	1
Regularly monitors and corrects sources of lagging individual, team and organizational performance.	Drive for Results	5.9	0	0	0	1	1	3	2

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Most Frequent Behaviors - All Raters

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	Empowering Others	5.9	0	0	0	0	3	2	2

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Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Makes timely decisions based on adequate data and information.	Decision Making	4.7	0	0	0	4	1	2	0
Seeks and applies feedback and constructive criticism.	Self-Development	5.0	0	0	1	2	1	2	1
Selects the best talent for key positions and assignments.	Coaching/Talent Development	5.1	0	0	1	1	2	2	1
Effectively builds relationships with key community members and partnerships with others outside the organization.	Building Strategic Relationships	5.1	0	0	0	2	2	3	0
Attracts and builds a high performing senior management team.	Team Building	5.1	0	0	0	2	2	3	0
Communicates a vision of the organizational future and inspires commitment and support towards this vision from others.	Visionary Leadership	5.1	0	0	0	1	4	2	0
Demonstrates consistency between actions and words.	Engenders Trust	5.1	0	0	0	2	2	3	0
Anticipates potential and future problems.	Strategic Problem Analysis	5.3	0	0	1	1	1	3	1
Generates and considers multiple solutions to a problem.	Strategic Problem Analysis	5.3	0	0	0	2	1	4	0
Delivers oral presentations that are persuasive, clear, and logically organized.	Communication/Presentation	5.3	0	0	0	2	2	2	1
Articulates a compelling strategy for integrating technology into the strategic plan.	Technological Leadership	5.3	0	0	1	1	2	1	2

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Least Frequent Behaviors - All Raters

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Stays informed about innovations and new technologies to ensure competitive advantage.	Technological Leadership	5.3	0	0	1	1	1	3	1
Effectively articulates a clear purpose and mission that inspires the imagination of others.	Visionary Leadership	5.3	0	0	0	1	4	1	1
Demonstrates high standards of personal and professional integrity.	Engenders Trust	5.3	0	0	1	1	2	1	2
Demonstrates a depth and breadth of understanding of key operations and departments within the organization.	Cross-Functional Leadership	5.3	0	0	0	3	1	1	2
Has a deep knowledge of industry's history, patterns, and future trends.	Depth of Industry Knowledge	5.3	0	0	0	2	2	2	1
Identifies, directs and focuses the organization's performance on high priority strategic goals initiatives.	Driving Strategic Direction	5.3	0	0	0	2	2	2	1

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Behavior Summary

The average score for each ExecutiveView360 competency and specific questions are summarized below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behavior). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Adaptability/Flexibility	5.33 (0.84)	5.00 (0.73)	5.33 (0.63)	6.33 (0.84)	6.17 (0.70)	5.81 (0.66)
Responds constructively to ambiguity, change, obstacles, and challenges.	6.00 (1.00)	6.00 (1.00)	6.00 (0.67)	6.00 (1.00)	6.00 (0.67)	6.00 (0.75)
Demonstrates emotional control and patience under pressure and stress.	5.00 (1.00)	5.00 (1.00)	5.00 (0.67)	6.50 (0.83)	6.00 (0.67)	5.71 (0.66)
Maintains a realistic outlook in the face of challenge and change.	5.00 (1.00)	4.00 (1.00)	5.00 (0.67)	6.50 (0.83)	6.50 (0.83)	5.71 (0.61)
Driving Change	5.67 (0.84)	5.33 (0.84)	5.67 (0.63)	5.67 (0.75)	6.00 (0.81)	5.71 (0.73)
Initiates and promotes continuous learning and improvement efforts throughout the organization.	5.00 (1.00)	5.00 (1.00)	6.00 (0.67)	6.00 (1.00)	6.00 (1.00)	5.86 (0.79)
Orchestrates change efforts across functions, departments, business units and teams.	6.00 (1.00)	6.00 (1.00)	5.50 (0.83)	5.00 (1.00)	6.50 (0.83)	5.71 (0.77)
Inspires and supports risk taking, change, creativity and innovation by others.	6.00 (1.00)	5.00 (1.00)	5.50 (0.50)	6.00 (0.67)	5.50 (0.83)	5.57 (0.65)
Influence/Negotiation	5.67 (0.84)	5.33 (0.84)	5.67 (0.63)	5.67 (0.84)	6.00 (0.81)	5.71 (0.75)
Allows for disagreements to emerge and to be discussed openly.	5.00 (1.00)	5.00 (1.00)	6.00 (0.67)	6.00 (1.00)	6.00 (0.67)	5.86 (0.72)
Effectively negotiates "win-win" solutions.	6.00 (1.00)	6.00 (1.00)	5.50 (0.50)	5.50 (0.83)	6.00 (1.00)	5.71 (0.71)

