

XYZ Company, Inc.  
Leadership Development Multi-Rater Survey

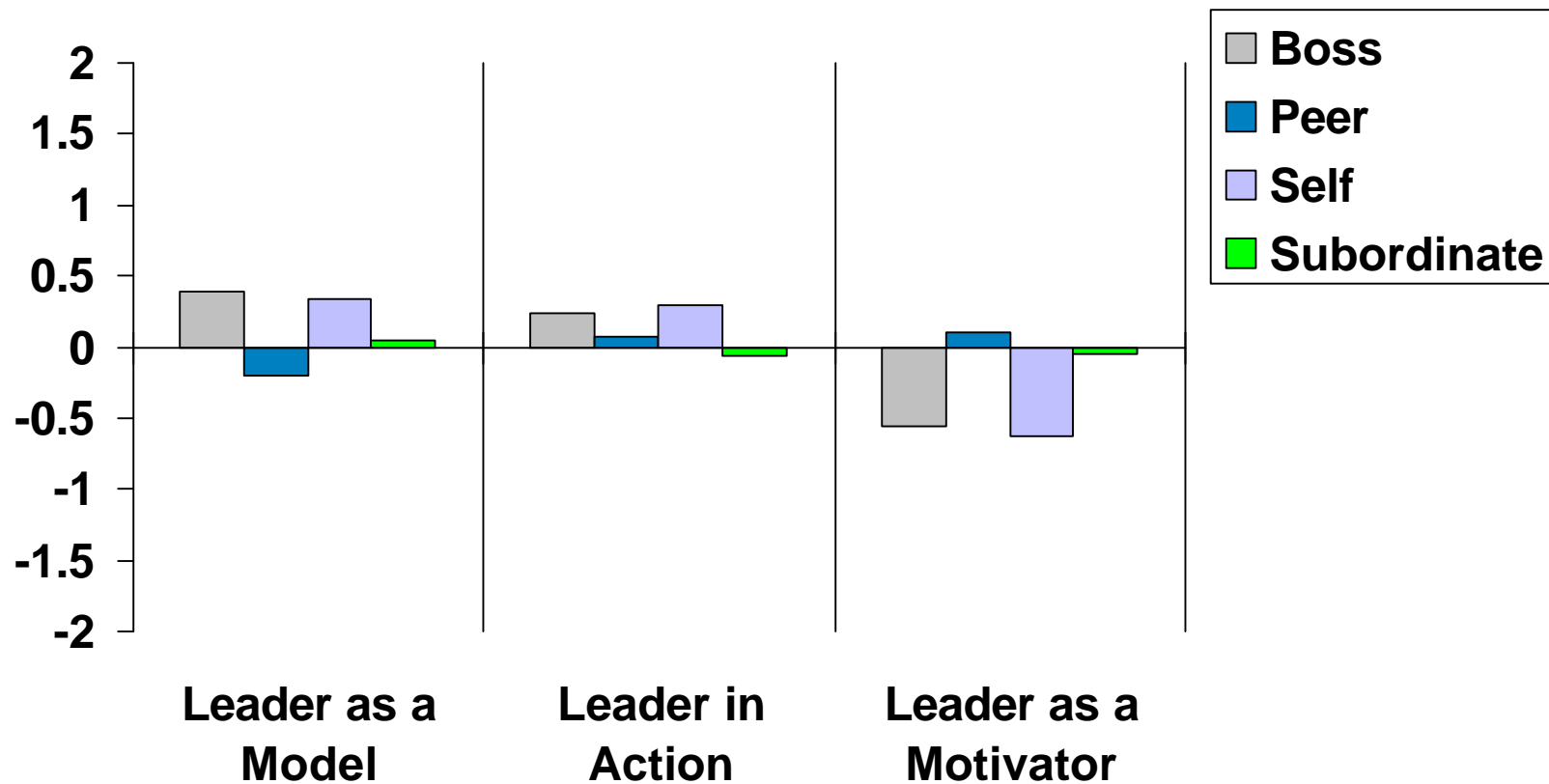
Feedback Reports  
for  
A. Manager

October, 2nnn

Vector Data Services, Inc.

