



**360**

# **360 Management Competencies**

## **PARTICIPANT REPORT**

**For Feedback, Development & Coaching**

**Kelly Sample**

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## Part 1 – Assessment Results on the Management Competencies

The following pages are the compiled results based on the responses from the rating questionnaires that you and your raters completed about your behaviors related to management competencies. Beginning on the next page, your results on the management competencies are listed, each indicating your self-rating, the average of your raters' responses, and the organizational average for each competency.

Your results are reported on a 5-point scale, with each number corresponding to the extent to which you are viewed to behave in accordance to the competency measured in the scale. The numbers in the scale represent the following statements:

- 1 - Does not describe you at all**
- 2 - Describes you *to a slight extent***
- 3 - Describes you *to a moderate extent***
- 4 - Describes you *to a great extent***
- 5 - Describes you *to a very great extent***

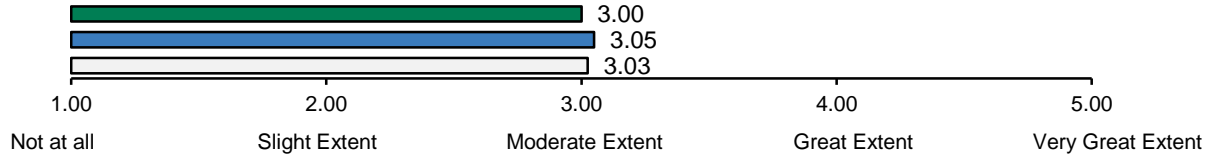
Your results are presented in three different ways:

-  **Self-Rating:** The self-rating is derived from your responses to the self-report questionnaire. This bar represents how you view yourself.
-  **Raters' Average:** The raters' average is derived from your raters' responses to the rater's questionnaire. This bar represents how your raters view you.
-  **Organizational Average:** The organizational average is derived from the compilation of all the ratings of people from your organization who have undergone this assessment. This bar represents the typical rating of someone from your organization.

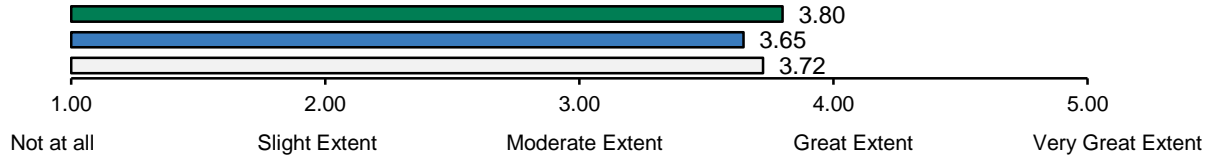
Gaps between your self-rating scores and your rater's average scores on a certain competency indicate the differences between your perception of yourself and your raters' perception of you in this area. Gaps of 1.0 point or more are considered significant and should be noted.

Gaps between your raters' averages and the organizational averages on a certain competency indicate how your raters' assessment of you compares to the average score of all the people from your organization who have undergone this assessment. Gaps of 1.0 points or more are considered significant and should be noted.

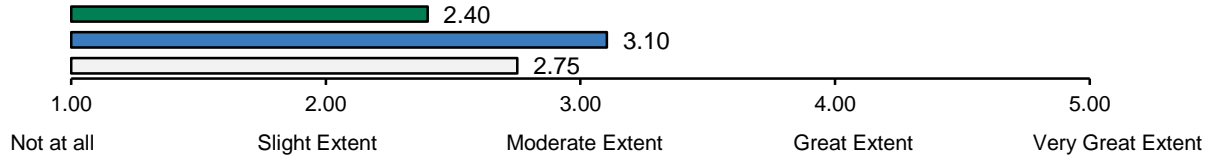
**Leadership:** Inspires people to achieve challenging goals by taking charge, earning trust, fostering collaboration and articulating a vision of the future.



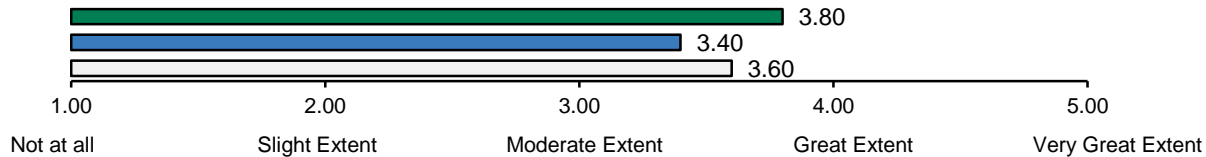
**Accountability:** Takes responsibility for his/her actions and follows through on his/her commitments. Acts with good intentions and admits mistakes.



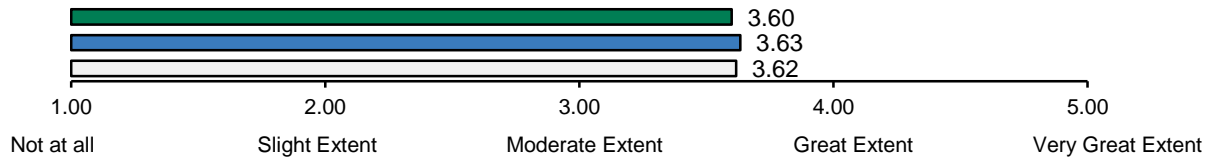
**Managerial Courage:** Faces management problems immediately. Provides his/her honest opinions, makes quick management decisions and stands behind decisions made. Deals with problem employees firmly.



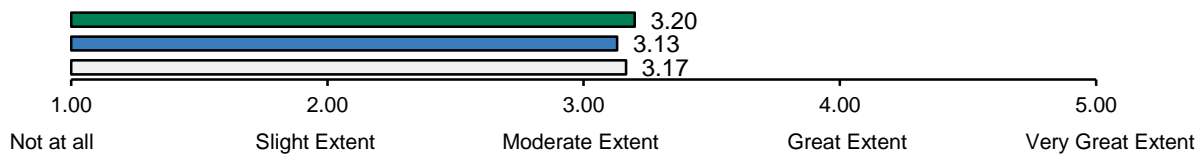
**People Management:** Shows an understanding of others' viewpoints and their needs. Effectively adjusts his/her style to fit varied situations and people.



**Empowering Others:** Effectively gets work done through others by delegating assignments, soliciting input and trusting people to complete work. Allows others to take credit when work is complete.



**Developing Others:** Develops others by understanding their goals and giving them challenging assignments. Provides honest feedback, suggestions on how to improve performance and gives praise for a job well done.

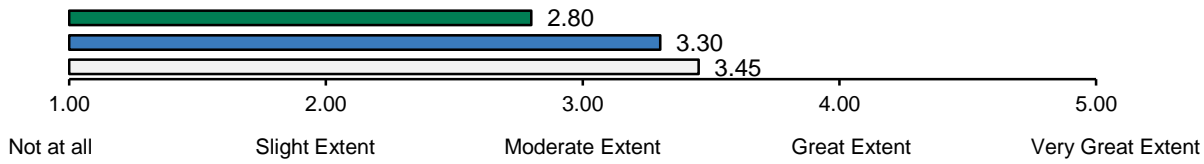


**Self-Rating**

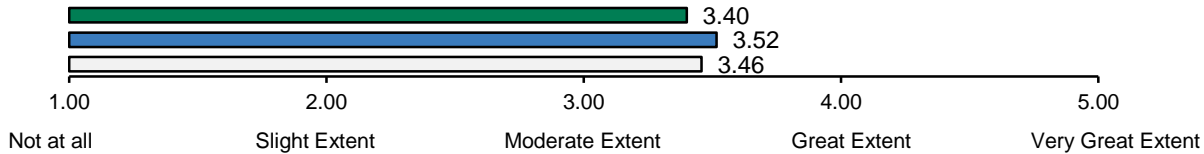
**Raters' Average  
( 12 Raters )**

**Organizational Average**

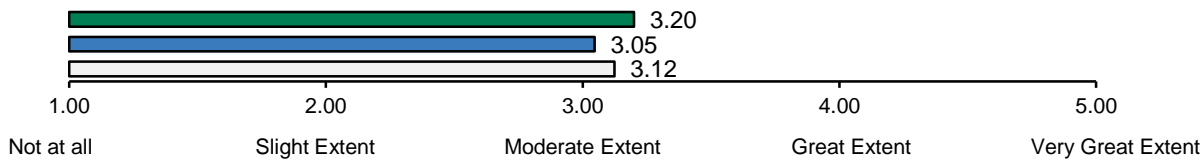
**Conflict Management:** Does not avoid conflict. Sees conflict and disagreements as opportunities for improvement. Treats all parties fairly when resolving conflict, listens to the concerns of those involved and helps find solutions that are acceptable to all those involved.



