

EXECUTIVE VIEW360

ExecutiveView360 Profile for Sample Report XYZ Company

Online Assessment: 13 Dec 2005

The ExecutiveView360 Feedback report is an instrument designed to provide a focus about specific executive 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.



EXECUTIVE VIEW360

Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 22 job relevant competencies of ExecutiveView360.

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

Self	1
Manager	1
Peer	2
Direct Report	2
Team Member	2

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Group Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent behaviours
- ✓ behaviour Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

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Competency Definitions

PERFORMANCE LEADERSHIP

Visionary Leadership

Develops a clear direction and "picture" for the future of the business. Creates a long term, big picture view of the business. Changes established thinking. Creates a climate that supports future based thinking, analysis, and decision-making.

Drive for Results

Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Monitors and addresses team and organisational performance issues.

Technological Leadership

Understands and drives the strategy to use technological tools, instruments, and communications of the highest technological advances. Allocates financial and human resources to acquire and utilise the most appropriate technologies in information, communication and operational systems for competitive advantage.

Financial Leadership

Understands and applies key financial information in the development of strategy, allocation of resources, capital expenditures, and overall corporate decision-making. Effectively allocates resources through the development and analysis of income and expense budgets. Able to analyze the numbers associated with financial statements and balance sheets.

Cross-Functional Versatility

Maximizes value by ensuring that all decisions and practices add superior value. Effectively builds cross-functional capabilities through strategic alliances. Effectively encourages cross-functional partnerships in achieving corporate goals.

Depth of Industry Knowledge

Is a consummate consumer of industry information. Frequently attends seminars, conferences, classes, and other educational opportunities to deepen industry knowledge. Teaches (shares) with others information, knowledge, and industry best practices.

Political Leadership

Understands the dynamics of political systems and power relationships within the organisation. Strategically asserts political power and influence to achieve organizational goals and objectives. Fosters a culture that minimizes the negative aspects of political infighting.

Strategic Problem Analysis

Analyses situations, identifies alternative solutions, and develops specific actions; Gathers and utilises available information in order to understand and solve organisational issues and problems.

Decision Making

Makes high quality decisions when required. Thinks and plans strategically.

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Competency Definitions Continued

CHANGE LEADERSHIP

Entrepreneurial Leadership

Seeks opportunities to expand existing businesses. Take strategic risks in entering new markets, developing new products, and funding new business ventures.

Driving Strategic Direction

Identifies and communicates achievable organisational strategies and initiatives. Identifies potential risks and opportunities to achieve business goals and objectives.

Driving Change

Drives innovation and change. Creates and inspires innovative ideas, technologies and processes. Values and creates opportunities for innovative thinking that leads to the development of new products or services. Understands the need to allocate time, energy, and financial resources to creating a culture of innovation.

INTERPERSONAL LEADERSHIP

Building Strategic Relationships

Initiates and cultivates strategic internal and external networking relationships that foster both individual and organisational goals. Builds and maintains effective and collaborative relationships with diverse stakeholders.

Empowering Others

Inspires extraordinary performance by fostering empowerment. Motivates others to achieve superior business performance by supporting autonomy and independence. Supports risk taking and innovation.

Team Building

Creates and develops motivated, cohesive, and high performance teams.

Interpersonal Effectiveness

Manages interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others.

Oral Communication/Presentation

Presents individual and organisational viewpoints to groups in a clear and persuasive manner. Able to express written and oral thoughts in a clear and concise manner.

Influence/Negotiation

Negotiates and effectively resolves interpersonal differences with others. Utilises appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Coaching/Development

Attracts, selects, and retains talent. Effectively coaches, trains and develops others.

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Competency Definitions Continued

PERSONAL LEADERSHIP

Self-Development

Manage one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Flexibility

Maintains balance and performance under pressure and stress. Effectively copes with ambiguity and change in a constructive manner.

Engenders Trust

Acts with courage. Confronts difficult issues and takes constructive and responsible action. Acts with integrity. Displays honesty and candor.

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 **ExecutiveView360**.

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 categorised 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

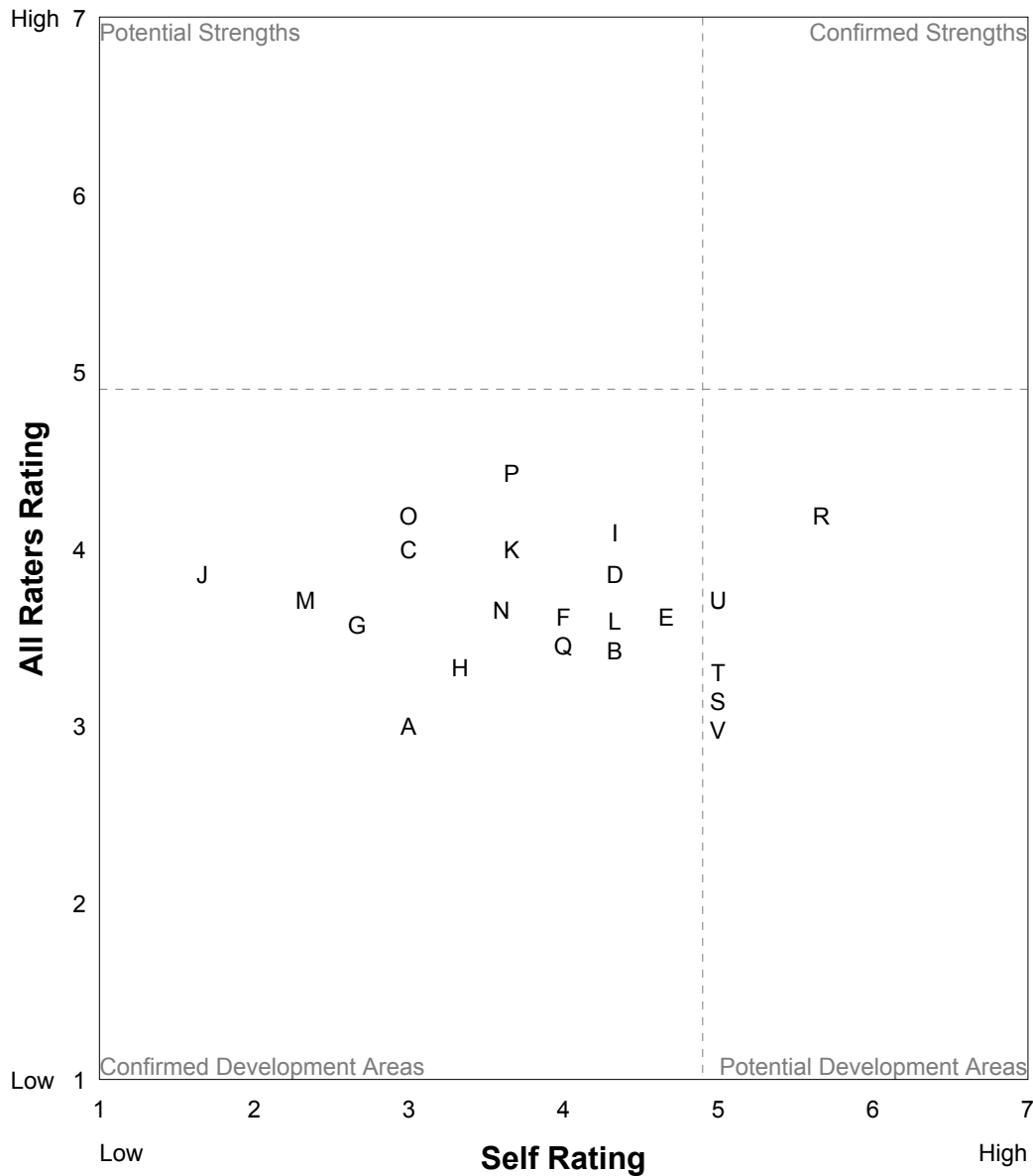
HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ 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 categorised as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorised as Confirmed or Potential Development Areas

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Self-Awareness Index

SELF - ALL RATERS VIEW (N = 7)



Average Scores

Self All Raters

Confirmed Development Areas

A. Visionary Leadership	3.00	3.00
B. Drive for Results	4.33	3.43
C. Technological Leadership	3.00	4.00
D. Financial Leadership	4.33	3.86
E. Cross-Functional Versatility	4.67	3.62
F. Depth of Industry Knowledge	4.00	3.62
G. Strategic Problem Analysis	2.67	3.57
H. Decision Making	3.33	3.33
I. Entrepreneurial Leadership	4.33	4.10
J. Empowering Others	1.67	3.86
K. Team Building	3.67	4.00
L. Interpersonal Effectiveness	4.33	3.48
M. Influence/Negotiation	2.33	3.71
N. Coaching/Development	3.60	3.66
O. Self-Development	3.00	4.19
P. Adaptability/Flexibility	3.67	4.43
Q. Engenders Trust	4.00	3.62

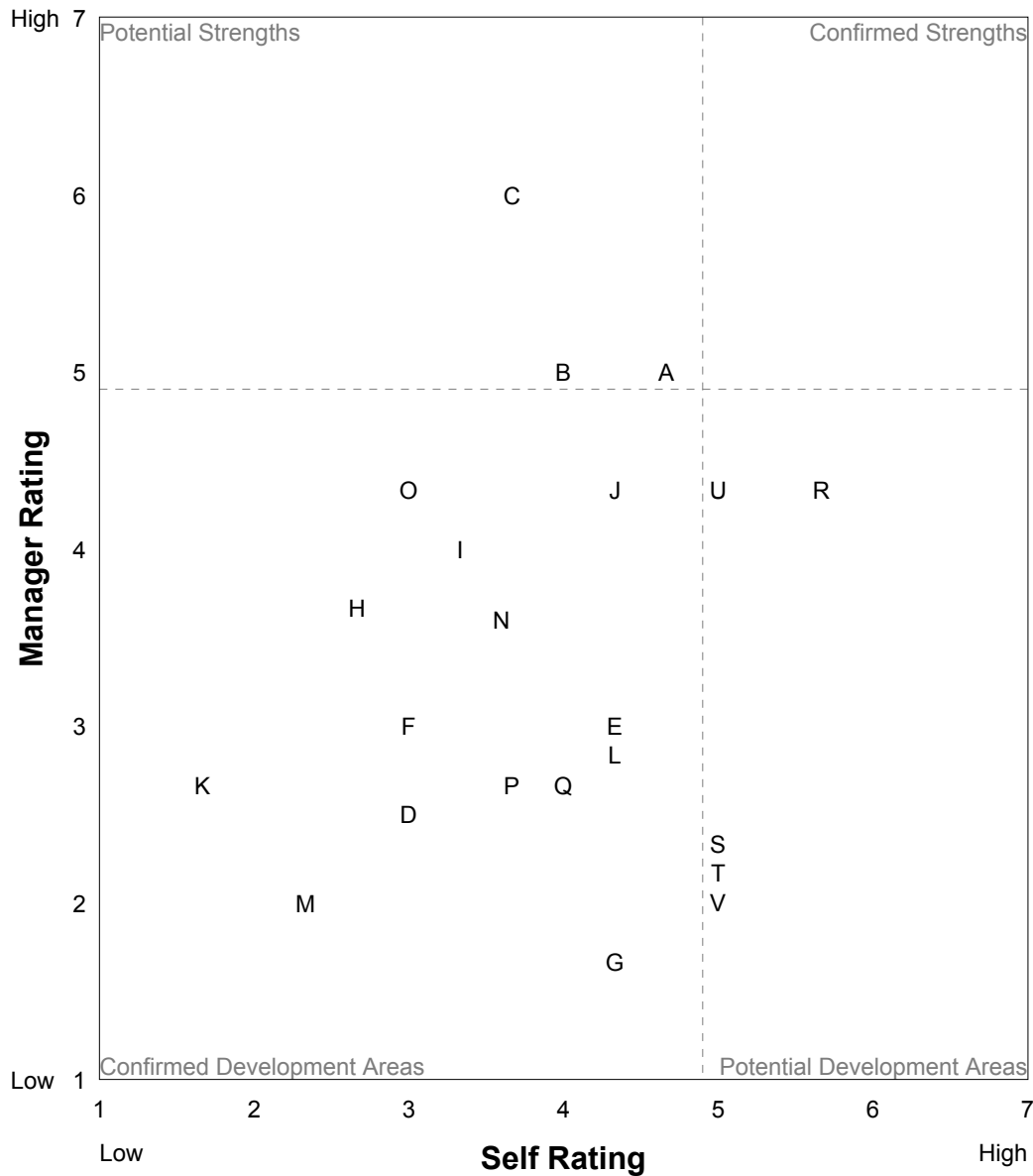
Potential Development Areas

R. Political Leadership	5.67	4.19
S. Driving Strategic Direction	5.00	3.14
T. Driving Change	5.00	3.29
U. Building Strategic Relationships	5.00	3.71
V. Oral Communication/Presentation	5.00	3.14

