

CheckPoint

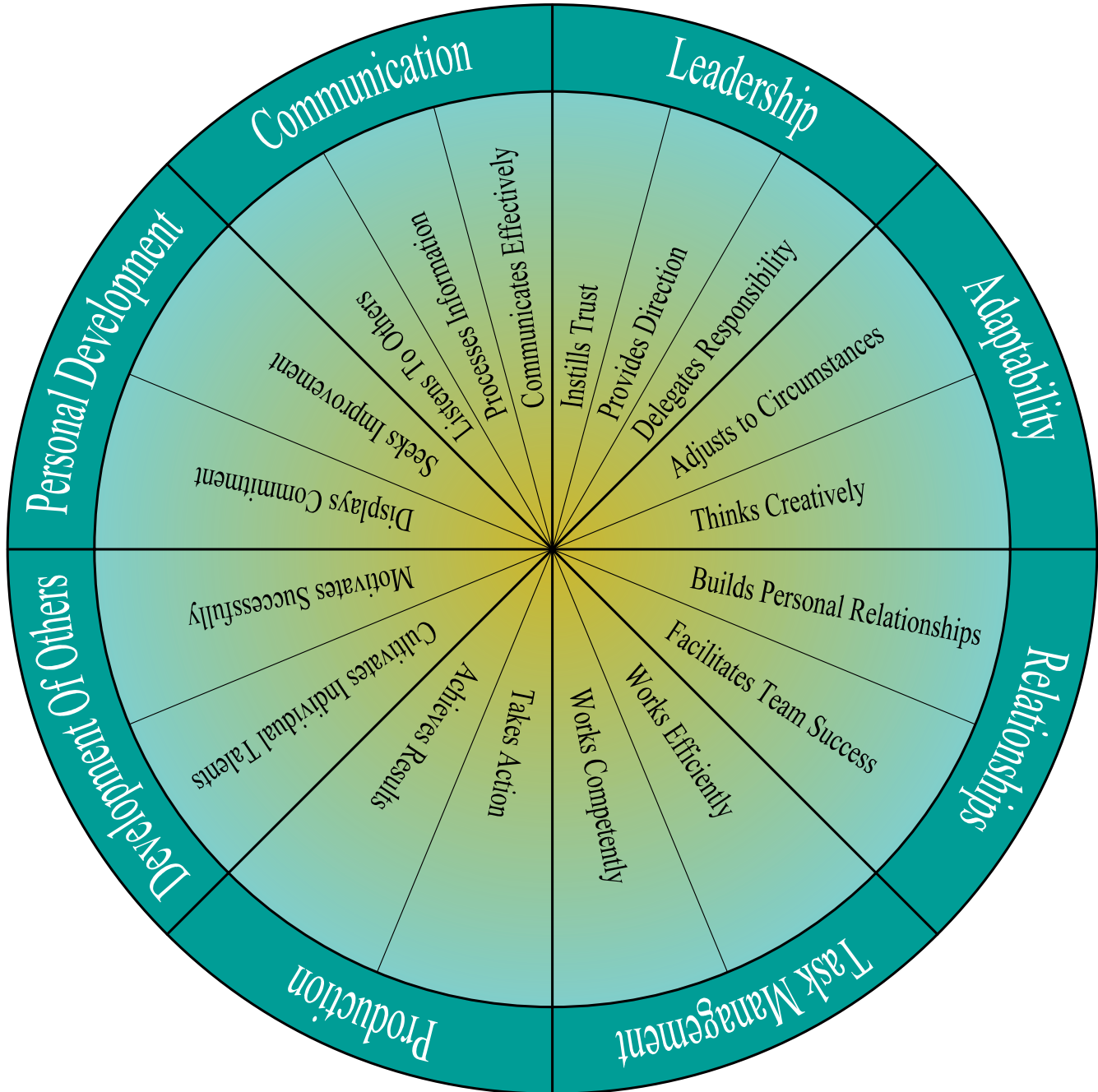
360° Competency Feedback System

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A confidential report prepared November 04, 2003, by:
Profiles International, Inc.

*This report includes responses from:
Self, Boss, 3 Direct Reports, 4 Peers*



Introduction

Checkpoint 360° Competency Feedback System

This report summarizes the results of the CheckPoint surveys that you, your boss, direct reports and peers recently completed. The job performance scores you received are presented in graphs and numeric scales on the pages that follow.

A variety of skill areas are covered. In a progression of increasingly detailed skills, the CheckPoint System assesses 8 major Universal Management Competencies, which break down into 18 Skill Sets, which encompass all 70 survey items.

Scores are determined by the 5-point scale used on the CheckPoint Survey:

- 0 **Not Applicable** (not averaged into scores)
- 1 **Never** demonstrates this skill
- 2 **Seldom** demonstrates this skill
- 3 **Sometimes** demonstrates this skill
- 4 **Usually** demonstrates this skill
- 5 **Always** demonstrates this skill

Feedback is reported in the following elements:

Executive Overview: Results for the 8 Universal Management Competencies, comparing the average Self score with the average score of All Observers (includes Boss, Direct Reports and Peers) and showing whether scores fall within, above or below the Favorable Zone (3.5 to 4.25). Also Total CheckPoint Scores, including the score differential between Self and All Observers.

Favorable Zone: The Favorable Zone represents the range where a group of managers and leaders were typically rated by others on the *CheckPoint 360°*. These leaders were from a wide range of industries and organizations, and had all been identified as good performers by their respective companies.

Executive Summary: Results for the 8 Universal Management Competencies, comparing the average scores of all reference groups (includes Self, Boss, Direct Reports, Peers and All Observers), providing Total CheckPoint Scores for each group, and pointing out group score averages that vary by 1 point or more.

