

ACCORD

Leadership & Organizational Development

Executive Leadership 360 Survey

Development Feedback Report

For:

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Participant Information

Survey End: 1/22/2009 11:59:59 PM Generated: 1/23/2009

Overview

Introduction

Based on research conducted in world class organizations over the past five years, a competency model has been developed for executive level positions. The model defines the skills important to performance excellence in those positions. There are seven competencies and 44 specific behaviors in the model. The 360 survey you are participating in is based on the competency model. The survey is designed to provide you with valuable feedback to help plan your development.

You and your survey takers rated your capabilities on each of the behaviors using the rating scale shown below. This feedback report presents your survey results – your self ratings, and how others rated you. It contains five sections, going from the overall, “big picture,” to more specific detail. A brief explanation page precedes each section.

Competencies

These are the seven competencies included in the survey:

Visioning and Strategic Focus - Communicates a clear, compelling vision; aligns unit goals with company priorities; is an innovative thinker; demonstrates good business savvy.

Driving for Results - Drives hard and takes charge to produce results; operates with speed and focuses on things that are most important; is willing to make tough decisions.

Building High Performing Teams - Sets challenging goals and holds people accountable; creates conditions where people are motivated, committed, and openly sharing their ideas.

Acquiring and Developing Outstanding People - Recruits and selects high caliber people and motivates them to develop; builds the talent pool to meet business needs.

Interpersonal Skills - Displays a positive attitude and projects confidence; is a team player and handles problems and conflict effectively; speaks up for own point of view in a constructive manner.

Leading/Managing Change - Acts as a catalyst of change to improve the business and creates an environment where change is accepted.

Leading Through Personal Excellence - Sets very high standards and leads by example; communicates skillfully; makes sound, logical decisions and strives for continuous learning.

Rating Scale

People who completed the survey on you (including you) used the following scale to rate your capabilities as demonstrated on the job:

Performance:

5 - Exceptional strength

4 -

3 - Competent

2 -

1 - Weak

Section 1 - Overall Results on Competencies

Understanding the Results in Section 1

This section of your feedback report provides an overall picture of your results for the seven competencies – how your self-ratings compare with how others see you, and how you compare with other participants. The results are shown on the next page. Refer to it as you read the explanation below.

Note these points:

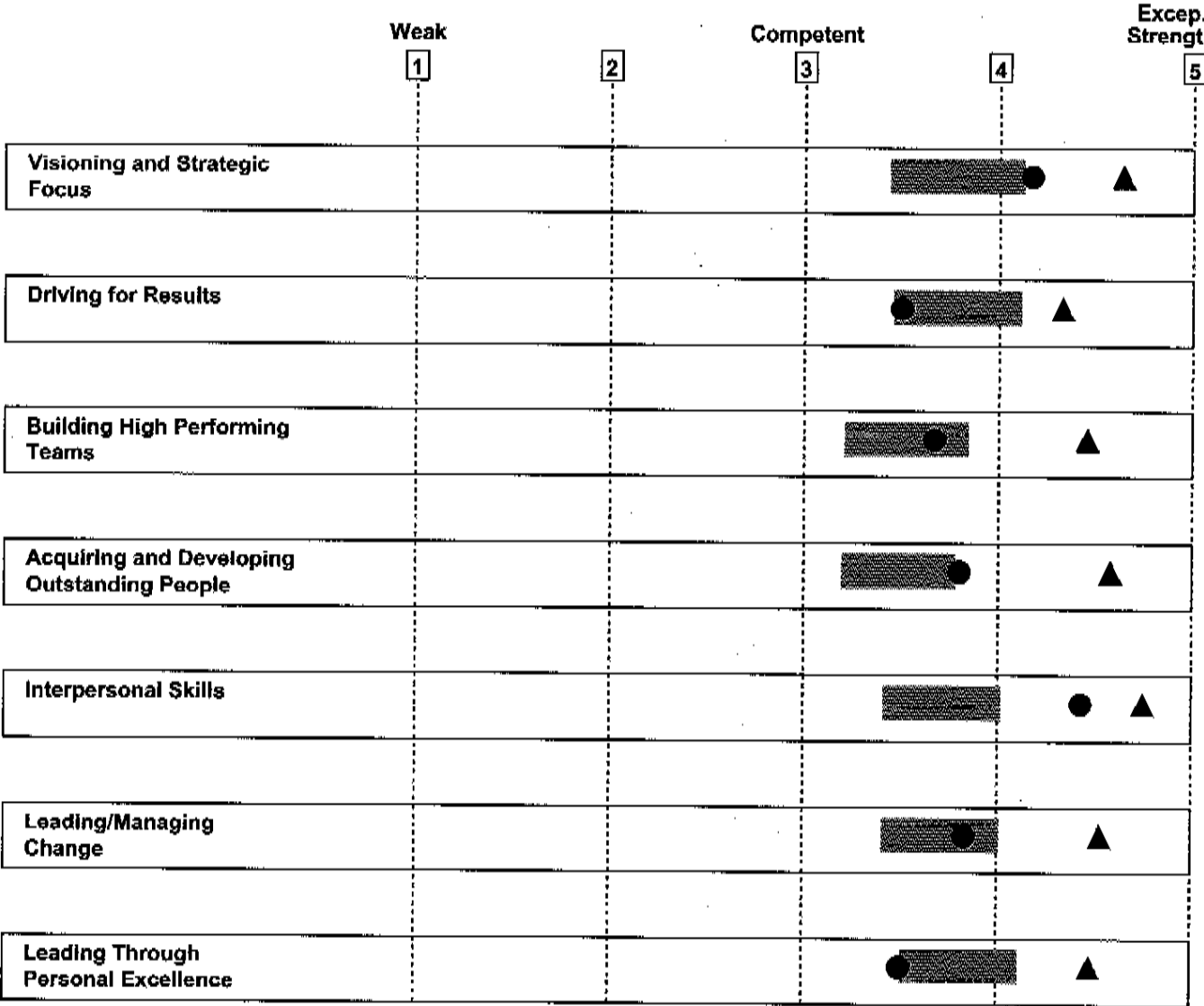
- Results for each competency were calculated by averaging the ratings for all the items which make up that factor.
- The circles represent the average of your self-ratings.
- The triangles represent the average of how all others rated your demonstrated performance.
- The shaded bars represent how the middle 50% of participants were rated. For example, if the survey were conducted on 100 participants (people like you who get feedback reports), 25 of them would have triangles to the left of the shaded bar, and 25 to the right of the bar.
- Caution!! Be careful to not over-interpret your results in terms of the shaded bar.
- The number of people who rated you is shown at the bottom of the page.

