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# 360 Leadership Assessment Report for:

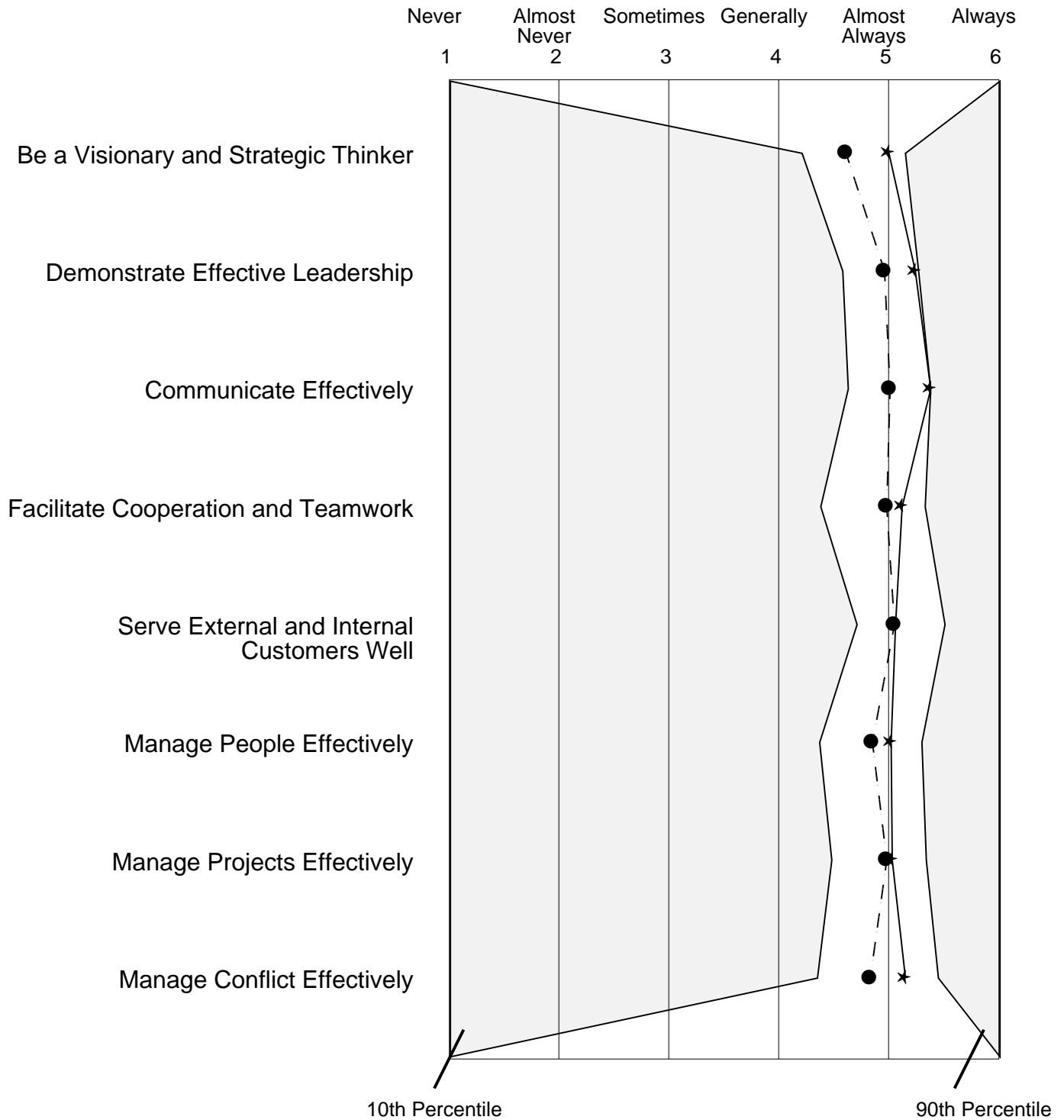
Kathy Q. Public

November 2004



### Normative Comparison

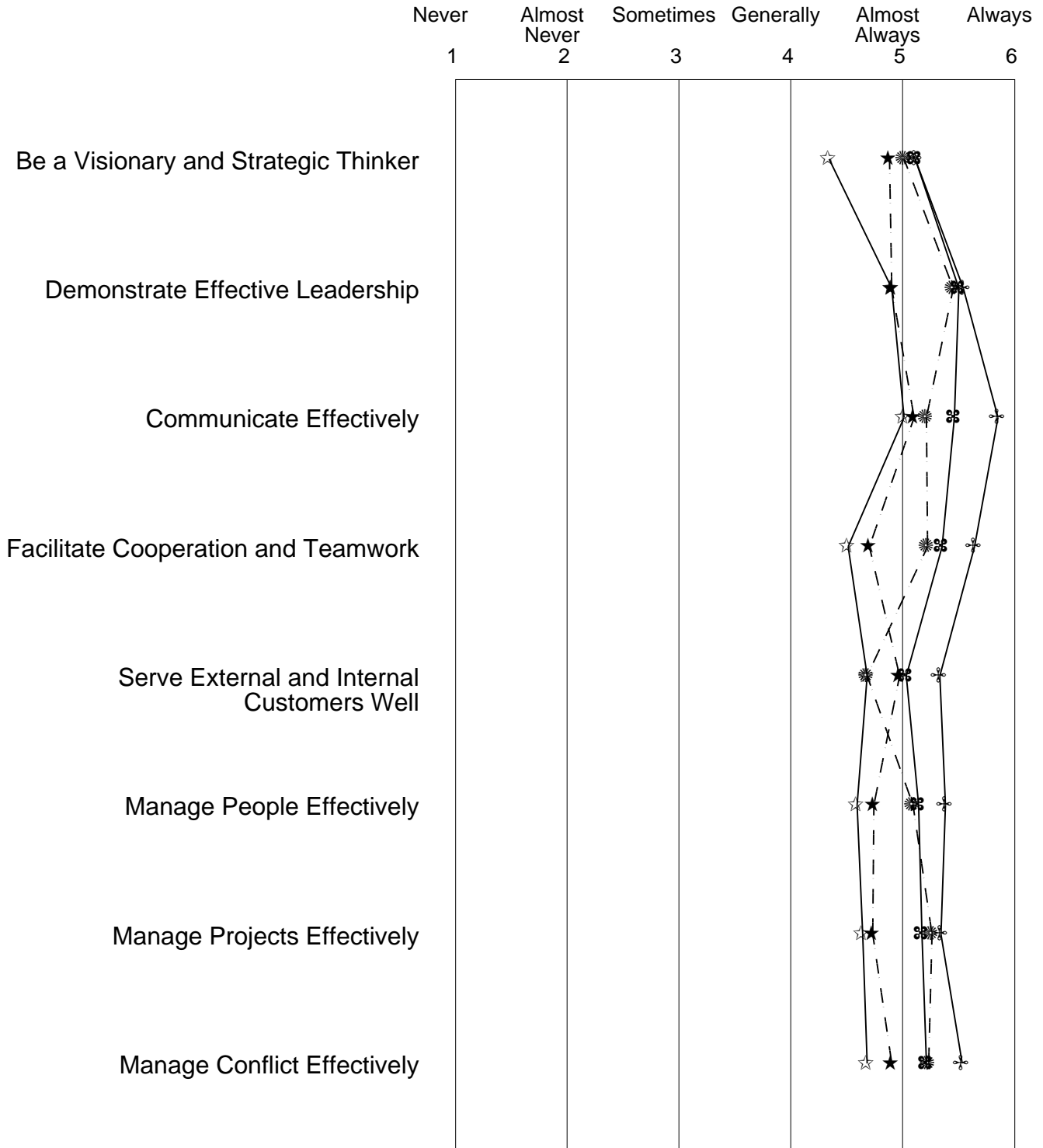
★ = Overall ● = Leadership Group



Shaded area represents Overall 10th and 90th percentile scores.

