

Leadership Assessment and Development Program

**360 Leadership Assessment
Report for:**

Jeff Miller

December 2018

Confidential — Not to be Distributed without Permission



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%
Exec Committee	5	5	100%
Direct Reports	5	5	100%
Peers/Partners	7	7	100%
Others	4	4	100%
Past Direct Report	6	4	67%
Total	28	26	93%

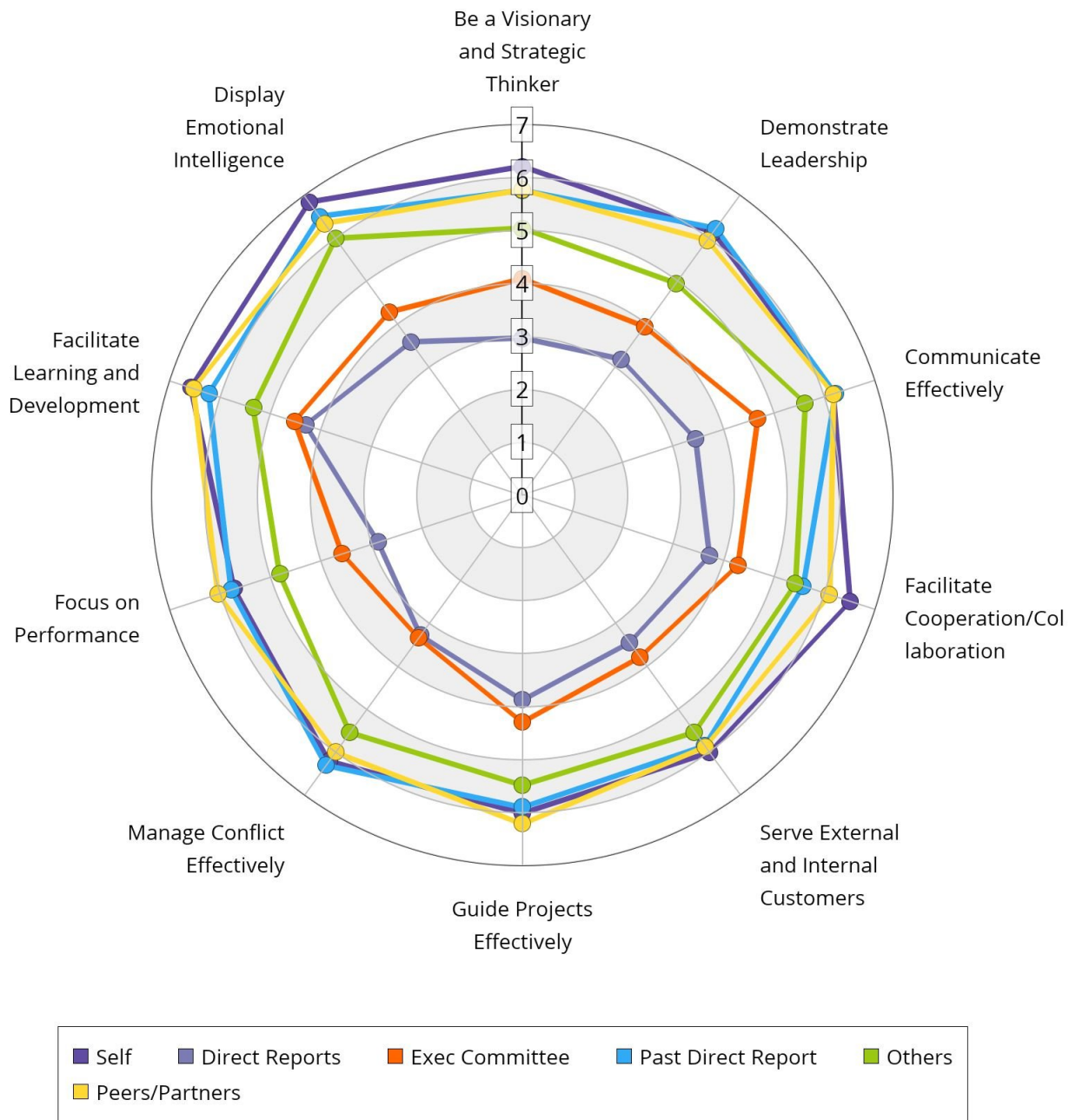
Raters Nominated to Participate

The individuals listed below were nominated to provide you feedback.

	Rater Name	Rater Relationship
1.	Miller, Jeff	Self
2.	Johnson, Steve	Exec Committee
3.	Hermanson, Tim	Exec Committee
4.	Brody, Paul	Exec Committee
5.	Jacobson, Randy	Exec Committee
6.	Mueller, John	Exec Committee
7.	Cero, Mike	Direct Reports
8.	Williamson, Steve	Direct Reports
9.	Stone, Jake	Direct Reports
10.	Russell, Jamie	Direct Reports
11.	Shilling, Eric	Direct Reports
12.	Grant, Jerry	Peers/Partners
13.	Gerard, Anita	Peers/Partners
14.	Cummer, Peter	Peers/Partners
15.	Peter, Mike	Peers/Partners
16.	Olson, Jeff	Peers/Partners
17.	Smith, Tim	Peers/Partners
18.	Stevens, Scott	Peers/Partners
19.	Addison, Scott	Others
20.	Feldencrass, Jeff	Others
21.	Morrison, George	Others
22.	Wick, Rick	Others
23.	Westlake, Pam	Past Direct Report
24.	Diesel, Marsha	Past Direct Report
25.	Hummel, Vi	Past Direct Report
26.	Werner, Kristy	Past Direct Report
27.	Jameson, Mike	Past Direct Report
28.	Sinz, Denise	Past Direct Report

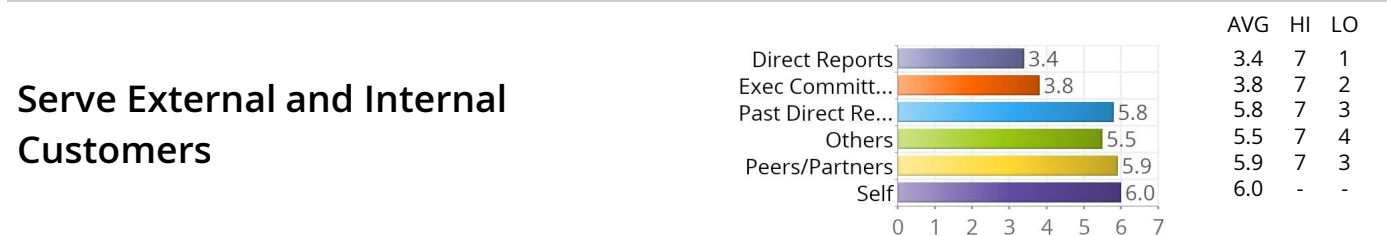
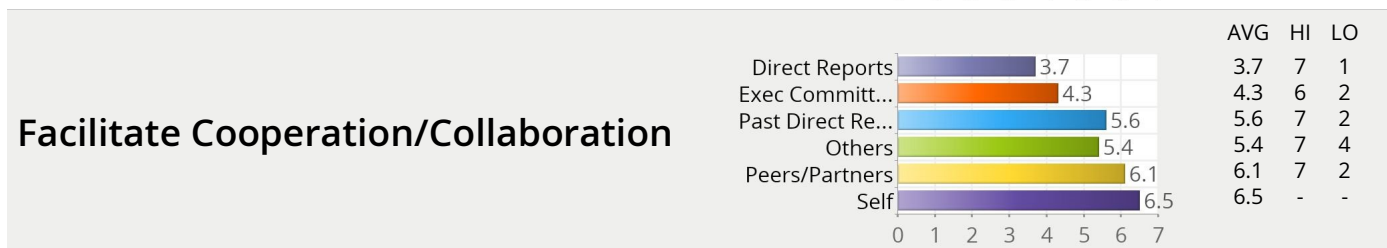
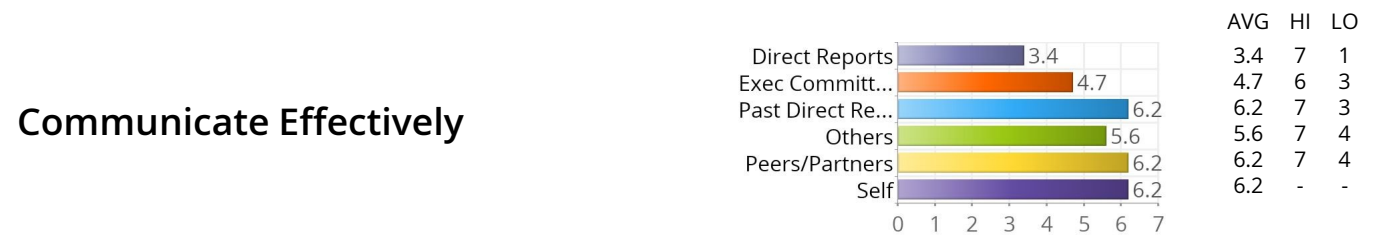
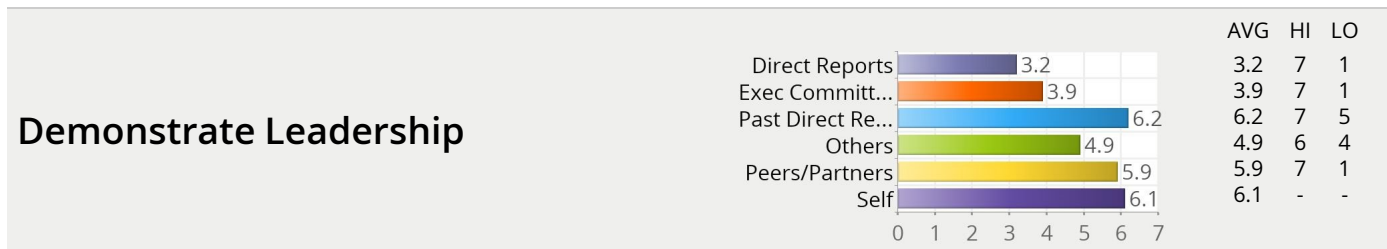
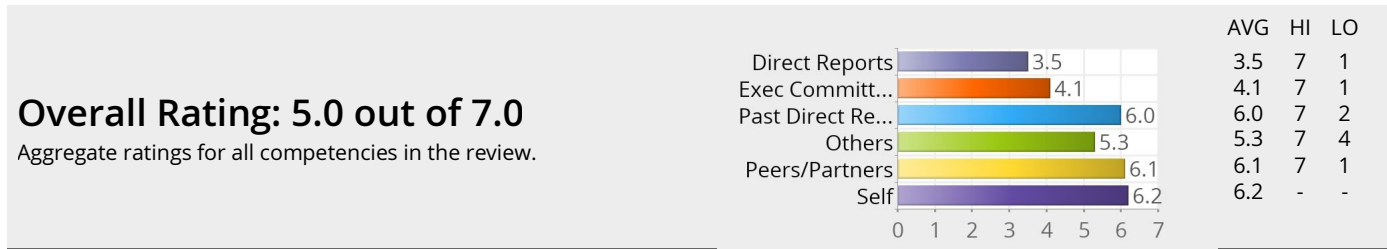
Competency Profile Radar Chart

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.



