Multi-Rater Leadership Report
for
A. Manager

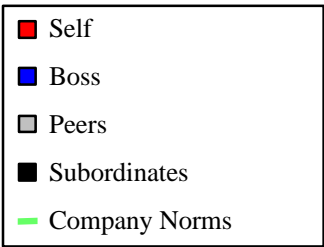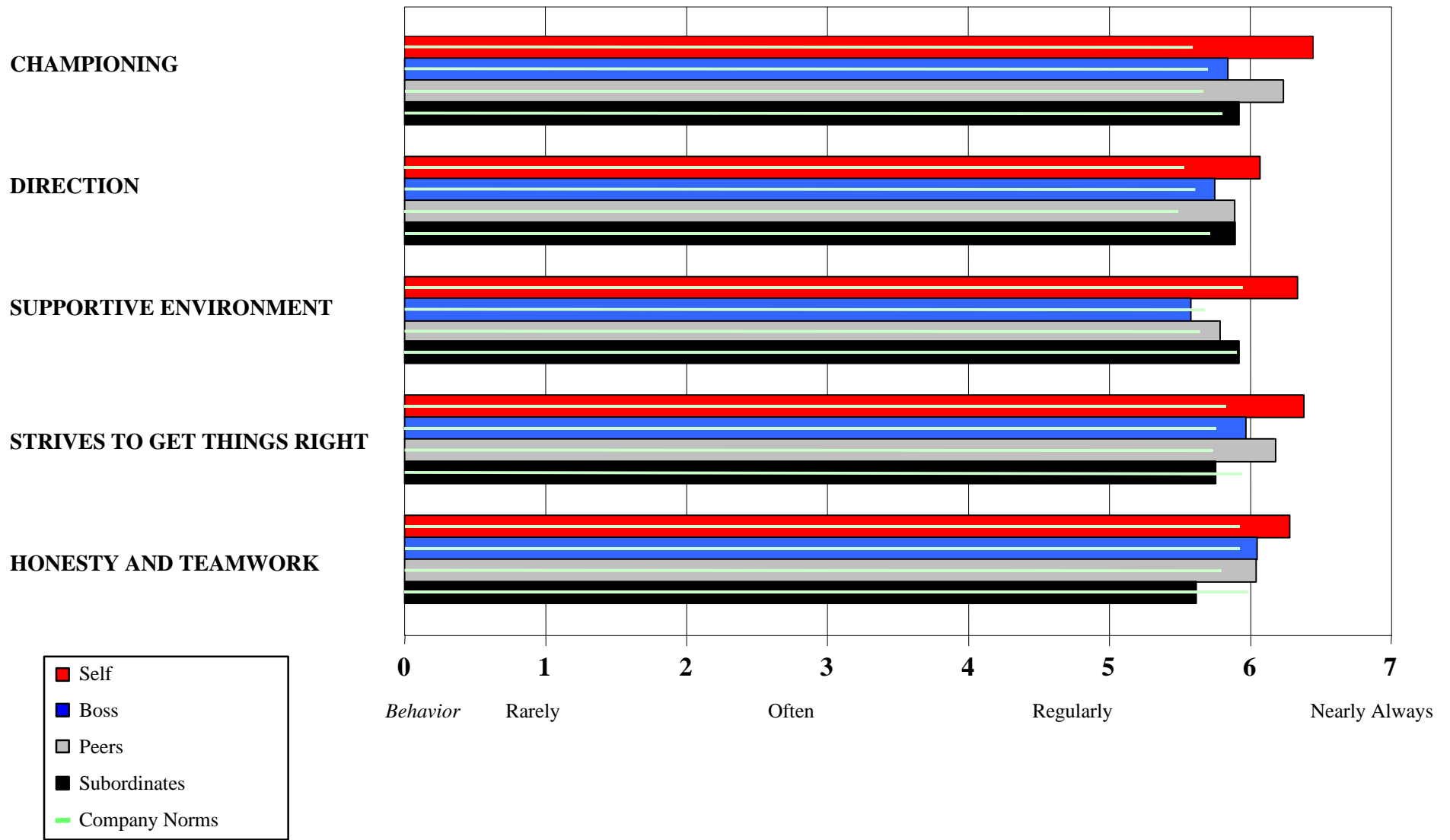July, 2nnn

Self : 1

Boss: 1

Peers: 5

Subordinates: 7

VALUES SUMMARY REPORT

CHAMPIONING

DIRECTION

SUPPORTIVE ENVIRONMENT

STRIVES TO GET THINGS RIGHT

HONESTY AND TEAMWORK

Legend:
- ■ Self
- ■ Boss
- ▢ Peers
- ■ Subordinates
- — Company Norms

X-axis: 0 1 2 3 4 5 6 7

Behavior   Rarely   Often   Regularly   Nearly Always

1

Vector Data Services, Inc.

