



ExecutiveView360 Profile for

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Elliott Group

First Assessment: 02-26-03

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.



ExecutiveView360 Profile

This Feedback Report provides you information about how you are perceived on the 22 job relevant competencies of ExecutiveView360. These competencies have been identified by Organizational Performance Dimensions based upon extensive research on executives in diverse industries as the core set of competencies required for success at the executive level.

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

Self	1
Manager	6
Direct Report	8
Total	15

This Feedback Report gives you:

- Definitions of the executive competencies
- Perspective comparison graph for the Leadership Factors
- Perspective comparison graph for each Leadership Factor
- A summary of your highest and lowest item ratings
- Perspective comparison table for each Executive Competency
- Feedback interpretation
- Open-ended comments
- Development plan guidelines

The Graphs

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

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

How to Interpret Your Graphs

Each rater group category and scores will be shown separately on the graphs using normative scores. Differences of 0.05 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 0.0. This number represents the average score for all of the people in the database. Now scan across the graph to the right side. Note that the 0.0 line is labeled "Average."

On the graphs that follow, the ratings are indicated as shown below:

- - Self
- ▲ - Manager
- - Peer
- ▼ - Direct Report
- - Team Member

You can quickly compare your individual results with those of the average subject. 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 subject.

You can compare how you rated yourself on a particular behavior with how the other raters rated you by seeing where the blue square is in relation to the other shapes on the graph. If the blue square is below any of the other shapes, you rated yourself more harshly than did that particular set of raters. If the situation is reversed and any of the other shapes is below the blue square, you know that that particular set of raters rated you lower on that item than you rated yourself. Again, differences of 0.05 by the different rater groups might suggest important perceptual differences for you to analyze further.

The range of scores

Please note that the scores range from three standard deviations above to three standard deviations below the average. This spread accounts for about 98 percent of all people's scores. If you have a score that is above the +2.0 standard-deviation line, that score is in the top 2 percent of all people rated on that item (in other words, in the 98th percentile). Such a score is considered very high and is labeled as such at the right of the graph.

If you have a score that falls below the -2.0 standard-deviation line, you scored in the bottom 2 percent of all people rated on that item. Any score two standard deviations below the average is considered to be very low and is marked accordingly on the graph. Pay particular attention to any of your scores that fall below the 0.0 line; these indicate behaviors that you probably want to improve.

The verbal ratings

To further understand your scores, read the following definitions of the terms "Average" score, "Moderately High" score, and so on. A standard deviation is referred to as "SD."

Very High score — Two (2.0) SD or more above average

High score — From one (1.0) SD above average to two (2.0) SD above average

Moderately High score — From one-half (.5) SD above average to one (1.0) SD above average

Average score — From one-half (.5) SD below to one-half (.5) SD above average

Moderately Low score — From one-half (-.5) SD below average to one (-1.0) SD below average

Low score — From one (-1.0) SD below average to two (-2.0) SD below average

Very Low score — Two (-2.0) SD or more below average

The Data Presentation

The Leadership Factors Graph reflects a “big picture” summary of the four leadership factors (Performance Leadership, Change Leadership, Interpersonal Leadership and Personal Leadership). The scores on this graph provide an overall summary of these four leadership factors based on the specific competencies that compose ExecutiveView360.

The individual Leadership Factor Graphs provide the scores for each competency categorized under their respective leadership factor. The name of the leadership factor appears at the top of each page in large letters. By reviewing each graph with care, you can learn where your individual strengths and developmental opportunities lie, at least in the eyes of your internal stakeholders who have provided you feedback on ExecutiveView360.

The Most Frequent and Least Frequent Behaviors section lists specific questions taken from all ExecutiveView360 competencies showing the most frequent and least frequently observed behaviors from the perspective of other rater groups, excluding all “not observable” or “not applicable” ratings. This section can be extremely useful to identify specific behavioral strengths to leverage and areas for further development.

The ExecutiveView360 Item Summary provides the scores for each item categorized under their respective Competency. The name of the Competency appears at the top of each page in large letters. This more detailed feedback can help you understand the different impact you might have on different rater (stakeholder) groups and give you specific direction in planning your executive development plan.

Open-Ended Comments

This section provides the anonymous written comments to two open-ended questions: 1) What are the executive’s strengths and 2) What are the executive’s developmental areas? The comments are included without editing and in an anonymous fashion to ensure confidentiality. Some comments may not be as specific, behavioral and non-judgmental as you may wish. It is recommended that you analyze these comments for important themes that might emerge to assist you in your professional development.

Focus for Development

This section helps you to summarize your areas of strength and possible areas for improvement based on the results from the ExecutiveView360 data. The “areas of strength” are competencies and behaviors which are seen as strong by others; the possible “areas for improvement” can be interpreted as possible derailment factors, skill deficits, low importance areas or behaviors that have not been adequately demonstrated to one or more of the rater (stakeholder) groups. As you consider your executive development plan it is important for you to analyze your specific situation, career goals, the feedback you have received through this process, specific raters you have invited for feedback, and other developmental experiences in which you have participated.

Although your individual scores have not been shared with anyone, you are encouraged to discuss them openly with other people, particularly those who provided you with feedback. Ask them to describe situations when you behaved in a particular way that would cause them to give you the ratings that you received. When you have a better understanding of how you are perceived and the impact your behavior has on others, you can take direct and positive action to change those behaviors that are causing you to be seen as less effective than desired. Many executives are often “blind” to how other perceive and experience them, which means that they never have the opportunity to enhance their effectiveness in the eyes of others. Working with other people poses many challenges. Few people master all of them equally well—even the most successful people find themselves struggling with some of the challenges.

Individuals with self-insight that accurately assess their strengths and development areas, more often than not, are more effective team members, managers and leaders than those who do not engage in this self-assessment. They capitalize on their abilities by recognizing situations that allow them to leverage their strengths and take initiative to commit to ongoing executive education and development. ExecutiveView360 provides a unique mirror to better understand how you are perceived and experienced by others. As such, it is hoped to increase your own self-awareness of your strengths and potential development areas.

Competencies

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 as a competitive advantage. 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 able to apply 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 Versatility

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 practises.

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

Ability to analyze a situation, identifies alternative solutions, and develops specific actions; gathers and utilizes available information in order to understand and solve organizational issues and problems.

Decision Making

Ability and willingness to make high quality decisions when required. Thinks and plans strategically.

