HART
UNLOCKING LEADERSHIP

Assessment Survey
HART Consulting
05/25/2016
Single Participant: XX

cci surveys

There are a total of 15 respondents in groups including: Boss(1), Peers(4), Others(5), Direct reports(5)

Strengths
These are the top 6 behaviors or practices identified by at least 50% of the respondent groups.

75. Understand and applies corporate social responsibility measures within own area of responsibility	10. CSR
48. Establish clear work priorities for tasks, projects.	5. Team management
18. Monitor the impact of his/her implemented ideas	2. Vision & Strategy
66. Respect all his/her colleagues (no matter their race, gender, background, culture etc)	8. Diversity
74. Communicate all relevant information to those involved.	9. Communication
4. Proactively find ways to work around roadblocks in an effort to reach the desired goal	1. Focus on Results

Developmental Needs
These are the top 5 behaviors or practices identified by at least 50% of the respondent groups.

60. Maintain his/her calm, even when under pressure	7. Pressure management
62. Accept differences of opinion.	8. Diversity
26. Seek constantly for feedback from others on how he/she and his/her team could improve services	3. Collaboration
34. Openly recognize when he/she took a bad decision	4. Decision making
47. Use his/her time effectively.	5. Team management

This three-part report identifies the number of raters who provided feedback for this report. It identifies your top strengths to build on and those areas to develop.
Each item was identified by at least 50% of the rater groups. Items with a recommendation that you DO MORE (Increase) or DO LESS (Decrease) can be included. Ties are listed in numeric order.
Self data are not included under Strengths, nor Developmental Needs.
A maximum of 6 items or 35% of the total number of questions in the survey are listed under Strengths and Developmental Needs.
This report answers the question: *"What are some key strengths and developmental areas to consider for my action plans?"*

Sorry, there was no data for this report.

Focus on Results

1) To what extent does this person ... Set high standards for her/his own work performance.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.50						2	2					**
Others	5	1.00						3	1			1		INCREASE
Direct reports	5	0.20						4	1					****
Overall Average	15	0.60						9	5			1		**

Focus on Results

2) To what extent does this person ... Demonstrate a consistent commitment to achieving own and team objectives.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.25						3	1					****
Others	5	0.40						4		1				****
Direct reports	5	0.00						5						****
Overall Average	15	0.27						12	2	1				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)s** indicates the level of strength **(** or ****)**. **Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*
SINGLE Scale Reporting Note: AR=the Average Rating for this item for each rater group. The higher the AR, the greater the level of satisfaction or the more effective you are according to that rater group.
Pre-Post Assessment Note: If this report is a **Reassessment** you can compare pre-post results from one evaluation to another, compare progress towards your action planning efforts, and identify trends over time.

Focus on Results

3) To what extent does this person ... Efficiently focus his/her energy on the expected outcome of a task

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
					Avg. Gap Size				N Distribution					
Self	1	1.00				C━━━━►E			1					**
Boss	1	1.00				C━━━━►E			1					**
Peers	4	0.50				C━━►E		2	2					**
Others	5	0.00				◆		5						****
Direct reports	5	0.20					C►E	4	1					****
Overall Average	15	0.27				C►E		11	4					****

Focus on Results

4) To what extent does this person ... Proactively find ways to work around roadblocks in an effort to reach the desired goal

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
					Avg. Gap Size				N Distribution					
Self	1	1.00				C━━━━►E			1					**
Boss	1	0.00				◆		1						****
Peers	4	0.50				C━━►E		2	2					**
Others	5	0.20				C►E		4	1					****
Direct reports	5	0.20					C►E	4	1					****
Overall Average	15	0.27				C►E		11	4					****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

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Focus on Results

5) To what extent does this person ... Perform work that exceeds expectations.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00			C■■■E				1					**
Boss	1	1.00			C■■■E				1					**
Peers	4	0.50			C■►E			2	2					**
Others	5	1.00				C▬▬▬►E		3	1			1		INCREASE
Direct reports	5	0.80				C■■►E		3		2				**
Overall Average	15	0.80				C■■►E		8	4	2		1		**

Focus on Results

6) To what extent does this person ... Suggest and implement innovative solutions

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00			◆			1						****
Boss	1	1.00			C■■■►E				1					**
Peers	4	0.50			C■►E			3		1				**
Others	5	0.60			C■►E			3	1	1				**
Direct reports	5	0.40				C►E		4		1				****
Overall Average	15	0.53			C■►E			10	2	3				**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Focus on Results

7) To what extent does this person ... Take responsibility for tasks that fall into his/her departments' scope

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C━━━►E			1					**
Boss	1	1.00				C━━━►E			1					**
Peers	4	0.75				C━━►E		1	3					**
Others	5	0.80				C━━►E		3	1		1			**
Direct reports	5	0.40					C►E	4		1				****
Overall Average	15	0.67				C━━►E		8	5	1	1			**

Focus on Results

8) To what extent does this person ... See errors as learning opportunities for the team

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆		1						****
Boss	1	1.00				C━━━►E			1					**
Peers	4	0.25				C►E		3	1					****
Others	5	0.60				C━━►E		2	3					**
Direct reports	5	0.00				◆		5						****
Overall Average	15	0.33				C━►E		10	5					****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

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Focus on Results

9) To what extent does this person ... Take responsibility for own and team errors, without blaming others.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C■■■►E			1					**
Boss	1	1.00				C■■■►E			1					**
Peers	4	0.75				C■■►E		2	1	1				**
Others	5	1.20			C■■■■■►E			2	2			1		INCREASE
Direct reports	5	0.40				C►E		4		1				****
Overall Average	15	0.80				C►E		8	4	2		1		**

