Leadership Development Initiative

360 Leadership Assessment Report for:

Kathy Q. Public

November 2014

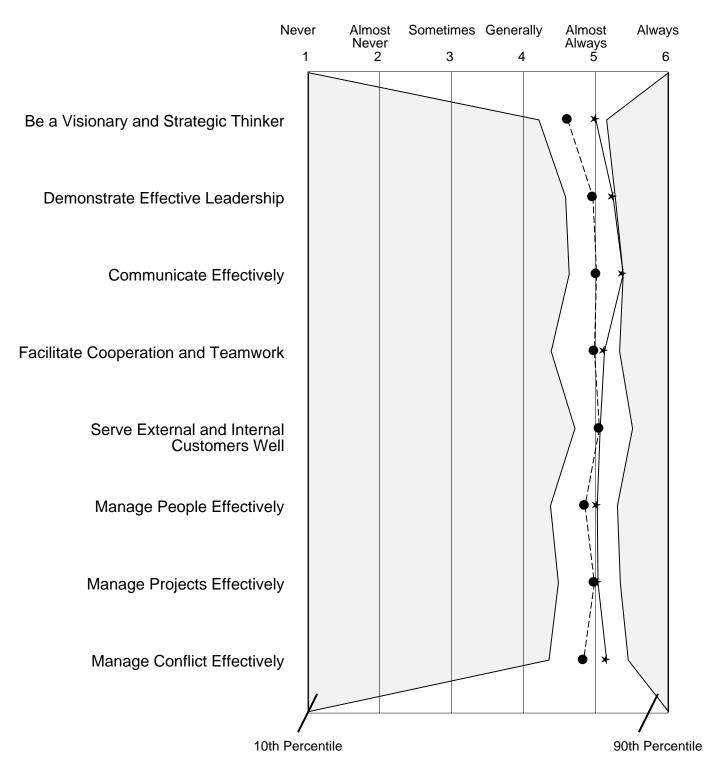


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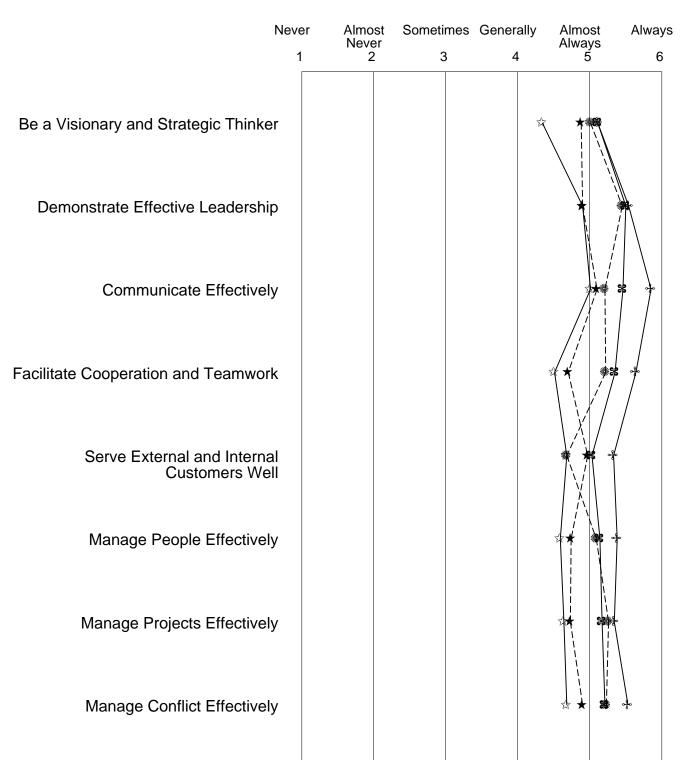
Normative Comparison

★ = Overall ● = Leadership Group



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

Theme Summary



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

		Highe	est Rated Questions		
	Self	Supervisor	Peer/Co-Worker	Staff	Partner/Customer
#1	22. Write in a clear and concise style?	10. Take ownership for decisions made and the outcome of	64. Complete projects on budget?	10. Take ownership for decisions made and the outcome of	23. Appropriately use a good balance of communication tools
	Communicate 6.00	Demonstrate 6.00	Manage Projects 600	Demonstrate 5.88	Communicate 6.00
#2	41. Deal with external customers in a friendly,	23. Appropriately use a good balance of communication tools	14. Model the behaviors and actions desired of	4. Think through the implications of decisions and actions	22. Write in a clear and concise style?
	Serve External6.00	Communicate 6.00	Demonstrate 6.00	Be a Visionary5.56	Communicate 6.00
#3	25. Share the "whys" behind the organization's	36. Demonstrate a willingness to pitch in to get the job done?	10. Take ownership for decisions made and the outcome of	33. Speak positively of team members?	36. Demonstrate a willingness to pitch in to get the job done?
	Communicate 6.00	Facilitate 6.00	Demonstrate 5.80	Facilitate 5.50	Facilitate 6.00
#4	10. Take ownership for decisions made and the outcome of	9. Display a willingness to make decisions?	9. Display a willingness to make decisions?	64. Complete projects on budget?	21. Take the time to communicate with and listen to others?
	Demonstrate 5.00	Demonstrate 6.00	Demonstrate 5.80	Manage Projects 550	Communicate 6.00
#5	23. Appropriately use a good balance of communication tools	68. Encourage open, honest, and direct communication?	68. Encourage open, honest, and direct communication?	23. Appropriately use a good balance of communication tools	37. Share knowledge and expertise with others?
	Communicate 5.00	Manage Conflict .6.00	Manage Conflict .5.80	Communicate 5.44	Facilitate 6.00
#6	36. Demonstrate a willingness to pitch in to get the job done?	65. Thank people for their efforts?	8. Evoke trust by following through on commitments?	9. Display a willingness to make decisions?	24. Communicate in a clear and concise style?
	Facilitate 5.00	Manage Projects 600	Demonstrate 5.80	Demonstrate 5.33	Communicate 6.00
#7	17. Listen effectively to others?	74. Attempt to resolve differences or conflicts fairly?	22. Write in a clear and concise style?	17. Listen effectively to others?	20. Ask questions to learn more about (or to clarify) what
	Communicate 5.00	Manage Conflict .6.00	Communicate 5.75	Communicate 5.33	Communicate 6.00
#8	37. Share knowledge and expertise with others?	14. Model the behaviors and actions desired of	49. Provide feedback to others in a constructive manner?	21. Take the time to communicate with and listen to others?	49. Provide feedback to others in a constructive manner?
	Facilitate 5.00	Demonstrate 6.00	Manage People .5.67	Communicate 5.33	Manage People .6.00
#9	24. Communicate in a clear and concise style?	20. Ask questions to learn more about (or to clarify) what	48. Provide regular performance feedback to others?	71. Use negotiation skills to effectively resolve conflict?	52. Help people develop realistic performance goals?
	Communicate 5.00	Communicate 6.00	Manage People .5.67	Manage Conflict .5.33	Manage People .6.00
#10	68. Encourage open, honest, and direct communication?	39. Look for ways and opportunities to celebrate the team's	36. Demonstrate a willingness to pitch in to get the job done?	74. Attempt to resolve differences or conflicts fairly?	19. Appear to be approachable?
	Manage Conflict .5.00	Facilitate 6.00	Facilitate 5.60	Manage Conflict 5.29	Communicate 6.00

