OPM Leadership 360™

DCPAS Executive 360 and Coaching Program

Feedback Report For:

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July 9, 2014

Included in this report are the following:
1. Instructions
2. Competency Importance
3. Competency Rankings
4. Profile of Competencies in the ECQs
5. Competency Breakouts
6. Top and Bottom Ten Items
7. Outcome Items
8. Open-Ended Comments

This report includes feedback from:
Yourself
1 Supervisor
2 Peers (not shown, but included in All Raters)
5 Direct Reports
6 Others

Benchmark is the governmentwide average for Executives who have participated in the OPM Leadership 360 assessment.

Explanations and Definitions

- There must be at least 3 peer, 3 direct report, and 3 other respondents to list results separately for those groups.

- This report describes the extent to which you display 98 behaviors, which define the 28 leadership competencies, the 5 Executive Core Qualifications (ECQs), and the Fundamental Competencies in the OPM Leadership Model. Respondents rated these items on the following scale:

    1 = Not at All, 2 = To a Little Extent, 3 = To a Moderate Extent, 4 = To a Great Extent, 5 = To a Very Great Extent

    Respondents marked "No Basis to Judge" if they could not rate a behavior. These responses are not included in your results.

- Additionally, this report provides feedback on your impact to the organization and your overall effectiveness. Respondents rated these items on the following scales:

    Impact: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree
    Effectiveness: 1 = Very Ineffective, 2 = Ineffective, 3 = Neither Ineffective nor Effective, 4 = Effective, 5 = Very Effective

    Respondents marked "No Basis to Judge" if they could not rate impact or effectiveness. These responses are not included in your results.

- Your self and supervisor's ratings appear separately throughout the report. However, to preserve anonymity, ratings by peers, direct reports, and others are displayed as separate groups only if at least three respondents from each group completed the assessment. If fewer than three peers, direct reports, or others completed the assessment, their responses are still included in the "All Raters" score.

- The "All Raters" score includes all ratings except your self-rating. In computing the results for "All Raters," each rater is given equal weight.

- A "--" is shown for an item if no one responded or fewer than three peers, direct reports, or others completed the assessment.

Instructions

Description of the Report by Section

1. Competency Importance

- This section shows the competencies that were identified by the various rater groups as most important for success in your current role. Raters were asked to select the 5 most important competencies. If multiple raters in a group selected the competency as important, the number of people choosing it will be displayed.

2. Competency Rankings

- This section shows a ranking of your competency scores based on all rater groups except yourself. The results are ordered from your highest to your lowest scoring competency.

- Benchmarks are provided for comparison, and competencies that are particularly high or low compared to averages are denoted.

3. Profile of Competencies in the ECQs

- Here, all 28 competencies for each rater group are shown in line charts organized according to the OPM Leadership Competency Model.

- These charts are especially useful in examining differences between rater groups across competencies. For example, you may want to examine whether the self-rating is above or below other rater groups.

4. Competency Breakouts

- This section presents aggregated competency scores in vertical bar graphs organized by the 28 leadership competencies in the OPM Leadership Competency Model. The "All Raters" category and a benchmark are presented for comparison.

- Item level detail is provided below the competency scores. Items with low agreement among a group are marked with a "↕". Low agreement is defined as a range of responses that covers four or five scale points (e.g., one peer may have given you a rating of "1" on a given item, while another peer gave you a rating of "4" for the same item).

5. Top and Bottom Ten Items

- This section shows the top and bottom 10 items, based on the "All Raters" score. The competency of each item is shown to help you identify your broad areas of strength and those in need of development. A benchmark is provided for comparison purposes.

6. Outcome Items

- This section shows the results of the organizational impact and overall effectiveness items based on the "All Raters"

7. Open-Ended Comments

- This section presents a transcription of what you and others wrote about your strengths and developmental needs. Focus on themes, more so than individual comments, as you summarize the comments.

Instructions

Interpreting Your OPM Leadership 360 Results

1. **Understanding the numbers**
   - All behaviors were rated on a five-point scale, ranging from a low of 1 to a high of 5. "No Basis to Judge" Reponses were scored as a "0" and not included in your results.

2. **Making comparisons**
   - Comparison to others: A benchmark is provided for comparison purposes. In identifying your strengths and challenge areas, consider how your competency score compared to the benchmark. The benchmark is specified on the cover page of your report.
   - Difference between self-rating and other rater groups: Comparing your self-ratings with those from the other rater groups will help you understand how others perceive you. For example, a consistent difference may indicate a lack of self-awareness.

3. **Using results from different rater groups**
   - Not all groups are equally able to rate some items. You should consider this when evaluating the feedback you received. For example, your direct reports may provide the best perspective for rating you on Human Capital Management. But your supervisor may be in a better position to rate you on Vision. You should put more stock into the score for the rater group that was in the best position to rate you on a competency.

4. **Targeting your efforts at improvement**
   - For you, some items and competencies may be more important than others. To make the most of this feedback, you should concentrate on a few competencies and/or behaviors. When choosing an area to emphasize, consider:

     ✓ its importance as rated by respondents;
     ✓ its importance to your organization's mission;
     ✓ its importance to your present position;
     ✓ its consistency with your personal and career goals; and
     ✓ whether you can realistically change it.

5. **Watching out for derailers**
   - The academic research on leadership has identified certain behaviors that are related to failure in leadership roles by individuals who have otherwise been successful in their careers. Several of the items in this report assess these "derailers" and are denoted by the ▼ symbol.

Competency Importance

This section shows which competencies you and your raters think are important to your current role. The numbers on the left show the number of raters in each group who selected a competency as important. Those with 33% or more are shaded in blue. The chart on the right shows the percentage of all raters combined who think a competency is important. The darker blue bars indicate competencies with a rating of importance by 33% or more of all raters (including yourself). Use this information as a guide as you examine the rest of this report. Pay particular attention to where groups agree, and also to where they disagree.