Skill Set Analysis: Results for the 18 Skill Sets, comparing the average scores of all reference groups (includes Self, Boss, Direct Reports, Peers and All Observers), and pointing out group score averages that vary by 1.5 points or more, as well as analyzing Critical Skill Sets to establish Talents, areas needing Focus, and areas where a significant GAP exists between Self and Boss scores. (You and your boss chose 6 **Critical Skill Sets**, out of 18. These were considered critically important to your particular job requirements.)

Reference Group Comparison: Results for the 18 Skill Sets and Total CheckPoint Scores, analyzing the average scores of each reference group (includes Self, Boss, Direct Reports and Peers).

Survey Summary: Results for all 70 survey items, displaying the average scores for Self, Boss and All Observers (includes Boss, Direct Reports and Peers) and highlighting the items that fall in a Critical Skill Set, as well as flagging items where responses lack consensus (varying by three or more points) within a reference group.

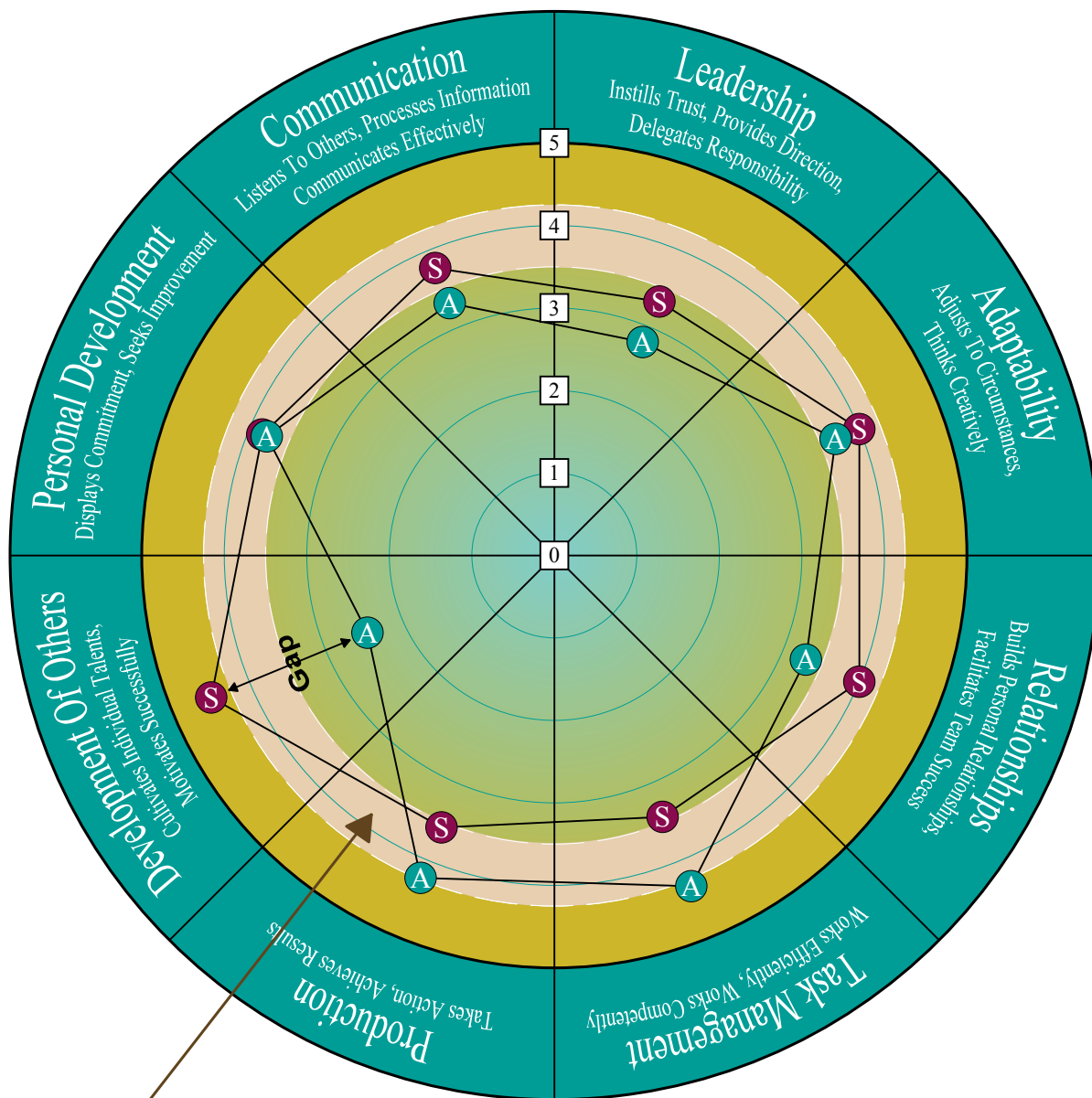
Development Summary: Describes your strengths and development needs for the 18 Skill Sets and provides guidelines and suggestions for your individual development plan.

As you review this material, keep in mind that most people exhibit both strong and weak abilities. No one does everything equally well. Approached as a learning tool, this feedback can be a valuable first step toward increasing your effectiveness on the job.

Good luck on the course of professional development.

