



# **QuadRed Sample QuadLead (Mary Baker)**

Prepared By:

Guy Greco

Virtual CEO, Inc.

March 22, 2005

**LEADERSHIP  
PERFORMANCE 360**



# Table of Contents

---

<b>QUADRED LEADERSHIP 360 MODEL</b>	ii
<b>METHODOLOGY</b>	iii
<b>QUADRED LEADERSHIP 360 REPORT CARD™</b>	1
<b>PERFORMANCE SCORES OVERVIEW</b>	2
<b>FOCUS QUADRANT ANALYSES</b>	4
<b>LEADERSHIP COMPETENCE RESULTS</b>	8
<b>LEADERSHIP CHARACTER RESULTS</b>	15

# Leadership Performance Report

## The QuadRed Leadership Performance 360 Model

1.0 Leadership Competence <i>What a Leader Does</i>	2.0 Leadership Character <i>Who a Leader Is</i>
1.1 Vision and Strategy	2.1 Leadership Image
1.2 Job Competence	2.2 Developing a Following
1.3 Industry Knowledge	2.3 Judgment/Decision-Making
1.4 Communication Skills	2.4 Ethics/Character
1.5 Leading Change	2.5 Coaching/Mentoring
1.6 Execution	2.6 Building Teams

### Assessment and Personal Development Objectives

1. Identify performance issues that impede leadership effectiveness.
2. Pay particular attention to your **High-Impact/Low-Performance** areas as perceived by yourself, your boss, your peers, and subordinates.
3. Prioritize your performance improvement goals.
4. Determine the steps (action items) that are necessary to positively impact on your leadership style.
5. Create a Personal Development Plan (PDP).
6. Execute your plan.

## Methodology

This assessment employs a six-point interval scale to evaluate your perceived leadership effectiveness as measured against 66 best-practice statements. Each statement requires a response ranging from “Strongly Disagree” to “Strongly Agree”, or the participant may choose a “Don’t Know/Not Applicable” response. Responses from all participants are aggregated resulting in performance mean scores.

Additionally, the assessment takes the participants through a critical thinking process that prioritizes key leadership effectiveness attributes.

The Leadership Performance Report is designed to reflect:

1. **Priorities:** The areas you, your boss, your peers, and your subordinates view to be the most important leadership attributes, given your current business scenario.
2. **Performance:** How you are perceived as performing against leadership best practices.
3. **Consensus:** The degree to which respondents agree or disagree regarding the evaluated leadership attributes.
4. **Focus:** The areas you view to be both **High-Impact** and **Low-Performance**.

## Utilization

1. Review the Degree of Impact Summary in order to:
  - Establish a broad understanding of how respondents prioritized the 12 Leadership disciplines.
  - Identify how all respondents evaluated your performance.
2. Review the detailed report pages to gain further understanding of the performance scores.
3. Compare your perceptions with those of your boss, peers, and subordinates.
4. Select your top three to five improvement area and develop a personal plan to improve leadership effectiveness.
5. Six to twelve months’ later re-take the assessment and compare your results.

Notice: It is recommended that you utilize the skills of a certified consultant to facilitate the QuadLead® Leadership 360 assessment outcomes. This report reflects the views and opinions of the individuals that have completed the **Leadership Performance Assessment**. The information contained within this report does not imply, direct, or recommend specific actions to be taken on the part of the assessment respondents or the evaluated leader.



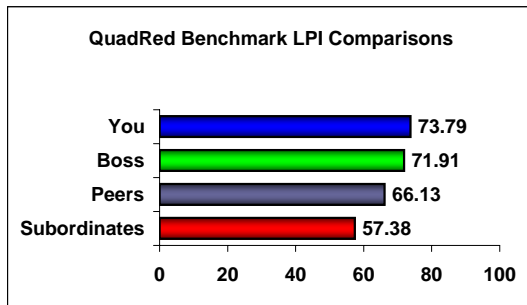
## QuadRed Sample QuadLead

Your Leadership Performance Index™:

**67**

Your Prior Year LPI™:

**NA**



This report was produced with input from:

- Self
- Boss
- Peers
- Subordinates

22-Mar-05

### Capabilities

Self	
Developing a Following	83
Judgment/Decision-Making	89
Industry Knowledge	87

Boss	
Execution	79
Communication Skills	72
Leading Change	79

Peers	
Execution	78
Judgment/Decision-Making	85
Communication Skills	76

Subordinates	
Execution	77
Ethics/Character	71
Communication Skills	69

### Constraints

Self	
Job Competence	62
Leading Change	63
Building Teams	67

Boss	
Developing a Following	56
Industry Knowledge	67
Building Teams	54

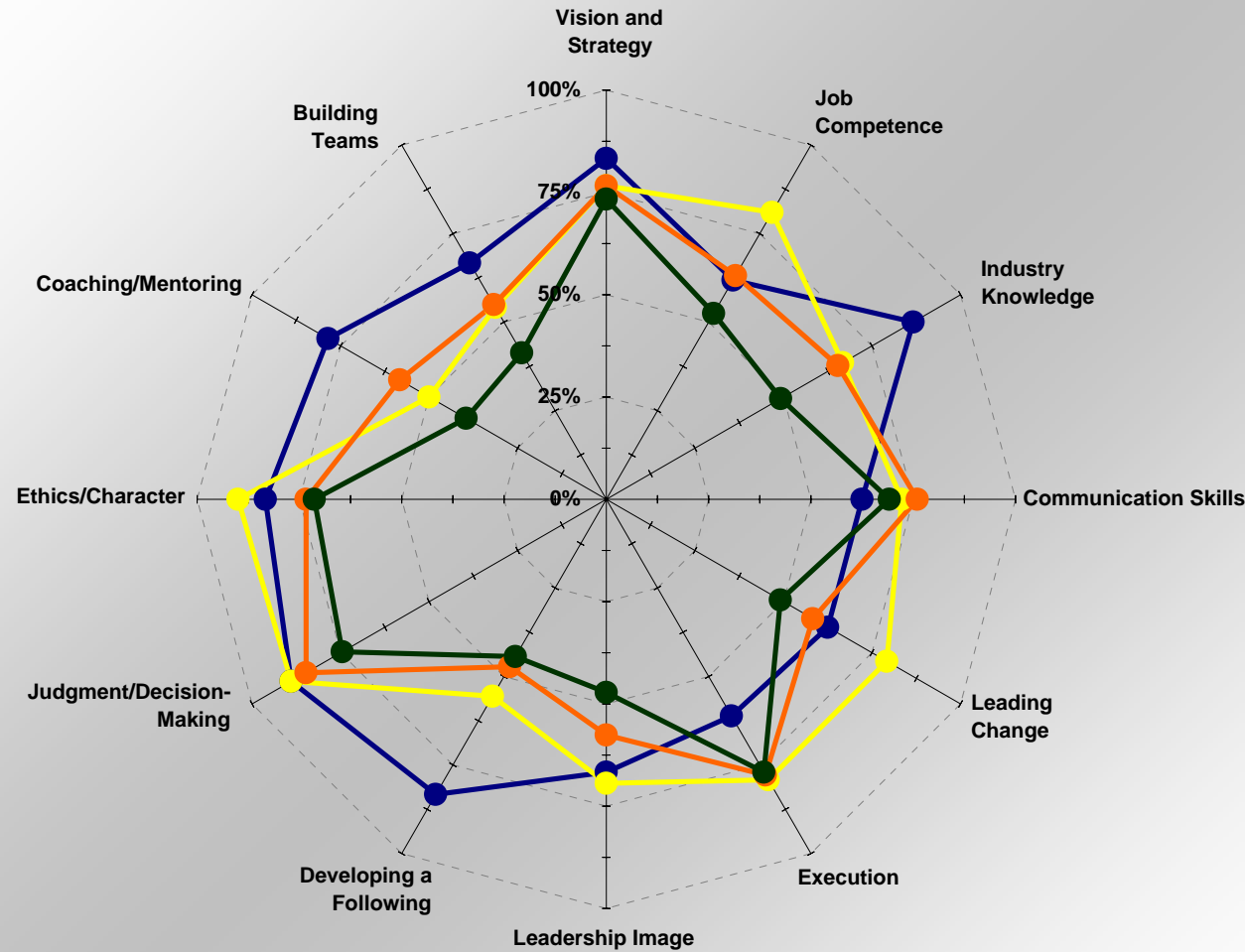
Peers	
Developing a Following	47
Building Teams	55
Coaching/Mentoring	58

Subordinates	
Building Teams	41
Coaching/Mentoring	40
Developing a Following	44

# EXECUTIVE SUMMARY

## Performance Comparison

This report compares the Self, Boss, Peers, and Subordinate Leadership Scores. The table indicates the degree to which the respondents agreed on the prioritization of the Leadership Disciplines. If everyone in a group had selected the same discipline as number one, that discipline would have received a score of 100%. (Self and Boss tables will always start at 100%.)