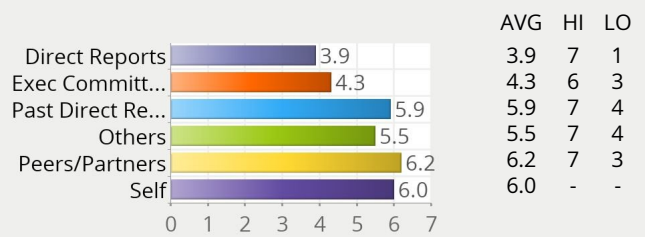
Competency Summary

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.

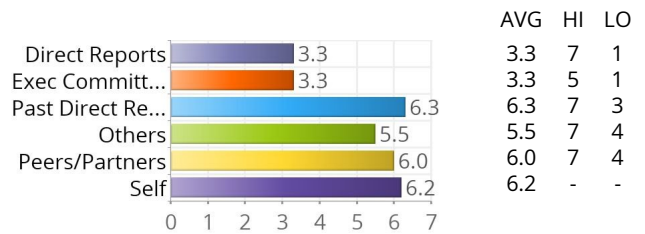


Competency Summary (continued)

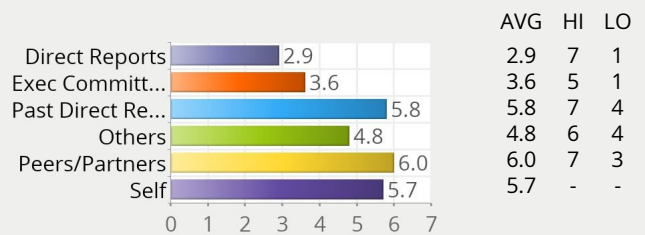
Guide Projects Effectively



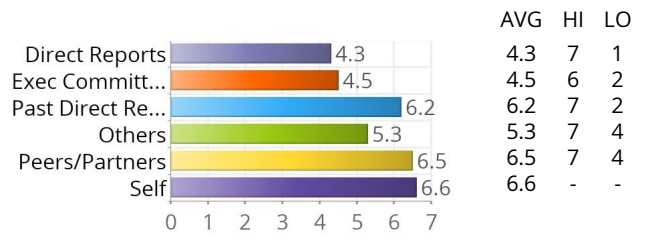
Manage Conflict Effectively



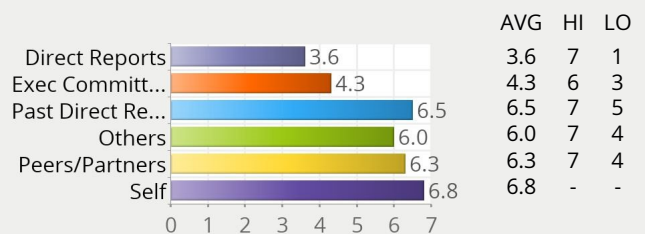
Focus on Performance



Facilitate Learning and Development



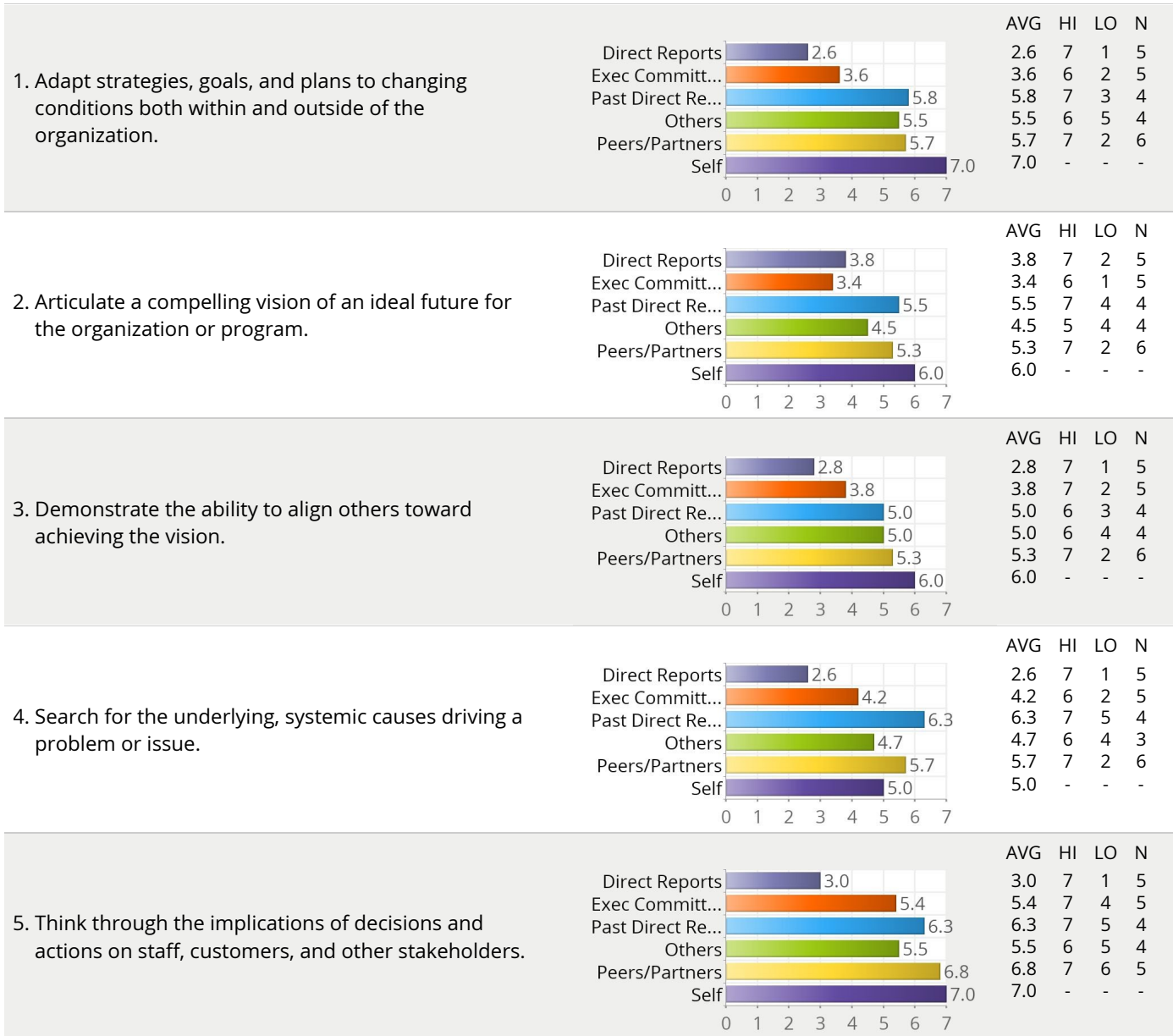
Display Emotional Intelligence



Individual Review Items

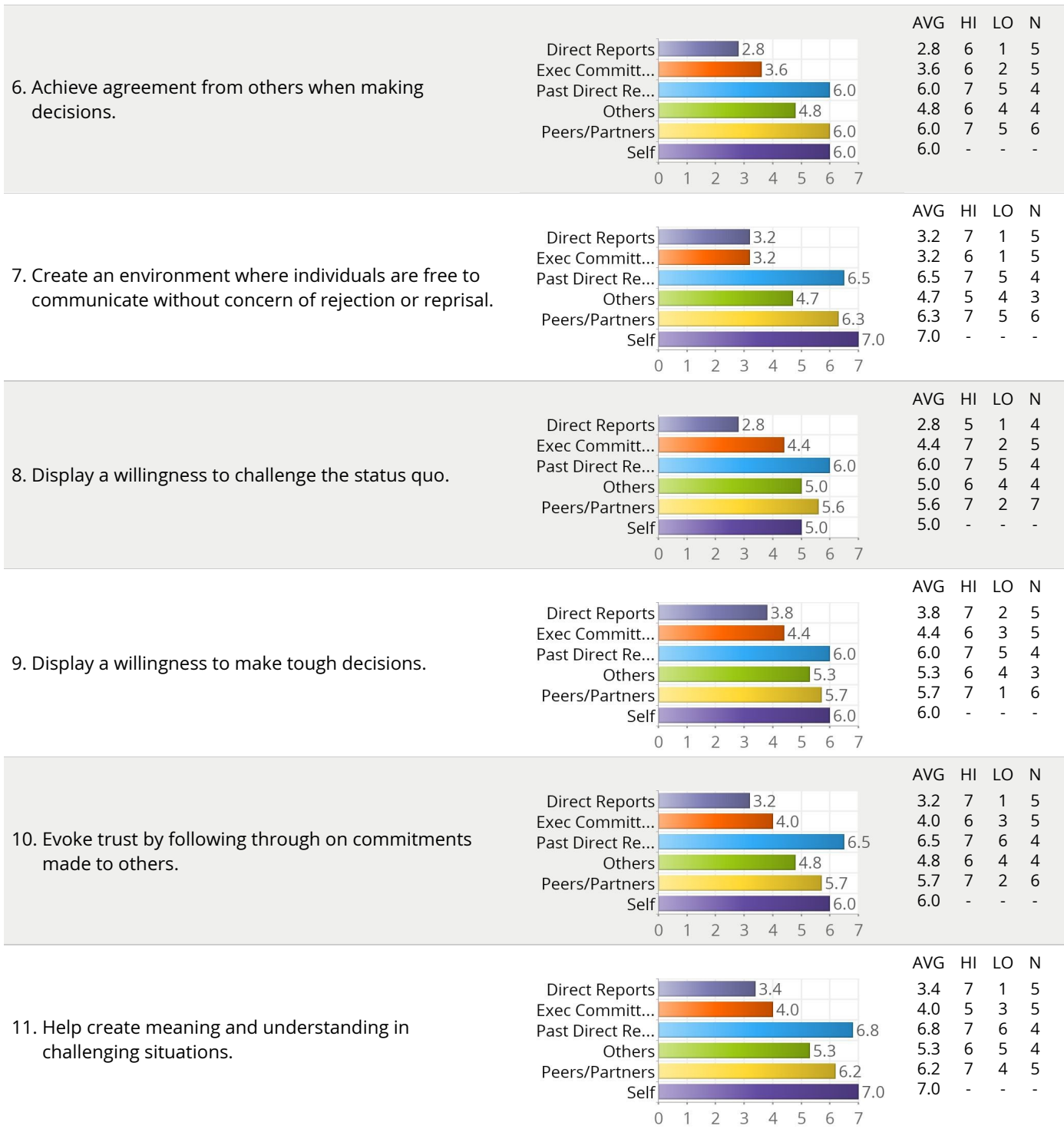
This report shows average ratings for each individual item in the review segmented by each rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given review item. The N column shows the number of responses submitted in a given rater group for a particular item.

