

PENNY
RICHARDS

11.15.2012

What can our world look like if we
are at our best, all the time?



.....

We're not going to say that your 360 results can lead to world peace,
but they can certainly improve your leadership. This can lead to greater
success for your organization and make the world a better place to
live, which just might ... lead to world peace. (Oops, we said it.)

.....



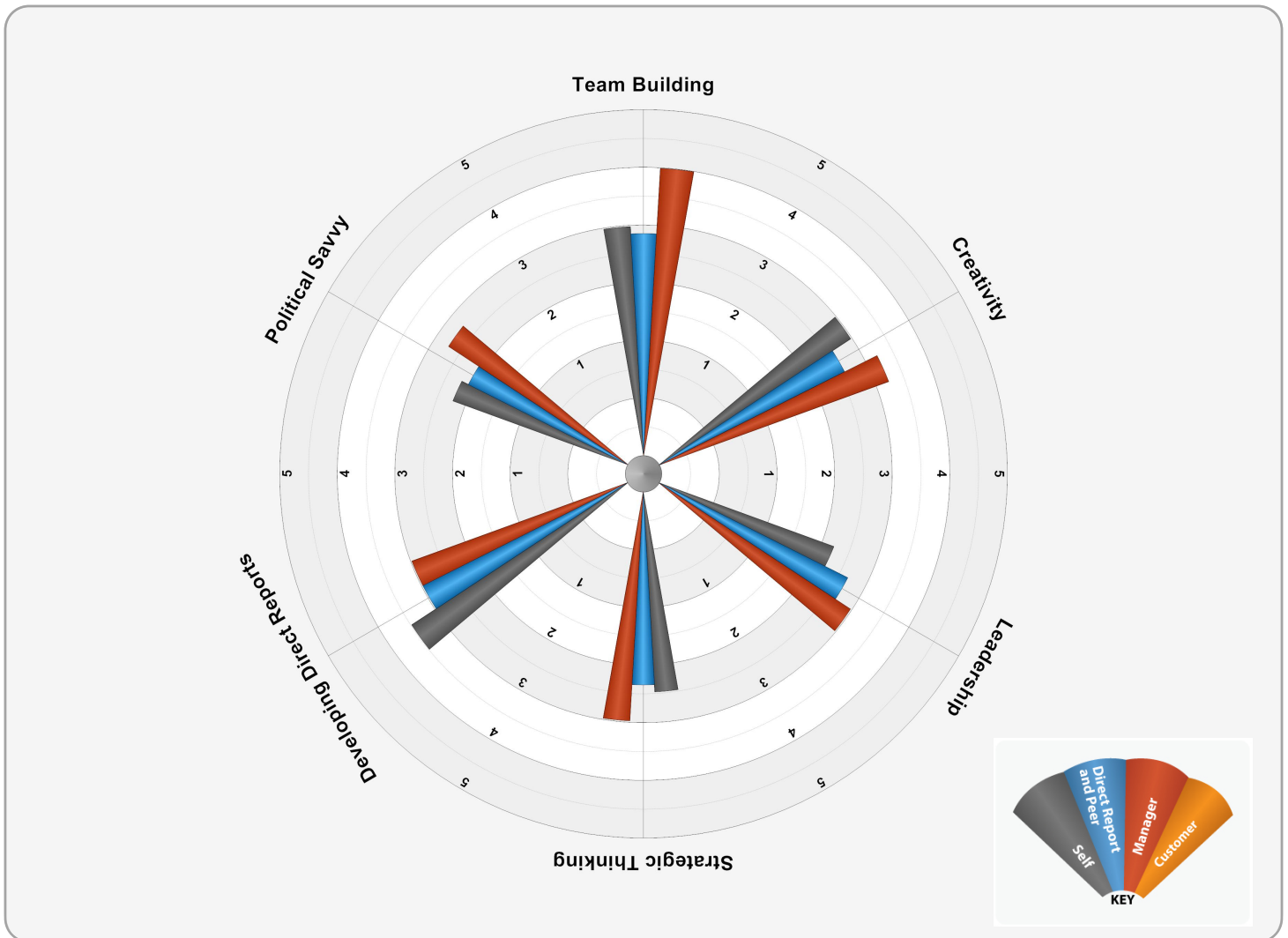
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Your 360° Results



Your 360° Score: (out of a possible 5)

3.24 (-1.1%)

Your 360° Response Rate:

Rater Group	# Invited	# Responded
Self	1	1
Direct Reports & Peers*	6	4
Manager	1	1
Customer	0	0
Overall Compliance		6/8 (75.0%)

* Because you have less than three Direct Reports and/or Peers that responded, these rater groups have been combined throughout your report in order to ensure anonymity. Keep in mind that although these rater groups have been combined, your overall averages are still based on equal representation of EACH rater group.