#	Principal Elements - Self	Impact	Perf.
1	Developing a Following	High	83.33%
2	Job Competence	High	61.90%
3	Judgment/Decision-Making	High	88.89%
4	Industry Knowledge	High	86.67%
5	Leading Change	Med	62.50%
6	Building Teams	Med	66.67%
7	Vision and Strategy	Med	83.33%
8	Ethics/Character	Med	83.33%
9	Execution	Low	61.11%
10	Coaching/Mentoring	Low	78.57%
11	Communication Skills	Low	62.50%
12	Leadership Image	Low	66.67%
#	Principal Elements - Boss	Impact	Perf.
1	Developing a Following	High	55.56%
2	Execution	High	79.17%
3	Industry Knowledge	High	66.67%
4	Building Teams	High	54.17%
5	Communication Skills	Med	72.22%
6	Leading Change	Med	79.17%
7	Coaching/Mentoring	Med	50.00%
8	Ethics/Character	Med	90.00%
9	Leadership Image	Low	69.44%
10	Judgment/Decision-Making	Low	88.89%
11	Job Competence	Low	80.95%
12	Vision and Strategy	Low	76.67%

# EXECUTIVE SUMMARY

## Performance Comparison

This report compares the Self, Boss, Peers, and Subordinate Leadership Scores. The table indicates the degree to which the respondents agreed on the prioritization of the Leadership Disciplines. If everyone in a group had selected the same discipline as number one, that discipline would have received a score of 100%. (Self and Boss tables will always start at 100%.)



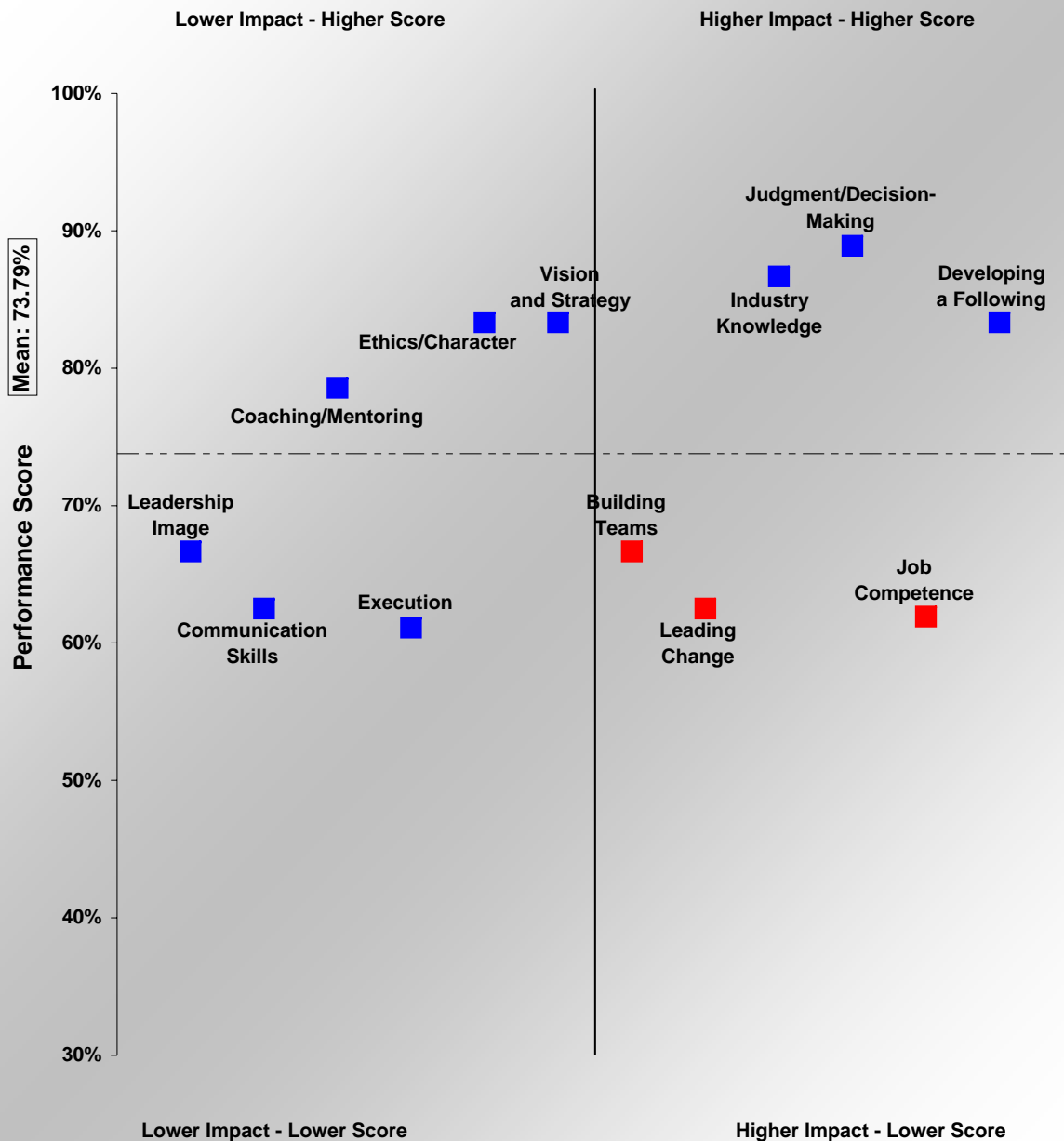
#	Principal Elements - Peers	Impact	Perf.
1	Developing a Following	High	47.22%
2	Execution	High	77.78%
3	Building Teams	High	55.00%
4	Coaching/Mentoring	High	58.33%
5	Judgment/Decision-Making	Med	84.72%
6	Communication Skills	Med	76.04%
7	Ethics/Character	Med	73.33%
8	Leading Change	Low	58.33%
9	Industry Knowledge	Low	65.38%
10	Vision and Strategy	Low	76.67%
11	Leadership Image	Low	57.64%
12	Job Competence	Low	63.10%
#	Principal Elements - Sub.	Impact	Perf.
1	Building Teams	High	41.33%
2	Coaching/Mentoring	High	39.52%
3	Developing a Following	High	44.44%
4	Execution	High	77.04%
5	Ethics/Character	Med	71.33%
6	Communication Skills	Med	69.17%
7	Judgment/Decision-Making	Med	74.44%
8	Leading Change	Med	49.17%
9	Leadership Image	Low	47.22%
10	Industry Knowledge	Low	49.21%
11	Vision and Strategy	Low	73.33%
12	Job Competence	Low	52.38%



# EXECUTIVE SUMMARY

## Degree of Impact (Self)

This section plots the 12 Leadership Disciplines as perceived by the leader being evaluated. The vertical axis represents the Leadership Score and the horizontal axis represents the order of importance, with the highest priority listed at the right. The priority ranking table reflects the Leadership Disciplines in order of weighted priority, as determined by the leader. The table also indicates the performance mean score.



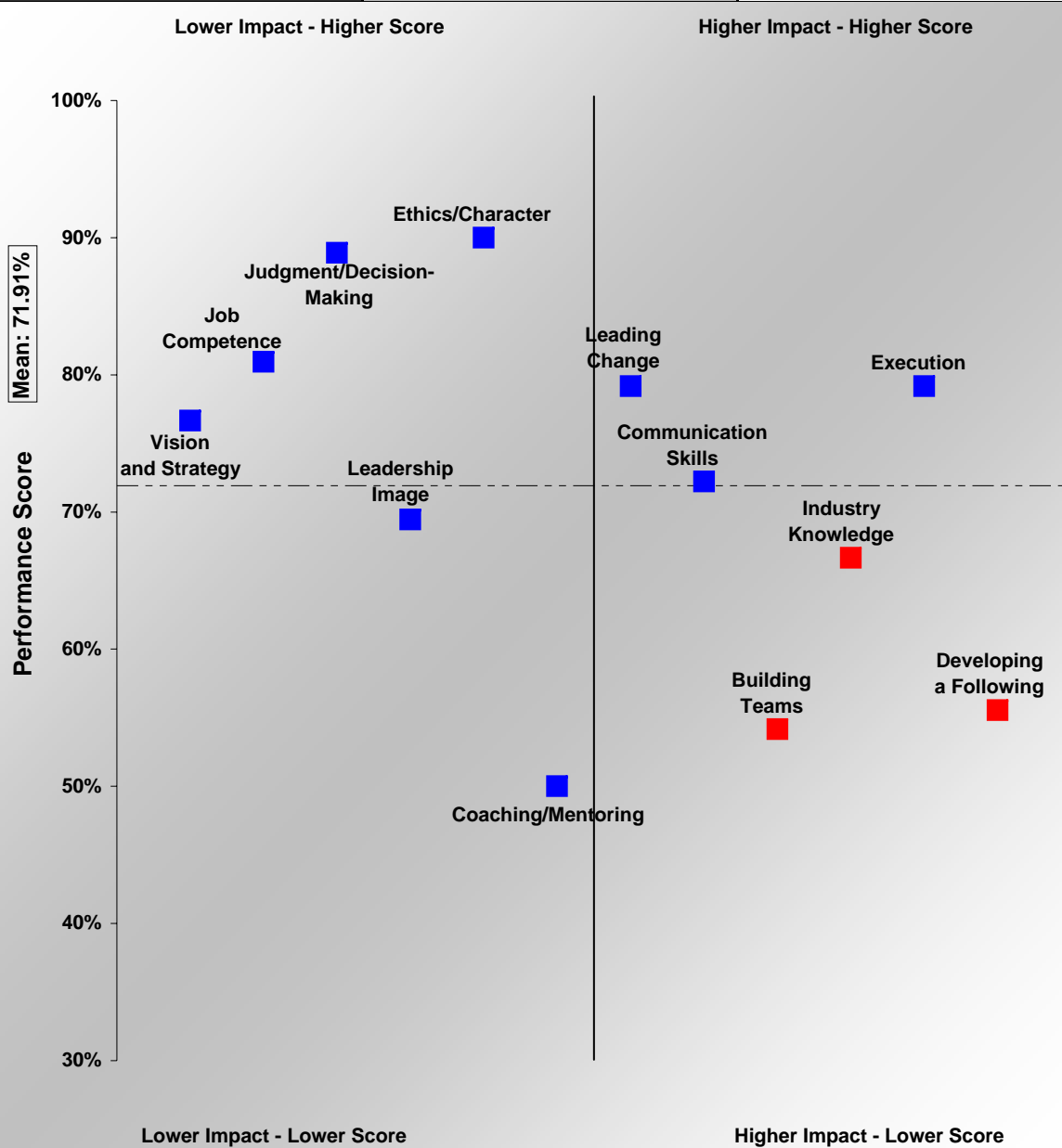
#	Priorities	Impact	Perf.
1	Developing a Following	High	83.33%
2	Job Competence	High	61.90%
3	Judgment/Decision-Making	High	88.89%
4	Industry Knowledge	High	86.67%
5	Leading Change	Med	62.50%
6	Building Teams	Med	66.67%
7	Vision and Strategy	Med	83.33%
8	Ethics/Character	Med	83.33%
9	Execution	Low	61.11%
10	Coaching/Mentoring	Low	78.57%
11	Communication Skills	Low	62.50%
12	Leadership Image	Low	66.67%



