

MANAGER VIEW360

ManagerView360 Profile for: Sample Report Sample

Online Assessment: August 31, 2005

The ManagerView360 Feedback report is an instrument designed to provide a focus about specific supervisory and management competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination.

MANAGER VIEW360

Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 20 job critical supervisory and management competencies of ManagerView360.

This Feedback Report summarizes information from questionnaires completed by the following number and type of raters:

Self	1
Manager	1
Peer	3
Subordinate	2
Team Member	2

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Top and Bottom Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments

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Competency Definitions

COMMUNICATION SKILLS

Listening

Two-Way Feedback

Written Communication

Oral Communication

Oral Presentation

Vision/Goal Setting

TASK MANAGEMENT SKILLS

Planning/Organising

Delegation

Administrative Control

Performance Evaluation

Performance Management

Recognising/Rewarding

INTERPERSONAL SKILLS

Team Development

Interpersonal Sensitivity

Conflict Management

Coaching

Leadership/Influence

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Competency Definitions Continued

Employee Involvement

PROBLEM-SOLVING SKILLS

Problem Analysis

Decisiveness/Judgement

FREQUENCY RATING SCALE

1	= To an Extremely Small Extent
2	= To a Very Small Extent
3	= To a Small Extent
4	= To a Moderate Extent
5	= To a Large Extent
6	= To a Very Large Extent
7	= To an Extremely Large Extent
NA	= Not Observable or Not Applicable

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Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **ManagerView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those that were rated higher by your rater groups than your own self ratings
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those that were rated high by yourself and other rater groups
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated lower by your rater groups than your own self ratings
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those that were rated low by yourself and other rater groups

OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

SELF RATINGS

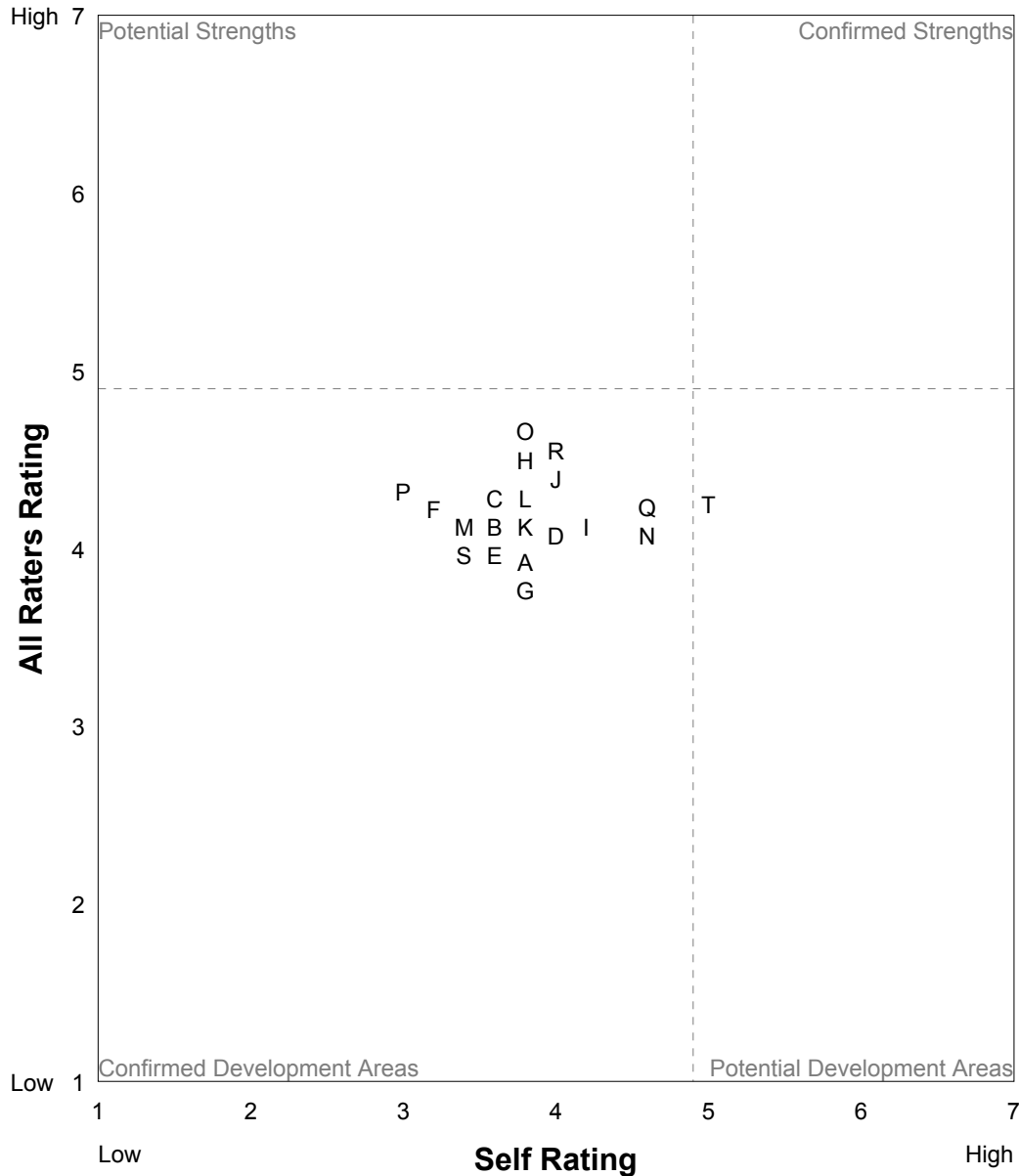
HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

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Self-Awareness Index

SELF - ALL RATERS VIEW (N = 8)



Average Scores

	<u>Self</u>	<u>All Raters</u>
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Confirmed Development Areas

A. Two-Way Feedback	3.80	3.93
B. Written Communication	3.60	4.13
C. Oral Communication	3.60	4.25
D. Oral Presentation	4.00	4.08
E. Vision/Goal Setting	3.60	4.00
F. Planning/Organising	3.20	4.23
G. Delegation	3.80	3.93
H. Administrative Control	3.80	4.50
I. Performance Evaluation	4.20	4.13
J. Performance Management	4.00	4.39
K. Recognising/Rewarding	3.80	4.13
L. Team Development	3.80	4.18
M. Interpersonal Sensitivity	3.40	4.13
N. Conflict Management	4.60	4.08
O. Coaching	3.80	4.03
P. Leadership/Influence	3.00	4.33
Q. Employee Involvement	4.60	4.21
R. Problem Analysis	4.00	4.13
S. Decisiveness/Judgement	3.40	4.08

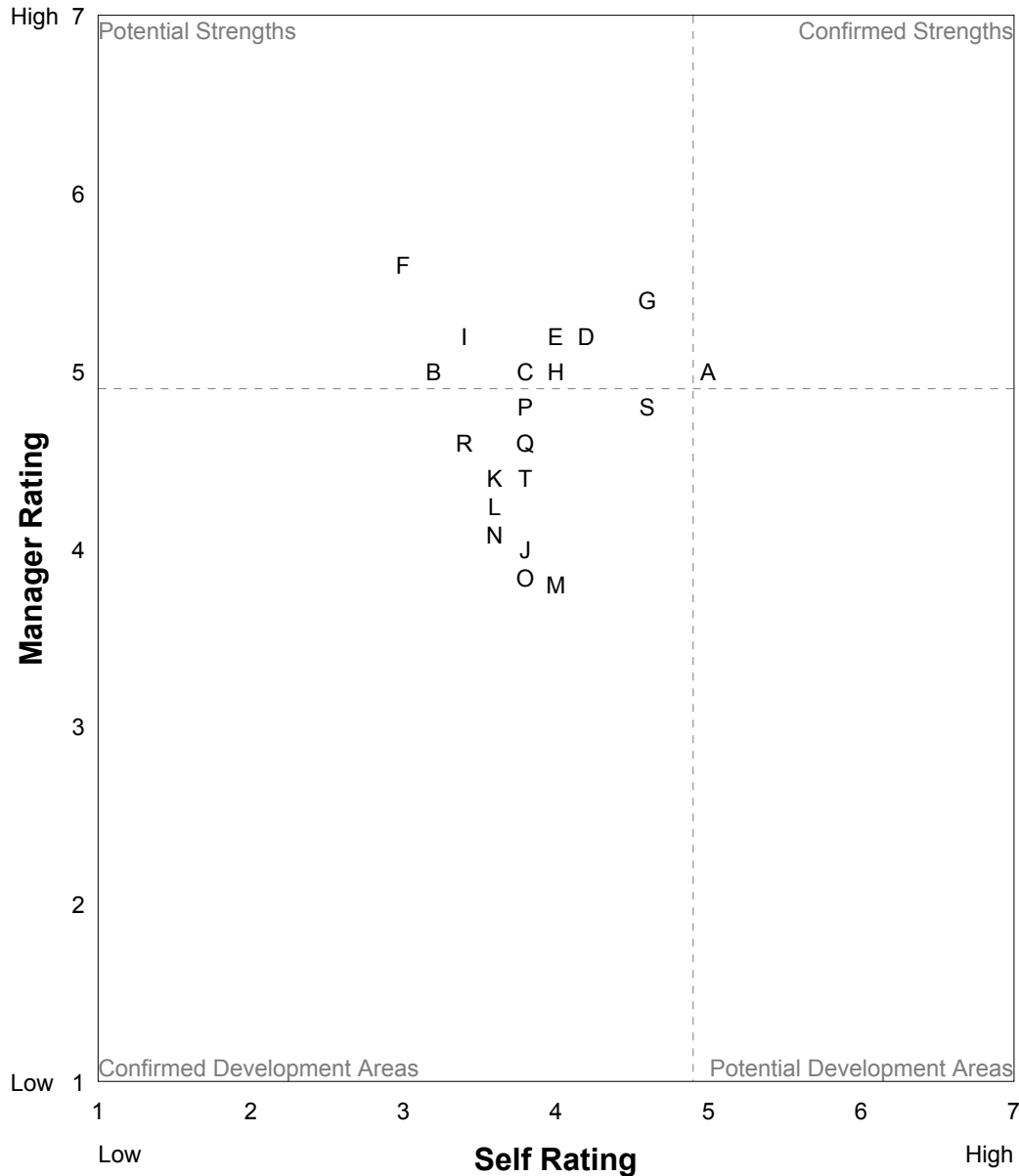
Potential Development Areas

T. Listening	5.00	4.25
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Self-Awareness Index

SELF - MANAGER VIEW (N = 1)



Average Scores

Self Manager

Confirmed Strengths

A. Listening 5.00 5.00

Potential Strengths

B. Planning/Organising 3.20 5.00

C. Administrative Control 3.80 5.00

D. Performance Evaluation 4.20 5.20

E. Performance Management 4.00 5.20

F. Leadership/Influence 3.00 5.60

G. Employee Involvement 4.60 5.40

H. Problem Analysis 4.00 5.00

I. Decisiveness/Judgement 3.40 5.20

Confirmed Development Areas

J. Two-Way Feedback 3.80 4.00

K. Written Communication 3.60 4.40

L. Oral Communication 3.60 4.40

M. Oral Presentation 4.00 3.80

N. Vision/Goal Setting 3.60 4.20

O. Delegation 3.80 4.00

P. Recognising/Rewarding 3.80 4.80

Q. Team Development 3.80 4.60

R. Interpersonal Sensitivity 3.40 4.60

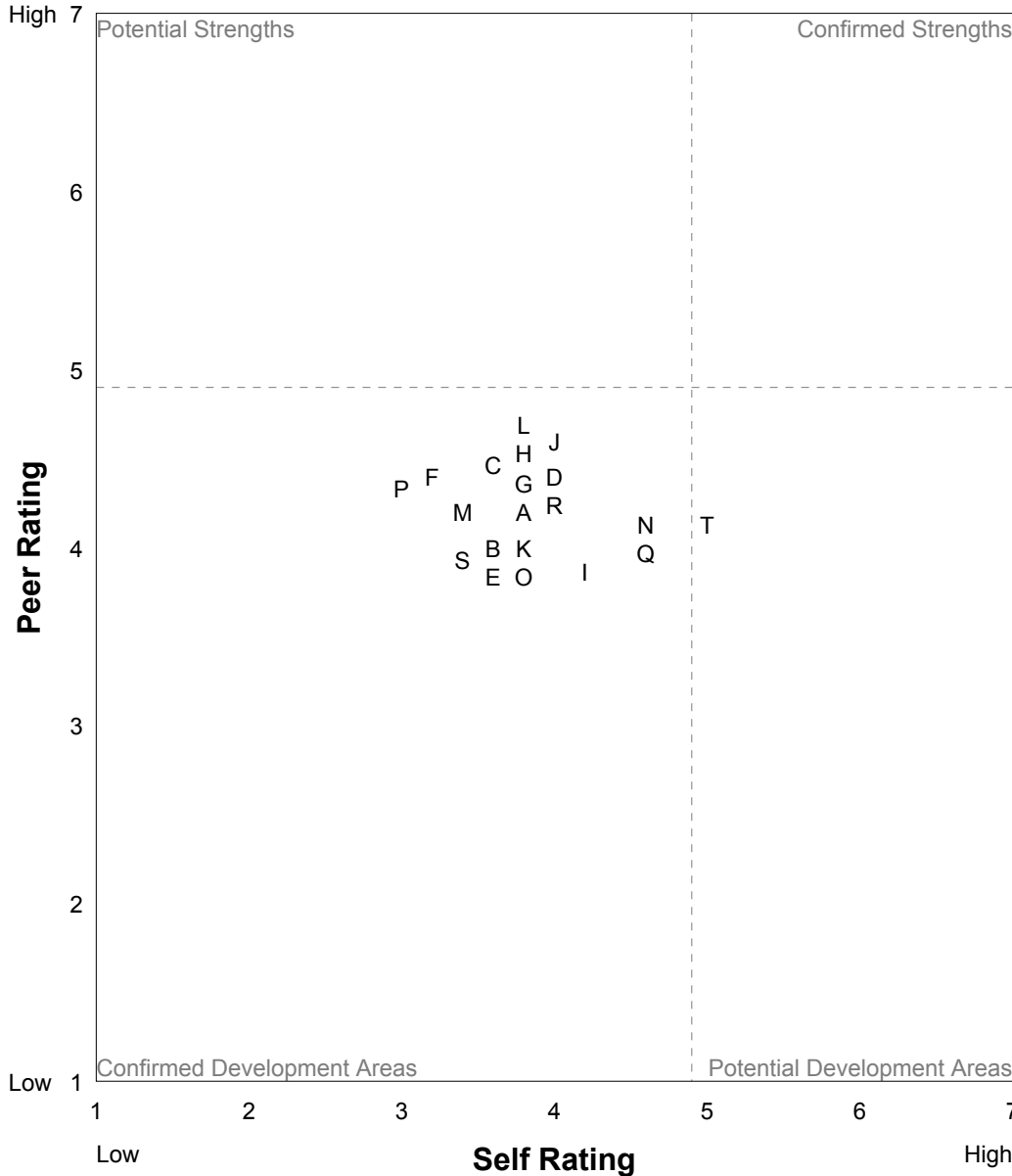
S. Conflict Management 4.60 4.80

T. Coaching 3.80 4.40

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Self-Awareness Index

SELF - PEER VIEW (N = 3)



