Alula Pugh

Brent Consulting Group 360 Leadership Assessment

360 - Degree Assessment Report

Wednesday, January 29, 2020

About This Report

The information in this report provides a valuable opportunity to receive feedback from your colleagues, to celebrate your strengths and to identify opportunities for improvement. Receiving a 360 Assessment Report can and should be a personally rewarding experience.

To get the most from this report, you must focus on the themes and trends that are repeated as you read through the report. These frequently occuring items will represent your strengths and your opportunities for improvement.

Remember, everyone has strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviors, but don't let yourself become overwhelmed if you have several items to improve.

Use the development plan on the model provided. This outline is the foundation of your formal Leadership Development Plan (LDP), which will form new behaviors and actionable commitments for your growth. Monitoring your progress towards the established goals, and follow-up with your partners will ensure you find an effective way of moving forward with your leadership. We will work with you on these phases of the 360 Process.

Rating Scale

The rating scale shown below was used in scoring quanitative feedback.

Not Observed
Completely Disagree
Disagree
Somewhat Disagree
Somewhat Agree
Agree
Completely Agree

Raters Nominated to Participate

The individuals listed below were nominated to provide you feedback.

#	Rater Name	Rater Relationship
1.	Pugh, Alula	Self
2.	Sample, Rater_Leader__1	Leader
3.	Sample, Rater_Manager_1	Manager
4.	Sample, Rater_Manager_2	Manager
5.	Sample, Rater_Manager_3	Manager
6.	Sample, Rater_Manager_4	Manager
7.	Sample, Rater_Manager_5	Manager
8.	Sample, Rater_Peer__1	Peer
9.	Sample, Rater_Peer__2	Peer
10.	Sample, Rater_Peer__3	Peer
11.	Sample, Rater_Peer__4	Peer
12.	Sample, Rater_Peer__5	Peer
13.	Sample, Rater_Direct_Report_1	Direct Report
14.	Sample, Rater_Direct_Report_2	Direct Report
15.	Sample, Rater_Direct_Report_3	Direct Report
16.	Sample, Rater_Direct_Report_4	Direct Report
17.	Sample, Rater_Direct_Report_5	Direct Report

Brent Consulting Group 7 Core Leadership Traits

At Brent Consulting Group, we have identified seven specific drivers or indicators of leadership. By analyzing our leaders, both past and present, we know that current and emerging leaders who excel in these areas will flourish at Brent Consulting Group.

Familiarize yourself with these traits, which are defined below, as they will be used extensively throughout this report to frame your results.

- **Casting A Vision:** The ability to paint a compelling picture of the future of the company, one's team or even a project that excites passion in team members about reaching and achieving that vision.
- **Developing Leaders:** The ability to provide team members with constructive, continuous feedback to aid in their development. An BCG leader works to coach, mentor and develop team members and helps to ensure the future success of the individual and the organization.
- **Emotional Intelligence:** The capacity to be aware of, control and express one's emotions and to manage interpersonal relationships judiciously and empathetically.
- **Teamwork:** The ability to create a collaborative environment for teams to thrive. Leaders use highly developed skills to motivate and empower individuals to work together for collective results.
- **Innovation & Creativity:** The insight and willingness to identify opportunities to improve or change processes, and to create teams where seeking these improvement opportunities is encouraged.
- **Modeling BCG Company Values:** Living and modeling BCG's values to instill them in future generations of leaders.
- **Servant Leadership:** Leading with a servant's heart is at the core of all BCG's leaders. This leadership style is driven by values that go beyond self-interest and demonstrates that caring about people brings out the best in them.

Competency Profile Radar Chart

The Competency Profile radar chart below shows scores for each rating group across all competencies. Radar charts are useful in easily spotting gaps between rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart.

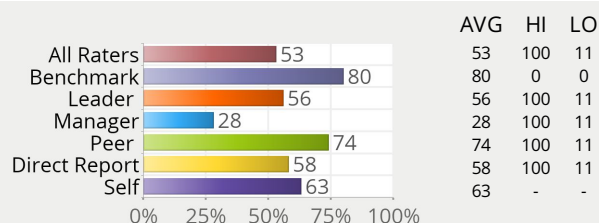Legend: Self, Leader, Manager, Peer, Direct Report

Competency Summary

This report shows average ratings for each competency in the review segmented by rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given competency. The "All Raters" bar represents the average of all non-self raters in your review. The "Benchmark" bar represents the average of all non-self raters across all feedback recipients.
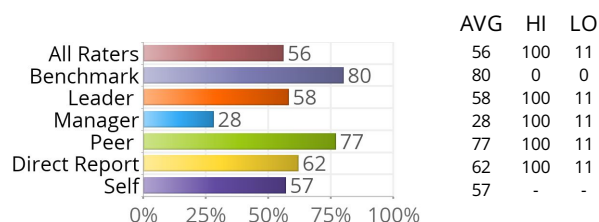
Overall Score: 53 out of 100

Aggregate score for all competencies in the review.

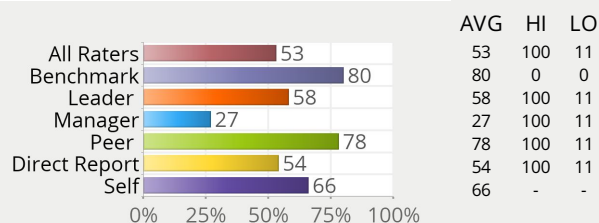|	AVG	HI	LO
All Raters	53	100	11
Benchmark	80	0	0
Leader	56	100	11
Manager	28	100	11
Peer	74	100	11
Direct Report	58	100	11
Self	63	-	-

Casting A Vision

The ability to paint a compelling picture of the future of the company, one's team or even a project that excites passion in team members about reaching and achieving the vision.

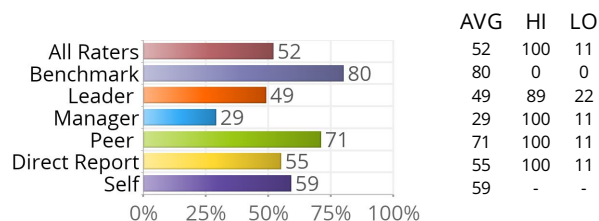|	AVG	HI	LO
All Raters	56	100	11
Benchmark	80	0	0
Leader	58	100	11
Manager	28	100	11
Peer	77	100	11
Direct Report	62	100	11
Self	57	-	-

Developing Leaders

The ability to provide team members with constructive, continuous feedback to aid in leadership development. A leader works to coach, mentor and develop team members and helps to ensure the future success of the individual and the organization.

	AVG	HI	LO
All Raters	53	100	11
Benchmark	80	0	0
Leader	58	100	11
Manager	27	100	11
Peer	78	100	11
Direct Report	54	100	11
Self	66	-	-

Emotional Intelligence (EQ)

The capacity to be aware of, control and express one's emotions and to manage interpersonal relationships judiciously and empathetically.

	AVG	HI	LO
All Raters	52	100	11
Benchmark	80	0	0
Leader	49	89	22
Manager	29	100	11
Peer	71	100	11
Direct Report	55	100	11
Self	59	-	-

Innovation & Creativity

The insight and willingness to identify opportunities to improve or change processes, and to create teams where seeking these improvement opportunities is encouraged.

	AVG	HI	LO
All Raters	55	100	11
Benchmark	80	0	0
Leader	61	100	11
Manager	27	100	11
Peer	75	100	11
Direct Report	61	100	11
Self	57	-	-
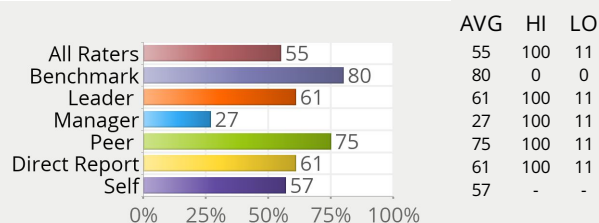
Modeling Organizational Values

Living and modeling organizational values to instill them in future generations of leaders.

	AVG	HI	LO
All Raters	54	100	11
Benchmark	80	0	0
Leader	55	100	11
Manager	28	89	11
Peer	71	100	11
Direct Report	64	100	11
Self	73	-	-

Servant Leadership

Leading with a servant's heart is at the core of all our organization's leaders. This leadership style is driven by values that go beyond self-interest and demonstrates that caring about people brings out the best in them.
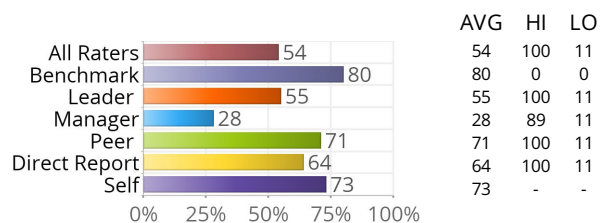
	AVG	HI	LO
All Raters	52	100	11
Benchmark	80	0	0
Leader	46	100	11
Manager	30	100	11
Peer	74	100	11
Direct Report	52	100	11
Self	67	-	-

Teamwork

The ability to create a collaborative environment for teams to thrive. Leaders use highly developed skills to motivate and empower individuals to work together for collective results.

