

# The PROFILOR®



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The PROFILOR® for Mid-Level Leaders

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The PROFILOR® is an instrument developed to provide feedback and development focus and recommendations to individuals about their skill strengths and development needs. It should not be used as the sole source of information concerning selection, promotion, salary review and adjustment, de-hiring (firing) and/or deselection decisions.

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## INTRODUCTION

### Purpose

The PROFILOR® Feedback Report provides information about how you and others view your skills and behavior, which is a critical first step in pursuing development. The feedback provided in this report can help you identify your strengths and determine the skills you may want to further develop.

### Respondent Status Table

The Respondent Status Table summarizes the number of respondents from each respondent group who provided feedback for you. To protect anonymity, ratings are reported as averages with the exception of bosses. Boss ratings are identifiable.

Perspective	Symbol	Reported
Self	●	1
Boss A	★	1
Boss B	▲	1
Direct Reports	▼	2
Peers/Colleagues	✱	2
Other	■	2

Boss A: Ulrich Kohl

Boss B: Sam Rankins



## SKILL DEFINITIONS

### THOUGHT LEADERSHIP

#### Make Sound Decisions

Makes timely decisions based on accurate logic; Looks beyond symptoms to identify causes of problems; Makes decisions in the face of uncertainty; Takes all important issues into account when making decisions

#### Act Strategically

Balances big-picture concerns with day-to-day activities; Stays informed about industry practices and new developments; Understands the organization's mission and strategies

#### Think Creatively

Approaches problems with curiosity and open-mindedness; Creatively integrates different ideas and perspectives; Stimulates creative thinking in others; Generates innovative ideas and solutions to problems

#### Use Financial Data

Draws accurate conclusions from financial and other quantitative information; Readily identifies soft spots in budgets and profit plans; Grasps the full meaning and interrelationships of key financial indicators

### RESULTS LEADERSHIP

#### Meet Customer Needs

Meets commitments to customers/clients; Continually searches for ways to improve customer/client service; Impresses customers with exceptional service or work; Seeks feedback from customers

#### Build Realistic Plans

Develops realistic plans, action steps, and timetables for projects and assignments; Identifies specific action steps and accountabilities; Prepares realistic estimates of budget, staff, and other resources

#### Manage Execution

Conveys clear expectations for assignments; Delegates enough of own work to others; Monitors progress of others and redirects efforts when goals are not being met; Continually looks for ways to improve processes, products, and/or services

#### Show Drive and Initiative

Establishes aggressive goals and drives for results; Readily puts in extra time and effort; Tackles problems and works to resolve them without delay; Establishes high standards of performance

### PEOPLE LEADERSHIP

#### Build Support

Gives compelling reasons for ideas; Anticipates and responds effectively to the positions and reactions of others; Builds support for own ideas through contacts with others; Knows which battles are worth fighting

#### Motivate Others

Conveys trust in people's competence to do their jobs; Creates a feeling of energy, excitement, and personal investment; Inspires people to excel; Rewards people for good performance

#### Develop Others

Attracts high caliber talent; Gives clear, motivating, and constructive feedback; Provides challenging assignments to facilitate individual development; Willingly shares expertise and experience with others

#### Promote Teamwork

Promotes teamwork among groups; discourages "we vs. they" thinking; Facilitates the discussion and resolution of different views; Involves others in shaping plans and decisions that affect them; Contributes fair share of effort to the team's work



## SKILL DEFINITIONS

### **Foster Open Communication**

Keeps people up-to-date with information; Listens attentively and with empathy to concerns expressed by others; Encourages others to express their views, even contrary ones; Speaks clearly and concisely

### **Establish Relationships**

Relates to people in an open, friendly, and accepting manner; Develops relationships with key people in other functions and at other levels; Expresses disagreement tactfully and sensitively; Creates an environment in which people from diverse backgrounds feel comfortable

## PERSONAL LEADERSHIP

### **Establish Trust**

Treats people fairly; Shows consistency between words and actions; Accepts responsibility for own mistakes; Encourages discussion of ethical considerations before decisions are made

### **Show Adaptability**

Responds resourcefully to new demands and challenges; Works effectively in ambiguous situations; Adapts behavior in response to feedback and experience; Deals constructively with own failures and mistakes



## IMPORTANCE SUMMARY

### Purpose

The section which follows on the next page shows how you and your boss(es) rated each skill for its importance to your position.

### Understanding Your Results

You and your boss(es) rated the importance of each skill to your current position using the following options:

- 1, 2 = Important
- 3, 4, 5 = Very Important
- 6, 7 = Critically Important

Importance ratings are helpful in two ways. First, they identify which skills are most critical for your job, which can help you prioritize your development needs. Second, they identify areas where you and your boss(es) have different perceptions of the skills most important for success in your position.

1. As you look at this section, concentrate on the areas of agreement between you and your boss(es). As long as the ratings differ by no more than two points, consider them similar.
2. Use the Discrepancy column to note skills for which you and your boss(es) differ by three or more points in your ratings. You may want to discuss these discrepancies with your boss to gain a better understanding of his or her view.
3. Note, the skills rated by your boss as Critical or Very Important to your position. These are the skills you may want to consider as priorities for focusing your development efforts.



# IMPORTANCE SUMMARY

	Relative Importance to the Current Position							Discrepancy: Mark an X wherever there is a 3 point or greater difference	
	Important		Very Important			Critically Important			
	1	2	3	4	5	6	7		
THOUGHT LEADERSHIP Make Sound Decisions							★	▲	
Act Strategically	▲	●					★		
Think Creatively		▲★			●				
Use Financial Data		●					★	▲	
RESULTS LEADERSHIP Meet Customer Needs				▲	★	●			
Build Realistic Plans				▲★	●				
Manage Execution		★					▲		

Key:

Perspective	Symbol
Self	●
Boss A	★
Boss B	▲



# IMPORTANCE SUMMARY

	Relative Importance to the Current Position							Discrepancy: Mark an X wherever there is a 3 point or greater difference
	Important		Very Important			Critically Important		
	1	2	3	4	5	6	7	
Show Drive and Initiative		●			★	▲		
PEOPLE LEADERSHIP Build Support		▲★			●			
Motivate Others						▲	★	
Develop Others						▲★	●	
Promote Teamwork		★	▲				●	
Foster Open Communication		▲		★			●	
Establish Relationships		★	▲		●			

Key:

Perspective	Symbol
Self	●
Boss A	★
Boss B	▲



# IMPORTANCE SUMMARY

	Relative Importance to the Current Position							Discrepancy: Mark an X wherever there is a 3 point or greater difference
	Important		Very Important			Critically Important		
	1	2	3	4	5	6	7	
PERSONAL LEADERSHIP Establish Trust				●	▲	★		
Show Adaptability		▲	★					

**Key:**

Perspective	Symbol
Self	●
Boss A	★
Boss B	▲





## SKILLS OVERVIEW - Self-Ratings Compared to Average of All Respondents

### Purpose

This summary provides a snapshot of how you rated your skills compared to how your respondents rated you.

### Understanding Your Results

This overview helps you see how you rated yourself compared to how you are seen by others. Your scores were derived by averaging your responses to each behavior that makes up a given skill.

- To calculate the average rating made by other respondents, noted with a circle (O), each respondent group was given equal weight.
- The shaded bars indicate the range of scores representing the 25th to 75th percentile for the norm group. The norm group is made up of participants who have previously completed The PROFILOR® questionnaire. Use the norm group to compare your results to the typical results of other participants. (Not available for all reports.)
- Large differences in ratings (differences in rating of .5 or greater) between you and your respondents, are noted in the Discrepancy column.
- If a skill was rated as "Critical" in importance by you or your boss(es), it will be noted in the "Rated Critically Important" column. (Not available for all reports.)