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Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Influence/Negotiation	5.67 (0.84)	5.33 (0.84)	5.67 (0.63)	5.67 (0.84)	6.00 (0.81)	5.71 (0.75)
Communicates and expresses ideas in a manner that persuades and influences others.	6.00 (1.00)	5.00 (1.00)	5.50 (0.83)	5.50 (0.83)	6.00 (1.00)	5.57 (0.84)
Entrepreneurial Leadership	6.00 (0.73)	5.33 (0.69)	5.50 (0.58)	5.67 (0.75)	6.17 (0.77)	5.71 (0.67)
Seeks and creates opportunities to add value within the marketplace.	6.00 (1.00)	6.00 (1.00)	5.50 (0.50)	5.50 (0.83)	6.50 (0.83)	5.86 (0.67)
Creates a vision for realizing new business ventures.	7.00 (1.00)	6.00 (1.00)	5.50 (0.50)	6.00 (0.67)	6.00 (1.00)	5.86 (0.67)
Seeks and develops entrepreneurial opportunities and ventures.	5.00 (1.00)	4.00 (1.00)	5.50 (0.83)	5.50 (0.83)	6.00 (0.67)	5.43 (0.70)
Drive for Results	5.33 (0.84)	4.33 (0.84)	5.50 (0.58)	6.00 (0.81)	6.17 (0.88)	5.67 (0.67)
Regularly monitors and corrects sources of lagging individual, team and organizational performance.	5.00 (1.00)	4.00 (1.00)	6.00 (0.67)	6.50 (0.83)	6.00 (1.00)	5.86 (0.67)
Sets and pursues aggressive business goals and targets.	6.00 (1.00)	4.00 (1.00)	5.00 (0.67)	6.00 (1.00)	6.50 (0.83)	5.57 (0.65)
Develops results-oriented strategies to achieve and maintain competitive advantage.	5.00 (1.00)	5.00 (1.00)	5.50 (0.50)	5.50 (0.83)	6.00 (1.00)	5.57 (0.70)
Political Leadership	5.67 (0.58)	5.00 (0.73)	5.17 (0.55)	5.83 (0.77)	6.33 (0.84)	5.67 (0.65)
Effectively utilizes positional power to drive key initiatives and strategies.	6.00 (1.00)	4.00 (1.00)	5.50 (0.50)	6.50 (0.83)	6.00 (1.00)	5.71 (0.61)
Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	4.00 (1.00)	6.00 (1.00)	5.50 (0.83)	5.50 (0.83)	6.00 (1.00)	5.71 (0.85)
Fosters internal negotiation and effective conflict resolution with others.	7.00 (1.00)	5.00 (1.00)	4.50 (0.50)	5.50 (0.83)	7.00 (1.00)	5.57 (0.57)
Interpersonal Effectiveness	6.33 (0.69)	5.00 (1.00)	5.83 (0.60)	5.50 (0.83)	6.00 (0.81)	5.67 (0.72)
Expresses sensitivity and empathy towards others.	5.00 (1.00)	5.00 (1.00)	6.00 (0.67)	6.00 (1.00)	6.00 (1.00)	5.86 (0.79)
Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner.	7.00 (1.00)	5.00 (1.00)	5.50 (0.50)	5.50 (0.83)	6.50 (0.83)	5.71 (0.66)
Seeks to actively listen and understand diverse points of view.	7.00 (1.00)	5.00 (1.00)	6.00 (0.67)	5.00 (1.00)	5.50 (0.83)	5.43 (0.76)