## Theme Summary

☆ = Self   \* = Supervisor   ☼ = Peer/Co-Worker   ★ = Staff   ✂ = Partner/Customer



# 360 Leadership Assessment

## Highest Rated Questions

	Self	Supervisor	Peer/Co-Worker	Staff	Partner/Customer
<b>#1</b>	22. Write in a clear and concise style?  Communicate ... 6.00	10. Take ownership for decisions made and the outcome of ...  Demonstrate ... 6.00	64. Complete projects on budget?  Manage Projects 6.00	10. Take ownership for decisions made and the outcome of ...  Demonstrate ... 5.88	23. Appropriately use a good balance of communication tools ...  Communicate ... 6.00
<b>#2</b>	41. Deal with external customers in a friendly, ...  Serve External ...6.00	23. Appropriately use a good balance of communication tools ...  Communicate ... 6.00	14. Model the behaviors and actions desired of ...  Demonstrate ... 6.00	4. Think through the implications of decisions and actions ...  Be a Visionary ...5.56	22. Write in a clear and concise style?  Communicate ... 6.00
<b>#3</b>	25. Share the "whys" behind the organization's ...  Communicate ... 6.00	36. Demonstrate a willingness to pitch in to get the job done?  Facilitate ... 6.00	10. Take ownership for decisions made and the outcome of ...  Demonstrate ... 5.80	33. Speak positively of team members?  Facilitate ... 5.50	36. Demonstrate a willingness to pitch in to get the job done?  Facilitate ... 6.00
<b>#4</b>	10. Take ownership for decisions made and the outcome of ...  Demonstrate ... 5.00	9. Display a willingness to make decisions?  Demonstrate ... 6.00	9. Display a willingness to make decisions?  Demonstrate ... 5.80	64. Complete projects on budget?  Manage Projects 5.50	21. Take the time to communicate with and listen to others?  Communicate ... 6.00
<b>#5</b>	23. Appropriately use a good balance of communication tools ...  Communicate ... 5.00	68. Encourage open, honest, and direct communication?  Manage Conflict 6.00	68. Encourage open, honest, and direct communication?  Manage Conflict 5.80	23. Appropriately use a good balance of communication tools ...  Communicate ... 5.44	37. Share knowledge and expertise with others?  Facilitate ... 6.00
<b>#6</b>	36. Demonstrate a willingness to pitch in to get the job done?  Facilitate ... 5.00	65. Thank people for their efforts?  Manage Projects 6.00	8. Evoke trust by following through on commitments?  Demonstrate ... 5.80	9. Display a willingness to make decisions?  Demonstrate ... 5.33	24. Communicate in a clear and concise style?  Communicate ... 6.00
<b>#7</b>	17. Listen effectively to others?  Communicate ... 5.00	74. Attempt to resolve differences or conflicts fairly?  Manage Conflict 6.00	22. Write in a clear and concise style?  Communicate ... 5.75	17. Listen effectively to others?  Communicate ... 5.33	20. Ask questions to learn more about (or to clarify) what ...  Communicate ... 6.00
<b>#8</b>	37. Share knowledge and expertise with others?  Facilitate ... 5.00	14. Model the behaviors and actions desired of ...  Demonstrate ... 6.00	49. Provide feedback to others in a constructive manner?  Manage People 5.67	21. Take the time to communicate with and listen to others?  Communicate ... 5.33	49. Provide feedback to others in a constructive manner?  Manage People 6.00
<b>#9</b>	24. Communicate in a clear and concise style?  Communicate ... 5.00	20. Ask questions to learn more about (or to clarify) what ...  Communicate ... 6.00	48. Provide regular performance feedback to others?  Manage People 5.67	71. Use negotiation skills to effectively resolve conflict?  Manage Conflict 5.33	52. Help people develop realistic performance goals?  Manage People 6.00
<b>#10</b>	68. Encourage open, honest, and direct communication?  Manage Conflict 5.00	39. Look for ways and opportunities to celebrate the team's ...  Facilitate ... 6.00	36. Demonstrate a willingness to pitch in to get the job done?  Facilitate ... 5.60	74. Attempt to resolve differences or conflicts fairly?  Manage Conflict 5.29	19. Appear to be approachable?  Communicate ... 6.00

# 360 Leadership Assessment

## Lowest Rated Questions

	Self	Supervisor	Peer/Co-Worker	Staff	Partner/Customer
<b>#1</b>	9. Display a willingness to make decisions? Demonstrate ... 4.00	44. Take a customer's perspective during ... Serve External ...4.00	43. Seek customer input when making decisions? Serve External ...4.50	73. Attempt to resolve differences or conflicts early on? Manage Conflict 4.00	1. Articulate a compelling vision of an ideal future for ... Be a Visionary ... 4.60
<b>#2</b>	21. Take the time to communicate with and listen to others? Communicate ... 4.00	43. Seek customer input when making decisions? Serve External ...4.00	62. Identify and remove barriers that interfere with the ... Manage Projects 4.60	12. Identify problems in a timely manner? Demonstrate ... 4.00	59. Involve the right people on projects? Manage Projects 4.80
<b>#3</b>	33. Speak positively of team members? Facilitate ... 4.00	22. Write in a clear and concise style? Communicate ... 5.00	46. Identify an individual's performance issue ... Manage People .4.67	35. Confront issues that are limiting team effectiveness? Facilitate ... 4.00	46. Identify an individual's performance issue ... Manage People .4.80
<b>#4</b>	64. Complete projects on budget? Manage Projects 4.00	17. Listen effectively to others? Communicate ... 5.00	44. Take a customer's perspective during ... Serve External ...4.75	46. Identify an individual's performance issue ... Manage People .4.00	60. Develop workable plans to achieve project goals? Manage Projects 5.00
<b>#5</b>	72. Maintain focus on the situation, issue, or behavior rather ... Manage Conflict 4.00	21. Take the time to communicate with and listen to others? Communicate ... 5.00	70. Manage his or her emotions effectively during ... Manage Conflict 4.80	48. Provide regular performance feedback to others? Manage People .4.11	29. Seek out ways to work more effectively with other ... Facilitate ... 5.00
<b>#6</b>	39. Look for ways and opportunities to celebrate the team's ... Facilitate ... 4.00	33. Speak positively of team members? Facilitate ... 5.00	45. Adjust work activities or recommend changes ... Serve External ...4.80	66. Proactively anticipate and identify potential conflicts? Manage Conflict 4.13	2. Demonstrate the ability to align others towards achieving the ... Be a Visionary ...5.00
<b>#7</b>	52. Help people develop realistic performance goals? Manage People .4.00	37. Share knowledge and expertise with others? Facilitate ... 5.00	1. Articulate a compelling vision of an ideal future for ... Be a Visionary ... 4.80	55. Deal with issues that are preventing the work group from ... Manage People .4.13	6. Appropriately challenge "That's the way things have ... Be a Visionary ...5.00
<b>#8</b>	19. Appear to be approachable? Communicate ... 4.00	24. Communicate in a clear and concise style? Communicate ... 5.00	6. Appropriately challenge "That's the way things have ... Be a Visionary ... 4.80	2. Demonstrate the ability to align others towards achieving the ... Be a Visionary ... 4.25	55. Deal with issues that are preventing the work group from ... Manage People .5.00
<b>#9</b>	63. Complete projects on time? Manage Projects 4.00	64. Complete projects on budget? Manage Projects 5.00	12. Identify problems in a timely manner? Demonstrate ... 4.80	32. Take actions that respect the needs and contributions of ... Facilitate ... 4.25	3. Adapt strategies, goals, and plans to changing conditions ... Be a Visionary ...5.20
<b>#10</b>	54. Demonstrate patience in working with others? Manage People .4.00	4. Think through the implications of decisions and actions ... Be a Visionary ... 5.00	66. Proactively anticipate and identify potential conflicts? Manage Conflict 4.80	58. Clearly define project expectations and parameters/boun... Manage Projects 4.25	7. Persuade and lead others toward accomplishing ... Demonstrate ... 5.20

