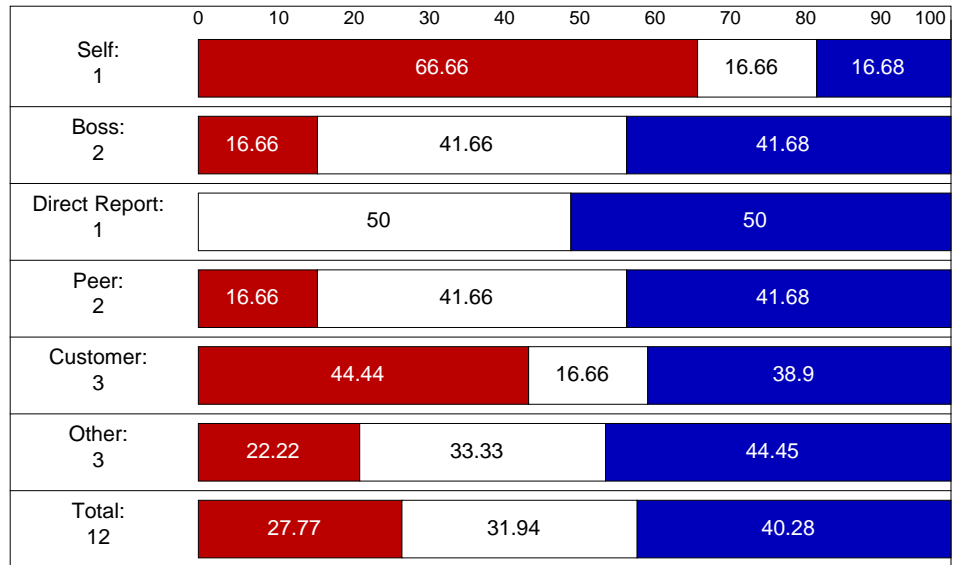


Sample Favorable vs Unfavorable

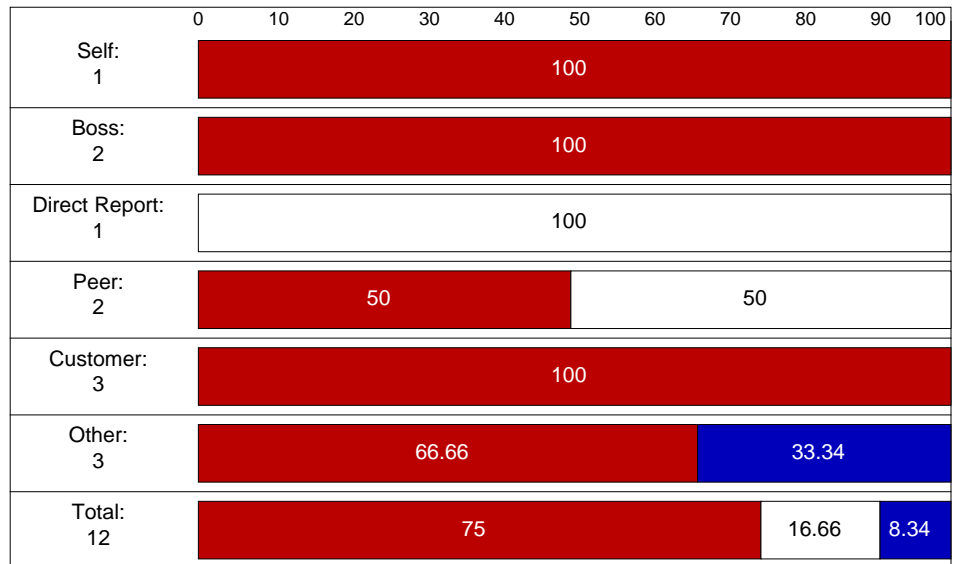
360

Date: 9/13/2007

Resilience



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

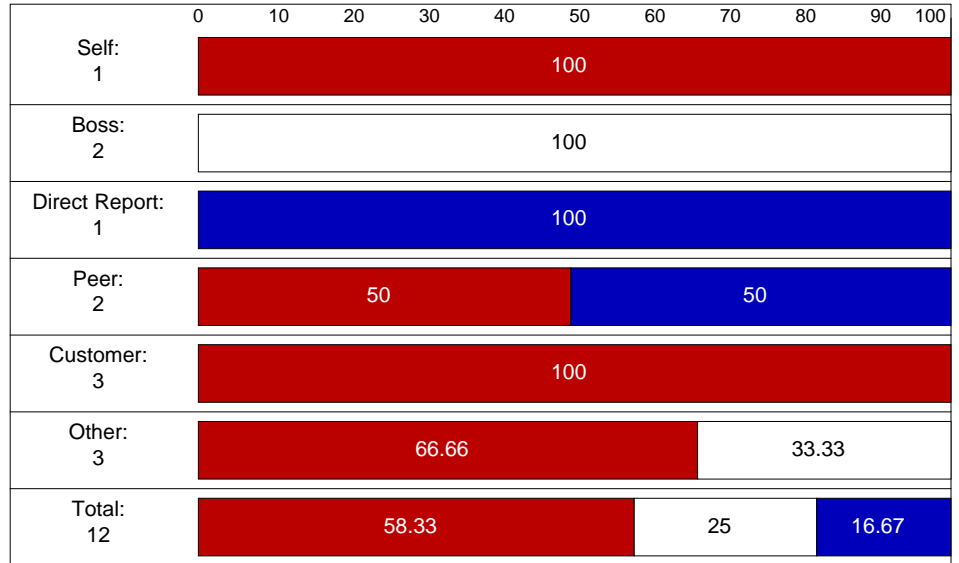


Sample Favorable vs Unfavorable

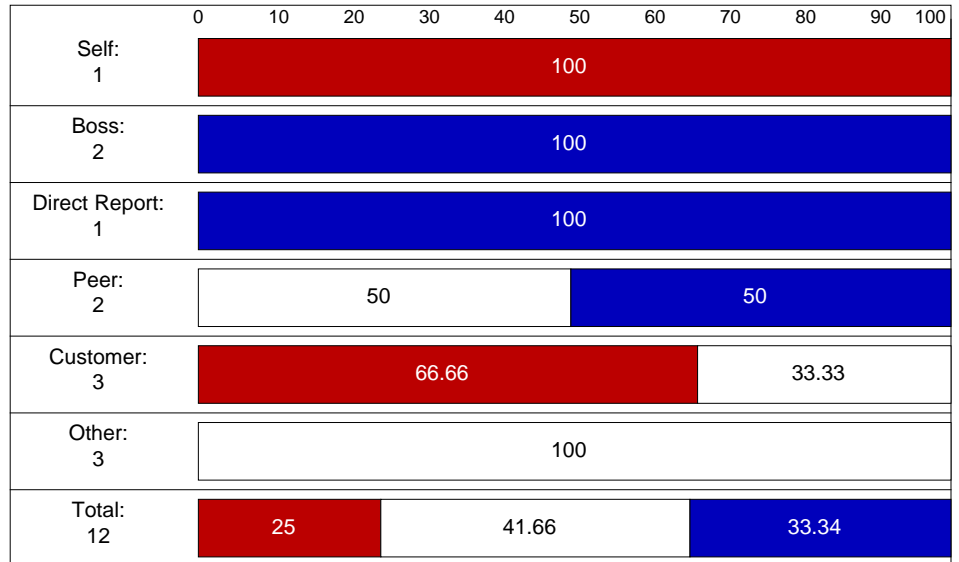
360

Date: 9/13/2007

2. Develops structured or organized approaches to managing ambiguity.



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

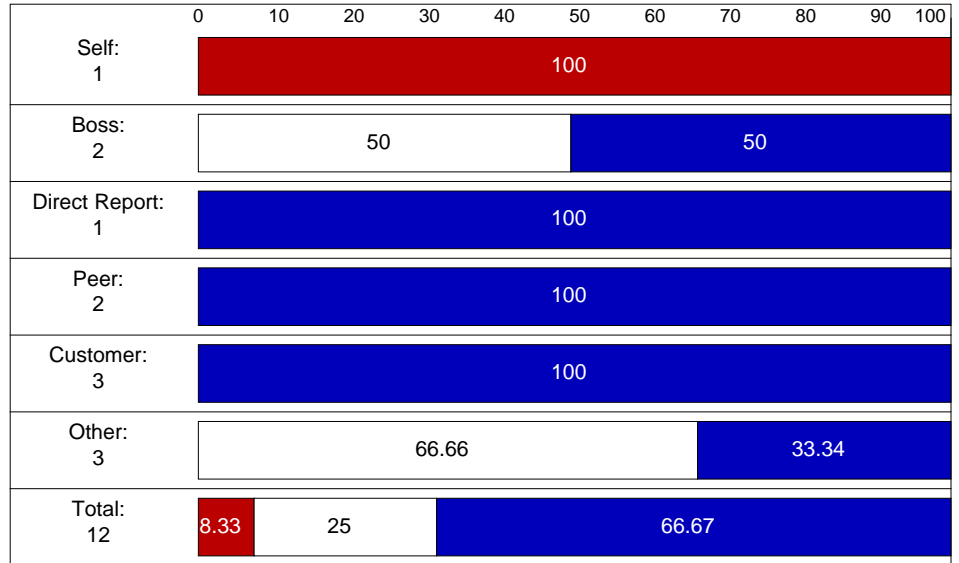


Sample Favorable vs Unfavorable

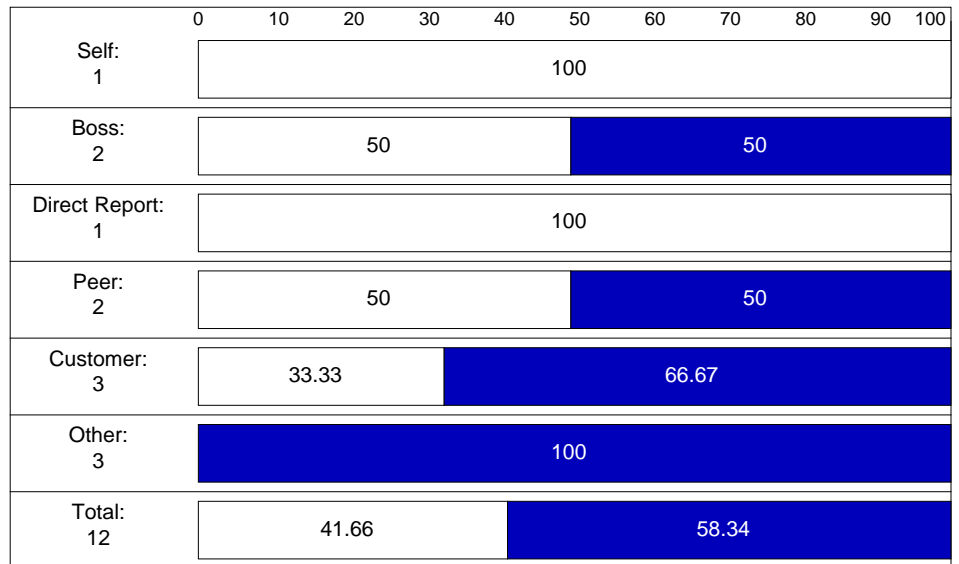