# EXECUTIVE SUMMARY

## Degree of Impact (Boss)

This section plots the 12 Leadership Disciplines as perceived by the leader's boss. The vertical axis represents the Leadership Score and the horizontal axis represents the order of importance, with the highest priority listed at the right. The priority ranking table reflects the Leadership Disciplines in order of weighted priority, as determined by the boss. The table also indicates the performance mean score.

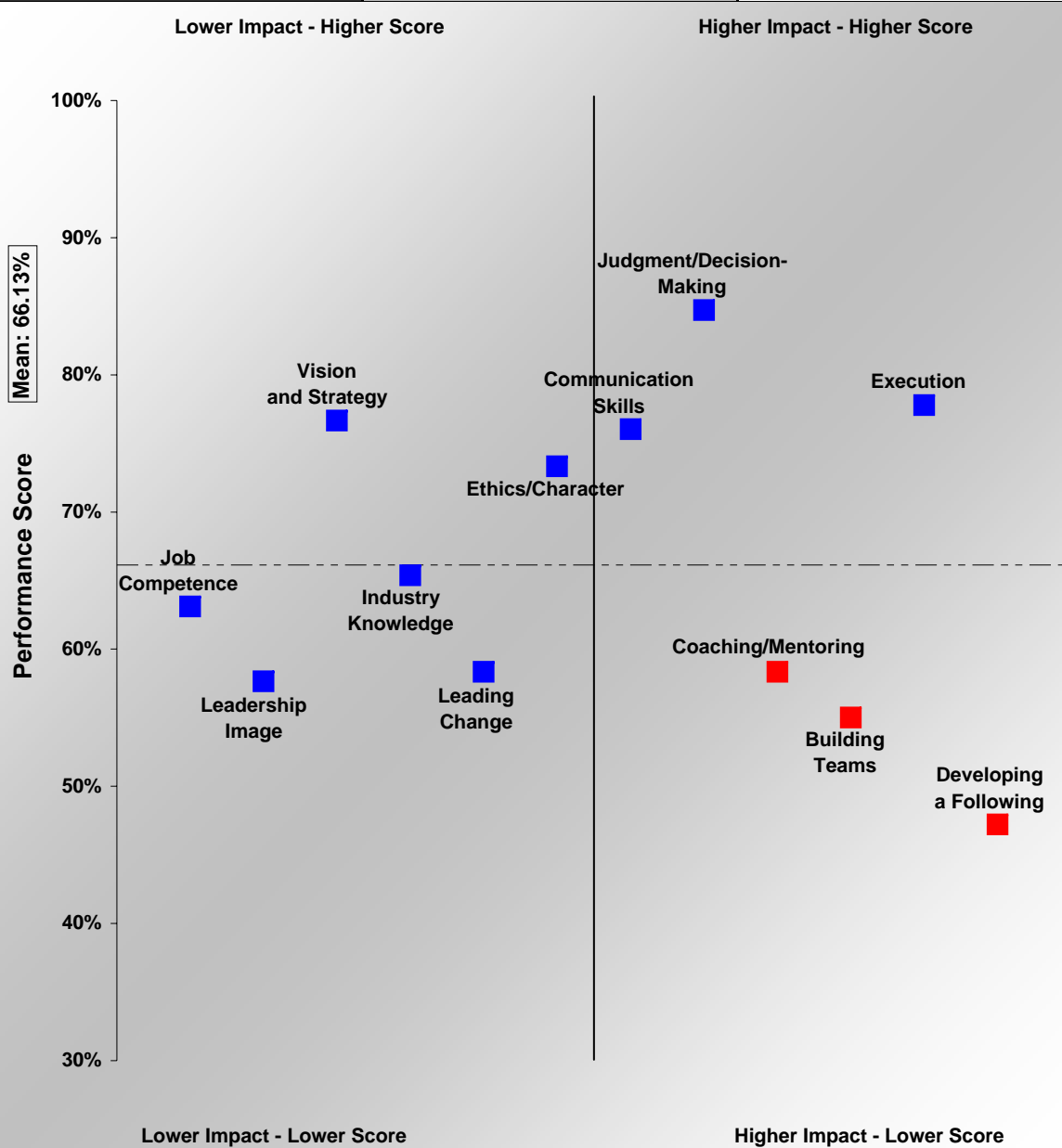


#	Priorities	Impact	Perf.
1	Developing a Following	High	55.56%
2	Execution	High	79.17%
3	Industry Knowledge	High	66.67%
4	Building Teams	High	54.17%
5	Communication Skills	Med	72.22%
6	Leading Change	Med	79.17%
7	Coaching/Mentoring	Med	50.00%
8	Ethics/Character	Med	90.00%
9	Leadership Image	Low	69.44%
10	Judgment/Decision-Making	Low	88.89%
11	Job Competence	Low	80.95%
12	Vision and Strategy	Low	76.67%

# EXECUTIVE SUMMARY

## Degree of Impact (Peers)

This section plots the 12 Leadership Disciplines as perceived by the leader's peers. The vertical axis represents the Leadership Score and the horizontal axis represents the order of importance, with the highest priority listed at the right. The priority ranking table reflects the Leadership Disciplines in order of weighted priority, as determined by the peers. The table also indicates the performance mean score.