Average Scores

Self Peer

Confirmed Development Areas

A. Two-Way Feedback	3.80	4.20
B. Written Communication	3.60	4.00
C. Oral Communication	3.60	4.47
D. Oral Presentation	4.00	4.40
E. Vision/Goal Setting	3.60	3.87
F. Planning/Organising	3.20	4.40
G. Delegation	3.80	4.33
H. Administrative Control	3.80	4.53
I. Performance Evaluation	4.20	3.87
J. Performance Management	4.00	4.60
K. Recognising/Rewarding	3.80	4.00
L. Team Development	3.80	4.60
M. Interpersonal Sensitivity	3.40	4.20
N. Conflict Management	4.60	4.13
O. Coaching	3.80	4.20
P. Leadership/Influence	3.00	4.33
Q. Employee Involvement	4.60	4.07
R. Problem Analysis	4.00	4.27
S. Decisiveness/Judgement	3.40	3.93

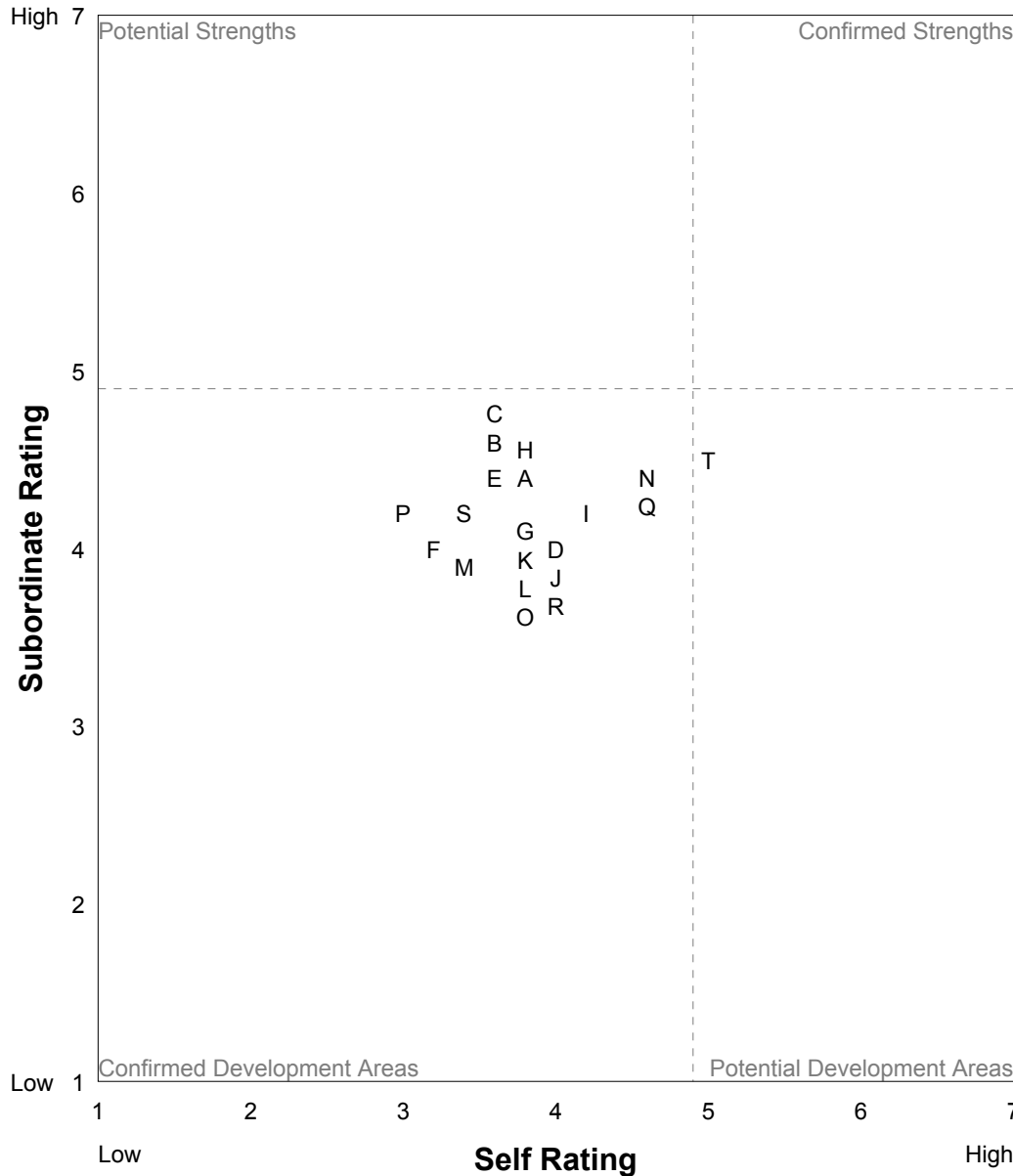
Potential Development Areas

T. Listening	5.00	4.13
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Self-Awareness Index

SELF - SUBORDINATE VIEW (N = 2)



Average Scores

Self Subordinate

Confirmed Development Areas

A. Two-Way Feedback	3.80	4.40
B. Written Communication	3.60	4.60
C. Oral Communication	3.60	4.70
D. Oral Presentation	4.00	4.00
E. Vision/Goal Setting	3.60	4.40
F. Planning/Organising	3.20	4.00
G. Delegation	3.80	4.10
H. Administrative Control	3.80	4.50
I. Performance Evaluation	4.20	4.20
J. Performance Management	4.00	4.00
K. Recognising/Rewarding	3.80	4.30
L. Team Development	3.80	4.00
M. Interpersonal Sensitivity	3.40	3.90
N. Conflict Management	4.60	4.40
O. Coaching	3.80	4.10
P. Leadership/Influence	3.00	4.20
Q. Employee Involvement	4.60	4.30
R. Problem Analysis	4.00	3.90
S. Decisiveness/Judgement	3.40	4.20

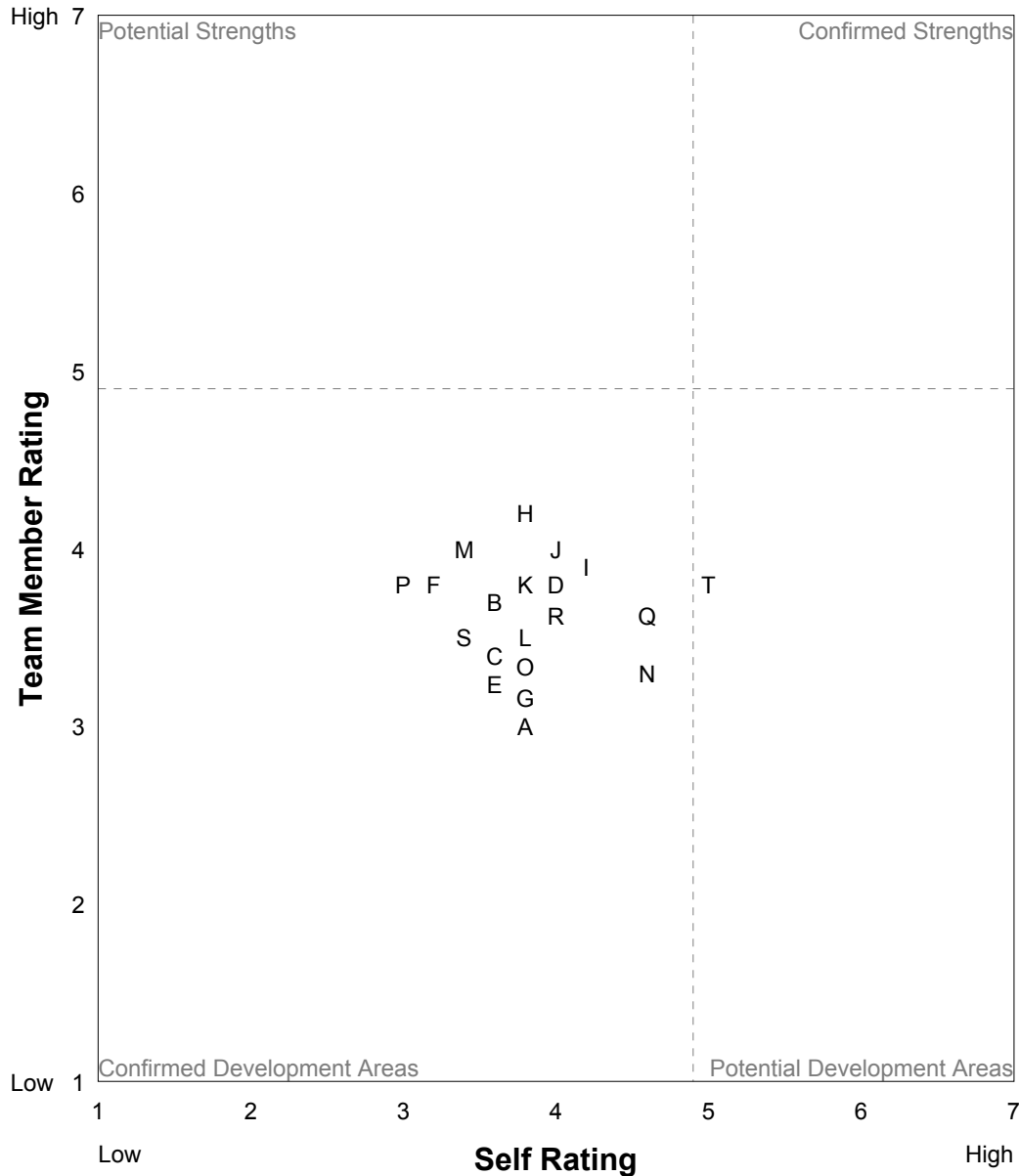
Potential Development Areas

T. Listening	5.00	4.50
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Self-Awareness Index

SELF - TEAM MEMBER VIEW (N = 2)



Average Scores

	<u>Self</u>	<u>Team Member</u>
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Confirmed Development Areas

A. Two-Way Feedback	3.80	3.00
B. Written Communication	3.60	3.70
C. Oral Communication	3.60	3.40
D. Oral Presentation	4.00	3.80
E. Vision/Goal Setting	3.60	3.70
F. Planning/Organising	3.20	3.80
G. Delegation	3.80	3.10
H. Administrative Control	3.80	4.20
I. Performance Evaluation	4.20	3.90
J. Performance Management	4.00	4.00
K. Recognising/Rewarding	3.80	3.80
L. Team Development	3.80	3.50
M. Interpersonal Sensitivity	3.40	4.00
N. Conflict Management	4.60	3.30
O. Coaching	3.80	3.50
P. Leadership/Influence	3.00	3.80
Q. Employee Involvement	4.60	3.63
R. Problem Analysis	4.00	3.63
S. Decisiveness/Judgement	3.40	3.50

Potential Development Areas

T. Listening	5.00	3.80
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Top & Bottom Five Behaviors - All Raters

The following five behaviors were identified by your respondents as your greatest strengths. They are rank ordered so the first item is the behavior you rated your most effective based on average scores. These are the areas in which you contribute most to the success of your organization.

Score	Behavior	Competency
5.25	Clearly expresses & requests information from others.	Oral Communication
5.00	Explores & discusses the causes of employee performance & discipline problems.	Performance Management
5.00	Provides opportunities for employees to get involved in challenging organisational tasks, projects & assignments.	Employee Involvement
4.88	Gathers & utilizes available information in order to understand and solve organisational issues & problems.	Problem Analysis
4.88	Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	Listening

The following five behaviors were identified by your respondents as those in which your performance is least effective. They are rank ordered so the first item is the behavior you rated lowest based on average scores. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behavior	Competency
3.25	Communicates & motivates others about the organisational mission & vision of the future.	Vision/Goal Setting
3.33	Considers alternatives & generates contingency plans when making decisions & solving problems.	Problem Analysis
3.38	Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	Two-Way Feedback
3.50	Provides adequate resources, information & training so that employees can perform delegated tasks.	Delegation
3.50	Clearly defines & communicates tasks, projects & assignments when delegating to others.	Delegation

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Top & Bottom Five Behaviors - Self

These behaviors were identified by you as your greatest strengths. They are rank ordered so the first item is the behavior you rated your most effective based on average scores. These are the areas in which you believe you contribute most to the success of the organization. You should compare these self-ratings with the ratings given by the others. If these behaviors are self-rated considerably higher than the ratings rendered by the others, these may be your blind spots and you may want to focus your developmental activities on them.

Score	Behavior	Competency
5.00	Considers the consequences of decisions.	Decisiveness/Judgement
5.00	Develops systems to monitor budgets, costs, & expenses.	Administrative Control
5.00	Follows-up with employees to monitor quality & effective performance.	Administrative Control
5.00	Supports the team & actively conveys the needs of individuals & team members to upper management.	Team Development
5.00	Develops team spirit, cohesion & high morale.	Team Development

You identified the following five behaviors as those in which your performance is least effective. They are rank ordered so the first item is the behavior you rated lowest based on average scores. We suggest you pay particular attention to these five behaviors and compare them with those behaviors rated lowest by your other raters.