To get the most out of this view:

1. Make note of the skills with highest and lowest scores.
2. Determine how closely your perceptions match those of your respondents.
  - If your self-rating on a skill is much lower than the rating you received from your respondents, your expectations may be higher than those of others, or you may be underestimating your skill, or others may be "easy" raters.
  - If your self-rating on a skill is much higher than the rating you received from your respondents, you may be overestimating your effectiveness. You may possess skills that others do not see, or you may have blind spots in relation to your skills.
3. Determine if your respondents' ratings are consistently higher or lower across all skills.
  - Consistently high ratings suggest high overall effectiveness in the position.



## **SKILLS OVERVIEW - Self-Ratings Compared to Average of All Respondents**

- Consistently low ratings suggest a number of possibilities, including a strong message from others about your need to change; a lack of preparation or experience in your job; gross misperceptions on the part of others; or a poor match between the position's requirements and your interests, skills and abilities.



## SKILLS OVERVIEW - Self-Ratings Compared to Average of All Respondents

	Extent to which skills are used					Discrepancy	Rated Critically Important by:	
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent		Self	Boss
	1	2	3	4	5			
<b>THOUGHT LEADERSHIP</b>								
Make Sound Decisions								
Act Strategically								
Think Creatively								
Use Financial Data								
<b>RESULTS LEADERSHIP</b>								
Meet Customer Needs								
Build Realistic Plans								

**Key:**

Perspective	Symbol	Norm Group
Self		
Average		

Symbol indicates Critically Important

Perspective	Symbol
Boss A	
Boss B	

Norm Group: Manager Global



## SKILLS OVERVIEW - Self-Ratings Compared to Average of All Respondents

	Extent to which skills are used					Discrepancy	Rated Critically Important by:	
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent		Self	Boss
	1	2	3	4	5			
Manage Execution						O → ●		
Show Drive and Initiative						O → ●		
PEOPLE LEADERSHIP Build Support								
Motivate Others						O → ●	●	
Develop Others							●	
Promote Teamwork							●	
Foster Open Communication							●	

Key:

Perspective	Symbol	Norm Group
Self	●	
Average	O	

Symbol indicates Critically Important

Perspective	Symbol
Boss A	
Boss B	

Norm Group: Manager Global



## SKILLS OVERVIEW - Self-Ratings Compared to Average of All Respondents

	Extent to which skills are used					Discrepancy	Rated Critically Important by:	
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent		Self	Boss
	1	2	3	4	5			
Establish Relationships								
PERSONAL LEADERSHIP Establish Trust								★
Show Adaptability								
COMPOSITE Overall Performance								

Key:

Perspective	Symbol	Norm Group
Self	●	
Average	○	

Symbol indicates Critically Important

Perspective	Symbol
Boss A	★
Boss B	▲

Norm Group: Manager Global



## SKILLS OVERVIEW - Group Comparison

### Purpose

This section provides a snapshot of how you rated your skills compared to the ratings from each respondent group.

### Understanding Your Results

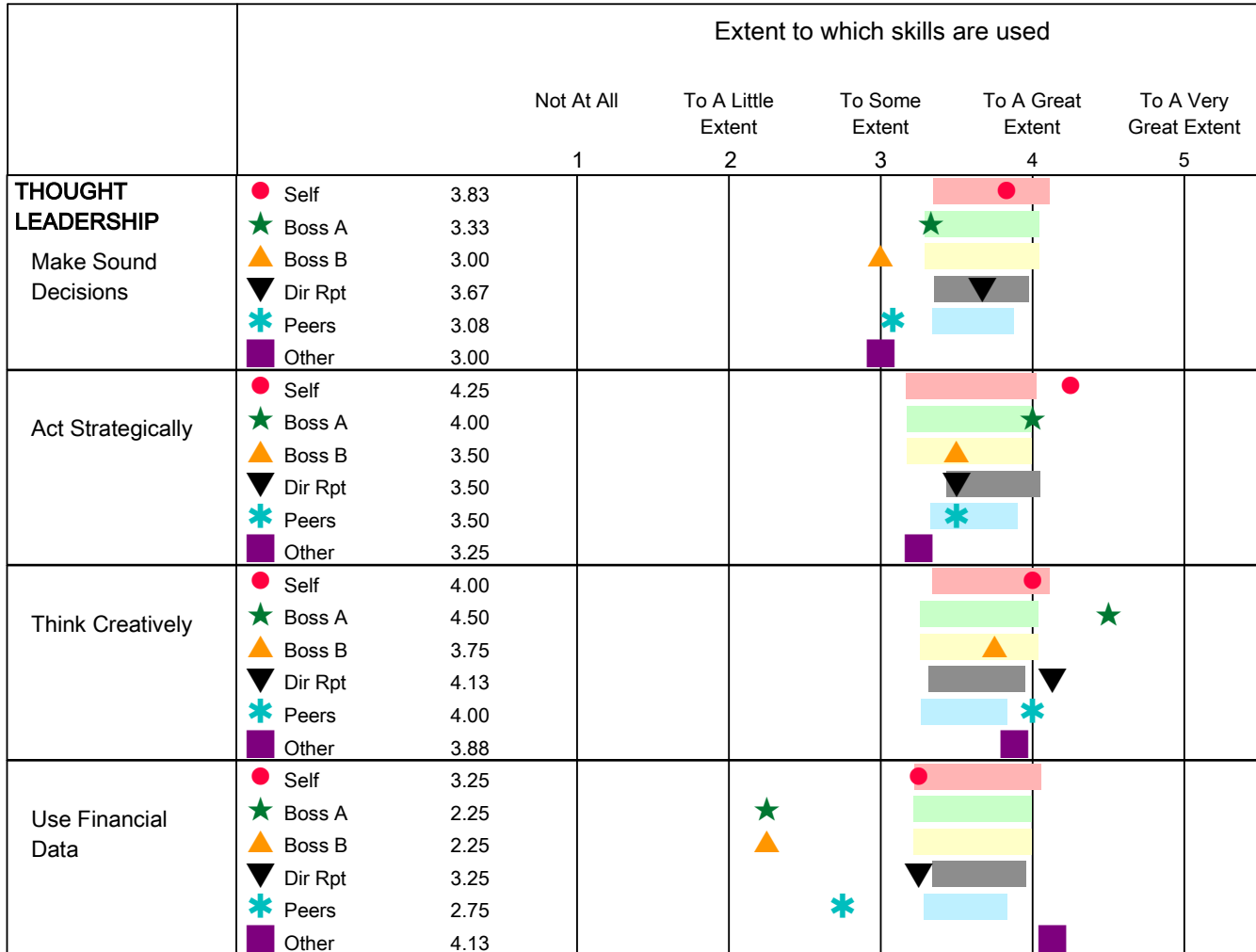
This group comparison can help you gain an understanding of how your self-ratings compare to ratings from each respondent group, and how the different respondent groups compare to each other. (The number of respondents in each group is noted at the beginning of this report.)

To get the most out of this section:

1. Determine if there is a pattern across skills in which one group is consistently higher or lower than others.
2. Consider which respondent groups are the most appropriate sources of data - some groups may have more or less opportunity to observe certain behaviors.



