

Fullview Leadership Profile

Produced For: **Bob Sample**
Company: **Big Company**
Self Report Date: **2021-09-02 01:34:41**
Number of Peer Raters: **10**

FULLVIEW LEADERSHIP

** The contents of this report are confidential and are intended for development and coaching purposes only. It should not be used for hiring, performance evaluation, and/or termination decisions.*

www.fullviewleadership.com

Subject Name: Bob Sample
Company: Big Company
Date: 2021-09-02 01:34:41

How Read This Report

This report details the results of the Fullview Leadership Profile. It provides graphical presentations of the summary feedback from raters across 44 leadership/ management behavioral competencies, grouped into eight domains:

Functional Orientation: Behaviors related to the organizational level functions of operating the business entity

Task Orientation: Behaviors related to tactical activities that impact the organization and the team

People Orientation: Behaviors related to addressing the needs of subordinates, customers, and other stakeholders

Communication Orientation: Behaviors related exchanging information with other within the organization, and outside the organization

Dependability: Behaviors related to professionalism, trustworthiness and perceived loyalty

Open Mindedness: Behaviors related to willingness to consider different ideas and adapt to changing needs of the business environment

Emotional Intelligence: Behaviors related to managing emotions, and reading and managing the same in others

Knowledge Management: Behaviors related to capturing and managing the information necessary to keep the business running

This report provides three key points of data for each of these domains the associated competencies:

Level of Competence: How competent and capable are you relative to these behaviors?

Level of Effort: How much effort do you put towards performing these behaviors?

Quality of Outcome: How well do you produce outcomes relative to these behaviors that help drive organizational goals?

The intent of this report is to provide the ratee and their leadership with the ability to quickly identify strengths and opportunities for improvement. It is intended for professional development purposes only and should not be used for selection and/or promotion decisions.

The **Norm** and **Std. Dev** columns show the average across our normative database for that level and average differences across that category.

The **Self Score** shows the subjects scores (or average for the domains) based on the feedback provided by the subject.

The **360 Score** shows the average ratings of that domain or capability by peers.

Each of the **Diff.** columns shows the difference between the score to the left of it and the norm.

The **360 vs. Self** column shows the differences between how the subject sees themselves and how the raters see them.

Green italics indicates 1 Std. Dev. above norm, Green bold indicates 2 Std. Dev. above norm
 Red italics indicates 1 Std. Dev. below norm, Red bold indicates 2 Std. Dev. below norm
 Numbers that are in RED are an area of concern that need to be developed. Bold Red are major issues

Functional Orientation

Avg. Competence
 Avg. Effort
 Avg. Outcome

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	4.08	0.54	4.90	0.82	1.78	-2.30	-3.12
Avg. Effort	4.15	0.52	3.00	-1.15	2.10	-2.05	-0.90
Avg. Outcome	3.98	0.56	5.00	1.02	2.30	-1.68	-2.70

Task Orientation

Avg. Competence
 Avg. Effort
 Avg. Outcome

Avg. Competence	3.96	0.55	3.80	-0.16	4.90	0.94	1.10
Avg. Effort	4.08	0.57	4.10	0.02	5.00	0.92	0.90
Avg. Outcome	3.88	0.54	4.80	0.92	5.00	1.12	0.20

Numbers in Green are areas where the subject is doing well and should be celebrated and built upon.
 Bold Green areas are where they are doing exceptionally well.

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Fullview Summary
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Functional Orientation

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	4.08	0.54	4.20	0.12	3.40	-0.68	-0.80
Avg. Effort	4.15	0.52	4.60	0.45	3.92	-0.23	-0.68
Avg. Outcome	3.98	0.56	3.80	-0.18	3.20	-0.78	-0.60

Task Orientation

Avg. Competence	3.96	0.55	3.67	-0.30	3.13	-0.83	-0.53
Avg. Effort	4.08	0.57	4.33	0.25	4.37	0.29	0.03
Avg. Outcome	3.88	0.54	3.50	-0.38	3.00	-0.88	-0.50

People Orientation

Avg. Competence	4.07	0.52	3.86	-0.22	3.57	-0.50	-0.29
Avg. Effort	4.07	0.57	4.43	0.36	3.71	-0.35	-0.71
Avg. Outcome	3.97	0.54	3.14	-0.83	3.43	-0.55	0.29