Score	Behavior	Competency
2.00	Writes in a logical & organised manner.	Written Communication
2.00	Establishes a logical sequence of work activities & assignments.	Planning/Organising
2.00	Creates consensus around team & organisational goals & inspires & motivates others to work hard & be productive.	Team Development
2.00	Communicates & expresses ideas in a manner that persuades and influences others.	Leadership/Influence
2.00	Builds strategic alliances & networks with key people.	Leadership/Influence

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Top & Bottom Five Behaviors - Manager

The following five behaviors were identified by the Manager rater group as your greatest strengths. They are rank ordered so the first item is the behavior you rated your most effective based on average scores. These are the areas in which you contribute most to the success of your organization.

Score	Behavior	Competency
6.00	Maintains information (e.g., documents, data, records, files) in a well-organised manner.	Planning/Organising
6.00	Develops both short & long-range plans that consider relevant cost, schedule & resource information.	Planning/Organising
6.00	Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	Delegation
6.00	Clearly communicates employee performance problems in a fair and consistent manner.	Performance Management
6.00	Clearly establishes & communicates performance goals & standards with employees.	Performance Management

The following five behaviors were identified by the Manager rater group as those in which your performance is least effective. They are rank ordered so the first item is the behavior you rated lowest based on average scores. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behavior	Competency
1.00	Is prepared & organised for meetings & presentations.	Oral Presentation
1.00	Provides adequate resources, information & training so that employees can perform delegated tasks.	Delegation
3.00	Keeps employees informed with relevant job information & important organisational issues in a timely manner.	Two-Way Feedback
3.00	Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	Two-Way Feedback
3.00	Completes & maintains written documentation on employee performance throughout an appraisal period.	Performance Evaluation

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Top & Bottom Five Behaviors - Peer

The following five behaviors were identified by the Peer rater group as your greatest strengths. They are rank ordered so the first item is the behavior you rated your most effective based on average scores. These are the areas in which you contribute most to the success of your organization.

Score	Behavior	Competency
6.00	Conveys confidence in the skills & abilities of employees.	Coaching
6.00	Gathers & utilizes available information in order to understand and solve organisational issues & problems.	Problem Analysis
5.33	Provides opportunities for employees to get involved in challenging organisational tasks, projects & assignments.	Employee Involvement
5.33	Delivers oral presentations that are persuasive, clear & logically organised.	Oral Presentation
5.33	Communicates & expresses ideas in a manner that persuades and influences others.	Leadership/Influence

The following five behaviors were identified by the Peer rater group as those in which your performance is least effective. They are rank ordered so the first item is the behavior you rated lowest based on average scores. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behavior	Competency
2.67	Provides immediate positive feedback to others when their assignments & projects are completed successfully.	Recognising/Rewarding
2.67	Informs employees how their work is linked to both team & organisational business goals.	Vision/Goal Setting
3.00	Supports employee development plans such as on-the-job training, stretch assignments, etc.	Coaching
3.00	Effectively handles comments, complaints & disagreements in meetings & presentations.	Oral Presentation
3.00	Convinces & persuades others to see his or her perspective & ideas.	Leadership/Influence

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Top & Bottom Five Behaviors - Subordinate

The following five behaviors were identified by the Subordinate rater group as your greatest strengths. They are rank ordered so the first item is the behavior you rated your most effective based on average scores. These are the areas in which you contribute most to the success of your organization.

Score	Behavior	Competency
5.50	Maintains close contact & communication with employees (keeps others well informed).	Two-Way Feedback
5.50	Convinces & persuades others to see his or her perspective & ideas.	Leadership/Influence
5.50	Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	Listening
5.50	Clearly expresses & requests information from others.	Oral Communication
5.50	States complex information & thoughts simply and clearly.	Oral Communication

The following five behaviors were identified by the Subordinate rater group as those in which your performance is least effective. They are rank ordered so the first item is the behavior you rated lowest based on average scores. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behavior	Competency
2.50	Demonstrates sensitivity towards diversity in the workforce(e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	Interpersonal Sensitivity
2.50	Clearly communicates employee performance problems in a fair and consistent manner.	Performance Management
2.50	Creates opportunities to be innovative & create new ideas & concepts.	Problem Analysis
3.00	Builds strategic alliances & networks with key people.	Leadership/Influence
3.00	Handles questions in meetings & presentations in a responsive & diplomatic manner.	Oral Presentation

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Top & Bottom Five Behaviors - Team Member

The following five behaviors were identified by the Team Member rater group as your greatest strengths. They are rank ordered so the first item is the behavior you rated your most effective based on average scores. These are the areas in which you contribute most to the success of your organization.

Score	Behavior	Competency
5.00	Builds strategic alliances & networks with key people.	Leadership/Influence
5.00	Solicits & values the thoughts, opinions & ideas of employees.	Employee Involvement
5.00	Follows-up with employees to monitor quality & effective performance.	Administrative Control
5.00	Informs employees how their work is linked to both team & organisational business goals.	Vision/Goal Setting
5.00	Handles questions in meetings & presentations in a responsive & diplomatic manner.	Oral Presentation

The following five behaviors were identified by the Team Member rater group as those in which your performance is least effective. They are rank ordered so the first item is the behavior you rated lowest based on average scores. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behavior	Competency
2.00	Maintains close contact & communication with employees (keeps others well informed).	Two-Way Feedback
2.00	Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	Two-Way Feedback
2.00	Communicates & motivates others about the organisational mission & vision of the future.	Vision/Goal Setting
2.00	Allows for disagreements to emerge & be discussed openly.	Conflict Management
2.00	Clearly defines & communicates tasks, projects & assignments when delegating to others.	Delegation

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Behavior Introduction

How to Interpret Your Graphs

The following line graphs compare your own self-perceptions to those of other rater groups for each of the 100 items measured in ManagerView360. Each rater group is shown by a different color corresponding to the legend at the bottom of the graph.

The line graphs that follow compare your perceptions to those of other rater groups using average scores.

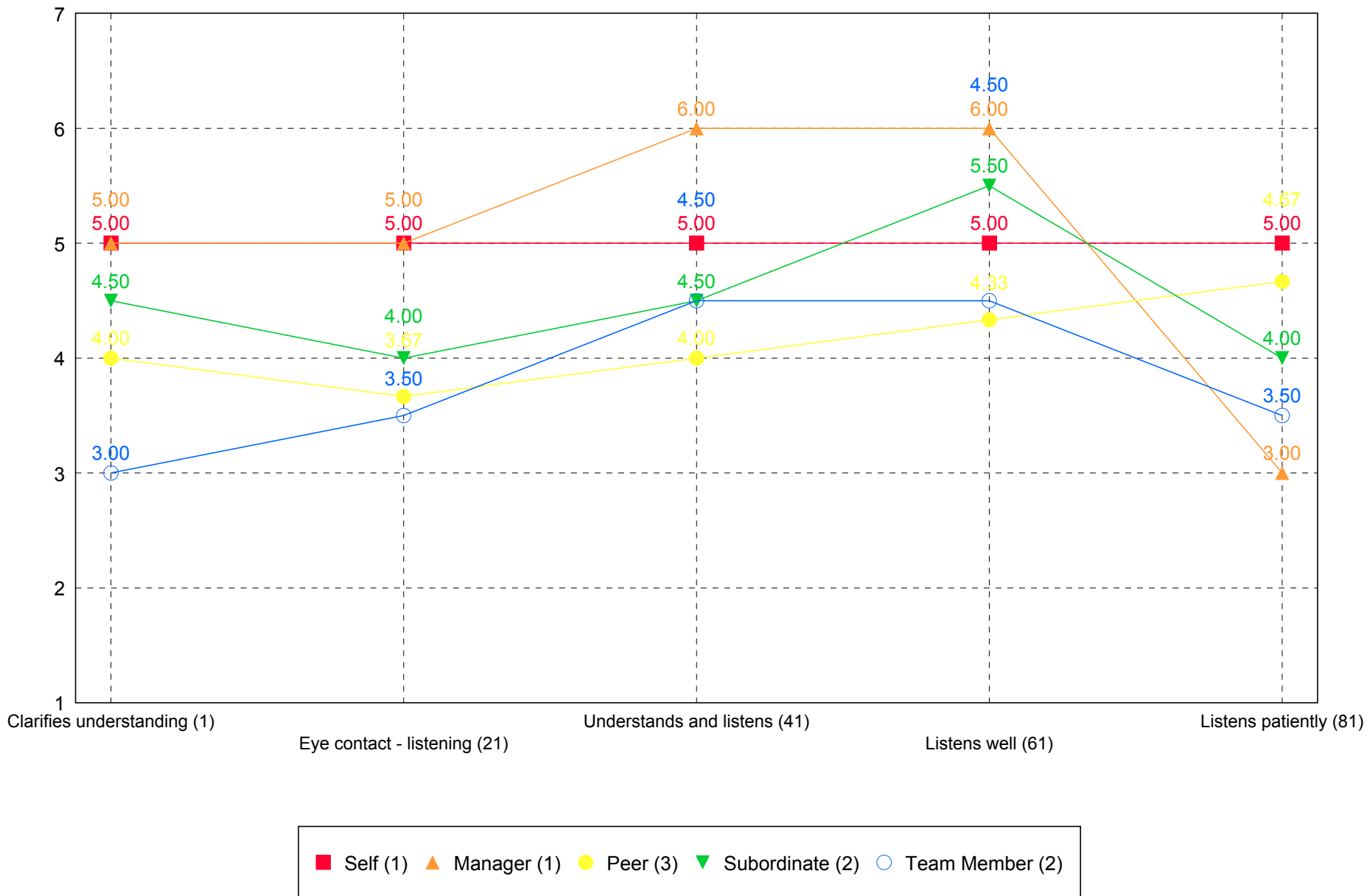
Each rater group category and scores will be shown separately on the graphs using raw score averages. Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each ManagerView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 7-point scale:

On the graphs that follow, the ratings are indicated as shown below:

- 1 To an Extremely Small Extent
- 2 To a Very Small Extent
- 3 To a Small Extent
- 4 To a Moderate Extent
- 5 To a Large Extent
- 6 To a Very Large Extent
- 7 To an Extremely Large Extent
- NA Not Observable or Not Applicable

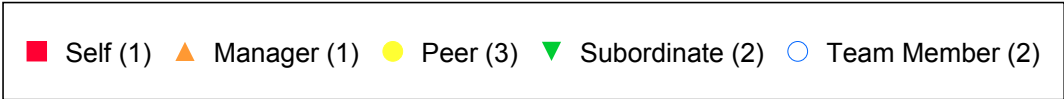
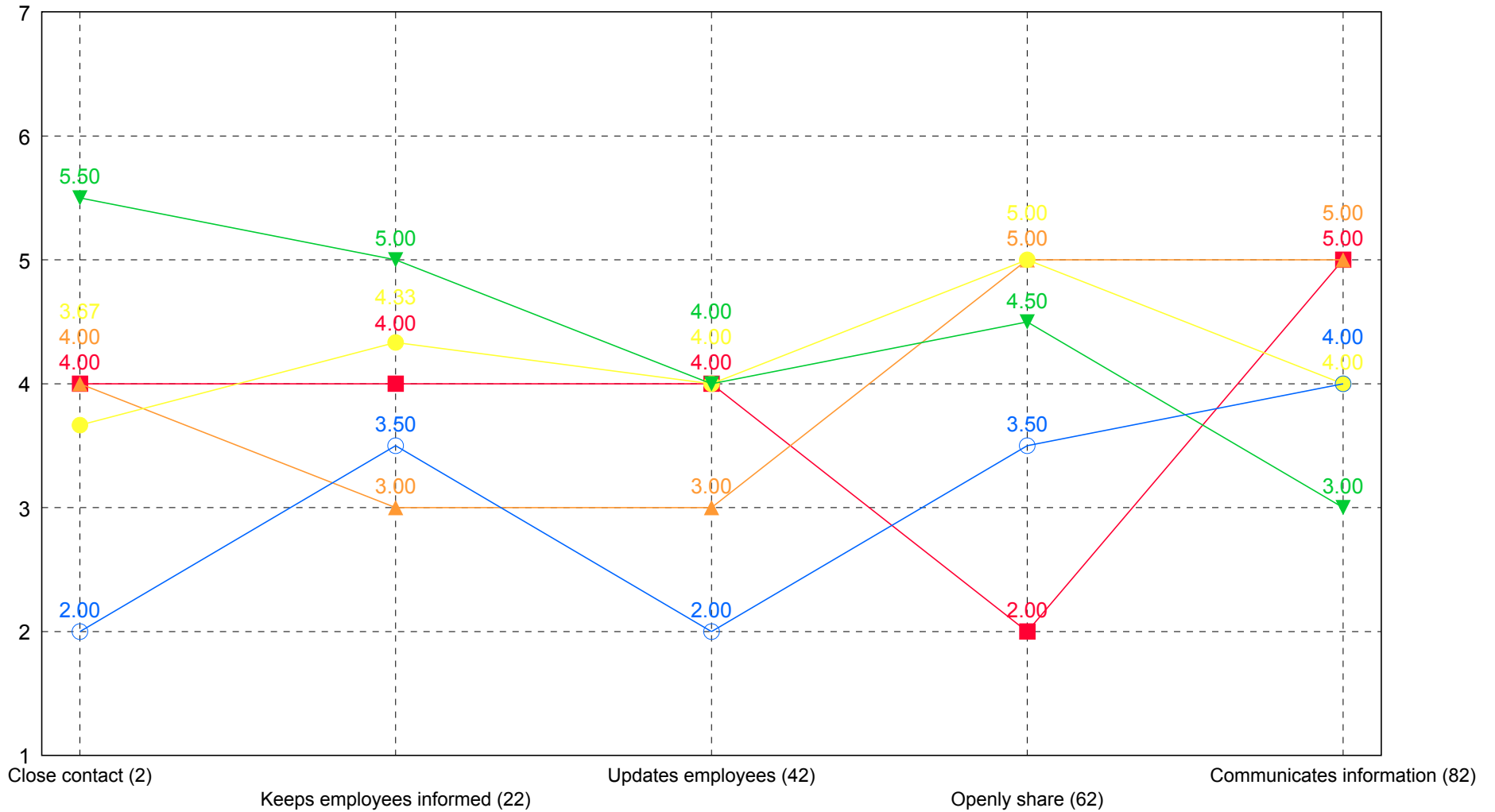
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Listening