Key Questions

Here are a few questions you might ask, and how to use the information in this section to answer them.

<u>Question:</u>	<u>How to Answer:</u>
<input type="checkbox"/> What are my relative strengths and development needs as seen by others?	Compare the pattern of triangles on the chart.
<input type="checkbox"/> What are the differences between how I see myself and how others see me?	Examine the distance between the circle and triangle for each competency.
<input type="checkbox"/> How do I compare with how other participants were rated?	Examine the position of your triangles (how people rated you) with respect to the shaded bar.

Overall Results for Competency



Key: Shaded Bar: Middle 50% ▲ Your ratings by others ● Your Self Ratings

	Self	Peer	Direct Report
Surveys Completed	1	5	7

Section 2 - Item Results

Understanding the Results in Section 2

This section of your feedback report provides detailed results for the items under each competency. You can identify the specific behaviors or skills that are viewed as being strengths or development needs. You can also see how people from different perspectives view your capabilities.

Note these points:

- The "Self" column represents your self-ratings.
- The "Mgr" column is your manager ratings. Normally this is just one person, but some people have two managers and both could have completed the survey.
- Columns for the other perspectives are the averages of people from those perspectives. If "N/A" appears, it means that not enough people from that perspective took the survey and the results are suppressed to protect confidentiality.
- The "Avg." column is the average of all ratings except for the self-ratings. It is calculated by averaging the ratings of manager, peers, and direct reports.
- The "Gap" column is the difference between the self-ratings and the "Avg." Positive numbers indicate that other people rated you higher than you did yourself.
- The statistics for the competencies are the averages of the items listed under each one.

Key Questions

Here are a few key questions you might ask, and how to use the information in this section to answer them.

<u>Question:</u>	<u>How to Answer:</u>
<input type="checkbox"/> Which items are causing the overall competency rating to be high or low?	Examine the "Avg." column for the items under the category and see which ones are very high or low.
<input type="checkbox"/> How do different perspectives (manager, peers, etc.) view my demonstrated capabilities?	Compare ratings among the perspectives and identify significant differences.
<input type="checkbox"/> What are the key differences between how I see myself and how others see me?	Look for the largest positive/negative values in the Gap column.

