

360° Confidential Report

James Doe

Governmental Construction Consultants

December 10, 2003



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FMI Corporation

360° Confidential Report

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Category Summary Report

Special Confidential Report for:

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December 10, 2003

How to Use This Report Section

Categories present the 'big picture' view of the multi-rater feedback by showing how similar items on the survey come together to present a category or general competency. Thus, the reader should use these category evaluations to get a broad overview of the strengths of the participant and the participant's opportunities for development.

How to Read This Report Section

This section presents the aggregate evaluations for the categories. Each question in the survey is placed into a category. The category's cumulative score, participant's self scores, and each group's scores are presented both numerically and graphically. 'Average' is determined from all scores given for that question (both self scores and other participants' responses). The number of respondents for each category is also shown in the report.



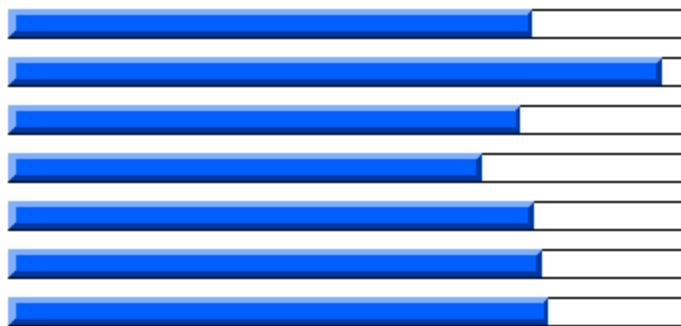
Agreement Response

1 Setting Direction



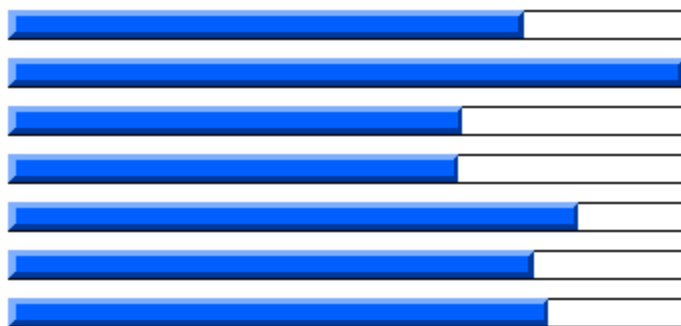
Average:	4.00	17
Self	5.00	1
Other	3.83	4
Manager	3.56	3
Customer	4.33	3
Peer	4.00	3
Direct Report	4.00	3

2 Aligning



Average:	3.88	17
Self	4.83	1
Other	3.79	4
Manager	3.50	3
Customer	3.89	3
Peer	3.94	3
Direct Report	4.00	3

3 Motivating



Average:	3.81	17
Self	5.00	1
Other	3.36	4
Manager	3.33	3
Customer	4.22	3
Peer	3.89	3
Direct Report	4.00	3





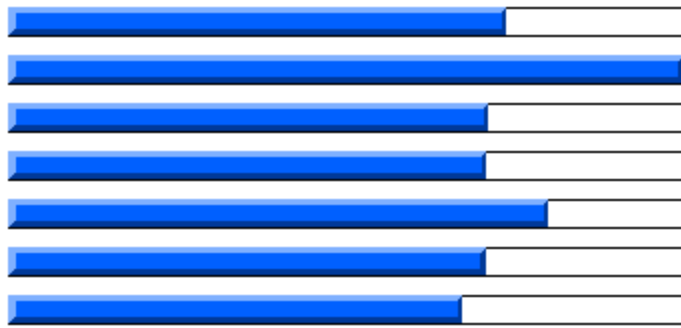
Agreement Response

4 Self-Leadership



Average:	3.86	17
Self	5.00	1
Other	3.61	4
Manager	3.76	3
Customer	3.81	3
Peer	4.00	3
Direct Report	3.83	3

5 Developing Talent



Average:	3.68	17
Self	5.00	1
Other	3.55	4
Manager	3.54	3
Customer	4.00	3
Peer	3.53	3
Direct Report	3.36	3

6 Business Savvy



Average:	3.98	17
Self	4.88	1
Other	4.00	4
Manager	3.67	3
Customer	3.71	3
Peer	4.13	3
Direct Report	4.10	3



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Highest Rated Items

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How to Use This Report Section

Each person has innate talents and areas of giftedness. The pursuit of performance must begin with working from one's strengths. Thus, these highest rated items and comments should be considered carefully as focus areas for this person. Too often, people feel that becoming more effective means fixing weaknesses. Instead, personal development must begin with a complete understanding of gifts and talents and then a desire to leverage those areas for optimum effectiveness.

How to Read This Report Section

This section presents the ratings and the comments for the highest rated questions in descending order based on the tabulated average for each question. Numeric ratings are presented first for the participant's self score and then for each group of other respondents. 'Average' is determined from all scores given for that question (both self scores and other responses). The number of respondents is also shown in the report. Finally, the distribution of all scores is indicated above the bar graph for each question.



Agreement Response

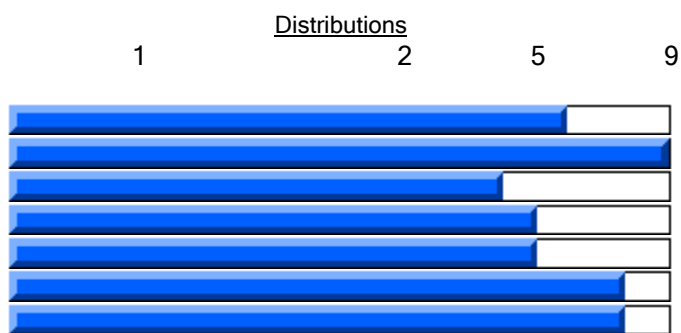
What you appreciate: behaviors or conditions you hope will continue.

- *I'm thankful to have a team of responsible and trustworthy people who are well capable of taking on any challenge handed to them.*
- *Has great talent on the team. Excellent ability to recruit talented players.*
- *Has no problem handing things over.*
- *Does a good job of delegating.*
- *His job is all about delegation!*
- *Realizes that he cannot possibly do all he is required to do on his own. Has a great staff that works around the clock to make him look good.*
- *Uses resources well. "Why stay late when you can delegate"*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Poor choice in selection of individuals with whom major decisions are delegated.*

2 Behaves in a way that is consistent with his/her stated personal values. (Self-Leadership)



Average:	4.24	17
Self	5.00	1
Other	3.75	4
Manager	4.00	3
Customer	4.00	3
Peer	4.67	3
Direct Report	4.67	3

What you appreciate: behaviors or conditions you hope will continue.

- *I have worked very hard to overcome the obstacles that strong personal values can sometimes cause. It's important to be an example and not a repulsive example of someone trying to be "holier than thou".*
- *Walks the talk.*
- *Seems to "walk the Talk" well.*
- *Very ethical.*
- *Seems to high moral values.*
- *Is consistent when expressing views and discussing important values.*
- *I think that James is very consistent with living his personal values.*
- *No question about his integrity. Can not think of one example when he has betrayed or compromised his stated beliefs.*
- *Being a family man, being faithful to his wife, living the outdoorsy life from which he comes*
- *Courage and conviction*
- *Strong moral conviction in his personal and professional lives*
- *Does what he says. Is concentrating on eliminating evil threats.*





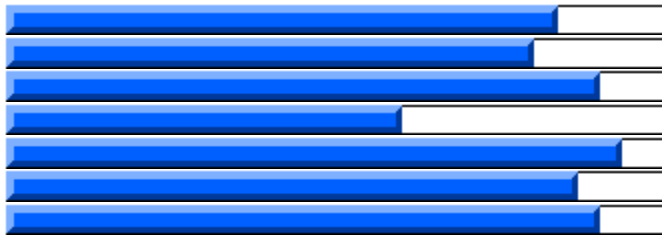
Agreement Response

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Be carefull of the tension between compassion and toughness and resist the desire to articulate the later for fear it provides ammunition to those who oppose your policies.*
- *Too much emphasis on religion.*
- *Quite a bit of inconsistancy in current and past behaviors and current behaviors (and especially past behaviors) are drastically out of line with personal values.*
- *Lying to benefit his causes*

33 Ensures that staff have job assignments which utilize their interests and strengths. (Aligning)

Distributions
1 2 6 7



	Average:		
	4.19	16	
Self	4.00	1	
Other	4.50	4	
Manager	3.00	3	
Customer	4.67	3	
Peer	4.33	3	
Direct Report	4.50	2	

What you appreciate: behaviors or conditions you hope will continue.

