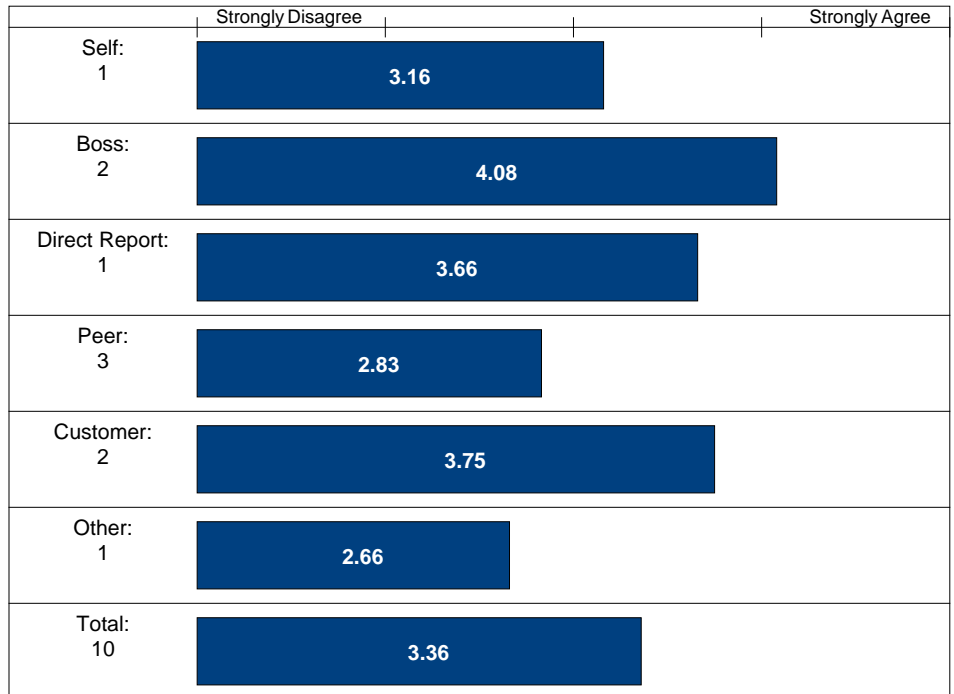


Sample Mean Score

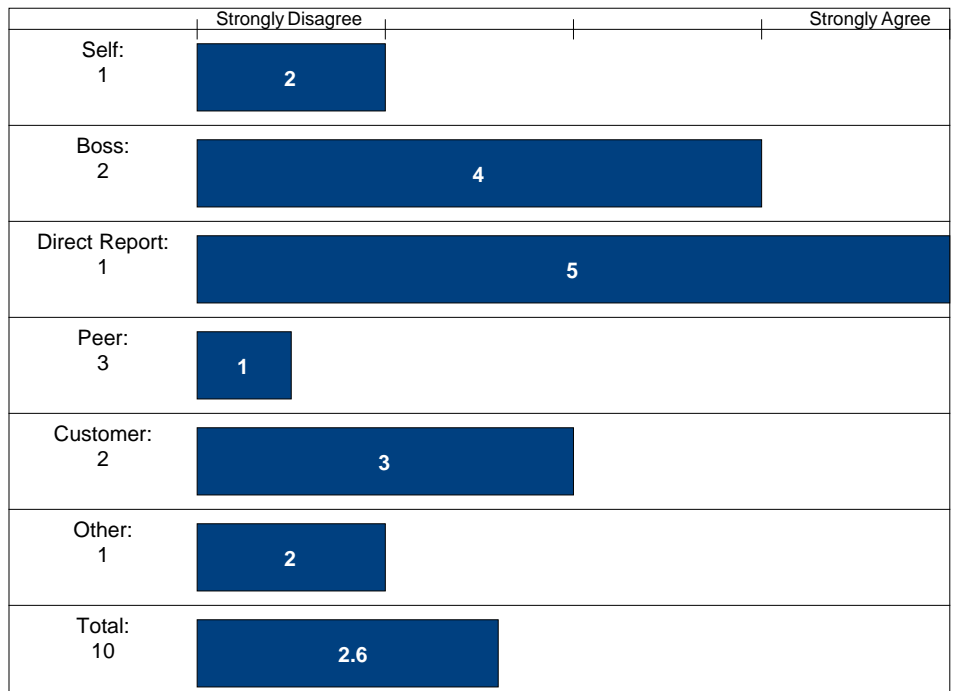
360

Date: 9/1/2004

Resilience



1. Demonstrates flexibility when responding to uncertainty, ambiguity, and change.

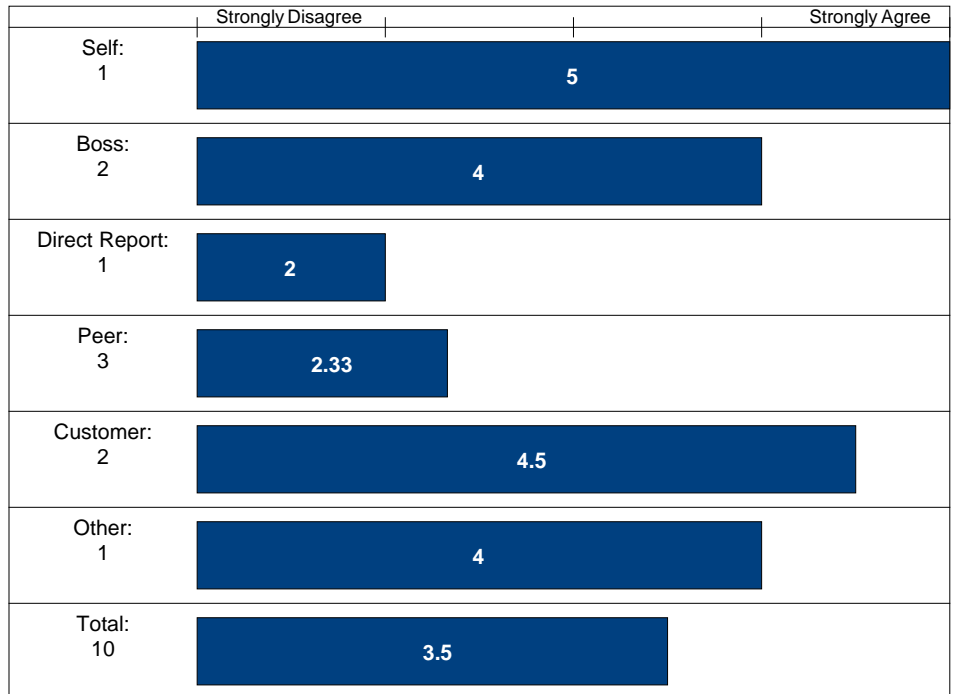


Sample Mean Score

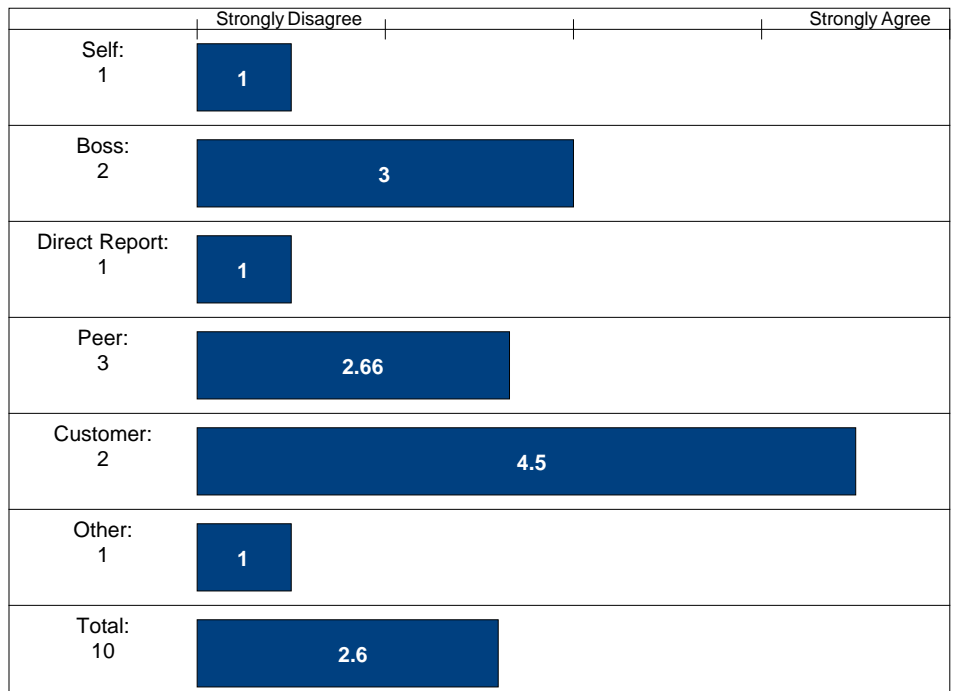
360

Date: 9/1/2004

2. Develops structured or organized approaches to managing ambiguity.



3. Displays a sense of security and self-assurance.



Sample Mean Score

360

Date: 9/1/2004

4. Has a clear vision of what he/she wants to achieve.

	Strongly Disagree			Strongly Agree
Self: 1	4			
Boss: 2	5			
Direct Report: 1	5			
Peer: 3	3.33			
Customer: 2	4.5			
Other: 1	1			
Total: 10	3.9			

5. Manages change rather than fighting against it.

	Strongly Disagree			Strongly Agree
Self: 1	2			
Boss: 2	5			
Direct Report: 1	4			
Peer: 3	4.66			
Customer: 2	3.5			
Other: 1	3			
Total: 10	4			

Sample Mean Score

360

Date: 9/1/2004

6. Views work as challenging and full of opportunity.

	Strongly Disagree			Strongly Agree
Self: 1	5			
Boss: 2	3.5			
Direct Report: 1	5			
Peer: 3	3			
Customer: 2	2.5			
Other: 1	5			