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

Ability to identify and communicate 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

Ability to initiate and cultivate 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

Ability to create and develop motivated, cohesive, and high performance teams.

Interpersonal Effectiveness

Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; expresses sensitivity and empathy towards others.

Oral Communication/Presentation

Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner. Ability to express written thoughts and ideas in a clear and concise manner. Ability to convey oral thoughts and ideas in a clear and concise manner.

Influence/Negotiation

Ability to negotiate and effectively resolve interpersonal differences with others. Ability to utilize appropriate interpersonal styles and approaches in facilitating a group towards task achievement

Coaching/Development

Ability to attract, develop and retain talent. Ability to coach, train and develop others.

Personal Leadership

Self-Development

Ability to effectively manage one's own time, energy and abilities for continuous personal growth and maximum performance.

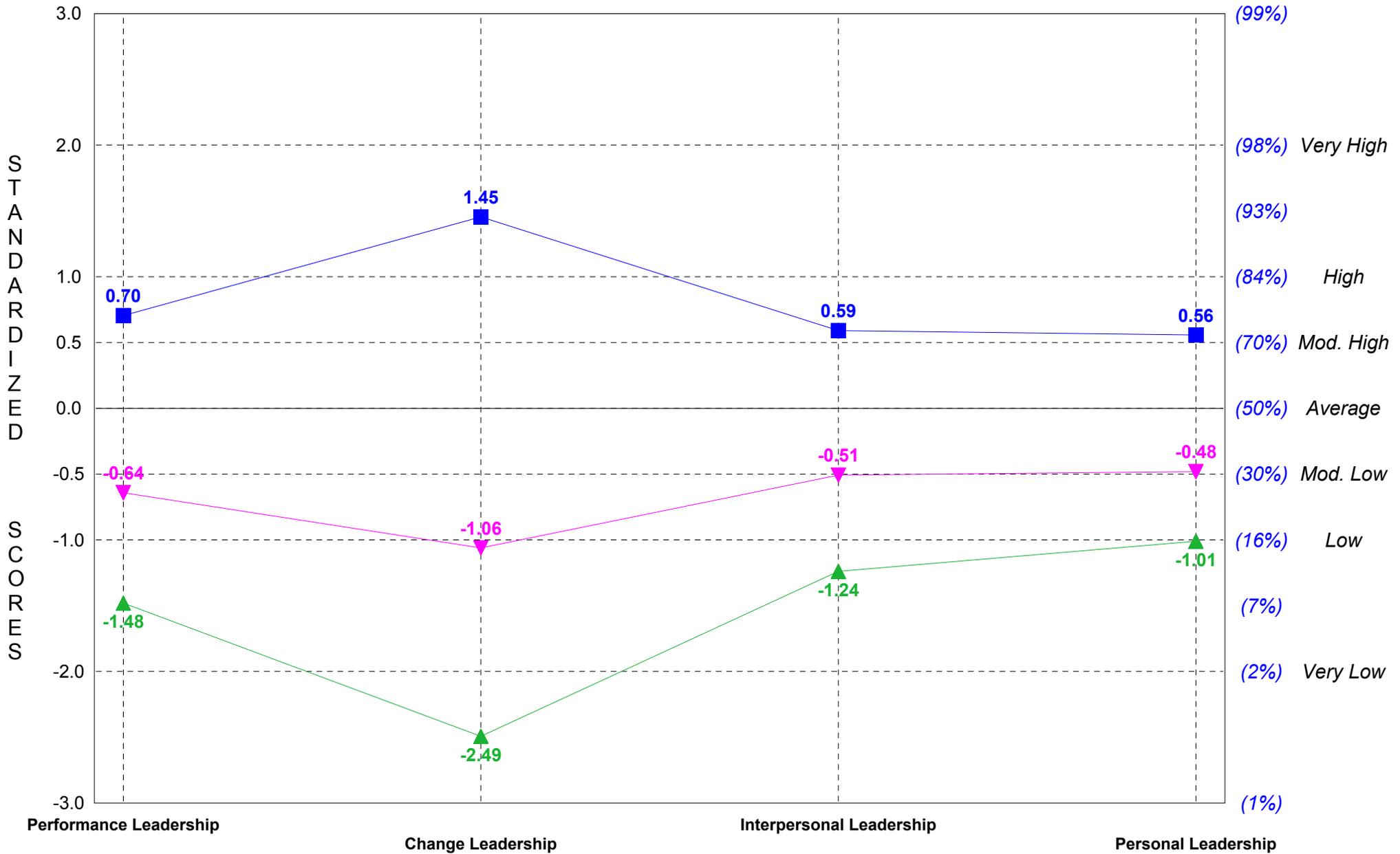
Adaptability/Flexibility

Ability to maintain balance and performance under pressure and stress. Ability to effectively cope 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

