



Trish Hapa

Tuesday, June 25, 2019

270-Degree Feedback Report

CONFIDENTIAL - NOT TO BE SHARED WITH OTHERS

RCI Assessment and Development Services



Customized 270° Assessment Created by

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About This Report

This multi-rater feedback process is designed to assist you in your professional development. When used effectively, the survey can:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- Establish a quantitative baseline that will allow you to assess your progress
- Give you the opportunity to improve your skills by being more aware of others' perceptions and observations of your performance
- Guide your conversations with your colleagues to ensure you remain informed of their observations and suggestions

Rating Scale

The rating scale shown below was used in scoring quantitative feedback.

Scale Option	Assigned Value
Not Observed	---
Never or Almost Never	1
Very Rarely	2
Once in Awhile	3
Sometimes	4
Fairly Often	5
Very Often	6
Always or Almost Always	7

Response Summary

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

Rater Type	Nominated	Responded	Response Rate
Self	1	1	100%
Peers Outside My Team	3	3	100%
Peers On My Team	3	2	67%
Supervisor	1	1	100%
Others	11	10	91%
Total	19	17	89%

Raters Nominated to Participate

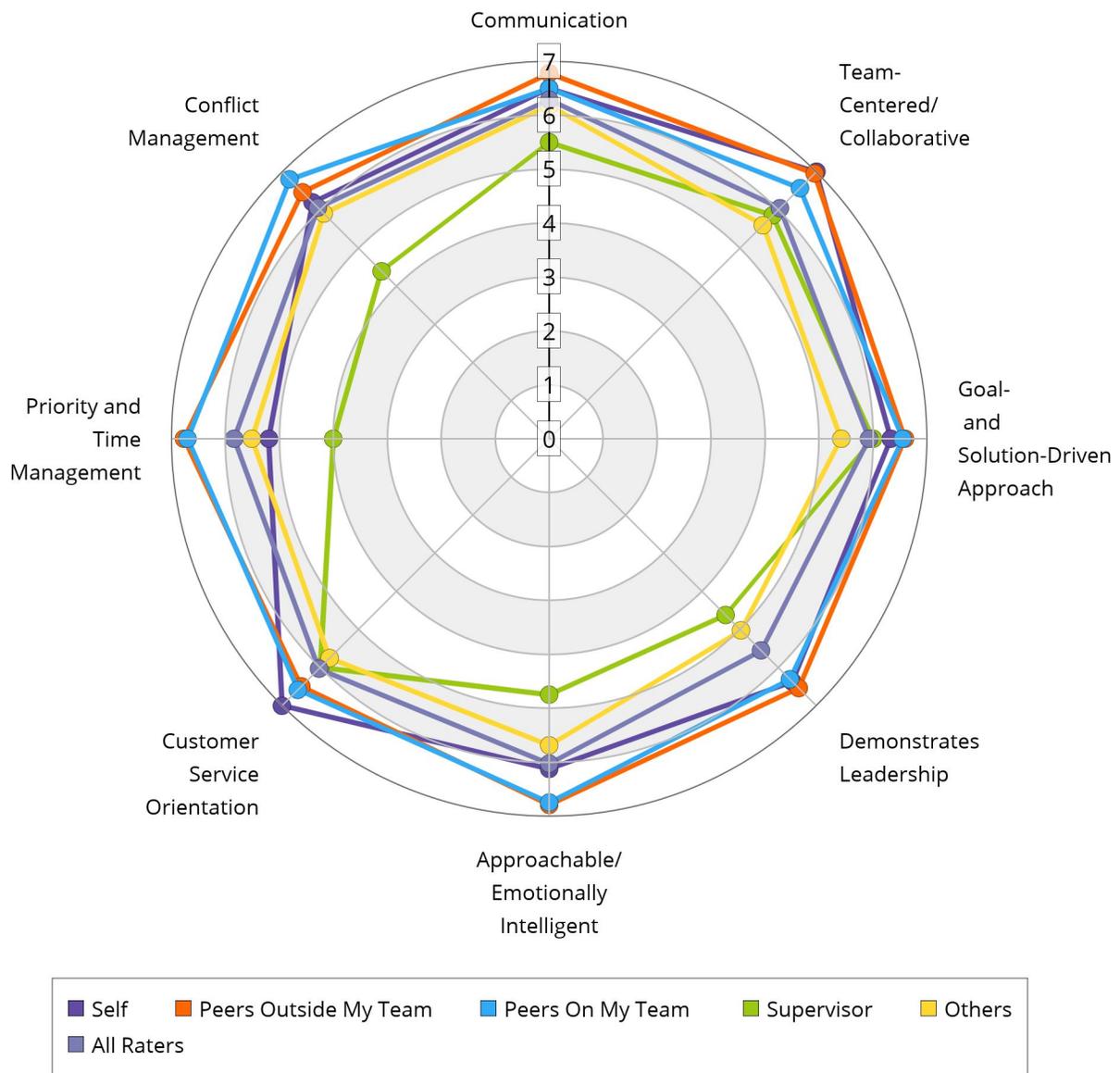
The individuals listed below were nominated to provide you feedback.

#	Rater Name	Rater Relationship
1.	Hapa, Trish	Self
2.	Martin, Vera	Peers Outside My Team
3.	Brown, Steven	Peers Outside My Team
4.	Stevens, Leah	Peers Outside My Team
5.	Young, Karen	Peers On My Team
6.	Schwartz, Rick	Peers On My Team
7.	Trucker, Angel	Peers On My Team
8.	Pearson, Jeff	Supervisor
9.	Anderson, Chris	Others
10.	Werner, Joe	Others
11.	Gartner, Martha	Others
12.	Grimes, Paula	Others
13.	Roberts, Kristen	Others
14.	Mercury, Stefan	Others
15.	Jackson, Justin	Others
16.	Ottoman, Greg	Others
17.	Schumacher, Nick	Others
18.	Thennes, Peter	Others
19.	Wang, Phil	Others

Competency Profile Radar Chart

The Competency Profile radar chart below shows scores for each rating group across all competencies. Radar charts are useful in easily spotting gaps between rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart. The "All Raters" values represent the average of all non-self raters in your review.

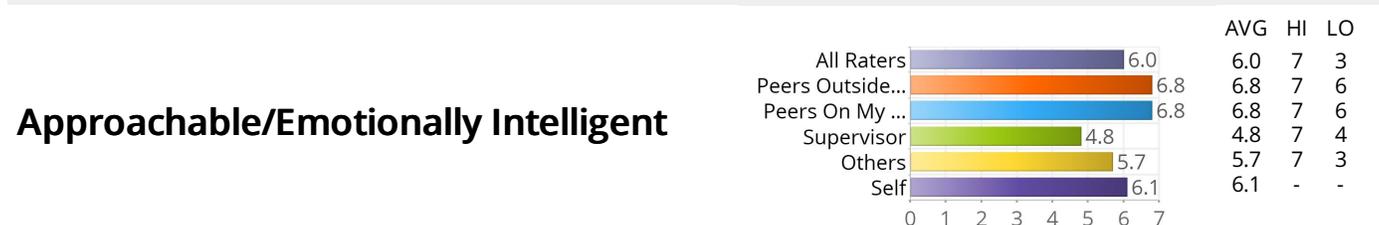
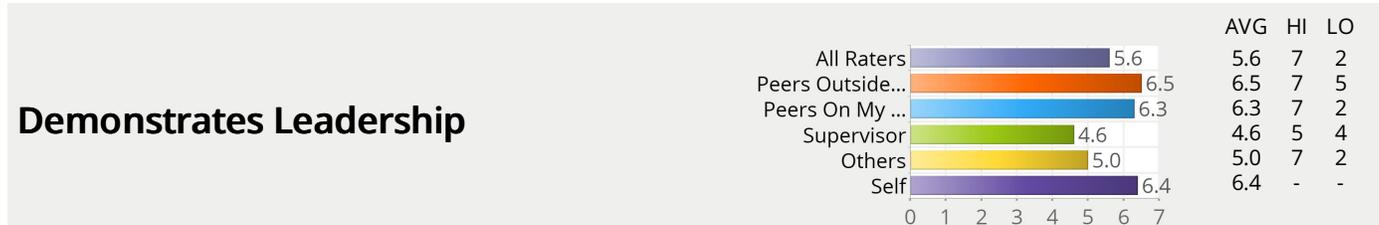
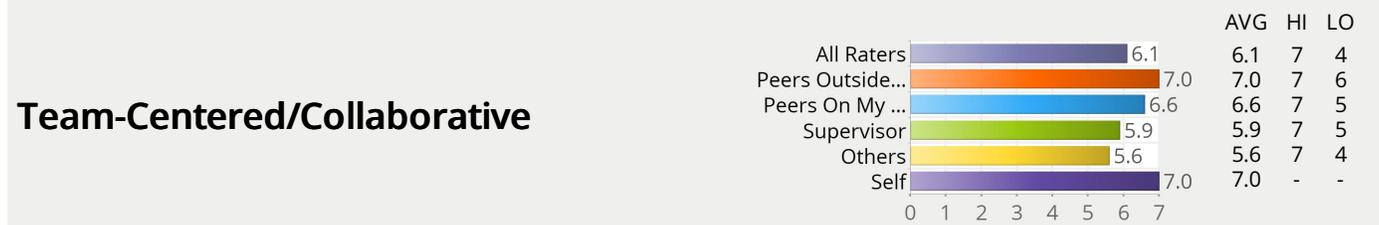
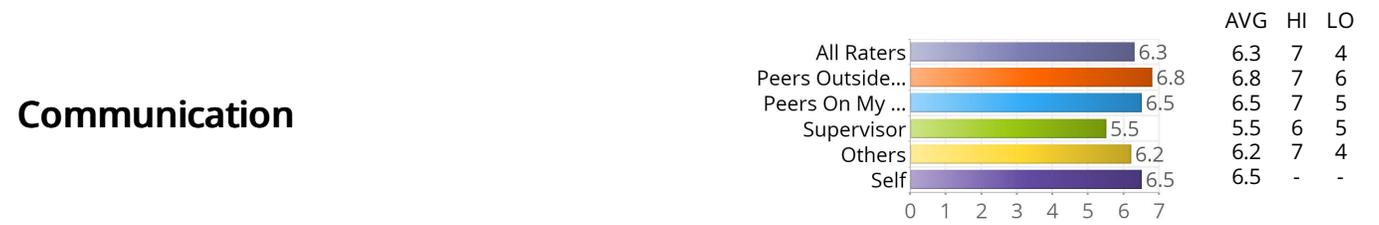
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed



Competency Summary

This report shows average ratings for each competency in the review segmented by rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given competency. The "All Raters" bar represents the average of all non-self raters in your review.

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

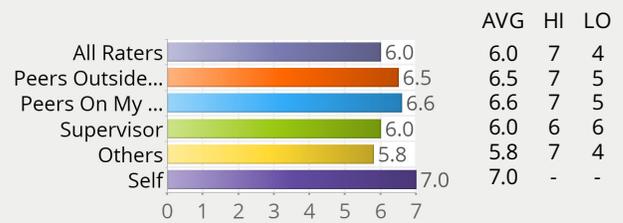


Competency Summary (continued)

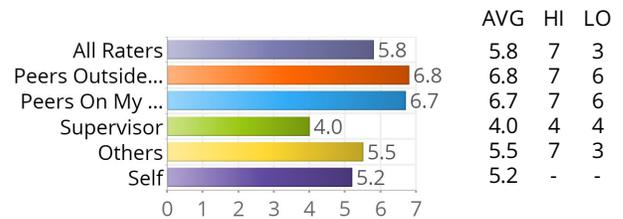
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Customer Service Orientation

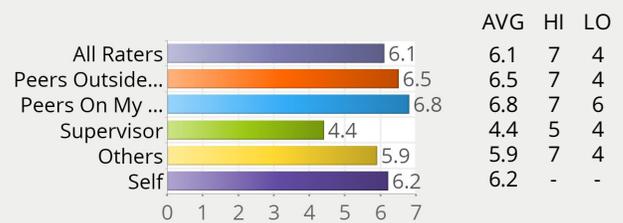
Note: a customer service orientation means that the person is focused on meeting the needs of others by providing them something of value. Customers can either be external (outside the Office) or internal (within the Office).



Priority and Time Management



Conflict Management

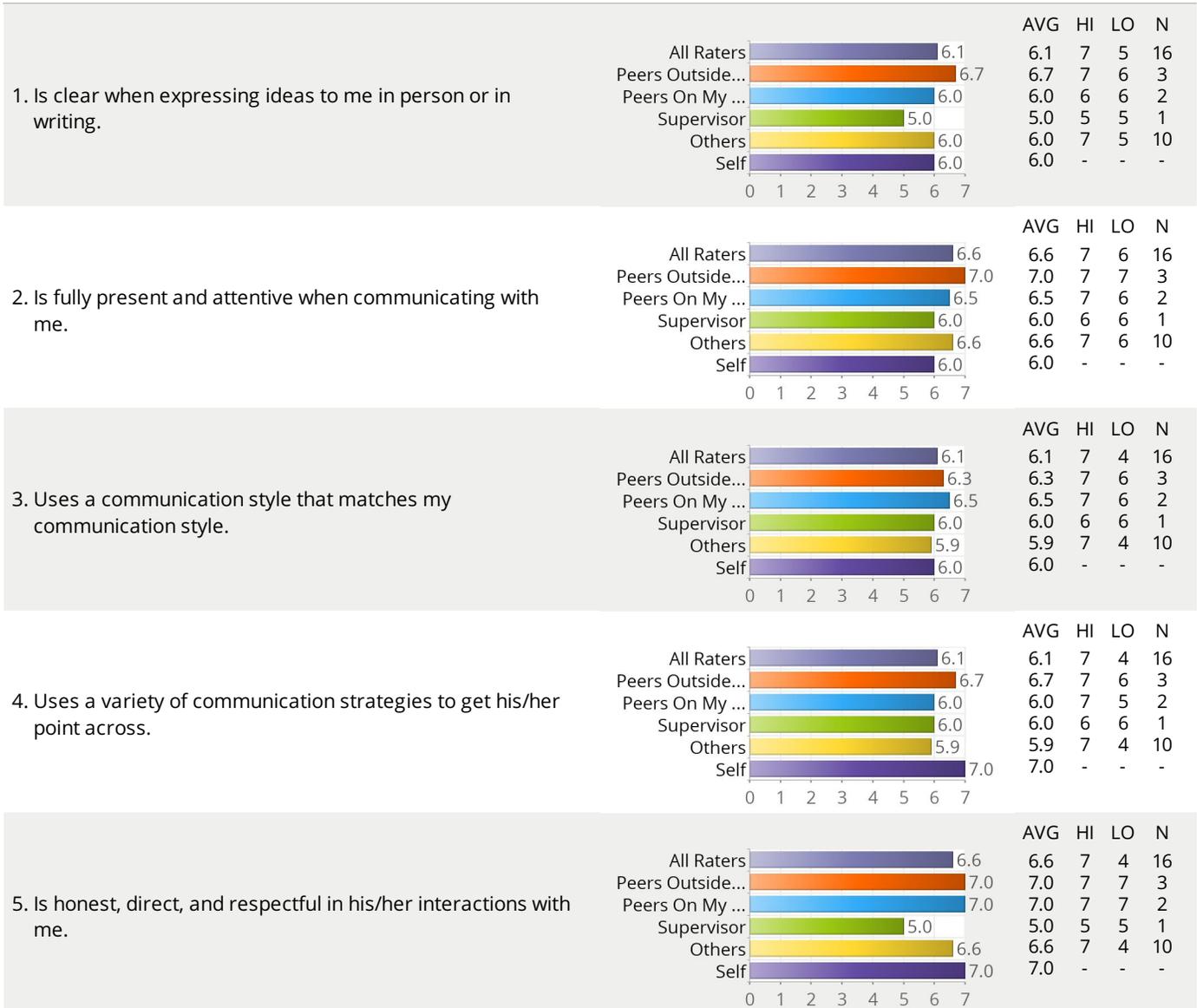


Individual Review Items

This report shows average ratings for each individual item in the review segmented by each rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given review item. The N column shows the number of responses submitted in a given rater group for a particular item. The "All Raters" bar represents the average of all non-self raters in your review.

