



## **ODsurveys Plus Report Descriptions**

The following SAMPLES from reports provided by:

The KENNA Company [www.kennacompany.com](http://www.kennacompany.com) [jmckenna@kc.rr.com](mailto:jmckenna@kc.rr.com)

Please call with any questions 816-943-0868

## Reports Overview

### **Mean Report:**

This report type represents the average of responses to a survey question or group of questions (category). The mean is calculated by adding all the responses to a given question and dividing the sum by the total amount of responses. The result is indicated by a number and graphically displayed as a bar graph.

If an answer option has been identified as a “No Response” (such as “Don’t Know,” or “Not Applicable”), those responses will be automatically excluded from the calculation of the Mean score. This ensures that the average is based on the “meaningful” responses.

We recommend that you use the Mean Report when you need an overall summary of survey results. The Mean report will provide an at-a-glance look at the data which is very valuable when you are looking at large amounts of data or when you simply need the average scores.

### **Favorable/ Unfavorable Report:**

This report type shows the percentage of respondents who gave favorable, neutral and unfavorable scores.

Negative responses are typically associated with options like: Strongly Disagree, or Disagree. Neutral responses are typically associated with options like: Neither Agree nor Disagree, or Neutral. Positive responses are typically associated with options like: Strongly Agree, or Agree.

The Favorable/Unfavorable report type automatically groups answer options together to convey the overall positive, neutral and negative tone of responses. This report is very informative and more detailed and descriptive than the Mean report.

Just like with the Mean Report, if an answer option has been identified as a “No

Response” (such as “Don’t Know,” or “Not Applicable”), those responses will be automatically excluded from the calculation of the Favorable, Neutral and Unfavorable percentages. This ensures that the percentages are based on the “meaningful” responses.

## **Frequency Distribution Report:**

This report type shows the percentage of responses under each answer option on a survey question or group of questions (category). The numbers represent the percent of respondents that gave a certain response of the total respondents. For example, if 3 out of 10 people marked “Don’t Know” as a response to a given question, the Frequency Distribution will show 30 % saying “Don’t Know.” The result are indicated by a number below each answer option.

Unlike the Mean Report and the Fav./Unfav. Report, in this report the “No Response” (such as “Don’t Know,” or “Not Applicable”) are included and displayed. This ensures that each answer option, including “No Responses” are tabulated.

We recommend that you use the Frequency Distribution Report when you need a detailed description of survey results. The Frequency Distribution report provides an in-depth look at the data. This report is very valuable when you are looking at small amounts of data and need to know exactly how many people said what.

## **Demographic Report:**

This report type shows the amount percentage of responses for each demographic question. The pie chart shows how the total amount of respondents who identify themselves in a demographic question responded to the different demographic choices. For example, suppose that at the end of a survey respondents were asked to identify their Gender (Male or Female). Suppose that 4 marked “Male” and 6 marked “Female.” The Demographic report will show 40 % “Male,” 60% “Female” resulting in a total of 100% or 10 actual respondents for that demographic question.

The results are represented on a pie chart.

Respondents who choose not to answer the demographic question are ignored in the calculation.

We recommend that you use the Demographic Report when you need a description of respondents' demographics. The Demographic Report provides a quick look at the profile of respondents.

### **Written Comments Report:**

This type of report provides a comprehensive description of all the written comments provided by survey respondents. The comments are listed in sequence and separated by a thin horizontal line. When a survey participant provides no written comments to an open-ended question, the report shows nothing in between the separating lines.

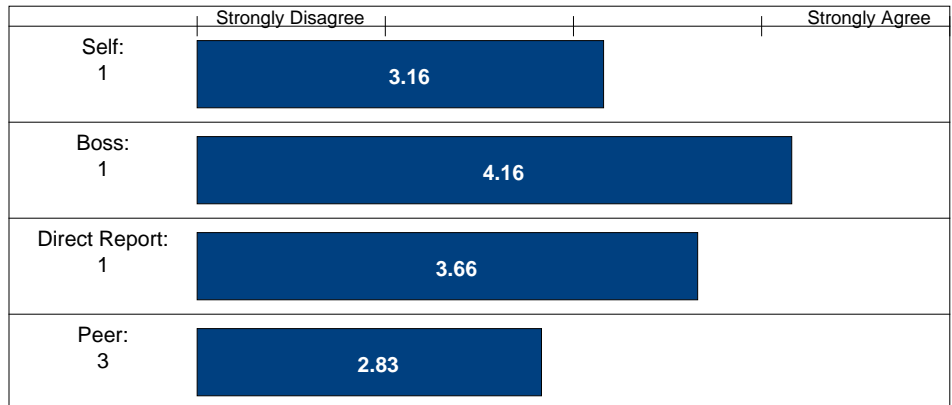
The written Comments Report is extremely useful to understand qualitative feedback. We recommend that as a survey analyst you read all the comments provided before making interpretations on the numerical data.