Be a Visionary and Strategic Thinker

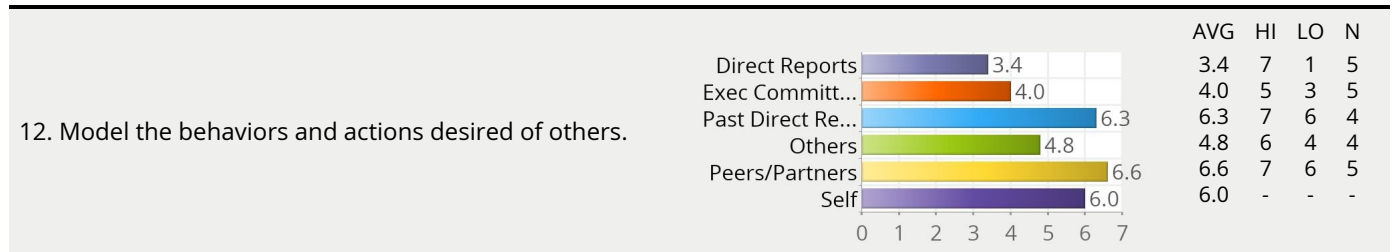


Individual Review Items (continued)

Demonstrate Leadership

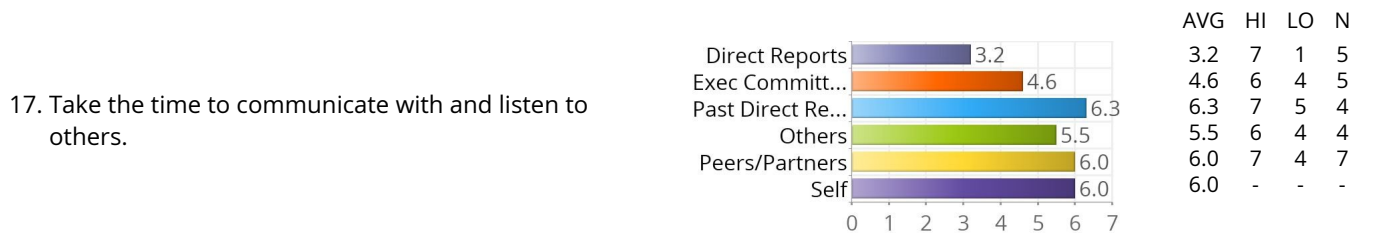
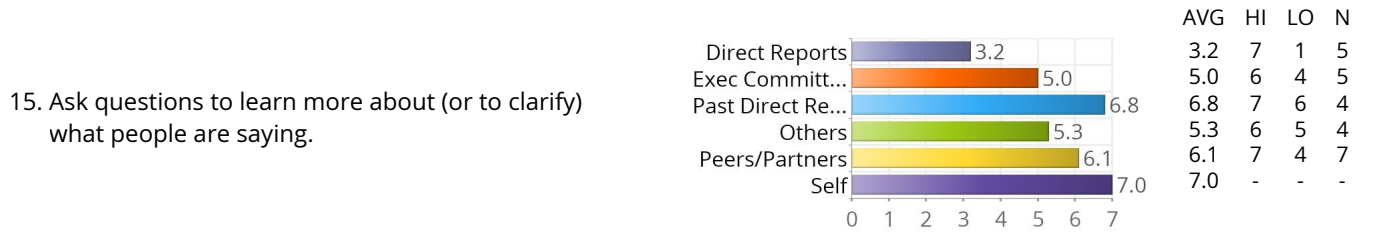


Individual Review Items (continued)



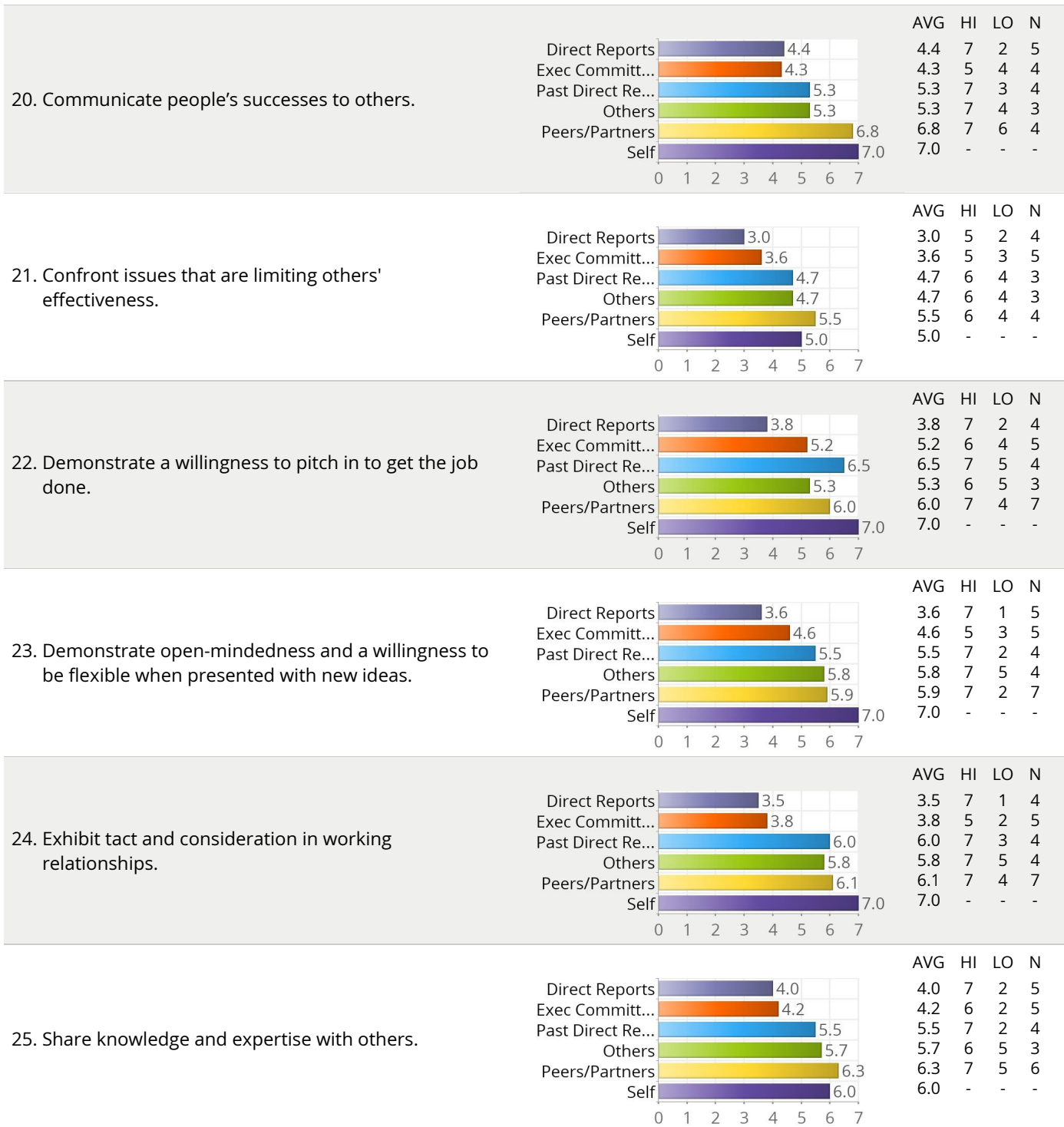
Individual Review Items (continued)

Communicate Effectively



Individual Review Items (continued)