360

Date: 9/13/2007

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



5. Manages change rather than fighting against it.

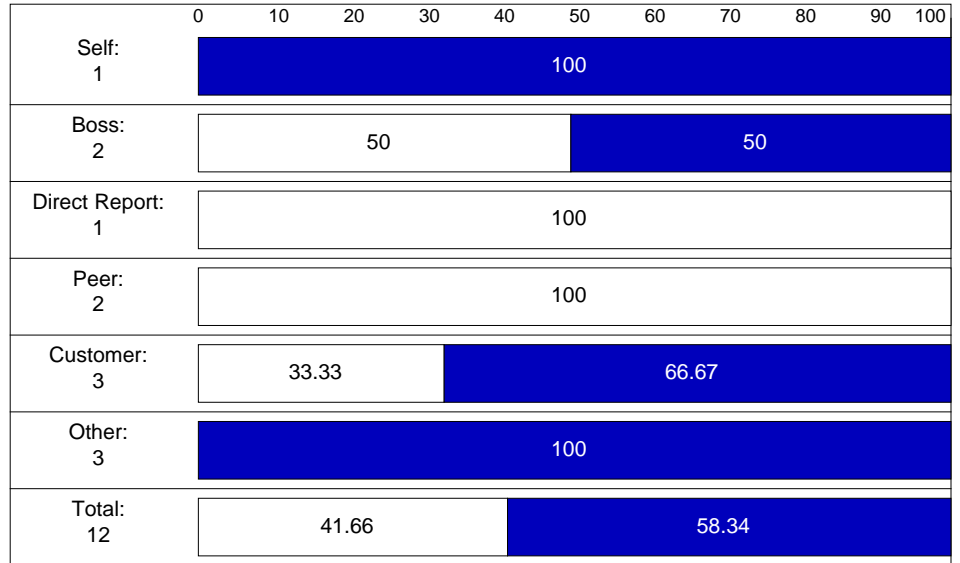


Sample Favorable vs Unfavorable

360

Date: 9/13/2007

6. Views work as challenging and full of opportunity.



Sample Favorable vs Unfavorable

360

Date: 9/13/2007

Results-Oriented

		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	45.45			36.36				18.18			
	Expected Performance	45.45			36.36				18.18			
Boss: 2	Current Performance	9.09	31.81			59.1						
	Expected Performance	9.09	31.81			59.1						
Direct Report: 1	Current Performance	18.18		81.81								
	Expected Performance	18.18		81.81								
Peer: 2	Current Performance	18.18	40.9				40.92					
	Expected Performance	18.18	40.9				40.92					
Customer: 3	Current Performance	6.05	18.18		75.76							
	Expected Performance	6.05	18.18		75.76							
Other: 3	Current Performance	3.02	21.21		75.76							
	Expected Performance	3.02	21.21		75.76							
Total: 12	Current Performance	10.6	26.51			62.89						
	Expected Performance	10.6	26.51			62.89						

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

7. Acts decisively after considering input.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 2	Current Performance	50											
	Expected Performance	50											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 2	Current Performance												
	Expected Performance												
Customer: 3	Current Performance	33.33									66.67		
	Expected Performance	33.33									66.67		
Other: 3	Current Performance												
	Expected Performance												
Total: 12	Current Performance	33.33	25								66.67		
	Expected Performance	33.33	25								66.67		