# 360 Leadership Assessment

		1 Not Important	2	3	4	5	6 Very Important			
		1	2	3	4	5	6	10th Percentile	90th Percentile	
<b>Being a Visionary and Strategic Thinker:</b> Articulating a compelling vision, seeing the "bigger picture," challenging the status quo, developing appropriate strategies to meet the challenges ahead, etc.	Self (1)	6.00						▲	4.00	6.00
	Supervisor (1)	5.00							3.50	6.00
	Peer/Co-Worker (4)	5.75								
	Staff (9)	5.56								
	Partner/Customer (5)	5.20								
	Total Others (18)	5.50						▲	3.14	5.75
	Overall (19)	5.47						▲	3.00	5.67
<b>Demonstrating Leadership:</b> Influencing/persuading others toward a goal, appreciating the accomplishments of others, making tough decisions, modeling desired behaviors, etc.	Self (1)	5.00						▲	4.00	6.00
	Supervisor (1)	6.00						▲	3.00	6.00
	Peer/Co-Worker (5)	5.80								
	Staff (9)	5.67								
	Partner/Customer (5)	5.80								
	Total Others (19)	5.74						▲	4.00	5.89
	Overall (20)	5.75						▲	3.88	5.86
<b>Communicating Effectively</b> : Expressing ideas clearly, listening effectively, sharing information, being approachable, sharing the "whys," etc.	Self (1)	5.00							5.00	6.00
	Supervisor (1)	6.00						▲	4.00	6.00
	Peer/Co-Worker (5)	6.00								
	Staff (9)	5.56								
	Partner/Customer (5)	4.80								
	Total Others (19)	5.47						▲	5.17	5.88
	Overall (20)	5.50						▲	5.09	5.88
<b>Facilitating Cooperation and Teamwork:</b> Working collaboratively with others, respecting the needs and contributions of others, sharing knowledge and expertise, being open to new ideas from others, etc.	Self (1)	6.00						▲	4.00	6.00
	Supervisor (1)	4.00							3.00	6.00
	Peer/Co-Worker (5)	6.00						▲		
	Staff (9)	5.44								
	Partner/Customer (5)	4.60								
	Total Others (19)	5.37						▲	4.80	5.56
	Overall (20)	5.30						▲	4.67	5.56
<b>Serving External and Internal Customers Well:</b> Seeking customer input, adjusting work activities to reflect customer input, following-through on actions, treating other departments as internal customers, etc.	Self (1)	4.00						▲	3.00	6.00
	Supervisor (1)	3.00							3.67	6.00
	Peer/Co-Worker (5)	6.00						▲		
	Staff (9)	4.78								
	Partner/Customer (5)	4.40								
	Total Others (19)	5.00						▲	4.50	5.78
	Overall (20)	4.90						▲	4.44	5.80

▲ = Leadership Group

# 360 Leadership Assessment

		1 Not Important	2	3	4	5	6 Very Important			
		1	2	3	4	5	6	10th Percentile	90th Percentile	
<b>Managing People Effectively:</b> Providing feedback on others' performance, set realistic goals, show support for others' decisions, help others grow in their jobs, turn mistakes into learning experiences, etc.	Self (1)	6.00							3.00	6.00
	Supervisor (1)	5.00						▲	2.00	6.00
	Peer/Co-Worker (5)	5.80								
	Staff (9)	5.78								
	Partner/Customer (5)	5.40								
	Total Others (19)	5.68						▲	3.86	5.68
	Overall (20)	5.65						▲	3.50	5.70
<b>Managing Projects Effectively:</b> Clearly defining project expectations, identifying and removing barriers to project completion, developing workable plans, etc.	Self (1)	4.00						▲	3.00	6.00
	Supervisor (1)	1.00						▲	2.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (9)	4.67								
	Partner/Customer (5)	4.40								
	Total Others (19)	4.79						▲	4.00	5.70
	Overall (20)	4.60						▲	4.00	5.73
<b>Managing Conflict Effectively:</b> Anticipating potential conflicts, attempting to resolve conflicts early on, encouraging open and honest communications, etc.	Self (1)	5.00						▲	4.00	6.00
	Supervisor (1)	2.00						▲	3.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (9)	5.44								
	Partner/Customer (5)	5.40								
	Total Others (19)	5.42						▲	3.60	5.71
	Overall (20)	5.25						▲	3.83	5.75

