



ZENGER | FOLKMAN

Oscar Ordinary

The Extraordinary Leader

Participant Feedback Report

Table of Contents

Oscar Ordinary

<u>Section</u>	<u>Title</u>
1	How to Interpret Your Feedback
2	Overall Leadership Effectiveness Index
3	Leadership Tent Model
4	19 Differentiating Competencies Summary
5	19 Differentiating Competencies with Item Details
6	Employee Commitment Index
7	Importance Ratings
8	Highest Scored Items
9	Lowest Scored Items
10	Written Comments
11	Supplemental View: Leadership Tent Model (Vertical Bar Graph Format)
12	Supplemental View: 19 Differentiating Competencies Summary (Vertical Bar Graph Format)
13	Supplemental View: 19 Differentiating Competencies (Differences in Perception)

How to Interpret Your Feedback

This report for **Oscar Ordinary** includes feedback received from:

1 Manager, 5 Peers, 6 Direct Reports, 7 Others, 1 Self

These survey submissions will be reported as follows*:

1 Manager, 5 Peers, 6 Direct Reports, 7 Others, 1 Self

This report compares your results to the **Extraordinary Leader 90th Percentile Norm** and the **Extraordinary Leader 75th Percentile Norm**. These norms are based on 360-degree feedback obtained from participants from a variety of companies.

As you review this report, keep in mind that feedback is meant to be constructive. You will derive the most benefit from it if you keep an open mind, rather than becoming defensive or looking for reasons why it “must be wrong.”

Definitions and Explanations:

Leadership Model	The Leadership Model displays the five behaviors of the Leadership Tent.
19 Differentiating Competencies	The 19 Differentiating Competencies presented are organized within the five behaviors of the Leadership Model. Detailed results for each of the 19 Differentiating Competencies are then presented with results listed for each item in the survey. We encourage you to review the results for each of the competencies.
Importance Ratings	This section of the report summarizes the perceptions of others regarding the relative importance of the 19 Differentiating Competencies relating to your success in your current job. Review this section to see if there is any consensus on a few competencies that would help you be more successful.
Highest & Lowest Scoring Items	The next two sections display the 10 most positively scored items and the 10 least positively scored items. This information helps you identify areas of strength and potential fatal flaws.
Response Frequency	The Response Frequency displays a detailed breakdown of how each item was responded to by each rater group; i.e. Manager, Peer, Direct Report, etc. Use this information as a reference to understand how people reacted to each survey item.
#	This is the number of raters used to calculate a particular score. Example: Even if five peers/direct reports completed your survey, you may find that an item score was calculated from only four raters. This would mean that one person left a survey item blank.
Appendix	The Appendix consists of Sections 11, 12, and 13. Sections 11 and 12 are graphs that display the same data found in Sections 3 and 4, but in a vertical layout rather than a horizontal layout. Section 13 is a table that summarizes the differences between your ratings and others' ratings of you.

How Scores are Calculated

Scores are averaged and presented by Total, Manager, Peers, Direct Reports, etc., at the Behavior, Competency and Item levels. The Total scores are calculated from group scores **excluding** your Self score. Responses of *Don't Know/Not Applicable* and missing responses are not included in the calculations.

*To help ensure anonymity for your respondents, if you received fewer than three submissions from any of your respondent groups (excluding Manager) the results for those groups will not be displayed separately. In such cases, the data from the group with insufficient submissions is combined with another group.

***You are now ready to interpret your feedback.
Good luck on your journey toward becoming an Extraordinary Leader.***

Your Respondents

The table below displays all of the individuals you invited to respond to your survey. The presence of a name within the table does not necessarily mean the individual submitted feedback.

To preserve anonymity, if any of the respondent types (excluding Manager) has less than three submissions, that data will be combined with responses from another rater category.

Respondent Type	Respondent Name
Manager	Lucretia Director
Peers	Roxeanne Lalonde
Peers	Laine Mahoney
Peers	Sofi Ito
Peers	Dirk Strider
Peers	John Egbert
Peers	Magna Carthaigh
Peers	Jade Harley
Direct Reports	Alexander Captor
Direct Reports	Eric Ampora
Direct Reports	Theresa Pyrope
Direct Reports	Aiko Megido
Direct Reports	Feferi Peixes
Direct Reports	Tom Bodett
Direct Reports	Angus McDonald
Others	Todd Howard
Others	Barth Sompson
Others	Lupe Yuno
Others	Merle Highchurch
Others	Carey Killian
Others	Barold Bluejeans
Others	Magnus Burnsides

Section 2: Overall Leadership Effectiveness Index

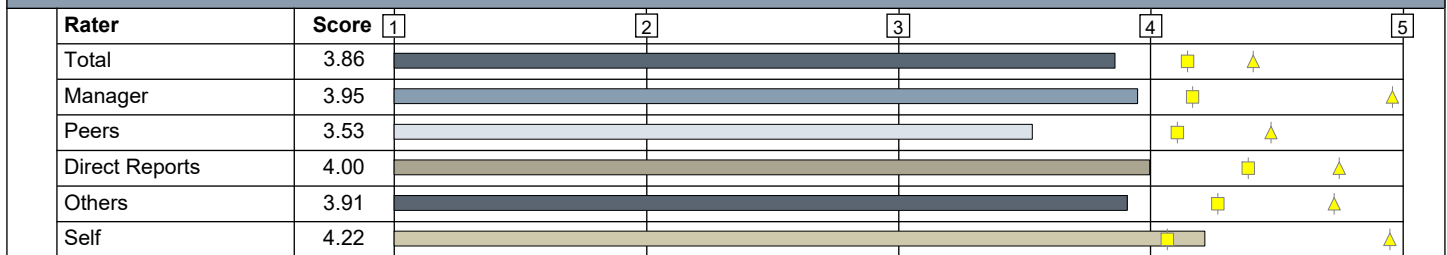
People often would like some measure of their overall leadership effectiveness. The score below is a combination of all scores for all of the competencies.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm

Overall Leadership Effectiveness Index



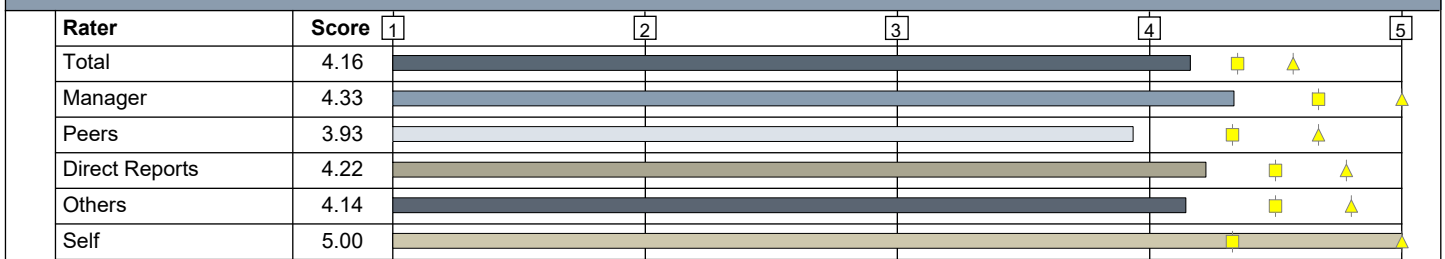
Section 3: Leadership Tent Model

Legend

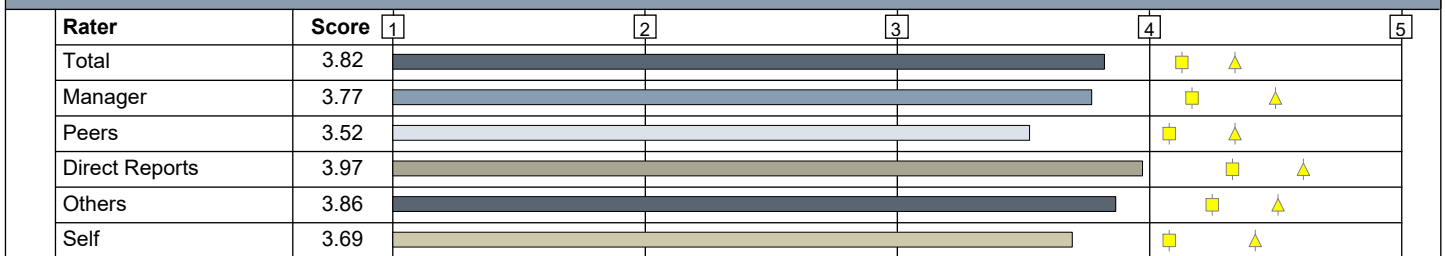
Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm