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

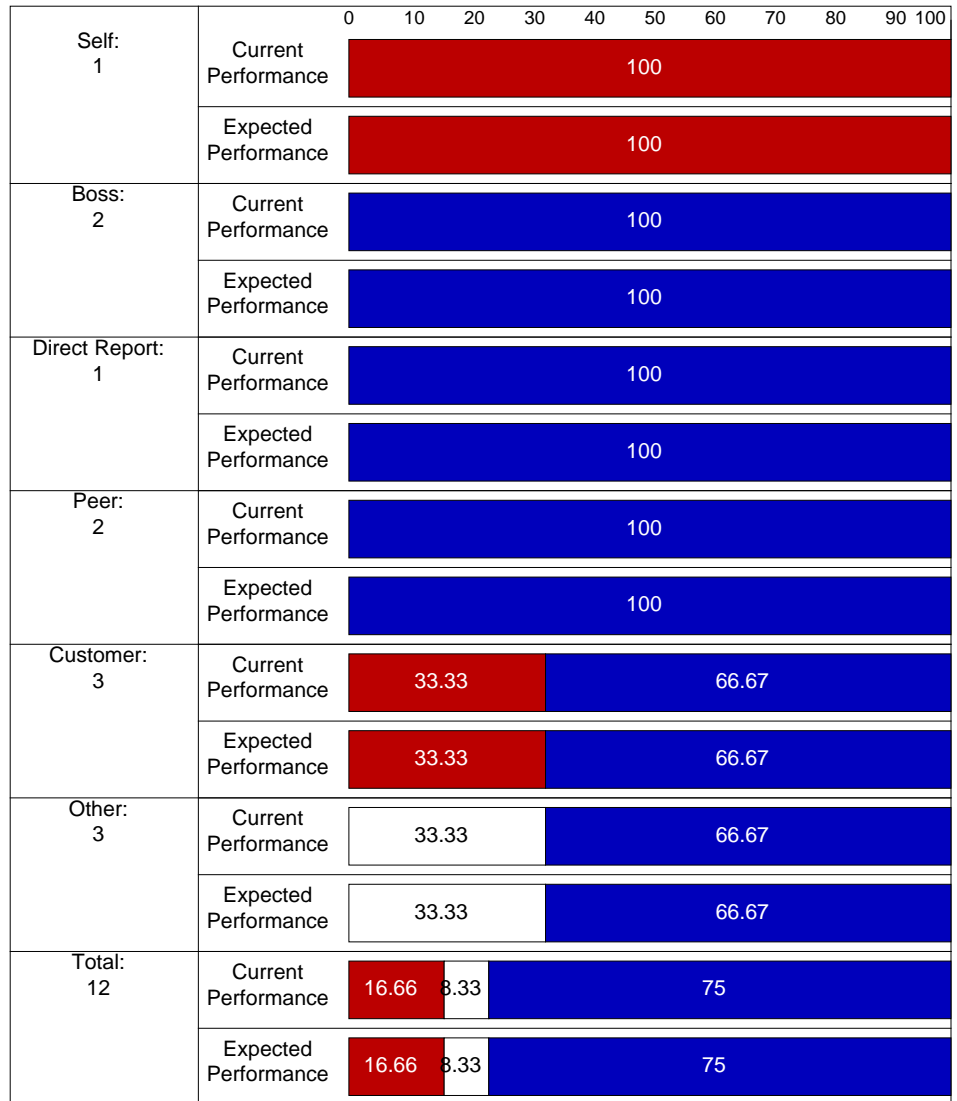
		0	10	20	30	40	50	60	70	80	90	100		
Self: 1	Current Performance	100												
	Expected Performance	100												
Boss: 2	Current Performance	100												
	Expected Performance	100												
Direct Report: 1	Current Performance	100												
	Expected Performance	100												
Peer: 2	Current Performance	50				50								
	Expected Performance	50				50								
Customer: 3	Current Performance	66.66						33.34						
	Expected Performance	66.66						33.34						
Other: 3	Current Performance	100												
	Expected Performance	100												
Total: 12	Current Performance	3.33		25			66.67							
	Expected Performance	3.33		25			66.67							

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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



Sample Favorable vs Unfavorable

360

Date: 9/13/2007

10. Demonstrates personal commitment and persistence in achieving goals.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 2	Current Performance	50											
	Expected Performance	50											
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 2	Current Performance	50											
	Expected Performance	50											
Customer: 3	Current Performance												
	Expected Performance												
Other: 3	Current Performance												
	Expected Performance												
Total: 12	Current Performance	8.33					33.33						
	Expected Performance	8.33					33.33						