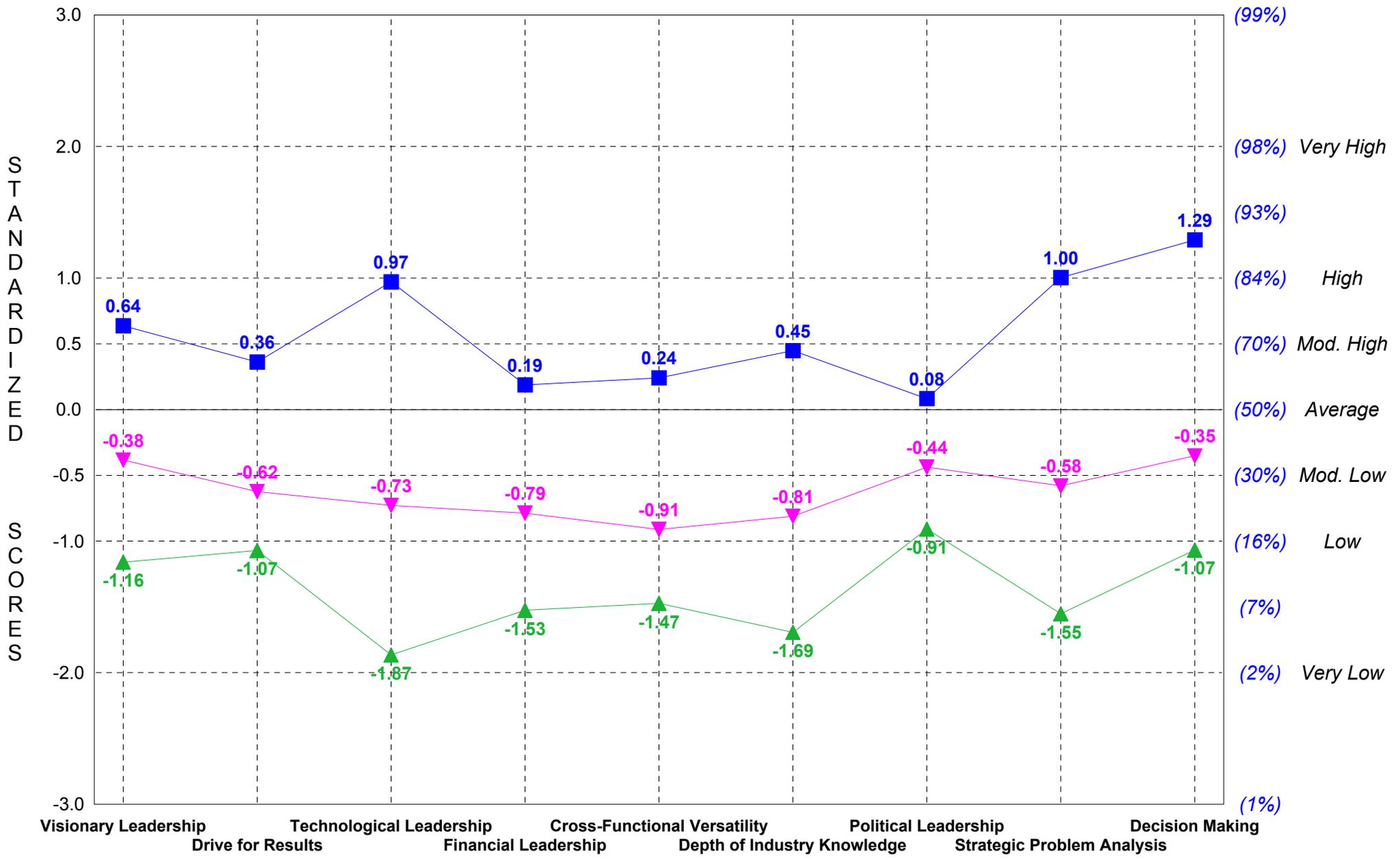
Leadership Factors



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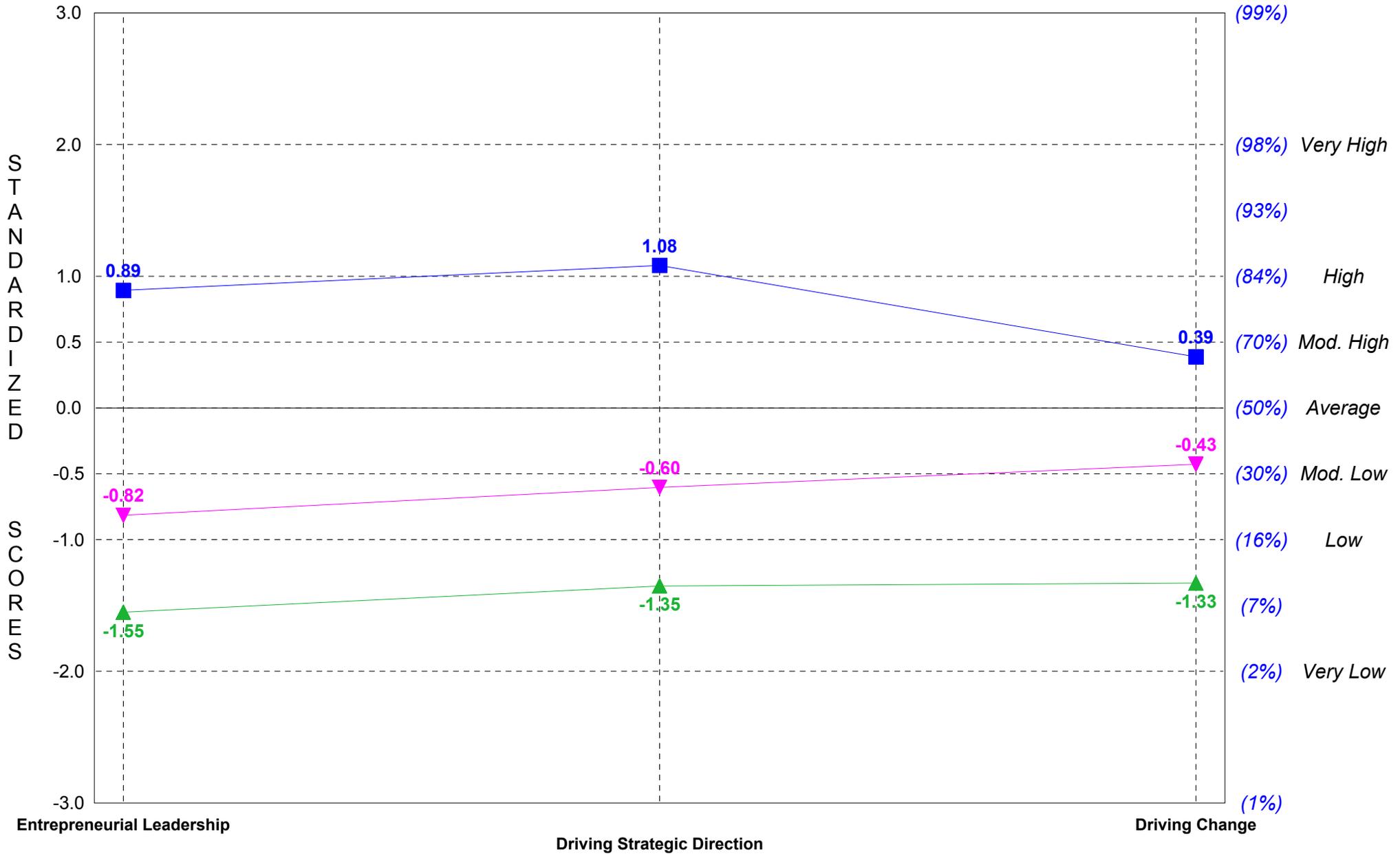
Performance Leadership