## SKILLS OVERVIEW - Group Comparison



\*\*\* Not scored due to insufficient data

### Key

Perspective	Symbol	Norm Group
Self	●	
Boss A	★	
Boss B	▲	
Direct Reports	▼	
Peers/Colleagues	*	
Other	■	

Norm Group: Manager Global



# SKILLS OVERVIEW - Group Comparison

	Extent to which skills are used					
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
<b>RESULTS LEADERSHIP</b> Meet Customer Needs	● Self	5.00				●
	★ Boss A	5.00				★
	▲ Boss B	5.00				▲
	▼ Dir Rpt	4.25				
	* Peers	5.00				*
	■ Other	5.00				■
Build Realistic Plans	● Self	3.75				
	★ Boss A	2.50		★		
	▲ Boss B	2.50		▲		
	▼ Dir Rpt	3.63				
	* Peers	2.25		*		
	■ Other	3.13				
Manage Execution	● Self	3.80				
	★ Boss A	3.20				
	▲ Boss B	2.80		▲		
	▼ Dir Rpt	3.20				
	* Peers	2.90		*		
	■ Other	3.00				
Show Drive and Initiative	● Self	4.40				
	★ Boss A	4.00				
	▲ Boss B	3.80				
	▼ Dir Rpt	3.90				
	* Peers	3.90				
	■ Other	3.80				

\*\*\* Not scored due to insufficient data

**Key**

Perspective	Symbol	Norm Group
Self	●	
Boss A	★	
Boss B	▲	
Direct Reports	▼	
Peers/Colleagues	*	
Other	■	

Norm Group: Manager Global





# SKILLS OVERVIEW - Group Comparison

	Extent to which skills are used					
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
<b>PEOPLE LEADERSHIP</b> Build Support	● Self	4.00				
	★ Boss A	4.00				
	▲ Boss B	3.25				
	▼ Dir Rpt	4.00				
	* Peers	4.25				
	■ Other	3.63				
Motivate Others	● Self	5.00				
	★ Boss A	4.25				
	▲ Boss B	3.50				
	▼ Dir Rpt	4.00				
	* Peers	4.50				
	■ Other	4.38				
Develop Others	● Self	4.00				
	★ Boss A	4.50				
	▲ Boss B	3.75				
	▼ Dir Rpt	3.75				
	* Peers	3.38				
	■ Other	3.50				
Promote Teamwork	● Self	4.25				
	★ Boss A	4.50				
	▲ Boss B	3.75				
	▼ Dir Rpt	3.88				
	* Peers	4.13				
	■ Other	3.50				

\*\*\* Not scored due to insufficient data

**Key**

Perspective	Symbol	Norm Group
Self	●	
Boss A	★	
Boss B	▲	
Direct Reports	▼	
Peers/Colleagues	*	
Other	■	



## SKILLS OVERVIEW - Group Comparison

	Extent to which skills are used					
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Foster Open Communication	● Self	4.40				
	★ Boss A	4.60				
	▲ Boss B	4.00				
	▼ Dir Rpt	4.00				
	* Peers	4.40				
	■ Other	4.10				
Establish Relationships	● Self	4.20				
	★ Boss A	4.80				
	▲ Boss B	4.20				
	▼ Dir Rpt	4.25				
	* Peers	4.30				
	■ Other	4.10				
<b>PERSONAL LEADERSHIP</b> Establish Trust	● Self	4.75				
	★ Boss A	4.75				
	▲ Boss B	4.25				
	▼ Dir Rpt	4.38				
	* Peers	4.50				
	■ Other	4.00				
Show Adaptability	● Self	3.80				
	★ Boss A	3.80				
	▲ Boss B	3.00				
	▼ Dir Rpt	4.50				
	* Peers	4.10				
	■ Other	4.20				

\*\*\* Not scored due to insufficient data

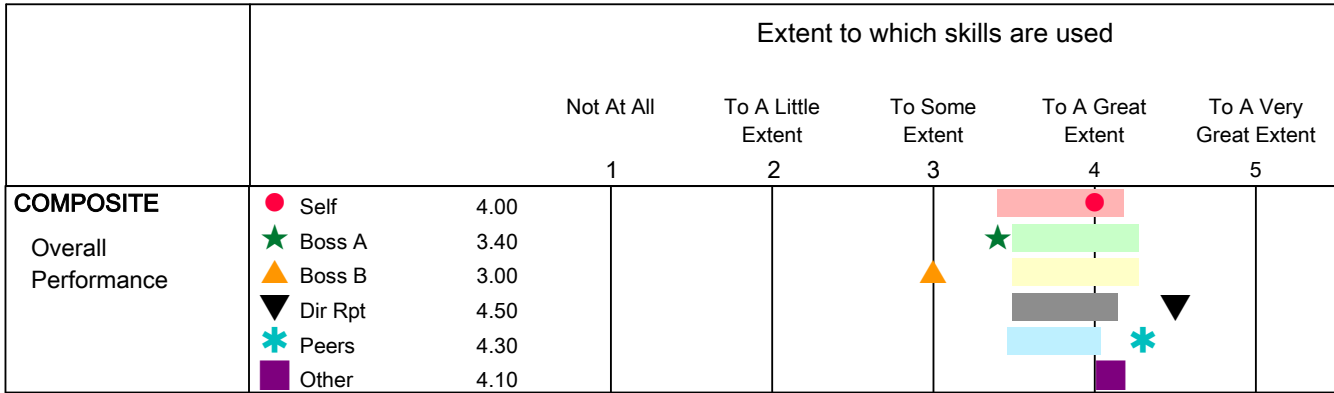
### Key

Perspective	Symbol	Norm Group
Self	●	
Boss A	★	
Boss B	▲	
Direct Reports	▼	
Peers/Colleagues	*	
Other	■	

Norm Group: Manager Global



# SKILLS OVERVIEW - Group Comparison



\*\*\* Not scored due to insufficient data

**Key**

Perspective	Symbol	Norm Group
Self	●	
Boss A	★	
Boss B	▲	
Direct Reports	▼	
Peers/Colleagues	*	
Other	■	

Norm Group: Manager Global



## HIGHEST AND LOWEST SUMMARY

### Purpose

This section allows you to quickly focus on the behaviors that stand out as your strengths and development needs. These items were identified based on the average ratings from all respondents combined, excluding your own self-ratings.

### Understanding Your Results

Your highest rated items are reported first. Each item is followed by the skill to which the item belongs. Next, your lowest rated items are reported; again, each item is followed by the skill to which the item belongs.

Take time to congratulate yourself on your strengths. These are often the keys to your success.

1. Look for themes in the highest rated behaviors. You should be able to identify two or three key themes that are captured by this set of items. These themes will help you best describe your strengths.
2. When planning your development, consider how you might more fully leverage these skills.

Take time to consider your lowest rated behaviors. These are often things that you do less well.

1. Look for themes in the lowest-rated behaviors. You should be able to identify two or three key themes captured in this set of items. These themes will help you best describe your development opportunities.
2. When planning your development, consider how these lower rated behaviors may hamper your overall effectiveness.



## HIGHEST RATINGS

Behavior	Self Rating	Average Rating	Rank
Impresses customers with exceptional service or work (Meet Customer Needs)	5.00	4.88	1
Seeks feedback from customers (Meet Customer Needs)	5.00	4.88	2
Listens attentively and with empathy to concerns expressed by others (Foster Open Communication)	5.00	4.88	3
Continually searches for ways to improve customer/client service (Meet Customer Needs)	5.00	4.75	4
Meets commitments to customers/clients (Meet Customer Needs)	5.00	4.75	5
Rewards people for good performance (Motivate Others)	5.00	4.63	6
Shows consistency between words and actions (Establish Trust)	4.00	4.63	7
Treats people fairly (Establish Trust)	5.00	4.63	8
Inspires people to excel (Motivate Others)	5.00	4.50	9
Creates an environment in which people from diverse backgrounds feel comfortable (Establish Relationships)	5.00	4.50	10
Generates innovative ideas and solutions to problems (Think Creatively)	4.00	4.38	11
Develops relationships with key people in other functions and at other levels (Establish Relationships)	3.00	4.38	12
Compromises to build give-and-take relationships with others (Establish Relationships)	4.00	4.33	13
Understands the organization's mission, strategies, strengths, and weaknesses (Act Strategically)	5.00	4.25	14
Readily puts in extra time and effort (Show Drive and Initiative)	4.00	4.25	15
Sets high personal standards of performance (Show Drive and Initiative)	5.00	4.25	16
Creates a feeling of energy, excitement, and personal investment (Motivate Others)	5.00	4.25	17
Contributes fair share of effort to the team's work (Promote Teamwork)	5.00	4.25	18
Facilitates the discussion and resolution of different views (Promote Teamwork)	4.00	4.25	19
Speaks clearly and concisely (Foster Open Communication)	4.00	4.25	20

