

Sample Mean Score

360

Date: 9/13/2007

Resilience

	Strongly Disagree				Strongly Agree
Self: 1	2.33				
Boss: 2	3.33				
Direct Report: 1	3.5				
Peer: 2	3.33				
Customer: 3	3				
Other: 3	3.38				
Total: 12	3.19				

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

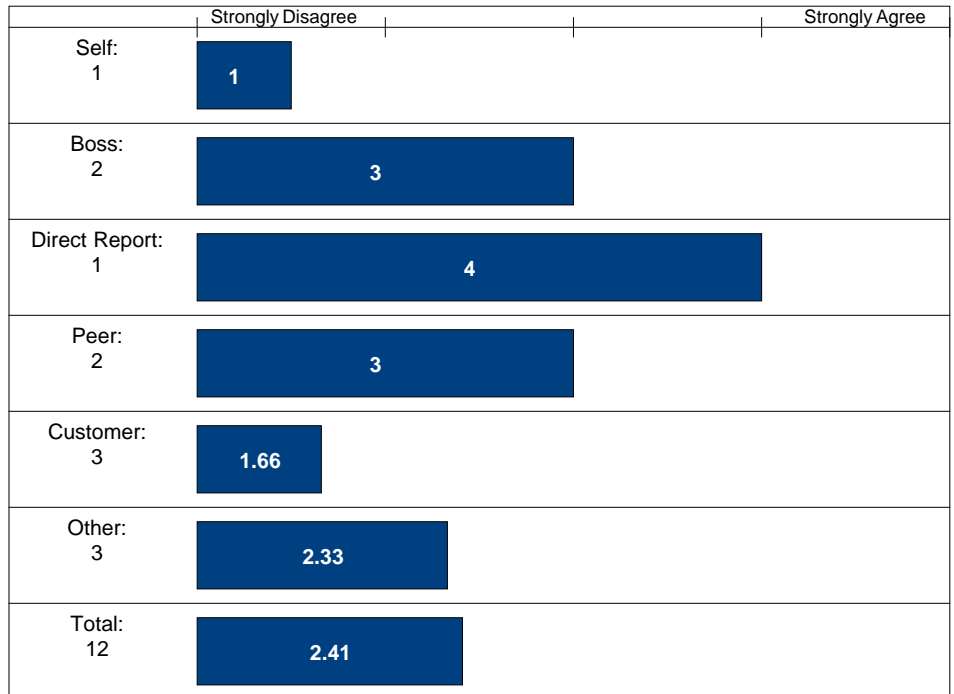
	Strongly Disagree				Strongly Agree
Self: 1	2				
Boss: 2	2				
Direct Report: 1	3				
Peer: 2	2				
Customer: 3	1.33				
Other: 3	2				
Total: 12	1.91				

Sample Mean Score

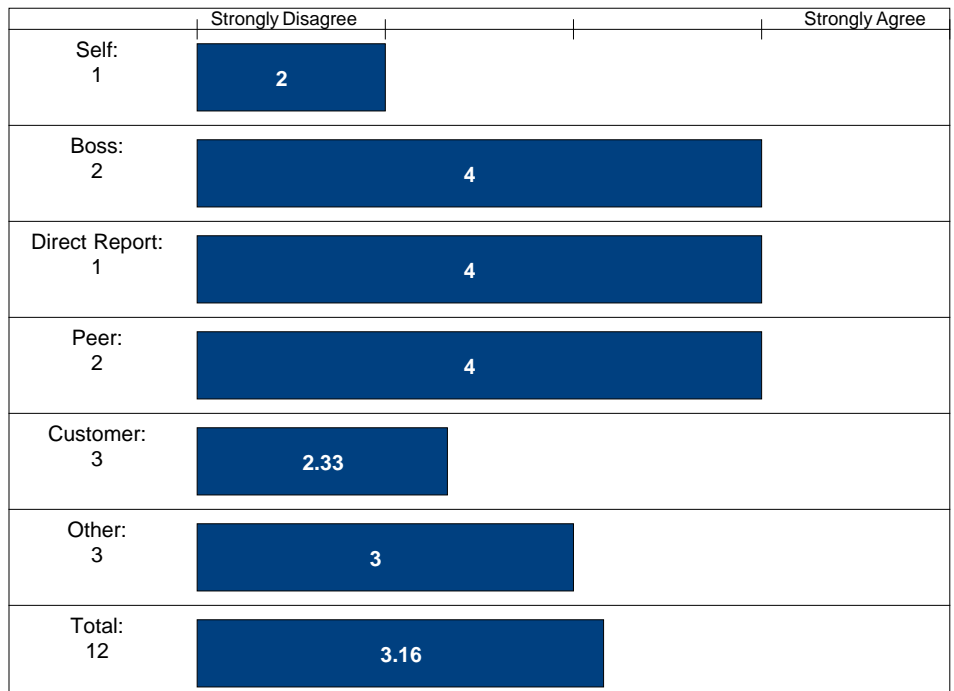
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2. Develops structured or organized approaches to managing ambiguity.