Communication Orientation

Avg. Competence	4.07	0.57	3.00	-1.07	3.20	-0.87	0.20
Avg. Effort	3.97	0.54	3.75	-0.22	3.80	-0.17	0.05
Avg. Outcome	4.04	0.52	3.00	-1.04	3.10	-0.94	0.10

Dependability Orientation

Avg. Competence	4.21	0.53	4.29	0.07	3.69	-0.53	-0.60
Avg. Effort	4.20	0.56	4.71	0.52	4.00	-0.20	-0.71
Avg. Outcome	4.16	0.57	3.71	-0.45	3.66	-0.51	-0.06

Open Mindedness Orientation

Avg. Competence	4.00	0.52	4.40	0.40	3.48	-0.52	-0.92
Avg. Effort	3.99	0.54	4.60	0.61	3.56	-0.43	-1.04
Avg. Outcome	3.93	0.57	3.60	-0.33	3.32	-0.61	-0.28

Emotional Intelligence Orientation

	Norm	Std. Dev	Self Score	Self Diff	360 Score	360 Diff	360 vs Self
Avg. Competence	3.87	0.54	4.33	0.46	3.67	-0.20	-0.67
Avg. Effort	3.93	0.54	5.00	1.07	3.93	0.00	-1.07
Avg. Outcome	3.84	0.57	3.67	-0.17	3.73	-0.10	0.07

Knowledge Management

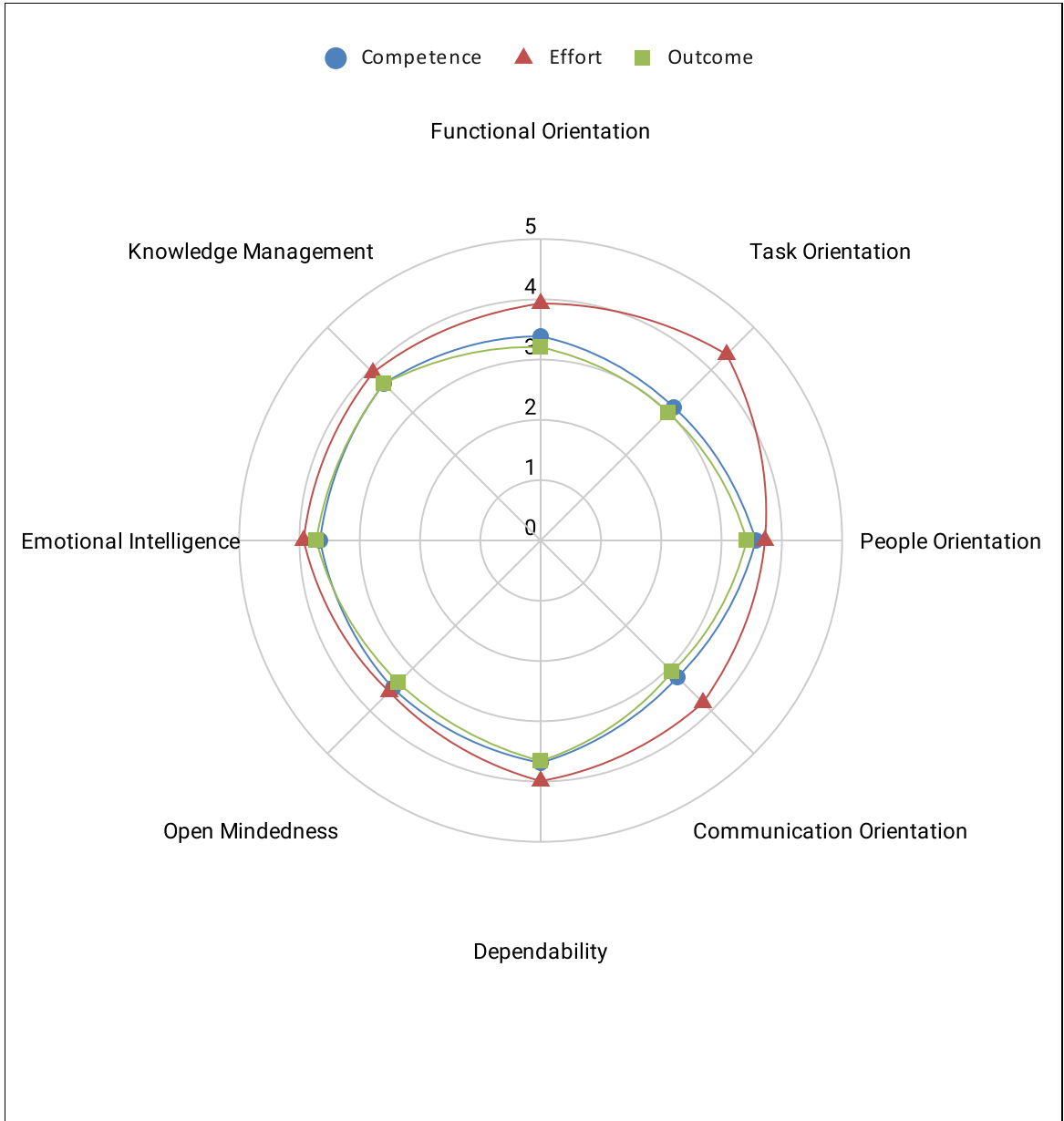
Avg. Competence	4.13	0.48	4.00	-0.13	3.69	-0.44	-0.31
Avg. Effort	4.18	0.47	4.29	0.11	3.94	-0.24	-0.34
Avg. Outcome	4.10	0.50	3.57	-0.53	3.66	-0.45	0.09

