

The 4 Roles of Leadership 360° Profile™

Sample Profile

Franklin Covey

4 Roles

Franklin Covey Profile Center



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INTRODUCTION

Welcome to The 4 Roles of Leadership 360° Profile. This tool provides you with valuable feedback regarding a number of issues related to effective leadership.

The following assessments contributed to your personal profile:

Self	1
Boss	1
Peers	4
Direct Reports	3
Total	9

Detailed instructions for understanding and using The 4 Roles of Leadership 360° Profile are contained in the "Profile" section of your training manual. Please note that all responses received in your behalf (from Strongly Disagree to Strongly Agree) were converted to a six-point scale. The numeric scale of 1 to 6 was then translated into a percentage in the following manner:

6 Strongly Agree	100%
5 Agree	80%
4 Slightly Agree	60%
3 Slightly Disagree	40%
2 Disagree	20%
1 Strongly Disagree	0%
? Don't Know	••

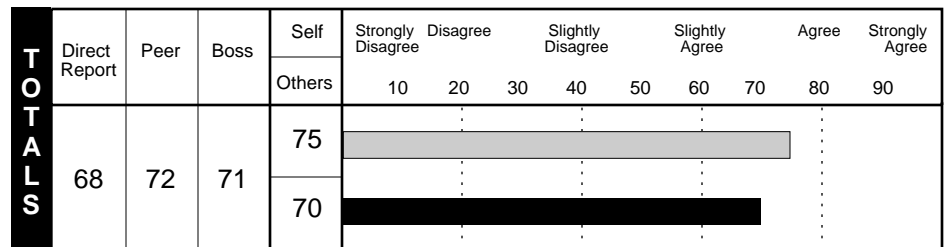
Responses of "Don't Know" or nonresponses are indicated by •• in this report and are not tallied in the percentages.

Information gathered by this survey should be used for personal development. Franklin Covey is not responsible if this information is used for any other purpose. If you have questions regarding your profile or would like to make comments regarding the profile process, please contact the Franklin Covey Profile Center at:

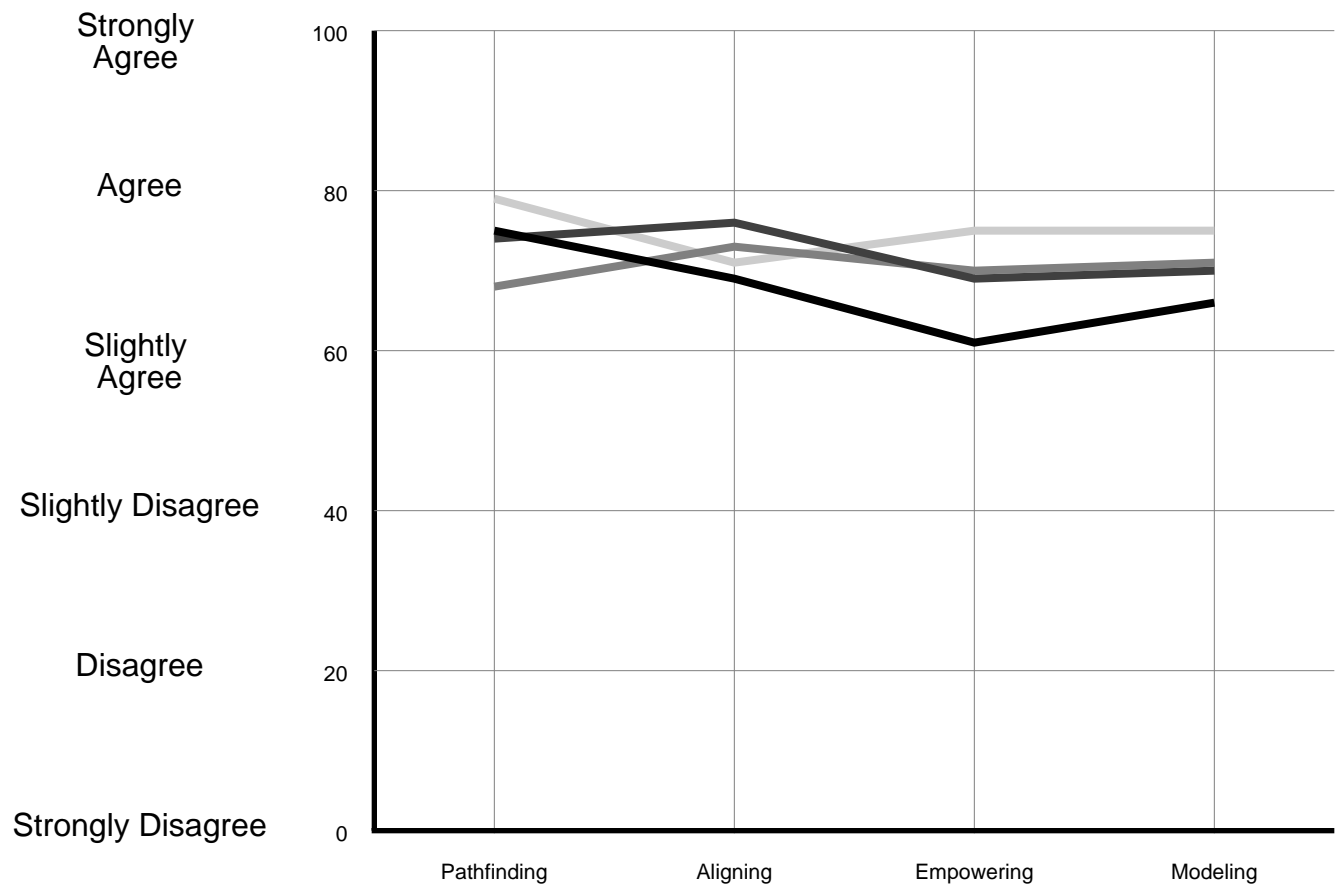
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The 4 Roles of Leadership Overview



Relationships		Pathfinding	Aligning	Empowering	Modeling
Self		79	71	75	75
Boss		68	73	70	71
Peer		74	76	69	70
Direct Report		75	69	61	66















Role: Pathfinding

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree	Strongly Agree
				Others	10	20	30	40	50	60	70	80	90	
	75	74	68	79	<div></div>									
				73	<div></div>									

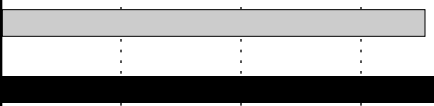
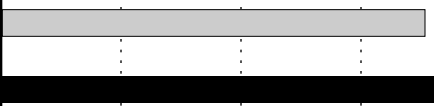
Items	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree		Slightly Agree		Agree	Strongly Agree	
				Others	10	20	30	40	50	60	70	80	90
1 Understands stakeholder (employee, customer, supplier, investor, etc.) needs. (PATHFINDING—Stakeholders)	80	75	60	80									
				75									
2 Ensures that team members understand the needs of the stakeholder. (PATHFINDING—Stakeholders)	67	70	80	80									
				70									
3 Ensures that team goals are aligned with stakeholder needs. (PATHFINDING—Stakeholders)	87	85	80	80									
				85									
4 Takes initiative to determine stakeholder needs. (PATHFINDING—Stakeholders)	80	75	60	60									
				75									
5 Looks for better ways to meet stakeholder needs. (PATHFINDING—Stakeholders)	73	75	60	100									
				72									
6 Ensures that team members understand the organization's mission. (PATHFINDING—Mission)	73	75	80	100									
				75									
7 Helps individual team members understand how their contributions support the overall purpose of the organization. (PATHFINDING—Mission)	73	80	60	60									
				75									
8 Demonstrates personal commitment to the values of the organization. (PATHFINDING—Values)	87	90	80	100									
				88									
9 Encourages team members to behave in accordance with organizational values. (PATHFINDING—Values)	73	60	80	60									
				68									