\*\*\* Not scored due to insufficient data



## LOWEST RATINGS

Behavior	Self Rating	Average Rating	Rank
Delegates enough of own work to others (Manage Execution)	2.00	2.13	1
Balances big-picture concerns with day-to-day activities (Act Strategically)	4.00	2.63	2
Identifies specific action steps and accountabilities (Build Realistic Plans)	3.00	2.63	3
Draws accurate conclusions from financial and other quantitative information (Use Financial Data)	3.00	2.75	4
Readily identifies soft spots in budgets and profit plans (Use Financial Data)	3.00	2.75	5
Anticipates problems and develops contingency plans (Build Realistic Plans)	4.00	2.88	6
Prepares realistic estimates of budget, staff, and other resources (Build Realistic Plans)	4.00	2.88	7
Conveys clear expectations for assignments (Manage Execution)	4.00	2.88	8
Looks beyond symptoms to identify causes of problems (Make Sound Decisions)	4.00	3.00	9
Makes decisions in the face of uncertainty (Make Sound Decisions)	3.00	3.00	10
Monitors progress of others and redirects efforts when goals are not being met (Manage Execution)	4.00	3.00	11
Takes all important issues into account when making decisions (Make Sound Decisions)	4.00	3.13	12
Focuses on important information without getting bogged down in unnecessary detail (Make Sound Decisions)	4.00	3.13	13
Develops realistic plans, action steps, and timetables for projects and assignments (Build Realistic Plans)	4.00	3.13	14
Establishes aggressive goals and drives for results (Show Drive and Initiative)	4.00	3.13	15
Grasps the full meaning and interrelationships of key financial indicators (Use Financial Data)	3.00	3.25	16
Conveys trust in people's competence to do their jobs (Motivate Others)	5.00	3.38	17
Applies accurate logic in solving problems (Make Sound Decisions)	4.00	3.50	18
Identifies efforts that will have the greatest strategic impact (Act Strategically)	4.00	3.50	19
Creatively integrates different ideas and perspectives (Think Creatively)	4.00	3.50	20

\*\*\* Not scored due to insufficient data



## TARGETING DEVELOPMENT PRIORITIES

### Purpose

This section provides a summary of your strengths and development opportunities relative to the priorities of your job.

### Understanding Your Results

The sorting of your highest and lowest-rated skills based on your boss(es)'s Importance Ratings will help you to prioritize which strengths to leverage and which development opportunities to pursue.

This table shows your highest and lowest-rated skills. The skills are sorted by your boss(es)'s rating of Importance. Skills in the Critical column are those that are of highest development priority for your position.

- The highest-rated skills that are Critical or Very Important are those strengths which, if leveraged, would provide the greatest pay-off.
- The lowest-rated skills that are Critical or Very Important are indicators of development needs which should probably be your priorities for development.
- If your boss did not rate the importance of a skill, or if the Importance Ratings were not used on your report, the skill(s) will appear in the "No Boss Rating of Importance" row.
- Skills are rank ordered within each cell. In the "Highest-Rated Skills" column, they start with the highest-rated item. In the "Lowest-Rated Skills" column, they start with the lowest-rated item.

Ulrich Kohl

	Highest Rated Skills	Lowest Rated Skills
Critically Important	Establish Trust Motivate Others	Use Financial Data Make Sound Decisions Act Strategically Develop Others
Very Important	Meet Customer Needs Foster Open Communication Show Adaptability	Build Realistic Plans
Important	Establish Relationships	Manage Execution
No Boss Rating of Importance		



## TARGETING DEVELOPMENT PRIORITIES

Sam Rankins

	Highest Rated Skills	Lowest Rated Skills
Critically Important	Motivate Others	Manage Execution Use Financial Data Make Sound Decisions Develop Others
Very Important	Meet Customer Needs Establish Trust Establish Relationships	Build Realistic Plans
Important	Foster Open Communication Show Adaptability	Act Strategically
No Boss Rating of Importance		





## DEVELOPMENT SUGGESTIONS

### Purpose

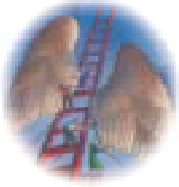
On this page, you will see suggestions for one of your lowest-rated behaviors. These suggestions may be helpful to you as you begin planning the next steps of your development.

### DEVELOPMENT OBJECTIVE: Delegates enough of own work to others

It's not uncommon for managers to resist delegating the work they once did themselves. However, to be effective and successful, it is essential that you delegate work to others.

To increase your willingness to delegate, first determine the reason for your resistance, then identify ways to overcome it. Common reasons for reluctance to delegate include:

- Insufficient time to explain the task or train someone to do it. While this is sometimes an acceptable reason for not delegating short-term projects, more often it is not. The time you spend teaching employees tasks will save you time and effort in the long run. This sharing of knowledge is an investment in time that pays off in many ways.
- Desire for perfection. If you feel that you are the only person who can do certain tasks well enough, be careful; this is a danger sign. It's often unlikely that you are the only person who can do them. Start by delegating parts of these tasks, and coach employees to help them perform to your satisfaction.
- Personal satisfaction and/or reward from task accomplishment. If you enjoy a task or receive recognition from others when you perform it, you may tend to reserve it for yourself when you could be delegating it. It is difficult to give up work you really like. Learn to achieve satisfaction from other parts of your job — such as coaching others, doing strategic work, and so forth.
- Lack of confidence in employees' abilities. If you lack confidence in an employee's abilities, carefully evaluate what the employee can and cannot do. You may want to check your impressions with others, because people sometimes pigeonhole other people based on one or two vivid events. Then delegate work the person can do, and provide coaching as the work proceeds.
- Fear of failure. Many managers are concerned that if mistakes are made, the consequences will be disastrous. Identify the possible risks with the employee. If the risks are really large, ask that contingency plans be made. Ultimately, you need to be willing to take responsibility for your employees' mistakes on delegated tasks to help them grow and develop.



## DEVELOPMENT SUGGESTIONS

### Purpose

On this page, you will see suggestions for one of your lowest-rated behaviors. These suggestions may be helpful to you as you begin planning the next steps of your development.

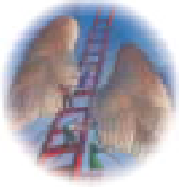
**DEVELOPMENT OBJECTIVE:** Balances big-picture concerns with day-to-day activities

George L. Morrisey, a leading advocate of “managing by objectives and results,” says that to maintain a “big picture” perspective, managers must:

- Define roles in relation to the overall goal or mission.
- Determine key results areas.
- Identify and specify indicators of effectiveness.
- Select and set objectives.

Managers often allow day-to-day activities to capture their attention while planning and strategy fall by the wayside. Use the following suggestions to ensure that you balance “big picture” concerns with day-to-day activities:

- Establish goals for yourself about what “big picture” work you want to do. It may be to do strategic thinking, develop a new approach, or focus on developing bench strength. On a monthly basis, evaluate the progress you have made against objectives.
- Keep a log to determine how you are spending your time. Evaluate your time allocations to ensure that you are giving proper time and attention to the “big picture.” Consider delegating more.
- When you are faced with many demanding and competing priorities, ask yourself which are the most important ones and make them your first priority. When an urgent matter arises, determine how it fits into your daily plan (is it urgent and important, or simply urgent?) and act accordingly.
- Use the 80/20 rule, which states that 80 percent of the value of a group of items is generally concentrated in only 20 percent of the items. Simply put, the 80/20 rule means that you can be 80 percent effective by achieving 20 percent of your goals. If you have a daily “to-do” list of ten items, this means that you can generally expect to be 80 percent effective by successfully completing only the two most important items on your list.