		Lowe	est Rated Questions		
	Self	Supervisor	Peer/Co-Worker	Staff	Partner/Customer
#1	9. Display a willingness to make decisions? Demonstrate 4.00	44. Take a customer's perspective during Serve External4.00	43. Seek customer input when making decisions? Serve External4.50	73. Attempt to resolve differences or conflicts early on? Manage Conflict <i>4</i> .00	1. Articulate a compelling vision of an ideal future for Be a Visionary4.60
#2	21. Take the time to communicate with and listen to others? Communicate 4.00	43. Seek customer input when making decisions? Serve External4.00	62. Identify and remove barriers that interfere with the Manage Projects 460	12. Identify problems in a timely manner? Demonstrate 4.00	59. Involve the right people on projects? Manage Projects 480
#3	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
#4	64. Complete projects on budget?	17. Listen effectively to others?	44. Take a customer's perspective during	46. Identify an individual's performance issue	60. Develop workable plans to achieve project goals?
#5	Manage Projects 400 72. Maintain focus on the situation, issue, or behavior rather	21. Take the time to communicate with and listen to others? Communicate 5.00	Serve External4.75 70. Manage his or her emotions effectively during Manage Conflict .4.80	Manage People .4.00 48. Provide regular performance feedback to others? Manage People .4.11	Manage Projects 500 29. Seek out ways to work more effectively with other Facilitate 5.00
#6	Manage Conflict 4.00 39. Look for ways and opportunities to celebrate the team's	33. Speak positively of team members?	45. Adjust work activities or recommend changes	66. Proactively anticipate and identify potential conflicts?	2. Demonstrate the ability to align others towards achieving the
#7	Facilitate 4.00 52. Help people develop realistic performance goals?	Facilitate 5.00 37. Share knowledge and expertise with others?	Serve External4.80 1. Articulate a compelling vision of an ideal future for	Manage Conflict .413 55. Deal with issues that are preventing the work group from	Be a Visionary5.00 6. Appropriately challenge "That's the way things have
#8	Manage People .4.00 19. Appear to be approachable?	Facilitate 5.00 24. Communicate in a clear and concise style?	Be a Visionary4.80 6. Appropriately challenge "That's the way things have	Manage People .4.13 2. Demonstrate the ability to align others towards achieving the	Be a Visionary 5.00 55. Deal with issues that are preventing the work group from
#9	Communicate 4.00 63. Complete projects on time?	Communicate 5.00 64. Complete projects on budget?	Be a Visionary4.80 12. Identify problems in a timely manner?	Be a Visionary4.25 32. Take actions that respect the needs and contributions of	Manage People .5.00 3. Adapt strategies, goals, and plans to changing conditions
#10	Manage Projects 4.00 54. Demonstrate patience in working with others?	Manage Projects 500 4. Think through the implications of decisions and actions	Demonstrate 4.80 66. Proactively anticipate and identify potential conflicts?	Facilitate4.2558. Clearly define project expectations and parameters/boun	Be a Visionary5.20 7. Persuade and lead others toward accomplishing
	Manage People .4.00	Be a Visionary5.00	Manage Conflict .480	Manage Projects 4.25	Demonstrate 5.20

