360 Executive Leadership Assessment

For:
Susan Sunshine
Talent Development Manager

This leadership skills assessment is ideal for both current senior executives and senior managers or for individuals with future aspirations of senior level leadership. It addresses the specific set of leadership skills that enable superior executive performance. You will receive actionable information about executive strengths, limitations and risks. These results will identify areas of strength and potential improvement and provide the opportunity to create a personal leadership development plan.

Participant Summary		
Respondent Type	**Invited**	**Completed**
Self-Report	1	1
Manager	1	1
Peer	3	3
Reports	0	0
Other	0	0
Total Participants	**5**	**5**

Date Initiated: Aug 09, 2018

Date Printed: Nov 08, 2018

Assessment Type: Leadership

Excellence begins with you ...

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Why?

Because there is always room to grow.

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Welcome **Susan Sunshine** to the results of your **Executive Leadership Assessment.**

What is this assessment all about?

A Multi-Rater (180 or 360) Assessment is a confidential support tool that involves securing feedback from the significant people that you interact with both within your own organization and external to the organization. For example, a Manager may receive feedback from his/her Director, several Direct Reports, various Peers (such as other Managers) and External Customers. This Multi-Rater instrument will provide a solid foundation to support your personal and professional development. Within this aggregated report, you will find the details of the perceptions and feedback of your Raters and how they compare to your Self-evaluation.

This report is intended to:

• Help you identify your professional strengths and areas in need of development.

• Enable you to compare your self-view with how others view you.

• Demonstrate your openness to feedback and commitment to continuous self-improvement.

• Provide a starting point for future conversations about how your performance can be enhanced and goals achieved.

• Provide candid and constructive feedback that establishes a quantitative baseline allowing you to assess progress over time.

Purpose

The purpose of this report is to provide you with objective feedback. The results of your feedback have been collated and analyzed to create an accurate picture of your individual performance. The report starts with a high-level overview and progresses into greater detail as you move forward. It is recommended that you begin by reading the entire report. Keep an open mind as you review the numeric data. Also be sure to read the comments (if any) that your Rater(s) may have provided. Once you have familiarized yourself with the report and your overall results, you can go back and look for patterns, inconsistencies, and any general themes that seem to emerge.

The overall objectives of this process are to help you assess your performance (in relation to your goals), clarify the perceptions of others, prioritize your development needs, and develop action plans to address them. Potential areas for improvement are highlighted and should become actionable items through a supportive personal development plan process. Be sure to debrief your results with either your Manager, Coach, HR representative or significant other. In some cases, inconsistencies in your results may mean that others see you from a different perspective and/or from different value systems.

What are the benefits?

The individual benefits of an assessment include:

1/ Increased self-awareness and personal insight (i.e. discover personal blind spots).

2/ Identify and understand individual strengths and opportunities.

3/ Take greater ownership and control of self-development in ways that support life-long learning and continuous development.

4/ Help you reach your potential.

Confidentiality, Anonymity and Limitations

The A Multi-Rater (180 or 360) Assessment is a competency-based survey instrument that identifies the specific behaviors required to perform effectively. The most important aspect of a review is that of confidentiality. All of the information contained in this report is strictly confidential and belongs to you. Each Rater's individual responses are (and will remain) anonymous. Your overall scores have been aggregated to produce an average score for each competency category. In some instances, some of the individuals that you requested feedback from may not have completed this survey. This report only contains the results from those who were able to complete the survey by the deadline.

The Rating Scale

The survey is based on a 5-point rating scale that revolves around how often a particular behavior was demonstrated. The highest possible score is 5, and the lowest is 1. The 5 anchor points of the rating scale are:

5. Almost Always Demonstrated (Virtually all of the time or 99% of the time)

4. Usually Demonstrated (Majority of the time or 80% of the time)

3. Sometimes Demonstrated (40% to 60%)

2. Rarely Demonstrated (20% of the time)

1. Virtually Never Demonstrated (1% of the time)

0. Don't Know or It Doesn't Apply

Understanding the Data

This report presents your results as a set of values that can be compared. They may include:
  • **Self Score:** This score is a reflection of your Self-evaluation.
  • **Manager Score:** This score is a reflection of the feedback from 1 (or more) Manager, Coach, Partner, etc.
  • **Peer Score:** This score is the average of your Peer feedback (if available).
  • **Reports Score:** This score is the average of your Reports feedback (Direct and Indirect, whichever applies).
  • **Other Score:** This score is the average of your Other feedback (Supplier, Customers, Other, whichever applies).
  • **Group Score:** This score represents the average of all non-self and non-manager scores (average of Peer, Report and Other).
  • **Comparable:** This score is an average of others in and out of your organization (rating the same competency - where available).
  • **Benchmark Value:** Represents the desired or required skill level. It is set when the assessment is initially designed.
  • **Responses:** Total number of responses received (actual responses per competency may vary based on the respondent's feedback).
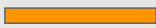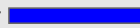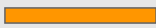
The Competency Descriptions and Results Sections include the:
  • Competency heading and competency description.
  • Competency ratings (including multiple values for comparison, where available).
  • Competency questions and detailed scores for each (including Self, Manager/Prime, Peer, Reports, Other - where available).
  • Competency specific feedback provided by the Raters (where and if available).
  • Recommendations for improvement (if your scores fall within the critical range).

Note: Any score difference greater than +/-0.67 between a RATER Score (Self, Manager, Peer, Reports, Other, Contributor, etc.) and the Benchmark Score, **may indicate a skills development opportunity** in the competency identified.

Reviewing Your Feedback and Acting on the Results

The next step is to identify the areas you wish to improve or develop further. After approximately 9 to 12 months, a follow-up Assessment should be completed to identify changes in your level of demonstrated skill.

BI*	Focus**	Competency	Self Rating	Manager Rating	Group Rating	Benchmark - Priority
3	1	Accountability and Ownership	4.00	4.67	4.89	5.00
3	1	Analytical and Critical Thinking	4.00	4.33	4.22	4.50
3	-	Coaching	4.00	3.67	3.78	4.00
4	-	Communication (Interpersonal)	4.00	3.25	3.25	5.00
3	2	Decision Making	4.00	3.67	3.89	4.50
3	-	Delegation and Empowerment	4.00	3.67	3.67	4.50
3	-	Developing Talent	4.00	4.67	3.00	4.50
3	4	Influence and Persuasion	4.00	4.33	3.56	4.50
3	2	Leading Others	4.00	4.00	3.44	5.00
3	-	Managing Performance	4.00	3.67	4.11	4.50
3	-	Managing and Supporting Change	4.00	3.00	4.78	4.50
3	-	Motivating and Inspiring	4.00	3.67	4.67	5.00
3	-	Results Focus	4.00	3.67	3.56	4.50
3	-	Risk Management	4.00	3.67	3.89	5.00
3	-	Strategic Management	4.00	4.33	4.33	5.00
3	1	Strategic Thinking	4.00	4.33	3.44	5.00
4	-	Team Leadership	4.00	4.00	4.00	4.50
3	-	Values and Integrity	4.00	3.33	3.67	4.50
3	-	Visionary Leadership	4.00	4.00	3.44	5.00

Overall Group Score (Priority Weighted):	80.00 %	77.93 %	77.51 %	Total Weighting: 100 %

*BI = Total number of questions/indicators used in this competency.
**Focus = Represents the number of contributors who identified and/or provided direct written feedback on this competency.