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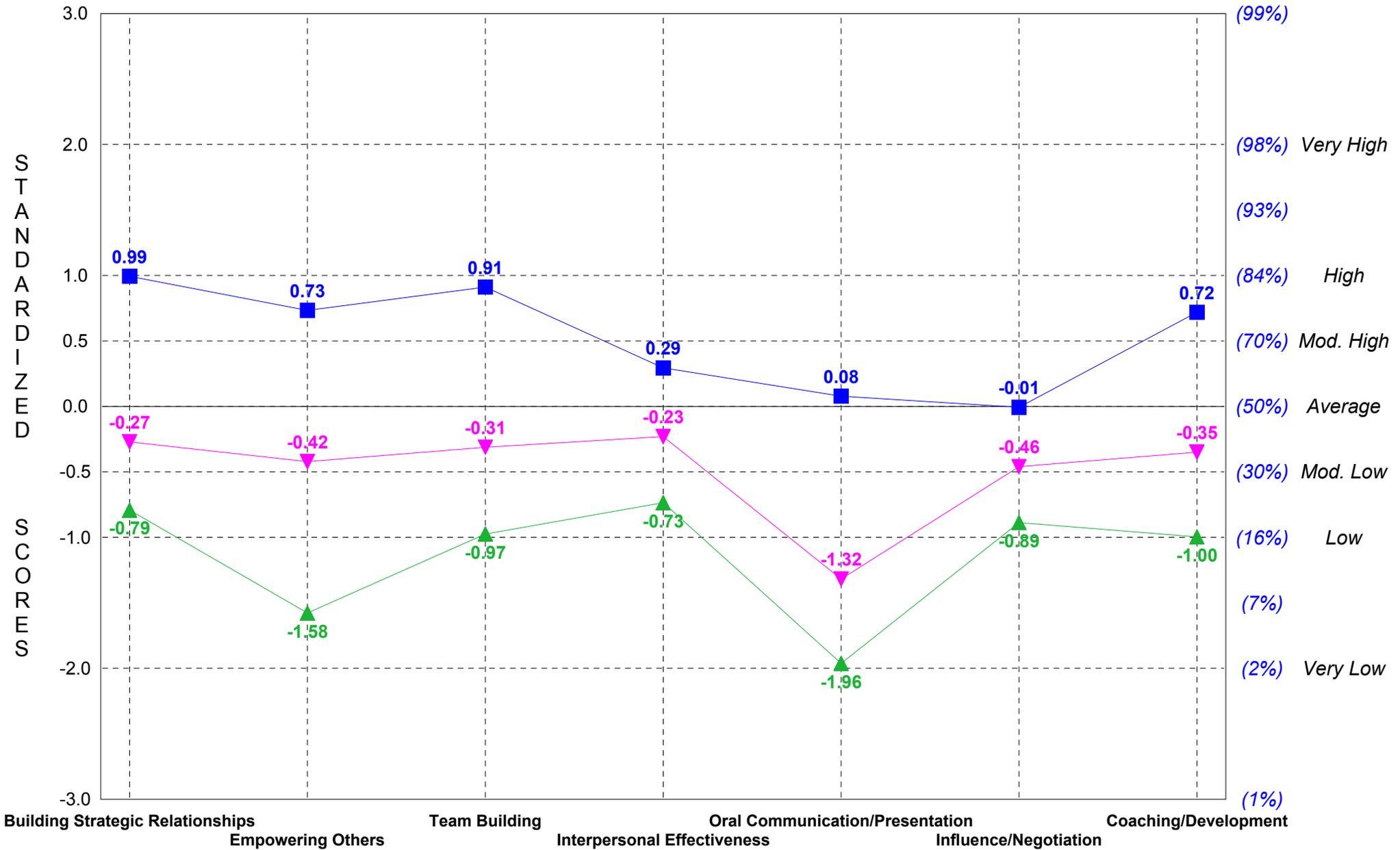
Change Leadership



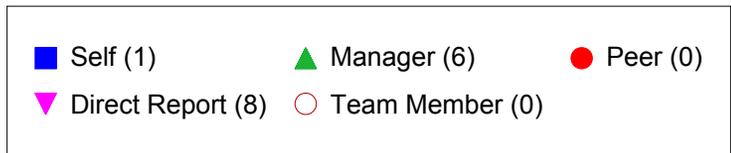
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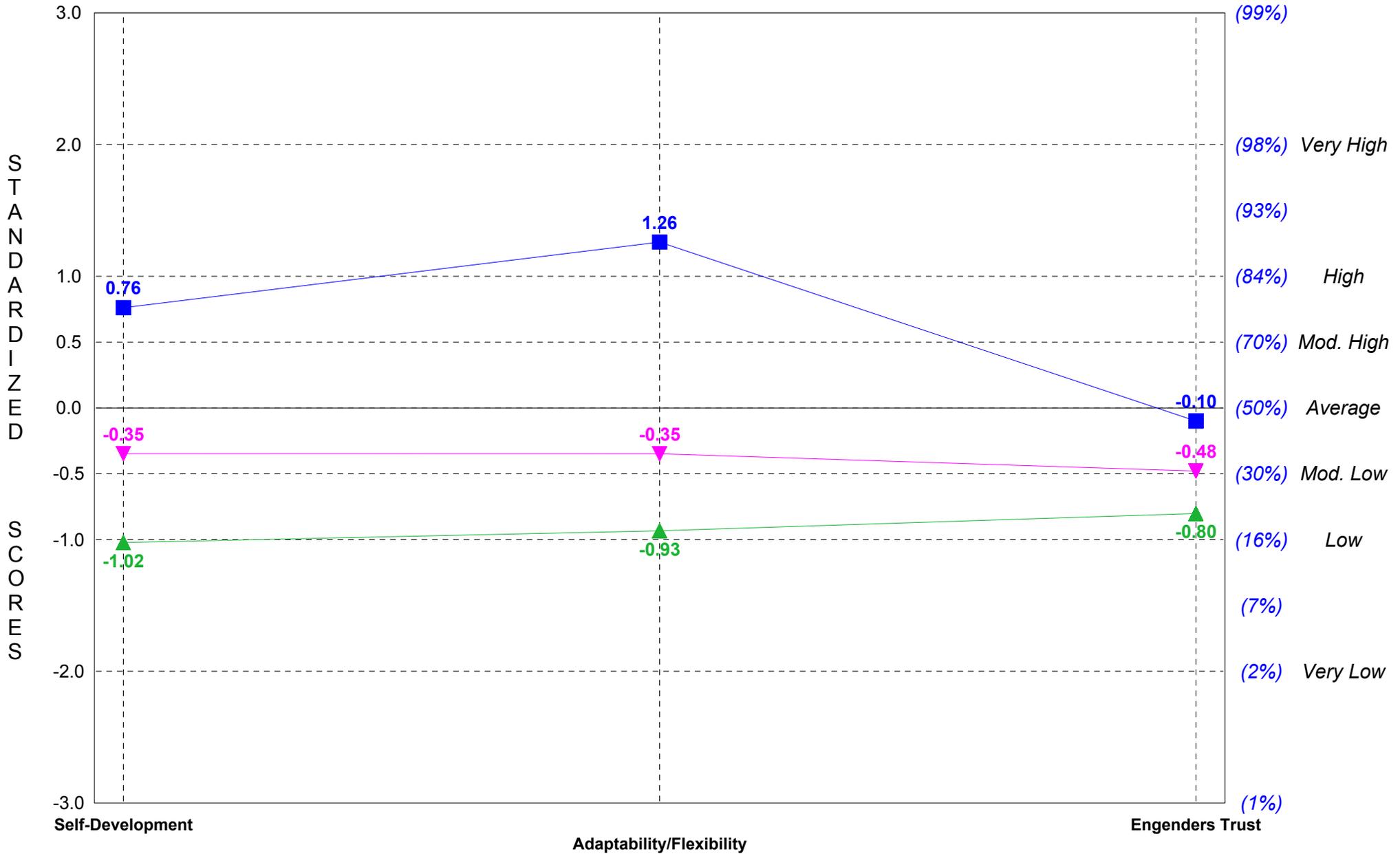
Interpersonal Leadership