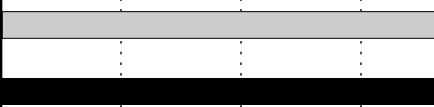

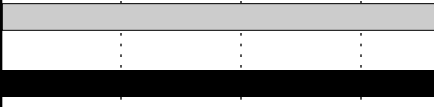
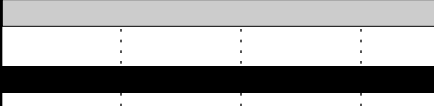
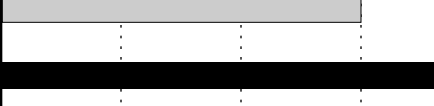
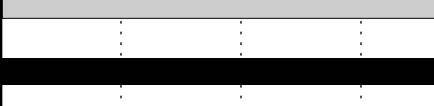
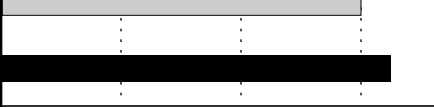
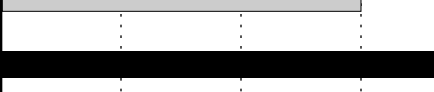
Role: Pathfinding

(Continued)

Items	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree		Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90	
10 Involves team members in setting vision and direction. (PATHFINDING—Vision)	80	75	60	100										
				75										
11 Ensures that his/her team has a clear sense of direction. (PATHFINDING—Vision)	73	60	60	80										
				65										
12 Ensures that team members are clear on how to achieve the organization's vision. (PATHFINDING—Vision)	60	60	60	80										
				60										
13 Communicates organizational strategy to the team. (PATHFINDING—Strategy)	67	75	60	40										
				70										
14 Maintains a clear focus on priorities. (PATHFINDING—Strategy)	80	85	80	80										
				82										
15 Ensures that team goals support the organization's goals. (PATHFINDING—Strategy)	67	65	60	80										
				65										















Role: Aligning

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree		Slightly Agree		Agree	Strongly Agree	
				Others	10	20	30	40	50	60	70	80	90
	69	76	73	71									
				73									

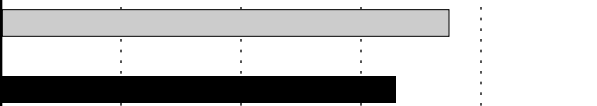
Items	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree		Slightly Disagree		Slightly Agree		Agree	Strongly Agree
				Others	10	20	30	40	50	60	70	80	90
16 Finds innovative ways to improve. (ALIGNING—Process)	67	60	60	40									
				62									
17 Achieves smooth work flow through effective coordination. (ALIGNING—Process)	53	85	100	80									
				75									
18 Eliminates unnecessary procedures. (ALIGNING—Process)	73	85	80	100									
				80									
19 Eliminates unnecessary hierarchy. (ALIGNING—Structure)	80	85	80	80									
				82									
20 Establishes empowering lines of authority. (ALIGNING—Structure)	87	90	80	100									
				88									
21 Organizes work groups so that people work well with each other. (ALIGNING—Structure)	80	70	80	60									
				75									
22 Helps to ensure that people are properly trained. (ALIGNING—People)	80	80	60	100									
				78									
23 Matches the right people to the right jobs. (ALIGNING—People)	67	65	60	60									
				65									
24 Gives people opportunities that help them develop greater capacity. (ALIGNING—People)	73	80	80	60									
				78									

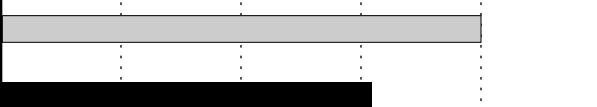
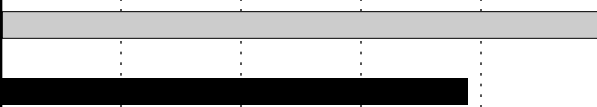