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

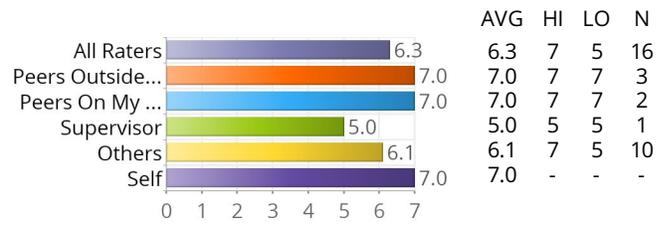
Communication



Individual Review Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

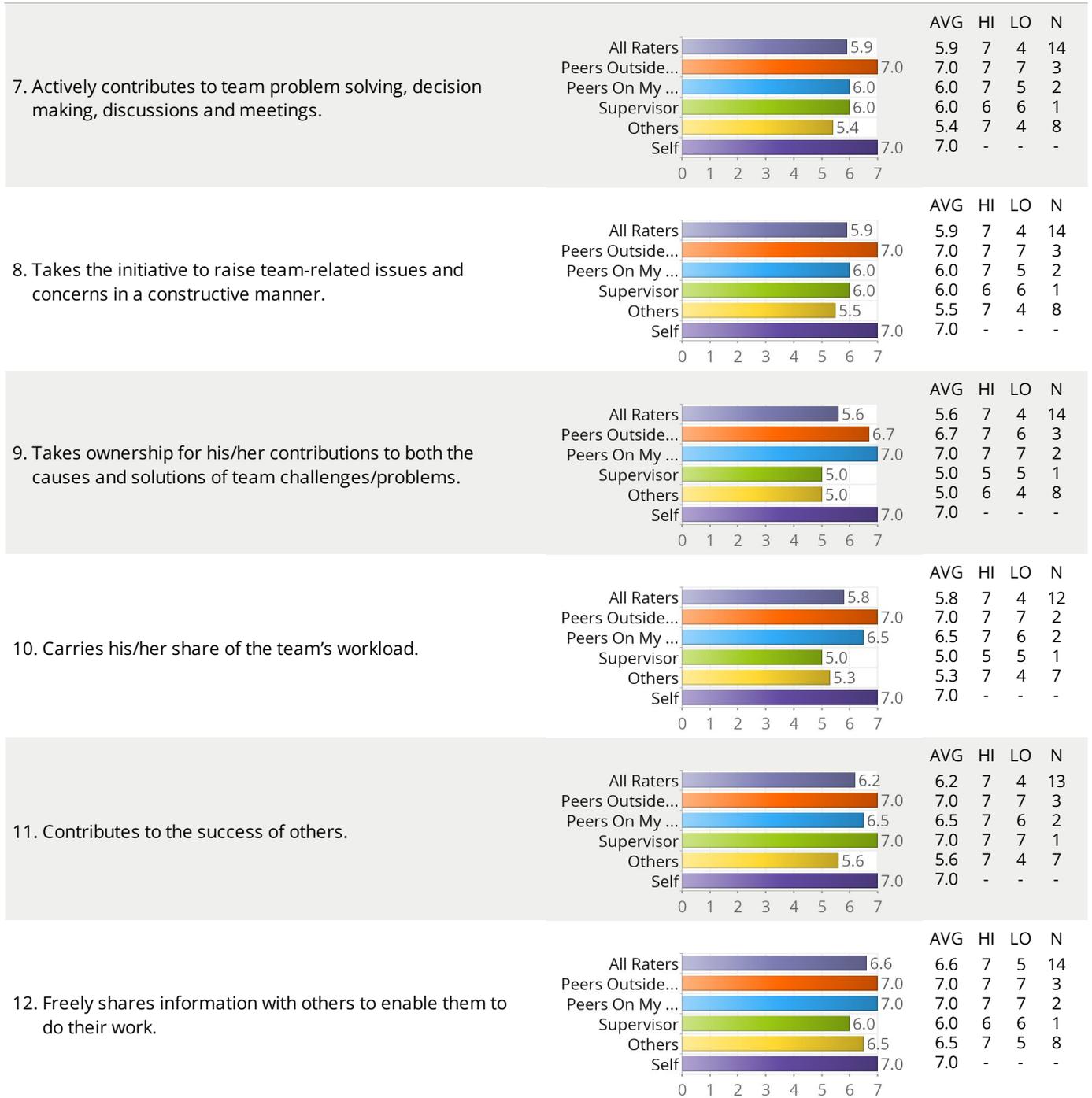
6. Actively listens to others' ideas and opinions by asking clarifying questions and paraphrasing.



Individual Review Items (continued)

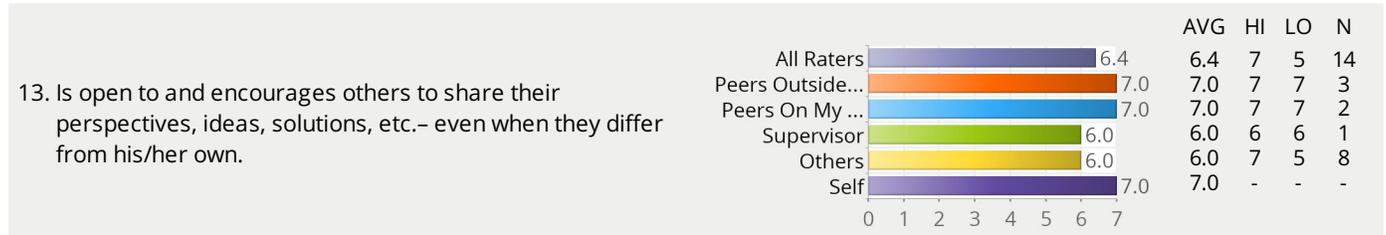
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Team-Centered/Collaborative



Individual Review Items (continued)

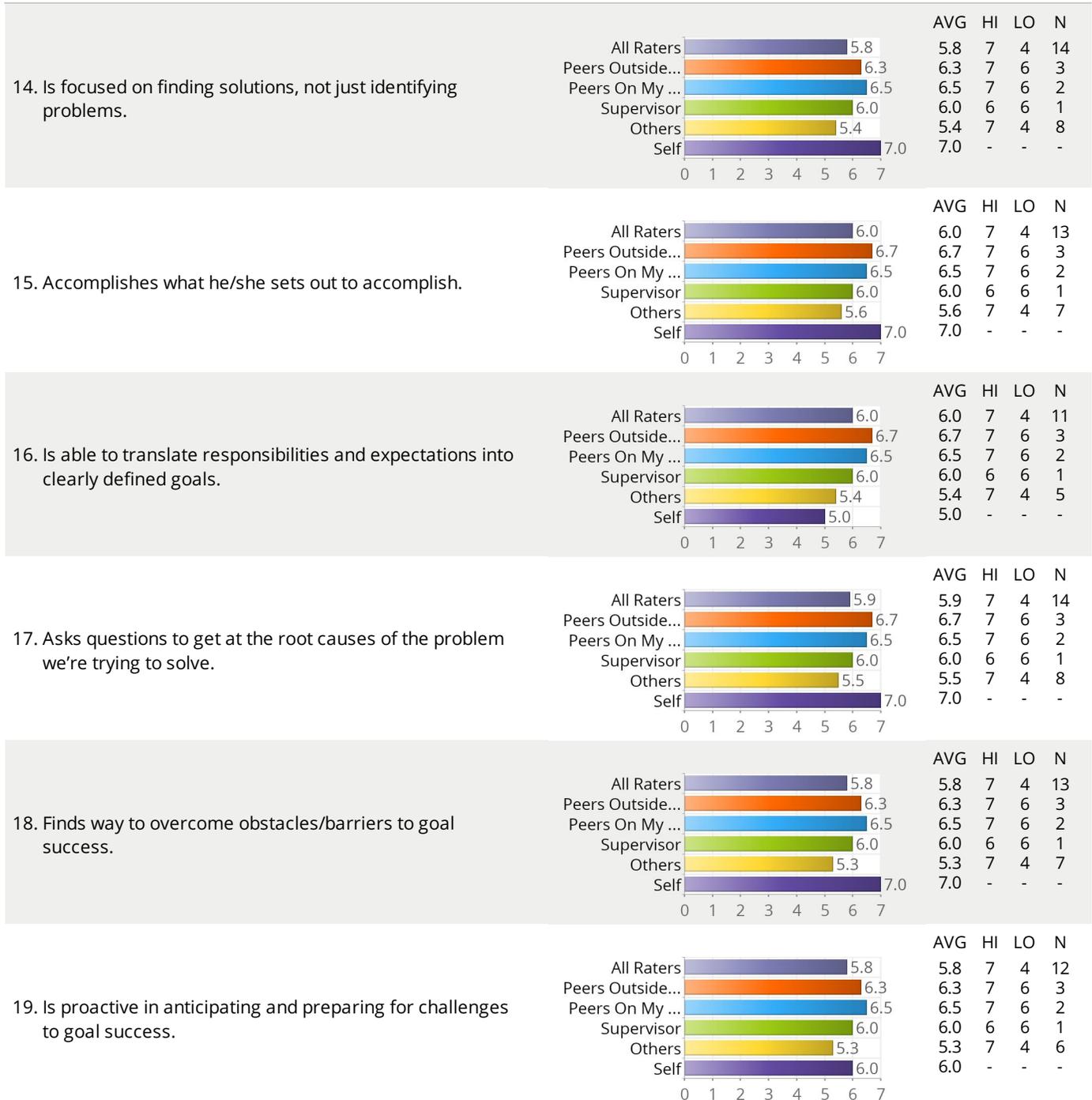
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Individual Review Items (continued)

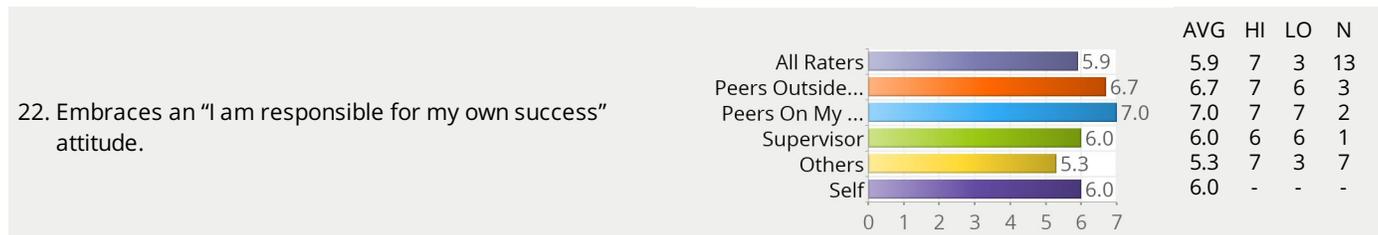
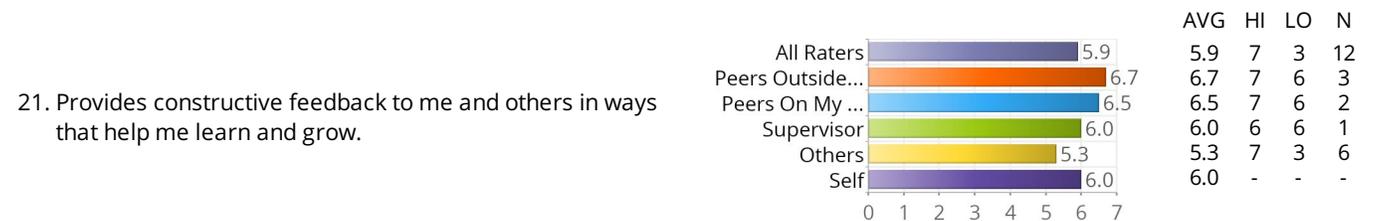
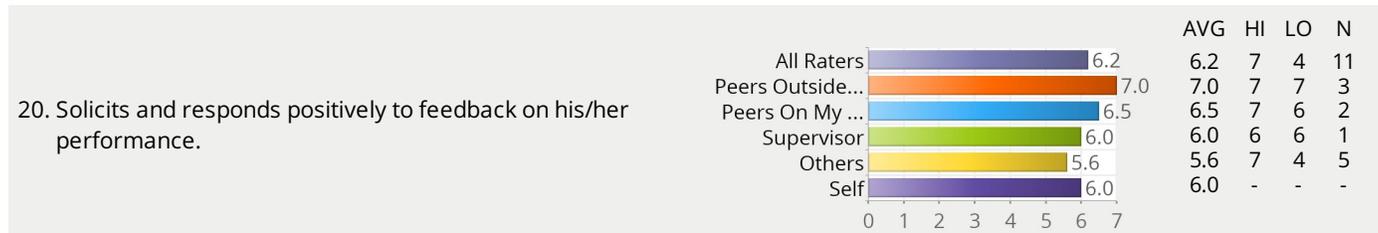
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Goal- and Solution-Driven Approach