Competency Summary

Team Building

Brings individuals together to function as a cohesive and productive unit.

3.60
out of 5

Creativity

Sees things in a new way, offers alternative perspectives, and is willing to challenge the status quo.

3.27
out of 5

Leadership

Creates and communicates a clear vision for their department, division, or organization and energizes members to follow.

3.23
out of 5

Strategic Thinking

Formulates and implements strategies for the work unit that are in line with the overall strategy of the organization.

3.07
out of 5

Developing Direct Reports

Trains, coaches, and mentors direct reports to enhance their performance and advance their careers.

3.40
out of 5

Competency Summary (cont.)

Political Savvy

Applies a practical understanding of how to get things done within the organization.

2.87
out of 5

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How to interpret your 360° Results

Please use this page as a guide to help you understand how to interpret your SVI360 results. Relevant components of the feedback are called out and explained in detail.

Each competency on which you were assessed is listed along with your score for that competency. The bar chart shows your score according to rater group.

Competency1

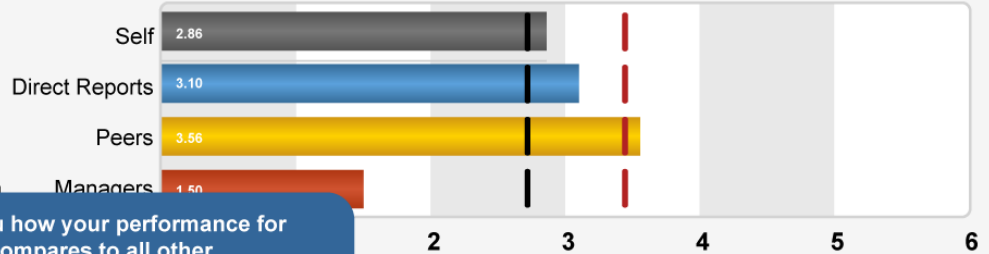
Score: 2.72 out of 6
Rank: 4th out of 4

The statistics below show your overall performance in **Competency1** compared to your group and the average. The chart on the right shows how you were scored by each rater group. Self scores are not included in averages.

Your Average:

Your Group's Average:

Your rank tells you how your performance for this competency compares to all other competencies measured by the assessment. Ranking 1 is the best possible case. In this example, your performance on Competency1 is fourth lowest out of four possible competencies.



Competency2

Score: 2.72 out of 6
Rank: 4th out of 4

The statistics below show your overall performance in **Competency2** compared to your group and the average. The chart on the right shows how you were scored by each rater group. Self scores are not included in averages.

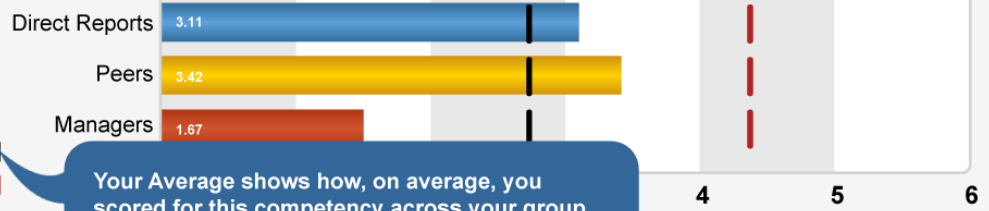
Your Average:

Your Group's Average:

2.73

4.37

Your Average shows how, on average, you scored for this competency across your group of raters (direct reports, peers, etc.). Note this average does not include self scores.



Competency3

Score: 2.72 out of 6
Rank: 4th out of 4

The statistics below show your overall performance in **Competency3** compared to your group and the average. The chart on the right shows how you were scored by each rater group. Self scores are not included in averages.