Facilitate Cooperation/Collaboration



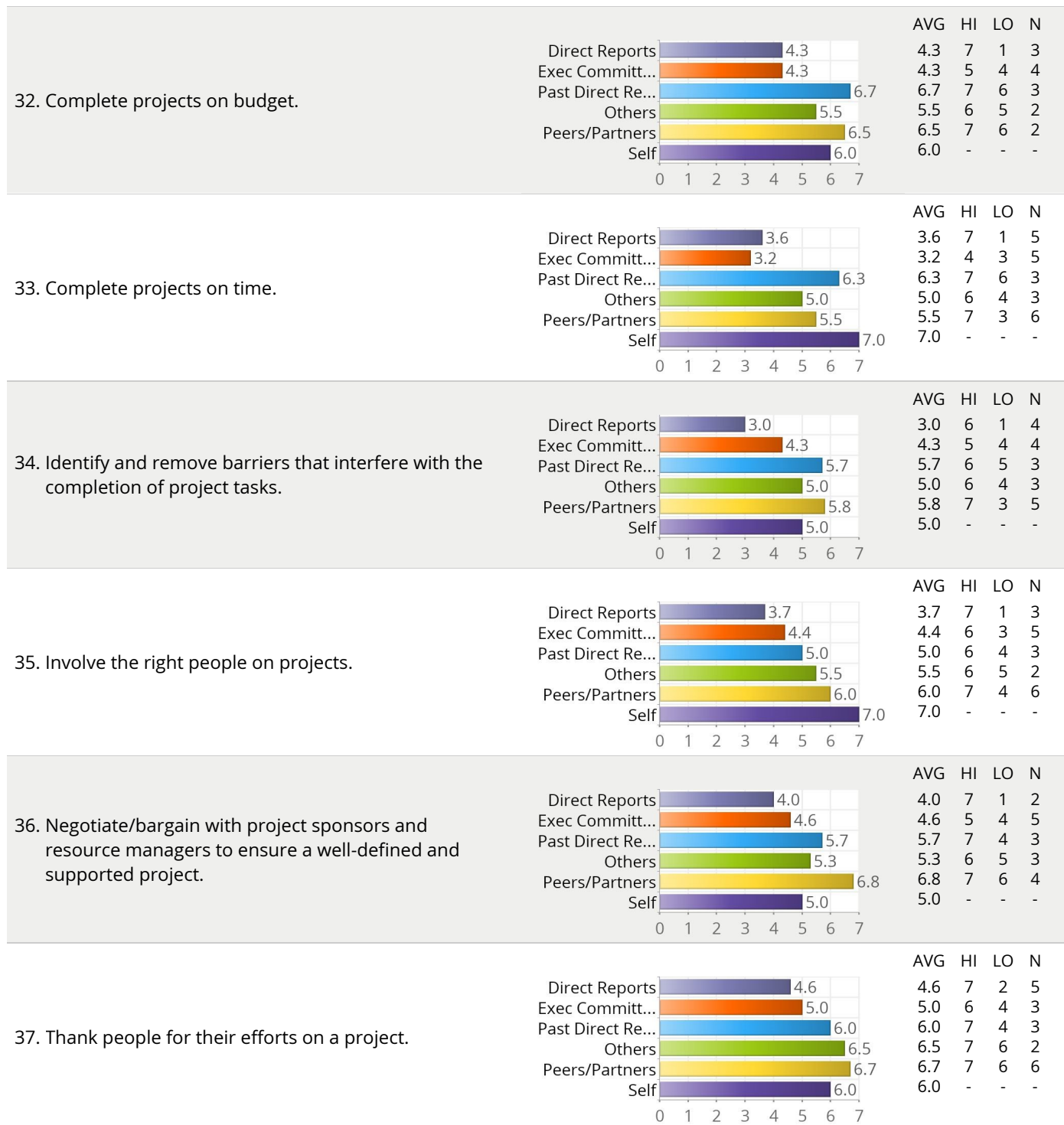
Individual Review Items (continued)

Serve External and Internal Customers

26. Adjust work activities or recommend changes in policies and programs based upon what is learned from internal and external customers.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.5</td> <td>7</td> <td>2</td> <td>4</td> </tr> <tr> <td>4.0</td> <td>5</td> <td>3</td> <td>5</td> </tr> <tr> <td>5.3</td> <td>7</td> <td>3</td> <td>3</td> </tr> <tr> <td>5.0</td> <td>6</td> <td>4</td> <td>3</td> </tr> <tr> <td>6.0</td> <td>7</td> <td>3</td> <td>6</td> </tr> <tr> <td>7.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.5	7	2	4	4.0	5	3	5	5.3	7	3	3	5.0	6	4	3	6.0	7	3	6	7.0	-	-	-
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27. Ask me, as an internal or external customer, whether or not he or she is meeting my needs/expectations.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.2</td> <td>7</td> <td>1</td> <td>5</td> </tr> <tr> <td>3.3</td> <td>5</td> <td>2</td> <td>4</td> </tr> <tr> <td>5.7</td> <td>7</td> <td>3</td> <td>3</td> </tr> <tr> <td>5.3</td> <td>6</td> <td>4</td> <td>4</td> </tr> <tr> <td>6.0</td> <td>7</td> <td>4</td> <td>5</td> </tr> <tr> <td>5.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.2	7	1	5	3.3	5	2	4	5.7	7	3	3	5.3	6	4	4	6.0	7	4	5	5.0	-	-	-
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28. Follow through on actions that he or she agreed to take within a reasonable amount of time.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.4</td> <td>6</td> <td>1</td> <td>5</td> </tr> <tr> <td>3.4</td> <td>5</td> <td>2</td> <td>5</td> </tr> <tr> <td>6.8</td> <td>7</td> <td>6</td> <td>4</td> </tr> <tr> <td>5.5</td> <td>6</td> <td>5</td> <td>4</td> </tr> <tr> <td>5.4</td> <td>7</td> <td>3</td> <td>7</td> </tr> <tr> <td>6.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.4	6	1	5	3.4	5	2	5	6.8	7	6	4	5.5	6	5	4	5.4	7	3	7	6.0	-	-	-
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29. Make adjustments in how he/she works with me as an internal or external customer based upon the customer feedback I provide.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.3</td> <td>7</td> <td>1</td> <td>3</td> </tr> <tr> <td>4.0</td> <td>5</td> <td>3</td> <td>5</td> </tr> <tr> <td>6.3</td> <td>7</td> <td>5</td> <td>3</td> </tr> <tr> <td>5.8</td> <td>7</td> <td>5</td> <td>4</td> </tr> <tr> <td>6.0</td> <td>7</td> <td>4</td> <td>7</td> </tr> <tr> <td>6.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.3	7	1	3	4.0	5	3	5	6.3	7	5	3	5.8	7	5	4	6.0	7	4	7	6.0	-	-	-
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30. Take the time to listen to my needs as an internal or external customer.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>4.0</td> <td>7</td> <td>2</td> <td>5</td> </tr> <tr> <td>4.8</td> <td>7</td> <td>4</td> <td>5</td> </tr> <tr> <td>6.0</td> <td>7</td> <td>4</td> <td>3</td> </tr> <tr> <td>6.0</td> <td>7</td> <td>5</td> <td>4</td> </tr> <tr> <td>6.3</td> <td>7</td> <td>4</td> <td>7</td> </tr> <tr> <td>6.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	4.0	7	2	5	4.8	7	4	5	6.0	7	4	3	6.0	7	5	4	6.3	7	4	7	6.0	-	-	-
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31. Treat other employees within the company as internal customers.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.2</td> <td>7</td> <td>1</td> <td>5</td> </tr> <tr> <td>3.2</td> <td>5</td> <td>2</td> <td>5</td> </tr> <tr> <td>5.0</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>5.7</td> <td>6</td> <td>5</td> <td>3</td> </tr> <tr> <td>5.5</td> <td>7</td> <td>4</td> <td>2</td> </tr> <tr> <td>6.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.2	7	1	5	3.2	5	2	5	5.0	5	5	1	5.7	6	5	3	5.5	7	4	2	6.0	-	-	-
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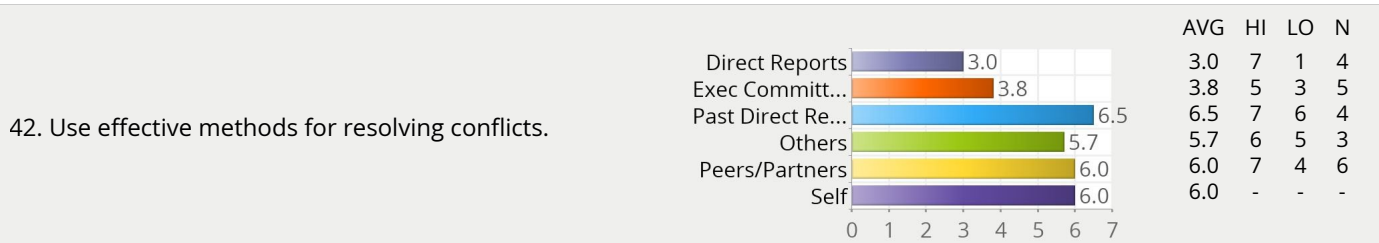
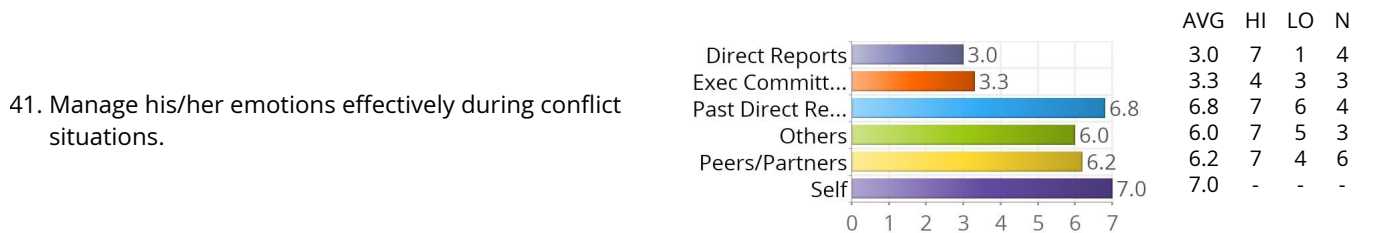
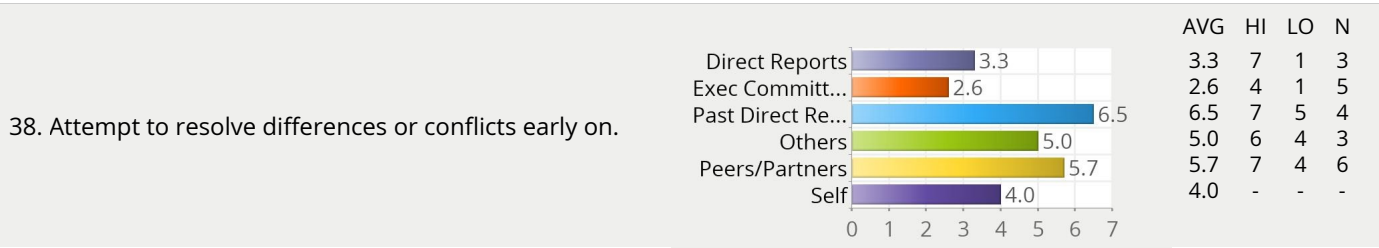
Individual Review Items (continued)