	Number in Each Group					Percent of All Raters, Including Yourself
	Self	Supervisor	Peer	Direct Report	Other	
Strategic Thinking	1	1	--	3	3	
Creativity and Innovation	--	--	--	3	4	
Integrity/Honesty	--	1	--	1	4	
Developing Others	--	1	--	1	3	
Problem Solving	1	1	--	2	1	
Technical Credibility	1	1	--	1	1	
Political Savvy	--	--	--	2	2	
External Awareness	--	--	--	2	1	
Vision	--	--	--	2	2	
Team Building	1	--	--	2	1	
Financial Management	--	--	--	2	1	
Interpersonal Skills	--	--	--	--	1	
Oral Communication	1	--	--	--	1	
Conflict Management	--	--	--	--	1	
Decisiveness	--	--	--	--	1	
Influencing/Negotiating	--	--	--	1	--	
Public Service Motivation	--	--	--	1	--	
Written Communication	--	--	--	--	1	
Continual Learning	--	--	--	--	1	
Accountability	--	--	--	1	--	
Customer Service	--	--	--	--	--	
Human Capital Management	--	--	--	--	1	
Partnering	--	--	--	1	--	
Flexibility	--	--	--	--	--	
Resilience	--	--	--	--	--	
Leveraging Diversity	--	--	--	--	--	
Entrepreneurship	--	--	--	--	--	
Technology Management	--	--	--	--	--	

Competency Rankings

This section presents a summary of your All Raters scores on all 28 competencies. The scores are ranked from the highest to lowest scoring competency. Compare your "Average of All Raters" score to the benchmark to see how you scored relative to other leaders.

		Not at All	To a Little Extent	To a Moderate Extent	To a Great Extent	To a Very Great Extent	Average of All Raters	Benchmark
		1	2	3	4	5		
Integrity/Honesty							4.9	4.6
Entrepreneurship							4.9	4.3
Flexibility							4.9	4.4
Partnering							4.9	4.5
Leveraging Diversity							4.8	4.5
Political Savvy							4.8	4.4
Public Service Motivation							4.8	4.5
Creativity and Innovation							4.8	4.3
Interpersonal Skills							4.8	4.4
Decisiveness							4.8	4.4
Technical Credibility							4.8	4.5
Customer Service							4.8	4.3
Influencing/Negotiating							4.7	4.3
Continual Learning							4.7	4.4
Oral Communication							4.7	4.3
Written Communication							4.7	4.4
Human Capital Management							4.7	4.3
External Awareness							4.7	4.4
Problem Solving							4.7	4.4
Resilience							4.7	4.4
Vision							4.6	4.3
Accountability							4.6	4.4
Technology Management							4.6	4.2
Developing Others							4.6	4.3
Team Building							4.6	4.3
Conflict Management							4.6	4.1
Strategic Thinking							4.4	4.3
Financial Management							4.4	4.4

Your Score   Benchmark

Above the 75th percentile
Below the 25th percentile

Profile of Competencies in the ECQs

This chart summarizes your scores across all 28 competencies. Look at both the average trend of your rater groups and where they differ. Note where you underestimate, overestimate, and where your perceptions are in line with the other rater groups. Keep in mind that some groups may be better able than others to rate certain competencies.

Legend: ■ Self ○ Supervisor ▲ Direct Reports □ Others

Scale: 1 — 2 — 3 — 4 — 5

Fundamental Competencies
- Public Service Motivation
- Integrity/Honesty
- Interpersonal Skills
- Oral Communication
- Written Communication
- Continual Learning

Leading Change
- Creativity and Innovation
- External Awareness
- Flexibility
- Resilience
- Strategic Thinking
- Vision

Leading People
- Conflict Management
- Leveraging Diversity
- Developing Others
- Team Building

Results Driven
- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

Business Acumen
- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions
- Partnering
- Political Savvy
- Influencing/Negotiating

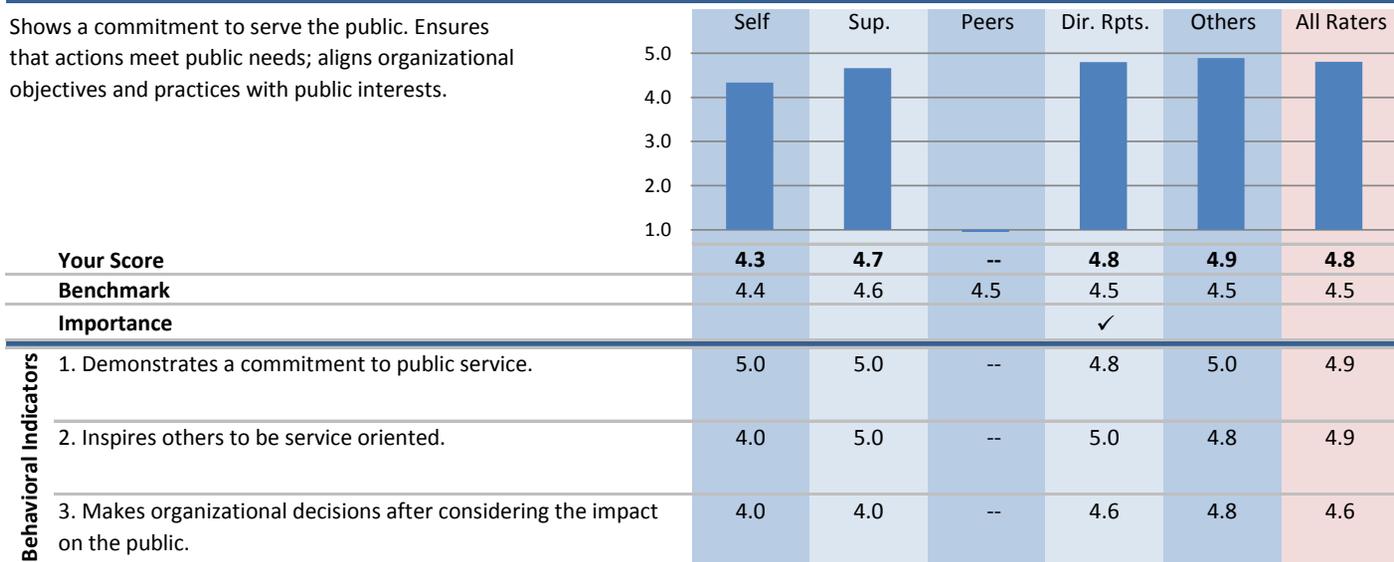This section provides detailed results for all 28 competencies, organized by the Fundamental Competencies and the ECQs. Use the competency definition to get a general sense of the area you were rated on, and look at the items for the specific behaviors. For each group, look for differences in item ratings that may indicate where raters in that position think you can most improve. The "All Raters" category include all ratings with the exception of your self scores.