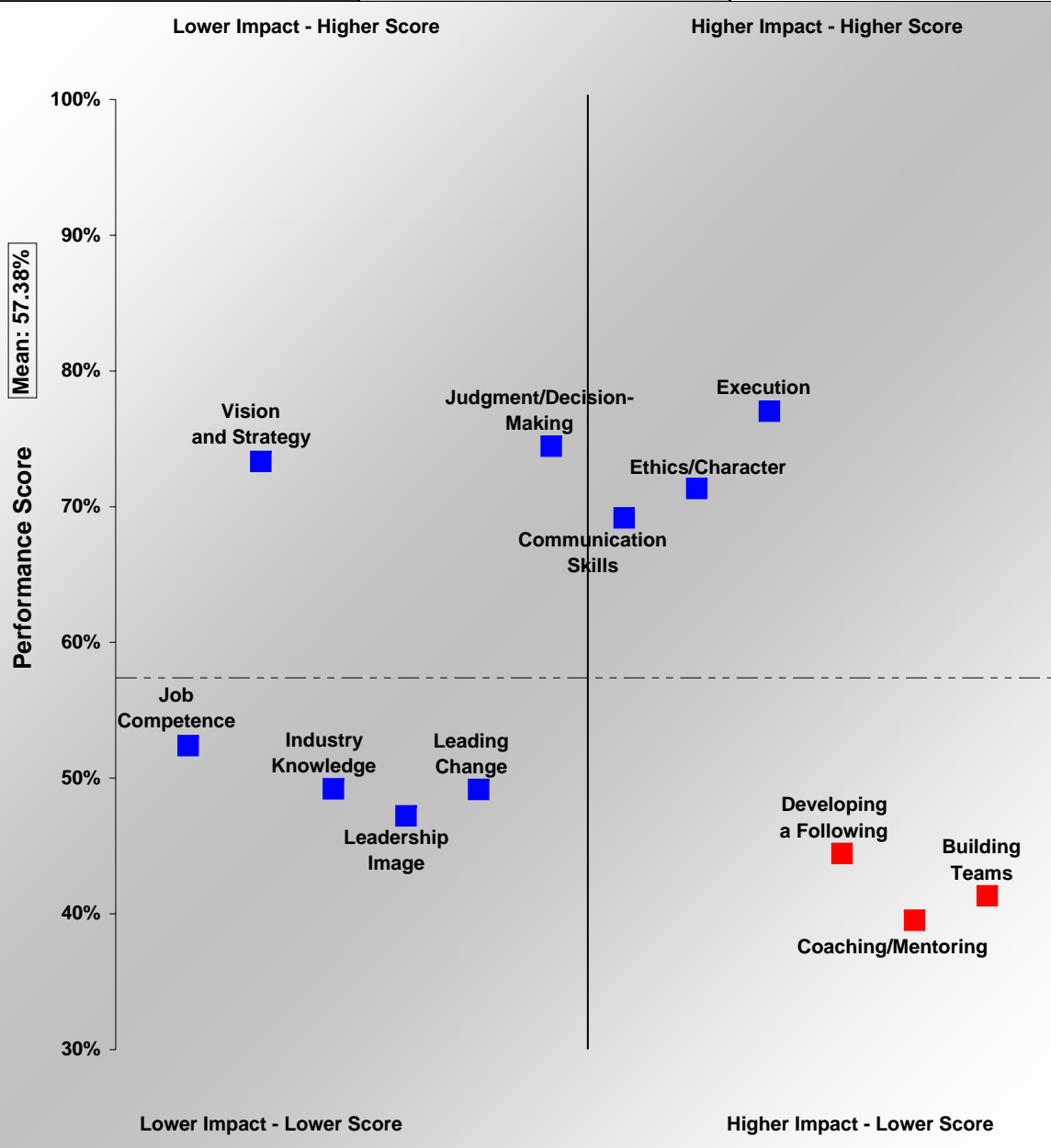


#	Priorities	Impact	Perf.
1	Developing a Following	High	47.22%
2	Execution	High	77.78%
3	Building Teams	High	55.00%
4	Coaching/Mentoring	High	58.33%
5	Judgment/Decision-Making	Med	84.72%
6	Communication Skills	Med	76.04%
7	Ethics/Character	Med	73.33%
8	Leading Change	Low	58.33%
9	Industry Knowledge	Low	65.38%
10	Vision and Strategy	Low	76.67%
11	Leadership Image	Low	57.64%
12	Job Competence	Low	63.10%

# EXECUTIVE SUMMARY

## Degree of Impact (Subordinates)

This section plots the 12 Leadership Disciplines as perceived by the person's subordinates. The vertical axis represents the Leadership Score and the horizontal axis represents the order of importance, with the highest priority listed at the right. The priority ranking table reflects the Leadership Disciplines in order of weighted priority, as determined by the subordinates. The table also indicates the performance mean score.

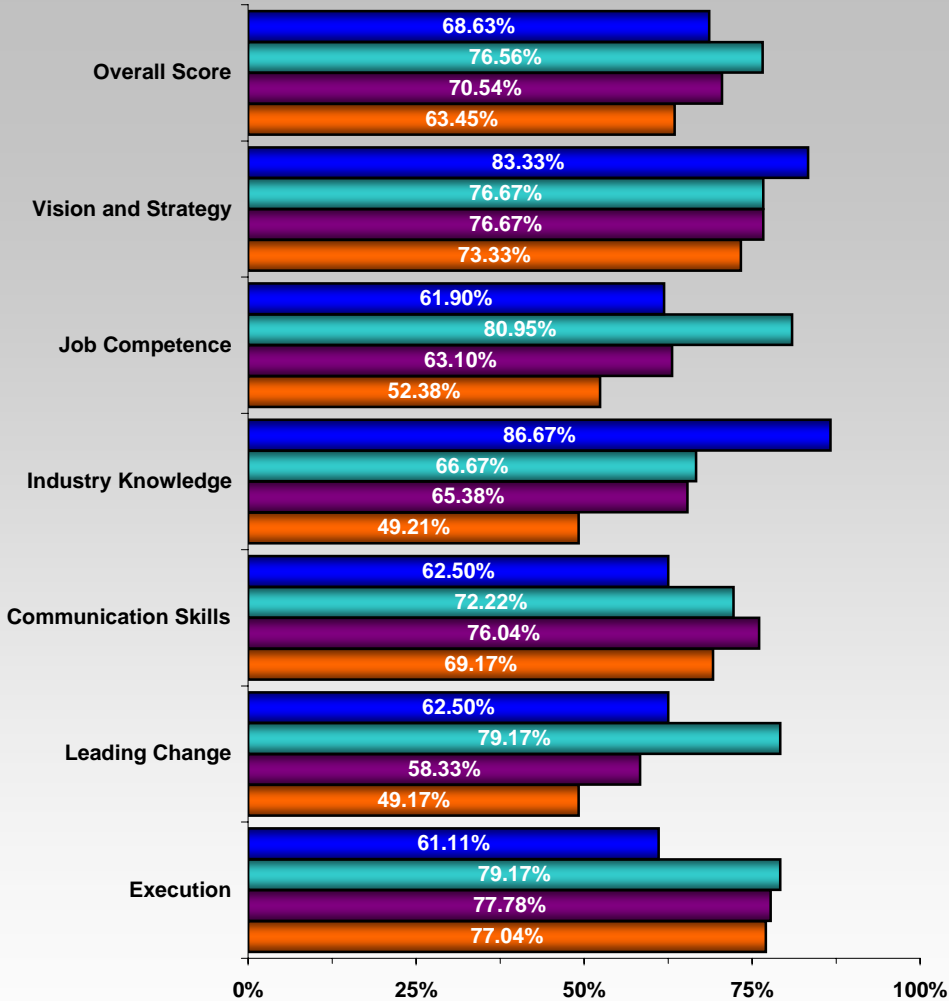


#	Priorities	Impact	Perf.
1	Building Teams	High	41.33%
2	Coaching/Mentoring	High	39.52%
3	Developing a Following	High	44.44%
4	Execution	High	77.04%
5	Ethics/Character	Med	71.33%
6	Communication Skills	Med	69.17%
7	Judgment/Decision-Making	Med	74.44%
8	Leading Change	Med	49.17%
9	Leadership Image	Low	47.22%
10	Industry Knowledge	Low	49.21%
11	Vision and Strategy	Low	73.33%
12	Job Competence	Low	52.38%

# Leadership Competence

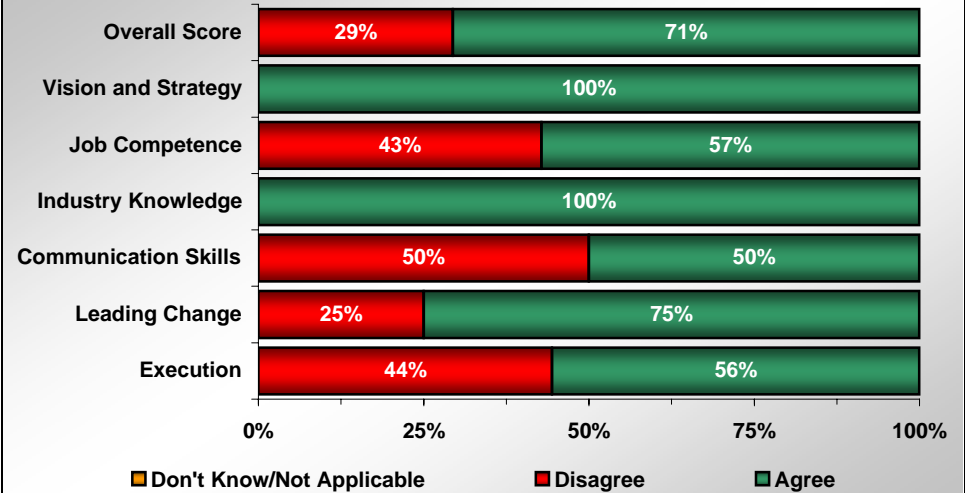
## Performance Scores

This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.



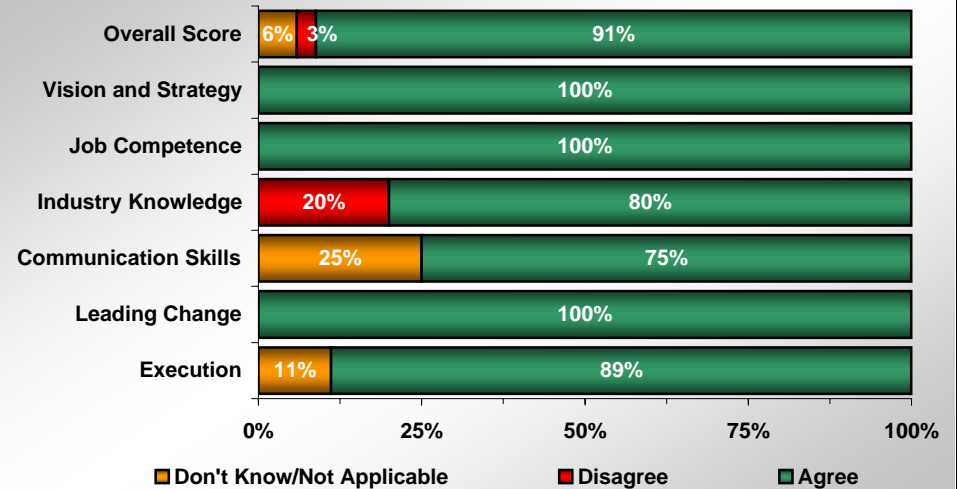
- Self: 1
- Boss: 1
- Peers: 4
- Subordinates: 5

### Level of Awareness/Agreement: Self



Note: Due to rounding, the total may not exactly equal 100%.