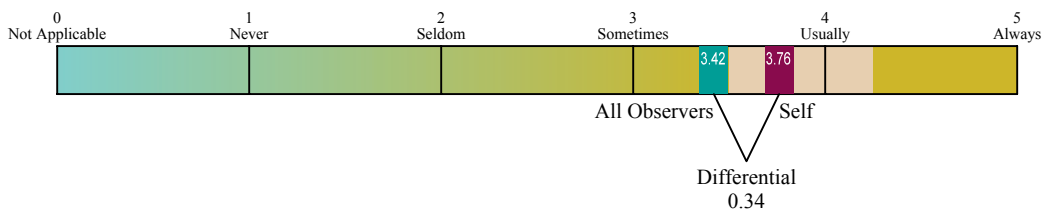
Executive Overview

Overview of Self vs. All Observers



Favorable Zone
(3.50 to 4.25)

Total CheckPoint Scores



Color Key: **S** Self **A** All Observers (combined scores of Boss, Direct Reports and Peers)

←Gap→: Self perception varies from All Observers by 1 point or more.

Executive Summary

Overview of All Reference Groups

Universal Management Competencies

Communication

Actively listens to the ideas and concerns of others. Analyzes information from varying perspectives, establishes the pivotal element of an issue, and reaches a logical conclusion through the process. Expresses ideas clearly, concisely, directly and willingly.

Leadership

Has built a solid foundation of trust by leading through example. Clearly defines expectations and charts the course for successful implementation. Delegates appropriately, empowering others to manage challenges.

Adaptability

Deals effectively with diverse work styles and in differing environments. Adjusts constructively to setbacks and plans for change. Encourages creativity, innovation and risk-taking.

Relationships

Is sensitive to the feelings of others and contributes to a positive, cooperative workplace. Capably resolves conflicts and builds consensus while formulating goals and maximizing use of team talent.

Task Management

Uses technology, resources and time efficiently. Learns quickly and applies current information to appropriate tasks.

Production

Initiates action. Is assertive and decisive. Overcomes obstacles to achieve high-quality, beneficial results.

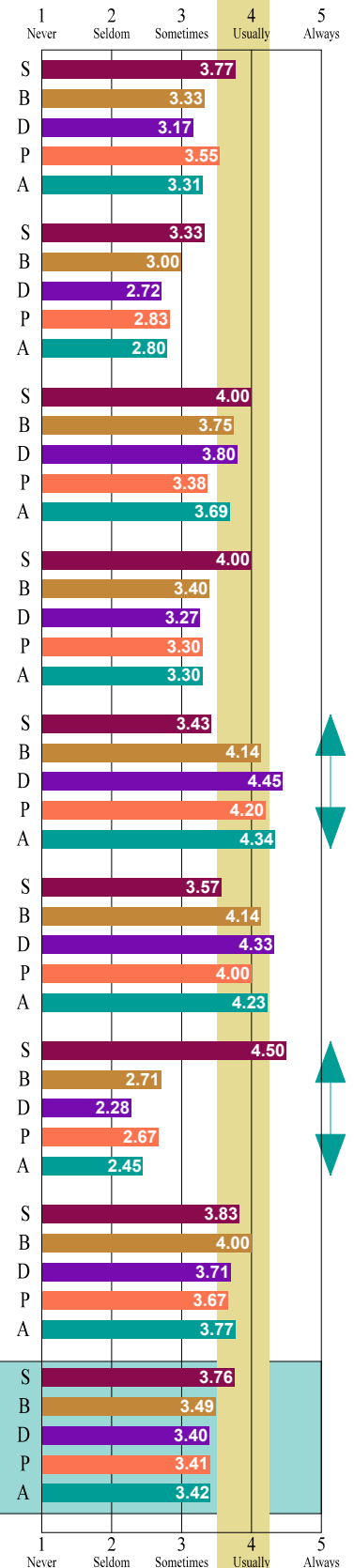
Development Of Others

Coaches effectively and makes training available. Provides timely, objective performance reviews. Gives recognition to top-notch work and extra effort. Is enthusiastic and promotes positive attitudes.

Personal Development

Displays a high level of energy, persistence and a positive outlook. Learns from mistakes and constructive criticism and continuously seeks ways to improve.

Reference Group Comparison



↑ ↓ Gap: Any difference between reference groups where averages vary by 1 point or more.

Color Key: S Self B Boss D Direct Reports P Peers A All Observers

Skill Set Analysis

Includes Critical Skill Sets Chosen by Self and Boss

Critical Skill Sets: Self and Boss chose 6 Critical Skill Sets, out of 18. They considered these *critically important* to the particular requirements of this job and are indicated with bold lettering.

Talent A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages are equal to or higher than 3.5.

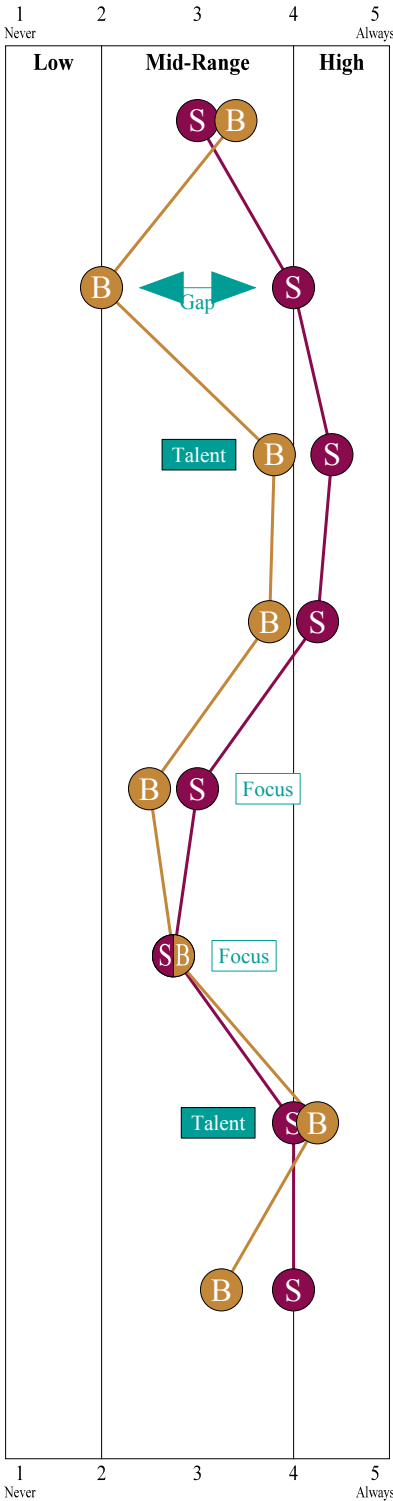
Focus A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages are below 3.5.