# Detailed 360 Report

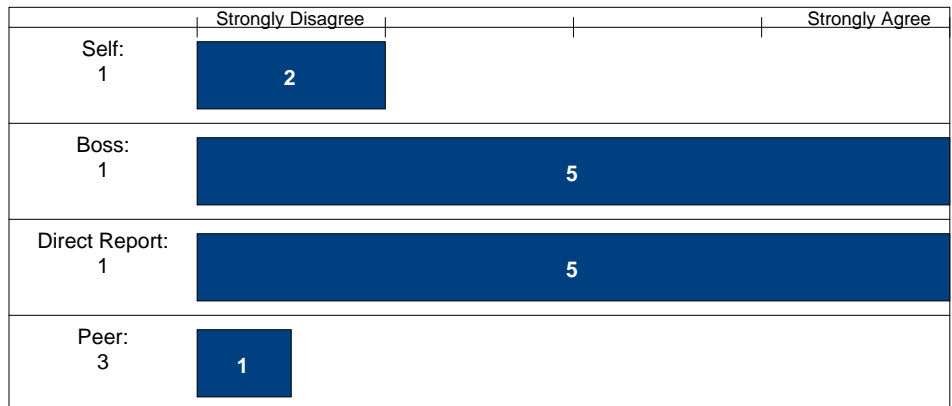
## Mean Score-Comparative

Date: 1/22/2004

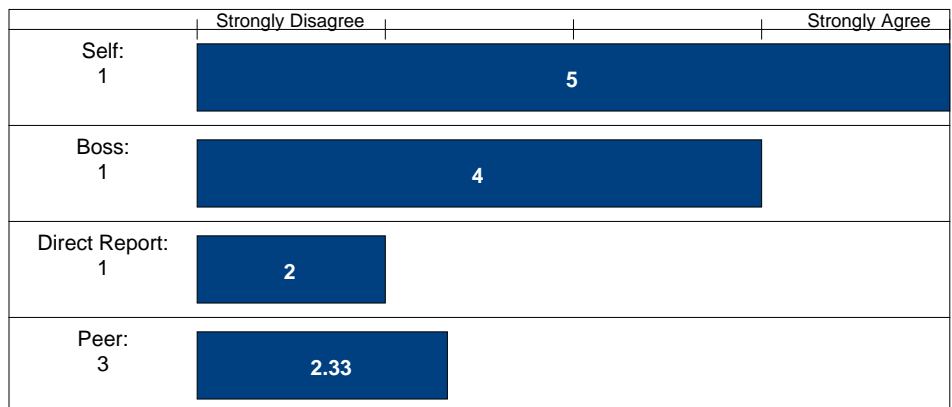
### Resilience



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



2. Develops structured or organized approaches to managing ambiguity.

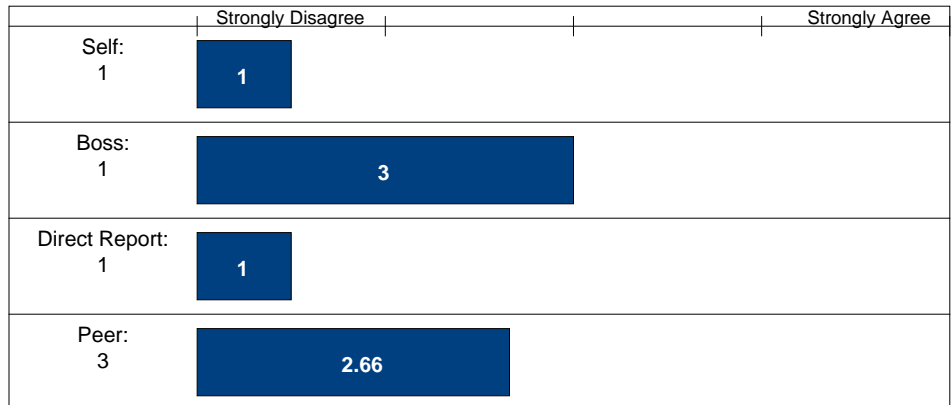


# Detailed 360 Report

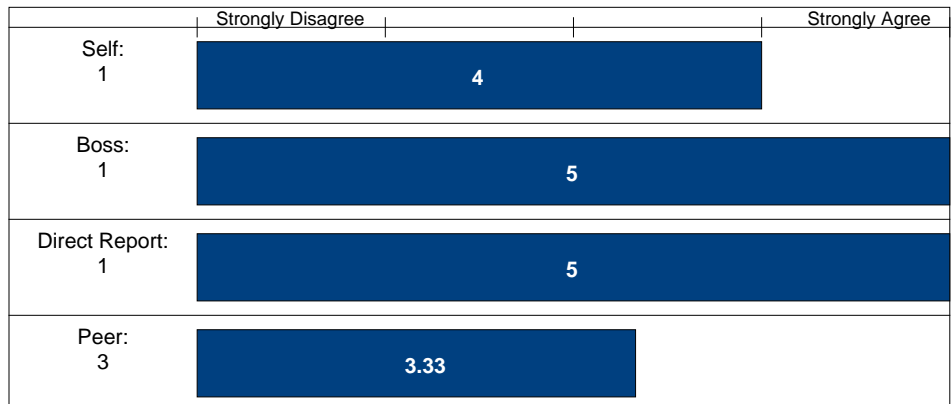
## Mean Score-Comparative

Date: 1/22/2004

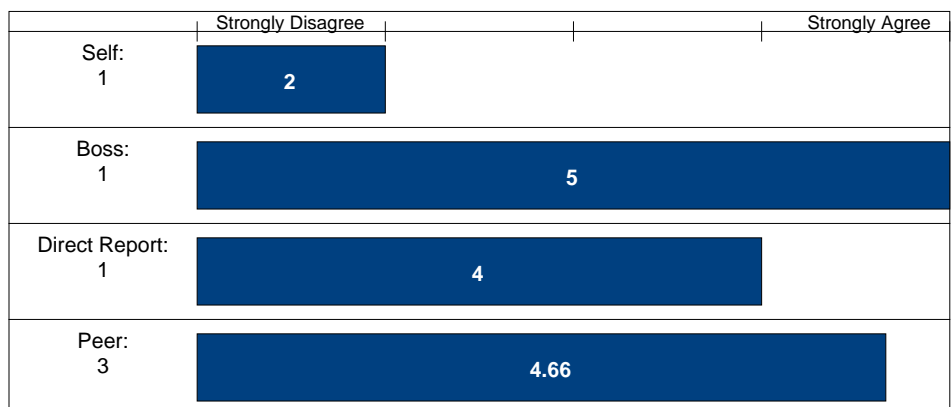
3. Displays a sense of security and self-assurance.



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



5. Manages change rather than fighting against it.



# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

6. Views work as challenging and full of opportunity.

	Strongly Disagree			Strongly Agree
Self: 1	5			
Boss: 1	3			
Direct Report: 1	5			
Peer: 3	3			

### Results-Oriented

		Never			Always
Self: 1	Current Performance	2.45			
	Expected Performance	3.54			
Boss: 1	Current Performance	3			
	Expected Performance	3.09			
Direct Report: 1	Current Performance	3			
	Expected Performance	2.54			
Peer: 3	Current Performance	2.96			
	Expected Performance	2.9			

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

7. Acts decisively after considering input.

		Never			Always
Self: 1	Current Performance	3			
	Expected Performance	4			
Boss: 1	Current Performance	1			
	Expected Performance	4			
Direct Report: 1	Current Performance	3			
	Expected Performance	4			
Peer: 3	Current Performance	2.33			
	Expected Performance	3.33			

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

		Never			Always
Self: 1	Current Performance	1			
	Expected Performance	4			
Boss: 1	Current Performance	5			
	Expected Performance	3			
Direct Report: 1	Current Performance	2			
	Expected Performance	2			
Peer: 3	Current Performance	4.33			
	Expected Performance	1.66			



# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

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

		Never			Always
Self: 1	Current Performance	2			
	Expected Performance	3			
Boss: 1	Current Performance	4			
	Expected Performance	2			
Direct Report: 1	Current Performance	3			
	Expected Performance	1			
Peer: 3	Current Performance	2.33			
	Expected Performance	4			

10. Demonstrates personal commitment and persistence in achieving goals.

		Never			Always
Self: 1	Current Performance	4			
	Expected Performance	4			
Boss: 1	Current Performance	1			
	Expected Performance	3			
Direct Report: 1	Current Performance	3			
	Expected Performance	2			
Peer: 3	Current Performance	3.66			
	Expected Performance	3.66			

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

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

		Never			Always
Self: 1	Current Performance	1			
	Expected Performance	3			
Boss: 1	Current Performance	1			
	Expected Performance	2			
Direct Report: 1	Current Performance	1			
	Expected Performance	5			
Peer: 3	Current Performance	1.33			
	Expected Performance	2			

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

		Never			Always
Self: 1	Current Performance	5			
	Expected Performance	3			
Boss: 1	Current Performance	3			
	Expected Performance	2			
Direct Report: 1	Current Performance	5			
	Expected Performance	1			
Peer: 3	Current Performance	3.66			
	Expected Performance	2			

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

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

		Never			Always
Self: 1	Current Performance	2			
	Expected Performance	5			
Boss: 1	Current Performance	4			
	Expected Performance	3			
Direct Report: 1	Current Performance	3			
	Expected Performance	2			
Peer: 3	Current Performance	3			
	Expected Performance	2.33			

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

		Never			Always
Self: 1	Current Performance	3			
	Expected Performance	4			
Boss: 1	Current Performance	4			
	Expected Performance	2			
Direct Report: 1	Current Performance	5			
	Expected Performance	2			
Peer: 3	Current Performance	3.66			
	Expected Performance	2.66			

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

15. Sets clear priorities and explains interdependency of projects.

		Never			Always
Self: 1	Current Performance	4			
	Expected Performance	4			
Boss: 1	Current Performance	4			
	Expected Performance	3			
Direct Report: 1	Current Performance	3			
	Expected Performance	4			
Peer: 3	Current Performance	2.33			
	Expected Performance	3			

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

		Never			Always
Self: 1	Current Performance	1			
	Expected Performance	3			
Boss: 1	Current Performance	4			
	Expected Performance	5			
Direct Report: 1	Current Performance	2			
	Expected Performance	2			
Peer: 3	Current Performance	3.66			
	Expected Performance	4			

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

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

		Never			Always
Self: 1	Current Performance	1			
	Expected Performance	2			
Boss: 1	Current Performance	2			
	Expected Performance	5			
Direct Report: 1	Current Performance	3			
	Expected Performance	3			
Peer: 3	Current Performance	2.33			
	Expected Performance	3.33			

### Self Improvement

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	2.69			
	Importance	3.76			
Boss: 1	Current Performance	3			
	Importance	3.46			
Direct Report: 1	Current Performance	2.84			
	Importance	3.53			
Peer: 3	Current Performance	3.3			
	Importance	3.3			

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

18. Applies new and innovative ways of doing things.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	5	
	Importance	5	
Boss: 1	Current Performance	5	
	Importance	5	
Direct Report: 1	Current Performance	5	
	Importance	5	
Peer: 3	Current Performance	5	
	Importance	5	

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	1	
	Importance	5	
Boss: 1	Current Performance	2	
	Importance	4	
Direct Report: 1	Current Performance	2	
	Importance	5	
Peer: 3	Current Performance	3	
	Importance	4.33	

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	1	
	Importance	5	
Boss: 1	Current Performance	4	
	Importance	5	
Direct Report: 1	Current Performance	1	
	Importance	3	
Peer: 3	Current Performance	3	
	Importance	3.66	

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	2	
Boss: 1	Current Performance	1	
	Importance	5	
Direct Report: 1	Current Performance	4	
	Importance	2	
Peer: 3	Current Performance	3.66	
	Importance	3	

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	1	
	Importance	5	
Boss: 1	Current Performance	2	
	Importance	4	
Direct Report: 1	Current Performance	5	
	Importance	4	
Peer: 3	Current Performance	4	
	Importance	2.33	

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	5	
Boss: 1	Current Performance	3	
	Importance	4	
Direct Report: 1	Current Performance	3	
	Importance	4	
Peer: 3	Current Performance	1.66	
	Importance	3.33	



# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

24. Is open to constructive criticism without becoming defensive.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	1	
Boss: 1	Current Performance	3	
	Importance	3	
Direct Report: 1	Current Performance	3	
	Importance	4	
Peer: 3	Current Performance	5	
	Importance	4	

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	1	
	Importance	5	
Boss: 1	Current Performance	5	
	Importance	5	
Direct Report: 1	Current Performance	1	
	Importance	5	
Peer: 3	Current Performance	3.33	
	Importance	2	

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	4	
	Importance	3	
Boss: 1	Current Performance	4	
	Importance	3	
Direct Report: 1	Current Performance	2	
	Importance	2	
Peer: 3	Current Performance	3.66	
	Importance	2	