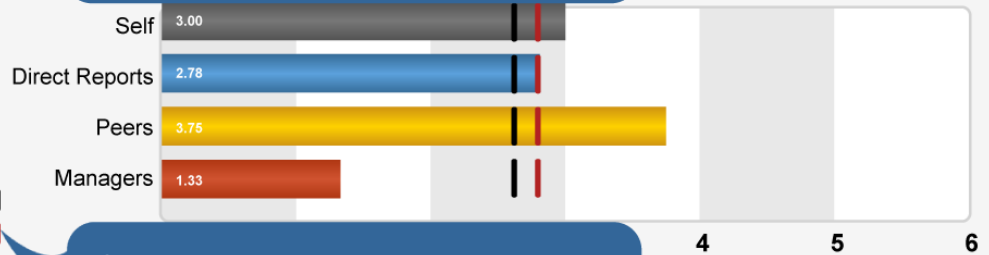
Your Average:

Your Group's Average:

2.62

2.80

If other people in your department or company have also just completed the SVI360° assessment, we will show you how your average score for this competency compares to the average of your department, group or company.



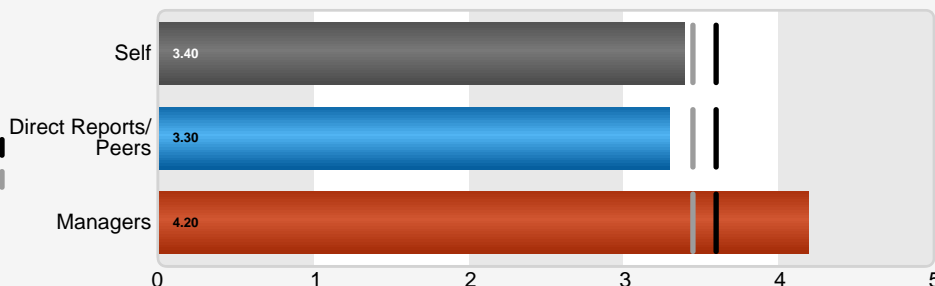
Team Building

Score: 3.6 out of 5

Rank: 1st out of 6

The statistics below show your overall performance in the **Team Building** category compared to your group. The chart on the right shows how you were scored by each rater group. Self scores are not included in averages.

Your Average: 3.60
Your Group's Average: 3.45



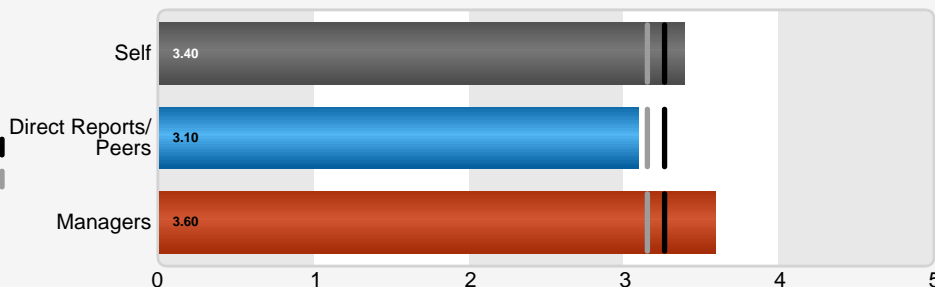
Creativity

Score: 3.27 out of 5

Rank: 3rd out of 6

The statistics below show your overall performance in the **Creativity** category compared to your group. The chart on the right shows how you were scored by each rater group. Self scores are not included in averages.

Your Average: 3.27
Your Group's Average: 3.16



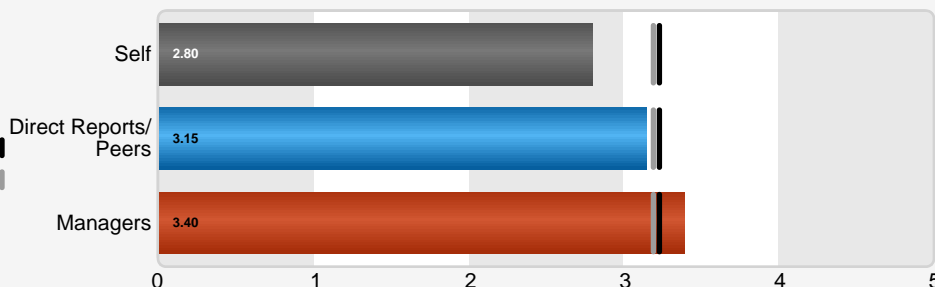
Leadership

Score: 3.23 out of 5

Rank: 4th out of 6

The statistics below show your overall performance in the **Leadership** category compared to your group. The chart on the right shows how you were scored by each rater group. Self scores are not included in averages.