A Critical Skill Set, according to Self or Boss, and Self and Boss score averages differ by 1.5 points or more.

Any difference between reference groups where averages vary by 1.5 points or more.

Performance Analysis



Skill Sets

Communication

Listens To Others: Encourages others to share their ideas and concerns. Listens openly to all viewpoints without interrupting. Summarizes information and verifies understanding.

S Processes Information: Gets to the point. Evaluates the pros and cons, as well as the short and long-range consequences, of decisions. Develops logical, clear conclusions.

B Communicates Effectively: Expresses self clearly, both in writing and in speaking. Is thorough, yet concise, and is consistently straightforward. Readily shares information with others.

Leadership

Instills Trust: Can be trusted to keep promises and confidences. Is honest and ethical.

B Provides Direction: Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.

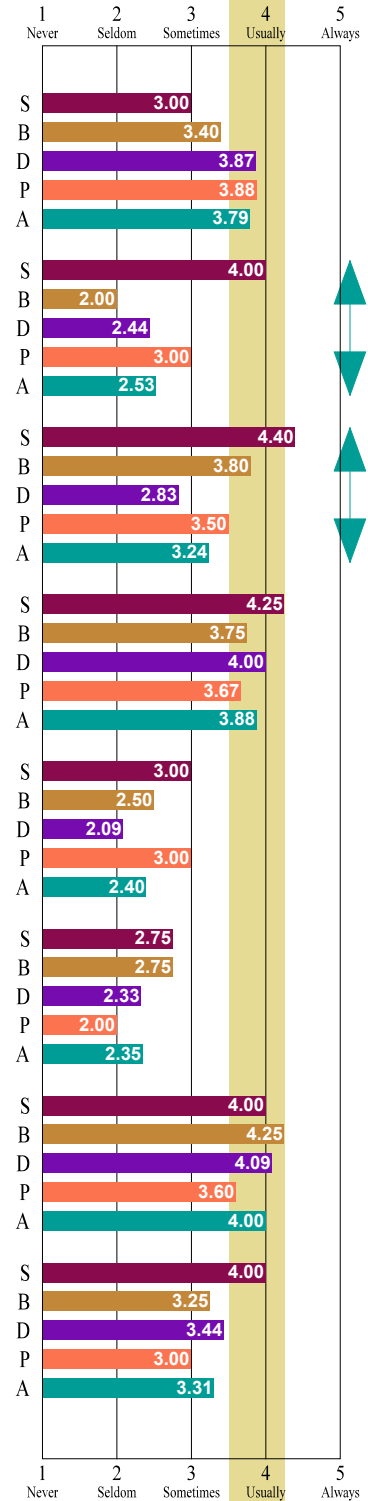
SB Delegates Responsibility: Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.

Adaptability

S Adjusts to Circumstances: Can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change.

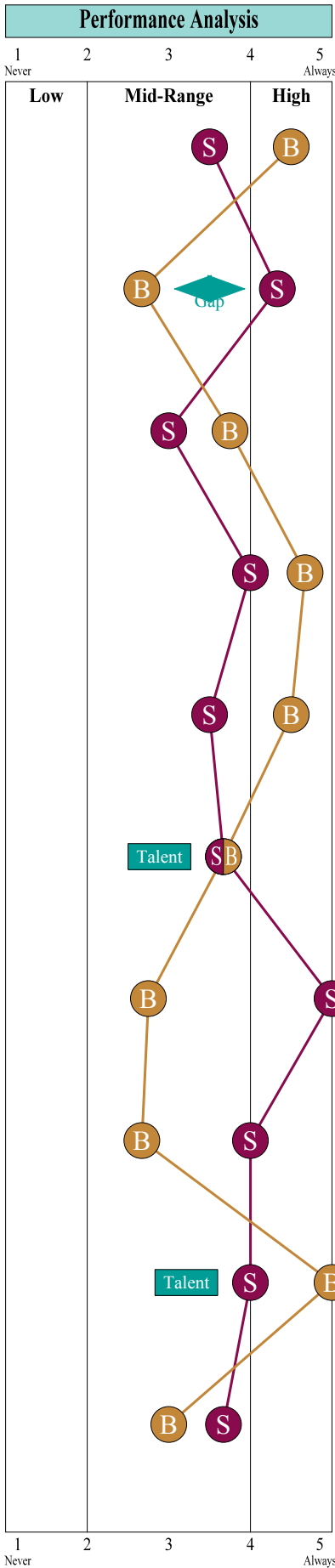
Thinks Creatively: Brings an imaginative approach to the job, inspiring innovation, risk-taking and creative problem-solving.

Reference Group Comparison



Color Key: S Self B Boss D Direct Reports P Peers A All Observers S or B Chosen by Self or Boss as a Critical Skill Set SB Chosen by both Self and Boss as a Critical Skill Set

Skill Set Analysis, Cont.



Skill Sets

Relationships

Builds Personal Relationships: Is considerate of others' feelings, shows freedom from unfair biases and is tactful when giving criticism. Remains composed under stress.