### Level of Awareness/Agreement: Boss



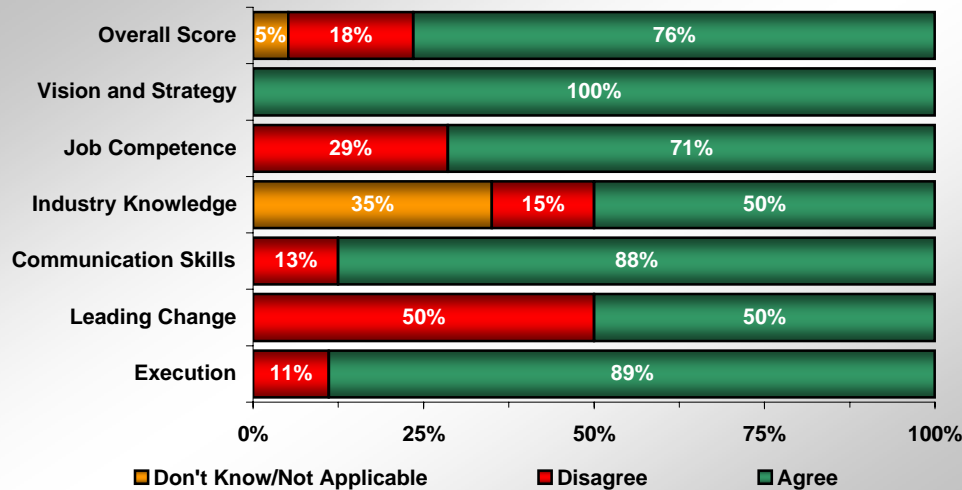
Note: Due to rounding, the total may not exactly equal 100%.

# Leadership Competence

## Performance Scores

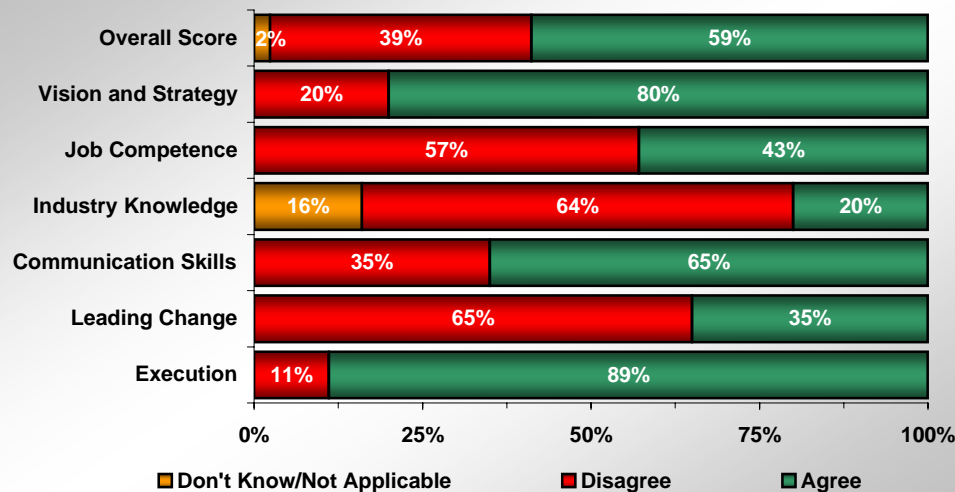
This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.

### Level of Awareness/Agreement: Peers



Note: Due to rounding, the total may not exactly equal 100%.

### Level of Awareness/Agreement: Subordinates



Note: Due to rounding, the total may not exactly equal 100%.

# Leadership Competence

## Performance Scores

This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.

### Leadership Competence

Vision and Strategy		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score			Std. Dev.			
		DK	1	2	3	4	5	6				Self:	Mean Score	Std. Dev.	Boss:	Mean Score	Std. Dev.	Peers:
1. Can clearly explain the reason your company is in business.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Self:	83.33%	11.78				
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Boss:	76.67%	9.12				
	Peers	0%	0%	0%	0%	25%	75%	0%	75%	79.17%	8.33	Peers:	76.67%	11.34				
	Subordinates	0%	0%	20%	0%	40%	40%	0%	40%	66.67%	20.41	Subordinates:	73.33%	22.05				
2. Has the ability to anticipate the future needs of the company.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>						
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Peers	0%	0%	0%	0%	0%	75%	25%	100%	87.50%	8.34							
	Subordinates	0%	0%	0%	20%	20%	60%	0%	60%	73.33%	14.91							
3. Has the ability to set a clear course of direction for the company.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Peers	0%	0%	0%	0%	75%	0%	25%	25%	75.00%	16.67							
	Subordinates	0%	0%	20%	0%	0%	60%	20%	80%	76.67%	25.28							
4. Can effectively translate vision into a realistic, achievable strategy.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Peers	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	0.00							
	Subordinates	0%	20%	0%	20%	0%	0%	60%	60%	73.33%	38.37							
5. Has demonstrated a willingness to take reasonable risks.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Peers	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	9.62							
	Subordinates	0%	0%	0%	0%	40%	60%	0%	60%	76.67%	9.12							
Job Competence		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score			Std. Dev.			
		DK	1	2	3	4	5	6				Self:	Mean Score	Std. Dev.	Boss:	Mean Score	Std. Dev.	Peers:
6. Demonstrates excellent skill and experience in his/her functional area.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Self:	61.90%	18.54				
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Boss:	80.95%	11.50				
	Peers	0%	0%	0%	0%	75%	25%	0%	25%	70.83%	8.33	Peers:	63.10%	11.44				
	Subordinates	0%	0%	0%	20%	60%	0%	20%	20%	70.00%	18.26	Subordinates:	52.38%	22.56				
7. Is often sought after for advice in his/her area of expertise.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--							
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Peers	0%	0%	0%	25%	75%	0%	0%	0%	62.50%	8.34							
	Subordinates	0%	20%	0%	40%	0%	20%	20%	40%	60.00%	32.49							
8. Is well-read and informed.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--							
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Peers	0%	0%	0%	25%	50%	25%	0%	25%	66.67%	13.61							
	Subordinates	0%	20%	0%	20%	40%	20%	0%	20%	56.67%	25.27							

Leadership Competence		Performance Scores							This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									Job Competence (cont.)		FREQUENCY OF RESPONSE			
		DK	1	2	3	4	5	6						
9. Has been able to transition from tactical to strategic responsibilities.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>61.90%</b>	<b>18.54</b>
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Boss:</b>	<b>80.95%</b>	<b>11.50</b>
	Peers	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	0.00	<b>Peers:</b>	<b>63.10%</b>	<b>11.44</b>
	Subordinates	0%	20%	20%	40%	20%	0%	0%	0%	43.33%	19.00	<b>Subordinates:</b>	<b>52.38%</b>	<b>22.56</b>
10. Is highly organized and disciplined.	Self	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	25%	50%	0%	25%	0%	25%	54.17%	20.97			
	Subordinates	0%	0%	40%	40%	20%	0%	0%	0%	46.67%	13.95			
11. Has the ability to set up the appropriate systems and structures to help the company succeed.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.62			
	Subordinates	0%	20%	40%	20%	20%	0%	0%	0%	40.00%	19.00			
12. Is able to think creatively and innovatively.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	25%	75%	0%	0%	0%	62.50%	8.34			
	Subordinates	0%	20%	20%	0%	60%	0%	0%	0%	50.00%	23.57			
Industry Knowledge		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6						
13. Has an in-depth understanding of the industry your company serves.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>86.67%</b>	<b>13.94</b>
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Boss:</b>	<b>66.67%</b>	<b>11.78</b>
	Peers	25%	0%	0%	0%	50%	25%	0%	25%	72.22%	9.62	<b>Peers:</b>	<b>65.38%</b>	<b>10.67</b>
	Subordinates	0%	0%	60%	20%	0%	0%	20%	20%	50.00%	28.87	<b>Subordinates:</b>	<b>49.21%</b>	<b>21.39</b>
14. Stays current on industry events.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	50%	0%	0%	0%	50%	0%	0%	0%	66.67%	0.00			
	Subordinates	20%	20%	0%	20%	20%	20%	0%	20%	54.17%	28.46			
15. Clearly understands the strengths and weaknesses of your primary competitors.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	25%	0%	0%	50%	25%	0%	0%	0%	55.56%	9.62			
	Subordinates	20%	20%	0%	40%	20%	0%	0%	0%	45.83%	20.97			
16. Understands the complexities of external factors that impact your company.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	25%	0%	0%	25%	50%	0%	0%	0%	61.11%	9.62			
	Subordinates	20%	0%	20%	40%	0%	20%	0%	20%	54.17%	20.97			