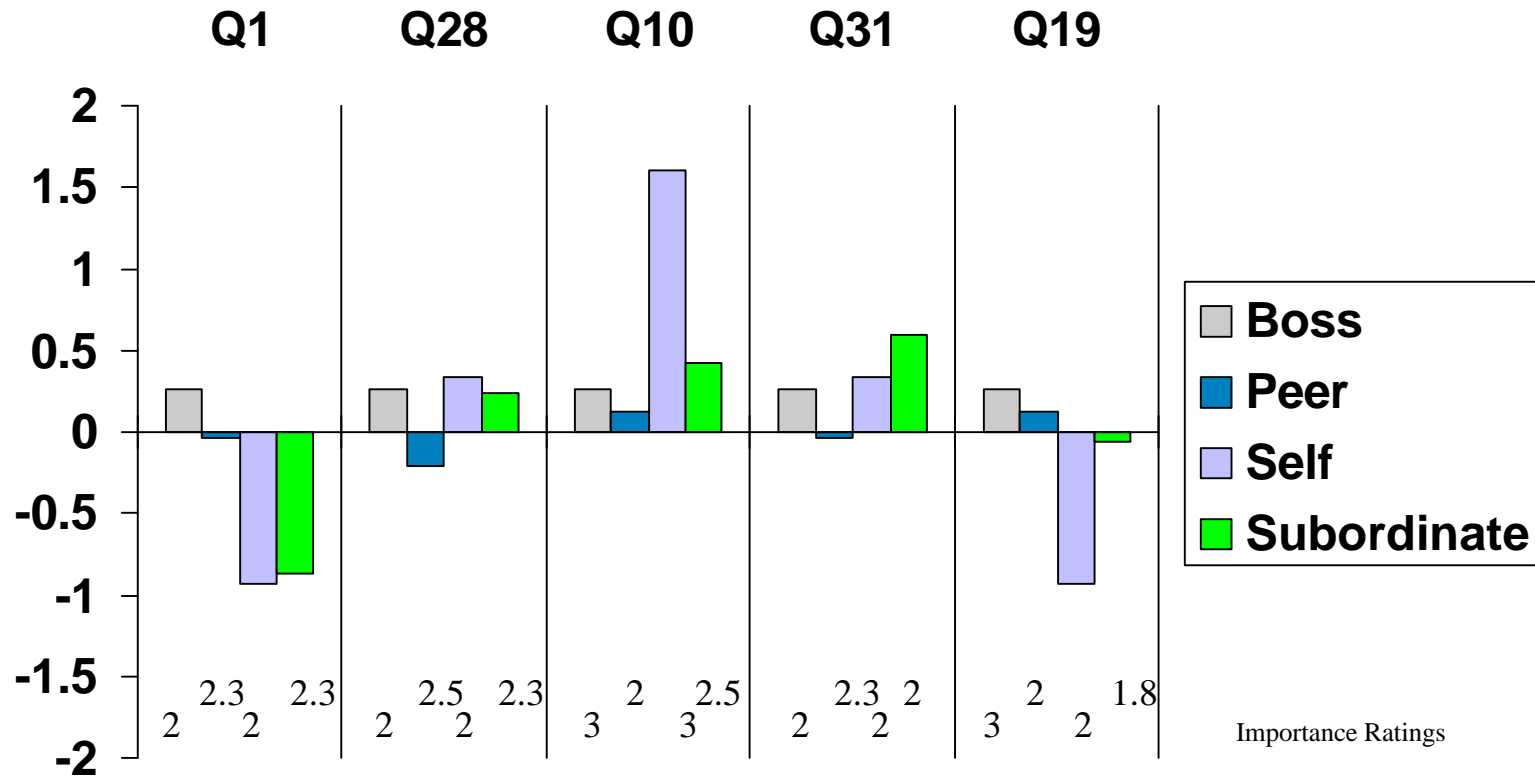
# Overall Summary Report

## A. Manager



# Dependability

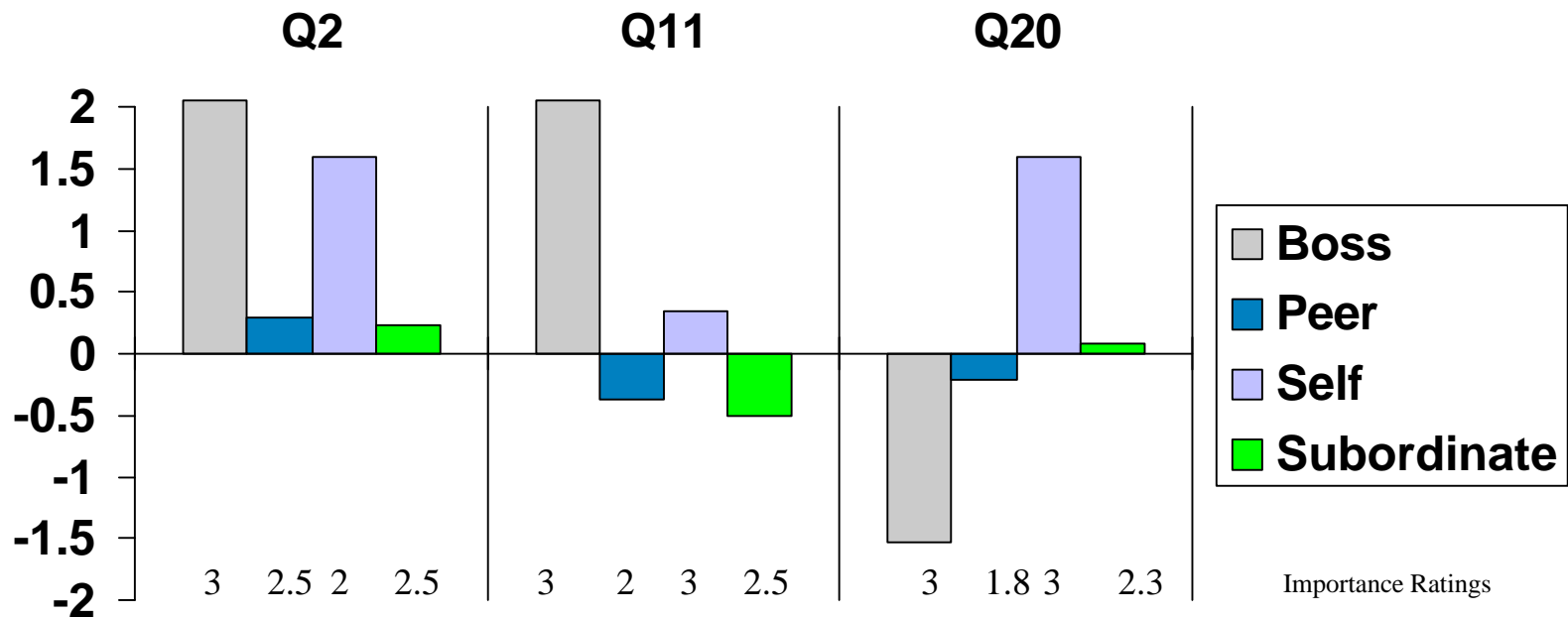
## A. Manager



- Q1 : Creates and communicates realistic action plans
- Q28: Delivers on commitments made to others
- Q10: Behaves in a way that demonstrates trust in others to deliver
- Q31: Is willing to support and help others to accomplish their goals
- Q19: Takes genuine cabinet responsibility for results