SB Facilitates Team Success: Resolves conflicts fairly in a spirit of cooperation. Builds consensus and leads team in setting appropriate goals. Recruits effectively and uses talents of group wisely.

Task Management

Works Efficiently: Makes efficient use of current technology and wise use of outside resources. Avoids procrastination and sets priorities.

Works Competently: Has mastered the fundamentals of the job. Can quickly and competently apply new methods and new information to appropriate tasks.

Production

Takes Action: Knows when the time is right to initiate action. Handles problems with assertiveness and makes timely, firm decisions.

SB Achieves Results: Overcomes obstacles to achieve results that set high standards for others and that positively impact the organization.

Development Of Others

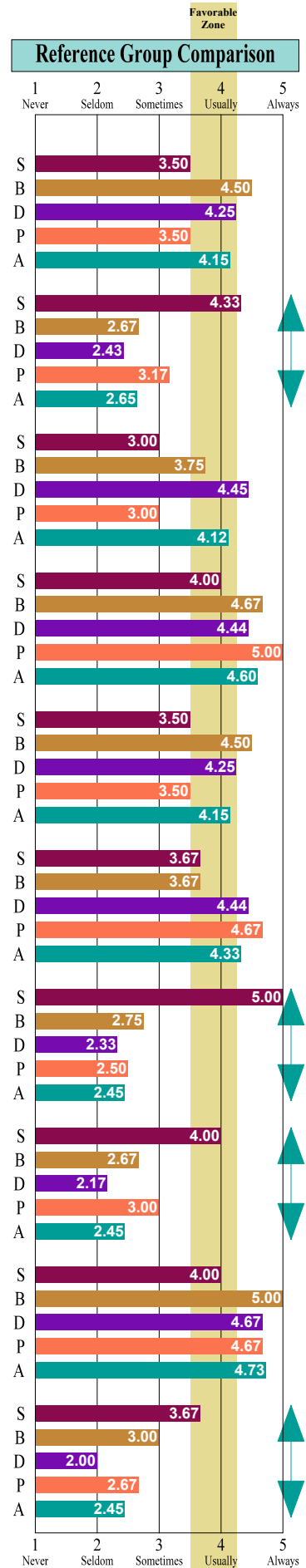
Cultivates Individual Talents: Is an effective coach and makes training available. Provides objective performance feedback on a timely basis.

Motivates Successfully: Gives recognition to people who produce excellent work and give extra effort. Has an enthusiastic attitude that positively affects others.

Personal Development

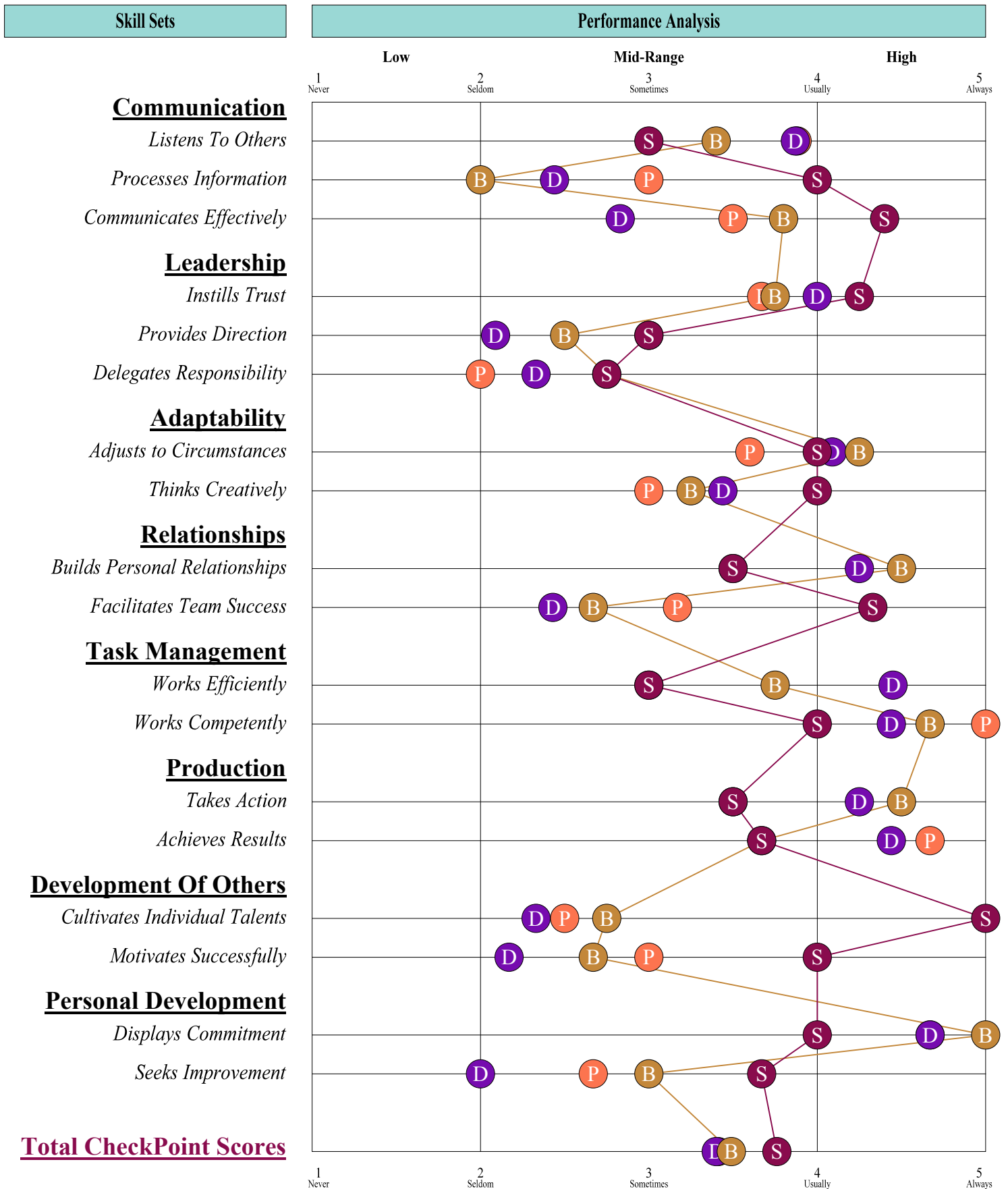
S Displays Commitment: Maintains a high level of energy, perseveres and remains positive.