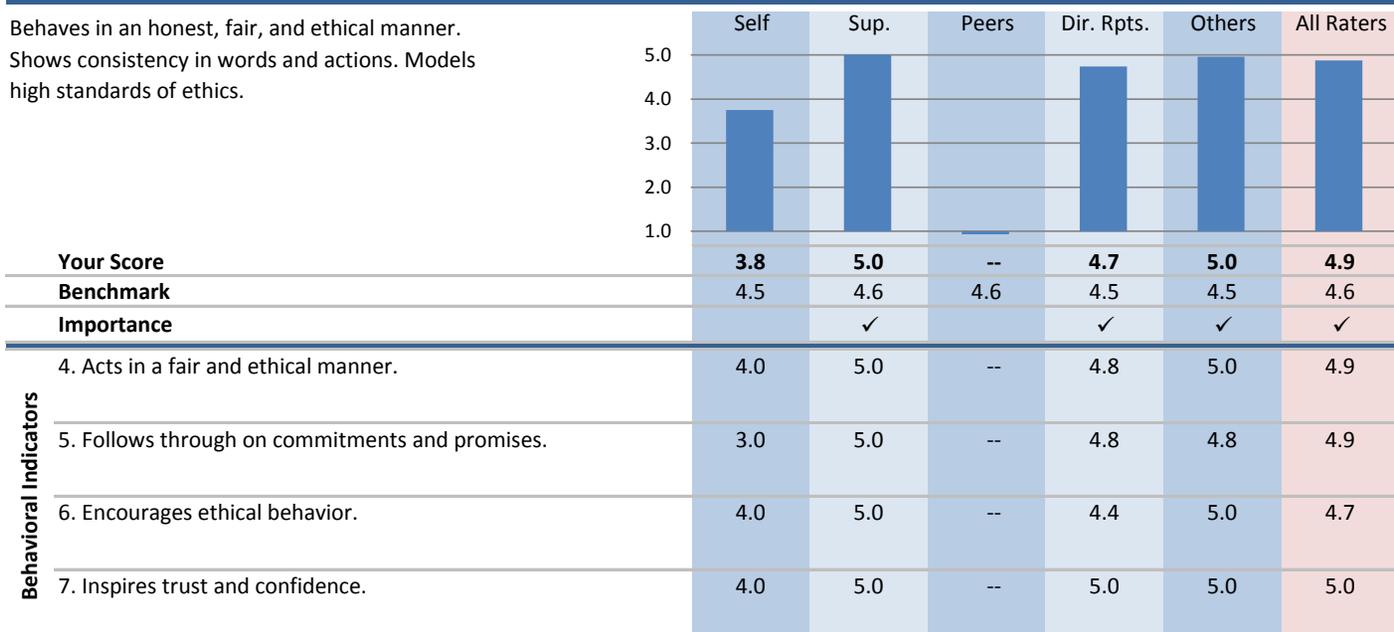## Fundamental Competencies

Public Service Motivation

Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.3**	**4.7**	**--**	**4.8**	**4.9**	**4.8**
Benchmark	4.4	4.6	4.5	4.5	4.5	4.5
Importance				✓		
1. Demonstrates a commitment to public service.	5.0	5.0	--	4.8	5.0	4.9
2. Inspires others to be service oriented.	4.0	5.0	--	5.0	4.8	4.9
3. Makes organizational decisions after considering the impact on the public.	4.0	4.0	--	4.6	4.8	4.6

Behavioral Indicators

Integrity/Honesty

Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**3.8**	**5.0**	**--**	**4.7**	**5.0**	**4.9**
Benchmark	4.5	4.6	4.6	4.5	4.5	4.6
Importance		✓		✓	✓	✓
4. Acts in a fair and ethical manner.	4.0	5.0	--	4.8	5.0	4.9
5. Follows through on commitments and promises.	3.0	5.0	--	4.8	4.8	4.9
6. Encourages ethical behavior.	4.0	5.0	--	4.4	5.0	4.7
7. Inspires trust and confidence.	4.0	5.0	--	5.0	5.0	5.0

Behavioral Indicators

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Interpersonal Skills

Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.0**	**4.8**	**--**	**5.0**	**4.8**	**4.8**
Benchmark	4.2	4.4	4.4	4.3	4.4	4.4
Importance					✓	

Behavioral Indicators	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
8. Treats others with courtesy and respect. ▼	4.0	5.0	--	4.8	4.8	4.8
9. Handles interpersonal problems tactfully.	4.0	5.0	--	5.0	4.8	4.8
10. Builds rapport with others.	4.0	4.0	--	5.0	4.7	4.7
11. Develops and maintains cooperative working relationships.	4.0	5.0	--	5.0	5.0	4.9

Oral Communication

Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**3.8**	**4.3**	**--**	**4.7**	**4.9**	**4.7**
Benchmark	4.1	4.4	4.4	4.3	4.4	4.3
Importance	✓				✓	