COMPETENCY SUMMARY REPORT

A. UNDERSTANDING THE
   CUSTOMER

B. MAKING BUSINESS WORK
   FOR THE CUSTOMER

C. ACHIEVING RESULTS

D. LEADING WITH
   CONFIDENCE

E. BUILDING DIVERSE
   LEADERSHIP TEAMS

F. STRIVING TO IMPROVE
   PROCESSES

G. MAINTAINING A POSITIVE
   ENVIRONMENT

H. GIVING UNDIVIDED
   ATTENTION

I. SUPPORTING ASSOCIATES

J. LEADING CHANGE

K. INSTILLING HONESTY

L. MOTIVATING THE TEAM

M. PROVIDING INFLUENCE

0   1   2   3   4   5   6   7

Behavior   Rarely   Often   Regularly   Nearly Always

Legend:
- ■ Self
- ■ Subordinates
- □ Peers
- ■ Boss
- — Company Model Norms

2

Championing

A. UNDERSTANDING THE
CUSTOMER

1. Listens to customers.

2. Develops long term customer
relationships.

3. Makes the customer number one.

Legend:
- Self
- Boss
- Peers
- Subordinates
- Company Norms

X-axis: 0 1 2 3 4 5 6 7

Behavior   Rarely   Often   Regularly   Nearly Always

3

Vector Data Services, Inc.
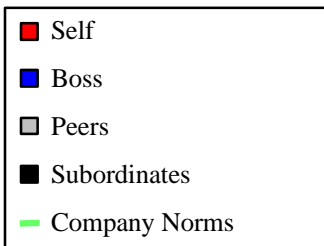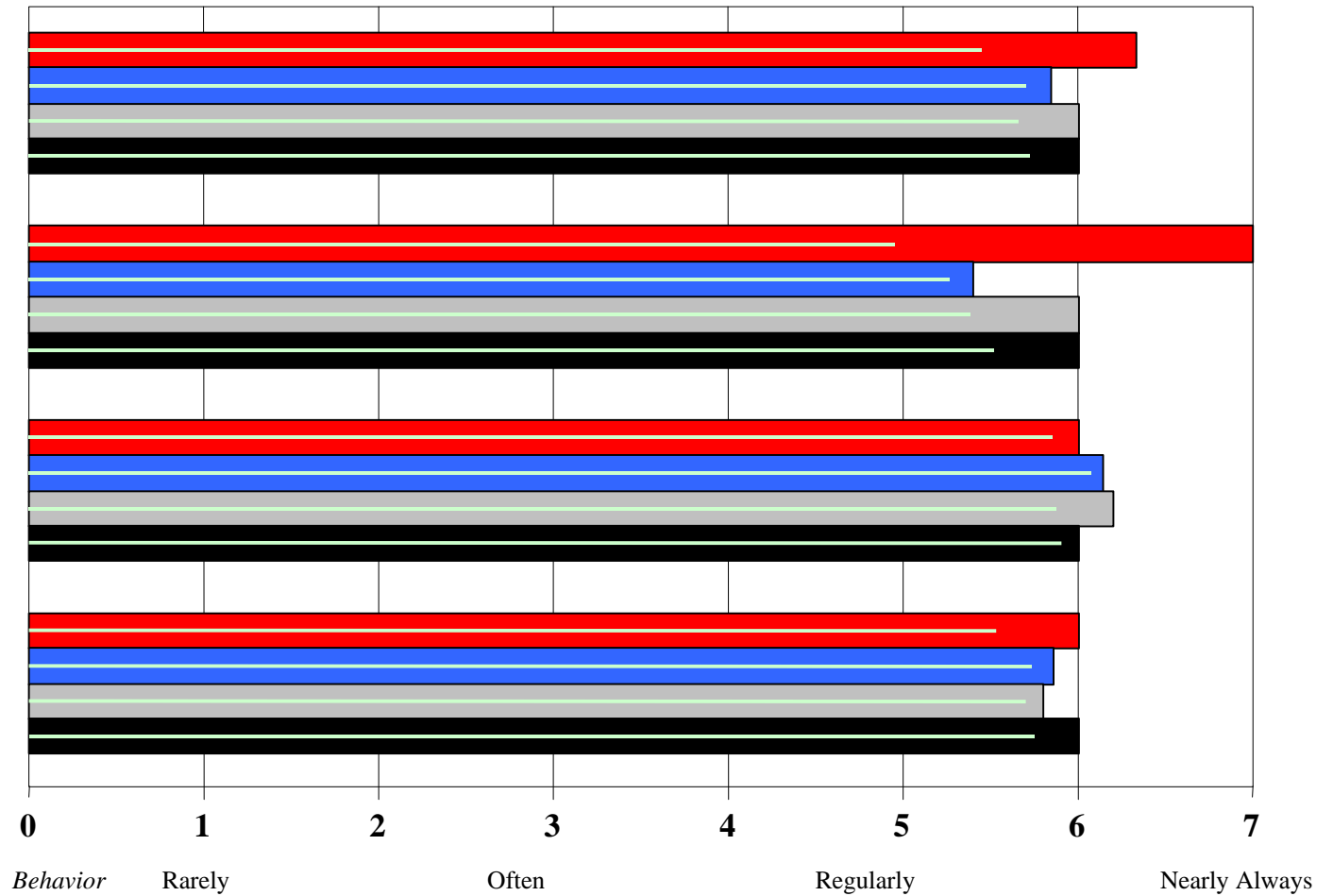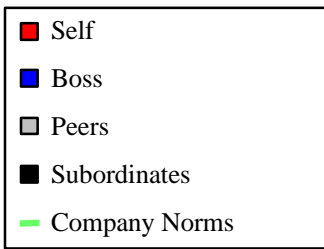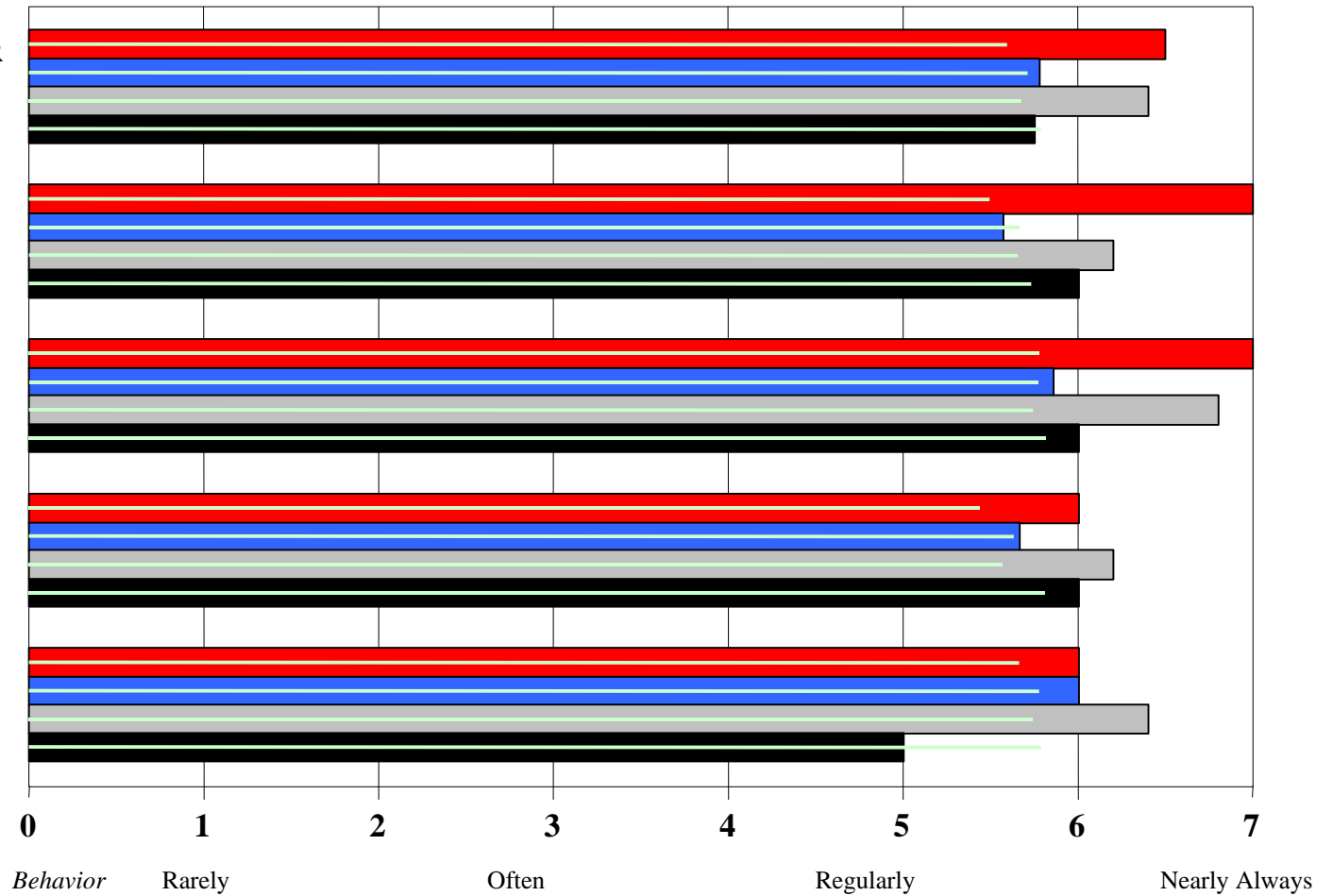
Championing

