REVOLUTION 360

Sample Participant

Number of Respondents:

Invited	Actual	Reported	Relationship
1	1	1	Self
1	1	1	Manager
5	4	4	Direct Report
4	3	3	Peer
3	3	3	Other

If rater categories have been pooled or dropped, see the table above for details.

WORKEFFECTS

LEADERSHIP & CULTURE ALIGNMENT

This page is intentionally left blank.

Contents

Work Effects' 4R Model is a road map for how leadership is consciously developed and practiced. The 4R's represent: Relationships, Roles, Responsibilities, and Results. Relationships are the foundation of the model and are derived from the BASIC leadership traits. The quality of the relationship a leader has is a reflection of their relationship with self. If a leader consistently has beneficial partnerships, has aligned emotions, sustained determination, intellectual flexibility, and character he/she will inevitably have positive interaction with others and form trusted relationships.

The 4R model combines BASIC leadership with management skills to demonstrate how transformational leaders sustain results. When incorporated within a 360 initiative, the 4R's provides a profile of leadership effectiveness - evaluating one's internal traits, relationships, and capacity to perform.
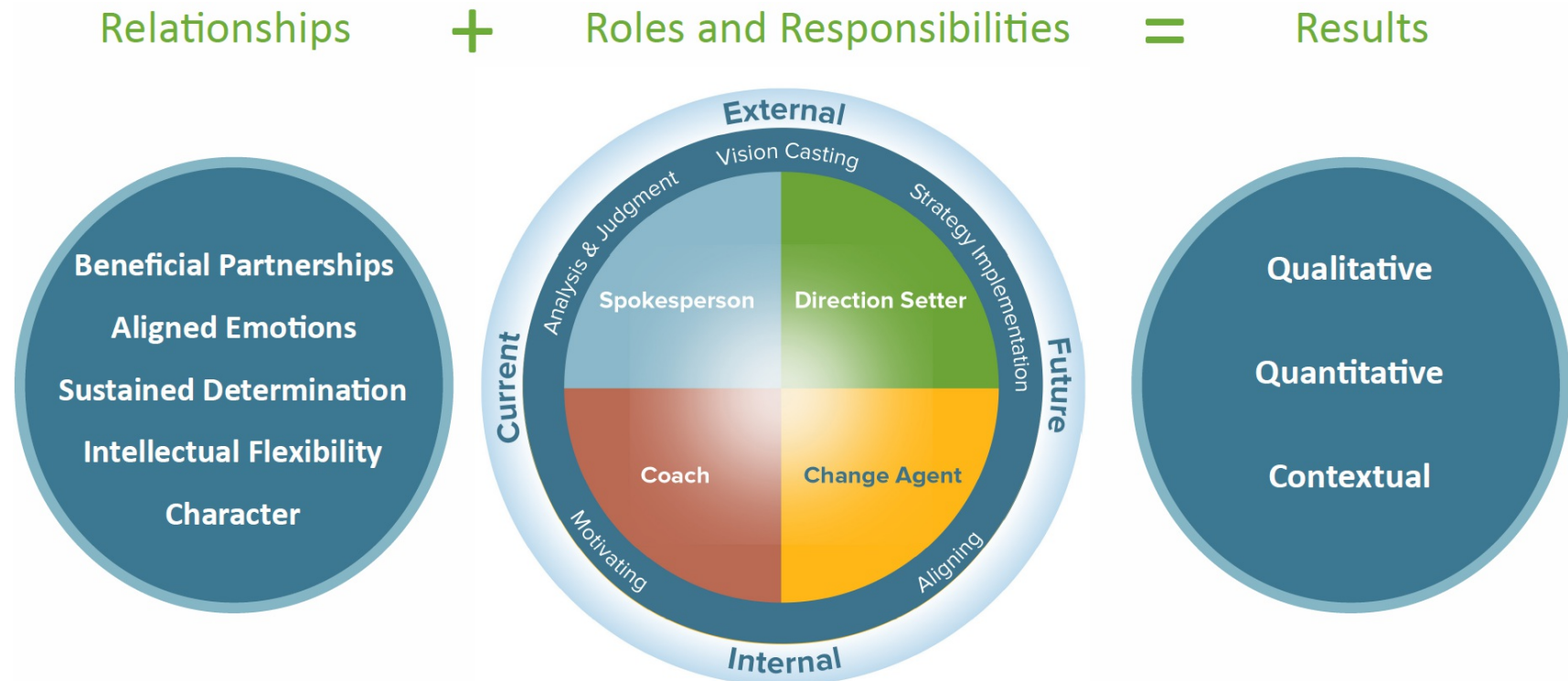
HOW TO READ THIS REPORT

The following information describes the images you will see in this report and how to interpret the information. Please refer to this page if you have any interpretation questions as you read your report.

Dashboard

A This chart compares your average self rating (orange line) for each of the areas of leadership with your average rating across all other raters (blue circle). Using this chart, you can see where your biggest gaps between your perceptions and others' perceptions are.

B These are the dimensions that are included in each area of leadership. For example, the averages depicted in the 'Roles' chart are made up of the average scores for the Change Agent, Spokesperson, Direction Setter, and Coach dimensions.

C These charts display the average self rating versus the average rating of all observers for each factor.

Area of Leadership Details

D Just like the graphics in (A) above, this chart compares your average self rating (orange line) for each of the areas of leadership with your average rating across all other raters (blue circle).

E These boxes identify the dimensions within each area of leadership, and tell you if the dimension is one of your confirmed strengths, confirmed development areas, unconfirmed strengths, or unconfirmed development areas.

F This chart displays your average rating on the dimension identified by the boxes described in (E), separated by rater relationship. The gray bar represents the range of responses.

G These charts list the items and display your average rating for each item in the dimension, separated by rater relationship. The gray bar represents the range of responses. A blue bar indicates a rater group's average was within .5 of the "self" score. A red bar indicates a rater group's averages score was less favorable than the "self" score by .5 or more. A green bar indicates a rater group's averages score was more favorable than the "self" score by .5 or more.

3
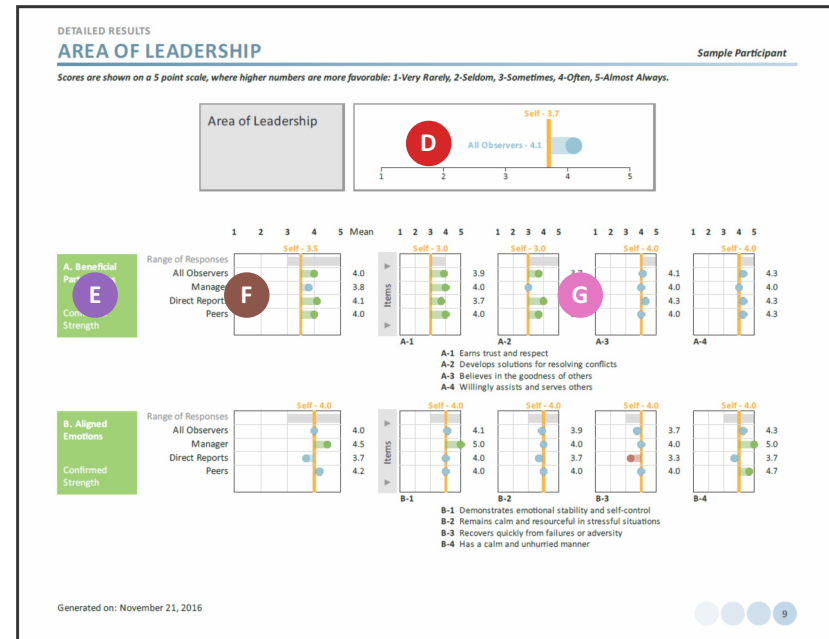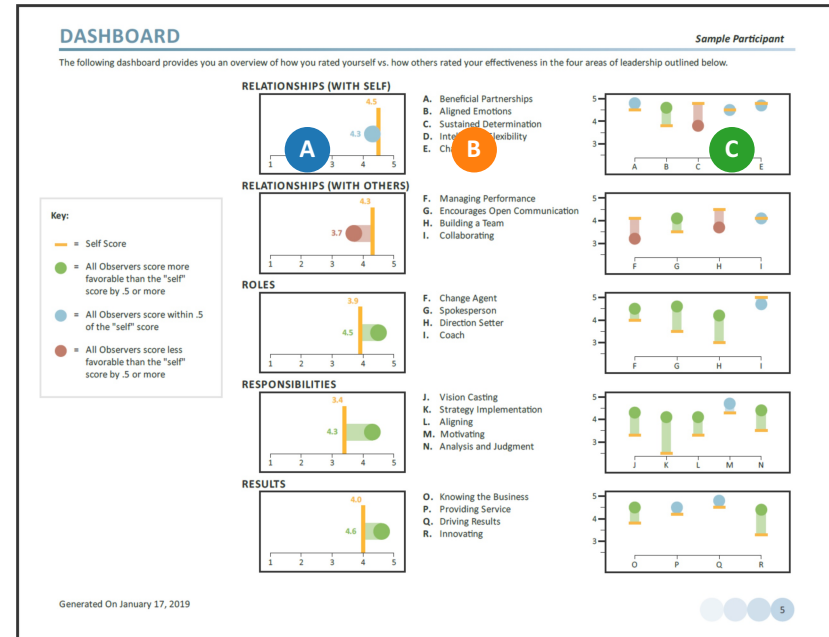
You recently completed a 360-degree feedback process by collecting feedback on your workplace behaviors from a number of individuals. The following results will help you identify your strengths and development areas – both confirmed and unrecognized – so that you can target your development in the most strategic way possible. In order to get the most out of the feedback in this report, here are a few tips to keep in mind:

Do

- **Keep an open mind.** There will be some factors where you and your raters all agree, and some factors where your raters perceive something differently than you do. Be willing to consider multiple perspectives.