# Honesty and Openness

## A. Manager



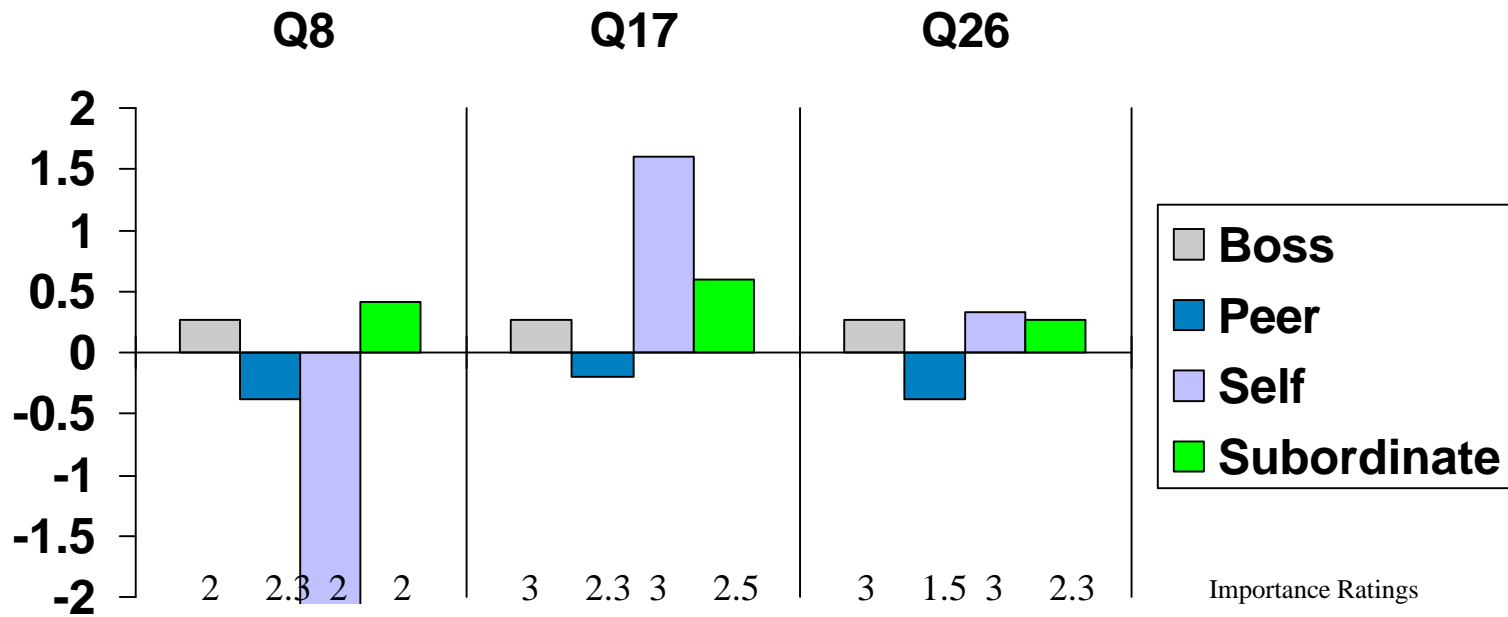
Q2: Actively works to create an environment of trust and respect

Q11: Proactively shares information with others

Q20: Demonstrates a high value placed on differing views and needs

# Loyalty

## A. Manager



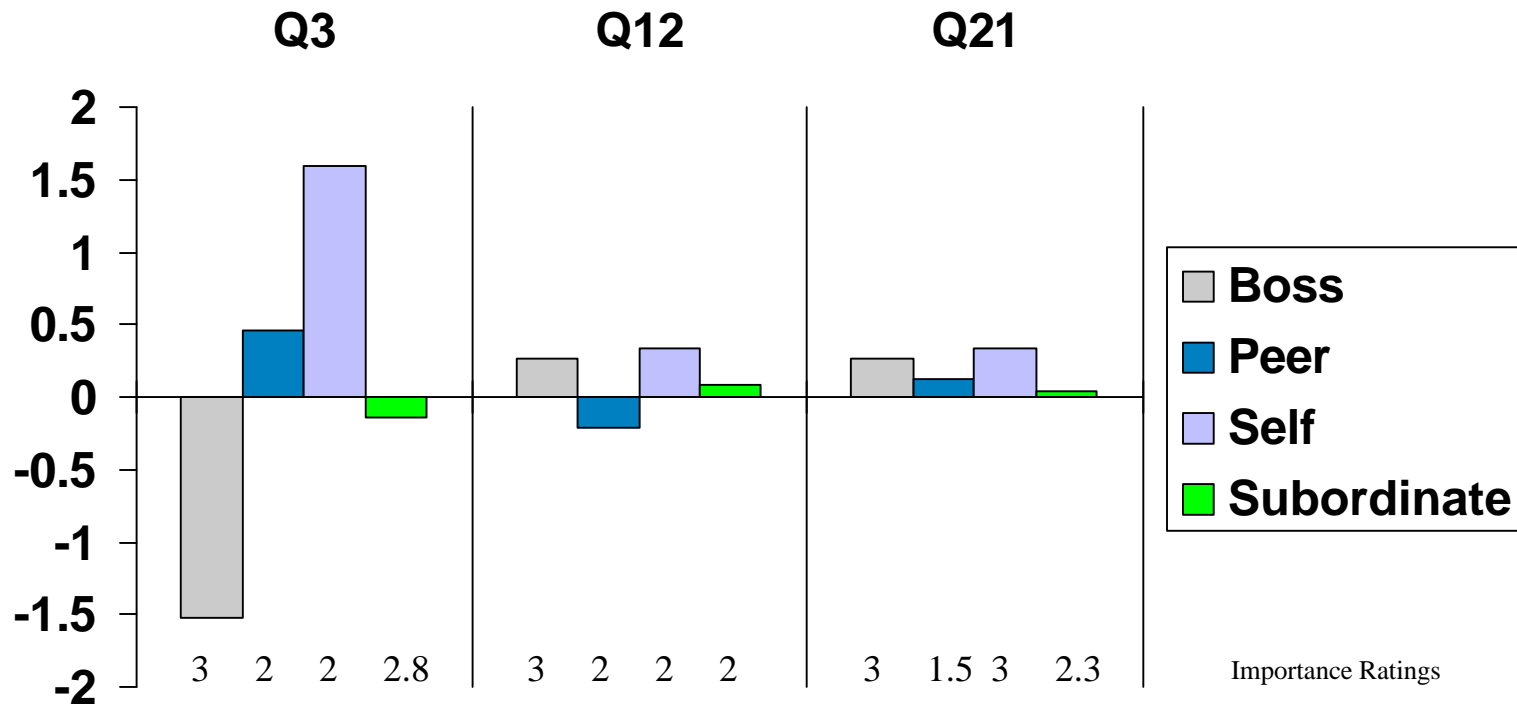
Q8: Actively and unconditionally supports decisions that have been made