B. MAKING BUSINESS WORK FOR THE CUSTOMER

4. Tracks customer needs and desires.

5. Satisfies customer needs.

6. Understands overall customer situation.

7. Champions customer within the company.

Legend:
- ■ Self
- ■ Boss
- ◻ Peers
- ■ Subordinates
- — Company Norms

Scale: 0 1 2 3 4 5 6 7

Behavior   Rarely   Often   Regularly   Nearly Always

Vector Data Services, Inc.

Championing
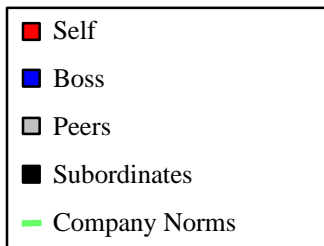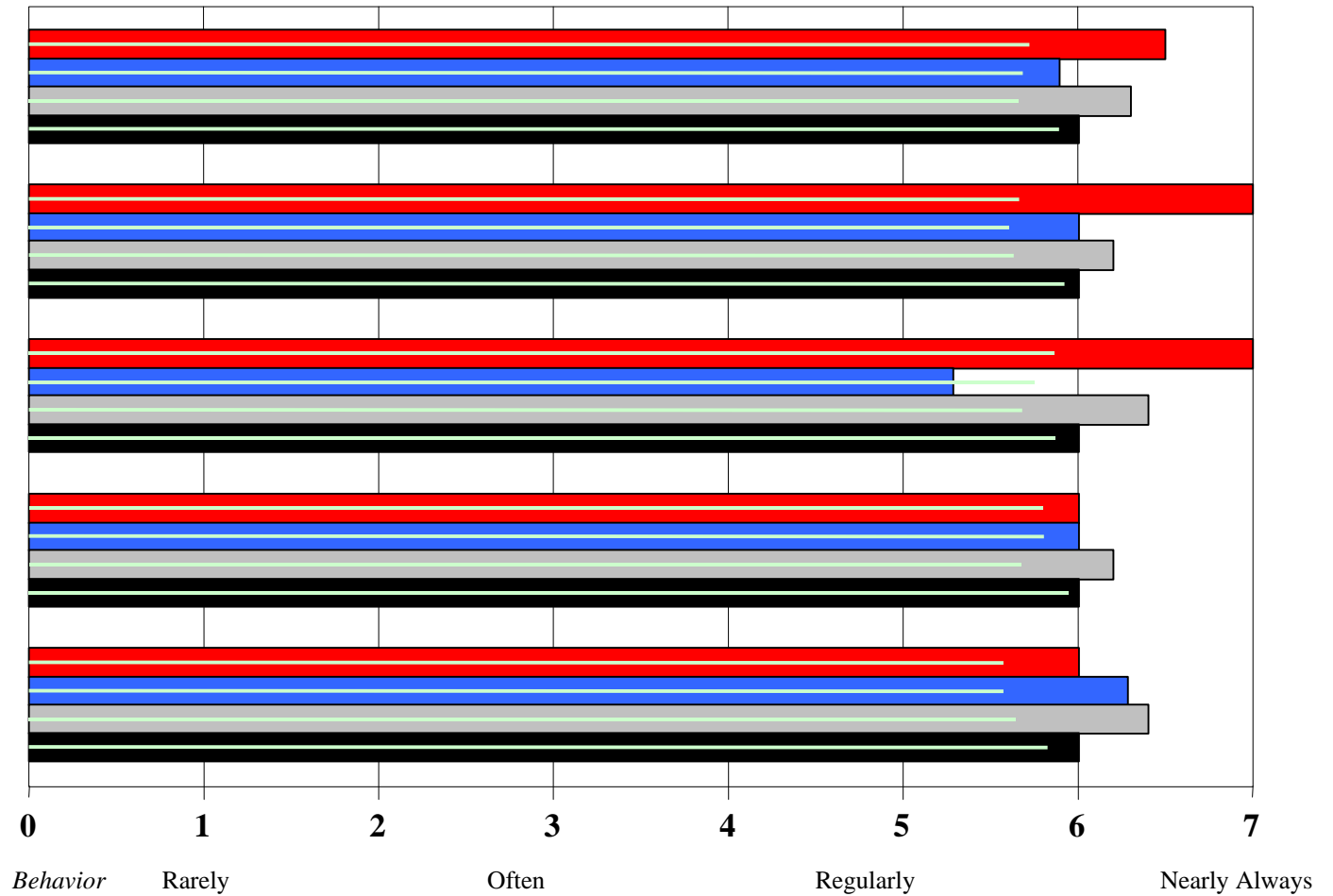
C. ACHIEVING RESULTS

8. Turns goals into plans.

9. Turns direction into action.

10. Rallies team to constantly improve.

11. Does not let anything get in the way of progress.

Legend:
- Self
- Boss
- Peers
- Subordinates
- Company Norms

Axis: 0 1 2 3 4 5 6 7

Behavior   Rarely   Often   Regularly   Nearly Always

Vector Data Services, Inc.

Direction

D. LEADING WITH CONFIDENCE

12. Paints an optimistic picture.

13. Stands behind company values.

14. Remains hopeful in all situations.

Legend:
- Self
- Boss
- Peers
- Subordinates
- Company Norms

X-axis: 0 1 2 3 4 5 6 7

Behavior   Rarely   Often   Regularly   Nearly Always

Vector Data Services, Inc.