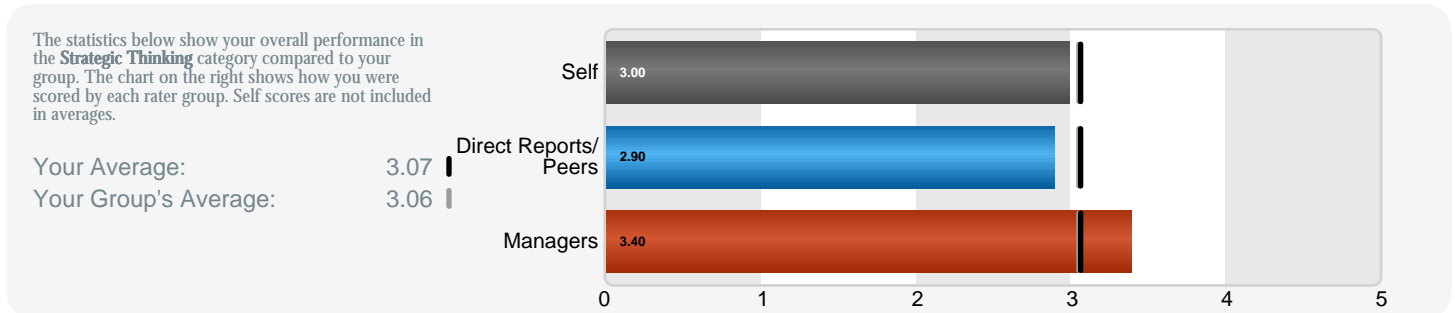
Your Average: 3.23
Your Group's Average: 3.19