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Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Depth of Industry Knowledge	5.00 (1.00)	4.67 (0.84)	5.33 (0.63)	5.83 (0.77)	6.17 (0.60)	5.62 (0.64)
Implements "best practices" from other industry experience to be successful.	5.00 (1.00)	4.00 (1.00)	6.00 (0.67)	6.50 (0.83)	7.00 (1.00)	6.14 (0.63)
Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors.	5.00 (1.00)	5.00 (1.00)	5.00 (0.67)	5.50 (0.83)	6.00 (0.67)	5.43 (0.70)
Has a deep knowledge of industry's history, patterns, and future trends.	5.00 (1.00)	5.00 (1.00)	5.00 (0.67)	5.50 (0.83)	5.50 (0.50)	5.29 (0.66)
Empowering Others	5.67 (0.84)	5.00 (1.00)	5.67 (0.63)	5.67 (0.84)	5.83 (0.70)	5.62 (0.72)
Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	6.00 (1.00)	5.00 (1.00)	6.00 (0.67)	5.50 (0.83)	6.50 (0.83)	5.86 (0.72)
Allows people to manage his or her own project, department, business unit or function with autonomy.	6.00 (1.00)	5.00 (1.00)	5.00 (0.67)	6.00 (1.00)	6.00 (0.67)	5.57 (0.70)
Involves others in problem solving, decision making and planning processes.	5.00 (1.00)	5.00 (1.00)	6.00 (0.67)	5.50 (0.83)	5.00 (1.00)	5.43 (0.76)
Coaching/Talent Development	6.20 (0.67)	4.60 (0.73)	5.30 (0.58)	5.80 (0.75)	6.00 (0.70)	5.54 (0.64)
Establishes a plan and process for developing successors.	7.00 (1.00)	5.00 (1.00)	5.00 (0.67)	5.50 (0.83)	7.00 (1.00)	5.71 (0.66)
Provides ongoing career coaching, mentoring and guidance	7.00 (1.00)	4.00 (1.00)	5.50 (0.83)	6.50 (0.83)	6.00 (0.67)	5.71 (0.66)
Provides timely, clear and constructive performance and developmental feedback.	5.00 (1.00)	6.00 (1.00)	5.50 (0.50)	5.50 (0.83)	6.00 (0.67)	5.71 (0.66)
Demonstrates sensitivity towards and actively promotes diversity in the workforce.	7.00 (1.00)	4.00 (1.00)	6.00 (0.67)	5.50 (0.83)	5.50 (0.83)	5.43 (0.70)
Selects the best talent for key positions and assignments.	5.00 (1.00)	4.00 (1.00)	4.50 (0.50)	6.00 (0.67)	5.50 (0.83)	5.14 (0.58)
Financial Leadership	6.00 (0.73)	4.67 (0.84)	5.17 (0.48)	5.50 (0.83)	6.33 (0.84)	5.52 (0.63)
Identifies key issues in budgets, profit and loss statements, and other financial indicators.	5.00 (1.00)	5.00 (1.00)	5.50 (0.50)	6.00 (1.00)	6.00 (1.00)	5.71 (0.71)
Effectively allocates financial resources to meet business objectives.	7.00 (1.00)	4.00 (1.00)	5.00 (0.67)	5.50 (0.83)	6.50 (0.83)	5.43 (0.65)