▲ = Leadership Group

# 360 Leadership Assessment

	Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
	1	2	3	4	5	6			
Be a Visionary and Strategic Thinker	Self (1)	4.33						3.83	5.83
	Supervisor (1)	5.00						4.00	5.31
	Peer/Co-Worker (5)	5.10							
	Staff (9)	4.87							
	Partner/Customer (5)	5.10							
	Total Others (19)	4.99						4.17	5.11
	Overall (20)	4.99						4.20	5.14
1. Articulate a compelling vision of an ideal future for us or a specific service or program?	Self (1)	4.00						2.00	6.00
	Supervisor (1)	5.00						3.00	5.00
	Peer/Co-Worker (5)	4.80							
	Staff (9)	4.78							
	Partner/Customer (5)	4.60							
	Total Others (19)	4.74						3.67	5.26
	Overall (20)	4.75						3.62	5.18
2. Demonstrate the ability to align others towards achieving the vision?	Self (1)	5.00						3.00	6.00
	Supervisor (1)	5.00						3.00	5.67
	Peer/Co-Worker (5)	5.40							
	Staff (8)	4.25							
	Partner/Customer (5)	5.00							
	Total Others (18)	4.78						3.67	5.21
	Overall (19)	4.79						3.69	5.27
3. Adapt strategies, goals, and plans to changing conditions both within and outside of the organization?	Self (1)	4.00						4.00	6.00
	Supervisor (1)	5.00						3.50	5.33
	Peer/Co-Worker (5)	5.40							
	Staff (8)	5.00							
	Partner/Customer (5)	5.20							
	Total Others (18)	5.17						4.50	5.26
	Overall (19)	5.16						4.20	5.27
4. Think through the implications of decisions and actions on staff, customers, and other stakeholders?	Self (1)	5.00						5.00	6.00
	Supervisor (1)	5.00						4.00	6.00
	Peer/Co-Worker (5)	5.00							
	Staff (9)	5.56							
	Partner/Customer (5)	5.60							
	Total Others (19)	5.42						4.50	5.56
	Overall (20)	5.40						4.50	5.50
5. Search for the underlying, systemic causes driving a problem or issue?	Self (1)	4.00						4.00	6.00
	Supervisor (1)	5.00						4.00	6.00
	Peer/Co-Worker (5)	5.20							
	Staff (8)	4.75							
	Partner/Customer (5)	5.20							
	Total Others (18)	5.00						4.00	5.31
	Overall (19)	5.00						4.11	5.38

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
6. Appropriately challenge "That's the way things have always been done here?"	Self (1)	4.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		3.00	6.00
	Peer/Co-Worker (5)	4.80								
	Staff (8)	4.25								
	Partner/Customer (5)	5.00								
	Total Others (18)	4.61					▲		4.11	5.25
	Overall (19)	4.63					▲		4.20	5.11

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
Demonstrate Effective Leadership	Self (1)	4.89					▲		4.33	5.67
	Supervisor (1)	5.44					▲		4.00	5.48
	Peer/Co-Worker (5)	5.49								
	Staff (9)	4.89								
	Partner/Customer (5)	5.53								
	Total Others (19)	5.22					▲		4.57	5.32
	Overall (20)	5.23					▲		4.57	5.26
7. Persuade and lead others toward accomplishing organizational or team goals?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		3.00	5.67
	Peer/Co-Worker (5)	5.40								
	Staff (8)	4.88								
	Partner/Customer (5)	5.20								
	Total Others (18)	5.11					▲		4.14	5.38
	Overall (19)	5.11					▲		4.12	5.27
8. Evoke trust by following through on commitments?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	6.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.80								
	Staff (8)	4.50								
	Partner/Customer (5)	5.40								
	Total Others (18)	5.11					▲		4.40	5.86
	Overall (19)	5.16					▲		4.40	5.67
9. Display a willingness to make decisions?	Self (1)	4.00					▲		4.00	6.00
	Supervisor (1)	6.00					▲		3.00	6.00
	Peer/Co-Worker (5)	5.80								
	Staff (9)	5.33								
	Partner/Customer (5)	5.60								
	Total Others (19)	5.53					▲		4.43	5.58
	Overall (20)	5.55					▲		4.30	5.55
10. Take ownership for decisions made and the outcome of these decisions?	Self (1)	5.00					▲		5.00	6.00
	Supervisor (1)	6.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.80								
	Staff (8)	5.88								
	Partner/Customer (5)	5.80								
	Total Others (18)	5.83					▲		4.86	5.83
	Overall (19)	5.84					▲		4.78	5.84
11. Achieve agreement from others when making decisions?	Self (1)	5.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		4.00	5.50
	Peer/Co-Worker (5)	5.20								
	Staff (8)	4.37								
	Partner/Customer (5)	5.20								
	Total Others (18)	4.83					▲		4.40	5.38
	Overall (19)	4.84					▲		4.36	5.22

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
12. Identify problems in a timely manner?	Self (1)	5.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		4.00	5.50
	Peer/Co-Worker (5)	4.80								
	Staff (8)	4.00								
	Partner/Customer (5)	5.20								
	Total Others (18)	4.56					▲		4.14	5.25
	Overall (19)	4.58					▲		4.30	5.20
13. Openly recognize and express appreciation for the accomplishments of others?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.20								
	Staff (8)	4.37								
	Partner/Customer (5)	6.00								
	Total Others (18)	5.06					▲		4.78	5.75
	Overall (19)	5.05					▲		4.80	5.63
14. Model the behaviors and actions desired of others?	Self (1)	5.00					▲		3.00	6.00
	Supervisor (1)	6.00					▲		4.00	6.00
	Peer/Co-Worker (5)	6.00								
	Staff (8)	4.63								
	Partner/Customer (5)	5.80								
	Total Others (18)	5.33					▲		3.89	5.50
	Overall (19)	5.37					▲		3.90	5.40
15. Create an environment where individuals are free to communicate without concern of rejection or reprisal?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (8)	4.88								
	Partner/Customer (5)	5.60								
	Total Others (18)	5.22					▲		4.30	5.86
	Overall (19)	5.21					▲		4.36	5.75

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always			
		1	2	3	4	5	6	10th Percentile	90th Percentile	
Communicate Effectively	Self (1)	5.00							4.50	5.90
	Supervisor (1)	5.20							4.60	5.80
	Peer/Co-Worker (5)	5.45								
	Staff (9)	5.09								
	Partner/Customer (5)	5.84								
	Total Others (19)	5.38							4.60	5.40
	Overall (20)	5.37							4.62	5.37
16. Express ideas in a clear and understandable manner?	Self (1)	5.00							4.00	6.00
	Supervisor (1)	5.00							4.00	5.50
	Peer/Co-Worker (5)	5.60								
	Staff (9)	5.00								
	Partner/Customer (5)	5.80								
	Total Others (19)	5.37							4.40	5.42
	Overall (20)	5.35							4.44	5.36
17. Listen effectively to others?	Self (1)	5.00							4.00	6.00
	Supervisor (1)	5.00							4.00	6.00
	Peer/Co-Worker (5)	5.60								
	Staff (9)	5.33								
	Partner/Customer (5)	5.80								
	Total Others (19)	5.53							4.57	5.71
	Overall (20)	5.50							4.56	5.63
18. Openly share work-related information?	Self (1)	5.00							5.00	6.00
	Supervisor (1)	5.00							5.00	6.00
	Peer/Co-Worker (5)	5.60								
	Staff (8)	4.88								
	Partner/Customer (5)	5.40								
	Total Others (18)	5.22							4.75	5.57
	Overall (19)	5.21							4.78	5.50
19. Appear to be approachable?	Self (1)	4.00							4.00	6.00
	Supervisor (1)	5.00							4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (9)	4.89								
	Partner/Customer (5)	6.00								
	Total Others (19)	5.32							4.70	5.92
	Overall (20)	5.30							4.73	5.93
20. Ask questions to learn more about (or to clarify) what people are saying?	Self (1)	5.00							4.00	6.00
	Supervisor (1)	6.00							4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (9)	4.89								
	Partner/Customer (5)	6.00								
	Total Others (19)	5.32							4.50	5.43
	Overall (20)	5.35							4.60	5.38