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360 Ratings Comparison Graph

Number of Ratings 10

* If this is blank it means that no peer ratings have been provided.



The **Functional Orientation** assesses the subject’s behaviors as they relate to the organizational level functions of operating the business entity.

People who score high in these areas are able to properly assess the current business situation and drive results for proper business outcomes. They are able to balance competing priorities such as financial and safety priorities, and set an example that encourages people to behave in the best interest of the organization.

People who score low in these areas may not accurately perceive which problems require attention, or may use less rigor and logic when addressing those issues. They may have difficulty balancing competing organizational priorities, and may not always act in the organization’s best interest.

Functional Orientation	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	4.08	0.54	4.20	0.12	3.40	-0.68	-0.80
Avg. Effort	4.15	0.52	4.60	0.45	3.92	-0.23	-0.68
Avg. Outcome	3.98	0.56	3.80	-0.18	3.20	-0.78	-0.60

Green italics indicates 1 Std. Dev. above norm, **Green bold** indicates 2 Std. Dev. above norm.
Red italics indicates 1 Std. Dev. below norm, **Red bold** indicates 2 Std. Dev. below norm.

Problem Management: Accurately perceives situations that may require attention, and uses rigorous logic and methods to develop solutions.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.02	0.50	5.00	0.98	3.20	-0.82	-1.80
Effort	4.13	0.48	5.00	0.87	4.40	0.27	-0.60
Outcome	3.81	0.57	4.00	0.19	2.80	-1.01	-1.20

Results Management: Drives self and team to achieve desired organizational goals and outcomes.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.10	0.49	4.00	-0.10	3.80	-0.30	-0.20
Effort	4.20	0.58	5.00	0.80	4.60	0.40	-0.40
Outcome	3.95	0.55	4.00	0.05	3.00	-0.95	-1.00

Financial Management: Exercises appropriate financial judgment in job related matters, and follows the organization’s rules related to financial issues.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.05	0.60	4.00	-0.05	3.00	-1.05	-1.00
Effort	4.14	0.51	5.00	0.86	3.40	-0.74	-1.60
Outcome	4.05	0.52	4.00	-0.05	3.00	-1.05	-1.00

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Functional Orientation

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Safety Concern: Exercises appropriate judgment to promote a safe workplace environment, is knowledgeable of organization's safety rules.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.15	0.57	4.00	-0.15	4.00	-0.15	0.00
Effort	4.17	0.54	4.00	-0.17	4.20	0.03	0.20
Outcome	4.12	0.56	3.00	-1.12	4.00	-0.12	1.00

Organizational Citizenship: Considers how actions or events could impact company interests, and encourages the same in others.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.09	0.54	4.00	-0.09	3.00	-1.09	-1.00
Effort	4.11	0.56	4.00	-0.11	3.80	-0.31	-0.20
Outcome	3.97	0.59	4.00	0.03	3.20	-0.77	-0.80

The **Task Orientation** assess the subject’s behaviors as they relate to tactical activities that impact the organization and the team.