Individual Review Items (continued)

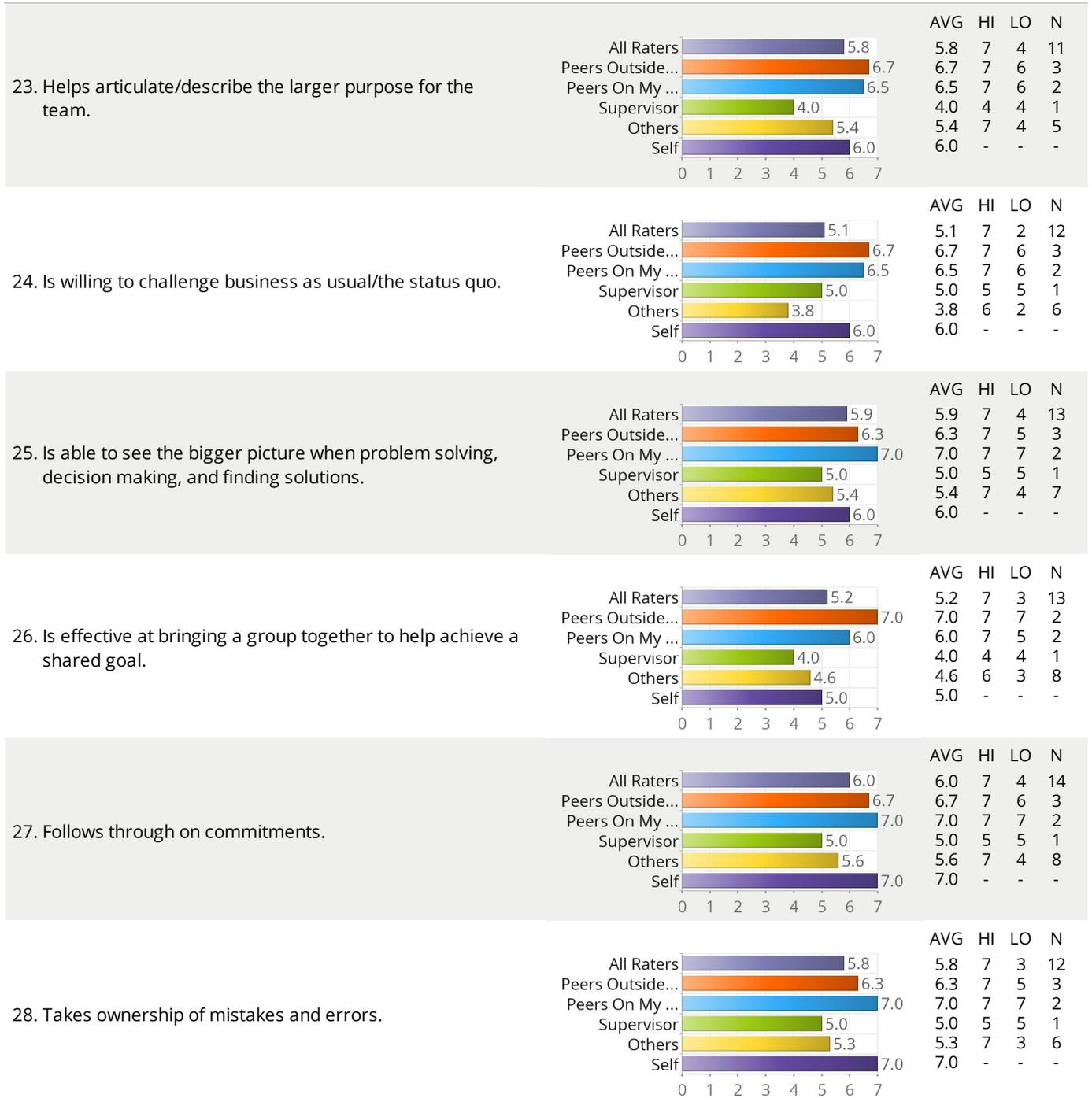
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Individual Review Items (continued)

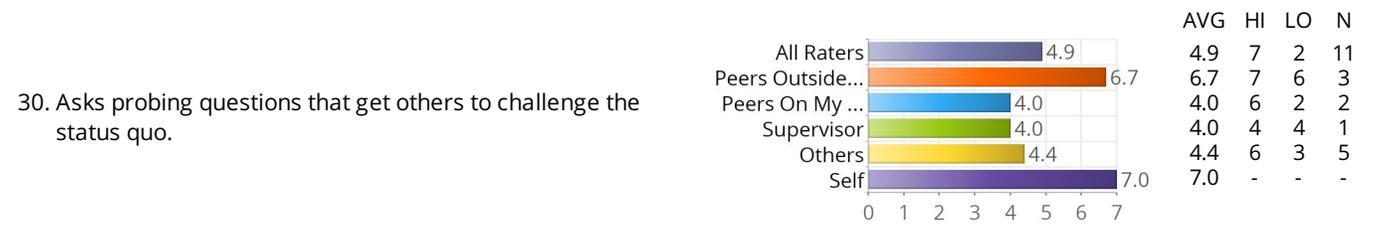
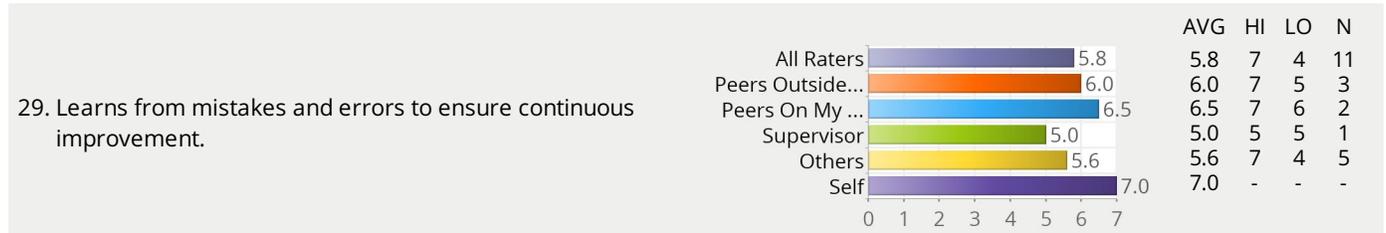
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Demonstrates Leadership



Individual Review Items (continued)