Direction

E. BUILDING DIVERSE

   LEADERSHIP TEAMS

15. Seeks a broad range of talent.

16. Shares experience with everyone.

17. Motivates people to be their best.

18. Very candid concerning poor performance.

19. Retains and rewards the best associates.

Legend:
- ■ Self
- ■ Boss
- ■ Peers
- ■ Subordinates
- — Company Norms

X-axis: 0 1 2 3 4 5 6 7

Behavior   Rarely   Often   Regularly   Nearly Always

7

Vector Data Services, Inc.
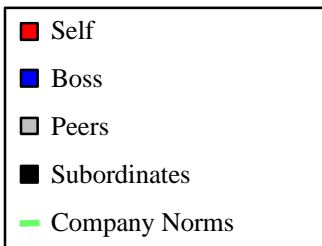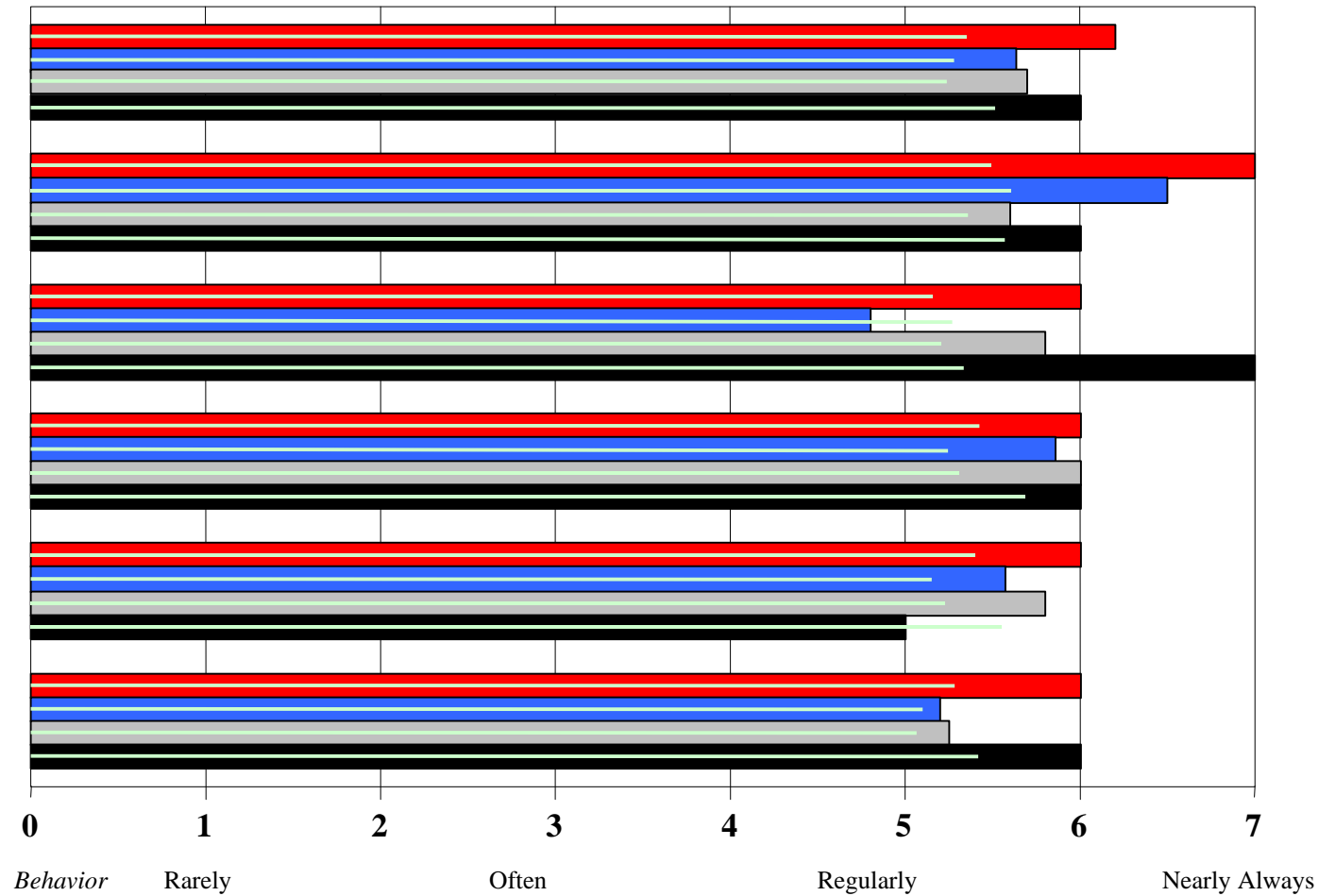
Directions

F. STRIVING TO IMPROVE

   PROCESSES

20. Tries to improve the way things are done within the company.

21. Tries to get others to improve business practices.

22. Inspires innovation through empowerment.

23. Constantly searching for new business applications.

Legend:
- Self
- Boss
- Peers
- Subordinates
- Company Norms

Axis: 0 1 2 3 4 5 6 7

Behavior   Rarely   Often   Regularly   Nearly Always

Vector Data Services, Inc.