Q17: Clearly behaves in a non-parochial manner

Q26: Supports the organization ahead of any individual or group

# Ownership

## A. Manager



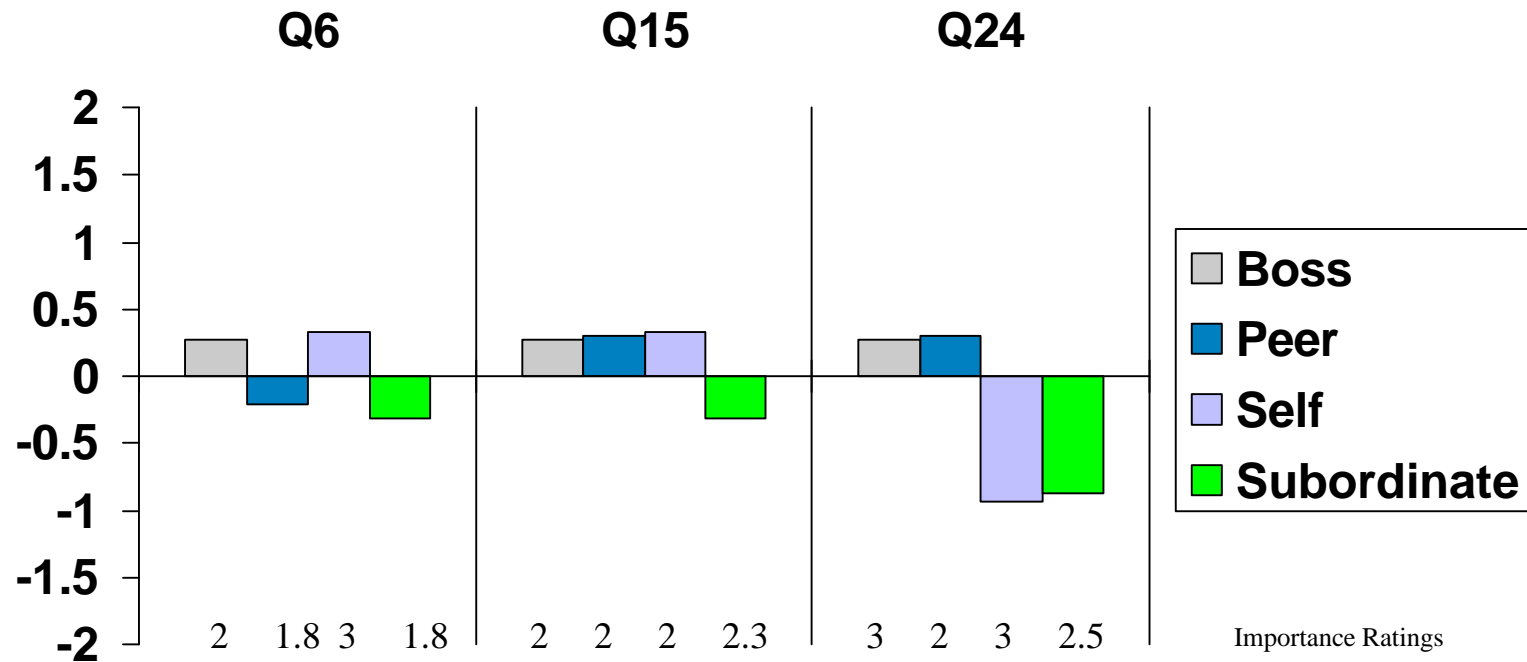
Q3: Demonstrates personal commitment and persistence towards the goals of the group

Q12: Recognizes and involves other stakeholders as appropriate when agreeing accountabilities

Q21: Encourages others to anticipate and solve problems

# Urgency

## A. Manager



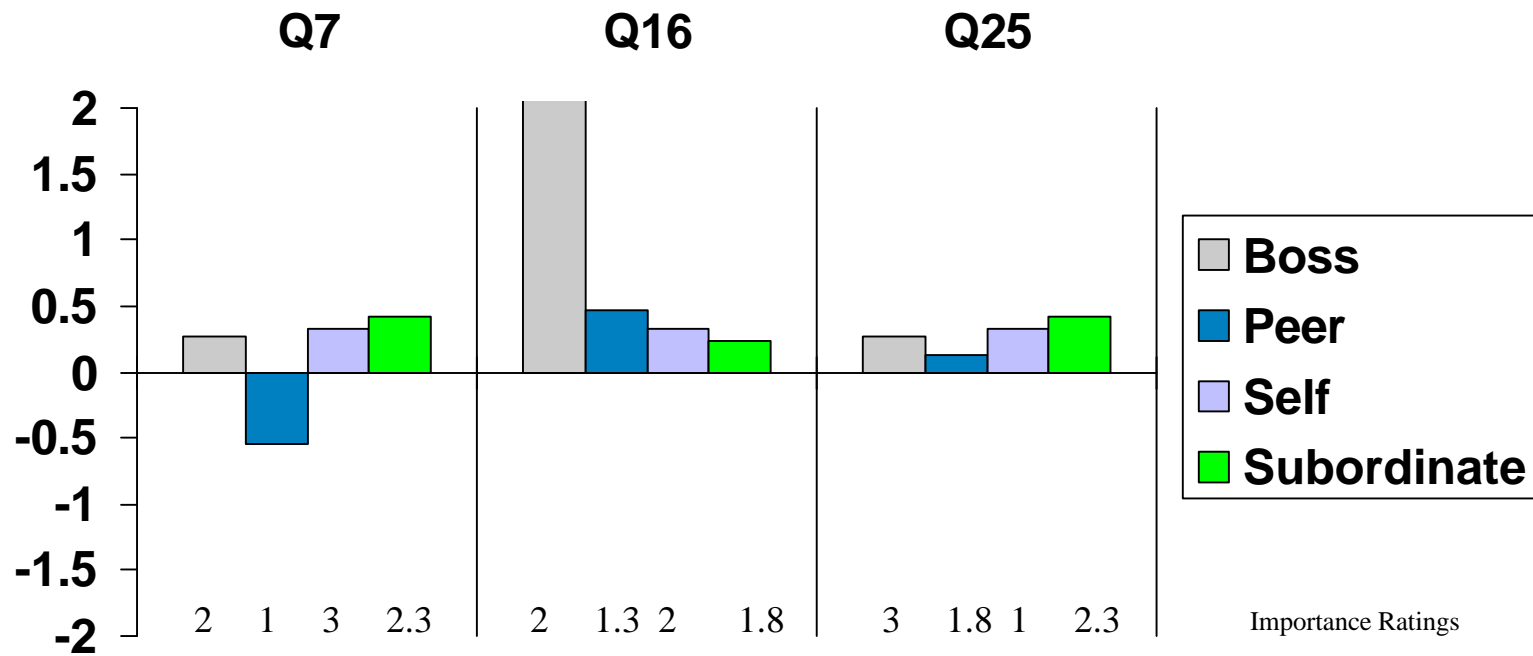
Q6: Demonstrates a sense of urgency and energy to achieve results

