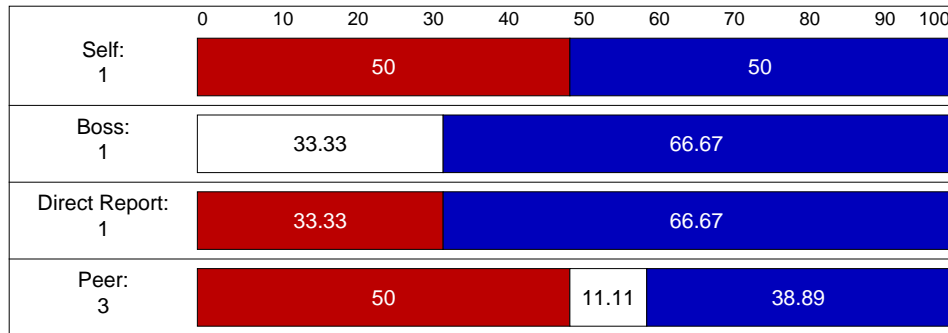


# Detailed 360 Report

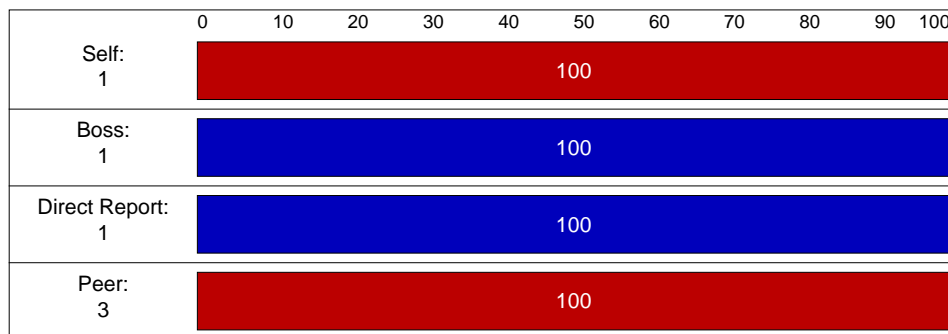
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

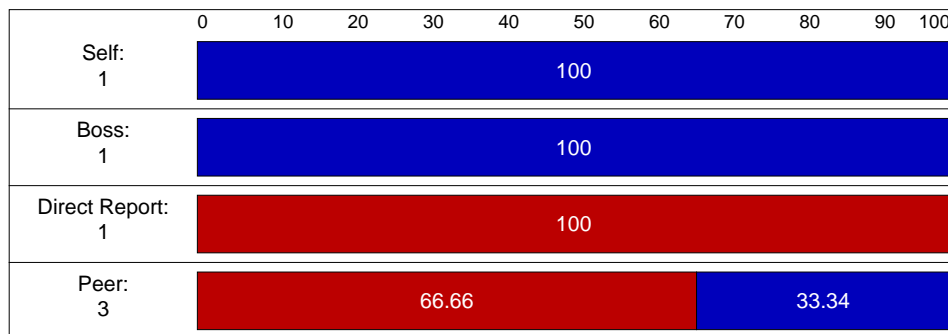
### Resilience



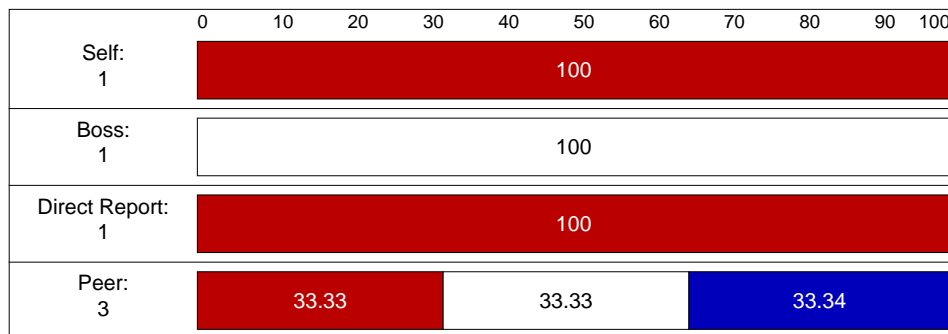
1. Demonstrates flexibility when responding to uncertainty, ambiguity, and change.