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	4	
	Importance	1	
Boss: 1	Current Performance	2	
	Importance	1	
Direct Report: 1	Current Performance	4	
	Importance	3	
Peer: 3	Current Performance	3.66	
	Importance	3.33	

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	5	
	Importance	3	
Boss: 1	Current Performance	5	
	Importance	1	
Direct Report: 1	Current Performance	3	
	Importance	4	
Peer: 3	Current Performance	3	
	Importance	4	

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	2	
	Importance	4	
Boss: 1	Current Performance	2	
	Importance	2	
Direct Report: 1	Current Performance	3	
	Importance	4	
Peer: 3	Current Performance	1.33	
	Importance	3	

# Detailed 360 Report

## Mean Score-Comparative

Date: 1/22/2004

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

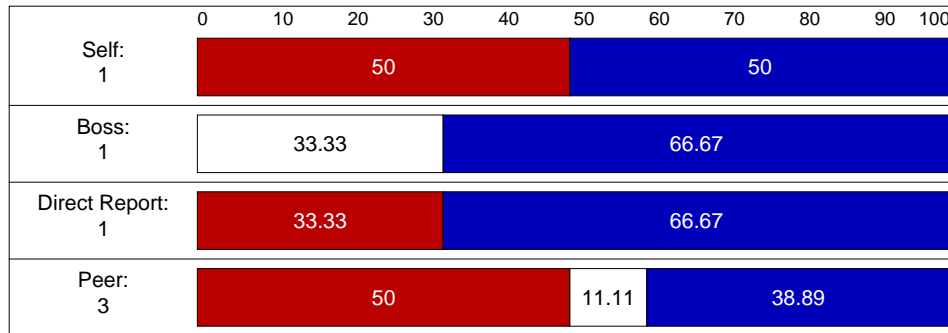
		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	2	
	Importance	5	
Boss: 1	Current Performance	1	
	Importance	3	
Direct Report: 1	Current Performance	1	
	Importance	1	
Peer: 3	Current Performance	2.66	
	Importance	3	

# Detailed 360 Report

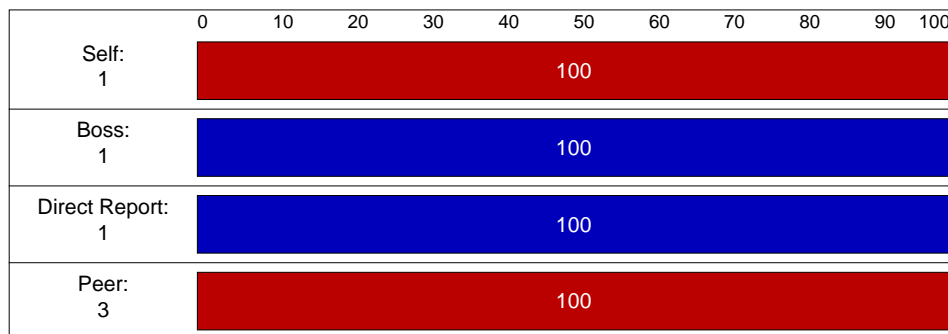
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

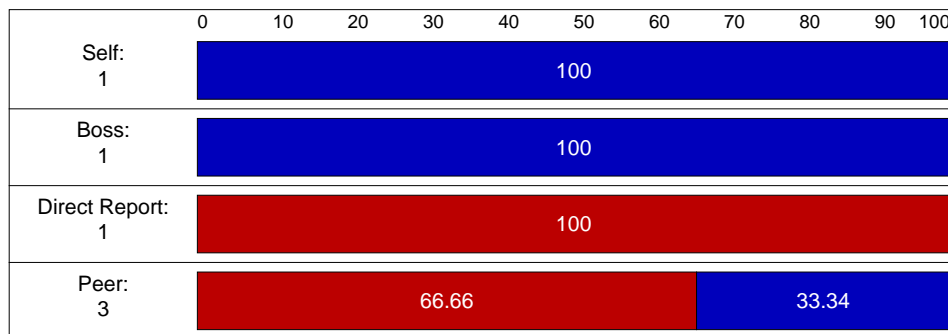
### Resilience



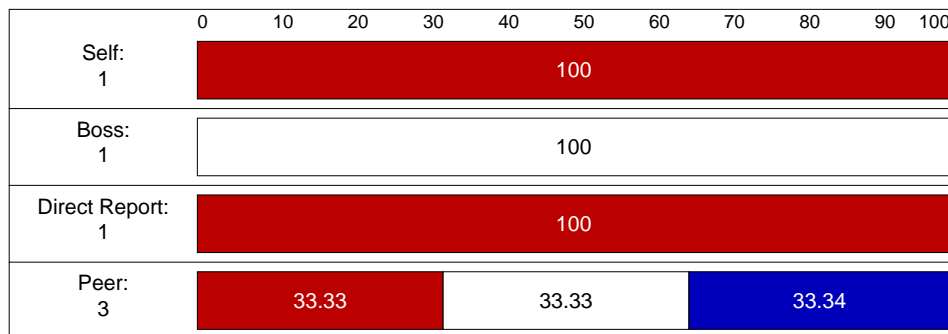
1. Demonstrates flexibility when responding to uncertainty, ambiguity, and change.



2. Develops structured or organized approaches to managing ambiguity.



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

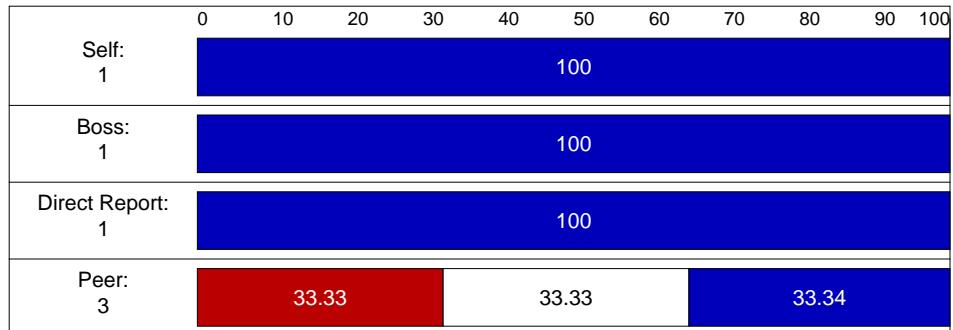


# Detailed 360 Report

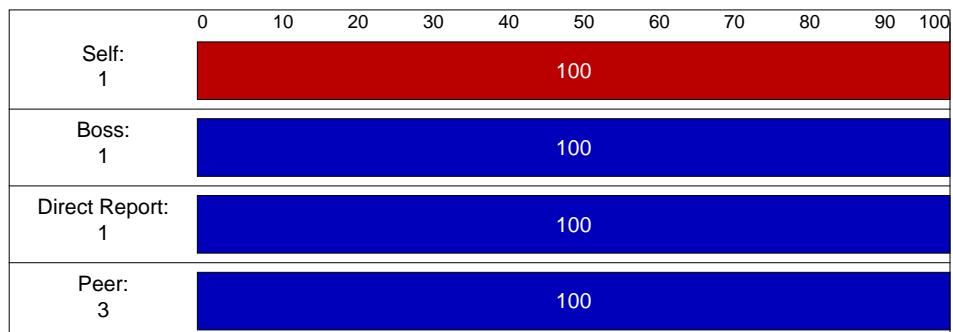
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

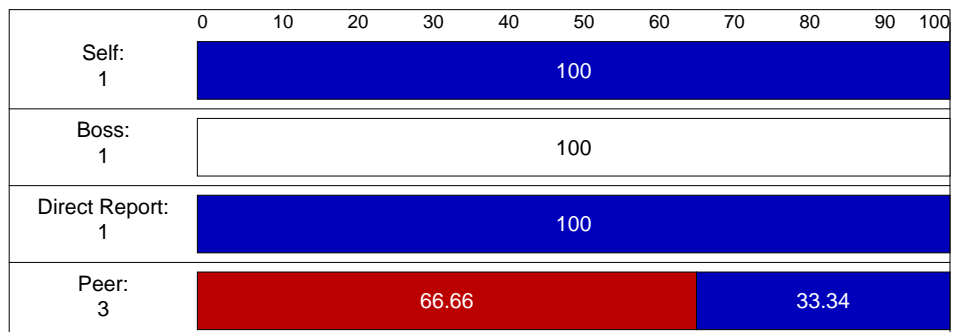
4. Has a clear vision of what he/she wants to achieve.



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.