Focus on Results Overall Average

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Boss	9	0.89				C■■■►E		1	8					**
Peers	36	0.50				C■■►E		20	14	2				**
Others	45	0.64				C■■►E		29	10	2	1	3		**
Direct reports	45	0.29				C►E		37	3	5				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

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Vision & Strategy

10) To what extent does this person ... Encourage you/others to work toward what your work group could become.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C�— E			1					**
Boss	1	1.00				C�— E			1					**
Peers	3	0.67			C■ E				1	2				**
Others	4	0.75				C■ E			3		1			**
Direct reports	5	0.20					C▶E		4	1				****
Overall Average	13	0.54				C■▶E			8	4		1		**

Vision & Strategy

11) To what extent does this person ... Align you/others toward a shared vision or ideal.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆			1					****
Boss	1	1.00				C———— E			1					**
Peers	3	0.33			C▶ E				2	1				****
Others	5	0.80			C■▶ E				2	2	1			**
Direct reports	5	0.20					C▶E		4	1				****
Overall Average	14	0.50				C■▶E			8	5	1			**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

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Vision & Strategy
12) To what extent does this person ... Recognize strategic options and market opportunities and acts accordingly

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Boss	1	0.00					◆	1						****
Peers	2	0.00				◆		2						****
Others	3	1.00				C——E		2		1				INCREASE
Direct reports	5	0.20				C▶E		4	1					****
Overall Average	11	0.36				C▶E		9	1	1				****

Vision & Strategy
13) To what extent does this person ... Describe a sense of purpose for your organization.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C——▶E			1					**
Boss	1	0.00					◆	1						****
Peers	4	0.25				C▪E		3	1					****
Others	5	1.00			C——E			3	1		1			INCREASE
Direct reports	5	0.00				◆		5						****
Overall Average	15	0.40				C▶E		12	2		1			****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Vision & Strategy

14) To what extent does this person ... Keep people focused on future possibilities, rather than past accomplishments.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00							1					**
Boss	1	0.00						1						****
Peers	3	0.00						3						****
Others	5	0.60						3	1	1				**
Direct reports	5	0.60						3	1	1				**
Overall Average	14	0.43						10	2	2				****

Vision & Strategy

15) To what extent does this person ... Challenge the status quo.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	3	0.33						2	1					****
Others	5	1.00						2	2		1			INCREASE
Direct reports	5	0.40						4		1				****
Overall Average	14	0.64						8	4	1	1			**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Vision & Strategy

16) To what extent does this person ... Include relevant stakeholders to implement his/her developed strategies

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	N Distribution 1	2	3	4	Do Less	Action Plan
Boss	1	1.00							1					**
Peers	3	0.33						2	1					****
Others	4	0.75						3			1			**
Direct reports	5	0.40						3	2					****
Overall Average	13	0.54						8	4		1			**

Vision & Strategy

17) To what extent does this person ... Initiate required changes and evaluate their impact

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	N Distribution 1	2	3	4	Do Less	Action Plan
Self	1	0.00			◆			1						****
Boss	1	1.00							1					**
Peers	4	0.50						2	2					**
Others	5	0.80						3	1		1			**
Direct reports	5	0.00					◆	5						****
Overall Average	15	0.47						10	4		1			****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Vision & Strategy

18) To what extent does this person ... Monitor the impact of his/her implemented ideas

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C——E			1					**
Boss	1	0.00				◆		1						****
Peers	4	0.25				C▪E		3	1					****
Others	5	0.60				C——E		4			1			**
Direct reports	5	0.00				◆		5						****
Overall Average	15	0.27				C▸E		13	1		1			****

Vision & Strategy Overall Average

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Boss	9	0.56				C——E		4	5					**
Peers	29	0.31				C▪E		20	9					****
Others	41	0.80				C——E		25	7	2	6	1		**
Direct reports	45	0.22				C▸E		37	6	2				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

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Pre-Post Assessment Note: If this report is a **Reassessment** you can compare pre-post results from one evaluation to another, compare progress towards your action planning efforts, and identify trends over time.

Collaboration

19) To what extent does this person ... Promote cooperation and collaboration within a multifunctional teamwork

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C——►E			1					**
Boss	1	0.00					◆	1						****
Peers	4	0.25				C■►E		3	1					****
Others	5	0.60				C■——►E		3	1	1				**
Direct reports	5	0.20					C►E	4	1					****
Overall Average	15	0.33				C■►E		11	3	1				****

Collaboration

20) To what extent does this person ... Allow you/others to initiate actions on your own.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00					◆	1						****
Boss	1	1.00				C———►E			1					**
Peers	4	0.75			C■——►E			2	1	1				**
Others	4	0.50				C■——►E		3		1				**
Direct reports	5	0.20				C►E		4	1					****
Overall Average	14	0.50				C■—►E		9	3	2				**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).