EXECUTIVE VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Financial Leadership	6.00 (0.73)	4.67 (0.84)	5.17 (0.48)	5.50 (0.83)	6.33 (0.84)	5.52 (0.63)
Effectively manages the overall financial health of the organization.	6.00 (1.00)	5.00 (1.00)	5.00 (0.33)	5.00 (1.00)	6.50 (0.83)	5.43 (0.57)
Building Strategic Relationships	5.67 (0.84)	4.67 (0.69)	5.33 (0.63)	6.17 (0.77)	5.50 (0.83)	5.52 (0.68)
Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organization.	5.00 (1.00)	6.00 (1.00)	6.00 (0.67)	6.50 (0.83)	5.50 (0.83)	6.00 (0.75)
Develops and maintains a broad base of support among key internal and external stakeholders.	6.00 (1.00)	4.00 (1.00)	5.00 (0.67)	6.50 (0.83)	5.50 (0.83)	5.43 (0.65)
Effectively builds relationships with key community members and partnerships with others outside the organization.	6.00 (1.00)	4.00 (1.00)	5.00 (0.67)	5.50 (0.83)	5.50 (0.83)	5.14 (0.72)
Communication/ Presentation	6.00 (0.73)	5.67 (0.84)	5.17 (0.60)	5.50 (0.83)	5.67 (0.63)	5.48 (0.68)
Writes in a clear, direct and concise manner.	5.00 (1.00)	6.00 (1.00)	5.00 (0.67)	5.50 (0.83)	6.00 (0.67)	5.57 (0.70)
Handles questions in meetings and presentations in a responsive and diplomatic manner.	7.00 (1.00)	5.00 (1.00)	5.00 (0.67)	6.00 (1.00)	6.00 (0.67)	5.57 (0.70)
Delivers oral presentations that are persuasive, clear, and logically organized.	6.00 (1.00)	6.00 (1.00)	5.50 (0.50)	5.00 (1.00)	5.00 (0.67)	5.29 (0.66)
Driving Strategic Direction	4.67 (0.84)	4.33 (0.84)	5.50 (0.58)	5.67 (0.69)	5.83 (0.77)	5.48 (0.65)
Effectively allocates human and financial resources necessary to achieve strategic objectives.	5.00 (1.00)	4.00 (1.00)	5.50 (0.50)	6.00 (0.67)	6.00 (1.00)	5.57 (0.61)
Identifies potential risks, contingency plans and drives achievement of those plans.	5.00 (1.00)	4.00 (1.00)	5.50 (0.83)	6.00 (1.00)	6.00 (0.67)	5.57 (0.70)
Identifies, directs and focuses the organization's performance on high priority strategic goals initiatives.	4.00 (1.00)	5.00 (1.00)	5.50 (0.50)	5.00 (0.67)	5.50 (0.83)	5.29 (0.66)
Decision Making	6.67 (0.84)	4.67 (0.84)	5.50 (0.68)	5.50 (0.68)	5.83 (0.70)	5.48 (0.68)
Gathers enough information and data before making a decision.	7.00 (1.00)	5.00 (1.00)	6.00 (0.67)	6.00 (0.67)	6.50 (0.83)	6.00 (0.69)
Makes decisions confidently and quickly when necessary.	7.00 (1.00)	5.00 (1.00)	5.50 (0.83)	6.00 (1.00)	6.00 (1.00)	5.71 (0.85)