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Self-Awareness Index

SELF - MANAGER VIEW (N = 1)



Average Scores

Self Manager

Potential Strengths

A. Cross-Functional Versatility	4.67	5.00
B. Depth of Industry Knowledge	4.00	5.00
C. Team Building	3.67	6.00

Confirmed Development Areas

D. Visionary Leadership	3.00	2.50
E. Drive for Results	4.33	3.00
F. Technological Leadership	3.00	3.00
G. Financial Leadership	4.33	1.67
H. Strategic Problem Analysis	2.67	3.67
I. Decision Making	3.33	4.00
J. Entrepreneurial Leadership	4.33	4.33
K. Empowering Others	1.67	2.67
L. Interpersonal Effectiveness	4.33	3.00
M. Influence/Negotiation	2.33	2.00
N. Coaching/Development	3.60	3.60
O. Self-Development	3.00	4.33
P. Adaptability/Flexibility	3.67	2.67
Q. Engenders Trust	4.00	2.67

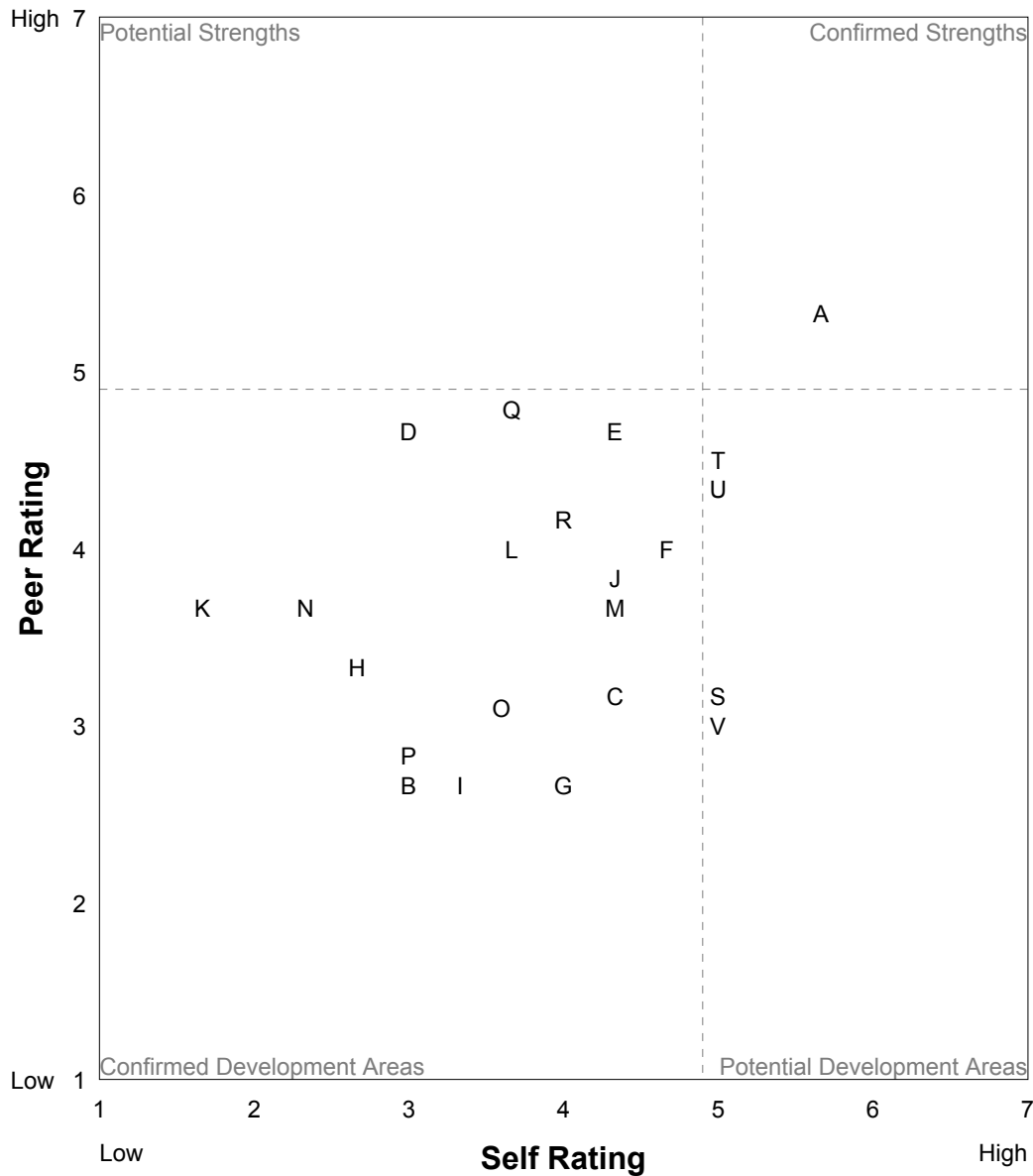
Potential Development Areas

R. Political Leadership	5.67	4.33
S. Driving Strategic Direction	5.00	2.33
T. Driving Change	5.00	2.33
U. Building Strategic Relationships	5.00	4.33
V. Oral Communication/Presentation	5.00	2.33

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Self-Awareness Index

SELF - PEER VIEW (N = 2)



Average Scores

Self Peer

Confirmed Strengths

A. Political Leadership 5.67 5.33

Confirmed Development Areas

B. Visionary Leadership 3.00 2.67
 C. Drive for Results 4.33 3.17
 D. Technological Leadership 3.00 4.67
 E. Financial Leadership 4.33 4.67
 F. Cross-Functional Versatility 4.67 4.00
 G. Depth of Industry Knowledge 4.00 2.67
 H. Strategic Problem Analysis 2.67 3.33
 I. Decision Making 3.33 2.67
 J. Entrepreneurial Leadership 4.33 3.83
 K. Empowering Others 1.67 3.67
 L. Team Building 3.67 4.00
 M. Interpersonal Effectiveness 4.33 3.67
 N. Influence/Negotiation 2.33 3.67
 O. Coaching/Development 3.60 3.10
 P. Self-Development 3.00 2.83
 Q. Adaptability/Flexibility 3.67 4.83
 R. Engenders Trust 4.00 4.17

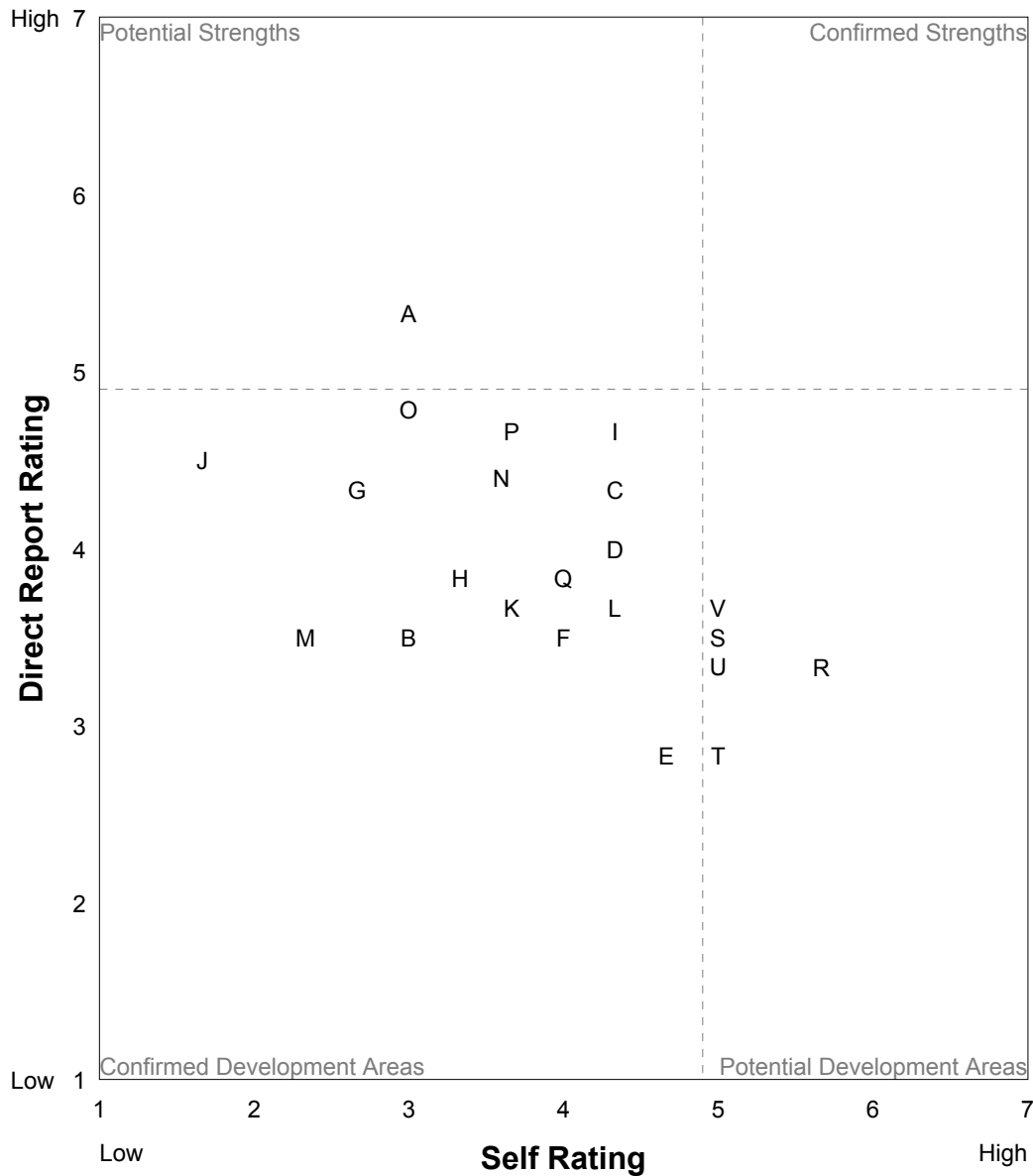
Potential Development Areas

S. Driving Strategic Direction 5.00 3.17
 T. Driving Change 5.00 4.50
 U. Building Strategic Relationships 5.00 4.50
 V. Oral Communication/Presentation 5.00 3.17

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Self-Awareness Index

SELF - DIRECT REPORT VIEW (N = 2)



Average Scores

	<u>Self</u>	<u>Direct Report</u>
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Potential Strengths

A. Technological Leadership	3.00	5.33
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Confirmed Development Areas

B. Visionary Leadership	3.00	3.50
C. Drive for Results	4.33	4.33
D. Financial Leadership	4.33	4.00
E. Cross-Functional Versatility	4.67	2.83
F. Depth of Industry Knowledge	4.00	3.50
G. Strategic Problem Analysis	2.67	4.33
H. Decision Making	3.33	3.83
I. Entrepreneurial Leadership	4.33	4.67
J. Empowering Others	1.67	4.50
K. Team Building	3.67	3.67
L. Interpersonal Effectiveness	4.33	3.67
M. Influence/Negotiation	2.33	3.50
N. Coaching/Development	3.60	4.40
O. Self-Development	3.00	4.83
P. Adaptability/Flexibility	3.67	4.67
Q. Engenders Trust	4.00	3.83