## DEVELOPMENT SUGGESTIONS

### Purpose

On this page, you will see suggestions for one of your lowest-rated behaviors. These suggestions may be helpful to you as you begin planning the next steps of your development.

**DEVELOPMENT OBJECTIVE:** Identifies specific action steps and accountabilities

All too often, managers develop elaborate plans only to have them collect dust on a shelf or in a file drawer. To be an effective management tool, a plan must be continually monitored and updated. Your goals and objectives must be a part of your monthly, weekly, and daily plans or they will become victims of the daily crises and interruptions that inevitably fight for your time. It's important to spend some time every day working toward accomplishing your goals.

Evaluate and update your plan on a regular basis. If your plan is detailed and specific, it should be quite simple to manage by:

- Using target dates for various phases of the project. Be sure that expectations, latitude, and due dates are clear and agreed upon.
- Delegating responsibility (and appropriate decision-making authority) to the right person or people.
- Requesting status reports from your employees on progress toward goals.
- Monitoring and following up on progress. By documenting performance against your plans (for example, budgeted vs. actual labor) you will be better able to evaluate results and develop realistic plans for future projects.
- Intervening and adjusting plans when necessary.



## DEVELOPMENT SUGGESTIONS

### Purpose

On this page, you will see suggestions for one of your lowest-rated behaviors. These suggestions may be helpful to you as you begin planning the next steps of your development.

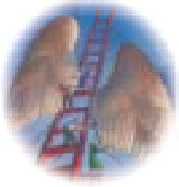
**DEVELOPMENT OBJECTIVE:** Draws accurate conclusions from financial and other quantitative information

Every organization must have sound financial control in order to survive. Your development in the area of finance can help you prepare for advancement and do your part to maintain your organization's financial system. Following are suggestions for increasing your familiarity with the financial aspects of your organization:

- Learn to read and analyze financial statements. With the help of reference materials or a knowledgeable colleague, study them and look for trends. Predict the impact of your department's tasks, decisions, and outcomes on overall financial results. Then discuss your perceptions with someone in the organization who is knowledgeable about financial report analysis.
- Become involved in the budgeting process. If you don't currently participate in your organization's budgeting process, ask your manager if it would be possible for you to become involved. As you begin the budgeting cycle, ask your manager and peers for their perspective on the process and how your department's budget fits in with that of the total organization.
- Learn your organization's system of financial reporting. Obtain coaching from someone who understands your organization's system of financial reports. Your manager or someone from the accounting department would be a likely choice. Ask your coach to explain:
  - The purpose of each report in the system
  - Who is responsible for the completion of each report
  - Which reports are incorporated into other reports
  - How often each report is updated
  - The process by which each report is updated
- Explore other perspectives on financial reporting. Talk with people from outside your unit to obtain their perspectives on the financial reporting system. Ask these people to explain their jobs, their views of your department, how your department fits in with the rest of the organization, and which financial skills would be most important to you as you assume advanced responsibilities.
- Develop your analytical skills. People who are uncomfortable with numbers tend to skip over them when reading reports. If that is something you do, force yourself to go through the numbers and ask yourself whether the data supports the conclusions of the reports. Look for inaccurate or missing data. In doing so, you will begin to notice situations in which the conclusions are not adequately supported by data.
- Develop measurable goals for each area of your business. Track actual progress against your objectives. Practice analyzing this data to see what information it provides.

Many people avoid financial and statistical analysis because their math skills are inadequate. If your math skills are deficient, for whatever reason, improving them will help you become more comfortable with quantitative data. The following suggestions will help you develop your skills:

- Overcoming math anxiety. If you have math anxiety, you may not believe you can understand mathematics enough to use financial and quantitative information. Fortunately, because so many people have the same problem, many training programs have been designed that can help you overcome your anxiety. Survey the course and seminar catalogs of your local university and community colleges. Look



## DEVELOPMENT SUGGESTIONS

### Purpose

On this page, you will see suggestions for one of your lowest-rated behaviors. These suggestions may be helpful to you as you begin planning the next steps of your development.

**DEVELOPMENT OBJECTIVE:** Draws accurate conclusions from financial and other quantitative information

for a program geared toward people with math anxiety or one that diagnoses skill levels so that you can be placed in the appropriate class.

- Brushing up or learning new skills. If you need a math review or want to learn new math skills, survey the catalogs of your local university and community colleges for courses that meet your needs. Many managers take such courses as business math, managerial accounting, advanced math, and statistical analysis. You might wish to buy one of the numerous programmed learning texts on the subject of your choice. If you choose this option, be sure to set a deadline for finishing each section of the book to help prevent procrastination in finishing the program.



## DEVELOPMENT SUGGESTIONS

### Purpose

On this page, you will see suggestions for one of your lowest-rated behaviors. These suggestions may be helpful to you as you begin planning the next steps of your development.

### DEVELOPMENT OBJECTIVE: Readily identifies soft spots in budgets and profit plans

As an executive, you are often called upon to be a referee in the competition for scarce financial resources. This requires you to cast a critical eye on budgets and profit plans prepared by your team. Your ability to identify relative risks will help you deploy constrained resources to meet the business goals. Consider the following:

- All plans are based on fundamental assumptions. To identify potential risk, identify the plan's underlying assumptions. For example, assumptions may include "Our large customers will continue to buy from us," "We'll have adequate materials for manufacturing," or "The new product will be rapidly adopted."
  - Challenge the team to identify the assumptions they are making.
  - Determine the risk that the assumptions may be wrong.
  - Determine the impact on the plan if the assumptions are wrong.
- Perform a sensitivity analysis by selecting some key data and altering them. Determine the impact that changing those factors would have. For example, what if sales volumes are ten percent lower than your best estimate? What if they are thirty percent lower? Work through some best- and worst-case scenarios.
- Ask which assumptions and estimates are "solid" and which are "soft." For each soft item, consider how much the actual results could differ from your estimates.
- Identify the factors that influence the analysis most. A thoughtfully designed spreadsheet will help you promptly identify the most critical variables. Identify items that are most prone to estimating errors. If necessary, identify ways to reduce the risk of estimation error. You may want to use alternative estimation methods, such as consensus estimates from experts or trend analysis.



## COMMENTS

### Purpose

This section reports additional comments provided by your respondents when they completed the questionnaire. This input can help you gain further understanding of the ratings you received. Comments are reported as they were written, without editing.

What two or three things does this person do that make him or her most effective?

Boss A

- xxxxx

Boss B

- xxxxx

Direct Reports

- xxxxx
- xxxxx

Peers/Colleagues

- xxxxx
- xxxxx

Other

- xxxxx
- xxxxx



## COMMENTS

### Purpose

This section reports additional comments provided by your respondents when they completed the questionnaire. This input can help you gain further understanding of the ratings you received. Comments are reported as they were written, without editing.

What new skills or behaviors would make this person even more effective? (Consider today's needs and future needs.)

#### Boss A

- xxxxx

#### Boss B

- xxxxx

#### Direct Reports

- xxxxx
- xxxxx

#### Peers/Colleagues

- xxxxx
- xxxxx

#### Other

- xxxxx
- xxxxx





## COMMENTS

### Purpose

This section reports additional comments provided by your respondents when they completed the questionnaire. This input can help you gain further understanding of the ratings you received. Comments are reported as they were written, without editing.

What other comments do you have to aid in this individual's personal insight and development?

#### Boss A

- xxxxx

#### Boss B

- xxxxx

#### Direct Reports

- xxxxx
- xxxxx

#### Peers/Colleagues

- xxxxx
- xxxxx

#### Other

- xxxxx
- xxxxx



## PLANNING YOUR DEVELOPMENT

### Create a Personal Development Plan

A well thought out development plan can help you get started and stay motivated to find the energy and resources to make development happen. Your development plan may consist of two types of objectives.

- Ways to use your strengths to a greater advantage.
- Ways to improve overall performance by working on development needs.