Strategic Thinking

Score: 3.07 out of 5

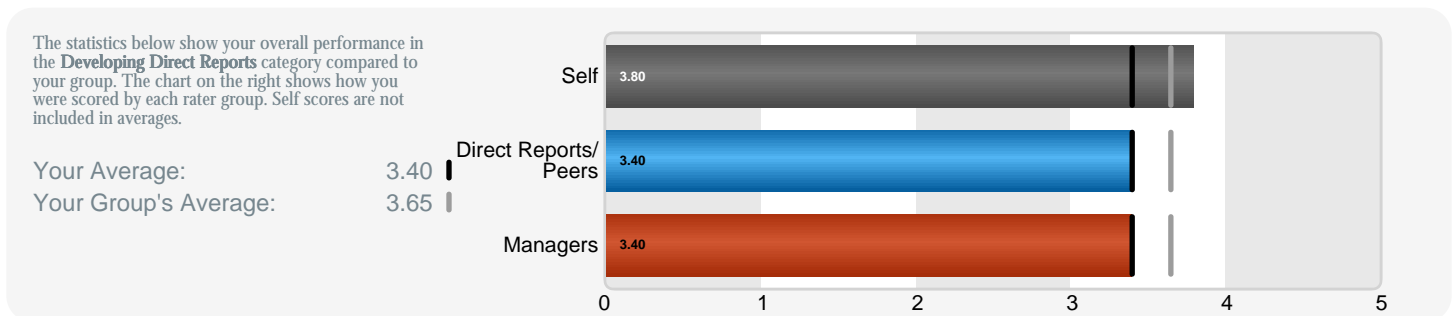
Rank: 5th out of 6



Developing Direct Reports

Score: 3.4 out of 5

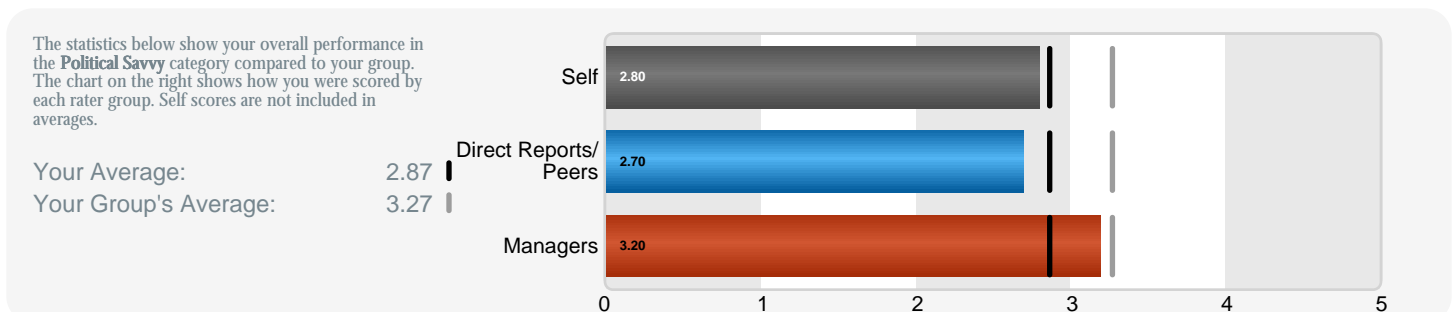
Rank: 2nd out of 6



Political Savvy

Score: 2.87 out of 5

Rank: 6th out of 6



Team Building: Comments

Comments from your Manager(s):

Holds team members accountable for their contributions

"Vestibulum ligula felis, vestibulum sed posuere et, mattis eget elit. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus."

Comments from your other rater groups:

Aligns tasks with the abilities of team members

"Cras sapien nunc, laoreet eu gravida id, faucibus ac arcu."

Holds team members accountable for their contributions

"Pellentesque mauris elit, placerat a venenatis nec, gravida at leo."

Involves team members in projects and/or decisions

"Cras sapien nunc, laoreet eu gravida id, faucibus ac arcu."

"Ut augue arcu, iaculis et tincidunt nec, tincidunt eu felis. Sed est nulla, blandit blandit rutrum eu, adipiscing vel sapien."

Keeps team members focused on goals and objectives

"Aenean luctus nulla ac orci porttitor eu eleifend eros feugiat."

Creativity: Comments

Comments from your Manager(s):

Challenges the status quo when appropriate

"Vestibulum ligula felis, vestibulum sed posuere et, mattis eget elit. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus."

Is resourceful

"Vestibulum ligula felis, vestibulum sed posuere et, mattis eget elit. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus."

Comments from your other rater groups:

Challenges the status quo when appropriate

"Fusce consectetur fermentum vehicula."

Generates original ideas

"Fusce consectetur fermentum vehicula."

Is resourceful

"Cras sapien nunc, laoreet eu gravida id, faucibus ac arcu."

"Ut augue arcu, iaculis et tincidunt nec, tincidunt eu felis. Sed est nulla, blandit blandit rutrum eu, adipiscing vel sapien."

"Aenean luctus nulla ac orci porttitor eu eleifend eros feugiat."

"Pellentesque mauris elit, placerat a venenatis nec, gravida at leo."

Proposes new ways of doing things

"Fusce consectetur fermentum vehicula."

"Cras sapien nunc, laoreet eu gravida id, faucibus ac arcu."

"Aenean luctus nulla ac orci porttitor eu eleifend eros feugiat."

Supports new ideas

"Pellentesque mauris elit, placerat a venenatis nec, gravida at leo."

Leadership: Comments

Comments from your Manager(s):

Communicates the unit's mission, values, and vision

"Vestibulum ligula felis, vestibulum sed posuere et, mattis eget elit. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus."

Energizes employees

"Vestibulum ligula felis, vestibulum sed posuere et, mattis eget elit. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus."

Establishes a vision for the future of the department, division, or organization

"Vestibulum ligula felis, vestibulum sed posuere et, mattis eget elit. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus."

Comments from your other rater groups:

Champions solutions to organizational challenges

"Fusce consectetur fermentum vehicula."

Energizes employees

"Ut augue arcu, iaculis et tincidunt nec, tincidunt eu felis. Sed est nulla, blandit blandit rutrum eu, adipiscing vel sapien."

Establishes a vision for the future of the department, division, or organization

"Fusce consectetur fermentum vehicula."

"Cras sapien nunc, laoreet eu gravida id, faucibus ac arcu."

"Ut augue arcu, iaculis et tincidunt nec, tincidunt eu felis. Sed est nulla, blandit blandit rutrum eu, adipiscing vel sapien."

"Pellentesque mauris elit, placerat a venenatis nec, gravida at leo."

Strategic Thinking: Comments

Comments from your Manager(s):

No Comments

Comments from your other rater groups:

Aligns the work of the team with the strategic direction of the organization

"Cras sapien nunc, laoreet eu gravida id, faucibus ac arcu."