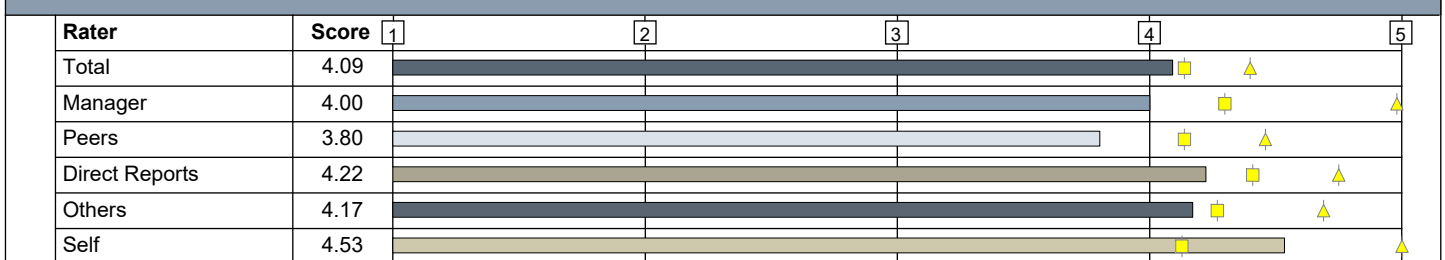
Character



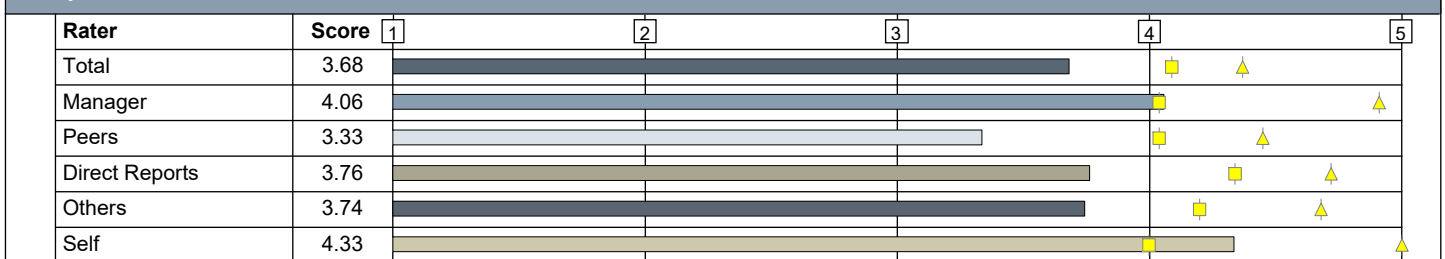
Personal Capability



Focus on Results



Interpersonal Skills



Leading Change						
Rater	Score	1	2	3	4	5
Total	3.80					
Manager	3.82					
Peers	3.38					
Direct Reports	4.06					
Others	3.69					
Self	4.00					

Section 4: 19 Differentiating Competencies Summary

This section provides an overview of your competency scores. Use this section to obtain an overall understanding of what others feel are your strengths and developmental needs. To better understand the composition of each competency, review the items used to assess each competency in Section 5.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
	Extraordinary Leader 75th Percentile Norm
	Extraordinary Leader 90th Percentile Norm

Character		Score	1	2	3	4	5	
Character		4.16						
Displays High Integrity and Honesty		4.16						

Personal Capability		Score	1	2	3	4	5	
Personal Capability		3.82						
Technical/Professional Acumen		4.16						
Solves Problems and Analyzes Issues		3.93						
Innovates		3.70						
Learning Agility		3.55						

Focus on Results		Score	1	2	3	4	5	
Focus on Results		4.09						
Drives for Results		4.27						
Establishes Stretch Goals		3.98						
Takes Initiative		4.52						
Makes Decisions		3.94						
Takes Risks		3.71						

Interpersonal Skills		Score	1	2	3	4	5	
Interpersonal Skills		3.68						
Communicates Powerfully and Prolifically		3.64						
Inspires and Motivates Others to High Performance		4.04						
Builds Relationships		3.54						
Develops Others		3.71						
Collaboration and Teamwork		3.43						
Values Diversity		3.70						

Leading Change						
	Score	1	2	3	4	5
Leading Change	3.80					
Develops Strategic Perspective	3.51					
Champions Change	3.85					
Customer and External Focus	3.98					

Section 5: 19 Differentiating Competencies with Item Details

This section displays your results for the 19 Differentiating Competencies. In addition to the summary results for each competency, this section provides the results of each item used to assess the specific competency. The results for each item are sorted from the most positive to the least positive based on the Total score. Use this section to compare the perceptions of each group of respondents for each item.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm

Displays High Integrity and Honesty (Character)						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	4.16							5%	18%	31%	45%
Manager	4.33									67%	33%
Peers	3.93								33%	40%	27%
Direct Reports	4.22						6%	11%	39%	44%	
Others	4.14						11%	16%	11%	63%	
Self	5.00										100%

3. Is careful to honor commitments and keep promises.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	4.44								6%	44%	50%
Manager	1	4.00									100%	
Peers	5	4.40									60%	40%
Direct Reports	6	4.33									67%	33%
Others	6	4.67								17%		83%
Self	1	5.00										100%

1. Is a role model and sets a good example for his/her work group.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	19	4.05							5%	32%	16%	47%
Manager	1	5.00										100%
Peers	5	3.60								60%	20%	20%
Direct Reports	6	4.50								17%	17%	67%
Others	7	3.86						14%	29%	14%	43%	
Self	1	5.00										100%

2. Works hard to "walk the talk" and avoids saying one thing and doing another.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	4.00							11%	17%	33%	39%
Manager	1	4.00									100%	
Peers	5	3.80								40%	40%	20%
Direct Reports	6	3.83						17%	17%	33%	33%	
Others	6	4.33						17%		17%	67%	
Self	1	5.00										100%

Technical/Professional Acumen (Personal Capability)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	4.16							7%	16%	29%	47%	
Manager	4.00									100%		
Peers	3.87							13%	27%	20%	40%	
Direct Reports	4.28								24%	29%	47%	
Others	4.24							10%	5%	25%	60%	
Self	3.67								33%	67%		

5. His/her skills and knowledge make an important contribution to achieving team results.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	19	4.26							5%	11%	37%	47%	
Manager	1	4.00									100%		
Peers	5	4.00								40%	20%	40%	
Direct Reports	6	4.50									50%	50%	
Others	7	4.29							14%		29%	57%	
Self	1	4.00									100%		

6. Teammates trust his/her ideas and opinions because of in-depth knowledge and experience.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	19	4.16							11%	16%	21%	53%	
Manager	1	4.00									100%		
Peers	5	4.00							20%		40%	40%	
Direct Reports	6	4.17								33%	17%	50%	
Others	7	4.29							14%	14%		71%	
Self	1	4.00									100%		

4. Many people seek after his/her opinions.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	17	4.06							6%	24%	29%	41%	
Manager	1	4.00									100%		
Peers	5	3.60							20%	40%		40%	
Direct Reports	5	4.00								40%	20%	40%	
Others	6	4.50									50%	50%	
Self	1	3.00								100%			

Solves Problems and Analyzes Issues (Personal Capability)						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.93							7%	22%	42%	29%
Manager	4.00									100%	
Peers	3.67							13%	27%	40%	20%
Direct Reports	3.89							11%	17%	44%	28%
Others	4.07								26%	32%	42%
Self	4.00									100%	

9. Spots new trends, potential problems, and opportunities early.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	4.12								18%	53%	29%
Manager	1	4.00									100%	
Peers	5	4.20									80%	20%
Direct Reports	6	3.83								33%	50%	17%
Others	5	4.40								20%	20%	60%
Self	1	4.00									100%	