Total: 10	3.6			

Sample Mean Score

360

Date: 9/1/2004

Results-Oriented

		Never			Always
Self: 1	Current Performance	2.45			
	Expected Performance	3.54			
Boss: 2	Current Performance	3.13			
	Expected Performance	3.18			
Direct Report: 1	Current Performance	3			
	Expected Performance	2.54			
Peer: 3	Current Performance	2.96			
	Expected Performance	2.9			
Customer: 2	Current Performance	2.77			
	Expected Performance	3.09			
Other: 1	Current Performance	3.09			
	Expected Performance	2.27			
Total: 10	Current Performance	2.92			
	Expected Performance	2.96			

Sample Mean Score

360

Date: 9/1/2004

7. Acts decisively after considering input.

		Never			Always
Self: 1	Current Performance	3			
	Expected Performance	4			
Boss: 2	Current Performance	2			
	Expected Performance	3.5			
Direct Report: 1	Current Performance	3			
	Expected Performance	4			
Peer: 3	Current Performance	2.33			
	Expected Performance	3.33			
Customer: 2	Current Performance	3			
	Expected Performance	4.5			
Other: 1	Current Performance	3			
	Expected Performance	4			
Total: 10	Current Performance	2.6			
	Expected Performance	3.8			

Sample Mean Score

360

Date: 9/1/2004

8. Anticipates and overcomes obstacles, balancing quality, budget, and timeliness.

		Never			Always
Self: 1	Current Performance	1			
	Expected Performance	4			
Boss: 2	Current Performance	4.5			
	Expected Performance	3.5			
Direct Report: 1	Current Performance	2			
	Expected Performance	2			
Peer: 3	Current Performance	4.33			
	Expected Performance	1.66			
Customer: 2	Current Performance	3			
	Expected Performance	4			
Other: 1	Current Performance	3			
	Expected Performance	2			
Total: 10	Current Performance	3.4			
	Expected Performance	2.8			

Sample Mean Score

360

Date: 9/1/2004

9. Assumes ownership of problems and the role of problem-solver.

		Never			Always
Self: 1	Current Performance	2			
	Expected Performance	3			
Boss: 2	Current Performance	4			
	Expected Performance	3			
Direct Report: 1	Current Performance	3			
	Expected Performance	1			
Peer: 3	Current Performance	2.33			
	Expected Performance	4			
Customer: 2	Current Performance	4			
	Expected Performance	4.5			
Other: 1	Current Performance	5			
	Expected Performance	1			
Total: 10	Current Performance	3.3			
	Expected Performance	3.2			