Communicates the organizational strategy to the team

"Ut augue arcu, iaculis et tincidunt nec, tincidunt eu felis. Sed est nulla, blandit blandit rutrum eu, adipiscing vel sapien."

"Aenean luctus nulla ac orci porttitor eu eleifend eros feugiat."

Develops strategic plans to meet long-term organizational objectives

"Fusce consetetur fermentum vehicula."

Translates organizational vision into specific activities

"Fusce consetetur fermentum vehicula. Fusce consetetur fermentum vehicula."

"Cras sapien nunc, laoreet eu gravida id, faucibus ac arcu."

"Aenean luctus nulla ac orci porttitor eu eleifend eros feugiat."

Developing Direct Reports: Comments

Comments from your Manager(s):

Empowers employees to make their own decisions

"Vestibulum ligula felis, vestibulum sed posuere et, mattis eget elit. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus."

Provides direct reports with challenging assignments to promote growth

"Vestibulum ligula felis, vestibulum sed posuere et, mattis eget elit. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus."

Comments from your other rater groups:

Provides direct reports with challenging assignments to promote growth

"Ut augue arcu, iaculis et tincidunt nec, tincidunt eu felis. Sed est nulla, blandit blandit rutrum eu, adipiscing vel sapien."

Shares knowledge, experience, and advice with direct reports

"Pellentesque mauris elit, placerat a venenatis nec, gravida at leo."

Political Savvy: Comments

Comments from your Manager(s):

No Comments

Comments from your other rater groups:

Builds relationships with people because their support may be needed

"Aenean luctus nulla ac orci porttitor eu eleifend eros feugiat."

Is able to "work" the organizational system

"Pellentesque mauris elit, placerat a venenatis nec, gravida at leo. Pellentesque mauris elit, placerat a venenatis nec, gravida at leo."

Uses organizational relationships to achieve goals

"Fusce consetetur fermentum vehicula."

Uses organizational systems to get things done

"Fusce consetetur fermentum vehicula."

"Aenean luctus nulla ac orci porttitor eu eleifend eros feugiat."

Your 360° Question Breakdown

1. Supports new ideas

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	X	-	-	-	-	N/A
Your Direct Reports & Peers	3 of 4	1 of 4	-	-	-	1.25
Your Managers	-	1 of 1	-	-	-	2.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	3	2	-	-	-	1.50*
<i>Creativity</i>						Rank: 30th of 30

2. Is able to "work" the organizational system

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	X	-	N/A
Your Direct Reports & Peers	1 of 4	2 of 4	1 of 4	-	-	2.00
Your Managers	-	-	1 of 1	-	-	3.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	2	2	-	-	2.33*
<i>Political Savvy</i>						Rank: 28th of 30 (tie)

3. Encourages direct reports to take on additional responsibilities

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	X	-	-	N/A
Your Direct Reports & Peers	2 of 4	-	1 of 4	-	1 of 4	2.50
Your Managers	-	1 of 1	-	-	-	2.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	2	1	1	-	1	2.33*
<i>Developing Direct Reports</i>						Rank: 28th of 30 (tie)

4. Energizes employees

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	X	-	-	N/A
Your Direct Reports & Peers	2 of 4	-	1 of 4	-	1 of 4	2.50
Your Managers	-	-	1 of 1	-	-	3.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	2	-	2	-	1	2.67*
<i>Leadership</i>						Rank: 26th of 30 (tie)

* Although your Direct Reports and Peers are combined, the overall average is based on equal representation of all rater groups

Your 360° Question Breakdown

5. Uses organizational relationships to achieve goals

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	X	-	-	N/A
Your Direct Reports & Peers	1 of 4	-	2 of 4	-	1 of 4	3.00
Your Managers	-	1 of 1	-	-	-	2.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	1	2	-	1	2.67*

Political Savvy Rank: 26th of 30 (tie)

6. Holds team members accountable for their contributions

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	-	X	N/A
Your Direct Reports & Peers	1 of 4	-	1 of 4	1 of 4	1 of 4	3.25
Your Managers	-	1 of 1	-	-	-	2.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	1	1	1	1	2.83*

Team Building Rank: 23rd of 30 (tie)

7. Aligns the work of the team with the strategic direction of the organization

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	X	-	-	N/A
Your Direct Reports & Peers	3 of 4	-	-	1 of 4	-	1.75
Your Managers	-	-	-	-	1 of 1	5.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	3	-	-	1	1	2.83*