7. Has the ability to anticipate and respond quickly to problems.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	19	3.95							11%	21%	32%	37%
Manager	1	4.00									100%	
Peers	5	3.60							20%	20%	40%	20%
Direct Reports	6	4.17							17%		33%	50%
Others	7	4.00								43%	14%	43%
Self	1	4.00									100%	

8. Is trusted by others to use good judgment when making decisions.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	19	3.74							11%	26%	42%	21%
Manager	1	4.00									100%	
Peers	5	3.20							20%	60%		20%
Direct Reports	6	3.67							17%	17%	50%	17%
Others	7	4.14								14%	57%	29%
Self	1	4.00									100%	

Innovates (Personal Capability)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.70							13%	24%	43%	20%	
Manager	3.67								33%	67%		
Peers	3.13							27%	47%	13%	13%	
Direct Reports	4.28								11%	50%	39%	
Others	3.61							17%	17%	56%	11%	
Self	3.33								67%	33%		

10. Frequently encourages others to consider new approaches and ideas (e.g., avoids getting stuck in a "one right way" approach).						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	3.89							6%	33%	28%	33%	
Manager	1	3.00								100%			
Peers	5	3.20							20%	60%		20%	
Direct Reports	6	4.50									50%	50%	
Others	6	4.00								33%	33%	33%	
Self	1	3.00								100%			

11. Finds ways to improve new ideas rather than discourage them.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	3.78							11%	17%	56%	17%	
Manager	1	4.00									100%		
Peers	5	3.20							20%	60%		20%	
Direct Reports	6	4.33									67%	33%	
Others	6	3.67							17%		83%		
Self	1	3.00								100%			

12. Constructively challenges the standard approaches and finds improved processes to get work done.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	3.44							22%	22%	44%	11%	
Manager	1	4.00									100%		
Peers	5	3.00							40%	20%	40%		
Direct Reports	6	4.00								33%	33%	33%	
Others	6	3.17							33%	17%	50%		
Self	1	4.00									100%		

Learning Agility (Personal Capability)						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.55						4%	13%	21%	45%	16%
Manager	3.50								50%	50%	
Peers	3.47						6%	17%	33%	22%	22%
Direct Reports	3.54						9%	9%	14%	55%	14%
Others	3.63							17%	13%	52%	17%
Self	3.75								25%	75%	

15. Creates an atmosphere of continual improvement in which self and others push to exceed the expected results.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.78						6%	6%	17%	50%	22%
Manager	1	4.00									100%	
Peers	5	3.20						20%		40%	20%	20%
Direct Reports	6	4.00								17%	67%	17%
Others	6	4.00							17%		50%	33%
Self	1	4.00									100%	

13. Makes a real effort to improve based on feedback from others.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	16	3.56						6%	13%	13%	56%	13%
Manager	1	3.00								100%		
Peers	4	3.75							25%	25%		50%
Direct Reports	5	3.40						20%			80%	
Others	6	3.67							17%		83%	
Self	1	4.00									100%	

16. Quickly adapts his/her approach in response to people's needs or the situation.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.53							18%	35%	24%	24%
Manager	1	4.00									100%	
Peers	5	3.40							20%	40%	20%	20%
Direct Reports	6	3.67							17%	33%	17%	33%
Others	5	3.40							20%	40%	20%	20%
Self	1	3.00								100%		

14. Actively looks for opportunities to get feedback to improve him/herself.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	16	3.31						6%	19%	19%	50%	6%
Manager	1	3.00								100%		
Peers	4	3.25							25%	25%	50%	
Direct Reports	5	3.00						20%	20%		60%	
Others	6	3.67							17%	17%	50%	17%
Self	1	4.00									100%	

Drives for Results (Focus on Results)						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	4.27							2%	13%	42%	44%
Manager	4.00									100%	
Peers	4.00							7%	13%	53%	27%
Direct Reports	4.50								6%	39%	56%
Others	4.29								21%	26%	53%
Self	5.00										100%

17. Does everything possible to achieve goals.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	19	4.42							5%	5%	32%	58%
Manager	1	4.00									100%	
Peers	5	4.00							20%		40%	40%
Direct Reports	6	4.83									17%	83%
Others	7	4.43								14%	29%	57%
Self	1	5.00										100%

18. Achieves agreed-upon goals within the time allotted.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	4.22								17%	44%	39%
Manager	1	4.00									100%	
Peers	5	4.00								20%	60%	20%
Direct Reports	6	4.50									50%	50%
Others	6	4.17								33%	17%	50%
Self	1	5.00										100%

19. Follows through on objectives to ensure successful completion; i.e., does NOT get distracted before project is completed.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	4.17								17%	50%	33%
Manager	1	4.00									100%	
Peers	5	4.00								20%	60%	20%
Direct Reports	6	4.17								17%	50%	33%
Others	6	4.33								17%	33%	50%
Self	1	5.00										100%

Establishes Stretch Goals (Focus on Results)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.98							7%	20%	39%	33%	
Manager	4.33									67%	33%	
Peers	3.73							7%	27%	53%	13%	
Direct Reports	4.06							6%	22%	33%	39%	
Others	4.06							11%	17%	28%	44%	
Self	5.00											100%

20. Establishes high standards of excellence for the work group.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	4.33								17%	33%	50%	
Manager	1	5.00										100%	
Peers	5	4.00								20%	60%	20%	
Direct Reports	6	4.33								17%	33%	50%	
Others	6	4.50								17%	17%	67%	
Self	1	5.00										100%	

22. Keeps people focused on the highest priority goals and objectives.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	3.83							6%	33%	33%	28%	
Manager	1	4.00									100%		
Peers	5	3.60								60%	20%	20%	
Direct Reports	6	4.00								33%	33%	33%	
Others	6	3.83							17%	17%	33%	33%	
Self	1	5.00										100%	

21. Is skillful at getting people to stretch for goals that go beyond what they originally thought possible.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	3.78							17%	11%	50%	22%	
Manager	1	4.00									100%		
Peers	5	3.60							20%		80%		
Direct Reports	6	3.83							17%	17%	33%	33%	
Others	6	3.83							17%	17%	33%	33%	
Self	1	5.00										100%	

Takes Initiative (Focus on Results)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	4.52								11%	27%	63%	
Manager	4.67									33%	67%	
Peers	4.47								13%	27%	60%	
Direct Reports	4.56								6%	33%	61%	
Others	4.48								15%	20%	65%	
Self	4.67									33%	67%	

25. Is energized and excited to take on challenging goals for which he/she is held personally accountable.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	4.56								17%	11%	72%	
Manager	1	5.00										100%	
Peers	5	4.60								20%		80%	
Direct Reports	6	4.33								17%	33%	50%	
Others	6	4.67								17%		83%	
Self	1	4.00									100%		

23. Can always be counted on to follow through on commitments.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	19	4.53								5%	37%	58%	
Manager	1	4.00									100%		
Peers	5	4.60									40%	60%	
Direct Reports	6	4.67									33%	67%	
Others	7	4.43								14%	29%	57%	
Self	1	5.00										100%	

24. Willingly goes above and beyond what needs to be done.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	19	4.47								11%	32%	58%	
Manager	1	5.00										100%	
Peers	5	4.20								20%	40%	40%	
Direct Reports	6	4.67									33%	67%	
Others	7	4.43								14%	29%	57%	
Self	1	5.00										100%	

Makes Decisions (Focus on Results)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.94							7%	20%	43%	30%	
Manager	3.00								100%			
Peers	3.53							20%	27%	33%	20%	
Direct Reports	4.11							6%	6%	61%	28%	
Others	4.28								17%	39%	44%	
Self	4.33									67%	33%	

26. Makes decisions and continually moves forward in the face of constant change.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	4.06							6%	11%	56%	28%	
Manager	1	3.00								100%			
Peers	5	3.80							20%		60%	20%	
Direct Reports	6	4.33									67%	33%	
Others	6	4.17								17%	50%	33%	
Self	1	4.00									100%		