Sample Mean Score

360

Date: 9/1/2004

10. Demonstrates personal commitment and persistence in achieving goals.

		Never			Always
Self: 1	Current Performance	4			
	Expected Performance	4			
Boss: 2	Current Performance	1.5			
	Expected Performance	2.5			
Direct Report: 1	Current Performance	3			
	Expected Performance	2			
Peer: 3	Current Performance	3.66			
	Expected Performance	3.66			
Customer: 2	Current Performance	1.5			
	Expected Performance	2.5			
Other: 1	Current Performance	5			
	Expected Performance	3			
Total: 10	Current Performance	2.9			
	Expected Performance	3			

Sample Mean Score

360

Date: 9/1/2004

11. Looks for ways to personally cut costs and increase productivity.

		Never			Always
Self: 1	Current Performance	1			
	Expected Performance	3			
Boss: 2	Current Performance	2			
	Expected Performance	2.5			
Direct Report: 1	Current Performance	1			
	Expected Performance	5			
Peer: 3	Current Performance	1.33			
	Expected Performance	2			
Customer: 2	Current Performance	4			
	Expected Performance	3			
Other: 1	Current Performance	4			
	Expected Performance	3			
Total: 10	Current Performance	2.2			
	Expected Performance	2.8			

Sample Mean Score

360

Date: 9/1/2004

12. Makes a valuable contribution to tasks he/she is involved in.

		Never			Always
Self: 1	Current Performance	5			
	Expected Performance	3			
Boss: 2	Current Performance	3.5			
	Expected Performance	3			
Direct Report: 1	Current Performance	5			
	Expected Performance	1			
Peer: 3	Current Performance	3.66			
	Expected Performance	2			
Customer: 2	Current Performance	3			
	Expected Performance	1.5			
Other: 1	Current Performance	1			
	Expected Performance	2			
Total: 10	Current Performance	3.5			
	Expected Performance	2.1			

Sample Mean Score

360

Date: 9/1/2004

13. Manages around/through obstacles to meet deadlines/budgets and project goals.

		Never			Always
Self: 1	Current Performance	2			
	Expected Performance	5			
Boss: 2	Current Performance	4			
	Expected Performance	3.5			
Direct Report: 1	Current Performance	3			
	Expected Performance	2			
Peer: 3	Current Performance	3			
	Expected Performance	2.33			
Customer: 2	Current Performance	2.5			
	Expected Performance	2			
Other: 1	Current Performance	2			
	Expected Performance	4			
Total: 10	Current Performance	2.9			
	Expected Performance	2.9			

Sample Mean Score

360

Date: 9/1/2004

14. Provides early warning to senior management when results are in jeopardy beyond personal/work group ability to correct.

		Never			Always
Self: 1	Current Performance	3			
	Expected Performance	4			
Boss: 2	Current Performance	4			
	Expected Performance	3			
Direct Report: 1	Current Performance	5			
	Expected Performance	2			
Peer: 3	Current Performance	3.66			
	Expected Performance	2.66			
Customer: 2	Current Performance	3.5			
	Expected Performance	3.5			
Other: 1	Current Performance	4			
	Expected Performance	2			
Total: 10	Current Performance	3.8			
	Expected Performance	2.9			

Sample Mean Score

360

Date: 9/1/2004

15. Sets clear priorities and explains interdependency of projects.

		Never			Always
Self: 1	Current Performance	4			
	Expected Performance	4			
Boss: 2	Current Performance	2.5			
	Expected Performance	2			
Direct Report: 1	Current Performance	3			
	Expected Performance	4			
Peer: 3	Current Performance	2.33			
	Expected Performance	3			
Customer: 2	Current Performance	3			
	Expected Performance	2			
Other: 1	Current Performance	3			
	Expected Performance	1			
Total: 10	Current Performance	2.8			
	Expected Performance	2.6			