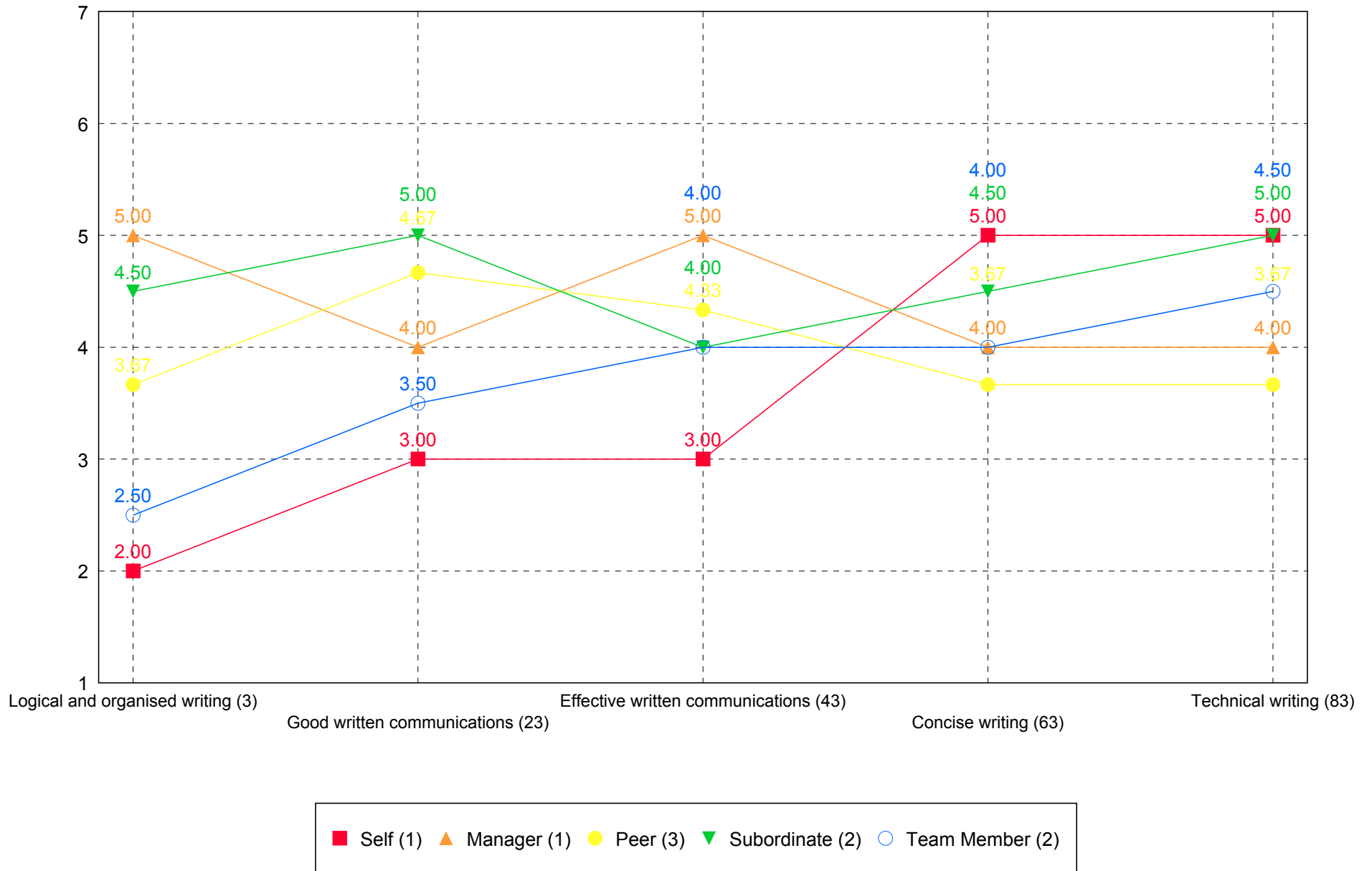
MANAGER VIEW360

Two-Way Feedback



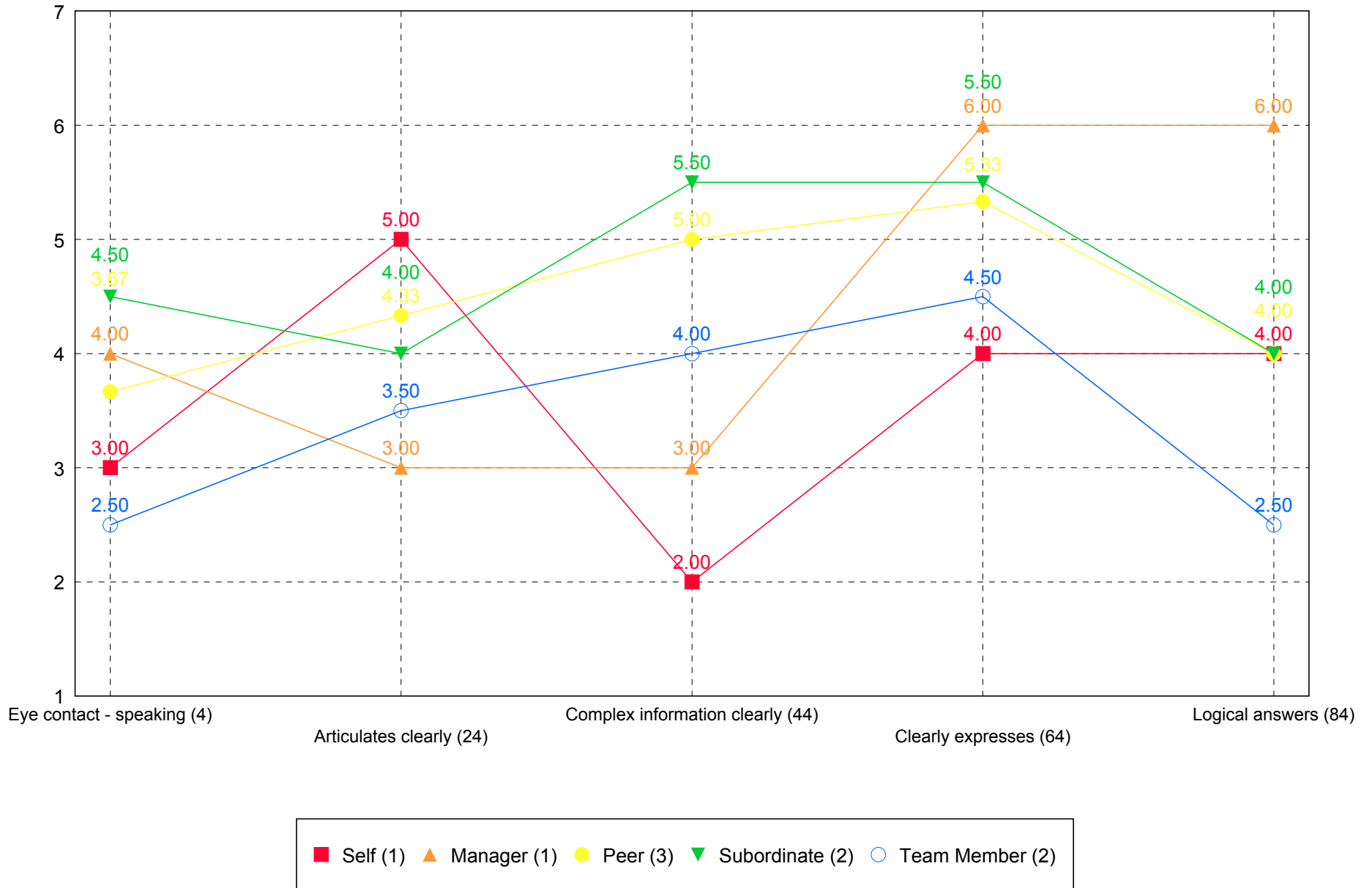
MANAGER VIEW360

Written Communication



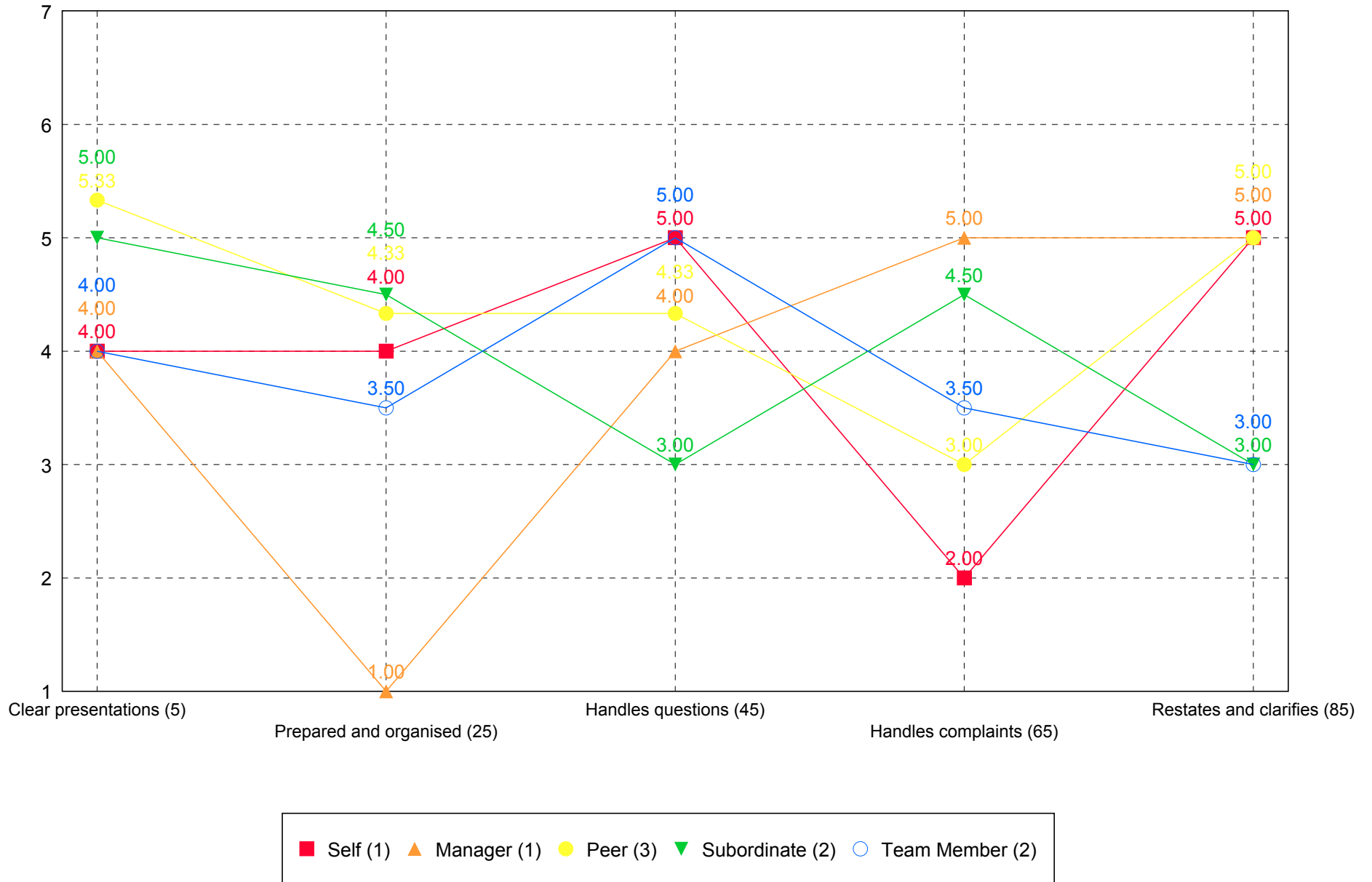
MANAGER VIEW360

Oral Communication



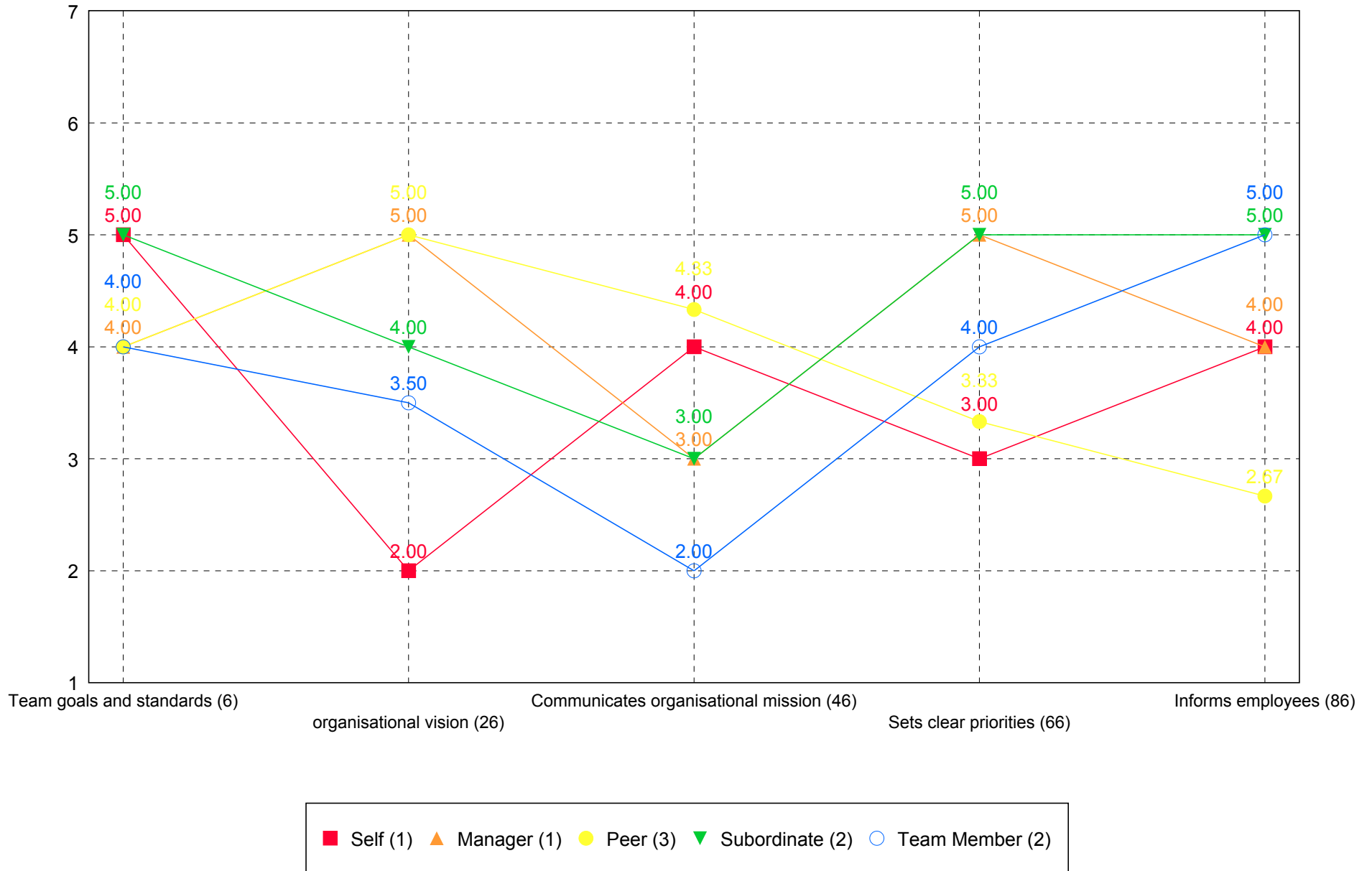
MANAGER VIEW360

Oral Presentation



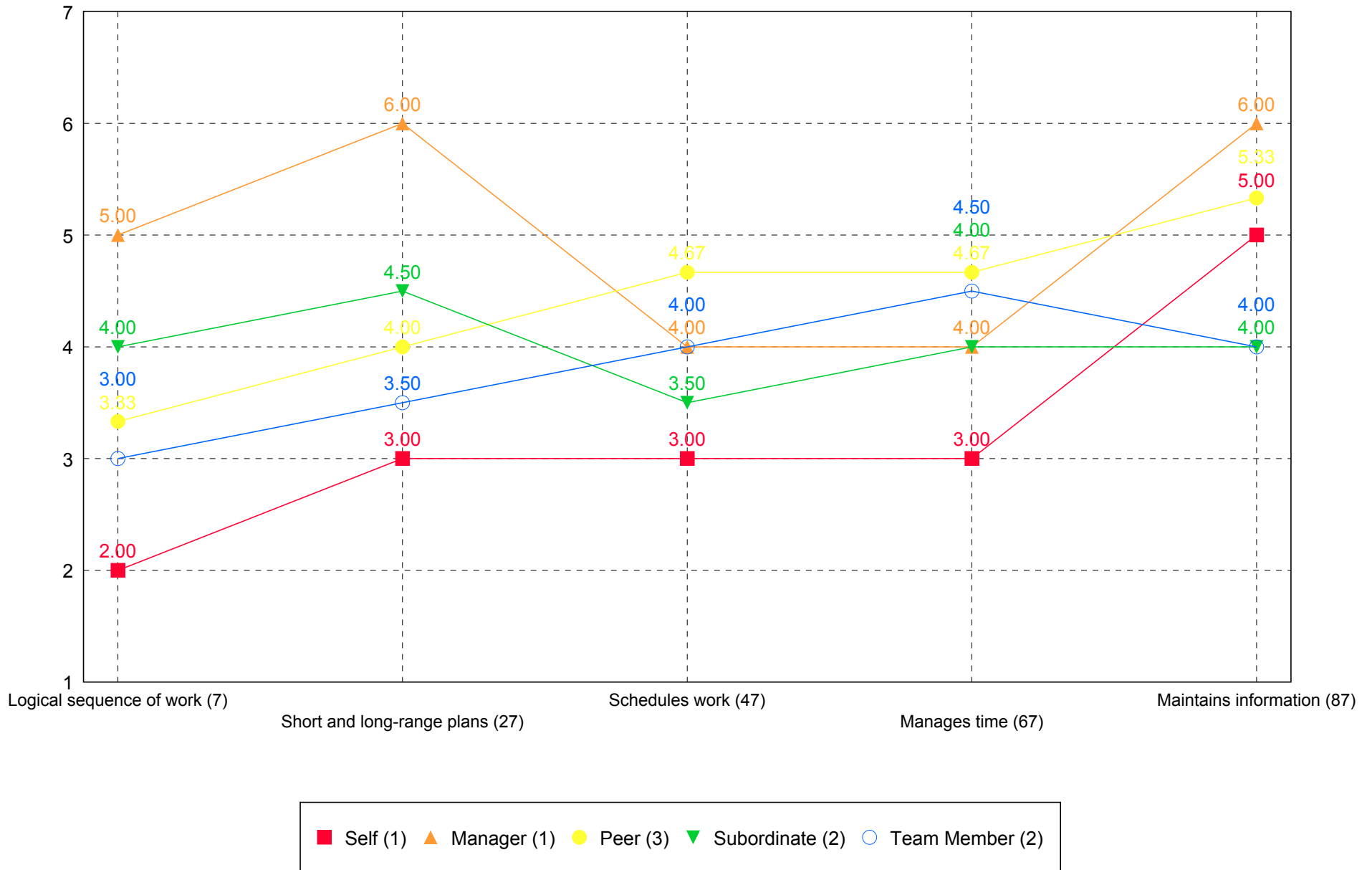