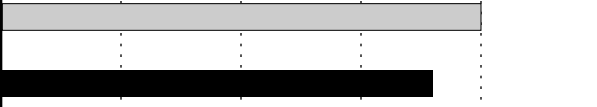
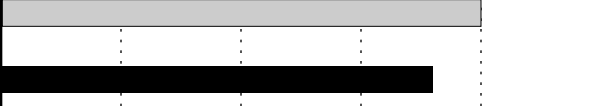

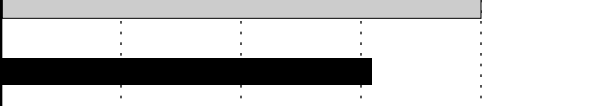
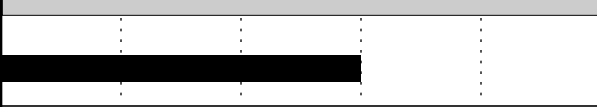
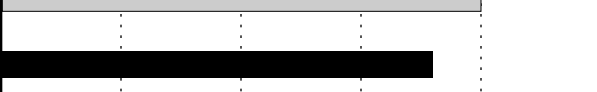
Role: Aligning

(Continued)

Items	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	
				Others	10	20	30	40	50	60	70
25 Ensures that people have the information they need to do their jobs. (ALIGNING—Information)	80	80	80	80							
				80							
26 Makes sure that the team has an awareness of changes that affect their performance. (ALIGNING—Information)	60	75	60	80							
				68							
27 Ensures that the team has useful feedback to know how they are doing. (ALIGNING—Information)	67	70	60	60							
				68							
28 Makes on-time decisions. (ALIGNING—Decisions)	60	70	60	60							
				65							
29 Considers long-term implications when making decisions. (ALIGNING—Decisions)	67	80	80	80							
				75							
30 Gives recognition for positive performance. (ALIGNING—Rewards)	53	70	60	40							
				62							
31 Recognizes how changing one part of the system impacts other parts. (ALIGNING—Ecosystem)	60	75	80	60							
				70							

Role: Empowering

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree		Slightly Agree		Agree	Strongly Agree	
				Others	10	20	30	40	50	60	70	80	90
	61	69	70	75									
				66									



Items	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree			Slightly Agree		Agree	Strongly Agree
				Others	10	20	30	40	50	60	70	80	90
32 Allows others to be responsible for their work/stewardships. (EMPOWERING—Leadership Style)	47	70	80	80									
				62									
33 Delegates work that should be done by others. (EMPOWERING—Leadership Style)	73	80	80	100									
				78									
34 Utilizes people’s abilities. (EMPOWERING—Leadership Style)	60	75	80	40									
				70									
35 Encourages creative thinking. (EMPOWERING—Leadership Style)	67	75	80	80									
				72									
36 Encourages people without being controlling. (EMPOWERING—Leadership Style)	67	75	80	80									
				72									
37 Gives people flexibility to determine the best methods for accomplishing assignments. (EMPOWERING—Leadership Style)	53	60	80	40									
				60									
38 Is open to ideas that others suggest. (Empowering—Leadership Style)	47	75	60	80									
				62									
39 Takes interest in people beyond just getting the job done. (EMPOWERING—Leadership Style)	53	65	60	100									
				60									
40 When improvement is needed, corrects people in a positive way. (EMPOWERING—Leadership Style)	73	75	60	80									
				72									

Role: Empowering

(Continued)