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*BI	**Focus	Competency	Self Rating	Manager Rating	Group Rating	Benchmark - Priority
Strategic Skills Cluster/Group (1) has **4 competencies:**						*Priority Weighting:* **22.47 %**
3	-	Risk Management	4.00	3.67	3.89	5.00
3	-	Strategic Management	4.00	4.33	4.33	5.00
3	1	Strategic Thinking	4.00	4.33	3.44	5.00
3	-	Visionary Leadership	4.00	4.00	3.44	5.00
		Overall Strategic Skills Score:	**80.00 %**	**81.65 %**	**75.50 %**	*Scores are priority weighted.*
Self (Intrapersonal) Skills Cluster/Group (2) has **2 competencies:**						*Priority Weighting:* **10.67 %**
3	1	Accountability and Ownership	4.00	4.67	4.89	5.00
3	-	Values and Integrity	4.00	3.33	3.67	4.50
		Overall Self (Intrapersonal) Skills Score:	**80.00 %**	**80.71 %**	**86.24 %**	*Scores are priority weighted.*
Business Skills Cluster/Group (3) has **3 competencies:**						*Priority Weighting:* **15.17 %**
3	1	Analytical and Critical Thinking	4.00	4.33	4.22	4.50
3	2	Decision Making	4.00	3.67	3.89	4.50
3	-	Results Focus	4.00	3.67	3.56	4.50
		Overall Business Skills Score:	**80.00 %**	**77.80 %**	**77.80 %**	*Scores are priority weighted.*
Team Skills Cluster/Group (4) has **5 competencies:**						*Priority Weighting:* **24.72 %**
3	-	Coaching	4.00	3.67	3.78	4.00
3	-	Delegation and Empowerment	4.00	3.67	3.67	4.50
3	-	Developing Talent	4.00	4.67	3.00	4.50
3	-	Managing Performance	4.00	3.67	4.11	4.50
4	-	Team Leadership	4.00	4.00	4.00	4.50
		Overall Team Skills Score:	**80.00 %**	**78.84 %**	**74.21 %**	*Scores are priority weighted.*
Leadership Skills Cluster/Group (5) has **5 competencies:**						*Priority Weighting:* **26.97 %**
4	-	Communication (Interpersonal)	4.00	3.25	3.25	5.00
3	4	Influence and Persuasion	4.00	4.33	3.56	4.50
3	2	Leading Others	4.00	4.00	3.44	5.00
3	-	Managing and Supporting Change	4.00	3.00	4.78	4.50
3	-	Motivating and Inspiring	4.00	3.67	4.67	5.00
		Overall Leadership Skills Score:	**80.00 %**	**72.99 %**	**78.61 %**	*Scores are priority weighted.*

*BI = Total number of questions/indicators used in this competency.
**Focus = Represents the number of contributors who identified and/or provided direct written feedback on this competency.

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Spider Chart

Chart Legend

■ Benchmark Value

■ Manager Score

■ Group Score

■ Self Score

360 Executive Leadership Assessment

Notes

Private and Confidential
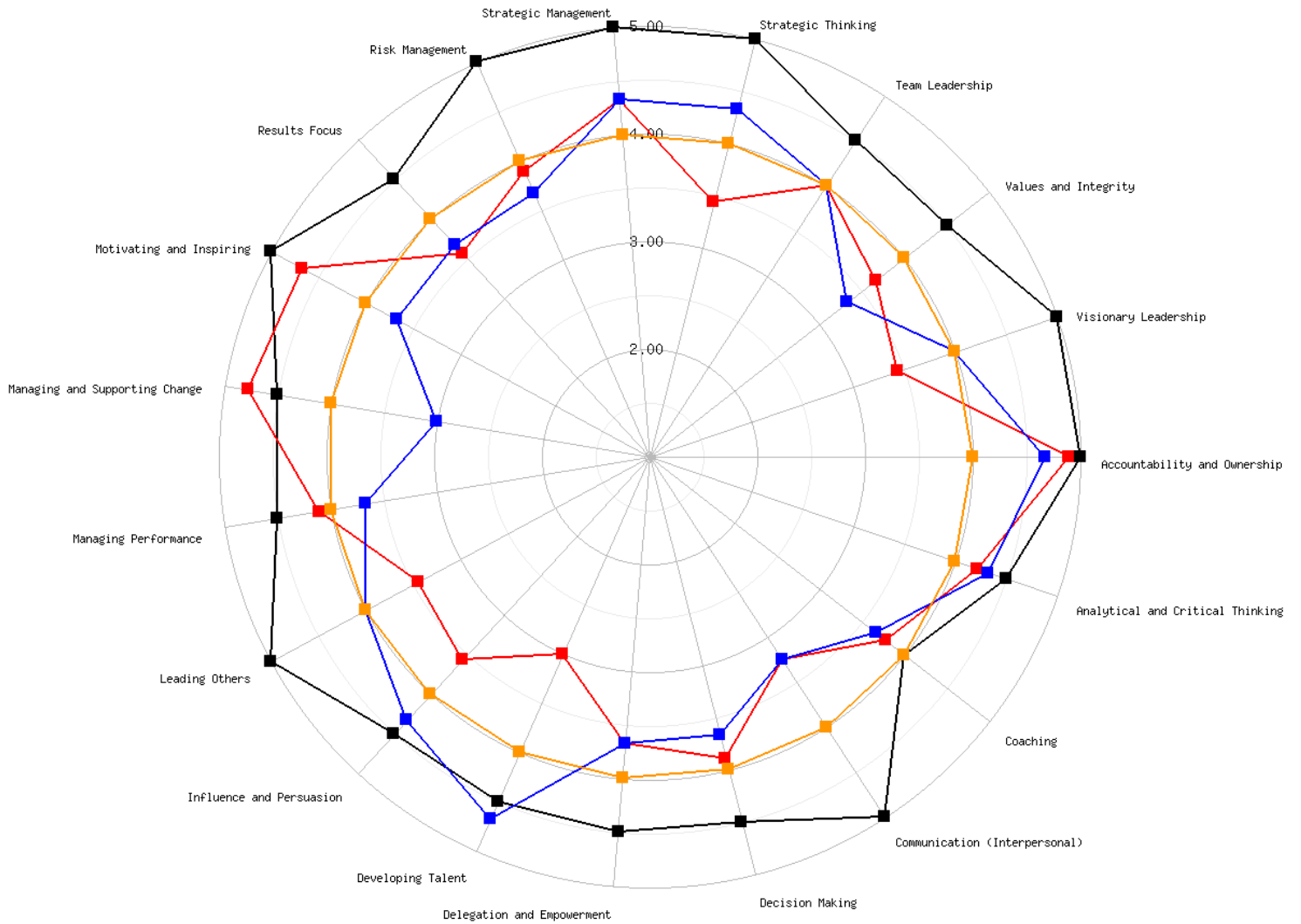
Competency: Accountability and Ownership