Item Results

Competencies and Items	Performance Ratings					
	Self	Mgr	Peer	Direct	Avg	Gap
Visioning and Strategic Focus	4.17	NA	4.52	4.71	4.64	0.47
1. Develops and communicates a clear vision for the unit, and sends compelling messages around key priorities to build commitment and guide the effort of others.	4.00	NA	4.80	4.14	4.42	0.42
2. Formulates objectives, strategies and priorities for the unit that support company goals.	4.00	NA	4.40	4.57	4.50	0.50
3. Keeps the "big picture" and company goals in mind when solving problems and making decisions.	5.00	NA	4.80	4.86	4.83	-0.17
4. Is an innovative thinker; comes up with new and unique ideas that make a difference.	4.00	NA	4.60	4.86	4.75	0.75
5. Understands the key financial drivers for the business; makes informed decisions considering the impact on growth and profitability.	4.00	NA	4.25	5.00	4.73	0.73
6. Demonstrates good business savvy; reads situations and problems quickly, and effectively maneuvers through complex situations.	4.00	NA	4.20	4.86	4.58	0.58
Driving for Results	3.50	NA	4.15	4.45	4.33	0.83
7. Takes initiative and drives hard to produce the best results; takes charge and makes things happen.	4.00	NA	4.00	4.71	4.42	0.42
8. Operates with speed and flexibility; doesn't slow things down or become a bottleneck.	4.00	NA	3.75	4.14	4.00	0.00
9. Displays a high energy level and sense of urgency for getting things accomplished; shows a bias towards action.	4.00	NA	4.40	4.57	4.50	0.50
10. Quickly gets to the heart of the matter and zeros in on what is critical and truly value-added.	3.00	NA	4.20	4.71	4.50	1.50
11. Reaches decisions quickly, and effectively communicates them to others.	3.00	NA	4.00	4.00	4.00	1.00
12. Is willing to make tough decisions and confront difficult problems.	3.00	NA	4.50	4.57	4.55	1.55

Competencies and Items	Performance Ratings					
	Self	Mgr	Peer	Director	Avg	Dev
Building High Performing Teams	3.67	NA	4.42	4.48	4.46	0.79
13. Sets clear and challenging goals and objectives, and holds people accountable for them.	3.00	NA	4.00	4.29	4.17	1.17
14. Through communications, recognition and delegation, creates the conditions where people are highly motivated and committed to accomplishing company goals.	4.00	NA	4.60	4.57	4.58	0.58
15. Ensures the team's effort and resources are devoted to areas which are truly value-added and will make a difference to the business.	4.00	NA	4.50	4.71	4.64	0.64
16. Creates an environment of trust where ideas, opinions, and knowledge are shared openly, and where creativity is encouraged.	4.00	NA	4.80	4.43	4.58	0.58
17. Develops internal networks to share information and solve problems; pulls functions together to help accomplish overall business goals.	4.00	NA	5.00	4.57	4.70	0.70
18. Handles performance problems with respect for others, but takes appropriate and timely corrective action when needed.	3.00	NA	3.75	4.29	4.09	1.09
Acquiring and Developing Outstanding People	3.80	NA	4.22	4.77	4.58	0.78
19. Recruits and selects high caliber people; staffs the organization with diverse, though complementary, skills and experience.	4.00	NA	4.50	4.71	4.67	0.67
20. Develops others through ongoing coaching, mentoring, on-the-job training, and use of development programs.	4.00	NA	4.40	4.86	4.67	0.67
21. Creates an environment where people are challenged and motivated to grow and develop.	4.00	NA	4.40	4.86	4.67	0.67
22. Identifies and champions high potential talent in the unit as a valuable company resource.	3.00	NA	4.33	4.71	4.60	1.60
23. Develops successors and talent pools for key positions to meet future business needs.	4.00	NA	3.33	4.71	4.30	0.30

Competencies and Items	Performance Ratings					
	Self	Mgr	Peer	Dir/Rep	Avg	Gap
Interpersonal Skills	4.43	NA	4.64	4.82	4.75	0.32
24. Displays a positive, "can-do" attitude; spreads enthusiasm and a winning attitude.	4.00	NA	5.00	4.86	4.92	0.92
25. Projects confidence and self-assurance, but not in an abrasive manner.	4.00	NA	4.40	4.29	4.33	0.33
26. Uses recognition effectively, and frequently expresses appreciation to others for their efforts.	4.00	NA	4.80	5.00	4.92	0.92
27. Consistently displays high levels of teamwork and cooperation; goes out of way to help others.	5.00	NA	4.60	5.00	4.83	-0.17
28. Speaks up for own point of view even when topic is controversial, but in a way which builds support rather than alienation.	5.00	NA	4.20	4.71	4.50	-0.50
29. Works to reduce unnecessary conflict, but does not shy away from surfacing problems that must be resolved; negotiates with others to achieve win-win solutions.	4.00	NA	4.50	4.86	4.73	0.73
30. Values diversity and different backgrounds; treats everyone with respect and dignity regardless of their level or background.	5.00	NA	5.00	5.00	5.00	0.00
Leading/Managing Change	3.83	NA	4.26	4.69	4.53	0.70
31. Champions new ideas and initiatives; sponsors innovative approaches to new businesses/markets.	4.00	NA	4.75	5.00	4.91	0.91
32. Acts as a catalyst of change; motivates others and builds commitment to implement changes which improve the business.	3.00	NA	4.00	4.71	4.45	1.45
33. Takes calculated risks in support of business goals; challenges the status quo and traditional ways of doing things.	4.00	NA	4.50	4.86	4.73	0.73
34. Creates an environment where others feel free to initiate change and take calculated risks; proactively acts to reduce resistance to change.	4.00	NA	3.80	4.29	4.08	0.08
35. Understands, and stays current on, technology, its potential, and its implications for the business.	4.00	NA	4.40	4.71	4.58	0.58