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Collaboration

21) To what extent does this person ... Develop and maintain effective business networks

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00							1					**
Boss	1	1.00							1					**
Peers	4	0.25						3	1					****
Others	5	0.60						4			1			**
Direct reports	5	0.20						4	1					****
Overall Average	15	0.40						11	3		1			****

Collaboration

22) To what extent does this person ... Adapt to diverse types of behaviors

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.50						3		1				**
Others	5	0.80						3	1		1			**
Direct reports	4	0.50						2	2					**
Overall Average	14	0.64						8	4	1	1			**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Collaboration

23) To what extent does this person ... Respond timely to internal and external customers' requests

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	1	N Distribution 2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	0.00						1						****
Peers	4	0.50						3	1					**
Others	5	0.40						4	1					****
Direct reports	4	0.00						4						****
Overall Average	14	0.29						12	2					****

Collaboration

24) To what extent does this person ... Participate proactively in different projects

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	1	N Distribution 2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.25						3	1					****
Others	5	1.00						2	2	1				INCREASE
Direct reports	5	0.20						4	1					****
Overall Average	15	0.53						9	5	1				**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Collaboration

25) To what extent does this person ... Take time to understand customers' (internal or external) needs before proposing a solution

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆		1						****
Boss	1	0.00					◆	1						****
Peers	4	0.25				C▶E		3	1					****
Others	5	1.00			C▬▬▶E			2	2		1			INCREASE
Direct reports	5	0.60				C▬▶E		3	1	1				**
Overall Average	15	0.60				C▬▶E		9	4	1	1			**

Collaboration

26) To what extent does this person ... Seek constantly for feedback from others on how he/she and his/her team could improve services

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆		1						****
Boss	1	2.00			C▬▬▬▬▶E					1				INCREASE
Peers	4	1.00			C▬▬▶E			1	2	1				INCREASE
Others	5	1.00			C▬▬▶E			3	1		1			INCREASE
Direct reports	5	0.00				◆		5						****
Overall Average	15	0.73			C▬▶E			9	3	2	1			**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Collaboration Overall Average

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
					Avg. Gap Size					N Distribution				
Boss	8	0.75				C E		3	4	1				**
Peers	32	0.47				C E		21	7	4				****
Others	39	0.74				C E		24	7	3	4	1		**
Direct reports	38	0.24				C E		30	7	1				****

Decision making

27) To what extent does this person ... Quickly gain insights to complex problems.

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
					Avg. Gap Size					N Distribution				
Self	1	0.00				◆		1						****
Boss	1	1.00				C E			1					**
Peers	4	0.25				C E		3	1					****
Others	5	0.60				C E		3	1	1				**
Direct reports	5	0.20				C E		4	1					****
Overall Average	15	0.40				C E		10	4	1				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Decision making

28) To what extent does this person ... Involve you/others efficiently in the problem solving process.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.25						3	1					****
Others	5	0.00						5						****
Direct reports	5	0.00						5						****
Overall Average	15	0.13						13	2					****

Decision making

29) To what extent does this person ... Generate alternative solutions when solving problems.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.50						2	2					**
Others	5	0.80						2	2	1				**
Direct reports	5	0.20						4	1					****
Overall Average	15	0.53						8	6	1				**

Current performance...how often does this happen? = C 1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E 1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Decision making

30) To what extent does this person ... Adapt to new situations without negative impact on the quality of work

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.50						3		1				**
Others	5	0.20						4	1					****
Direct reports	4	0.25						3	1					****
Overall Average	14	0.36						10	3	1				****

Decision making

31) To what extent does this person ... Make decisions that reflect good judgment.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00							1					**
Boss	1	0.00						1						****
Peers	4	0.75						1	3					**
Others	5	0.60						2	3					**
Direct reports	5	0.00						5						****
Overall Average	15	0.40						9	6					****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)s** indicates the level of strength **(** or ****)**. **Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*
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Decision making

32) To what extent does this person ... Make decisions in a timely manner

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C━━►E			1					**
Boss	1	0.00				◆		1						****
Peers	4	0.25				C━►E		3	1					****
Others	5	0.60				C━━►E		3	1	1				**
Direct reports	5	0.20				C►E		4	1					****
Overall Average	15	0.33				C━►E		11	3	1				****

Decision making

33) To what extent does this person ... Take into consideration others' input in the decision making process

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C━━━►E			1					**
Boss	1	0.00				◆		1						****
Peers	4	0.50			C━►E			2	2					**
Others	5	0.60			C━━►E			3	1	1				**
Direct reports	5	0.20				C►E		4	1					****
Overall Average	15	0.40				C━►E		10	4	1				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Decision making

34) To what extent does this person ... Openly recognize when he/she took a bad decision

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	1.00							1					**
Boss	1	1.00							1					**
Peers	3	1.00						1	1	1				INCREASE
Others	5	1.00						2	2		1			INCREASE
Direct reports	5	0.80						3	1		1			**
Overall Average	14	0.93						6	5	1	2			**

Decision making

35) To what extent does this person ... Take calculated risks to solve problems

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	0.00						1						****
Boss	1	0.00						1						****
Peers	4	0.25						3	1					****
Others	5	0.80						3	1		1			**
Direct reports	4	0.00						4						****
Overall Average	14	0.36						11	2		1			****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Decision making Overall Average

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
				Avg. Gap Size					**N Distribution**					
Boss	9	0.56				C→E		4	5					**
Peers	35	0.46				C→E		21	12	2				****
Others	45	0.58				C→E		27	12	4	2			**
Direct reports	43	0.21					C→E	36	6		1			****

Team management

36) To what extent does this person ... Share relevant personal insights or experiences with you.

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
				Avg. Gap Size					**N Distribution**					
Self	1	0.00					◆	1						****
Boss	1	1.00				C→E			1					**
Peers	4	0.25			C→E			3	1					****
Others	5	0.00				◆		5						****
Direct reports	5	0.40				C→E		4		1				****
Overall Average	15	0.27				C→E		12	2	1				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Team management

37) To what extent does this person ... Provide suggestions for your/others' personal and professional development.