- *Strongest leadership area after his integrity!*
- *This is in his best interest to do so.*
- *Good team players have been recruited*
- *Has a good grasp of the skill set and strengths and weaknesses of his direct reports*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *I think I could play a bigger role in the organization and have more to offer the company.*
- *This is not always possible, but it is a measuring stick by which I try to keep everyone productive and happy.*
- *Some team players replicate the poor communication styles*





Agreement Response

8 Honors both personal and professional commitments. *(Self-Leadership)*

Distributions
1 1 8 6



Average:	4.19	16
Self	5.00	1
Other	3.75	4
Manager	4.33	3
Customer	4.33	3
Peer	4.00	3
Direct Report	4.50	2

What you appreciate: behaviors or conditions you hope will continue.

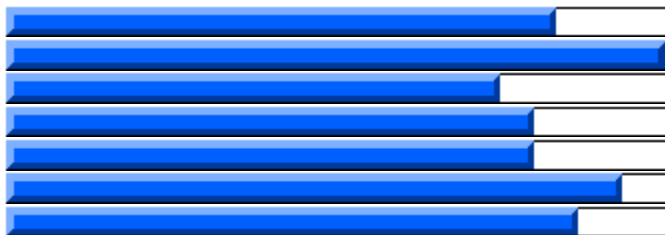
- *My word is my oath. Commitment is the glue that holds organizations together and promotes growth.*
- *On time, reliable, dependable, hard worker.*
- *Another one of this leaders stong points.*
- *Consistent! Does what he say he will do.*
- *Has followed through on promises.*
- *As far as I can tell, he honors what he says, personally and professionally.*
- *Very ethical and honors his word*
- *Man of his word -- he will perform on all promises*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *The bias in this leaders decisions in very transparent.*
- *Sometimes too busy and inadvertantly forgets*

23 Supports the organization's vision for success through his/her actions. *(Setting Direction)*

Distributions
1 3 4 9



Average:	4.18	17
Self	5.00	1
Other	3.75	4
Manager	4.00	3
Customer	4.00	3
Peer	4.67	3
Direct Report	4.33	3





Agreement Response

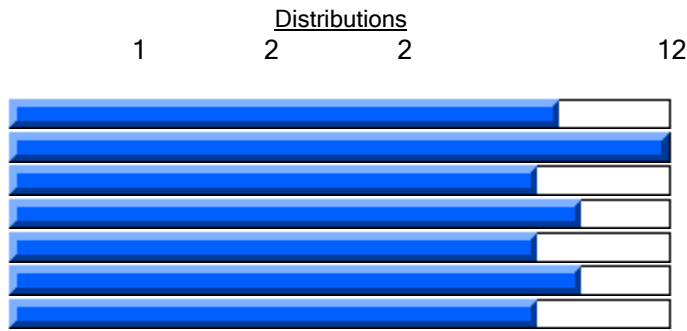
What you appreciate: behaviors or conditions you hope will continue.

- *Without a vision the people perish.*
- *Team player. Will do things that surprise you for the good of the order.*
- *A team player all the way.*
- *Must lead by example.*
- *Waves the Company flag whenever possible/appropriate*
- *His actions support the Republican Vision.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Unfortunately, I don't feel that the organization has one vision for success.*

24 Behaves in an ethical way. (Is honest, trustworthy, and fair.) (Self-Leadership)



Average:	4.18	17
Self	5.00	1
Other	4.00	4
Manager	4.33	3
Customer	4.00	3
Peer	4.33	3
Direct Report	4.00	3

What you appreciate: behaviors or conditions you hope will continue.

- *Behaving in a good manner will sometimes never draw attention. However, if you make one mistake it seems everyone take out their magnifying glass. My personal convictions keep me pointed in the direction of high ethical standards on a daily basis.*
- *Strong values that he lives out.*
- *Seems to be very honest.*
- *Another one of his strongest points.*
- *I hope he continues to act passionately about critical issues.*
- *off the chart!!!!!!*
- *Strong personal ethics exemplified in both a professional and personal setting*
- *No reasons apparent otherwise.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *The ethics in which he behaves in accordance to are very egocentric and, as a result, do relatively little to make me believe that he behaves ethically in a more global sense.*
- *Is as ethical as possible in this type of political quagmire.*
- *Very, very unethical*
- *Is war ethical?*



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Lowest Rated Items

Special Confidential Report for:

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Governmental Construction Consultants

December 10, 2003

How to Use This Report Section

While personal development must begin with an understanding of strengths, there is also a need to get in touch with areas needing development. These lowest rated items and comments allow the participant to see possible 'blindspots' which may be holding them back from optimum performance. Questions in this section may be prime candidates for focused training & development efforts. An alternate approach is to strategize ways of 'working-around' these areas (i.e. working in partnership with others displaying strengths in these areas, finding administrative support for these areas, re-alignment of tasks to minimize time spent in these areas).

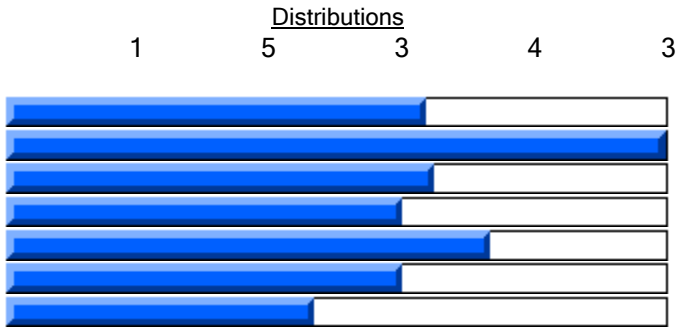
How to Read This Report Section

This section presents the evaluations and the comments for the lowest rated questions in ascending order based on the tabulated average for each question. Numeric ratings are presented first for the participant's self score and then for each group. 'Average' is determined from all scores given for that question (both self scores and other responses). The number of respondents is also shown in the report. Finally, the distribution of all scores is indicated above the bar graph for each question.



Agreement Response

27 Seeks out feedback and works to change rather than defend current behavior. *(Self-Leadership)*



	Average:	3.19	16
Self	5.00		1
Other	3.25		4
Manager	3.00		2
Customer	3.67		3
Peer	3.00		3
Direct Report	2.33		3

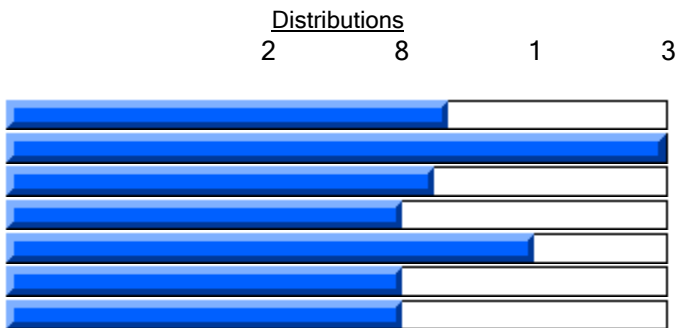
What you appreciate: behaviors or conditions you hope will continue.

- *Although personal change is not comfortable it seems to produce the best end results.*
- *Seeks feedback effectively.*
- *Seems teachable. Has quired people outside his organization to learn from them; receives counsel well.*
- *Strong proponent of change*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Could ask for feedback from us more often.*
- *Acts first and then cleans up later and defends behavior passionately.*
- *Rationalizes others behavior, but expects "new guard" to act differently -- mixed message*
- *Defending his position often.*
- *I believe he is more on the defensive side.*

22 Takes an active role in teaching, coaching, or mentoring others. *(Developing Talent)*



	Average:	3.36	14
Self	5.00		1
Other	3.25		4
Manager	3.00		2
Customer	4.00		2
Peer	3.00		3
Direct Report	3.00		2





Agreement Response

What you appreciate: behaviors or conditions you hope will continue.