Behavioral Indicators	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
12. Makes convincing oral presentations.	4.0	4.0	--	5.0	4.7	4.8
13. Listens to others and seeks clarification when needed.	4.0	4.0	--	4.8	4.8	4.7
14. Explains complex information clearly.	4.0	4.0	--	4.4	4.8	4.6
15. Ensures that everyone's viewpoint is fully heard.	3.0	4.0	--	4.6	5.0	4.8
16. Encourages open communication among employees.	4.0	5.0	--	4.6	5.0	4.8
17. Informs employees of events that might affect their work.	4.0	5.0	--	4.8	4.8	4.7

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Written Communication

Writes in a clear, concise, organized, and convincing manner for the intended audience.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**3.7**	**4.0**	**--**	**4.8**	**4.7**	**4.7**
Benchmark	4.2	4.4	4.4	4.5	4.5	4.4
Importance					✓	

Behavioral Indicators

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
18. Writes convincingly for different audiences.	3.0	4.0	--	5.0	4.7	4.8
19. Writes in a clear and organized manner.	4.0	4.0	--	4.8	4.7	4.6
20. Effectively edits complex or sensitive reports and materials.	4.0	4.0	--	4.5	4.7	4.6

Continual Learning

Assesses and recognizes own strengths and weaknesses; pursues self-development.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.7**	**5.0**	**--**	**4.6**	**4.8**	**4.7**
Benchmark	4.0	4.4	4.4	4.3	4.4	4.4
Importance					✓	

Behavioral Indicators

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
21. Acquires new knowledge in areas related to the job.	5.0	5.0	--	4.8	4.7	4.8
22. Learns from mistakes. ▼	5.0	5.0	--	4.5	4.8	4.7
23. Participates in training and self-development activities.	4.0	5.0	--	4.6	4.8	4.7

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Leading Change

Creativity and Innovation

Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**5.0**	**5.0**	**--**	**4.7**	**4.9**	**4.8**
Benchmark	4.1	4.3	4.3	4.3	4.3	4.3
Importance				✓	✓	✓

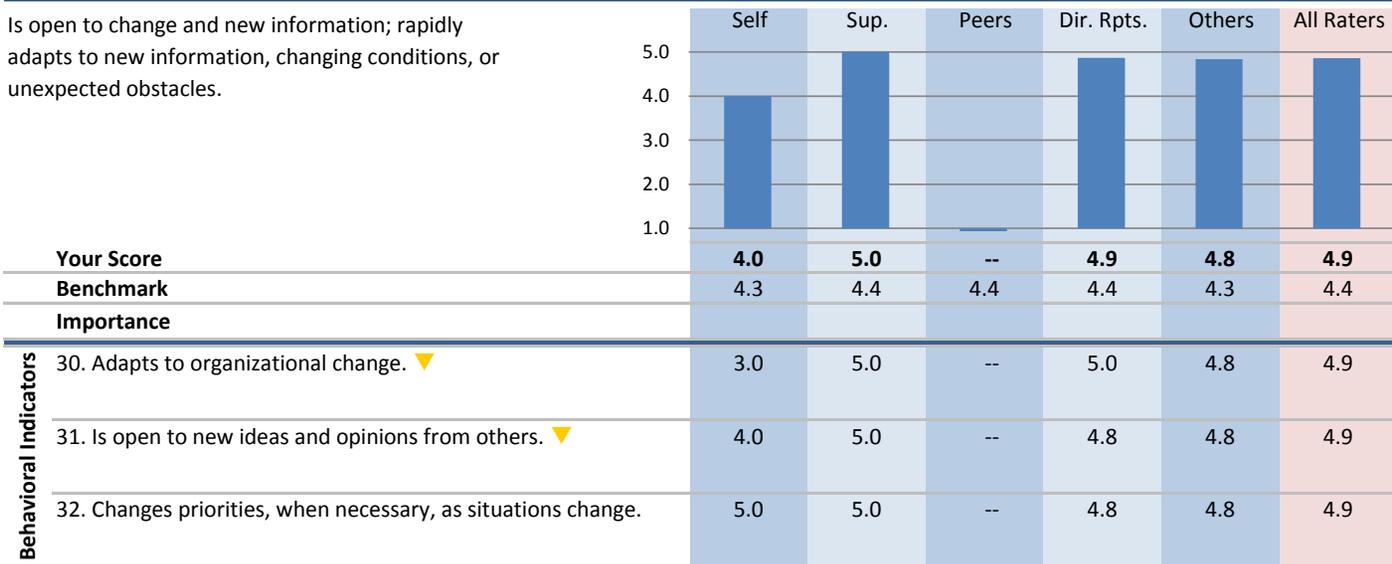| Behavioral Indicators	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
24. Looks for better ways to accomplish work.	5.0	5.0	--	4.6	5.0	4.8
25. Creates an environment that enables employees to be innovative.	5.0	5.0	--	4.6	4.8	4.7
26. Thinks "outside the box" to improve products, services, and processes.	5.0	5.0	--	5.0	4.8	4.9

External Awareness

Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.7**	**4.7**	**--**	**4.7**	**4.8**	**4.7**
Benchmark	4.0	4.4	4.5	4.5	4.5	4.4
Importance				✓	✓	

Behavioral Indicators	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
27. Keeps up-to-date with relevant laws, regulations, policies, and procedures that affect the organization.	4.0	5.0	--	4.7	4.7	4.5
28. Monitors political and economic trends that may affect the organization.	5.0	5.0	--	4.8	4.8	4.8
29. Considers external issues affecting the organization when making program decisions.	5.0	4.0	--	4.8	4.8	4.7