B Seeks Improvement: Learns positive lessons from mistakes and constructive criticism. Pursues resources to improve and develop professionally. Sets no limits on personal potential.



Reference Group Comparison

with Management Alignment of Self and Boss



Survey Summary

of the 70 Items

Top Line: Self Response (—)

Middle Line: Boss Response (—)

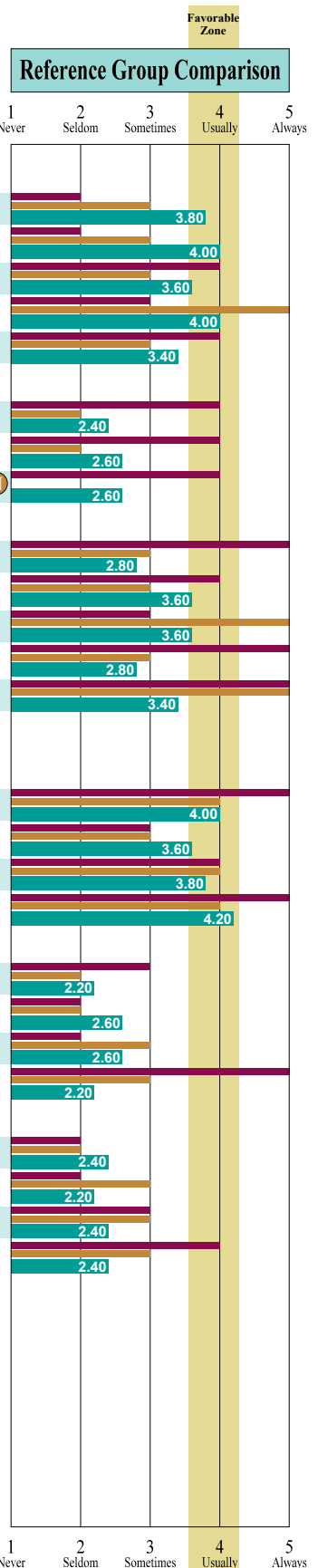
Bottom Line: All Observers (—)

Boss or Self did not rate item: (N)

Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self, Boss, or both.

Flags: Responses lack consensus within reference group (responses vary by 3 or more points).

Individual Survey Items



Communication

Listens To Others

1. Solicits ideas, suggestions and opinions from others
2. Creates a comfortable climate for airing concerns
3. Listens to all points of view with an open mind
4. Listens carefully without interrupting
5. Summarizes input, then checks for understanding

Processes Information

6. Identifies the core element of an issue
7. Considers the pros and cons, as well as short and long-term consequences, of decisions
8. Arrives at logical, clear conclusions

Communicates Effectively

9. Expresses thoughts clearly in writing
10. Is an effective, articulate speaker
11. Covers an issue thoroughly without overdoing it
12. Communicates in a straightforward manner, even when dealing with sensitive topics
13. Makes current job-related information readily available to others

Leadership

Instills Trust

14. Keeps promises
15. Can be trusted with confidential information
16. Is honest in dealings with others
17. Demonstrates high ethical standards

Provides Direction

18. Makes expectations clear
19. Establishes a manageable workload
20. Accomplishes long-term objectives by planning incremental steps
21. Keeps focus on big picture while implementing details

Delegates Responsibility

22. Knows when to delegate and when to take personal responsibility
23. Delegates the right jobs to the right people
24. Gives others authority to independently fulfill responsibilities
25. Empowers others to find creative solutions to problems

Survey Summary

of the 70 Items

Top Line: Self Response (■)

Middle Line: Boss Response (■)

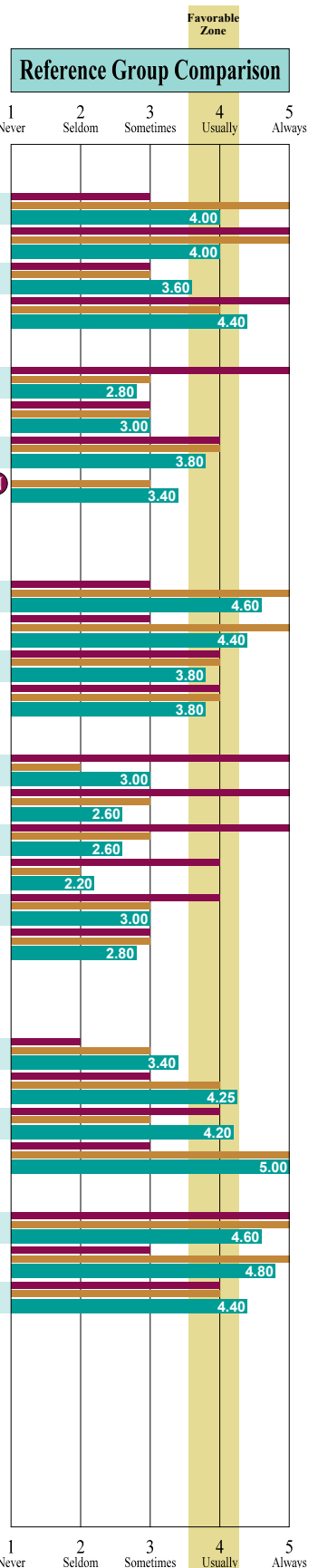
Bottom Line: All Observers (■)

Boss or Self did not rate item: (N)

Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self, Boss, or both.