	AVG	HI	LO
All Raters	52	100	11
Benchmark	80	0	0
Leader	67	100	33
Manager	29	100	11
Peer	69	100	11
Direct Report	55	100	11
Self	60	-	-
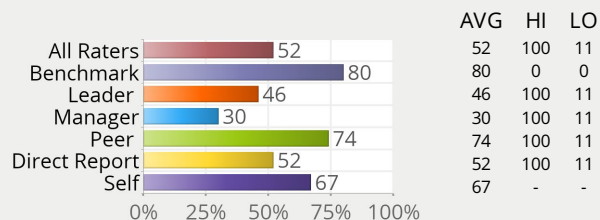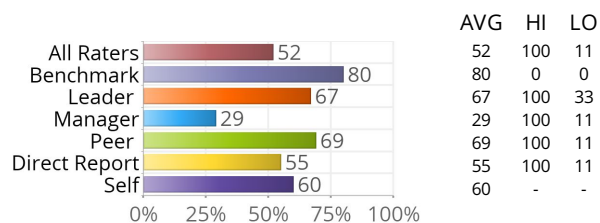
Top 10 Strengths Table

This report shows average ratings for each of the 10 highest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

|		Self	All Raters	Leader	Manager	Peer	Direct Report
1.	**Emotional Intelligence (EQ)** Capable of describing how his or her feelings affect his or her own actions.	33	66	89	42	78	73
2.	**Emotional Intelligence (EQ)** Uses tact when communicating with other people.	67	65	67	33	87	73
3.	**Modeling Organizational Values** Sets a personal example of what he or she expects of others.	89	65	78	29	87	76
4.	**Innovation & Creativity** Adapts by applying standard/new procedures flexibly.	67	65	78	27	89	76
5.	**Emotional Intelligence (EQ)** Demonstrates excellent people skills.	56	64	56	36	84	73
6.	**Casting A Vision** Speaks with genuine conviction and passion about the higher meaning and purpose of our work.	11	63	78	42	76	67
7.	**Innovation & Creativity** Speaks up when our methods are not working.	56	63	78	29	84	71
8.	**Casting A Vision** Paints the 'big picture' of what we aspire to accomplish.	44	62	78	38	89	56
9.	**Casting A Vision** Promotes and communicates a long-term vision for our organization.	89	62	100	24	80	73
10.	**Modeling Organizational Values** Behaves to very high ethical standards both internally and externally.	78	60	67	38	78	64

Top 10 Opportunities Table

This report shows average ratings for each of the 10 lowest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

	Self	All Raters	Leader	Manager	Peer	Direct Report
1. **Servant Leadership** Genuinely listens to others and provides feedback or clarity to what was conveyed.	100	41	22	29	53	44
2. **Emotional Intelligence (EQ)** Acts calm and even tempered, not volatile or moody.	100	42	56	38	49	38
3. **Developing Leaders** Makes decisions in a fair, objective fashion.	22	43	33	11	76	44
4. **Modeling Organizational Values** Is open and straightforward and communicates honestly.	78	44	56	38	49	44
5. **Emotional Intelligence (EQ)** Maintains composure under stress.	33	44	44	18	64	51
6. **Emotional Intelligence (EQ)** Understands another person's motivation.	78	45	78	13	67	49
7. **Emotional Intelligence (EQ)** Builds very strong relationship with others.	67	46	56	22	69	44
8. **Emotional Intelligence (EQ)** Receives and implements constructive feedback in a positive manner.	33	47	22	29	71	47
9. **Teamwork** Supports decisions people make on their own.	67	47	78	29	62	44
10. **Modeling Organizational Values** Shows more concern about doing what is right than self-promotion.	44	47	56	16	67	58

Unrecognized Strengths & Potential Blind Spots

The radar chart below compares ratings submitted during the self-evaluation with ratings submitted by all other rater groups. This report is useful in determining Hidden Strengths (areas where Raters' perceptions of performance are greater than the self-evaluator's) and Blind Spots (areas where the Raters' perceptions of performance are lower than the self-evaluator's). More favorable ratings fall toward the outside of the chart. On this report, hidden strengths and blind spots are highlighted where a gap of 0.5 or more points exists between the observations of the self rater and others.
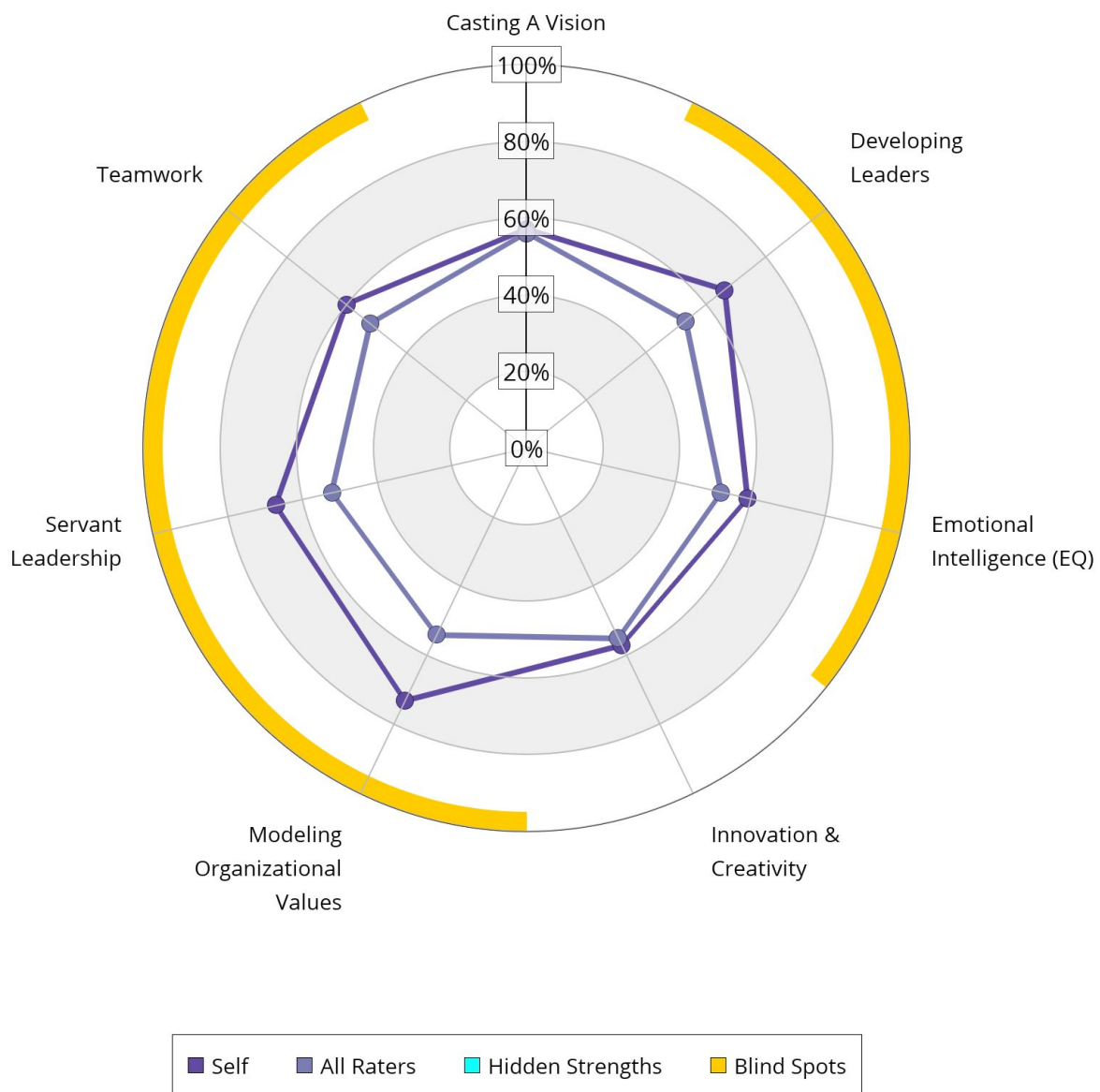
Narrative Comments

All respondents were asked to provide open-ended commentary on skills. The comments below are segmented by question and are presented exactly as they were entered by the respondent.

Narrative Questions 1-3: What would you like to see Alula Pugh continue doing to improve as a leader?

Others
This employee assists in communicating the importance of the vision and values of the organization and helps to make decisions affecting the adoption of the vision and values.
This employee gathers information to understand probability of success, benefits of success, and consequences of failure.
x
This employee does not appear nervous or overly anxious and responds openly and warmly when appropriate.
This employee does not appear nervous or overly anxious and responds openly and warmly when appropriate.
This employee understands implications of integrating research, manufacturing, marketing, sales, and other key alliances into the overall customer experience.
This employee gives timely and appropriate feedback on performance. he answers appropriate questions to ensure understanding.
This employee remains open to ideas offered by others and supports and uses good ideas to solve problems or address issues.
x

Narrative Questions 1-3: What would you like to see Alula Pugh start doing to improve as a leader?

Others
This employee tests solutions and gathers feedback on effectiveness. he reviews impact on baseline measurements and modifies solutions as appropriate to ensure effectiveness.
This employee assists in communicating the importance of the vision and values of the organization and helps to make decisions affecting the adoption of the vision and values.
This employee identifies the facts and realities of a situation without letting positive or negative emotion unduly influence perspective.
This employee does not appear nervous or overly anxious and responds openly and warmly when appropriate.
This employee treats people with the necessary dignity, respect, and fairness. he gives proper credit to others and stands up for deserving others and their ideas.
training
This employee involves the audience by soliciting questions and input. he clarifies content as needed to help achieve the goals of the session.

This employee is able to build working relationships and partnerships that support strategic behaviors used to accomplish work goals through interactions.

This employee makes suggestions for procedural and process changes, values and uses individual differences and talents and reviews and supports the team structure already in place.

This employee involves the audience by soliciting questions and input. he clarifies content as needed to help achieve the goals of the session.

This employee provides instruction, resources, and guidance as appropriate to support success without undermining the individual's full ownership of issues.

This employee uses appropriate words and actions to help others envision and move toward higher levels of performance.

This employee rarely allows disappointment or rejection to interfere with his work responsibilities.

This employee assists in communicating the importance of the vision and values of the organization and helps to make decisions affecting the adoption of the vision and values.

Narrative Questions 1-3: What would you like to see Alula Pugh stop doing to improve as a leader?

Self
This employee stays focused on work tasks and productively uses time and energy when under stress.

Others
x
This employee uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.
This employee tests solutions and gathers feedback on effectiveness. he reviews impact on baseline measurements and modifies solutions as appropriate to ensure effectiveness.
This employee provides instruction, resources, and guidance as appropriate to support success without undermining the individual's full ownership of issues.
This employee asks questions to obtain relevant information. he convenes meetings to review progress and share information.
This employee is usually able to reach goals when faced with barriers and difficulties. he works with others to overcome obstacles and seeks assistance in changing strategies to reach the objective.
This employee monitors safety or security issues after taking the acceptable action and to ensure compliance.
This employee makes suggestions for procedural and process changes, values and uses individual differences and talents and reviews and supports the team structure already in place.
This employee gives timely and appropriate feedback on performance. he answers appropriate questions to ensure understanding.
This employee collects information from relevant sources to understand the conflict. he establishes rationale for resolving conflict.

This employee asks questions of customers to check for satisfaction. he commits to follow-through, if appropriate and thanks customer.

This employee understands implications of integrating research, manufacturing, marketing, sales, and other key alliances into the overall customer experience.

micro-managing

Narrative Questions 4-6: How would you describe Alula Pugh's leadership style?