- **Consider how you might use the feedback.** For your strengths and development areas alike, consider how you can act on the information presented to make a positive change.

- **Come back to this report.** This shouldn't be a report that you read once and put to the side; instead, take your time to go through it, process the feedback, and revisit it a few times to remind yourself on your goals and to see what new ideas emerge.

Don't

- **Get defensive.** It's a natural instinct to reject criticism. Avoid resisting negative feedback; instead, consider the feedback and think about how you might make a change in that area.

- **Ignore or neglect positive feedback.** When you see your strengths, try not to think that your work in those areas is done. Instead, consider how you can leverage that strength in more areas of your work.

- **Interpret feedback as a reflection of your character.** The feedback in this report is focused on your behaviors in the workplace – your feedback is not a reflection of you as a person, but rather, on your actions and behaviors in the workplace that are under your control.

Look at the Executive Summary on page 6 and answer the following questions:

What kinds of patterns or themes do you notice?

What, if anything, is surprising to you?

DASHBOARD

The following dashboard provides you an overview of how you rated yourself vs. how others rated your effectiveness in the four areas of leadership outlined below.

RELATIONSHIPS (WITH SELF)

4.5
4.3

1 2 3 4 5
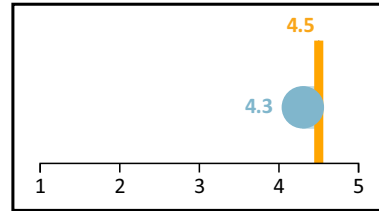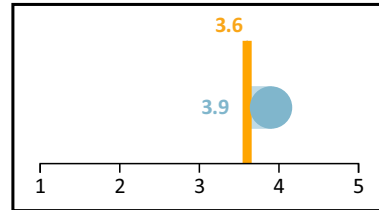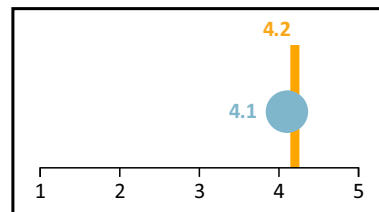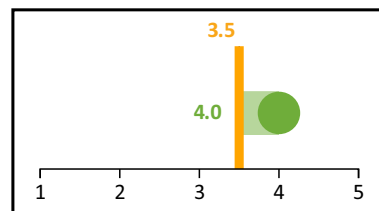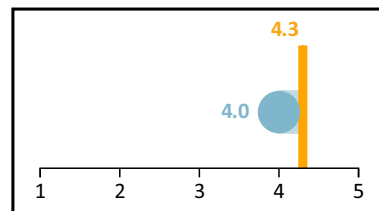
Key:

— = Self Score

🟢 = All Observers score more favorable than the "self" score by .5 or more

🔵 = All Observers score within .5 of the "self" score

🔴 = All Observers score less favorable than the "self" score by .5 or more

⚫ = No self ratings were entered for this factor

A. Beneficial Partnerships
B. Aligned Emotions
C. Sustained Determination
D. Intellectual Flexibility
E. Character

5
4
3

A B C D E

RELATIONSHIPS (WITH OTHERS)

3.6
3.9

1 2 3 4 5
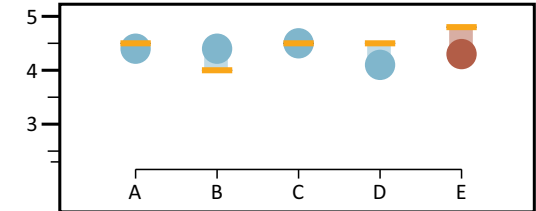
F. Managing Performance
G. Encourages Open Communication
H. Building a Team
I. Collaborating

5
4
3

F G H I

ROLES

4.2
4.1

1 2 3 4 5
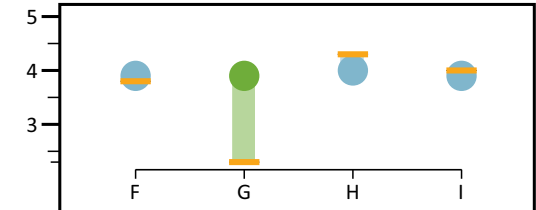
J. Change Agent
K. Spokesperson
L. Direction Setter
M. Coach

5
4
3

J K L M

RESPONSIBILITIES

3.5
4.0

1 2 3 4 5
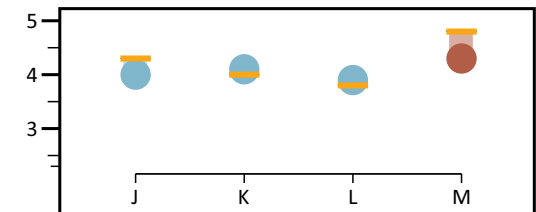
N. Vision Casting
O. Strategy Implementation
P. Aligning
Q. Motivating
R. Analysis and Judgment

5
4
3

N O P Q R

RESULTS

4.3
4.0

1 2 3 4 5
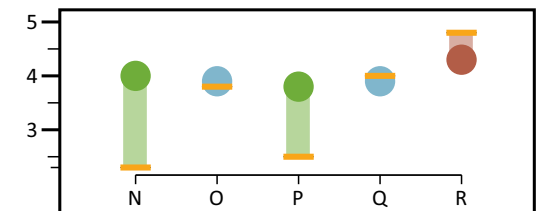
S. Knowing the Business
T. Providing Service
U. Driving Results
V. Innovating
W. Global Effectiveness

5
4
3

S T U V W
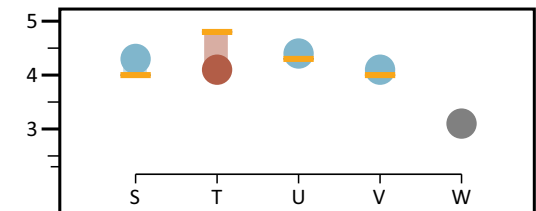
Dimensional Importance

Your raters were asked, "What are the four behavioral areas most important for success in this individual's position?" of all responses. In each column below, you see the number of individuals in each relationship group who selected the behavioral dimension in response to the question. On the far right, you see the percentage of all raters, including yourself, who selected the dimension as one of the four that are most important to success in your position.

		Self	Manager	Direct Report	Peer	Other	Total Count	Total Percent
	Relationships (with self)							
A	Beneficial Partnerships						0	-
B	Aligned Emotions						0	-
C	Sustained Determination			1			1	8%
D	Intellectual Flexibility	1					1	8%
E	Character				1	1	2	17%
	Relationships (with Others)							
F	Managing Performance	1	1	3	1	1	7	58%
G	Encourages Open Communication						0	-
H	Building a Team		1	2	1	1	5	42%
I	Collaborating	1		4			5	42%
	Roles							
J	Change Agent	1				1	2	17%
K	Spokesperson					1	1	8%
L	Direction Setter			1	1		2	17%
M	Coach				1	2	3	25%
	Responsibilities							
N	Vision Casting						0	-
O	Strategy Implementation	1		1	1	1	4	33%
P	Aligning				1		1	8%
Q	Motivating	1	1	1	1	2	6	50%
R	Analysis and Judgment		1	3	2		6	50%
	Results							
S	Knowing the Business				1	1	2	17%
T	Providing Service						0	-
U	Driving Results			1	2	1	4	33%
V	Innovating						0	-
W	Global Effectiveness						0	-

Relative Strength and Development Areas

For each dimension, consolidated responses of all raters were compared with the ratings you gave yourself and plotted on the scatter graph below. The horizontal axis represents the average of all scores you gave yourself on each of the dimensions. The vertical axis represents the average score for all other raters. The size of each circle corresponds with the total percentage of raters who selected the dimension as one of the four that are most important to success in your position.

