

Detailed 360 Report

Frequency Distribution-Comparative

Date: 1/22/2004

Resilience

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Self: 1	16.67	33.33	0	16.67	33.33
Boss: 1	0	0	33.33	16.67	50
Direct Report: 1	16.67	16.67	0	16.67	50
Peer: 3	27.78	22.22	11.11	16.67	22.22

1. Demonstrates flexibility when responding to uncertainty, ambiguity, and change.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Self: 1	0	100	0	0	0
Boss: 1	0	0	0	0	100
Direct Report: 1	0	0	0	0	100
Peer: 3	100	0	0	0	0

2. Develops structured or organized approaches to managing ambiguity.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Self: 1	0	0	0	0	100
Boss: 1	0	0	0	100	0
Direct Report: 1	0	100	0	0	0
Peer: 3	33.33	33.33	0	33.33	0

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3. Displays a sense of security and self-assurance.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Self: 1	100	0	0	0	0
Boss: 1	0	0	100	0	0
Direct Report: 1	100	0	0	0	0
Peer: 3	33.33	0	33.33	33.33	0

4. Has a clear vision of what he/she wants to achieve.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Self: 1	0	0	0	100	0
Boss: 1	0	0	0	0	100
Direct Report: 1	0	0	0	0	100
Peer: 3	0	33.33	33.33	0	33.33

5. Manages change rather than fighting against it.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Self: 1	0	100	0	0	0
Boss: 1	0	0	0	0	100
Direct Report: 1	0	0	0	100	0
Peer: 3	0	0	0	33.33	66.67

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6. Views work as challenging and full of opportunity.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Self: 1	0	0	0	0	100
Boss: 1	0	0	100	0	0
Direct Report: 1	0	0	0	0	100
Peer: 3	0	66.67	0	0	33.33

Results-Oriented

		Never	Almost Never	Sometimes	Almost Always	Always
Self: 1	Current Performance	36.36	18.18	18.18	18.18	9.09
	Expected Performance	0	9.09	36.36	45.45	9.09
Boss: 1	Current Performance	27.27	9.09	9.09	45.45	9.09
	Expected Performance	0	36.36	36.36	9.09	18.18
Direct Report: 1	Current Performance	9.09	18.18	54.55	0	18.18
	Expected Performance	18.18	45.45	9.09	18.18	9.09
Peer: 3	Current Performance	24.24	21.21	12.12	18.18	24.24
	Expected Performance	24.24	21.21	12.12	24.24	18.18

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7. Acts decisively after considering input.

Self: 1	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	0	100	0	0
	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	0	0	100	0
Boss: 1	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		100	0	0	0	0
	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	0	0	100	0
Direct Report: 1	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	0	100	0	0
	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	0	0	100	0
Peer: 3	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		33.33	33.33	0	33.33	0
	Expected Performance	Never	Almost Never	Sometimes	Almost Always	Always
		33.33	0	0	33.33	33.33

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8. Anticipates and overcomes obstacles, balancing quality, budget, and timeliness.

Self: 1	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		100	0	0	0	0
Expected Performance	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	0	0	100	0
Boss: 1	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	0	0	0	100
Expected Performance	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	0	100	0	0
Direct Report: 1	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	100	0	0	0
Expected Performance	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	100	0	0	0
Peer: 3	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		0	0	33.33	0	66.67
Expected Performance	Current Performance	Never	Almost Never	Sometimes	Almost Always	Always
		33.33	66.67	0	0	0