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Vision/Goal Setting



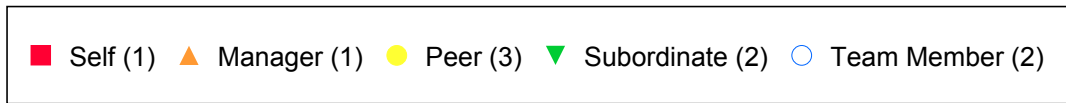
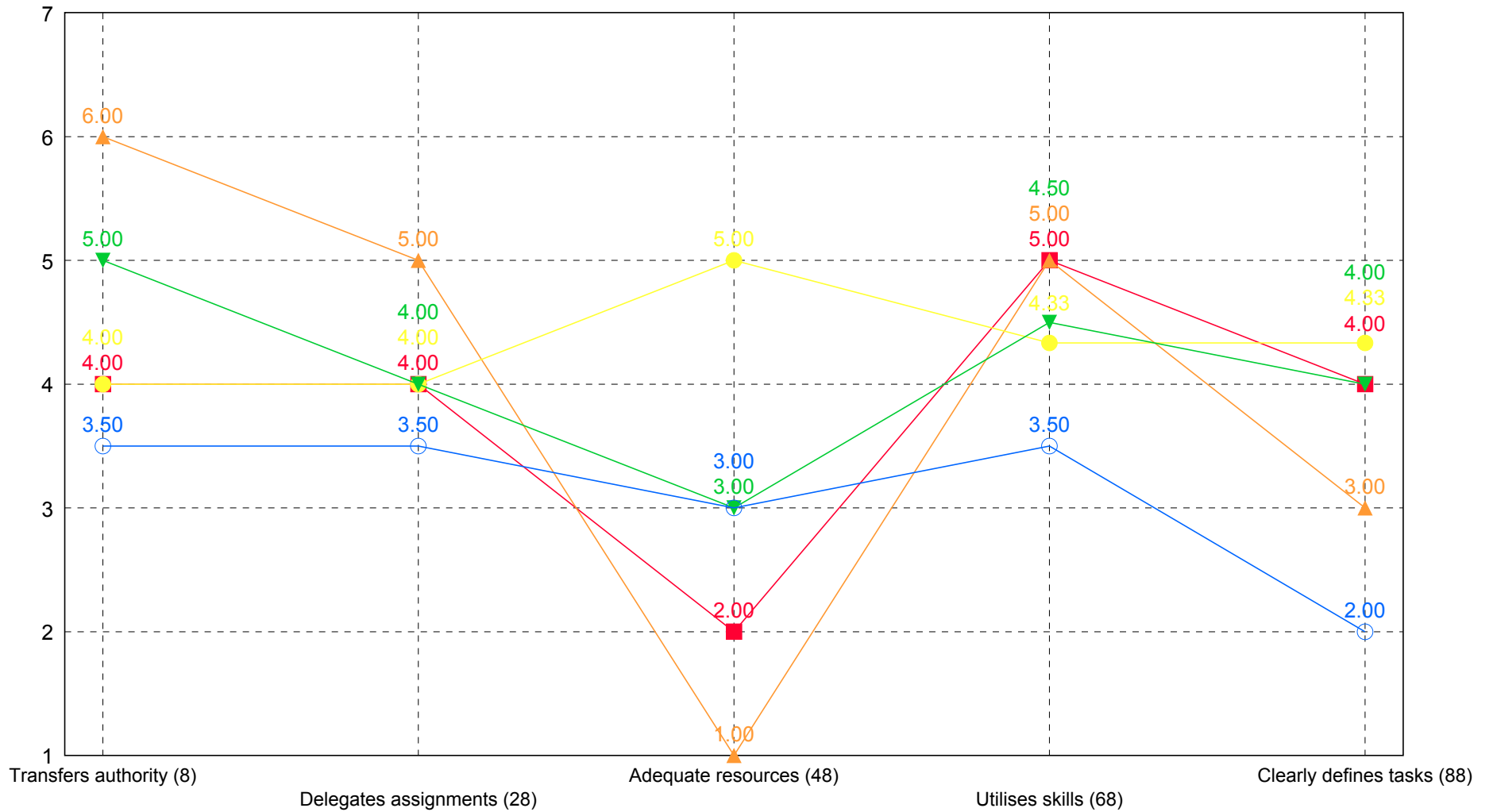
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Planning/Organising



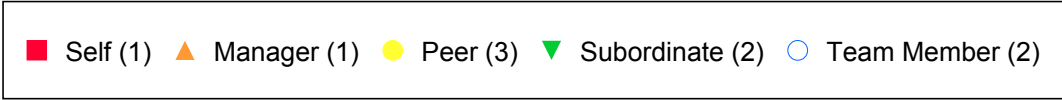
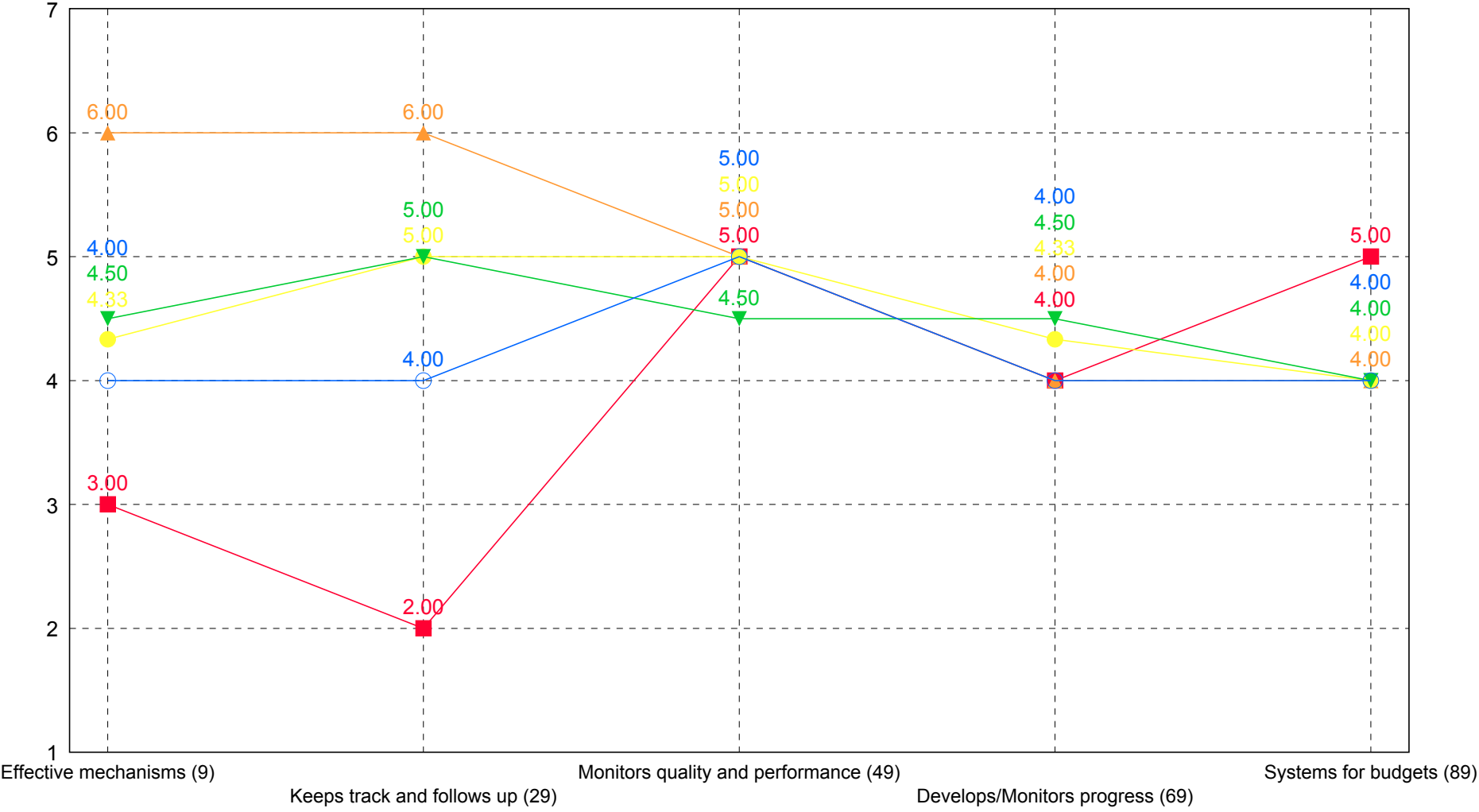
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Delegation