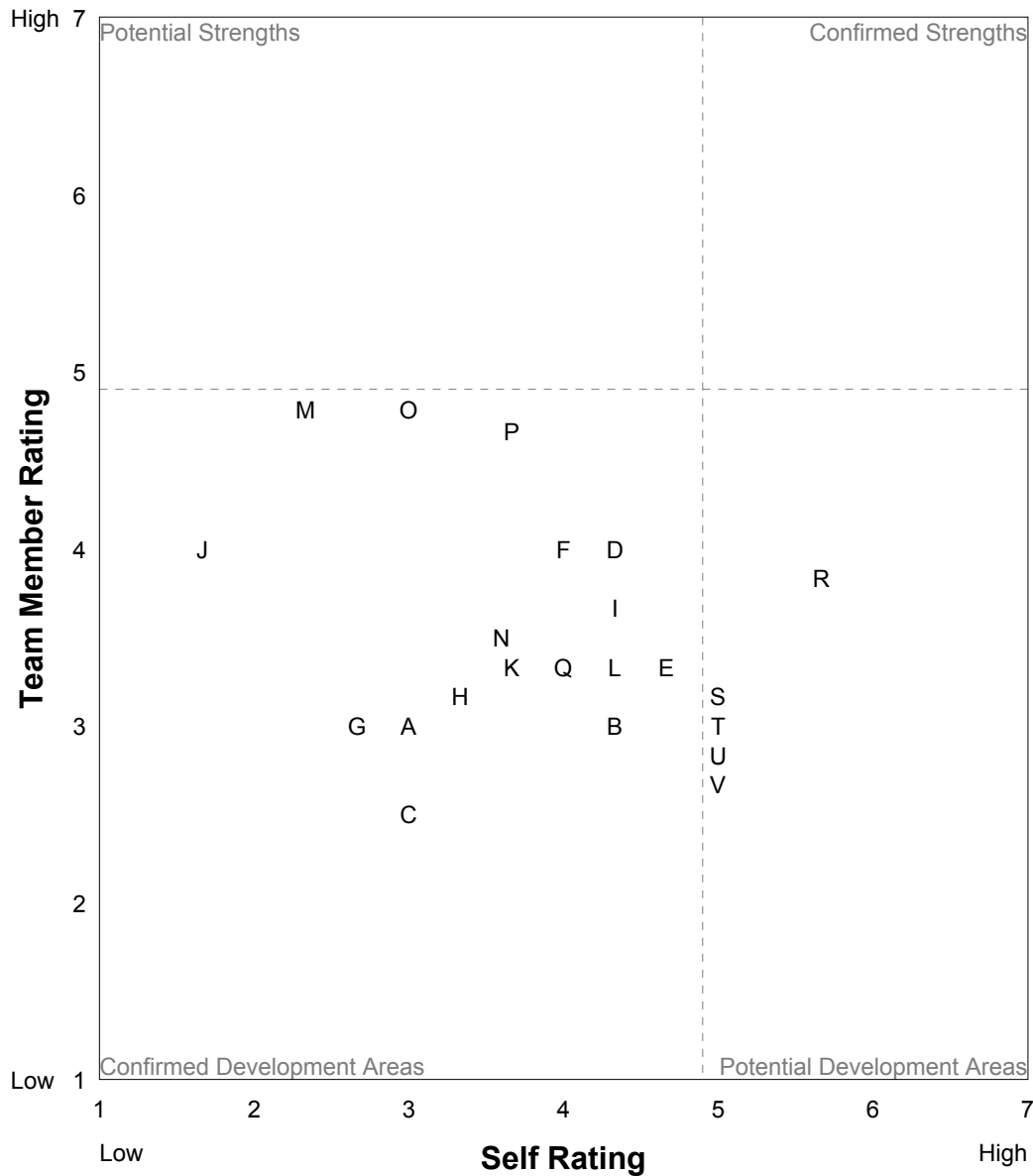
Potential Development Areas

R. Political Leadership	5.67	3.33
S. Driving Strategic Direction	5.00	3.50
T. Driving Change	5.00	2.83
U. Building Strategic Relationships	5.00	3.50
V. Oral Communication/Presentation	5.00	3.67

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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. Visionary Leadership	3.00	3.00
B. Drive for Results	4.33	3.00
C. Technological Leadership	3.00	2.50
D. Financial Leadership	4.33	4.00
E. Cross-Functional Versatility	4.67	3.33
F. Depth of Industry Knowledge	4.00	4.00
G. Strategic Problem Analysis	2.67	3.00
H. Decision Making	3.33	3.17
I. Entrepreneurial Leadership	4.33	3.67
J. Empowering Others	1.67	4.00
K. Team Building	3.67	3.33
L. Interpersonal Effectiveness	4.33	3.33
M. Influence/Negotiation	2.33	4.83
N. Coaching/Development	3.60	3.50
O. Self-Development	3.00	4.83
P. Adaptability/Flexibility	3.67	4.67
Q. Engenders Trust	4.00	3.33

Potential Development Areas

R. Political Leadership	5.67	3.83
S. Driving Strategic Direction	5.00	3.17
T. Driving Change	5.00	3.00
U. Building Strategic Relationships	5.00	2.83
V. Oral Communication/Presentation	5.00	3.00

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Competency Group Introduction

Competency Group Bar Graphs

Each ExecutiveView360 bar graph compares your self ratings to those of the other rater groups across four competency groups:

- Performance Leadership
- Change Leadership
- Interpersonal Leadership
- Personal Leadership

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 4 ExecutiveView360 competency groups. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competency groups are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each ExecutiveView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviours using the following 7-point scale:

On the bar graphs that follow, the frequency 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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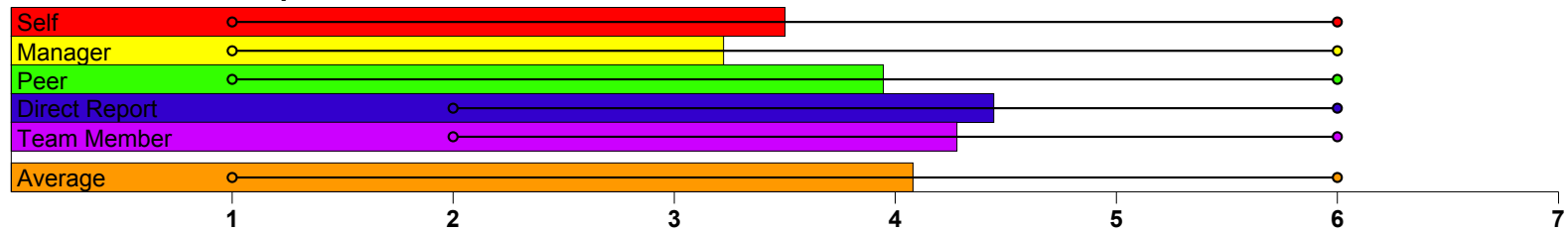
Competency Group Introduction Continued

- Avs** "Avs" is the average score and corresponds with the bar length.
- N** "N" shows the number of respondents who answered the questions in this competency group.
- NR** "NR" means no people from a particular rater group have responded.
- AP** "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

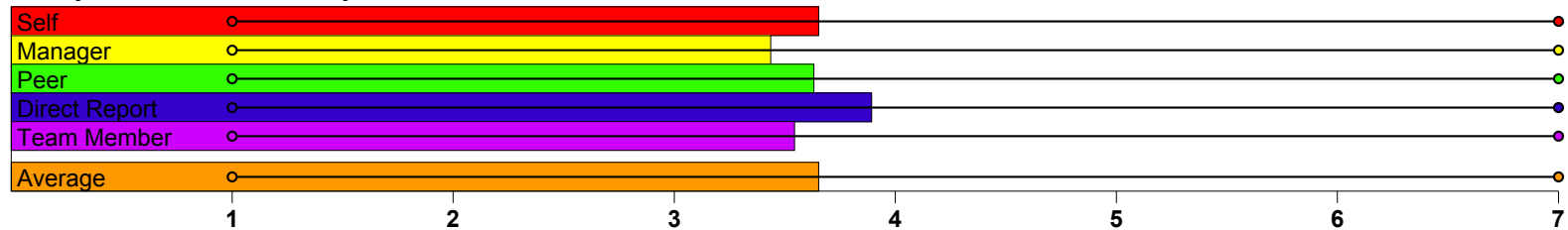
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Competency Group Summary

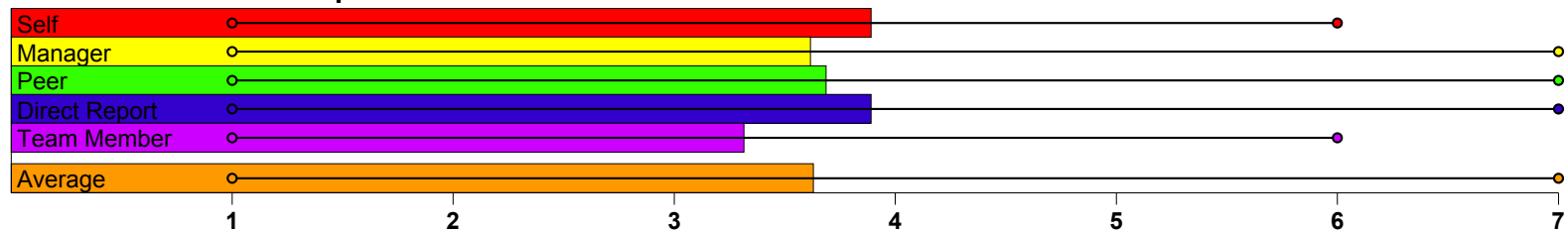
Personal Leadership



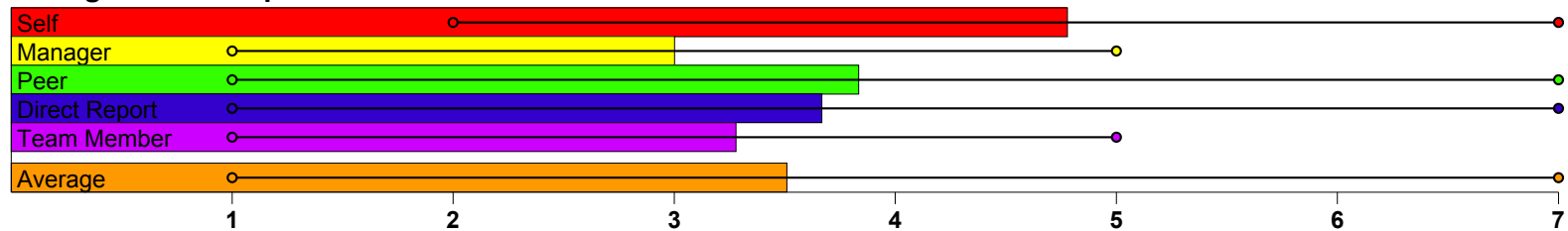
Interpersonal Leadership



Performance Leadership



Change Leadership



EXECUTIVE VIEW360

Competency Introduction

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 22 ExecutiveView360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each ExecutiveView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviours using the following 7-point scale:

On the bar graphs that follow, the frequency 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

Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of respondents who answered the questions in this competency.

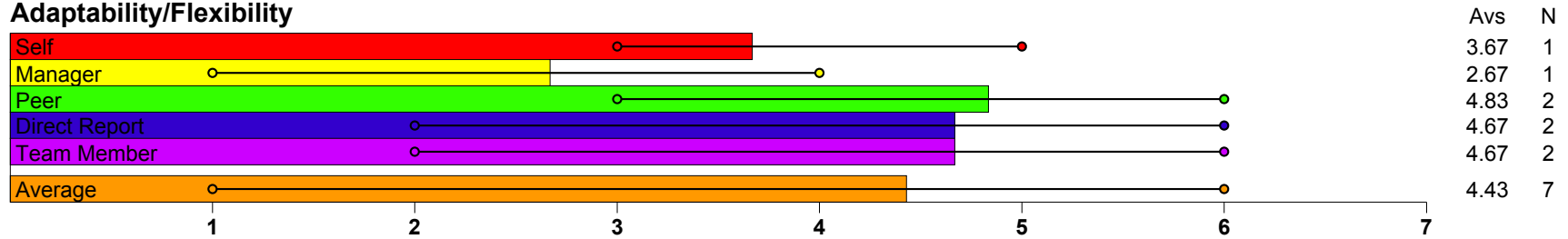
NR "NR" means no people from a particular rater group have responded.