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
21. Take the time to communicate with and listen to others?	Self (1)	4.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.60								
	Staff (9)	5.33								
	Partner/Customer (5)	6.00								
	Total Others (19)	5.58					▲		4.40	5.86
	Overall (20)	5.55					▲		4.67	5.75
22. Write in a clear and concise style?	Self (1)	6.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (4)	5.75								
	Staff (9)	5.11								
	Partner/Customer (5)	6.00								
	Total Others (18)	5.50					▲		4.44	5.59
	Overall (19)	5.47					▲		4.43	5.57
23. Appropriately use a good balance of communication tools (e.g., staff meetings, memos, E-mail, meeting minutes, etc?) to communicate to others?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	6.00					▲		3.00	6.00
	Peer/Co-Worker (5)	5.20								
	Staff (9)	5.44								
	Partner/Customer (5)	6.00								
	Total Others (19)	5.53					▲		4.50	5.75
	Overall (20)	5.55					▲		4.55	5.60
24. Communicate in a clear and concise style?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (9)	5.22								
	Partner/Customer (5)	6.00								
	Total Others (19)	5.47					▲		4.20	5.61
	Overall (20)	5.45					▲		4.18	5.57
25. Share the "whys" behind the organization's directions, decisions, and changes?	Self (1)	6.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	5.67
	Peer/Co-Worker (5)	5.20								
	Staff (8)	4.63								
	Partner/Customer (5)	5.40								
	Total Others (18)	5.00					▲		4.11	5.20
	Overall (19)	5.00					▲		4.17	5.18

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
Facilitate Cooperation and Teamwork	Self (1)	4.50					▲		4.14	5.86
	Supervisor (1)	5.21					▲		4.36	5.52
	Peer/Co-Worker (5)	5.34								
	Staff (9)	4.69								
	Partner/Customer (5)	5.63								
	Total Others (19)	5.11					▲		4.39	5.38
	Overall (20)	5.11					▲		4.37	5.32
26. Exhibit tact and consideration in working relationships?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (8)	4.75								
	Partner/Customer (5)	5.60								
	Total Others (18)	5.17					▲		3.87	5.88
	Overall (19)	5.16					▲		3.90	5.89
27. Deal with others in a consistent manner?	Self (1)	4.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.20					▲			
	Staff (8)	4.50								
	Partner/Customer (5)	5.40								
	Total Others (18)	4.94					▲		4.40	5.86
	Overall (19)	4.95					▲		4.36	5.75
28. Work collaboratively and cooperatively to achieve common goals?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		5.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (8)	4.88								
	Partner/Customer (5)	5.80								
	Total Others (18)	5.28					▲		4.75	5.63
	Overall (19)	5.26					▲		4.70	5.56
29. Seek out ways to work more effectively with other departments, work areas, and individuals?	Self (1)	5.00					▲		3.00	6.00
	Supervisor (1)	6.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (9)	4.33								
	Partner/Customer (3)	5.00								
	Total Others (17)	4.76					▲		4.25	5.67
	Overall (18)	4.83					▲		4.25	5.20
30. Demonstrate open-mindedness and a willingness to be flexible when presented with new ideas?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		3.50	5.33
	Peer/Co-Worker (5)	5.40								
	Staff (9)	4.67								
	Partner/Customer (5)	5.40								
	Total Others (19)	5.05					▲		4.30	5.71
	Overall (20)	5.05					▲		4.20	5.62

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
31. Show respect for and seek to understand differences in others' opinions, values, and work methods?	Self (1)	4.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (8)	4.50								
	Partner/Customer (5)	5.80								
	Total Others (18)	5.11					▲		4.20	5.75
	Overall (19)	5.11					▲		4.18	5.78
32. Take actions that respect the needs and contributions of others?	Self (1)	4.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.00								
	Staff (8)	4.25								
	Partner/Customer (5)	5.60								
	Total Others (18)	4.83					▲		4.40	5.50
	Overall (19)	4.84					▲		4.38	5.40
33. Speak positively of team members?	Self (1)	4.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.60								
	Staff (8)	5.50								
	Partner/Customer (5)	5.60								
	Total Others (18)	5.56					▲		4.50	5.83
	Overall (19)	5.53					▲		4.45	5.71
34. Communicate people's successes to others?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (8)	4.62								
	Partner/Customer (5)	6.00								
	Total Others (18)	5.22					▲		4.29	5.56
	Overall (19)	5.21					▲		4.22	5.50
35. Confront issues that are limiting team effectiveness?	Self (1)	4.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		3.00	6.00
	Peer/Co-Worker (5)	4.80								
	Staff (8)	4.00								
	Partner/Customer (5)	5.20								
	Total Others (18)	4.56					▲		3.80	5.13
	Overall (19)	4.58					▲		4.00	5.00
36. Demonstrate a willingness to pitch in to get the job done?	Self (1)	5.00					▲		5.00	6.00
	Supervisor (1)	6.00					▲		5.00	6.00
	Peer/Co-Worker (5)	5.60					▲			
	Staff (8)	5.13								
	Partner/Customer (5)	6.00								
	Total Others (18)	5.50					▲		4.90	5.89
	Overall (19)	5.53					▲		4.91	5.90

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
37. Share knowledge and expertise with others?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		5.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (8)	5.25								
	Partner/Customer (5)	6.00								
	Total Others (18)	5.50					▲		4.89	5.62
	Overall (19)	5.47					▲		4.88	5.60
38. Remain calm when under stress, deadlines and pressure?	Self (1)	4.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.20								
	Staff (8)	4.63								
	Partner/Customer (5)	5.20								
	Total Others (18)	4.94					▲		4.11	5.67
	Overall (19)	4.95					▲		4.20	5.57
39. Look for ways and opportunities to celebrate the team's successes?	Self (1)	4.00					▲		3.00	6.00
	Supervisor (1)	6.00					▲		3.00	6.00
	Peer/Co-Worker (5)	5.60								
	Staff (8)	4.75								
	Partner/Customer (5)	5.80								
	Total Others (18)	5.28					▲		4.11	5.78
	Overall (19)	5.32					▲		4.09	5.70

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
Serve External and Internal Customers Well	Self (1)	4.67					▲		4.00	6.00
	Supervisor (1)	4.67					▲		4.50	5.50
	Peer/Co-Worker (5)	5.02								
	Staff (9)	4.96								
	Partner/Customer (5)	5.32								
	Total Others (19)	5.07					▲		4.66	5.53
	Overall (20)	5.05					▲		4.70	5.50
40. Follow through on actions that he or she agreed to take within a reasonable amount of time?	Self (1)	4.00							3.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (8)	5.00								
	Partner/Customer (5)	5.20								
	Total Others (18)	5.17					▲		4.30	5.63
	Overall (19)	5.16					▲		4.36	5.67
41. Deal with external customers in a friendly, respectful manner?	Self (1)	6.00							5.00	6.00
	Supervisor (1)	5.00					▲		5.00	6.00
	Peer/Co-Worker (5)	5.20								
	Staff (8)	5.25								
	Partner/Customer (5)	5.60								
	Total Others (18)	5.33					▲		5.33	6.00
	Overall (19)	5.32					▲		5.27	6.00
42. Treat other teams or departments within the organization as internal customers?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.20								
	Staff (8)	4.88								
	Partner/Customer (2)	6.00								
	Total Others (15)	5.13					▲		4.62	5.82
	Overall (16)	5.12					▲		4.67	5.83
43. Seek customer input when making decisions?	Self (1)	4.00							4.00	6.00
	Supervisor (1)	4.00					▲		4.00	6.00
	Peer/Co-Worker (4)	4.50					▲			
	Staff (6)	4.50								
	Partner/Customer (5)	5.20								
	Total Others (15)	4.73					▲		4.20	6.00
	Overall (16)	4.69					▲		4.27	6.00
44. Take a customer's perspective during discussions of policies and practices?	Self (1)	4.00							4.00	6.00
	Supervisor (1)	4.00					▲		4.00	5.50
	Peer/Co-Worker (4)	4.75								
	Staff (8)	4.50								
	Partner/Customer (5)	5.20								
	Total Others (17)	4.76					▲		4.20	5.43
	Overall (18)	4.72					▲		4.18	5.43