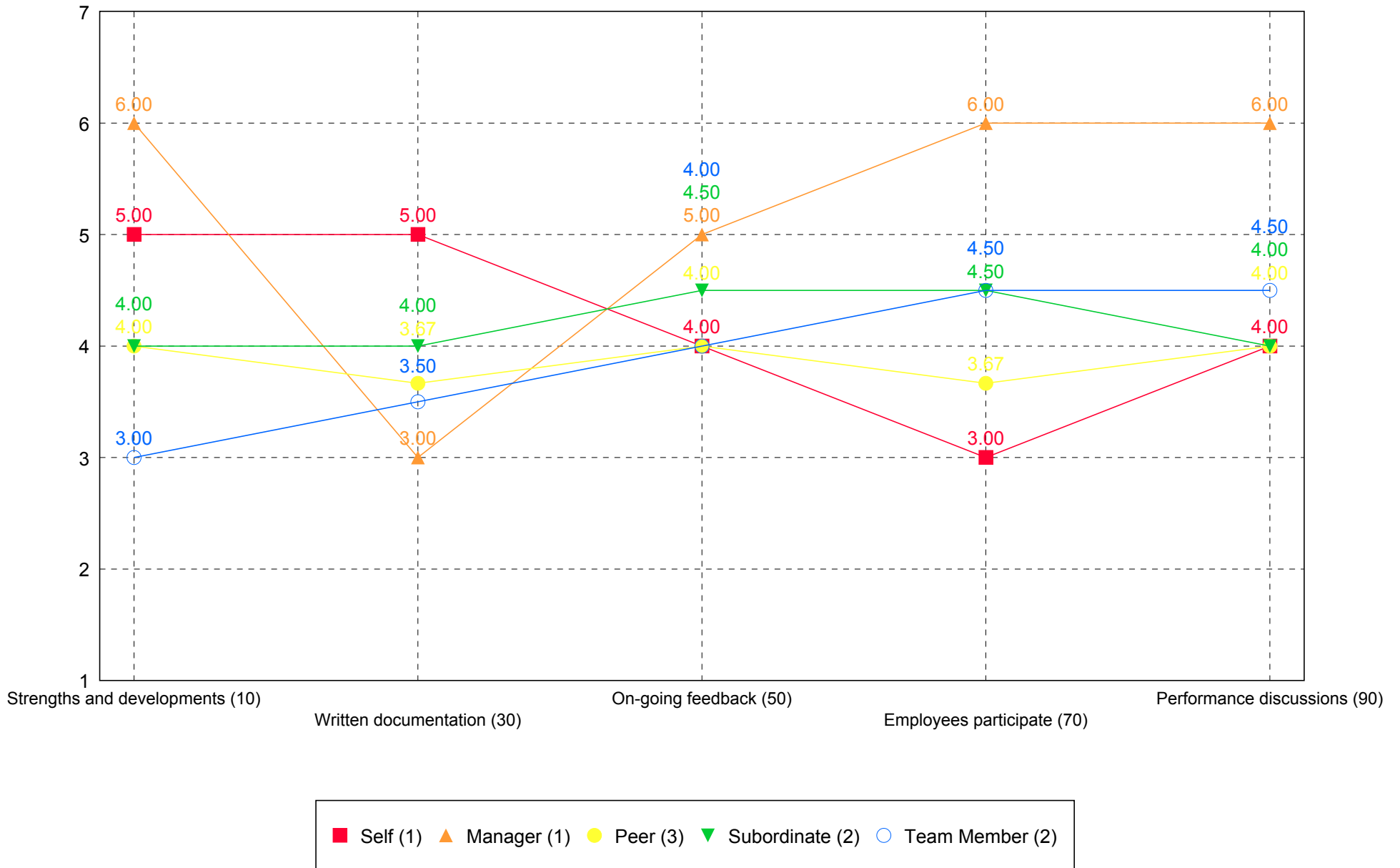
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Administrative Control



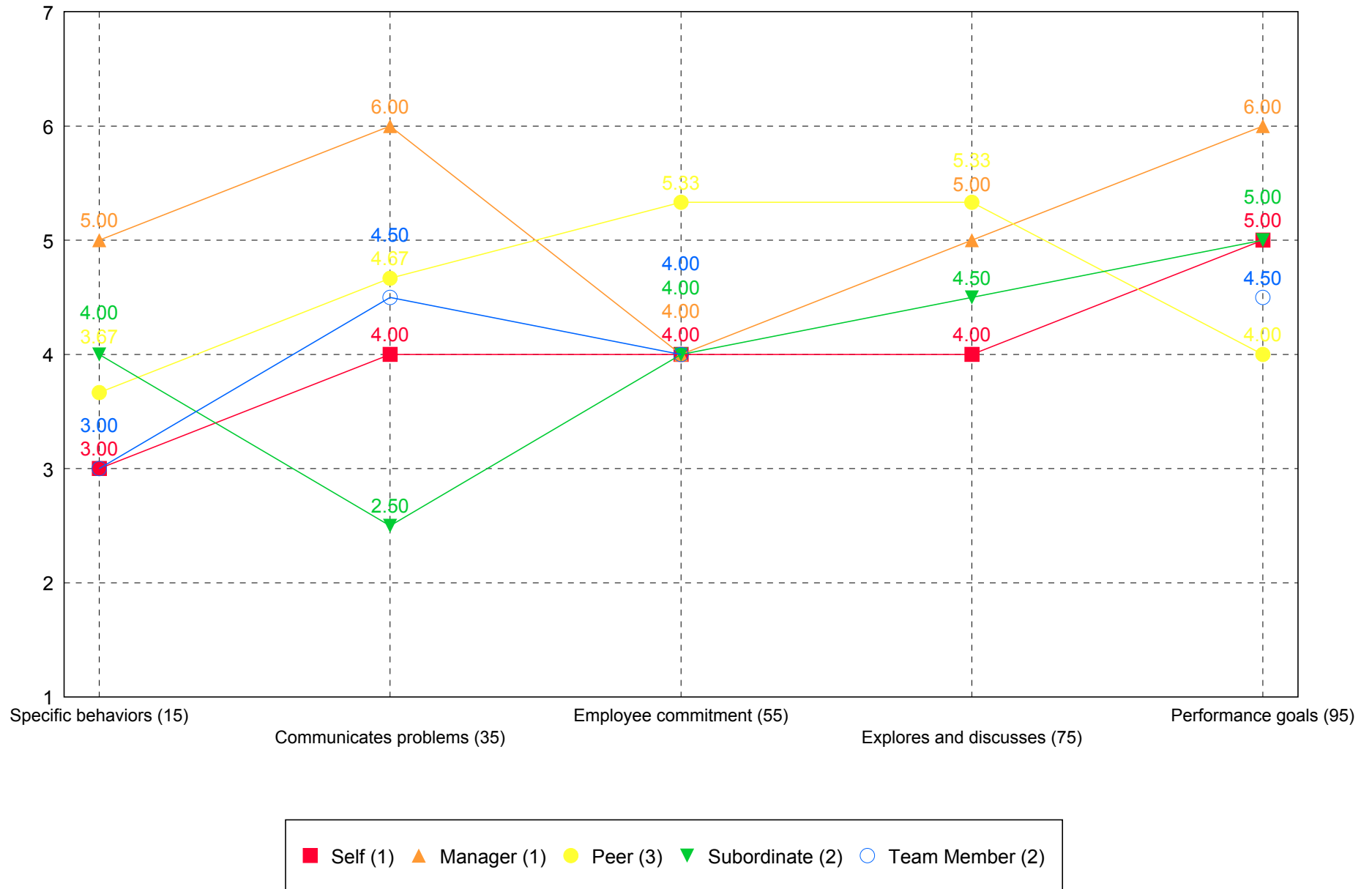
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Performance Evaluation



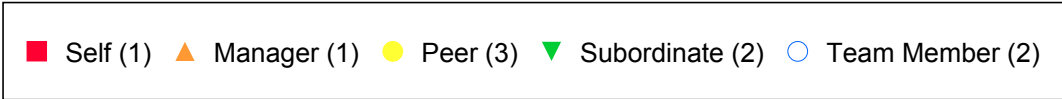
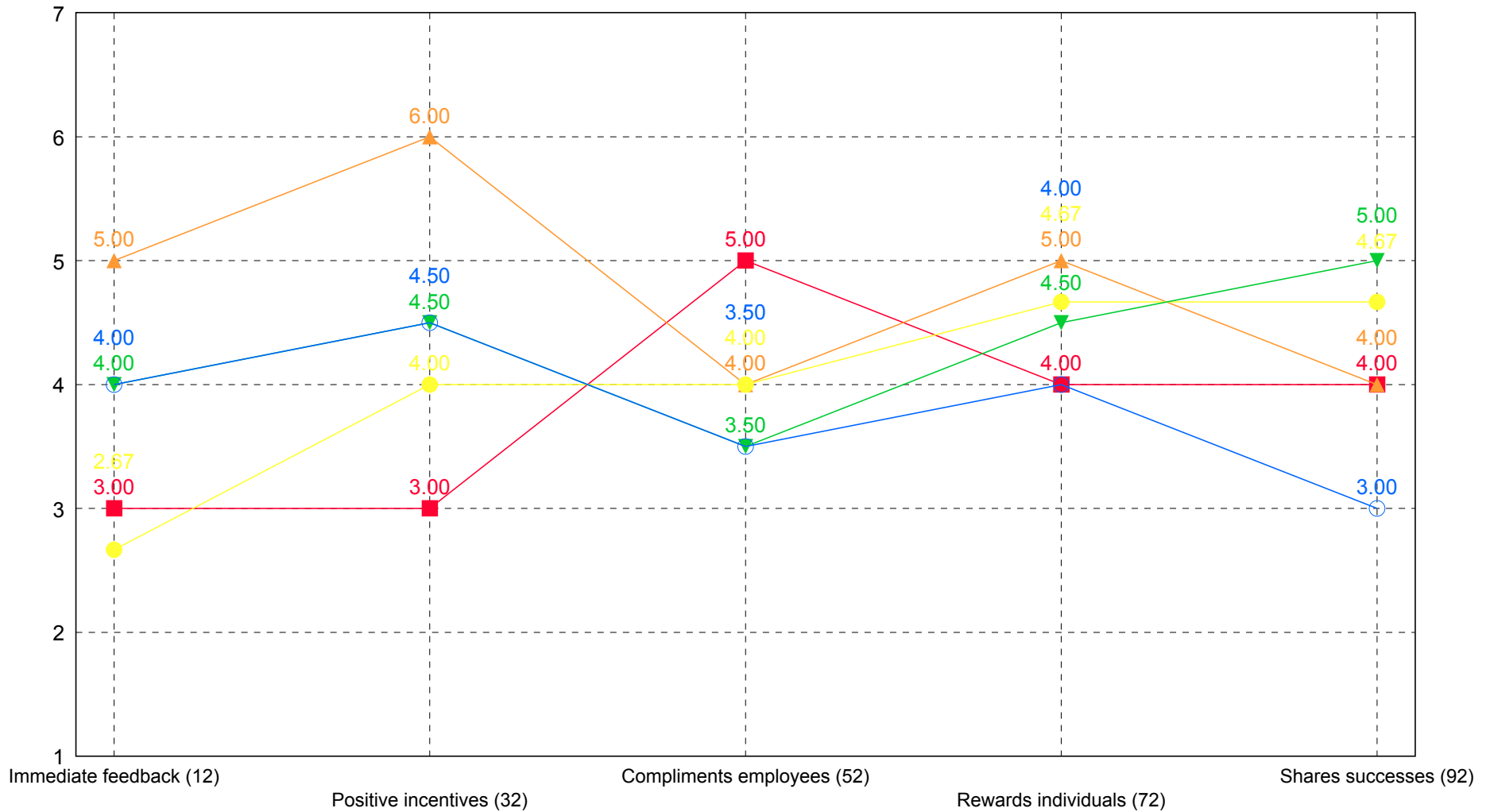
MANAGER VIEW360

Performance Management



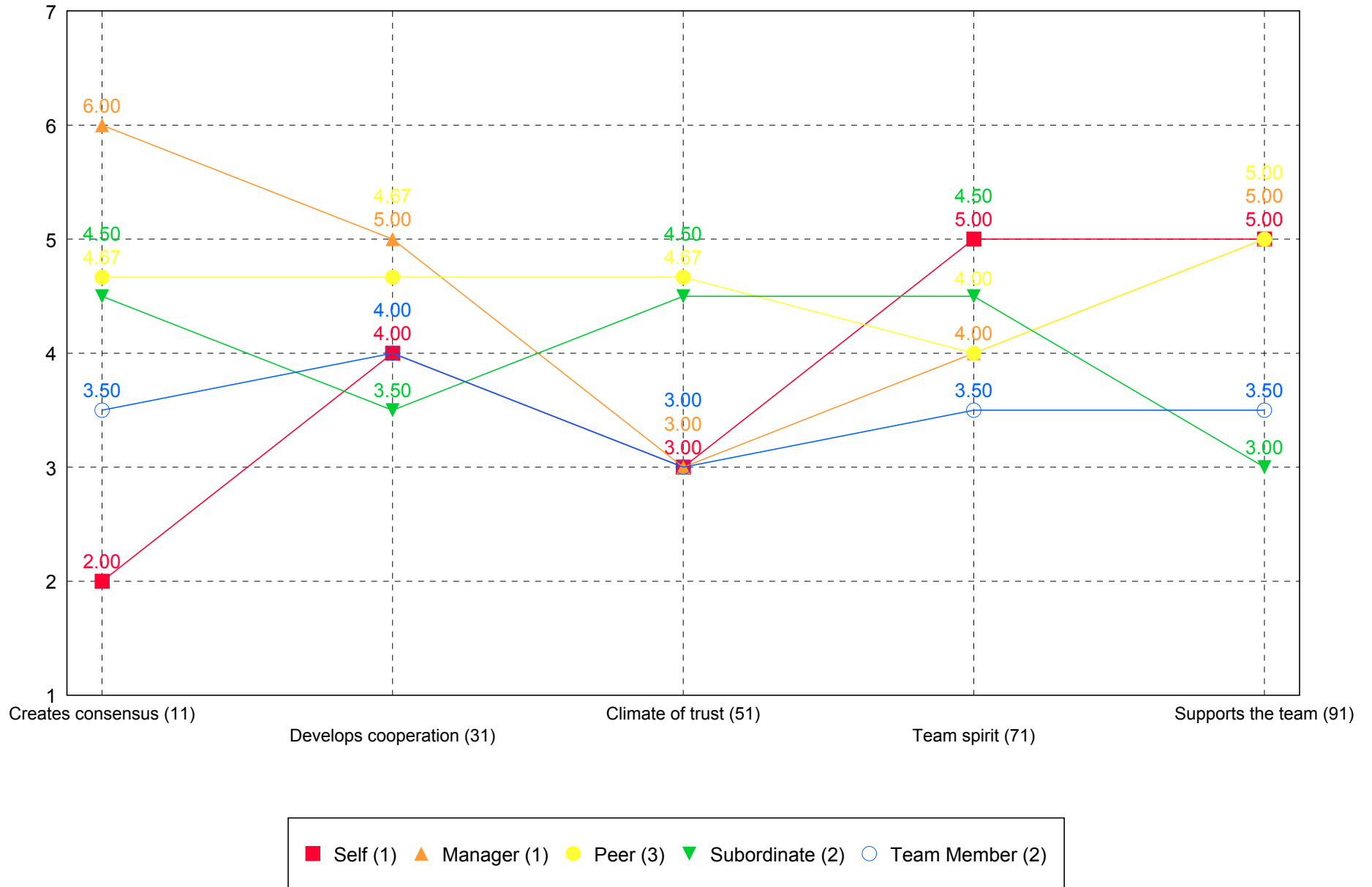
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Recognising/Rewarding