	1 Nc Import		4	5 I	6 Very Important	
	1	2 3	4	5	6 10th Percentile	90th Percentile
Being a Visionary and	Self (1)		6.00		4.00	6.00
Strategic Thinker:	Supervisor (1)	5.0	0		3.50	6.00
Articulating a compelling	Peer/Co-Worker (4)		5.75			
vision, seeing the "bigger	Staff (9)		5.56			
picture," challenging the	Partner/Customer (5)	5.	20		<u> </u>	
appropriate strategies to	Total Others (18)		5.50		3.14	5.75
meet the challenges ahead, etc.	Overall (19)		5.47		3.00	5.67
			_			
Demonstrating Leadership:	Self (1)	5.0			4.00	6.00
Influencing/persuading	Supervisor (1)		6.00		3.00	6.00
others toward a goal, appreciating the	Peer/Co-Worker (5)		5.80			
accomplishments of others,	Staff (9)		5.67			
making tough decisions,	Partner/Customer (5)		5.80			
modeling desired behaviors,	Total Others (19)		5.74		4.00	5.89
etc.	Overall (20)		5.75		3.88	5.86
• · · · •	Self (1)	5.0	0		5.00	6.00
Communicating Effectively -	Supervisor (1)		6.00	•	4.00	6.00
listening effectively, sharing	Peer/Co-Worker (5)		6.00	^	1.00	0.00
information, being	Staff (9)		5.56			
approachable, sharing the	Partner/Customer (5)	4.80			<u> </u>	
"whys," etc.	Total Others (19)		5.47		5.17	5.88
-	Overall (20)		5.50		5.09	5.88
Facilitating Cooperation	Self (1)		6.00		4.00	6.00
and Teamwork: Working	Supervisor (1)	4.00			3.00	6.00
collaboratively with others,	Peer/Co-Worker (5)		6.00			
respecting the needs and contributions of others,	Staff (9)	ť	5.44			
sharing knowledge and	Partner/Customer (5)	4.60				
expertise, being open to new	Total Others (19)	5	.37		4.80	5.56
ideas from others, etc.	Overall (20)	5	.30		4.67	5.56
	Self (1)	4.00			3.00	6.00
Serving External and	Supervisor (1)	3.00			3.67	6.00
Internal Customers Well: Seeking customer input,	Peer/Co-Worker (5)	3.00	6.00		3.07	0.00
adjusting work activities to	Staff (9)	4.78				
reflect customer input,	Partner/Customer (5)	4.70			—	
following-through on actions,	Total Others (19)	4.40	0		4.50	5.78
treating other departments as internal	Overall (20)	5.0 4,90			4.50	5.78 5.80
customers, etc.	Overall (20)	4.90			4.44	5.60

	1 No Import			3	4	5	6 Very Important		
		1	2	3	4	5	6	10th Percentile	90th Percentile
Managing People	Self (1)			6.	00			3.00	6.00
Effectively: Providing	Supervisor (1)			5.00				2.00	6.00
feedback on others'	Peer/Co-Worker (5)			5.8	0				
performance, set realistic goals, show support for	Staff (9)			5.7	8				
others' decisions, help others	Partner/Customer (5)			5.40					
grow in their jobs, turn	Total Others (19)			5.68	3			3.86	5.68
mistakes into learning	Overall (20)			5.65	5			3.50	5.70
experiences, etc.									
	Self (1)		4.(10				3.00	6.00
Managing Projects	Supervisor (1)	1.00		<i>.</i>				2.00	6.00
Effectively: Clearly defining project expectations,	Peer/Co-Worker (5)	1.00		5.40	^			2.00	0.00
identifying and removing	Staff (9)			4.67					
barriers to project	Partner/Customer (5)			4.40					
completion, developing workable plans, etc.	Total Others (19)			4.79				4.00	5.70
	Overall (20)			4.60				4.00	5.73
				4.00				4.00	0.10
Managing Conflict	Self (1)			5.00				4.00	6.00
Managing Conflict Effectively: Anticipating	Supervisor (1)	2.00						3.00	6.00
potential conflicts, attempting	Peer/Co-Worker (5)		-	5.40					
to resolve conflicts early on,	Staff (9)			5.44					
encouraging open and honest communications, etc.	Partner/Customer (5)			5.40					
	Total Others (19)			5.42				3.60	5.71
	Overall (20)			5.25				3.83	5.75

	Never	Almost Sometimes Generally Almost Never Always	Always
	1	2 3 4 5	6 10th 90th Percentile Percent
Be a Visionary and	Self (1)	4.33	3.83 5.83
Strategic Thinker	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	Self (1)	4.00	2.00 6.00
vision of an ideal	Supervisor (1)	5.00	3.00 5.00
future for us or a	Peer/Co-Worker (5)	4.80	
specific service or program?	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	Self (1)	5.00	3.00 6.00
ability to align others	Supervisor (1)	5.00	3.00 5.67
towards achieving the	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
	Self (1)	4.00	4.00 6.00
3. Adapt strategies,	Supervisor (1)	5.00	4.00 6.00 3.50 5.33
goals, and plans to	Peer/Co-Worker (5)	5.40	3.50 5.55
both within and	Staff (8)	5.00	
outside of the	Partner/Customer (5)	5.20	
organization?	Total Others (18)	5.17	4.50 5.26
F	Overall (19)	5.16	4.30 5.20
		5.10	4.20 5.27
	Self (1)	5.00	5.00 6.00
4. Think through the	Supervisor (1)	5.00	4.00 6.00
decisions and actions	Peer/Co-Worker (5)	5.00	
on staff, customers,	Staff (9)	5.56	
and other	Partner/Customer (5)	5.60	
stakeholders?	Total Others (19)	5.42	4.50 5.56
	Overall (20)	5.40	4.50 5.50
I			
C. Cooreb for the	Self (1)	4.00	4.00 6.00
5. Search for the underlying, systemic	Supervisor (1)	5.00	4.00 6.00
causes driving a	Peer/Co-Worker (5)	5.20	
problem or issue?	Staff (8)	4.75	
F	Partner/Customer (5)	5.20	
	Total Others (18)	5.00	4.00 5.31
1		3.00	