2. Develops structured or organized approaches to managing ambiguity.



3. Displays a sense of security and self-assurance.

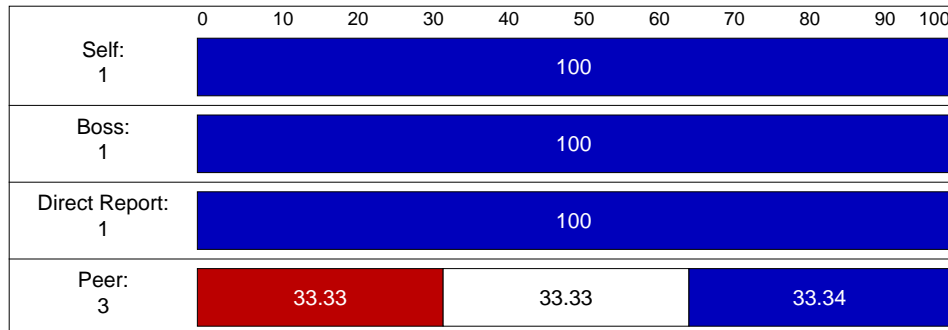


# Detailed 360 Report

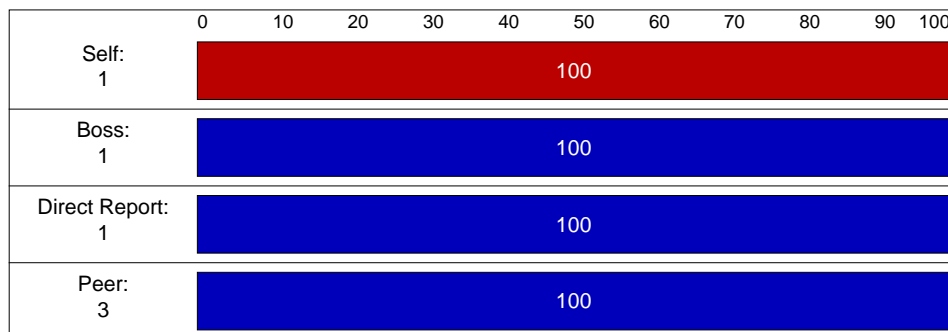
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

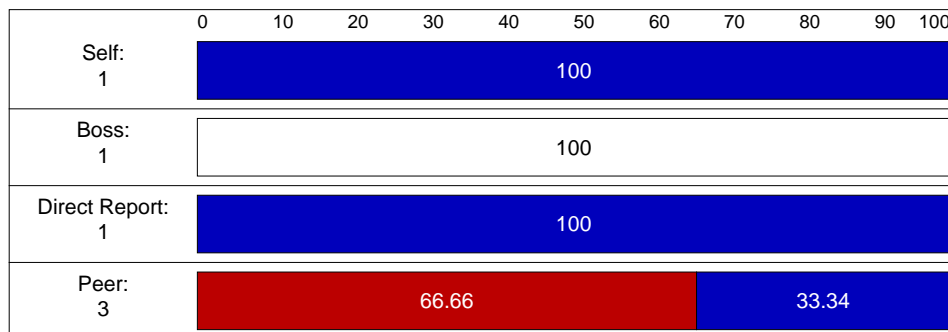
4. Has a clear vision of what he/she wants to achieve.



5. Manages change rather than fighting against it.



6. Views work as challenging and full of opportunity.



# Detailed 360 Report

## Favorable/Unfavorable-Comparative

Date: 1/22/2004

### Results-Oriented

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	54.54					18.18		27.28				
	Expected Performance	9.09	36.36				54.55						
Boss: 1	Current Performance	36.36			9.09		54.55						
	Expected Performance	36.36			36.36			27.28					
Direct Report: 1	Current Performance	27.27		54.54					18.18				
	Expected Performance	63.63							9.09		27.28		
Peer: 3	Current Performance	45.45				12.12		42.43					
	Expected Performance	45.45				12.12		42.43					

7. Acts decisively after considering input.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance	66.66							33.34				
	Expected Performance	33.33			66.67								

# Detailed 360 Report

## Favorable/Unfavorable-Comparative

Date: 1/22/2004

8. Anticipates and overcomes obstacles, balancing quality, budget, and timeliness.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance	33.33			66.67								
	Expected Performance	100											

9. Assumes ownership of problems and the role of problem-solver.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance	66.66						33.33					
	Expected Performance	33.33			66.67								

# Detailed 360 Report

## Favorable/Unfavorable-Comparative

Date: 1/22/2004

10. Demonstrates personal commitment and persistence in achieving goals.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance	33.33			66.67								
	Expected Performance	33.33			66.67								