Leadership Competence		Performance Scores							This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									Industry Knowledge (cont.)		FREQUENCY OF RESPONSE			
		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
17. Knows how well your company is doing compared to the other companies in your industry.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Self:	86.67%	13.94
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	Boss:	66.67%	11.78
	Peers	50%	0%	0%	0%	25%	25%	0%	25%	75.00%	11.78	Peers:	65.38%	10.67
	Subordinates	20%	0%	40%	40%	0%	0%	0%	0%	41.67%	9.62	Subordinates:	49.21%	21.39
Communication Skills		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
18. Has the ability to express ideas simply, clearly, and directly.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Self:	62.50%	15.96
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Boss:	72.22%	9.62
	Peers	0%	0%	0%	0%	0%	75%	25%	100%	87.50%	8.34	Peers:	76.04%	13.56
	Subordinates	0%	0%	0%	20%	20%	60%	0%	60%	73.33%	14.91	Subordinates:	69.17%	19.70
19. Is at ease and confident presenting before groups.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	0%	25%	75%	0%	0%	0%	62.50%	8.34			
	Subordinates	0%	0%	20%	20%	0%	40%	20%	60%	70.00%	27.39			
20. Believes in keeping others well-informed.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00			
	Subordinates	0%	0%	20%	20%	0%	60%	0%	60%	66.67%	23.57			
21. Freely disseminates important information, where appropriate.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
	Peers	0%	0%	0%	25%	25%	50%	0%	50%	70.83%	15.96			
	Subordinates	0%	0%	0%	40%	20%	40%	0%	40%	66.67%	16.67			
Leading Change		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
22. Knows when it is necessary for the company to initiate significant change.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Self:	62.50%	20.97
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Boss:	79.17%	8.33
	Peers	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.62	Peers:	58.33%	12.17
	Subordinates	0%	20%	40%	0%	40%	0%	0%	0%	43.33%	22.36	Subordinates:	49.17%	23.86
23. Provides the leadership to begin and sustain the change effort.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	25%	50%	25%	0%	25%	66.67%	13.61			
	Subordinates	0%	0%	40%	40%	0%	20%	0%	20%	50.00%	20.41			
24. Can effectively express the compelling reasons for change.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	25%	50%	25%	0%	0%	0%	50.00%	13.61			
	Subordinates	0%	20%	0%	40%	20%	0%	20%	20%	56.67%	30.28			



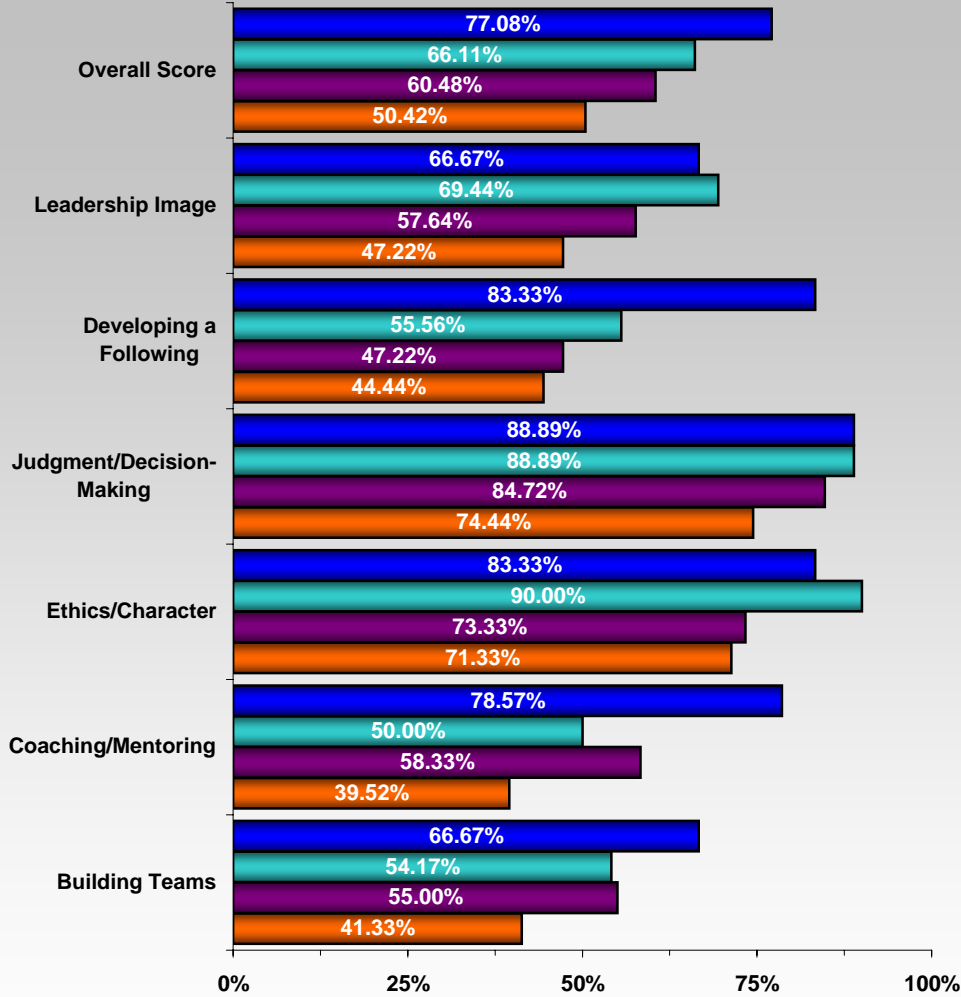
Leadership Competence		Performance Scores							This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									Leading Change (cont.)		FREQUENCY OF RESPONSE			
		DK	1	2	3	4	5	6						
25. Knows how to manage the change process.	Self	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	<b>Self:</b>	<b>62.50%</b>	<b>20.97</b>
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Boss:</b>	<b>79.17%</b>	<b>8.33</b>
	Peers	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.62	<b>Peers:</b>	<b>58.33%</b>	<b>12.17</b>
	Subordinates	0%	20%	40%	0%	20%	20%	0%	20%	46.67%	27.39	<b>Subordinates:</b>	<b>49.17%</b>	<b>23.86</b>
Execution		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
26. Has an unwavering resolve to achieve goals.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Self:</b>	<b>61.11%</b>	<b>16.67</b>
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Boss:</b>	<b>79.17%</b>	<b>7.71</b>
	Peers	0%	0%	0%	0%	25%	75%	0%	75%	79.17%	8.33	<b>Peers:</b>	<b>77.78%</b>	<b>15.94</b>
	Subordinates	0%	0%	20%	0%	40%	20%	20%	40%	70.00%	24.72	<b>Subordinates:</b>	<b>77.04%</b>	<b>19.23</b>
27. Sets clear goals and priorities.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	50%	25%	25%	50%	79.17%	15.96			
	Subordinates	0%	0%	0%	0%	40%	20%	40%	60%	83.33%	16.67			
28. Establishes clear measurements for success.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	25%	25%	25%	25%	50%	75.00%	21.52			
	Subordinates	0%	0%	0%	0%	40%	20%	40%	60%	83.33%	16.67			
29. Effectively aligns organizational resources to achieve goals.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	9.62			
	Subordinates	0%	0%	0%	20%	20%	60%	0%	60%	73.33%	14.91			
30. Makes it clear how each employee contributes to the company's success.	Self	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Boss	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
	Peers	0%	0%	25%	25%	25%	25%	0%	25%	58.33%	21.52			
	Subordinates	0%	0%	0%	0%	20%	80%	0%	80%	80.00%	7.45			
31. Regularly tracks progress against goals.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	0%	0%	25%	50%	25%	75%	83.33%	13.61			
	Subordinates	0%	0%	20%	0%	20%	20%	40%	60%	76.67%	27.89			
32. Assigns clear accountability for each objective.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	0%	50%	50%	100%	91.67%	9.62			
	Subordinates	0%	0%	20%	0%	20%	40%	20%	60%	73.33%	25.28			

Leadership Competence		Performance Scores							This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									FREQUENCY OF RESPONSE					
Execution (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.			
33. Is willing to confront company performance issues.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Self:</b>	<b>61.11%</b>	<b>16.67</b>
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Boss:</b>	<b>79.17%</b>	<b>7.71</b>
	Peers	0%	0%	0%	25%	25%	25%	25%	50%	75.00%	21.52	<b>Peers:</b>	<b>77.78%</b>	<b>15.94</b>
	Subordinates	0%	0%	20%	0%	20%	20%	40%	60%	76.67%	27.89	<b>Subordinates:</b>	<b>77.04%</b>	<b>19.23</b>
34. Demands results.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00			
	Subordinates	0%	0%	0%	0%	60%	20%	20%	40%	76.67%	14.91			