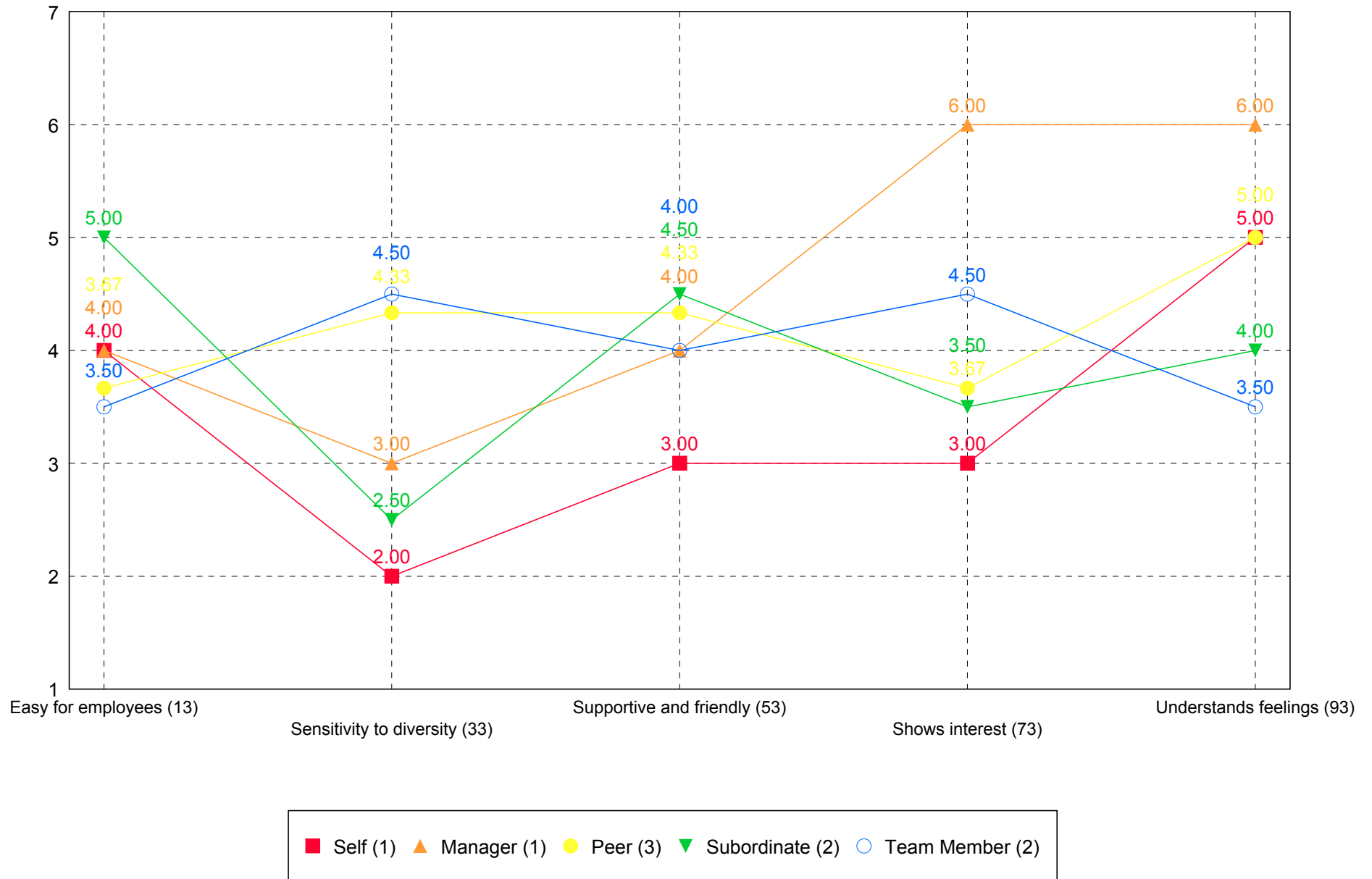
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Team Development