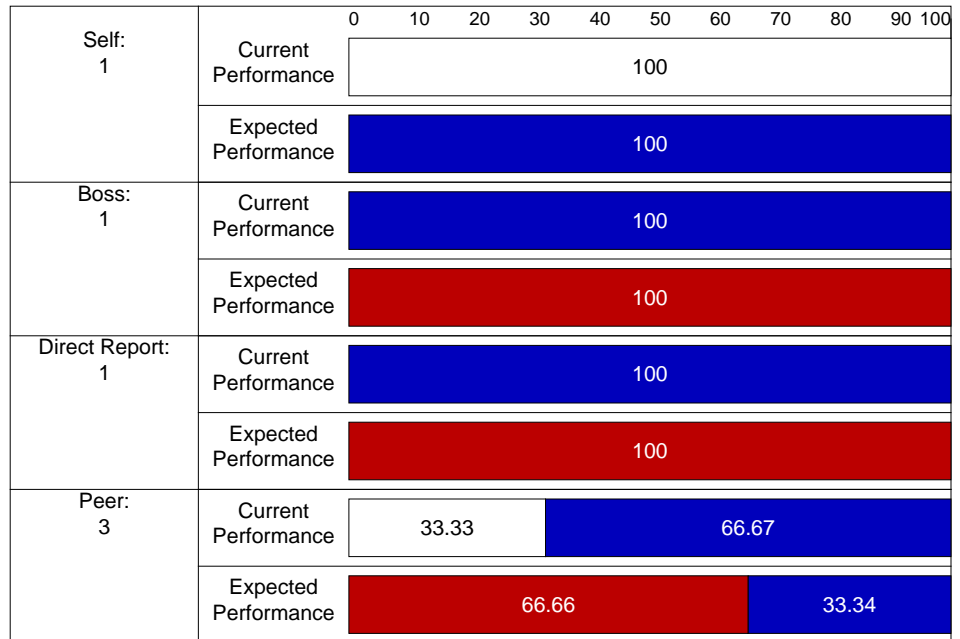
		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance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

# Detailed 360 Report

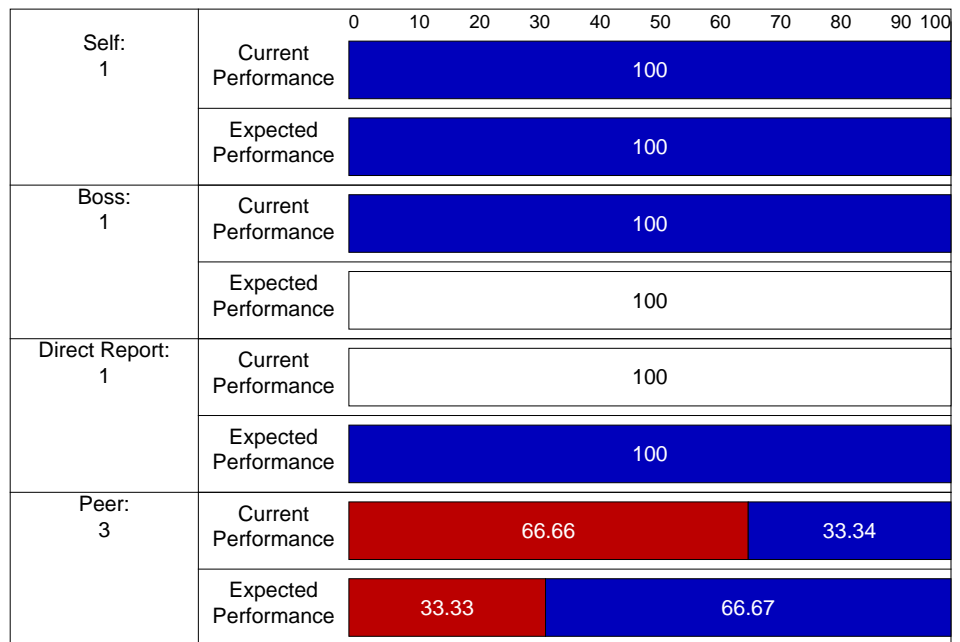
## Favorable/Unfavorable-Comparative

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.

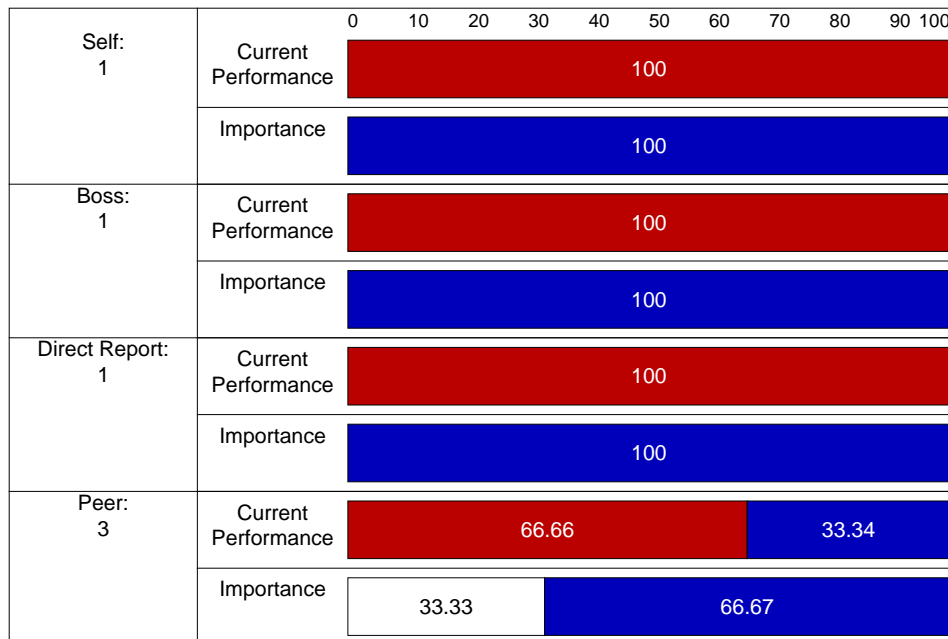
		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	100										
	Importance	100										
Boss: 1	Current Performance	100										
	Importance	100										
Direct Report: 1	Current Performance	100										
	Importance	100										
Peer: 3	Current Performance	100										
	Importance	100										