The following steps, based on PDI's philosophy of Development FIRST, provide a strategy for creating a realistic, motivating, and actionable plan for your personal development. If you want to know more about Development FIRST or are interested in learning how to apply this development strategy, read *Development FIRST* and the *Development FIRST Workbook*, both available from PDI.

**FOCUS on priorities.** Identify your critical issues and development objectives.

- Choose development targets that will actually make a difference in what you can accomplish and the results that you achieve. Development objectives should give you a tangible payback in helping to achieve your personal goals.
- To help identify potential development objectives, answer the following questions:
  - Where will development add the greatest value to your performance?
  - What are you willing to work on now?
- Your development objective may not necessarily be your lowest rated skill in the feedback report. In choosing your development objective, consider the feedback you received in this report as well as other feedback you have received in the past. A development objective may be a skill you want to improve upon or a strength you want to leverage.
- Don't try to work on everything at once. Set one or two relevant development objectives that are important to you and that you will be motivated to pursue.
- For each development objective, note the skills or behaviors you want to work on as well as the criteria for success. Criteria for success tells you how you will know when you have adequately developed the skill, and should contain a brief descriptions of what the skill looks like when performed well.

**Example:**

Development Objective: *Become more effective in influencing peers and higher-level managers.*

Criteria for Success: *My peers and higher-level managers seek my advice before making major decisions.*

**IMPLEMENT something every day.** Stretch your comfort zone daily.

- Translate your development objectives into small, bite-sized action steps. You can probably identify two or three action steps for each development objective.



## PLANNING YOUR DEVELOPMENT

- Choose on-the-job activities that will help you practice specific skills. Identify actions that will stretch your comfort zone and that you can practice frequently. Note whom you want to involve and target dates for each step.

**Example:**

Action Step: *Develop strategy for influencing people in meetings*

Whom to involve: *My Manager* Due Date: *5/1*

- One easy way to help you focus on your development is to identify "action triggers." Action triggers are situations or events that prompt you to practice new skills. To help you identify common situations in which you can practice the skill and plan what you will do when you encounter those situations, complete the sentences below. Identify two or three action triggers for each development objective.
  - "Every time I see the following situation..." (*What new situations, people, or events signal that now is the time to put new behaviors into action?*)
  - "...I will take the following development action." (*What new behavior will you try? Where will you push your comfort zone?*)

**Example:**

*In meetings when I make a suggestion that is ignored, I will speak up and persist with my idea; ask what others think about my suggestions.*

- Identify the resources you will need to learn new knowledge or skills.
  - Refer to *The Successful Manager's Handbook* or *The Successful Executive's Handbook* for ideas about development activities, readings, or seminars related to your objective.
  - Seek out a coach or mentor.
  - Read books and attend training programs or seminars related to your objective.

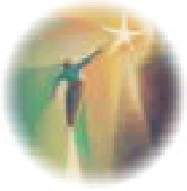
**Example:** *Read the chapter on influencing in *The Successful Manager's Handbook*.*

- Plan to work on your development a little bit each day. Spending even just five minutes a day working on your development will make a difference.

### REFLECT on what happens. Extract maximum learning from your experiences.

- As you complete your learning plan, ask yourself how you will think about:
  - What worked?
  - What didn't work?
  - What do you want to continue doing next time?
  - What do you want to do differently next time?

**Example:** *Review my development progress first thing each morning when I review my calendar for the day. Note what worked and did not work the prior day and what I will do differently when the next opportunity arises.*



## PLANNING YOUR DEVELOPMENT

- Document how you will plan to reflect, when you will do it, and how you will record your thoughts. If necessary, plan a trigger, such as a weekly meeting with your boss or coach, to help you take time to reflect.

**SEEK feedback and support.** Learn from people's ideas and perspectives.

- Determine from whom and when you will gather additional feedback about your progress. Specify:
  - Who you will ask for feedback?
  - How often you will ask for feedback?
- Determine how you will get the support and development resources you need. Consider:
  - Which events will give you opportunities for feedback.
  - What kinds of support you need (e.g., time, training, mentoring).

**Example:** *Talk to my manager after critical meetings where I am trying to be influential.*

**TRANSFER learning to the next level.** Adapt and plan for continued learning.

- Plan how and when you will review and modify your development plan. Schedule times to review your progress and to make changes to your plan.
- Consider how you will take stock of your progress at major milestones and evaluate your progress toward your development goals.
- Plan for when and how you will evaluate what you need to work on next. This may include applying your new skills to other situations, or moving on to new challenges.

**Example:** *Discuss my progress and current development objectives with my manager at our regular quarterly review meeting.*



## DETAILED RATINGS

### Understanding Your Results

Behaviors are categorized under broader skills. Your self-ratings (Self) are presented first, followed by the weighted average of all perspective categories excluding your self-ratings (Average). Ratings are then presented by each respondent group.

To get the most out of this section and avoid getting bogged down in detail:

1. Look for questions where the respondent groups differ by 1.5 or more. These are areas where respondents see you in notably different ways.
2. Observe the consistency or discrepancy between your own ratings and those of others.
3. Identify any areas that provide additional support for themes you identified earlier, or surprises you didn't expect to see.

	Extent to which skills are used					*SMH page #	
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent		
	1	2	3	4	5		
<b>THOUGHT LEADERSHIP Make Sound Decisions</b>	● Self	3.83					
	○ Average	3.23					
	★ Boss A	3.33					
	▲ Boss B	3.00					
	▼ Dir Rpt	3.67					
	* Peers	3.08					
	■ Other	3.00					
Applies accurate logic in solving problems	● Self	4.00					9
	○ Average	3.50					
	★ Boss A	4.00					
	▲ Boss B	3.00					
	▼ Dir Rpt	4.00					
	* Peers	3.50					
	■ Other	3.00					

\*\*\* Not scored due to insufficient data

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## DETAILED RATINGS

	Extent to which skills are used					*SMH page #		
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent			
	1	2	3	4	5			
Looks beyond symptoms to identify causes of problems	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.00</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 2.00</li> <li>■ Other 3.50</li> </ul>			○	●	▼	■	6
Makes decisions in the face of uncertainty	<ul style="list-style-type: none"> <li>● Self 3.00</li> <li>○ Average 3.00</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.00</li> <li>* Peers 3.50</li> <li>■ Other 2.50</li> </ul>		■	○	●	▼	*	22
Makes timely decisions	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.63</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.00</li> <li>■ Other 3.50</li> </ul>			★	○	▼	*	27
Takes all important issues into account when making decisions	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.13</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 2.50</li> <li>■ Other 3.00</li> </ul>		*	★	○	▼	■	26
Focuses on important information without getting bogged down in unnecessary detail	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.13</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 3.00</li> <li>■ Other 2.50</li> </ul>		■	★	○	▼	■	5

\*\*\* Not scored due to insufficient data

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
<b>Act Strategically</b>	<ul style="list-style-type: none"> <li>● Self 4.25</li> <li>○ Average 3.50</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.50</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 3.50</li> <li>■ Other 3.25</li> </ul>					
Balances big-picture concerns with day-to-day activities	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 2.63</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.00</li> <li>* Peers 3.00</li> <li>■ Other 1.50</li> </ul>					73
Identifies efforts that will have the greatest strategic impact	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.50</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 3.00</li> <li>■ Other 4.00</li> </ul>					64
Stays informed about industry practices and new developments	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.63</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 4.00</li> <li>■ Other 3.50</li> </ul>					641
Understands the organization's mission, strategies, strengths, and weaknesses	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.25</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 5.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					56