	Neve	er Almo Neve		Generally	Almost Always	Always		
		1 2	2 3	4	5	6	10th Percentile	90th Percentile
6. Appropriately	Self (1)		4.00				3.00	6.00
challenge "That's the	Supervisor (1)		5.00				3.00	6.00
way things have	Peer/Co-Worker (5)		4.80					
always been done here?"	Staff (8)		4.25					
nere?	Partner/Customer (5)		5.00					
	Total Others (18)		4.61				4.11	5.25
	Overall (19)		4.63				4.20	5.11

	Never	Almost Sometimes Generally Almost Never Always	Always
	1	2 3 4 5	6 10th 90th Percentile Percentile
Demonstrate Effective	Self (1)	4.89	4.33 5.67
Leadership	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
F			
7. Persuade and lead	Self (1)	5.00	4.00 6.00
others toward	Supervisor (1)	5.00	3.00 5.67
accomplishing organizational or team	Peer/Co-Worker (5)	5.40	
goals?	Staff (8)	4.88	
5	Partner/Customer (5)	5.20	
	Total Others (18)	5.11	4.14 5.38
	Overall (19)	5.11	4.12 5.27
	0-1((4)	5.00	
8. Evoke trust by	Self (1)	5.00	4.00 6.00
following through on commitments?	Supervisor (1)	6.00	4.00 6.00
commitments?	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
	Self (1)	4.00	4.00 6.00
9. Display a willingness	Supervisor (1)	6.00	3.00 6.00
to make decisions?	Peer/Co-Worker (5)	5.80	3.00 0.00
F	Staff (9)	5.33	
F	Partner/Customer (5)	5.60	
F	Total Others (19)	5.53	4.43 5.58
	Overall (20)	5.55	4.30 5.55
		0.00	4.00 0.00
40 Tales sum and in fac	Self (1)	5.00	5.00 6.00
10. Take ownership for decisions made and	Supervisor (1)	6.00	4.00 6.00
the outcome of these	Peer/Co-Worker (5)	5.80	
decisions?	Staff (8)	5.88	
F	Partner/Customer (5)	5.80	
F	Total Others (18)	5.83	4.86 5.83
F	Overall (19)	5.84	4.78 5.84
11. Achieve agreement	Self (1)	5.00	3.00 6.00
from others when	Supervisor (1)	5.00	4.00 5.50
making decisions?	Peer/Co-Worker (5)	5.20	
F	Staff (8)	4.37	
F	Partner/Customer (5)	5.20	
F	Total Others (18)	4.83	4.40 5.38
F	Overall (19)	4.84	4.36 5.22

	Neve	er Almost Never	Sometimes	Generally	Almost Always	Always		
	1	2	3	4	5	6	10th Percentile	90th Percentile
12. Identify problems in a	Self (1)		5.00				3.00	6.00
timely manner?	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	Self (1)		5.00				4.00	6.00
express appreciation	Supervisor (1)		5.00				4.00	6.00
for the	Peer/Co-Worker (5)		5.20					
accomplishments of	Staff (8)		4.37					
ouners?	Partner/Customer (5)		(6.00				
	Total Others (18)		5.06				4.78	5.75
E E E E E E E E E E E E E E E E E E E	Overall (19)		5.05				4.80	5.63
•								
14. Model the behaviors	Self (1)		5.00				3.00	6.00
and actions desired of	Supervisor (1)		e	6.00			4.00	6.00
others?	Peer/Co-Worker (5)		e	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
Letter and the second								
15. Create an environment	Self (1)		5.00				4.00	6.00
where individuals are	Supervisor (1)		5.00				4.00	6.00
free to communicate	Peer/Co-Worker (5)		5.40					
without concern of	Staff (8)		4.88					
rejection or reprisal?	Partner/Customer (5)		5.6	0				
F	Total Others (18)		5.22				4.30	5.86
F	Overall (19)		5.21				4.36	5.75

	Neve	r Almost Sometimes Generally Almost Always Never Always		
	1		10th Percentile	90th Percenti
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		
F	Partner/Customer (5)	5.84		
	Total Others (19)	5.38	4.60	5.40
F	Overall (20)	5.37	4.62	5.37
16 Express ideas in a	Self (1)	5.00	4.00	6.00
clear and	Supervisor (1)	5.00	4.00	5.50
	Peer/Co-Worker (5)	5.60		
manner?	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
		5.00	4.00	C 00
17. Listen effectively to	Self (1)	5.00	4.00	6.00
others?	Supervisor (1)	5.00	4.00	6.00
-	Peer/Co-Worker (5)	5.60		
	Staff (9)	5.33		
	Partner/Customer (5)	5.80	4	
	Total Others (19)	5.53	4.57	5.71
	Overall (20)	5.50	4.56	5.63
18 Openly share	Self (1)	5.00	5.00	6.00
work-related	Supervisor (1)	5.00	5.00	6.00
information?	Peer/Co-Worker (5)	5.60		
	Staff (8)	4.88		
	Partner/Customer (5)	5.40		
F	Total Others (18)	5.22	4.75	5.57
17. Listen effectively to others? 18. Openly share work-related	Overall (19)	5.21	4.78	5.50
	0.14.43			
19. Appear to be	Self (1)	4.00	4.00	6.00
approachable?	Supervisor (1)	5.00	4.00	6.00
	Peer/Co-Worker (5)	5.40		
	Staff (9)	4.89		
	Partner/Customer (5)	6.00	4 70	
_	Total Others (19)	5.32	4.70	5.92
	Overall (20)	5.30	4.73	5.93
20 Ack quantiana ta laara	Self (1)	5.00	4.00	6.00
20. Ask questions to learn	Supervisor (1)	6.00	4.00	6.00
clarify) what people	Peer/Co-Worker (5)	5.40		
are saying?	Staff (9)	4.89		
F	Partner/Customer (5)	6.00		
F	Total Others (19)	5.32	4.50	5.43