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

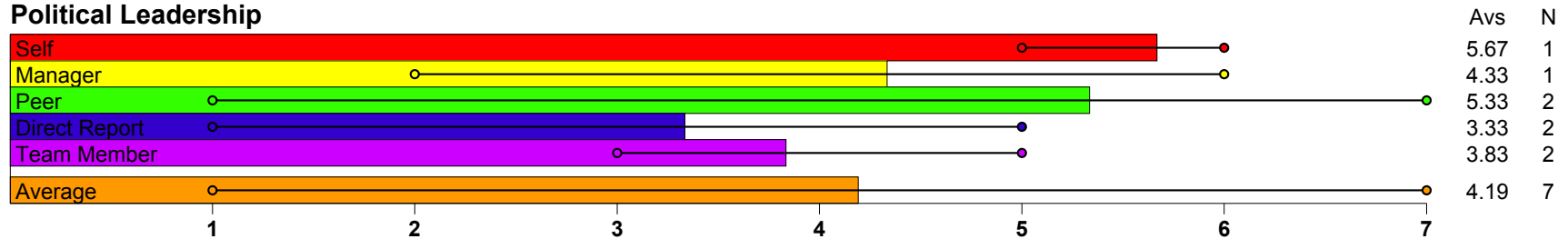
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Competency Summary

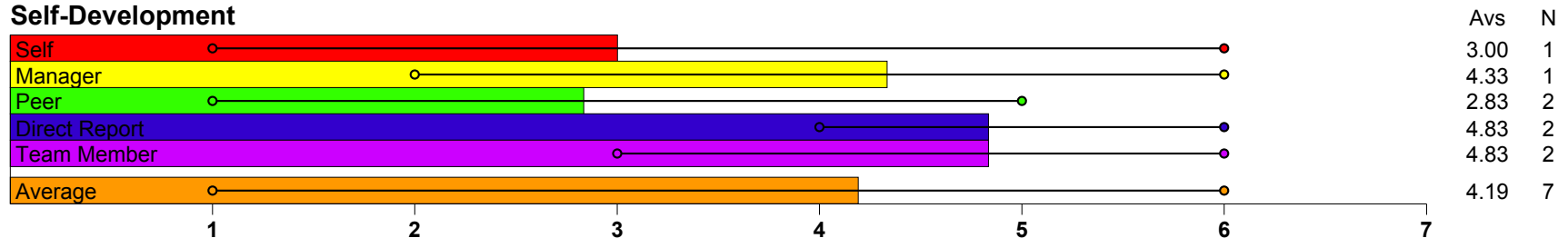
Adaptability/Flexibility



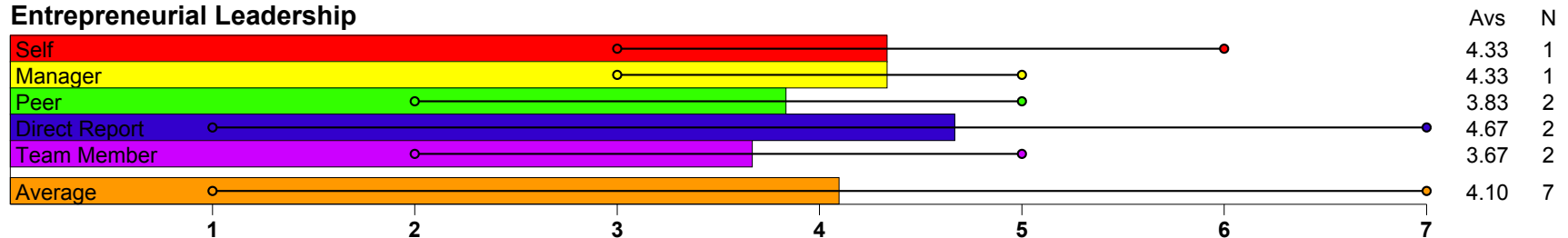
Political Leadership



Self-Development

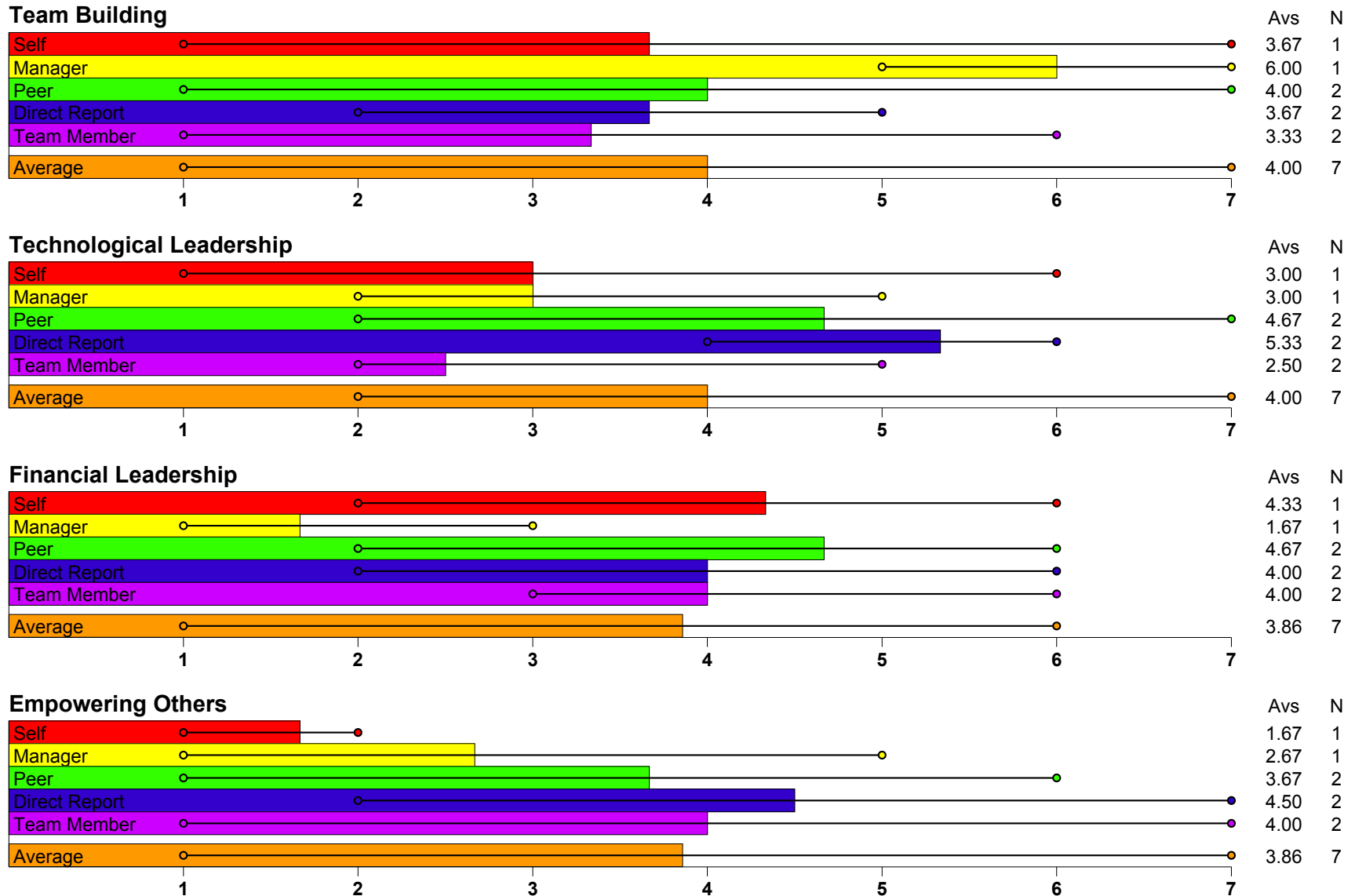


Entrepreneurial Leadership



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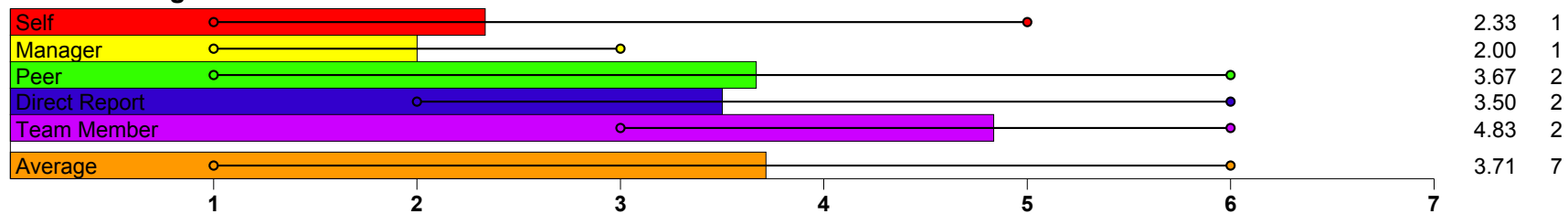
Competency Summary Continued



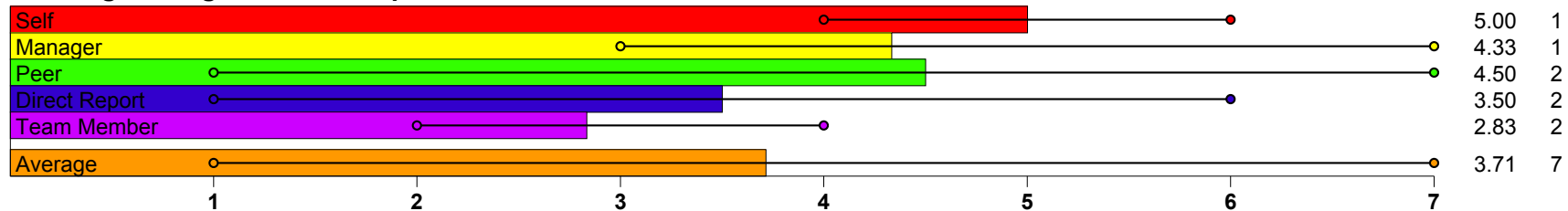
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Competency Summary Continued