27. Makes and acts on decisions in a timely manner.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	4.00								33%	33%	33%	
Manager	1	3.00								100%			
Peers	5	3.60								60%	20%	20%	
Direct Reports	6	4.17								17%	50%	33%	
Others	6	4.33								17%	33%	50%	
Self	1	4.00									100%		

28. Makes effective decisions despite short time lines and pressure.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	3.78							17%	17%	39%	28%	
Manager	1	3.00								100%			
Peers	5	3.20							40%	20%	20%	20%	
Direct Reports	6	3.83							17%		67%	17%	
Others	6	4.33								17%	33%	50%	
Self	1	5.00										100%	

Takes Risks (Focus on Results)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.71							15%	21%	40%	23%	
Manager	4.00									100%		
Peers	3.20							29%	29%	29%	14%	
Direct Reports	3.89							6%	28%	39%	28%	
Others	3.75							18%	12%	41%	29%	
Self	3.67								67%		33%	

30. Acts quickly on low risk, high potential opportunities.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	16	4.00							6%	13%	56%	25%	
Manager	1	4.00									100%		
Peers	4	3.50							25%	25%	25%	25%	
Direct Reports	6	4.17								17%	50%	33%	
Others	5	4.20									80%	20%	
Self	1	5.00											100%

29. Is not afraid to take the risks necessary to achieve goals and objectives.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	3.67							22%	17%	33%	28%	
Manager	1	4.00									100%		
Peers	5	3.40							20%	20%	60%		
Direct Reports	6	3.67							17%	33%	17%	33%	
Others	6	3.83							33%		17%	50%	
Self	1	3.00								100%			

31. Balances risk and rewards that maximize returns while also protecting the organization.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	18	3.50							17%	33%	33%	17%	
Manager	1	4.00									100%		
Peers	5	3.00							40%	40%		20%	
Direct Reports	6	3.83								33%	50%	17%	
Others	6	3.50							17%	33%	33%	17%	
Self	1	3.00								100%			

Communicates Powerfully and Prolifically (Interpersonal Skills)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.64							2%	9%	34%	32%	23%
Manager	4.00									100%		
Peers	3.37						7%	14%	36%	14%	29%	
Direct Reports	3.72							6%	39%	33%	22%	
Others	3.55							11%	33%	33%	22%	
Self	5.00										100%	

34. Helps people understand how their work contributes to broader business objectives.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	16	3.81								38%	44%	19%
Manager	1	4.00									100%	
Peers	4	4.00								50%		50%
Direct Reports	6	3.67								50%	33%	17%
Others	5	3.80								20%	80%	
Self	1	5.00										100%

33. Skilled at communicating insights and understanding of issues or problems.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	19	3.58							11%	42%	26%	21%
Manager	1	4.00									100%	
Peers	5	3.40							20%	40%	20%	20%
Direct Reports	6	4.00								33%	33%	33%
Others	7	3.29							14%	57%	14%	14%
Self	1	5.00										100%

32. Provides others with a definite sense of direction and purpose.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.56						6%	17%	22%	28%	28%
Manager	1	4.00									100%	
Peers	5	3.00						20%	20%	20%	20%	20%
Direct Reports	6	3.50							17%	33%	33%	17%
Others	6	4.00							17%	17%	17%	50%
Self	1	5.00										100%

Inspires and Motivates Others to High Performance (Interpersonal Skills)						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	4.04							13%	15%	29%	44%
Manager	4.33									67%	33%
Peers	3.73							13%	33%	20%	33%
Direct Reports	4.22							17%		28%	56%
Others	4.05							11%	16%	32%	42%
Self	5.00										100%

37. Brings to the group a high level of energy and enthusiasm.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	19	4.32							11%	11%	16%	63%
Manager	1	5.00										100%
Peers	5	4.00							20%	20%		60%
Direct Reports	6	4.33							17%		17%	67%
Others	7	4.43								14%	29%	57%
Self	1	5.00										100%

35. Energizes people to achieve exceptional results.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.89							17%	11%	39%	33%
Manager	1	4.00									100%	
Peers	5	3.40							20%	40%	20%	20%
Direct Reports	6	4.17							17%		33%	50%
Others	6	4.00							17%		50%	33%
Self	1	5.00										100%

36. Inspires others to high levels of effort and performance.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.89							11%	22%	33%	33%
Manager	1	4.00									100%	
Peers	5	3.80								40%	40%	20%
Direct Reports	6	4.17							17%		33%	50%
Others	6	3.67							17%	33%	17%	33%
Self	1	5.00										100%

Builds Relationships (Interpersonal Skills)						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.54						2%	21%	21%	33%	23%
Manager	4.67									33%	67%
Peers	3.00							47%	20%	20%	13%
Direct Reports	3.44						6%	11%	33%	33%	17%
Others	3.72							13%	13%	44%	31%
Self	4.67									33%	67%

40. Stays in touch with issues and concerns of individuals in the work group.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.59							18%	29%	29%	24%
Manager	1	5.00										100%
Peers	5	3.20							40%	20%	20%	20%
Direct Reports	6	3.17							17%	50%	33%	
Others	5	4.20								20%	40%	40%
Self	1	4.00									100%	

39. Is trusted by all members of the work group.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.56							28%	17%	28%	28%
Manager	1	4.00									100%	
Peers	5	2.80							60%	20%		20%
Direct Reports	6	4.00							17%	17%	17%	50%
Others	6	3.67							17%	17%	50%	17%
Self	1	5.00										100%

38. Balances "getting results" with a concern for others' needs.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.47						6%	18%	18%	41%	18%
Manager	1	5.00										100%
Peers	5	3.00							40%	20%	40%	
Direct Reports	6	3.17						17%		33%	50%	
Others	5	4.00							20%		40%	40%
Self	1	5.00										100%

Develops Others (Interpersonal Skills)						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.71						2%	8%	33%	31%	25%
Manager	4.00								33%	33%	33%
Peers	3.47						7%	21%	14%	36%	21%
Direct Reports	3.67							6%	53%	18%	24%
Others	3.94								29%	41%	29%
Self	3.67								67%		33%

42. Is truly concerned about developing others.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.78							6%	33%	39%	22%
Manager	1	4.00									100%	
Peers	5	3.60							20%	20%	40%	20%
Direct Reports	6	3.67								50%	33%	17%
Others	6	4.00								33%	33%	33%
Self	1	3.00								100%		

41. Provides coaching and acts as a mentor to others.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	16	3.75						6%		31%	38%	25%
Manager	1	5.00										100%
Peers	5	3.40						20%		20%	40%	20%
Direct Reports	5	3.60								60%	20%	20%
Others	5	4.00								20%	60%	20%
Self	1	3.00								100%		

43. Gives honest feedback in a helpful way.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.59							18%	35%	18%	29%
Manager	1	3.00								100%		
Peers	4	3.25							50%		25%	25%
Direct Reports	6	3.50							17%	50%		33%
Others	6	4.00								33%	33%	33%
Self	1	5.00										100%

Collaboration and Teamwork (Interpersonal Skills)						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.43						4%	17%	32%	26%	21%
Manager	3.33								67%	33%	
Peers	2.93						13%	27%	33%	7%	20%
Direct Reports	3.78							12%	35%	18%	35%
Others	3.56							17%	22%	50%	11%
Self	3.00							33%	33%	33%	

44. Promotes a high level of cooperation between all members of the work group.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.61							17%	28%	33%	22%
Manager	1	3.00								100%		
Peers	5	3.40							20%	40%	20%	20%
Direct Reports	6	3.67							17%	33%	17%	33%
Others	6	3.83							17%		67%	17%
Self	1	3.00								100%		

46. Achieves objectives requiring a high level of cooperation from people in other parts of the organization.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.50						6%	11%	33%	28%	22%
Manager	1	4.00									100%	
Peers	5	2.80						20%	20%	40%		20%
Direct Reports	6	4.00								33%	33%	33%
Others	6	3.50							17%	33%	33%	17%
Self	1	4.00									100%	

45. Resolves conflict within the work group.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.18						6%	24%	35%	18%	18%
Manager	1	3.00								100%		
Peers	5	2.60						20%	40%	20%		20%
Direct Reports	5	3.60							20%	40%		40%
Others	6	3.33							17%	33%	50%	
Self	1	2.00							100%			