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

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

	Never	Almost Sometimes Generally Almost Always Never Always	
	1	2 3 4 5 6 10th Percentile Pe	90th Percentil
31 Show respect for and	Self (1)	4.00 4 .00	6.00
seek to understand	Supervisor (1)	5.00 4 .00	6.00
differences in others'	Peer/Co-Worker (5)	5.40	
opinions, values, and work methods?	Staff (8)	4.50	
work methods:	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	Self (1)	4.00 4.00	6.00
respect the needs and	Supervisor (1)		6.00
contributions of others?	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
	0 - 1((4)	4.00	0.00
33. Speak positively of team members?	Self (1)	4.00	6.00
	Supervisor (1)		6.00
	Peer/Co-Worker (5)	5.60	
	Staff (8)	5.50	
	Partner/Customer (5)	5.60	
	Total Others (18)		5.83
	Overall (19)	5.53 4 .45	5.71
	Self (1)	5.00 4.00	6.00
	Supervisor (1)		6.00
successes to others?	Peer/Co-Worker (5)	5.40	0.00
-	Staff (8)	4.62	
—	Partner/Customer (5)	6.00	
—	Total Others (18)	5.22 4.29	5.56
—	Overall (19)		5.50
			0.00
25. Confront include that	Self (1)	4.00 3.00	6.00
	Supervisor (1)	5.00 3.00	6.00
effectiveness?	Peer/Co-Worker (5)	4.80	
	Staff (8)	4.00	
F	Partner/Customer (5)	5.20	
-	Total Others (18)		5.13
-	Overall (19)		5.00
	()		
36 Demonstrate a	Self (1)	5.00 5.00	6.00
	Supervisor (1)	6.00 5.00	6.00
to get the job done?	Peer/Co-Worker (5)	5.60	
 differences in others' opinions, values, and work methods? 2. Take actions that respect the needs and contributions of others? 3. Speak positively of team members? 4. Communicate people's successes to others? 5. Confront issues that are limiting team effectiveness? 6. Demonstrate a willingness to pitch in 	Staff (8)	5.13	
F	Partner/Customer (5)	6.00	
F	Total Others (18)	5.50 4.90	5.89
	Overall (19)		5.90

	Neve	er Almost Never	Sometimes	Generally	Almost Always	Always		
	1	2	3	4	5	6	10th Percentile	90th Percentile
37. Share knowledge and	Self (1)		5.00				4.00	6.00
expertise with others?	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	0			4.89	5.62
	Overall (19)		5.47	7			4.88	5.60
38. Remain calm when	Self (1)		4.00				3.00	6.00
under stress,	Supervisor (1)	5.00					4.00	6.00
deadlines and	Peer/Co-Worker (5)	5.20						
pressure?	Staff (8)	4.63						
	Partner/Customer (5)		5.20					
	Total Others (18)			4.11	5.67			
	Overall (19)		4.95				4.20	5.57
39. Look for ways and	Self (1)		4.00				3.00	6.00
opportunities to	Supervisor (1)		e	6.00			3.00	6.00
celebrate the team's	Peer/Co-Worker (5)	5.60						
successes?	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

	Never	Almost Sometimes Generally Almost A Never Always	lways
	1	2 3 4 5	6 10th 90th Percentile Percen
Serve External and	Self (1)	4.67	4.00 6.0
Internal Customers Well	Supervisor (1)	4.67	4.50 5.5
	Peer/Co-Worker (5)	5.02	
	Staff (9)	4.96	
	Partner/Customer (5)	5.32	
	Total Others (19)	5.07	4.66 5.5
	Overall (20)	5.05	4.70 5.5
40. Follow through on	Self (1)	4.00	3.00 6.0
actions that he or she	Supervisor (1)	5.00	4.00 6.0
agreed to take within a reasonable amount of	Peer/Co-Worker (5)	5.40	
time?	Staff (8)	5.00	
	Partner/Customer (5)	5.20	
	Total Others (18)	5.17	4.30 5.6
	Overall (19)	5.16	4.36 5.6
	Self (1)	6.00	5.00 6.0
41. Deal with external	Supervisor (1)	5.00	5.00 6.0
in a friendly,	Peer/Co-Worker (5)	5.20	
respectful manner?	Staff (8)	5.25	
	Partner/Customer (5)	5.60	
	Total Others (18)	5.33	5.33 6.0
	Overall (19)	5.32	5.27 6.0
		0102	0.2
42. Treat other teams or	Self (1)	5.00	4.00 6.0
departments within the	Supervisor (1)	5.00	4.00 6.0
organization as	Peer/Co-Worker (5)	5.20	
internal customers?	Staff (8)	4.88	
	Partner/Customer (2)	6.00	
	Total Others (15)	5.13	4.62 5.8
	Overall (16)	5.12	4.67 5.8
F	Solf (1)	4.00	4.00 6.0
43. Seek customer input	Self (1) Supervisor (1)	4.00	4.00 6.0
when making	Peer/Co-Worker (4)	4.50	4.00 0.0
	Staff (6)	4.50	
_	Partner/Customer (5)	5.20	
-	Total Others (15)	4.73	4.20 6.0
	Overall (16)	4.69	4.20 0.0
			4.27 0.0
44. Take a customer's	Self (1)	4.00	4.00 6.0
perspective during	Supervisor (1)	4.00	4.00 5.5
discussions of policies	Peer/Co-Worker (4)	4.75	
and practices?	Staff (8)	4.50	
F	Partner/Customer (5)	5.20	
F	Total Others (17)	4.76	4.20 5.4
	Overall (18)	4.72	4.18 5.4