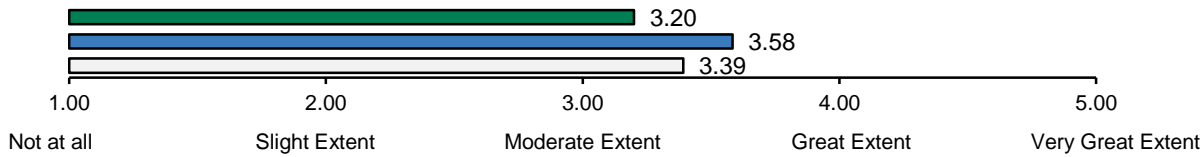
**Teamwork:** Fosters an environment of collaboration and support. Contributes his/her own portion toward team goals and shares credit freely with others.



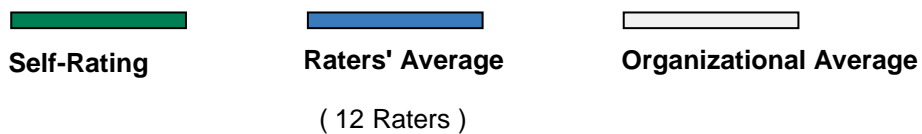
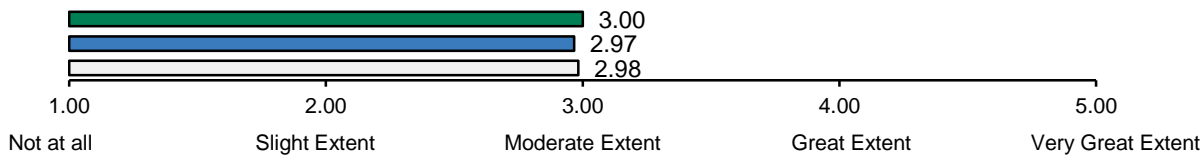
**Change Management:** Quickly adapts to changes. Comfortable dealing with uncertainty. Continuously seeks opportunities and promotes new ideas to improve systems and processes. Helps move the organization forward by challenging current practices.



**Commitment:** Persists to overcome obstacles. Takes action to do whatever it takes to get the job done right. Sets high personal goals and standards.



**Initiative:** Demonstrates a sense of urgency by taking immediate action to address issues. Prioritizes objectives to handle the most important issues first. Acts on opportunities to make improvements.






## Part 2 – Assessment Results on the Individual Items

The following pages are the results based on the responses to individual items from the rating questionnaires that you and your raters completed about your behaviors related to management competencies. Beginning on the next page, your results on 14 management competencies are listed, as well as the results of the individual items that go into these competencies. Each result indicates your self-rating, the average of your raters' responses, and the organizational average for each competency.

Your results are reported on a 5-point scale, with each number corresponding to the extent to which you are viewed to behave in accordance to the competency measured in the scale. The numbers in the scale represent the following statements:

- 1 - Does not describe you at all**
- 2 - Describes you *to a slight extent***
- 3 - Describes you *to a moderate extent***
- 4 - Describes you *to a great extent***
- 5 - Describes you *to a very great extent***
- (N/A) - Your response to this item on the self-rating questionnaire was 'N/A'**

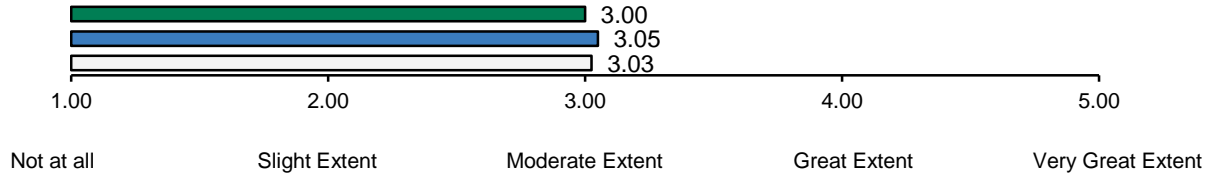
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-  **Raters' Average:** The raters' average is derived from your raters' responses to the rater's questionnaire. This bar represents how your raters view you.
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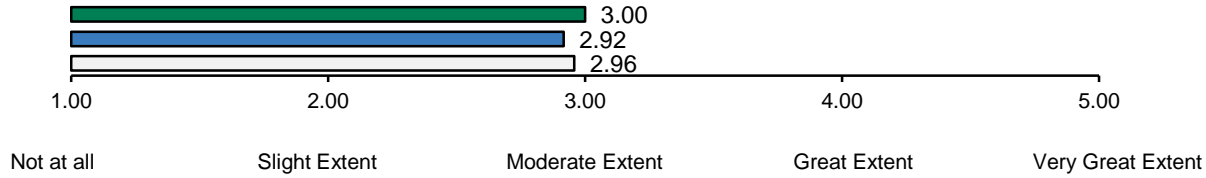
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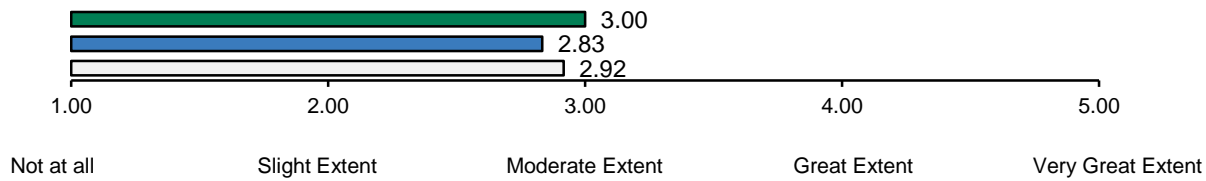
**Leadership:** Inspires people to achieve challenging goals by taking charge, earning trust, fostering collaboration and articulating a vision of the future.



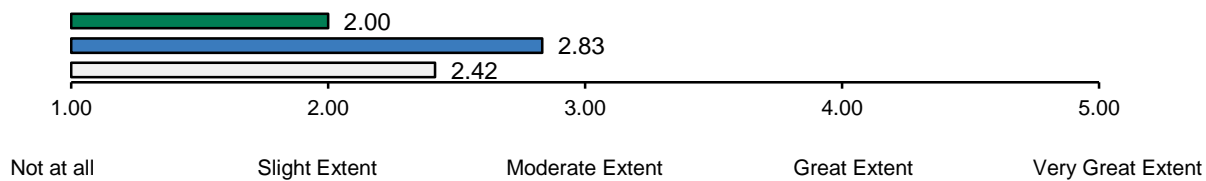
1. Inspires people to achieve challenging goals



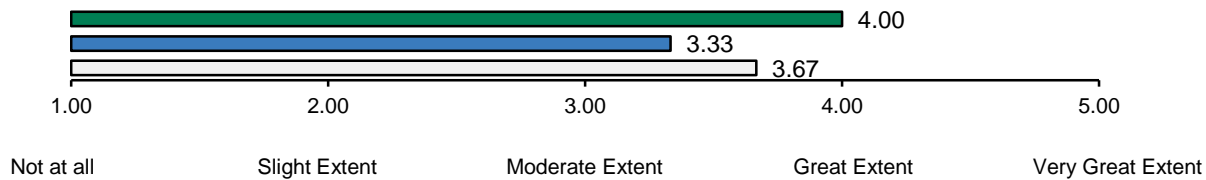
2. Effectively communicates a vision to strive for



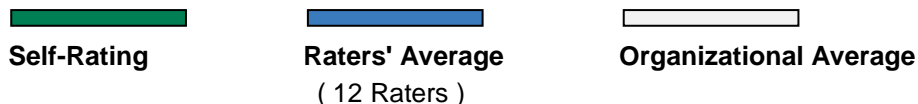
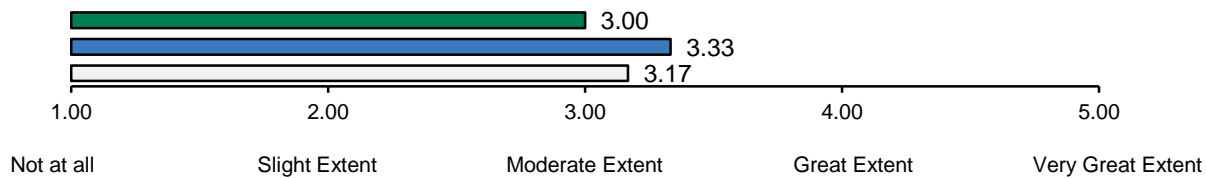
3. Leads others by taking charge