People who score high in these areas tend to stay on task even with complexity and ambiguity, and make good decisions related to those tasks. They are able to manage competing priorities and identify specific steps for themselves and team members to take to achieve desired outcomes.

People who score low in these areas tend to be easily distracted and have trouble prioritizing competing tasks. They may also need multiple reminders from team members and other stakeholders about priorities that need to be addressed.

Task Orientation

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	3.96	0.55	3.67	-0.30	3.13	<i>-0.83</i>	-0.53
Avg. Effort	4.08	0.53	4.33	0.25	4.37	0.29	0.03
Avg. Outcome	3.88	0.55	3.50	-0.38	3.00	<i>-0.88</i>	-0.50

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Red italics indicates 1 Std. Dev. below norm, **Red bold** indicates 2 Std. Dev. below norm.

Task Focus: Stays on task despite complexity and/or ambiguity, and encourages the same in others.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.00	0.49	4.00	0.00	3.60	-0.40	-0.40
Effort	4.08	0.55	4.00	-0.08	4.60	0.52	0.60
Outcome	3.87	0.56	3.00	<i>-0.87</i>	3.00	<i>-0.87</i>	0.00

Decision Making: Exercises good judgment in resolving problems, even with incomplete information and under tight deadlines and pressure.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.96	0.57	4.00	0.04	3.00	<i>-0.96</i>	<i>-1.00</i>
Effort	4.10	0.51	5.00	0.90	4.60	0.50	-0.40
Outcome	3.89	0.62	4.00	0.11	3.00	<i>-0.89</i>	<i>-1.00</i>

Tactical Planning: Accurately scopes length and difficulty of tasks and projects; sets objectives and goals, defines steps needed to complete tasks before action is taken.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.88	0.61	3.00	<i>-0.88</i>	2.80	<i>-1.08</i>	-0.20
Effort	4.01	0.53	3.00	<i>-1.01</i>	4.20	0.19	1.20
Outcome	3.80	0.61	3.00	<i>-0.80</i>	2.80	<i>-1.00</i>	-0.20

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Initiative: Takes appropriate action to accomplish organizational goals, even with little or no direction.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.12	0.44	4.00	-0.12	4.00	-0.12	0.00
Effort	4.17	0.51	5.00	0.83	4.40	0.23	-0.60
Outcome	3.99	0.43	4.00	0.01	3.40	-0.59	-0.60

Prioritization: Recognizes how conflicting tasks impact organizational priorities and responds appropriately.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.87	0.57	3.00	-0.87	2.60	-1.27	-0.40
Effort	4.03	0.49	4.00	-0.03	4.00	-0.03	0.00
Outcome	3.80	0.50	3.00	-0.80	2.80	-1.00	-0.20

Multitasking: Manages multiple projects and competing priorities effectively.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.96	0.64	4.00	0.04	2.80	-1.16	-1.20
Effort	4.08	0.58	5.00	0.92	4.40	0.32	-0.60
Outcome	3.94	0.60	4.00	0.06	3.00	-0.94	-1.00

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The **People Orientation** assesses the subject’s behaviors as they relate to the individual addresses the needs of subordinates, customers, and other stakeholders.

People who score high in these areas display high degrees of sociability, interpersonal cooperation, are able to actively engage with other people in a way that drives business outcomes. They demonstrate genuine compassion for other people, but are also able to be appropriately assertive when the business need requires.

People who score low in these areas may display inappropriate manner in the workplace and be dismissive of other people’s ideas and contributions. They may also have difficulty reading important interpersonal queues that would allow them to assess other people’s feelings.

People Orientation

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	4.07	0.52	3.86	-0.22	3.57	-0.50	-0.29
Avg. Effort	4.07	0.57	4.43	0.36	3.71	-0.35	-0.71
Avg. Outcome	3.97	0.54	3.14	-0.83	3.43	-0.55	0.29

Green italics indicates 1 Std. Dev. above norm, **Green bold** indicates 2 Std. Dev. above norm.