EXECUTIVE VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Decision Making	6.67 (0.84)	4.67 (0.84)	5.50 (0.68)	5.50 (0.68)	5.83 (0.70)	5.48 (0.68)
Makes timely decisions based on adequate data and information.	6.00 (1.00)	4.00 (1.00)	5.00 (0.67)	4.50 (0.83)	5.00 (0.67)	4.71 (0.71)
Cross-Functional Leadership	6.00 (0.73)	4.33 (0.84)	5.50 (0.50)	6.00 (0.73)	5.50 (0.75)	5.48 (0.62)
Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	5.00 (1.00)	4.00 (1.00)	5.50 (0.50)	6.50 (0.83)	6.00 (1.00)	5.71 (0.61)
Aligns organizational structure, systems, processes and talent to achieve desired results across the organization	7.00 (1.00)	5.00 (1.00)	5.50 (0.50)	5.50 (0.83)	5.50 (0.83)	5.43 (0.70)
Demonstrates a depth and breadth of understanding of key operations and departments within the organization.	6.00 (1.00)	4.00 (1.00)	5.50 (0.50)	6.00 (0.67)	5.00 (0.67)	5.29 (0.57)
Technological Leadership	5.67 (0.84)	4.33 (0.84)	5.00 (0.49)	6.00 (0.73)	5.83 (0.70)	5.43 (0.59)
Supports and champions sufficient financial and human resources for technology.	6.00 (1.00)	5.00 (1.00)	6.00 (0.67)	5.50 (0.83)	6.00 (0.67)	5.71 (0.71)
Stays informed about innovations and new technologies to ensure competitive advantage.	5.00 (1.00)	4.00 (1.00)	4.50 (0.50)	6.50 (0.83)	5.50 (0.83)	5.29 (0.57)
Articulates a compelling strategy for integrating technology into the strategic plan.	6.00 (1.00)	4.00 (1.00)	4.50 (0.50)	6.00 (0.67)	6.00 (0.67)	5.29 (0.54)
Strategic Problem Analysis	5.00 (1.00)	4.67 (0.84)	5.00 (0.53)	5.83 (0.77)	5.83 (0.64)	5.43 (0.62)
Gathers and utilizes available information in order to understand and solve organizational issues and problems.	5.00 (1.00)	5.00 (1.00)	5.50 (0.50)	6.00 (0.67)	6.00 (0.67)	5.71 (0.61)
Generates and considers multiple solutions to a problem.	5.00 (1.00)	4.00 (1.00)	5.00 (0.67)	5.50 (0.83)	6.00 (1.00)	5.29 (0.71)
Anticipates potential and future problems.	5.00 (1.00)	5.00 (1.00)	4.50 (0.50)	6.00 (1.00)	5.50 (0.50)	5.29 (0.57)
Engenders Trust	5.67 (0.84)	4.00 (1.00)	5.00 (0.53)	5.67 (0.75)	6.17 (0.77)	5.38 (0.61)
Maintains open, honest and non-defensive relationships.	5.00 (1.00)	4.00 (1.00)	5.00 (0.67)	6.50 (0.83)	6.50 (0.83)	5.71 (0.61)
Demonstrates high standards of personal and professional integrity.	6.00 (1.00)	4.00 (1.00)	5.00 (0.33)	5.50 (0.83)	6.00 (0.67)	5.29 (0.54)
Demonstrates consistency between actions and words.	6.00 (1.00)	4.00 (1.00)	5.00 (0.67)	5.00 (1.00)	6.00 (1.00)	5.14 (0.72)