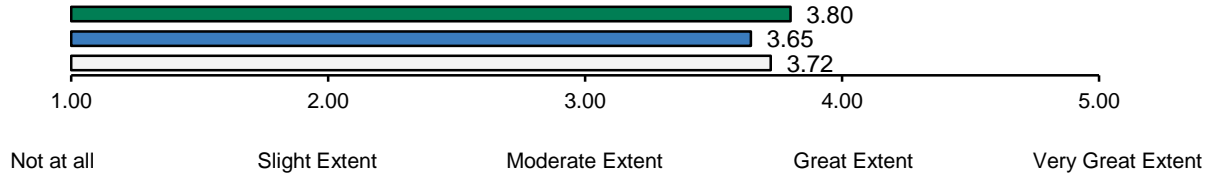
4. Earns others' trust



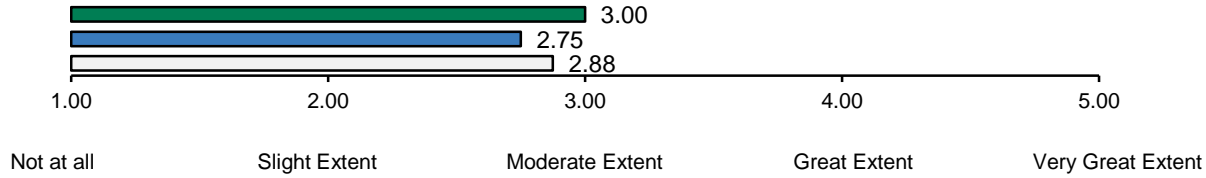
5. Fosters collaboration among co-workers



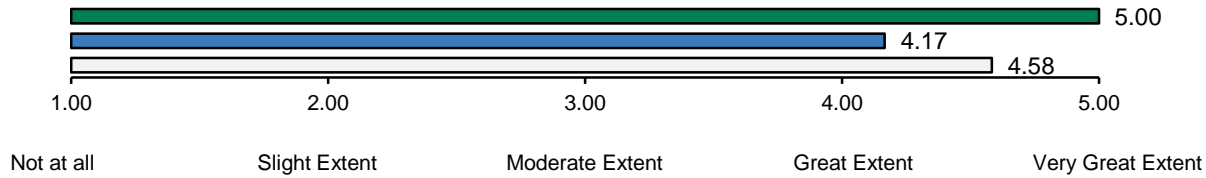
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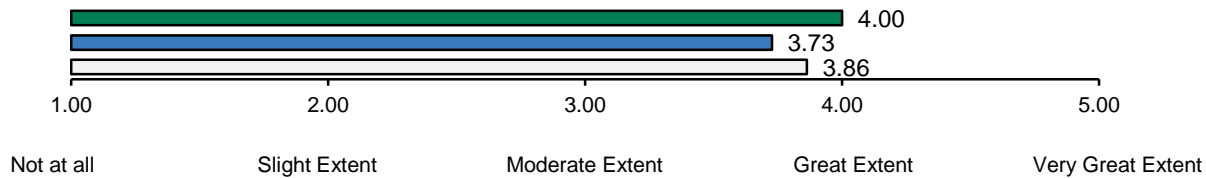
1. Follows through on his/her commitments



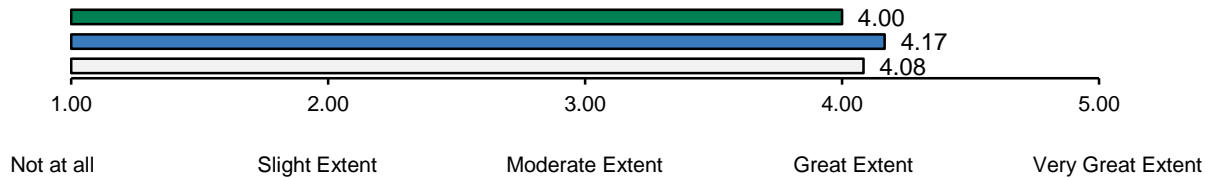
2. Takes responsibility for his/her own actions



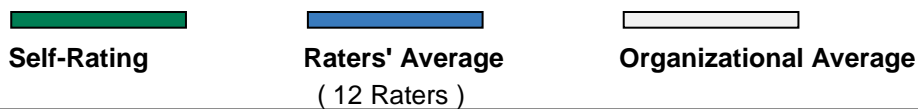
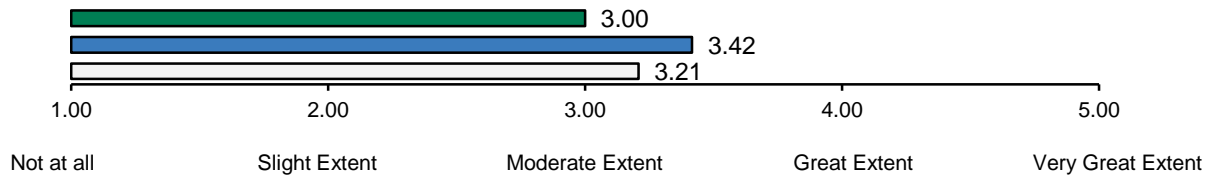
3. Holds him/herself personally responsible for results



4. Admits when he/she makes mistakes

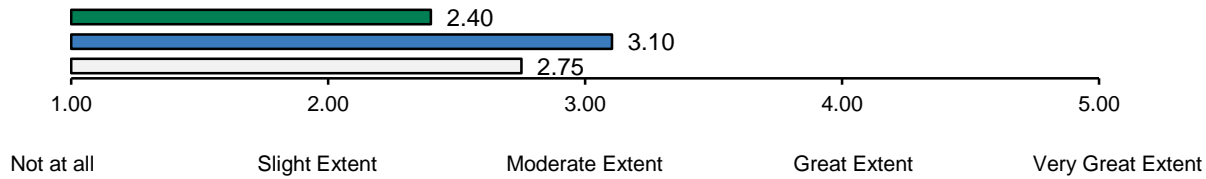


5. Demonstrates dependability

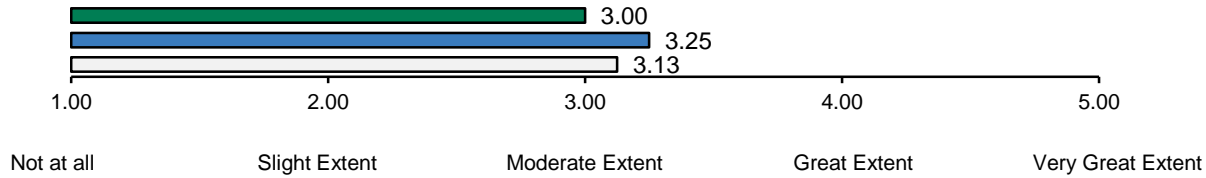




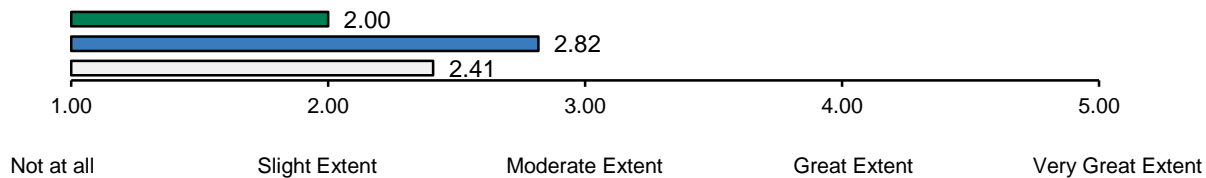
**Managerial Courage:** Faces management problems immediately. Provides his/her honest opinions, makes quick management decisions and stands behind decisions made. Deals with problem employees firmly.



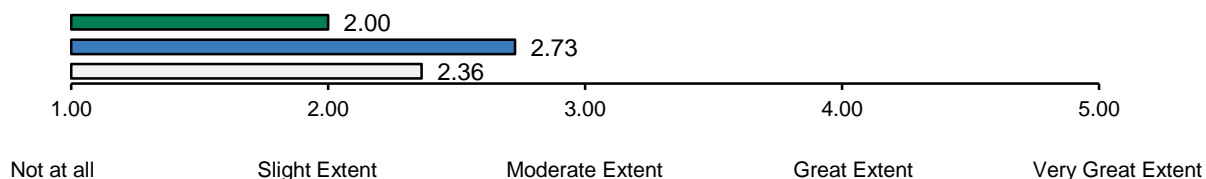
1. Volunteers his/her honest opinions



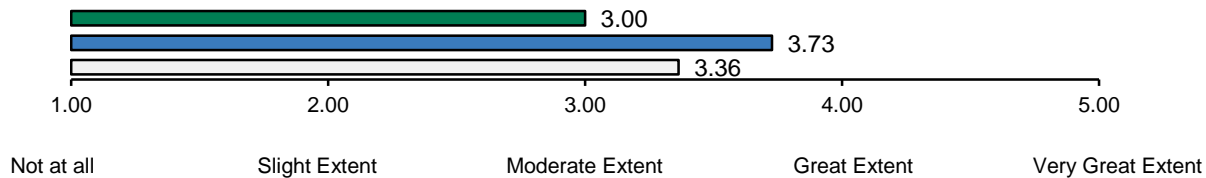
2. Chooses to face management problems immediately