▼ Potential derailer; ↕ Low agreement;
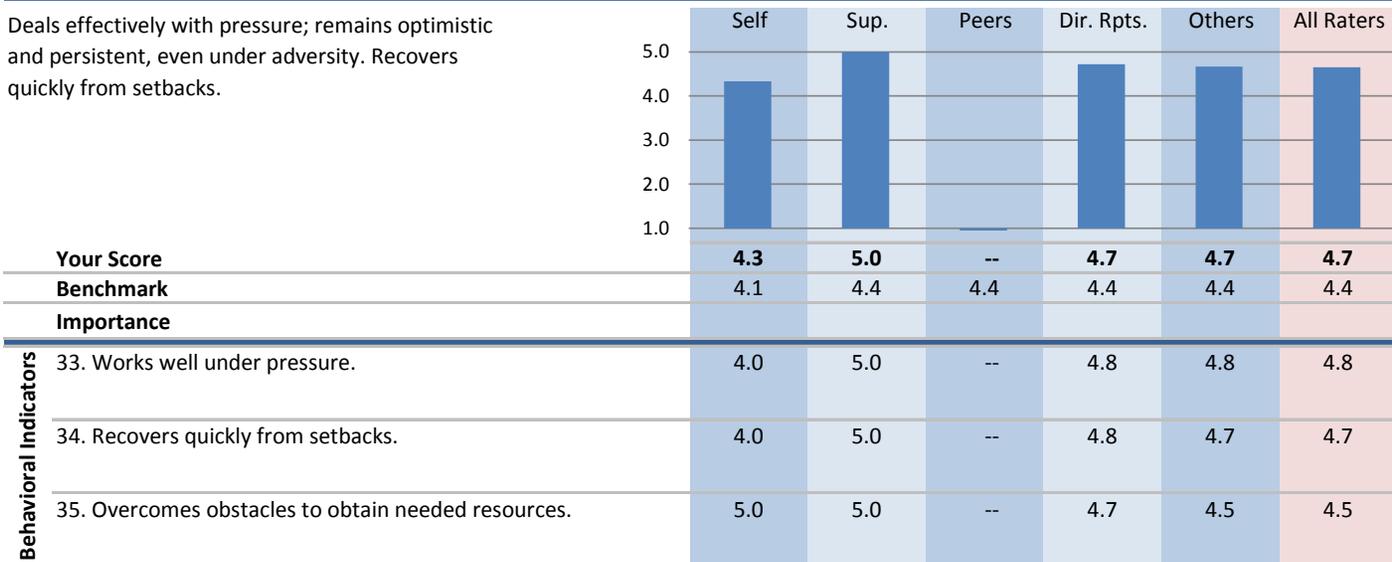✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Flexibility

Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.0**	**5.0**	**--**	**4.9**	**4.8**	**4.9**
Benchmark	4.3	4.4	4.4	4.4	4.3	4.4
Importance						
30. Adapts to organizational change. ▼	3.0	5.0	--	5.0	4.8	4.9
31. Is open to new ideas and opinions from others. ▼	4.0	5.0	--	4.8	4.8	4.9
32. Changes priorities, when necessary, as situations change.	5.0	5.0	--	4.8	4.8	4.9

Resilience

Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.3**	**5.0**	**--**	**4.7**	**4.7**	**4.7**
Benchmark	4.1	4.4	4.4	4.4	4.4	4.4
Importance						
33. Works well under pressure.	4.0	5.0	--	4.8	4.8	4.8
34. Recovers quickly from setbacks.	4.0	5.0	--	4.8	4.7	4.7
35. Overcomes obstacles to obtain needed resources.	5.0	5.0	--	4.7	4.5	4.5

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Strategic Thinking

Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.0**	**4.0**	--	**4.5**	**4.6**	**4.4**
Benchmark	3.9	4.2	4.3	4.2	4.2	4.3
Importance	✓	✓		✓	✓	✓

Behavioral Indicators	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
36. Establishes long-term goals and objectives for the organization.	4.0	4.0	--	4.4	4.5	4.2
37. Develops effective strategies to meet organizational goals.	4.0	4.0	--	4.6	4.5	4.4
38. Plans for potential organizational threats and opportunities.	4.0	4.0	--	4.6	4.7	4.5

Vision

Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.0**	**4.3**	--	**4.8**	**4.7**	**4.6**
Benchmark	4.0	4.3	4.3	4.2	4.3	4.3
Importance				✓	✓	

Behavioral Indicators	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
39. Builds a shared vision of the organization's future.	4.0	4.0	--	4.8	4.7	4.6
40. Communicates the organization's mission, vision, and values.	4.0	5.0	--	4.8	4.8	4.7
41. Promotes change consistent with the organization's vision.	4.0	4.0	--	4.8	4.7	4.6

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Leading People

Conflict Management

Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.0**	**4.5**	**--**	**4.5**	**4.9**	**4.6**
Benchmark	3.9	4.2	4.1	4.0	4.1	4.1
Importance					✓	

Behavioral Indicators

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
42. Manages and resolves conflicts effectively. ▼	4.0	4.0	--	4.4	5.0	4.5
43. Acts before conflict escalates.	4.0	4.0	--	4.5	4.8	4.5
44. Deals with interpersonal problems in a timely manner.	4.0	5.0	--	4.4	5.0	4.7
45. Includes all affected parties in resolving conflicts.	4.0	5.0	--	4.8	4.8	4.7

Leveraging Diversity

Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.7**	**5.0**	**--**	**5.0**	**4.8**	**4.8**
Benchmark	4.4	4.6	4.6	4.5	4.5	4.5
Importance						

Behavioral Indicators

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
46. Respects cultural, religious, gender, and racial differences. ▼	5.0	5.0	--	5.0	4.8	4.9
47. Makes the most of each employee's talents to meet organizational goals.	4.0	5.0	--	5.0	4.8	4.8
48. Creates an environment in which diversity is valued.	5.0	5.0	--	5.0	4.8	4.8

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Developing Others

Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.7**	**4.3**	**--**	**4.6**	**4.7**	**4.6**
Benchmark	4.1	4.4	4.4	4.2	4.3	4.3
Importance		✓		✓	✓	✓
49. Provides employees with constructive suggestions to improve their job performance.	4.0	4.0	--	4.6	5.0	4.7
50. Ensures that staff is capable and trained.	5.0	5.0	--	4.4	4.5	4.5
51. Supports long-term employee development.	5.0	4.0	--	4.8	4.5	4.6