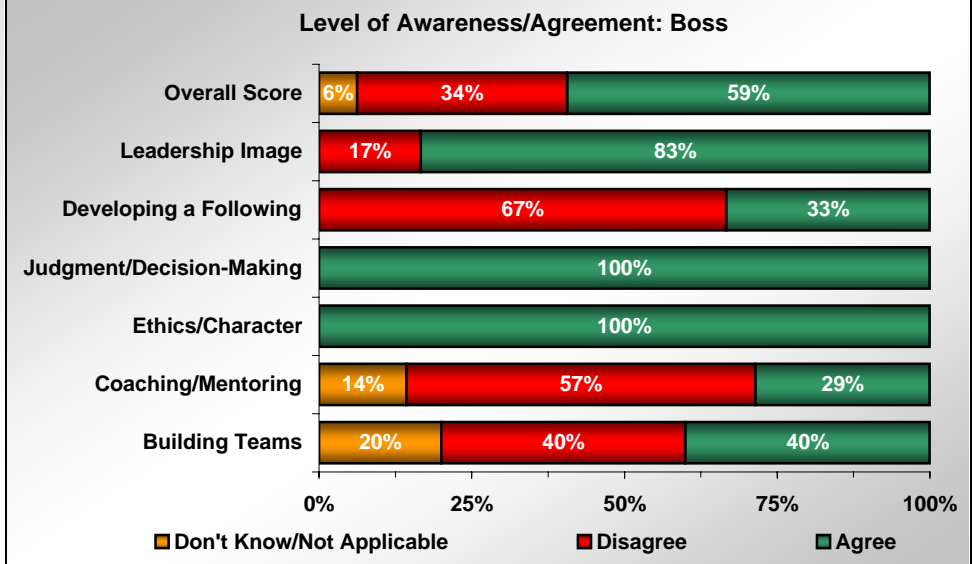
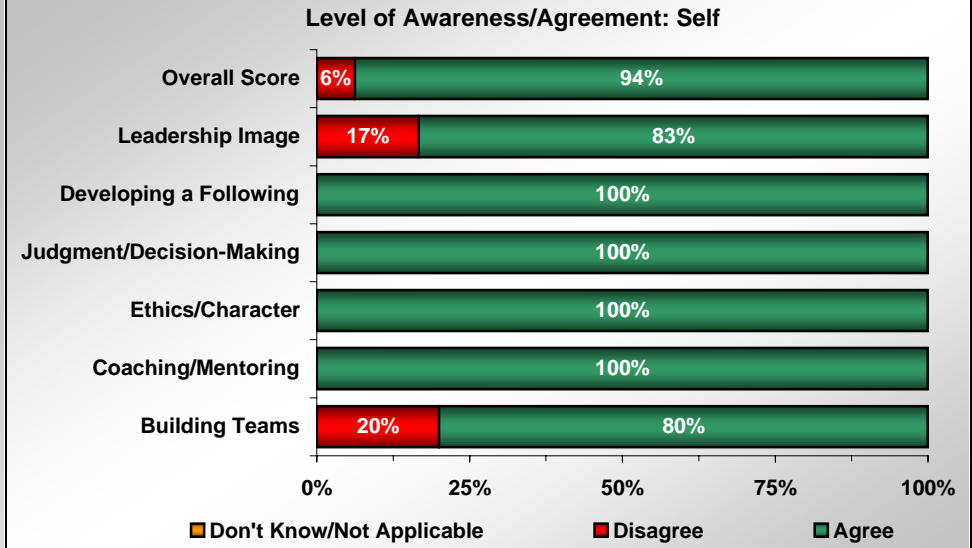
# Leadership Character

## Performance Scores

This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.



- Self: 1
- Boss: 1
- Peers: 4
- Subordinates: 5

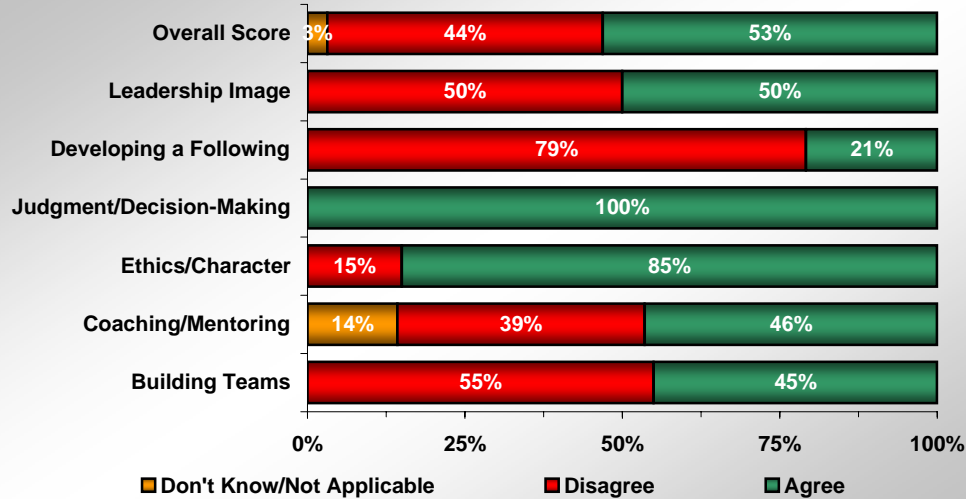


# Leadership Character

## Performance Scores

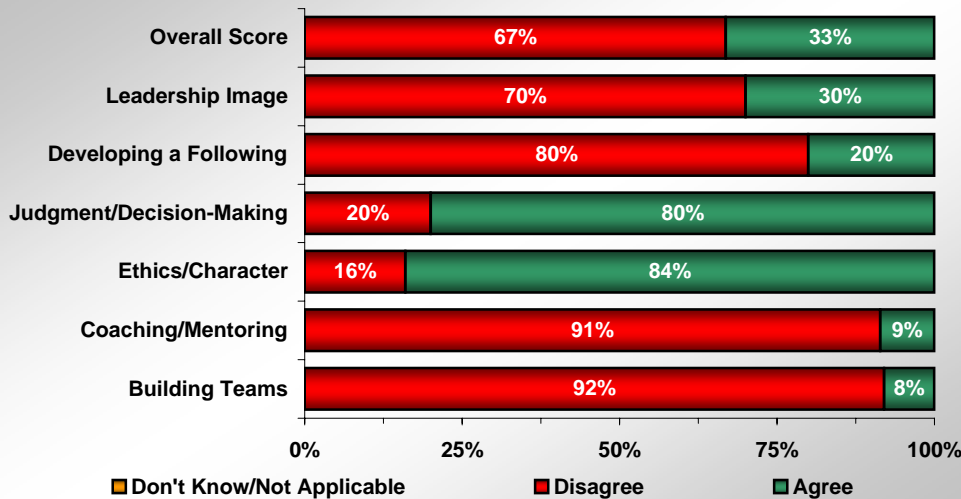
This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.

### Level of Awareness/Agreement: Peers



Note: Due to rounding, the total may not exactly equal 100%

### Level of Awareness/Agreement: Subordinates



Note: Due to rounding, the total may not exactly equal 100%

<b>Leadership Character</b>	<b>Performance Scores</b>	This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.
-----------------------------	---------------------------	---

<b>Leadership Character</b>														
Leadership Image		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5							6
35. Leads by example.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>66.67%</b>	<b>18.26</b>
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Boss:</b>	<b>69.44%</b>	<b>12.54</b>
	Peers	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	9.62	<b>Peers:</b>	<b>57.64%</b>	<b>18.38</b>
	Subordinates	0%	0%	20%	40%	40%	0%	0%	0%	53.33%	13.95	<b>Subordinates:</b>	<b>47.22%</b>	<b>19.62</b>
36. Appears comfortable in a leadership position.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	0%	0%	25%	75%	0%	0%	0%	62.50%	8.34			
	Subordinates	0%	20%	0%	40%	40%	0%	0%	0%	50.00%	20.41			
37. Fosters a work environment that is conducive to success.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	75%	25%	0%	0%	0%	54.17%	8.34			
	Subordinates	0%	20%	60%	20%	0%	0%	0%	0%	33.33%	11.78			
38. Demonstrates personal humility.	Self	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	0.00			
	Subordinates	0%	0%	60%	40%	0%	0%	0%	0%	40.00%	9.13			
39. Shares the credit for successes.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	50%	50%	0%	0%	0%	0%	41.67%	9.62			
	Subordinates	0%	20%	0%	40%	40%	0%	0%	0%	50.00%	20.41			
40. Demonstrates personal drive and ambition.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	25%	75%	0%	75%	79.17%	8.33			
	Subordinates	0%	20%	20%	0%	40%	0%	20%	20%	56.67%	32.49			
Developing a Following		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5							6
41. Creates enthusiasm around key objectives.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>83.33%</b>	<b>10.54</b>
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Boss:</b>	<b>55.56%</b>	<b>8.61</b>
	Peers	0%	0%	25%	50%	25%	0%	0%	0%	50.00%	13.61	<b>Peers:</b>	<b>47.22%</b>	<b>13.61</b>
	Subordinates	0%	0%	80%	0%	20%	0%	0%	0%	40.00%	14.91	<b>Subordinates:</b>	<b>44.44%</b>	<b>22.03</b>
42. Is able to gain the commitment his/her managers and employees.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	0.00			
	Subordinates	0%	40%	20%	20%	0%	20%	0%	20%	40.00%	27.89			