Values Diversity (Interpersonal Skills)						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Total	3.70							17%	26%	26%	30%
Manager	4.00									100%	
Peers	3.47							20%	40%	13%	27%
Direct Reports	3.75							18%	24%	24%	35%
Others	3.78							17%	22%	28%	33%
Self	4.67									33%	67%

49. Capitalizes on diverse perspectives and talents of others in accomplishing objectives.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.89							6%	28%	39%	28%
Manager	1	4.00									100%	
Peers	5	3.60								60%	20%	20%
Direct Reports	6	4.17								17%	50%	33%
Others	6	3.83							17%	17%	33%	33%
Self	1	5.00										100%

47. Encourages open discussion of problems and differences of opinion.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.72							17%	28%	22%	33%
Manager	1	4.00									100%	
Peers	5	3.60							20%	40%		40%
Direct Reports	6	3.67							17%	33%	17%	33%
Others	6	3.83							17%	17%	33%	33%
Self	1	4.00									100%	

48. Builds an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.47							29%	24%	18%	29%
Manager	1	4.00									100%	
Peers	5	3.20							40%	20%	20%	20%
Direct Reports	5	3.40							40%	20%		40%
Others	6	3.67							17%	33%	17%	33%
Self	1	5.00										100%

Develops Strategic Perspective (Leading Change)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.51							2%	20%	29%	24%	25%
Manager	3.33								67%	33%		
Peers	2.80						7%	47%	27%		20%	
Direct Reports	4.00							6%	22%	39%	33%	
Others	3.67							13%	33%	27%	27%	
Self	4.00									100%		

50. Helps others understand the organization's vision and objectives so that they can translate them into challenging and meaningful goals.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	17	3.82							12%	18%	47%	24%	
Manager	1	4.00									100%		
Peers	5	3.00							40%	40%		20%	
Direct Reports	6	4.33									67%	33%	
Others	5	4.00								20%	60%	20%	
Self	1	4.00									100%		

52. Has a perspective beyond the "day-to-day" work to take a longer-term, broader view of business decisions.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	17	3.59							24%	29%	12%	35%	
Manager	1	3.00								100%			
Peers	5	2.80							60%	20%		20%	
Direct Reports	6	3.83							17%	17%	33%	33%	
Others	5	4.20								40%		60%	
Self	1	4.00									100%		

51. Maintains a clear perspective between the overall picture and the details.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.12						6%	24%	41%	12%	18%
Manager	1	3.00								100%		
Peers	5	2.60						20%	40%	20%		20%
Direct Reports	6	3.83								50%	17%	33%
Others	5	2.80							40%	40%	20%	
Self	1	4.00									100%	

Champions Change (Leading Change)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.85							1%	10%	21%	38%	30%
Manager	3.75								25%	75%		
Peers	3.50						5%	10%	30%	40%	15%	
Direct Reports	4.08							8%	13%	42%	38%	
Others	3.86							13%	22%	26%	39%	
Self	4.75									25%	75%	

54. Is willing to become a champion for new projects or programs, presenting them so that others support them.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	4.11							6%	11%	50%	33%
Manager	1	4.00									100%	
Peers	5	3.40							20%	20%	60%	
Direct Reports	6	4.50									50%	50%
Others	6	4.33								17%	33%	50%
Self	1	5.00										100%

55. Does an excellent job of marketing projects, programs, or products.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	4.11							6%	11%	50%	33%
Manager	1	4.00									100%	
Peers	5	4.00								20%	60%	20%
Direct Reports	6	4.50									50%	50%
Others	6	3.83							17%	17%	33%	33%
Self	1	5.00										100%

56. Has the courage to make the changes that will improve the organization.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	18	3.72							17%	28%	22%	33%
Manager	1	4.00									100%	
Peers	5	3.40							20%	40%	20%	20%
Direct Reports	6	3.83							17%	17%	33%	33%
Others	6	3.83							17%	33%		50%
Self	1	5.00										100%

53. Quickly recognizes situations where change is needed.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	17	3.41						6%	12%	35%	29%	18%
Manager	1	3.00								100%		
Peers	5	3.20						20%		40%	20%	20%
Direct Reports	6	3.50							17%	33%	33%	17%
Others	5	3.60							20%	20%	40%	20%
Self	1	4.00									100%	

Customer and External Focus (Leading Change)						Response Frequency						
Rater	Score	1	2	3	4	5	1	2	3	4	5	
Total	3.98							5%	30%	27%	38%	
Manager	4.25									75%	25%	
Peers	3.70							10%	50%		40%	
Direct Reports	4.08								30%	30%	40%	
Others	3.88							5%	16%	42%	37%	
Self	3.25							25%	50%		25%	

59. Is the antenna for the organization, bringing in relevant information that benefits the group.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	16	4.38								25%	13%	63%	
Manager	1	5.00										100%	
Peers	5	4.20								40%		60%	
Direct Reports	5	4.40								20%	20%	60%	
Others	5	4.40								20%	20%	60%	
Self	1	5.00										100%	

58. Has demonstrated ability to represent the organization to key groups.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	17	3.94							6%	29%	29%	35%	
Manager	1	4.00									100%		
Peers	5	3.60							20%	40%		40%	
Direct Reports	5	4.20								20%	40%	40%	
Others	6	4.00								33%	33%	33%	
Self	1	2.00							100%				

57. Helps people understand how meeting customers' needs is central to the mission and goals of the organization.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	15	3.93								33%	40%	27%	
Manager	1	4.00									100%		
Peers	5	3.80								60%		40%	
Direct Reports	5	3.80								40%	40%	20%	
Others	4	4.25									75%	25%	
Self	1	3.00								100%			



60. Has a concrete understanding of customer needs, business goals, and what is important to them.						Response Frequency							
Rater	#	Score	1	2	3	4	5	1	2	3	4	5	
Total	15	3.67							13%	33%	27%	27%	
Manager	1	4.00									100%		
Peers	5	3.20							20%	60%		20%	
Direct Reports	5	4.00								40%	20%	40%	
Others	4	3.75							25%		50%	25%	
Self	1	3.00								100%			

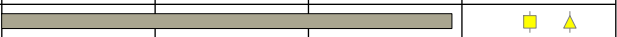
Section 6: Employee Commitment Index

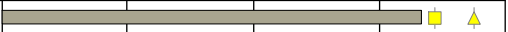
This section displays the detailed results for the Employee Commitment Index, which measures the extent to which your Direct Reports are satisfied and motivated to do their jobs. The results for each item are sorted from the most positive to the least positive. If you did not receive sufficient feedback from Direct Reports, this section will not display any scores.

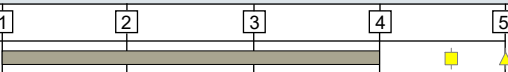
Legend

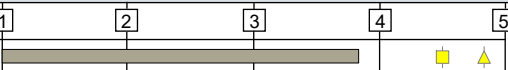
Response	Description
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

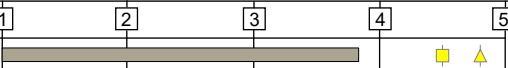
Symbol	Norm
	Extraordinary Leader 75th Percentile Norm
	Extraordinary Leader 90th Percentile Norm

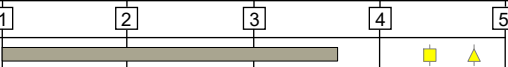
Employee Commitment Index						Response Frequency					
Rater	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	3.93							7%	23%	40%	30%

62. My work environment is a place where people want to go the extra mile.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	4.33								17%	33%	50%

63. I would recommend this organization as a good place to work.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	4.00								33%	33%	33%

61. I feel confident that this organization will achieve its strategic goals.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	3.83								33%	50%	17%

65. All in all, I'm satisfied with this organization as a place to work.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	3.83							17%		67%	17%

64. I rarely think about quitting my job to go to a different organization.						Response Frequency						
Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Direct Reports	6	3.67							17%	33%	17%	33%

Section 7: Importance Ratings

This section displays the 19 Differentiating Competencies ranked from the most important to the least important. Raters were asked to choose four competencies that, if executed with a high level of skill and expertise, would have the most significant impact on your role. This section is not about how well you are currently performing, but is solely about how important the selected competencies are for you to be extremely effective in your current position. The asterisk (*) symbol and yellow highlighting indicate the competencies you personally rated as most important. The numbers displayed in the table below indicate the number of times each competency was selected by the various types of raters. The column labeled "Score" displays your performance on this competency, as measured by the Total score from all of your raters (excluding your Self responses).