Red italics indicates 1 Std. Dev. below norm, **Red bold** indicates 2 Std. Dev. below norm.

Compassion: Shows genuine concern for coworkers’ welfare. Willing to consider both work and non-work problems, and is available and ready to help as appropriate.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.19	0.60	4.00	-0.19	3.40	-0.79	-0.60
Effort	4.18	0.65	4.00	-0.18	3.40	-0.78	-0.60
Outcome	4.09	0.59	3.00	-1.09	3.40	-0.69	0.40

Interpersonal Cooperation: Works with other individuals appropriately.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.07	0.56	4.00	-0.07	3.40	-0.67	-0.60
Effort	4.04	0.57	5.00	0.96	3.60	-0.44	-1.40
Outcome	3.97	0.59	3.00	-0.97	3.40	-0.57	0.40

Socialiability: Maintains friendly interactions with coworkers and business associates, and demonstrates proper manners when dealing with others.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.22	0.52	4.00	-0.22	3.60	-0.62	-0.40
Effort	4.22	0.54	4.00	-0.22	3.80	-0.42	-0.20
Outcome	4.09	0.57	3.00	-1.09	3.40	-0.69	0.40

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Assertiveness: States views confidently, and is direct and forcefully when appropriate.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.10	0.52	4.00	-0.10	4.00	-0.10	0.00
Effort	4.10	0.52	4.00	-0.10	4.40	0.30	0.40
Outcome	3.00	0.47	3.00	0.00	4.00	1.00	1.00

Seeking Input: Actively encourages others to contribute to work-related discussions.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.00	0.51	4.00	0.00	3.40	-0.60	-0.60
Effort	3.94	0.61	5.00	1.06	3.60	-0.34	-1.40
Outcome	3.90	0.56	3.00	-0.90	3.20	-0.70	0.20

Customer Focus: Manages and meets the expectations of both internal and external customers, and seeks to maintain or enhance customer satisfaction.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.15	0.41	4.00	-0.15	4.00	-0.15	0.00
Effort	4.20	0.41	5.00	0.80	4.40	0.20	-0.60
Outcome	4.10	0.42	4.00	-0.10	3.80	-0.30	-0.20

People Reading: Senses others' feelings and views based on both verbal and non-verbal cues.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.78	0.55	3.00	-0.78	3.20	-0.58	0.20
Effort	3.78	0.66	4.00	0.22	2.80	-0.98	-1.20
Outcome	3.71	0.60	3.00	-0.71	2.80	-0.91	-0.20

The **Communications Orientation** assesses the subject’s behaviors related to how they exchange information with other within the organization, and outside the organization.

People who score high in these areas regularly display active listening while engaging with people at all levels of the organization, and are able to express their own views in a straightforward manner with a palatable style.

People who score low in these are may miss important parts of communication from others, or may behave in ways that makes other think they are not paying attention. They may also have difficulty clearly expressing their views or may come across in ways that are different than how they intend.

Communication Orientation	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	4.07	0.57	3.00	-1.07	3.20	-0.87	0.20
Avg. Effort	3.97	0.54	3.75	-0.22	3.80	-0.17	0.05
Avg. Outcome	4.04	0.52	3.00	-1.04	3.10	-0.94	0.10

Green italics indicates 1 Std. Dev. above norm, **Green bold** indicates 2 Std. Dev. above norm.
Red italics indicates 1 Std. Dev. below norm, **Red bold** indicates 2 Std. Dev. below norm.

Listening: Practices attentive and active listening with people at all levels of the organization.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.96	0.60	3.00	-0.96	3.00	-0.96	0.00
Effort	3.96	0.58	4.00	0.04	3.40	-0.56	-0.60
Outcome	3.90	0.57	3.00	-0.90	3.20	-0.70	0.20

Oral Communication: Verbally expresses thoughts and ideas to individuals and small groups in a clear and straightforward manner.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.06	0.47	3.00	-1.06	2.80	-1.26	-0.20
Effort	4.10	0.47	4.00	-0.10	3.20	-0.90	-0.80
Outcome	4.10	0.57	3.00	-1.10	2.60	-1.50	-0.40