Guide Projects Effectively



Individual Review Items (continued)

Manage Conflict Effectively

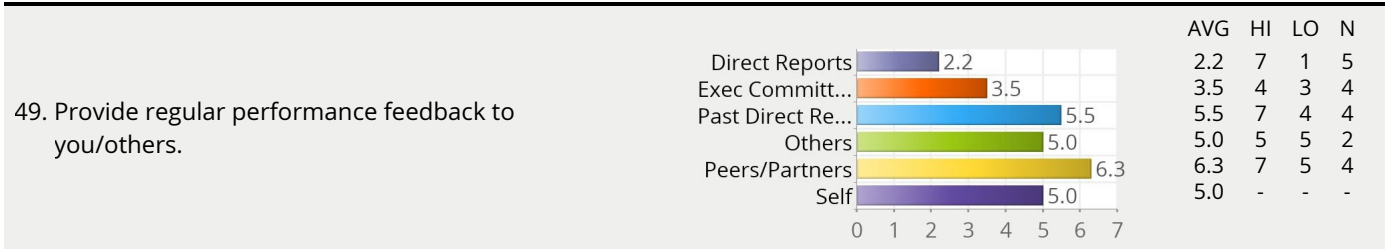


Individual Review Items (continued)

Focus on Performance

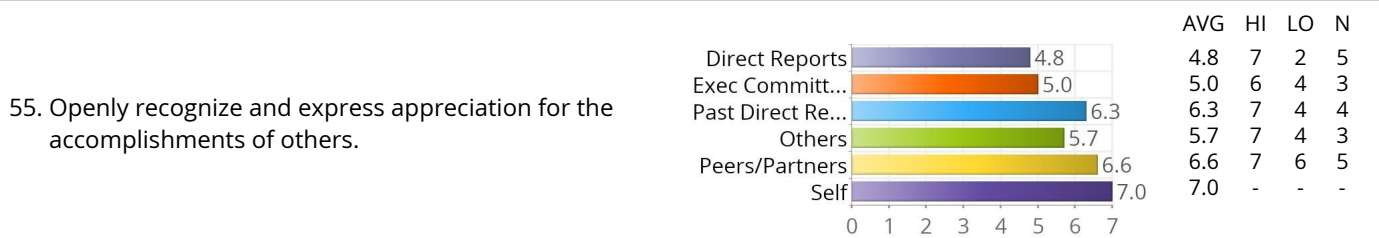
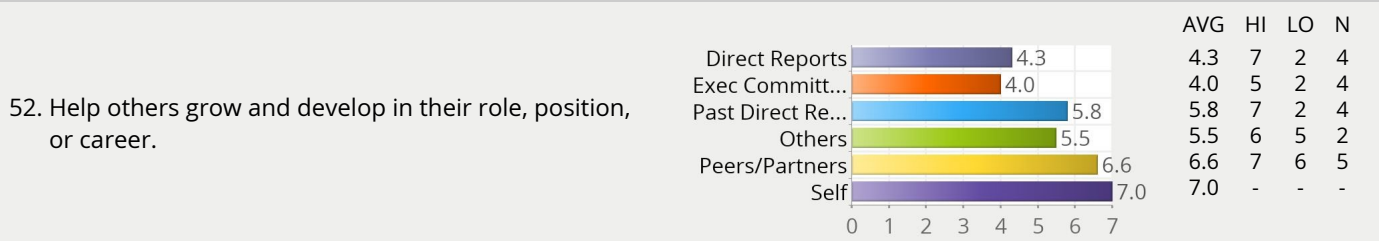
43. Act quickly when dealing with employee performance problems.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>2.5</td> <td>6</td> <td>1</td> <td>4</td> </tr> <tr> <td>3.2</td> <td>4</td> <td>1</td> <td>5</td> </tr> <tr> <td>4.7</td> <td>6</td> <td>4</td> <td>3</td> </tr> <tr> <td>4.5</td> <td>5</td> <td>4</td> <td>2</td> </tr> <tr> <td>5.8</td> <td>6</td> <td>5</td> <td>4</td> </tr> <tr> <td>5.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	2.5	6	1	4	3.2	4	1	5	4.7	6	4	3	4.5	5	4	2	5.8	6	5	4	5.0	-	-	-
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44. Communicate clear performance expectations to you/others.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.0</td> <td>7</td> <td>1</td> <td>4</td> </tr> <tr> <td>3.4</td> <td>4</td> <td>2</td> <td>5</td> </tr> <tr> <td>6.0</td> <td>7</td> <td>4</td> <td>4</td> </tr> <tr> <td>5.0</td> <td>5</td> <td>5</td> <td>2</td> </tr> <tr> <td>6.0</td> <td>7</td> <td>4</td> <td>5</td> </tr> <tr> <td>6.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.0	7	1	4	3.4	4	2	5	6.0	7	4	4	5.0	5	5	2	6.0	7	4	5	6.0	-	-	-
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45. Communicate the organization's performance vision, goals, and strategies.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.4</td> <td>7</td> <td>1</td> <td>5</td> </tr> <tr> <td>3.4</td> <td>4</td> <td>2</td> <td>5</td> </tr> <tr> <td>6.0</td> <td>7</td> <td>4</td> <td>3</td> </tr> <tr> <td>4.7</td> <td>5</td> <td>4</td> <td>3</td> </tr> <tr> <td>5.8</td> <td>7</td> <td>3</td> <td>5</td> </tr> <tr> <td>7.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.4	7	1	5	3.4	4	2	5	6.0	7	4	3	4.7	5	4	3	5.8	7	3	5	7.0	-	-	-
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46. Establish clear work priorities for tasks, projects.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>2.6</td> <td>7</td> <td>1</td> <td>5</td> </tr> <tr> <td>3.5</td> <td>4</td> <td>3</td> <td>4</td> </tr> <tr> <td>6.0</td> <td>7</td> <td>5</td> <td>4</td> </tr> <tr> <td>5.0</td> <td>6</td> <td>4</td> <td>2</td> </tr> <tr> <td>5.6</td> <td>7</td> <td>3</td> <td>5</td> </tr> <tr> <td>6.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	2.6	7	1	5	3.5	4	3	4	6.0	7	5	4	5.0	6	4	2	5.6	7	3	5	6.0	-	-	-
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47. Provide constructive feedback to you/others when there are opportunities for performance improvement.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.5</td> <td>7</td> <td>2</td> <td>4</td> </tr> <tr> <td>3.8</td> <td>4</td> <td>3</td> <td>4</td> </tr> <tr> <td>5.8</td> <td>7</td> <td>4</td> <td>4</td> </tr> <tr> <td>5.0</td> <td>6</td> <td>4</td> <td>2</td> </tr> <tr> <td>6.5</td> <td>7</td> <td>6</td> <td>4</td> </tr> <tr> <td>5.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.5	7	2	4	3.8	4	3	4	5.8	7	4	4	5.0	6	4	2	6.5	7	6	4	5.0	-	-	-
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48. Provide people with the tools and resources to do their job.		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>2.8</td> <td>7</td> <td>1</td> <td>5</td> </tr> <tr> <td>4.3</td> <td>5</td> <td>3</td> <td>4</td> </tr> <tr> <td>6.5</td> <td>7</td> <td>5</td> <td>4</td> </tr> <tr> <td>4.5</td> <td>5</td> <td>4</td> <td>2</td> </tr> <tr> <td>6.3</td> <td>7</td> <td>5</td> <td>3</td> </tr> <tr> <td>6.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	2.8	7	1	5	4.3	5	3	4	6.5	7	5	4	4.5	5	4	2	6.3	7	5	3	6.0	-	-	-
AVG	HI	LO	N																											
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Individual Review Items (continued)

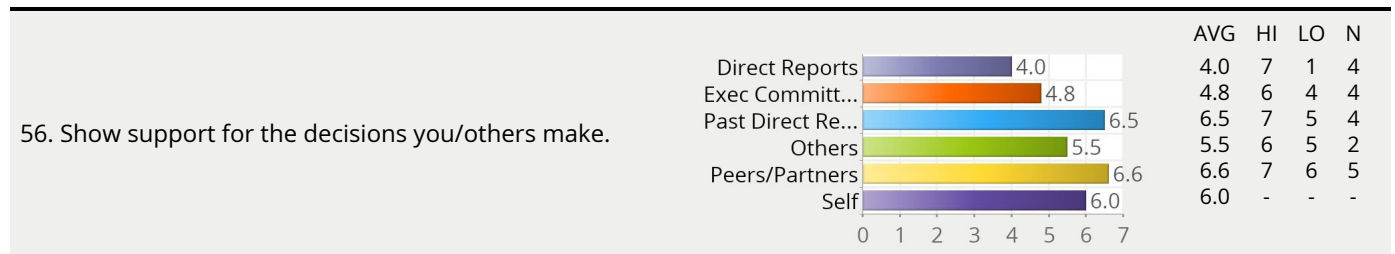


Individual Review Items (continued)

