

Leadership Intelligence

360 FEEDBACK



Participant: Michael Cox

Date Administered: May 18, 2005



DECISIONWISE
Leadership Intelligence™

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Introduction

This 360 Feedback Report provides feedback on how an individual is seen by others. The feedback is collected from multiple sources. The results provide an objective assessment of an individual's contribution and highlights personal strengths and opportunities for improvement. The report contains the following sections:

Participation Summary

Provides a list of respondents by rater group.

Performance Dimensions

Provides results for the performance dimensions by rater group listed in descending order.

Written Comments

Describes the written feedback as provided by each rater group.

Participation

This section provides a list of respondents by rater group. The check mark (✓) indicates that the person completed the survey.

<u>Self</u>	<u>Peers</u>	<u>Direct Reports</u>	<u>Others</u>
✓ Michael Smith	✓ Michael McConville	✓ Will Smith	✓ Mike Machowsky
	✓ Patrick Stewart	✓ Sandra Benton	✓ Craig Willes
<u>Supervisor</u>	Gregory Peck	Lori Hughes	Laura Rowe
✓ Jim Patrick		✓ Patricia Dalley	✓ Tom James

Total Respondents: 11

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Performance Dimensions

Colored dots represent the average score of that rater group. Horizontal bars indicate the average score of all raters.



Key

Green = Above the norm

Yellow = 25th-50th percentile

Red = Bottom 25th percentile

= average score (norm) of all participants in the organization

= middle 50% of scores (25th-75th percentile)

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Written Comments

This section provides comments regarding perceived strengths and areas for growth.

Describe this person's greatest strengths as a leader. Please give examples.

Self

[No comment provided]

Manager

- Michael is very knowledgeable in the industry and about the company. He brings a lot of depth to the team. He is very talented and capable of getting things done.

Peer

- Keep up with the good work. Your knowledge of the industry is your greatest assets.
- As far as I see Michael brings a comprehensive perspective to the work we do. He constantly gives employees training and education in the business.

Direct Report

- Michael is great and has added a lot to our team.
 - Michael is the best manager I have worked for in all my years at this company.
-

Describe specific things this person could do to become a more effective leader.

Self

- Be more willing to take risks and embrace change.

Manager

- Be more open to feedback and engage the people in your team more fully.

Peer

- Be more of a change catalyst. Michael holds us back to the traditional way we worked. Apply your knowledge and expertise in partnering with other functions.
- Engage your team in cross functional work.

Direct Report

- Michael is so knowledgeable that he often leaves people behind. Make tough decisions that will help us move forward as a team.
- Be less attached to the traditional way of doing business.

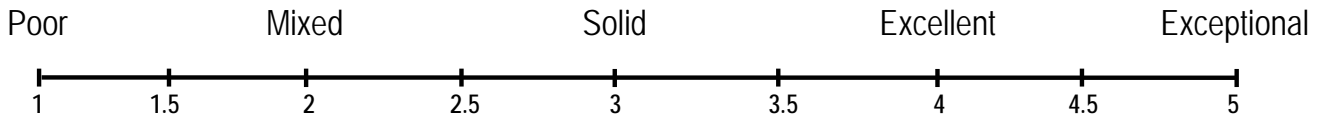
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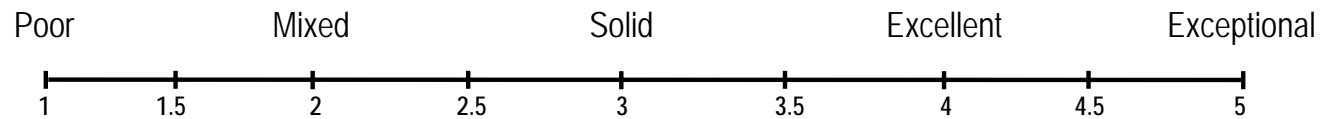
Performance Objectives

This section allows the participant's supervisor to write in specific performance criteria and provide a rating for the same. These items can include budgetary goals, revenue targets, operational results, and development objectives. The supervisor should write the performance criteria in the box and indicate the level of performance on the rating scale.

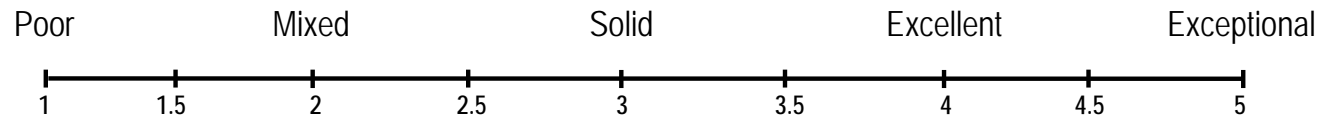
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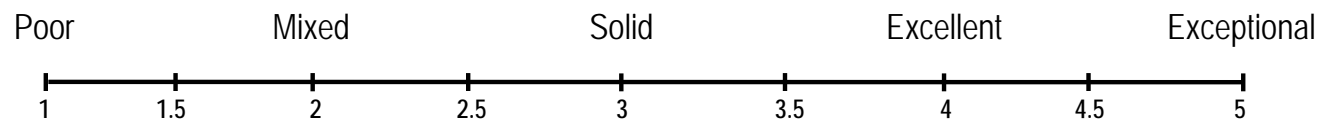
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Leadership Development Plan

This section is designed to assist the participant in developing areas for growth.

Strengths

List and describe this person's *greatest strengths*.

Areas for Growth

List and describe this person's *areas for improvement*.

Contributions

List and describe this person's *key accomplishments* in the past 12 months.

Overall Performance

Identify this person's *overall performance* in the past 12 months.