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	1.00		C——E					1					**
Boss	1	0.00						1						****
Peers	2	1.00			C——E				2					**
Others	5	1.20				C——E		2	1	1	1			INCREASE
Direct reports	5	0.00						5						****
Overall Average	13	0.62				C—E		8	3	1	1			**

Team management

38) To what extent does this person ... Give appropriate feedback on performance

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	0.00						1						****
Boss	1	0.00						1						****
Peers	3	1.00			C——E			1	1	1				INCREASE
Others	5	0.60				C—E		4			1			**
Direct reports	5	0.00						5						****
Overall Average	14	0.43				C—E		11	1	1	1			****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).

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Team management

39) To what extent does this person ... Identify the strong points and potential in each member of his/her team

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	1	N Distribution 2	3	4	Do Less	Action Plan
Self	1	1.00							1					**
Boss	1	0.00						1						****
Peers	4	1.00						1	2	1				INCREASE
Others	5	0.60						3	1	1				**
Direct reports	5	0.00						5						****
Overall Average	15	0.47						10	3	2				****

Team management

40) To what extent does this person ... Promote a "can do" attitude inside the team

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	1	N Distribution 2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	2.00								1				INCREASE
Peers	4	0.75						2	1	1				**
Others	5	0.80						3		2				**
Direct reports	5	0.40						4		1				****
Overall Average	15	0.73						9	1	5				**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Team management

41) To what extent does this person ... Manifest his/her support and encourage each team-member's improvement

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C▬▬E			1					**
Boss	1	1.00				C▬▬E			1					**
Peers	4	0.75				C▬▬E		2	1	1				**
Others	5	1.00				C▬▬E		2	2		1			INCREASE
Direct reports	5	0.00				◆		5						****
Overall Average	15	0.60				C▬E		9	4	1	1			**

Team management

42) To what extent does this person ... Use delegation as a development tool

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C▬▬E			1					**
Boss	1	0.00				◆		1						****
Peers	4	0.75				C▬▬E		1	3					**
Others	5	0.20				E◆C		2	2	1			1	CLARIFY
Direct reports	5	0.00				◆		5						****
Overall Average	15	0.13				CNE		9	5	1			1	CLARIFY

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Team management
43) To what extent does this person ... Delegate taking into account each member's capabilities

Rater Group	N	AGS			Avg. Gap Size				N Distribution				Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.50						2	2					**
Others	5	0.20						4	1					****
Direct reports	5	0.40						3	2					****
Overall Average	15	0.40						9	6					****

Team management
44) To what extent does this person ... Demonstrate patience when explaining new assignments.

Rater Group	N	AGS			Avg. Gap Size				N Distribution				Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.50						2	2					**
Others	5	1.40						2		2	1			INCREASE
Direct reports	5	0.20						4	1					****
Overall Average	15	0.73						8	4	2	1			**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Team management
45) To what extent does this person ... Let people know what is expected of them before they begin a task.

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C■■■►E			1					**
Boss	1	0.00					◆	1						****
Peers	4	0.25				C►E		3	1					****
Others	5	0.80				C■■■►E		3	1		1			**
Direct reports	5	0.20					C►E	4	1					****
Overall Average	15	0.40				C■►E		11	3		1			****

Avg. Gap Size spans columns 1–5. *N Distribution* spans columns 0–4.

Team management
46) To what extent does this person ... Develop realistic plans for reaching goals.

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆		1						****
Boss	1	0.00					◆	1						****
Peers	4	0.50				C■■►E		2	2					**
Others	5	0.80				C■■■►E		3	1		1			**
Direct reports	5	0.20					C►E	4	1					****
Overall Average	15	0.47				C■■►E		10	4		1			****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Team management
47) To what extent does this person ... Use his/her time effectively.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C➤E			1					**
Boss	1	1.00				C➤E			1					**
Peers	4	1.00				C➤E		1	2	1				INCREASE
Others	4	1.00				C➤E		2	1		1			INCREASE
Direct reports	5	0.60				C➤E		3	1	1				**
Overall Average	14	0.86				C➤E		6	5	2	1			**

Team management
48) To what extent does this person ... Establish clear work priorities for tasks, projects.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆		1						****
Boss	1	0.00					◆	1						****
Peers	4	0.00				◆		4						****
Others	5	0.20				C➤E		4	1					****
Direct reports	5	0.60				C➤E		3	1	1				**
Overall Average	15	0.27				C➤E		12	2	1				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)s** indicates the level of strength **(** or ****)**. **Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*
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Team management Overall Average

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Boss	13	0.54						7	5	1				**
Peers	49	0.61						24	20	5				**
Others	64	0.64						39	11	6	8		1	**
Direct reports	65	0.23						54	7	4				****

Leadership

49) To what extent does this person ... Keep people focused on future possibilities, rather than past accomplishments.

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	0.00						1						****
Boss	1	0.00						1						****
Peers	3	0.67						1	2					**
Others	5	0.80						3		2				**
Direct reports	5	0.60						3	1	1				**
Overall Average	14	0.64						8	3	3				**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Leadership

50) To what extent does this person ... Communicate her/his vision in a way that inspires others.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C—E			1					**
Boss	1	1.00				C—E			1					**
Peers	4	0.50				C–E		2	2					**
Others	5	1.20				C——E		2	1	1	1			INCREASE
Direct reports	5	0.60				C–E		3	1	1				**
Overall Average	15	0.80				C—E		7	5	2	1			**

Leadership

51) To what extent does this person ... Lead by example

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				♦		1						****
Boss	1	1.00				C—E			1					**
Peers	4	0.25				C–E		3	1					****
Others	5	0.60				C—E		4			1			**
Direct reports	5	0.20				C–E		4	1					****
Overall Average	15	0.40				C–E		11	3		1			****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Leadership
52) To what extent does this person ... Behave as an entrepreneur

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	1	N Distribution 2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	0.00						1						****
Peers	3	0.33						2	1					****
Others	5	0.60						4			1			**
Direct reports	3	0.00						3						****
Overall Average	12	0.33						10	1		1			****

Leadership
53) To what extent does this person ... Identify career opportunities for you/others in the organization.