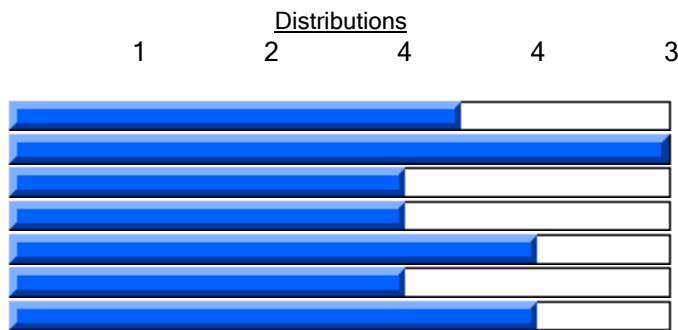
- *A confident leader has the ability to teach just by leading. It is important, however, to continually take others with you on the development journey.*
- *Not sure.*
- *do not know*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Does not have this kind of time.*
- *Puts all of the oneous on the individual employee*

30 Provides systems, structures, and resources to support learning throughout the organization.

(Self-Leadership)



Average:	3.43	14
Self	5.00	1
Other	3.00	4
Manager	3.00	2
Customer	4.00	2
Peer	3.00	3
Direct Report	4.00	2

What you appreciate: behaviors or conditions you hope will continue.

- *Yes. Supportive of others.*
- *Our organization has a multitude of resources, systems and structures which are readily available and which I encourage the use of on a daily basis.*
- *He is very interested in corporate education.*
- *have not experienced this*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Needs to read more eclecticy himself. Not just what he likes.*
- *Does not provide these. Must look elsewhere for learning opportunities.*
- *Discourages change*
- *No real structure -- solely driven by the individual*





Agreement Response

9 Has the necessary technical knowledge and skills required for the position. *(Business Savvy)*

Distributions
3 4 7 2



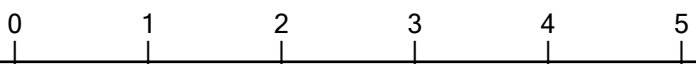
Average:	3.50	16
Self	5.00	1
Other	3.50	4
Manager	3.33	3
Customer	3.33	3
Peer	3.33	3
Direct Report	3.50	2

What you appreciate: behaviors or conditions you hope will continue.

- Sometimes nothing can prepare you for the tasks at hand, but I believe my past experiences and personal training have well-prepared me for this position.
- Exercises good judgment and fills in with others expertise when needed.
- Seeing is believing ... Yes he does.
- Seems competent in critical areas of leadership role. Where he is lacking he relies on the expertise of those around him.
- Speaking skills are improving.
- Great people skills

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

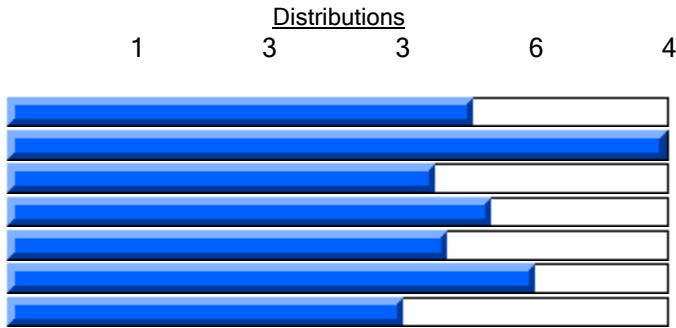
- Can be too influenced by the last piece of input. Sit on new information for a day before acting.
- What he lacks he seems able to find in others around him.
- Does not have enough experience in foreign relations.
- Lack of competence is consistently and clearly conveyed.
- Appears to have below average intelligence during some of his press conferences.
- Could work on verbal skills - seems aloof at times
- Lacks some of the experience and technical skills necessary
- Could be a more effective orator, and his knowledge of world history, affairs etc. is sometimes suspect due to his hiccups in speeches.





Agreement Response

1 **Creates an environment that supports teamwork. (Resolves conflict effectively, encourages open communication, and supports collaboration.)** *(Aligning)*



Average:	3.53	17
Self	5.00	1
Other	3.25	4
Manager	3.67	3
Customer	3.33	3
Peer	4.00	3
Direct Report	3.00	3

What you appreciate: behaviors or conditions you hope will continue.

- *I believe teamwork is one of the most significant forms of success we can ever hope to achieve.*
- *Has a strong sense of his mission and is open to the ideas of others. Is willing to surround himself with talented and strong willed team members and manage the occasional conflicts that arise.*
- *He is very good at gathering talented people around him.*
- *Great communication skills.*
- *I believe that this individual truly believes in their cause and passionately conveys messages.*
- *Leans on the counsel of his staff heavily and values their expertise. Has recruited leaders better than himself in their respective areas. Demonstrates humility and wisdom in this.*
- *Making other people feel as though he is genuinely concerned.*
- *Collaboration, talking to expects to find out the best course of action.*
- *Courage*
- *Good at consensus building*
- *Has a strong focus that we need to act as one team on dealing with world and domestic issues.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Take more time before he puts a stake in the ground and be more flexible to adjust tactics and strategies that are not delivering desired results.*
- *Would like to see him enter into conflict more freely.*
- *Tends to alienate other leaders.*
- *Strong-armed approach (my way, or the high way) to many pivotal issues and fails to incorporate others feedback no matter how well researched and documented it may be.*
- *Has not shown team work effort in global work; has acted independently which has cost the company.*
- *When team consensus is not reached, does what he chooses.*
- *No conflict resolution skills.*
- *Dishonesty. Making the public believe one way in order to accomplish his believed course of action.*
- *Very unilateral, needs to use more diplomacy, teambuilding skills.*
- *Might not collaborate as well as necessary*
- *Perhaps runs a bit ahead of team without consensus.*



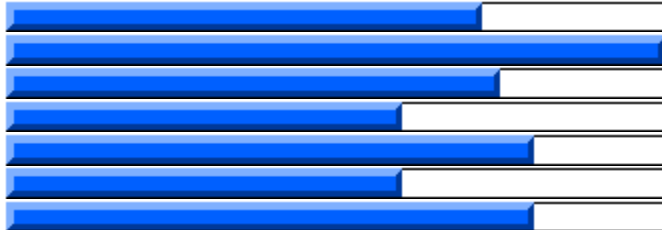


Agreement Response

17 Plans developmental activities for others that are appropriate to current and future roles. *(Developing Talent)*

Distributions

7 4 2



Average:	3.62	13
Self	5.00	1
Other	3.75	4
Manager	3.00	2
Customer	4.00	2
Peer	3.00	3
Direct Report	4.00	1

What you appreciate: behaviors or conditions you hope will continue.

- *This is essential in building a successful organization.*
- *At times.*
- *Haven't seen much of this. Not sure.*
- *do not have information on this*

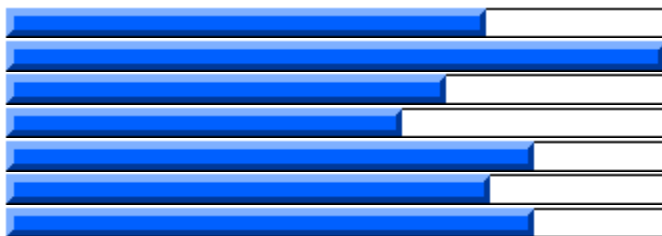
What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Seems too rushed to do this well.*
- *Does not have time to mentor staff. Staff is expected to be self-motivated and to not rely on him for developmental activities.*
- *Leaves most of this task up to the individual employee*

29 Allocates appropriate rewards or consequences for actions. *(Motivating)*

Distributions

1 5 5 3



Average:	3.64	14
Self	5.00	1
Other	3.33	3
Manager	3.00	3
Customer	4.00	3
Peer	3.67	3
Direct Report	4.00	1

What you appreciate: behaviors or conditions you hope will continue.

- *unselfish in recognizing others*
- *Different strokes for different folks... I think it is important to reward as well as discipline. When incorrect behavior is tolerated, everyone suffers.*
- *There are consequences for terrorists.*



0 1 2 3 4 5

Agreement Response

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *reluctant in delivering consequences*
- *Needs to get tougher on those who are not performing or who are not "on the bus" with where the company is going.*
- *Both rewards and consequences are inappropriate.*

0 1 2 3 4 5

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All Questions by Category

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How to Use This Report Section

As a comprehensive listing of all questions in the report, participants will find this section helpful to understand precisely which questions build the report categories. This section will also be a resource to clearly understand, in detail, all the questions included in the multi-rater feedback.