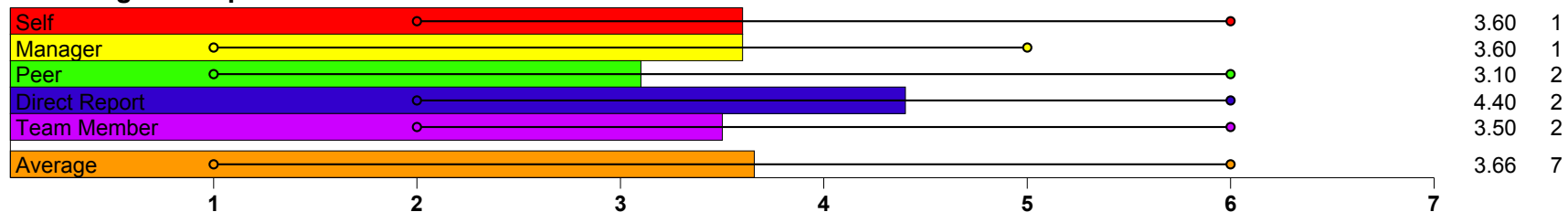
Influence/Negotiation



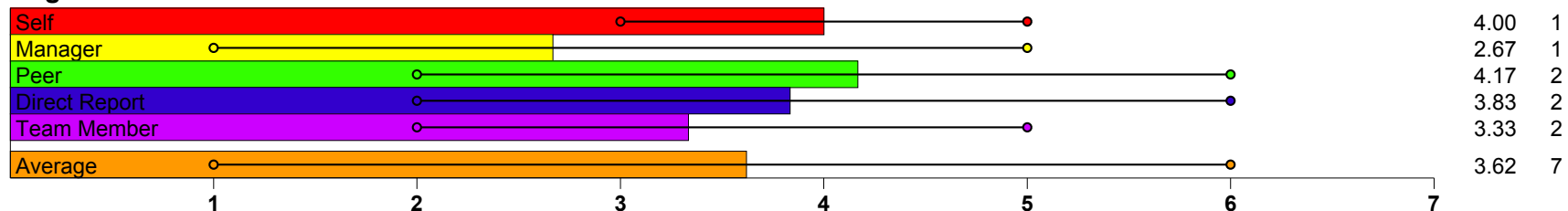
Building Strategic Relationships



Coaching/Development



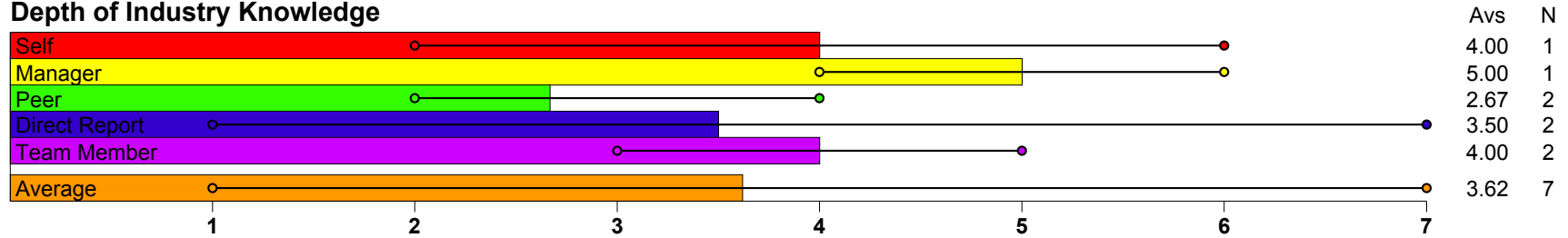
Engenders Trust



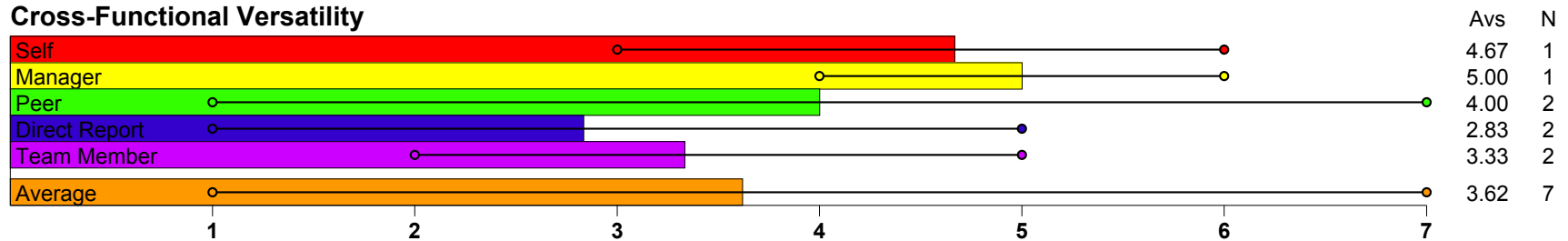
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Competency Summary Continued

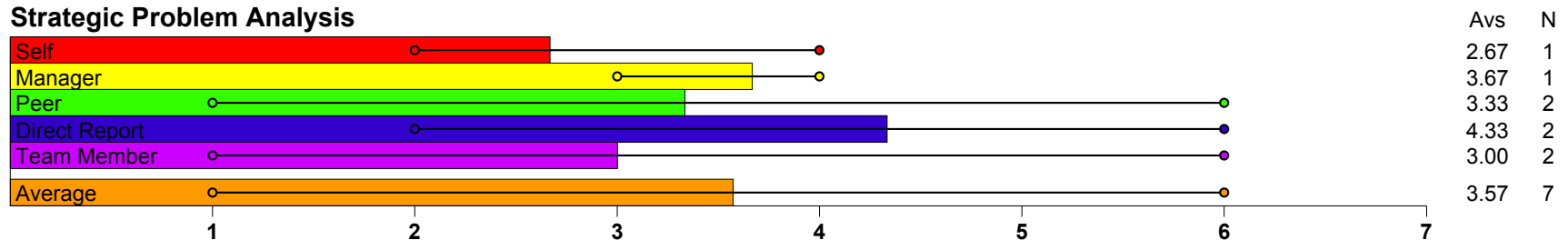
Depth of Industry Knowledge



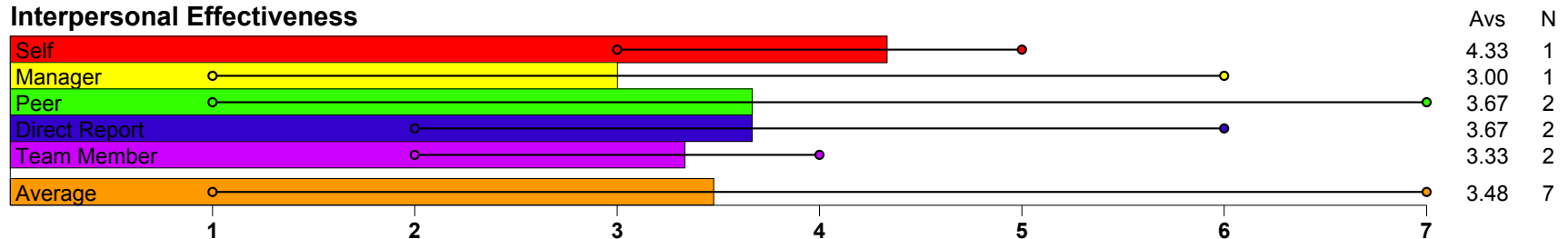
Cross-Functional Versatility



Strategic Problem Analysis



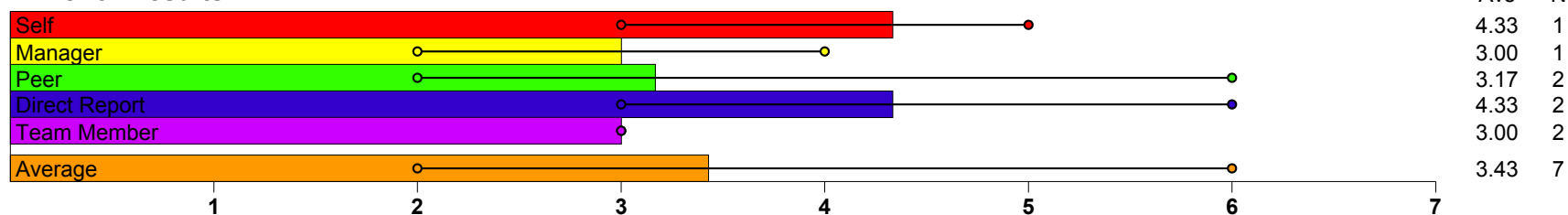
Interpersonal Effectiveness



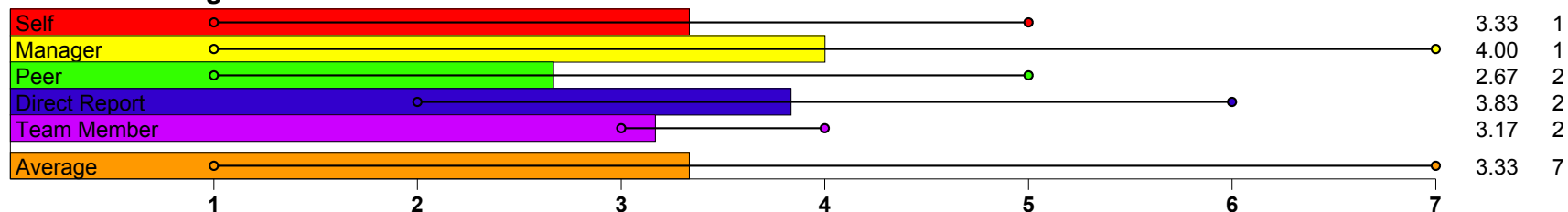
EXECUTIVE VIEW360

Competency Summary Continued

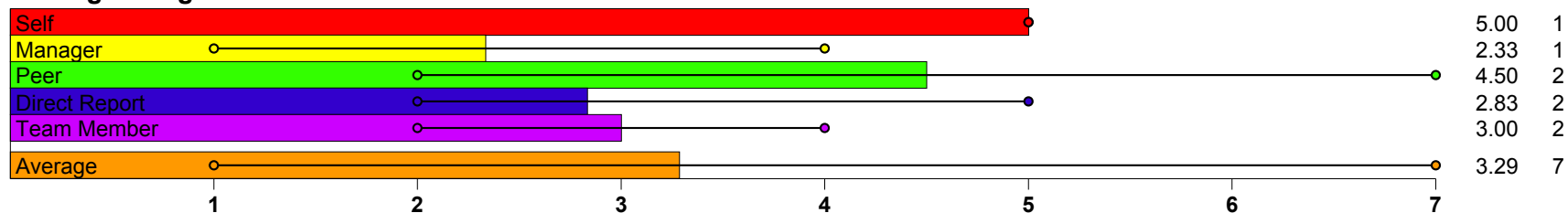
Drive for Results



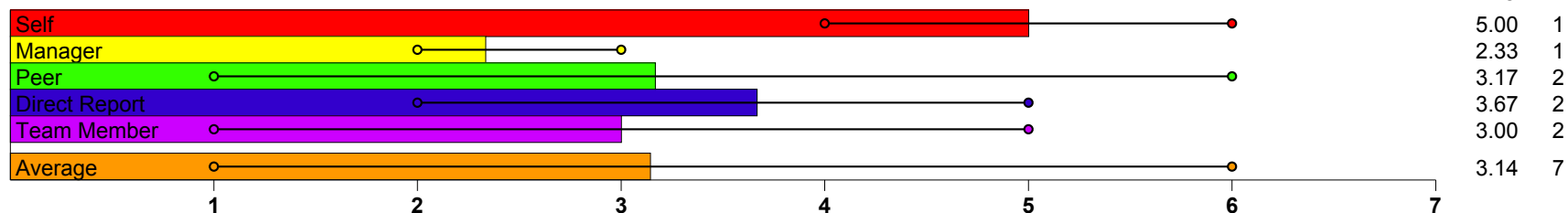
Decision Making



Driving Change



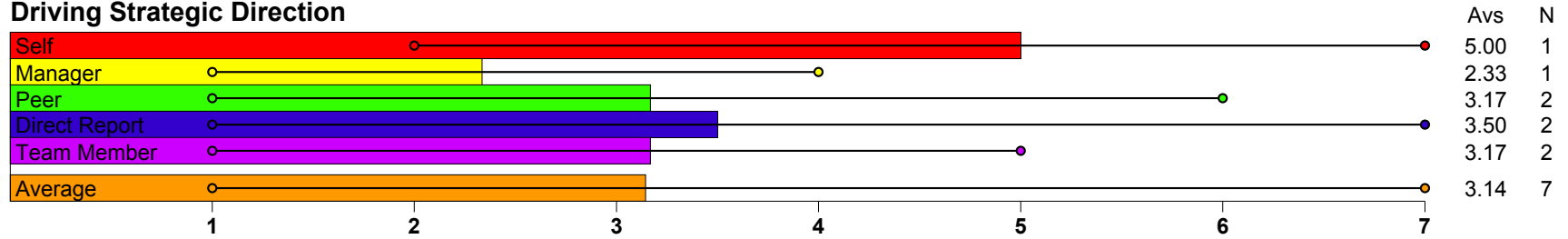
Oral Communication/Presentation



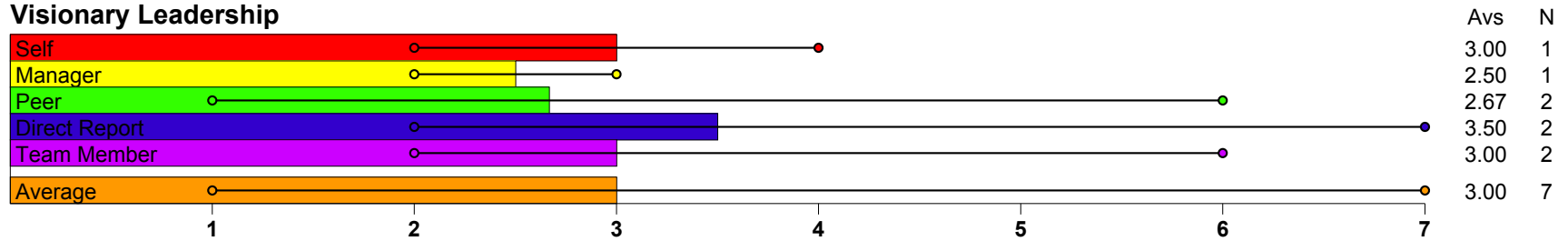
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Competency Summary Continued

Driving Strategic Direction



Visionary Leadership



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Highest Rated Behaviours - All Raters

The following behaviours were identified by your respondents as your greatest strengths. They are rank ordered so the first item is the highest rated behaviour based on average scores.