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	1	N Distribution 2	3	4	Do Less	Action Plan
Self	1	1.00							1					**
Boss	1	0.00						1						****
Peers	3	0.67						2		1				**
Others	5	1.40						2	1	1		1		INCREASE
Direct reports	4	0.25						3	1					****
Overall Average	13	0.77						8	2	2		1		**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)s** indicates the level of strength **(** or ****)**. **Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*
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Leadership

54) To what extent does this person ... Increase levels of responsibilities to prepare you/others for a higher level position.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	0.00						1						****
Peers	3	1.00						1	1	1				INCREASE
Others	3	0.33						2	1					****
Direct reports	5	0.40						4		1				****
Overall Average	12	0.50						8	2	2				**

Leadership

55) To what extent does this person ... Provide suggestions for your/others' personal and professional development.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	0.00						1						****
Peers	2	1.00						1		1				**
Others	5	1.40						2	1	1		1		INCREASE
Direct reports	5	0.40						3	2					****
Overall Average	13	0.85						7	3	2		1		**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Leadership Overall Average

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Boss	7	0.29				C→E		5	2					****
Peers	22	0.59			C E			12	7	3				**
Others	33	0.94			C E			19	4	5	3	2		**
Direct reports	32	0.38				C→E		23	6	3				****

Pressure management

56) To what extent does this person ... Make appropriate decisions even in stressfull situations.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆		1						****
Boss	1	1.00			C E				1					**
Peers	4	0.75			C E			1	3					**
Others	5	0.60				C→E		3	1	1				**
Direct reports	5	0.40				C→E		3	2					****
Overall Average	15	0.60				C→E		7	7	1				**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Pre-Post Assessment Note: If this report is a **Reassessment** you can compare pre-post results from one evaluation to another, compare progress towards your action planning efforts, and identify trends over time.

Pressure management
57) To what extent does this person ... Successfully manage difficult situations

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	N Distribution 1	2	3	4	Do Less	Action Plan
Self	1	1.00				C■■■►E			1					**
Boss	1	1.00				C■■■►E			1					**
Peers	4	0.50				C■►E		3		1				**
Others	5	0.80				C■■►E		3		2				**
Direct reports	5	0.20				C►E		4	1					****
Overall Average	15	0.53				C■►E		10	2	3				**

Pressure management
58) To what extent does this person ... Act as a facilitator in conflictual situations

Rater Group	N	AGS	1	2	Avg. Gap Size 3	4	5	0	N Distribution 1	2	3	4	Do Less	Action Plan
Self	1	1.00				C■■■►E			1					**
Boss	1	0.00				◆		1						****
Peers	4	0.50				C■►E		2	2					**
Others	5	1.20			C■■■■►E			3		1		1		INCREASE
Direct reports	5	0.00				◆		5						****
Overall Average	15	0.53				C■►E		11	2	1		1		**

Current performance...how often does this happen? = C 1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E 1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Pressure management

59) To what extent does this person ... Promote a win-win approach when dealing with different opinions

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	0.00						1						****
Peers	4	0.50				C■E		3		1				**
Others	5	0.80			C■E			3	1		1			**
Direct reports	5	0.60				C■E		3	1	1				**
Overall Average	15	0.60				C■E		10	2	2	1			**

Pressure management

60) To what extent does this person ... Maintain his/her calm, even when under pressure

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C■E			1					**
Boss	1	1.00				C■E			1					**
Peers	4	1.50			C■E			1	1	1	1			INCREASE
Others	5	1.00			C■E			2	2		1			INCREASE
Direct reports	5	0.60				C■E		3	1	1				**
Overall Average	15	1.00			C■E			6	5	2	2			INCREASE

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).

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SINGLE Scale Reporting Note: AR=the Average Rating for this item for each rater group. The higher the AR, the greater the level of satisfaction or the more effective you are according to that rater group.

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Pressure management

61) To what extent does this person ... Negotiate differences of opinion openly and fairly.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C■■■■►E			1					**
Boss	1	1.00				C■■■■►E			1					**
Peers	4	0.75			C■■■►E			2	1	1				**
Others	5	0.60				C■■■►E		3	1	1				**
Direct reports	5	0.40					C■►E	4	1					****
Overall Average	15	0.60				C■■►E		9	3	3				**

Pressure management Overall Average

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Boss	6	0.67				C■■► E		2	4					**
Peers	24	0.75			C■■►E			12	7	4	1			**
Others	30	0.83			C■■►E			17	5	5	2	1		**
Direct reports	30	0.37				C■►E		22	5	3				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Diversity

62) To what extent does this person ... Accept differences of opinion.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	1.25							3	1				INCREASE
Others	5	1.00						2	2		1			INCREASE
Direct reports	5	0.80						2	2	1				**
Overall Average	15	1.00						4	8	2	1			INCREASE

Diversity

63) To what extent does this person ... Demonstrate a willingness to be flexible and open minded.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00						1						****
Boss	1	1.00							1					**
Peers	4	0.25						3	1					****
Others	5	1.00						3		1	1			INCREASE
Direct reports	5	0.40						4	1					****
Overall Average	15	0.60						10	2	2	1			**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Diversity

64) To what extent does this person ... Express his/her point of view in a tactful way.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆		1						****
Boss	1	1.00				C──■──►E			1					**
Peers	4	0.75			C──■─►E			1	3					**
Others	5	0.60			C──■─►E			4			1			**
Direct reports	5	0.40				C─■►E		3	2					****
Overall Average	15	0.60			C──■►E			8	6		1			**