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

	Never	Almost Sometimes Generally Almost Alv Never Always	vays
	1	2 3 4 5	6 10th 90th Percentile Percentile
Manage People Effectively	Self (1)	4.58	4.08 5.42
	Supervisor (1)	5.08	3.92 5.44
F	Peer/Co-Worker (5)	5.13	
F	Staff (9)	4.73	
Γ	Partner/Customer (5)	5.37	
Γ	Total Others (19)	5.00	4.42 5.26
F	Overall (20)	5.01	4.36 5.29
46. Identify an individual's	Self (1)	5.00	3.00 6.00
performance issue and	Supervisor (1)	5.00	4.00 5.00
then work with that	Peer/Co-Worker (3)	4.67	
person to resolve it?	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
I			
47. Help others grow and	Self (1)	5.00	4.00 6.00
develop in their jobs?	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
L			
48. Provide regular	Self (1)	5.00	2.00 6.00
performance feedback	Supervisor (1)	5.00	3.00 5.00
to others?	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	Self (1)	5.00	4.00 6.00
others in a	Supervisor (1)	5.00	4.00 5.50
constructive manner?	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	Self (1)	4.00	3.00 5.00
performance	Supervisor (1)	5.00	4.00 5.33
expectations to others?	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

	Neve	Almost Sometimes Generally Almost Alw Never Always	vays
	1	2 3 4 5	6 10th 90th Percentile Percentile
51. Express confidence in	Self (1)	5.00	4.00 6.00
people's abilities to	Supervisor (1)	5.00	4.00 6.00
attain a higher level of	Peer/Co-Worker (5)	5.60	-
performance?	Staff (8)	4.75	-
	Partner/Customer (2)	5.50	-
	Total Others (15)	5.13	4.56 5.80
F	Overall (16)	5.13	4.50 5.67
			_
52. Help people develop	Self (1)	4.00	3.00 5.00
realistic performance	Supervisor (1)	6.00	4.00 6.00
goals?	Peer/Co-Worker (4)	5.25	7
	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	Self (1)	4.00	4.00 6.00
the proper tools and	Supervisor (1)	5.00	4.50 6.00
resources to	Peer/Co-Worker (5)	5.00	-
effectively do their	Staff (8)	4.38	-
jobs?	Partner/Customer (3)	5.67	-
-	Total Others (16)	4.81	4.33 5.50
-	Overall (17)	4.82	4.33 5.43
	()		
54 Domonstrate pationes	Self (1)	4.00	3.00 5.00
54. Demonstrate patience	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	Self (1)	4.00	3.00 6.00
are preventing the	Supervisor (1)	5.00	3.00 6.00
work group from being	Peer/Co-Worker (5)	4.80	-
as effective as it might	Staff (8)	4.13	-
be?	Partner/Customer (5)	5.00	-
	Total Others (18)	4.56	4.14 5.40
F	Overall (19)	4.58	4.00 5.20
FG Show our port for the	Self (1)	5.00	4.00 6.00
56. Show support for the decisions that people	Supervisor (1)	5.00	4.00 6.00
make?		5.20	\neg
make?	Peer/Co-worker (a)		
make?	Peer/Co-Worker (5) Staff (8)	4.88	
make?	Staff (8)	4.88	
make?		4.88 5.80 5.22	4.71 5.71

	Neve	ər	Almost Never	Sometimes	Generally	Almost Always	Always		
		1	2	3	4	5	6	10th Percentile	90th Percentile
57. Turn mistakes into	Self (1)			5.00				5.00	6.00
learning experiences?	Supervisor (1)			5.00				4.00	6.00
0.1	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