The Confirmed Strengths quadrant holds dimensions that both you and your raters scored most highly. Confirmed Development represents those dimensions that both you and your raters scored less favorably. The Unrecognized Development quadrant represents the dimensions that you rated highly for yourself, but fall below the average of your raters' ratings. Unrecognized Strengths are those dimensions that you rated less favorably for yourself, but your raters indicated were relative strengths.
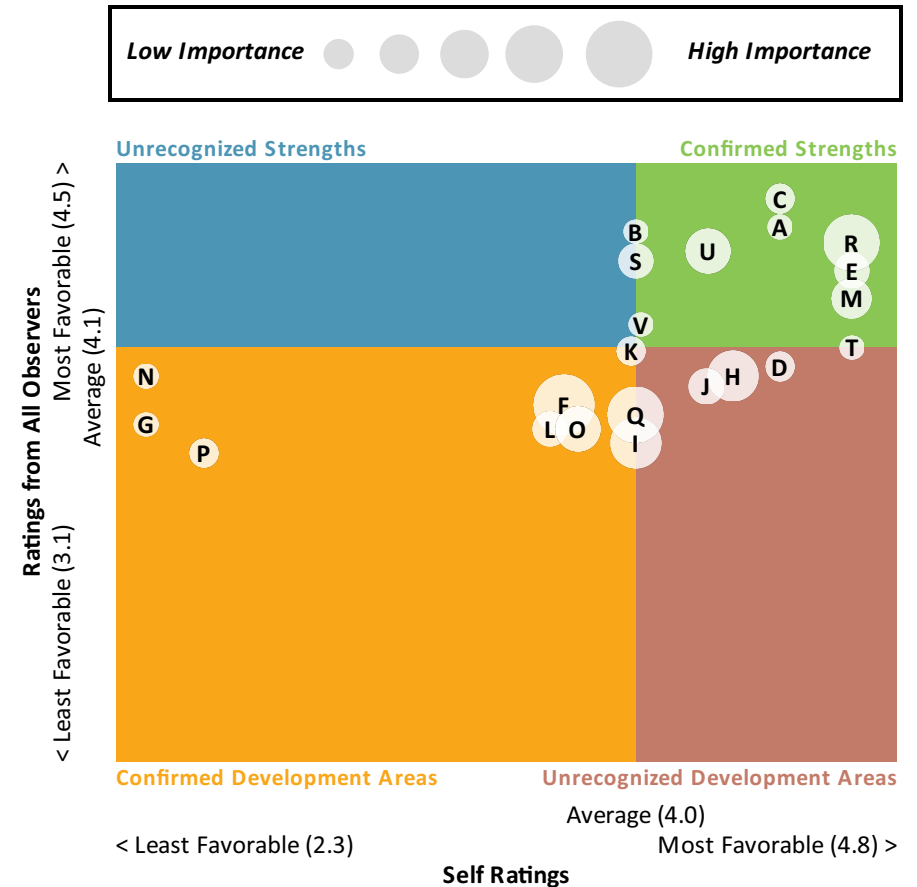
Most Important Dimensions

In order to act on your strengths and development opportunities, it is important to understand what drives each one. For each behavioral dimension below, answer the question listed by considering the factors that enable or inhibit your success in that area.

Managing Performance
- What are the inhibitors that prevent your growth in this area?

Motivating
- What are the inhibitors that prevent your growth in this area?

Analysis and Judgment
- What are the enablers that promote your strength in this area?

Below are the most important dimensions to success in your role, as determined by your raters. Each dimension includes the survey item(s) that are driving dimension importance. For example, if a dimension is listed as a "Strength" it will also include the survey item(s) that most contribute to that result.

		3 Most Important Behavioral Dimensions	Item(s)
58%	F	**Managing Performance** Confirmed Development Areas	Consistently evaluates progress
50%	Q	**Motivating** Unrecognized Development Areas	Inspires others through their energy and enthusiasm Helps others to sustain their momentum in the face of obstacles
50%	R	**Analysis and Judgment** Confirmed Strengths	Manages money and other resources carefully

This page is intentionally left blank.

RELATIONSHIPS (WITH SELF)

Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.

Relationships (with self)

Self - 4.5
All Observers - 4.3

A. Beneficial Partnerships
Confirmed Strengths

	Range of Responses (Self - 4.5)	A-1 (Self - 4.0)	A-2 (Self - 5.0)	A-3 (Self - 5.0)	A-4 (Self - 4.0)
All Observers	4.4	4.5	4.3	4.4	4.5
Manager	4.5	5.0	5.0	4.0	4.0
Direct Report	4.3	4.0	4.0	4.8	4.3
Peer	4.5	4.7	4.3	4.0	5.0
Other	4.5	4.7	4.3	4.3	4.7

A-1 Earns trust and respect
A-2 Develops solutions for resolving conflicts
A-3 Believes in the goodness of others
A-4 Willingly assists and serves others

B. Aligned Emotions
Confirmed Strengths

	Range of Responses (Self - 4.0)	B-1 (Self - 4.0)	B-2 (Self - 4.0)	B-3 (Self - 5.0)	B-4 (Self - 3.0)
All Observers	4.4	4.5	4.5	4.5	4.1
Manager	4.8	5.0	5.0	5.0	4.0
Direct Report	4.2	4.5	4.8	4.3	3.3
Peer	4.4	4.3	4.3	4.3	4.7
Other	4.5	4.3	4.3	4.7	4.7

B-1 Demonstrates emotional stability and self-control
B-2 Remains calm and resourceful in stressful situations
B-3 Recovers quickly from failures or adversity
B-4 Has a calm and unhurried manner

RELATIONSHIPS (WITH SELF) - *continued*

Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.

C. Sustained Determination

Confirmed Strengths

	Mean	C-1	C-2	C-3	C-4
Self	4.5	4.0	5.0	4.0	5.0
All Observers	4.5	4.5	4.4	4.5	4.5
Manager	5.0	5.0	5.0	5.0	5.0
Direct Report	4.7	4.8	4.7	4.3	4.8
Peer	4.3	4.3	4.3	4.3	4.3
Other	4.3	4.3	4.0	4.7	4.3

C-1 Demonstrates energy and enthusiasm for the work
C-2 Persists when faced with obstacles
C-3 Has lots of endurance
C-4 Believes future challenges can be met successfully

D. Intellectual Flexibility

Unrecognized Development Areas

	Mean	D-1	D-2	D-3	D-4
Self	4.5	5.0	4.0	5.0	4.0
All Observers	4.1	4.2	4.2	4.0	3.8
Manager	5.0	5.0	5.0	5.0	5.0
Direct Report	3.9	4.3	3.3	4.0	3.8
Peer	3.9	4.0	4.3	3.7	3.7
Other	4.1	4.0	4.7	4.0	3.7

D-1 Asks questions; seeks new knowledge
D-2 Learns from past success and mistakes
D-3 Is open to new ideas
D-4 Changes course when current approach clearly is not working

E. Character

Confirmed Strengths

	Mean	E-1	E-2	E-3	E-4
Self	4.8	4.0	5.0	5.0	5.0
All Observers	4.3	3.9	4.2	4.6	4.5
Manager	4.5	4.0	5.0	5.0	4.0
Direct Report	4.1	3.3	4.0	4.5	4.5
Peer	4.4	4.0	4.3	4.7	4.7
Other	4.5	4.7	4.0	4.7	4.7

E-1 Acknowledges and apologizes for mistakes
E-2 Keeps promises and commitments
E-3 Acts with integrity in all situations and environments
E-4 Does not pressure others to compromise personal ethics or values

RELATIONSHIPS (WITH OTHERS)

Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.

Relationships (with Others)

Self - 3.6
All Observers - 3.9

F. Managing Performance
Confirmed Development Areas

	Self - 3.8	Mean	Self - 4.0		Self - 4.0		Self - 4.0		Self - 3.0	
Range of Responses										
All Observers		3.9		4.0		4.2		3.7		3.8
Manager		4.5		4.0		5.0		4.0		5.0
Direct Report		3.8		3.8		4.0		3.5		4.0
Peer		3.9		4.0		4.0		4.0		3.7
Other		3.9		4.3		4.3		3.7		3.3
			F-1		F-2		F-3		F-4	
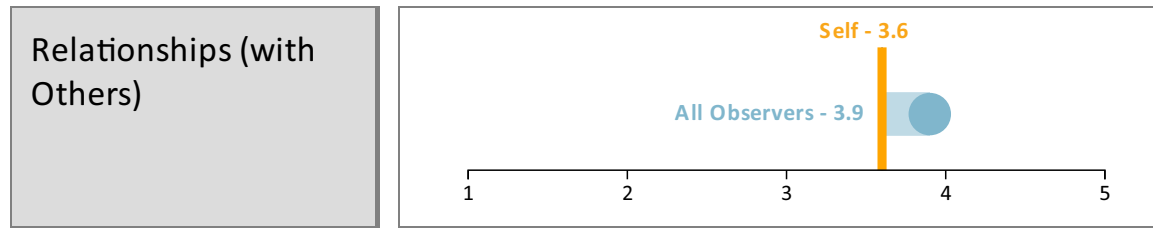
F-1 Sets clear expectations
F-2 Works with others to set challenging goals
F-3 Consistently evaluates progress
F-4 Provides timely and constructive feedback to others

G. Encourages Open Communication
Confirmed Development Areas

	Self - 2.3	Mean	Self - 2.0		Self - 3.0		Self - 2.0		Self - 2.0	
Range of Responses										
All Observers		3.9		3.9		3.7		3.4		4.6
Manager		5.0		5.0		5.0		5.0		5.0
Direct Report		3.9		4.0		3.3		3.5		4.8
Peer		3.7		4.0		3.7		3.0		4.0
Other		3.8		3.3		4.0		3.0		5.0
			G-1		G-2		G-3		G-4	

G-1 Incorporates feedback into work plans
G-2 Listens well; asks questions to clarify
G-3 Brings together people with different opinions to resolve issues
G-4 Is easy to approach with a problem or concern

RELATIONSHIPS (WITH OTHERS) - *continued*

Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.