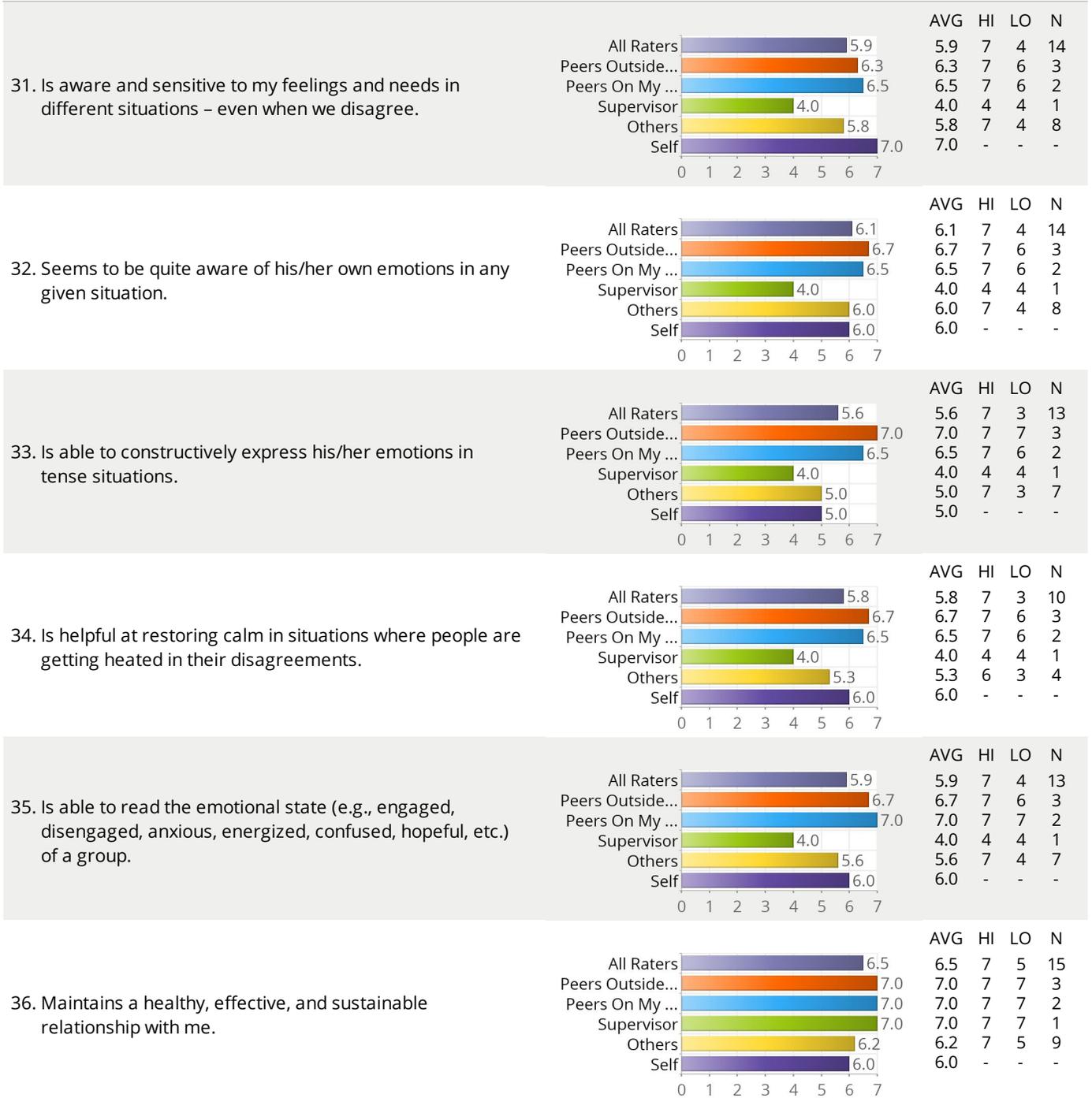
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Individual Review Items (continued)

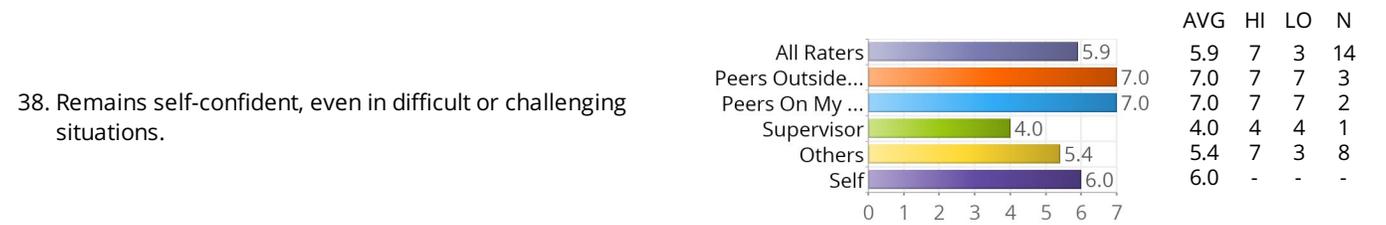
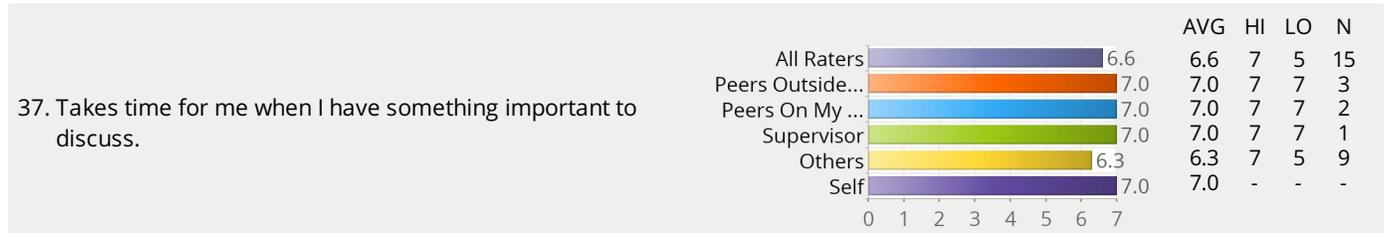
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Approachable/Emotionally Intelligent



Individual Review Items (continued)

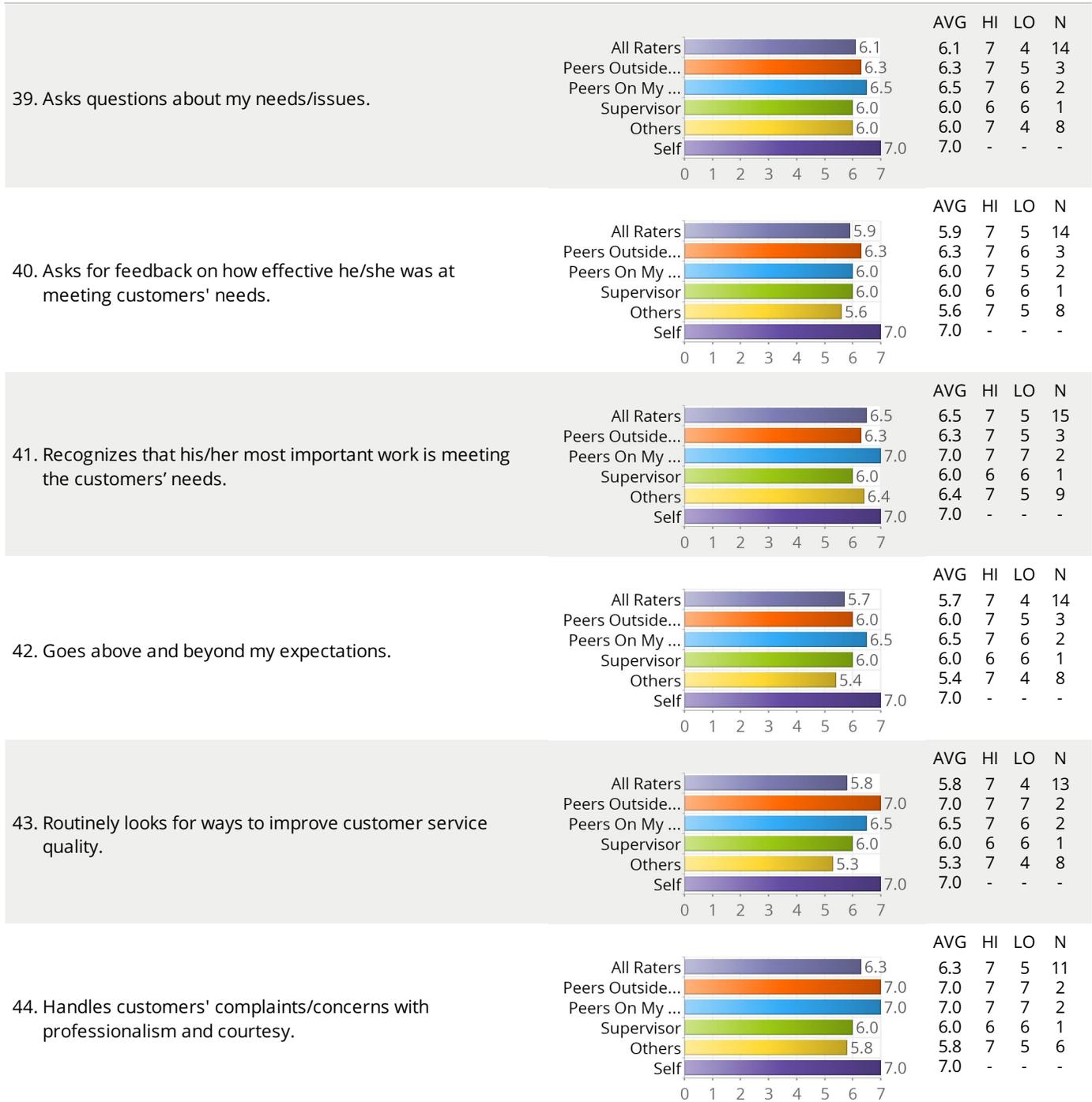
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed



Individual Review Items (continued)