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Personal Leadership



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Most Frequent Behaviors - Self

These behaviors were identified by you as your greatest strengths. They are rank ordered so the first item is your most frequently practised behavior.

Score	Behavior	Competency
7.00	Gathers enough information and data before making a decision.	Decision Making
7.00	Attracts and builds a high performing senior management team.	Team Building
7.00	Encourages a climate of trust, honesty and openness with others.	Team Building
7.00	Involves others in problem solving, decision making and planning processes.	Empowering Others
7.00	Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organization.	Building Strategic Relationships
7.00	Effectively allocates human and financial resources necessary to achieve strategic objectives.	Driving Strategic Direction
7.00	Has a compelling and clear picture for the future of the business and organization.	Visionary Leadership
7.00	Identifies, directs and focuses the organization's performance on high priority strategic goals initiatives.	Driving Strategic Direction
7.00	Expresses sensitivity and empathy towards others.	Interpersonal Effectiveness
7.00	Seeks and creates opportunities to add value within the marketplace.	Entrepreneurial Leadership

Most Frequent Behaviors - Manager

The following ten behaviors were identified by your Managers as your greatest strengths. They are ranked so the first item is the most frequently practised behavior.

Score	Behavior	Competency
4.83	Sets and pursues aggressive business goals and targets.	Drive for Results
4.67	Effectively negotiates "win-win" solutions.	Influence/Negotiation
4.67	Has a compelling and clear picture for the future of the business and organization.	Visionary Leadership
4.67	Allows for disagreements to emerge and to be discussed openly.	Influence/Negotiation
4.67	Demonstrates sensitivity towards and actively promotes diversity in the workforce.	Coaching/Development
4.50	Makes decisions confidently and quickly when necessary.	Decision Making
4.50	Effectively builds relationships with key community members and partnerships with others outside the organization.	Building Strategic Relationships
4.50	Aligns organizational structure, systems, processes and talent to achieve desired results across the organization	Cross-Functional Versatility
4.50	Demonstrates emotional control and patience under pressure and stress.	Adaptability/Flexibility
4.50	Provides ongoing career coaching, mentoring and guidance	Coaching/Development

Most Frequent Behaviors - All Others

The following ten behaviors were identified by your Other raters as your greatest strengths. They are ranked so the first item is the most frequently practised behavior.

Score	Behavior	Competency
5.38	Promotes collaboration and removes obstacles to teamwork across the organization.	Team Building
5.38	Has a compelling and clear picture for the future of the business and organization.	Visionary Leadership
5.25	Effectively builds relationships with key community members and partnerships with others outside the organization.	Building Strategic Relationships
5.25	Makes timely decisions based on adequate data and information.	Decision Making
5.25	Provides ongoing career coaching, mentoring and guidance	Coaching/Development
5.25	Effectively manages the overall financial health of the organization.	Financial Leadership
5.25	Effectively negotiates "win-win" solutions.	Influence/Negotiation
5.25	Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	Empowering Others
5.25	Seeks to actively listen and understand diverse points of view.	Interpersonal Effectiveness
5.13	Realistically appraises own strengths and development areas.	Self-Development

Least Frequent Behaviors - Self

You identified the following ten behaviors as those in which your performance is least effective. They are rank ordered so the first item is your least frequently practised behavior. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Competency
5.00	Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	Cross-Functional Versatility
5.00	Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner.	Interpersonal Effectiveness
5.00	Orchestrates change efforts across functions, departments, business units and teams.	Driving Change
5.00	Supports and champions sufficient financial and human resources for technology.	Technological Leadership
5.00	Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	Empowering Others
5.00	Identifies key issues in budgets, profit and loss statements, and other financial indicators.	Financial Leadership
5.00	Initiates and promotes continuous learning and improvement efforts throughout the organization.	Driving Change
5.00	Seeks to actively listen and understand diverse points of view.	Interpersonal Effectiveness
5.00	Identifies potential risks, contingency plans and drives achievement of those plans.	Driving Strategic Direction
5.00	Promotes collaboration and removes obstacles to teamwork across the organization.	Team Building

Least Frequent Behaviors - Manager

The following ten behaviors were identified by your Managers as those in which your performance is least effective. They are rank ordered so the first item is the least frequently practised behavior. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Competency
3.17	Delivers oral presentations that are persuasive, clear, and logically organized.	Oral Communication/Presentation
3.50	Involves others in problem solving, decision making and planning processes.	Empowering Others
3.50	Handles questions in meetings and presentations in a responsive and diplomatic manner.	Oral Communication/Presentation
3.50	Selects the best talent for key positions and assignments.	Coaching/Development
3.50	Supports and champions sufficient financial and human resources for technology.	Technological Leadership
3.67	Has a deep knowledge of industry's history, patterns, and future trends.	Depth of Industry Knowledge
3.67	Stays informed about innovations and new technologies to ensure competitive advantage.	Technological Leadership
3.67	Allows people to manage his or her own project, department, business unit or function with autonomy.	Empowering Others
3.67	Anticipates potential and future problems.	Strategic Problem Analysis
3.67	Demonstrates a depth and breadth of understanding of key operations and departments within the organization.	Cross-Functional Versatility