H. Building a Team

Unrecognized Development Areas

Self - 4.3

	Mean
Range of Responses	
All Observers	4.0
Manager	4.8
Direct Report	3.9
Peer	3.8
Other	4.2

H-1
All Observers	4.1
Manager	4.0
Direct Report	4.3
Peer	3.7
Other	4.3

H-2 (Self - 4.0)
All Observers	4.0
Manager	5.0
Direct Report	3.7
Peer	4.0
Other	4.0

H-3 (Self - 4.0)
All Observers	4.0
Manager	5.0
Direct Report	3.3
Peer	4.3
Other	4.3

H-4 (Self - 5.0)
All Observers	4.0
Manager	5.0
Direct Report	4.3
Peer	3.3
Other	4.0

H-1 Attracts high caliber talent
H-2 Effectively addresses conflicts between team members
H-3 Develops teamwork and cooperation amongst others
H-4 Openly shares information with team members

I. Collaborating

Unrecognized Development Areas

Self - 4.0

	Mean
Range of Responses	
All Observers	3.9
Manager	4.5
Direct Report	4.1
Peer	3.3
Other	4.0

I-1 (Self - 4.0)
All Observers	3.8
Manager	4.0
Direct Report	4.3
Peer	3.3
Other	3.7

I-2 (Self - 4.0)
All Observers	4.2
Manager	5.0
Direct Report	4.5
Peer	3.7
Other	4.0

I-3 (Self - 4.0)
All Observers	3.9
Manager	5.0
Direct Report	3.8
Peer	3.3
Other	4.3

I-4 (Self - 4.0)
All Observers	3.6
Manager	4.0
Direct Report	3.8
Peer	3.0
Other	4.0

I-1 Involves others in shaping plans and decisions that affect them
I-2 Promotes collaboration across businesses, functions, or geographies
I-3 Builds relationships or networks with others outside their group
I-4 Facilitates others to find win-win solutions
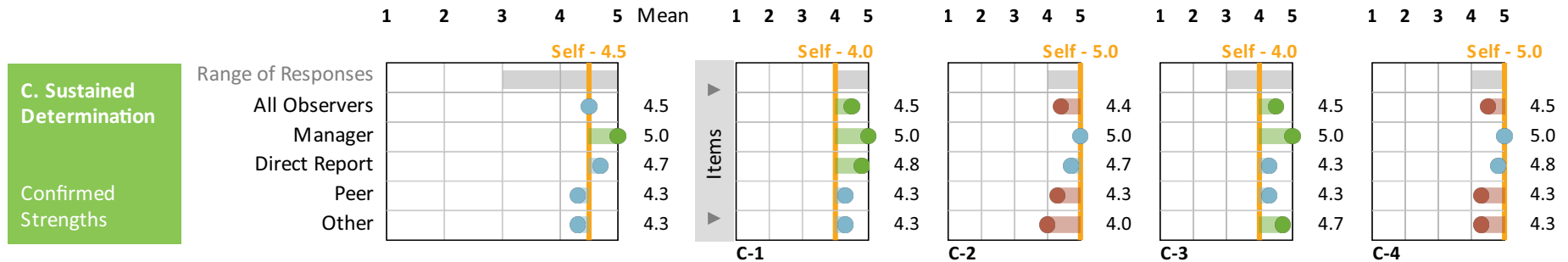
ROLES

Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.
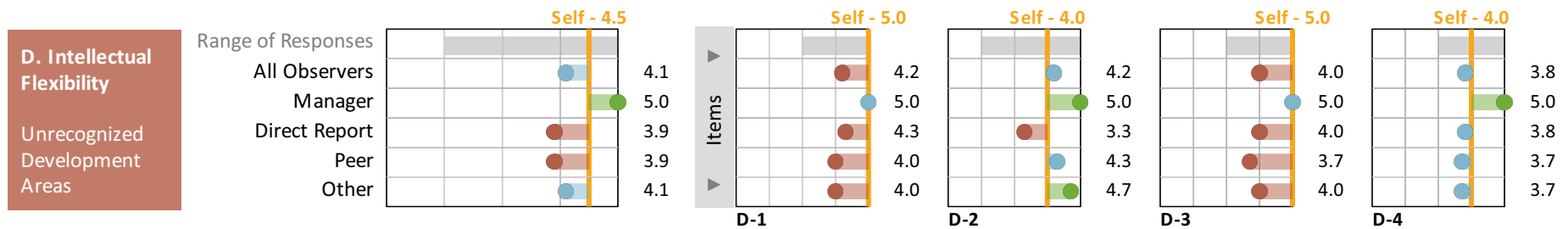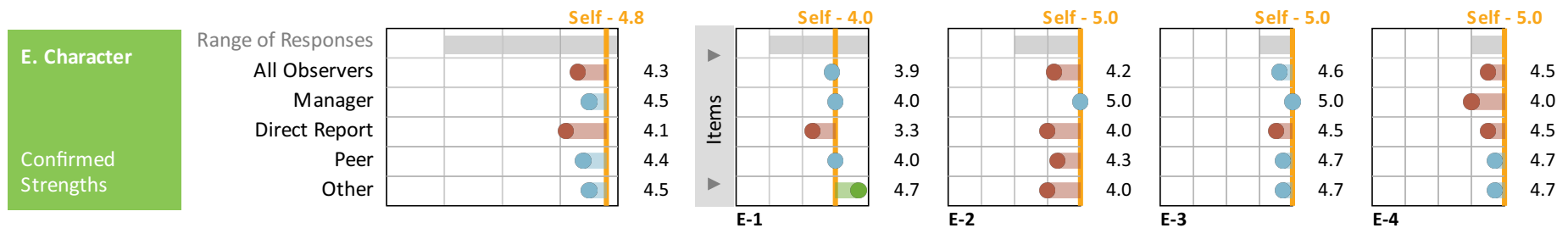
Roles	
	Self - 4.2
	All Observers - 4.1
	1 2 3 4 5

J. Change Agent

Unrecognized Development Areas

	Self - 4.3	Self - 5.0 (J-1)	Self - 4.0 (J-2)	Self - 4.0 (J-3)	Self - 4.0 (J-4)
Range of Responses					
All Observers	4.0	4.0	3.9	4.0	4.1
Manager	4.8	5.0	5.0	5.0	4.0
Direct Report	4.5	4.3	4.3	4.7	4.8
Peer	3.5	3.7	3.7	3.3	3.3
Other	3.7	3.7	3.3	3.7	4.0

J-1 Addresses obstacles to change
J-2 Involves others in change efforts; seeks input and solicits ideas
J-3 Explains the urgency for change
J-4 Is persuasive

K. Spokesperson

Confirmed Strengths

	Self - 4.0	Self - 4.0 (K-1)	Self - 3.0 (K-2)	Self - 4.0 (K-3)	Self - 5.0 (K-4)
Range of Responses					
All Observers	4.1	3.9	3.5	4.5	4.6
Manager	4.5	4.0	4.0	5.0	5.0
Direct Report	4.1	3.8	3.0	4.7	5.0
Peer	4.0	4.0	3.7	4.0	4.3
Other	4.2	4.0	3.7	4.7	4.3

K-1 Monitors external factors that impact the organization
K-2 Has a well developed external network
K-3 Helps build the organization's reputation
K-4 Clearly communicates the organization's goals and values