Summary Items

	Very Poor	Poor	Good	Very Good

1. Delivers results to which the industry will aspire.

2. Our company would be a better place if more people behaved like this person.

Legend:
- ■ Self
- ■ Boss
- ■ Peers
- ■ Subordinates
- — Company Norms

0	1	2	3	4	5	6	7
Not At All		Some Extent		Great Extent		Very Great Extent	

9
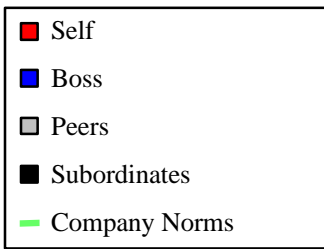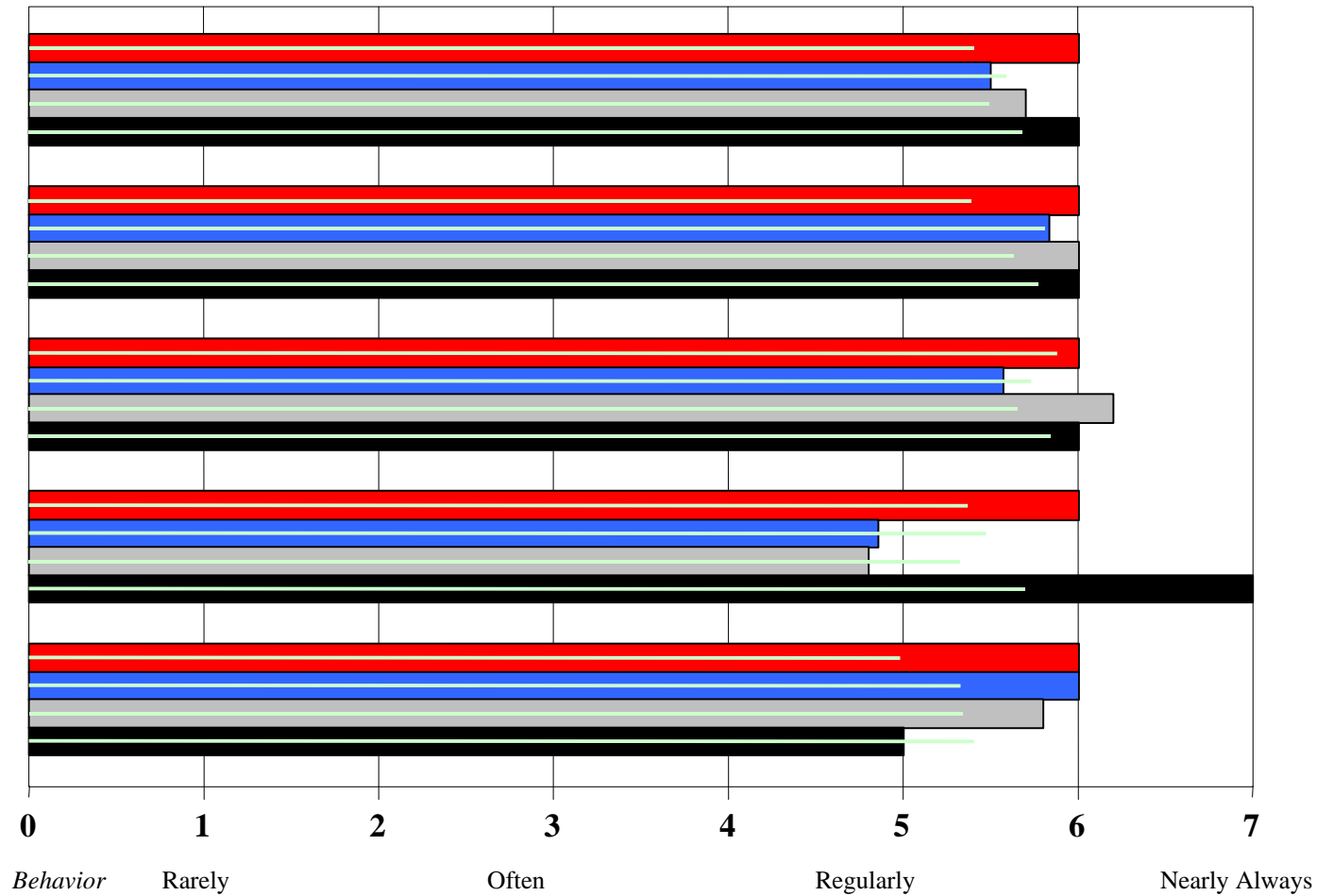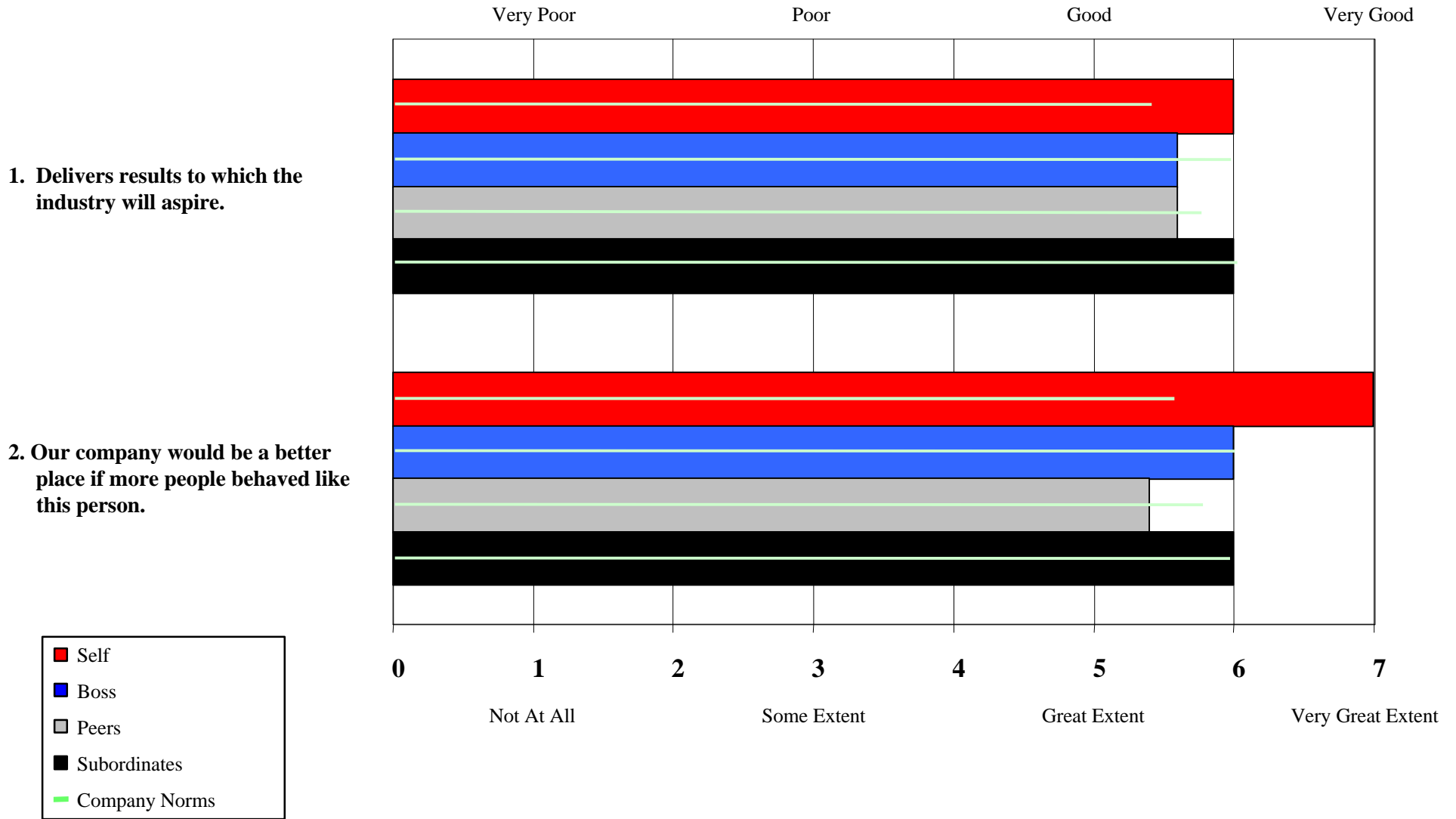
Company Leadership
Multi-Rater Survey
Perspective Comparisons -- Competency Summary
A. Manager