Strategic Thinking Rank: 23rd of 30 (tie)

8. Demonstrates an understanding of the strategic direction of the organization

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	X	-	-	N/A
Your Direct Reports & Peers	1 of 3	-	1 of 3	1 of 3	-	2.75
Your Managers	-	-	1 of 1	-	-	3.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	-	2	1	-	2.83*

Strategic Thinking Rank: 23rd of 30 (tie)

* Although your Direct Reports and Peers are combined, the overall average is based on equal representation of all rater groups

Your 360° Question Breakdown

9. Inspires others to follow his or her lead

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	X	-	-	-	N/A
Your Direct Reports & Peers	-	1 of 3	-	2 of 3	-	3.50
Your Managers	-	1 of 1	-	-	-	2.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	2	-	2	-	3.00*

Leadership Rank: 18th of 30 (tie)

10. Challenges the status quo when appropriate

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	-	X	N/A
Your Direct Reports & Peers	1 of 4	1 of 4	1 of 4	1 of 4	-	2.50
Your Managers	-	-	-	1 of 1	-	4.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	1	1	2	-	3.00*

Creativity Rank: 18th of 30 (tie)

11. Uses organizational systems to get things done

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	X	-	-	-	N/A
Your Direct Reports & Peers	1 of 4	-	1 of 4	-	2 of 4	3.50
Your Managers	-	1 of 1	-	-	-	2.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	1	1	-	2	3.00*

Political Savvy Rank: 18th of 30 (tie)

12. Communicates the organizational strategy to the team

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	X	-	-	N/A
Your Direct Reports & Peers	1 of 4	-	-	-	3 of 4	4.00
Your Managers	1 of 1	-	-	-	-	1.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	2	-	-	-	3	3.00*

Strategic Thinking Rank: 18th of 30 (tie)

* Although your Direct Reports and Peers are combined, the overall average is based on equal representation of all rater groups

Your 360° Question Breakdown

13. Builds relationships with people because their support may be needed

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	X	-	-	-	N/A
Your Direct Reports & Peers	2 of 4	-	1 of 4	-	1 of 4	2.50
Your Managers	-	-	-	1 of 1	-	4.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	2	-	1	1	1	3.00*

Political Savvy

Rank: 18th of 30 (tie)

14. Involves team members in projects and/or decisions

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	X	-	-	-	-	N/A
Your Direct Reports & Peers	1 of 4	-	2 of 4	1 of 4	-	2.75
Your Managers	-	-	-	1 of 1	-	4.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	-	2	2	-	3.17*

Team Building

Rank: 17th of 30

15. Champions solutions to organizational challenges

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	X	-	N/A
Your Direct Reports & Peers	1 of 4	-	3 of 4	-	-	2.50
Your Managers	-	-	-	-	1 of 1	5.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	-	3	-	1	3.33*

Leadership

Rank: 11th of 30 (tie)

16. Translates organizational vision into specific activities

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	X	-	N/A
Your Direct Reports & Peers	-	2 of 4	1 of 4	-	1 of 4	3.00
Your Managers	-	-	-	1 of 1	-	4.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	2	1	1	1	3.33*

Strategic Thinking

Rank: 11th of 30 (tie)

* Although your Direct Reports and Peers are combined, the overall average is based on equal representation of all rater groups

Your 360° Question Breakdown

17. Shares knowledge, experience, and advice with direct reports

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	X	-	-	N/A
Your Direct Reports & Peers	-	1 of 4	1 of 4	1 of 4	1 of 4	3.50
Your Managers	-	-	1 of 1	-	-	3.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	1	2	1	1	3.33*

Developing Direct Reports

Rank: 11th of 30 (tie)

18. Develops strategic plans to meet long-term organizational objectives

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	X	-	-	-	N/A
Your Direct Reports & Peers	1 of 4	-	2 of 4	-	1 of 4	3.00
Your Managers	-	-	-	1 of 1	-	4.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	-	2	1	1	3.33*

Strategic Thinking

Rank: 11th of 30 (tie)

19. Brings critical issues to the attention of management when the time is right

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	X	-	-	N/A
Your Direct Reports & Peers	2 of 4	-	1 of 4	-	1 of 4	2.50
Your Managers	-	-	-	-	1 of 1	5.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	2	-	1	-	2	3.33*