How to Read This Report Section

The section presents all of the questions (both evaluations and comments) in the survey, grouped by category. Numeric ratings are presented first for the participant's self score and then for each group. 'Average' is determined from all scores given for that question (both self scores and other responses). The number of respondents is also shown in the report. Additionally, the distribution of all scores is indicated above the bar graph for each question. Finally, a comment section for each category is presented following the listing of the questions for that category.



Agreement

Response

Question Category: Setting Direction

4 Sets clear direction for what needs to be accomplished by others.

Distributions

2 3 8 4



Average:	3.82	17
Self	5.00	1
Other	3.75	4
Manager	3.33	3
Customer	4.33	3
Peer	3.67	3
Direct Report	3.67	3

What you appreciate: behaviors or conditions you hope will continue.

- Sometimes what seems as clear direction to me seems murky to others, but I do have the best interest of those who look to me for guidance at the forefront of every decision.
- Once consensus is reached is clear in setting the table for the organization.
- Daily "huddles" and regular staff meetings are very helpful. Keep it up!
- Excellent delegations skills and communication skills.
- Again, very consistent and steadfast in their message in setting direction.
- His senior team and entire organization seem to be unified and clear in their direction.
- Communicates the final goal.
- Setting action plans with responsibility clearly defined. Having meetings to check the status of action plans.
- Hasn't stepped back from his original directions on foreign and national issues.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- May allow certain subordinates too much leeway in interpreting policy and strategy to meet their narrow agendas.
- Too much squabbling within his team, i.e., State Dept. vs. Defense Dept.
- He is so steadfast, however, that opposing views and evidence that discounts their vision are simply not tolerated.
- Does not communicate steps to reach that final goal.
- Clearly defining repercussions for not following up with action plans in a timely manner.
- It might be tough to carry out the direction in countries that operate 100% different than the U.S.





Agreement

Response

13 Communicates a vision for organizational success that sparks excitement in others.

Distributions

2 1 9 5



Average:	4.00	17
Self	5.00	1
Other	4.00	4
Manager	3.33	3
Customer	4.67	3
Peer	3.67	3
Direct Report	4.00	3

What you appreciate: behaviors or conditions you hope will continue.

- *Sometimes communicating vision excites negative sparks, but for the most part, I receive a great deal of support for the vision I communicate.*
- *Visionary.*
- *Is skilled in motivating others.*
- *Charismatic.*
- *Most notably after 9/11 he rallied his group to respond with great energy and unity to further company goals around the crisis of 9/11.*
- *Has a vision for improving the economy.*
- *I believe that he does communicate his vision.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Doesn't come across in a way the creates a lot of enthusiasm, but he is very sincere and you can trust him.*
- *Rebuilding of Iraq is an example of his lack of vision.*
- *Quite clumsy in delivery of message.*
- *Vision sparks excitement in some but hatred and fear in others, just the nature of his role.*
- *Gets people riled up*
- *Verbal skills need buffing up*
- *Not sure what success looks like in the middle east, what is the long-term vision and how do we get there from here?*
- *I do not feel the actual steps to achieving that vision are communicated, therefore, it appears to be a "pipe dream."*

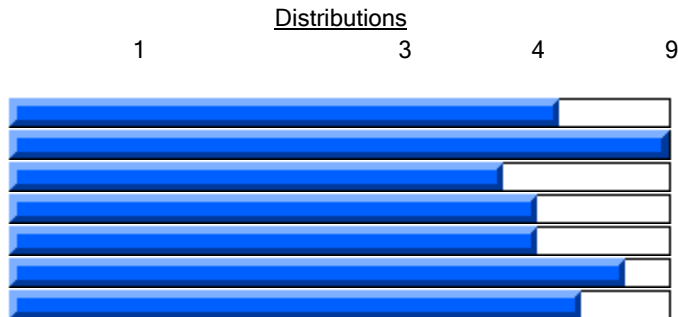




Agreement

Response

23 Supports the organization's vision for success through his/her actions.



Average:	4.18	17
Self	5.00	1
Other	3.75	4
Manager	4.00	3
Customer	4.00	3
Peer	4.67	3
Direct Report	4.33	3

What you appreciate: behaviors or conditions you hope will continue.

- *Without a vision the people perish.*
- *Team player. Will do things that surprise you for the good of the order.*
- *A team player all the way.*
- *Must lead by example.*
- *Waves the Company flag whenever possible/appropriate*
- *His actions support the Republican Vision.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Unfortunately, I don't feel that the organization has one vision for success.*

Additional Comments on Questions Under the Category of: Setting Direction

What you appreciate: behaviors or conditions you hope will continue.

- Good at setting direction and will continue on course.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Don't give in to those who disagree with direction.



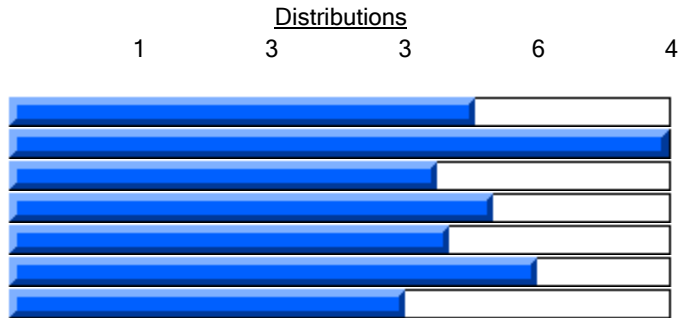


Agreement

Response

Question Category: Aligning

1 **Creates an environment that supports teamwork. (Resolves conflict effectively, encourages open communication, and supports collaboration.)**



Average:	3.53	17
Self	5.00	1
Other	3.25	4
Manager	3.67	3
Customer	3.33	3
Peer	4.00	3
Direct Report	3.00	3

What you appreciate: behaviors or conditions you hope will continue.

- *I believe teamwork is one of the most significant forms of success we can ever hope to achieve.*
- *Has a strong sense of his mission and is open to the ideas of others. Is willing to surround himself with talented and strong willed team members and manage the occasional conflicts that arise.*
- *He is very good at gathering talented people around him.*
- *Great communication skills.*
- *I believe that this individual truly believes in their cause and passionately conveys messages.*
- *Leans on the counsel of his staff heavily and values their expertise. Has recruited leaders better than himself in their respective areas. Demonstrates humility and wisdom in this.*
- *Making other people feel as though he is genuinely concerned.*
- *Collaboration, talking to expects to find out the best course of action.*
- *Courage*
- *Good at consensus building*
- *Has a strong focus that we need to act as one team on dealing with world and domestic issues.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Take more time before he puts a stake in the ground and be more flexible to adjust tactics and strategies that are not delivering desired results.*
- *Would like to see him enter into conflict more freely.*
- *Tends to alienate other leaders.*
- *Strong-armed approach (my way, or the high way) to many pivotal issues and fails to incorporate others feedback no matter how well researched and documented it may be.*
- *Has not shown team work effort in global work; has acted independently which has cost the company.*
- *When team consensus is not reached, does what he chooses.*
No conflict resolution skills.
- *Dishonesty. Making the public believe one way in order to accomplish his believed course of action.*
- *Very unilateral, needs to use more diplomacy, teambuilding skills.*
- *Might not collaborate as well as necessary*
- *Perhaps runs a bit ahead of team without consensus.*





Agreement

Response

6 Has the ability to influence others in a positive way.

Distributions

2 2 8 5



Group	Average	Response
Average	3.94	17
Self	5.00	1
Other	3.75	4
Manager	3.33	3
Customer	4.33	3
Peer	4.00	3
Direct Report	4.00	3

What you appreciate: behaviors or conditions you hope will continue.

- *It is to the benefit of others that we have positive influence in sometimes difficult situations. Being a positive influence can sometimes calm the storms of life.*
- *Strong one on one and public communications style.*
- *This persons charisma has been their stong point in influencing the majority.*
- *James is an encourager, and is able to encourage others in a positive way and influence them accordingly.*
- *Very personable; demonstrates a genuine concern for people.*
- *Positive role model.*
- *Effort and intentions are good*
- *Upbeat and "can do" personality is contageous*
- *Is persuasive with his unwavering enthusiasm.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Be more carefull about off the cuff public statements which get taken out of context. Beware the shadow of the executive.*
- *Can be opinionated and this can cause others to disagree with him.*
- *Unfortunately, most of his influence has been negative.*
- *I think that the influence this leader has been able to cultivate has not been in the best interest of the majority. Again, a serious lack of "systems thinking."*
- *Comes across as someone with below average intelligence at times.*
- *Is a very negative person.*
- *Has not done a good job managing perceptions*
- *Can be negative/direct when under pressure*
- *Not a great influencer on bipartisan issues.*





Agreement

Response

What you appreciate: behaviors or conditions you hope will continue.