▲ = Leadership Group

# 360 Leadership Assessment

	Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
	1	2	3	4	5	6			
45. Adjust work activities or recommend changes in policies and programs based upon what is learned from internal and external customers?	Self (1)	5.00 ▲						4.00	6.00
	Supervisor (1)	5.00 ▲						4.00	5.00
	Peer/Co-Worker (5)	4.80							
	Staff (8)	4.88							
	Partner/Customer (5)	5.20							
	Total Others (18)	4.94						4.38	5.40
	Overall (19)	4.95						4.44	5.30

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
Manage People Effectively	Self (1)	4.58					▲		4.08	5.42
	Supervisor (1)	5.08					▲		3.92	5.44
	Peer/Co-Worker (5)	5.13								
	Staff (9)	4.73								
	Partner/Customer (5)	5.37								
	Total Others (19)	5.00					▲		4.42	5.26
	Overall (20)	5.01					▲		4.36	5.29
46. Identify an individual's performance issue and then work with that person to resolve it?	Self (1)	5.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		4.00	5.00
	Peer/Co-Worker (3)	4.67								
	Staff (7)	4.00								
	Partner/Customer (5)	4.80								
	Total Others (15)	4.40					▲		3.75	5.60
	Overall (16)	4.44					▲		3.75	5.60
47. Help others grow and develop in their jobs?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		3.50	6.00
	Peer/Co-Worker (4)	5.25								
	Staff (7)	4.57								
	Partner/Customer (4)	5.75								
	Total Others (15)	5.07					▲		4.00	5.50
	Overall (16)	5.06					▲		4.00	5.50
48. Provide regular performance feedback to others?	Self (1)	5.00					▲		2.00	6.00
	Supervisor (1)	5.00					▲		3.00	5.00
	Peer/Co-Worker (3)	5.67								
	Staff (9)	4.11								
	Partner/Customer (3)	6.00								
	Total Others (15)	4.80					▲		3.83	6.00
	Overall (16)	4.81					▲		3.86	5.60
49. Provide feedback to others in a constructive manner?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	5.50
	Peer/Co-Worker (3)	5.67								
	Staff (8)	5.00								
	Partner/Customer (3)	6.00								
	Total Others (14)	5.36					▲		4.29	5.80
	Overall (15)	5.33					▲		4.29	5.67
50. Communicate clear performance expectations to others?	Self (1)	4.00					▲		3.00	5.00
	Supervisor (1)	5.00					▲		4.00	5.33
	Peer/Co-Worker (4)	5.25								
	Staff (8)	4.25								
	Partner/Customer (3)	5.33								
	Total Others (15)	4.73					▲		3.86	5.75
	Overall (16)	4.75					▲		3.86	5.75

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
51. Express confidence in people's abilities to attain a higher level of performance?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.60								
	Staff (8)	4.75								
	Partner/Customer (2)	5.50								
	Total Others (15)	5.13					▲		4.56	5.80
	Overall (16)	5.13					▲		4.50	5.67
52. Help people develop realistic performance goals?	Self (1)	4.00							3.00	5.00
	Supervisor (1)	6.00					▲		4.00	6.00
	Peer/Co-Worker (4)	5.25								
	Staff (7)	5.00								
	Partner/Customer (3)	6.00								
	Total Others (14)	5.29					▲		4.40	6.00
	Overall (15)	5.33					▲		4.33	5.75
53. Provide people with the proper tools and resources to effectively do their jobs?	Self (1)	4.00							4.00	6.00
	Supervisor (1)	5.00					▲		4.50	6.00
	Peer/Co-Worker (5)	5.00								
	Staff (8)	4.38								
	Partner/Customer (3)	5.67								
	Total Others (16)	4.81					▲		4.33	5.50
	Overall (17)	4.82					▲		4.33	5.43
54. Demonstrate patience in working with others?	Self (1)	4.00							3.00	5.00
	Supervisor (1)	5.00					▲		3.50	6.00
	Peer/Co-Worker (5)	5.00								
	Staff (8)	5.25								
	Partner/Customer (5)	5.40								
	Total Others (18)	5.22					▲		4.17	5.67
	Overall (19)	5.21					▲		4.00	5.62
55. Deal with issues that are preventing the work group from being as effective as it might be?	Self (1)	4.00							3.00	6.00
	Supervisor (1)	5.00					▲		3.00	6.00
	Peer/Co-Worker (5)	4.80								
	Staff (8)	4.13								
	Partner/Customer (5)	5.00								
	Total Others (18)	4.56					▲		4.14	5.40
	Overall (19)	4.58					▲		4.00	5.20
56. Show support for the decisions that people make?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.20								
	Staff (8)	4.88								
	Partner/Customer (5)	5.80								
	Total Others (18)	5.22					▲		4.71	5.71
	Overall (19)	5.21					▲		4.63	5.62

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always			
		1	2	3	4	5	6	10th Percentile	90th Percentile	
57. Turn mistakes into learning experiences?	Self (1)	5.00					▲		5.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.20								
	Staff (7)	4.86								
	Partner/Customer (5)	5.60								
	Total Others (17)	5.18					▲		4.43	5.60
	Overall (18)	5.17					▲		4.50	5.64