COMPETENCY	Score	Total	Manager	Peers	Direct Reports	Others
Develops Strategic Perspective	3.51	9	1	2	3	3
Inspires and Motivates Others to High Performance	4.04	7		1	4	2
Collaboration and Teamwork	3.43	7	1	2	2	2
Technical/Professional Acumen	4.16	5		2	1	2
Solves Problems and Analyzes Issues	3.93	5		2		3
Communicates Powerfully and Prolifically	3.64	5		1	2	2
* Develops Others	3.71	5		1	2	2
Displays High Integrity and Honesty	4.16	4		1	2	1
Innovates	3.70	4	1	2		1
Drives for Results	4.27	3			2	1
Makes Decisions	3.94	3		1	1	1
* Takes Risks	3.71	3			1	2
* Builds Relationships	3.54	3		1	1	1
Values Diversity	3.70	3		1	2	
Establishes Stretch Goals	3.98	2	1	1		
Takes Initiative	4.52	2		1		1
Customer and External Focus	3.98	2		1	1	
* Learning Agility	3.55					
Champions Change	3.85					

Section 8: Highest Scored Items

This section presents items receiving the highest total scores. You should not necessarily assume that an item on this list does not need improvement.

10 Highest Items	Competency	Total	Manager	Peers	Direct Reports	Others	Self
25. Is energized and excited to take on challenging goals for which he/she is held personally accountable.	Takes Initiative	4.56	5.00	4.60	4.33	4.67	4.00
23. Can always be counted on to follow through on commitments.	Takes Initiative	4.53	4.00	4.60	4.67	4.43	5.00
24. Willingly goes above and beyond what needs to be done.	Takes Initiative	4.47	5.00	4.20	4.67	4.43	5.00
3. Is careful to honor commitments and keep promises.	Displays High Integrity and Honesty	4.44	4.00	4.40	4.33	4.67	5.00
17. Does everything possible to achieve goals.	Drives for Results	4.42	4.00	4.00	4.83	4.43	5.00
59. Is the antenna for the organization, bringing in relevant information that benefits the group.	Customer and External Focus	4.38	5.00	4.20	4.40	4.40	5.00
20. Establishes high standards of excellence for the work group.	Establishes Stretch Goals	4.33	5.00	4.00	4.33	4.50	5.00
37. Brings to the group a high level of energy and enthusiasm.	Inspires and Motivates Others to High Performance	4.32	5.00	4.00	4.33	4.43	5.00
5. His/her skills and knowledge make an important contribution to achieving team results.	Technical/Professional Acumen	4.26	4.00	4.00	4.50	4.29	4.00
18. Achieves agreed-upon goals within the time allotted.	Drives for Results	4.22	4.00	4.00	4.50	4.17	5.00

Section 9: Lowest Scored Items

This section presents items receiving the lowest total scores. You should not necessarily assume that an item on this list is in fact a significant problem.

10 Lowest Items	Competency	Total	Manager	Peers	Direct Reports	Others	Self
51. Maintains a clear perspective between the overall picture and the details.	Develops Strategic Perspective	3.12	3.00	2.60	3.83	2.80	4.00
45. Resolves conflict within the work group.	Collaboration and Teamwork	3.18	3.00	2.60	3.60	3.33	2.00
14. Actively looks for opportunities to get feedback to improve him/herself.	Learning Agility	3.31	3.00	3.25	3.00	3.67	4.00
53. Quickly recognizes situations where change is needed.	Champions Change	3.41	3.00	3.20	3.50	3.60	4.00
12. Constructively challenges the standard approaches and finds improved processes to get work done.	Innovates	3.44	4.00	3.00	4.00	3.17	4.00
38. Balances "getting results" with a concern for others' needs.	Builds Relationships	3.47	5.00	3.00	3.17	4.00	5.00
48. Builds an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds.	Values Diversity	3.47	4.00	3.20	3.40	3.67	5.00
31. Balances risk and rewards that maximize returns while also protecting the organization.	Takes Risks	3.50	4.00	3.00	3.83	3.50	3.00
46. Achieves objectives requiring a high level of cooperation from people in other parts of the organization.	Collaboration and Teamwork	3.50	4.00	2.80	4.00	3.50	4.00
16. Quickly adapts his/her approach in response to people's needs or the situation.	Learning Agility	3.53	4.00	3.40	3.67	3.40	3.00

Section 10: Written Comments

This section displays verbatim the written comments provided by your respondents. You are encouraged to read the comments without trying to individually identify the respondent. Use this section as supplemental information to clarify the numeric data and provide other perspectives not addressed in the survey.

A. Please list the leadership skills and abilities that you would consider strengths for this person.

Manager

Oscar is a passionate champion of his people - he cares deeply for the welfare and recognition of his team and always stands up for them. He is an authentic leader who also cares deeply about company culture: he is courageous in speaking up whenever he feels the culture is not being valued. Oscar has earned the admiration and respect of employees across the organization for his passion, engagement, and technical expertise.

Peers

Sincerity - A genuine passion for the organization's cause
Courageous - Raise uncomfortable topics rather than go with the group think

strong technical ability
inclusive
ability to adjust to changes
attention to details
dedication and high energy
result driven

Oscar's technical skills combined with an incredible passion for the job and a can-do attitude to make things happen. He strives do to the "right thing" and speaks "truth to power," even if the message is not popular or difficult. He makes it fun to come to work every day.

drives for results, considers others, raises difficult issues

Takes lead in bringing the objectives to the team and emphasizes cross functional input as and when needed.

Direct Reports

Oscar leads by example setting standard both by individual contribution as well as inspiring others in his group to perform at the highest level. He expects a high level of competence and performance and equips his team to perform at a high level. He continually inspires his team by being inclusive, providing perspective and context, providing the tools and empowering his team members to achieve challenging goals. Oscar is also very open transparent in communicating organizational updates.

Strengths are:

- Energizes and inspires people to high levels of effort and performance
- Focused, goal oriented
- Takes initiative
- Works hard, is a role model
- Good communication skills

lead by example, driving

Enthusiasm and positive energy to motivate others, open to and inclusive of all team members.

In considering whether Oscar is a strong leader, I ask myself whether he and his department are effective (goal and customer-focused), whether individuals at all levels within his group consider legitimate his position as leader and are willing to engage with him in fulfilling our mandate, respect him and feel respected, is a strong communicator, and fosters a positive and fun team culture. I would say yes to each of these questions.

Oscar leads a department whose output is highly technical. He recognizes that the value of this output to our customers and to the organization as a whole is measured by the accuracy, quality and timeliness of the data provided. Without stating it explicitly, it is clear to his group that this is an important part of our team mission. He is highly focused on ensuring that the department delivers on its commitments. I believe the result of this is that his team has earned a high degree of credibility within the company. Importantly, he ensures that the team, and individuals, know that their contributions are recognized by him, senior management, and the even board. He has a highly tuned technical acumen. When consulting subject matter experts in his group, he frequently asks probing, insightful and often challenging questions to ensure he understands the underlying problems and the proposed solution. The department has seen a lot of change over the last year, organizationally as well as from project and personnel perspectives. The positive way in which Oscar has adjusted to and even embraced these changes has been inspirational and has certainly helped me to adapt. Oscar can delegate well, but most importantly he knows how to monitor effectively to ensure individual and team success. In summary, the leadership skills that I would consider strengths for Oscar are: honesty and credibility, communication, effective delegation and empowerment, adaptability, the ability to inspire others, accountability, goal-focused, strategic thinking, and technical acumen.

Others

Incredibly hard worker. Always one of the leaders in the organization in driving key outcomes in pharmaceutical sciences. Great leadership on culture team.