ROLES *- continued*
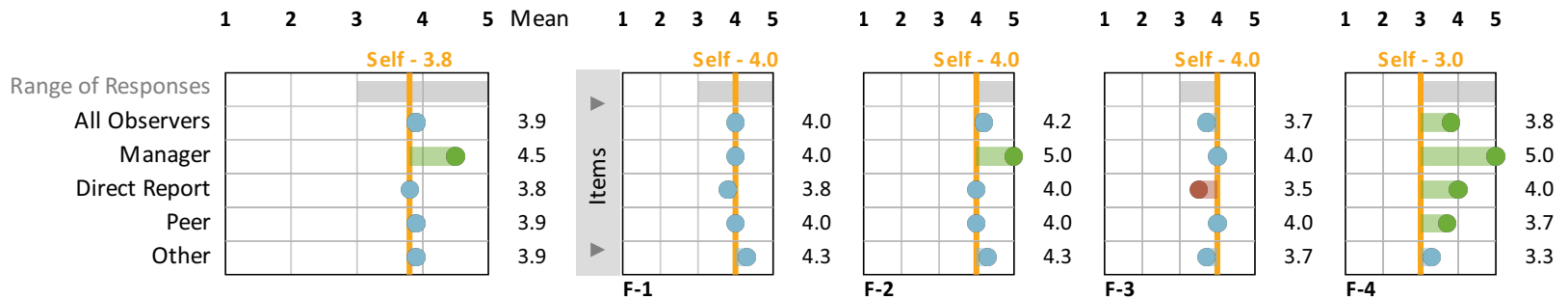
Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.
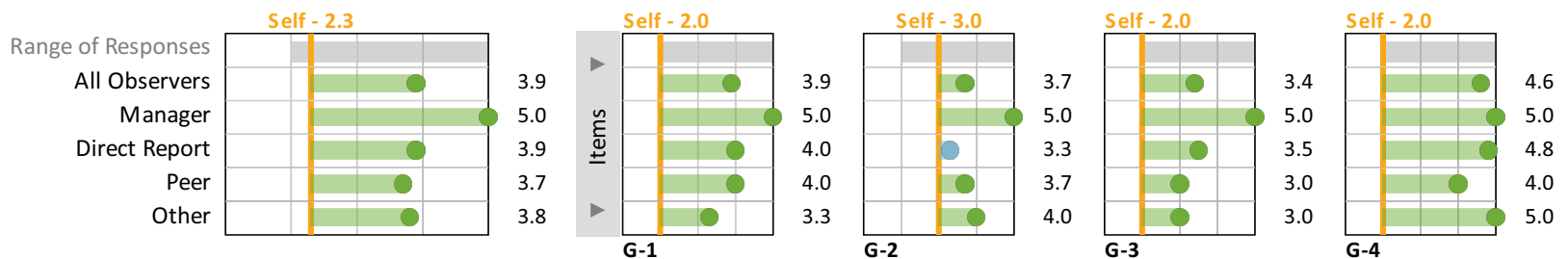

L. Direction Setter

Confirmed Development Areas

	Mean
Range of Responses	
All Observers	3.9
Manager	4.5
Direct Report	3.8
Peer	3.8
Other	4.0

L-1 | **L-2** | **L-3** | **L-4**
3.8	3.8	3.9	4.1
4.0	5.0	4.0	5.0
3.5	3.5	3.7	4.3
3.7	3.7	3.7	4.0
4.3	3.7	4.3	3.7

Self - 3.8 Self - 4.0 Self - 3.0 Self - 4.0 Self - 4.0

L-1 Defines a competitive direction for the organization
L-2 Develops new product and service ideas
L-3 Knows the competitors' strengths and weaknesses
L-4 Able to identify market trends

M. Coach

Confirmed Strengths

	Mean
Range of Responses	
All Observers	4.3
Manager	4.3
Direct Report	4.2
Peer	4.2
Other	4.4

M-1 | **M-2** | **M-3** | **M-4**
4.2	4.1	4.3	4.5
5.0	4.0	4.0	4.0
3.8	4.0	4.5	4.5
4.3	3.7	4.3	4.3
4.3	4.7	4.0	4.7

Self - 4.8 Self - 5.0 Self - 4.0 Self - 5.0 Self - 5.0

M-1 Shares experience and expertise with others
M-2 Enables others to achieve more than thought possible
M-3 Helps others be successful and confident
M-4 Encourages others to be productive

RESPONSIBILITIES

Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.

Responsibilities

Self - 3.5
All Observers - 4.0

N. Vision Casting
Confirmed Development Areas

Self - 2.3

Range of Responses	Mean
All Observers	4.0
Manager	4.0
Direct Report	3.7
Peer	4.0
Other	4.5

N-1 Self - 2.0		N-2 Self - 3.0		N-3 Self - 2.0		N-4 Self - 2.0	
All Observers	3.7		4.4		4.3		3.7
Manager	4.0		4.0		4.0		4.0
Direct Report	3.3		4.3		4.0		3.3
Peer	3.7		4.3		4.3		3.7
Other	4.3		4.7		4.7		4.3

N-1 Engages people in a collective view of the future
N-2 Communicates a clear and concise vision for the organization
N-3 Inspires a commitment to the future
N-4 Defines a feasible yet challenging outlook for the organization

O. Strategy Implementation
Confirmed Development Areas

Self - 3.8

Range of Responses	Mean
All Observers	3.9
Manager	4.8
Direct Report	4.0
Peer	3.6
Other	3.9

O-1 Self - 4.0		O-2 Self - 4.0		O-3 Self - 3.0		O-4 Self - 4.0	
All Observers	4.0		3.8		4.0		3.8
Manager	5.0		4.0		5.0		5.0
Direct Report	4.0		4.0		3.8		4.0
Peer	3.3		3.7		4.0		3.3
Other	4.3		3.7		4.0		3.7

O-1 Puts proactive plans in place to drive strategy execution
O-2 Helps others understand the path from organization vision to reality
O-3 Prioritizes work so that time is spent on the most important issues
O-4 Organizes and prepares work to reduce crisis situations