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

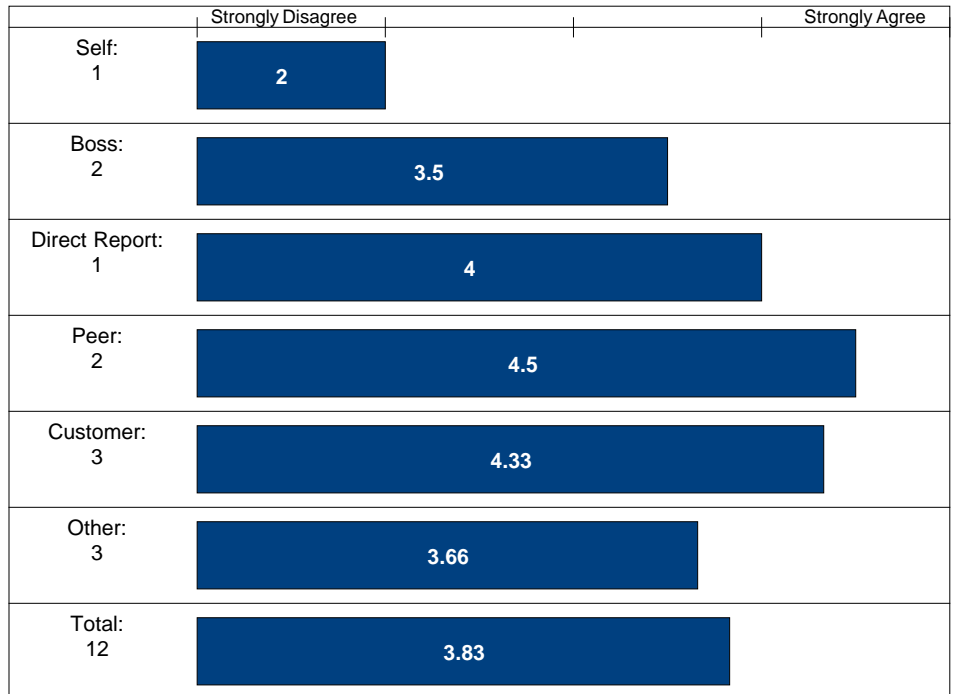


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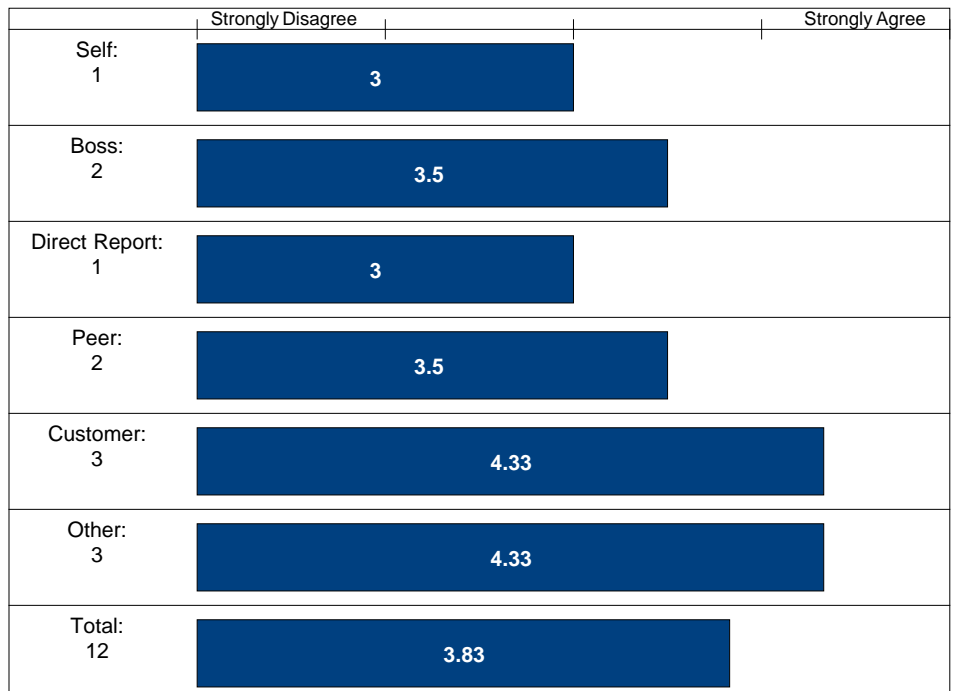
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4. Has a clear vision of what he/she wants to achieve.