Competencies and Items	Performance Ratings					
	Self	Mgr	Peer	Dir/Rep	Avg	Gap
36. Accepts and adapts quickly to new situations and requirements; keeps things under control during periods of rapid change.	4.00	NA	4.20	4.57	4.42	0.42
Leading Through Personal Excellence	3.50	NA	4.42	4.57	4.48	0.98
37. Leads by setting a personal example of excellence; is a leader who creates the desire to excel.	4.00	NA	4.60	4.57	4.58	0.58
38. Exhibits, and encourages in others, high standards of ethics, honesty, trust, openness, personal accountability, and respect.	4.00	NA	4.60	5.00	4.83	0.83
39. Balances standing firm in the face of opposition/disagreement from others, with being flexible and listening openly.	3.00	NA	4.00	4.71	4.42	1.42
40. Delivers clear, compelling, persuasive, and well organized presentations.	3.00	NA	3.50	4.14	3.91	0.91
41. Communicates facts and ideas in writing in a clear, succinct, and organized manner.	2.00	NA	NA	3.86	3.86	1.86
42. Balances expected payoffs and risks in making decisions, and evaluates alternatives before choosing a course of action.	4.00	NA	4.50	4.71	4.64	0.64
43. Stays current on the industry, the company's products and services, and the competition; analyzes the impact of changes on the business.	4.00	NA	4.80	4.71	4.75	0.75
44. Strives for continuous learning and development; takes responsibility for managing own career.	4.00	NA	4.80	4.86	4.83	0.83

Section 3 - Strengths and Development Needs

Understanding the Results in Section 3

This section of your feedback report provides information on your top strengths (on the next page) and top development needs (on the following page). The top strengths report lists the 6 survey items for which your average performance ratings were highest. Remember, this is the average of how others see you. The items are listed in descending order (highest rated item listed first). Note that the average ratings here correspond to ratings in Section 2.

The top development needs report lists the 6 survey items for which your average performance ratings were lowest. The items are listed in ascending order (lowest rated item listed first).

Key Questions

Here are a few key questions you might ask, and how to use the information in this section to answer them.

Question:

- What are my key strengths and what should I do about them?

- In which areas should I focus my efforts to develop my capabilities?

How to Answer:

Examine the Top Strengths report. These are the areas where others see your demonstrated capabilities as being the strongest. Look for new ways to apply these skills.

Examine the Top Development Needs report. These are the areas where others see you as demonstrating lower performance.

Top Strengths

Survey Item	Avg. Performance Rating
30. Values diversity and different backgrounds; treats everyone with respect and dignity regardless of their level or background. [Interpersonal Skills]	5.00
24. Displays a positive, "can-do" attitude; spreads enthusiasm and a winning attitude. [Interpersonal Skills]	4.92
26. Uses recognition effectively, and frequently expresses appreciation to others for their efforts. [Interpersonal Skills]	4.92
31. Champions new ideas and initiatives; sponsors innovative approaches to new businesses/markets. [Leading/Managing Change]	4.91
38. Exhibits, and encourages in others, high standards of ethics, honesty, trust, openness, personal accountability, and respect. [Leading Through Personal Excellence]	4.83
27. Consistently displays high levels of teamwork and cooperation; goes out of way to help others. [Interpersonal Skills]	4.83

Top Development Needs

Survey Item	Avg. Performance Rating
41. Communicates facts and ideas in writing in a clear, succinct, and organized manner. [Leading Through Personal Excellence]	3.86
40. Delivers clear, compelling, persuasive, and well organized presentations. [Leading Through Personal Excellence]	3.91
8. Operates with speed and flexibility; doesn't slow things down or become a bottleneck. [Driving for Results]	4.00
11. Reaches decisions quickly, and effectively communicates them to others. [Driving for Results]	4.00
34. Creates an environment where others feel free to initiate change and take calculated risks; proactively acts to reduce resistance to change. [Leading/Managing Change]	4.08
18. Handles performance problems with respect for others, but takes appropriate and timely corrective action when needed. [Building High Performing Teams]	4.09