Sample Mean Score

360

Date: 9/1/2004

16. Sets/advises on action plans that measure drivers of results and enable prompt course correction.

		Never			Always
Self: 1	Current Performance	1			
	Expected Performance	3			
Boss: 2	Current Performance	4			
	Expected Performance	4.5			
Direct Report: 1	Current Performance	2			
	Expected Performance	2			
Peer: 3	Current Performance	3.66			
	Expected Performance	4			
Customer: 2	Current Performance	2			
	Expected Performance	3.5			
Other: 1	Current Performance	3			
	Expected Performance	2			
Total: 10	Current Performance	2.9			
	Expected Performance	3.5			

Sample Mean Score

360

Date: 9/1/2004

17. Welcomes "bad" news as well as good.

		Never			Always
Self: 1	Current Performance	1			
	Expected Performance	2			
Boss: 2	Current Performance	2.5			
	Expected Performance	4			
Direct Report: 1	Current Performance	3			
	Expected Performance	3			
Peer: 3	Current Performance	2.33			
	Expected Performance	3.33			
Customer: 2	Current Performance	1			
	Expected Performance	3			
Other: 1	Current Performance	1			
	Expected Performance	1			
Total: 10	Current Performance	1.9			
	Expected Performance	3			

Sample Mean Score

360

Date: 9/1/2004

Self Improvement

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	2.69	
	Importance	3.76	
Boss: 2	Current Performance	3.42	
	Importance	3.65	
Direct Report: 1	Current Performance	2.84	
	Importance	3.53	
Peer: 3	Current Performance	3.3	
	Importance	3.3	
Customer: 2	Current Performance	2.88	
	Importance	3.03	
Other: 1	Current Performance	3.53	
	Importance	2.46	
Total: 10	Current Performance	3.16	
	Importance	3.3	

Sample Mean Score

360

Date: 9/1/2004

18. Applies new and innovative ways of doing things.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	5	
	Importance	5	
Boss: 2	Current Performance	4.5	
	Importance	4.5	
Direct Report: 1	Current Performance	5	
	Importance	5	
Peer: 3	Current Performance	5	
	Importance	5	
Customer: 2	Current Performance	5	
	Importance	5	
Other: 1	Current Performance	5	
	Importance	5	
Total: 10	Current Performance	4.9	
	Importance	4.9	

Sample Mean Score

360

Date: 9/1/2004

19. Applies new ways of doing things to improve effectiveness.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	1	
	Importance	5	
Boss: 2	Current Performance	3	
	Importance	4	
Direct Report: 1	Current Performance	2	
	Importance	5	
Peer: 3	Current Performance	3	
	Importance	4.33	
Customer: 2	Current Performance	2.5	
	Importance	3	
Other: 1	Current Performance	4	
	Importance	2	
Total: 10	Current Performance	2.7	
	Importance	3.9	

Sample Mean Score

360

Date: 9/1/2004

20. Asks people from other groups for suggestions for improvement.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	1	
	Importance	5	
Boss: 2	Current Performance	4	
	Importance	4.5	
Direct Report: 1	Current Performance	1	
	Importance	3	
Peer: 3	Current Performance	3	
	Importance	3.66	
Customer: 2	Current Performance	3	
	Importance	3.5	
Other: 1	Current Performance	1	
	Importance	2	
Total: 10	Current Performance	2.6	
	Importance	3.7	

Sample Mean Score

360

Date: 9/1/2004

21. At the end of a project, discusses improvements to make next time with his/her team.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	2	
Boss: 2	Current Performance	2.5	
	Importance	4.5	
Direct Report: 1	Current Performance	4	
	Importance	2	
Peer: 3	Current Performance	3.66	
	Importance	3	
Customer: 2	Current Performance	2.5	
	Importance	5	
Other: 1	Current Performance	3	
	Importance	4	
Total: 10	Current Performance	3.1	
	Importance	3.6	

Sample Mean Score

360

Date: 9/1/2004

22. Discusses lessons learned with his/her team to improve results next time.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	1	
	Importance	5	
Boss: 2	Current Performance	3	
	Importance	4	
Direct Report: 1	Current Performance	5	
	Importance	4	
Peer: 3	Current Performance	4	
	Importance	2.33	
Customer: 2	Current Performance	2	
	Importance	2.5	
Other: 1	Current Performance	3	
	Importance	1	
Total: 10	Current Performance	3.1	
	Importance	3	