11. Looks for ways to personally cut costs and increase productivity.

		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	100										
	Expected Performance	100										
Boss: 1	Current Performance	100										
	Expected Performance	100										
Direct Report: 1	Current Performance	100										
	Expected Performance	100										
Peer: 3	Current Performance	100										
	Expected Performance	66.66									33.34	

# Detailed 360 Report

## Favorable/Unfavorable-Comparative

Date: 1/22/2004

12. Makes a valuable contribution to tasks he/she is involved in.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance	33.33			66.67								
	Expected Performance	66.66						33.33					

13. Manages around/through obstacles to meet deadlines/budgets and project goals.

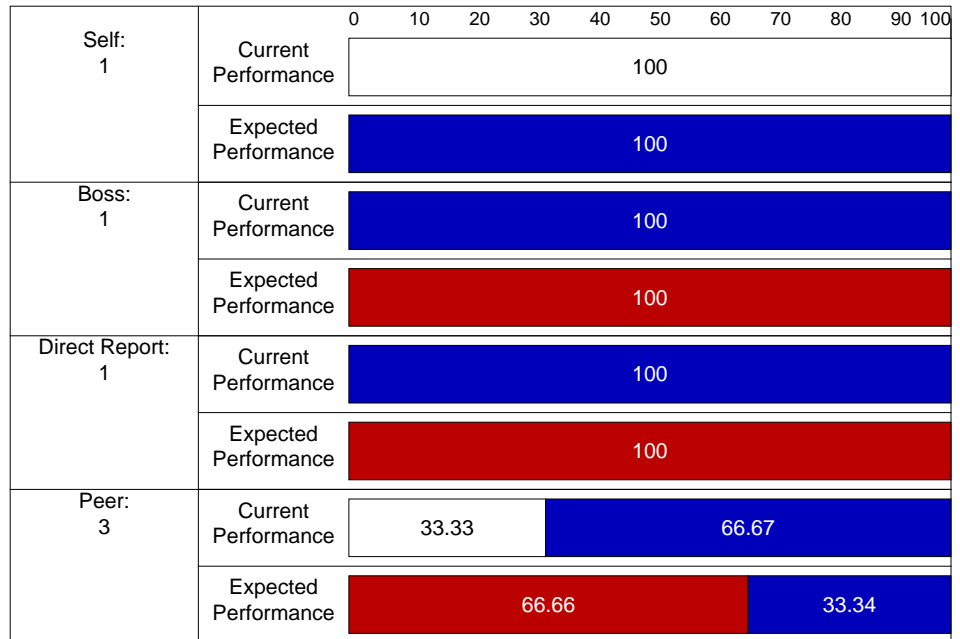
		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance	33.33			33.33			33.34					
	Expected Performance	66.66						33.34					

# Detailed 360 Report

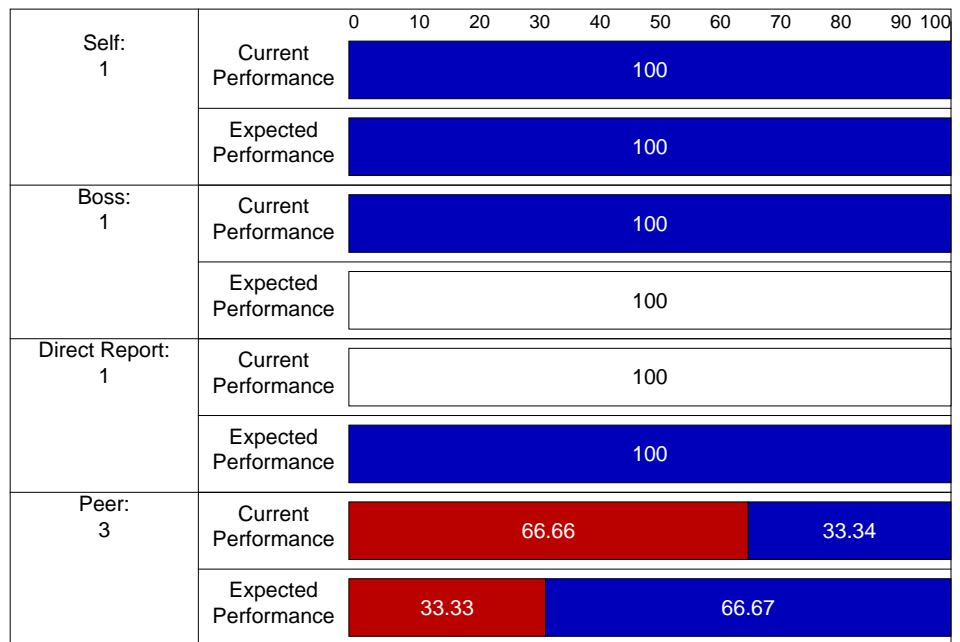
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

14. Provides early warning to senior management when results are in jeopardy beyond personal/work group ability to correct.