Competency Description:

Accepts full responsibility for the direct and indirect effects of one's own actions. Holds oneself responsible for one's actions and for the timely completion of assigned tasks.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	4.67	
3	Peer	4.89	
0	Reports	-	
0	Other	-	
3	Combined	4.89	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 5.00

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Holds others accountable for measurable high-quality, timely, and cost-effective results.	4.00	5.00 (1)	5.00 (3)	-	-
2/	Takes his/her responsibilities seriously and consistently meets expectations for quality, service, and professionalism.	4.00	4.00 (1)	5.00 (3)	-	-
3/	Revises plans and communicates expectations (and methods for achieving results) during failed or delayed projects/initiatives.	4.00	5.00 (1)	4.67 (3)	-	-

1 Contributor(s) identified this competency as a focus area. Any direct feedback provided is shown below.

Personal Notes:

Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency: Analytical and Critical Thinking

Competency Description:
Uses information to evaluate situations (using inductive and/or deductive logic as needed) and solve problems.

RSVPs	From	Rating
1	Self-Report	4.00
1	Manager	4.33
3	Peer	4.22
0	Reports	-
0	Other	-
3	Combined	4.22

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 4.50

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Identifies solutions and makes recommendations based on a multitude of factors, many of which are complex and sweeping in nature, difficult to define and often contradictory.	4.00	4.00 (1)	4.67 (3)	-	-
2/	Identifies unique approaches to deal with situations for which no known precedent exists.	4.00	5.00 (1)	4.00 (3)	-	-
3/	Thinks beyond the organization and into the future, balancing multiple perspectives when setting direction or reaching conclusions (e.g., social, economic, partner, stakeholder interests etc.).	4.00	4.00 (1)	4.00 (3)	-	-

1 Contributor(s) identified this competency as a focus area. Any direct feedback provided is shown below.

Personal Notes:

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Competency: Coaching

Competency Description:
Coaches and advises others to help them develop their knowledge and skills based on individualized plans.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.67	
3	Peer	3.78	
0	Reports	-	
0	Other	-	
3	Combined	3.78	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 4.00

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Arranges increasingly complex learning opportunities or experiences that foster the internalization of what the individual needs to know in order to become more independent.	4.00	4.00 (1)	4.00 (3)	-	-
2/	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and support through formal and informal methods.	4.00	3.00 (1)	4.00 (3)	-	-
3/	Looks for ways to adjust one's own coaching style and approach to encourage independence in others.	4.00	4.00 (1)	3.33 (3)	-	-

Personal Notes:

Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency: Communication (Interpersonal)

Competency Description:
Expresses oneself clearly and ensures open two-way communication using active listening, questioning, paraphrasing and feedback.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.25	
3	Peer	3.25	
0	Reports	-	
0	Other	-	
3	Combined	3.25	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 5.00
The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Communicates strategically to achieve specific objectives (e.g. considers optimal "messaging" and timing of communication).	4.00	3.00 (1)	3.33 (3)	-	-
2/	Uses varied communication vehicles to promote dialogue, develop shared understanding, and to support consensus.	4.00	4.00 (1)	3.00 (3)	-	-
3/	Overcomes resistance and secures support for ideas or initiatives through high impact communication.	4.00	3.00 (1)	3.00 (3)	-	-
4/	Delivers difficult or unpopular messages with clarity, tact and diplomacy.	4.00	3.00 (1)	3.67 (3)	-	-

Notification:

The results for this competency suggest that a possible opportunity for improvement may exist.