Sample Mean Score

360

Date: 9/1/2004

23. Is more interested in learning from problems than blaming them on others.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	5	
Boss: 2	Current Performance	3.5	
	Importance	4	
Direct Report: 1	Current Performance	3	
	Importance	4	
Peer: 3	Current Performance	1.66	
	Importance	3.33	
Customer: 2	Current Performance	3.5	
	Importance	2.5	
Other: 1	Current Performance	5	
	Importance	2	
Total: 10	Current Performance	3	
	Importance	3.4	

Sample Mean Score

360

Date: 9/1/2004

24. Is open to constructive criticism without becoming defensive.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	3	
	Importance	1	
Boss: 2	Current Performance	4	
	Importance	4	
Direct Report: 1	Current Performance	3	
	Importance	4	
Peer: 3	Current Performance	5	
	Importance	4	
Customer: 2	Current Performance	2	
	Importance	1	
Other: 1	Current Performance	4	
	Importance	3	
Total: 10	Current Performance	3.7	
	Importance	3	

Sample Mean Score

360

Date: 9/1/2004

25. Is open to new learning and criticism without becoming defensive.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	1	
	Importance	5	
Boss: 2	Current Performance	4	
	Importance	4	
Direct Report: 1	Current Performance	1	
	Importance	5	
Peer: 3	Current Performance	3.33	
	Importance	2	
Customer: 2	Current Performance	3	
	Importance	1.5	
Other: 1	Current Performance	4	
	Importance	4	
Total: 10	Current Performance	3	
	Importance	3.1	

Sample Mean Score

360

Date: 9/1/2004

26. People respect this person's knowledge and experience in his/her field.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	4	
	Importance	3	
Boss: 2	Current Performance	3.5	
	Importance	3	
Direct Report: 1	Current Performance	2	
	Importance	2	
Peer: 3	Current Performance	3.66	
	Importance	2	
Customer: 2	Current Performance	1	
	Importance	2.5	
Other: 1	Current Performance	4	
	Importance	2	
Total: 10	Current Performance	3	
	Importance	2.4	

Sample Mean Score

360

Date: 9/1/2004

27. Stays current with latest technologies, trends and developments in his/her job.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	4	
	Importance	1	
Boss: 2	Current Performance	3	
	Importance	2.5	
Direct Report: 1	Current Performance	4	
	Importance	3	
Peer: 3	Current Performance	3.66	
	Importance	3.33	
Customer: 2	Current Performance	4	
	Importance	3	
Other: 1	Current Performance	3	
	Importance	2	
Total: 10	Current Performance	3.6	
	Importance	2.7	

Sample Mean Score

360

Date: 9/1/2004

28. Stays current with the latest technologies and developments in his/her field.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	5	
	Importance	3	
Boss: 2	Current Performance	4.5	
	Importance	2.5	
Direct Report: 1	Current Performance	3	
	Importance	4	
Peer: 3	Current Performance	3	
	Importance	4	
Customer: 2	Current Performance	3.5	
	Importance	2.5	
Other: 1	Current Performance	4	
	Importance	2	
Total: 10	Current Performance	3.7	
	Importance	3.1	

Sample Mean Score

360

Date: 9/1/2004

29. Talks with people from other groups to find better ways of working together.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	2	
	Importance	4	
Boss: 2	Current Performance	3.5	
	Importance	3.5	
Direct Report: 1	Current Performance	3	
	Importance	4	
Peer: 3	Current Performance	1.33	
	Importance	3	
Customer: 2	Current Performance	2.5	
	Importance	3.5	
Other: 1	Current Performance	1	
	Importance	2	
Total: 10	Current Performance	2.2	
	Importance	3.3	

Sample Mean Score

360

Date: 9/1/2004

30. When I have a tough problem, people recommend this person as an expert in his/her field.

		Strongly Disagree	Strongly Agree
Self: 1	Current Performance	2	
	Importance	5	
Boss: 2	Current Performance	1.5	
	Importance	2.5	
Direct Report: 1	Current Performance	1	
	Importance	1	
Peer: 3	Current Performance	2.66	
	Importance	3	
Customer: 2	Current Performance	3	
	Importance	4	
Other: 1	Current Performance	5	
	Importance	1	
Total: 10	Current Performance	2.5	
	Importance	2.9	