Flags: Responses lack consensus within reference group (responses vary by 3 or more points).

Individual Survey Items



Survey Summary

of the 70 Items

Top Line: Self Response (—)

Middle Line: Boss Response (—)

Bottom Line: All Observers (—)

Boss or Self did not rate item: (N)

Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self, Boss, or both.

Flags: Responses lack consensus within reference group (responses vary by 3 or more points).

Individual Survey Items

Reference Group Comparison

Production

Takes Action

- 51. Knows when to stop planning and start implementing
- 52. Takes the initiative to make things happen
- 53. Is assertive in managing problems
- 54. Makes timely, clear-cut firm decisions

SB Achieves Results

- 55. Overcomes obstacles to complete projects successfully**
- 56. Effects outcomes that set high standards for others**
- 57. Achieves results that have a positive impact on the organization as a whole**

Development Of Others

Cultivates Individual Talents

- 58. Is a patient, helpful, effective coach
- 59. Gives others access to training for skill development and professional growth
- 60. Provides objective appraisals of others' strengths and needs
- 61. Maintains a timely schedule for reviews and follow-ups

Motivates Successfully

- 62. Gives recognition to producers of high quality work
- 63. Shows appreciation when others give extra effort
- 64. Shares a contagious enthusiasm that promotes a positive attitude in others

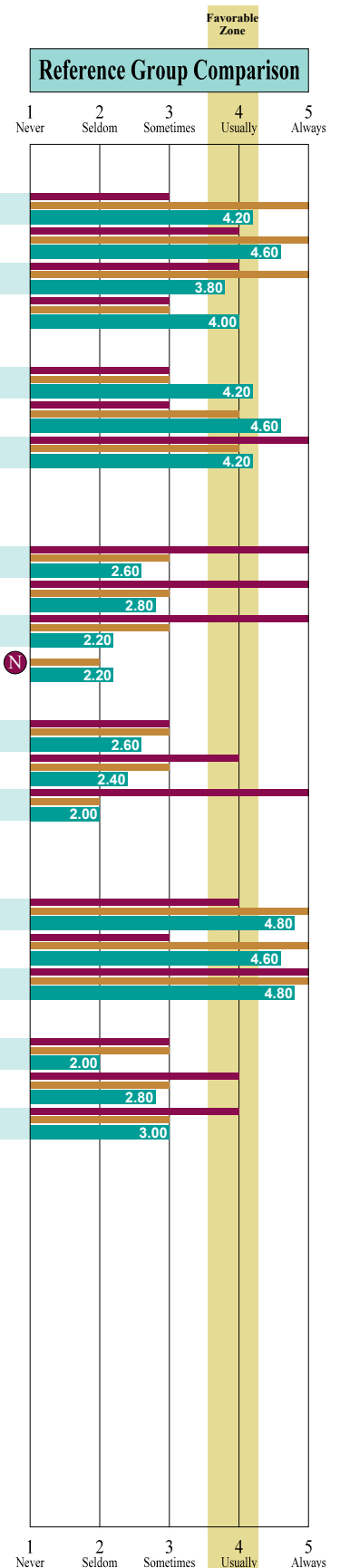
Personal Development

S Displays Commitment

- 65. Maintains a consistently high energy level**
- 66. Persists and perseveres**
- 67. Keeps a positive outlook**

B Seeks Improvement

- 68. Admits mistakes and learns from them**
- 69. Accepts criticism constructively**
- 70. Identifies and pursues resources needed to improve performance**



Development Summary

for Darcy Walker

The following suggestions will help direct your development efforts:

Delegates Responsibility

Delegate to Free Up Your Time and to Develop Your Staff.

- Get used to the fact that others can handle some tasks as capably as you can. Maybe better.
- Examine your workload and determine tasks that can be handed over to others.

Delegate to the Best Person for the Circumstances.

- Survey individuals to see what duties they'd be interested in tackling.
- Match people's strengths with work assignments.
- Present small, challenging tasks to people with untested abilities. See if they can rise to the occasion.
- If you know a person is trying to improve a skill, provide opportunities for practice.
- If no one has the qualifications for a particular task that needs to be delegated, arrange for the necessary training.
- Consider the other person's workload when delegating. Shift responsibilities as necessary.

Oversee, but Don't Over control.

- Give as much direction as necessary to initiate people to new duties. Then let them take charge. Don't hover. During periodic progress reviews, give additional direction as needed.
- Make your expectations explicit and thorough. Then allow some flexibility in implementation.
- Clarify which actions will require prior approval from you. Gradually increase the appointed person's authority to act independently.
- Delegate in stages when appropriate. Work up to the point where complete responsibility is transferred to the other person.
- Encourage others as they take on new responsibilities. Give positive feedback whenever possible. Help them succeed and everyone wins.
- Remember that failure can be a great teacher. Shield people in newly delegated positions from disastrous mistakes, but allow the opportunity for smaller errors that can be instructive for the future.

Let Others Sharpen Their Problem-Solving Skills.

- When people present problems, ask them for possible resolutions before offering your advice. Guide them in becoming solution-oriented.
- Show confidence in the other person's ability to craft workable, successful solutions to problems.

Development Summary

for Darcy Walker

The following suggestions will help direct your development efforts:

Facilitates Team Success

Handle Conflict in a Direct and Effective Manner.