You may wish to explore various opportunities to improve in this area.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

Competency: Decision Making

Competency Description:

Makes effective decisions based on the needs of an individual, group or an organization (e.g. evaluates and prioritizes costs and benefits before taking a potential action).

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.67	
3	Peer	3.89	
0	Reports	-	
0	Other	-	
3	Combined	3.89	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 4.50

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Makes high-risk strategic decisions that have significant consequences.	4.00	4.00 (1)	3.67 (3)	-	-
2/	Uses principles, values and sound business sense to make decisions.	4.00	3.00 (1)	4.00 (3)	-	-
3/	Balances a commitment to excellence with the best interests of clients and the organization when making decisions.	4.00	4.00 (1)	4.00 (3)	-	-

2 Contributor(s) identified this competency as a focus area. Any direct feedback provided is shown below.

The following are general developmental recommendations for improvement in this competency:

1/ Share your decisions with a trusted colleague when stakes are high.

2/ Review your decisions to ensure you have not gone against your own values and principles. Adjust decisions as required.

3/ Discuss, with your Manager/Colleague, your Client's best interests as well as the interests of the organization and ask for feedback on which area they feel you may be neglecting.

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Competency: Delegation and Empowerment

Competency Description:

Assigns tasks to appropriate people based on the individuals skill or needs, the work processes, the organizational planning process and/or the group workflow.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.67	
3	Peer	3.67	
0	Reports	-	
0	Other	-	
3	Combined	3.67	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value:	4.50	

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Encourages groups to resolve problems on their own and avoids prescribing a solution.	4.00	3.00 (1)	4.00 (3)	-	-
2/	Conveys confidence in employees' ability to be successful, especially at challenging new tasks.	4.00	4.00 (1)	4.00 (3)	-	-
3/	Shows a willingness to delegate responsibility and to work with others and coach them to develop their capabilities.	4.00	4.00 (1)	3.00 (3)	-	-

Notification:

The results for this competency suggest that a possible opportunity for improvement may exist.

You may wish to explore various opportunities to improve in this area.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency: Developing Talent

Competency Description:
Recognizes talent and assists others to grow and become more skilled in ability and/or in advancing toward their potential.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	4.67	
3	Peer	3.00	
0	Reports	-	
0	Other	-	
3	Combined	3.00	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 4.50

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Ensures that policies, systems and processes are in place to support continuous learning and that they achieve the intended results.	4.00	5.00 (1)	3.00 (3)	-	-
2/	Advocates and commits to ongoing training and development to foster a learning culture.	4.00	4.00 (1)	3.00 (3)	-	-
3/	Identifies high potential individuals and provides them with targeted opportunities for growth.	4.00	5.00 (1)	3.00 (3)	-	-

Notification:

The results for this competency suggest that a possible opportunity for improvement may exist.

You may wish to explore various opportunities to improve in this area.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

Competency: Influence and Persuasion

Competency Description:

Interacts with others to convince them to perform a task or approach a situation in a different fashion. The ability or intention to persuade (convince), influence (gain the support of) or impress others (individuals or groups) in order to get them to support or engage in a particular direction or action.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	4.33	
3	Peer	3.56	
0	Reports	-	
0	Other	-	
3	Combined	3.56	

Combined = Average (Peer + Report + Other)

	Benchmark (Priority) Value:	4.50	

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Uses understanding of competing interests to maneuver successfully to a win/win outcome.	4.00	4.00 (1)	3.33 (3)	-	-
2/	Anticipates and identifies the likely different points of view and uses complex indirect and direct strategies to build support and agreement with a course of action.	4.00	5.00 (1)	3.33 (3)	-	-
3/	Is accountable for influencing stakeholders and managing "high value" relationships at a strategic level, identifying shared goals and monitoring delivery against those goals.	4.00	4.00 (1)	4.00 (3)	-	-

4 Contributor(s) identified this competency as a focus area. Any direct feedback provided is shown below.

The following are general developmental recommendations for improvement in this competency:

1/ Make it a priority to understand all sides of an issue and negotiate with that information in mind.

2/ Introduce the various points of view and use effective questioning techniques to strengthen your course of action and to subtly poke holes in opposing actions.