# Detailed 360 Report

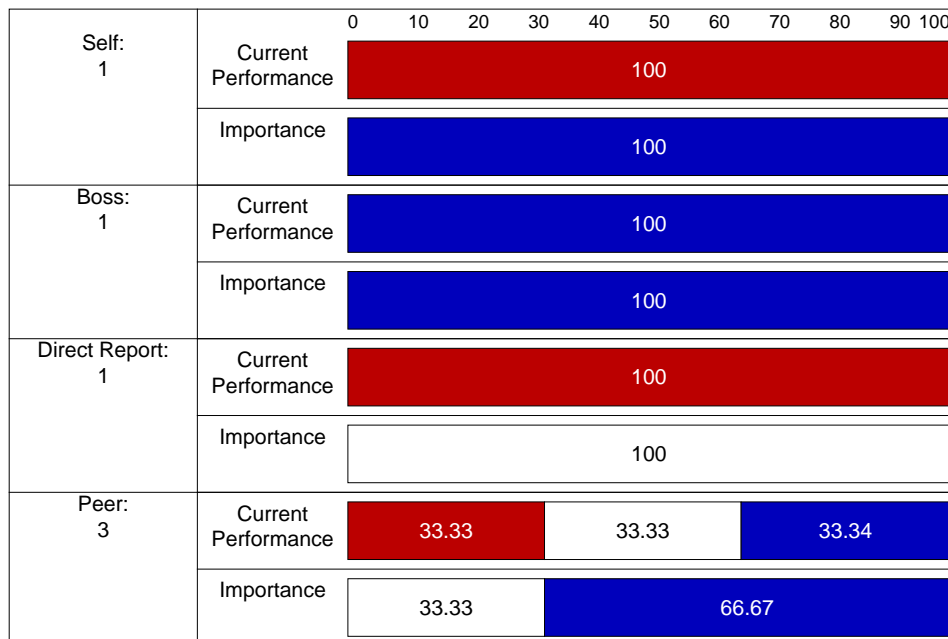
## Favorable/Unfavorable-Comparative

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							

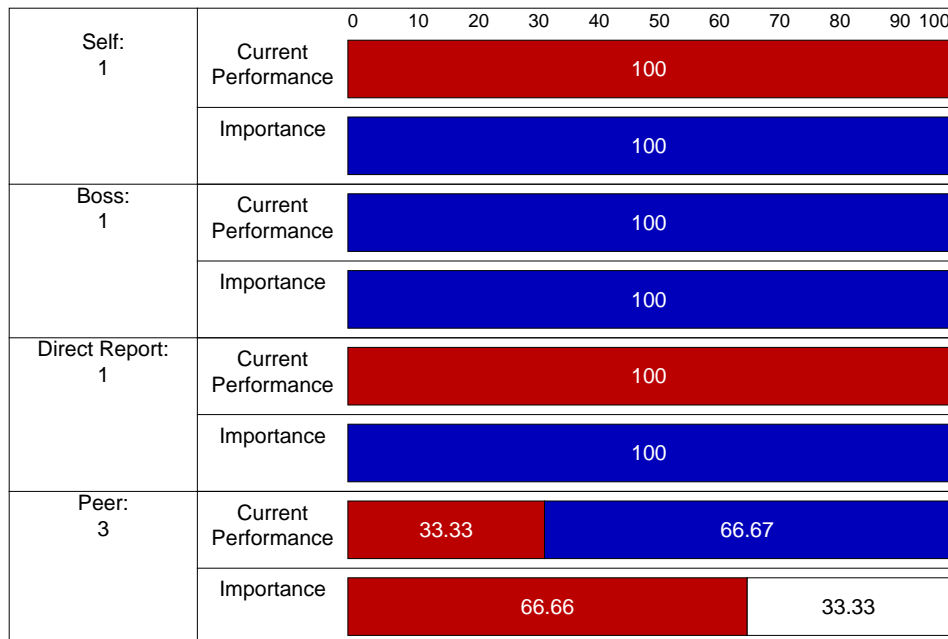


# Detailed 360 Report

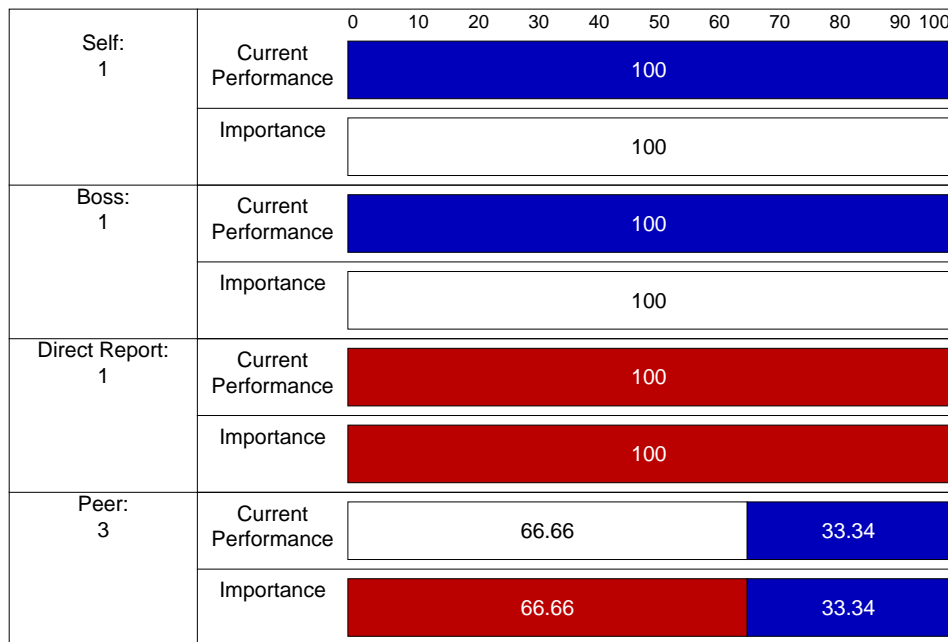
## Favorable/Unfavorable-Comparative

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.

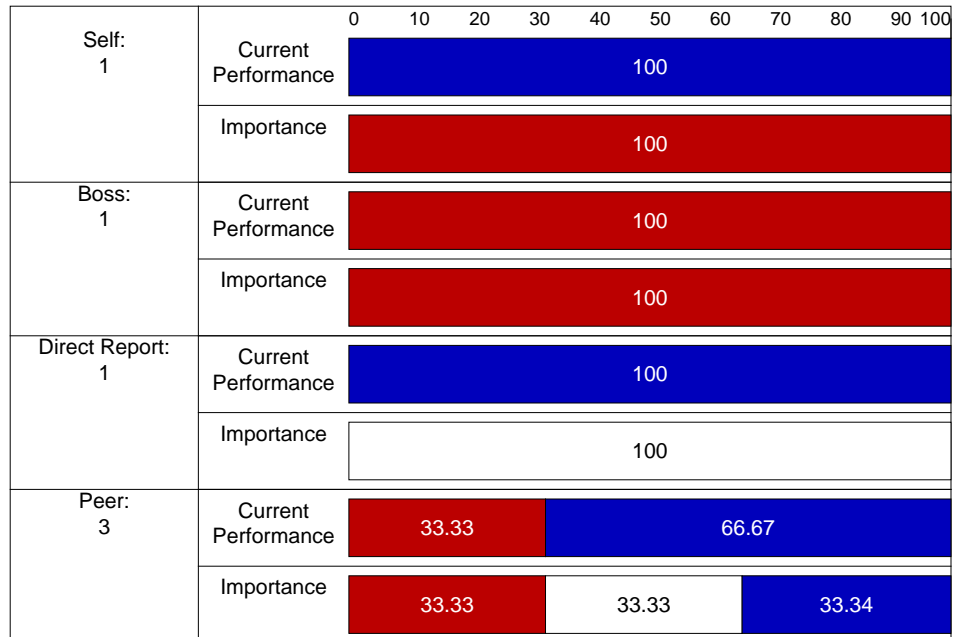


# Detailed 360 Report

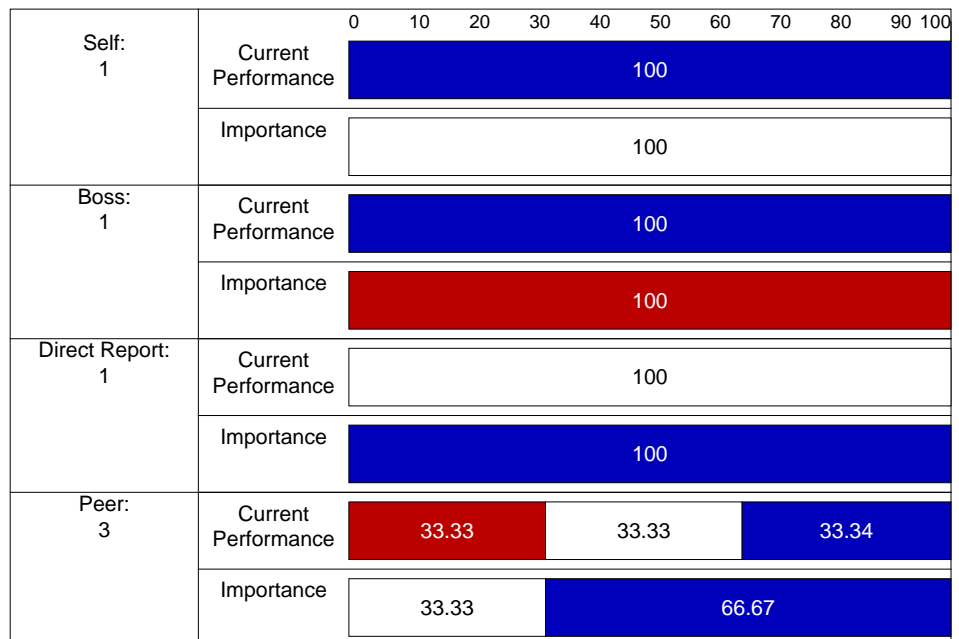
## Favorable/Unfavorable-Comparative

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.