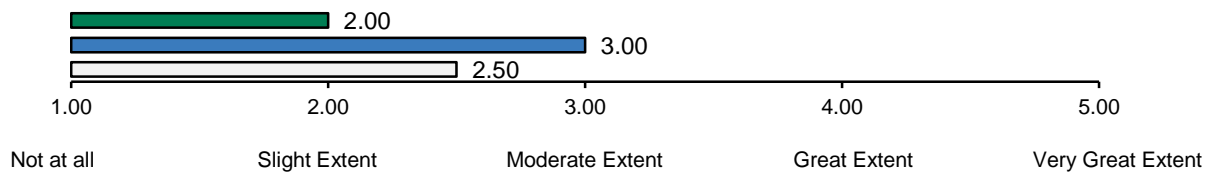
3. Makes quick management decisions



4. Stands behind management decisions he/she makes



5. Deals with problem employees firmly

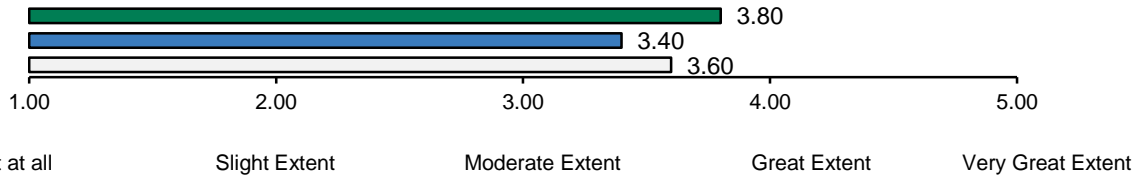


**Self-Rating**

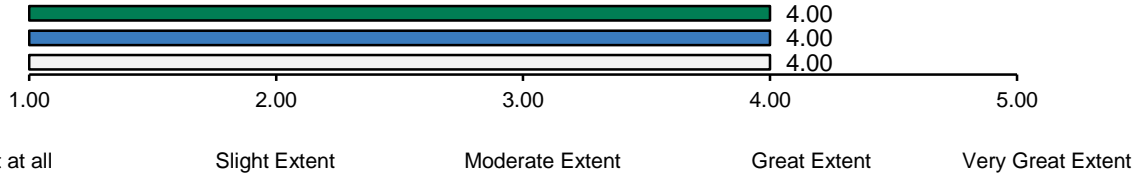
**Raters' Average  
( 12 Raters )**

**Organizational Average**

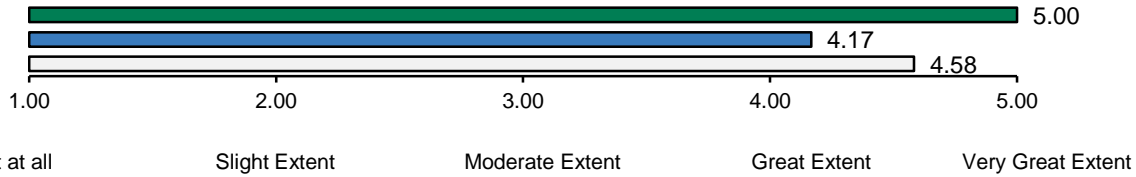
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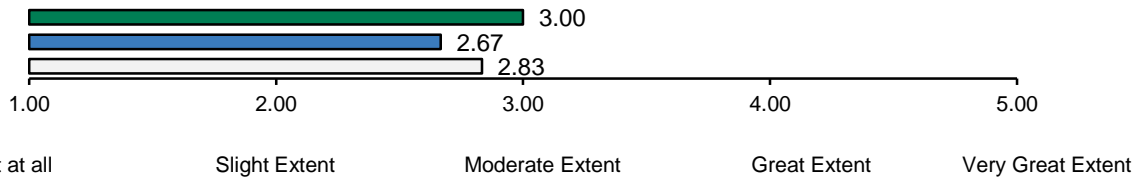
1. Treats others fairly



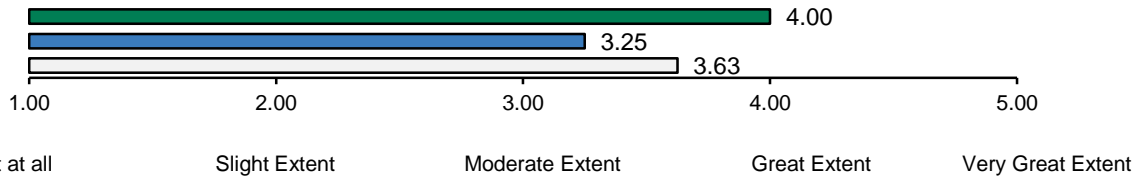
2. Values others' viewpoints



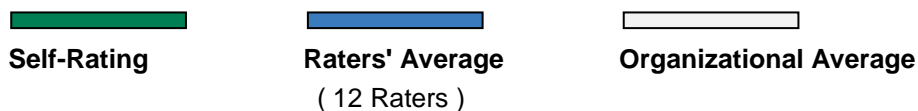
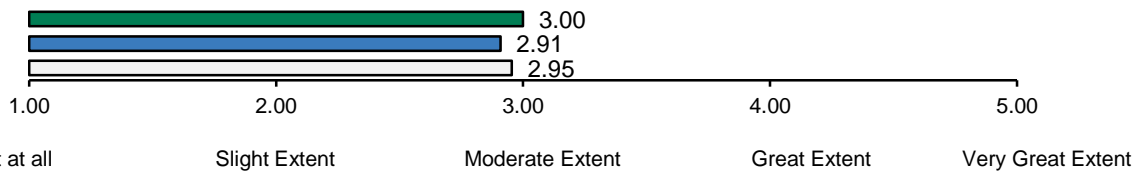
3. Knows how to motivate different types of people



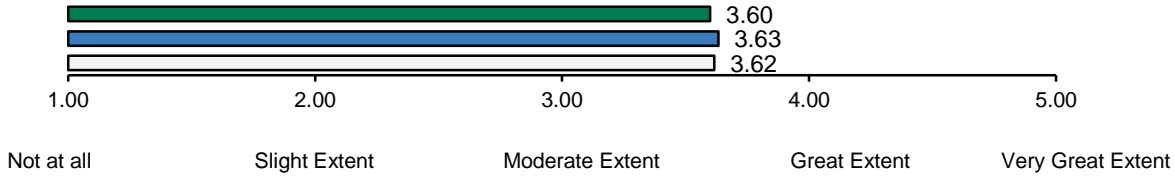
4. Shows an understanding of others' needs



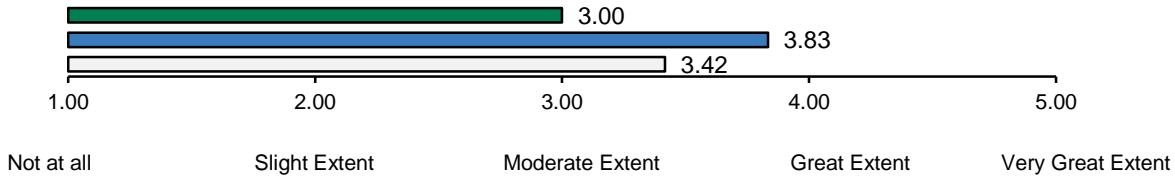
5. Adjusts his/her management style to suit different types of people



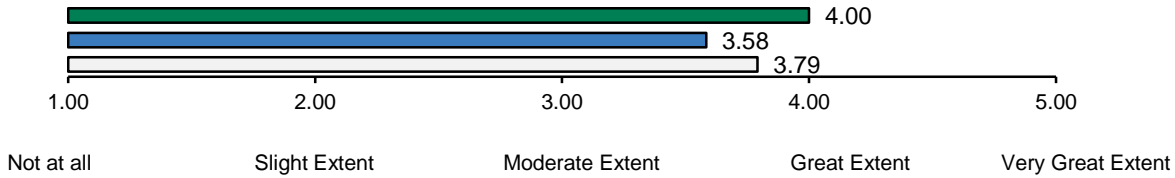
**Empowering Others:** Effectively gets work done through others by delegating assignments, soliciting input and trusting people to complete work. Allows others to take credit when work is complete.