Score	Behaviour	Competency
4.86	Maintains a realistic outlook in the face of challenge and change.	Adaptability/Flexibility
4.86	Effectively utilises positional power to drive key initiatives and strategies.	Political Leadership
4.86	Pursues continuous learning and self-development by exposure to new ideas and perspectives.	Self-Development
4.71	Seeks to actively listen and understand diverse points of view.	Interpersonal Effectiveness
4.71	Seeks and develops entrepreneurial opportunities and ventures.	Entrepreneurial Leadership
4.57	Supports and champions sufficient financial and human resources for technology.	Technological Leadership
4.43	Responds constructively to ambiguity, change, obstacles, and challenges.	Adaptability/Flexibility
4.43	Identifies key issues in budgets, profit and loss statements, and other financial indicators.	Financial Leadership
4.29	Aligns organisational structure, systems, processes and talent to achieve desired results across the organisation	Cross-Functional Versatility
4.29	Seeks and applies feedback and constructive criticism.	Self-Development
4.29	Effectively negotiates "win-win" solutions.	Influence/Negotiation
4.29	Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	Political Leadership
4.29	Involves others in problem solving, decision making and planning processes.	Empowering Others
4.29	Generates and considers multiple solutions to a problem.	Strategic Problem Analysis

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Highest Rated Behaviours - Self

These behaviours were identified by you as your greatest strengths. They are rank ordered so the first item is your highest rated behaviour based on average scores.

Score	Behaviour	Competency
7.00	Identifies, directs and focuses the organisation's performance on high priority strategic goals initiatives.	Driving Strategic Direction
7.00	Promotes collaboration and removes obstacles to teamwork across the organisation.	Team Building
6.00	Seeks and develops entrepreneurial opportunities and ventures.	Entrepreneurial Leadership
6.00	Provides ongoing career coaching, mentoring and guidance	Coaching/Development
6.00	Identifies potential risks, contingency plans and drives achievement of those plans.	Driving Strategic Direction
6.00	Stays informed about innovations and new technologies to ensure competitive advantage.	Technological Leadership
6.00	Seeks and applies feedback and constructive criticism.	Self-Development
6.00	Handles questions in meetings and presentations in a responsive and diplomatic manner.	Oral Communication/Presentation
6.00	Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	Political Leadership
6.00	Fosters internal negotiation and effective conflict resolution with others.	Political Leadership
6.00	Implements "best practices" from other industry experience to be successful.	Depth of Industry Knowledge
6.00	Aligns organisational structure, systems, processes and talent to achieve desired results across the organisation	Cross-Functional Versatility
6.00	Effectively builds relationships with key community members and partnerships with others outside the organisation.	Building Strategic Relationships
6.00	Identifies key issues in budgets, profit and loss statements, and other financial indicators.	Financial Leadership

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Highest Rated Behaviours - Manager

The following behaviours were identified by the Manager rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behaviour based on average scores.

Score	Behaviour	Competency
7.00	Makes decisions confidently and quickly when necessary.	Decision Making
7.00	Promotes collaboration and removes obstacles to teamwork across the organisation.	Team Building
7.00	Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organisation.	Building Strategic Relationships
6.00	Effectively utilises positional power to drive key initiatives and strategies.	Political Leadership
6.00	Aligns organisational structure, systems, processes and talent to achieve desired results across the organisation	Cross-Functional Versatility
6.00	Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors.	Depth of Industry Knowledge
6.00	Encourages a climate of trust, honesty and openness with others.	Team Building
6.00	Seeks and applies feedback and constructive criticism.	Self-Development
6.00	Seeks to actively listen and understand diverse points of view.	Interpersonal Effectiveness
5.00	Supports and champions sufficient financial and human resources for technology.	Technological Leadership
5.00	Allows people to manage his or her own project, department, business unit or function with autonomy.	Empowering Others
5.00	Selects the best talent for key positions and assignments.	Coaching/Development
5.00	Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	Cross-Functional Versatility
5.00	Has a deep knowledge of industry's history, patterns, and future trends.	Depth of Industry Knowledge
5.00	Creates a vision for realising new business ventures.	Entrepreneurial Leadership
5.00	Seeks and develops entrepreneurial opportunities and ventures.	Entrepreneurial Leadership
5.00	Pursues continuous learning and self-development by exposure to new ideas and perspectives.	Self-Development
5.00	Attracts and builds a high performing senior management team.	Team Building
5.00	Demonstrates high standards of personal and professional integrity.	Engenders Trust
5.00	Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	Political Leadership

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Highest Rated Behaviours - Peer

The following behaviours were identified by the Peer rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behaviour based on average scores.

Score	Behaviour	Competency
6.00	Supports and champions sufficient financial and human resources for technology.	Technological Leadership
6.00	Effectively utilises positional power to drive key initiatives and strategies.	Political Leadership
6.00	Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	Political Leadership
5.50	Orchestrates change efforts across functions, departments, business units and teams.	Driving Change
5.50	Responds constructively to ambiguity, change, obstacles, and challenges.	Adaptability/Flexibility
5.50	Aligns organisational structure, systems, processes and talent to achieve desired results across the organisation	Cross-Functional Versatility
5.50	Seeks to actively listen and understand diverse points of view.	Interpersonal Effectiveness
5.00	Maintains a realistic outlook in the face of challenge and change.	Adaptability/Flexibility
5.00	Maintains open, honest and non-defensive relationships.	Engenders Trust
5.00	Provides timely, clear and constructive performance and developmental feedback.	Coaching/Development
5.00	Writes in a clear, direct and concise manner.	Oral Communication/Presentation
5.00	Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organisation.	Building Strategic Relationships
5.00	Develops and maintains a broad base of support among key internal and external stakeholders.	Building Strategic Relationships
5.00	Allows for disagreements to emerge and to be discussed openly.	Influence/Negotiation
5.00	Effectively allocates financial resources to meet business objectives.	Financial Leadership
5.00	Identifies key issues in budgets, profit and loss statements, and other financial indicators.	Financial Leadership

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Highest Rated Behaviours - Direct Report

The following behaviours were identified by the Direct Report rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behaviour based on average scores.

Score	Behaviour	Competency
6.50	Seeks and develops entrepreneurial opportunities and ventures.	Entrepreneurial Leadership
6.50	Identifies potential risks, contingency plans and drives achievement of those plans.	Driving Strategic Direction
6.00	Generates and considers multiple solutions to a problem.	Strategic Problem Analysis
5.50	Maintains a realistic outlook in the face of challenge and change.	Adaptability/Flexibility
5.50	Identifies key issues in budgets, profit and loss statements, and other financial indicators.	Financial Leadership
5.50	Involves others in problem solving, decision making and planning processes.	Empowering Others
5.50	Regularly monitors and corrects sources of lagging individual, team and organisational performance.	Drive for Results
5.50	Communicates a vision of the organisational future and inspires commitment and support towards this vision from others.	Visionary Leadership
5.50	Stays informed about innovations and new technologies to ensure competitive advantage.	Technological Leadership
5.50	Supports and champions sufficient financial and human resources for technology.	Technological Leadership

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Highest Rated Behaviours - Team Member

The following behaviours were identified by the Team Member rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behaviour based on average scores.

Score	Behaviour	Competency
6.00	Effectively negotiates "win-win" solutions.	Influence/Negotiation
6.00	Responds constructively to ambiguity, change, obstacles, and challenges.	Adaptability/Flexibility
5.50	Pursues continuous learning and self-development by exposure to new ideas and perspectives.	Self-Development
5.00	Identifies, directs and focuses the organisation's performance on high priority strategic goals initiatives.	Driving Strategic Direction
5.00	Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	Empowering Others
5.00	Effectively manages the overall financial health of the organisation.	Financial Leadership
4.50	Maintains open, honest and non-defensive relationships.	Engenders Trust
4.50	Demonstrates a depth and breadth of understanding of key operations and departments within the organisation.	Cross-Functional Versatility
4.50	Maintains a realistic outlook in the face of challenge and change.	Adaptability/Flexibility
4.50	Communicates and expresses ideas in a manner that persuades and influences others.	Influence/Negotiation
4.50	Has a deep knowledge of industry's history, patterns, and future trends.	Depth of Industry Knowledge
4.50	Implements "best practices" from other industry experience to be successful.	Depth of Industry Knowledge
4.50	Realistically appraises own strengths and development areas.	Self-Development
4.50	Seeks and applies feedback and constructive criticism.	Self-Development
4.50	Selects the best talent for key positions and assignments.	Coaching/Development
4.50	Seeks and develops entrepreneurial opportunities and ventures.	Entrepreneurial Leadership
4.50	Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	Political Leadership

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Lowest Rated Behaviours - All Raters

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

Score	Behaviour	Competency
2.00	Has a compelling and clear picture for the future of the business and organisation.	Visionary Leadership
2.57	Makes timely decisions based on adequate data and information.	Decision Making
2.57	Handles questions in meetings and presentations in a responsive and diplomatic manner.	Oral Communication/Presentation
2.71	Effectively allocates human and financial resources necessary to achieve strategic objectives.	Driving Strategic Direction
2.86	Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner.	Interpersonal Effectiveness
2.86	Expresses sensitivity and empathy towards others.	Interpersonal Effectiveness
2.86	Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	Cross-Functional Versatility
3.00	Identifies, directs and focuses the organisation's performance on high priority strategic goals initiatives.	Driving Strategic Direction
3.00	Sets and pursues aggressive business goals and targets.	Drive for Results
3.00	Gathers and utilises available information in order to understand and solve organisational issues and problems.	Strategic Problem Analysis
3.00	Inspires and supports risk taking, change, creativity and innovation by others.	Driving Change
3.00	Establishes a plan and process for developing successors.	Coaching/Development
3.00	Communicates and expresses ideas in a manner that persuades and influences others.	Influence/Negotiation

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Lowest Rated Behaviours - Self

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

Score	Behaviour	Competency
1.00	Makes timely decisions based on adequate data and information.	Decision Making
1.00	Encourages a climate of trust, honesty and openness with others.	Team Building
1.00	Allows for disagreements to emerge and to be discussed openly.	Influence/Negotiation
1.00	Effectively negotiates "win-win" solutions.	Influence/Negotiation
1.00	Pursues continuous learning and self-development by exposure to new ideas and perspectives.	Self-Development
1.00	Supports and champions sufficient financial and human resources for technology.	Technological Leadership
1.00	Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	Empowering Others
2.00	Allows people to manage his or her own project, department, business unit or function with autonomy.	Empowering Others
2.00	Involves others in problem solving, decision making and planning processes.	Empowering Others
2.00	Selects the best talent for key positions and assignments.	Coaching/Development
2.00	Establishes a plan and process for developing successors.	Coaching/Development
2.00	Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors.	Depth of Industry Knowledge
2.00	Articulates a compelling strategy for integrating technology into the strategic plan.	Technological Leadership
2.00	Effectively manages the overall financial health of the organisation.	Financial Leadership
2.00	Has a compelling and clear picture for the future of the business and organisation.	Visionary Leadership
2.00	Generates and considers multiple solutions to a problem.	Strategic Problem Analysis
2.00	Anticipates potential and future problems.	Strategic Problem Analysis
2.00	Effectively allocates human and financial resources necessary to achieve strategic objectives.	Driving Strategic Direction
2.00	Realistically appraises own strengths and development areas.	Self-Development

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Lowest Rated Behaviours - Manager

The following behaviours 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 lowest rated behaviour based on average scores. We suggest you pay particular attention to these behaviours and focus your immediate developmental activities on them.

Score	Behaviour	Competency
1.00	Makes timely decisions based on adequate data and information.	Decision Making
1.00	Orchestrates change efforts across functions, departments, business units and teams.	Driving Change
1.00	Effectively manages the overall financial health of the organisation.	Financial Leadership
1.00	Effectively allocates financial resources to meet business objectives.	Financial Leadership
1.00	Responds constructively to ambiguity, change, obstacles, and challenges.	Adaptability/Flexibility
1.00	Establishes a plan and process for developing successors.	Coaching/Development
1.00	Effectively allocates human and financial resources necessary to achieve strategic objectives.	Driving Strategic Direction
1.00	Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	Empowering Others
1.00	Expresses sensitivity and empathy towards others.	Interpersonal Effectiveness
1.00	Communicates and expresses ideas in a manner that persuades and influences others.	Influence/Negotiation
1.00	Demonstrates consistency between actions and words.	Engenders Trust

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Lowest Rated Behaviours - Peer

The following behaviours 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 lowest rated behaviour based on average scores. We suggest you pay particular attention to these behaviours and focus your immediate developmental activities on them.