15. Sets clear priorities and explains interdependency of projects.



# Detailed 360 Report

## Favorable/Unfavorable-Comparative

Date: 1/22/2004

16. Sets/advises on action plans that measure drivers of results and enable prompt course correction.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance	33.33			66.67								
	Expected Performance	33.33			66.67								

17. Welcomes "bad" news as well as good.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance	66.66						33.34					
	Expected Performance	66.66						33.34					



# Detailed 360 Report

## Favorable/Unfavorable-Comparative

Date: 1/22/2004

### Self Improvement

		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	46.15				23.07		30.78				
	Importance	23.07		15.38		61.55						
Boss: 1	Current Performance	46.15				15.38		38.47				
	Importance	23.07		23.07		53.86						
Direct Report: 1	Current Performance	38.46				30.76		30.78				
	Importance	23.07		15.38		61.55						
Peer: 3	Current Performance	35.89				15.38		48.73				
	Importance	25.64		28.2		46.16						

18. Applies new and innovative ways of doing things.

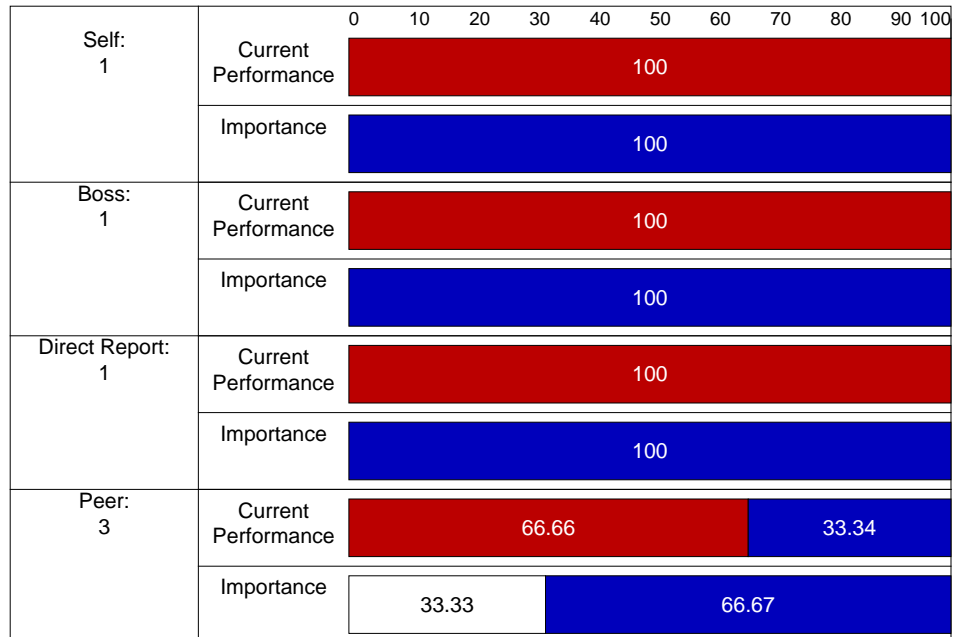
		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	100										
	Importance	100										
Boss: 1	Current Performance	100										
	Importance	100										
Direct Report: 1	Current Performance	100										
	Importance	100										
Peer: 3	Current Performance	100										
	Importance	100										