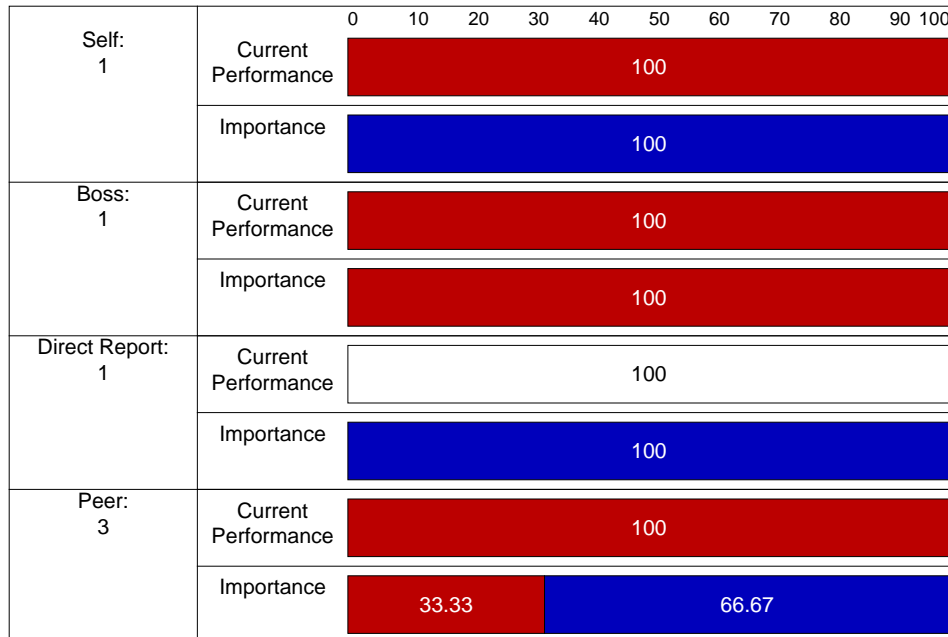


# Detailed 360 Report

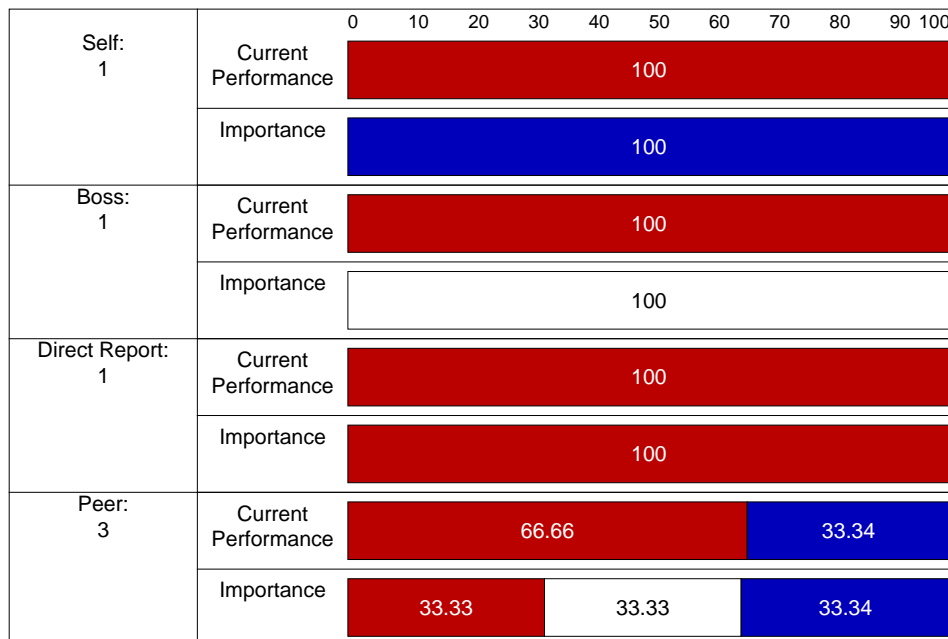
## Favorable/Unfavorable-Comparative

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.

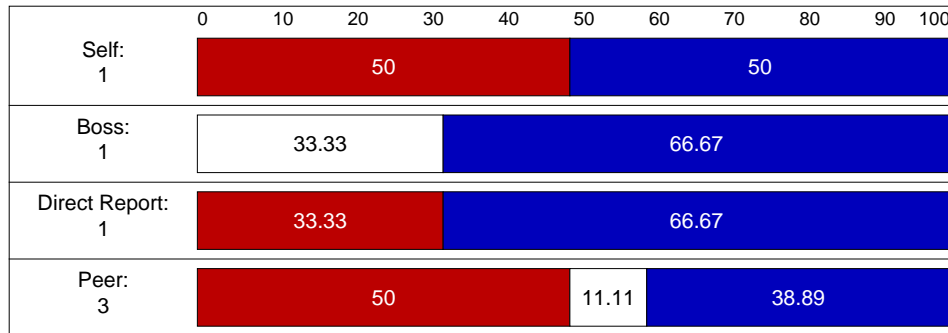


# Detailed 360 Report

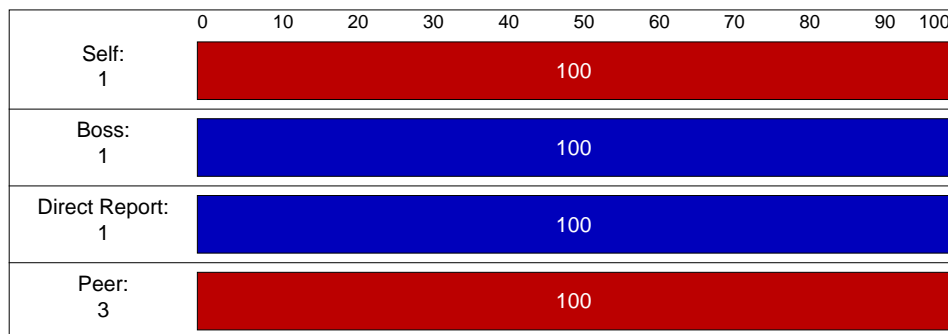
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

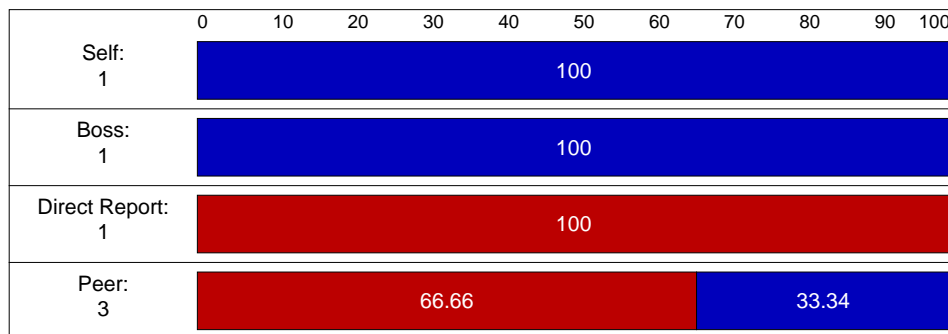
### Resilience



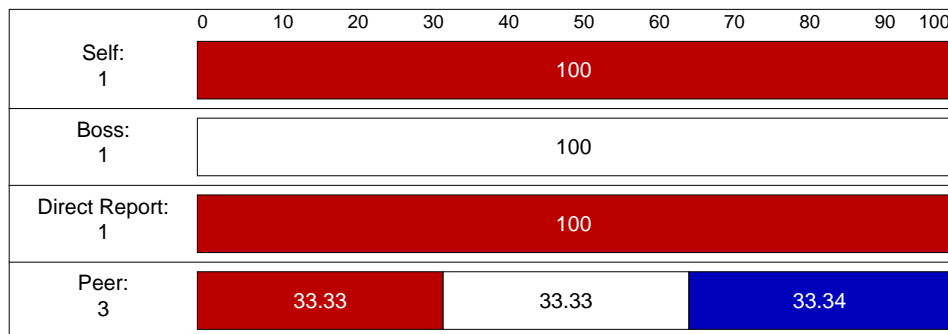
1. Demonstrates flexibility when responding to uncertainty, ambiguity, and change.



2. Develops structured or organized approaches to managing ambiguity.



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

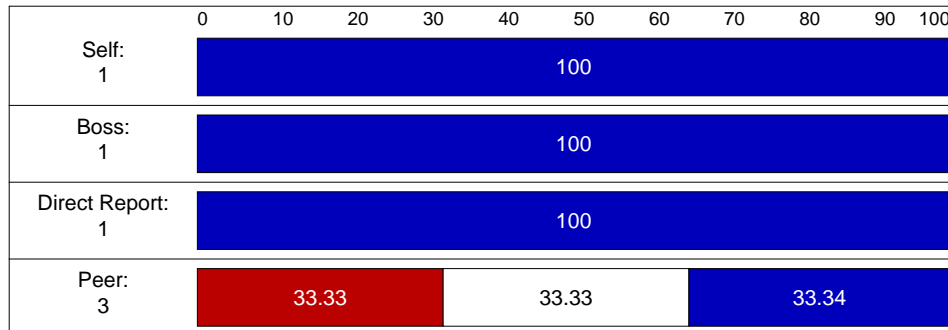


# Detailed 360 Report

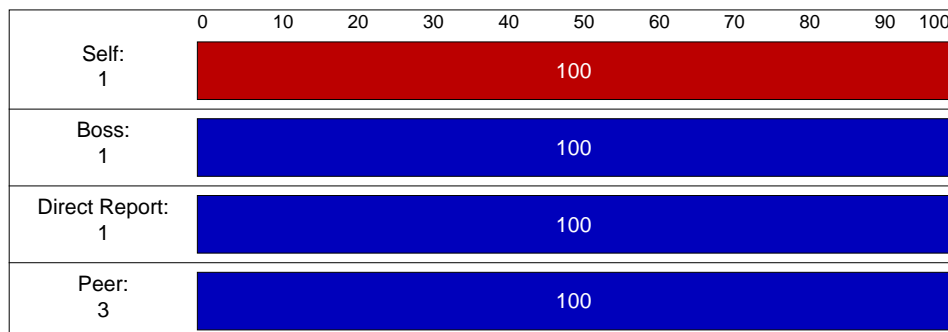
## Favorable/Unfavorable-Comparative

Date: 1/22/2004

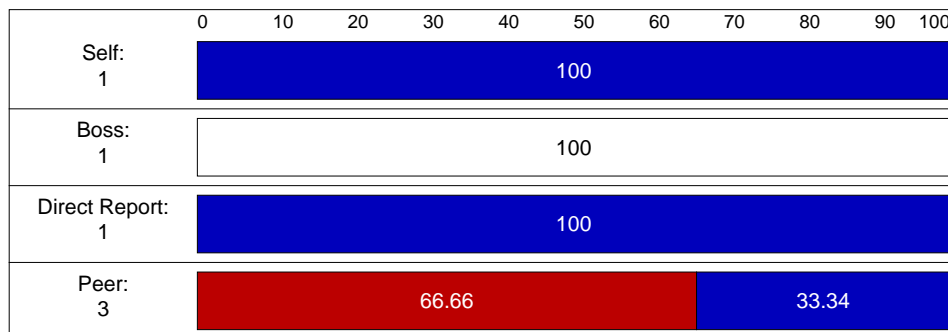
4. Has a clear vision of what he/she wants to achieve.