1 2 3 4 5 Manage Projects Effectively Supervisor (1) 5.25 1 Supervisor (1) 5.26 1	iost Always ays	S	
Effectively Supervisor (1) 5.25 Peer/Co-Worker (5) 5.16 Staff (8) 4.72 Partner/Customer (5) 5.33 Total Others (18) 5.01 Overall (19) 5.02 58. Clearly define project expectations and para meters/boundaries? Self (1) 4.00 Supervisor (1) 5.00 5.00 Total Others (18) 4.25 Partner/Customer (5) 5.40 Total Others (18) 4.78 Ourerall (19) 4.78 Ourerall (19) 4.79 59. Involve the right people on projects? Self (1) 5.00 Peer/Co-Worker (5) 5.20 Staff (8) 4.62 Partner/Customer (5) 4.83 Overall (19) 4.84 60. Develop workable plans to achieve project goals? Self (1) 5.00 Partner/Customer (5) 5.00 5.00 Total Others (16) 4.81 0 Overall (19) 4.84 0 61. Communicate project to key stakeholders? Self (1)	5 6		90th e Percentile
Effectively Supervisor (1) 5.25 Peer/Co-Worker (5) 5.16 Staff (8) 4.72 Partner/Customer (5) 5.33 Total Others (18) 5.01 Overall (19) 5.02 58. Clearly define project expectations and para meters/boundaries? Self (1) 4.00 Partner/Customer (5) 5.00 5.49 Partner/Customer (5) 5.40 7 Partner/Customer (5) 5.40 7 Partner/Customer (5) 5.40 7 Partner/Customer (5) 5.40 7 Total Others (18) 4.78 7 Overall (19) 4.79 7 S9. Involve the right people on projects? Self (1) 5.00 Peer/Co-Vorker (5) 5.20 5 Staff (8) 4.82 7 Partner/Customer (5) 4.80 7 Overall (19) 4.84 7 Overall (19) 4.84 7 Overall (19) 4.84 7 Overall (17) 5.00		4.13	5.38
Staff (8) 4.72 Partner/Customer (5) 5.33 Total Others (18) 5.01 Overall (19) 5.02 58. Clearly define project expectations and para meters/boundaries? Self (1) 4.00 Feer/Co-Worker (5) 5.00 5.00 Partner/Customer (5) 5.40 Total Others (18) 4.25 Partner/Customer (5) 5.40 Total Others (18) 4.78 Overall (19) 4.78 Overall (19) 4.79 59. Involve the right people on projects? Self (1) 5.00 Peer/Co-Worker (5) 5.20 Staff (8) 4.62 Partner/Customer (5) 4.80 Total Others (18) 4.83 Overall (19) 4.84 60. Develop workable plans to achieve project goals? Self (1) 5.00 Peer/Co-Worker (5) 5.00 5.00 Total Others (16) 4.81 0 Overall (19) 4.88 0 Feer/Co-Worker (5) 5.00 5.00 Peer/Co-W		4.14	6.00
Partner/Customer (5) 5.33 Total Others (18) 5.01 Overall (19) 5.02 58. Clearly define project expectations and para meters/boundaries? Self (1) 4.00 Supervisor (1) 5.00 5.00 Peer/Co-Worker (5) 5.00 5.40 Total Others (18) 4.25 9 Partner/Customer (5) 5.40 7 Total Others (18) 4.78 1 Total Others (18) 4.78 1 59. Involve the right people on projects? Self (1) 5.00 5.20 Staff (8) 4.62 1 5.00 Peer/Co-Worker (5) 5.20 1 5.00 Peer/Co-Worker (5) 5.20 1 5.00 Partner/Customer (5) 4.62 1 5.00 Partner/Customer (5) 5.00 1 5.00 Self (1) 5.00 5.00 1 Petr/Co-Worker (5) 5.00 1 5.00 Staff (6) 4.81 0 0 Ove			
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Overall (19) 5.02 58. Clearly define project expectations and para meters/boundaries? Self (1) 4.00 Supervisor (1) 5.00 Partner/Customer (5) 5.40 Total Others (18) 4.73 Overall (19) 4.79 59. Involve the right people on projects? Self (1) 5.00 Partner/Customer (5) 5.20 Staff (8) 4.62 Partner/Customer (5) 5.20 Staff (8) 4.83 Overall (19) 4.84 Overall (19) 4.84 Overall (19) 4.84 Overall (19) 4.84 Overall (17) 4.88 Partner/Customer (5) 5.00 Staff (6) 4.50 Partner/Customer (5) 5.00 Staff (6) 4.88			
58. Clearly define project expectations and para meters/boundaries? Self (1) 4.00 Supervisor (1) 5.00 Petrice/Cworker (5) 5.00 Staff (8) 4.25 Partner/Customer (5) 5.40 Total Others (18) 4.78 Overall (19) 4.79 59. Involve the right people on projects? Self (1) 5.00 PetriCo-Worker (5) 5.20 Staff (8) 4.62 Partner/Customer (5) 4.80 Overall (19) 4.84 60. Develop workable project goals? Self (1) 5.00 Partner/Customer (5) 5.00 Partner/Customer (5) 5.00 Partner/Customer (5) 5.00 Partner/Co-Worker (5) 5.00 Partner/Customer (5) 5.00 Total Others (16) 4.81 Overall (17) 4.88 Partner/Customer (5) 5.00 Total Others (16) 4.81 Overall (17) 4.88 Partner/Customer (5) 5.00 Staff (6) 4.88		4.41	5.41
30: Obtain Uniter Project Supervisor (1) 5.00 expectations and parameters/boundaries? Peer/Co-Worker (5) 5.00 9 Staff (8) 4.25 Partner/Customer (5) 5.40 Total Others (18) 4.76 Overall (19) 4.79 59. Involve the right people on projects? Supervisor (1) 5.00 Peer/Co-Worker (5) 5.20 Staff (8) 4.62 Partner/Customer (5) 5.20 Staff (8) 4.62 Partner/Customer (5) 5.20 Staff (8) 4.83 Overall (19) 4.80 Total Others (18) 4.83 Overall (19) 4.84 60. Develop workable plans to achieve project goals? Self (1) 5.00 Peer/Co-Worker (5) 5.00 5.00 Total Others (16) 4.81 0 Overall (17) 4.88 0 Peer/Co-Worker (5) 5.00 0 Total Others (16) 4.81 0 Overall (17) 5.00 0		4.47	5.33
30. Obtainy derives of the project actions and parameters/boundaries? Supervisor (1) 5.00 Staff (8) 4.25 Partner/Customer (5) 5.40 70. Overall (19) 4.78 Overall (19) 4.79 59. Involve the right people on projects? Self (1) 5.00 5.40 70. Staff (8) 4.25 Partner/Customer (5) 5.40 70. Overall (19) 4.79 0 100 59. Involve the right people on projects? Supervisor (1) 5.00 100 79. Involve the right people on projects? Supervisor (1) 5.00 100 60. Develop workable plans to achieve project goals? Self (1) 5.00 100 90. Develop workable project goals? Self (1) 5.00 100 61. Communicate project changes and progress to key stakeholders? Self (1) 5.00 100 90. Staff (8) 4.88 100 100 100 62. Identify and remove barriers that interfere with the completion of the completion			
Supervisor (1) 5.00 Peer/Co-Worker (5) 5.00 Staff (8) 4.25 Partner/Customer (5) 5.40 Total Others (18) 4.78 Overall (19) 4.79 59. Involve the right people on projects? Self (1) 5.00 Peer/Co-Worker (5) 5.20 Peer/Co-Worker (5) 5.20 Staff (8) 4.62 Partner/Customer (5) 4.80 Overall (19) 4.84 60. Develop workable plans to achieve project goals? Self (1) 5.00 Petr/Co-Worker (5) 5.00 Staff (6) 4.50 Partner/Customer (5) 5.00 Peer/Co-Worker (5) 5.00 Peer/Co-Worker (5) 5.00 Partner/Customer (5) 5.00 Total Others (16) 4.81 Overall (17) 4.88 Partner/Customer (5) 5.00 Total Others (16) 4.81 Overall (17) 4.88 Partner/Customer (5) 5.40 Overall (17) 5.00<	_	3.00	5.00
Staff (8) 4.25 Partner/Customer (5) 5.40 Total Others (18) 4.78 Overall (19) 4.79 59. Involve the right people on projects? Self (1) 5.00 Petr/Co-Worker (5) 5.20 Staff (8) 4.62 Petr/Co-Worker (5) 5.20 Staff (8) 4.62 Partner/Customer (5) 4.80 Total Others (18) 4.83 Overall (19) 4.84 60. Develop workable plans to achieve project goals? Self (1) 5.00 Petr/Co-Worker (5) 5.00 6.00 Partner/Customer (5) 5.00 6.00 Partner/Customer (5) 5.00 6.00 Partner/Customer (5) 5.00 6.00 Partner/Customer (5) 5.00 6.00 Communicate project changes and progress to key stakeholders? Self (1) 5.00 Petr/Co-Worker (5) 5.00 5.40 Total Others (18) 5.40 5.40 Partner/Customer (5) 5.40 5.00 Ove		4.00	6.00
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			5.00
project tasks? 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