Behavioral Indicators

Team Building

Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.3**	**4.5**	**--**	**4.6**	**4.7**	**4.6**
Benchmark	4.1	4.4	4.3	4.2	4.3	4.3
Importance	✓			✓	✓	
52. Creates an atmosphere of cooperation among team members.	5.0	4.0	--	4.8	4.7	4.6
53. Inspires pride and team spirit among team members. ▼	4.0	4.0	--	4.4	4.8	4.6
54. Establishes teams when appropriate.	5.0	5.0	--	4.8	4.7	4.8
55. Builds teams of appropriate size and structure to accomplish work goals. ▼	4.0	5.0	--	4.8	4.7	4.8
56. Ensures that the roles of team members are clearly defined.	4.0	4.0	--	4.2	4.5	4.3
57. Delegates authority to teams.	4.0	5.0	--	4.6	4.8	4.6

Behavioral Indicators

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Results Driven

Accountability

Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
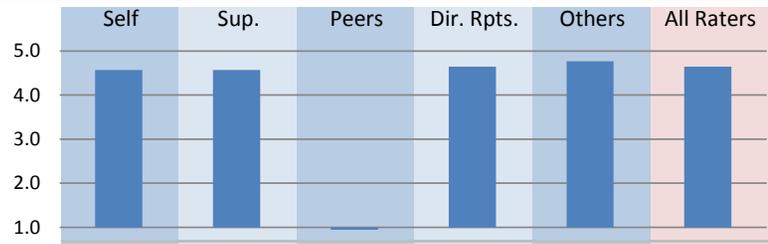
	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.6**	**4.6**	**--**	**4.6**	**4.8**	**4.6**
Benchmark	4.1	4.5	4.5	4.4	4.4	4.4
Importance				✓		
58. Ensures that important records are maintained and preserved.	5.0	5.0	--	4.7	5.0	4.7
59. Protects the privacy of employees, customers, and members of the public.	5.0	5.0	--	5.0	4.8	4.8
60. Safeguards assets and maintains inventories of property and equipment.	5.0	3.0	--	5.0	5.0	4.8
61. Reviews employees' progress toward goals on a regular basis.	5.0	4.0	--	4.3	4.8	4.5
62. Sets challenging but realistic deadlines for completing work.	4.0	5.0	--	4.6	4.3 ↕	4.5
63. Achieves results within set time frames. ▼	4.0	5.0	--	4.4	4.7	4.6
64. Manages time effectively.	4.0	5.0	--	4.6	4.7	4.6

Behavioral Indicators

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Customer Service

Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.3**	**4.7**	**--**	**4.8**	**4.8**	**4.8**
Benchmark	4.1	4.4	4.3	4.3	4.3	4.3
Importance						
65. Anticipates customer needs.	4.0	5.0	--	4.7	4.8	4.8
66. Continuously improves products and services.	5.0	5.0	--	4.8	4.8	4.9
67. Promotes the use of good customer service techniques.	4.0	4.0	--	4.8	4.8	4.7

Behavioral Indicators

Decisiveness

Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.0**	**4.7**	**--**	**4.9**	**4.8**	**4.8**
Benchmark	4.2	4.4	4.4	4.3	4.3	4.4
Importance					✓	
68. Makes sound and timely decisions. ▼	4.0	5.0	--	4.6	4.7	4.6
69. Makes effective decisions, even when data are limited.	4.0	5.0	--	5.0	5.0	4.9
70. Makes decisions that keep projects moving toward completion.	4.0	4.0	--	5.0	4.8	4.8

Behavioral Indicators

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Entrepreneurship

Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.7**	**5.0**	**--**	**4.8**	**4.9**	**4.9**
Benchmark	4.1	4.3	4.4	4.3	4.4	4.3
Importance						

Behavioral Indicators

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
71. Promotes the organization's products and services.	5.0	5.0	--	5.0	5.0	5.0
72. Identifies strategies to develop new products and services.	5.0	5.0	--	4.8	5.0	4.9
73. Takes calculated risks to accomplish organizational goals.	4.0	5.0	--	4.6	4.8	4.7

Problem Solving

Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.7**	**4.7**	**--**	**4.6**	**4.8**	**4.7**
Benchmark	4.3	4.4	4.4	4.4	4.4	4.4
Importance	✓	✓		✓	✓	✓

Behavioral Indicators

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
74. Takes the initiative to solve problems affecting the work of the organization.	5.0	4.0	--	4.8	4.8	4.6
75. Gathers information from relevant sources before generating solutions to problems.	4.0	5.0	--	4.3	4.8	4.7
76. Considers and evaluates alternative courses of action when solving problems.	5.0	5.0	--	4.6	4.8	4.7

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Technical Credibility

Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.8**	**5.0**	**--**	**4.8**	**4.8**	**4.8**
Benchmark	4.0	4.5	4.5	4.4	4.5	4.5
Importance	✓	✓		✓	✓	✓

Behavioral Indicators

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
77. Demonstrates technical expertise in area of responsibility.	5.0	5.0	--	4.6	4.8	4.8
78. Knows relevant procedures, requirements, and regulations.	4.0	5.0	--	4.4	4.7	4.6
79. Is actively sought out by others for technical expertise.	5.0	5.0	--	5.0	4.8	4.9
80. Keeps abreast of the latest information in field of expertise.	5.0	5.0	--	5.0	4.7	4.9

Business Acumen

Financial Management

Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.3**	**3.7**	**--**	**4.4**	**4.7**	**4.4**
Benchmark	4.1	4.3	4.4	4.4	4.4	4.4
Importance				✓	✓	

Behavioral Indicators

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
81. Uses cost-effective approaches to accomplish work.	4.0	5.0	--	4.6	4.5	4.5
82. Reviews expenditures regularly to keep within budget limitations.	4.0	3.0	--	4.3	4.8	4.4
83. Prepares and justifies a budget that meets program needs.	5.0	3.0	--	4.3	4.8	4.2