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
<b>Think Creatively</b> ● Self ○ Average ★ Boss A ▲ Boss B ▼ Dir Rpt * Peers ■ Other	4.00			4.00		
<b>Approaches problems with curiosity and open-mindedness</b> ● Self ○ Average ★ Boss A ▲ Boss B ▼ Dir Rpt * Peers ■ Other	4.00			4.00		82
<b>Creatively integrates different ideas and perspectives</b> ● Self ○ Average ★ Boss A ▲ Boss B ▼ Dir Rpt * Peers ■ Other	4.00			3.50		273
<b>Stimulates creative thinking in others</b> ● Self ○ Average ★ Boss A ▲ Boss B ▼ Dir Rpt * Peers ■ Other	4.00			4.00		84
<b>Generates innovative ideas and solutions to problems</b> ● Self ○ Average ★ Boss A ▲ Boss B ▼ Dir Rpt * Peers ■ Other	4.00			3.50		83

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
<b>Use Financial Data</b> ● Self 3.25 ○ Average 3.10 ★ Boss A 2.25 ▲ Boss B 2.25 ▼ Dir Rpt 3.25 * Peers 2.75 ■ Other 4.13						
<b>Draws accurate conclusions from financial and other quantitative information</b> ● Self 3.00 ○ Average 2.75 ★ Boss A 2.00 ▲ Boss B 2.00 ▼ Dir Rpt 3.00 * Peers 2.00 ■ Other 4.00						109
<b>Readily identifies soft spots in budgets and profit plans</b> ● Self 3.00 ○ Average 2.75 ★ Boss A 2.00 ▲ Boss B 2.00 ▼ Dir Rpt 3.00 * Peers 2.50 ■ Other 3.50						107
<b>Grasps the full meaning and interrelationships of key financial indicators</b> ● Self 3.00 ○ Average 3.25 ★ Boss A 2.00 ▲ Boss B 2.00 ▼ Dir Rpt 3.50 * Peers 3.00 ■ Other 4.50						102
<b>Strives to maintain the highest quality while managing costs</b> ● Self 4.00 ○ Average 3.63 ★ Boss A 3.00 ▲ Boss B 3.00 ▼ Dir Rpt 3.50 * Peers 3.50 ■ Other 4.50						496

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
<b>RESULTS LEADERSHIP</b> <b>Meet Customer Needs</b>	● Self 5.00 ○ Average 4.81 ★ Boss A 5.00 ▲ Boss B 5.00 ▼ Dir Rpt 4.25 * Peers 5.00 ■ Other 5.00				▼	
Continually searches for ways to improve customer/client service	● Self 5.00 ○ Average 4.75 ★ Boss A 5.00 ▲ Boss B 5.00 ▼ Dir Rpt 4.00 * Peers 5.00 ■ Other 5.00				▼	412
Impresses customers with exceptional service or work	● Self 5.00 ○ Average 4.88 ★ Boss A 5.00 ▲ Boss B 5.00 ▼ Dir Rpt 4.50 * Peers 5.00 ■ Other 5.00				▼	413
Meets commitments to customers/clients	● Self 5.00 ○ Average 4.75 ★ Boss A 5.00 ▲ Boss B 5.00 ▼ Dir Rpt 4.00 * Peers 5.00 ■ Other 5.00				▼	417
Seeks feedback from customers	● Self 5.00 ○ Average 4.88 ★ Boss A 5.00 ▲ Boss B 5.00 ▼ Dir Rpt 4.50 * Peers 5.00 ■ Other 5.00				▼	410

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
<b>Build Realistic Plans</b>	● Self	3.75			●	
	○ Average	2.88		○		
	★ Boss A	2.50	★			
	▲ Boss B	2.50	▲			
	▼ Dir Rpt	3.63			▼	
	* Peers	2.25	*			
	■ Other	3.13		■		
Anticipates problems and develops contingency plans	● Self	4.00			●	479
	○ Average	2.88		○		
	★ Boss A	3.00		★		
	▲ Boss B	3.00		▲		
	▼ Dir Rpt	3.00		▼		
	* Peers	2.50	*			
	■ Other	3.00		■		
Develops realistic plans, action steps, and timetables for projects and assignments	● Self	4.00			●	474
	○ Average	3.13		○		
	★ Boss A	3.00		★		
	▲ Boss B	3.00		▲		
	▼ Dir Rpt	4.00			▼	
	* Peers	2.50	*			
	■ Other	3.00		■		
Identifies specific action steps and accountabilities	● Self	3.00		●		474
	○ Average	2.63		○		
	★ Boss A	2.00	★			
	▲ Boss B	2.00	▲			
	▼ Dir Rpt	3.50			▼	
	* Peers	2.00	*			
	■ Other	3.00		■		
Prepares realistic estimates of budget, staff, and other resources	● Self	4.00			●	122
	○ Average	2.88		○		
	★ Boss A	2.00	★			
	▲ Boss B	2.00	▲			
	▼ Dir Rpt	4.00			▼	
	* Peers	2.00	*			
	■ Other	3.50			■	

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
<b>Manage Execution</b>	<ul style="list-style-type: none"> <li>● Self 3.80</li> <li>○ Average 3.03</li> <li>★ Boss A 3.20</li> <li>▲ Boss B 2.80</li> <li>▼ Dir Rpt 3.20</li> <li>* Peers 2.90</li> <li>■ Other 3.00</li> </ul>					
Continually looks for ways to improve processes, products, and/or services	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 3.63</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 2.00</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					496
Conveys clear expectations for assignments	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 2.88</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 2.50</li> <li>■ Other 2.50</li> </ul>					451
Delegates enough of own work to others	<ul style="list-style-type: none"> <li>● Self 2.00</li> <li>○ Average 2.13</li> <li>★ Boss A 2.00</li> <li>▲ Boss B 1.00</li> <li>▼ Dir Rpt 3.00</li> <li>* Peers 2.00</li> <li>■ Other 2.00</li> </ul>					449
Monitors progress of others and redirects efforts when goals are not being met	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.00</li> <li>★ Boss A 2.00</li> <li>▲ Boss B 2.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 3.00</li> <li>■ Other 3.00</li> </ul>					455

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Plans and conducts meetings to make effective use of time	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.50</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 3.00</li> <li>■ Other 3.50</li> </ul>					456
<b>Show Drive and Initiative</b>	<ul style="list-style-type: none"> <li>● Self 4.40</li> <li>○ Average 3.88</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.80</li> <li>▼ Dir Rpt 3.90</li> <li>* Peers 3.90</li> <li>■ Other 3.80</li> </ul>					
Establishes aggressive goals and drives for results	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.13</li> <li>★ Boss A 2.00</li> <li>▲ Boss B 2.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 3.50</li> <li>■ Other 3.00</li> </ul>					545
Readily puts in extra time and effort	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.25</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					548
Tackles problems head-on and works to resolve them without delay	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.88</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.00</li> <li>■ Other 3.50</li> </ul>					543

\*\*\* Not scored due to insufficient data

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**DETAILED RATINGS**

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Establishes high standards of performance for employees	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 3.88</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 5.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 3.50</li> <li>■ Other 4.00</li> </ul>					443
Sets high personal standards of performance	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.25</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 4.50</li> <li>■ Other 4.50</li> </ul>					545
<b>PEOPLE LEADERSHIP</b> Build Support	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.88</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.25</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.25</li> <li>■ Other 3.63</li> </ul>					
Anticipates and responds effectively to the positions and reactions of others	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.00</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 4.00</li> <li>■ Other 5.00</li> </ul>					164
Gives compelling reasons for ideas	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.75</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.00</li> <li>■ Other 3.00</li> </ul>					167

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## DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Knows which battles are worth fighting	<ul style="list-style-type: none"> <li>● Self 3.00</li> <li>○ Average 4.00</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 5.00</li> <li>* Peers 4.00</li> <li>■ Other 3.50</li> </ul>					161
Builds support for own ideas through contacts with others	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 3.75</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 5.00</li> <li>■ Other 3.00</li> </ul>					366
<b>Motivate Others</b>	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.19</li> <li>★ Boss A 4.25</li> <li>▲ Boss B 3.50</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.50</li> <li>■ Other 4.38</li> </ul>					
Creates a feeling of energy, excitement, and personal investment	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.25</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 5.00</li> <li>■ Other 4.00</li> </ul>					183
Inspires people to excel	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.50</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 5.00</li> <li>■ Other 4.50</li> </ul>					182