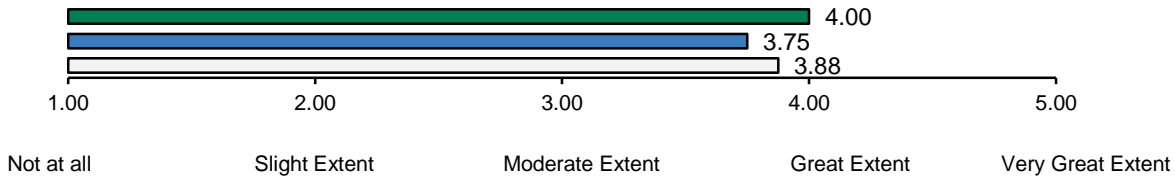
1. Delegates tasks to others



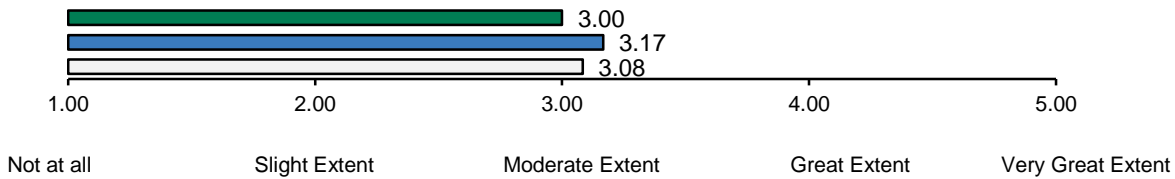
2. Trusts others to complete assigned tasks



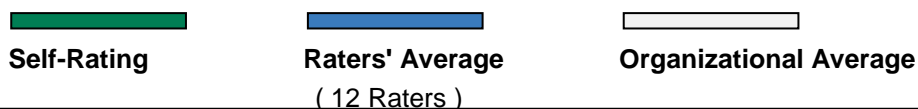
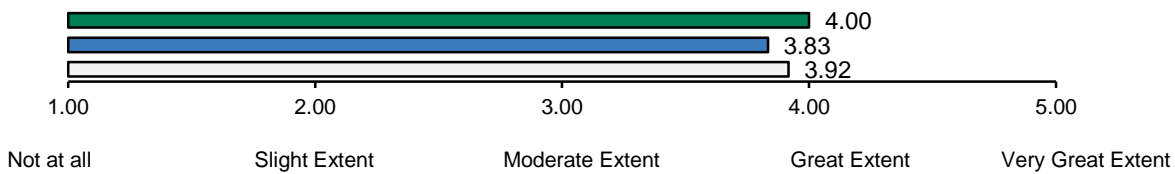
3. Allows others to take credit for their work



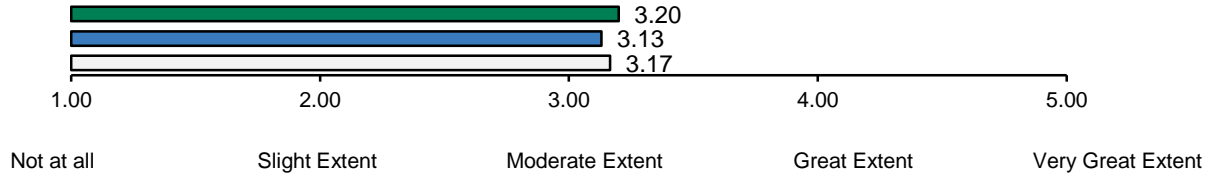
4. Provides support after assigning tasks to others



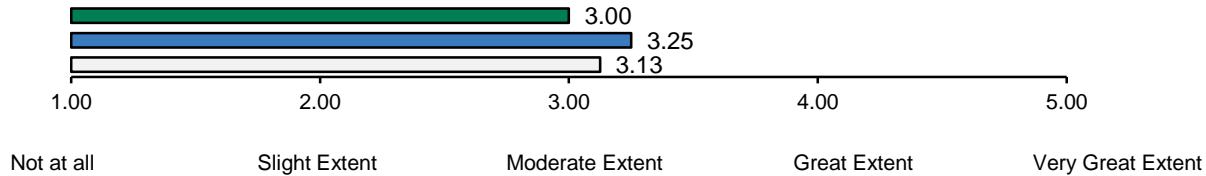
5. Gives others the ability to make their own decisions



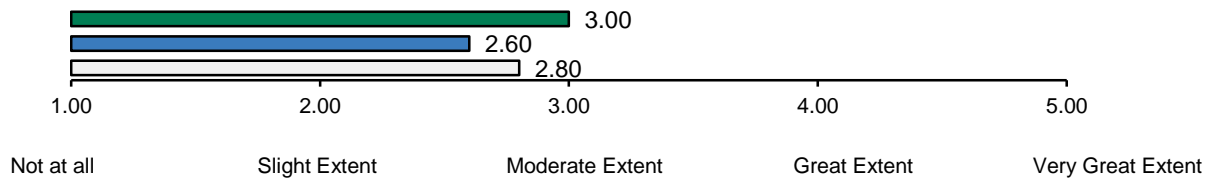
**Developing Others:** Develops others by understanding their goals and giving them challenging assignments. Provides honest feedback, suggestions on how to improve performance and gives praise for a job well done.



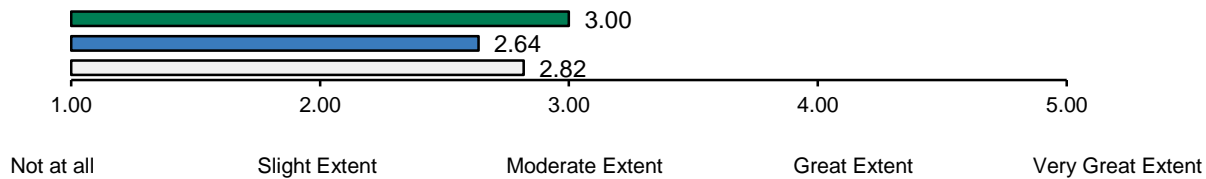
1. Provides honest feedback on others' performance



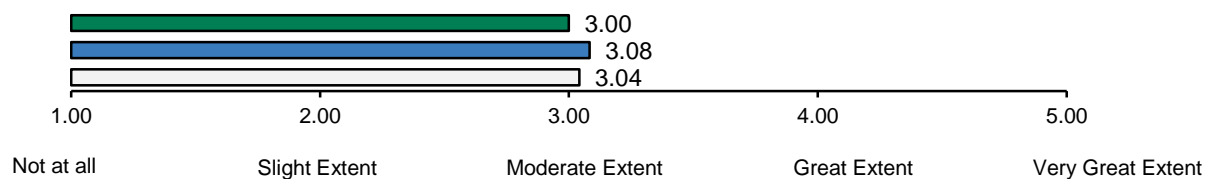
2. Helps others create personal development goals



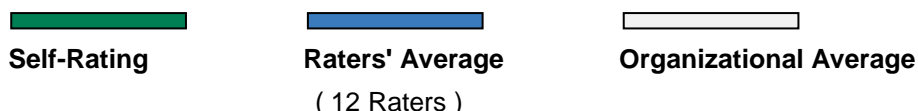
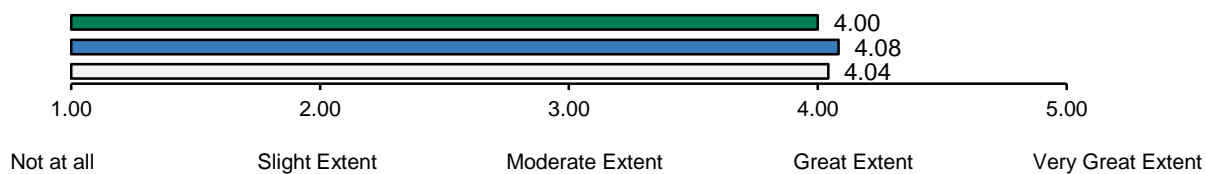
3. Gives suggestions to others for improving performance



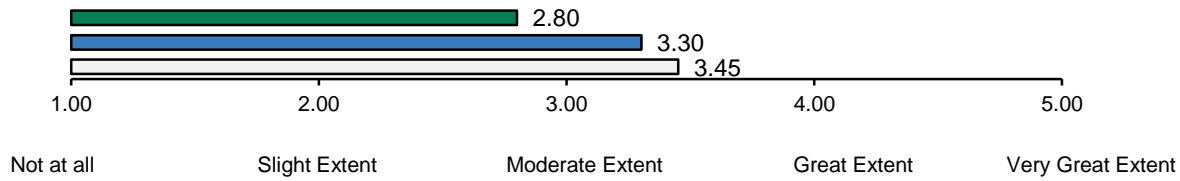
4. Assigns challenging tasks to others for developmental opportunities