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 2	Current Performance	50				50							
	Expected Performance	50				50							
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 2	Current Performance	50				50							
	Expected Performance	50				50							
Customer: 3	Current Performance	100											
	Expected Performance	100											
Other: 3	Current Performance	33.33			66.67								
	Expected Performance	33.33			66.67								
Total: 12	Current Performance	25		75									
	Expected Performance	25		75									

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	100										
	Expected Performance	100										
Boss: 2	Current Performance	50					50					
	Expected Performance	50					50					
Direct Report: 1	Current Performance	100										
	Expected Performance	100										
Peer: 2	Current Performance	50					50					
	Expected Performance	50					50					
Customer: 3	Current Performance	33.33			66.67							
	Expected Performance	33.33			66.67							
Other: 3	Current Performance	33.33			66.67							
	Expected Performance	33.33			66.67							
Total: 12	Current Performance	16.66	16.66		66.68							
	Expected Performance	16.66	16.66		66.68							

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 2	Current Performance	50					50						
	Expected Performance	50					50						
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 2	Current Performance	50					50						
	Expected Performance	50					50						
Customer: 3	Current Performance	33.33				66.67							
	Expected Performance	33.33				66.67							
Other: 3	Current Performance	33.33				66.67							
	Expected Performance	33.33				66.67							
Total: 12	Current Performance	16.66	25			58.34							
	Expected Performance	16.66	25			58.34							

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 2	Current Performance	50											
	Expected Performance	50											
Direct Report: 1	Current Performance												
	Expected Performance												
Peer: 2	Current Performance	100											
	Expected Performance	100											
Customer: 3	Current Performance	33.33											
	Expected Performance	33.33											
Other: 3	Current Performance	66.66											
	Expected Performance	66.66											
Total: 12	Current Performance	58.33											
	Expected Performance	58.33											

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

15. Sets clear priorities and explains interdependency of projects.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 2	Current Performance												
	Expected Performance												
Direct Report: 1	Current Performance												
	Expected Performance												
Peer: 2	Current Performance	50											
	Expected Performance	50											
Customer: 3	Current Performance	33.33											
	Expected Performance	33.33											
Other: 3	Current Performance	33.33											
	Expected Performance	33.33											
Total: 12	Current Performance	8.33	33.33									58.34	
	Expected Performance	8.33	33.33									58.34	

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 2	Current Performance	50					50						
	Expected Performance	50					50						
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 2	Current Performance	50					50						
	Expected Performance	50					50						
Customer: 3	Current Performance	100											
	Expected Performance	100											
Other: 3	Current Performance	33.33			66.67								
	Expected Performance	33.33			66.67								
Total: 12	Current Performance	25		16.66			58.34						
	Expected Performance	25		16.66			58.34						

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Expected Performance	100											
Boss: 2	Current Performance	50					50						
	Expected Performance	50					50						
Direct Report: 1	Current Performance	100											
	Expected Performance	100											
Peer: 2	Current Performance	100											
	Expected Performance	100											
Customer: 3	Current Performance	100											
	Expected Performance	100											
Other: 3	Current Performance	100											
	Expected Performance	100											
Total: 12	Current Performance	3.33	25				66.67						
	Expected Performance	3.33	25				66.67						

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

Self Improvement

		0	10	20	30	40	50	60	70	80	90	100
Self: 1	Current Performance	15.38		30.76			53.85					
	Importance	15.38		30.76			53.85					
Boss: 2	Current Performance	38.46				34.61		26.93				
	Importance	38.46				34.61		26.93				
Direct Report: 1	Current Performance	38.46				61.53						
	Importance	38.46				61.53						
Peer: 2	Current Performance	23.07		23.07		53.85						
	Importance	23.07		23.07		53.85						
Customer: 3	Current Performance	15.38		12.82		71.79						
	Importance	15.38		12.82		71.79						
Other: 3	Current Performance	17.94		23.07		58.98						
	Importance	17.94		23.07		58.98						
Total: 12	Current Performance	19.87		24.35		55.78						
	Importance	19.87		24.35		55.78						

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

18. Applies new and innovative ways of doing things.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	50					50						
	Importance	50					50						
Customer: 3	Current Performance	66.66							33.34				
	Importance	66.66							33.34				
Other: 3	Current Performance	33.33			66.67								
	Importance	33.33			66.67								
Total: 12	Current Performance	25			41.66				33.34				
	Importance	25			41.66				33.34				

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	50					50						
	Importance	50					50						
Customer: 3	Current Performance	100											
	Importance	100											
Other: 3	Current Performance	100											
	Importance	100											
Total: 12	Current Performance	3.33	25				66.67						
	Importance	3.33	25				66.67						

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	50					50						
	Importance	50					50						
Customer: 3	Current Performance	100											
	Importance	100											
Other: 3	Current Performance	66.66						33.34					
	Importance	66.66						33.34					
Total: 12	Current Performance	41.66				58.34							
	Importance	41.66				58.34							

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

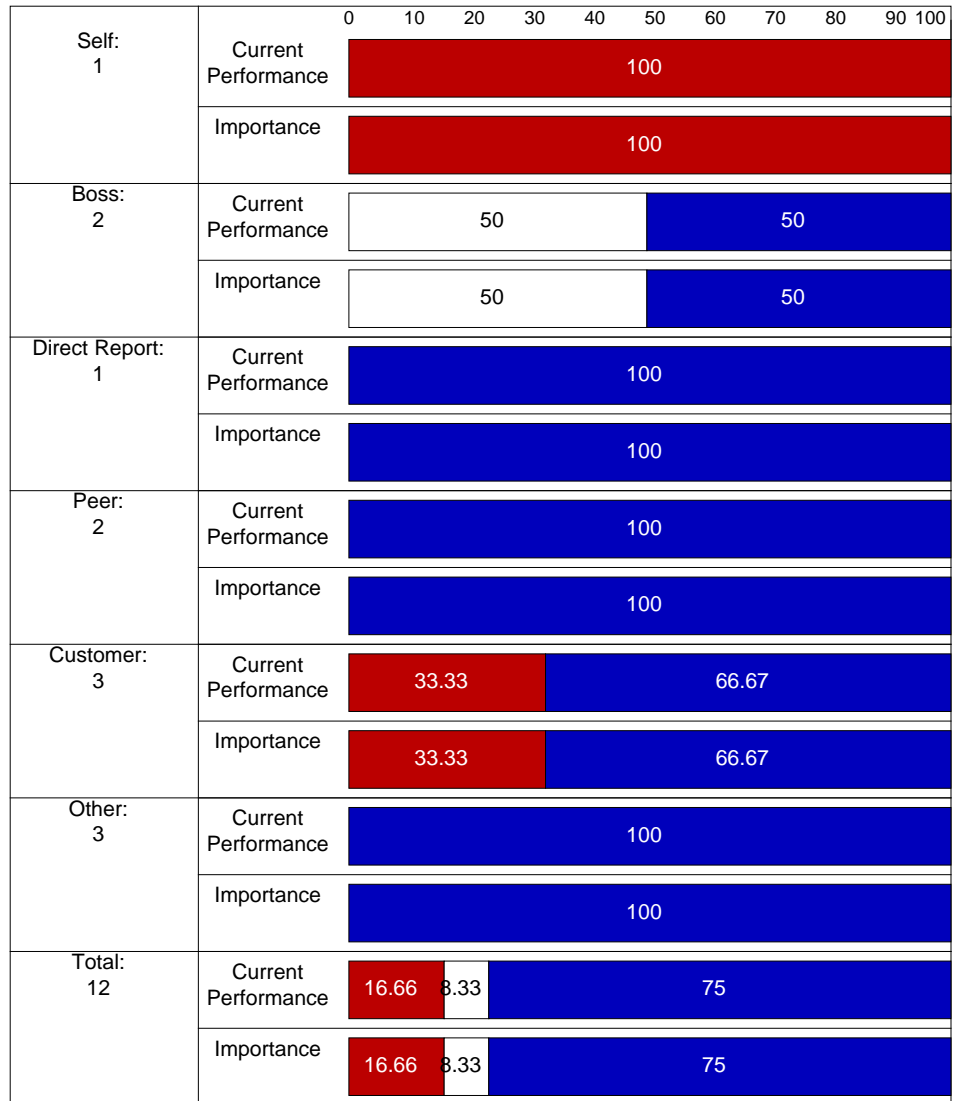
		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	100											
	Importance	100											
Customer: 3	Current Performance	100											
	Importance	100											
Other: 3	Current Performance	66.66						33.34					
	Importance	66.66						33.34					
Total: 12	Current Performance	25		8.33		66.67							
	Importance	25		8.33		66.67							

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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



Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	100											
	Importance	100											
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	100											
	Importance	100											
Customer: 3	Current Performance	33.33			66.67								
	Importance	33.33			66.67								
Other: 3	Current Performance	33.33			66.67								
	Importance	33.33			66.67								
Total: 12	Current Performance	16.66		8.33	75								
	Importance	16.66		8.33	75								

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

24. Is open to constructive criticism without becoming defensive.

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	50					50						
	Importance	50					50						
Customer: 3	Current Performance	100											
	Importance	100											
Other: 3	Current Performance	33.33			33.33			33.34					
	Importance	33.33			33.33			33.34					
Total: 12	Current Performance	16.66		33.33				50.01					
	Importance	16.66		33.33				50.01					

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	50					50						
	Importance	50					50						
Customer: 3	Current Performance	33.33			66.67								
	Importance	33.33			66.67								
Other: 3	Current Performance	33.33			66.67								
	Importance	33.33			66.67								
Total: 12	Current Performance	25		25		50							
	Importance	25		25		50							

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	100											
	Importance	100											
Customer: 3	Current Performance	33.33				66.67							
	Importance	33.33				66.67							
Other: 3	Current Performance	33.33				66.67							
	Importance	33.33				66.67							
Total: 12	Current Performance	41.66					16.66		41.68				
	Importance	41.66					16.66		41.68				

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	50					50						
	Importance	50					50						
Customer: 3	Current Performance	33.33				33.33				33.34			
	Importance	33.33				33.33				33.34			
Other: 3	Current Performance	33.33				66.66							
	Importance	33.33				66.66							
Total: 12	Current Performance	25			41.66						33.34		
	Importance	25			41.66						33.34		

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	50					50						
	Importance	50					50						
Customer: 3	Current Performance	33.33				66.67							
	Importance	33.33				66.67							
Other: 3	Current Performance	66.66								33.34			
	Importance	66.66								33.34			
Total: 12	Current Performance	16.66		25			58.34						
	Importance	16.66		25			58.34						

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	50					50						
	Importance	50					50						
Customer: 3	Current Performance	100											
	Importance	100											
Other: 3	Current Performance	100											
	Importance	100											
Total: 12	Current Performance	16.66		16.66			66.68						
	Importance	16.66		16.66			66.68						

Sample Favorable vs Unfavorable

360

Date: 9/13/2007

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

		0	10	20	30	40	50	60	70	80	90	100	
Self: 1	Current Performance	100											
	Importance	100											
Boss: 2	Current Performance	50					50						
	Importance	50					50						
Direct Report: 1	Current Performance	100											
	Importance	100											
Peer: 2	Current Performance	50					50						
	Importance	50					50						
Customer: 3	Current Performance	33.33			33.33				33.34				
	Importance	33.33			33.33				33.34				
Other: 3	Current Performance	33.33			66.67								
	Importance	33.33			66.67								
Total: 12	Current Performance	25		25			50						
	Importance	25		25			50						