- *A critical element of success and open doors for future endeavors*
- *Great with people one-on-one. Good BD sense.*
- *He knows this is very important and he makes a big effort to do this.*
- *Skilled at garnering support.*
- *Has worked hard to create positive relationships with our allies.*
- *Yes, with key political players that shape decisions.*
- *I guess it is a good thing for him, but he aligns himself with the people/organizations that will benefit him in the long-run.*
- *Tries hard*
- *Very good interfacing with all aspects of the business. Has lots of internal "capital" with key people throughout the organization.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Is strong handed in approach.*
- *Sometimes will push right past allies when wanting to get the job done.*
- *Burns bridges*
- *Has alienated a few but is trying to repair the damage - keep up the damage control*

26 Ensures the actions of others are aligned with organizational vision, values, and business strategy.

Distributions

1 4 9 3



Average:	3.82	17
Self	5.00	1
Other	4.00	4
Manager	3.33	3
Customer	4.00	3
Peer	3.67	3
Direct Report	3.67	3

What you appreciate: behaviors or conditions you hope will continue.

- *On big issues, yes.*
- *I believe strongly in everyone being on the same page*
- *Is willing to tolerate opposing views and values to a point.*
- *Is always on the lookout for those NOT aligned with the organization. They will stick out like a sore thumb.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Needs more consistency here.*
- *Fills the organization only with people who agree with the vision, values, etc.*



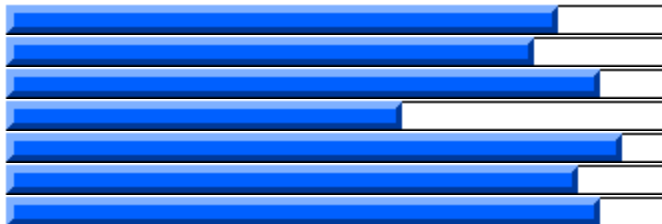


Agreement

Response

33 Ensures that staff have job assignments which utilize their interests and strengths.

Distributions



Average:	4.19	16
Self	4.00	1
Other	4.50	4
Manager	3.00	3
Customer	4.67	3
Peer	4.33	3
Direct Report	4.50	2

What you appreciate: behaviors or conditions you hope will continue.

- *Strongest leadership area after his integrity!*
- *This is in his best interest to do so.*
- *Good team players have been recruited*
- *Has a good grasp of the skill set and strengths and weaknesses of his direct reports*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *I think I could play a bigger role in the organization and have more to offer the company.*
- *This is not always possible, but it is a measuring stick by which I try to keep everyone productive and happy.*
- *Some team players replicate the poor communication styles*

Additional Comments on Questions Under the Category of: Aligning

What you appreciate: behaviors or conditions you hope will continue.

- People are in good job fits. Great ability to select talent and retain them.

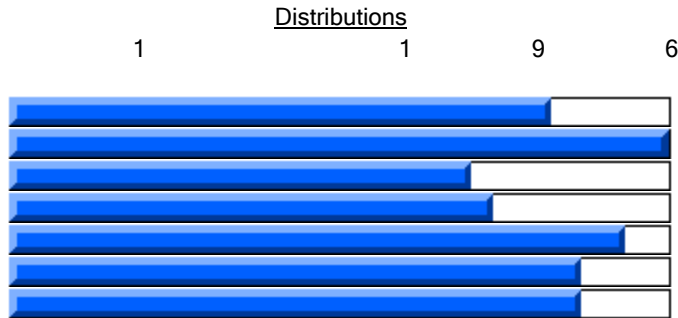




Agreement Response

Question Category: Motivating

7 Promotes the group, team, or individuals to the rest of the organization.



Average:	4.12	17
Self	5.00	1
Other	3.50	4
Manager	3.67	3
Customer	4.67	3
Peer	4.33	3
Direct Report	4.33	3

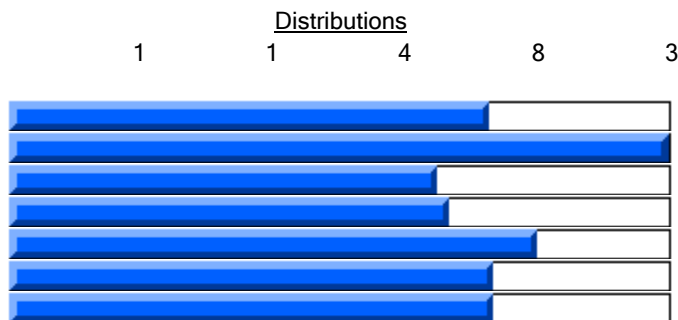
What you appreciate: behaviors or conditions you hope will continue.

- *No man is an island. We must all work together for success. If one person gets all the kudos, then discouragement among the ranks can become very high. I totally believe in promotion and recognition for a job well done.*
- *Loyal and supportive*
- *Seems very genuine and has positive comments about those around him.*
- *Is highly complementary to people in front of others.*
- *One of this leaders strong points.*
- *Always. No ego that drives self honor!*
- *Knows when he needs to praise others for their strengths on the team. Steps aside and lets them have their glory.*
- *Generally, uses "we" when discussing deliverables / findings*
- *Promotes his people, army's mission and policies effectively.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Might be too loyal to individuals who do not reciprocate.*
- *He could do a better job of lifting up leaders around him. Tends to get the credit for what goes well.*
- *Very individualistic. No teamwork.*

19 Creates an environment that motivates others to realize their maximum potential



Average:	3.65	17
Self	5.00	1
Other	3.25	4
Manager	3.33	3
Customer	4.00	3
Peer	3.67	3
Direct Report	3.67	3



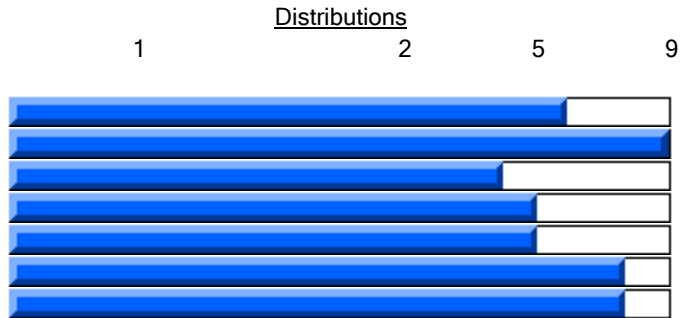


Agreement

Response

Question Category: Self-Leadership

2 Behaves in a way that is consistent with his/her stated personal values.



	Average:		
	4.24		17
Self	5.00		1
Other	3.75		4
Manager	4.00		3
Customer	4.00		3
Peer	4.67		3
Direct Report	4.67		3

What you appreciate: behaviors or conditions you hope will continue.

- *I have worked very hard to overcome the obstacles that strong personal values can sometimes cause. It's important to be an example and not a repulsive example of someone trying to be "holier than thou".*
- *Walks the talk.*
- *Seems to "walk the Talk" well.*
- *Very ethical.*
- *Seems to high moral values.*
- *Is consistent when expressing views and discussing important values.*
- *I think that James is very consistent with living his personal values.*
- *No question about his integrity. Can not think of one example when he has betrayed or compromised his stated beliefs.*
- *Being a family man, being faithful to his wife, living the outdoorsy life from which he comes*
- *Courage and conviction*
- *Strong moral conviction in his personal and professional lives*
- *Does what he says. Is concentrating on eliminating evil threats.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Be carefull of the tension between compassion and toughness and resist the desire to articulate the later for fear it provides ammunition to those who oppose your policies.*
- *Too much emphasis on religion.*
- *Quite a bit of inconsistency in current and past behaviors and current behaviors (and especially past behaviors) are drastically out of line with personal values.*
- *Lying to benefit his causes*





Agreement

Response

8 Honors both personal and professional commitments.

Distributions

1 1 8 6



Average:	4.19	16
Self	5.00	1
Other	3.75	4
Manager	4.33	3
Customer	4.33	3
Peer	4.00	3
Direct Report	4.50	2

What you appreciate: behaviors or conditions you hope will continue.