Others
This employee assists in communicating the importance of the vision and values of the organization and helps to make decisions affecting the adoption of the vision and values.
This employee stays focused on work tasks and productively uses time and energy when under stress.
This employee exchanges information with potential partner areas to clarify partnership benefits and potential problems. he collaboratively determines the scope and expectations of the partnership so that both areas' needs can be met.
This employee exchanges information with potential partner areas to clarify partnership benefits and potential problems. he collaboratively determines the scope and expectations of the partnership so that both areas' needs can be met.
This employee treats people with the necessary dignity, respect, and fairness. he gives proper credit to others and stands up for deserving others and their ideas.
x
This employee modifies behavior to deal effectively with changes in the work environment and tries new approaches appropriate for uncertain or changed situations.
This employee tests solutions and gathers feedback on effectiveness. he reviews impact on baseline measurements and modifies solutions as appropriate to ensure effectiveness.
This employee has relationships with and learns more about people of other cultures and backgrounds. he helps to increase diversity in the workplace.
x
This employee retains the capacity for effective action or accomplishment over long periods of time.

Narrative Questions 7-10: Please provide any additional comments about Alula Pugh that you believe would be helpful in their development as a leader.

Others
This employee draws upon multiple and diverse sources for ideas and inspiration. he targets areas for innovation and assists in developing solutions that address meaningful work issues.
This employee exchanges information with potential partner areas to clarify partnership benefits and potential problems. he collaboratively determines the scope and expectations of the partnership so that both areas' needs can be met.
This employee helps to establish the purpose and importance of the meeting. he seeks, gives and summarizes information and checks for understanding by others.

This employee adheres to the team's expectations and guidelines. he fulfills team responsibilities and demonstrates a commitment to the team.

This employee stays focused on work tasks and productively uses time and energy when under stress.

This employee asks questions to obtain relevant information. he convenes meetings to review progress and share information.

This employee assists in communicating the importance of the vision and values of the organization and helps to make decisions affecting the adoption of the vision and values.

This employee makes suggestions for procedural and process changes, values and uses individual differences and talents and reviews and supports the team structure already in place.

This employee puts new training, understanding or skill to practical use on the job and furthers learning through trial and error.

This employee decides whether the candidate should continue to the next step in the selection process by comparing the candidate's strengths and weaknesses to the selection criteria.

This employee determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials, and people needed.

This employee stresses major points of his information framing the message using terms meaningful to the audience. he presents information in different ways to enhance audience understanding.

This employee makes suggestions for procedural and process changes, values and uses individual differences and talents and reviews and supports the team structure already in place.

Individual Review Items

This report shows average ratings for each individual item in the review segmented by each rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given review item. The N column shows the number of responses submitted in a given rater group for a particular item. The "All Raters" bar represents the average of all non-self raters in your review. The "Benchmark" bar represents the average of all non-self raters across all feedback recipients.

Casting A Vision

1. Conveys a clear vision of their team or area's future.

	AVG	HI	LO	N
All Raters	55	100	11	16
Benchmark	80	0	0	-
Leader	11	11	11	1
Manager	29	78	11	5
Peer	76	100	22	5
Direct Report	69	100	33	5
Self	33	-	-	-
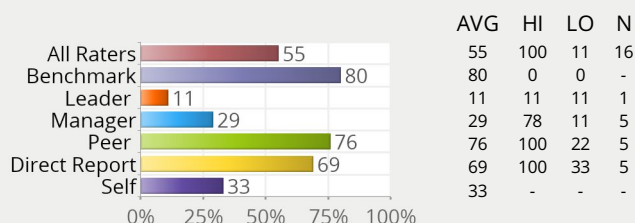
2. Describes a compelling image of what our future could be.

	AVG	HI	LO	N
All Raters	51	100	11	16
Benchmark	80	0	0	-
Leader	11	11	11	1
Manager	24	56	11	5
Peer	80	100	33	5
Direct Report	58	100	11	5
Self	11	-	-	-
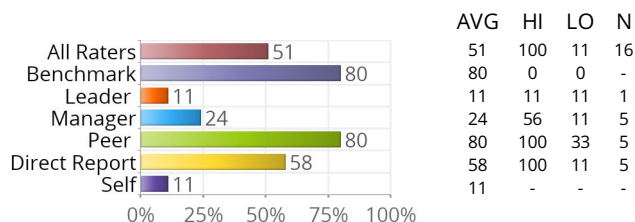
3. Shows others how their long-term interests can be realized by enlisting in a common vision.

	AVG	HI	LO	N
All Raters	55	100	11	16
Benchmark	80	0	0	-
Leader	67	67	67	1
Manager	33	78	11	5
Peer	76	100	44	5
Direct Report	53	89	11	5
Self	100	-	-	-
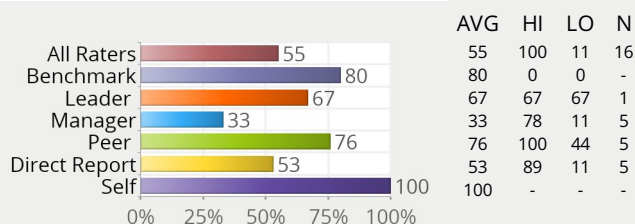
4. Rallies people around a vision for the future.

	AVG	HI	LO	N
All Raters	49	100	11	16
Benchmark	80	0	0	-
Leader	100	100	100	1
Manager	22	67	11	5
Peer	73	100	22	5
Direct Report	42	67	11	5
Self	100	-	-	-
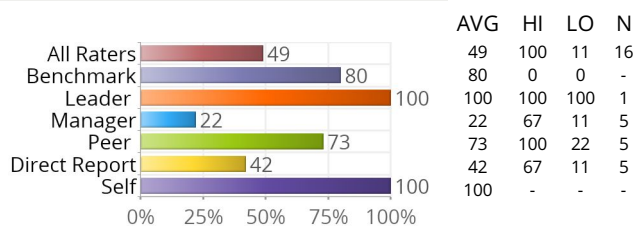
5. Helps people see the best in tough situations.
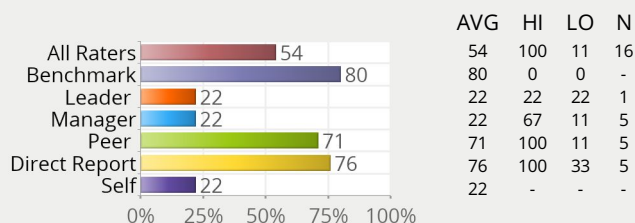
	AVG	HI	LO	N
All Raters	54	100	11	16
Benchmark	80	0	0	-
Leader	22	22	22	1
Manager	22	67	11	5
Peer	71	100	11	5
Direct Report	76	100	33	5
Self	22	-	-	-

6. Paints the 'big picture' of what we aspire to accomplish.

	AVG	HI	LO	N
All Raters	62	100	11	16
Benchmark	80	0	0	-
Leader	78	78	78	1
Manager	38	100	11	5
Peer	89	100	56	5
Direct Report	56	100	22	5
Self	44	-	-	-
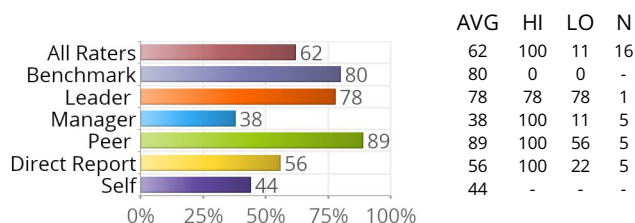
7. Connects his or her message to things that are meaningful to employees.
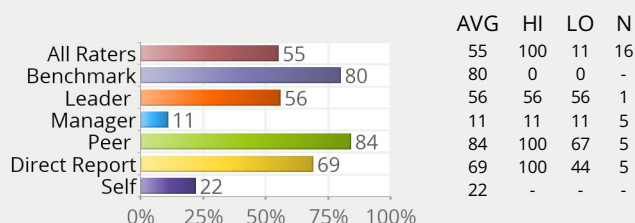
	AVG	HI	LO	N
All Raters	55	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	11	11	11	5
Peer	84	100	67	5
Direct Report	69	100	44	5
Self	22	-	-	-

8. Speaks with genuine conviction and passion about the higher meaning and purpose of our work.

	AVG	HI	LO	N
All Raters	63	100	11	16
Benchmark	80	0	0	-
Leader	78	78	78	1
Manager	42	100	11	5
Peer	76	100	33	5
Direct Report	67	89	44	5
Self	11	-	-	-

9. Promotes and communicates a long-term vision for our organization.

	AVG	HI	LO	N
All Raters	62	100	11	16
Benchmark	80	0	0	-
Leader	100	100	100	1
Manager	24	56	11	5
Peer	80	100	11	5
Direct Report	73	78	67	5
Self	89	-	-	-
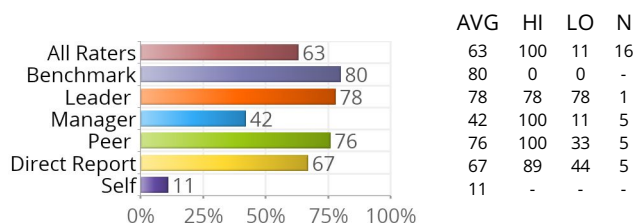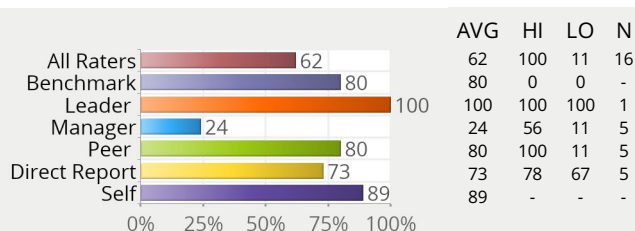
10. Sets effective stretch goals with concrete plans and measurable milestones.

	AVG	HI	LO	N
All Raters	49	100	11	16
Benchmark	80	0	0	-
Leader	44	44	44	1
Manager	31	89	11	5
Peer	67	100	44	5
Direct Report	51	78	22	5
Self	100	-	-	-
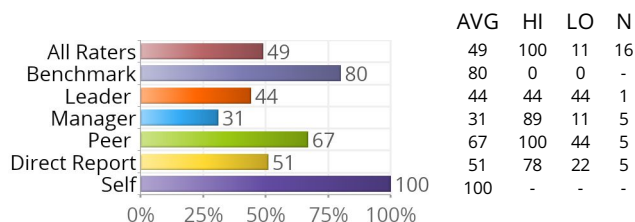
11. Leads by articulating a compelling vision.