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Human Capital Management

Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.0**	**4.3**	**--**	**4.7**	**4.9**	**4.7**
Benchmark	4.0	4.4	4.3	4.2	4.3	4.3
Importance					✓	
84. Recognizes employees for doing good work.	4.0	5.0	--	4.8	5.0	4.9
85. Delegates work effectively.	4.0	4.0	--	4.6	5.0	4.6
86. Takes corrective action when employees do not meet performance standards.	4.0	4.0	--	--	4.8	4.5

Technology Management

Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.0**	**5.0**	**--**	**4.6**	**4.6**	**4.6**
Benchmark	3.7	4.3	4.3	4.1	4.3	4.2
Importance						
87. Ensures that employees acquire up-to-date technology skills.	4.0	5.0	--	4.5	4.5	4.6
88. Makes cost-effective use of technology to meet the organization's goals.	4.0	5.0	--	4.8	4.7	4.7
89. Identifies new technologies to meet the organization's needs.	4.0	5.0	--	4.6	4.5	4.6

Behavioral Indicators

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Building Coalitions

Partnering

Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**5.0**	**5.0**	**--**	**4.9**	**4.8**	**4.9**
Benchmark	4.3	4.4	4.5	4.5	4.5	4.5
Importance				✓		
Behavioral Indicators						
90. Encourages collaboration across organizations.	5.0	5.0	--	4.8	4.8	4.9
91. Builds networks of constituents, stakeholders, and decision-makers.	5.0	5.0	--	5.0	4.8	4.9
92. Develops professional relationships with colleagues inside and outside of the organization.	5.0	5.0	--	4.8	4.8	4.9

Political Savvy

Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.3**	**4.7**	**--**	**4.8**	**4.9**	**4.8**
Benchmark	4.2	4.3	4.4	4.5	4.4	4.4
Importance				✓	✓	✓
Behavioral Indicators						
93. Recognizes the political implications of different courses of action for the organization.	5.0	5.0	--	4.8	5.0	4.9
94. Identifies the internal and external politics that affect the work of the organization.	4.0	4.0	--	4.8	4.8	4.8
95. Recognizes the needs and perceptions of key stakeholders.	4.0	5.0	--	4.8	4.8	4.8

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Competency Breakouts

Influencing/Negotiating

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
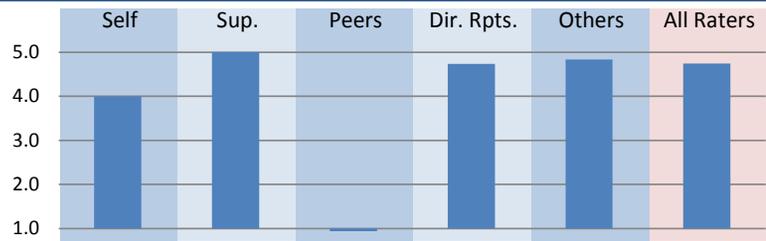
	Self	Sup.	Peers	Dir. Rpts.	Others	All Raters
Your Score	**4.0**	**5.0**	**--**	**4.7**	**4.8**	**4.7**
Benchmark	4.1	4.3	4.3	4.3	4.3	4.3
Importance				✓		
Behavioral Indicators						
96. Identifies common interests of parties in negotiations.	4.0	5.0	--	4.8	4.8	4.8
97. Builds consensus about the appropriate course of action.	4.0	5.0	--	4.6	4.8	4.7
98. Persuades others to adopt recommendations.	4.0	5.0	--	4.8	4.8	4.7

▼ Potential derailer; ↕ Low agreement;
✓ Chosen by at least one rater (33% for All Raters)

Top and Bottom Ten Items

This section shows the 10 items on which you scored highest and the 10 items on which you scored lowest. Use your top 10 items to identify strengths you can build from. Use your bottom 10 items to identify specific behaviors you may want to address.

Top Ten Items

			Average of All Raters	Benchmark
Integrity/Honesty	7	Inspires trust and confidence.	5.0	4.4
Entrepreneurship	71	Promotes the organization's products and services.	5.0	4.5
Public Service Motivation	2	Inspires others to be service oriented.	4.9	4.4
Interpersonal Skills	11	Develops and maintains cooperative working relationships.	4.9	4.4
Creativity and Innovation	26	Thinks "outside the box" to improve products, services, and processes.	4.9	4.3
Leveraging Diversity	46	Respects cultural, religious, gender, and racial differences.	4.9	4.7
Decisiveness	69	Makes effective decisions, even when data are limited.	4.9	4.4
Technical Credibility	79	Is actively sought out by others for technical expertise.	4.9	4.4
Political Savvy	93	Recognizes the political implications of different courses of action for the organization.	4.9	4.4
Integrity/Honesty	4	Acts in a fair and ethical manner.	4.9	4.7

Your Score   ◆ Benchmark

Bottom Ten Items

			Average of All Raters	Benchmark
Developing Others	50	Ensures that staff is capable and trained.	4.5	4.3
Accountability	62	Sets challenging but realistic deadlines for completing work.	4.5	4.3
Financial Management	81	Uses cost-effective approaches to accomplish work.	4.5	4.4
Human Capital Management	86	Takes corrective action when employees do not meet performance standards.	4.5	4.1
Accountability	61	Reviews employees' progress toward goals on a regular basis.	4.5	4.3
Strategic Thinking	37	Develops effective strategies to meet organizational goals.	4.4	4.3
Financial Management	82	Reviews expenditures regularly to keep within budget limitations.	4.4	4.4
Team Building	56	Ensures that the roles of team members are clearly defined.	4.3	4.2
Strategic Thinking	36	Establishes long-term goals and objectives for the organization.	4.2	4.3
Financial Management	83	Prepares and justifies a budget that meets program needs.	4.2	4.4

Your Score   ◆ Benchmark

Outcome Items

This section shows your results on two sets of items: Organizational Impact and perceptions of Overall Effectiveness. Organizational Impact describes the effect your leadership behaviors have on your colleagues and your organization. The perceptions of Overall Effectiveness summarize your overall level of developmental need. If you score low on any of these items, think about which competencies you can work on developing to increase your effectiveness.