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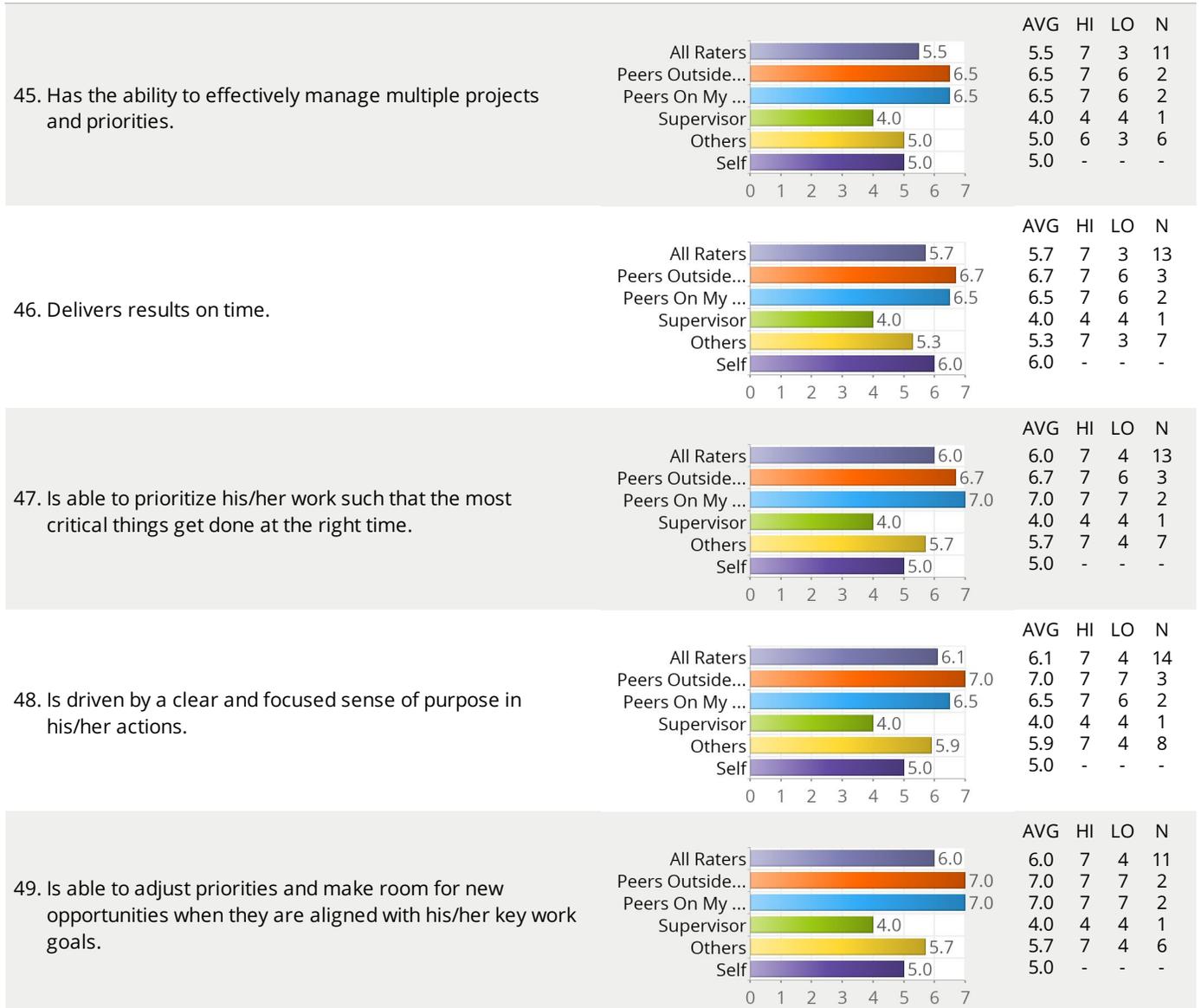
Customer Service Orientation



Individual Review Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

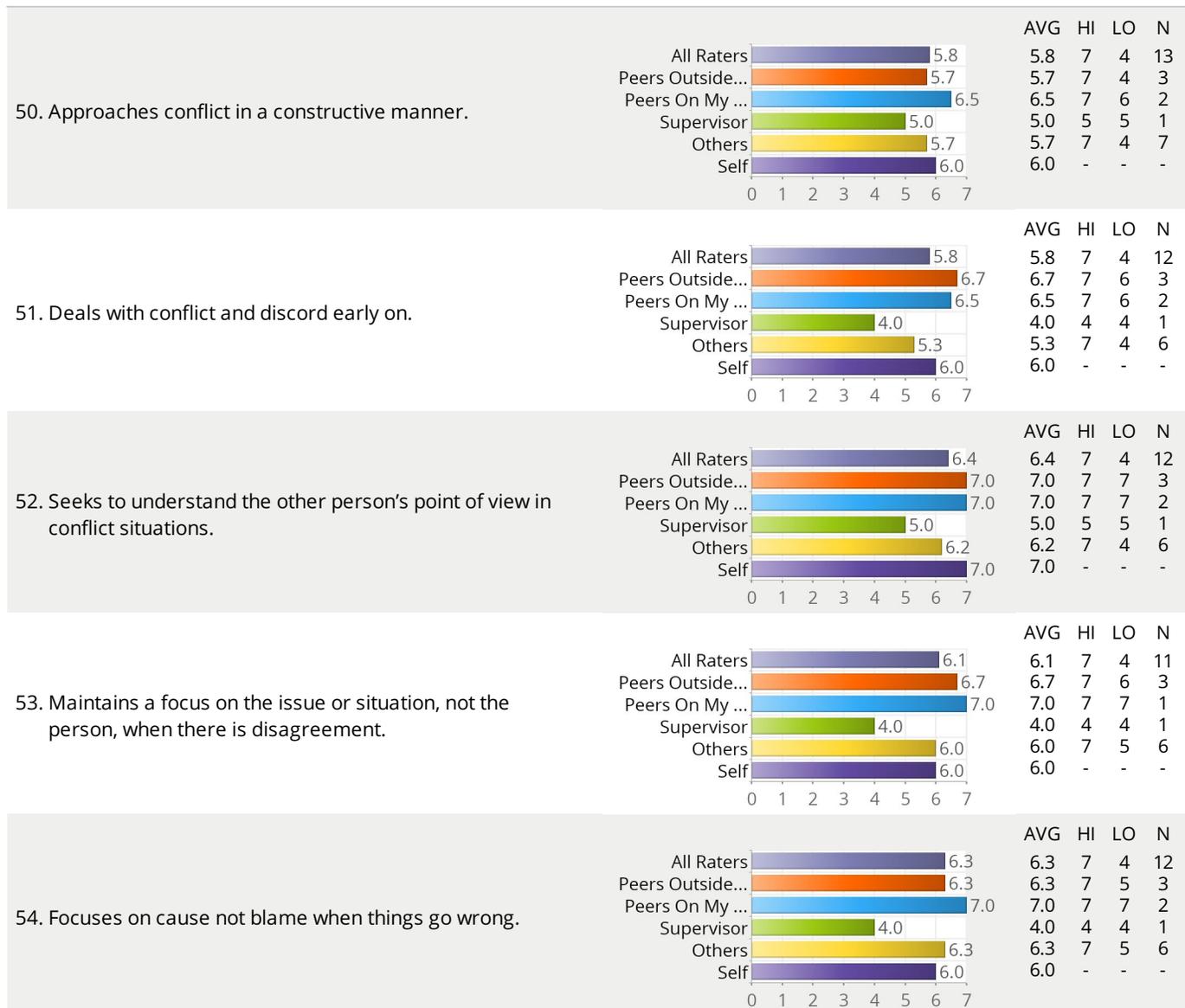
Priority and Time Management



Individual Review Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Conflict Management



Highest Rated Items

This report shows average ratings for each of the 10 highest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
1. Team-Centered/Collaborative Freely shares information with others to enable them to do their work.	7.0	6.6	7.0	7.0	6.0	6.5
2. Communication Is fully present and attentive when communicating with me.	6.0	6.6	7.0	6.5	6.0	6.6
3. Communication Is honest, direct, and respectful in his/her interactions with me.	7.0	6.6	7.0	7.0	5.0	6.6
4. Approachable/Emotionally Intelligent Takes time for me when I have something important to discuss.	7.0	6.6	7.0	7.0	7.0	6.3
5. Approachable/Emotionally Intelligent Maintains a healthy, effective, and sustainable relationship with me.	6.0	6.5	7.0	7.0	7.0	6.2
6. Customer Service Orientation Recognizes that his/her most important work is meeting the customers' needs.	7.0	6.5	6.3	7.0	6.0	6.4
7. Conflict Management Seeks to understand the other person's point of view in conflict situations.	7.0	6.4	7.0	7.0	5.0	6.2
8. Team-Centered/Collaborative Is open to and encourages others to share their perspectives, ideas, solutions, etc.- even when they differ from his/her own.	7.0	6.4	7.0	7.0	6.0	6.0
9. Communication Actively listens to others' ideas and opinions by asking clarifying questions and paraphrasing.	7.0	6.3	7.0	7.0	5.0	6.1
10. Customer Service Orientation Handles customers' complaints/concerns with professionalism and courtesy.	7.0	6.3	7.0	7.0	6.0	5.8

Lowest Rated Items

This report shows average ratings for each of the 10 lowest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