5. Manages change rather than fighting against it.



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6. Views work as challenging and full of opportunity.

	Strongly Disagree			Strongly Agree
Self: 1	4			
Boss: 2	4			
Direct Report: 1	3			
Peer: 2	3			
Customer: 3	4			
Other: 3	5			
Total: 12	4			

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Results-Oriented

		Never			Always
Self: 1	Current Performance	2.63			
	Expected Performance	2.63			
Boss: 2	Current Performance	3.77			
	Expected Performance	3.77			
Direct Report: 1	Current Performance	4.09			
	Expected Performance	4.09			
Peer: 2	Current Performance	3.27			
	Expected Performance	3.27			
Customer: 3	Current Performance	3.87			
	Expected Performance	3.87			
Other: 3	Current Performance	4.03			
	Expected Performance	4.03			
Total: 12	Current Performance	3.71			
	Expected Performance	3.71			

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7. Acts decisively after considering input.

		Never			Always
Self: 1	Current Performance	3			
	Expected Performance	3			
Boss: 2	Current Performance	3.5			
	Expected Performance	3.5			
Direct Report: 1	Current Performance	3			
	Expected Performance	3			
Peer: 2	Current Performance	4.5			
	Expected Performance	4.5			
Customer: 3	Current Performance	3.33			
	Expected Performance	3.33			
Other: 3	Current Performance	4.33			
	Expected Performance	4.33			
Total: 12	Current Performance	3.75			
	Expected Performance	3.75			

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

		Never			Always
Self: 1	Current Performance	2			
	Expected Performance	2			
Boss: 2	Current Performance	4.5			
	Expected Performance	4.5			
Direct Report: 1	Current Performance	4			
	Expected Performance	4			
Peer: 2	Current Performance	3.5			
	Expected Performance	3.5			
Customer: 3	Current Performance	3.33			
	Expected Performance	3.33			
Other: 3	Current Performance	4.66			
	Expected Performance	4.66			
Total: 12	Current Performance	3.83			
	Expected Performance	3.83			

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

		Never			Always
Self: 1	Current Performance	2			
	Expected Performance	2			
Boss: 2	Current Performance	5			
	Expected Performance	5			
Direct Report: 1	Current Performance	4			
	Expected Performance	4			
Peer: 2	Current Performance	4			
	Expected Performance	4			
Customer: 3	Current Performance	3.33			
	Expected Performance	3.33			
Other: 3	Current Performance	4			
	Expected Performance	4			
Total: 12	Current Performance	3.83			
	Expected Performance	3.83			

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10. Demonstrates personal commitment and persistence in achieving goals.

		Never			Always
Self: 1	Current Performance	3			
	Expected Performance	3			
Boss: 2	Current Performance	4			
	Expected Performance	4			
Direct Report: 1	Current Performance	3			
	Expected Performance	3			
Peer: 2	Current Performance	2.5			
	Expected Performance	2.5			
Customer: 3	Current Performance	4.66			
	Expected Performance	4.66			
Other: 3	Current Performance	4.33			
	Expected Performance	4.33			
Total: 12	Current Performance	3.83			
	Expected Performance	3.83			

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

		Never			Always
Self: 1	Current Performance	4			
	Expected Performance	4			
Boss: 2	Current Performance	3.5			
	Expected Performance	3.5			
Direct Report: 1	Current Performance	4			
	Expected Performance	4			
Peer: 2	Current Performance	3.5			
	Expected Performance	3.5			
Customer: 3	Current Performance	4			
	Expected Performance	4			
Other: 3	Current Performance	3.66			
	Expected Performance	3.66			
Total: 12	Current Performance	3.75			
	Expected Performance	3.75			

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

		Never			Always
Self: 1	Current Performance	4			
	Expected Performance	4			
Boss: 2	Current Performance	3			
	Expected Performance	3			
Direct Report: 1	Current Performance	5			
	Expected Performance	5			
Peer: 2	Current Performance	3.5			
	Expected Performance	3.5			
Customer: 3	Current Performance	4			
	Expected Performance	4			
Other: 3	Current Performance	3.66			
	Expected Performance	3.66			
Total: 12	Current Performance	3.75			
	Expected Performance	3.75			

