

Detailed 360 Report

Frequency Distribution-All Respondents

Date: 10/21/2003

Resilience

All Respondents:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10	20	16.67	11.67	21.67	30

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

All Respondents:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10	30	30	10	10	20

2. Develops structured or organized approaches to managing ambiguity.

All Respondents:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10	20	20	0	40	20

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

All Respondents:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10	40	0	20	30	10

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

All Respondents:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10	10	10	10	20	50

5. Manages change rather than fighting against it.

All Respondents:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10	10	20	10	20	40

6. Views work as challenging and full of opportunity.

All Respondents:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10	10	20	20	10	40

Results-Oriented

All Respondents:		Never	Almost Never	Sometimes	Almost Always	Always
		10				
	Current Performance	22.73	20	19.09	19.09	19.09
	Expected Performance	16.36	23.64	20	25.45	14.55

7. Acts decisively after considering input.

All Respondents:		Never	Almost Never	Sometimes	Almost Always	Always
		10				
	Current Performance	30	10	30	20	10
	Expected Performance	20	0	0	60	20

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

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		20	20	20	0	40
All Respondents: 10	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		10	40	20	30	0

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

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	40	20	30	10
All Respondents: 10	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		20	20	10	20	30

10. Demonstrates personal commitment and persistence in achieving goals.

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		20	20	10	20	30
All Respondents: 10	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	30	30	20	20

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

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		60	10	10	10	10
All Respondents: 10	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		20	20	30	20	10

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

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		20	10	20	10	40
All Respondents: 10	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		30	40	30	0	0

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

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		20	30	20	20	10
All Respondents: 10	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		20	40	10	20	10

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

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	10	20	40	30
Expected Performance	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		10	40	10	20	20

15. Sets clear priorities and explains interdependency of projects.

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		20	10	40	20	10
Expected Performance	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		30	0	20	50	0

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

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		10	40	10	30	10
Expected Performance	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	20	30	20	30

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

All Respondents: 10	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		50	20	10	10	10
Expected Performance	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		20	10	30	20	20

Self Improvement

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		22.31	14.62	20.77	15.38	26.92
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		16.92	16.15	16.92	23.85	26.15

18. Applies new and innovative ways of doing things.

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		0	0	0	0	100
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		0	0	0	0	100

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		10	50	20	10	10
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		10	10	10	10	60

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		40	10	20	20	10
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		0	20	20	30	30

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		20	10	20	30	20
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		0	30	10	30	30

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		30	10	30	10	20
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		30	20	10	30	10

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		20	10	40	0	30
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		10	10	20	40	20

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24. Is open to constructive criticism without becoming defensive.

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		10	10	40	10	30
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		40	0	30	20	10

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		40	0	10	20	30
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		20	20	10	20	30

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		20	10	30	30	10
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		20	30	40	10	0

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		10	10	20	30	30
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		30	30	20	10	10

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		10	10	30	20	30
Importance	Importance	Not Important	Somewhat Important	Neutral	Important	Very Important
		20	10	30	30	10

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		40	30	10	10	10
Importance		Not Important	Somewhat Important	Neutral	Important	Very Important
		10	30	0	50	10

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

All Respondents: 10	Current Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		40	30	0	10	20
Importance		Not Important	Somewhat Important	Neutral	Important	Very Important
		30	0	20	30	20