Presentation Skills: Effectively presents material to groups of people in a variety of settings both inside and outside of the organization.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.01	0.47	3.00	-1.01	3.60	-0.41	0.60
Effort	4.08	0.48	4.00	-0.08	4.20	0.12	0.20
Outcome	3.94	0.53	3.00	-0.94	3.20	-0.74	0.20

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Written Communication: Expresses self clearly and succinctly in writing. Varies written communication style as appropriate for intended audience.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.10	0.45	3.00	-1.10	3.40	-0.70	0.40
Effort	4.19	0.42	3.00	-1.19	4.40	0.21	1.40
Outcome	4.08	0.43	3.00	-1.08	3.40	-0.68	0.40

The **Dependability Orientation** looks at the subject’s behaviors related to professionalism, trustworthiness and perceived loyalty.

People who score high in these areas regularly display orderly work styles, high degrees of professionalism, and are willing accept personal responsibility for outcome so their teams. They considered trustworthy and loyal.

People who score low in these areas may disregard organizational policies, may fail to take personal responsibility for business outcomes, and may be seen as untrustworthy. They may be seen as dishonest and may have trouble meeting job time limits.

Dependability Ori.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	4.21	0.53	4.29	0.07	3.69	<i>-0.53</i>	<i>-0.60</i>
Avg. Effort	4.20	0.56	4.71	0.52	4.00	-0.20	<i>-0.71</i>
Avg. Outcome	4.16	0.57	3.71	-0.45	3.66	-0.51	-0.06

Green italics indicates 1 Std. Dev. above norm, **Green bold** indicates 2 Std. Dev. above norm.

Red italics indicates 1 Std. Dev. below norm, **Red bold** indicates 2 Std. Dev. below norm.

Orderliness: Maintains a high degree of organization in their physical work environment.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.13	0.49	3.00	-1.13	3.00	-1.13	0.00
Effort	4.12	0.50	4.00	-0.12	3.00	-1.12	-1.00
Outcome	3.78	0.50	3.00	<i>-0.78</i>	3.00	<i>-0.78</i>	0.00

Rule Orientation: Understands the organization’s rules and policies, and willingly follows them.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.25	0.38	4.00	-0.25	3.80	<i>-0.45</i>	-0.20
Effort	4.22	0.40	4.00	-0.22	4.00	-0.22	0.00
Outcome	4.21	0.41	4.00	-0.21	4.00	-0.21	0.00

Personal Responsibility: Willing to accept responsibility for own actions and decisions, as well as directions to co-workers and subordinates.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.12	0.68	4.00	-0.12	3.60	-0.52	-0.40
Effort	4.10	0.67	5.00	<i>0.90</i>	4.40	0.30	-0.60
Outcome	4.11	0.65	4.00	-0.11	3.80	-0.31	-0.20

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Trustworthiness: Considered to be truthful and honest, maintains confidentiality in dealing with sensitive information. Does not misrepresent themselves or the organization.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.20	0.66	5.00	0.80	3.60	-0.60	-1.40
Effort	4.25	0.69	5.00	0.75	4.00	-0.25	-1.00
Outcome	4.21	0.66	4.00	-0.21	3.60	-0.61	-0.40

Timeliness: Strives to meet job-related time limits, and encourages the same from team.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.24	0.57	5.00	0.76	3.80	-0.44	-1.20
Effort	4.24	0.59	5.00	0.76	4.00	-0.24	-1.00
Outcome	4.13	0.67	4.00	-0.13	3.20	-0.93	-0.80

Professionalism: Demonstrates appropriate professional standards.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.25	0.50	4.00	-0.25	4.00	-0.25	0.00
Effort	4.21	0.53	5.00	0.79	4.20	-0.01	-0.80
Outcome	4.15	0.58	3.00	-1.15	3.80	-0.35	0.80

Organizational Loyalty: Demonstrates support for the organization's goals and values.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.30	0.42	5.00	0.70	4.00	-0.30	-1.00
Effort	4.26	0.50	5.00	0.74	4.40	0.14	-0.60
Outcome	4.24	0.52	4.00	-0.24	4.20	-0.04	0.20

The **Open Mindedness Orientation** looks at the subject’s behaviors related to willingness to consider different ideas and adapt to changing needs of the business environment.

People who score high in these areas are willing to consider ideas different than their own, embrace the diversity of the workforce and can easily adapt to new technologies. They encourage their teams to develop creative solutions to workplace problems, and handle risk appropriately.