Q15: Makes timely, balanced decisions without needing full approval

Q24: Regularly anticipates and acts rather than waiting and reacting

# Risk

## A. Manager



Q7: Supports and recognizes calculated risk-taking

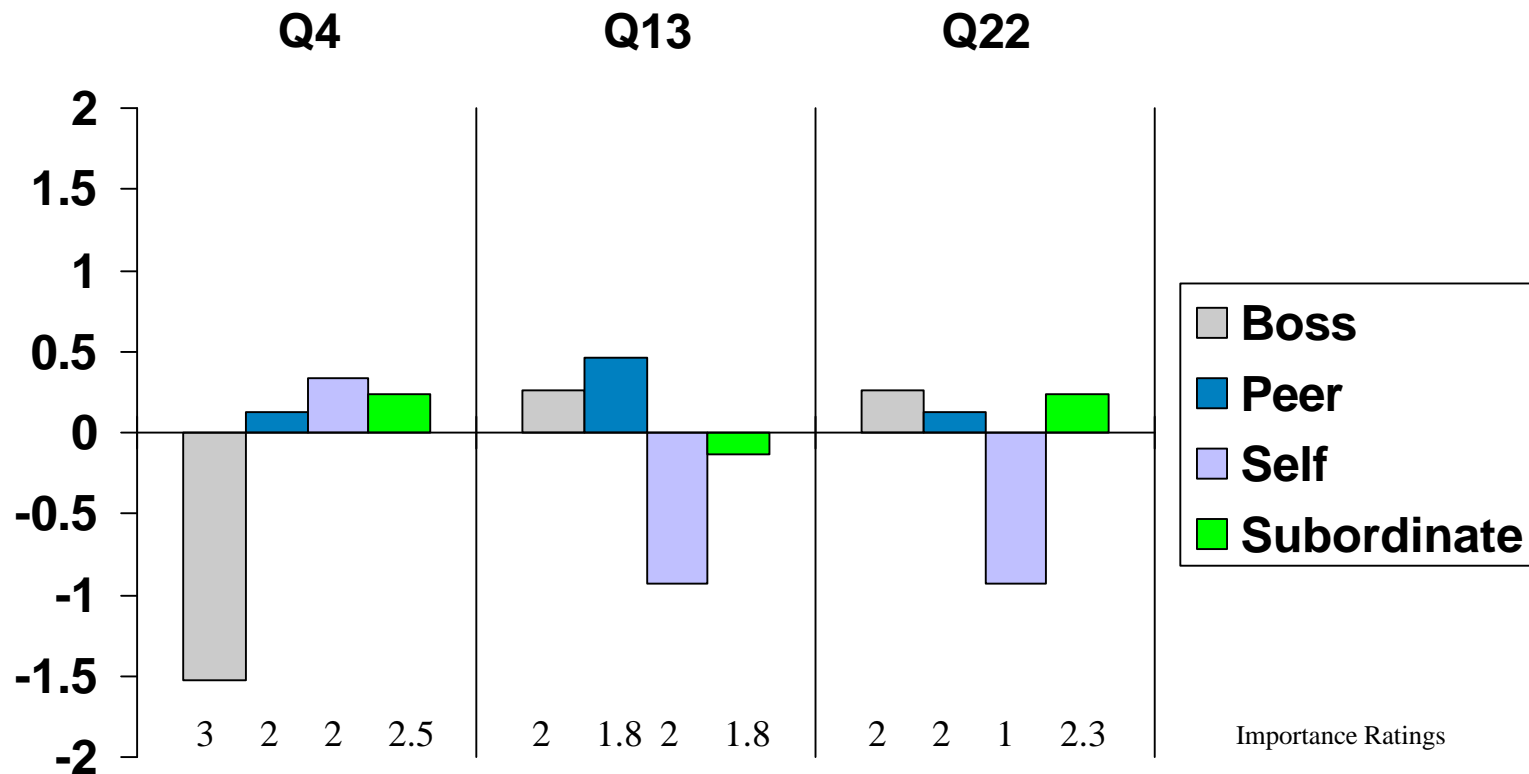
Q16: Is willing to take actions that have personal risk