- *My word is my oath. Commitment is the glue that holds organizations together and promotes growth.*
- *On time, reliable, dependable, hard worker.*
- *Another one of this leaders stong points.*
- *Consistent! Does what he say he will do.*
- *Has followed through on promises.*
- *As far as I can tell, he honors what he says, personally and professionally.*
- *Very ethical and honors his word*
- *Man of his word -- he will perform on all promises*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *The bias in this leaders decisions in very transparent.*
- *Sometimes too busy and inadvertantly forgets*

11 Is aware of how his/her actions impact others.

Distributions

1 2 5 3 6



Average:	3.65	17
Self	5.00	1
Other	3.25	4
Manager	3.00	3
Customer	3.33	3
Peer	4.33	3
Direct Report	4.00	3





Agreement Response

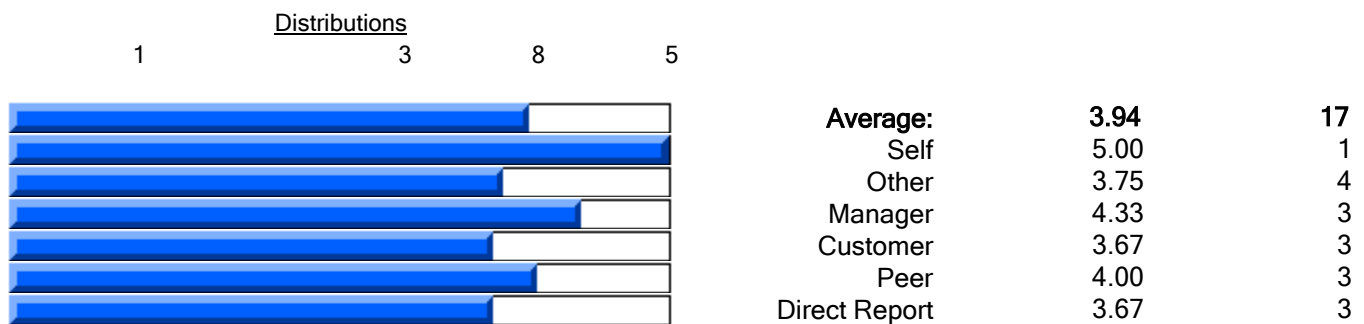
What you appreciate: behaviors or conditions you hope will continue.

- *That is an understatement!*
- *for the most part.*
- *Thinks through his actions thoroughly.*
- *Is super sensitive to how his actions affect others. His presidency rides on others' opinions.*
- *Works on crossing the aisle as much as possible*
- *This has been evident in the War on Terrorism, Iraq. Knows it is putting people at risk and killing soldiers. Has empathy but isn't giving up on the mission.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *May appear insensitive when in his West Texas persona.*
- *Again, truly fails to consider long-term effects of decisions.*
- *In recent global work he may have been quite unaware of how his actions would be interpreted by others.*
- *Is unaware of and unconcerned about others.*
- *Very focused on the success of the Company -- sometimes to the detriment of others.*

15 Follows through on promises and accepts responsibility.



What you appreciate: behaviors or conditions you hope will continue.

- *My word is always good but I always accept responsibility for things that happen beyond my control.*
- *Honorable.*
- *Trustworthy. Easy to follow.*
- *Excellent follow through.*
- *Definitely follows through on promises.*
- *very much so*
- *Accepts responsibility for wrong-doing and vows to do better.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Only accepts responsibility for short-term benefits.*
- *Blames others for mistakes*
- *Inadvertantly forgets promises (should do a better job of documenting)*





Agreement

Response

21 Shares credit and makes personal sacrifices for the greater good.

Distributions

5 7 5



Average:	4.00	17
Self	5.00	1
Other	3.75	4
Manager	3.67	3
Customer	4.00	3
Peer	4.67	3
Direct Report	3.67	3

What you appreciate: behaviors or conditions you hope will continue.

- Sometimes sacrifice is the only way to achieve your desired goal.
- Good role model.
- Shares credit for short term successes.
- Strong support for the "team" - gives credit where credit is due.
- Hard worker. Demonstrates sacrifice for the company goals
- This job is about personal sacrifice to some extent. He does not have a life of his own for these four years, maybe the next four too ...

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Make relatively few personal sacrifices.
- I believe others make a more personal sacrifice at his request. I don't see that his sacrifices are personal.

24 Behaves in an ethical way. (Is honest, trustworthy, and fair.)

Distributions

1 2 2 12



Average:	4.18	17
Self	5.00	1
Other	4.00	4
Manager	4.33	3
Customer	4.00	3
Peer	4.33	3
Direct Report	4.00	3





Agreement Response

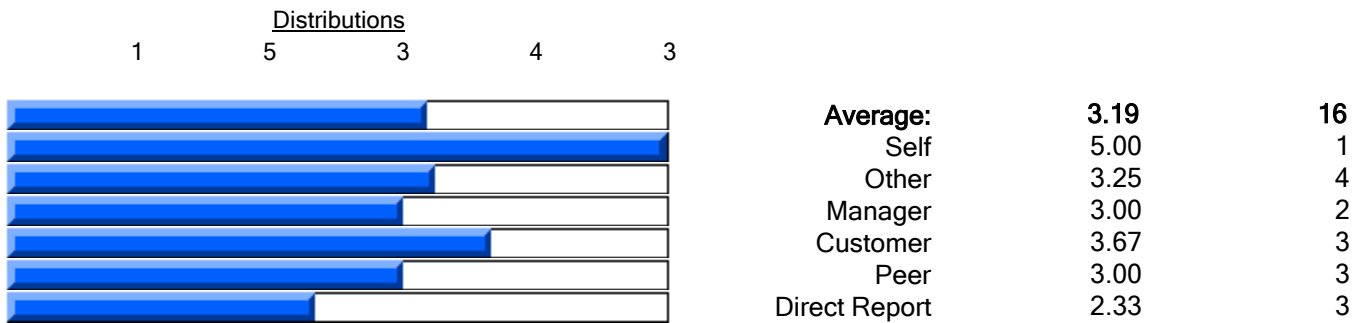
What you appreciate: behaviors or conditions you hope will continue.

- *Behaving in a good manner will sometimes never draw attention. However, if you make one mistake it seems everyone take out their magnifying glass. My personal convictions keep me pointed in the direction of high ethical standards on a daily basis.*
- *Strong values that he lives out.*
- *Seems to be very honest.*
- *Another one of his strongest points.*
- *I hope he continues to act passionately about critical issues.*
- *off the chart!!!!!!!*
- *Strong personal ethics exemplified in both a professional and personal setting*
- *No reasons apparent otherwise.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *The ethics in which he behaves in accordance to are very egocentric and, as a result, do relatively little to make me believe that he behaves ethically in a more global sense.*
- *Is as ethical as possible in this type of political quagmire.*
- *Very, very unethical*
- *Is war ethical?*

27 Seeks out feedback and works to change rather than defend current behavior.



What you appreciate: behaviors or conditions you hope will continue.

- *Although personal change is not comfortable it seems to produce the best end results.*
- *Seeks feedback effectively.*
- *Seems teachable. Has quired people outside his organization to learn from them; receives counsel well.*
- *Strong proponent of change*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Could ask for feedback from us more often.*
- *Acts first and then cleans up later and defends behavior passionately.*
- *Rationalizes others behavior, but expects "new guard" to act differently -- mixed message*
- *Defending his position often.*
- *I believe he is more on the defensive side.*





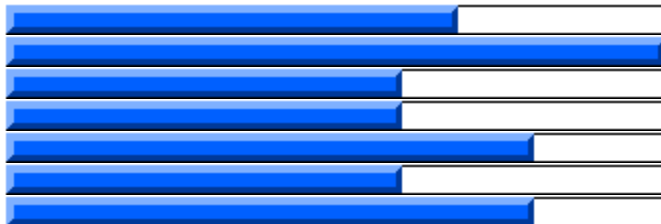
Agreement

Response

30 Provides systems, structures, and resources to support learning throughout the organization.

Distributions

1 2 4 4 3



Average:	3.43	14
Self	5.00	1
Other	3.00	4
Manager	3.00	2
Customer	4.00	2
Peer	3.00	3
Direct Report	4.00	2

What you appreciate: behaviors or conditions you hope will continue.