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.

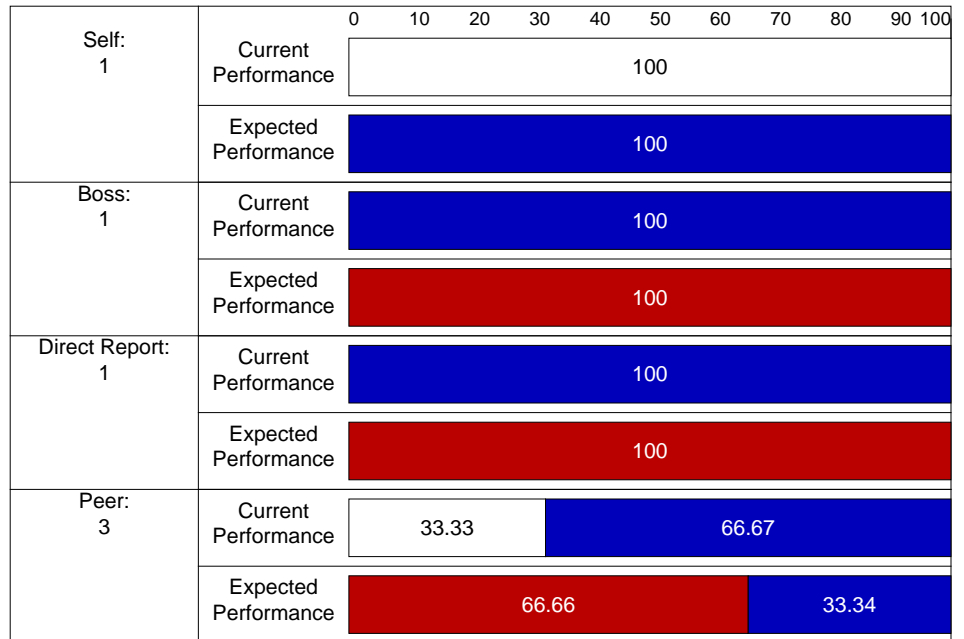
		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 1	Current Performance	100											
	Expected Performance	100											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 3	Current Performance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

# Detailed 360 Report

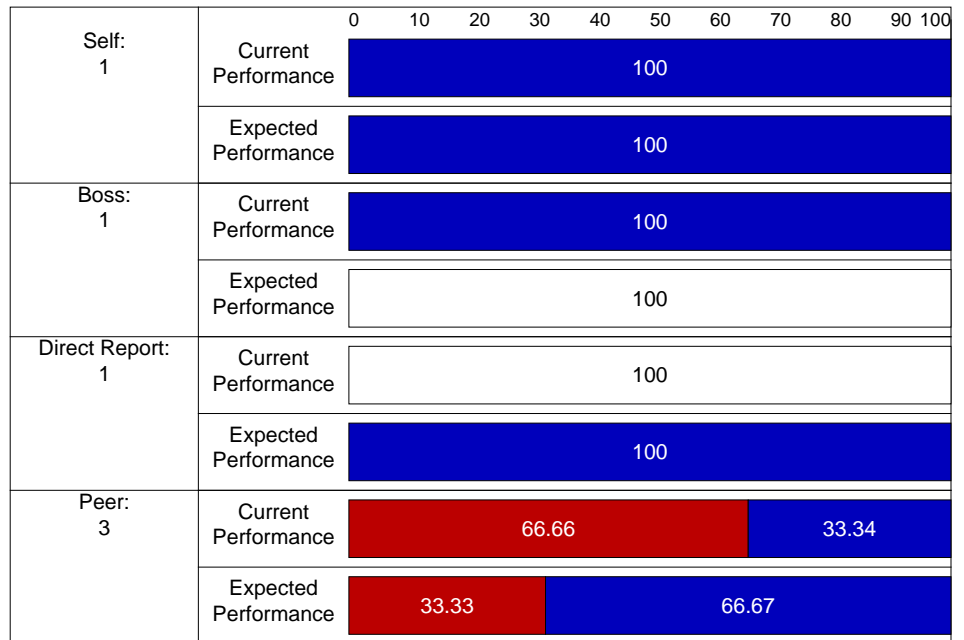
## Favorable/Unfavorable-Comparative

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.

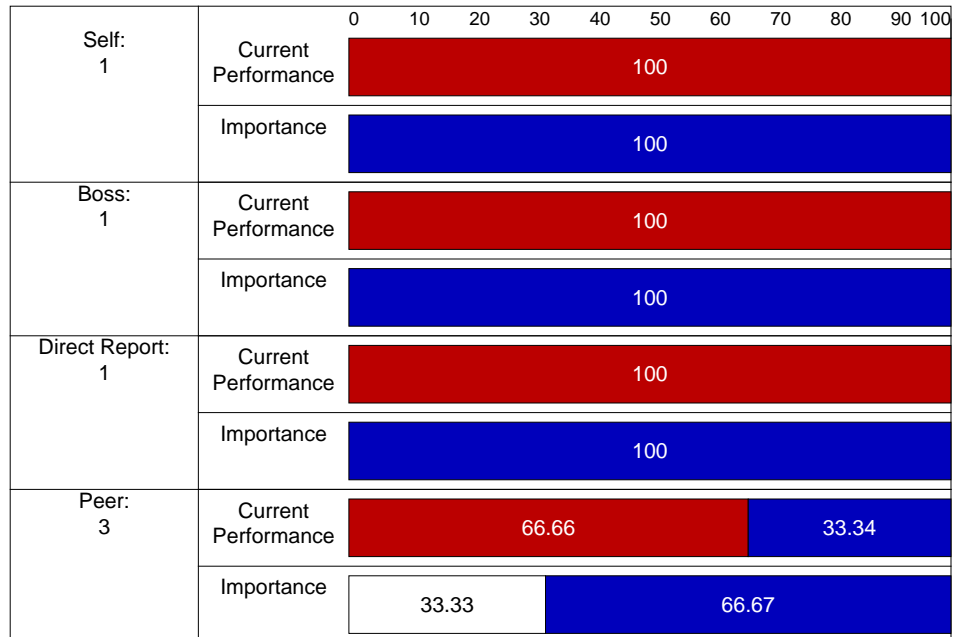
		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	100										
	Importance	100										
Boss: 1	Current Performance	100										
	Importance	100										
Direct Report: 1	Current Performance	100										
	Importance	100										
Peer: 3	Current Performance	100										
	Importance	100										

# Detailed 360 Report

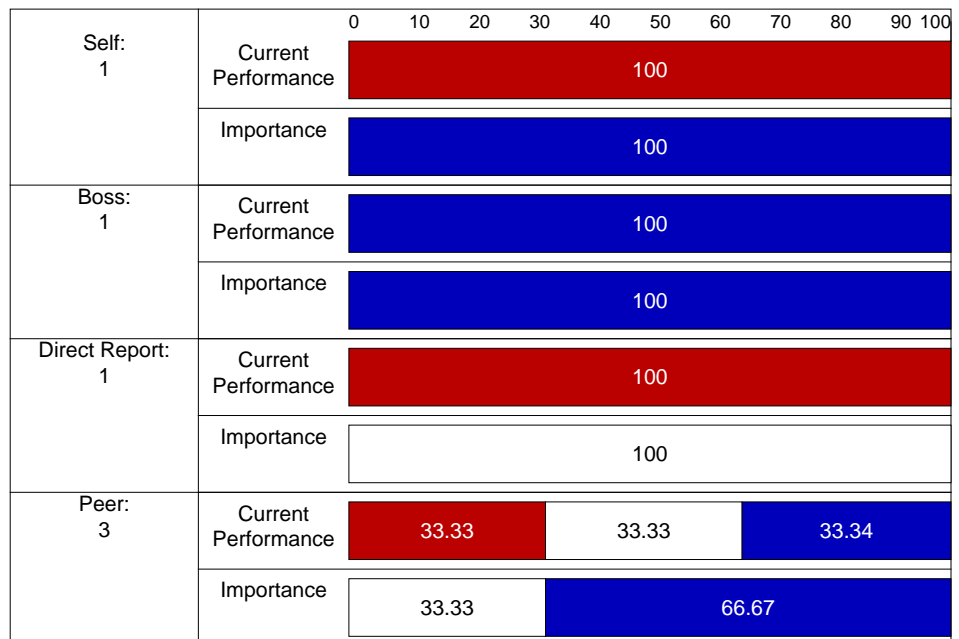
## Favorable/Unfavorable-Comparative

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.