Q25: Accepts reasonable mistakes and focuses on learning from them



# Motivation (self reliance)

## A. Manager



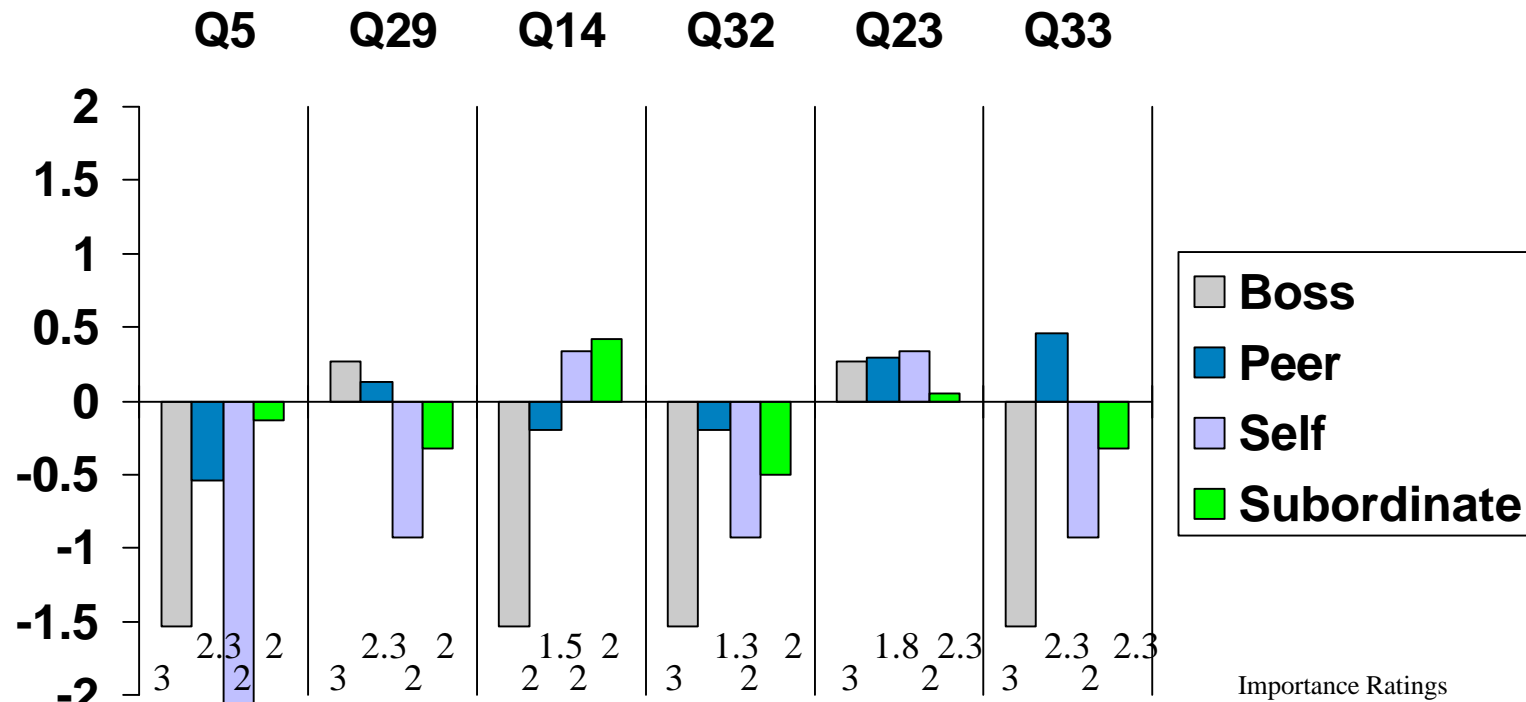
Q4: Has a positive “can do” attitude

Q13: Actively works to create a solutions-based culture

Q22: Celebrates successes widely and loudly

# High Expectations

## A. Manager



Q5: Sets clear, up-front performance expectations for others

Q29: Demonstrates clear and high standards in personal performance

Q14: Behaves in a way that demonstrates confidence in others' ability to continuously excel

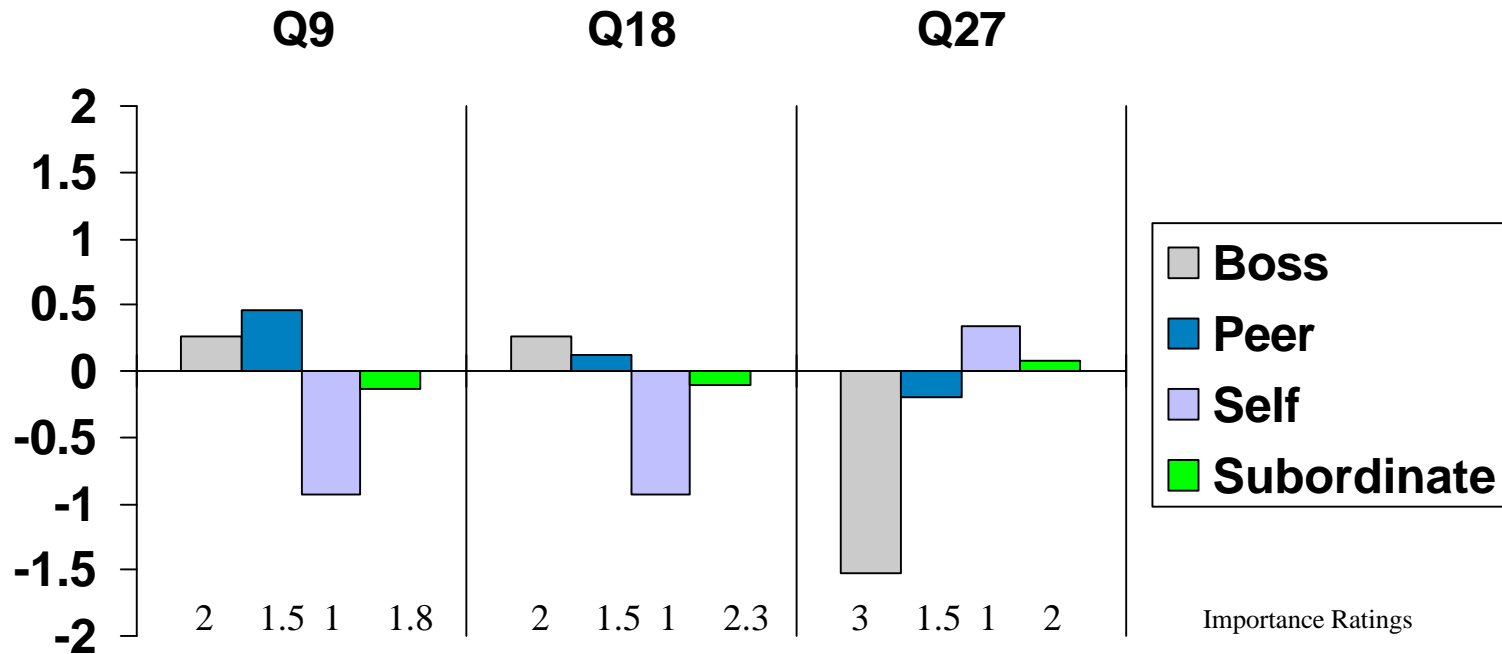
Q32: Demonstrates confidence in personal ability to continuously excel

Q23: Rewards those who deliver

Q33: Will readily challenge those who don't deliver

# Recognition

## A. Manager



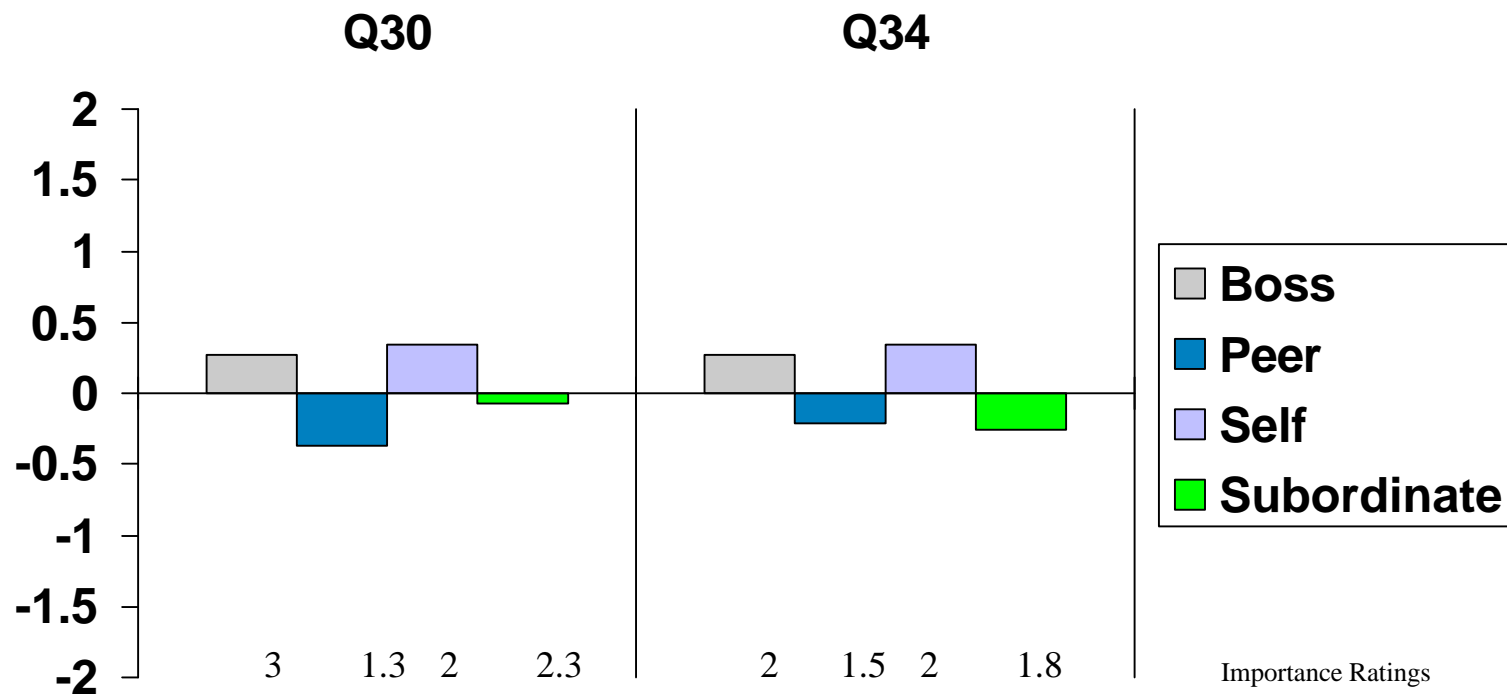
Q9: Recognizes “behind the scene” activities as quickly as the more obvious or glamorous activities