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
Manage Projects Effectively	Self (1)	4.63					▲		4.13	5.38
	Supervisor (1)	5.25					▲		4.14	6.00
	Peer/Co-Worker (5)	5.16								
	Staff (8)	4.72								
	Partner/Customer (5)	5.33								
	Total Others (18)	5.01					▲		4.41	5.41
	Overall (19)	5.02					▲		4.47	5.33
58. Clearly define project expectations and parameters/boundaries?	Self (1)	4.00					▲		3.00	5.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.00								
	Staff (8)	4.25								
	Partner/Customer (5)	5.40								
	Total Others (18)	4.78					▲		4.25	5.25
	Overall (19)	4.79					▲		4.18	5.20
59. Involve the right people on projects?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.20								
	Staff (8)	4.62								
	Partner/Customer (5)	4.80								
	Total Others (18)	4.83					▲		4.67	5.29
	Overall (19)	4.84					▲		4.50	5.25
60. Develop workable plans to achieve project goals?	Self (1)	5.00					▲		4.00	5.00
	Supervisor (1)	6.00					▲		3.00	6.00
	Peer/Co-Worker (5)	5.00								
	Staff (6)	4.50								
	Partner/Customer (5)	5.00								
	Total Others (16)	4.81					▲		4.20	5.44
	Overall (17)	4.88					▲		4.00	5.40
61. Communicate project changes and progress to key stakeholders?	Self (1)	5.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.00								
	Staff (8)	4.88								
	Partner/Customer (5)	5.40								
	Total Others (18)	5.06					▲		4.44	5.83
	Overall (19)	5.05					▲		4.50	5.75
62. Identify and remove barriers that interfere with the completion of project tasks?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	4.60					▲			
	Staff (8)	4.25								
	Partner/Customer (5)	5.20								
	Total Others (18)	4.61					▲		4.25	5.40
	Overall (19)	4.63					▲		4.25	5.40

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
63. Complete projects on time?	Self (1)	4.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.40								
	Staff (7)	5.00								
	Partner/Customer (5)	5.60								
	Total Others (17)	5.29					▲		4.14	5.50
	Overall (18)	5.28					▲		4.13	5.38
64. Complete projects on budget?	Self (1)	4.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (3)	6.00								
	Staff (6)	5.50								
	Partner/Customer (3)	5.33								
	Total Others (12)	5.58					▲		4.67	5.58
	Overall (13)	5.54					▲		4.50	5.54
65. Thank people for their efforts?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	6.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.60								
	Staff (8)	5.00								
	Partner/Customer (5)	5.80								
	Total Others (18)	5.39					▲		4.63	5.82
	Overall (19)	5.42					▲		4.50	5.83

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always			
		1	2	3	4	5	6	10th Percentile	90th Percentile	
Manage Conflict Effectively	Self (1)	4.67					▲		3.78	5.67
	Supervisor (1)	5.22					▲		3.89	5.29
	Peer/Co-Worker (5)	5.20								
	Staff (9)	4.89								
	Partner/Customer (5)	5.52								
	Total Others (19)	5.14					▲		4.40	5.52
	Overall (20)	5.14					▲		4.34	5.44
66. Proactively anticipate and identify potential conflicts?	Self (1)	4.00					▲		3.00	5.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	4.80								
	Staff (8)	4.13								
	Partner/Customer (4)	5.25								
	Total Others (17)	4.59					▲		3.80	5.00
	Overall (18)	4.61					▲		3.86	5.00
67. Create effective methods for resolving conflicts?	Self (1)	5.00					▲		3.00	5.00
	Supervisor (1)	5.00					▲		3.00	5.00
	Peer/Co-Worker (5)	5.00								
	Staff (8)	4.50								
	Partner/Customer (5)	5.20								
	Total Others (18)	4.83					▲		4.10	5.40
	Overall (19)	4.84					▲		4.00	5.17
68. Encourage open, honest, and direct communication?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	6.00					▲		3.00	6.00
	Peer/Co-Worker (5)	5.80								
	Staff (9)	5.00								
	Partner/Customer (5)	5.80								
	Total Others (19)	5.42					▲		4.67	5.86
	Overall (20)	5.45					▲		4.67	5.75
69. Maintain objectivity when seeking to understand another's perspective?	Self (1)	5.00					▲		4.00	6.00
	Supervisor (1)	5.00					▲		3.00	6.00
	Peer/Co-Worker (5)	5.20								
	Staff (9)	4.67								
	Partner/Customer (5)	5.40								
	Total Others (19)	5.00					▲		4.25	5.57
	Overall (20)	5.00					▲		4.20	5.63
70. Manage his or her emotions effectively during situations involving conflict?	Self (1)	5.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	4.80								
	Staff (8)	5.25								
	Partner/Customer (5)	5.60								
	Total Others (18)	5.22					▲		4.14	5.71
	Overall (19)	5.21					▲		4.21	5.71

▲ = Leadership Group

# 360 Leadership Assessment

		Never	Almost Never	Sometimes	Generally	Almost Always	Always	10th Percentile	90th Percentile	
		1	2	3	4	5	6			
71. Use negotiation skills to effectively resolve conflict?	Self (1)	5.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		3.00	5.00
	Peer/Co-Worker (4)	5.25								
	Staff (9)	5.33								
	Partner/Customer (4)	5.75								
	Total Others (17)	5.41					▲		4.00	6.00
	Overall (18)	5.39					▲		4.00	5.60
72. Maintain focus on the situation, issue, or behavior rather than the person in order to resolve conflict?	Self (1)	4.00					▲		3.00	6.00
	Supervisor (1)	5.00					▲		4.00	6.00
	Peer/Co-Worker (5)	5.60								
	Staff (8)	5.25								
	Partner/Customer (5)	5.40								
	Total Others (18)	5.39					▲		4.11	5.80
	Overall (19)	5.37					▲		4.10	5.67
73. Attempt to resolve differences or conflicts early on?	Self (1)	4.00					▲		3.00	5.00
	Supervisor (1)	5.00					▲		3.00	6.00
	Peer/Co-Worker (4)	5.00								
	Staff (8)	4.00								
	Partner/Customer (4)	5.50								
	Total Others (16)	4.63					▲		4.10	5.25
	Overall (17)	4.65					▲		4.09	5.17
74. Attempt to resolve differences or conflicts fairly?	Self (1)	5.00						▲	4.00	6.00
	Supervisor (1)	6.00						▲	4.50	6.00
	Peer/Co-Worker (4)	5.00								
	Staff (7)	5.29								
	Partner/Customer (5)	5.80								
	Total Others (16)	5.38						▲	4.71	5.67
	Overall (17)	5.41						▲	4.75	5.57

▲ = Leadership Group

**Please type any specific and constructive comments on this leader's skills and behaviors in the area of **Being a Visionary and Strategic Thinker**:**

Kathy does a great job helping others and myself see the big picture. She is a good person to bounce things off of when the details are keeping you from seeing the bigger implications and challenges.

Kathy is very accomplished at identifying issues and working to bring others to a unified direction. I feel Kathy is still growing in her ability to articulate the vision of where the Focus programs are going.

Kathy has some unique skills: she is an excellent high level thinker, and can envision the idea of where the company should be, or the direction it should be going. The unique skill is that her "strategic" skills are equally backed up by her management skills to actually get that idea implemented. Most high level thinkers I have met are lousy implementers. Kathy has both skills.

Kathy has great vision and wholistic thinking and communicates this vision well. She would be more effective if she expected more of individual staff in terms of getting with the overall vision in their day to day operations. She is diplomatic and listens well and synthesizes lots of people's opinions and is able to show them how they link to the big picture.

We deal in area's that are constantly challenging us to think and work differently. While it is good to be cautious, we should always be thinking about strategies to do things differently and have seen Kathy start to challenge the status quo with her own thinking and of others. This trait is so very important as we begin to make an impact in the marketplace, which eventually may be beyond our control. Being a visionary and strategic thinker means taking (calculated) risks at times.