Facilitate Learning and Development

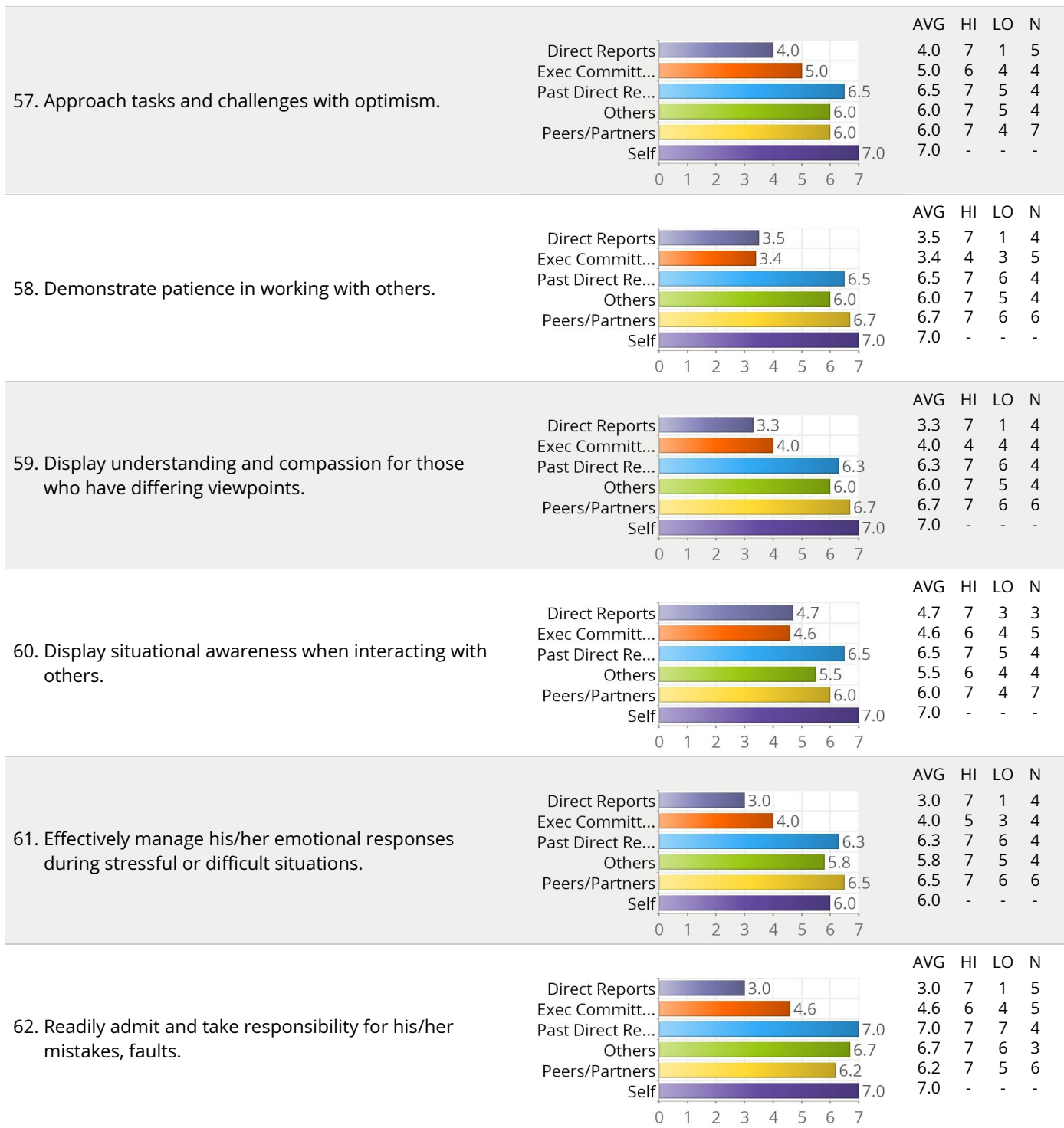


Individual Review Items (continued)



Individual Review Items (continued)

Display Emotional Intelligence



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.

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
1. Guide Projects Effectively Thank people for their efforts on a project.	6.0	5.7	4.6	5.0	6.0	6.5	6.7
2. Facilitate Learning and Development Allow you/others to use judgment when doing your/their work.	7.0	5.7	5.2	4.7	6.5	5.5	6.4
3. Facilitate Learning and Development Openly recognize and express appreciation for the accomplishments of others.	7.0	5.7	4.8	5.0	6.3	5.7	6.6
4. Communicate Effectively Write letters, e-mails, memos, and reports using a clear and clear and concise style.	6.0	5.6	4.0	5.4	6.3	6.0	6.5
5. Facilitate Learning and Development Show support for the decisions you/others make.	6.0	5.5	4.0	4.8	6.5	5.5	6.6
6. Display Emotional Intelligence Display situational awareness when interacting with others.	7.0	5.5	4.7	4.6	6.5	5.5	6.0
7. Facilitate Learning and Development Display confidence in your/others' abilities.	7.0	5.5	4.8	4.5	6.0	5.7	6.3
8. Display Emotional Intelligence Approach tasks and challenges with optimism.	7.0	5.5	4.0	5.0	6.5	6.0	6.0
9. Facilitate Cooperation/Collaboration Demonstrate a willingness to pitch in to get the job done.	7.0	5.4	3.8	5.2	6.5	5.3	6.0
10. Serve External and Internal Customers Take the time to listen to my needs as an internal or external customer.	6.0	5.4	4.0	4.8	6.0	6.0	6.3

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.

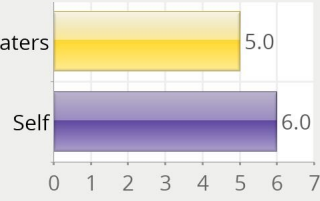
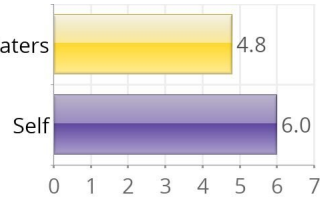
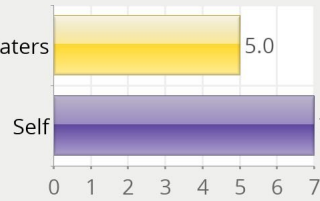
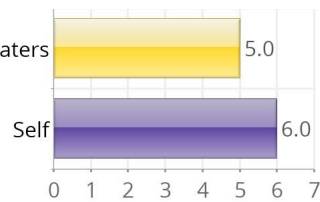
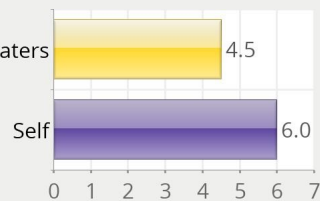
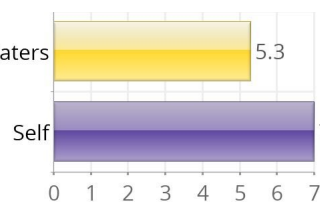
	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
1. Focus on Performance Act quickly when dealing with employee performance problems.	5.0	4.0	2.5	3.2	4.7	4.5	5.8
2. Serve External and Internal Customers Treat other employees within the company as internal customers.	6.0	4.1	3.2	3.2	5.0	5.7	5.5
3. Facilitate Cooperation/Collaboration Confront issues that are limiting others' effectiveness.	5.0	4.2	3.0	3.6	4.7	4.7	5.5
4. Focus on Performance Provide regular performance feedback to you/others.	5.0	4.3	2.2	3.5	5.5	5.0	6.3
5. Be a Visionary and Strategic Thinker Demonstrate the ability to align others toward achieving the vision.	6.0	4.4	2.8	3.8	5.0	5.0	5.3
6. Focus on Performance Establish clear work priorities for tasks, projects.	6.0	4.5	2.6	3.5	6.0	5.0	5.6
7. Be a Visionary and Strategic Thinker Articulate a compelling vision of an ideal future for the organization or program.	6.0	4.5	3.8	3.4	5.5	4.5	5.3
8. Focus on Performance Communicate the organization's performance vision, goals, and strategies.	7.0	4.5	3.4	3.4	6.0	4.7	5.8
9. Demonstrate Leadership Persuade and lead others toward accomplishing organizational or team goals.	6.0	4.5	2.8	3.8	5.8	5.0	5.5
10. Be a Visionary and Strategic Thinker Adapt strategies, goals, and plans to changing conditions both within and outside of the organization.	7.0	4.6	2.6	3.6	5.8	5.5	5.7

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.

			HI	LO	N
BLIND SPOT (-2.42)	Be a Visionary and Strategic Thinker 1. Adapt strategies, goals, and plans to changing conditions both within and outside of the organization.	All Raters	7	1	24
		Self	-	-	-
BLIND SPOT (-1.50)	Be a Visionary and Strategic Thinker 2. Articulate a compelling vision of an ideal future for the organization or program.	All Raters	7	1	24
		Self	-	-	-
BLIND SPOT (-1.62)	Be a Visionary and Strategic Thinker 3. Demonstrate the ability to align others toward achieving the vision.	All Raters	7	1	24
		Self	-	-	-
BLIND SPOT (-1.65)	Be a Visionary and Strategic Thinker 4. Think through the implications of decisions and actions on staff, customers, and other stakeholders.	All Raters	7	1	23
		Self	-	-	-
BLIND SPOT (-1.37)	Demonstrate Leadership 5. Achieve agreement from others when making decisions.	All Raters	7	1	24
		Self	-	-	-
BLIND SPOT (-2.22)	Demonstrate Leadership 6. Create an environment where individuals are free to communicate without concern of rejection or reprisal.	All Raters	7	1	23
		Self	-	-	-