Items	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree		Slightly Disagree		Slightly Agree		Agree	Strongly Agree
				Others	10	20	30	40	50	60	70	80	90
41 Clearly explains expectations when assigning tasks. (EMPOWERING—Win-Win Agreements)	53	75	60	100									
				65									
42 Holds people accountable for achieving the objectives they set. (EMPOWERING—Win-Win Agreements)	47	65	60	100									
				58									
43 Provides regular feedback to individuals on how well they perform their jobs. (EMPOWERING—Win-Win Agreements)	67	55	60	40									
				60									
44 Helps people achieve their potential. (EMPOWERING—Win-Win Agreements)	67	70	60	60									
				68									
45 Seeks input from others when making decisions that will affect them. (EMPOWERING—Win-Win Agreements)	60	65	60	80									
				62									
46 Takes time to teach people. (EMPOWERING—Win-Win Agreements)	67	60	80	60									
				65									
47 Ensures that people have the resources to complete their jobs. (EMPOWERING—Win-Win Agreements)	73	65	80	80									
				70									

Role: Modeling

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree		Slightly Agree		Agree	Strongly Agree	
				Others	10	20	30	40	50	60	70	80	90
	66	70	71	75									
				68									

Items	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree		Slightly Agree		Agree	Strongly Agree	
				Others	10	20	30	40	50	60	70	80	90
48 Has earned the trust of others. (MODELING—Character)	60	60	80	100	<div></div>								
				62	<div></div>								
49 Communicates openly. (MODELING—Character)	73	75	60	40	<div></div>								
				72	<div></div>								
50 Is open to feedback from others. (MODELING—Character)	60	65	80	100	<div></div>								
				65	<div></div>								
51 Leads by example. (MODELING—Character)	60	55	80	80	<div></div>								
				60	<div></div>								
52 Helps other people achieve their goals. (MODELING—Character)	60	65	80	40	<div></div>								
				65	<div></div>								
53 Maintains high ethical standards. (MODELING—Character)	53	65	80	40	<div></div>								
				62	<div></div>								
54 Has a strong work ethic. (MODELING—Character)	53	55	60	60	<div></div>								
				55	<div></div>								
55 Does not undermine others. (MODELING—Character)	60	55	60	80	<div></div>								
				58	<div></div>								
56 Strives for excellence. (MODELING—Character)	73	70	80	80	<div></div>								
				72	<div></div>								

Role: Modeling

(Continued)

Items	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree		Slightly Agree		Agree	Strongly Agree	
				Others	10	20	30	40	50	60	70	80	90
57 Is candid about his/her strengths. (MODELING—Character)	80	85	100	100									
				85									
58 Is candid about his/her weaknesses. (MODELING—Character)	73	80	60	100									
				75									
59 Builds effective relationships. (MODELING—Competence)	73	80	60	80									
				75									
60 Completes tasks on time. (MODELING—Competence)	80	85	60	80									
				80									
61 Completes assignments competently. (MODELING—Competence)	67	70	80	80									
				70									
62 Communicates clearly. (MODELING—Competence)	67	75	60	100									
				70									
63 Meets customer needs. (MODELING—Competence)	67	65	60	80									
				65									
64 Is someone I would be willing to follow. (MODELING—Competence)	60	80	60	40									
				70									

Rankings and Frequencies

NOTES

- The individual statements are ranked below by the scores of "Others."
- Others=Average of all Boss, Peer and Direct Report responses. In other words, all scores excluding "Self."
- "Self" scores are included in the Frequencies.