	AVG	HI	LO	N
All Raters	60	100	11	16
Benchmark	80	0	0	-
Leader	67	67	67	1
Manager	33	89	11	5
Peer	78	100	56	5
Direct Report	67	100	11	5
Self	89	-	-	-
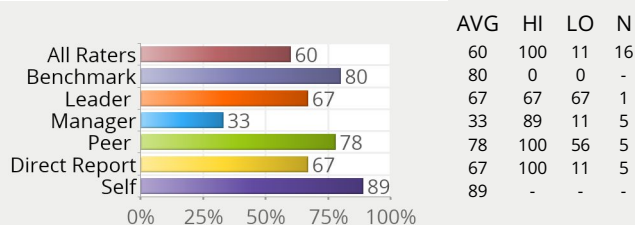
Individual Review Items (continued)

Developing Leaders

12. Delivers difficult feedback in a way that helps employees grow.
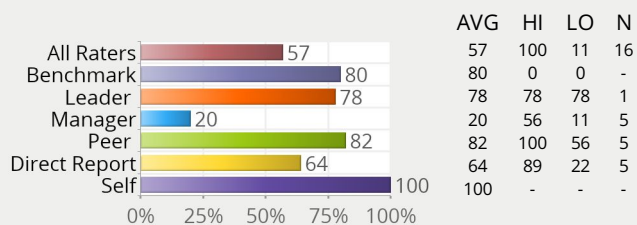
	AVG	HI	LO	N
All Raters	57	100	11	16
Benchmark	80	0	0	-
Leader	78	78	78	1
Manager	20	56	11	5
Peer	82	100	56	5
Direct Report	64	89	22	5
Self	100	-	-	-

13. Promotes critical thinking when solving problems.
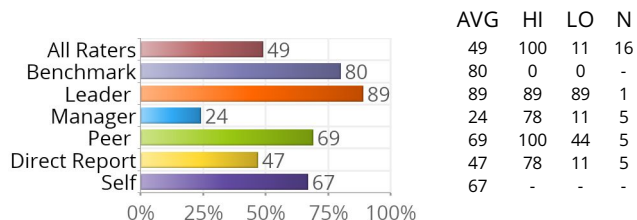
	AVG	HI	LO	N
All Raters	49	100	11	16
Benchmark	80	0	0	-
Leader	89	89	89	1
Manager	24	78	11	5
Peer	69	100	44	5
Direct Report	47	78	11	5
Self	67	-	-	-

14. Ensures people take responsibility for poor performance.
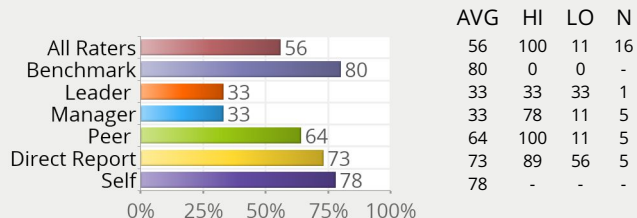
	AVG	HI	LO	N
All Raters	56	100	11	16
Benchmark	80	0	0	-
Leader	33	33	33	1
Manager	33	78	11	5
Peer	64	100	11	5
Direct Report	73	89	56	5
Self	78	-	-	-

15. Ensures people know their work is appreciated.
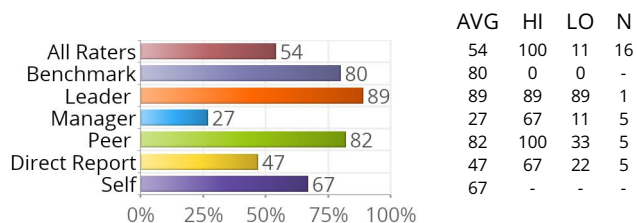
	AVG	HI	LO	N
All Raters	54	100	11	16
Benchmark	80	0	0	-
Leader	89	89	89	1
Manager	27	67	11	5
Peer	82	100	33	5
Direct Report	47	67	22	5
Self	67	-	-	-

16. Provides feedback others find helpful for their development.
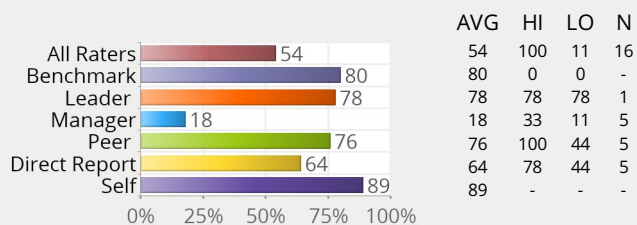
	AVG	HI	LO	N
All Raters	54	100	11	16
Benchmark	80	0	0	-
Leader	78	78	78	1
Manager	18	33	11	5
Peer	76	100	44	5
Direct Report	64	78	44	5
Self	89	-	-	-

17. Makes decisions in a fair, objective fashion.
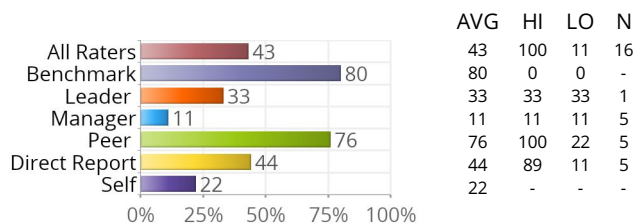
	AVG	HI	LO	N
All Raters	43	100	11	16
Benchmark	80	0	0	-
Leader	33	33	33	1
Manager	11	11	11	5
Peer	76	100	22	5
Direct Report	44	89	11	5
Self	22	-	-	-

Individual Review Items (continued)

18. Gives employees the autonomy they need to do their jobs.

	AVG	HI	LO	N
All Raters	56	100	11	16
Benchmark	80	0	0	-
Leader	100	100	100	1
Manager	42	100	11	5
Peer	80	100	33	5
Direct Report	38	56	11	5
Self	89	-	-	-
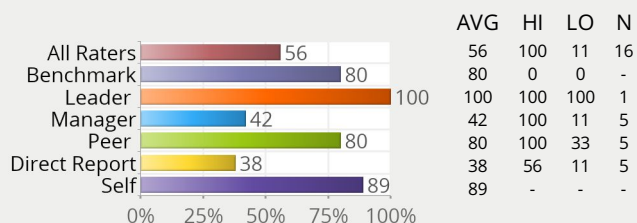
19. Effectively coaches and develops others.

	AVG	HI	LO	N
All Raters	56	100	11	16
Benchmark	80	0	0	-
Leader	44	44	44	1
Manager	24	67	11	5
Peer	80	100	11	5
Direct Report	67	89	33	5
Self	22	-	-	-
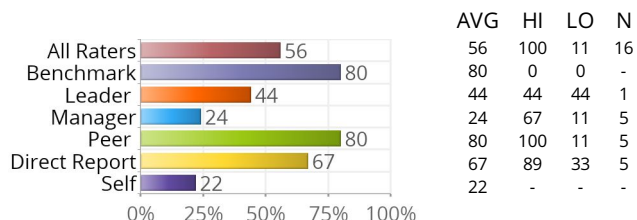
20. Ensures people are held accountable for the work they do.

	AVG	HI	LO	N
All Raters	59	100	11	16
Benchmark	80	0	0	-
Leader	67	67	67	1
Manager	33	78	11	5
Peer	91	100	78	5
Direct Report	51	100	11	5
Self	33	-	-	-
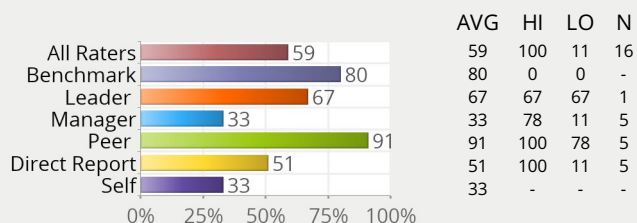
21. Recognizes and challenges poor performance in others.

	AVG	HI	LO	N
All Raters	50	100	11	16
Benchmark	80	0	0	-
Leader	22	22	22	1
Manager	36	78	11	5
Peer	78	100	44	5
Direct Report	42	89	11	5
Self	78	-	-	-
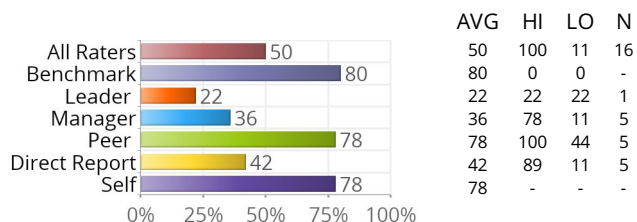
22. Effectively makes timely decisions.

	AVG	HI	LO	N
All Raters	52	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	33	67	11	5
Peer	71	100	22	5
Direct Report	51	100	22	5
Self	44	-	-	-
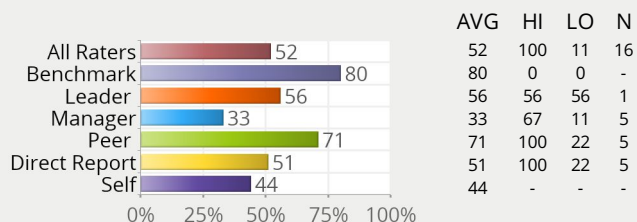
23. Demonstrates critical thinking in decision making.
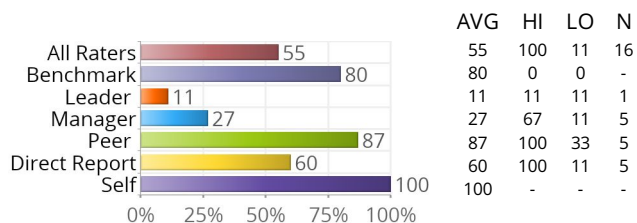
	AVG	HI	LO	N
All Raters	55	100	11	16
Benchmark	80	0	0	-
Leader	11	11	11	1
Manager	27	67	11	5
Peer	87	100	33	5
Direct Report	60	100	11	5
Self	100	-	-	-

Emotional Intelligence (EQ)

24. Receives and implements constructive feedback in a positive manner.

	AVG	HI	LO	N
All Raters	47	100	11	16
Benchmark	80	0	0	-
Leader	22	22	22	1
Manager	29	78	11	5
Peer	71	100	11	5
Direct Report	47	100	11	5
Self	33	-	-	-