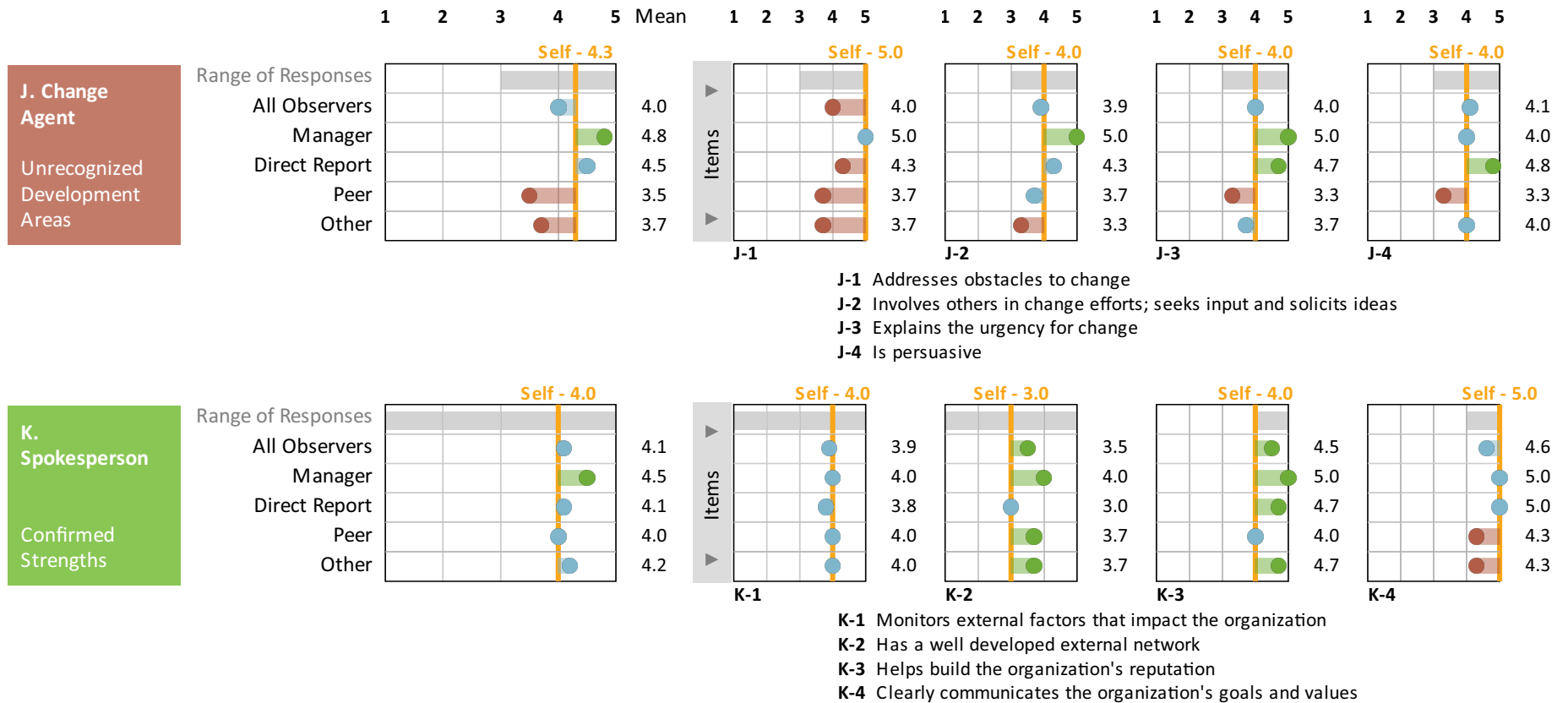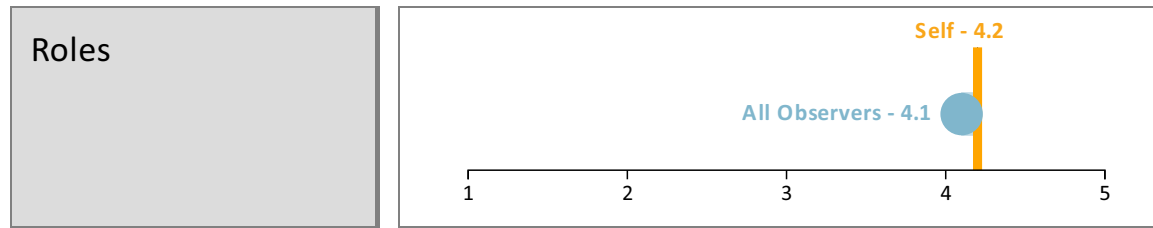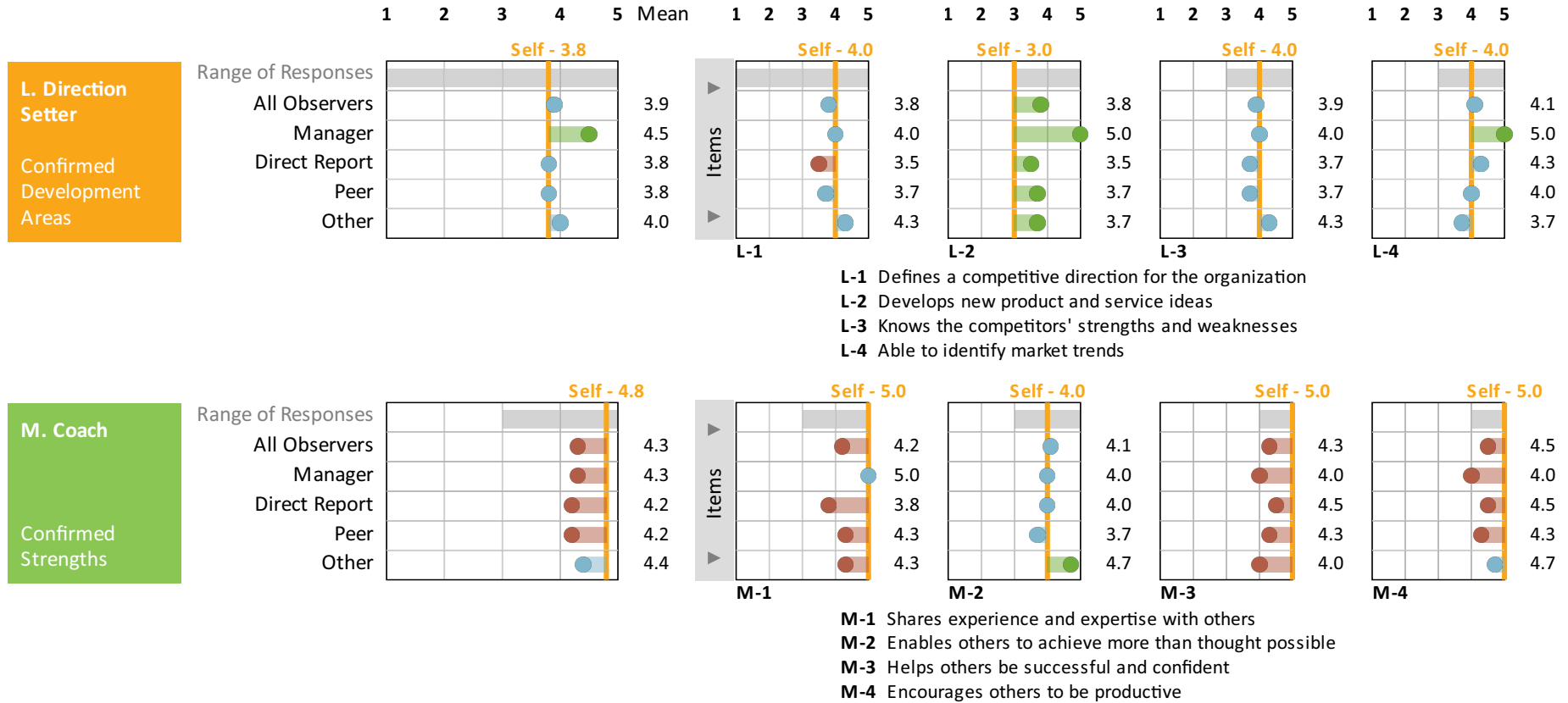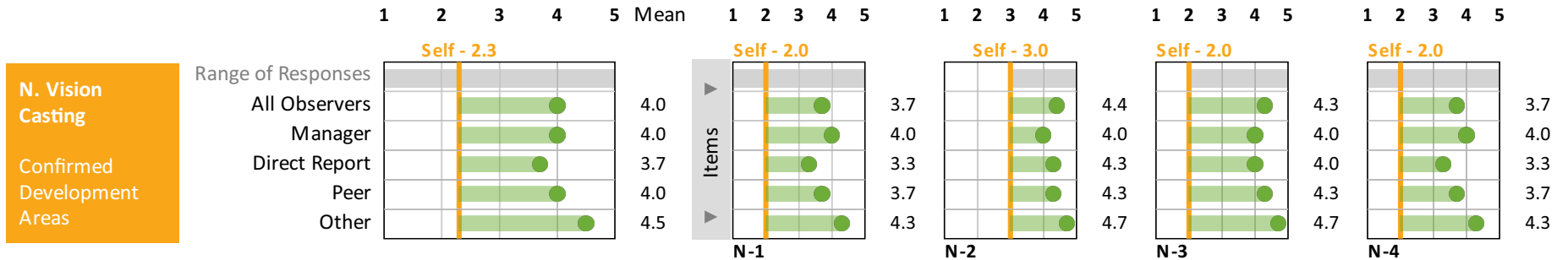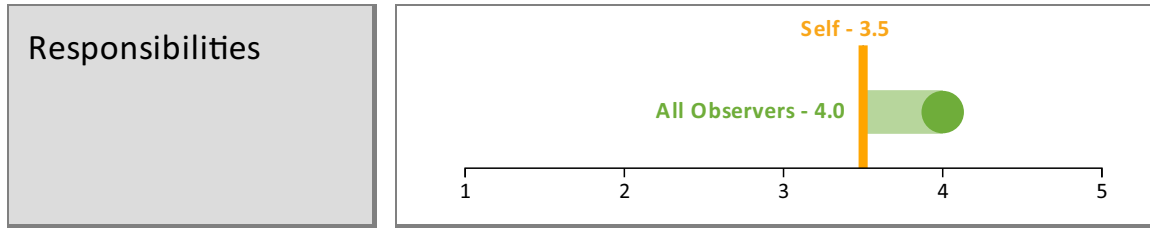# RESPONSIBILITIES - *continued*

Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.
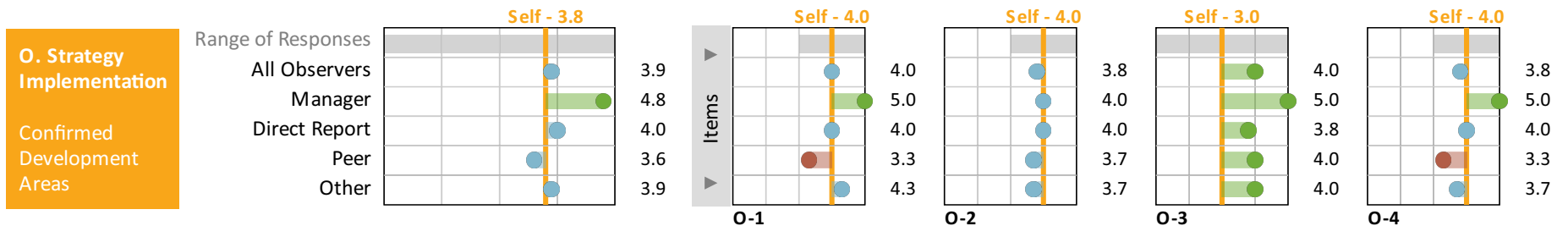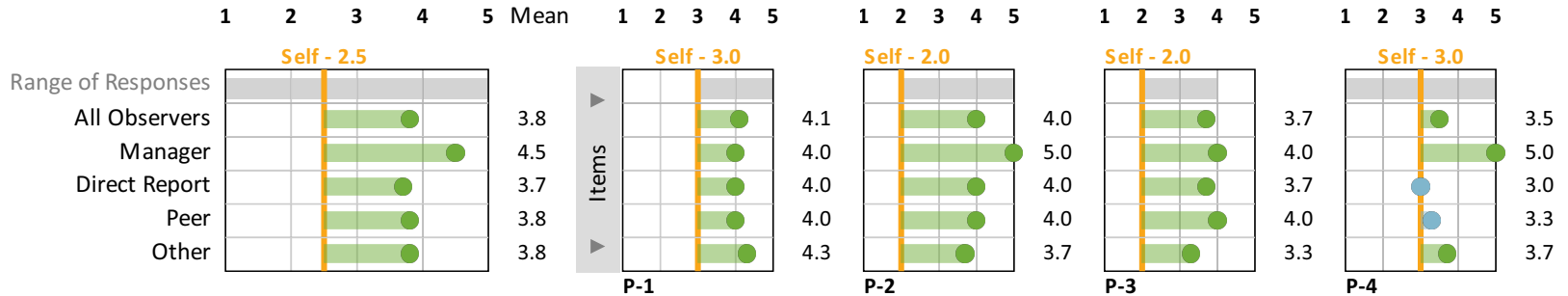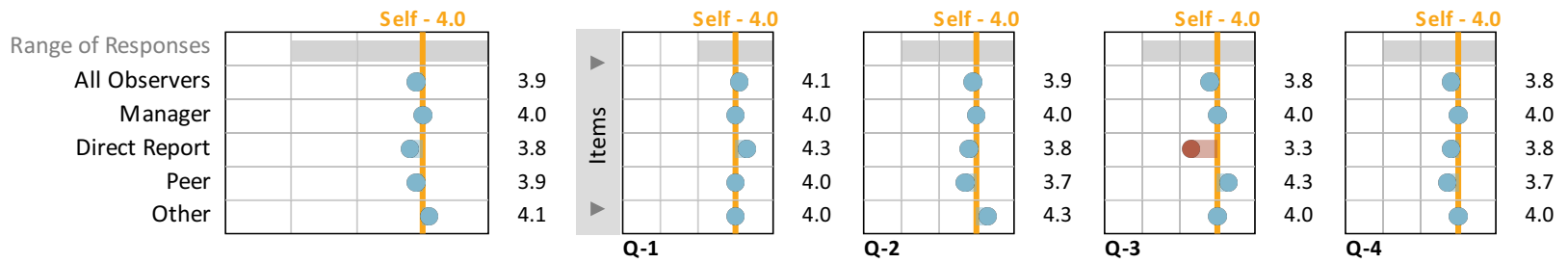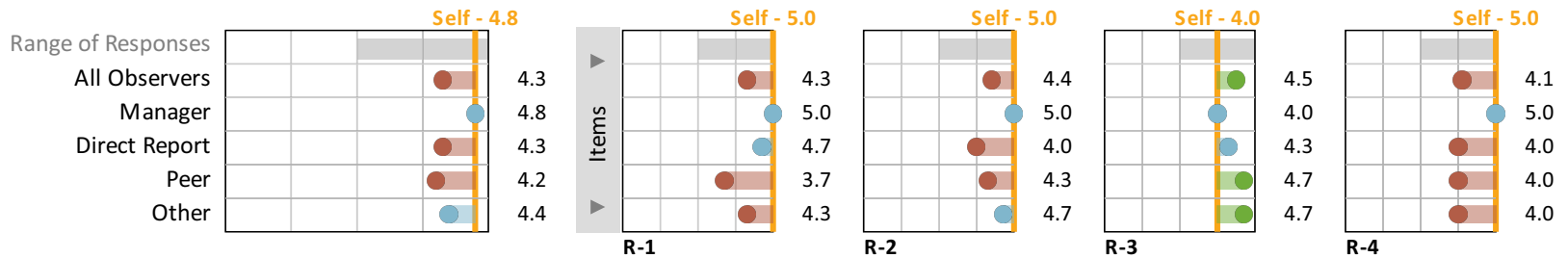

P. Aligning

Confirmed Development Areas

	Self - 2.5	P-1 Self - 3.0	P-2 Self - 2.0	P-3 Self - 2.0	P-4 Self - 3.0
All Observers	3.8	4.1	4.0	3.7	3.5
Manager	4.5	4.0	5.0	4.0	5.0
Direct Report	3.7	4.0	4.0	3.7	3.0
Peer	3.8	4.0	4.0	4.0	3.3
Other	3.8	4.3	3.7	3.3	3.7

P-1 Ensures that all stakeholders have a common understanding of the organization's vision
P-2 Clarifies roles and responsibilities
P-3 Defines decision making authority for others
P-4 Does not do work that should be done by others

Q. Motivating

Unrecognized Development Areas

	Self - 4.0	Q-1 Self - 4.0	Q-2 Self - 4.0	Q-3 Self - 4.0	Q-4 Self - 4.0
All Observers	3.9	4.1	3.9	3.8	3.8
Manager	4.0	4.0	4.0	4.0	4.0
Direct Report	3.8	4.3	3.8	3.3	3.8
Peer	3.9	4.0	3.7	4.3	3.7
Other	4.1	4.0	4.3	4.0	4.0

Q-1 Creates a positive sense of urgency towards achieving goals
Q-2 Energizes others to exceed established goals
Q-3 Inspires others through their energy and enthusiasm
Q-4 Helps others to sustain their momentum in the face of obstacles

R. Analysis and Judgment

Confirmed Strengths

	Self - 4.8	R-1 Self - 5.0	R-2 Self - 5.0	R-3 Self - 4.0	R-4 Self - 5.0
All Observers	4.3	4.3	4.4	4.5	4.1
Manager	4.8	5.0	5.0	4.0	5.0
Direct Report	4.3	4.7	4.0	4.3	4.0
Peer	4.2	3.7	4.3	4.7	4.0
Other	4.4	4.3	4.7	4.7	4.0

R-1 Has the courage and judgment to take appropriate risk
R-2 Balances the short and long term impact of decisions
R-3 Manages money and other resources carefully
R-4 Has the courage to say "no" when appropriate

RESULTS

Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.

Results

Self - 4.3

All Observers - 4.0

| | 1 | 2 | 3 | 4 | 5 |

	Mean	S-1	S-2	S-3	S-4
	Self - 4.0	Self - 4.0	Self - 4.0	Self - 4.0	Self - 4.0
Range of Responses					
All Observers	4.3	4.5	4.1	4.5	4.2
Manager	5.0	5.0	5.0	5.0	5.0
Direct Report	4.3	4.5	4.0	4.5	4.3
Peer	4.1	4.3	3.7	4.3	4.0
Other	4.4	4.7	4.3	4.7	4.0

S. Knowing the Business

Confirmed Strengths

S-1 Is knowledgeable about the products and services in the industry
S-2 Leverages all departments to contribute to the business goals
S-3 Is seen as a subject matter expert
S-4 Stays abreast of advances in their field

	Mean	T-1	T-2	T-3	T-4
	Self - 4.8	Self - 4.0	Self - 5.0	Self - 5.0	Self - 5.0
Range of Responses					
All Observers	4.1	4.0	4.1	4.2	4.1
Manager	4.8	4.0	5.0	5.0	5.0
Direct Report	3.7	3.8	3.8	3.7	3.3
Peer	4.1	4.0	4.0	4.0	4.3
Other	4.4	4.3	4.3	4.7	4.3

T. Providing Service

Unrecognized Development Areas

T-1 Anticipates customer needs
T-2 Meets customers' expectations
T-3 Listens to the concerns of customers
T-4 Is patient when working with difficult customers

RESULTS - *continued*

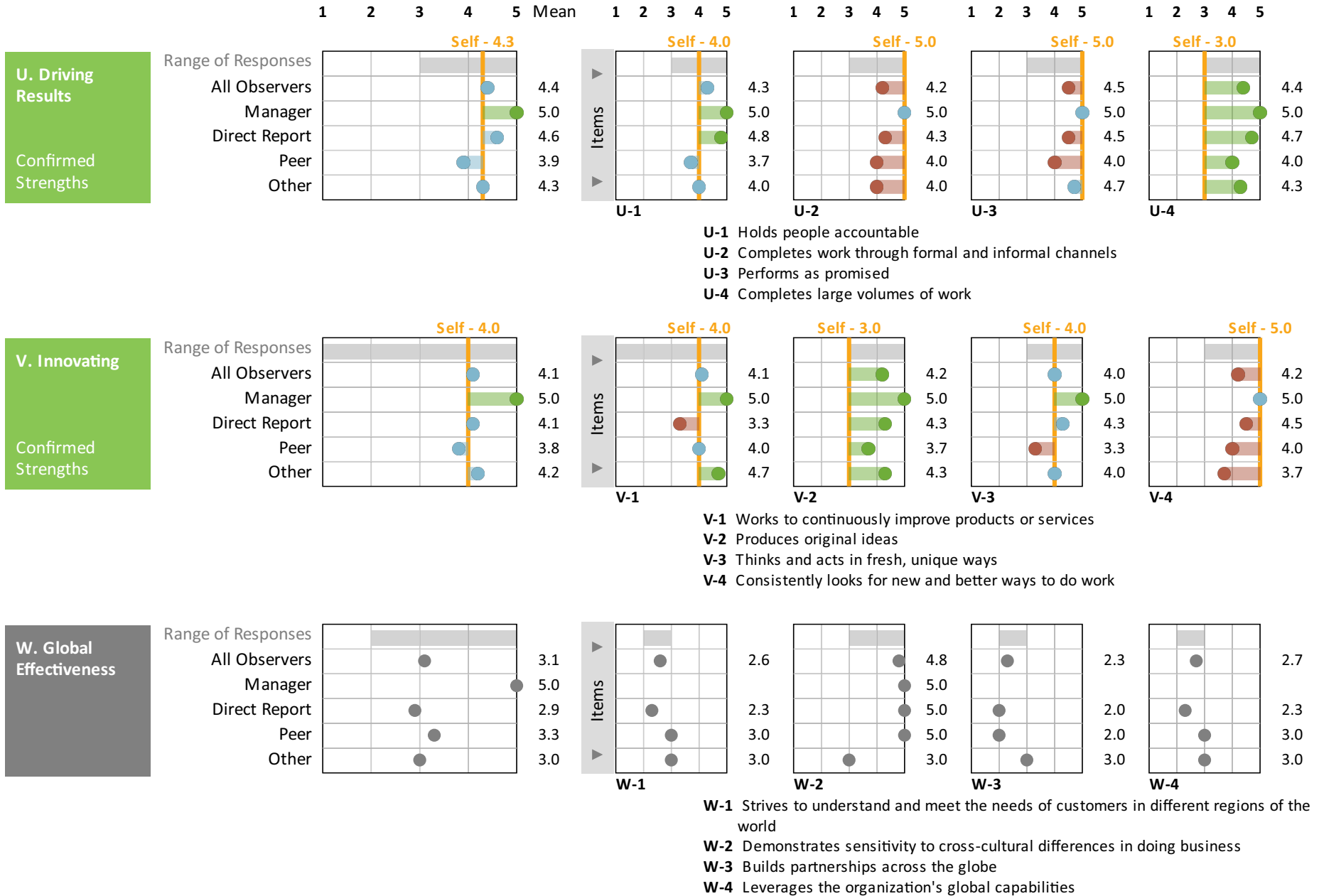*Scores are shown on a 5 point scale, where higher numbers are more favorable: 1-Very Rarely, 2-Seldom, 3-Sometimes, 4-Often, 5-Almost Always.*