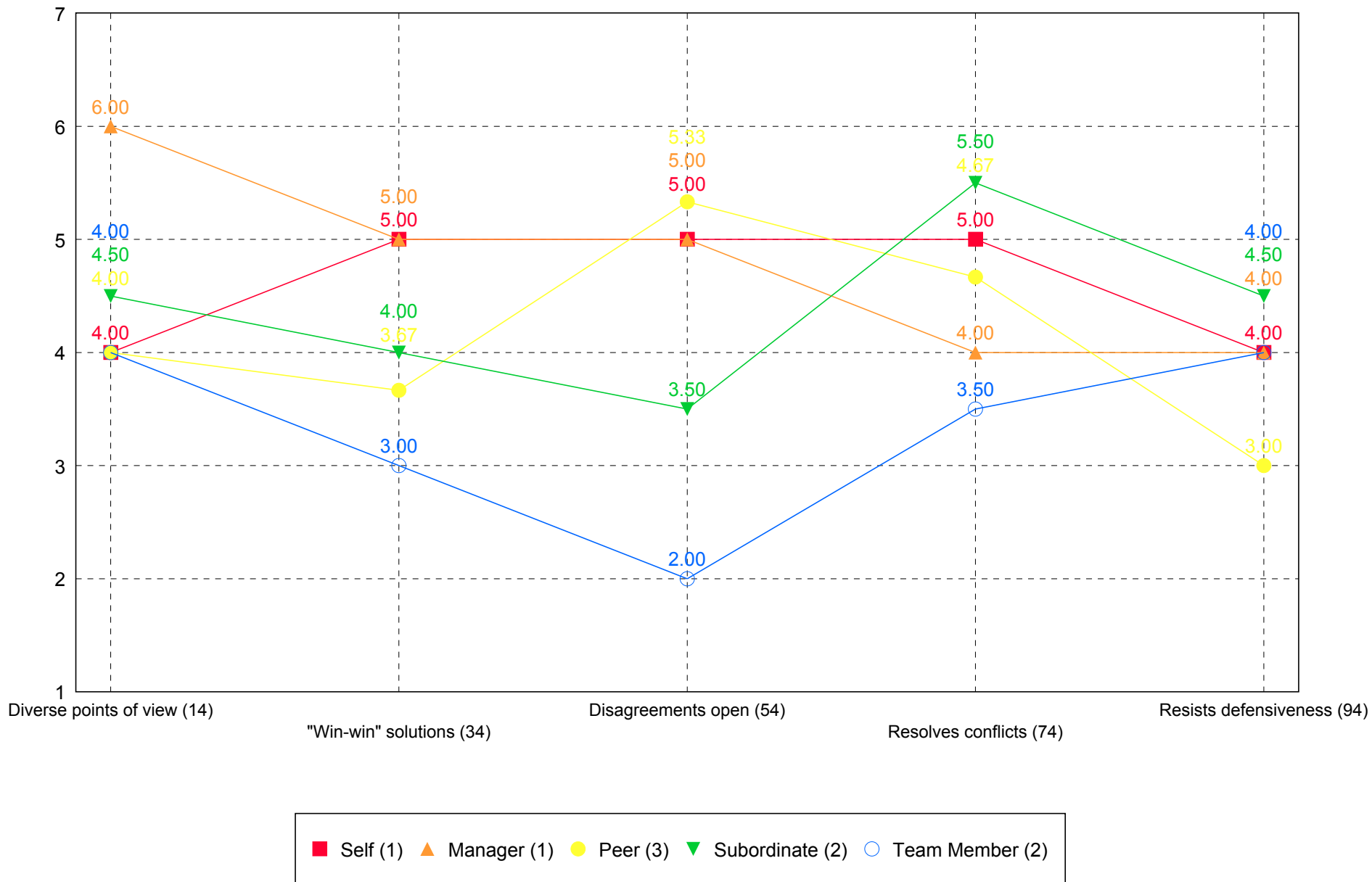
MANAGER VIEW360

Interpersonal Sensitivity



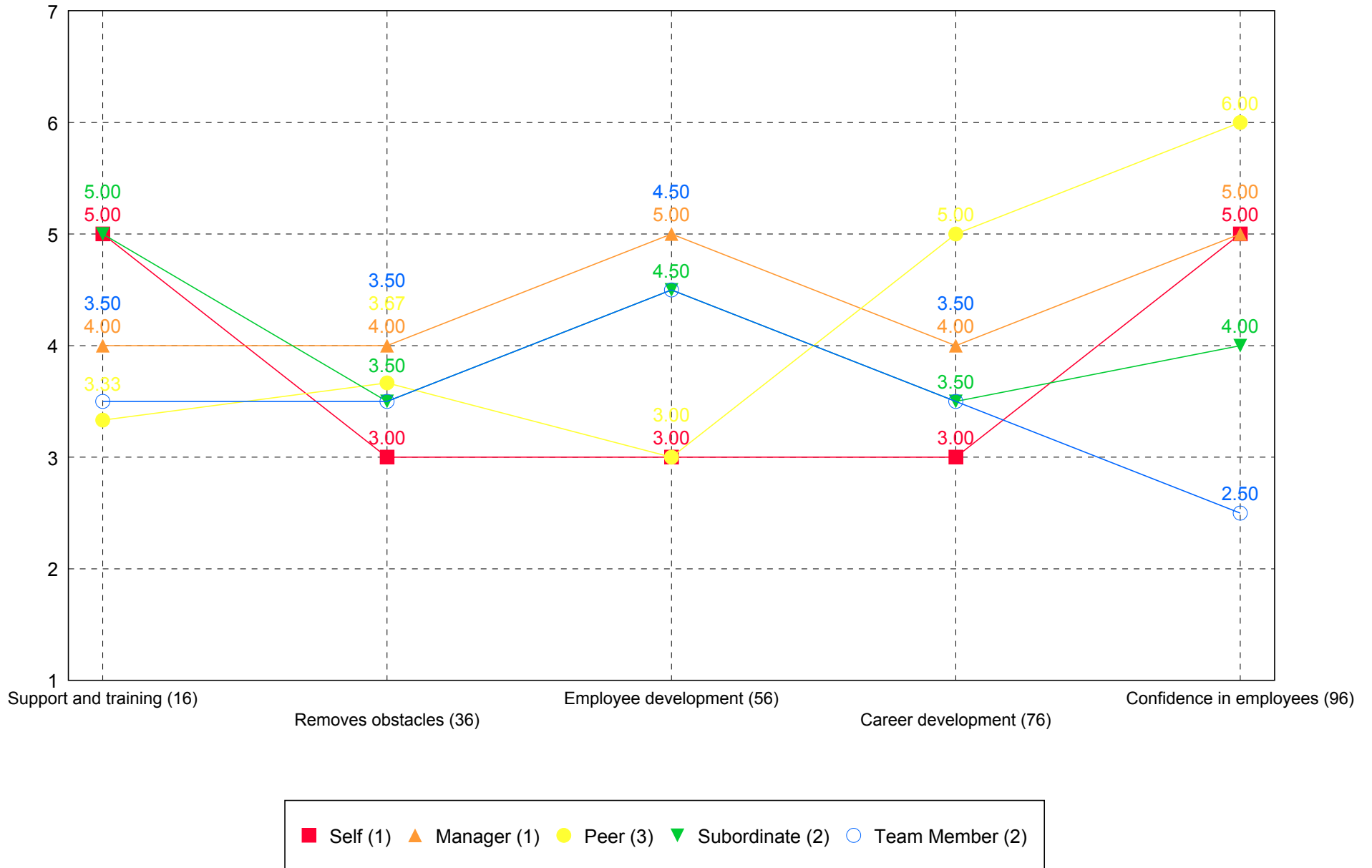
MANAGER VIEW360

Conflict Management



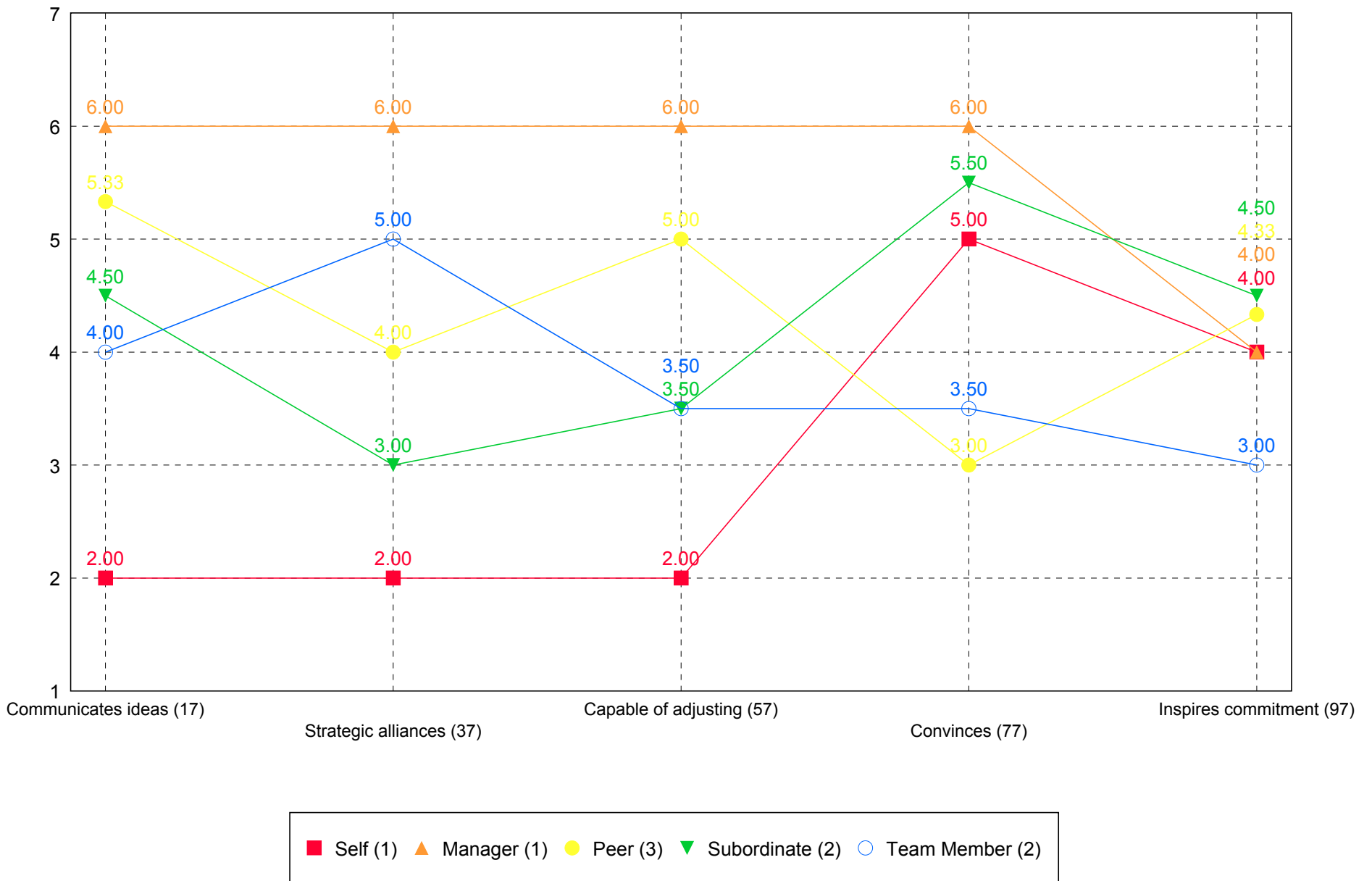
MANAGER VIEW360

Coaching



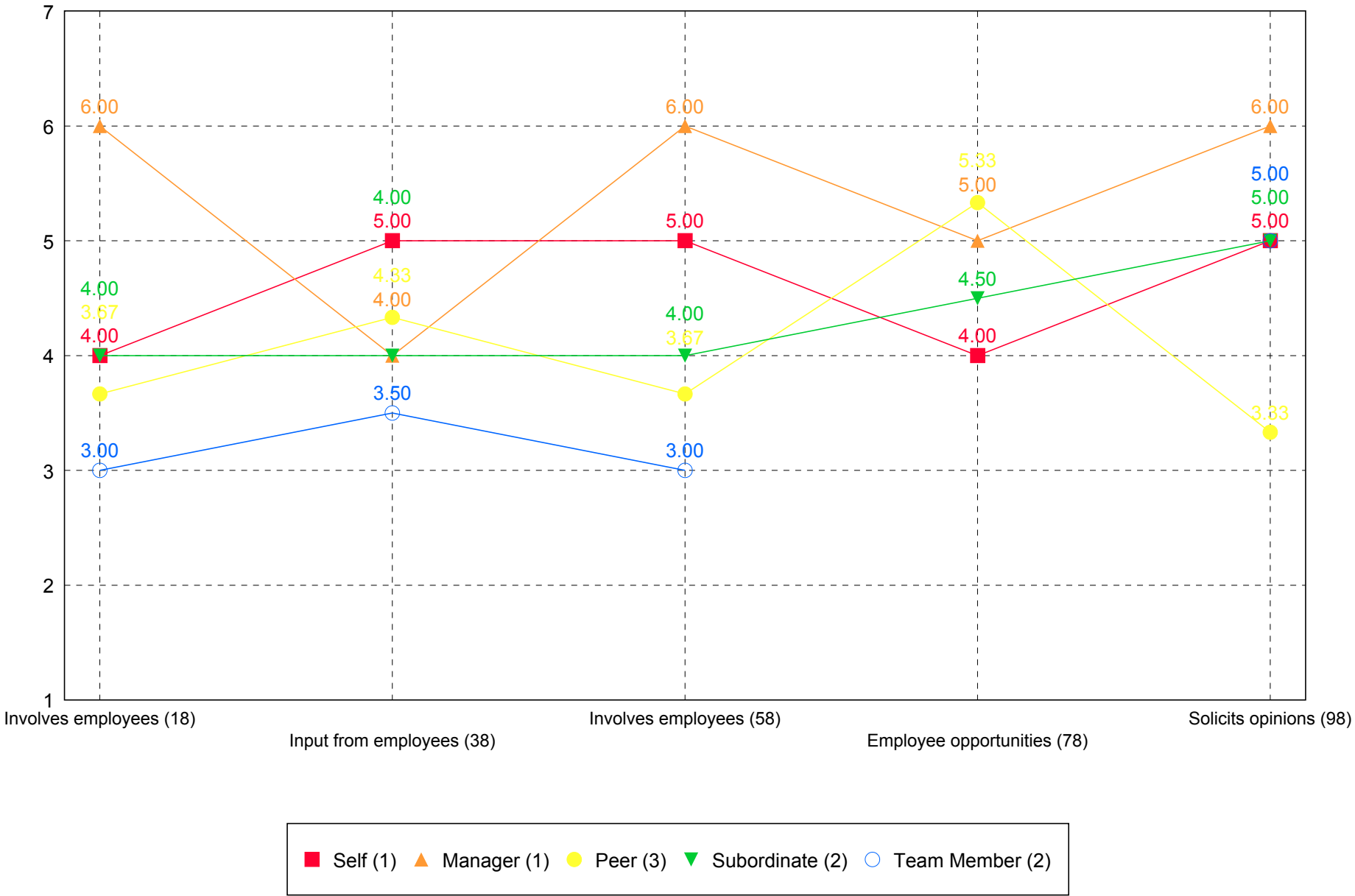
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Leadership/Influence



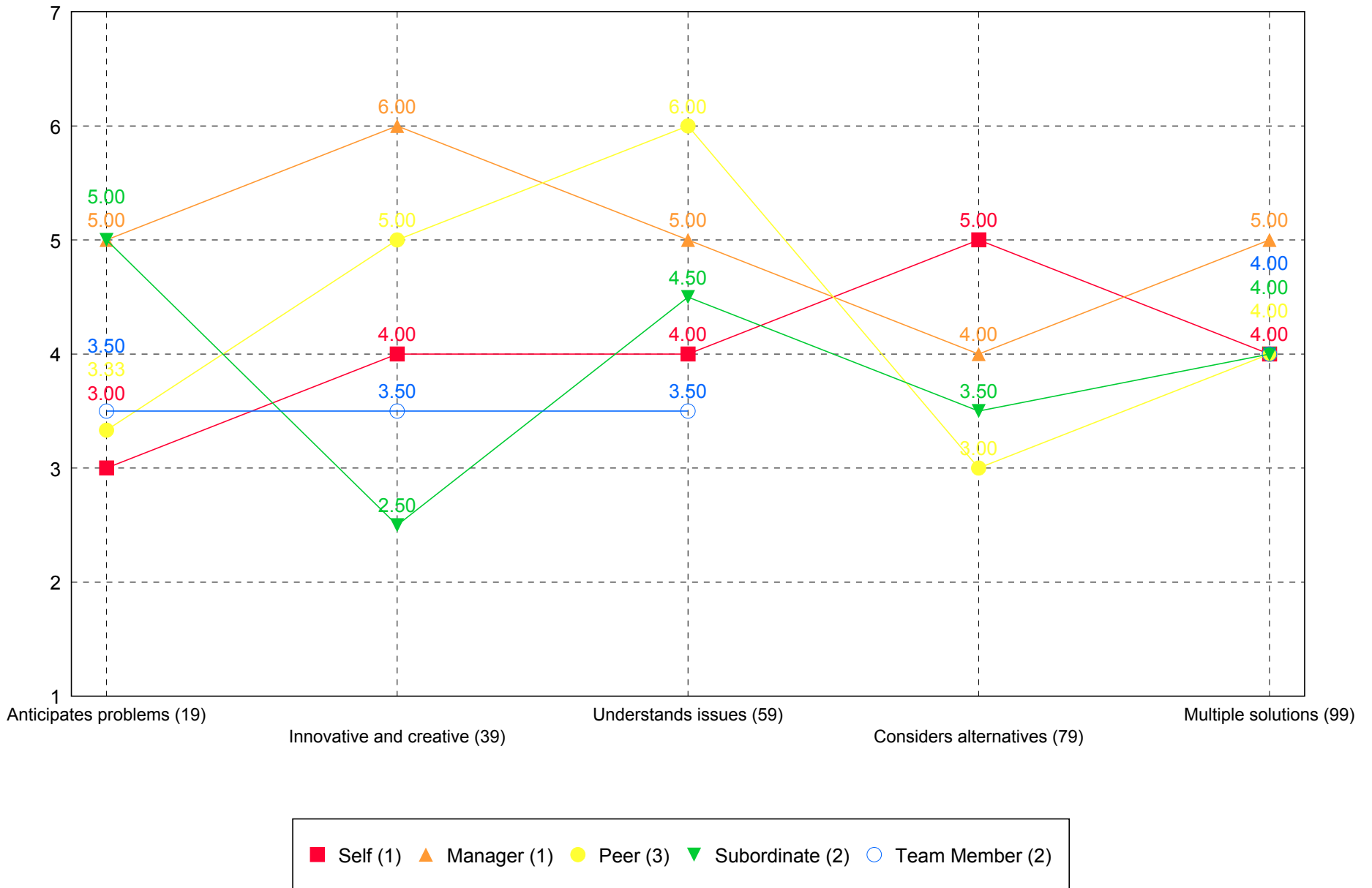
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Employee Involvement



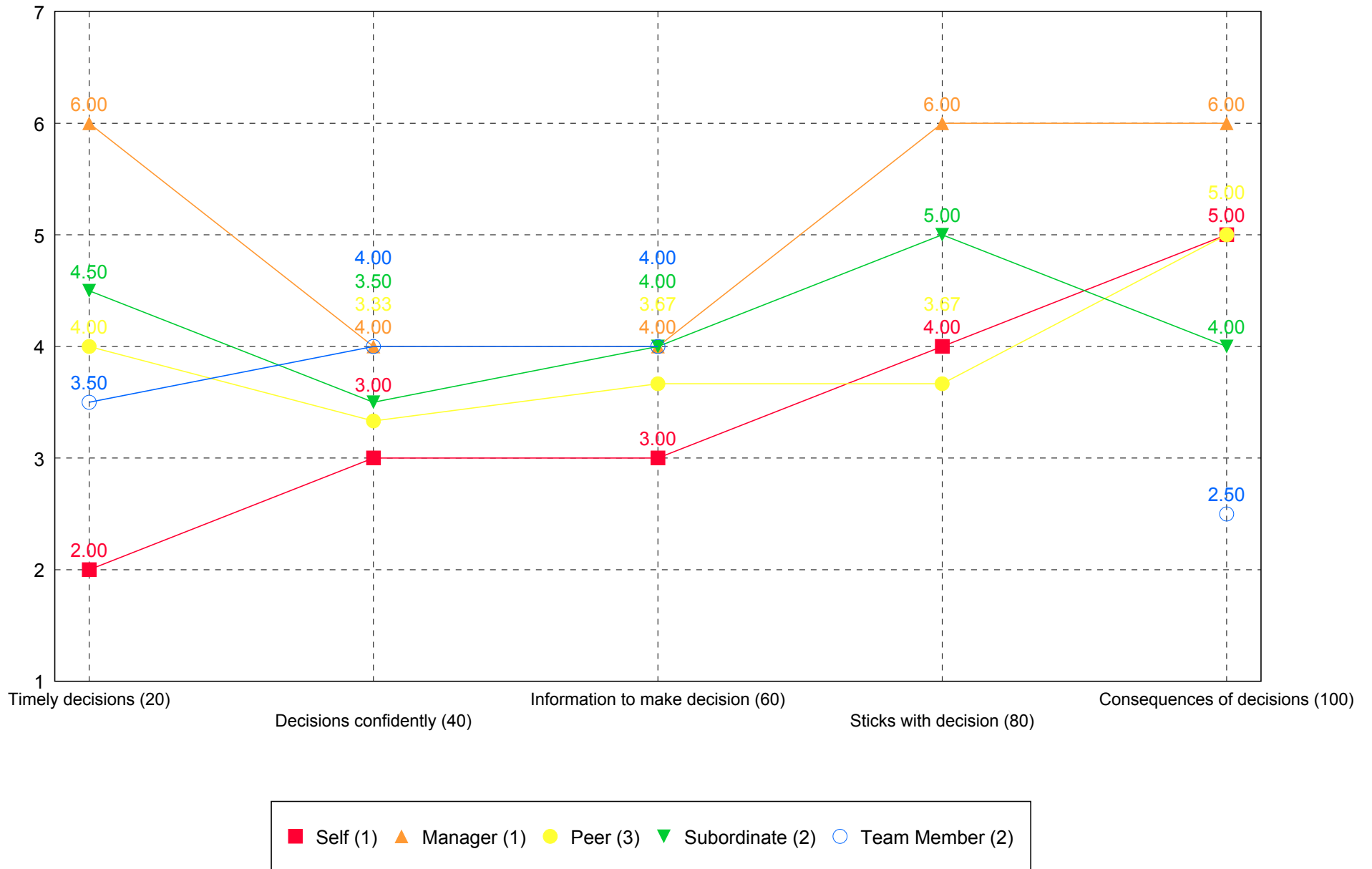
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Problem Analysis



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Decisiveness/Judgement



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Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

These comments are provided on the next pages and are included verbatim without identifying either the rater or rater category to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your executive development plan?

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Open Ended Comments Summary STRENGTHS

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Open Ended Comments Summary Continued DEVELOPMENT AREAS