3/ Take accountability for the maintenance of high-value relationships. Ask for help in identifying and delivering goals before you miss deadlines.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency: Leading Others

Competency Description:
Assumes a leadership role (with a positive attitude, energy, resilience and stamina) by involving, helping and supporting others to achieve excellent results.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	4.00	
3	Peer	3.44	
0	Reports	-	
0	Other	-	
3	Combined	3.44	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 5.00

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Creates an environment where staff and team members consistently push for improved performance and productivity.	4.00	4.00 (1)	3.67 (3)	-	-
2/	Demonstrates a strong presence, energy and genuine passion about his/her vision and successfully encourages others to align the with organization's vision.	4.00	4.00 (1)	3.33 (3)	-	-
3/	Models leadership for others and takes ownership on important business and operational issues.	4.00	4.00 (1)	3.33 (3)	-	-

2 Contributor(s) identified this competency as a focus area. Any direct feedback provided is shown below.

The following are general developmental recommendations for improvement in this competency:

1/ Set up reward systems that are directly connected to the overall performance and productivity of others.

2/ Consider and articulate the WIIFM (what's in it for me) to your audience to gain buy-in and include a "call for action". Repeat often and celebrate benchmarks along the way.

3/ Set an example for others by always putting forth a strong effort to achieve objectives and resolve any issues/complications.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency:	Managing Performance

Competency Description:

Measures and provides (progress related) feedback directed toward individual performance goals.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.67	
3	Peer	4.11	
0	Reports	-	
0	Other	-	
3	Combined	4.11	
	Combined = Average (Peer + Report + Other)		
	Benchmark (Priority) Value:	4.50	
	The Benchmark (Priority) Value represents the desired or target skill level for this competency.		

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Inspires in others a sense of urgency and drives issues to closure to deliver value to the business.	4.00	4.00 (1)	4.00 (3)	-	-
2/	Takes corrective or disciplinary action when required to address consistent poor performance.	4.00	4.00 (1)	4.33 (3)	-	-
3/	Challenges individuals openly and constructively about performance problems, adapting a firm but fair stance.	4.00	3.00 (1)	4.00 (3)	-	-

Personal Notes:

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency: Managing and Supporting Change

Competency Description:

Adjusts own behaviors to work efficiently and effectively in light of new information, changing situations and/or different/difficult environments. Implements any necessary change in a way that positively considers costs, time, resources and people.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.00	
3	Peer	4.78	
0	Reports	-	
0	Other	-	
3	Combined	4.78	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 4.50

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Seeks opportunities for change in order to achieve improvement in work processes, systems, etc.	4.00	3.00 (1)	4.33 (3)	-	-
2/	Creates an environment that encourages change, innovation and improvement.	4.00	3.00 (1)	5.00 (3)	-	-
3/	Personally communicates a clear vision of the broad impact of change.	4.00	3.00 (1)	5.00 (3)	-	-

Notification:

The results for this competency suggest that a possible opportunity for improvement may exist.

You may wish to explore various opportunities to improve in this area.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency: Motivating and Inspiring

Competency Description:
Harnesses the energies of those they lead to a compelling vision for the future.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.67	
3	Peer	4.67	
0	Reports	-	
0	Other	-	
3	Combined	4.67	
	Combined = Average (Peer + Report + Other)		
	Benchmark (Priority) Value:	5.00	
	The Benchmark (Priority) Value represents the desired or target skill level for this competency.		

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Is a dynamic and inspirational leader.	4.00	3.00 (1)	4.67 (3)	-	-
2/	Creates and articulates a vision that generates excitement, enthusiasm and commitment from others.	4.00	3.00 (1)	4.33 (3)	-	-
3/	Uses a diverse range of leadership styles to effectively engage others.	4.00	5.00 (1)	5.00 (3)	-	-

Personal Notes:

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

Zoop Inc.

Competency: Results Focus

Competency Description:
Focuses efforts on achieving quality results consistent with the expected standards.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.67	
3	Peer	3.56	
0	Reports	-	
0	Other	-	
3	Combined	3.56	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 4.50

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Holds staff accountable for achieving standards of excellence and results for the organization.	4.00	3.00 (1)	3.67 (3)	-	-
2/	Analyzes performance information to set priorities and take calculated risks to improve the delivery of services and operations.	4.00	5.00 (1)	4.00 (3)	-	-
3/	Works on new projects or assignments that add value without compromising current accountabilities.	4.00	3.00 (1)	3.00 (3)	-	-

Notification:

The results for this competency suggest that a possible opportunity for improvement may exist.