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

		Never			Always
Self: 1	Current Performance	2			
	Expected Performance	2			
Boss: 2	Current Performance	4			
	Expected Performance	4			
Direct Report: 1	Current Performance	5			
	Expected Performance	5			
Peer: 2	Current Performance	3			
	Expected Performance	3			
Customer: 3	Current Performance	4.33			
	Expected Performance	4.33			
Other: 3	Current Performance	3.66			
	Expected Performance	3.66			
Total: 12	Current Performance	3.75			
	Expected Performance	3.75			

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

		Never			Always
Self: 1	Current Performance	3			
	Expected Performance	3			
Boss: 2	Current Performance	3.5			
	Expected Performance	3.5			
Direct Report: 1	Current Performance	4			
	Expected Performance	4			
Peer: 2	Current Performance	3			
	Expected Performance	3			
Customer: 3	Current Performance	3.66			
	Expected Performance	3.66			
Other: 3	Current Performance	3.66			
	Expected Performance	3.66			
Total: 12	Current Performance	3.5			
	Expected Performance	3.5			

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15. Sets clear priorities and explains interdependency of projects.

		Never			Always
Self: 1	Current Performance	3			
	Expected Performance	3			
Boss: 2	Current Performance	4			
	Expected Performance	4			
Direct Report: 1	Current Performance	4			
	Expected Performance	4			
Peer: 2	Current Performance	2.5			
	Expected Performance	2.5			
Customer: 3	Current Performance	4			
	Expected Performance	4			
Other: 3	Current Performance	4			
	Expected Performance	4			
Total: 12	Current Performance	3.66			
	Expected Performance	3.66			

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

		Never			Always
Self: 1	Current Performance	1			
	Expected Performance	1			
Boss: 2	Current Performance	2.5			
	Expected Performance	2.5			
Direct Report: 1	Current Performance	5			
	Expected Performance	5			
Peer: 2	Current Performance	3			
	Expected Performance	3			
Customer: 3	Current Performance	4			
	Expected Performance	4			
Other: 3	Current Performance	4			
	Expected Performance	4			
Total: 12	Current Performance	3.41			
	Expected Performance	3.41			

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

		Never			Always
Self: 1	Current Performance	2			
	Expected Performance	2			
Boss: 2	Current Performance	4			
	Expected Performance	4			
Direct Report: 1	Current Performance	4			
	Expected Performance	4			
Peer: 2	Current Performance	3			
	Expected Performance	3			
Customer: 3	Current Performance	4			
	Expected Performance	4			
Other: 3	Current Performance	4.33			
	Expected Performance	4.33			
Total: 12	Current Performance	3.75			
	Expected Performance	3.75			

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Self Improvement

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	3.53			
	Importance	3.53			
Boss: 2	Current Performance	2.84			
	Importance	2.84			
Direct Report: 1	Current Performance	3.76			
	Importance	3.76			
Peer: 2	Current Performance	3.46			
	Importance	3.46			
Customer: 3	Current Performance	3.69			
	Importance	3.69			
Other: 3	Current Performance	3.58			
	Importance	3.58			
Total: 12	Current Performance	3.48			
	Importance	3.48			

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18. Applies new and innovative ways of doing things.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	2	
	Importance	2	
Boss: 2	Current Performance	2.5	
	Importance	2.5	
Direct Report: 1	Current Performance	3	
	Importance	3	
Peer: 2	Current Performance	3	
	Importance	3	
Customer: 3	Current Performance	3.33	
	Importance	3.33	
Other: 3	Current Performance	4	
	Importance	4	
Total: 12	Current Performance	3.16	
	Importance	3.16	

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

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	4			
	Importance	4			
Boss: 2	Current Performance	2.5			
	Importance	2.5			
Direct Report: 1	Current Performance	3			
	Importance	3			
Peer: 2	Current Performance	3.5			
	Importance	3.5			
Customer: 3	Current Performance	5			
	Importance	5			
Other: 3	Current Performance	4			
	Importance	4			
Total: 12	Current Performance	3.83			
	Importance	3.83			

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

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	5			
	Importance	5			
Boss: 2	Current Performance	3.5			
	Importance	3.5			
Direct Report: 1	Current Performance	3			
	Importance	3			
Peer: 2	Current Performance	3.5			
	Importance	3.5			
Customer: 3	Current Performance	4			
	Importance	4			
Other: 3	Current Performance	3.33			
	Importance	3.33			
Total: 12	Current Performance	3.66			
	Importance	3.66			