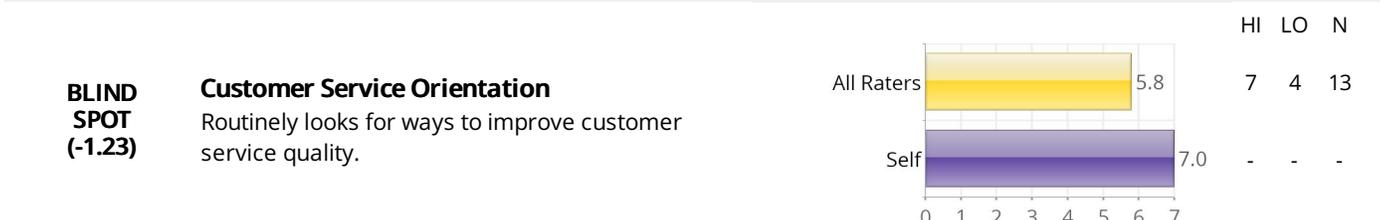
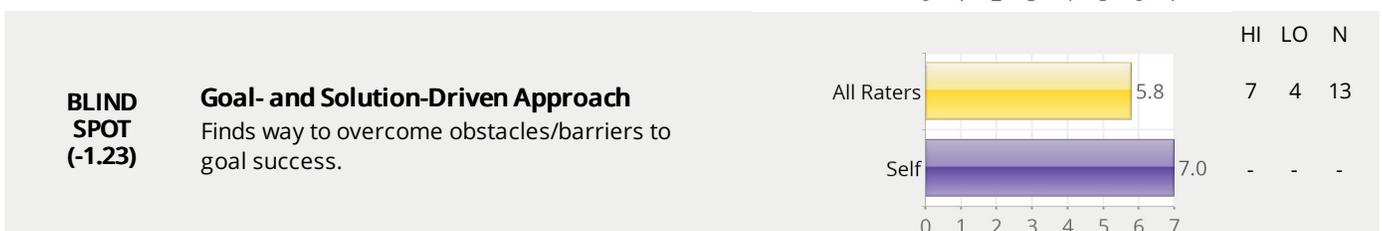
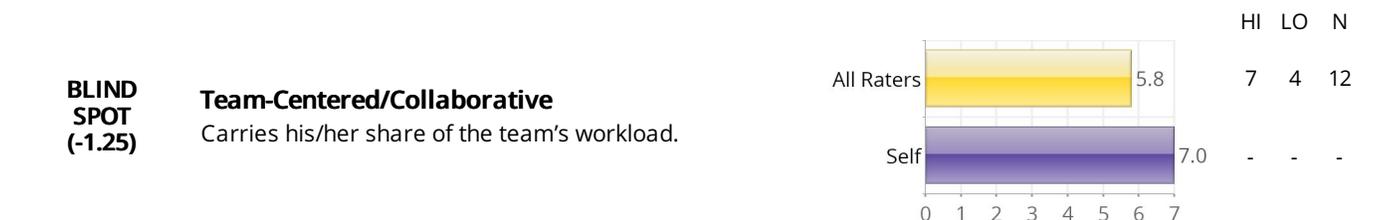
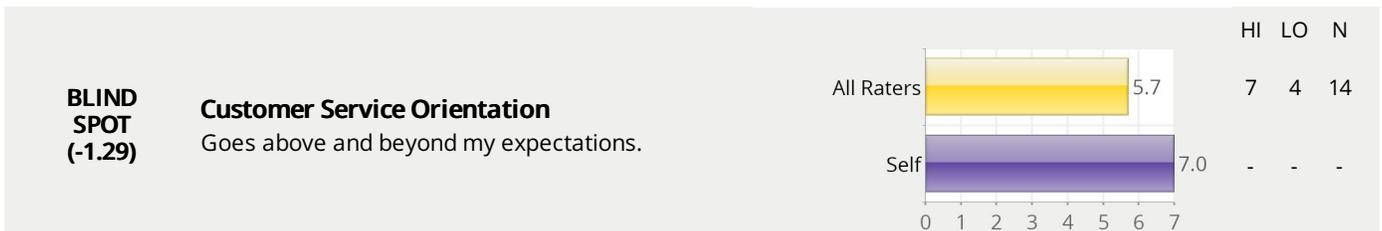
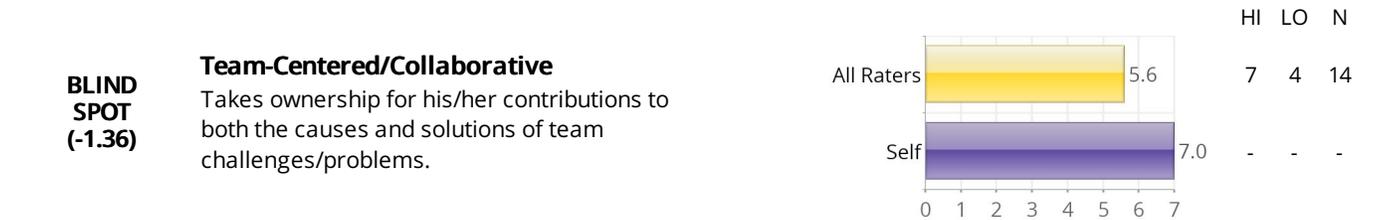
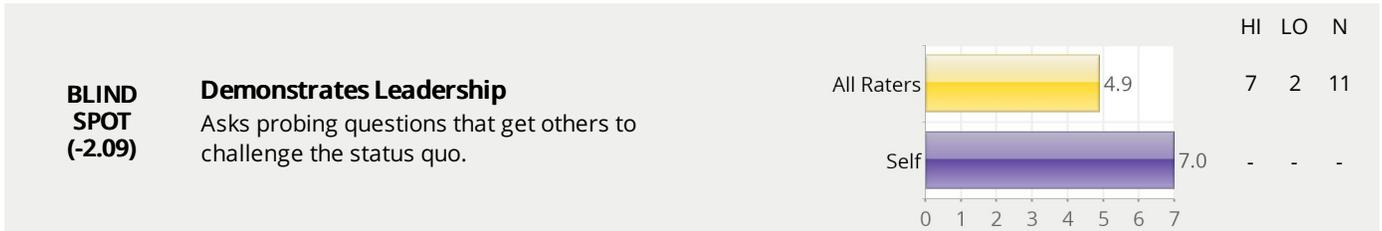
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
1. Demonstrates Leadership Asks probing questions that get others to challenge the status quo.	7.0	4.9	6.7	4.0	4.0	4.4
2. Demonstrates Leadership Is willing to challenge business as usual/the status quo.	6.0	5.1	6.7	6.5	5.0	3.8
3. Demonstrates Leadership Is effective at bringing a group together to help achieve a shared goal.	5.0	5.2	7.0	6.0	4.0	4.6
4. Priority and Time Management Has the ability to effectively manage multiple projects and priorities.	5.0	5.5	6.5	6.5	4.0	5.0
5. Approachable/Emotionally Intelligent Is able to constructively express his/her emotions in tense situations.	5.0	5.6	7.0	6.5	4.0	5.0
6. Team-Centered/Collaborative Takes ownership for his/her contributions to both the causes and solutions of team challenges/problems.	7.0	5.6	6.7	7.0	5.0	5.0
7. Priority and Time Management Delivers results on time.	6.0	5.7	6.7	6.5	4.0	5.3
8. Customer Service Orientation Goes above and beyond my expectations.	7.0	5.7	6.0	6.5	6.0	5.4
9. Team-Centered/Collaborative Carries his/her share of the team's workload.	7.0	5.8	7.0	6.5	5.0	5.3
10. Conflict Management Deals with conflict and discord early on.	6.0	5.8	6.7	6.5	4.0	5.3

Blind Spots and Hidden Strengths - Items

The items below varied by +/- 1 rating point(s) between your self-review and all other Rater Groups. Items that have a higher self-score are commonly considered "blind spots" or behaviors you believe you are exhibiting more frequently than those around you perceive. "Hidden Strengths" are the opposite: behaviors that are more frequently observed by others than by you, and therefore may constitute a strength you are unaware of.

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed



Blind Spots and Hidden Strengths - Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

BLIND SPOT (-1.21)	Goal- and Solution-Driven Approach	All Raters	Self	HI	LO	N
	Is focused on finding solutions, not just identifying problems.	5.8	7.0	7	4	14
BLIND SPOT (-1.18)	Demonstrates Leadership	All Raters	Self	HI	LO	N
	Learns from mistakes and errors to ensure continuous improvement.	5.8	7.0	7	4	11
BLIND SPOT (-1.17)	Demonstrates Leadership	All Raters	Self	HI	LO	N
	Takes ownership of mistakes and errors.	5.8	7.0	7	3	12
BLIND SPOT (-1.14)	Team-Centered/Collaborative	All Raters	Self	HI	LO	N
	Actively contributes to team problem solving, decision making, discussions and meetings.	5.9	7.0	7	4	14
BLIND SPOT (-1.14)	Approachable/Emotionally Intelligent	All Raters	Self	HI	LO	N
	Is aware and sensitive to my feelings and needs in different situations – even when we disagree.	5.9	7.0	7	4	14
BLIND SPOT (-1.14)	Customer Service Orientation	All Raters	Self	HI	LO	N
	Asks for feedback on how effective he/she was at meeting customers' needs.	5.9	7.0	7	5	14