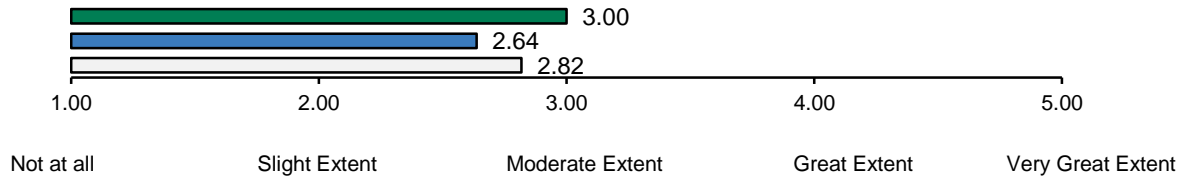
5. Provides praise for work well done



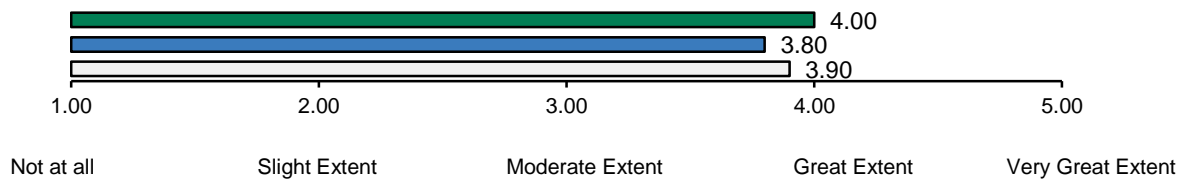
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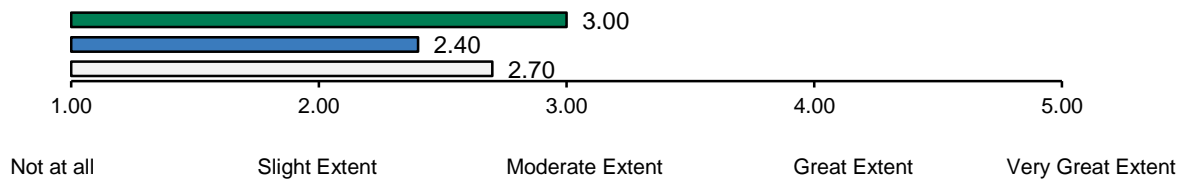
1. Sees conflicts as opportunities for improvement



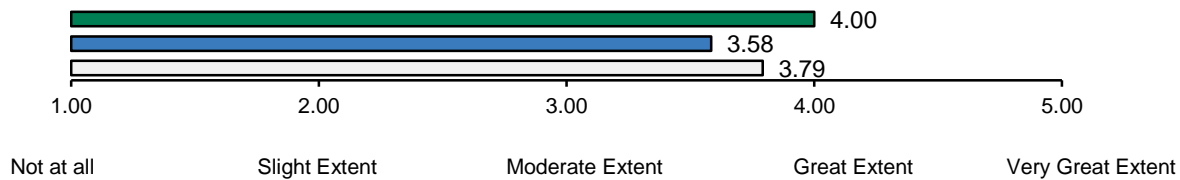
2. Listens to the concerns of others when resolving disagreements



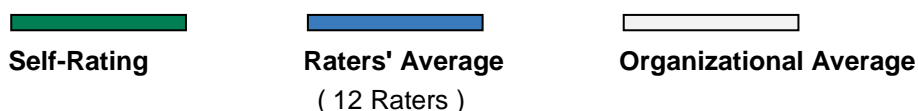
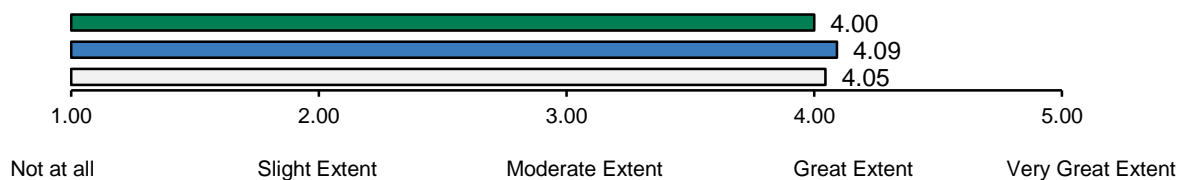
3. Does not avoid conflict



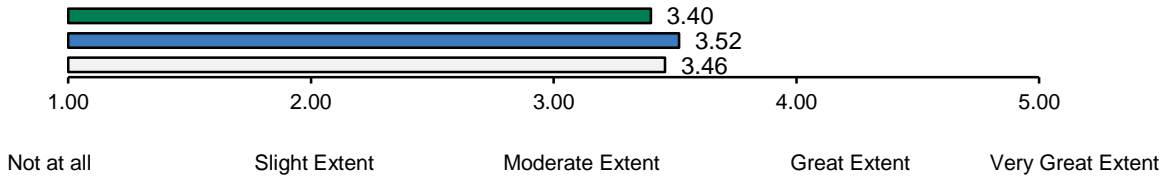
4. Helps find solutions to resolve conflicts that are acceptable to all people involved



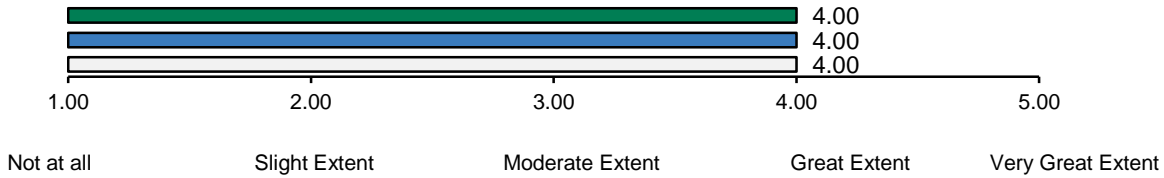
5. Treats everyone fairly when dealing with disagreements



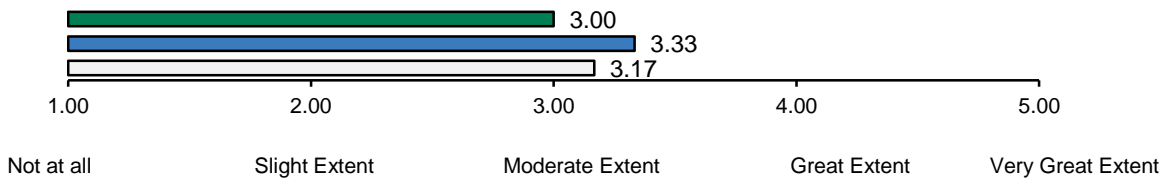
**Teamwork:** Fosters an environment of collaboration and support. Contributes his/her own portion toward team goals and shares credit freely with others.



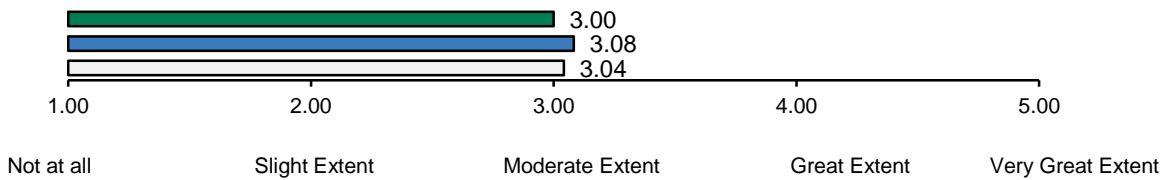
1. Shares credit freely with others



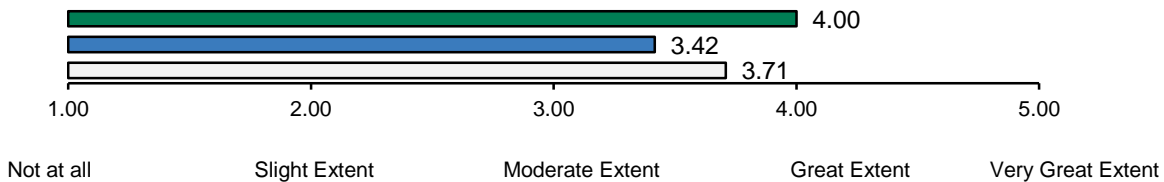
2. Fosters an environment where co-workers collaborate with one another