ITEMS	FREQUENCIES							SCORES				
	Strongly Disagree					Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?					
8 Demonstrates personal commitment to the values of the organization. (PATHFINDING—Values)	0	0	0	0	5	4	0	87	90	80	88	100
20 Establishes empowering lines of authority. (ALIGNING—Structure)	0	0	0	1	3	5	0	87	90	80	88	100
3 Ensures that team goals are aligned with stakeholder needs. (PATHFINDING—Stakeholders)	0	0	0	2	3	4	0	87	85	80	85	80
57 Is candid about his/her strengths. (MODELING—Character)	0	0	0	1	4	4	0	80	85	100	85	100
14 Maintains a clear focus on priorities. (PATHFINDING—Strategy)	0	0	0	1	6	2	0	80	85	80	82	80
19 Eliminates unnecessary hierarchy. (ALIGNING—Structure)	0	0	0	2	4	3	0	80	85	80	82	80
18 Eliminates unnecessary procedures. (ALIGNING—Process)	0	0	0	3	2	4	0	73	85	80	80	100
25 Ensures that people have the information they need to do their jobs. (ALIGNING—Information)	0	0	0	2	5	2	0	80	80	80	80	80
60 Completes tasks on time. (MODELING—Competence)	0	0	0	2	5	2	0	80	85	60	80	80
22 Helps to ensure that people are properly trained. (ALIGNING—People)	0	0	0	2	5	2	0	80	80	60	78	100
24 Gives people opportunities that help them develop greater capacity. (ALIGNING—People)	0	0	0	2	7	0	0	73	80	80	78	60
33 Delegates work that should be done by others. (EMPOWERING—Leadership Style)	0	0	0	3	3	3	0	73	80	80	78	100
1 Understands stakeholder (employee, customer, supplier, investor, etc.) needs. (PATHFINDING—Stakeholders)	0	0	0	4	3	2	0	80	75	60	75	80

ITEMS		FREQUENCIES							SCORES					
		Strongly Disagree						Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
		1	2	3	4	5	6	?						
4	Takes initiative to determine stakeholder needs. (PATHFINDING—Stakeholders)	0	0	0	4	4	1	0	80	75	60	75	60	
6	Ensures that team members understand the organization's mission. (PATHFINDING—Mission)	0	0	1	1	5	2	0	73	75	80	75	100	
7	Helps individual team members understand how their contributions support the overall purpose of the organization. (PATHFINDING—Mission)	0	0	0	4	4	1	0	73	80	60	75	60	
10	Involves team members in setting vision and direction. (PATHFINDING—Vision)	0	0	1	2	3	3	0	80	75	60	75	100	
17	Achieves smooth work flow through effective coordination. (ALIGNING—Process)	0	0	2	1	3	3	0	53	85	100	75	80	
21	Organizes work groups so that people work well with each other. (ALIGNING—Structure)	0	0	1	3	3	2	0	80	70	80	75	60	
29	Considers long-term implications when making decisions. (ALIGNING—Decisions)	0	0	0	3	5	1	0	67	80	80	75	80	
58	Is candid about his/her weaknesses. (MODELING—Character)	0	0	0	3	4	2	0	73	80	60	75	100	
59	Builds effective relationships. (MODELING—Competence)	0	0	0	2	7	0	0	73	80	60	75	80	
5	Looks for better ways to meet stakeholder needs. (PATHFINDING—Stakeholders)	0	0	1	2	4	2	0	73	75	60	72	100	
35	Encourages creative thinking. (EMPOWERING—Leadership Style)	0	0	0	4	4	1	0	67	75	80	72	80	
36	Encourages people without being controlling. (EMPOWERING—Leadership Style)	0	0	0	3	6	0	0	67	75	80	72	80	
40	When improvement is needed, corrects people in a positive way. (EMPOWERING—Leadership Style)	0	0	0	4	4	1	0	73	75	60	72	80	
49	Communicates openly. (MODELING—Character)	0	0	1	3	5	0	0	73	75	60	72	40	
56	Strives for excellence. (MODELING—Character)	0	0	0	3	6	0	0	73	70	80	72	80	
2	Ensures that team members understand the needs of the stakeholder. (PATHFINDING—Stakeholders)	0	0	1	2	6	0	0	67	70	80	70	80	