- Don't ignore conflict, thinking it will disappear. It won't. And don't expect a conflict-free workplace. Some discord is inevitable and constructively dealing with it will create a more productive work environment.
- Listen carefully to all viewpoints in a disagreement. Define the problem. Then begin the process of resolution.
- Explore multiple options. Then resolve differences with solutions that are acceptable to all involved parties.

Encourage Cooperation in Order to Reap the Benefits of a Strongly Unified Group Effort.

- When recognizing outstanding performance, go beyond the acknowledgment of individual successes. Give equal emphasis to team achievements and effective cooperation among teams.
- Validate the importance of each and every team member's contribution.

Learn to Collaborate on Team Decisions.

- Practice the art of compromise when making decisions, creating win/win situations.
- To gain support for decisions, involve the team in considering alternative approaches. Strive for consensus in order to increase commitment to the final decision.

Establish Team Objectives.

- As much as possible involve the team in formulating goals consistent with, and supportive of, the overall mission of your business. Also solicit input when planning the implementation of the goals.
- Make sure everyone understands the team's goals, as well as their role in attaining the goals.
- Keep everyone apprised of team progress.

Develop Group Dynamics That Bring Out the Best in Everyone.

- Recruit individuals with talents that will complement the skills of other team members.
- Capitalize on each person's strengths and experiences to create a potent team effort.

Development Summary

for Darcy Walker

The following suggestions will help direct your development efforts:

Provides Direction

Outline Expectations.

- Clarify each team member's responsibilities for accomplishing objectives.
- Develop job descriptions that are distinct and specific, not vague and broad. Involve the staff in constructing the descriptions. Review and revise them often. Knowing who is supposed to do what reduces conflict in the workplace.
- Clearly communicate policies, procedures and guidelines, as well as priorities and timelines.
- Make expectations known for job behavior and attitude. Set standards for performance.
- Spell out the expectations of your clients.
- Explain and answer questions until expectations are perfectly clear.
- Hold others accountable for performance at the level you've outlined. Provide timely feedback about performance.

Make Appropriate Work Assignments.

- Distribute responsibilities so that all bases are covered and efforts aren't duplicated.
- Redirect work that has not been as productive as planned.
- Keep the workload for each individual challenging yet fair.
- Be available to discuss problems with assignments and to explore solutions.

Translate Tomorrow's Vision into Today's Activities.

- Make sure everyone understands, and feels a part of, the organization's mission.
- Establish short and long-term goals that are consistent with the mission. Continuously track progress.
- Constantly evaluate systems and processes. Make modifications that are in line with the direction of the organization.
- Plan times for team members to report their individual work status, ultimately shaping a comprehensive view of the group effort.
- In planning the steps necessary to complete a project, incorporate a series of checkpoints leading up to the final deadline.
- Plan for, and make available, all necessary resources.

Development Summary

for Darcy Walker

The following suggestions will help direct your development efforts:

Seeks Improvement

Learn from Your Mistakes.

- Keep in mind that a mistake only becomes a failure if you fail to learn from it.
- Don't blame others. Take responsibility for your mistakes.
- Discuss with others what you did right and what you could have done differently.
- Spend some time reflecting on a mistake. The time investment will pay off if you gain insights into the causes. Then put the past behind you. It will be most productive to focus on how you will apply lessons learned to future performance.

Learn from Criticism.

- Accept negative feedback as performance improvement information. Use it constructively to become more capable on the job.
- Realize that your self perception of your performance may be different from the perceptions of others. Learning of the discrepancies in perceived proficiencies can improve your effectiveness.
- Don't become angry or defensive. Giving negative feedback is hard enough. If you make it more difficult, you may stop the flow of valuable developmental information.
- Request feedback. Let others know you are open to suggestions. Thank them for their honesty.

Commit to Lifelong Learning.

- Stay current with business-related information, as it quickly becomes outdated.
- Improve the skills you have and learn new ones.
- Discover how you learn best. Then use those resources to develop competencies. (See the introductory paragraph above.)
- Take a self-directed approach to learning. Don't wait for someone to push you.
- Keep growing and changing; it's a law of nature and of business.

Where Do You Go From Here?

The information in your CheckPoint Report is a starting point - not the end of the process. The way you use this information can be of incredible value to you. May we suggest you embark on a course of professional development using the CheckPoint SkillBuilder Series.

The SkillBuilder Series is an organized method for improving leadership skills and becoming a better manager. The CheckPoint SkillBuilder Series is Internet-based and can be used anywhere and at any time. It is convenient, easy-to-use, and effective. It is self-paced and contains thoroughly researched material that helps you improve your performance in the competencies you choose. Based on the results of this report it's recommended that you start with the following modules:

- Delegates Responsibility
- Provides Direction
- Facilitates Team Success
- Seeks Improvement

Other modules are available for you to choose from include:

- Communicates Effectively
- Cultivates Individual Talents
- Thinks Creatively
- Instills Trust
- Works Efficiently
- Takes Action
- Works Competently
- Processes Information
- Motivates Successfully
- Listens To Others
- Adjusts to Circumstances
- Builds Personal Relationships
- Achieves Results
- Displays Commitment

The CheckPoint SkillBuilder Series provides a series of important steps that lead to leaps in performance. It is easy to use at your convenience. After responding to questions and doing online exercises, you just click a button on the screen to print a customized Self-Improvement Report. **The report provides a plan of action for professional development.**

You will also learn to use Profiles' exclusive K-S-S process so you KEEP DOING the actions that make you a good manager, STOP DOING actions that impede your progress, and START DOING actions that will make you more effective. K-S-S is a powerful idea you want to implement immediately!

Using the *CheckPoint SkillBuilder Series* pays big dividends by helping you grow professionally and enjoy all of the benefits of success. Start using it as soon as you can!