- Yes. Supportive of others.
- Our organization has a multitude of resources, systems and structures which are readily available and which I encourage the use of on a daily basis.
- He is very interested in corporate education.
- have not experienced this

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Needs to read more eclectically himself. Not just what he likes.
- Does not provide these. Must look elsewhere for learning opportunities.
- Discourages change
- No real structure -- solely driven by the individual

34 Demonstrates a drive to learn for personal and professional growth.

Distributions

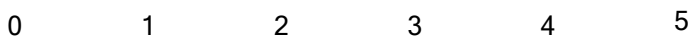
1 1 2 6 5



Average:	3.87	15
Self	5.00	1
Other	4.00	4
Manager	3.67	3
Customer	3.33	3
Peer	4.00	2
Direct Report	4.00	2

What you appreciate: behaviors or conditions you hope will continue.

- A sponge on facts and data.
- I believe my desire for personal and professional growth, on a scale of one to ten, rates about 9.5
- Personally, he is very driven



0	1	2	3	4	5	Agreement	Response
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What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Needs to deepen his geopolitical understanding and cross-cultural knowledge.*
- *Personal growth and change is not concept this leader embraces.*
- *Not as concerned with others growth*

Additional Comments on Questions Under the Category of: Self-Leadership

What you appreciate: behaviors or conditions you hope will continue.

- Keep on course. Reliability, self-discipline and sacrifice keep us all motivated.

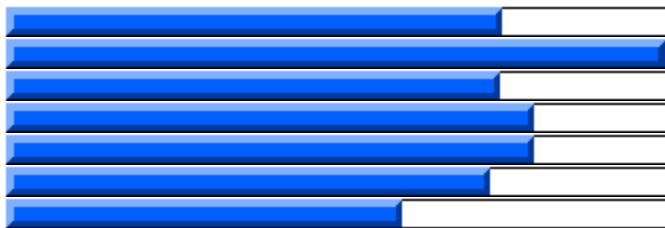


Agreement Response

Question Category: Developing Talent

3 Is able to share the lead or step aside when appropriate.

Distributions
2 4 7 4



Average:	3.76	17
Self	5.00	1
Other	3.75	4
Manager	4.00	3
Customer	4.00	3
Peer	3.67	3
Direct Report	3.00	3

What you appreciate: behaviors or conditions you hope will continue.

- *Although my position warrants my continual leadership, I heavily depend on those around me to share in that leadership role with equal authority.*
- *Has given his subordinates the stage as appropriate.*
- *He is great at letting others share in leadership roles and listening to input from others.*
- *Does an effective job of consulting close executive team.*
- *Collaboration, again, goes to experts as he makes important, potentially world altering decisions.*
- *Understands the strengths and weaknesses of his direct reports and uses them to the benefit of the Company*
- *With all the conflicts world issues he has taken a strong lead on purpose.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Not the best thinking on his feet. Need to take time to think through what you want to say.*
- *I believe he does an unsatisfactory job of addressing true motivation or intention behind decisions that have tremendous impact on followers.*
- *I don't think this is something that James should be good at - he needs to be the leader each and every day!*
- *Needs more leaders on the team*
- *Looks for accolades a bit too often*
- *Others do not necessarily share his ideas so therefor he doesn't get out of the way for them to lead. Has shared some of the lead with key allies.*





Agreement

Response

10 Trusts and supports decisions made by others.

Distributions

3 11 3



Average:	3.82	17
Self	5.00	1
Other	3.75	4
Manager	3.33	3
Customer	4.33	3
Peer	4.00	3
Direct Report	3.33	3

What you appreciate: behaviors or conditions you hope will continue.

- Sometimes you are not surrounded by people you can trust and must build relationships to accomplish that end. However, I am blessed with a wonderful team of men and women who are trustworthy.
- Probably does this to a fault.
- Truly puts faith in the decisions of those closest to him.
- James has a strong group of advisors that he frequently turns to, and he trusts their decisions.
- Trusts the opinions of Ms. Rice and gives her free reign to express his motivations for taking certain actions.
- Has stood by his leaders in good and bad times
- Interested in the logic of the decision as much as the decision itself

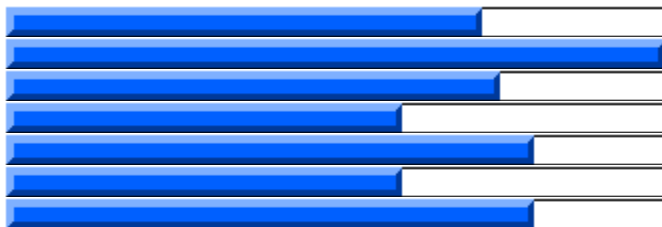
What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Think through implications of decisions being made by other leaders.
- D. Rumsfeld.
- Fails to listen or hear points or arguments that may not align with very narrowly focused and egocentric views.
- Disregards decisions made by others if they do not align with his own.
- Critical of decisions

17 Plans developmental activities for others that are appropriate to current and future roles.

Distributions

7 4 2



Average:	3.62	13
Self	5.00	1
Other	3.75	4
Manager	3.00	2
Customer	4.00	2
Peer	3.00	3
Direct Report	4.00	1





Agreement

Response

What you appreciate: behaviors or conditions you hope will continue.

- *This is essential in building a successful organization.*
- *At times.*
- *Haven't seen much of this. Not sure.*
- *do not have information on this*

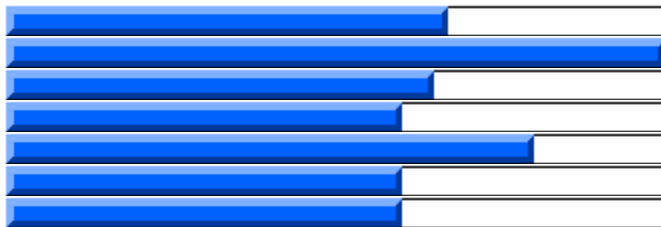
What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Seems too rushed to do this well.*
- *Does not have time to mentor staff. Staff is expected to be self-motivated and to not rely on him for developmental activities.*
- *Leaves most of this task up to the individual employee*

22 Takes an active role in teaching, coaching, or mentoring others.

Distributions

2 8 1 3



Average:	3.36	14
Self	5.00	1
Other	3.25	4
Manager	3.00	2
Customer	4.00	2
Peer	3.00	3
Direct Report	3.00	2

What you appreciate: behaviors or conditions you hope will continue.

- *A confident leader has the ability to teach just by leading. It is important, however, to continually take others with you on the development journey.*
- *Not sure.*
- *do not know*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Does not have this kind of time.*
- *Puts all of the oneous on the individual employee*

31 Provides balanced (positive/negative) and ongoing feedback in a respectful and confidential manner.

Distributions

1 1 2 7 4



Average:	3.80	15
Self	5.00	1
Other	3.25	4
Manager	4.00	3
Customer	3.50	2
Peer	4.00	3
Direct Report	4.00	2



0	1	2	3	4	5	Agreement	Response
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What you appreciate: behaviors or conditions you hope will continue.

- *Have never heard him speak disrespectfully to others.*
- *Good communication skills are essential for any organization to function properly. I believe I provide a solid communication base for my staff and others.*
- *Usually, very respectful.*
- *??????????*
- *Has a calm disposition and tries to deal fairly with all situations.*
- *Very open and frank in feedback and reviews*

Additional Comments on Questions Under the Category of: Developing Talent**What you don't appreciate: behaviors or conditions you would like to see changed or improved.**

- *May want to get some people on the team that are focused on developing talent of others. I think you are too busy to do this in any intentional way.*



Agreement Response

Question Category: Business Savvy

5 Delivers high-quality work on time to meet business objectives.

Distributions

1 2 9 2



Average:	3.86	14
Self	5.00	1
Other	3.67	3
Manager	3.67	3
Customer	3.67	3
Peer	4.00	3
Direct Report	4.00	1

What you appreciate: behaviors or conditions you hope will continue.