Q18: Rewards the action as well as the result

Q27: Recognizes and applauds appropriate behavior throughout the organization, not just in their own patch

# General Summary Questions

## A. Manager



Q30: Is an exemplar in behaving in accordance with the “price of membership”

Q34: In order to fully implement the price of membership others should model their behavior on this manager

# XYZ Company, Inc., Leadership Development Multi-Rater Survey

## Perspective Comparisons

### A. Manager

<b>Dependability</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Creates and communicates realistic action plans (Q1)	-0.93	0.26	-0.04	-0.87	2.00	2.00
Delivers on commitments made to others (Q28)	0.33	0.26	-0.21	0.23	2.00	2.00
Behaves in a way that demonstrates trust in others to deliver (Q10)	1.60	0.26	0.13	0.42	3.00	3.00
Is willing to support and help others to accomplish their goals (Q31)	0.33	0.26	-0.04	0.60	2.00	2.00
Takes genuine cabinet responsibility for results (Q19)	-0.93	0.26	0.13	-0.07	3.00	2.00
<b>Honesty and Openness</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Actively works to create an environment of trust and respect (Q2)	1.60	2.06	0.29	0.23	3.00	2.00
Proactively shares information with others (Q11)	0.33	2.06	-0.37	-0.50	3.00	3.00
Demonstrates a high value placed on differing views and needs (Q20)	1.60	-1.53	-0.21	0.08	3.00	3.00
<b>Loyalty</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Actively and unconditionally supports decisions that have been made (Q8)	-2.20	0.26	-0.37	0.42	2.00	2.00
Clearly behaves in a non-parochial manner (Q17)	1.60	0.26	-0.21	0.60	3.00	3.00
Supports the organization ahead of any individual or group (Q26)	0.33	0.26	-0.37	0.27	3.00	3.00
<b>Ownership</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Demonstrates personal commitment and persistence towards the goals of the group (Q3)	1.60	-1.53	0.46	-0.14	3.00	2.00
Recognizes and involves other stakeholders as appropriate when agreeing accountabilities (Q12)	0.33	0.26	-0.21	0.08	3.00	2.00
Encourages others to anticipate and solve problems (Q21)	0.33	0.26	0.13	0.05	3.00	3.00
<b>Urgency</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Demonstrates a sense of urgency and energy to achieve results (Q6)	0.33	0.26	-0.21	-0.32	2.00	3.00
Makes timely, balanced decisions without needing full approval (Q15)	0.33	0.26	0.29	-0.32	2.00	2.00
Regularly anticipates and acts rather than waiting and reacting (Q24)	-0.93	0.26	0.29	-0.87	3.00	3.00
<b>Risk</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Supports and recognizes calculated risk taking (Q7)	0.33	0.26	-0.54	0.42	2.00	3.00
Is willing to take actions that have personal risk (Q16)	0.33	2.06	0.46	0.23	2.00	2.00
Accepts reasonable mistakes and focuses on learning from them (Q25)	0.33	0.26	0.13	0.42	3.00	1.00

<b>Motivation (self reliance)</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Has a positive "can-do" attitude (Q4)	0.33	-1.53	0.13	0.23	3.00	2.00
Actively works to create a solutions based culture (Q13)	-0.93	0.26	0.46	-0.14	2.00	2.00
Celebrates successes widely and loudly (Q22)	-0.93	0.26	0.13	0.23	2.00	1.00

<b>High Expectations</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Set clear, up-front performance expectations for others (Q5)	-2.20	-1.53	-0.54	-0.14	3.00	2.00
Demonstrates clear and high standards in personal performance (Q29)	-0.93	0.26	0.13	-0.32	3.00	2.00
Behaves in a way that demonstrates confidence in others' ability to continuously excel (Q14)	0.33	-1.53	-0.21	0.42	2.00	2.00
Demonstrates confidence in personal ability to continuously excel (Q32)	-0.93	-1.53	-0.21	-0.50	3.00	2.00
Rewards those who deliver (Q23)	0.33	0.26	0.29	0.05	3.00	2.00
Will readily challenge those who don't deliver (Q33)	-0.93	-1.53	0.46	-0.32	3.00	2.00

<b>Recognition</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Recognizes "behind the scene" activities as quickly as the more obvious or glamorous activities (Q9)	-0.93	0.26	0.46	-0.14	2.00	1.00
Rewards the action as well as the result (Q18)	-0.93	0.26	0.13	-0.10	2.00	1.00
Recognizes and applauds appropriate behavior throughout the organization, not just in their own patch (Q27)	0.33	-1.53	-0.21	0.08	3.00	1.00

<b>General Summary Questions</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Is an exemplar in behaving in accordance with the "price of membership" (Q30)	0.33	0.26	-0.37	-0.07	3.00	2.00
In order to fully implement the price of membership others should model their behavior on this manager (Q34)	0.33	0.26	-0.21	-0.25	2.00	2.00