Championing	Competencies				Company Norms			
	Self	Manager	Colleagues	Dir. Rep.	Self	Manager	Colleagues	Dir. Rep.
Understanding The Customer	6.33	6.00	6.00	5.84	5.45	5.73	5.66	5.70
Makes Business Work For Customers	6.50	5.75	6.40	5.78	5.60	5.79	5.68	5.71
Achieving Results	6.50	6.00	6.30	5.89	5.72	5.89	5.66	5.69

Direction	Competencies				Company Norms			
	Self	Manager	Colleagues	Dir. Rep.	Self	Manager	Colleagues	Dir. Rep.
Leading With Confidence	6.00	5.67	6.27	6.10	5.84	5.95	5.73	5.96
Building Diverse Leadership Teams	6.20	6.00	5.70	5.63	5.35	5.52	5.24	5.28
Striving To Improve Processes	6.00	6.00	5.70	5.50	5.41	5.68	5.49	5.59

Supportive Environment	Competencies				Company Norms			
	Self	Manager	Colleagues	Dir. Rep.	Self	Manager	Colleagues	Dir. Rep.
Maintaining A Positive Environment	6.33	5.83	5.97	6.05	5.90	5.91	5.63	5.71
Giving Undivided Attention	6.33	6.00	5.60	5.10	6.00	5.90	5.65	5.64

Strives To Get Things Right	Competencies				Company Norms			
	Self	Manager	Colleagues	Dir. Rep.	Self	Manager	Colleagues	Dir. Rep.
Supporting Associates	6.25	5.75	6.40	6.22	5.96	6.02	5.81	5.79
Leading Change	6.50	5.75	5.95	5.71	5.70	5.87	5.67	5.72

Honesty And Teamwork	Competencies				Company Norms			
	Self	Manager	Colleagues	Dir. Rep.	Self	Manager	Colleagues	Dir. Rep.
Instilling Honesty	6.50	5.50	5.85	6.04	6.08	6.10	5.84	5.96
Motivating The Team	6.00	5.33	6.00	6.10	5.92	6.07	5.86	5.99
Providing Influence	6.33	6.00	6.27	6.00	5.77	5.80	5.69	5.81

Company Leadership
Multi-Rater Survey
Perspective Comparisons
A. Manager

Understanding The Customer	Practices				Company Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
1. Listens to customers.	7.00	6.00	6.00	5.40	4.95	5.52	5.38	5.27
2. Develops long term customer relationships.	6.00	6.00	6.20	6.14	5.85	5.91	5.88	6.08
3. Makes the customer number one.	6.00	6.00	5.80	5.86	5.53	5.75	5.70	5.74