Don't let allegiances to existing processes and meetings distract you from being a visionary and strategic thinker. Use your natural leader and communication skills instead of entirely trusting in existing processes.

**Please type any specific and constructive comments on this leader's skills and behaviors in the area of **Demonstrating Effective Leadership**:**

You have demonstrated effective leadership during exceptionally trying times. I look forward to better days when we can all have more fun doing exceptional things under your leadership

I think that occasionally we as a community wait too long to address issues or problems in a timely manner. There is somewhat a culture of hoping things will fix themselves rather than addressing the issue head on. Kathy is on a good position to help address this.

Kathy is a strong leader who is very effective at getting staff to work in unity toward agreed upon objectives and goals.

Kathy is one of the most respected staff here. She is a hard worker, and it shows. Her attitude is outwardly positive, even when she is dealing with difficult and frustrating issues. She really is a role model, and I know staff look up to her as a leader.

As a partner/collaborator, commitments to staff sometimes take precedence to commitments to partner/collaborator - even when this is not consistent with shared goals. This has sometimes caused disruption at a business level. Kathy is more comfortable working out long-term changes over time through coaxing individuals to change their beliefs. While she is very effective at this, sometimes a short term intervention with staff to protect shared goals is necessary.

The role of effective leadership should also expand to external customers, such as subcontractors. Kathy has a strong leadership style and is consciously striving to emulate behaviors and actions desired by others.

Leadership is so praise happy that praise is becoming less meaningful. Put more effort into truly recognizing something praise worthy rather than praising every superficial thing that happens. Place a higher priority on identifying and resolving problems.

## 360 Leadership Assessment

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**Please type any specific and constructive comments on this leader's skills and behaviors in the area of **Communicating Effectively**:**

Is very good at involving the correct people in meetings, discussions and decisions. Stresses and demonstrates the value of frequent communications across all departments.

Kathy is very good at recognizing immediate issues.

Kathy uses appropriate means of communications such as meetings, telephone, and email to address issues.

Kathy is good at asking questions and listening.

Kathy is open to hearing good news or bad while continuing to show respect for the messenger.

Kathy has outstanding communication skills and works hard make time for communication of all types. Our strategies and priorities evolve over time and through the styles of individual key staff (rather than from overall organizational goals and plans set early then executed), which makes it difficult to keep communication organized. Within the context of how we set goals and executes, Kathy's communication skills are great.

Kathy has strong communication skills. Generally, communication is the root of most real or perceived problems.

You should consider when other communication tools are better than meetings. Ask yourself and others why a meeting is needed and whether a meeting might unreasonably displace higher priorities.

## 360 Leadership Assessment

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**Please type any specific and constructive comments on this leader's skills and behaviors in the area of **Facilitating Cooperation and Teamwork**:**

Always supportive of others and provides helpful feedback and advice as needed. Is pleasant to work with, even in situations where it may be difficult.

A big part of facilitating cooperation and teamwork is good and timely communication. Kathy is very good at conveying information to others in ways that help to strengthen the team.

Kathy demonstrates deep kindness in most of her interactions, and even if having an off day is willing to reconsider someone's ideas later. Shows great affection and respect for staff. Is willing to change negative opinions of people over time with new experiences.

Kathy is doing a good job with this. It would be good to see her encourage this among program managers as to increase cooperation and teamwork with subcontractors. We should value the subcontractors to a greater degree and allow for their involvement as it relates to teamwork. Most of our work is team oriented and as it relates to the marketplace cooperation and teamwork is crucial to our successes.

Place a higher priority on discovering and confronting issues that are limiting team effectiveness.

**Please type any specific and constructive comments on this leader's skills and behaviors in the area of **Serving External and Internal Customers Well:****

Is concerned with us providing high levels of customer service, both internally and externally. However, we could benefit from viewing programs through more of a customer perspective when making decisions or changes.

Kathy has the challenge of working with people with diverse views on how things should proceed with Focus programs. Kathy does very well at balancing the needs of the State with our needs to implement the residential programs. Kathy's challenge is to find more innovative ways of implementing Focus programs with reduced funding.

Kathy has a reputation for being positive, respectful, and a great person to work with to accomplish a given goal. Even when she disagrees with the position of an individual or company, she does it with tact, and respect.

I think this is one of the most different areas that we often don't think of in our day to day activities. Kathy is doing a good job at balancing the need to serve both internal and external customers.

## 360 Leadership Assessment

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**Please type any specific and constructive comments on this leader's skills and behaviors in the area of **Managing People Effectively**:**

Helps people feel good about their work and want to improve even further. Listens without judging, and people feel comfortable going to Kathy with questions, suggestions or concerns.

Kathy has worked with the managers under her supervision to effect improvement in their abilities while showing strong support for their accomplishments and abilities.

Kathy has worked hard to make the our organizational structure work and continues to work with staff in those areas that still need improvement.

Much of this is internal to us so I can't comment. See previous comment about favoring staff direction/opinion even when it may be inconsistent with shared goals. Kathy speaks highly of her staff when with others and shares their success stories - demonstrates real affection and respect for staff and a good sense of humor about human foibles.

Kathy is working in this area and making progress. People are our greatest resource.

Prioritize which decisions you need to be involved in and communicate this to others. Program managers sometimes make major decisions but need to check with Kathy on some minor issues.

**Please type any specific and constructive comments on this leader's skills and behaviors in the area of **Managing Projects Effectively**:**

Occasionally I believe people who should be involved in decisions are left out. I think this is more about trying to limit peoples workload than it is about intentionally leaving them out of the process but I believe that it can in the end create more work or make people feel undervalued.

Kathy was very effective in leading her managers through the annual program planning process with all the uncertainties of funding and the subsequent revision process for the final budget.

My interaction with Kathy does not call for her to have a role as a project manager, so much of these questions are not relevant. Needs to keep partners up on changing our priorities/directions. Good at dealing with unexpected craziness that is a barrier to getting work done - is a good "firefighter."

Kathy is learning the multitude of the various projects and how to balance all of these. Keeping program managers on task and work requirements should be a key priority.

**Please type any specific and constructive comments on this leader's skills and behaviors in the area of **Managing Conflict Effectively**:**

Not that familiar with how she manages conflict in a one-on-one setting, although she appears comfortable working through issues when they arise within a group.

Kathy is very good at focusing on issues and not people when working through conflicts. Kathy does not let conflicts continue without taking steps to bring resolution.

Strong sense of fairness. Sometimes loses perspective in times of great stress but always bounces back and is not afraid to give people a fresh start. Works well over time to change the environment around a conflict to make it go away.

Kathy shows diplomacy and compassion as appropriate for the situation. She seems willing to address issues and concerns when they arise and is not putting them off or denying that they exist.



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Russell Consulting, Inc. – [RCI@RussellConsultingInc.com](mailto:RCI@RussellConsultingInc.com)

Jeff Russell – [Jeff@RussellConsultingInc.com](mailto:Jeff@RussellConsultingInc.com)

Linda Russell – [Linda@RussellConsultingInc.com](mailto:Linda@RussellConsultingInc.com)

voice (608) 274-4482 fax (608) 274-1927

1134 Winston Drive, Madison WI 53711-3161