# XYZ Company, Inc., Leadership Development Multi-Rater Survey

## Top/Bottom Analysis

### A. Manager

Top 6 Boss Scores	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Is willing to take actions that have personal risk (Q16)	0.33	2.06	0.46	0.23	2.00	2.00
Proactively shares information with others (Q11)	0.33	2.06	-0.37	-0.50	3.00	3.00
Actively works to create an environment of trust and respect (Q2)	1.60	2.06	0.29	0.23	3.00	2.00
In order to fully implement the price of membership others should model their behavior on this manager (Q34)	0.33	0.26	-0.21	-0.25	2.00	2.00
Is willing to support and help others to accomplish their goals (Q31)	0.33	0.26	-0.04	0.60	2.00	2.00
Is an exemplar in behaving in accordance with the price of membership (Q30)	0.33	0.26	-0.37	-0.07	3.00	2.00

Bottom 6 Boss Scores	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Demonstrates personal commitment and persistence towards the goals of the group (Q3)	1.60	-1.53	0.46	-0.14	3.00	2.00
Has a positive "can do" attitude (Q4)	0.33	-1.53	0.13	0.23	3.00	2.00
Sets clear, up-front performance expectations for others (Q5)	-2.20	-1.53	-0.54	-0.14	3.00	2.00
Behaves in a way that demonstrates confidence in others ability to continuously excel (Q14)	0.33	-1.53	-0.21	0.42	2.00	2.00
Demonstrates a high value placed on differing views and needs (Q20)	1.60	-1.53	-0.21	0.08	3.00	3.00
Recognizes and applauds appropriate behavior throughout the organization, not just in their own patch (Q27)	0.33	-1.53	-0.21	0.08	3.00	1.00

Top 6 Self Scores	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Demonstrates a high value placed on differing views and needs (Q20)	1.60	-1.53	-0.21	0.08	3.00	3.00
Clearly behaves in a non-parochial manner (Q17)	1.60	0.26	-0.21	0.60	3.00	3.00
Behaves in a way that demonstrates trust in others to deliver (Q10)	1.60	0.26	0.13	0.42	3.00	3.00
Demonstrates personal commitment and persistence towards the goals of the group (Q3)	1.60	-1.53	0.46	-0.14	3.00	2.00
Actively works to create an environment of trust and respect (Q2)	1.60	2.06	0.29	0.23	3.00	2.00
In order to fully implement the price of membership others should model their behavior on this manager (Q34)	0.33	0.26	-0.21	-0.25	2.00	2.00

Bottom 6 Self Scores	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Sets clear, up-front performance expectations for others (Q5)	-2.20	-1.53	-0.54	-0.14	3.00	2.00
Actively and unconditionally supports decisions that have been made (Q8)	-2.20	0.26	-0.37	0.42	2.00	2.00
Creates and communicates realistic action plans (Q1)	-0.93	0.26	-0.04	-0.87	2.00	2.00
Recognizes behind the scenes activities as quickly as the more obvious or glamorous activities (Q9)	-0.93	0.26	0.46	-0.14	2.00	1.00
Actively works to create a solutions based culture (Q13)	-0.93	0.26	0.46	-0.14	2.00	2.00
Rewards the action as well as the result (Q18)	-0.93	0.26	0.13	-0.10	2.00	1.00

<b>Top 6 Peer Scores</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Will readily challenge those who do not deliver (Q33)	-0.93	-1.53	0.46	-0.32	3.00	2.00
Is willing to take actions that have personal risk (Q16)	0.33	2.06	0.46	0.23	2.00	2.00
Actively works to create a solutions based culture (Q13)	-0.93	0.26	0.46	-0.14	2.00	2.00
Recognizes behind the scenes activities as quickly as the more obvious or glamorous activities (Q9)	-0.93	0.26	0.46	-0.14	2.00	1.00
Demonstrates personal commitment and persistence towards the goals of the group (Q3)	1.60	-1.53	0.46	-0.14	3.00	2.00
Regularly anticipates and acts rather than waiting and reacting (Q24)	-0.93	0.26	0.29	-0.87	3.00	3.00

<b>Bottom 6 Peer Scores</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Sets clear, up-front performance expectations for others (Q5)	-2.20	-1.53	-0.54	-0.14	3.00	2.00
Supports and recognizes calculated risk taking (Q7)	0.33	0.26	-0.54	0.42	2.00	3.00
Actively and unconditionally supports decisions that have been made (Q8)	-2.20	0.26	-0.37	0.42	2.00	2.00
Proactively shares information with others (Q11)	0.33	2.06	-0.37	-0.50	3.00	3.00
Supports the organization ahead of any individual or group (Q26)	0.33	0.26	-0.37	0.27	3.00	3.00
Is an exemplar in behaving in accordance with the price of membership (Q30)	0.33	0.26	-0.37	-0.07	3.00	2.00

<b>Top 6 Subordinate Scores</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Is willing to support and help others to accomplish their goals (Q31)	0.33	0.26	-0.04	0.60	2.00	2.00
Clearly behaves in a non-parochial manner (Q17)	1.60	0.26	-0.21	0.60	3.00	3.00
Accepts reasonable mistakes and focuses on learning from them (Q25)	0.33	0.26	0.13	0.42	3.00	1.00
Behaves in a way that demonstrates confidence in others' ability to continuously excel (Q14)	0.33	-1.53	-0.21	0.42	2.00	2.00
Behaves in a way that demonstrates trust in others to deliver (Q10)	1.60	0.26	0.13	0.42	3.00	3.00
Actively and unconditionally supports decisions that have been made (Q8)	-2.20	0.26	-0.37	0.42	2.00	2.00

<b>Bottom 6 Subordinate Scores</b>	Practices				Importance Ratings	
	Self	Boss	Peer	Sub	Boss	Self
Creates and communicates realistic action plans (Q1)	-0.93	0.26	-0.04	-0.87	2.00	2.00
Regularly anticipates and acts rather than waiting and reacting (Q24)	-0.93	0.26	0.29	-0.87	3.00	3.00
Proactively shares information with others (Q11)	0.33	2.06	-0.37	-0.50	3.00	3.00
Demonstrates confidence in personal ability to continuously excel (Q32)	-0.93	-1.53	-0.21	-0.50	3.00	2.00
Demonstrates a sense of urgency and energy to achieve results (Q6)	0.33	0.26	-0.21	-0.32	2.00	3.00
Makes timely, balanced decisions without needing full approval (Q15)	0.33	0.26	0.29	-0.32	2.00	2.00