Making Business Work For The Customer	Practices				Company Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
4. Tracks customer needs and desires.	7.00	6.00	6.20	5.57	5.50	5.74	5.66	5.66
5. Satisfies customer needs.	7.00	6.00	6.80	5.86	5.78	5.82	5.74	5.77
6. Understands overall customer situation.	6.00	6.00	6.20	5.67	5.44	5.82	5.57	5.63
7. Champions customers within the company.	6.00	5.00	6.40	6.00	5.66	5.79	5.74	5.78

Achieving Results	Practices				Company Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
8. Turns goals into plans.	7.00	6.00	6.20	6.00	5.66	5.92	5.64	5.61
9. Turns direction into action.	7.00	6.00	6.40	5.29	5.86	5.87	5.68	5.75
10. Rallies team to constantly improve.	6.00	6.00	6.20	6.00	5.80	5.95	5.68	5.81
11. Does not let anything get in the way of progress.	6.00	6.00	6.40	6.29	5.57	5.83	5.65	5.57

Leading With Confidence	Practices				Company Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
12. Paints an optimistic picture.	6.00	6.00	6.00	6.14	5.61	5.71	5.44	5.59
13. Stands behind company values.	6.00	5.00	6.80	6.14	5.98	6.12	5.94	6.24
14. Remains hopeful in all situations.	6.00	6.00	6.00	6.00	5.92	6.01	5.82	6.04

Building Diverse Leadership Teams	Practices				Company Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
15. Seeks a broad range of talent.	7.00	6.00	5.60	6.50	5.49	5.57	5.36	5.61
16. Shares experience with everyone.	6.00	7.00	5.80	4.80	5.16	5.34	5.21	5.27
17. Motivates people to be their best.	6.00	6.00	6.00	5.86	5.43	5.69	5.31	5.25
18. Very candid concerning poor performance.	6.00	5.00	5.80	5.57	5.40	5.56	5.23	5.16
19. Retains and rewards the best associates.	6.00	6.00	5.25	5.20	5.29	5.42	5.07	5.10

Striving To Improve Processes	Practices				Company Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
20. Tries to improve the way things are done within the company.	6.00	6.00	6.00	5.83	5.39	5.78	5.63	5.81
21. Tries to get others to improve business practices.	6.00	6.00	6.20	5.57	5.88	5.85	5.66	5.73
22. Inspires innovation through empowerment.	6.00	7.00	4.80	4.86	5.37	5.70	5.32	5.47
23. Constantly searching for new business applications.	6.00	5.00	5.80	6.00	4.98	5.40	5.34	5.33

Company Model Leadership Model
Multi-Rater Survey
Top/Bottom Analysis
A. Manager

Top 5 Boss Scores	Practices				Company Model Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
36. Able to quickly make decisions.	6.00	7.00	6.40	6.29	6.11	6.11	5.86	5.80
30. Willing to hear from everyone throughout the company.	7.00	7.00	6.00	5.14	5.85	5.82	5.56	5.61
22. Inspires innovation through empowerment.	6.00	7.00	4.80	4.86	5.37	5.70	5.32	5.47
16. Shares experience with everyone.	6.00	7.00	5.80	4.80	5.16	5.34	5.21	5.27
50. Solves problems in an efficient manner.	6.00	6.00	6.40	5.17	5.68	5.70	5.60	5.74

Top 5 Self Scores	Practices				Company Model Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
48. Tries to keep it simple.	7.00	6.00	6.00	6.67	5.76	5.76	5.61	5.75
44. Is loyal to the company.	7.00	5.00	6.60	6.57	6.27	6.38	6.21	6.46
43. Helps others to benefit from their knowledge and experience.	7.00	6.00	5.80	6.14	6.09	5.99	5.66	5.69
38. Deals with ambiguity.	7.00	6.00	6.60	5.86	6.02	5.96	5.89	5.93
37. Performs well during sudden changes within the company.	7.00	6.00	6.20	5.86	5.95	6.06	5.88	6.06

Top 5 Peers Scores	Practices				Company Model Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
33. Supports the team.	6.00	5.00	6.80	6.43	6.15	6.24	5.95	5.92
13. Stands behind company values.	6.00	5.00	6.80	6.14	5.98	6.12	5.94	6.24
5. Satisfies customer needs.	7.00	6.00	6.80	5.86	5.78	5.82	5.74	5.77
44. Is loyal to the company.	7.00	5.00	6.60	6.57	6.27	6.38	6.21	6.46
38. Deals with ambiguity.	7.00	6.00	6.60	5.86	6.02	5.96	5.89	5.93

Top 5 Subordinates Scores	Practices				Company Model Norms			
	Self	Boss	Peers	Subordinates	Self	Boss	Peers	Subordinates
48. Tries to keep it simple.	7.00	6.00	6.00	6.67	5.76	5.76	5.61	5.75
44. Is loyal to the company.	7.00	5.00	6.60	6.57	6.27	6.38	6.21	6.46
34. Deals with difficult matters well.	7.00	6.00	6.20	6.50	5.81	5.72	5.56	5.68
28. Supports company values and those who practice them.	7.00	6.00	5.80	6.50	5.85	5.98	5.72	5.72
27. Recognizes and rewards excellence.	7.00	6.00	6.20	6.50	6.15	6.04	5.77	5.83