EXECUTIVE VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Team Building	6.67 (0.84)	5.33 (0.69)	5.50 (0.58)	5.17 (0.88)	5.50 (0.83)	5.38 (0.72)
Encourages a climate of trust, honesty and openness with others.	7.00 (1.00)	6.00 (1.00)	6.00 (0.67)	5.00 (1.00)	5.50 (0.83)	5.57 (0.76)
Promotes collaboration and removes obstacles to teamwork across the organization.	7.00 (1.00)	6.00 (1.00)	5.50 (0.50)	5.00 (1.00)	5.50 (0.83)	5.43 (0.70)
Attracts and builds a high performing senior management team.	6.00 (1.00)	4.00 (1.00)	5.00 (0.67)	5.50 (0.83)	5.50 (0.83)	5.14 (0.72)
Self-Development	6.33 (0.84)	4.67 (0.84)	5.50 (0.54)	5.17 (0.88)	5.67 (0.75)	5.33 (0.69)
Pursues continuous learning and self-development by exposure to new ideas and perspectives.	7.00 (1.00)	5.00 (1.00)	6.00 (0.67)	5.00 (1.00)	6.00 (1.00)	5.57 (0.76)
Realistically appraises own strengths and development areas.	6.00 (1.00)	5.00 (1.00)	5.50 (0.83)	5.00 (1.00)	6.00 (1.00)	5.43 (0.84)
Seeks and applies feedback and constructive criticism.	6.00 (1.00)	4.00 (1.00)	5.00 (0.33)	5.50 (0.83)	5.00 (0.67)	5.00 (0.56)
Visionary Leadership	5.67 (0.84)	4.67 (0.84)	5.00 (0.53)	5.50 (0.75)	5.67 (0.75)	5.29 (0.66)
Has a compelling and clear picture for the future of the business and organization.	6.00 (1.00)	4.00 (1.00)	4.50 (0.50)	6.50 (0.83)	6.00 (0.67)	5.43 (0.53)
Effectively articulates a clear purpose and mission that inspires the imagination of others.	5.00 (1.00)	5.00 (1.00)	5.50 (0.50)	5.00 (1.00)	5.50 (0.83)	5.29 (0.71)
Communicates a vision of the organizational future and inspires commitment and support towards this vision from others.	6.00 (1.00)	5.00 (1.00)	5.00 (0.67)	5.00 (1.00)	5.50 (0.83)	5.14 (0.79)

EXECUTIVE VIEW360

Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

These comments are provided on the next pages and are included verbatim without identifying either the rater or rater category to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your executive development plan?

EXECUTIVE VIEW360

Open Ended Comments Summary

STRENGTHS

Manager:

Provides strong career coaching, and mentoring to staff members.

Peer:

Outstanding mentor. Trustworthy and reliable.

Encourages growth and expression of talents. Great motivator.

Subordinate:

Honest and trustworthy. Demonstrates control under stress and pressure.

Team Member:

Delivers outstanding presentations. Incorporates the ideas of others very well.

Creates contingency plans that make sense to the needs of the organization. Asset to the team!

EXECUTIVE VIEW360

Open Ended Comments Summary Continued DEVELOPMENT AREAS

Subordinate:

Doesn't always communicate goals clearly enough to be completed successfully.

EXECUTIVE VIEW360

Development Planning Guide

Examining Your ExecutiveView360 Feedback Report

Your reactions to your ExecutiveView360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

What new insights, if any, do you get from your results?

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

EXECUTIVE VIEW360

Development Planning Guide Continued

Deciding What Executive Skills To Work On

The table below summarizes the 22 ExecutiveView360 Competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your executive development plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Performance Leadership	Visionary Leadership		
	Drive for Results		
	Technological Leadership		
	Financial Leadership		
	Cross-Functional Leadership		
	Depth of Industry Knowledge		
	Political Leadership		
	Strategic Problem Analysis		
	Decision Making		
Change Leadership	Entrepreneurial Leadership		
	Driving Strategic Direction		
	Driving Change		
Interpersonal Leadership	Building Strategic Relationships		
	Empowering Others		
	Team Building		
	Interpersonal Effectiveness		
	Communication/ Presentation		
	Influence/Negotiation		
	Coaching/Talent Development		
Personal Leadership	Self-Development		
	Adaptability/Flexibility		
	Engenders Trust		

EXECUTIVE VIEW360

Development Planning Guide Continued

Focusing On Executive Development

List three competency strengths based upon your ExecutiveView360 results below:

1. _____
2. _____
3. _____

List three possible development competency areas based upon your ExecutiveView360 results below:

1. _____
2. _____
3. _____

The ExecutiveView360 is an instrument developed to provide feedback and developmental focus and recommendations about executive skill strengths and development needs. The action planning process helps to increase your success. Research suggests that desired change is more likely to be successful when:

- ✓ The desired skills and behaviors are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

EXECUTIVE VIEW360

Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	