Leadership Character		Performance Scores							This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									FREQUENCY OF RESPONSE					
Developing a Following (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
43. Has effective interpersonal skills.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Self:</b>	<b>83.33%</b>	<b>10.54</b>
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Boss:</b>	<b>55.56%</b>	<b>8.61</b>
	Peers	0%	0%	75%	25%	0%	0%	0%	0%	37.50%	8.34	<b>Peers:</b>	<b>47.22%</b>	<b>13.61</b>
	Subordinates	0%	0%	20%	60%	0%	0%	20%	20%	56.67%	25.28	<b>Subordinates:</b>	<b>44.44%</b>	<b>22.03</b>
44. Is a good consensus builder.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	0%	25%	75%	0%	0%	0%	62.50%	8.34			
	Subordinates	0%	20%	40%	20%	0%	20%	0%	20%	43.33%	25.27			
45. Enjoys engaging with people.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	25%	50%	25%	0%	0%	0%	0%	33.33%	13.61			
	Subordinates	0%	20%	40%	20%	20%	0%	0%	0%	40.00%	19.00			
46. Is willing to consider ideas that are contrary to his/her own.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	25%	50%	25%	0%	0%	0%	50.00%	13.61			
	Subordinates	0%	20%	20%	40%	0%	20%	0%	20%	46.67%	24.72			
Decision-Making/Judgment		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
47. Is able to make timely decisions.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>88.89%</b>	<b>9.62</b>
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Boss:</b>	<b>88.89%</b>	<b>9.62</b>
	Peers	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00	<b>Peers:</b>	<b>84.72%</b>	<b>8.58</b>
	Subordinates	0%	0%	0%	20%	0%	80%	0%	80%	76.67%	14.91	<b>Subordinates:</b>	<b>74.44%</b>	<b>20.77</b>
48. Is able to deal with complex issues.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00			
	Subordinates	0%	0%	20%	0%	0%	40%	40%	80%	80.00%	27.39			
49. Offers solutions that effectively address problems.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Peers	0%	0%	0%	0%	25%	25%	50%	75%	87.50%	15.96			
	Subordinates	0%	0%	20%	0%	40%	40%	0%	40%	66.67%	20.41			
Ethics/Character		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
50. Demonstrates that personal ethics guide his/her decisions.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>Self:</b>	<b>83.33%</b>	<b>11.78</b>
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>Boss:</b>	<b>90.00%</b>	<b>14.91</b>
	Peers	0%	0%	0%	0%	50%	25%	25%	50%	79.17%	15.96	<b>Peers:</b>	<b>73.33%</b>	<b>13.68</b>
	Subordinates	0%	0%	0%	20%	40%	40%	0%	40%	70.00%	13.94	<b>Subordinates:</b>	<b>71.33%</b>	<b>14.84</b>

Leadership Character		Performance Scores							This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									Ethics/Character (cont.)		FREQUENCY OF RESPONSE			
		DK	1	2	3	4	5	6						
51. Acts in accordance with organizational values.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Self:	83.33%	11.78
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Boss:	90.00%	14.91
	Peers	0%	0%	0%	25%	50%	25%	0%	25%	66.67%	13.61	Peers:	73.33%	13.68
	Subordinates	0%	0%	20%	0%	40%	40%	0%	40%	66.67%	20.41	Subordinates:	71.33%	14.84
52. Follows through on his/her promises.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Peers	0%	0%	0%	0%	25%	75%	0%	75%	79.17%	8.33			
	Subordinates	0%	0%	0%	20%	60%	20%	0%	20%	66.67%	11.78			
53. Will not sacrifice ethics for better financial performance.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Peers	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00			
	Subordinates	0%	0%	0%	0%	20%	60%	20%	80%	83.33%	11.78			
54. Puts the needs of the organization ahead of his/her personal aspirations.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.62			
	Subordinates	0%	0%	0%	20%	40%	40%	0%	40%	70.00%	13.94			
Coaching/Mentoring		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6						
55. Takes the time to develop and mentor his/her staff.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Self:	78.57%	8.13
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	Boss:	50.00%	14.91
	Peers	0%	0%	50%	25%	25%	0%	0%	0%	45.83%	15.96	Peers:	58.33%	18.39
	Subordinates	0%	20%	60%	20%	0%	0%	0%	0%	33.33%	11.78	Subordinates:	39.52%	14.62
56. Knows when to personally manage projects and when to let his/her staff have control.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	25%	25%	0%	50%	0%	0%	0%	45.83%	25.00			
	Subordinates	0%	0%	40%	60%	0%	0%	0%	0%	43.33%	9.13			
57. Gives subordinates the freedom to make mistakes.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	25%	0%	0%	0%	50%	25%	0%	25%	72.22%	9.62			
	Subordinates	0%	20%	60%	20%	0%	0%	0%	0%	33.33%	11.78			
58. Confronts low performers.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	25%	0%	0%	25%	50%	0%	0%	0%	61.11%	9.62			
	Subordinates	0%	20%	40%	20%	0%	20%	0%	20%	43.33%	25.27			

Leadership Character		Performance Scores							This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
Coaching/Mentoring (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
59. Rewards top performers.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>78.57%</b>	<b>8.13</b>
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Boss:</b>	<b>50.00%</b>	<b>14.91</b>
	Peers	0%	0%	0%	25%	25%	25%	25%	50%	75.00%	21.52	<b>Peers:</b>	<b>58.33%</b>	<b>18.39</b>
	Subordinates	0%	0%	80%	0%	20%	0%	0%	0%	40.00%	14.91	<b>Subordinates:</b>	<b>39.52%</b>	<b>14.62</b>
60. Seems to genuinely care about people.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	25%	0%	0%	50%	25%	0%	0%	0%	55.56%	9.62			
	Subordinates	0%	20%	40%	20%	20%	0%	0%	0%	40.00%	19.00			
61. Tries to balance company goals with employee aspirations.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
	Peers	25%	0%	0%	50%	25%	0%	0%	0%	55.56%	9.62			
	Subordinates	0%	0%	40%	60%	0%	0%	0%	0%	43.33%	9.13			
Building Teams		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
62. Promotes teamwork and collaboration.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>66.67%</b>	<b>11.78</b>
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Boss:</b>	<b>54.17%</b>	<b>15.96</b>
	Peers	0%	0%	50%	25%	25%	0%	0%	0%	45.83%	15.96	<b>Peers:</b>	<b>55.00%</b>	<b>16.31</b>
	Subordinates	0%	20%	60%	20%	0%	0%	0%	0%	33.33%	11.78	<b>Subordinates:</b>	<b>41.33%</b>	<b>11.90</b>
63. Acts as a good team member him or herself.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Peers	0%	0%	75%	25%	0%	0%	0%	0%	37.50%	8.34			
	Subordinates	0%	0%	80%	20%	0%	0%	0%	0%	36.67%	7.46			
64. Rewards team performance at par or greater than individual performance.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
	Peers	0%	0%	0%	25%	75%	0%	0%	0%	62.50%	8.34			
	Subordinates	0%	0%	40%	60%	0%	0%	0%	0%	43.33%	9.13			
65. Encourages team members to be open and honest about their individual strengths and weaknesses.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.62			
	Subordinates	0%	0%	40%	40%	20%	0%	0%	0%	46.67%	13.95			
66. Knows how to put the right people on the right teams.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	0%	25%	25%	50%	0%	50%	70.83%	15.96			
	Subordinates	0%	0%	40%	40%	20%	0%	0%	0%	46.67%	13.95			



## **Boss - Comments.**

Mary is a very solid manager with excellent operational skills. I can always count on her to execute the strategy we have developed. I would like to see her spend more time developing her staff. She needs to be more accessible to her employees.

## Peers - Comments.

Mary does an excellent job of thinking about industry events and how they impact our organization. She can put together an effective strategy and she is very good at execution. I think she could be a little more accessible to her staff.

Mary is someone we can count on to get things done. She could work a little bit on her "bedside manner". I know Mary and she is not as distant as some people think.

Mary can work through a problem better than anyone I know. She is a quicker thinker and problem-solver. It's great to have Mary on the team.

There have been some complaints coming from Mary's staff that she is so driven to get things done that they feel she only tells them what to do, not why they're doing it. She needs to spend more time developing her staff and involving them in the process.

## Subordinates - Comments.

I feel that Mary is more concerned about her own advancement than the needs of her staff. She never takes the time to talk to us and ask about our needs or aspirations. She is smart, but very hard to work for. Many of her staff members are getting discouraged.

I enjoy working for Mary. She is very demanding. It help me keep my performance up. I get along with her fine, but some others are uncomfortable around her.

Mary pushes people too hard. It would help if she would show some appreciation once in a while.

Mary is the first boss I have worked for that really gets things done. She is demanding, but I like the fact that people are held accountable for their work.

I don't really know Mary. She does not talk to us. We just work for her.