Political Savvy

Rank: 11th of 30 (tie)

20. Establishes a vision for the future of the department, division, or organization

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	X	-	-	N/A
Your Direct Reports & Peers	-	-	2 of 4	2 of 4	-	3.50
Your Managers	-	-	1 of 1	-	-	3.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	-	3	2	-	3.33*

Leadership

Rank: 11th of 30 (tie)

* Although your Direct Reports and Peers are combined, the overall average is based on equal representation of all rater groups

Your 360° Question Breakdown

21. Proposes new ways of doing things

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	X	-	N/A
Your Direct Reports & Peers	-	-	2 of 4	1 of 4	1 of 4	3.75
Your Managers	-	-	1 of 1	-	-	3.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	-	3	1	1	3.50*

Creativity Rank: 10th of 30

22. Generates original ideas

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	X	-	-	-	N/A
Your Direct Reports & Peers	-	1 of 4	1 of 4	1 of 4	1 of 4	3.50
Your Managers	-	-	-	1 of 1	-	4.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	1	1	2	1	3.67*

Creativity Rank: 7th of 30 (tie)

23. Empowers employees to make their own decisions

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	X	-	N/A
Your Direct Reports & Peers	-	-	1 of 4	-	3 of 4	4.50
Your Managers	-	1 of 1	-	-	-	2.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	1	1	-	3	3.67*

Developing Direct Reports Rank: 7th of 30 (tie)

24. Provides direct reports with challenging assignments to promote growth

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	-	X	N/A
Your Direct Reports & Peers	1 of 4	-	2 of 4	-	1 of 4	3.00
Your Managers	-	-	-	-	1 of 1	5.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	-	2	-	2	3.67*

Developing Direct Reports Rank: 7th of 30 (tie)

* Although your Direct Reports and Peers are combined, the overall average is based on equal representation of all rater groups

Your 360° Question Breakdown

25. Aligns tasks with the abilities of team members

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	-	X	N/A
Your Direct Reports & Peers	1 of 4	-	1 of 4	1 of 4	1 of 4	3.25
Your Managers	-	-	-	-	1 of 1	5.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	-	1	1	2	3.83*

Team Building Rank: 4th of 30 (tie)

26. Keeps team members focused on goals and objectives

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	X	-	-	-	-	N/A
Your Direct Reports & Peers	1 of 4	-	1 of 4	1 of 4	1 of 4	3.25
Your Managers	-	-	-	-	1 of 1	5.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	1	-	1	1	2	3.83*

Team Building Rank: 4th of 30 (tie)

27. Communicates the unit's mission, values, and vision

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	X	-	-	-	N/A
Your Direct Reports & Peers	-	1 of 4	1 of 4	-	2 of 4	3.75
Your Managers	-	-	-	1 of 1	-	4.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	1	1	1	2	3.83*

Leadership Rank: 4th of 30 (tie)

28. Provides training opportunities for direct reports

How You Were Rated by...	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	X	-	N/A
Your Direct Reports & Peers	-	-	3 of 4	-	1 of 4	3.50
Your Managers	-	-	-	-	1 of 1	5.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	-	3	-	2	4.00*

Developing Direct Reports Rank: 3rd of 30

* Although your Direct Reports and Peers are combined, the overall average is based on equal representation of all rater groups

Your 360° Question Breakdown

29. *Facilitates team functioning*

<i>How You Were Rated by...</i>	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	-	X	N/A
Your Direct Reports & Peers	-	-	1 of 4	2 of 4	1 of 4	4.00
Your Managers	-	-	-	-	1 of 1	5.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	-	1	2	2	4.33*
<i>Team Building</i>						<i>Rank: 2nd of 30</i>

30. *Is resourceful*

<i>How You Were Rated by...</i>	Developmental Need	Low Competence	Competence	High Competence	Strength	Avg Score
Yourself	-	-	-	-	X	N/A
Your Direct Reports & Peers	-	-	1 of 4	-	3 of 4	4.50
Your Managers	-	-	-	-	1 of 1	5.00
Your Customers	-	-	-	-	-	N/A
Your Overall Score	-	-	1	-	4	4.67*
<i>Creativity</i>						<i>Rank: 1st of 30</i>

* Although your Direct Reports and Peers are combined, the overall average is based on equal representation of all rater groups

Additional Feedback

Comments from your Manager(s):

No Comments

Comments from your other rater groups:

No Comments