# Detailed 360 Report

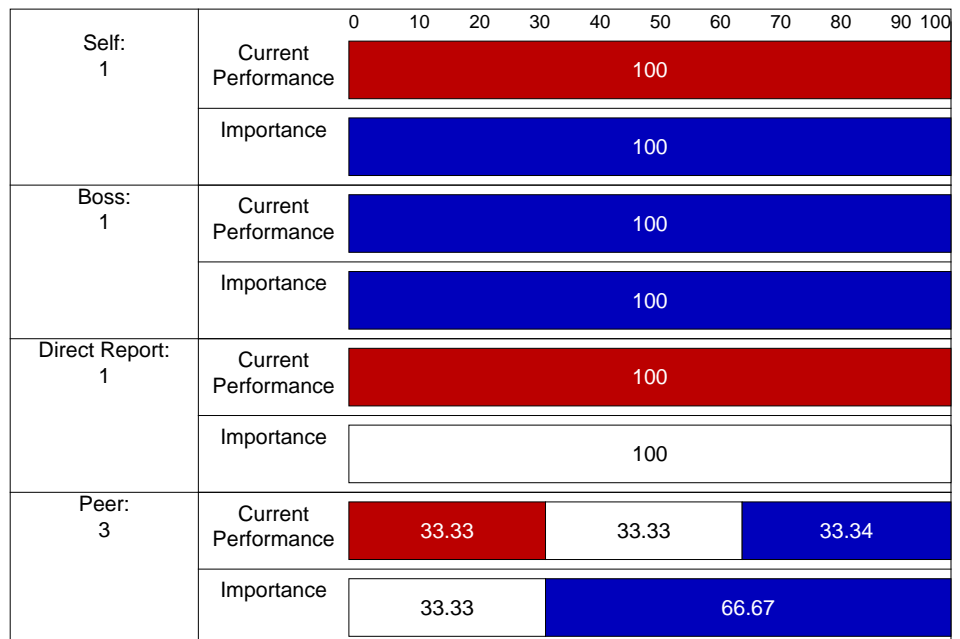
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

19. Applies new ways of doing things to improve effectiveness.



20. Asks people from other groups for suggestions for improvement.



# Detailed 360 Report

## Favorable/Unfavorable-Comparative

Date: 1/22/2004

21. At the end of a project, discusses improvements to make next time with his/her team.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 1	Current Performance	100											
	Importance	100											
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 3	Current Performance	33.33			66.67								
	Importance	33.33			33.33			33.34					

22. Discusses lessons learned with his/her team to improve results next time.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 1	Current Performance	100											
	Importance	100											
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 3	Current Performance	33.33			66.67								
	Importance	66.66						33.33					

# Detailed 360 Report

## Favorable/Unfavorable-Comparative

Date: 1/22/2004

23. Is more interested in learning from problems than blaming them on others.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 1	Current Performance	100											
	Importance	100											
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 3	Current Performance	66.66						33.33					
	Importance	66.66						33.34					

24. Is open to constructive criticism without becoming defensive.

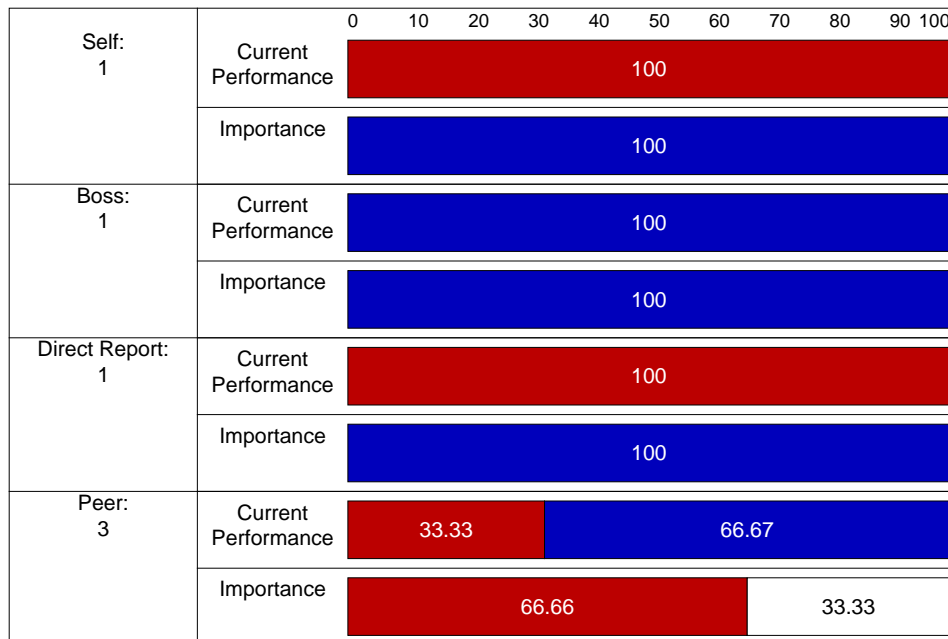
		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	100										
	Importance	100										
Boss: 1	Current Performance	100										
	Importance	100										
Direct Report: 1	Current Performance	100										
	Importance	100										
Peer: 3	Current Performance	100										
	Importance	33.33			66.67							