ITEMS		FREQUENCIES							SCORES					
		Strongly Disagree						Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
		1	2	3	4	5	6	?						
13	Communicates organizational strategy to the team. (PATHFINDING—Strategy)	0	0	1	4	4	0	0	67	75	60	70	40	
31	Recognizes how changing one part of the system impacts other parts. (ALIGNING—Ecosystem)	0	0	1	3	5	0	0	60	75	80	70	60	
34	Utilizes people's abilities. (EMPOWERING—Leadership Style)	0	0	2	3	3	1	0	60	75	80	70	40	
47	Ensures that people have the resources to complete their jobs. (EMPOWERING—Win-Win Agreements)	0	0	0	4	5	0	0	73	65	80	70	80	
61	Completes assignments competently. (MODELING—Competence)	0	0	1	2	6	0	0	67	70	80	70	80	
62	Communicates clearly. (MODELING—Competence)	0	0	1	2	5	1	0	67	75	60	70	100	
64	Is someone I would be willing to follow. (MODELING—Competence)	0	0	2	3	3	1	0	60	80	60	70	40	
9	Encourages team members to behave in accordance with organizational values. (PATHFINDING—Values)	0	0	1	4	4	0	0	73	60	80	68	60	
26	Makes sure that the team has an awareness of changes that affect their performance. (ALIGNING—Information)	0	0	1	3	5	0	0	60	75	60	68	80	
27	Ensures that the team has useful feedback to know how they are doing. (ALIGNING—Information)	0	0	0	6	3	0	0	67	70	60	68	60	
44	Helps people achieve their potential. (EMPOWERING—Win-Win Agreements)	0	0	0	7	1	1	0	67	70	60	68	60	
11	Ensures that his/her team has a clear sense of direction. (PATHFINDING—Vision)	0	0	1	4	4	0	0	73	60	60	65	80	
15	Ensures that team goals support the organization's goals. (PATHFINDING—Strategy)	0	0	1	4	4	0	0	67	65	60	65	80	
23	Matches the right people to the right jobs. (ALIGNING—People)	0	0	1	5	3	0	0	67	65	60	65	60	
28	Makes on-time decisions. (ALIGNING—Decisions)	0	0	1	5	3	0	0	60	70	60	65	60	
41	Clearly explains expectations when assigning tasks. (EMPOWERING—Win-Win Agreements)	0	0	3	2	1	3	0	53	75	60	65	100	

ITEMS		FREQUENCIES							SCORES					
		Strongly Disagree						Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
		1	2	3	4	5	6	?						
46	Takes time to teach people. (EMPOWERING—Win-Win Agreements)	0	0	3	1	5	0	0	67	60	80	65	60	
50	Is open to feedback from others. (MODELING—Character)	0	0	2	2	4	1	0	60	65	80	65	100	
52	Helps other people achieve their goals. (MODELING—Character)	0	0	3	2	4	0	0	60	65	80	65	40	
63	Meets customer needs. (MODELING—Competence)	0	0	1	5	2	1	0	67	65	60	65	80	
16	Finds innovative ways to improve. (ALIGNING—Process)	0	0	2	5	2	0	0	67	60	60	62	40	
30	Gives recognition for positive performance. (ALIGNING—Rewards)	0	0	3	4	1	1	0	53	70	60	62	40	
32	Allows others to be responsible for their work/stewardships. (EMPOWERING—Leadership Style)	0	1	1	2	5	0	0	47	70	80	62	80	
38	Is open to ideas that others suggest. (Empowering—Leadership Style)	0	1	2	1	4	1	0	47	75	60	62	80	
45	Seeks input from others when making decisions that will affect them. (EMPOWERING—Win-Win Agreements)	0	0	0	7	2	0	0	60	65	60	62	80	
48	Has earned the trust of others. (MODELING—Character)	0	0	2	3	3	1	0	60	60	80	62	100	
53	Maintains high ethical standards. (MODELING—Character)	0	1	2	2	4	0	0	53	65	80	62	40	
12	Ensures that team members are clear on how to achieve the organization's vision. (PATHFINDING—Vision)	0	0	1	6	2	0	0	60	60	60	60	80	
37	Gives people flexibility to determine the best methods for accomplishing assignments. (EMPOWERING—Leadership Style)	0	0	4	2	3	0	0	53	60	80	60	40	
39	Takes interest in people beyond just getting the job done. (EMPOWERING—Leadership Style)	0	0	4	1	2	2	0	53	65	60	60	100	
43	Provides regular feedback to individuals on how well they perform their jobs. (EMPOWERING—Win-Win Agreements)	0	0	2	6	1	0	0	67	55	60	60	40	
51	Leads by example. (MODELING—Character)	0	0	2	4	3	0	0	60	55	80	60	80	