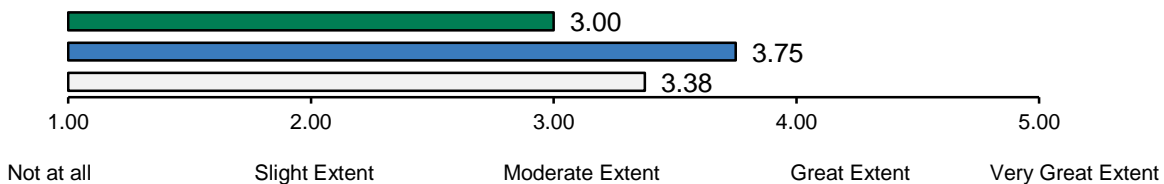
3. Assists others to meet their goals



4. Works well with others to solve problems



5. Contributes more than his/her own share of work toward team goals

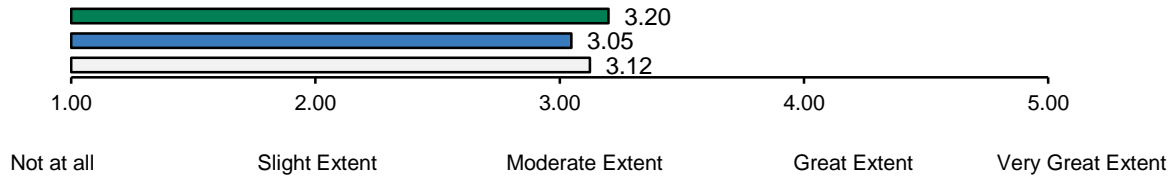


**Self-Rating**

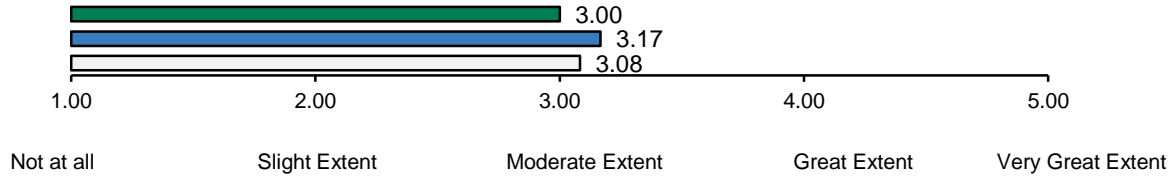
**Raters' Average  
( 12 Raters )**

**Organizational Average**

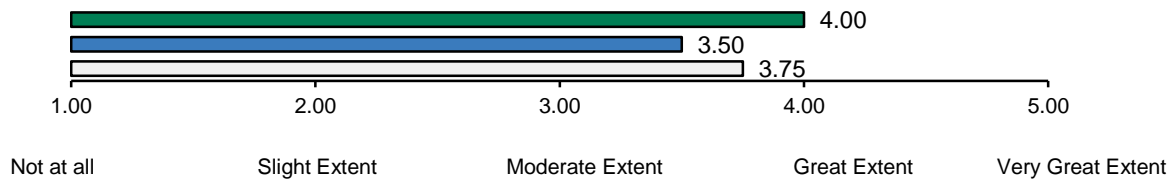
**Change Management:** Quickly adapts to changes. Comfortable dealing with uncertainty. Continuously seeks opportunities and promotes new ideas to improve systems and processes. Helps move the organization forward by challenging current practices.



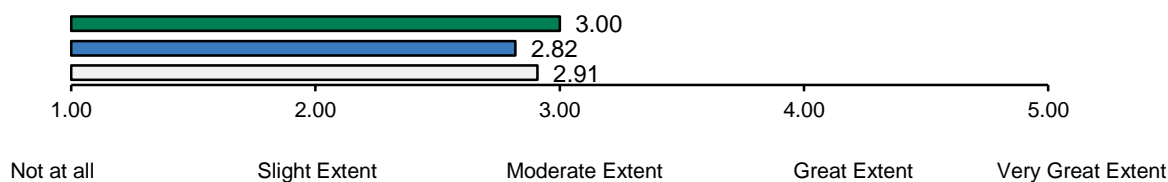
1. Quickly adapts to changes



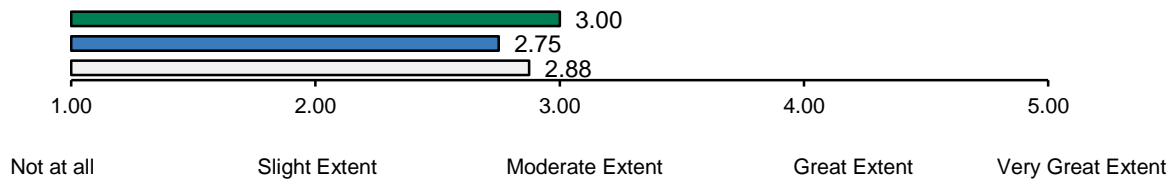
2. Seeks opportunities to make improvements



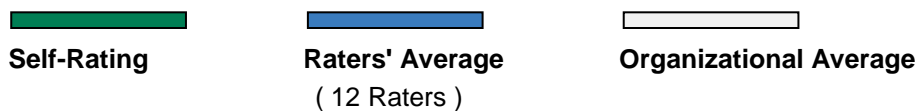
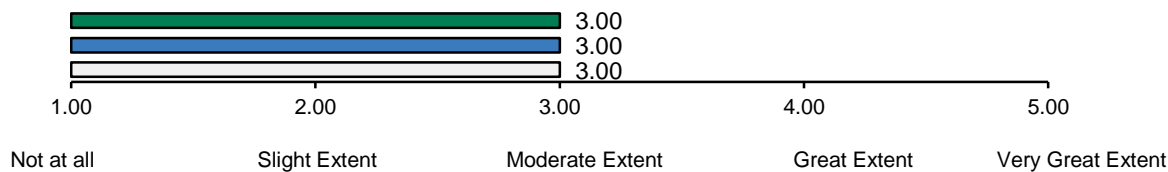
3. Is comfortable making decisions in uncertain circumstances



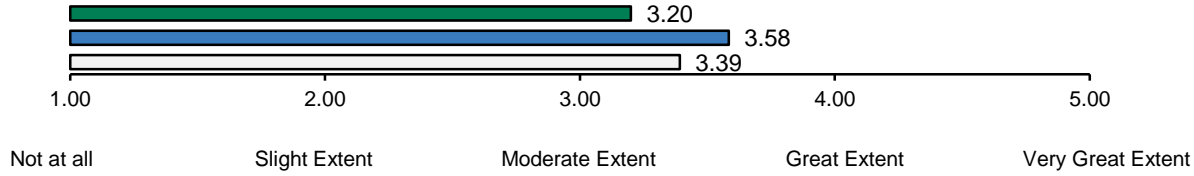
4. Challenges the way things are currently done



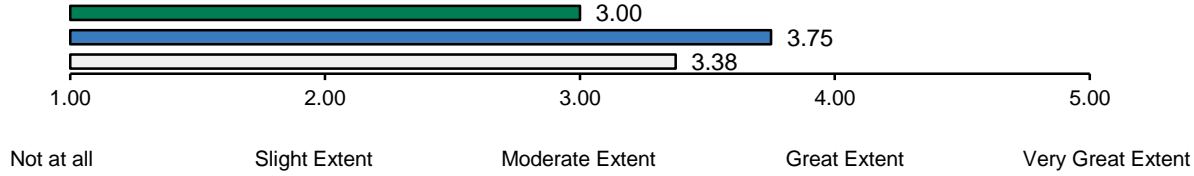
5. Promotes new ideas



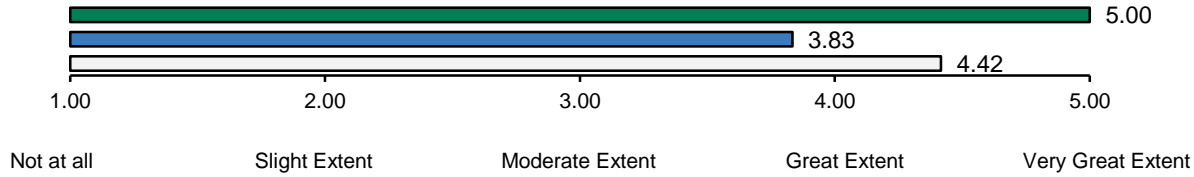
**Commitment:** Persists to overcome obstacles. Takes action to do whatever it takes to get the job done right. Sets high personal goals and standards.



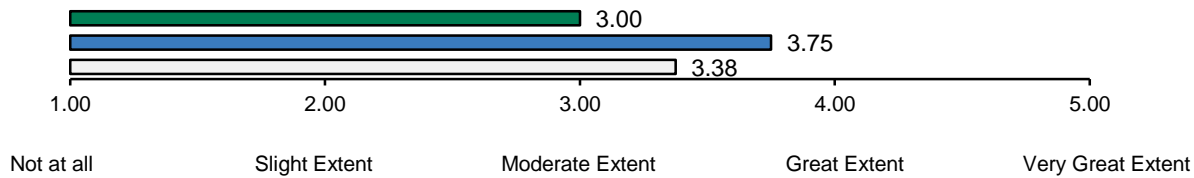
1. Persists to overcome obstacles



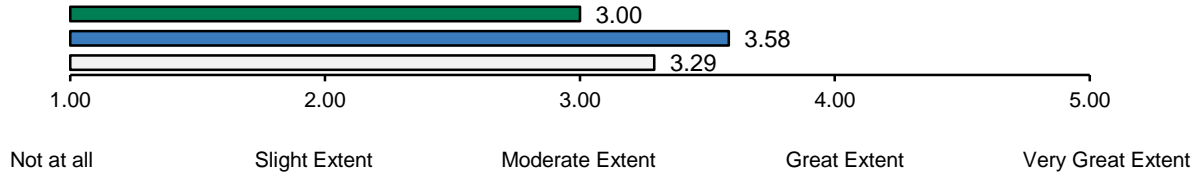
2. Puts in whatever effort it takes to get the job done