People who score low in these areas may be unwilling to consider different ideas or try untested solutions. They may be seen as not valuing diverse viewpoints and may not tolerate ambiguity well. They may push back more than others when presented with workplace changes.

Open Mindedness

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	4.00	0.52	4.40	0.40	3.48	-0.52	<i>-0.92</i>
Avg. Effort	3.99	0.54	4.60	<i>0.61</i>	3.56	-0.43	<i>-1.04</i>
Avg. Outcome	3.93	0.57	3.60	-0.33	3.32	<i>-0.61</i>	-0.28

Green italics indicates 1 Std. Dev. above norm, **Green bold** indicates 2 Std. Dev. above norm.
Red italics indicates 1 Std. Dev. below norm, **Red bold** indicates 2 Std. Dev. below norm.

Tolerance of Ideas: Values divergent views and opinions.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.92	0.61	5.00	<i>1.08</i>	3.00	<i>-0.92</i>	-2.00
Effort	3.88	0.68	5.00	<i>1.12</i>	2.80	<i>-1.08</i>	-2.20
Outcome	3.81	0.70	4.00	0.19	2.80	<i>-1.01</i>	<i>-1.20</i>

Adaptability: Effectively deals with change and shifting priorities, demonstrates the ability to appropriately handle risk and uncertainty.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.84	0.53	3.00	<i>-0.84</i>	3.00	<i>-0.84</i>	0.00
Effort	3.87	0.50	4.00	0.13	3.60	-0.27	-0.40
Outcome	3.80	0.51	3.00	<i>-0.80</i>	3.00	<i>-0.80</i>	0.00

Creativity: Encourages creative thinking within the organization or work unit.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.01	0.42	4.00	-0.01	3.40	<i>-0.61</i>	<i>-0.60</i>
Effort	3.99	0.49	4.00	0.01	3.20	<i>-0.79</i>	<i>-0.80</i>
Outcome	3.89	0.57	3.00	<i>-0.89</i>	2.80	<i>-1.09</i>	-0.20

Subject Name: Bob Sample
Company: Big Company

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Managing Diversity: Manages all people equitably, appreciates and celebrates diverse cultural experiences and/or beliefs; and encourages the same from team.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.12	0.52	5.00	0.88	4.00	-0.12	-1.00
Effort	4.11	0.47	5.00	0.89	4.00	-0.11	-1.00
Outcome	4.05	0.50	4.00	-0.05	4.00	-0.05	0.00

Technological Acuity: Willing and able to adapt to new and evolving technologies for work-related tasks.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.11	0.53	5.00	0.89	4.00	-0.11	-1.00
Effort	4.13	0.54	5.00	0.87	4.20	0.07	-0.80
Outcome	4.07	0.59	4.00	-0.07	4.00	-0.07	0.00

The **Emotional Intelligence Orientation** looks at the subject’s behaviors that relate to their ability to manage their own emotions and help read and manage those same in others.

People who score high in these areas can be expected to stay come in the face of immediate stressors and maintain a positive attitude in response to challenges. They can also be expected to appropriately manage their stress reactions.

People who score low in these areas may over-react to stressful workplace situations and may display levels of emotion that are not appropriate for the workplace. They may also become overly negative during challenging workplace times.

Emotional Intelligence

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	3.87	0.54	4.33	0.46	3.67	-0.20	<i>-0.67</i>
Avg. Effort	3.93	0.54	5.00	1.07	3.93	0.00	<i>-1.07</i>
Avg. Outcome	3.84	0.57	3.67	-0.17	3.73	-0.10	0.07

Green italics indicates 1 Std. Dev. above norm, **Green bold** indicates 2 Std. Dev. above norm.

Red italics indicates 1 Std. Dev. below norm, **Red bold** indicates 2 Std. Dev. below norm.