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

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	5			
	Importance	5			
Boss: 2	Current Performance	2.5			
	Importance	2.5			
Direct Report: 1	Current Performance	4			
	Importance	4			
Peer: 2	Current Performance	4.5			
	Importance	4.5			
Customer: 3	Current Performance	4.33			
	Importance	4.33			
Other: 3	Current Performance	3			
	Importance	3			
Total: 12	Current Performance	3.75			
	Importance	3.75			

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

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	2			
	Importance	2			
Boss: 2	Current Performance	4			
	Importance	4			
Direct Report: 1	Current Performance	4			
	Importance	4			
Peer: 2	Current Performance	4.5			
	Importance	4.5			
Customer: 3	Current Performance	3.66			
	Importance	3.66			
Other: 3	Current Performance	5			
	Importance	5			
Total: 12	Current Performance	4.08			
	Importance	4.08			

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	3	
Boss: 2	Current Performance	4.5	
	Importance	4.5	
Direct Report: 1	Current Performance	4	
	Importance	4	
Peer: 2	Current Performance	4.5	
	Importance	4.5	
Customer: 3	Current Performance	3.33	
	Importance	3.33	
Other: 3	Current Performance	3.33	
	Importance	3.33	
Total: 12	Current Performance	3.75	
	Importance	3.75	

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24. Is open to constructive criticism without becoming defensive.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	3	
Boss: 2	Current Performance	3	
	Importance	3	
Direct Report: 1	Current Performance	3	
	Importance	3	
Peer: 2	Current Performance	4	
	Importance	4	
Customer: 3	Current Performance	4	
	Importance	4	
Other: 3	Current Performance	3	
	Importance	3	
Total: 12	Current Performance	3.41	
	Importance	3.41	

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

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	4			
	Importance	4			
Boss: 2	Current Performance	2			
	Importance	2			
Direct Report: 1	Current Performance	3			
	Importance	3			
Peer: 2	Current Performance	3			
	Importance	3			
Customer: 3	Current Performance	3.66			
	Importance	3.66			
Other: 3	Current Performance	3.66			
	Importance	3.66			
Total: 12	Current Performance	3.25			
	Importance	3.25			

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	3	
Boss: 2	Current Performance	2.5	
	Importance	2.5	
Direct Report: 1	Current Performance	4	
	Importance	4	
Peer: 2	Current Performance	2	
	Importance	2	
Customer: 3	Current Performance	3.33	
	Importance	3.33	
Other: 3	Current Performance	3	
	Importance	3	
Total: 12	Current Performance	2.91	
	Importance	2.91	

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

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	3	
Boss: 2	Current Performance	3	
	Importance	3	
Direct Report: 1	Current Performance	5	
	Importance	5	
Peer: 2	Current Performance	4	
	Importance	4	
Customer: 3	Current Performance	2.66	
	Importance	2.66	
Other: 3	Current Performance	2.33	
	Importance	2.33	
Total: 12	Current Performance	3.08	
	Importance	3.08	

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Date: 9/13/2007

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

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	4			
	Importance	4			
Boss: 2	Current Performance	3			
	Importance	3			
Direct Report: 1	Current Performance	4			
	Importance	4			
Peer: 2	Current Performance	3.5			
	Importance	3.5			
Customer: 3	Current Performance	3.66			
	Importance	3.66			
Other: 3	Current Performance	3.66			
	Importance	3.66			
Total: 12	Current Performance	3.58			
	Importance	3.58			

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

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	4			
	Importance	4			
Boss: 2	Current Performance	2			
	Importance	2			
Direct Report: 1	Current Performance	4			
	Importance	4			
Peer: 2	Current Performance	2.5			
	Importance	2.5			
Customer: 3	Current Performance	4			
	Importance	4			
Other: 3	Current Performance	4.33			
	Importance	4.33			
Total: 12	Current Performance	3.5			
	Importance	3.5			

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

		Strongly Disagree			Strongly Agree
Self: 1	Current Performance	4			
	Importance	4			
Boss: 2	Current Performance	2			
	Importance	2			
Direct Report: 1	Current Performance	5			
	Importance	5			
Peer: 2	Current Performance	2.5			
	Importance	2.5			
Customer: 3	Current Performance	3			
	Importance	3			
Other: 3	Current Performance	4			
	Importance	4			
Total: 12	Current Performance	3.25			
	Importance	3.25			