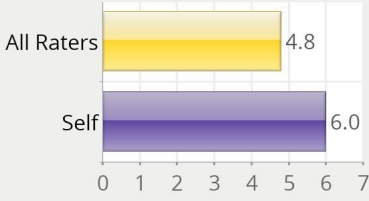
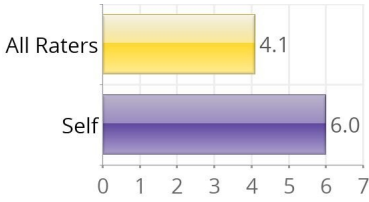
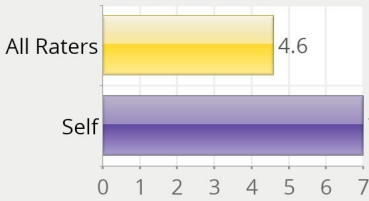
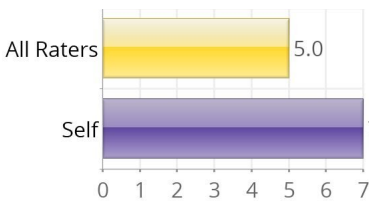
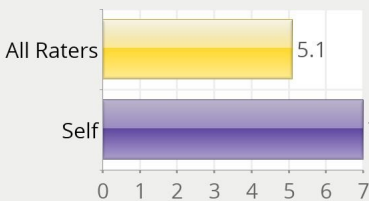
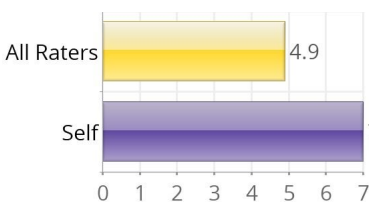
Blind Spots and Hidden Strengths - Items (continued)

			HI	LO	N
BLIND SPOT (-1.00)	Demonstrate Leadership 7. Display a willingness to make tough decisions.	All Raters	7	1	23
		Self	-	-	-
					
BLIND SPOT (-1.21)	Demonstrate Leadership 8. Evoke trust by following through on commitments made to others.	All Raters	7	1	24
		Self	-	-	-
					
BLIND SPOT (-1.96)	Demonstrate Leadership 9. Help create meaning and understanding in challenging situations.	All Raters	7	1	23
		Self	-	-	-
					
BLIND SPOT (-1.04)	Demonstrate Leadership 10. Model the behaviors and actions desired of others.	All Raters	7	1	23
		Self	-	-	-
					
BLIND SPOT (-1.46)	Demonstrate Leadership 11. Persuade and lead others toward accomplishing organizational or team goals.	All Raters	7	1	24
		Self	-	-	-
					
BLIND SPOT (-1.72)	Communicate Effectively 12. Ask questions to learn more about (or to clarify) what people are saying.	All Raters	7	1	25
		Self	-	-	-
					

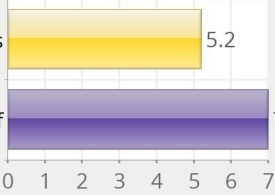
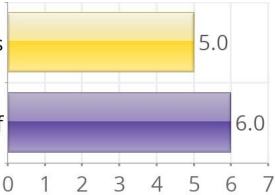
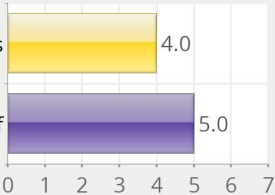
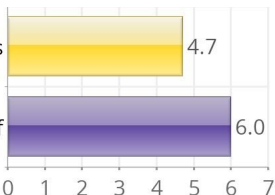
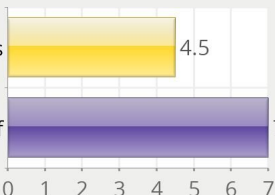
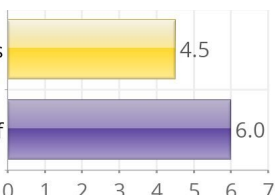
Blind Spots and Hidden Strengths - Items (continued)

			HI	LO	N
BLIND SPOT (-1.68)	Communicate Effectively 13. Listen effectively to others.	All Raters	7	2	25
		Self	-	-	-
BLIND SPOT (-1.85)	Facilitate Cooperation/Collaboration 14. Communicate people's successes to others.	All Raters	7	2	20
		Self	-	-	-
BLIND SPOT (-1.57)	Facilitate Cooperation/Collaboration 15. Demonstrate a willingness to pitch in to get the job done.	All Raters	7	2	23
		Self	-	-	-
BLIND SPOT (-1.92)	Facilitate Cooperation/Collaboration 16. Demonstrate open-mindedness and a willingness to be flexible when presented with new ideas.	All Raters	7	1	25
		Self	-	-	-
BLIND SPOT (-1.87)	Facilitate Cooperation/Collaboration 17. Exhibit tact and consideration in working relationships.	All Raters	7	1	24
		Self	-	-	-
BLIND SPOT (-2.19)	Serve External and Internal Customers 18. Adjust work activities or recommend changes in policies and programs based upon what is learned from internal and external customers.	All Raters	7	2	21
		Self	-	-	-

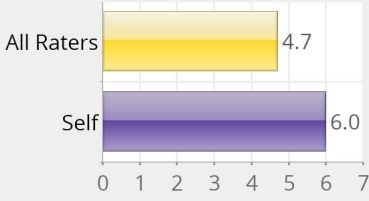
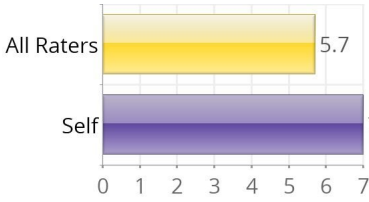
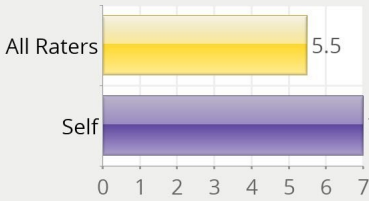
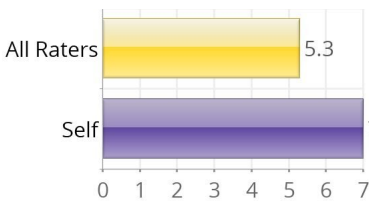

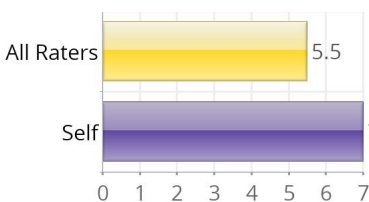
Blind Spots and Hidden Strengths - Items (continued)

			HI	LO	N
BLIND SPOT (-1.16)	Serve External and Internal Customers 19. Follow through on actions that he or she agreed to take within a reasonable amount of time.	All Raters	7	1	25
		Self	-	-	-
					
BLIND SPOT (-1.94)	Serve External and Internal Customers 20. Treat other employees within the company as internal customers.	All Raters	7	1	16
		Self	-	-	-
					
BLIND SPOT (-2.41)	Guide Projects Effectively 21. Complete projects on time.	All Raters	7	1	22
		Self	-	-	-
					
BLIND SPOT (-2.00)	Guide Projects Effectively 22. Involve the right people on projects.	All Raters	7	1	19
		Self	-	-	-
					
BLIND SPOT (-1.95)	Manage Conflict Effectively 23. Encourage open, honest, and direct communication.	All Raters	7	2	22
		Self	-	-	-
					
BLIND SPOT (-2.09)	Manage Conflict Effectively 24. Maintain objectivity when seeking to understand another's perspective.	All Raters	7	1	23
		Self	-	-	-
					

Blind Spots and Hidden Strengths - Items (continued)

			HI	LO	N
BLIND SPOT (-1.80)	Manage Conflict Effectively 25. Manage his/her emotions effectively during conflict situations.	All Raters	7	1	20
		Self	-	-	-
					
BLIND SPOT (-1.00)	Manage Conflict Effectively 26. Use effective methods for resolving conflicts.	All Raters	7	1	22
		Self	-	-	-
					
BLIND SPOT (-1.00)	Focus on Performance 27. Act quickly when dealing with employee performance problems.	All Raters	6	1	18
		Self	-	-	-
					
BLIND SPOT (-1.35)	Focus on Performance 28. Communicate clear performance expectations to you/others.	All Raters	7	1	20
		Self	-	-	-
					
BLIND SPOT (-2.48)	Focus on Performance 29. Communicate the organization's performance vision, goals, and strategies.	All Raters	7	1	21
		Self	-	-	-
					
BLIND SPOT (-1.55)	Focus on Performance 30. Establish clear work priorities for tasks, projects.	All Raters	7	1	20
		Self	-	-	-
					

Blind Spots and Hidden Strengths - Items (continued)

			HI	LO	N
BLIND SPOT (-1.28)	Focus on Performance 31. Provide people with the tools and resources to do their job.	All Raters	7	1	18
		Self	-	-	-
					
BLIND SPOT (-1.26)	Facilitate Learning and Development 32. Allow you/others to use judgment when doing your/their work.	All Raters	7	2	19
		Self	-	-	-
					
BLIND SPOT (-1.50)	Facilitate Learning and Development 33. Display confidence in your/others' abilities.	All Raters	7	1	22
		Self	-	-	-
					
BLIND SPOT (-1.74)	Facilitate Learning and Development 34. Help others grow and develop in their role, position, or career.	All Raters	7	2	19
		Self	-	-	-
					
BLIND SPOT (-1.30)	Facilitate Learning and Development 35. Openly recognize and express appreciation for the accomplishments of others.	All Raters	7	2	20
		Self	-	-	-
					
BLIND SPOT (-1.50)	Display Emotional Intelligence 36. Approach tasks and challenges with optimism.	All Raters	7	1	24
		Self	-	-	-
					

Blind Spots and Hidden Strengths - Items (continued)

			HI	LO	N
BLIND SPOT (-1.74)	Display Emotional Intelligence 37. Demonstrate patience in working with others.	All Raters	7	1	23
		Self	-	-	-
BLIND SPOT (-1.64)	Display Emotional Intelligence 38. Display understanding and compassion for those who have differing viewpoints.	All Raters	7	1	22
		Self	-	-	-
BLIND SPOT (-1.48)	Display Emotional Intelligence 39. Display situational awareness when interacting with others.	All Raters	7	3	23
		Self	-	-	-
BLIND SPOT (-1.65)	Display Emotional Intelligence 40. Readily admit and take responsibility for his/her mistakes, faults.	All Raters	7	1	23
		Self	-	-	-

Multiple Choice Item Frequency Distribution

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

Be a Visionary and Strategic Thinker: Overall, do you think that this person needs to increase his/her effectiveness as a visionary/strategic thinker?