# Detailed 360 Report

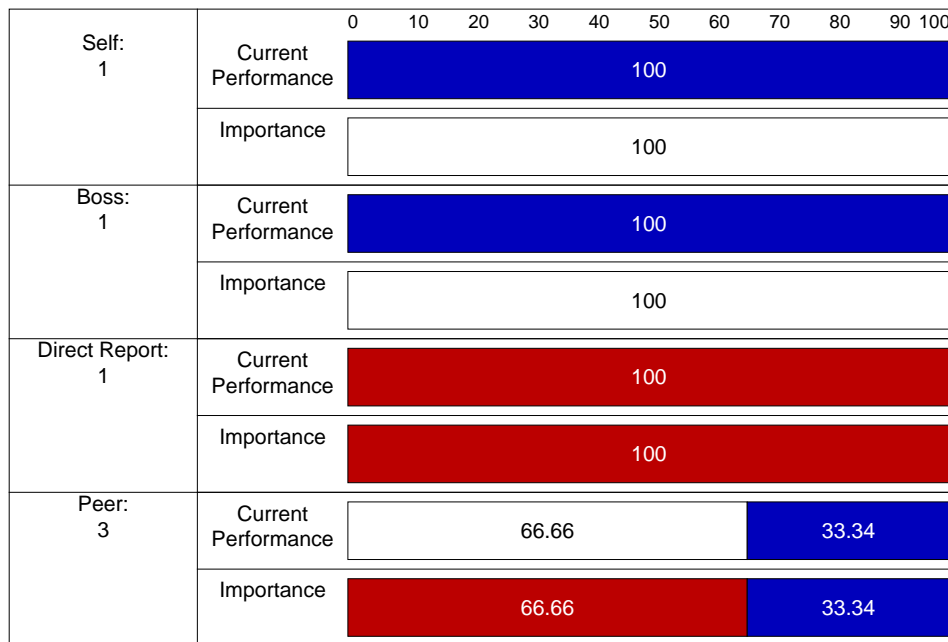
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