Least Frequent Behaviors - All Others

The following ten behaviors were identified by your Other raters as those in which your performance is least effective. They are rank ordered so the first item is the least frequently practised behavior. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Competency
4.13	Demonstrates consistency between actions and words.	Engenders Trust
4.25	Aligns organizational structure, systems, processes and talent to achieve desired results across the organization	Cross-Functional Versatility
4.25	Writes in a clear, direct and concise manner.	Oral Communication/Presentation
4.38	Communicates a vision of the organizational future and inspires commitment and support towards this vision from others.	Visionary Leadership
4.38	Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	Political Leadership
4.38	Allows people to manage his or her own project, department, business unit or function with autonomy.	Empowering Others
4.38	Pursues continuous learning and self-development by exposure to new ideas and perspectives.	Self-Development
4.38	Seeks and creates opportunities to add value within the marketplace.	Entrepreneurial Leadership
4.38	Allows for disagreements to emerge and to be discussed openly.	Influence/Negotiation
4.38	Identifies key issues in budgets, profit and loss statements, and other financial indicators.	Financial Leadership

ExecutiveView360 Item Summary

The average scores for each competency and specific questions measuring each competency are summarized below. The number in parentheses next to the average score is an index or measure of rater agreement for each competency and question. The range of scores for this statistical measure of agreement is 0 to 1 where "1" represents total agreement by all raters responding to the ExecutiveView360 questions. The higher the score, the greater the agreement is among raters providing feedback to you. A score closer to "0" suggests that there exists a wide disagreement among raters in their perceptions of how frequently you demonstrate specific actions and behaviors. An agreement score less than 0.5 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 the raters providing you with feedback.

ExecutiveView360 Questions	Self	Manager	Direct Report	Average
Visionary Leadership	6.00 (0.73)	4.17 (0.66)	4.96 (0.66)	4.62 (0.64)
Has a compelling and clear picture for the future of the business and organization.	7.00 (1.00)	4.67 (0.75)	5.38 (0.84)	5.07 (0.77)
Effectively articulates a clear purpose and mission that inspires the imagination of others.	5.00 (1.00)	4.00 (0.62)	5.13 (0.65)	4.64 (0.59)
Communicates a vision of the organizational future and inspires commitment and support towards this vision from others.	6.00 (1.00)	3.83 (0.70)	4.38 (0.63)	4.14 (0.65)
Drive for Results	5.67 (0.84)	4.33 (0.65)	4.75 (0.74)	4.57 (0.69)
Develops results-oriented strategies to achieve and maintain competitive advantage.	6.00 (1.00)	4.00 (0.73)	4.50 (0.76)	4.29 (0.73)
Sets and pursues aggressive business goals and targets.	6.00 (1.00)	4.83 (0.77)	4.63 (0.77)	4.71 (0.77)
Regularly monitors and corrects sources of lagging individual, team and organizational performance.	5.00 (1.00)	4.17 (0.55)	5.13 (0.74)	4.71 (0.61)
Technological Leadership	6.33 (0.69)	3.67 (0.60)	4.75 (0.62)	4.29 (0.57)
Articulates a compelling strategy for integrating technology into the strategic plan.	7.00 (1.00)	3.83 (0.55)	4.88 (0.69)	4.43 (0.59)
Stays informed about innovations and new technologies to ensure competitive advantage.	7.00 (1.00)	3.67 (0.69)	4.63 (0.59)	4.21 (0.60)
Supports and champions sufficient financial and human resources for technology.	5.00 (1.00)	3.50 (0.58)	4.75 (0.60)	4.21 (0.54)

ExecutiveView360 Questions	Self	Manager	Direct Report	Average
Financial Leadership	5.67 (0.84)	4.06 (0.68)	4.75 (0.71)	4.45 (0.67)
Identifies key issues in budgets, profit and loss statements, and other financial indicators.	5.00 (1.00)	4.33 (0.84)	4.38 (0.67)	4.36 (0.73)
Effectively manages the overall financial health of the organization.	6.00 (1.00)	4.00 (0.57)	5.25 (0.78)	4.71 (0.61)
Effectively allocates financial resources to meet business objectives.	6.00 (1.00)	3.83 (0.70)	4.63 (0.77)	4.29 (0.71)
Cross-Functional Versatility	5.67 (0.69)	4.06 (0.68)	4.58 (0.68)	4.36 (0.67)
Demonstrates a depth and breadth of understanding of key operations and departments within the organization.	7.00 (1.00)	3.67 (0.75)	4.88 (0.69)	4.36 (0.65)
Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	5.00 (1.00)	4.00 (0.67)	4.63 (0.71)	4.36 (0.68)
Aligns organizational structure, systems, processes and talent to achieve desired results across the organization	5.00 (1.00)	4.50 (0.68)	4.25 (0.68)	4.36 (0.68)
Depth of Industry Knowledge	6.00 (0.73)	3.94 (0.62)	4.79 (0.68)	4.43 (0.63)
Has a deep knowledge of industry's history, patterns, and future trends.	5.00 (1.00)	3.67 (0.63)	4.75 (0.68)	4.29 (0.61)
Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors.	6.00 (1.00)	4.00 (0.57)	4.88 (0.69)	4.50 (0.61)
Implements "best practices" from other industry experience to be successful.	7.00 (1.00)	4.17 (0.70)	4.75 (0.68)	4.50 (0.67)
Political Leadership	5.33 (0.84)	4.22 (0.64)	4.75 (0.69)	4.52 (0.66)
Effectively utilizes positional power to drive key initiatives and strategies.	5.00 (1.00)	4.00 (0.57)	4.88 (0.74)	4.50 (0.63)
Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	5.00 (1.00)	4.33 (0.75)	4.38 (0.63)	4.36 (0.68)
Fosters internal negotiation and effective conflict resolution with others.	6.00 (1.00)	4.33 (0.63)	5.00 (0.76)	4.71 (0.68)
Strategic Problem Analysis	6.33 (0.69)	3.78 (0.56)	4.75 (0.65)	4.33 (0.58)
Anticipates potential and future problems.	7.00 (1.00)	3.67 (0.58)	4.50 (0.71)	4.14 (0.63)
Gathers and utilizes available information in order to understand and solve organizational issues and problems.	7.00 (1.00)	3.83 (0.55)	5.13 (0.65)	4.57 (0.55)
Generates and considers multiple solutions to a problem.	5.00 (1.00)	3.83 (0.55)	4.63 (0.63)	4.29 (0.57)