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	7 (29%)	1	-	2	-	4
Yes, a little more improvement is desired.	1	9 (38%)	-	2	2	4	1
Yes, a lot more improvement is desired.	-	8 (33%)	4	3	-	-	1

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

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	9 (36%)	1	-	3	-	5
Yes, a little more improvement is desired.	1	9 (36%)	1	2	1	4	1
Yes, a lot more improvement is desired.	-	7 (28%)	3	3	-	-	1

Communicate Effectively: Overall, do you think that this person needs to increase his/her effectiveness in communicating effectively?

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	8 (32%)	-	-	2	2	4
Yes, a little more improvement is desired.	1	12 (48%)	2	4	2	2	2
Yes, a lot more improvement is desired.	-	5 (20%)	3	1	-	-	1

Facilitate Cooperation/Collaboration: Overall, do you think that this person needs to increase his/her effectiveness in facilitating cooperation and collaboration?

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	10 (40%)	1	-	3	1	5
Yes, a little more improvement is desired.	1	10 (40%)	3	3	-	3	1
Yes, a lot more improvement is desired.	-	5 (20%)	1	2	1	-	1

Serve External and Internal Customers: Overall, do you think that this person needs to increase his/her effectiveness in serving external and internal customers?

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	8 (33%)	1	-	3	1	3
Yes, a little more improvement is desired.	1	9 (38%)	2	1	-	3	3
Yes, a lot more improvement is desired.	-	7 (29%)	2	4	-	-	1

Guide Projects Effectively: Overall, do you think that this person needs to increase his/her effectiveness in guiding projects?

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	9 (41%)	2	-	2	-	5
Yes, a little more improvement is desired.	1	10 (45%)	1	5	1	2	1
Yes, a lot more improvement is desired.	-	3 (14%)	2	-	-	-	1

Manage Conflict Effectively: Overall, do you think that this person needs to increase his/her effectiveness in managing conflict?

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	11 (46%)	1	-	4	1	5
Yes, a little more improvement is desired.	1	6 (25%)	1	2	-	2	1
Yes, a lot more improvement is desired.	-	7 (29%)	3	3	-	-	1

Focus on Performance: Overall, do you think that this person needs to increase his/her effectiveness in managing the performance of others?

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	9 (41%)	1	-	3	-	5
Yes, a little more improvement is desired.	1	6 (27%)	-	3	1	2	-
Yes, a lot more improvement is desired.	-	7 (32%)	4	2	-	-	1

Facilitate Learning and Development: Overall, do you think that this person needs to increase his/her effectiveness in facilitating learning and development?

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	10 (43%)	2	-	3	-	5
Yes, a little more improvement is desired.	1	11 (48%)	2	4	1	4	-
Yes, a lot more improvement is desired.	-	2 (9%)	1	-	-	-	1

Display Emotional Intelligence: Overall, do you think that this person needs to increase his/her effectiveness in displaying emotional intelligence?

	Self	All Raters	Direct Reports	Exec Committee	Past Direct Report	Others	Peers/Partners

No. This person already does a good job in this area.	-	12 (50%)	1	-	4	2	5
Yes, a little more improvement is desired.	1	6 (25%)	-	4	-	1	1
Yes, a lot more improvement is desired.	-	6 (25%)	4	1	-	-	1

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.

Be a Visionary and Strategic Thinker: Suggestions to Help this Leader Maintain/Enhance His or Her Leadership Effectiveness As a Visionary/Strategic Thinker

Self

I am still learning the specifics of our industry, as I do it will help me to be both more visionary and strategic in my thinking. I will continue to meet with and listen to our members as well as to read trades and other books and resources that are applicable in order to better understand the issues, and formulate strategies that are appropriate.

Exec Committee

Jeff needs to gain a better understanding of the industry.

He must determine what the members want in order to put a vision together for the organization.

Vision/strategy involves the big picture, and some of his items on the 'draft' strategic plan are more policy or procedure oriented than looking at the big picture for the organization.

Increase confidence in abilities and take charge of the organization. Stop looking back to see who is after you and start looking forward.

Be able to think outside the box and communicate/ guide others to new ideas and directions. Get a good grasp as to what actions can be harmful to staff and the organization.

Direct Reports

The Strategic Plan meeting was back in March, and as of today, there still is no update on that, every month we have a staff call and the update is always the same, 'we should see something in the next few weeks' so how do we even know the the vision, goals, plans are in the future. We were given 1 week to get our strategic plans in. but we're going on 9 months to see the final product.

Needs to achieve goals and not just talk about them. He talks and talks about what he thinks needs to happen yet almost never asks staff opinions. When he does ask for ideas/opinions he passes individual's ideas off as his own. He is not innovative or willing to step outside the box. Unteachable and unwilling to change his views.

Communicate more with employees, which he has recently started to do. Be aware of what employees are doing, monitor their performance, encourage, and coach employees to perform at their best ability. Jeff is very articulate to listen to but I feel he focuses more on legislative issues than being involved in employees and the services they are providing the members.

Be more personable with the staff. Get to know what is going on in the industry and adapt to the changes.

Peers/Partners

Continue to foster personal connections with peers and stakeholders and ask them for feedback continuously.

Jeff is excellent first, understanding situations and dynamics and then moving people to a consensus. He get a group to arrive at the right answer but also includes the perspective of many of the stakeholders to ensure buy-in.

I have worked for years with Jeff and found him to be very skilled in the areas noted above.

Jeff has a great deal of experience as a leader. Jeff was a chairperson of a major committee .His collaborative leadership style of working toward solutions in an objective fashion allowed him to institute lasting reforms for the organization. He has vast experience working with a wide range of groups, including trade associations. Jeff led a team of staff both in his office and as a committee chairperson successfully.

Jeff's effectiveness as a Visionary Thinker is hard to assess because I'm not aware of any programs he's implemented or any actions he's taken that require visionary thinking.

I think Jeff is still working out what his role should be as the Executive Director.

Others

I believe more time in the respective field will help to enhance the leadership role.

Not sure if he attends some safety meetings.

I really don't know too much about the individual. I don't work with this individual on a daily basis. I appreciate his understanding of government and legislative procedures. really his staff would be the best review of performance

I would suggest getting out to more of the members, getting feedback from them, and providing his vision to them. It's difficult being new to the position, so I am understanding of the time it takes for a new person to adjust.

Past Direct Report

I have found stronger personalities don't always receive Jeff's respectful approach to coaching or disciplinary conversation. He is exceptionally courteous and may need to be a little less 'nice' at times.

Demonstrate Leadership: Suggestions to Help this Leader Maintain/Enhance His or Her Leadership Effectiveness in Demonstrating Leadership

Self

I always feel that I can grow and improve. I sometimes may tend to work within the existing system rather than challenge it, so I think that is an area that I can look at for development. I believe that the completion of our strategic plan can help our team to come to agreement about the decisions we are making and how we are moving toward our goals.

Exec Committee

Good leaders made tough decisions and to date Jeff has made few tough (and sometimes even the routine) decisions without consulting the members of the Executive Committee. The Executive Director should be the leader, not the members or the EC or BOD.

There have been times when Jeff has not followed through on commitments that have been made to others... EC or employees.

Jeff seems to struggle a bit when faced with challenging situations.

He is a good advocate for change and is willing to push new ideas that will benefit the organization.

Early on he had some difficulties unifying the new office staff. A different approach or leadership style may have provided more opportunity to unify the staff.

Jeff needs to make more consistent and useful contact with all staff - develop a way to include all staff in aregfuair meetings. He needs to develop and instill a common mission in the employees. He needs to understand the idea of servant leadership and work toward making sure the team understands their roles and that Jeff's role is to make sure they have the tools to succeed.

Allow others the ability to speak freely. Needs to build trust factor with staff.

Direct Reports

Two things regarding this evaluation, "Achieve agreement from others when making decisions," I believe communicating decisions and getting some level of feedback on them is necessary. However, I don't personally believe that every decision should be made with the idea of getting everyone on board. I think that question needs more context.

My second thought is, "willingness to challenge the status quo." Is challenging the status quo always worth it in every instance? That is why I marked sometimes for this question. I believe that when Jeff has felt it necessary he has done exactly that, but leaders need to know when to "pick their battles."

Per Jeff, everything has to go through the EC for approval. Every time I ask a question, the response is "well the board says this" or "the board wants to see this" so none of the above questions would even be

applicable if the case is everything has to go through the EC. and they only meet once in awhile, so how am I suppose to follow through with any of my plans?

It is hard to trust a man that does not speak to your face. He goes behind your back and sneaks communications with others about you. His behavior on many occurrences has been completely unprofessional and degrading. I find it hard to bring things to his attention for fear of retaliation or reprimand. I feel that there are never explanations behind his decisions and staff is just expected to go along with his decisions. He does not like to be questioned at all. Makes rash decisions because of ego not the betterment of the organization. Goals are not clearly defined or planned out. He says one thing and does another. There is no trust.

Again be more personable. Get to know your employees. Use what they give you. Don't just change what is given to what you think it should be and leave out the others.

Jeff tries to accomplish these leadership objectives. However there has been some trust lost and that limits his effectiveness. He needs to build trust amongst the employees by communicating to us his and the boards vision for the organization and work with us to achieve these goals. He has always been professional with me however I have heard from other employees that he has had very unprofessional communication with them. This is where I believe trust has broke down with some employees. I believe he should coach and redirect when he gets frustrated with employees.

Peers/Partners

Jeff shows great patience and willingness to take the time necessary to walk individuals and groups through complicated concepts and strategies.

One suggestion would be to more quickly identify and isolate members of the group who are looking for a selfinterested solution over a solution that works better for the group. Admittedly, being relatively new to the position I can understand why he has been cautious in reigning some members of the group more quickly.

Jeff is the consummate professional. He is fair, extremely ethical and leads by example.

Jeff has always been skillful in working with others on a collaborative basis to achieve desired outcomes.

I think once Jeff has decided what his goals are for the organization and how he can achieve them, then he'll have more of an opportunity to demonstrate his leadership skills.

Others

Continue to bring people on board that have a mutal understanding of their roles in the company.

I don't think we can really gauge this and all the other questions yet. More time is needed to really see what his effectiveness in his role and responsibilities is and will be.