Score	Behaviour	Competency
1.50	Makes timely decisions based on adequate data and information.	Decision Making
1.50	Gathers and utilises available information in order to understand and solve organisational issues and problems.	Strategic Problem Analysis
1.50	Handles questions in meetings and presentations in a responsive and diplomatic manner.	Oral Communication/Presentation
1.50	Establishes a plan and process for developing successors.	Coaching/Development
1.50	Realistically appraises own strengths and development areas.	Self-Development
2.00	Has a compelling and clear picture for the future of the business and organisation.	Visionary Leadership
2.00	Selects the best talent for key positions and assignments.	Coaching/Development
2.00	Sets and pursues aggressive business goals and targets.	Drive for Results
2.00	Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors.	Depth of Industry Knowledge
2.00	Identifies potential risks, contingency plans and drives achievement of those plans.	Driving Strategic Direction

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Lowest Rated Behaviours - Direct Report

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

Score	Behaviour	Competency
1.00	Identifies, directs and focuses the organisation's performance on high priority strategic goals initiatives.	Driving Strategic Direction
2.00	Has a compelling and clear picture for the future of the business and organisation.	Visionary Leadership
2.00	Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organisation.	Building Strategic Relationships
2.00	Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	Political Leadership
2.00	Inspires and supports risk taking, change, creativity and innovation by others.	Driving Change
2.00	Implements "best practices" from other industry experience to be successful.	Depth of Industry Knowledge
2.00	Communicates and expresses ideas in a manner that persuades and influences others.	Influence/Negotiation
2.50	Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	Cross-Functional Versatility
2.50	Handles questions in meetings and presentations in a responsive and diplomatic manner.	Oral Communication/Presentation
2.50	Effectively allocates financial resources to meet business objectives.	Financial Leadership
2.50	Promotes collaboration and removes obstacles to teamwork across the organisation.	Team Building

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Lowest Rated Behaviours - Team Member

The following behaviours 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 lowest rated behaviour based on average scores. We suggest you pay particular attention to these behaviours and focus your immediate developmental activities on them.

Score	Behaviour	Competency
1.50	Anticipates potential and future problems.	Strategic Problem Analysis
2.00	Articulates a compelling strategy for integrating technology into the strategic plan.	Technological Leadership
2.00	Supports and champions sufficient financial and human resources for technology.	Technological Leadership
2.00	Delivers oral presentations that are persuasive, clear, and logically organised.	Oral Communication/Presentation
2.00	Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	Cross-Functional Versatility
2.00	Effectively builds relationships with key community members and partnerships with others outside the organisation.	Building Strategic Relationships
2.00	Has a compelling and clear picture for the future of the business and organisation.	Visionary Leadership
2.00	Effectively allocates human and financial resources necessary to achieve strategic objectives.	Driving Strategic Direction
2.00	Provides timely, clear and constructive performance and developmental feedback.	Coaching/Development
2.50	Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organisation.	Building Strategic Relationships
2.50	Demonstrates high standards of personal and professional integrity.	Engenders Trust
2.50	Identifies potential risks, contingency plans and drives achievement of those plans.	Driving Strategic Direction
2.50	Initiates and promotes continuous learning and improvement efforts throughout the organisation.	Driving Change

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Behaviour Summary

The average score for each ExecutiveView360 competency and specific questions are summarised below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behaviour). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Adaptability/Flexibility	3.67 (0.69)	2.67 (0.58)	4.83 (0.64)	4.67 (0.58)	4.67 (0.47)	4.43 (0.50)
Maintains a realistic outlook in the face of challenge and change.	5.00 (1.00)	4.00 (1.00)	5.00 (0.67)	5.50 (0.83)	4.50 (0.50)	4.86 (0.63)
Responds constructively to ambiguity, change, obstacles, and challenges.	3.00 (1.00)	1.00 (1.00)	5.50 (0.83)	3.50 (0.50)	6.00 (1.00)	4.43 (0.36)
Demonstrates emotional control and patience under pressure and stress.	3.00 (1.00)	3.00 (1.00)	4.00 (0.67)	5.00 (1.00)	3.50 (0.50)	4.00 (0.60)
Political Leadership	5.67 (0.84)	4.33 (0.43)	5.33 (0.29)	3.33 (0.50)	3.83 (0.77)	4.19 (0.41)
Effectively utilises positional power to drive key initiatives and strategies.	5.00 (1.00)	6.00 (1.00)	6.00 (0.67)	4.50 (0.83)	3.50 (0.83)	4.86 (0.58)
Effectively interacts with strategic internal and external stakeholders to influence strategy decisions.	6.00 (1.00)	5.00 (1.00)	6.00 (0.67)	2.00 (0.67)	4.50 (0.83)	4.29 (0.42)
Fosters internal negotiation and effective conflict resolution with others.	6.00 (1.00)	2.00 (1.00)	4.00 (0.00)	3.50 (0.50)	3.50 (0.83)	3.43 (0.36)
Self-Development	3.00 (0.28)	4.33 (0.43)	2.83 (0.48)	4.83 (0.70)	4.83 (0.64)	4.19 (0.48)
Pursues continuous learning and self-development by exposure to new ideas and perspectives.	1.00 (1.00)	5.00 (1.00)	4.00 (1.00)	5.00 (0.67)	5.50 (0.83)	4.86 (0.72)
Seeks and applies feedback and constructive criticism.	6.00 (1.00)	6.00 (1.00)	3.00 (0.33)	4.50 (0.83)	4.50 (0.83)	4.29 (0.51)

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Behaviour Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Self-Development	3.00 (0.28)	4.33 (0.43)	2.83 (0.48)	4.83 (0.70)	4.83 (0.64)	4.19 (0.48)
Realistically appraises own strengths and development areas.	2.00 (1.00)	2.00 (1.00)	1.50 (0.83)	5.00 (0.67)	4.50 (0.50)	3.43 (0.39)
Entrepreneurial Leadership	4.33 (0.58)	4.33 (0.69)	3.83 (0.70)	4.67 (0.37)	3.67 (0.58)	4.10 (0.53)
Seeks and develops entrepreneurial opportunities and ventures.	6.00 (1.00)	5.00 (1.00)	3.00 (0.67)	6.50 (0.83)	4.50 (0.83)	4.71 (0.51)
Creates a vision for realising new business ventures.	4.00 (1.00)	5.00 (1.00)	4.50 (0.83)	3.00 (0.33)	3.50 (0.50)	3.86 (0.48)
Seeks and creates opportunities to add value within the marketplace.	3.00 (1.00)	3.00 (1.00)	4.00 (1.00)	4.50 (0.83)	3.00 (0.67)	3.71 (0.71)
Team Building	3.67 (0.17)	6.00 (0.73)	4.00 (0.18)	3.67 (0.54)	3.33 (0.50)	4.00 (0.36)
Promotes collaboration and removes obstacles to teamwork across the organisation.	7.00 (1.00)	7.00 (1.00)	4.50 (0.50)	2.50 (0.83)	3.50 (0.17)	4.00 (0.29)
Attracts and builds a high performing senior management team.	3.00 (1.00)	5.00 (1.00)	3.50 (0.17)	5.00 (1.00)	3.00 (1.00)	4.00 (0.47)
Encourages a climate of trust, honesty and openness with others.	1.00 (1.00)	6.00 (1.00)	4.00 (0.00)	3.50 (0.50)	3.50 (0.83)	4.00 (0.33)
Technological Leadership	3.00 (0.28)	3.00 (0.53)	4.67 (0.50)	5.33 (0.75)	2.50 (0.63)	4.00 (0.44)
Supports and champions sufficient financial and human resources for technology.	1.00 (1.00)	5.00 (1.00)	6.00 (0.67)	5.50 (0.83)	2.00 (1.00)	4.57 (0.41)
Stays informed about innovations and new technologies to ensure competitive advantage.	6.00 (1.00)	2.00 (1.00)	4.50 (0.83)	5.50 (0.83)	3.50 (0.50)	4.14 (0.51)
Articulates a compelling strategy for integrating technology into the strategic plan.	2.00 (1.00)	2.00 (1.00)	3.50 (0.50)	5.00 (0.67)	2.00 (1.00)	3.29 (0.47)
Financial Leadership	4.33 (0.43)	1.67 (0.69)	4.67 (0.50)	4.00 (0.42)	4.00 (0.67)	3.86 (0.44)
Identifies key issues in budgets, profit and loss statements, and other financial indicators.	6.00 (1.00)	3.00 (1.00)	5.00 (0.67)	5.50 (0.83)	3.50 (0.83)	4.43 (0.61)
Effectively manages the overall financial health of the organisation.	2.00 (1.00)	1.00 (1.00)	4.00 (0.33)	4.00 (0.33)	5.00 (0.67)	3.86 (0.32)

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Behaviour Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Financial Leadership	4.33 (0.43)	1.67 (0.69)	4.67 (0.50)	4.00 (0.42)	4.00 (0.67)	3.86 (0.44)
Effectively allocates financial resources to meet business objectives.	5.00 (1.00)	1.00 (1.00)	5.00 (0.67)	2.50 (0.83)	3.50 (0.83)	3.29 (0.51)
Empowering Others	1.67 (0.84)	2.67 (0.43)	3.67 (0.34)	4.50 (0.46)	4.00 (0.33)	3.86 (0.36)
Involves others in problem solving, decision making and planning processes.	2.00 (1.00)	2.00 (1.00)	4.50 (0.83)	5.50 (0.50)	4.00 (0.00)	4.29 (0.29)
Allows people to manage his or her own project, department, business unit or function with autonomy.	2.00 (1.00)	5.00 (1.00)	3.50 (0.17)	4.00 (1.00)	3.00 (0.67)	3.71 (0.47)
Transfers the necessary authority to others to ensure completion of delegated tasks, assignments, and projects.	1.00 (1.00)	1.00 (1.00)	3.00 (0.33)	4.00 (0.33)	5.00 (1.00)	3.57 (0.34)
Influence/Negotiation	2.33 (0.37)	2.00 (0.73)	3.67 (0.50)	3.50 (0.46)	4.83 (0.60)	3.71 (0.45)
Effectively negotiates "win-win" solutions.	1.00 (1.00)	3.00 (1.00)	2.50 (0.50)	5.00 (0.67)	6.00 (1.00)	4.29 (0.42)
Allows for disagreements to emerge and to be discussed openly.	1.00 (1.00)	2.00 (1.00)	5.00 (0.67)	3.50 (0.50)	4.00 (1.00)	3.86 (0.55)
Communicates and expresses ideas in a manner that persuades and influences others.	5.00 (1.00)	1.00 (1.00)	3.50 (0.83)	2.00 (1.00)	4.50 (0.50)	3.00 (0.50)
Building Strategic Relationships	5.00 (0.73)	4.33 (0.37)	4.50 (0.34)	3.50 (0.50)	2.83 (0.70)	3.71 (0.43)
Develops and maintains a broad base of support among key internal and external stakeholders.	5.00 (1.00)	3.00 (1.00)	5.00 (0.33)	4.00 (1.00)	4.00 (1.00)	4.14 (0.58)
Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organisation.	4.00 (1.00)	7.00 (1.00)	5.00 (1.00)	2.00 (0.67)	2.50 (0.83)	3.71 (0.36)
Effectively builds relationships with key community members and partnerships with others outside the organisation.	6.00 (1.00)	3.00 (1.00)	3.50 (0.17)	4.50 (0.50)	2.00 (1.00)	3.29 (0.39)
Coaching/Development	3.60 (0.46)	3.60 (0.55)	3.10 (0.45)	4.40 (0.60)	3.50 (0.52)	3.66 (0.50)
Demonstrates sensitivity towards and actively promotes diversity in the workforce.	5.00 (1.00)	4.00 (1.00)	4.50 (0.83)	4.00 (0.67)	3.50 (0.50)	4.00 (0.64)
Selects the best talent for key positions and assignments.	2.00 (1.00)	5.00 (1.00)	2.00 (1.00)	5.00 (0.67)	4.50 (0.50)	4.00 (0.47)