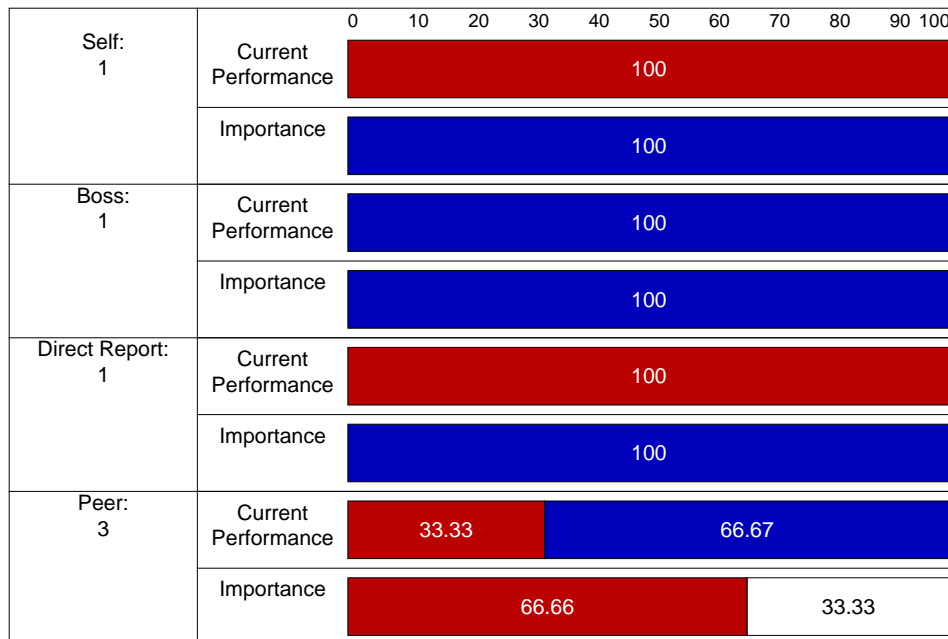
		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	100										
	Importance	100										
Boss: 1	Current Performance	100										
	Importance	100										
Direct Report: 1	Current Performance	100										
	Importance	100										
Peer: 3	Current Performance	100										
	Importance	33.33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

# Detailed 360 Report

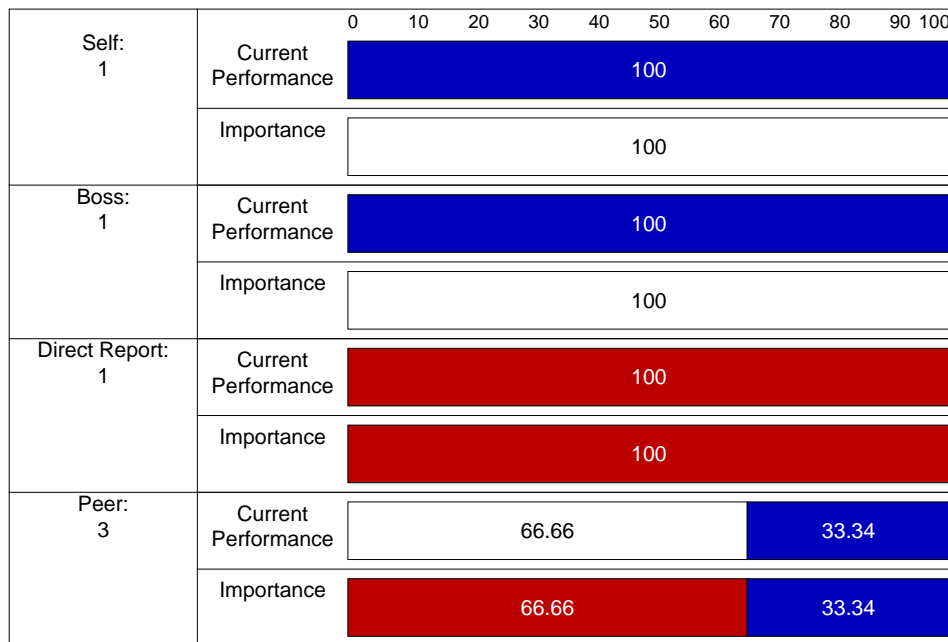
## Favorable/Unfavorable-Comparative

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.



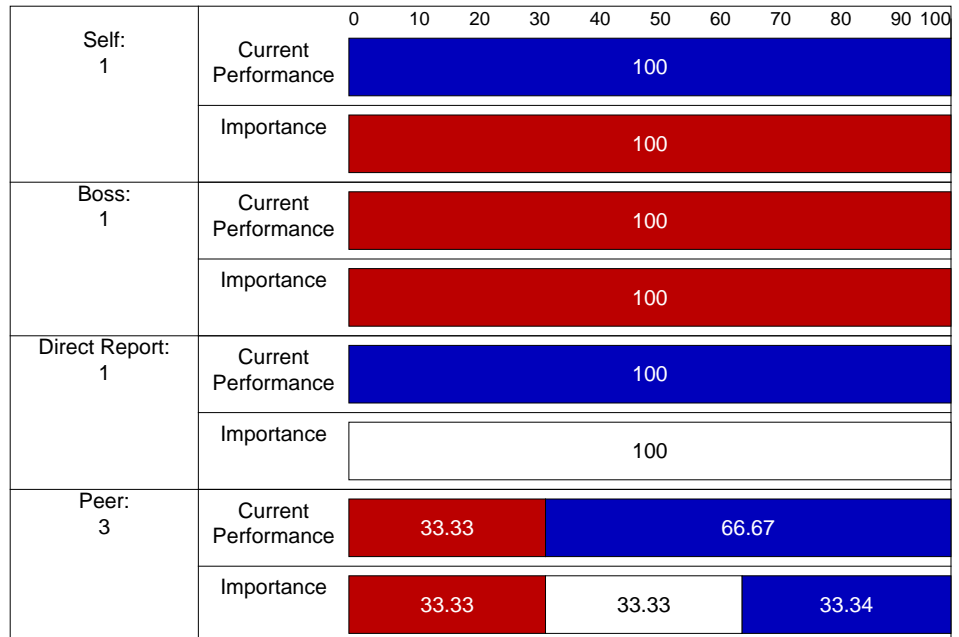


# Detailed 360 Report

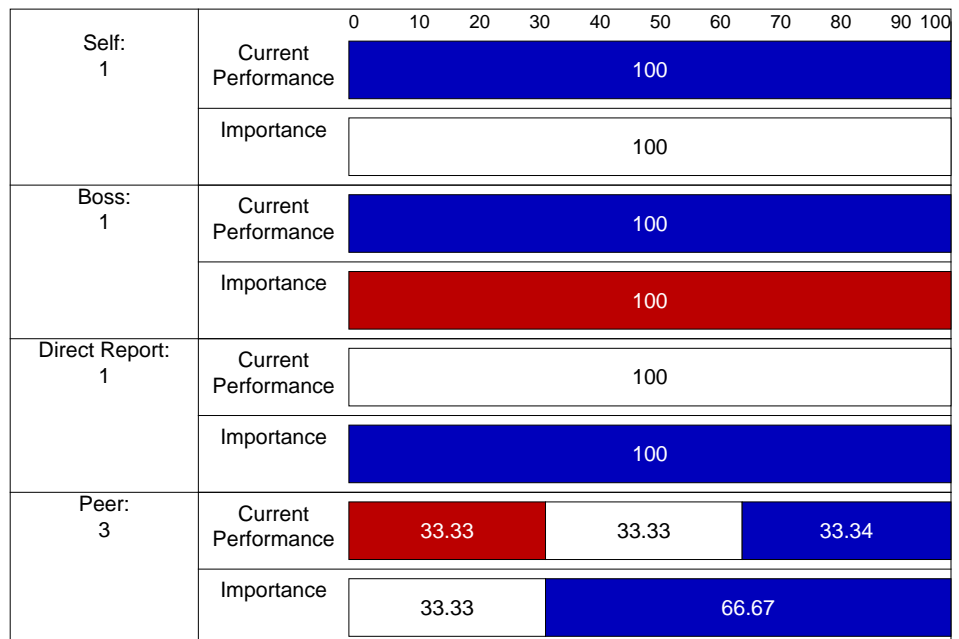
## Favorable/Unfavorable-Comparative

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.

		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			

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

		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						33.34				
	Importance	33.33	33.33				33.34					