- *My schedule is always full and requires excellence on every side. People are always watching for mistakes, so it takes a team to ensure there are very few to none of those.*
- *Excellent about marshalling the organization to deliver on time, quality work.*
- *Great job of leading and also letting others lead.*
- *I believe that the vielded intentions behind many of the major decisions made by this individual have been met, and in the short term, have benefited those who are closest to this leader.*
- *Meeting some deadlines on target. Following through on his commitments to the public.*
- *Has delivered on several key initiatives that he layed out a couple years ago. Tax Cut, increase security etc.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Needs to be more willing to delete from the policy agenda programs or activities which are organizational distractions. We can't do everything without somethings being shortchanged.*
- *I don't think that the business objectives are in any way "high-quality" considering the lack of foresight and use of systems thinking on behalf of this leader.*
- *Delivering partially done work when under the gun. Not budgeting time effectively.*
- *Some bungling on ability to get good information for decision making*

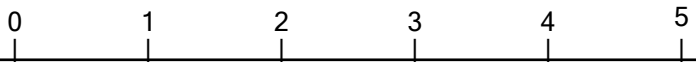
9 Has the necessary technical knowledge and skills required for the position.

Distributions

3 4 7 2



Average:	3.50	16
Self	5.00	1
Other	3.50	4
Manager	3.33	3
Customer	3.33	3
Peer	3.33	3
Direct Report	3.50	2





Agreement Response

What you appreciate: behaviors or conditions you hope will continue.

- Sometimes nothing can prepare you for the tasks at hand, but I believe my past experiences and personal training have well-prepared me for this position.
- Exercises good judgment and fills in with others expertise when needed.
- Seeing is believing ... Yes he does.
- Seems competent in critical areas of leadership role. Where he is lacking he relies on the expertise of those around him.
- Speaking skills are improving.
- Great people skills

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Can be too influenced by the last piece of input. Sit on new information for a day before acting.
- What he lacks he seems able to find in others around him.
- Does not have enough experience in foreign relations.
- Lack of competence is consistently and clearly conveyed.
- Appears to have below average intelligence during some of his press conferences.
- Could work on verbal skills - seems aloof at times
- Lacks some of the experience and technical skills necessary
- Could be a more effective orator, and his knowledge of world history, affairs etc. is sometimes suspect due to his hiccups in speeches.

12 Effectively delegates responsibilities to others as appropriate.

Distributions

1 8 7



Average:	4.38	16
Self	5.00	1
Other	4.50	4
Manager	4.00	3
Customer	4.33	3
Peer	4.33	3
Direct Report	4.50	2

What you appreciate: behaviors or conditions you hope will continue.

- I'm thankful to have a team of responsible and trustworthy people who are well capable of taking on any challenge handed to them.
- Has great talent on the team. Excellent ability to recruit talented players.
- Has no problem handing things over.
- Does a good job of delegating.
- His job is all about delegation!
- Realizes that he cannot possibly do all he is required to do on his own. Has a great staff that works around the clock to make him look good.
- Uses resources well. "Why stay late when you can delegate"

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Poor choice in selection of individuals with whom major decisions are delegated.





Agreement

Response

16 Gathers information and opinions from multiple sources when making decisions.

Distributions

4 8 5



Average:	4.06	17
Self	5.00	1
Other	4.50	4
Manager	3.67	3
Customer	3.67	3
Peer	3.67	3
Direct Report	4.33	3

What you appreciate: behaviors or conditions you hope will continue.

- I depend heavily on the information and opinions of those around me.
- The best!
- No reason to think that he doesn't. Has open door policy. Not afraid to speak his mind though.
- Has many people with whom he consults before making a decision.
- Effective in consulting with executive team.
- Yes, from his own leadership team
- The nature of the position is very collaborative. He has experts in all areas that help him make the ultimate decisions.
- Adeptly uses his senior management team to make informed decisions

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Have others weigh in on conflicting opinions before you decide.
- Fails to listen to the "little people" who are often times impacted the most.
- can improve this with more external input from parties concerned
- Gathers opinions then appears to primarily do what he wants.

20 Has courage to take calculated risks and make tough decisions.

Distributions

1 5 11



Average:	4.53	17
Self	5.00	1
Other	4.00	4
Manager	4.67	3
Customer	4.33	3
Peer	5.00	3
Direct Report	4.67	3





Agreement Response

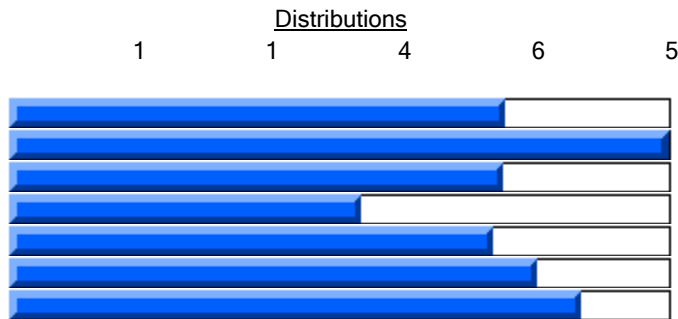
What you appreciate: behaviors or conditions you hope will continue.

- Sometimes the only way to get ahead is to take risks and make tough decisions.
- a true leader
- Willing to take unpopular stands.
- This is one of his strongest points.
- Very courageous. Will to the right thing, irregardless of personal cost.
- Is still fighting the war/losing men and women although support is dwindling.
- Key trait
- Has made many tough decisions with high risk.
- I feel his position requires him to make a lot of tough decisions, and I believe he does that.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Would like to see him stand up more to those who question the direction he is setting.
- Fails to calculate risks for the long-term.
- Sometimes too much courage -- bites off more than appropriate
- Too early to tell if some of the decisions are sound.

25 Understands how the business units of the organization are interrelated and sees how a small change could impact the "big picture."



Average:	3.76	17
Self	5.00	1
Other	3.75	4
Manager	2.67	3
Customer	3.67	3
Peer	4.00	3
Direct Report	4.33	3

What you appreciate: behaviors or conditions you hope will continue.

- It's the little foxes that spoil the vines.
- Often quickly grasps the interrelations.
- Definitely sees how the things interrelate.
- Understands impact of decisions to the big picture.
- Truly understands the dynamics of the various inter-related groups/divisions
- Working on getting various Fed, Municipal and military units to work together for domestic security.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- When he doesn't it creates more work for staff than they have time to do. Take more time, get more input.
- There is room for more long term planning. Can move to quickly with a clear plan.
- However, the big picture is only taking into account a relatively small amount of people.
- Doesn't understand the big picture.





Agreement Response

28 Seeks out and pursues opportunities to grow and/or advance the business.

Distributions

1 1 11 4



Average:	4.06	17
Self	5.00	1
Other	4.25	4
Manager	4.33	3
Customer	3.33	3
Peer	4.33	3
Direct Report	3.67	3

What you appreciate: behaviors or conditions you hope will continue.

- *Entrepreneur spirit. Conditions to grow the team and the business.*
- *I think it's important to seek out those like-minded individuals from whom I can glean ideas.*
- *Very committed to the company and its goals. Tireless efforts made often*
- *Is always looking for votes for future elections. Must develop and grow, make changes viewed positively by the majority of voters.*

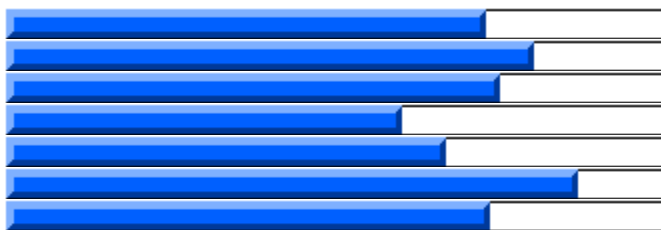
What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *Question whether he is trying to implement too many changes at once*

32 Exhibits flexibility and deals effectively with change.

Distributions

4 1 9 3



Average:	3.65	17
Self	4.00	1
Other	3.75	4
Manager	3.00	3
Customer	3.33	3
Peer	4.33	3
Direct Report	3.67	3

What you appreciate: behaviors or conditions you hope will continue.

- *One of the best change management leaders I have seen.*
- *Change is part of the job. Seems flexible.*
- *Willing to listen to other perspectives.*
- *Able to go with the flow if it will bring greater benefit.*
- *Must constantly change and be flexible in current position. The world is never static.*
- *Has had to be flexible to react to world events.*

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- *I sometimes feel less effective in this area.*
- *Unmovable in stance on issues.*



0 1 2 3 4 5

Agreement

Response

0 1 2 3 4 5