

# 360<sup>BY</sup>DESIGN<sup>®</sup>

Prepared for  
**Chris Sample Lay Leader  
Model**

7 January 2010

## **Feedback Report**

Customized for:



In addition to your self-ratings, this report  
includes your ratings from:

- 1 Supervisor
- 1 Superior
- 3 Peers
- 3 Direct Reports
- 1 Others

360 By Design Norm Group

**Center for Creative Leadership<sup>®</sup>**

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## INTRODUCTION

360 By Design gives you feedback on competencies of leadership effectiveness. Your report is organized to display your results first in summary and then in detail.

After reviewing your results, we recommend you use the 360 By Design Development Planning Guide to analyze your results and create your plan for development.

### Leadership Competencies

#### The Overview Charts

##### Importance for Success and Average Scores

You and each of your raters were asked to choose the five (5) most important leadership competencies for success in your organization. The data listed under "Importance for Success" indicates how important each competency is for success, by All Observers, by your Boss and by yourself. The data listed under "Average Scores" indicates the extent to which you perform each competency, as viewed by All Observers and by yourself.

You and your raters used a 5-point response scale to indicate the extent to which you display various behaviors.

1 = Not at all

4 = To a great extent

2 = To a little extent

5 = To a very great extent

3 = To some extent

NA = Not applicable

The center columns of the table summarize "Most Important for Success" information. It indicates how many Observers (excluding Self) considered the competency to be one of the "Most Important for Success" in your organization, which competencies were selected by your immediate Boss, and which ones were selected by you. The columns on the right show the "Average Scores" for all the questions (items) in the competencies. Higher ratings are preferred here. Your All Observers score includes everyone who completed a survey for you except yourself. The detailed item scores for each competency are shown in the Comprehensive Data section.

##### Norm Group Comparisons: Self and All Observers

This table shows your Self and All Observers scores relative to the scores of other individuals in your norm or reference group. From this graph you can see if your scores are low, in the mid-range, or high as compared to those of other individuals.

##### Norm Group Comparisons: By Rater Category

The data on this table provide more information about the All Observer scores by breaking them into each of the rater categories.

Remember, your scores are being compared to a norm group of other individuals in your norm group. Scores in the middle of the graph do not mean that you are an "average" manager; rather it means that about half of the managers in your norm group who have taken the 360 By Design have scored lower. For many of the 360 By Design competencies, mid-range scores often translate into raw scores that are quite good.

##### Guide for Interpretation:

- Organizations differ in how important various competencies are for success. On which competencies do your views match those of your Boss and others and where do they not match?
- In which competencies did you receive your highest and lowest ratings from others?
- Were there any wide differences between your Self and All Observers scores? Pay particular attention to areas in which you rated yourself high and your observers rated you low. These are potential blind spots.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

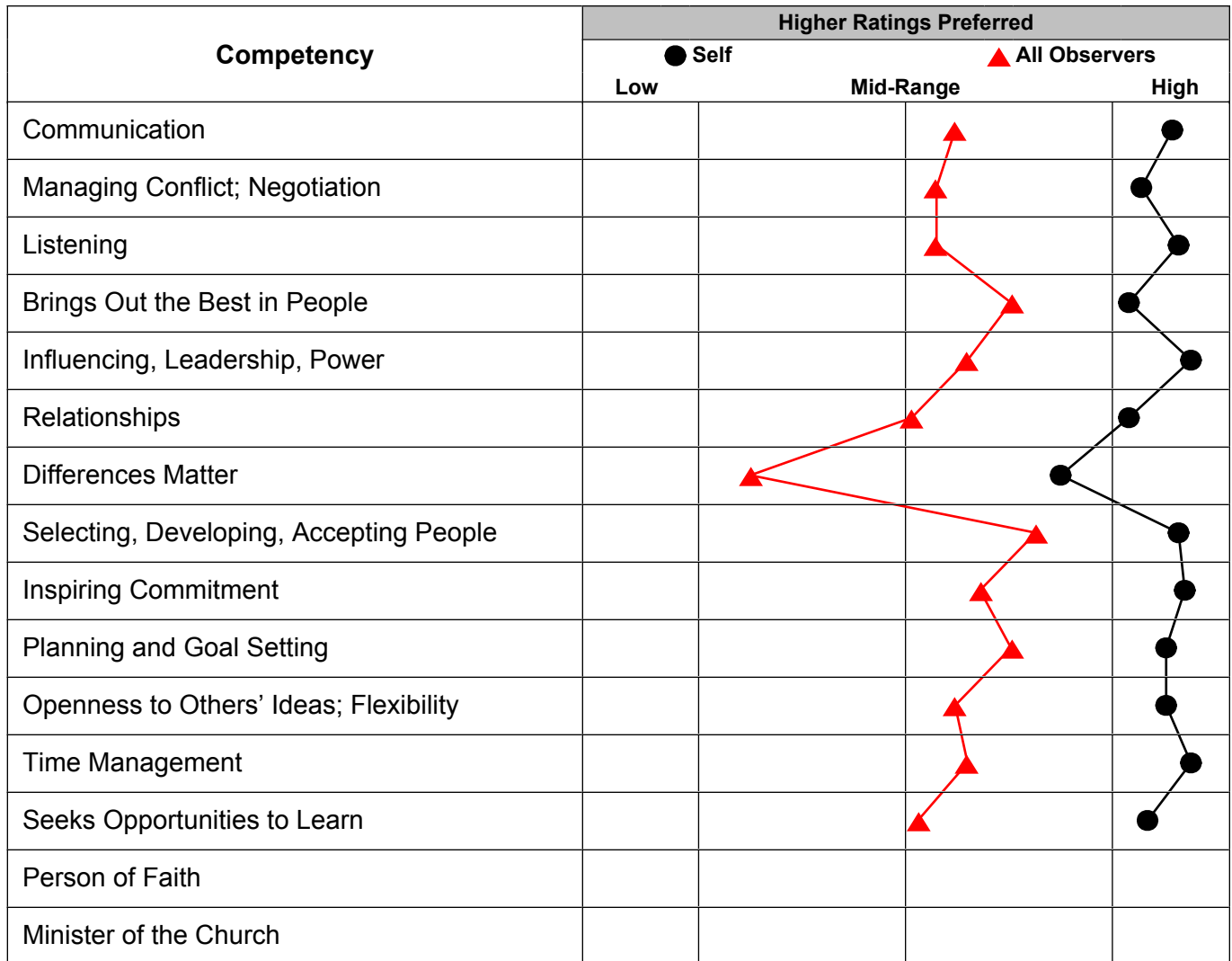
## LEADERSHIP COMPETENCIES

**Importance for Success and Average Scores**

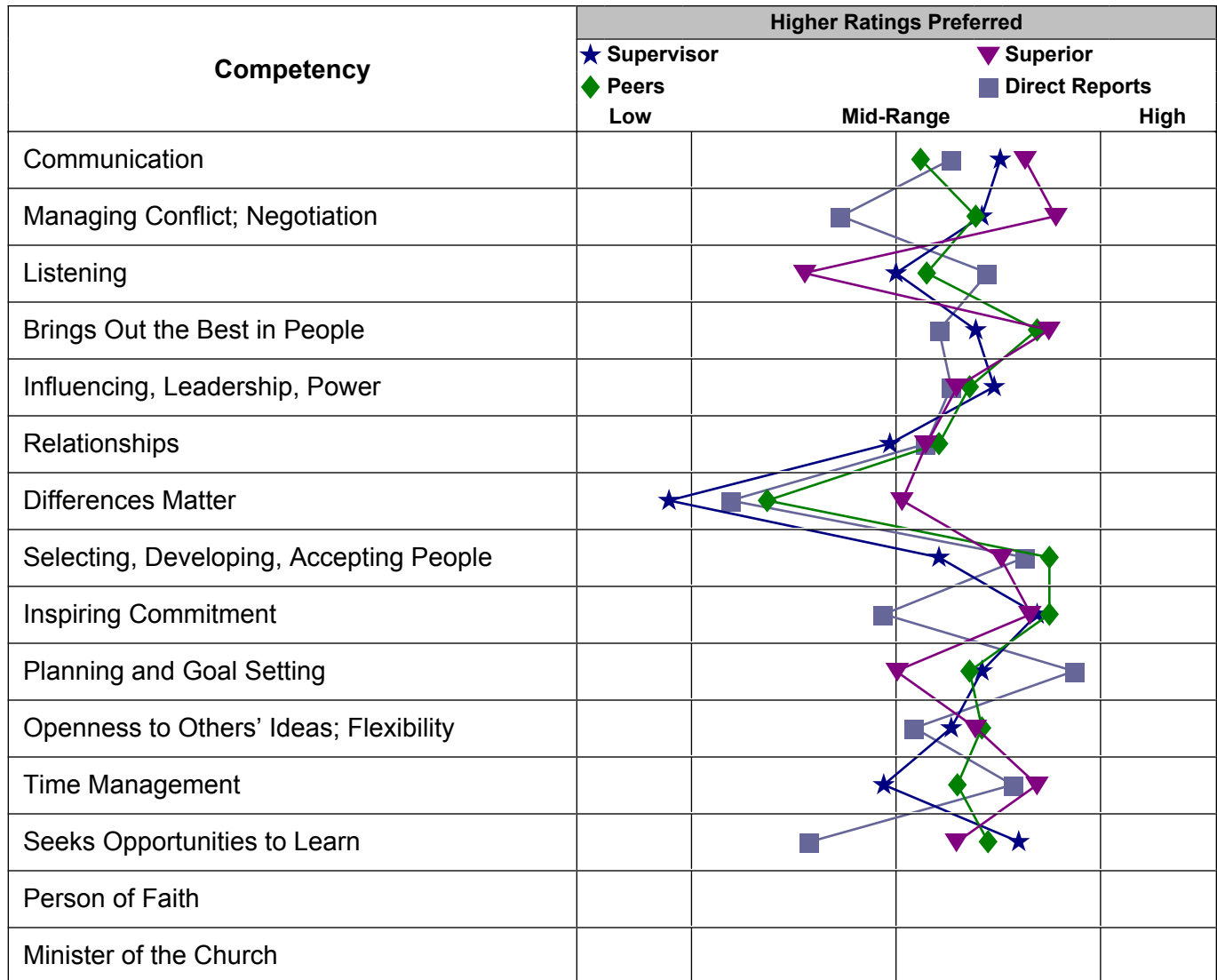
Competency	Importance for Success			Average Scores	
	All Observers	Supervisor	Self	All Observers	Self
Communication	4		✓	[4.09]	4.60
Managing Conflict; Negotiation	4	✓		3.89	4.33
Listening	2			4.06	4.75
Brings Out the Best in People	0			[4.09]	4.40
Influencing, Leadership, Power	3		✓	[4.10]	4.67
Relationships	0			4.06	4.50
Differences Matter	5	✓		3.96	4.67
Selecting, Developing, Accepting People	4		✓	[4.11]	4.57
Inspiring Commitment	0			4.02	4.60
Planning and Goal Setting	5			[4.11]	4.50
Openness to Others' Ideas; Flexibility	3			4.05	4.56
Time Management	1	✓	✓	4.03	4.50
Seeks Opportunities to Learn	3			4.07	4.60
Person of Faith	1			4.00	4.50
Minister of the Church	1		✓	[4.11]	4.67

Key:   = highest rated competencies by All Observers  
  = lowest rated competencies by All Observers

## LEADERSHIP COMPETENCIES

**Norm Group Comparisons: Self and All Observers**

## LEADERSHIP COMPETENCIES

**Norm Group Comparisons: By Rater Category**

## LEADERSHIP COMPETENCIES

**Comprehensive Data**

The following pages show each of the competencies in more detail and include:

**Description of the Competency**

The description appears below the competency name at the top of the page.

**Breakout of Competency Scores**

You and your raters used a 5-point response scale to indicate the extent to which you display various behaviors. The All Observers score displays average scores from all raters except yourself. The response scale used:

- |                        |                            |
|------------------------|----------------------------|
| 1 = Not at all         | 4 = To a great extent      |
| 2 = To a little extent | 5 = To a very great extent |
| 3 = To some extent     | NA = Not applicable        |

Your scores by rater group are plotted relative to scores of individuals in your norm or reference group.

Two rules must be met to report a competency score in any rater category:

- Each rater must complete at least 50% of the items in the competency, and
- The following minimum numbers of raters in the category must submit a survey:

Supervisor = 1  
 Superior = 1  
 Peers = 2  
 Direct Reports = 2  
 Others = 1

**Importance for Success**

This table shows whether or not the competency is perceived to be among the most important for success in your organization. For your convenience, the Importance scores are reprinted from the previous section of this report.

**Item-level Feedback**

Scores from all of the questions that you and others responded to when completing the survey are presented under the corresponding competency, with the following exception: to ensure anonymity, a minimum of three observers from each category are needed to receive item-level feedback from Peers and Direct Reports. Item-level feedback will be reported for one or more Boss, Superior and Others.

**Brackets and Underlines: Highest and Lowest Rated Items**

The highest 5% of items and all tied scores are indicated in your report for each rater group by a bracket. The lowest 5% of items and all tied scores are underlined.

**Rater Disagreement: The Asterisk\***

An asterisk (\*) by an item indicates a gap of three points or more in your ratings from at least two individuals from a particular rater group.

**Greatest Differences**

At the end of this section is a summary of the 15 largest gaps between Self and All Observers scores on the items in Leadership Competencies.

**Guide for Interpretation:**

- How do your responses compare to those of your observers? How do the scores from the different rater groups compare to each other?
- Are there areas where you consistently rate yourself lower or higher than others rate you?
- How do your scores compare to those of your norm group?

## LEADERSHIP COMPETENCIES

**Communication**

Effectively communicates ministerial goals and is able to inspire through presentation of information

	Your Score	Low	Mid-Range	High
Self	4.60			●
All Observers	4.09		▲	
Supervisor	4.20		★	
Superior	4.20		▼	
Peers	4.00		◆	
Direct Reports	4.20		■	
Others	3.80			

## Most Important For Success

All Observers	Supervisor	Self
4		✓

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
1. Lets people know the direction of the organization.	4.00	4.00	4.00	3.00	4.00	3.00
2. Makes specific organization goals and plans clear.	5.00	[5.00]	4.00	4.00	4.00	4.00
3. Is clear about his/her expectations.	4.00	4.00	4.00	[5.00]	[5.00]	[5.00]
4. Inspires enthusiasm when speaking.	5.00	4.00	4.00	4.00	4.00	4.00
5. Commands the attention of others when speaking.	5.00	4.00	[5.00]	4.00	4.00	3.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

[3.00] = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category



## LEADERSHIP COMPETENCIES

**Managing Conflict; Negotiation**

Negotiates adeptly with individuals and groups; effective at managing conflict and confrontations skillfully.

	Your Score	Low	Mid-Range	High
Self	4.33			●
All Observers	3.89		▲	
Supervisor	4.00		★	
Superior	4.33		▼	
Peers	4.00		◆	
Direct Reports	3.67		■	
Others	3.67			

## Most Important For Success

All Observers	Supervisor	Self
4	✓	

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
6. Is effective at managing conflict.	4.00	[5.00]	4.00	4.00	3.00	4.00
7. Confronts others skillfully.	5.00	3.00	[5.00]	4.00	4.00	4.00
8. Negotiates adeptly with individuals and groups over roles and resources.	4.00	4.00	4.00	4.00	4.00	3.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

3.00 = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Listening**

Is a willing and patient listener and is open to feedback.

	Your Score	Low	Mid-Range	High
Self	4.75			●
All Observers	4.06		▲	
Supervisor	4.00		★	
Superior	3.75	▼		
Peers	4.00		◆	
Direct Reports	4.25		■	
Others	4.00			

## Most Important For Success

All Observers	Supervisor	Self
2		

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
9. Listens carefully to others' ideas and suggestions.	5.00	3.00	4.00	4.00	4.00	4.00
10. Makes people feel they are truly heard.	4.00	4.00	4.00	[5.00]	4.00	[5.00]
11. Shows a willingness to listen and be open to input.	5.00	4.00	3.00	3.00	[5.00]	4.00
12. Is open to constructive feedback.	5.00	[5.00]	4.00	4.00	4.00	3.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

3.00 = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Brings Out the Best in People**

Has a special talent with people that is evident in his/her ability to pull people together into highly effective teams.

	Your Score	Low	Mid-Range	High
Self	4.40			●
All Observers	4.09		▲	
Supervisor	4.00		★	
Superior	4.20		▼	
Peers	4.20		◆	
Direct Reports	4.00		■	
Others	4.00			

## Most Important For Success

All Observers	Supervisor	Self
0		

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
13. Is able to pull people together around a common goal.	4.00	4.00	4.00	[5.00]	4.00	4.00
14. Is able to draw out the best in people.	5.00	4.00	4.00	4.00	[5.00]	4.00
15. Can turn a group into a high-performing team.	4.00	4.00	4.00	4.00	4.00	3.00
16. Is able to achieve consensus even when people disagree on the best course of action.	5.00	[5.00]	[5.00]	4.00	4.00	4.00
17. Has a special talent for dealing with people.	4.00	3.00	4.00	4.00	3.00	[5.00]

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

[3.00] = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Influencing, Leadership, Power**

Good at inspiring and promoting a vision; able to persuade and motivate others; skilled at influencing superiors; delegates effectively.

	Your Score	Low	Mid-Range	High
Self	4.67			●
All Observers	4.10		▲	
Supervisor	4.11		★	
Superior	4.00		▼	
Peers	4.11		◆	
Direct Reports	4.22		■	
Others	3.78			

## Most Important For Success

All Observers	Supervisor	Self
3		✓

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
18. Is inspirational; helps people to see the importance of what they are doing.	5.00	4.00	[5.00]	4.00	4.00	4.00
19. Is good at promoting an idea or vision; persuading.	5.00	3.00	4.00	4.00	4.00	3.00
20. Possesses extensive network of contacts necessary to do the job.	4.00	4.00	4.00	[5.00]	4.00	4.00
21. Has an astute sense of "politics".	5.00	4.00	4.00	3.00	4.00	4.00
22. Is able to inspire, motivate people; sparks others to take action.	4.00	[5.00]	3.00	4.00	[5.00]	3.00
23. Is comfortable with the power of the managerial role.	5.00	4.00	4.00	[5.00]	4.00	4.00
24. Is skilled at selling upward, influencing superiors.	4.00	4.00	4.00	4.00	4.00	[5.00]
25. Delegates effectively.	5.00	4.00	4.00	4.00	[5.00]	4.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

3.00 = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Influencing, Leadership, Power**

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
26. Works effectively with other people over whom he or she has no direct authority.	5.00	[5.00]	4.00	4.00	4.00	3.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

[3.00] = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Relationships**

Builds cooperative relationships; skilled at relating to many different types of people including subordinates, superiors, peers and outsiders.

	Your Score	Low	Mid-Range	High
Self	4.50			●
All Observers	4.06		▲	
Supervisor	4.00		★	
Superior	4.10		▼	
Peers	4.10		◆	
Direct Reports	4.10		■	
Others	3.80			

Most Important For Success

All Observers	Supervisor	Self
0		

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
27. Builds warm, cooperative relationships.	4.00	3.00	[5.00]	4.00	4.00	4.00
28. Isn't abrasive; doesn't usually antagonize people.	5.00	4.00	4.00	4.00	3.00	4.00
29. Makes good use of people; doesn't exploit.	4.00	3.00	[5.00]	4.00	4.00	3.00
30. Has good relationships with direct reports.	5.00	4.00	4.00	[5.00]	4.00	4.00
31. Has good relationships with superiors.	4.00	4.00	4.00	3.00	4.00	[5.00]
32. Has good relationships with peers.	5.00	[5.00]	4.00	4.00	4.00	4.00
33. Has good relationships with outsiders.	5.00	4.00	3.00	[5.00]	[5.00]	3.00
34. Is skilled at relating to many different types of people.	4.00	4.00	4.00	4.00	4.00	4.00
35. Is readily available to others.	5.00	4.00	4.00	4.00	4.00	4.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

3.00 = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

LEADERSHIP COMPETENCIES

Relationships						
	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
36. Is competent at dealing with people's feelings.	4.00	[5.00]	4.00	4.00	[5.00]	3.00

Key:	[5.00]	= Highest 5% of rated items (plus ties) for each rater group.
	[3.00]	= Lowest 5% of rated items (plus ties) for each rater group.
	*	= Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Differences Matter**

Demonstrates a respect for varying backgrounds and perspectives; values cultural differences.

	Your Score	Low	Mid-Range	High
Self	4.67			●
All Observers	3.96		▲	
Supervisor	3.83	★		
Superior	4.33		▼	
Peers	4.00		◆	
Direct Reports	3.83		■	
Others	4.00			

## Most Important For Success

All Observers	Supervisor	Self
5	✓	

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
37. Understands and respects cultural, religious, gender, and racial differences.	5.00	3.00	4.00	4.00	4.00	4.00
38. Treats people of all backgrounds fairly.	4.00	4.00	5.00	4.00	4.00	5.00
39. Values working with a diverse group of people.	5.00	3.00	4.00	4.00	3.00	4.00
40. Makes personnel decisions which are fair and unbiased.	5.00	4.00	5.00	5.00	4.00	3.00
41. Is comfortable managing people from different racial or cultural backgrounds.	4.00	4.00	4.00	3.00	4.00	4.00
42. Acknowledges and values different backgrounds and perspectives.	5.00	5.00	4.00	4.00	4.00	4.00

Key:   = Highest 5% of rated items (plus ties) for each rater group.

  = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category



## LEADERSHIP COMPETENCIES

**Selecting, Developing, Accepting People**

Sizes up people well; tolerant of idiosyncrasies and patient with others; good counselor and mentor; brings out the best in people; offers others appropriately challenging assignments and the opportunity to grow.

	Your Score	Low	Mid-Range	High
Self	4.57			●
All Observers	4.11		▲	
Supervisor	3.86		★	
Superior	4.00		▼	
Peers	4.14		◆	
Direct Reports	4.29		■	
Others	3.86			

## Most Important For Success

All Observers	Supervisor	Self
4		✓

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
43. Sizes up people well; has a nose for talent.	4.00	4.00	4.00	[5.00]	4.00	3.00
44. Attracts talented people.	5.00	4.00	3.00	4.00	[5.00]	4.00
45. Considers personalities when dealing with people.	4.00	4.00	4.00	4.00	4.00	[5.00]
46. Is tolerant of the foibles, idiosyncrasies of others.	5.00	[5.00]	4.00	4.00	4.00	4.00
47. Is a good coach, counselor, mentor; patient with people as they learn.	5.00	3.00	4.00	4.00	[5.00]	3.00
48. Brings out the best in people.	4.00	4.00	4.00	4.00	4.00	4.00
49. Gives direct reports appropriately challenging assignments and the opportunity to grow.	5.00	3.00	[5.00]	4.00	4.00	4.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

3.00 = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Inspiring Commitment**

Motivates others to perform at their best.

	Your Score	Low	Mid-Range	High
Self	4.60			●
All Observers	4.02		▲	
Supervisor	4.20		★	
Superior	4.20		▼	
Peers	4.20		◆	
Direct Reports	3.80		■	
Others	3.80			

## Most Important For Success

All Observers	Supervisor	Self
0		

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
50. Rallies support throughout the organization to get things done.	4.00	4.00	4.00	[5.00]	3.00	3.00
51. Publicly praises others for their performance.	5.00	4.00	[5.00]	3.00	4.00	4.00
52. Infuses the organization with a sense of purpose.	4.00	[5.00]	4.00	4.00	4.00	[5.00]
53. Understands what motivates other people to perform at their best.	5.00	4.00	4.00	[5.00]	4.00	4.00
54. Provides tangible rewards for significant organizational achievements.	5.00	4.00	4.00	4.00	4.00	3.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

[3.00] = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Planning and Goal Setting**

Can translate vision into action.

	Your Score	Low	Mid-Range	High
Self	4.50			●
All Observers	4.11		▲	
Supervisor	4.00		★	
Superior	3.75		▼	
Peers	4.00		◆	
Direct Reports	4.50		■	
Others	3.75			

## Most Important For Success

All Observers	Supervisor	Self
5		

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
55. Translates the organization vision into clear plans.	4.00	4.00	3.00	4.00	[5.00]	4.00
56. Produces good long-range plans.	5.00	[5.00]	4.00	4.00	4.00	4.00
57. Formulates effective and clear business plans.	4.00	3.00	4.00	4.00	4.00	3.00
58. Translates the organization vision into clear actions.	5.00	4.00	4.00	4.00	[5.00]	4.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

[3.00] = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Openness to Others' Ideas; Flexibility**

Takes ideas different from own seriously; shares responsibility and collaborates with others; accepts criticism well; doesn't assume a single best way.

	Your Score	Low	Mid-Range	High
Self	4.56			●
All Observers	4.05		▲	
Supervisor	4.00		★	
Superior	4.11		▼	
Peers	4.11		◆	
Direct Reports	4.00		■	
Others	4.00			

## Most Important For Success

All Observers	Supervisor	Self
3		

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
59. Listens well.	4.00	3.00	4.00	4.00	4.00	5.00
60. Takes ideas different from own seriously, and from time to time changes mind.	5.00	4.00	5.00	5.00	4.00	4.00
61. Accepts criticism well; easy to give feedback on his/her performance.	5.00	4.00	4.00	3.00	3.00	3.00
62. Is a participative manager; shares responsibility and influence with direct reports.	4.00	5.00	5.00	4.00	4.00	4.00
63. Collaborates well with others.	5.00	4.00	4.00	5.00	4.00	4.00
64. Is flexible; good at varying his or her approach with the situation.	4.00	4.00	4.00	4.00	4.00	3.00
65. Thinks in terms of trade-offs; doesn't assume a single best way.	5.00	4.00	4.00	4.00	4.00	4.00
66. Creates good give-and-take with others in conversations, meetings.	4.00	5.00	3.00	4.00	5.00	5.00

Key:   = Highest 5% of rated items (plus ties) for each rater group.


  = Lowest 5% of rated items (plus ties) for each rater group.


\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Openness to Others' Ideas; Flexibility**

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
67. Doesn't let power or status go to his/her head.	5.00	3.00	4.00	4.00	4.00	4.00

Key:  = Highest 5% of rated items (plus ties) for each rater group.

 = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Time Management**

Sets priorities well; extremely productive; deals with interruptions appropriately; avoids spreading self too thin.

	Your Score	Low	Mid-Range	High
Self	4.50			●
All Observers	4.03		▲	
Supervisor	3.75		★	
Superior	4.25		▼	
Peers	4.00		◆	
Direct Reports	4.25		■	
Others	3.50			

## Most Important For Success

All Observers	Supervisor	Self
1	✓	✓

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
68. Sets priorities well; distinguishes clearly between important and unimportant tasks.	5.00	4.00	4.00	4.00	4.00	3.00
69. Makes the most of the time available; extremely productive.	4.00	3.00	4.00	4.00	5.00	4.00
70. Deals with interruptions appropriately; knows when to admit interruptions and when to screen them out.	5.00	4.00	4.00	5.00	4.00	4.00
71. Avoids spreading self too thin.	4.00	4.00	5.00	3.00	4.00	3.00

Key:   = Highest 5% of rated items (plus ties) for each rater group.

  = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Seeks Opportunities to Learn**

Seeks out experiences that may change perspective or provide an opportunity to learn new things.

	Your Score	Low	Mid-Range	High
Self	4.60			●
All Observers	4.07		▲	
Supervisor	4.40		★	
Superior	4.20		▼	
Peers	4.20		◆	
Direct Reports	3.80		■	
Others	4.00			

## Most Important For Success

All Observers	Supervisor	Self
3		

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
72. Has grown over time.	5.00	[5.00]	4.00	4.00	3.00	4.00
73. Takes advantage of opportunities to do new things.	4.00	4.00	[5.00]	[5.00]	4.00	[5.00]
74. Treats all situations as an opportunity to learn something.	5.00	4.00	4.00	4.00	4.00	4.00
75. Has developed significant new skills over time.	5.00	4.00	4.00	4.00	4.00	3.00
76. Seeks experiences that will change his/her perspective.	4.00	[5.00]	4.00	4.00	4.00	4.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

[3.00] = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Person of Faith**

Invites reliance on God's assistance at all times and in all circumstances

	Your Score	Low	Mid-Range	High
Self	4.50			
All Observers	4.00			
Supervisor	3.50			
Superior	3.50			
Peers	4.00			
Direct Reports	4.50			
Others	3.50			

**Most Important For Success**

All Observers	Supervisor	Self
1		

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
77. Shares faith by consistently infusing ministry with times of prayer, theological reflection, teaching about the faith, faith sharing, etc..	5.00	3.00	3.00	4.00	5.00	4.00
78. Participates in the prayer and ritual life of the faith community according to his/her role.	4.00	4.00	4.00	4.00	4.00	3.00

Key:   = Highest 5% of rated items (plus ties) for each rater group.

  = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category



## LEADERSHIP COMPETENCIES

**Minister of the Church**

Demonstrates faithfulness to the rich tradition of the Catholic Church in the work of the ministry

	Your Score	Low	Mid-Range	High
Self	4.67			
All Observers	4.11			
Supervisor	3.67			
Superior	4.00			
Peers	4.00			
Direct Reports	4.33			
Others	4.33			

**Most Important For Success**

All Observers	Supervisor	Self
1		✓

	Higher Ratings Preferred					
	Self	Supervisor	Superior	Peers	Direct Reports	Others
79. Carries out his/her ministry with evident attention to being part of the diocese and the global Church.	5.00	3.00	4.00	4.00	4.00	4.00
80. Carries out their ministry in such a way that displays its rootedness in the ministry of Jesus and his injunction to "love one another as I have loved you."	4.00	4.00	4.00	[5.00]	[5.00]	[5.00]
81. Practices ministry with the kind of commitment expected of a minister of the Church.	5.00	4.00	4.00	3.00	4.00	4.00

Key: [5.00] = Highest 5% of rated items (plus ties) for each rater group.

[3.00] = Lowest 5% of rated items (plus ties) for each rater group.

\* = Gap of at least 3 points between raters from one category

## LEADERSHIP COMPETENCIES

**Greatest Differences Between Self and All Observers Scores**

Listed below are the 15 items on which your Self scores and All Observers scores were most discrepant.

	All Observers	Self
61. Accepts criticism well; easy to give feedback on his/her performance.	3.22	5.00
39. Values working with a diverse group of people.	3.56	5.00
21. Has an astute sense of "politics".	3.67	5.00
28. Isn't abrasive; doesn't usually antagonize people.	3.67	5.00
81. Practices ministry with the kind of commitment expected of a minister of the Church.	3.67	5.00
19. Is good at promoting an idea or vision; persuading.	3.78	5.00
51. Publicly praises others for their performance.	3.78	5.00
72. Has grown over time.	3.78	5.00
9. Listens carefully to others' ideas and suggestions.	3.89	5.00
11. Shows a willingness to listen and be open to input.	3.89	5.00
37. Understands and respects cultural, religious, gender, and racial differences.	3.89	5.00
54. Provides tangible rewards for significant organizational achievements.	3.89	5.00
67. Doesn't let power or status go to his/her head.	3.89	5.00
68. Sets priorities well; distinguishes clearly between important and unimportant tasks.	3.89	5.00
75. Has developed significant new skills over time.	3.89	5.00

+ Additional item(s) had equivalent self-observer discrepancies as the last item.

## WRITTEN COMMENTS

**What does it look like when this person is most effective in their role of ministry?**

**Self**

- No comments were provided

**Supervisor**

- No comments were provided

**All Other Raters**

- No comments were provided

**Guide for Interpretation:**

- How do your comments compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the written comments related to feedback you received in that section of leadership competencies? How are the comments consistent or inconsistent with comments from other sources?

## WRITTEN COMMENTS

**What are some areas this person can develop to be more effective in their ministry?**

**Self**

- No comments were provided

**Supervisor**

- No comments were provided

**All Other Raters**

- No comments were provided

**Guide for Interpretation:**

- How do your comments compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the written comments related to feedback you received in that section of leadership competencies? How are the comments consistent or inconsistent with comments from other sources?