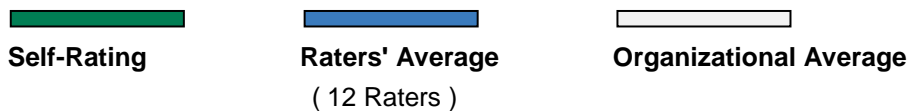
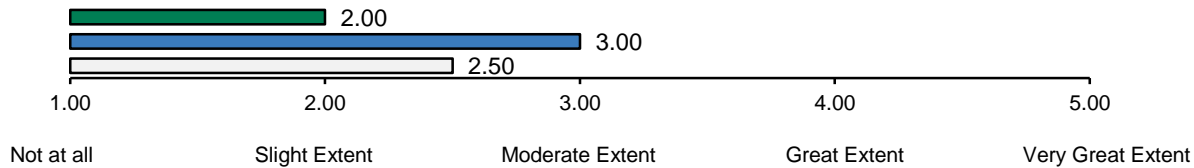
3. Strives for continuous improvement



4. Demonstrates a strong drive to achieve challenging goals

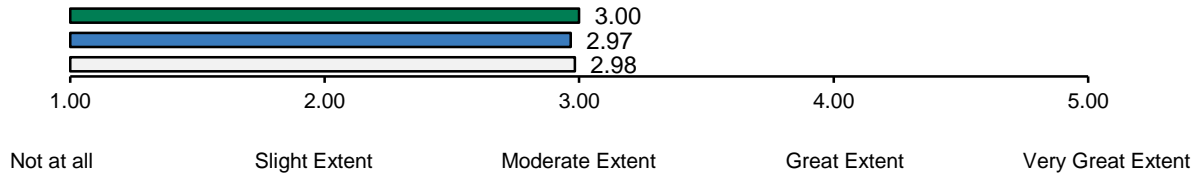


5. Finishes the tasks he/she starts

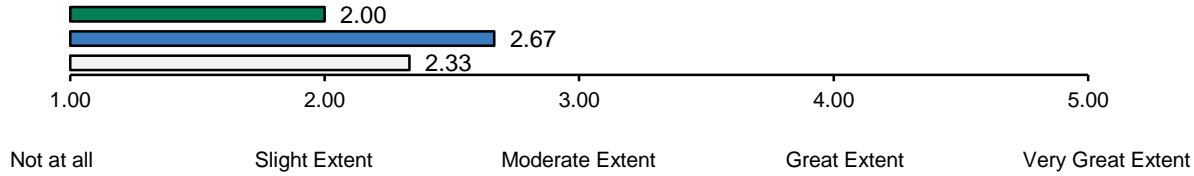




**Initiative:** Demonstrates a sense of urgency by taking immediate action to address issues. Prioritizes objectives to handle the most important issues first. Acts on opportunities to make improvements.



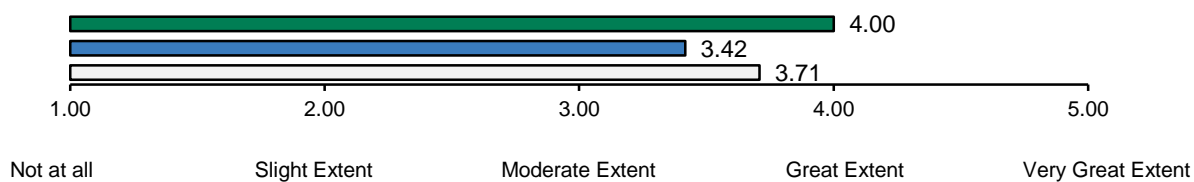
1. Quickly decides on a plan of action



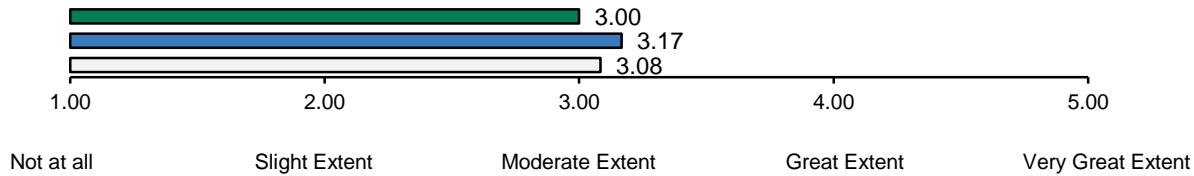
2. Prioritizes objectives to handle the most important issues first



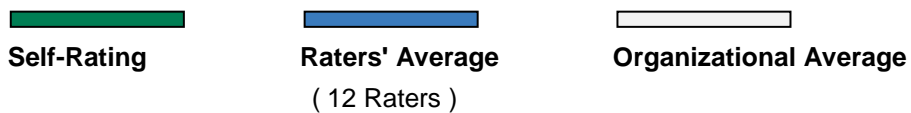
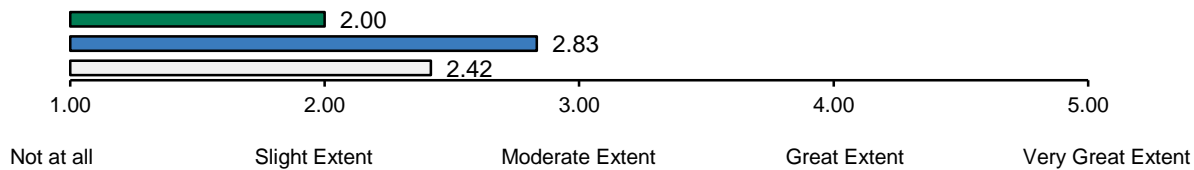
3. Acts on opportunities to make improvements



4. Demonstrates a sense of urgency



5. Takes action rather than waiting for direction from others



**Part 3: Raters' Open-Ended Comments:**

Raters were given the opportunity to provide additional comments in response to the questions below:

**1. Are there any particular areas of strength that you'd like to highlight for this person?**

Rater 1: Kelly has shown significant growth in his flexibility specific to his openness to change the "plan" through input from co workers.

Rater 2: No response

Rater 3: No response

Rater 4: Kelly listens to ideas of other and considers the implications

Rater 5: No response

Rater 6: No response

Rater 7: A dedicated employee. Often works on projects well beyond his scheduled time. Customer service is very important to Kelly

Rater 8: Very amicable and easy to work with

Rater 9: No response

Rater 10: No response

Rater 11: Kelly takes on new tasks

Rater 12: Kelly is very conscientious and strives to do an excellent job. Kelly has improved on his empowering of direct reports and their accountability regarding responsibility.

**Part 3: Raters' Open-Ended Comments:**

Raters were given the opportunity to provide additional comments in response to the questions below:

**2. Are there any areas for improvement or development that you'd like to highlight for this person?**

Rater 1: There is still a habit of not prioritizing work into priorities rather than tasks.

Rater 2: No response

Rater 3: No response

Rater 4: To be more diligent and prompt in dealing with priority issues that arise Utilize the knowledge and experience of staff that report to you

Rater 5: No response

Rater 6: No response

Rater 7: Try to stay focused on completing projects. I am happy to see Kelly now has an assistant

Rater 8: Still needs to strive to attend meetings with floor personnel, and make quick decisions to resolve ongoing issues.

Rater 9: No response

Rater 10: No response

Rater 11: Kelly needs to finish projects; he needs to learn how to prioritize and manage his time more efficiently.

Rater 12: Strategic planning/big picture thinking skills. He needs to remember to control situations and not let them control him.

**Raters' Open-Ended Comments (Continued):**

Raters were given the opportunity to provide additional comments in response to the questions below:

**3. Do you have any other comments you'd like to add about this person?**

Rater 1: keep up the good work. I have seen a marked improvement in both confidence and bigger picture thinking.

Rater 2: No response

Rater 3: No response

Rater 4: No response

Rater 5: No response

Rater 6: No response

Rater 7: I enjoy working with Kelly. He has good judgment. You will hold members accountable when performance becomes and issue

Rater 8: No response

Rater 9: No response

Rater 10: No response

Rater 11: No response

Rater 12: He has a fair approach on matters and engages in tough conversations.

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*\*The AVP includes any combination of WPP, WVA & SQ/DSQ*



**Workstyle & Performance Profile (WPP)** reveals each participant's workstyle, strengths, and areas for improvement. The WPP can be used for hiring, training, performance management, succession planning, and more.

*\*Participant report available*



**Work Values & Attitude (WVA)** assessment uncovers an individual's values and personal standards for behavior to help assess whether they are a cultural fit for your organization. The WVA measures conformity, responsibility, positivity, and more.

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*\*Participant report available*



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*\*Participant report available*

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