	Neve	er Almost Never	Sometimes	Generally	Almost Always	Always		
	1	2	3	4	5	6	10th Percentile	90th Percentile
63. Complete projects on	Self (1)		4.00		•		4.00	6.00
time?	Supervisor (1)		5.00				4.00	6.00
	Peer/Co-Worker (5)		5.40					
	Staff (7)		5.00					
	Partner/Customer (5)		5.6	0				
	Total Others (17)		5.29				4.14	5.50
	Overall (18)		5.28				4.13	5.38
64. Complete projects on	Self (1)		4.00				4.00	6.00
budget?	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	Self (1)		5.00				4.00	6.00
efforts?	Supervisor (1)		e	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

	Never	Almost Sometimes Generally Almost Never Always	Always
	1	2 3 4 5	6 10th 90th Percentile Percenti
Manage Conflict	Self (1)	4.67	3.78 5.67
Effectively	Supervisor (1)	5.22	3.89 5.29
Γ	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
	0 ((4)		
66. Proactively anticipate	Self (1)	4.00	3.00 5.00
and identify potential	Supervisor (1)	5.00	4.00 6.00
conflicts?	Peer/Co-Worker (5)	4.80	
	Staff (8)	4.13	
	Partner/Customer (4)	5.25	
L	Total Others (17)	4.59	3.80 5.00
	Overall (18)	4.61	3.86 5.00
r	Self (1)	5.00	3.00 5.00
67. Create effective	Supervisor (1)	5.00	3.00 5.00
methods for resolving	Peer/Co-Worker (5)	5.00	3.00 5.00
		4.50	
-	Staff (8) Partner/Customer (5)	5.20	
	Total Others (18)	4.83	4 10 5 10
		4.84	4.10 5.40
	Overall (19)	4.84	4.00 5.17
00 F	Self (1)	5.00	4.00 6.00
68. Encourage open, honest, and direct	Supervisor (1)	6.00	3.00 6.00
communication?	Peer/Co-Worker (5)	5.80	
F	Staff (9)	5.00	
F	Partner/Customer (5)	5.80	
F	Total Others (19)	5.42	4.67 5.86
F	Overall (20)	5.45	4.67 5.75
69. Maintain objectivity	Self (1)	5.00	4.00 6.00
when seeking to	Supervisor (1)	5.00	3.00 6.00
understand another's	Peer/Co-Worker (5)	5.20	
perspective?	Staff (9)	4.67	
F	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	Self (1)	5.00	3.00 6.00
emotions effectively	Supervisor (1)	5.00	4.00 6.00
during situations	Peer/Co-Worker (5)	4.80	
involving conflict?	Staff (8)	5.25	
	Partner/Customer (5)	5.60	
Γ	Total Others (18)	5.22	4.14 5.71
	Overall (19)	5.21	4.21 5.71

	Neve	er Almost Never	Sometimes	Generally	Almost Always	Always		
		1 2	3	4	5	6	10th Percentile	90th Percentile
71. Use negotiation skills	Self (1)		5.00				3.00	6.00
to effectively resolve	Supervisor (1)		5.00				3.00	5.00
conflict?	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	Self (1)		4.00				3.00	6.00
situation, issue, or	Supervisor (1)		5.00				4.00	6.00
behavior rather than	Peer/Co-Worker (5)		5.6	0				
the person in order to resolve conflict?	Staff (8)	5.25						
lesolve connict?	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	Self (1)		4.00				3.00	5.00
differences or conflicts	Supervisor (1)		5.00				3.00	6.00
early on?	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	Self (1)		5.00				4.00	6.00
differences or conflicts	Supervisor (1)		6	6.00			4.50	6.00
fairly?	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

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 is 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 demonstated 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 resovling problems.

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.

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.

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.