You may wish to explore various opportunities to improve in this area.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency: Risk Management

Competency Description:
Identifies, assesses and manages risk while striving to attain the desired objectives.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.67	
3	Peer	3.89	
0	Reports	-	
0	Other	-	
3	Combined	3.89	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 5.00

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Champions initiatives with significant potential benefits and noticeable adverse consequences where justified, based on strategic objectives of the organization and a reasonable assessment of impacts.	4.00	5.00 (1)	3.67 (3)	-	-
2/	Provides a supportive environment for responsible risk taking (i.e., by supporting decisions of others).	4.00	3.00 (1)	4.00 (3)	-	-
3/	Provides guidance on the organizational tolerance for risk.	4.00	3.00 (1)	4.00 (3)	-	-

Notification:

The results for this competency suggest that a possible opportunity for improvement may exist.

You may wish to explore various opportunities to improve in this area.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

Competency: Strategic Management

Competency Description:
Creates a strategic plan for the organization, translates strategic objectives into operational goals, and works toward their implementation.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	4.33	
3	Peer	4.33	
0	Reports	-	
0	Other	-	
3	Combined	4.33	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 5.00

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Formulates a clear and compelling vision for the organization.	4.00	5.00 (1)	5.00 (3)	-	-
2/	Translates strategic objectives into specific goals for units and divisions.	4.00	3.00 (1)	3.67 (3)	-	-
3/	Establishes an effective system for measuring progress toward the achievement of organizational strategic objectives.	4.00	5.00 (1)	4.33 (3)	-	-

Notification:

The results for this competency suggest that a possible opportunity for improvement may exist.

You may wish to explore various opportunities to improve in this area.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency: Strategic Thinking

Competency Description:

The ability to understand the business and/or the service implications of decisions in one's role.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	4.33	
3	Peer	3.44	
0	Reports	-	
0	Other	-	
3	Combined	3.44	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 5.00

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Looks beyond the horizon to identify new issues and to position the organization to address emerging trends (e.g., capitalize on trends or takes action before they escalate).	4.00	3.00 (1)	3.33 (3)	-	-
2/	Leads and directs a strategic planning team to address and outline the future direction of the organization.	4.00	5.00 (1)	3.33 (3)	-	-
3/	Demonstrates a broad and rich understanding of the dynamic relationships, viewpoints and agendas, both acknowledged and implicit, of key players and stakeholders in own areas of expertise.	4.00	5.00 (1)	3.67 (3)	-	-

1 Contributor(s) identified this competency as a focus area. Any direct feedback provided is shown below.

The following are general developmental recommendations for improvement in this competency:

1/ Regularly scan the external and internal environments to identify and assess emerging trends, opportunities and threats that may influence future directions.

2/ Ask for suggestions from others about future direction, review ideas; then assign the most effective team to address the future direction of the organization.

3/ Communicate (in meetings/one-on-one) your understanding of the dynamic relationships, viewpoints and agendas, both acknowledged and implicit, of key players and stakeholders in own areas of expertise.

Values inside parenthesis () represent the number of responses received for that behaviour or question.

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Competency: Team Leadership

Competency Description:
Assumes a leadership role in helping others achieve superior results. Leads and supports a team to achieve results.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	4.00	
3	Peer	4.00	
0	Reports	-	
0	Other	-	
3	Combined	4.00	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 4.50

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Creates an environment where team members consistently push to improve team performance and productivity.	4.00	4.00 (1)	3.33 (3)	-	-
2/	Builds the commitment of the team to the organization's mission, goals and values.	4.00	3.00 (1)	4.67 (3)	-	-
3/	Ensures cross-team collaboration to contribute to organizational effectiveness, such as providing information to other areas of the organization to help make decisions collaboratively and sharing resources to solve mutual problems.	4.00	5.00 (1)	4.00 (3)	-	-
4/	Establishes the team's credibility with internal and external stakeholders.	4.00	4.00 (1)	4.00 (3)	-	-

Personal Notes:

Values inside parenthesis () represent the number of responses received for that behaviour or question.