Composure: Stays calm in the face of immediately stressful work demands. Can be counted on to hold things together during tough times.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.86	0.63	5.00	1.14	4.00	0.14	<i>-1.00</i>
Effort	3.96	0.58	5.00	1.04	4.20	0.24	<i>-0.80</i>
Outcome	3.89	0.58	5.00	1.11	4.00	0.11	<i>-1.00</i>

Resilience: Maintains a positive attitude in response to challenges and failure.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.90	0.50	4.00	0.10	3.60	-0.30	-0.40
Effort	3.92	0.55	5.00	1.08	3.60	-0.32	-1.40
Outcome	3.84	0.60	3.00	<i>-0.84</i>	3.60	-0.24	0.60

Stress Management: Appropriately manages ongoing job-related stress.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	3.85	0.51	4.00	0.15	3.40	-0.45	<i>-0.60</i>
Effort	3.91	0.50	5.00	1.09	4.00	0.09	-1.00
Outcome	3.78	0.54	3.00	<i>-0.78</i>	3.60	-0.18	0.60

The *Knowledge Management Orientation* looks at the subject's behaviors that relate to capturing and managing the information necessary to keep the business running.

People who score high in these areas can be expected to record information and data according to organizational policies and procedures, and share that information with others when appropriate. They tend to demonstrate required functional and technical knowledge for their position and understand how that position fits within the organization, and how the organization fits within the industry.

People who score low in these areas may not display appropriate master of their functional areas and may not demonstrate expected technical competencies. They may behave in ways to suggest that mainlining industry and position knowledge is a low priority for them. They may also be remiss in efforts to capture important organizational information.

Knowledge Mgmt

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Avg. Competence	4.13	0.48	4.00	-0.13	3.69	-0.44	-0.31
Avg. Effort	4.18	0.47	4.29	0.11	3.94	-0.24	-0.34
Avg. Outcome	4.10	0.50	3.57	-0.53	3.66	-0.45	0.09

Green italics indicates 1 Std. Dev. above norm, **Green bold** indicates 2 Std. Dev. above norm.

Red italics indicates 1 Std. Dev. below norm, **Red bold** indicates 2 Std. Dev. below norm.

Information Seeking: Actively gathers job and task related information from relevant sources.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.12	0.44	4.00	-0.12	4.00	-0.12	0.00
Effort	4.09	0.48	4.00	-0.09	4.20	0.11	0.20
Outcome	4.07	0.49	4.00	-0.07	4.00	-0.07	0.00

Information Management: Records data and information according to organizational rules and norms.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.12	0.33	4.00	-0.12	4.00	-0.12	0.00
Effort	4.15	0.38	4.00	-0.15	4.00	-0.15	0.00
Outcome	4.10	0.36	4.00	-0.10	4.00	-0.10	0.00

Information Integration: Combines relevant information from multiple sources into a coherent whole.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.09	0.46	3.00	-1.09	3.60	-0.49	0.60
Effort	4.18	0.45	4.00	-0.18	4.40	0.22	0.40
Outcome	4.09	0.46	3.00	-1.09	3.80	-0.29	0.80

Subject Name: Bob Sample
Company: Big Company

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Information Sharing: Provides information to others in the workplace so that they can make informed decisions and take appropriate actions.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.07	0.42	4.00	-0.07	3.80	-0.27	-0.20
Effort	4.02	0.53	4.00	-0.02	3.80	-0.22	-0.20
Outcome	3.94	0.53	3.00	-0.94	3.40	-0.54	0.40

Position Knowledge: Demonstrates appropriate functional and technical knowledge for their current position within the organization.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.22	0.61	5.00	0.78	2.80	-1.42	-2.20
Effort	4.35	0.46	5.00	0.65	3.60	-0.75	-1.40
Outcome	4.25	0.55	4.00	-0.25	3.00	-1.25	-1.00

Organizational Knowledge: Aware of both the formal and informal functions and processes within the organization.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.13	0.46	3.00	-1.13	3.60	-0.53	0.60
Effort	4.19	0.46	4.00	-0.19	3.60	-0.59	-0.40
Outcome	4.10	0.48	3.00	-1.10	3.60	-0.50	0.60

Industry Knowledge: Demonstrates appropriate industry knowledge.

	Norm	Std. Dev	Self Score	Diff	360 Score	Diff	360 vs Self
Competence	4.16	0.67	5.00	0.84	4.00	-0.16	-1.00
Effort	4.29	0.52	5.00	0.71	4.00	-0.29	-1.00
Outcome	4.18	0.60	4.00	-0.18	3.80	-0.38	-0.20