Diversity

65) To what extent does this person ... Bring together people with varied talents, perspectives to resolve work group problems.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆		1						****
Boss	1	0.00					◆	1						****
Peers	4	0.75			C──■─►E			2	1	1				**
Others	5	1.00			C──■──►E			2	2		1			INCREASE
Direct reports	5	0.40				C─■►E		3	2					****
Overall Average	15	0.67			C──■►E			8	5	1	1			**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)s** indicates the level of strength **(** or ****). Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*
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Diversity
66) To what extent does this person ... Respect all his/her colleagues (no matter their race, gender, background, culture etc)

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00					◆▶	1						****
Boss	1	0.00					◆▶	1						****
Peers	4	0.25					C▶E	3	1					****
Others	5	0.20					C▶E	4	1					****
Direct reports	5	0.40					C▶E	4		1				****
Overall Average	15	0.27					C▶E	12	2	1				****

Diversity Overall Average

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Boss	5	0.60				C▶E		2	3					**
Peers	20	0.65				C▶E		9	9	2				**
Others	25	0.76				C▶E		15	5	1	4			**
Direct reports	25	0.48				C▶E		16	6	3				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Communication

67) To what extent does this person ... Express ideas clearly

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00					◆	1						****
Boss	1	1.00				C■■■■■E			1					**
Peers	4	0.25				C■E		3	1					****
Others	5	0.60				C■➤E		3	1	1				**
Direct reports	5	0.40				C■➤E		3	2					****
Overall Average	15	0.47				C■➤E		9	5	1				****

Communication

68) To what extent does this person ... Adjust communication level to the audience

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	0.00				◆		1						****
Boss	1	1.00				C■■■■■E			1					**
Peers	4	0.50				C■■■E		2	2					**
Others	4	0.75			C■■■➤E			3			1			**
Direct reports	4	0.50				C■■➤E		3		1				**
Overall Average	13	0.62				C■■➤E		8	3	1	1			**

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Communication

69) To what extent does this person ... Answer questions specifically and to the point

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00							1					**
Boss	1	0.00						1						****
Peers	4	0.50						2	2					**
Others	5	0.40						3	2					****
Direct reports	5	0.20						4	1					****
Overall Average	15	0.33						10	5					****

Communication

70) To what extent does this person ... Demonstrate that you have been heard and understood.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Boss	1	1.00							1					**
Peers	4	0.25						3	1					****
Others	5	0.80						3	1		1			**
Direct reports	5	0.20						4	1					****
Overall Average	15	0.47						10	4		1			****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
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Communication

71) To what extent does this person ... Ask questions to learn more about (or to clarify) what you are saying.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C■■■■►E			1					**
Boss	1	0.00					◆	1						****
Peers	4	0.50				C■■►E		2	2					**
Others	5	0.40				C■■►E		4		1				****
Direct reports	5	0.00					◆	5						****
Overall Average	15	0.27				C►E		12	2	1				****

Communication

72) To what extent does this person ... Present ideas or information in a persuasive manner.

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less	Action Plan
Self	1	1.00				C■■■■►E			1					**
Boss	1	0.00					◆	1						****
Peers	4	0.75			C■■■■►E			1	3					**
Others	5	0.60				C■■►E		3	1	1				**
Direct reports	5	0.20				C►E		4	1					****
Overall Average	15	0.47				C■►E		9	5	1				****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)s** indicates the level of strength **(** or ****)**. **Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*
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Communication

73) To what extent does this person ... Appear to be approachable and easy to talk with.

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	1.00							1					**
Boss	1	1.00							1					**
Peers	4	0.25						3	1					****
Others	5	0.80						3		2				**
Direct reports	5	0.60						3	1	1				**
Overall Average	15	0.60						9	3	3				**

Communication

74) To what extent does this person ... Communicate all relevant information to those involved.

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	1.00							1					**
Boss	1	0.00						1						****
Peers	4	0.25						3	1					****
Others	5	0.60						4			1			**
Direct reports	5	0.00						5						****
Overall Average	15	0.27						13	1		1			****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)s** indicates the level of strength **(** or ****)**. **Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*
SINGLE Scale Reporting Note: AR=the Average Rating for this item for each rater group. The higher the AR, the greater the level of satisfaction or the more effective you are according to that rater group.
Pre-Post Assessment Note: If this report is a **Reassessment** you can compare pre-post results from one evaluation to another, compare progress towards your action planning efforts, and identify trends over time.

Communication Overall Average

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
				Avg. Gap Size				N Distribution						
Boss	8	0.50				C■■E		4	4					**
Peers	32	0.41				C■■E		19	13					****
Others	39	0.62				C■■E		26	5	5	3			**
Direct reports	39	0.26				C■E		31	6	2				****

CSR

75) To what extent does this person… Understand and applies corporate social responsibility measures within own area of responsibility

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
				Avg. Gap Size				N Distribution						
Self	1	0.00				◆		1						****
Boss	1	0.00					◆	1						****
Peers	4	0.25				C■E		3	1					****
Others	3	0.33				C■E		2	1					****
Direct reports	5	0.20				C■E		4	1					****
Overall Average	13	0.23				C■E		10	3					****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)**s indicates the level of strength **(** or ****)**. **Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*
SINGLE Scale Reporting Note: AR=the Average Rating for this item for each rater group. The higher the AR, the greater the level of satisfaction or the more effective you are according to that rater group.
Pre-Post Assessment Note: If this report is a **Reassessment** you can compare pre-post results from one evaluation to another, compare progress towards your action planning efforts, and identify trends over time.