Competency: Values and Integrity

Competency Description:

Takes actions that are consistent with what one says are important. This includes a willingness to hold oneself accountable for acting in ways (privately and publicly) that are consistent with stated values, principles and/or professional standards.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	3.33	
3	Peer	3.67	
0	Reports	-	
0	Other	-	
3	Combined	3.67	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 4.50

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Holds others to the same high ethical standards as him/herself.	4.00	3.00 (1)	3.00 (3)	-	-
2/	Has earned the trust, respect, and confidence of others.	4.00	3.00 (1)	4.00 (3)	-	-
3/	Takes action based on personal values even when there is significant cost or risk associated with doing so.	4.00	4.00 (1)	4.00 (3)	-	-

Notification:

The results for this competency suggest that a possible opportunity for improvement may exist.

You may wish to explore various opportunities to improve in this area.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

Competency: Visionary Leadership

Competency Description:

Develops and inspires commitment toward a long-term vision and then supports, promotes and ensures alignment with the organization's values in ways that translate that vision into action.

RSVPs	From	Rating	
1	Self-Report	4.00	
1	Manager	4.00	
3	Peer	3.44	
0	Reports	-	
0	Other	-	
3	Combined	3.44	

Combined = Average (Peer + Report + Other)

Benchmark (Priority) Value: 5.00

The Benchmark (Priority) Value represents the desired or target skill level for this competency.

#	Question, Statement or Behavioral Indicator	Self	Manager*	Peer*	Reports*	Other*
1/	Leads the development of the vision for the organization.	4.00	5.00 (1)	3.33 (3)	-	-
2/	Communicates a clear, vivid, and relevant description or picture of where the organization should be in the future (3 to 10 years).	4.00	3.00 (1)	3.67 (3)	-	-
3/	Scans external and internal environments to identify and assess emerging trends, opportunities and threats that may influence future directions.	4.00	4.00 (1)	3.33 (3)	-	-

Notification:

The results for this competency suggest that a possible opportunity for improvement may exist.
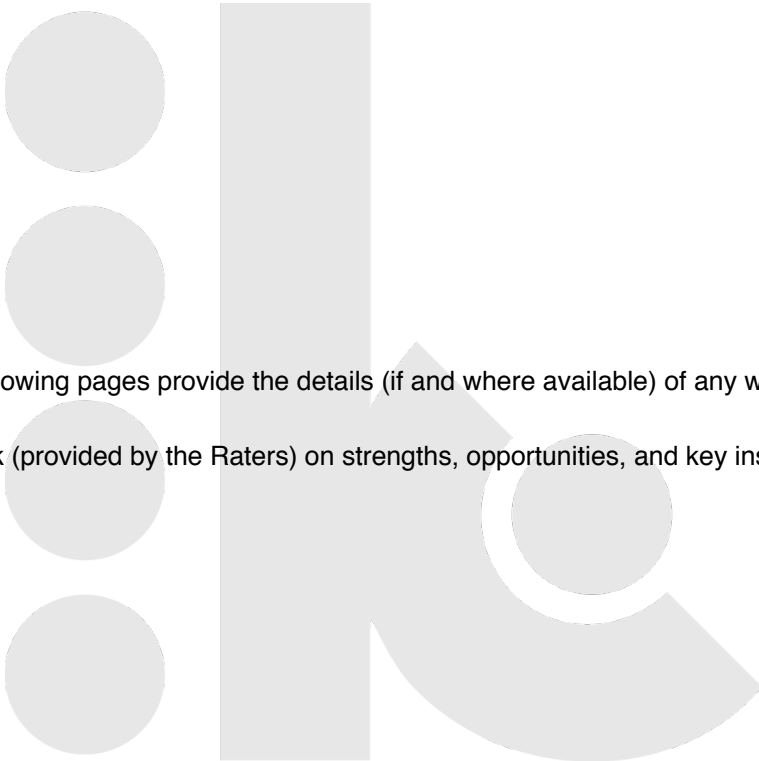
You may wish to explore various opportunities to improve in this area.

*Values inside parenthesis () represent the number of responses received for that behaviour or question.

The following pages provide the details (if and where available) of any written

feedback (provided by the Raters) on strengths, opportunities, and key insights.

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Strengths	*These are areas where you may have demonstrated strength.*

There is no direct feedback available.

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Opportunity	These are areas where an opportunity for improvement may exist.

There is no direct feedback available.

Private and Confidential

Key Insight *These are suggestions where, if an improvement were made, it could be helpful for your development.*

There is no direct feedback available.

Personal Notes:

Personal Notes:

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Anything IS Possible

...

with Feedback!

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