Oscar brings a great deal of enthusiasm, energy and passion to his role and the company. He also is very technically sound in his role, and the company has historically relied heavily on this expertise. In terms of other leadership skills and abilities, I have not had the chance to work as closely with Oscar over the past year as I have had in prior years, so it's more difficult for me to comment since this feedback is limited to within the past year. I also don't have visibility into Oscar's leadership within his team.

Organized

Approachable

Passionate

Cares about the company and others

Persistent

Willing to roll up sleeves

Inclusive

Inspiring others to achieve aggressive goals, and having a vision for how people and culture can achieve company goals.

Committed to achieving aggressive goals by inspiring his team.

Using diligent efforts to understand the strategies and objectives of the company, then supporting them visibly and aggressively.

highly technical proficiency and ability to clearly communicate to others

strong commitment to mentorship and development of subordinates

demonstrates continued commitment to corporate culture

Extensive industry-based experience that informs all his actions

Uninhibited in asking key questions, even though the prevailing winds are from a different direction

Leads by example

Strongly values and promotes the overall culture of the organization

Self

passionate, focused, driven, thorough, empathy, rational, systematic, walk the walk, in the trenches with the team when needed, roll up your sleeves attitude, coach, supportive of change

B. Is there anything this person does that might be considered a fatal flaw* or critical weakness? (*A fatal flaw exists when leaders have behavioral or performance issues that, if NOT addressed, could ultimately lead to career derailment or job failure.)

Manager

Oscar can improve his leadership maturity in several areas: His passion for his people can sometimes color his objectivity and get in the way of putting the big picture above his functional defenses. Oscar's approach to headcount and compensation puts his people first, but does not demonstrate an appreciation for business and budget challenges that demand trade-offs and tough decisions. Oscar's outspokenness is a strength, but how he does it can sometimes come across as whining about problems rather than offering pragmatic solutions. As a leader, Oscar should demonstrate more of a future focus: he can appear stuck in the past, nostalgic for the way things used to be, versus leading confidently into a new future. Finally, Oscar can find opportunities to practice more delegation, less management of the details, to free his time to focus on strategic change opportunities.

Peers

overly protective of his team members
lack of desire to gather or listen to feedback

although very supportive of the groups tends to over micro manage the group leading to confusion and alignment of objectives. should focus more on developing the group rather than taking the lead all the time.

Too tied to how things used to be, goes through motions of accepting change, but doesn't really
Simplifying communication, not every one needs to know every detail

Sometimes misses the big picture

No

Direct Reports

Critical weakness:

- Being too competitive and missing the big picture.

wrong decision making

None

From my perspective, Oscar has no fatal flaws or critical weaknesses.

Needs to be more open to accepting dissenting opinions or experiences. When presented with something that is against what is understood or believed of someone, has difficulty being open and maybe changing opinions. Difficult to change mind despite technical argument, or has hard time trying to see something from a different point of view. Once has an opinion of someone, hard to overturn or argue against.

Others

I haven't had enough direct interaction or visibility to effectively comment on this.

I have observed no fatal flaws.

Needs to better understand when to communicate and appropriate amount of detail vs, too much. Detracts from key messages.

I do not feel Oscar has any fatal flaws. Two specific areas that could be roadblocks to his career growth could be

-inability to communicate effectively on strategic and priority topics (not reading the audience and providing the most useful and relevant information)

-getting stuck in "his way to do it", which is usually scientifically valid, but may have other components to the decision that he must consider.

No

too much focus on detail and losing sight of big picture

C. What leadership ability, if done exceptionally well by this person, would have the most significant impact on the productivity or effectiveness of the organization?

Manager

Ability to show up as a business leader who can take tough positions that reflect practical reality while maintaining the optimism and enthusiasm for the future.

Peers

This is difficult because there is not much Oscar doesn't do extremely well. The one thing that may come to mind is to advertise his incredible skill and his group's skills to the outside world (at international conferences or workshops), so the world recognized what incredible work he is doing.

Be less territorial

Being patient and letting others lead the project would be very helpful. As a leader should focus on the growth or guidance to the employees.

listen to feedback

people management/coaching

Applying a more global view to the detailed picture

Direct Reports

Empowering and coaching team members to become leaders on their own

Great cheerleader for the company both internally and externally. Enthusiastic telling of the company story and purpose, getting others on board with the big picture and what the company has accomplished.

Would suggest to improve in aspects of collaboration and team work.

fairness

Accountability (which Oscar already does exceptionally well).

Others

achieving fine balance between advocating for what may be right versus maintaining collaborative relationship with other groups

Ensuring that the organization understands what needs to be done in a way the maintains healthy relationships.

Creatively developing alternative solutions, focusing hisr communication concisely, and on the right issues, and aggressively developing his team.

Using his extensive knowledge and experience to push projects forward in a manner that clearly articulates the value of his proposed approach to the greater organization

The ability crisply to describe the action and its overall organizational value is essential.

To continue to lead by example

My feedback may not be as useful since I have not had as much direct visibility into or interaction with Oscar over the past year. This said, in terms of Oscar's ability to impact the productivity or effectiveness of the organization, I would offer the following:

- Ability to effectively anticipate (look around the corner) and resolve problems, and effectively communicate to "the masses" the issues at play and our resolution plans

- Ability to effectively motivate and lead his team with calm, cool and collected leadership, in particular through times of change or crisis

Self

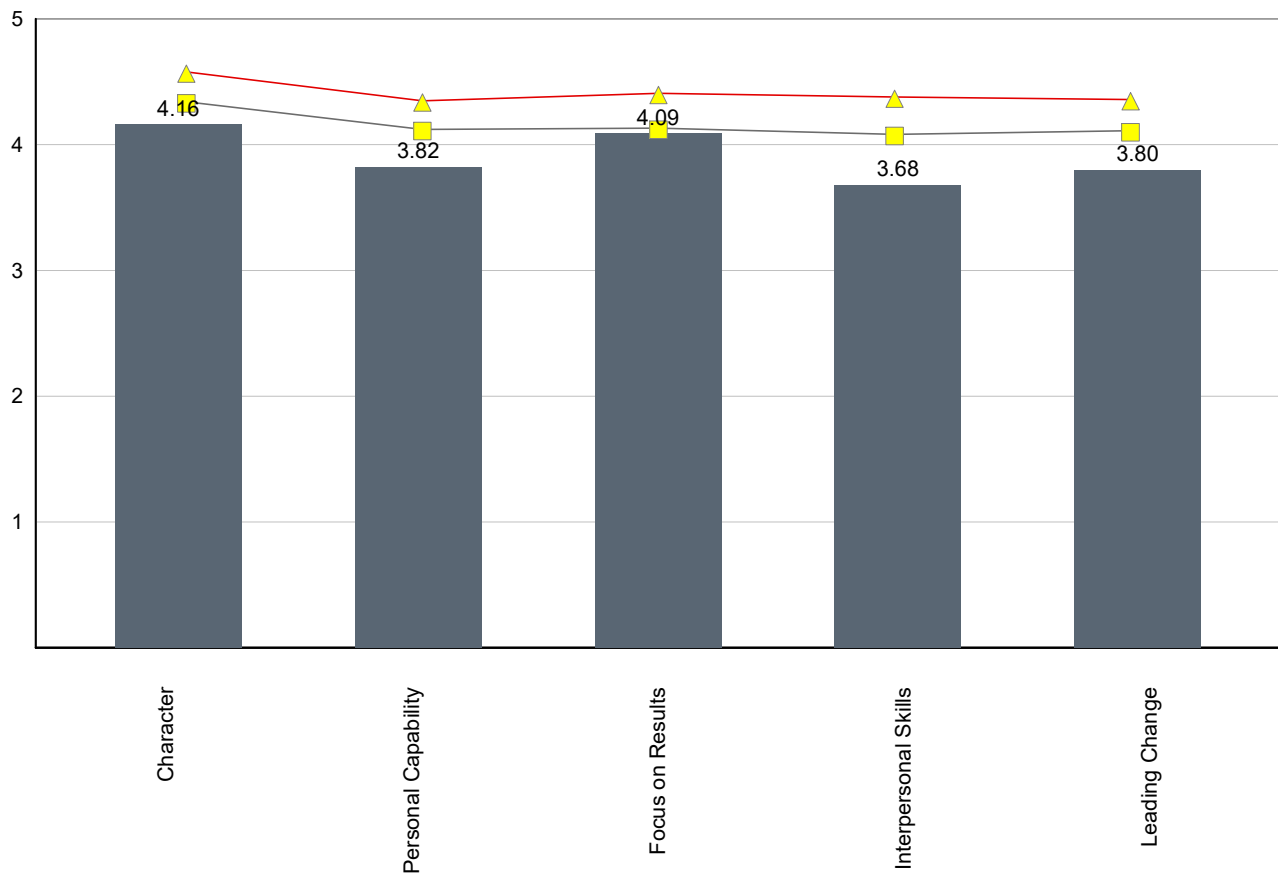
be more confident, take critique with a grain of salt