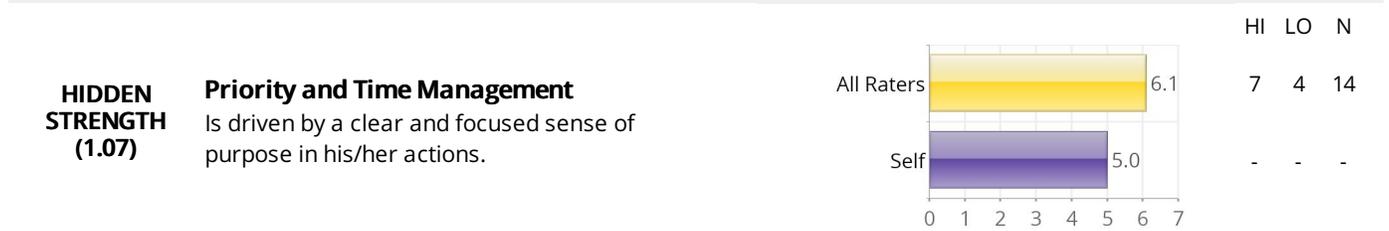
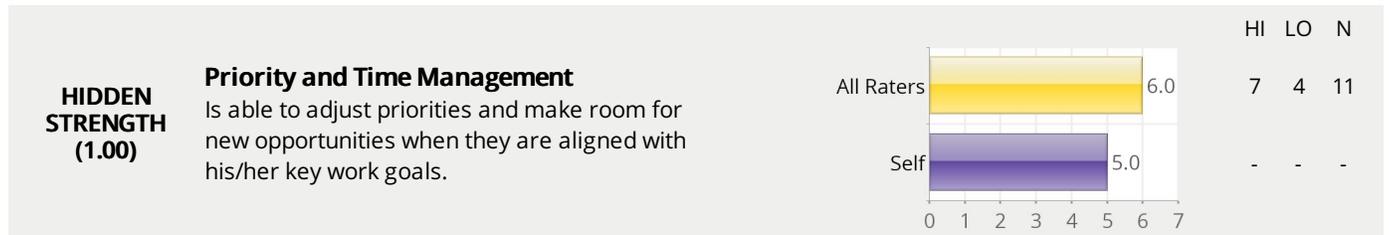
Blind Spots and Hidden Strengths - Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

			HI	LO	N	
BLIND SPOT (-1.07)	Team-Centered/Collaborative Takes the initiative to raise team-related issues and concerns in a constructive manner.	All Raters	5.9	7	4	14
		Self	7.0	-	-	-
BLIND SPOT (-1.07)	Goal- and Solution-Driven Approach Asks questions to get at the root causes of the problem we're trying to solve.	All Raters	5.9	7	4	14
		Self	7.0	-	-	-
BLIND SPOT (-1.00)	Goal- and Solution-Driven Approach Accomplishes what he/she sets out to accomplish.	All Raters	6.0	7	4	13
		Self	7.0	-	-	-
BLIND SPOT (-1.00)	Demonstrates Leadership Follows through on commitments.	All Raters	6.0	7	4	14
		Self	7.0	-	-	-
HIDDEN STRENGTH (1.00)	Goal- and Solution-Driven Approach Is able to translate responsibilities and expectations into clearly defined goals.	All Raters	6.0	7	4	11
		Self	5.0	-	-	-
HIDDEN STRENGTH (1.00)	Priority and Time Management Is able to prioritize his/her work such that the most critical things get done at the right time.	All Raters	6.0	7	4	13
		Self	5.0	-	-	-

Blind Spots and Hidden Strengths - Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed



Multiple Choice Item Frequency Distribution

This report presents results for all multiple choice items in the review as a frequency distribution table.

Communication: Overall, do you think that this person needs to increase his/her communication effectiveness?

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
No. This person already does a good job in this area.	-	11 (69%)	2	2	-	7
Yes, a little more improvement is desired.	-	5 (31%)	1	-	1	3
Yes, a lot more improvement is desired.	-	-	-	-	-	-

Team-Centered/Collaborative: Overall, do you think that this person needs to increase his/her team-centeredness and collaboration?

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
No. This person already does a good job in this area.	1	9 (64%)	3	2	1	3
Yes, a little more improvement is desired.	-	5 (36%)	-	-	-	5
Yes, a lot more improvement is desired.	-	-	-	-	-	-

Goal- and Solution-Driven Approach: Overall, do you think that this person needs to increase his/her goal- and solution-driven approach?

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
No. This person already does a good job in this area.	-	9 (69%)	2	2	1	4
Yes, a little more improvement is desired.	1	3 (23%)	1	-	-	2
Yes, a lot more improvement is desired.	-	1 (8%)	-	-	-	1

Demonstrates Leadership: Overall, do you think that this person needs to increase his/her effectiveness at demonstrating leadership?

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
No. This person already does a good job in this area.	-	8 (67%)	3	2	1	2
Yes, a little more improvement is desired.	1	4 (33%)	-	-	-	4
Yes, a lot more improvement is desired.	-	-	-	-	-	-

Approachable/Emotionally Intelligent: Overall, do you think that this person needs to increase his/her approachability and emotional intelligence?

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
No. This person already does a good job in this area.	-	7 (54%)	2	2	-	3
Yes, a little more improvement is desired.	1	6 (46%)	1	-	1	4
Yes, a lot more improvement is desired.	-	-	-	-	-	-

Customer Service Orientation: Overall, do you think that this person needs to increase his/her customer service orientation?

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
No. This person already does a good job in this area.	1	10 (77%)	3	2	1	4
Yes, a little more improvement is desired.	-	3 (23%)	-	-	-	3
Yes, a lot more improvement is desired.	-	-	-	-	-	-

Priority and Time Management: Overall, do you think that this person needs to increase his/her effectiveness at priority and time management?

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
No. This person already does a good job in this area.	-	8 (67%)	3	2	-	3
Yes, a little more improvement is desired.	1	3 (25%)	-	-	1	2
Yes, a lot more improvement is desired.	-	1 (8%)	-	-	-	1

Conflict Management: Overall, do you think that this person needs to increase his/her effectiveness at conflict management?

	Self	All Raters	Peers Outside My Team	Peers On My Team	Supervisor	Others
No. This person already does a good job in this area.	-	7 (58%)	1	2	-	4
Yes, a little more improvement is desired.	1	5 (42%)	2	-	1	2
Yes, a lot more improvement is desired.	-	-	-	-	-	-

Open-ended Comments

All respondents were asked to provide open-ended commentary on skills. The comments below are segmented by question and are presented exactly as they were entered by the respondent.

Communication: Comments to help this person maintain or enhance his/her communication effectiveness:

Supervisor

I appreciate Trish's voice and rely on her expertise. At times change is tough, and we have had a lot of change in the last few years. I would suggest shorter e-mails and more face to face time with employees whenever possible.

Others

Trish stresses major points of her information in a clear and concise manner.

Trish always seems to be very aware of how she interacts with her coworkers. She is very caring and truly tries to support anyone's questions or needs.

Trish communicates clearly with me in most situations. I feel she is very clear when she communicates with me via email or in small groups, but in large groups I feel she needs to continue to work to have her voice heard.

Team-Centered/Collaborative: Comments to help this person maintain or enhance his/her team-centered/collaborative effectiveness:

Supervisor

Trish has a job that is not always appreciated by others, and that perhaps is not fair. Trish's work allows many others in the office to be successful.

Others

Helpful when asked questions that relate to her line of work, but often the response is delayed.

There is definitely no superiority complex with Trish, she makes everyone feel just as valued as the next person. I think she also should feel more comfortable sharing her ideas in a group setting, because she has a lot of experience and perspective that can be brought to the table.

Trish is great at listening to other people's ideas and opinions and sharing information throughout the office. She can enhance her effectiveness by working to improve some of our processes throughout the office, so tasks are easier for her and the rest of the team.

Goal- and Solution-Driven Approach: Comments to help this person maintain or enhance his/her goal- and solution-driven approach:

Trish could improve the level of support she provides others. Although I do understand that some of her responsibilities have been moved to others.

Demonstrates Leadership: Comments to help this person maintain or enhance his/her effectiveness at demonstrating leadership:

I think Trish could demonstrate leadership more by showing more confidence in her role and in her decisions.

Trish adheres to the team's expectations and guidelines. She fulfills team responsibilities and demonstrates a commitment to the team.

Approachable/Emotionally Intelligent: Comments to help this person maintain or enhance his/her approachability and emotional intelligence:

Peers Outside My Team

Trish is incredibly approachable - she's always willing to help, and I know that everyone appreciates that

Supervisor

At times it can be hard to be constructive in tense situations or during unwanted feedback. All of us are growing and learning together on this topic.

Others

Trish is distracted, on occasion, by rejection and disappointment compromising work responsibilities.

Trish is extremely valuable in the way that she cares for others. I always appreciate her reaching out and making that contact to be sure everything is okay and that we're all on the same page.

Trish appears to be very aware of her emotions and maintains a good relationship with me. I feel one area of improvement is in her confidence. She could work to remain confident in tense situations.

Customer Service Orientation: Comments to help this person maintain or enhance his/her customer service orientation:

Supervisor

Trish's work has been very helpful and needed and constructive.

Priority and Time Management: Comments to help this person maintain or enhance his/her effectiveness at priority and time management:

We have been working on prioritization/time management skills with the use of "to-do" lists and so forth. We are making progress.

Others

Trish sometimes lets irrelevant issues or distractions interfere with work completion.

Conflict Management: Comments to help this person maintain or enhance his/her effectiveness at conflict management:

Peers Outside My Team

Sometimes gets too defensive if someone complains or if conflict arises, instead of staying confident in her actions, or assuming the best intentions of the other person.

Others

Trish is challenged when faced with conflict or an antagonistic situation. She could improve her interpersonal style and methods of reducing tension by taking a more positive action to resolve the conflict addressing the issue while still maintaining control.

Trish does a great job of trying to remove herself from conflict and taking a higher perspective. I think the one peice is that, much like for a lot of us, conflict is something Trish does try to avoid, so there may be times where taking it head-on to resolve an issue isn't always Trish's fortay.