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Rewards people for good performance	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.63</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 5.00</li> <li>■ Other 5.00</li> </ul>					188
Conveys trust in people's competence to do their jobs	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 3.38</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 3.00</li> <li>■ Other 4.00</li> </ul>					186
<b>Develop Others</b>	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.69</li> <li>★ Boss A 4.50</li> <li>▲ Boss B 3.75</li> <li>▼ Dir Rpt 3.75</li> <li>* Peers 3.38</li> <li>■ Other 3.50</li> </ul>					
Attracts and selects high caliber talent	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.00</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 5.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 3.50</li> <li>■ Other 3.50</li> </ul>					195
Gives clear, motivating, and constructive feedback	<ul style="list-style-type: none"> <li>● Self 3.00</li> <li>○ Average 3.63</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 3.50</li> <li>■ Other 3.00</li> </ul>					246

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## DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Provides challenging assignments to facilitate individual development	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.50</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 3.00</li> <li>■ Other 3.50</li> </ul>					249
Willingly shares expertise and experience with others	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 3.63</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 3.50</li> <li>■ Other 4.00</li> </ul>					220
<b>Promote Teamwork</b>	<ul style="list-style-type: none"> <li>● Self 4.25</li> <li>○ Average 3.91</li> <li>★ Boss A 4.50</li> <li>▲ Boss B 3.75</li> <li>▼ Dir Rpt 3.88</li> <li>* Peers 4.13</li> <li>■ Other 3.50</li> </ul>					
Contributes fair share of effort to the team's work	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.25</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.50</li> <li>■ Other 4.00</li> </ul>					269
Promotes teamwork among groups; discourages "we vs. they" thinking	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.63</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 3.00</li> <li>* Peers 4.00</li> <li>■ Other 3.50</li> </ul>					264

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Facilitates the discussion and resolution of different views	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.25</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 5.00</li> <li>■ Other 3.00</li> </ul>					376
Involves others in shaping plans and decisions that affect them	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.50</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 3.00</li> <li>■ Other 3.50</li> </ul>					30
<b>Foster Open Communication</b>	<ul style="list-style-type: none"> <li>● Self 4.40</li> <li>○ Average 4.20</li> <li>★ Boss A 4.60</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.40</li> <li>■ Other 4.10</li> </ul>					
Encourages others to express their views, even contrary ones	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.13</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 5.00</li> <li>■ Other 4.50</li> </ul>					291
Keeps people up-to-date with information	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.13</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					286

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Listens attentively and with empathy to concerns expressed by others	● Self 5.00 ○ Average 4.88 ★ Boss A 5.00 ▲ Boss B 5.00 ▼ Dir Rpt 5.00 * Peers 4.50 ■ Other 5.00					321
Makes sure that people have no "surprises"	● Self 4.00 ○ Average 3.63 ★ Boss A 5.00 ▲ Boss B 4.00 ▼ Dir Rpt 3.50 * Peers 3.50 ■ Other 3.00					287
Speaks clearly and concisely	● Self 4.00 ○ Average 4.25 ★ Boss A 4.00 ▲ Boss B 4.00 ▼ Dir Rpt 4.00 * Peers 5.00 ■ Other 4.00					307
<b>Establish Relationships</b>	● Self 4.20 ○ Average 4.29 ★ Boss A 4.80 ▲ Boss B 4.20 ▼ Dir Rpt 4.25 * Peers 4.30 ■ Other 4.10					
Compromises to build give-and-take relationships with others	● Self 4.00 ○ Average 4.33 ★ Boss A 5.00 ▲ Boss B 3.00 ▼ Dir Rpt *** * Peers 4.50 ■ Other 4.50					159

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #						
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent							
	1	2	3	4	5							
Develops relationships with key people in other functions and at other levels	<ul style="list-style-type: none"> <li>● Self 3.00</li> <li>○ Average 4.38</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 5.00</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>			●	○	★	▲	▼	■	364		
Expresses disagreement tactfully and sensitively	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.00</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 4.50</li> <li>■ Other 4.00</li> </ul>			▼	○	★	▲	■	*	377		
Helps people from diverse cultures/backgrounds/lifestyles succeed in the organization	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.25</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 5.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 4.00</li> <li>■ Other 3.50</li> </ul>			■	*	○	▼	▲	★	●	391	
Creates an environment in which people from diverse backgrounds feel comfortable	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.50</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 5.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.50</li> <li>■ Other 4.50</li> </ul>				▼	○	■	*	▲	★	●	397
<b>PERSONAL LEADERSHIP</b> Establish Trust	<ul style="list-style-type: none"> <li>● Self 4.75</li> <li>○ Average 4.35</li> <li>★ Boss A 4.75</li> <li>▲ Boss B 4.25</li> <li>▼ Dir Rpt 4.38</li> <li>* Peers 4.50</li> <li>■ Other 4.00</li> </ul>				■	○	▼	▲	*	★	●	

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## DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Accepts responsibility for own mistakes	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.25</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					578
Encourages discussion of ethical considerations before decisions are made	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 3.88</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 3.50</li> <li>* Peers 4.50</li> <li>■ Other 3.00</li> </ul>					586
Shows consistency between words and actions	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.63</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 5.00</li> <li>■ Other 5.00</li> </ul>					575
Treats people fairly	<ul style="list-style-type: none"> <li>● Self 5.00</li> <li>○ Average 4.63</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 5.00</li> <li>▼ Dir Rpt 5.00</li> <li>* Peers 4.50</li> <li>■ Other 4.00</li> </ul>					359
<b>Show Adaptability</b>	<ul style="list-style-type: none"> <li>● Self 3.80</li> <li>○ Average 4.05</li> <li>★ Boss A 3.80</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 4.10</li> <li>■ Other 4.20</li> </ul>					

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# DETAILED RATINGS

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Adapts behavior in response to feedback and experience	<ul style="list-style-type: none"> <li>● Self 3.00</li> <li>○ Average 4.00</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 5.00</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					636
Deals constructively with own failures and mistakes	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.13</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					608
Responds resourcefully to new demands and challenges	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.25</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 5.00</li> <li>* Peers 4.50</li> <li>■ Other 4.00</li> </ul>					505
Seeks feedback to enhance performance	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.13</li> <li>★ Boss A 5.00</li> <li>▲ Boss B 4.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					631
Works effectively in ambiguous situations	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.75</li> <li>★ Boss A 2.00</li> <li>▲ Boss B 2.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.00</li> <li>■ Other 5.00</li> </ul>					607



# Overall Performance Composite

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
<b>Overall Performance</b>	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.03</li> <li>★ Boss A 3.40</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 4.30</li> <li>■ Other 4.10</li> </ul>					
Accomplishes a great deal	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.13</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 5.00</li> <li>■ Other 4.00</li> </ul>					
Gets the job done	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.88</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.50</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					
Gets work done on time	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 3.88</li> <li>★ Boss A 3.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 4.00</li> <li>* Peers 4.50</li> <li>■ Other 4.00</li> </ul>					
Is an effective manager overall	<ul style="list-style-type: none"> <li>● Self 4.00</li> <li>○ Average 4.13</li> <li>★ Boss A 4.00</li> <li>▲ Boss B 3.00</li> <li>▼ Dir Rpt 5.00</li> <li>* Peers 4.00</li> <li>■ Other 4.00</li> </ul>					

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## Overall Performance Composite

	Extent to which skills are used					*SMH page #
	Not At All	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent	
	1	2	3	4	5	
Produces high quality work	● Self	4.00			●	
	○ Average	4.13			○	
	★ Boss A	3.00		★		
	▲ Boss B	3.00		▲		
	▼ Dir Rpt	5.00				▼
	* Peers	4.00			*	
	■ Other	4.50				■

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