25. Builds very strong relationship with others.

	AVG	HI	LO	N
All Raters	46	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	22	44	11	5
Peer	69	100	33	5
Direct Report	44	67	11	5
Self	67	-	-	-
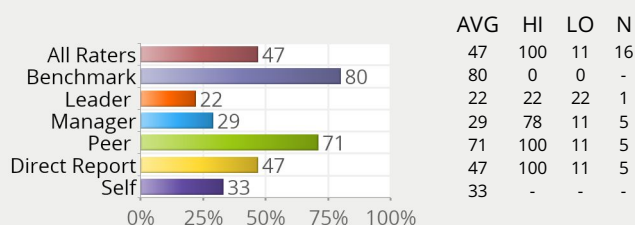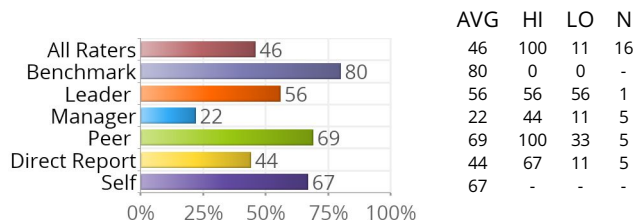
26. Shows consideration for other people's feelings.
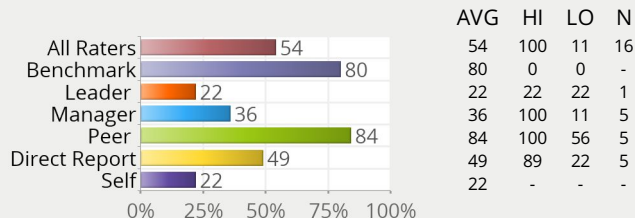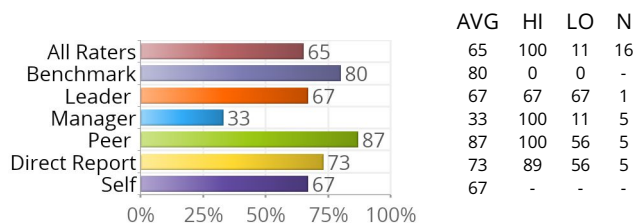
	AVG	HI	LO	N
All Raters	54	100	11	16
Benchmark	80	0	0	-
Leader	22	22	22	1
Manager	36	100	11	5
Peer	84	100	56	5
Direct Report	49	89	22	5
Self	22	-	-	-

27. Uses tact when communicating with other people.

	AVG	HI	LO	N
All Raters	65	100	11	16
Benchmark	80	0	0	-
Leader	67	67	67	1
Manager	33	100	11	5
Peer	87	100	56	5
Direct Report	73	89	56	5
Self	67	-	-	-

28. Capable of describing how his or her feelings affect his or her own actions.

	AVG	HI	LO	N
All Raters	66	100	11	16
Benchmark	80	0	0	-
Leader	89	89	89	1
Manager	42	89	11	5
Peer	78	100	44	5
Direct Report	73	100	44	5
Self	33	-	-	-
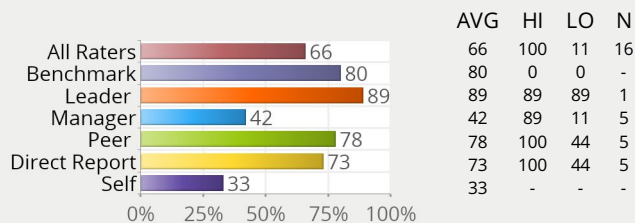
29. Demonstrates awareness of the connection between what is happening and his or her own feelings.

	AVG	HI	LO	N
All Raters	51	100	11	16
Benchmark	80	0	0	-
Leader	22	22	22	1
Manager	33	100	11	5
Peer	67	89	11	5
Direct Report	60	100	11	5
Self	67	-	-	-

Individual Review Items (continued)

30. Quickly learns and effectively navigates informal processes within organization to accomplish tasks.

	AVG	HI	LO	N
All Raters	47	100	11	16
Benchmark	80	0	0	-
Leader	44	44	44	1
Manager	31	78	11	5
Peer	60	100	22	5
Direct Report	49	100	11	5
Self	78	-	-	-

31. Acts calm and even tempered, not volatile or moody.

	AVG	HI	LO	N
All Raters	42	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	38	100	11	5
Peer	49	100	11	5
Direct Report	38	56	11	5
Self	100	-	-	-

32. Demonstrates excellent people skills.

	AVG	HI	LO	N
All Raters	64	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	36	89	11	5
Peer	84	100	67	5
Direct Report	73	100	44	5
Self	56	-	-	-

33. Maintains composure under stress.

	AVG	HI	LO	N
All Raters	44	100	11	16
Benchmark	80	0	0	-
Leader	44	44	44	1
Manager	18	33	11	5
Peer	64	100	33	5
Direct Report	51	100	11	5
Self	33	-	-	-

34. Understands another person's motivation.

	AVG	HI	LO	N
All Raters	45	100	11	16
Benchmark	80	0	0	-
Leader	78	78	78	1
Manager	13	22	11	5
Peer	67	100	11	5
Direct Report	49	89	11	5
Self	78	-	-	-

35. Acts in a way that makes employees trust him/her.

	AVG	HI	LO	N
All Raters	48	100	11	16
Benchmark	80	0	0	-
Leader	33	33	33	1
Manager	20	56	11	5
Peer	69	100	22	5
Direct Report	58	100	22	5
Self	78	-	-	-

Individual Review Items (continued)

Innovation & Creativity

36. Challenges people to try out new and innovative ways to do their work.

	AVG	HI	LO	N
All Raters	48	100	11	16
Benchmark	80	0	0	-
Leader	33	33	33	1
Manager	38	100	11	5
Peer	51	100	11	5
Direct Report	58	89	22	5
Self	89	-	-	-
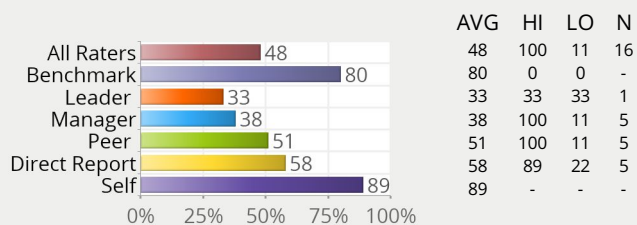
37. Takes risks when necessary.

	AVG	HI	LO	N
All Raters	56	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	31	78	11	5
Peer	76	100	11	5
Direct Report	60	89	22	5
Self	33	-	-	-
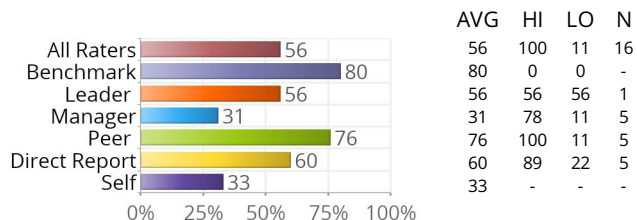
38. Experiments and takes risks, even when there is a chance of failure.

	AVG	HI	LO	N
All Raters	49	100	11	16
Benchmark	80	0	0	-
Leader	89	89	89	1
Manager	22	56	11	5
Peer	73	100	44	5
Direct Report	44	89	11	5
Self	33	-	-	-
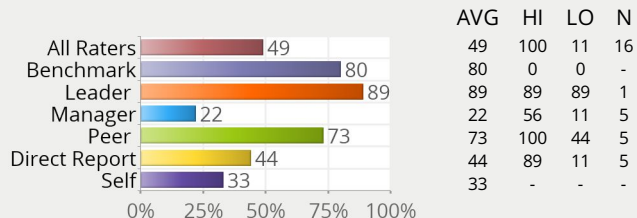
39. Often suggests new and original ideas.

	AVG	HI	LO	N
All Raters	54	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	22	56	11	5
Peer	78	100	56	5
Direct Report	62	89	22	5
Self	78	-	-	-
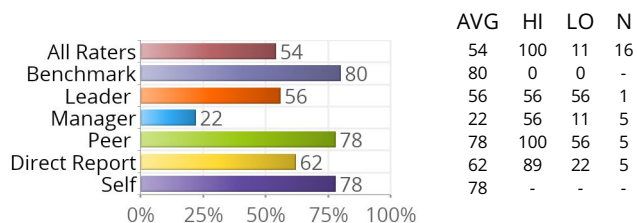
40. Creates an environment in which employees feel safe bringing up questions or concerns.

	AVG	HI	LO	N
All Raters	53	100	11	16
Benchmark	80	0	0	-
Leader	67	67	67	1
Manager	27	78	11	5
Peer	78	100	22	5
Direct Report	51	78	11	5
Self	11	-	-	-
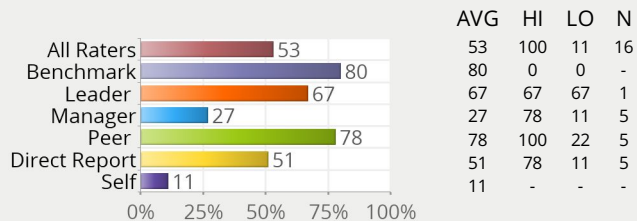
41. Explains thought process behind complex or unclear decisions.