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Behaviour Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Coaching/Development	3.60 (0.46)	3.60 (0.55)	3.10 (0.45)	4.40 (0.60)	3.50 (0.52)	3.66 (0.50)
Provides timely, clear and constructive performance and developmental feedback.	3.00 (1.00)	4.00 (1.00)	5.00 (0.67)	5.00 (0.67)	2.00 (1.00)	4.00 (0.50)
Provides ongoing career coaching, mentoring and guidance	6.00 (1.00)	4.00 (1.00)	2.50 (0.50)	3.50 (0.50)	3.50 (0.50)	3.29 (0.51)
Establishes a plan and process for developing successors.	2.00 (1.00)	1.00 (1.00)	1.50 (0.83)	4.50 (0.83)	4.00 (1.00)	3.00 (0.50)
Engenders Trust	4.00 (0.67)	2.67 (0.43)	4.17 (0.44)	3.83 (0.51)	3.33 (0.69)	3.62 (0.49)
Maintains open, honest and non-defensive relationships.	NR	2.00 (1.00)	5.00 (0.67)	3.50 (0.50)	4.50 (0.83)	4.00 (0.53)
Demonstrates high standards of personal and professional integrity.	3.00 (1.00)	5.00 (1.00)	3.50 (0.50)	4.00 (0.33)	2.50 (0.83)	3.57 (0.47)
Demonstrates consistency between actions and words.	5.00 (1.00)	1.00 (1.00)	4.00 (0.33)	4.00 (1.00)	3.00 (1.00)	3.29 (0.51)
Depth of Industry Knowledge	4.00 (0.46)	5.00 (0.73)	2.67 (0.75)	3.50 (0.37)	4.00 (0.73)	3.62 (0.52)
Has a deep knowledge of industry's history, patterns, and future trends.	4.00 (1.00)	5.00 (1.00)	3.50 (0.83)	4.00 (1.00)	4.50 (0.83)	4.14 (0.79)
Demonstrates awareness of the strengths, weaknesses, and strategies of industry competitors.	2.00 (1.00)	6.00 (1.00)	2.00 (1.00)	4.50 (0.17)	3.00 (1.00)	3.57 (0.36)
Implements "best practices" from other industry experience to be successful.	6.00 (1.00)	4.00 (1.00)	2.50 (0.83)	2.00 (0.67)	4.50 (0.83)	3.14 (0.58)
Cross-Functional Versatility	4.67 (0.58)	5.00 (0.73)	4.00 (0.33)	2.83 (0.55)	3.33 (0.54)	3.62 (0.44)
Aligns organisational structure, systems, processes and talent to achieve desired results across the organisation	6.00 (1.00)	6.00 (1.00)	5.50 (0.50)	3.00 (0.67)	3.50 (0.50)	4.29 (0.42)
Demonstrates a depth and breadth of understanding of key operations and departments within the organisation.	5.00 (1.00)	4.00 (1.00)	3.50 (0.50)	3.00 (0.33)	4.50 (0.83)	3.71 (0.51)
Involves multiple departments and functions when developing strategic plans and implementing change initiatives.	3.00 (1.00)	5.00 (1.00)	3.00 (0.33)	2.50 (0.83)	2.00 (1.00)	2.86 (0.51)
Strategic Problem Analysis	2.67 (0.69)	3.67 (0.84)	3.33 (0.34)	4.33 (0.50)	3.00 (0.39)	3.57 (0.42)
Generates and considers multiple solutions to a problem.	2.00 (1.00)	3.00 (1.00)	4.00 (0.33)	6.00 (1.00)	3.50 (0.50)	4.29 (0.42)

EXECUTIVE VIEW360

Behaviour Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Strategic Problem Analysis	2.67 (0.69)	3.67 (0.84)	3.33 (0.34)	4.33 (0.50)	3.00 (0.39)	3.57 (0.42)
Anticipates potential and future problems.	2.00 (1.00)	4.00 (1.00)	4.50 (0.50)	4.00 (0.67)	1.50 (0.83)	3.43 (0.47)
Gathers and utilises available information in order to understand and solve organisational issues and problems.	4.00 (1.00)	4.00 (1.00)	1.50 (0.83)	3.00 (0.67)	4.00 (0.33)	3.00 (0.47)
Interpersonal Effectiveness	4.33 (0.69)	3.00 (0.28)	3.67 (0.37)	3.67 (0.54)	3.33 (0.75)	3.48 (0.48)
Seeks to actively listen and understand diverse points of view.	5.00 (1.00)	6.00 (1.00)	5.50 (0.50)	5.00 (0.67)	3.00 (0.67)	4.71 (0.47)
Expresses sensitivity and empathy towards others.	5.00 (1.00)	1.00 (1.00)	3.00 (0.67)	3.00 (0.67)	3.50 (0.83)	2.86 (0.63)
Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner.	3.00 (1.00)	2.00 (1.00)	2.50 (0.50)	3.00 (0.67)	3.50 (0.83)	2.86 (0.63)
Drive for Results	4.33 (0.69)	3.00 (0.73)	3.17 (0.51)	4.33 (0.63)	3.00 (1.00)	3.43 (0.61)
Regularly monitors and corrects sources of lagging individual, team and organisational performance.	5.00 (1.00)	4.00 (1.00)	4.00 (0.33)	5.50 (0.83)	3.00 (1.00)	4.14 (0.51)
Develops results-oriented strategies to achieve and maintain competitive advantage.	3.00 (1.00)	3.00 (1.00)	3.50 (0.83)	3.00 (1.00)	3.00 (1.00)	3.14 (0.88)
Sets and pursues aggressive business goals and targets.	5.00 (1.00)	2.00 (1.00)	2.00 (1.00)	4.50 (0.83)	3.00 (1.00)	3.00 (0.64)
Decision Making	3.33 (0.43)	4.00 (0.18)	2.67 (0.50)	3.83 (0.48)	3.17 (0.88)	3.33 (0.47)
Makes decisions confidently and quickly when necessary.	4.00 (1.00)	7.00 (1.00)	2.50 (0.50)	4.00 (0.67)	3.50 (0.83)	3.86 (0.42)
Gathers enough information and data before making a decision.	5.00 (1.00)	4.00 (1.00)	4.00 (0.67)	3.50 (0.50)	3.00 (1.00)	3.57 (0.65)
Makes timely decisions based on adequate data and information.	1.00 (1.00)	1.00 (1.00)	1.50 (0.83)	4.00 (0.33)	3.00 (1.00)	2.57 (0.47)
Driving Change	5.00 (1.00)	2.33 (0.58)	4.50 (0.50)	2.83 (0.60)	3.00 (0.81)	3.29 (0.53)
Orchestrates change efforts across functions, departments, business units and teams.	5.00 (1.00)	1.00 (1.00)	5.50 (0.50)	3.00 (0.67)	3.50 (0.83)	3.57 (0.41)
Initiates and promotes continuous learning and improvement efforts throughout the organisation.	5.00 (1.00)	4.00 (1.00)	3.50 (0.50)	3.50 (0.50)	2.50 (0.83)	3.29 (0.57)

EXECUTIVE VIEW360

Behaviour Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Driving Change	5.00 (1.00)	2.33 (0.58)	4.50 (0.50)	2.83 (0.60)	3.00 (0.81)	3.29 (0.53)
Inspires and supports risk taking, change, creativity and innovation by others.	5.00 (1.00)	2.00 (1.00)	4.50 (0.83)	2.00 (1.00)	3.00 (1.00)	3.00 (0.64)
Oral Communication/Presentation	5.00 (0.73)	2.33 (0.84)	3.17 (0.35)	3.67 (0.63)	3.00 (0.49)	3.14 (0.49)
Writes in a clear, direct and concise manner.	5.00 (1.00)	2.00 (1.00)	5.00 (0.67)	4.00 (0.67)	3.00 (0.33)	3.71 (0.44)
Delivers oral presentations that are persuasive, clear, and logically organised.	4.00 (1.00)	3.00 (1.00)	3.00 (0.33)	4.50 (0.83)	2.00 (1.00)	3.14 (0.51)
Handles questions in meetings and presentations in a responsive and diplomatic manner.	6.00 (1.00)	2.00 (1.00)	1.50 (0.83)	2.50 (0.83)	4.00 (0.67)	2.57 (0.61)
Driving Strategic Direction	5.00 (0.28)	2.33 (0.58)	3.17 (0.32)	3.50 (0.14)	3.17 (0.48)	3.14 (0.32)
Identifies potential risks, contingency plans and drives achievement of those plans.	6.00 (1.00)	4.00 (1.00)	2.00 (1.00)	6.50 (0.83)	2.50 (0.50)	3.71 (0.32)
Identifies, directs and focuses the organisation's performance on high priority strategic goals initiatives.	7.00 (1.00)	2.00 (1.00)	3.50 (0.17)	1.00 (1.00)	5.00 (1.00)	3.00 (0.31)
Effectively allocates human and financial resources necessary to achieve strategic objectives.	2.00 (1.00)	1.00 (1.00)	4.00 (0.33)	3.00 (0.33)	2.00 (1.00)	2.71 (0.39)
Visionary Leadership	3.00 (0.73)	2.50 (0.83)	2.67 (0.47)	3.50 (0.40)	3.00 (0.49)	3.00 (0.46)
Communicates a vision of the organisational future and inspires commitment and support towards this vision from others.	4.00 (1.00)	NR	2.50 (0.83)	5.50 (0.50)	4.00 (0.33)	4.00 (0.36)
Effectively articulates a clear purpose and mission that inspires the imagination of others.	3.00 (1.00)	3.00 (1.00)	3.50 (0.17)	3.00 (0.67)	3.00 (0.67)	3.14 (0.48)
Has a compelling and clear picture for the future of the business and organisation.	2.00 (1.00)	2.00 (1.00)	2.00 (1.00)	2.00 (1.00)	2.00 (1.00)	2.00 (1.00)

EXECUTIVE VIEW360

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 behaviours to change to enhance your overall effectiveness.

The following questions might be useful in analysing 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?

EXECUTIVE VIEW360

Open Ended Comments Summary

STRENGTHS

Self:
Sample Text

Manager:
Sample Text

EXECUTIVE VIEW360

Open Ended Comments Summary Continued DEVELOPMENT AREAS

Self:

Sample Text

Manager:

Sample Text

EXECUTIVE VIEW360

Development Planning Guide

Examining Your ExecutiveView360 Feedback Report

Your reactions to your ExecutiveView360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

What new insights, if any, do you get from your results?

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

EXECUTIVE VIEW360

Development Planning Guide Continued

Deciding What Executive Skills To Work On

The table below summarises the 22 ExecutiveView360 Competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your executive development plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Performance Leadership	Visionary Leadership		
	Drive for Results		
	Technological Leadership		
	Financial Leadership		
	Cross-Functional Versatility		
	Depth of Industry Knowledge		
	Political Leadership		
	Strategic Problem Analysis		
	Decision Making		
Change Leadership	Entrepreneurial Leadership		
	Driving Strategic Direction		
	Driving Change		
Interpersonal Leadership	Building Strategic Relationships		
	Empowering Others		
	Team Building		
	Interpersonal Effectiveness		
	Oral Communication/Presentation		
	Influence/Negotiation		
	Coaching/Development		
Personal Leadership	Self-Development		
	Adaptability/Flexibility		
	Engenders Trust		

EXECUTIVE VIEW360

Development Planning Guide Continued

Focusing On Executive Development

List three competency strengths based upon your ExecutiveView360 results below:

1. _____
2. _____
3. _____

List three possible development competency areas based upon your ExecutiveView360 results below:

1. _____
2. _____
3. _____

The ExecutiveView360 is an instrument developed to provide feedback and developmental focus and recommendations about executive skill strengths and development needs. The action planning process helps to increase your success. Research suggests that desired change is more likely to be successful when:

- ✓ The desired skills and behaviours are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

EXECUTIVE VIEW360

Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	