ITEMS		FREQUENCIES							SCORES					
		Strongly Disagree						Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
		1	2	3	4	5	6	?						
42	Holds people accountable for achieving the objectives they set. (EMPOWERING—Win-Win Agreements)	0	0	3	3	2	1	0	47	65	60	58	100	
55	Does not undermine others. (MODELING—Character)	0	0	3	3	3	0	0	60	55	60	58	80	
54	Has a strong work ethic. (MODELING—Character)	0	0	3	5	1	0	0	53	55	60	55	60	

WRITTEN COMMENTS

Note: Your written comments are transcribed verbatim with minor grammatical changes.

1. Characteristics that respondents believe contribute most to the effectiveness of leaders. Following each characteristic a rating (in parenthesis) indicates how strongly they agree or disagree that you are an excellent example of that characteristic.

Self

An effective leader is a good listener (Agree).

An effective leader is a steward/teacher (not an enabler) (Slightly Agree).

An effective leader is always learning (Strongly Agree).

An effective leader is persistent (Agree).

An effective leader is proactive (Slightly Agree).

Boss

Listen. (Agree)

Organized. (Strongly Agree)

Patient. (Strongly Agree)

Others

An effective leader brings out the best in others (Agree).

An effective leader is a good communicator (Agree).

An effective leader is an excellent communicator (Strongly Agree).

An effective leader is committed to integrity in all interactions (Strongly Agree).

An effective leader is committed to the vision and mission of the organization (Strongly Agree).

An effective leader is flexible (adjust with change) (Slightly Disagree).

An effective leader is genuine (Slightly Agree).

An effective leader is honest, trustworthy (Strongly Agree).

An effective leader is integrous (Agree).

An effective leader is listens (Slightly Agree).

WRITTEN COMMENTS

Note: Your written comments are transcribed verbatim with minor grammatical changes.

An effective leader is open to feedback (Strongly Agree).

An effective leader is open-minded (Slightly Disagree).

An effective leader is smart (Strongly Agree).

An effective leader is trustworthy (Slightly Agree).

An effective leader is trustworthy (Slightly Agree).

WRITTEN COMMENTS

Note: Your written comments are transcribed verbatim with minor grammatical changes.

2. The three most positive qualities with regard to your overall effectiveness.

Self

Desire to do a good job.

Helping others accomplish their goals.

Willingness to do what it takes.

Boss

Always wanting better things for others.

Does not need to be prodded into action.

Is an expert in his/her area of operation.

Others

Excellent communicator.

Integrity.

Is dedicated to doing his best and getting the most out of his team.

Is respected for his business background and abilities.

Is seen as being an excellent decision maker.

Leads by example.

WRITTEN COMMENTS

Note: Your written comments are transcribed verbatim with minor grammatical changes.

3. The three most important things you could improve on to increase your overall effectiveness.

Self

Needs to be a better listener.

Needs to be more assertive with support groups to get to objective.

Needs to request feedback from peers.

Boss

Increase the amount of communication with people within department.

Others

Acknowledge good performance more frequently.

Become more comfortable communicating verbally instead of using written communication.

Giving feedback regularly.

Many scheduling conflicts--Is very busy.

Needed more team-building outings.

Work on his listening skills.

WRITTEN COMMENTS

Note: Your written comments are transcribed verbatim with minor grammatical changes.

4. Clarifications to items in the survey or comments related to your effectiveness that were not addressed in the profile.

Self

No comments given in this area.

Boss

No comments given in this area.

Others

Is a great manager--very easy to work with.