	AVG	HI	LO	N
All Raters	53	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	24	56	11	5
Peer	80	100	44	5
Direct Report	53	100	11	5
Self	44	-	-	-
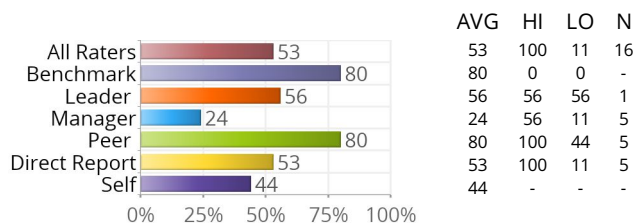
	AVG	HI	LO	N
42. Invites other people's opinions and ideas.				
All Raters — 53	53	100	11	16
Benchmark — 80	80	0	0	-
Leader — 44	44	44	44	1
Manager — 16	16	22	11	5
Peer — 80	80	100	33	5
Direct Report — 67	67	89	33	5
Self — 67	67	-	-	-
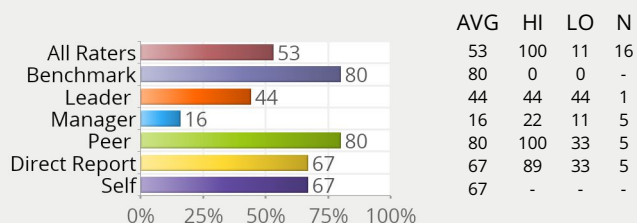
	AVG	HI	LO	N
43. Pays attention to emerging information that might affect the organization.				
All Raters — 51	51	100	11	16
Benchmark — 80	80	0	0	-
Leader — 11	11	11	11	1
Manager — 24	24	44	11	5
Peer — 67	67	100	33	5
Direct Report — 69	69	100	22	5
Self — 44	44	-	-	-

	AVG	HI	LO	N
44. Speaks up when our methods are not working.				
All Raters — 63	63	100	11	16
Benchmark — 80	80	0	0	-
Leader — 78	78	78	78	1
Manager — 29	29	78	11	5
Peer — 84	84	100	67	5
Direct Report — 71	71	100	44	5
Self — 56	56	-	-	-
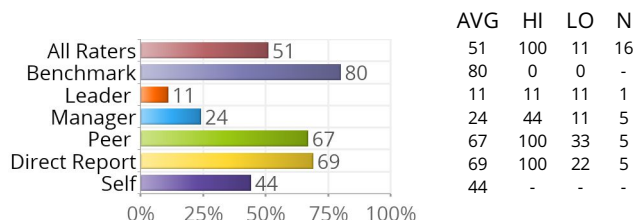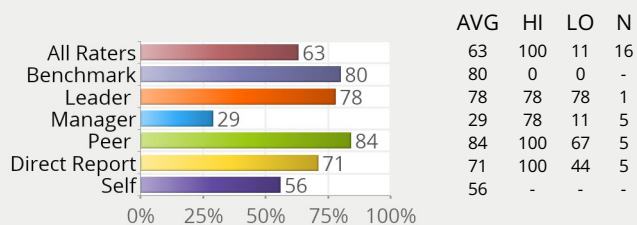
	AVG	HI	LO	N
45. Seeks ways to do things better.				
All Raters — 57	57	100	11	16
Benchmark — 80	80	0	0	-
Leader — 100	100	100	100	1
Manager — 33	33	100	11	5
Peer — 64	64	100	11	5
Direct Report — 64	64	100	22	5
Self — 100	100	-	-	-
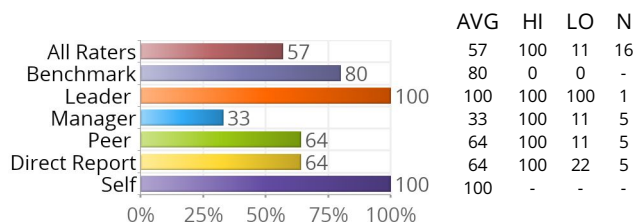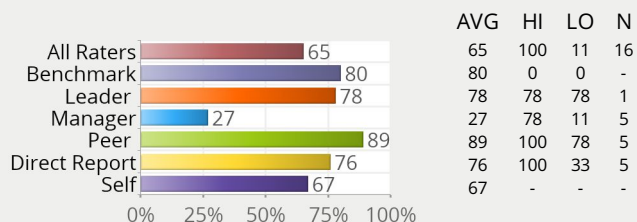
	AVG	HI	LO	N
46. Adapts by applying standard/new procedures flexibly.				
All Raters — 65	65	100	11	16
Benchmark — 80	80	0	0	-
Leader — 78	78	78	78	1
Manager — 27	27	78	11	5
Peer — 89	89	100	78	5
Direct Report — 76	76	100	33	5
Self — 67	67	-	-	-

Modeling Organizational Values

	AVG	HI	LO	N
47. Behaves to very high ethical standards both internally and externally.				
All Raters — 60	60	100	11	16
Benchmark — 80	80	0	0	-
Leader — 67	67	67	67	1
Manager — 38	38	78	11	5
Peer — 78	78	100	56	5
Direct Report — 64	64	89	33	5
Self — 78	78	-	-	-

48. Is open and straightforward and communicates honestly.

	AVG	HI	LO	N
All Raters	44	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	38	89	11	5
Peer	49	100	11	5
Direct Report	44	78	11	5
Self	78	-	-	-
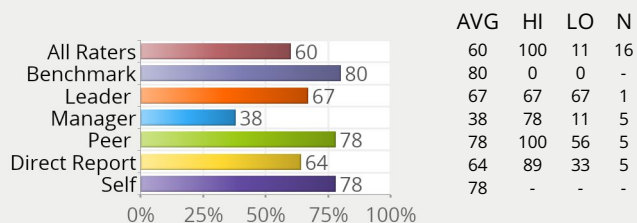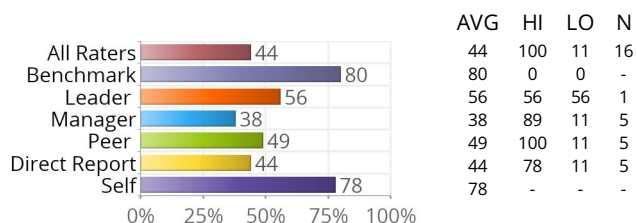
49. Holds people accountable to the organization's values and expectations.

	AVG	HI	LO	N
All Raters	56	100	11	16
Benchmark	80	0	0	-
Leader	33	33	33	1
Manager	31	89	11	5
Peer	82	100	44	5
Direct Report	60	100	11	5
Self	89	-	-	-

50. Shows more concern about doing what is right than self-promotion.

	AVG	HI	LO	N
All Raters	47	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	16	33	11	5
Peer	67	100	11	5
Direct Report	58	100	11	5
Self	44	-	-	-
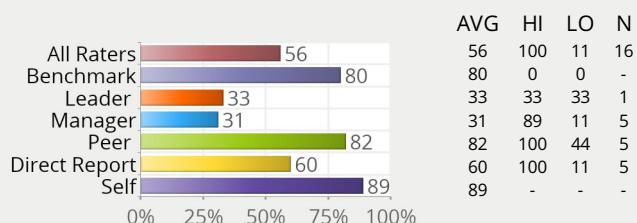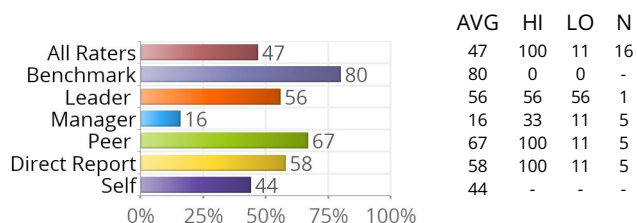
51. Treats everyone with dignity and respect regardless of their position in the organization.

	AVG	HI	LO	N
All Raters	51	100	11	16
Benchmark	80	0	0	-
Leader	11	11	11	1
Manager	24	44	11	5
Peer	82	100	56	5
Direct Report	53	89	11	5
Self	67	-	-	-
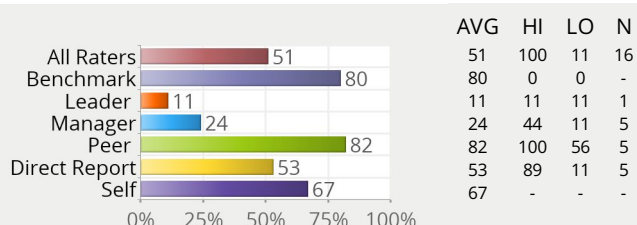
52. Shows clarity about his or her philosophy of leadership.

	AVG	HI	LO	N
All Raters	59	100	11	16
Benchmark	80	0	0	-
Leader	44	44	44	1
Manager	36	78	11	5
Peer	73	100	22	5
Direct Report	71	100	22	5
Self	78	-	-	-
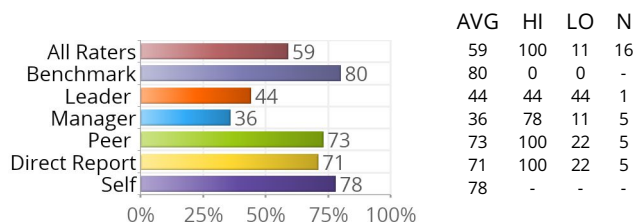
53. Creates an environment where there is a sense of stability.

	AVG	HI	LO	N
All Raters	52	100	11	16
Benchmark	80	0	0	-
Leader	67	67	67	1
Manager	24	56	11	5
Peer	73	100	22	5
Direct Report	56	89	11	5
Self	100	-	-	-
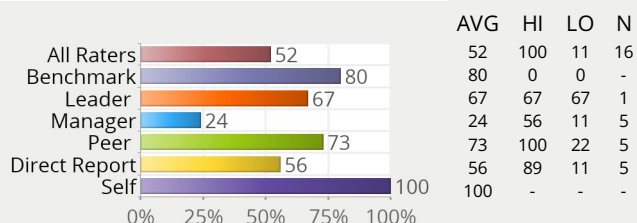
Individual Review Items (continued)

54. Employs effective time management and organizational skills.

	AVG	HI	LO	N
All Raters	49	100	11	16
Benchmark	80	0	0	-
Leader	78	78	78	1
Manager	29	89	11	5
Peer	64	100	11	5
Direct Report	47	67	22	5
Self	89	-	-	-
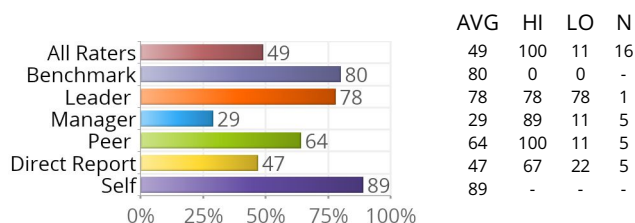
55. Treats people fairly without favoritism.

	AVG	HI	LO	N
All Raters	51	100	11	16
Benchmark	80	0	0	-
Leader	44	44	44	1
Manager	33	89	11	5
Peer	69	100	22	5
Direct Report	53	89	11	5
Self	78	-	-	-
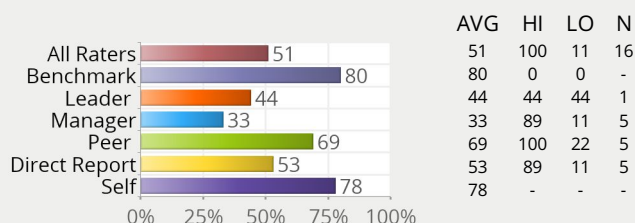
56. Strives to improve his or her own performance.