Section 11: Supplemental View: Leadership Tent Model

This graph displays your Total scores for the 5 Tent Poles in relation to the Extraordinary Leader norms, which are overlaid as line graphs. The Total score is an average of the scores from all competencies included in that tent pole. See the following page for a list of the competencies included in each of the tent poles. This graph provides a quick summary of your overall areas of strength. It can be used to help identify opportunities for "balancing your tent." This is an alternate way to view the key data already presented in Section 3.

Legend

Response	Description	Symbol	Norm
5	Outstanding Strength - Top 10%	■	Extraordinary Leader 75th Percentile Norm
4	Strength - Top Quartile	▲	Extraordinary Leader 90th Percentile Norm
3	Competent - Good Performance		
2	Needs Some Improvement - Inconsistent Performance		
1	Needs Significant Improvement - Poor Performance		



Character

1. Displays High Integrity and Honesty

Personal Capability

2. Technical/Professional Acumen
3. Solves Problems and Analyzes Issues
4. Innovates
5. Learning Agility

Focus on Results

6. Drives for Results
7. Establishes Stretch Goals
8. Takes Initiative
9. Makes Decisions
10. Takes Risks

Interpersonal Skills

11. Communicates Powerfully and Prolifically
12. Inspires and Motivates Others to High Performance
13. Builds Relationships
14. Develops Others
15. Collaboration and Teamwork
16. Values Diversity

Leading Change

17. Develops Strategic Perspective
18. Champions Change
19. Customer and External Focus

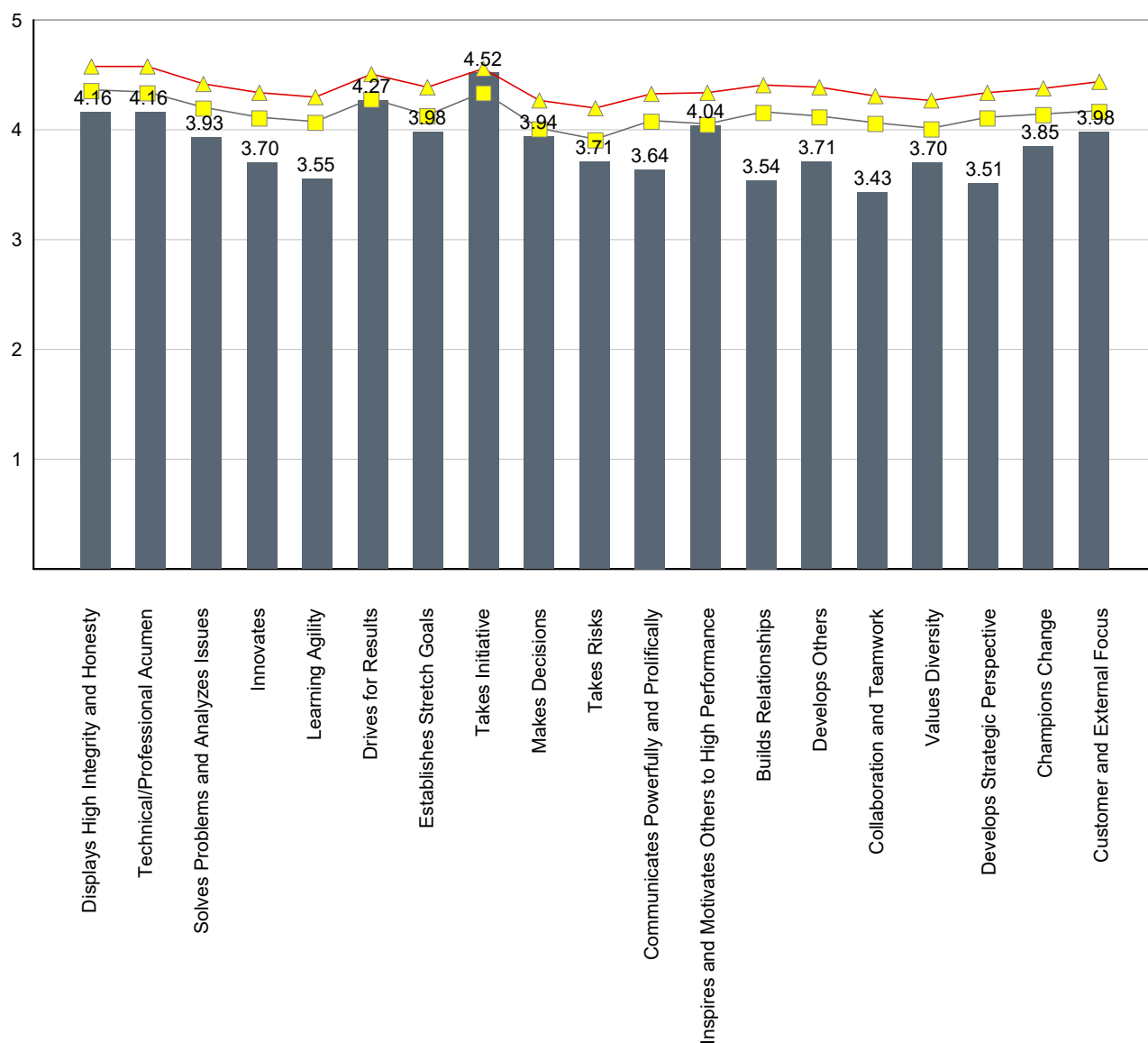
Section 12: Supplemental View: 19 Differentiating Competencies Summary

This graph displays your Total scores for the 19 Differentiating Competencies in relation to the Extraordinary Leader norms, which are overlaid as line graphs. The Total score is an average of all ratings from respondent groups other than Self. This is an alternate way to view the key data already presented in Section 4.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
■	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm



Section 13: Supplemental View: 19 Differentiating Competencies (Differences in Perception)

This section displays your Total and Self scores for all of the 19 Differentiating Competencies along with a bar graph indication of the size of the gap between the two (Total Score - Self Score). Blue-colored bars in the positive direction indicate that others (as indicated by the Total score) rated you higher than you rated yourself. Brick-colored bars in the negative direction indicate the reverse. Use this section to help identify areas where your self-perception is different from how others perceive you.

Competency	Total	Self	Gap Size	Gap Size Graph
Customer and External Focus	3.98	3.25	0.73	
Technical/Professional Acumen	4.16	3.67	0.49	
Collaboration and Teamwork	3.43	3.00	0.43	
Innovates	3.70	3.33	0.37	
Develops Others	3.71	3.67	0.04	
Takes Risks	3.71	3.67	0.04	
Solves Problems and Analyzes Issues	3.93	4.00	-0.07	
Takes Initiative	4.52	4.67	-0.15	
Learning Agility	3.55	3.75	-0.20	
Makes Decisions	3.94	4.33	-0.39	
Develops Strategic Perspective	3.51	4.00	-0.49	
Drives for Results	4.27	5.00	-0.73	
Displays High Integrity and Honesty	4.16	5.00	-0.84	
Champions Change	3.85	4.75	-0.90	
Inspires and Motivates Others to High Performance	4.04	5.00	-0.96	
Values Diversity	3.70	4.67	-0.97	
Establishes Stretch Goals	3.98	5.00	-1.02	
Builds Relationships	3.54	4.67	-1.13	
Communicates Powerfully and Prolifically	3.64	5.00	-1.36	