25. Is open to new learning and criticism without becoming defensive.



26. People respect this person's knowledge and experience in his/her field.

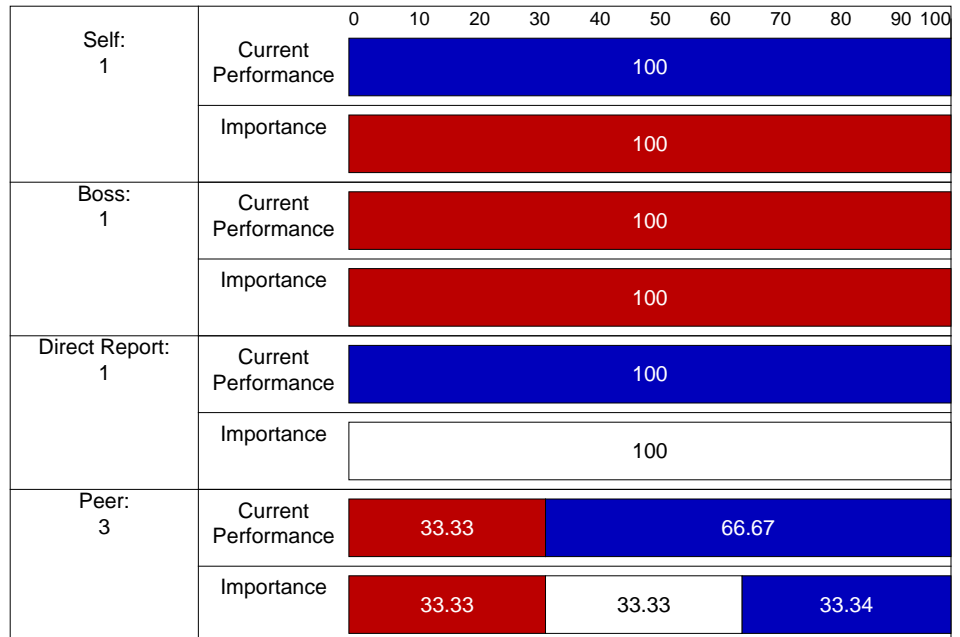


# Detailed 360 Report

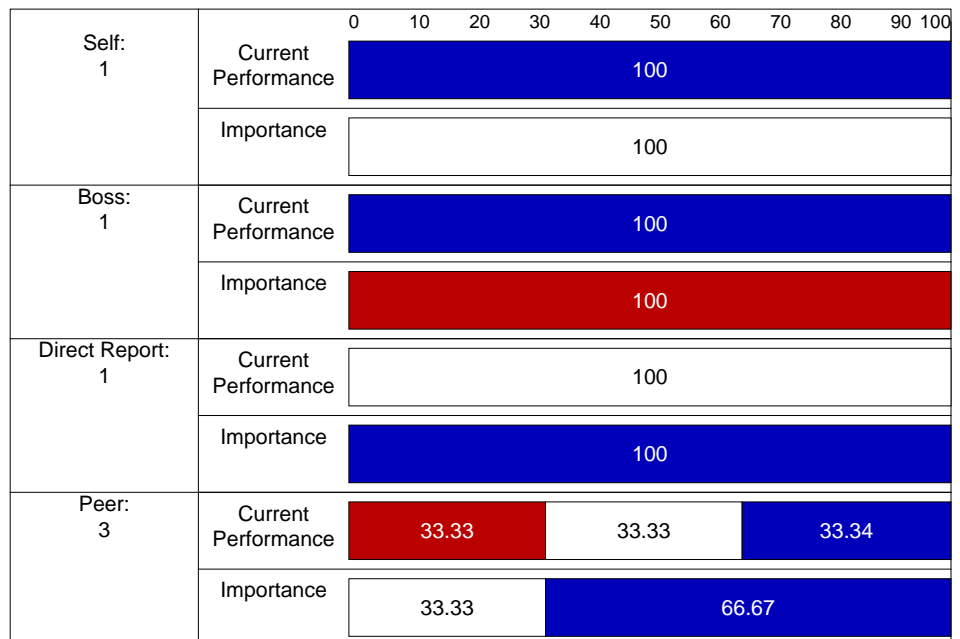
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

27. Stays current with latest technologies, trends and developments in his/her job.



28. Stays current with the latest technologies and developments in his/her field.

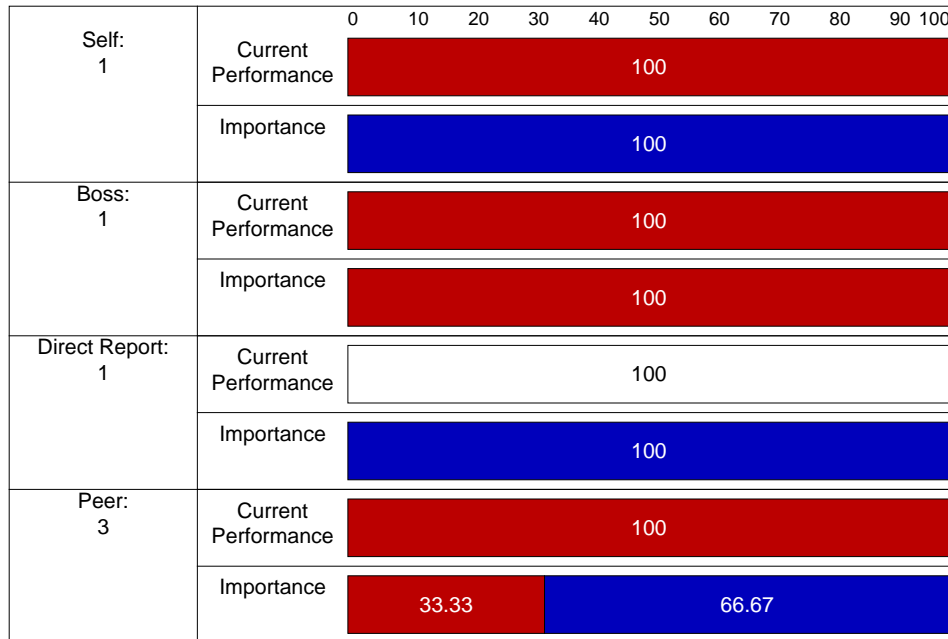


# Detailed 360 Report

## Favorable/Unfavorable-Comparative

Date: 1/22/2004

29. Talks with people from other groups to find better ways of working together.



30. When I have a tough problem, people recommend this person as an expert in his/her field.