CSR

76) To what extent does this person… Engage in CSR measures offered by the company/the superior

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	0.00			◆			1						****
Boss	1	1.00				C━━E			1					**
Peers	3	0.67				C━━E		2		1				**
Others	5	0.80			C━━━E			3	1		1			**
Direct reports	5	0.00				◆		5						****
Overall Average	14	0.50				C━E		10	2	1	1			**

CSR

77) To what extent does this person… Inform the team of all CSR measures offered by the company/the superior

Rater Group	N	AGS	Avg. Gap Size					N Distribution					Do Less	Action Plan
			1	2	3	4	5	0	1	2	3	4		
Self	1	0.00					◆	1						****
Boss	1	0.00					◆	1						****
Peers	3	0.67				C━━E		2		1				**
Others	5	0.60				C━━E		4			1			**
Direct reports	5	0.20				C━E		4	1					****
Overall Average	14	0.43				C━━E		11	1	1	1			****

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).
DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)s** indicates the level of strength **(** or ****). **Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*
SINGLE Scale Reporting Note: AR=the Average Rating for this item for each rater group. The higher the AR, the greater the level of satisfaction or the more effective you are according to that rater group.
Pre-Post Assessment Note: If this report is a **Reassessment** you can compare pre-post results from one evaluation to another, compare progress towards your action planning efforts, and identify trends over time.

CSR Overall Average

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less	Action Plan
					Avg. Gap Size				N Distribution					
Boss	3	0.33					C■►E	2	1					****
Peers	10	0.50				C■►E		7	1	2				**
Others	13	0.62			C■►E			9	2		2			**
Direct reports	15	0.13					C►E	13	2					****

This detailed item analysis report links each item to its corresponding competency or theme. This report identifies the number of raters who answered each question and how they responded (by N or % Distribution).

DUAL Scale Reporting Note: If this report includes the **AGS** or Average Gap Size, you can compare the gap or difference between what a rater group sees you doing now compared to their expectations of your performance. The closer the gap, the greater your effectiveness. **Action Planning: (*)** identifies areas of strength. The number of **(*)s** indicates the level of strength **(** or ****)**. **Increase** = do more of that behavior. **Decrease** = do less of that behavior. **Clarify** = intra-rater discrepancies or inconsistencies where at least one rater wants you to do more of that behavior and at least one other rater wants you to do less of that behavior. The number(s) in the **Do Less** column (if any) identifies the number of raters who recommend that you do less of that behavior. *Self-data are not included in the Overall Average data line.*

SINGLE Scale Reporting Note: AR=the Average Rating for this item for each rater group. The higher the AR, the greater the level of satisfaction or the more effective you are according to that rater group.

Pre-Post Assessment Note: If this report is a **Reassessment** you can compare pre-post results from one evaluation to another, compare progress towards your action planning efforts, and identify trends over time.

Summary by Competency - Theme

CSR

Rater Group	N	AGS	Avg. Gap Size					N Distribution				Do
			1	2	3	4	5	0	1	2	3	4 Less
Self	3	0.00						3				
Boss	3	0.33						2	1			
Peers	10	0.50						7	1	2		
Others	13	0.62						9	2		2	
Direct reports	15	0.13						13	2			
Overall Average	41	0.39						31	6	2	2	

Decision making

Rater Group	N	AGS	Avg. Gap Size					N Distribution				Do
			1	2	3	4	5	0	1	2	3	4 Less
Self	9	0.44						5	4			
Boss	9	0.56						4	5			
Peers	35	0.46						21	12	2		
Others	45	0.58						27	12	4	2	
Direct reports	43	0.21						36	6		1	
Overall Average	132	0.42						88	35	6	3	

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This report identifies the relative strength and weakness of each competency or theme, according to each rater group. Competencies or themes are listed in *ascending order* by **AGS (Average Gap Size)** or *descending order* by **AR (Average Rating)**, according to the Overall Average data line. The themes with the highest level of strength are listed first. Themes with the lowest level are listed last (developmental areas).

Self-data are not included in the Overall Average when other rater groups are displayed on this report.

Communication

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	Do 4 Less
Self	7	0.71				C━━━▶E		2	5			
Boss	8	0.50				C━━▶E		4	4			
Peers	32	0.41				C━▶E		19	13			
Others	39	0.62				C━━▶E		26	5	5	3	
Direct reports	39	0.26				C▶E		31	6	2		
Overall Average	118	0.43				C━▶E		80	28	7	3	

Vision & Strategy

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	Do 4 Less
Self	7	0.57				C━━▶E		3	4			
Boss	9	0.56				C━━▶E		4	5			
Peers	29	0.31				C▶E		20	9			
Others	41	0.80				C━━━▶E		25	7	2	6	1
Direct reports	45	0.22				C▶E		37	6	2		
Overall Average	124	0.46				C━▶E		86	27	4	6	1

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This report identifies the relative strength and weakness of each competency or theme, according to each rater group. Competencies or themes are listed in *ascending order* by **AGS (Average Gap Size)** or *descending order* by **AR (Average Rating)**, according to the Overall Average data line. The themes with the highest level of strength are listed first. Themes with the lowest level are listed last (developmental areas).

Self-data are not included in the Overall Average when other rater groups are displayed on this report.