	AVG	HI	LO	N
All Raters	60	100	11	16
Benchmark	80	0	0	-
Leader	22	22	22	1
Manager	22	44	11	5
Peer	78	100	22	5
Direct Report	87	100	78	5
Self	11	-	-	-

57. Sets a personal example of what he or she expects of others.

	AVG	HI	LO	N
All Raters	65	100	11	16
Benchmark	80	0	0	-
Leader	78	78	78	1
Manager	29	89	11	5
Peer	87	100	67	5
Direct Report	76	100	33	5
Self	89	-	-	-
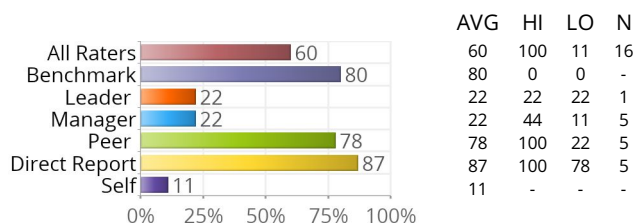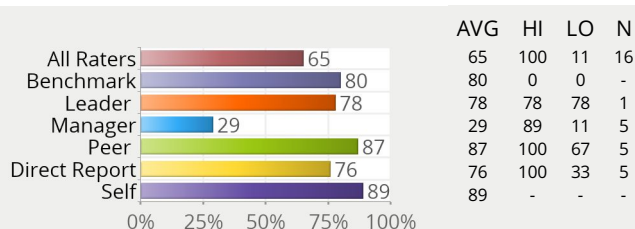
58. Demonstrates and encourages healthy work/life balance.

	AVG	HI	LO	N
All Raters	59	100	11	16
Benchmark	80	0	0	-
Leader	100	100	100	1
Manager	20	56	11	5
Peer	51	100	11	5
Direct Report	98	100	89	5
Self	78	-	-	-
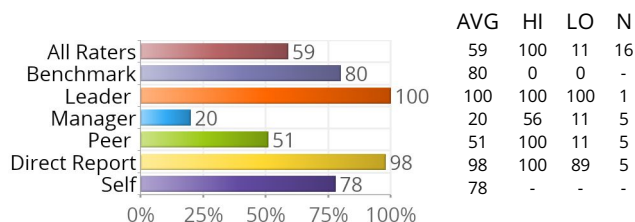
Servant Leadership

59. Is humble in interactions with others.

	AVG	HI	LO	N
All Raters	52	100	11	16
Benchmark	80	0	0	-
Leader	11	11	11	1
Manager	31	78	11	5
Peer	73	100	56	5
Direct Report	60	89	22	5
Self	78	-	-	-
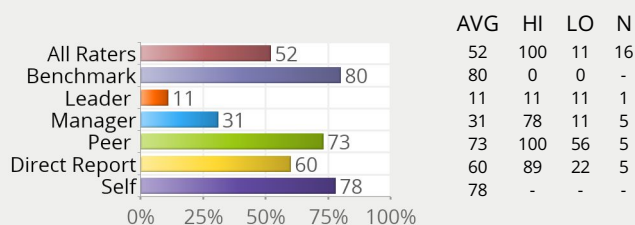
Individual Review Items (continued)

60. Goes above and beyond to put others above him or herself.

	AVG	HI	LO	N
All Raters	56	100	11	16
Benchmark	80	0	0	-
Leader	89	89	89	1
Manager	33	100	11	5
Peer	58	100	11	5
Direct Report	69	100	22	5
Self	78	-	-	-
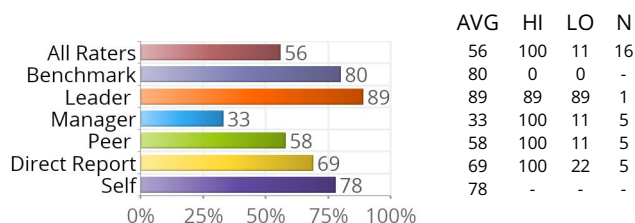
61. Serves others willingly with no expectation of reward.

	AVG	HI	LO	N
All Raters	56	100	11	16
Benchmark	80	0	0	-
Leader	33	33	33	1
Manager	31	78	11	5
Peer	82	100	33	5
Direct Report	58	89	22	5
Self	78	-	-	-
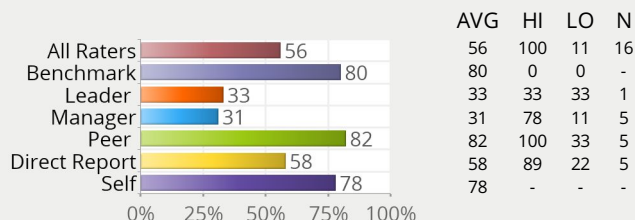
62. Goes above and beyond to recognize the contributions of others.

	AVG	HI	LO	N
All Raters	57	100	11	16
Benchmark	80	0	0	-
Leader	89	89	89	1
Manager	29	89	11	5
Peer	82	100	56	5
Direct Report	53	89	11	5
Self	56	-	-	-
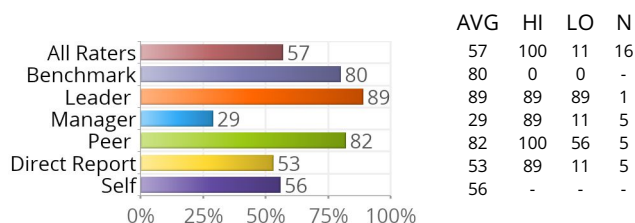
63. Demonstrates leadership driven by values that go beyond his or her self-interests.
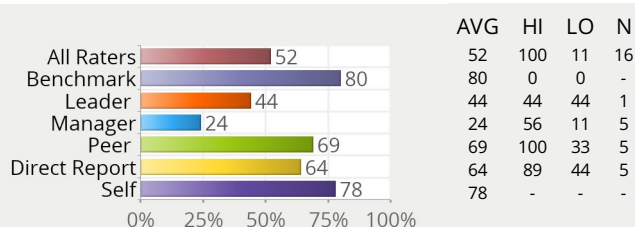
	AVG	HI	LO	N
All Raters	52	100	11	16
Benchmark	80	0	0	-
Leader	44	44	44	1
Manager	24	56	11	5
Peer	69	100	33	5
Direct Report	64	89	44	5
Self	78	-	-	-

64. Genuinely listens to others and provides feedback or clarity to what was conveyed.

	AVG	HI	LO	N
All Raters	41	100	11	16
Benchmark	80	0	0	-
Leader	22	22	22	1
Manager	29	89	11	5
Peer	53	100	11	5
Direct Report	44	67	11	5
Self	100	-	-	-
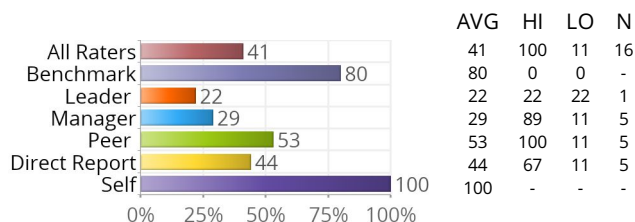
65. Reacts compassionately to employees' mistakes.

	AVG	HI	LO	N
All Raters	57	100	11	16
Benchmark	80	0	0	-
Leader	11	11	11	1
Manager	33	89	11	5
Peer	80	100	22	5
Direct Report	67	89	33	5
Self	89	-	-	-
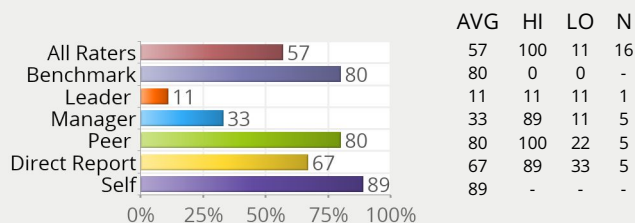
Individual Review Items (continued)

66. Makes serving others both internally and externally a priority.

	AVG	HI	LO	N
All Raters	49	100	11	16
Benchmark	80	0	0	-
Leader	33	33	33	1
Manager	16	33	11	5
Peer	91	100	89	5
Direct Report	44	56	33	5
Self	22	-	-	-
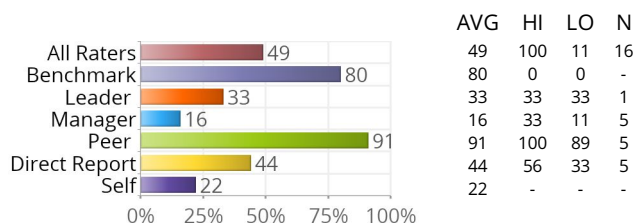
67. Demonstrates the philosophy that caring about people brings out the best in them.

	AVG	HI	LO	N
All Raters	48	100	11	16
Benchmark	80	0	0	-
Leader	100	100	100	1
Manager	24	44	11	5
Peer	67	100	11	5
Direct Report	42	67	11	5
Self	44	-	-	-
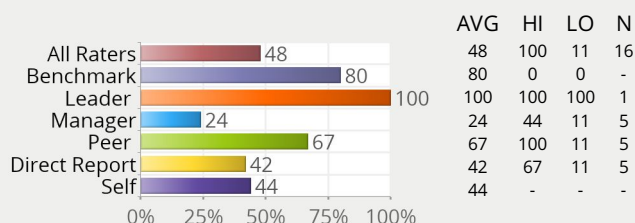
68. Shows willingness to reconsider his or her ideas when someone has a better one.

	AVG	HI	LO	N
All Raters	47	100	11	16
Benchmark	80	0	0	-
Leader	11	11	11	1
Manager	31	78	11	5
Peer	82	100	56	5
Direct Report	33	89	11	5
Self	44	-	-	-
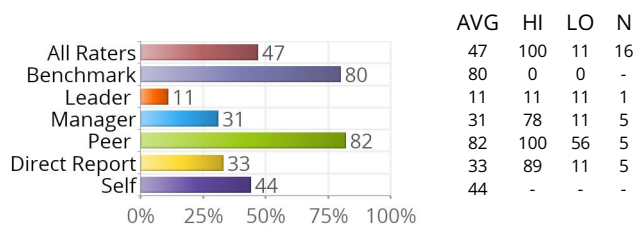
69. Recognizes his or her limitations.