ExecutiveView360 Questions	Self	Manager	Direct Report	Average
Decision Making	6.67 (0.84)	4.33 (0.69)	5.04 (0.72)	4.74 (0.68)
Makes timely decisions based on adequate data and information.	6.00 (1.00)	4.50 (0.68)	5.25 (0.78)	4.93 (0.71)
Makes decisions confidently and quickly when necessary.	7.00 (1.00)	4.50 (0.83)	5.00 (0.76)	4.79 (0.78)
Gathers enough information and data before making a decision.	7.00 (1.00)	4.00 (0.62)	4.88 (0.65)	4.50 (0.61)
Entrepreneurial Leadership	6.33 (0.69)	3.89 (0.57)	4.63 (0.66)	4.31 (0.60)
Seeks and creates opportunities to add value within the marketplace.	7.00 (1.00)	3.83 (0.55)	4.38 (0.63)	4.14 (0.58)
Creates a vision for realizing new business ventures.	7.00 (1.00)	3.83 (0.60)	4.75 (0.68)	4.36 (0.61)
Seeks and develops entrepreneurial opportunities and ventures.	5.00 (1.00)	4.00 (0.57)	4.75 (0.68)	4.43 (0.61)
Driving Strategic Direction	6.33 (0.69)	4.17 (0.70)	4.83 (0.63)	4.55 (0.64)
Identifies, directs and focuses the organization's performance on high priority strategic goals initiatives.	7.00 (1.00)	3.83 (0.64)	4.75 (0.68)	4.36 (0.63)
Identifies potential risks, contingency plans and drives achievement of those plans.	5.00 (1.00)	4.50 (0.83)	4.88 (0.65)	4.71 (0.71)
Effectively allocates human and financial resources necessary to achieve strategic objectives.	7.00 (1.00)	4.17 (0.70)	4.88 (0.58)	4.57 (0.61)
Driving Change	5.67 (0.69)	4.00 (0.60)	4.88 (0.65)	4.50 (0.60)
Orchestrates change efforts across functions, departments, business units and teams.	5.00 (1.00)	4.17 (0.64)	4.75 (0.60)	4.50 (0.61)
Inspires and supports risk taking, change, creativity and innovation by others.	7.00 (1.00)	3.67 (0.54)	5.13 (0.65)	4.50 (0.53)
Initiates and promotes continuous learning and improvement efforts throughout the organization.	5.00 (1.00)	4.17 (0.64)	4.75 (0.72)	4.50 (0.67)
Building Strategic Relationships	6.33 (0.84)	4.33 (0.69)	4.92 (0.68)	4.67 (0.67)
Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organization.	7.00 (1.00)	4.17 (0.64)	4.75 (0.68)	4.50 (0.65)
Effectively builds relationships with key community members and partnerships with others outside the organization.	6.00 (1.00)	4.50 (0.83)	5.25 (0.78)	4.93 (0.77)
Develops and maintains a broad base of support among key internal and external stakeholders.	6.00 (1.00)	4.33 (0.63)	4.75 (0.64)	4.57 (0.63)

ExecutiveView360 Questions	Self	Manager	Direct Report	Average
Empowering Others	6.00 (0.73)	3.67 (0.53)	4.83 (0.64)	4.33 (0.55)
Allows people to manage his or her own project, department, business unit or function with autonomy.	6.00 (1.00)	3.67 (0.54)	4.38 (0.71)	4.07 (0.61)
Involves others in problem solving, decision making and planning processes.	7.00 (1.00)	3.50 (0.50)	4.88 (0.65)	4.29 (0.52)
Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	5.00 (1.00)	3.83 (0.55)	5.25 (0.64)	4.64 (0.54)
Team Building	6.33 (0.69)	4.28 (0.73)	5.00 (0.71)	4.69 (0.70)
Encourages a climate of trust, honesty and openness with others.	7.00 (1.00)	4.33 (0.84)	4.63 (0.63)	4.50 (0.70)
Attracts and builds a high performing senior management team.	7.00 (1.00)	4.17 (0.77)	5.00 (0.76)	4.64 (0.73)
Promotes collaboration and removes obstacles to teamwork across the organization.	5.00 (1.00)	4.33 (0.63)	5.38 (0.84)	4.93 (0.68)
Interpersonal Effectiveness	5.67 (0.69)	4.28 (0.62)	4.96 (0.67)	4.67 (0.63)
Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner.	5.00 (1.00)	4.50 (0.63)	4.50 (0.67)	4.50 (0.65)
Seeks to actively listen and understand diverse points of view.	5.00 (1.00)	4.50 (0.68)	5.25 (0.68)	4.93 (0.66)
Expresses sensitivity and empathy towards others.	7.00 (1.00)	3.83 (0.60)	5.13 (0.74)	4.57 (0.61)
Oral Communication/Presentation	5.67 (0.84)	3.67 (0.56)	4.42 (0.63)	4.10 (0.58)
Delivers oral presentations that are persuasive, clear, and logically organized.	6.00 (1.00)	3.17 (0.55)	4.50 (0.63)	3.93 (0.54)
Handles questions in meetings and presentations in a responsive and diplomatic manner.	6.00 (1.00)	3.50 (0.63)	4.50 (0.67)	4.07 (0.61)
Writes in a clear, direct and concise manner.	5.00 (1.00)	4.33 (0.58)	4.25 (0.60)	4.29 (0.59)
Influence/Negotiation	5.33 (0.84)	4.44 (0.68)	4.88 (0.68)	4.69 (0.67)
Allows for disagreements to emerge and to be discussed openly.	5.00 (1.00)	4.67 (0.75)	4.38 (0.67)	4.50 (0.70)
Effectively negotiates "win-win" solutions.	5.00 (1.00)	4.67 (0.75)	5.25 (0.78)	5.00 (0.75)
Communicates and expresses ideas in a manner that persuades and influences others.	6.00 (1.00)	4.00 (0.62)	5.00 (0.67)	4.57 (0.61)