U. Driving Results

Confirmed Strengths

	Mean	U-1	U-2	U-3	U-4
Self	4.3	4.0	5.0	5.0	3.0
All Observers	4.4	4.3	4.2	4.5	4.4
Manager	5.0	5.0	5.0	5.0	5.0
Direct Report	4.6	4.8	4.3	4.5	4.7
Peer	3.9	3.7	4.0	4.0	4.0
Other	4.3	4.0	4.0	4.7	4.3

U-1 Holds people accountable
U-2 Completes work through formal and informal channels
U-3 Performs as promised
U-4 Completes large volumes of work

V. Innovating

Confirmed Strengths

	Mean	V-1	V-2	V-3	V-4
Self	4.0	4.0	3.0	4.0	5.0
All Observers	4.1	4.1	4.2	4.0	4.2
Manager	5.0	5.0	5.0	5.0	5.0
Direct Report	4.1	3.3	4.3	4.3	4.5
Peer	3.8	4.0	3.7	3.3	4.0
Other	4.2	4.7	4.3	4.0	3.7

V-1 Works to continuously improve products or services
V-2 Produces original ideas
V-3 Thinks and acts in fresh, unique ways
V-4 Consistently looks for new and better ways to do work

W. Global Effectiveness

	Mean	W-1	W-2	W-3	W-4
All Observers	3.1	2.6	4.8	2.3	2.7
Manager	5.0		5.0		
Direct Report	2.9	2.3	5.0	2.0	2.3
Peer	3.3	3.0	5.0	2.0	3.0
Other	3.0	3.0	3.0	3.0	3.0

W-1 Strives to understand and meet the needs of customers in different regions of the world
W-2 Demonstrates sensitivity to cross-cultural differences in doing business
W-3 Builds partnerships across the globe
W-4 Leverages the organization's global capabilities

MOST FAVORABLE BEHAVIORS

Perceptions of your managerial style vary, based on who is rating you. This chart compares the top five individual behaviors by rater group. Use this chart to gain insight into how you might leverage different strengths based on the person or persons with whom you are interacting.

Most Favorable Items by All Observers

		Mean	Self
W-2	Demonstrates sensitivity to cross-cultural differences in doing business	4.8	
E-3	Acts with integrity in all situations and environments	4.6	5.0
G-4	Is easy to approach with a problem or concern	4.6	2.0
K-4	Clearly communicates the organization's goals and values	4.6	5.0
A-1	Earns trust and respect	4.5	4.0

Most Favorable Items by Manager

		Mean	Self
A-1	Earns trust and respect	5.0	4.0
A-2	Develops solutions for resolving conflicts	5.0	5.0
B-1	Demonstrates emotional stability and self-control	5.0	4.0
B-2	Remains calm and resourceful in stressful situations	5.0	4.0
B-3	Recovers quickly from failures or adversity	5.0	5.0

Most Favorable Items by Direct Report

		Mean	Self
K-4	Clearly communicates the organization's goals and values	5.0	5.0
W-2	Demonstrates sensitivity to cross-cultural differences in doing business	5.0	
A-3	Believes in the goodness of others	4.8	5.0
B-2	Remains calm and resourceful in stressful situations	4.8	4.0
C-1	Demonstrates energy and enthusiasm for the work	4.8	4.0

Most Favorable Items by Peer

		Mean	Self
A-4	Willingly assists and serves others	5.0	4.0
W-2	Demonstrates sensitivity to cross-cultural differences in doing business	5.0	
A-1	Earns trust and respect	4.7	4.0
B-4	Has a calm and unhurried manner	4.7	3.0
E-3	Acts with integrity in all situations and environments	4.7	5.0

Most Favorable Items by Other

		Mean	Self
G-4	Is easy to approach with a problem or concern	5.0	2.0
A-1	Earns trust and respect	4.7	4.0
A-4	Willingly assists and serves others	4.7	4.0
B-3	Recovers quickly from failures or adversity	4.7	5.0
B-4	Has a calm and unhurried manner	4.7	3.0

Below, sorted by rater group, are the specific comments your raters chose to share, based on the behaviors they rated as strengths. Use these comments for ideas on leveraging those strengths.

Self

▶ Comment goes here

Manager

▶ Comment goes here

Direct Report

▶ Comment goes here

Peer

▶ Comment goes here

Other

▶ Comment goes here

LEAST FAVORABLE BEHAVIORS

Perceptions of your managerial style vary, based on who is rating you. This chart compares the bottom five individual behaviors by rater group. Use this chart to gain insight into how you might improve performance by modifying your behavior to address the needs of your audience.

Least Favorable Items by All Observers

		Mean	Self
W-3	Builds partnerships across the globe	2.3	
W-1	Strives to understand and meet the needs of customers in different regions of the world	2.6	
W-4	Leverages the organization's global capabilities	2.7	
G-3	Brings together people with different opinions to resolve issues	3.4	2.0
K-2	Has a well developed external network	3.5	3.0

Least Favorable Items by Manager

		Mean	Self
A-3	Believes in the goodness of others	4.0	5.0
A-4	Willingly assists and serves others	4.0	4.0
B-4	Has a calm and unhurried manner	4.0	3.0
E-1	Acknowledges and apologizes for mistakes	4.0	4.0
E-4	Does not pressure others to compromise personal ethics or values	4.0	5.0

Least Favorable Items by Direct Report

		Mean	Self
W-3	Builds partnerships across the globe	2.0	
W-1	Strives to understand and meet the needs of customers in different regions of the world	2.3	
W-4	Leverages the organization's global capabilities	2.3	
K-2	Has a well developed external network	3.0	3.0
P-4	Does not do work that should be done by others	3.0	3.0

Least Favorable Items by Peer

		Mean	Self
W-3	Builds partnerships across the globe	2.0	
G-3	Brings together people with different opinions to resolve issues	3.0	2.0
I-4	Facilitates others to find win-win solutions	3.0	4.0
W-1	Strives to understand and meet the needs of customers in different regions of the world	3.0	
W-4	Leverages the organization's global capabilities	3.0	

Least Favorable Items by Other

		Mean	Self
G-3	Brings together people with different opinions to resolve issues	3.0	2.0
W-1	Strives to understand and meet the needs of customers in different regions of the world	3.0	
W-2	Demonstrates sensitivity to cross-cultural differences in doing business	3.0	
W-3	Builds partnerships across the globe	3.0	
W-4	Leverages the organization's global capabilities	3.0	

COMMENTS - DEVELOPMENT AREAS

Below, sorted by rater group, are the specific comments your raters chose to share, based on the behaviors they believed could be improved. Use these comments for ideas on how you can improve the perception of your managerial skills.

Self

▶ Comment goes here

Manager

▶ Comment goes here

Direct Report

▶ Comment goes here

Peer

▶ Comment goes here

Other

▶ Comment goes here

The following individuals were invited to share their perspective. Please note: this list includes all those invited, irrespective of whether or not they actually provided feedback.

	Reviewer Name	Relationship
1	Sample Manager	Manager
2	Sample Direct Report	Direct Report
3	Sample Direct Report	Direct Report
4	Sample Direct Report	Direct Report
5	Sample Direct Report	Direct Report
6	Sample Direct Report	Direct Report
7	Sample Peer	Peer
8	Sample Peer	Peer
9	Sample Peer	Peer
10	Sample Peer	Peer
11	Sample Other	Other
12	Sample Other	Other
13	Sample Other	Other