	AVG	HI	LO	N
All Raters	56	100	11	16
Benchmark	80	0	0	-
Leader	67	67	67	1
Manager	44	100	11	5
Peer	80	100	33	5
Direct Report	40	67	11	5
Self	67	-	-	-
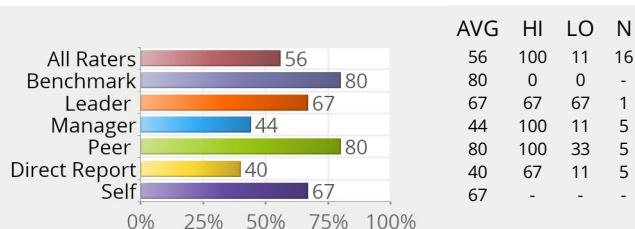
Teamwork

70. Appropriately shares resources, knowledge, and time.

	AVG	HI	LO	N
All Raters	53	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	27	78	11	5
Peer	64	100	22	5
Direct Report	67	89	44	5
Self	56	-	-	-

71. Supports decisions people make on their own.

	AVG	HI	LO	N
All Raters	47	100	11	16
Benchmark	80	0	0	-
Leader	78	78	78	1
Manager	29	44	11	5
Peer	62	100	22	5
Direct Report	44	78	11	5
Self	67	-	-	-
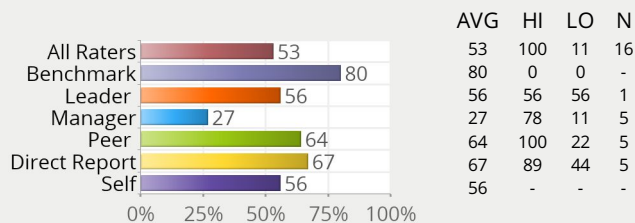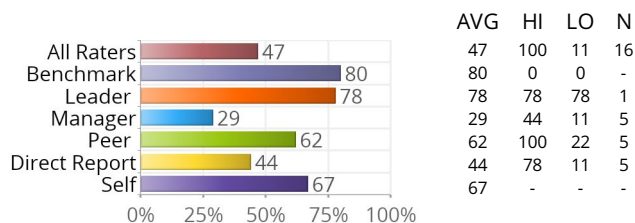
Individual Review Items (continued)

72. Creates a sense of community at work.

	AVG	HI	LO	N
All Raters	52	100	11	16
Benchmark	80	0	0	-
Leader	33	33	33	1
Manager	44	100	11	5
Peer	73	100	44	5
Direct Report	42	89	22	5
Self	11	-	-	-
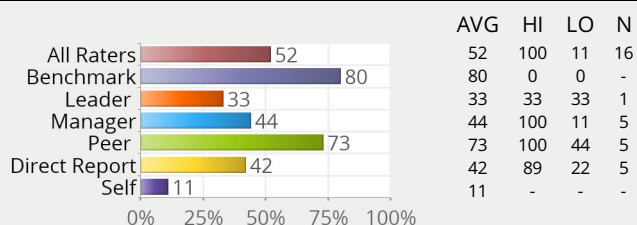
73. Convinces others through discussion.

	AVG	HI	LO	N
All Raters	54	100	11	16
Benchmark	80	0	0	-
Leader	89	89	89	1
Manager	18	33	11	5
Peer	73	100	22	5
Direct Report	64	89	11	5
Self	100	-	-	-
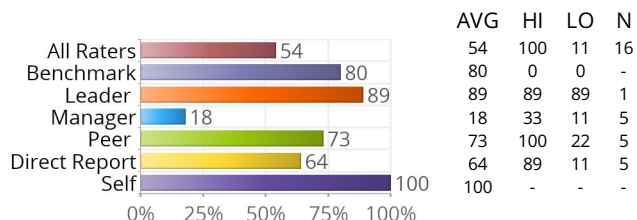
74. Encourages employees to hold each other accountable.

	AVG	HI	LO	N
All Raters	60	100	11	16
Benchmark	80	0	0	-
Leader	33	33	33	1
Manager	31	100	11	5
Peer	73	89	56	5
Direct Report	80	100	44	5
Self	89	-	-	-
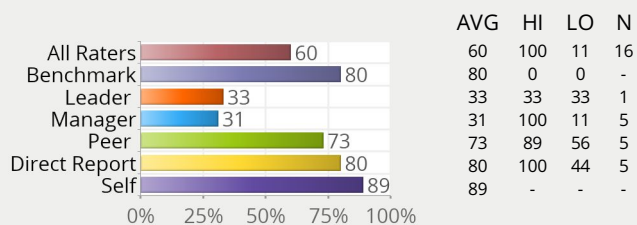
75. Encourages team members to help one another.

	AVG	HI	LO	N
All Raters	50	100	11	16
Benchmark	80	0	0	-
Leader	78	78	78	1
Manager	22	67	11	5
Peer	82	100	11	5
Direct Report	40	67	11	5
Self	67	-	-	-
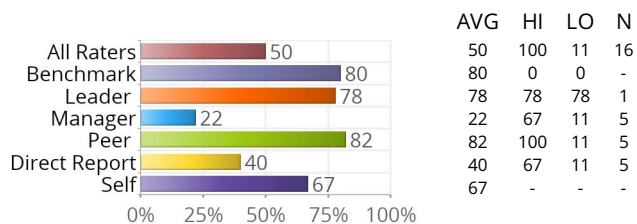
76. Provides opportunities for team building both inside and outside of work.

	AVG	HI	LO	N
All Raters	47	100	11	16
Benchmark	80	0	0	-
Leader	56	56	56	1
Manager	24	67	11	5
Peer	69	100	22	5
Direct Report	47	89	11	5
Self	44	-	-	-
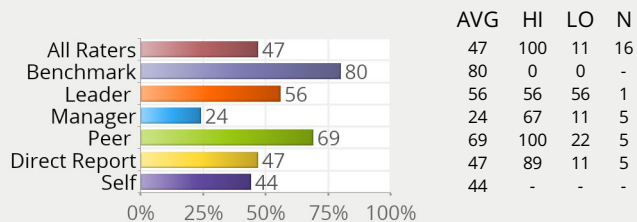
77. Gives members of the team appreciation and support for their contributions.

	AVG	HI	LO	N
All Raters	50	100	11	16
Benchmark	80	0	0	-
Leader	100	100	100	1
Manager	36	78	11	5
Peer	64	100	11	5
Direct Report	40	78	11	5
Self	56	-	-	-

Individual Review Items (continued)

78. Deals directly and openly with conflict on the team.

	AVG	HI	LO	N
All Raters	55	100	11	16
Benchmark	80	0	0	-
Leader	44	44	44	1
Manager	18	33	11	5
Peer	78	100	44	5
Direct Report	71	100	22	5
Self	33	-	-	-

79. Works well in teams by soliciting others input.

	AVG	HI	LO	N
All Raters	58	100	11	16
Benchmark	80	0	0	-
Leader	100	100	100	1
Manager	38	100	11	5
Peer	71	100	22	5
Direct Report	58	100	11	5
Self	67	-	-	-

80. Convinces others by getting support from key people.

	AVG	HI	LO	N
All Raters	47	100	11	16
Benchmark	80	0	0	-
Leader	67	67	67	1
Manager	31	89	11	5
Peer	53	100	11	5
Direct Report	53	100	11	5
Self	67	-	-	-

Leadership Development Plan Outline

<u>Was there anything you were particularly proud of?</u>

<u>What stood out to you?</u>

<u>What surprised you?</u>

<u>Was there anything you found concerning?</u>

Recognized Strengths

1. Category/Leadership Trait #1

    a. List direct Question from 360 that distinguishes area of focus.

    b. List direct Quote (narrative) from 360 that mirrors area of focus.

    c. In Subject's own words, please list a goal to best accomplish the Leadership Trait named above.

    d. Action Item(s) to support or reinforce; with each of the following noted

        i. Deliverable(s);
        ii. Time to Achieve result;
        iii. List anyone involved (internal/external resources);
        iv. How often will results be reviewed.
        v. What does success look like? How measurable?

2. Category/Leadership Trait #2

    a. List direct Question from 360 that distinguishes area of focus.

    b. List direct Quote (narrative) from 360 that mirrors area of focus.

    c. In Subject's own words, please list a goal to best accomplish the Leadership Trait named above.

    d. Action Item(s) to support or reinforce; with each of the following noted

        i. Deliverable(s);
        ii. Time to Achieve result;
        iii. List anyone involved (internal/external resources);
        iv. How often will results be reviewed.
        v. What does success look like? How measurable?

3. Category/Leadership Trait #3

    a. List direct Question from 360 that distinguishes area of focus.

    b. List direct Quote (narrative) from 360 that mirrors area of focus.

    c. In Subject's own words, please list a goal to best accomplish the Leadership Trait named above.

    d. Action Item(s) to support or reinforce; with each of the following noted

        i. Deliverable(s);
        ii. Time to Achieve result;
        iii. List anyone involved (internal/external resources);
        iv. How often will results be reviewed.
        v. What does success look like? How measurable?

Opportunities for Growth

1. Category/Leadership Trait #1

    a. List direct Question from 360 that distinguishes area of focus.

    b. List direct Quote (narrative) from 360 that mirrors area of focus.

    c. In Subject's own words, please list a goal to best accomplish the Leadership Trait named above.

    d. Action Item(s) to support or reinforce; with each of the following noted

        i. Deliverable(s);
        ii. Time to Achieve result;
        iii. List anyone involved (internal/external resources);
        iv. How often will results be reviewed.
        v. What does success look like? How measurable?

2. Category/Leadership Trait #2

    a. List direct Question from 360 that distinguishes area of focus.

    b. List direct Quote (narrative) from 360 that mirrors area of focus.

    c. In Subject's own words, please list a goal to best accomplish the Leadership Trait named above.

    d. Action Item(s) to support or reinforce; with each of the following noted

        i. Deliverable(s);
        ii. Time to Achieve result;
        iii. List anyone involved (internal/external resources);
        iv. How often will results be reviewed.
        v. What does success look like? How measurable?

3. Category/Leadership Trait #3

    a. List direct Question from 360 that distinguishes area of focus.

    b. List direct Quote (narrative) from 360 that mirrors

    c. In Subject's own words, please list a goal to best accomplish the Leadership Trait named above.

    d. Action Item(s) to support or reinforce; with each of the following noted

        i. Deliverable(s);
        ii. Time to Achieve result;
        iii. List anyone involved (internal/external resources);
        iv. How often will results be reviewed.
        v. What does success look like? How measurable?