ExecutiveView360 Questions	Self	Manager	Direct Report	Average
Coaching/Development	6.00 (0.70)	4.23 (0.61)	4.90 (0.68)	4.61 (0.63)
Selects the best talent for key positions and assignments.	7.00 (1.00)	3.50 (0.63)	5.00 (0.76)	4.36 (0.61)
Establishes a plan and process for developing successors.	6.00 (1.00)	4.00 (0.62)	4.75 (0.68)	4.43 (0.63)
Provides timely, clear and constructive performance and developmental feedback.	5.00 (1.00)	4.50 (0.58)	4.75 (0.68)	4.64 (0.63)
Provides ongoing career coaching, mentoring and guidance	7.00 (1.00)	4.50 (0.68)	5.25 (0.64)	4.93 (0.63)
Demonstrates sensitivity towards and actively promotes diversity in the workforce.	5.00 (1.00)	4.67 (0.69)	4.75 (0.68)	4.71 (0.68)
Self-Development	6.00 (0.73)	4.06 (0.55)	4.79 (0.67)	4.48 (0.59)
Seeks and applies feedback and constructive criticism.	6.00 (1.00)	4.17 (0.55)	4.88 (0.65)	4.57 (0.59)
Pursues continuous learning and self-development by exposure to new ideas and perspectives.	5.00 (1.00)	4.17 (0.55)	4.38 (0.71)	4.29 (0.63)
Realistically appraises own strengths and development areas.	7.00 (1.00)	3.83 (0.55)	5.13 (0.69)	4.57 (0.57)
Adaptability/Flexibility	6.67 (0.84)	4.17 (0.66)	4.83 (0.69)	4.55 (0.66)
Maintains a realistic outlook in the face of challenge and change.	7.00 (1.00)	4.00 (0.62)	4.50 (0.63)	4.29 (0.61)
Responds constructively to ambiguity, change, obstacles, and challenges.	6.00 (1.00)	4.00 (0.73)	5.00 (0.83)	4.57 (0.73)
Demonstrates emotional control and patience under pressure and stress.	7.00 (1.00)	4.50 (0.68)	5.00 (0.67)	4.79 (0.66)
Engenders Trust	5.00 (1.00)	4.22 (0.55)	4.58 (0.65)	4.43 (0.60)
Demonstrates high standards of personal and professional integrity.	5.00 (1.00)	4.33 (0.63)	4.75 (0.68)	4.57 (0.65)
Maintains open, honest and non-defensive relationships.	5.00 (1.00)	4.50 (0.58)	4.88 (0.65)	4.71 (0.61)
Demonstrates consistency between actions and words.	5.00 (1.00)	3.83 (0.48)	4.13 (0.69)	4.00 (0.58)

Introduction to the Open Ended Questions

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

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?

ExecutiveView360 Open Ended Questions

What are the executive's strengths?

Self

No comments made.

Manager

No comments made.

Direct Report

Solid team player and of the highest integrity

Appears to be organized and disciplined

Very logical thinker not concerned with the political implications of a decision if he believes it is the right decision. Very well liked and is someone people feel they can trust

Chris is a very fair person and will always try to find a win-win situation for all involved. Is very organized in his tasks and responsibilities and very committed to doing them in a timely and flawless manner.

Chris is one of the best Managers I have ever had. Is very approachable and knowledgeable in this industry and helpful in raising the level of this office.

Chris was the best role model and manager I have ever had. My career is a success due to his input. Chris is professional, positive, clear thinking, assertive, well-spoken, fair, organized, very motivating and motivates one to perform at levels they might not have been able to achieve alone. Chris is like a coach that you always want to play for and win with!

Very capable with people. Has an ability to ask questions, listen, and gather information from others. Seems to be very organized

Chris is a dynamic leader who cares about the people who work for him. Chris is articulate and a good writer.

Chris has great leadership abilities. Chris is extremely competitive. Chris communicates in a clear and concise manner. Chris leads by example in as much as he works as hard, or harder, than he expects his subordinates to work. Chris projects and lives up to a high standard and image of what he pictures as a "true professional". Chris's picture of a true professional is lofty yet achievable.

Chris is a very loyal person. Chris will go to the mat for you if he knows what you are requesting is well thought out. Chris, in my opinion, is one of the best role models and managers I have had as a manager, as an agent, and as a person.

Chris is an excellent listener. Makes decisions based on sound judgment. Strong interpersonal skills.

ExecutiveView360 Open Ended Questions

What are the executive's developmental areas?

Self

No comments made.

Manager

No comments made.

Direct Report

Organizational skills and stress reduction

Sometimes too forgiving and nice. Can get overwhelmed at times although that could be expected considering the amount of travel and demands of a company in transition.

Very capable with people.

Has an ability to ask questions, listen, and gather information from others. Seems to be very organized

Needs to be more supportive versus directive to those who report to him. Appears open to criticism, but one on one, not very open in reality.

Chris is quite stingy with the compliments. Chris needs to provide more positive feedback to us on a more frequent basis

Chris can be empathetic but it seems to be given grudgingly. Example: when a manager requests vacation time it is not granted enthusiastically as if you deserve it for a job well done. Instead you feel that Chris would prefer that you stay and mind the fort because there is always something left undone.

Chris does not compliment subordinates easily. Complimenting subordinates on a regular basis will put Chris into the Divisional Manager Hall of fame.

Does not meet deadlines. Slightly disorganized. Sometimes focuses on the wrong detail. Can be stubborn to a fault.

Developmental Focus

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?

Deciding What Executive Competencies To Work On

The first column below summarizes the twenty two ExecutiveView360 Competencies. Place a check next to the ones you rate as being most important to your current position below and in the second column 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.

ExecutiveView360 Competency	Competency Importance Rating	Development As Perceived By Others
Performance Leadership		
Visionary Leadership		
Drive for Results		
Technological Leadership		
Financial Leadership		
Cross-Functional Versatility		
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		
Oral Communication/Presentation		
Influence/Negotiation		
Coaching/Development		
Personal Leadership		
Self-Development		
Adaptability/Flexibility		
Engenders Trust		

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 Development Plan

ExecutiveView360 Competency:

Development Activities:

Target Dates:

Support/Resources Required:

Measures of Success:

Results/Outcomes: