

360^{BY}DESIGN[®]

Prepared for
Chris Sample Priest Model
7 January 2014

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[®]

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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?

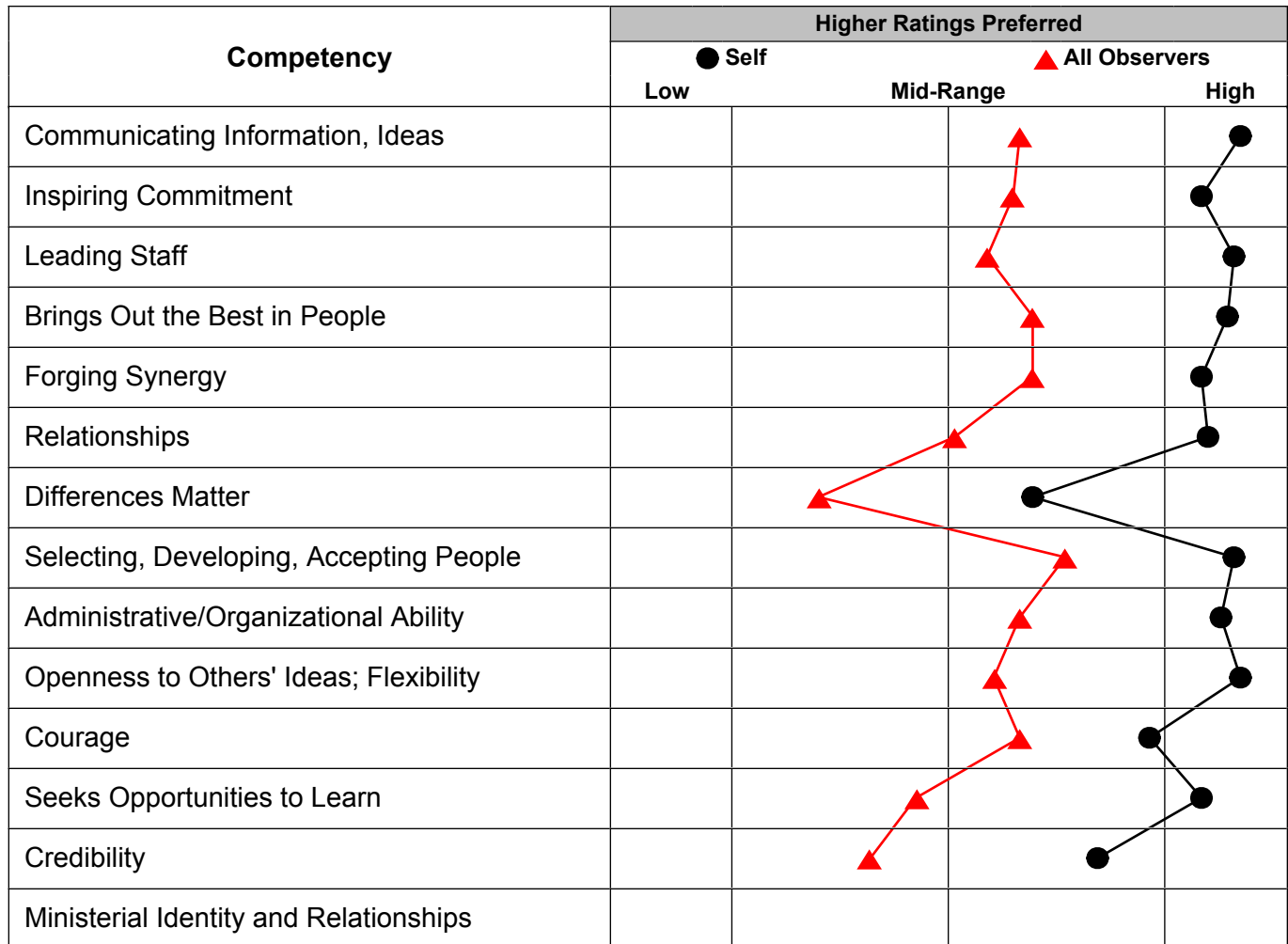
LEADERSHIP COMPETENCIES

Importance for Success and Average Scores

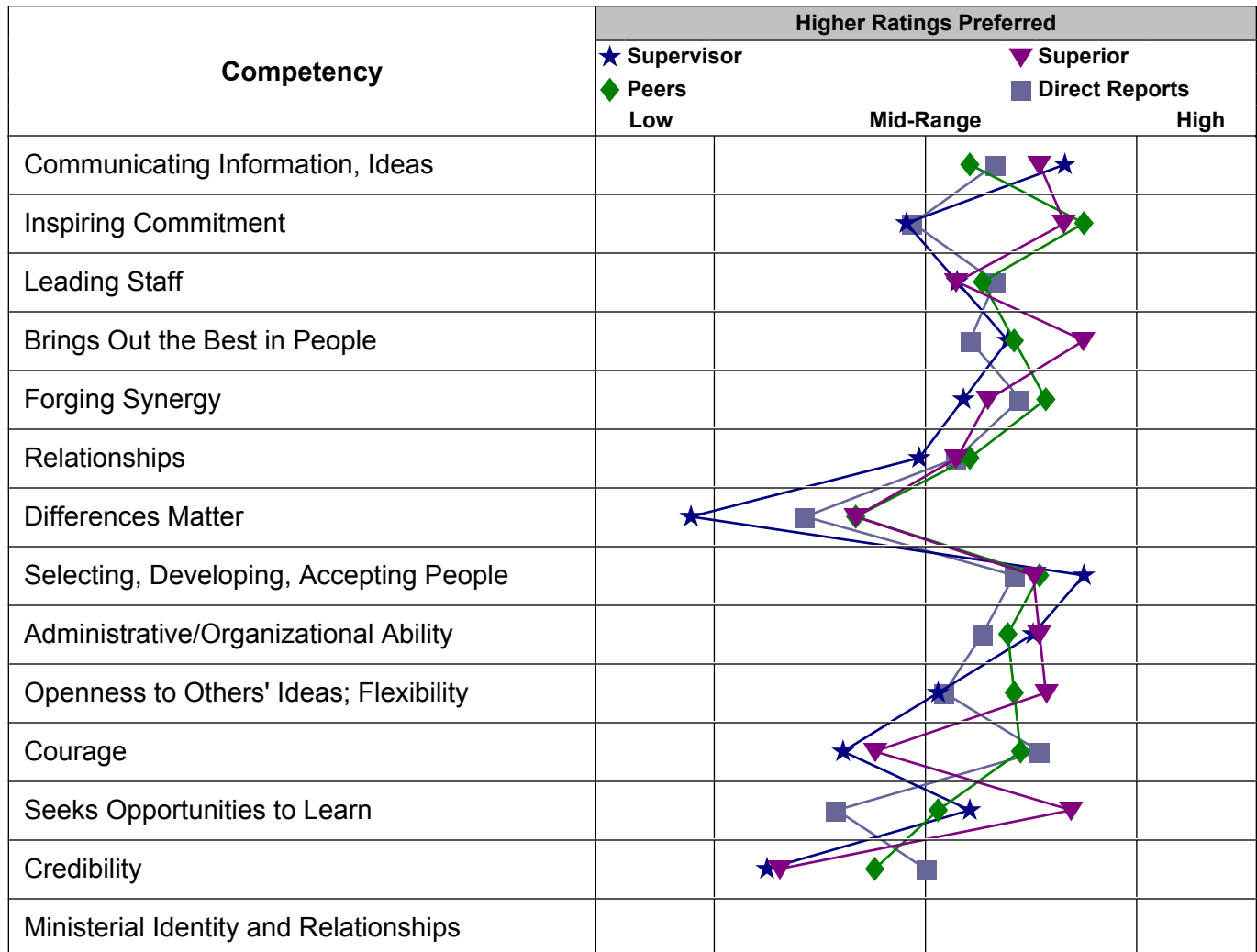
| Competency | Importance for Success | | | Average Scores | |
|---|------------------------|------------|------|----------------|------|
| | All Observers | Supervisor | Self | All Observers | Self |
| Communicating Information, Ideas | 4 | | ✓ | [4.09] | 4.60 |
| Inspiring Commitment | 4 | ✓ | | 4.00 | 4.40 |
| Leading Staff | 2 | | | [4.06] | 4.62 |
| Brings Out the Best in People | 0 | | | 4.02 | 4.60 |
| Forging Synergy | 3 | | ✓ | [4.09] | 4.50 |
| Relationships | 0 | | | [4.06] | 4.60 |
| Differences Matter | 5 | ✓ | | 4.04 | 4.50 |
| Selecting, Developing, Accepting People | 4 | | ✓ | 4.05 | 4.57 |
| Administrative/Organizational Ability | 0 | | | [4.10] | 4.56 |
| Openness to Others' Ideas; Flexibility | 5 | | | 4.02 | 4.67 |
| Courage | 3 | | | [4.16] | 4.40 |
| Seeks Opportunities to Learn | 1 | ✓ | ✓ | 3.96 | 4.60 |
| Credibility | 3 | | | [4.11] | 4.63 |
| Ministerial Identity and Relationships | 1 | | | 3.96 | 4.50 |

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

Communicating Information, Ideas

Effectively communicates organization 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. Is adept at disseminating information to others. | 4.00 | 4.00 | 4.00 | 3.00 | 4.00 | 3.00 |
| 2. Is crisp, clear, articulate. | 5.00 | [5.00] | 4.00 | 4.00 | 4.00 | 4.00 |
| 3. Is a good public speaker; skilled at performing, being on stage. | 4.00 | 4.00 | 4.00 | [5.00] | [5.00] | [5.00] |
| 4. Makes his point effectively to resistant audience. | 5.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 5. Is a strong communicator on paper; good writing skills. | 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

Inspiring Commitment

Motivates others to perform at their best.

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

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 4 | ✓ | |

| | Higher Ratings Preferred | | | | | |
|--|--------------------------|------------|----------|--------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 6. Rallies support throughout the organization to get things done. | 4.00 | [5.00] | 4.00 | 4.00 | 3.00 | 4.00 |
| 7. Publicly praises others for their performance. | 5.00 | 3.00 | [5.00] | 4.00 | 4.00 | 4.00 |
| 8. Infuses the organization with a sense of purpose. | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| 9. Understands what motivates other people to perform at their best. | 5.00 | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 10. Provides tangible rewards for significant organizational achievements. | 4.00 | 4.00 | 4.00 | [5.00] | 4.00 | [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

Leading Staff

Delegates to staff effectively, broadens employee opportunities, acts with fairness toward direct reports.

| | Your Score | Low | Mid-Range | High |
|----------------|------------|-----|-----------|------|
| Self | 4.62 | | | ● |
| All Observers | 4.06 | | ▲ | |
| Supervisor | 4.08 | | ★ | |
| Superior | 4.00 | | ▼ | |
| Peers | 4.08 | | ◆ | |
| Direct Reports | 4.15 | | ■ | |
| Others | 3.77 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 2 | | |

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|------------|----------|-------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 11. Is willing to delegate important tasks, not just things he doesn't want to do. | 5.00 | 4.00 | 3.00 | 3.00 | 5.00 | 4.00 |
| 12. Provides prompt feedback, both positive and negative. | 5.00 | 5.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| 13. Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. | 4.00 | 4.00 | 4.00 | 5.00 | 4.00 | 4.00 |
| 14. Acts fairly and does not play favorites. | 5.00 | 4.00 | 4.00 | 4.00 | 5.00 | 4.00 |
| 15. Coaches staff in how to meet expectations. | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| 16. Uses his knowledge base to broaden the range of problem-solving options for direct reports to take. | 5.00 | 5.00 | 5.00 | 4.00 | 4.00 | 4.00 |
| 17. In implementing a change, explains, answers questions, and patiently listens to concerns. | 4.00 | 3.00 | 4.00 | 4.00 | 3.00 | 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

| Leading Staff | | | | | | |
|---------------|--|--------------------------|------------|----------|--------|--------------------------|
| | | Higher Ratings Preferred | | | | |
| | | Self | Supervisor | Superior | Peers | Direct Reports Others |
| 18. | Interacts with staff in a way that results in the staff feeling motivated. | 5.00 | 4.00 | [5.00] | 4.00 | 4.00 |
| 19. | Develops staff by providing challenge and opportunity. | 5.00 | 3.00 | 4.00 | 4.00 | 4.00 |
| 20. | Sets a challenging climate to encourage individual growth. | 4.00 | 4.00 | 4.00 | [5.00] | 4.00 |
| 21. | Rewards hard work and dedication to excellence. | 5.00 | 4.00 | 4.00 | 3.00 | 4.00 |
| 22. | Surrounds himself with the best people. | 4.00 | [5.00] | 3.00 | 4.00 | [5.00] |
| 23. | Finds and attracts highly talented and productive people. | 5.00 | 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

Brings Out the Best in People

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

| | Your Score | Low | Mid-Range | High |
|----------------|------------|-----|-----------|------|
| Self | 4.60 | | | ● |
| All Observers | 4.02 | | ▲ | |
| Supervisor | 4.00 | | ★ | |
| Superior | 4.20 | | ▼ | |
| Peers | 4.00 | | ◆ | |
| 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 |
| 24. Is able to pull people together around a common goal. | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | [5.00] |
| 25. Is able to draw out the best in people. | 5.00 | 4.00 | 4.00 | 4.00 | [5.00] | 4.00 |
| 26. Can turn a group into a high-performing team. | 5.00 | [5.00] | 4.00 | 4.00 | 4.00 | 3.00 |
| 27. Is able to achieve consensus even when people disagree on the best course of action. | 4.00 | 3.00 | [5.00] | 4.00 | 4.00 | 4.00 |
| 28. Has a special talent for dealing with people. | 5.00 | 4.00 | 4.00 | 4.00 | 3.00 | 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

Forging Synergy

Maintains smooth, effective working relationships; promotes effective teamwork.

| | Your Score | Low | Mid-Range | High |
|----------------|------------|-----|-----------|------|
| Self | 4.50 | | | ● |
| All Observers | 4.09 | | ▲ | |
| Supervisor | 4.00 | | ★ | |
| Superior | 4.00 | | ▼ | |
| Peers | 4.17 | | ◆ | |
| Direct Reports | 4.17 | | ■ | |
| Others | 3.83 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 3 | | ✓ |

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|-------------|-------------|-------------|----------------|-------------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 29. Focuses others' energy on common goals, priorities, and problems. | 4.00 | <u>3.00</u> | [5.00] | 4.00 | 4.00 | <u>3.00</u> |
| 30. Helps subordinates resolve their conflicts constructively. | 5.00 | 4.00 | 4.00 | [5.00] | 4.00 | 4.00 |
| 31. Seeks common ground in an effort to resolve conflicts. | 4.00 | 4.00 | 4.00 | <u>3.00</u> | 4.00 | [5.00] |
| 32. Works harmoniously with key stakeholders. | 5.00 | [5.00] | 4.00 | 4.00 | 4.00 | 4.00 |
| 33. Identifies and removes barriers to effective teamwork. | 5.00 | 4.00 | <u>3.00</u> | [5.00] | [5.00] | <u>3.00</u> |
| 34. Maintains smooth, effective working relationships. | 4.00 | 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

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 | 4.60 | | | ● |
| 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 |
| 35. Builds warm, cooperative relationships. | 5.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 36. Isn't abrasive; doesn't usually antagonize people. | 4.00 | [5.00] | 4.00 | 4.00 | [5.00] | 3.00 |
| 37. Makes good use of people; doesn't exploit. | 5.00 | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 38. Has good relationships with direct reports. | 4.00 | 4.00 | [5.00] | 4.00 | 4.00 | [5.00] |
| 39. Has good relationships with superiors. | 5.00 | 3.00 | 4.00 | 4.00 | 3.00 | 4.00 |
| 40. Has good relationships with peers. | 5.00 | 4.00 | [5.00] | [5.00] | 4.00 | 3.00 |
| 41. Has good relationships with outsiders. | 4.00 | 4.00 | 4.00 | 3.00 | 4.00 | 4.00 |
| 42. Is skilled at relating to many different types of people. | 5.00 | [5.00] | 4.00 | 4.00 | 4.00 | 4.00 |
| 43. Is readily available to others. | 4.00 | 4.00 | 4.00 | [5.00] | 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

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|------------|----------|-------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 44. Is competent at dealing with people's feelings. | 5.00 | 4.00 | 3.00 | 4.00 | [5.00] | 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

Differences Matter

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

| | Your Score | Low | Mid-Range | High |
|----------------|------------|-----|-----------|------|
| Self | 4.50 | | ● | |
| All Observers | 4.04 | | ▲ | |
| Supervisor | 3.83 | ★ | | |
| Superior | 4.17 | | ▼ | |
| Peers | 4.17 | | ◆ | |
| Direct Reports | 4.00 | | ■ | |
| Others | 3.83 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 5 | ✓ | |

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|------------|----------|--------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 45. Understands and respects cultural, religious, gender, and racial differences. | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | [5.00] |
| 46. Treats people of all backgrounds fairly. | 5.00 | [5.00] | 4.00 | 4.00 | 4.00 | 4.00 |
| 47. Values working with a diverse group of people. | 5.00 | 3.00 | 4.00 | 4.00 | [5.00] | 3.00 |
| 48. Makes personnel decisions which are fair and unbiased. | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 49. Is comfortable managing people from different racial or cultural backgrounds. | 5.00 | 3.00 | [5.00] | 4.00 | 4.00 | 4.00 |
| 50. Acknowledges and values different backgrounds and perspectives. | 4.00 | 4.00 | 4.00 | [5.00] | 3.00 | 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

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 | 4.05 | | ▲ | |
| Supervisor | 4.14 | | ★ | |
| Superior | 4.00 | | ▼ | |
| Peers | 4.00 | | ◆ | |
| Direct Reports | 4.14 | | ■ | |
| Others | 3.86 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 4 | | ✓ |

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|------------|----------|--------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 51. Sizes up people well; has a nose for talent. | 5.00 | 4.00 | [5.00] | 3.00 | 4.00 | 4.00 |
| 52. Attracts talented people. | 4.00 | [5.00] | 4.00 | 4.00 | 4.00 | [5.00] |
| 53. Considers personalities when dealing with people. | 5.00 | 4.00 | 4.00 | [5.00] | 4.00 | 4.00 |
| 54. Is tolerant of the foibles, idiosyncrasies of others. | 5.00 | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| 55. Is a good coach, counselor, mentor; patient with people as they learn. | 4.00 | 4.00 | 3.00 | 4.00 | [5.00] | 4.00 |
| 56. Brings out the best in people. | 5.00 | [5.00] | 4.00 | 4.00 | 4.00 | 4.00 |
| 57. Gives direct reports appropriately challenging assignments and the opportunity to grow. | 4.00 | 3.00 | 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

Administrative/Organizational Ability

Can organize and manage projects and people well; can easily handle situations where there is no prescribed method of proceeding.

| | Your Score | Low | Mid-Range | High |
|----------------|------------|-----|-----------|------|
| Self | 4.56 | | | ● |
| All Observers | 4.10 | | ▲ | |
| Supervisor | 4.11 | | ★ | |
| Superior | 4.11 | | ▼ | |
| Peers | 4.11 | | ◆ | |
| Direct Reports | 4.11 | | ■ | |
| Others | 4.00 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 0 | | |

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|------------|----------|--------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 58. Establishes and conveys a sense of purpose. | 5.00 | 4.00 | 4.00 | 4.00 | [5.00] | 4.00 |
| 59. Is a team builder; brings people together successfully around tasks. | 4.00 | 3.00 | 4.00 | 4.00 | 4.00 | [5.00] |
| 60. Structures direct reports' work appropriately. | 5.00 | 4.00 | [5.00] | [5.00] | 4.00 | 4.00 |
| 61. Is resourceful; can marshal people, funds, space required for projects. | 5.00 | 4.00 | 4.00 | 3.00 | 3.00 | 3.00 |
| 62. Can organize and manage big, long-term projects; good shepherding skills. | 4.00 | [5.00] | [5.00] | 4.00 | 4.00 | 4.00 |
| 63. Recognizes and rewards people for their work. | 5.00 | 4.00 | 4.00 | [5.00] | 4.00 | 4.00 |
| 64. Manages the process of decision making effectively; knows who to involve on what issue. | 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

Administrative/Organizational Ability

| | | Higher Ratings Preferred | | | | |
|---|------|--------------------------|------------|----------|--------|--------------------------|
| | | Self | Supervisor | Superior | Peers | Direct Reports Others |
| 65. Can easily handle situations where there is no pat answer, no prescribed method for proceeding. | 5.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 66. Can translate strategy into action over the long haul. | 4.00 | [5.00] | 3.00 | 4.00 | [5.00] | [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

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 | 4.67 | | | ● |
| All Observers | 4.02 | | ▲ | |
| Supervisor | 3.89 | | ★ | |
| Superior | 4.22 | | ▼ | |
| Peers | 4.11 | | ◆ | |
| Direct Reports | 4.00 | | ■ | |
| Others | 3.78 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 5 | | |

| | Higher Ratings Preferred | | | | | |
|--|--------------------------|------------|----------|-------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 67. Listens well. | 5.00 | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 68. Takes ideas different from own seriously, and from time to time changes mind. | 5.00 | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| 69. Accepts criticism well; easy to give feedback on his performance. | 4.00 | 3.00 | 4.00 | 4.00 | 5.00 | 4.00 |
| 70. Is a participative manager; shares responsibility and influence with direct reports. | 5.00 | 4.00 | 4.00 | 5.00 | 4.00 | 4.00 |
| 71. Collaborates well with others. | 4.00 | 4.00 | 5.00 | 3.00 | 4.00 | 3.00 |
| 72. Is flexible; good at varying his approach with the situation. | 5.00 | 5.00 | 4.00 | 4.00 | 3.00 | 4.00 |
| 73. Thinks in terms of trade-offs; doesn't assume a single best way. | 4.00 | 4.00 | 5.00 | 5.00 | 4.00 | 5.00 |
| 74. Creates good give-and-take with others in conversations, meetings. | 5.00 | 4.00 | 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

Openness to Others' Ideas; Flexibility

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|------------|----------|-------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 75. Doesn't let power or status go to his head. | 5.00 | 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

Courage

Acts decisively to tackle difficult problems; perseveres in the face of problems; takes the lead on unpopular though necessary actions.

| | Your Score | Low | Mid-Range | High |
|----------------|------------|-----|-----------|------|
| Self | 4.40 | | | ● |
| All Observers | 4.16 | | ▲ | |
| Supervisor | 3.80 | | ★ | |
| Superior | 3.80 | | ▼ | |
| Peers | 4.20 | | ◆ | |
| Direct Reports | 4.40 | | ■ | |
| Others | 4.00 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 3 | | |

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|------------|----------|--------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 76. Takes the lead on unpopular though necessary actions. | 4.00 | [5.00] | 4.00 | 4.00 | 4.00 | 4.00 |
| 77. Acts decisively to tackle difficult problems. | 5.00 | 3.00 | 3.00 | 4.00 | [5.00] | 4.00 |
| 78. Perseveres in the face of problems and difficulties. | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| 79. Confronts conflicts promptly so they do not escalate. | 5.00 | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 80. Has the courage to confront others when necessary. | 4.00 | 4.00 | 4.00 | [5.00] | [5.00] | [5.00] |

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* = 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 | 3.96 | | ▲ | |
| Supervisor | 4.20 | | ★ | |
| Superior | 4.40 | | ▼ | |
| Peers | 4.00 | | ◆ | |
| Direct Reports | 3.80 | | ■ | |
| Others | 3.60 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 1 | ✓ | ✓ |

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|------------|----------|--------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 81. Has grown over time. | 5.00 | 4.00 | 4.00 | 3.00 | 4.00 | 4.00 |
| 82. Takes advantage of opportunities to do new things. | 5.00 | [5.00] | [5.00] | 4.00 | 4.00 | 3.00 |
| 83. Treats all situations as an opportunity to learn something. | 4.00 | 4.00 | 4.00 | [5.00] | 3.00 | 4.00 |
| 84. Has developed significant new skills over time. | 5.00 | 4.00 | [5.00] | 4.00 | 4.00 | 4.00 |
| 85. Seeks experiences that will change his perspective. | 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

Credibility

Acts in accordance with stated values; follows through on promises; uses ethical considerations to guide decisions and actions.

| | Your Score | Low | Mid-Range | High |
|----------------|------------|-----|-----------|------|
| Self | 4.63 | | | ● |
| All Observers | 4.11 | | ▲ | |
| Supervisor | 4.00 | | ★ | |
| Superior | 4.00 | | ▼ | |
| Peers | 4.13 | | ◆ | |
| Direct Reports | 4.25 | | ■ | |
| Others | 3.88 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 3 | | |

| | Higher Ratings Preferred | | | | | |
|---|--------------------------|------------|----------|--------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 86. Uses ethical considerations to guide decisions. | 5.00 | [5.00] | 4.00 | 4.00 | 4.00 | 4.00 |
| 87. Through words and deeds encourages honesty throughout the organization. | 4.00 | 3.00 | 4.00 | 4.00 | 4.00 | [5.00] |
| 88. Speaks candidly about tough issues facing the organization. | 5.00 | 4.00 | 3.00 | 4.00 | [5.00] | 4.00 |
| 89. Tells the truth, not just what important constituents want to hear. | 5.00 | 3.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| 90. Can be trusted to maintain confidentiality. | 4.00 | 4.00 | 4.00 | [5.00] | 4.00 | 4.00 |
| 91. Places ethical behavior above personal gain. | 5.00 | 4.00 | 4.00 | 3.00 | [5.00] | 4.00 |
| 92. Follows through on promises. | 4.00 | [5.00] | 4.00 | 4.00 | 4.00 | 3.00 |
| 93. Acts in accordance with his stated values. | 5.00 | 4.00 | [5.00] | [5.00] | 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

Ministerial Identity and Relationships

Manifests a clear commitment to his ministry in the Church.

| | Your Score | Low | Mid-Range | High |
|----------------|------------|-----|-----------|------|
| Self | 4.50 | | | |
| All Observers | 3.96 | | | |
| Supervisor | 3.83 | | | |
| Superior | 4.00 | | | |
| Peers | 4.00 | | | |
| Direct Reports | 4.00 | | | |
| Others | 3.83 | | | |

Most Important For Success

| All Observers | Supervisor | Self |
|---------------|------------|------|
| 1 | | |

| | Higher Ratings Preferred | | | | | |
|--|--------------------------|------------|----------|-------|----------------|--------|
| | Self | Supervisor | Superior | Peers | Direct Reports | Others |
| 94. Appears at ease in his role as a person with a public identity. | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 | [5.00] |
| 95. Appears at ease representing the Catholic Church. | 5.00 | 4.00 | [5.00] | 4.00 | 4.00 | 4.00 |
| 96. Manifests a clear service orientation in his life and ministry. | 5.00 | [5.00] | 4.00 | 4.00 | 4.00 | 3.00 |
| 97. Manifests a healthy, mature awareness of God in his life. | 4.00 | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 98. Appears genuinely interested in the people of his parish /diocese. | 5.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| 99. Responds to a variety of needs among his parishioners. | 4.00 | 3.00 | 3.00 | 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

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. Is resourceful; can marshal people, funds, space required for projects. | 3.22 | 5.00 |
| 39. Has good relationships with superiors. | 3.56 | 5.00 |
| 21. Rewards hard work and dedication to excellence. | 3.67 | 5.00 |
| 28. Has a special talent for dealing with people. | 3.67 | 5.00 |
| 81. Has grown over time. | 3.67 | 5.00 |
| 19. Develops staff by providing challenge and opportunity. | 3.78 | 5.00 |
| 51. Sizes up people well; has a nose for talent. | 3.78 | 5.00 |
| 72. Is flexible; good at varying his approach with the situation. | 3.78 | 5.00 |
| 89. Tells the truth, not just what important constituents want to hear. | 3.78 | 5.00 |
| 9. Understands what motivates other people to perform at their best. | 3.89 | 5.00 |
| 11. Is willing to delegate important tasks, not just things he doesn't want to do. | 3.89 | 5.00 |
| 37. Makes good use of people; doesn't exploit. | 3.89 | 5.00 |
| 54. Is tolerant of the foibles, idiosyncrasies of others. | 3.89 | 5.00 |
| 67. Listens well. | 3.89 | 5.00 |
| 68. Takes ideas different from own seriously, and from time to time changes mind. | 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 priestly 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 priestly 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?