Team management

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less
Self	13	0.46						7	6				
Boss	13	0.54						7	5	1			
Peers	49	0.61						24	20	5			
Others	64	0.64						39	11	6	8		1
Direct reports	65	0.23						54	7	4			
Overall Average	191	0.49						124	43	16	8		1

Focus on Results

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less
Self	9	0.56						4	5				
Boss	9	0.89						1	8				
Peers	36	0.50						20	14	2			
Others	45	0.64						29	10	2	1	3	
Direct reports	45	0.29						37	3	5			
Overall Average	135	0.50						87	35	9	1	3	

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This report identifies the relative strength and weakness of each competency or theme, according to each rater group. Competencies or themes are listed in *ascending order* by **AGS (Average Gap Size)** or *descending order* by **AR (Average Rating)**, according to the Overall Average data line. The themes with the highest level of strength are listed first. Themes with the lowest level are listed last (developmental areas).

Self-data are not included in the Overall Average when other rater groups are displayed on this report.

Collaboration

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less
Self	8	0.25				C▶E		6	2				
Boss	8	0.75				C▬▶E		3	4	1			
Peers	32	0.47				C▶E		21	7	4			
Others	39	0.74				C▬▬E		24	7	3	4	1	
Direct reports	38	0.24				C▶		30	7	1			
Overall Average	117	0.50				C▶E		78	25	9	4	1	

Leadership

Rater Group	N	AGS	Avg. Gap Size 1	2	3	4	5	N Distribution 0	1	2	3	4	Do Less
Self	7	0.29				C▶E		5	2				
Boss	7	0.29					C▶E	5	2				
Peers	22	0.59				C▬▶E		12	7	3			
Others	33	0.94				C▬▬▶E		19	4	5	3	2	
Direct reports	32	0.38				C▶		23	6	3			
Overall Average	94	0.62				C▬▶E		59	19	11	3	2	

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This report identifies the relative strength and weakness of each competency or theme, according to each rater group. Competencies or themes are listed in *ascending order* by **AGS (Average Gap Size)** or *descending order* by **AR (Average Rating)**, according to the Overall Average data line. The themes with the highest level of strength are listed first. Themes with the lowest level are listed last (developmental areas).

Self-data are not included in the Overall Average when other rater groups are displayed on this report.

Diversity

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less
				Avg. Gap Size						N Distribution			
Self	5	0.00				◆		5					
Boss	5	0.60				C▬▬E		2	3				
Peers	20	0.65				C▬▬E		9	9	2			
Others	25	0.76				C▬▬E		15	5	1	4		
Direct reports	25	0.48				C▬▶E		16	6	3			
Overall Average	75	0.63				C▬▬E		42	23	6	4		

Pressure management

Rater Group	N	AGS	1	2	3	4	5	0	1	2	3	4	Do Less
				Avg. Gap Size						N Distribution			
Self	6	0.67				C▬▶E		2	4				
Boss	6	0.67				C▬▶E		2	4				
Peers	24	0.75				C▬▬E		12	7	4	1		
Others	30	0.83				C▬▬E		17	5	5	2	1	
Direct reports	30	0.37				C▬▶		22	5	3			
Overall Average	90	0.64	E			C▬▬E		53	21	12	3	1	

Current performance...how often does this happen? = C   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

Expected performance...how often should this happen? = E   1 - Almost Never, 2 - Sometimes, 3 - Generally, 4 - Almost Always, 5 - Always

This report identifies the relative strength and weakness of each competency or theme, according to each rater group. Competencies or themes are listed in *ascending order* by **AGS (Average Gap Size)** or *descending order* by **AR (Average Rating)**, according to the Overall Average data line. The themes with the highest level of strength are listed first. Themes with the lowest level are listed last (developmental areas).

Self-data are not included in the Overall Average when other rater groups are displayed on this report.

78) What could this person START DOING to become more effective?

- implicare nu doar in sfera de srticta responsabilitate
- N/A
- Sa rezolve repede si bine responsabilitatile care ii sunt repartizate
- Sa incerce sa lase deoparte latura personala, sa fie obiectiva si echidistanta atunci cand vine vorba despre aspecte de servici.
- Este o persoana eficienta.
- ....
- sa aibe mai multa initiativa si implicare in procesele de imbunatatire

79) What could this person STOP DOING to become more effective?

- ....
- sa nu se mai concentreze pe un singur item, actiune, idee
- sa nu-si protejeze excesiv echipa in detrimentul obiectivelor globale
- Sa nu fie in opozitie cu superiorul direct in mod deschis in sedinte. Nimanui nu-i place sa fie contrazis in public de catre un subordonat.
- Sa comunice mai mult cu echipa
- Sa propuna si sa implementeze solutii inovative
- Este o persoana eficienta.

80) What could this person CONTINUE DOING to become more effective?

- Nu am nimic de adaugat.
- procesul de imbunatatire a comunicarii
- *improve promotion of "can do" attitutde, increase proactivity, apply more innovation and look for necessary changes to achieve continuous improvement
- Sa continue sa ofere aceeasi munca de calitate si precizie.
- Sa tina cont mai mult de parerile celor din echipa sa
- ....
- Sa implice subalterii in rezolvarea problemelor, sa promoveze cooperarea in cadrul echipei,sa ia decizii pe baza de fapte, sa actioneze ca mediator in situatii conflictuale,sa identifice punctele forte si potentialul fiecarui membru din echipa.
- sa iminga din spate mai mult echipa

81) Other comments you want to share with this person ...

- Multa rabdare si perseverenta pentru a reusi sa faca tot ce isi propune
- ....
- Corporate Auditor - good knowledge of audit techniques applied for YEL and good control of YRL QMS
- O colega foarte saritoare, ce ofera ajutor de fiecare data cand i se cere acest lucru. Furnizeaza rapoartele in deadline-ul stabilit si nu pericliteaza niciodata submiterea acestora.
- N/A
- Nu am nimic de adaugat.
- sa nu mai fie un punct fix