		1 2 3 4 5	All Raters	Benchmark

Organizational Impact

#	Item		All Raters	Benchmark
99	Creates an environment where people cooperate to get the job done.		4.9	4.4
100	Creates an environment where people have the opportunity to improve their skills.		4.8	4.4
101	Removes barriers to allow people to get their jobs done.		4.6	4.3
102	Provides adequate information for people to get their jobs done.		4.8	4.4
103	Creates an environment where people are involved in decisions that affect their work.		4.8	4.3
104	Awards employees based on how well they perform their jobs.		4.8	4.4
105	Cares about employees.		4.9	4.6
106	Creates an environment where people are treated fairly.		4.9	4.5
107	Creates an environment where people make the changes necessary to meet the organization's mission.		4.9	4.4
108	Recognizes his or her strengths and weaknesses. ▼		4.9	4.3
109	Leads without micromanaging. ▼		4.9	4.3
110	Inspires others to follow even without the authority to delegate directly to them.		4.7	4.2

Overall Effectiveness

#	Item		All Raters	Benchmark
111	Overall, how effective is this person in his or her current position?		5.0	4.6
112	Overall, how effective would this person be leading a different functional or technical area? ▼		4.8	4.4
113	Overall, how effective would this person be in the next higher position in the organization?		4.9	4.2

Your Score   Benchmark

▼ Potential derailer

Open-Ended Comments

You and your raters were asked to describe your greatest strengths and greatest developmental needs. The comments are presented below exactly as they were written. Use them to gain insight into why you received the ratings you did, and to identify specific behaviors you can work on developing. Keep in mind that these comments are not representative of your entire leadership profile. The comments may be used to supplement the rest of this report, but should not be the first, last, or only set of results you pay attention to.

Strengths

You said:

- My greatest strengths are in strategic thinking, interpersonal skills, external awareness, team player, and great negotiator.

Your supervisor said:

- - Analytical Knowledge, Skill and Technical Ability - Ability to Understand, Define and Solve Problems - Coalition / Team Building - Positive Outlook and Can Do Attitude

Your other raters said:

- Mr. Anvari's greatest strengths are his ability to mentor and influence others to perform at very high-levels of quality and commitment. He is an effective leader who allows the discovery process to take place so the best solutions will found, but maintains focus to produce a final product. He deeply understands the impacts of decisions on both the political audience and the public at-large. He creates an environment that challenges current ideas and inspires everyone to think creatively and embrace innovative thought. He always values the hard work of those he has assigned to present a new point of view and enjoys integrating those new thoughts and ideas into his own perspective. He recognizes each person's talent and capabilities, and then provides ample opportunities to meet realistic yet challenging projects to grow each person's capabilities. He assesses the work of others in fair and constructive ways, and always provides valuable suggestions to improve the product or service.

- Mr. Anvari demonstrates exceptional strengths in inspiring people to take on challenges to address important initiatives while at the same time alleviating the fear of failure to foster innovation. He leads and motivates teams to change processes resulting in financial and operational benefits. Many of these processes are difficult to change without changing the culture. Mr. Anvari communicates his vision for change to inspire and motivate teams. He also collaborates with other leaders and mentors change agents to facilitate innovation to address cultural change. These are key strengths for problem solving as he leads teams and change at the executive level.

- Vision

- Is truely an expert in the field of cost analysis and has superior technical knowledge and experience. Widely recognized throught the analytical and cost community and frequently sought out for his experise, opinion and support.

- Mr. Anvari's strengths include his ability to lead forward change and effective and inovative transformation across complex and large enterprises. This coupled with his ability to bring the best out in teams to deliver significamt results enabling the enterprise's key strategic priorities and goals. Mr. Anvari is data driven, highly technical, and an innovative thinker. He is a thought leader in business transformation and cost management, amongst others imparting valuable learning, empowerment, and innovation across the organization. He has the unique ability to solve complex problems, enabling effective solutions. He builds effective relationships across organizations to include a diverse, accurate, factual, and complete view of ideas and solutions to ensure success. He is a dedicated public servant, and a devoted, caring, passionate and open minded leader always focused on customer service excellence.

- The individual in question is very knowledgeable of the Army and cost estimating. His knowledge is invaluable when reviewing estimating products or creating estimates on a short suspense. He is very good at seeing the big picture, and understands how what our organization does contributes to the greater Army mission.   He is also very politically savvy both within and outside of the organization.   He works well with others and takes the time to mentor other employees. He is quick to recognize individual contributions.   He is constantly looking for ways to improve the products we offer and make them more relevant to our customers.   He values innovation, and is constantly pushing the staff to improve its products. He has the ability to make other employees feel at ease and adds a sense of levity to meetings and working sessions without losing focus on what needs to be accomplished.

- Mr. Anvari is very good at thinking strategically and understanding the political second and third order effects of his actions. He cares deeply about employees and encourages the free exchange of ideas. He is good at fostering brain-storming sessions where employees can be honest about their views. He is very respectful of employees and opposing views.

- He is honest,likeable,and pay attention to details

Open-Ended Comments

- This leader inspires others by his example, integrity, commitment and intellect. His strength arises from who he is, rather than from the title of the position he occupies. Consequently, communication pathways are open to discussing difficulties, identifying strategies to remedy them, and looking at ways to seize the opportunities available in this age of rapid and complex change. While he has broad and deep expertise, he has the capacity to say "I don't know ... let's find an answer," and to identify the right questions which need answering. It is clear every day that he trusts those who work with them and thus inspires them to excellence. Every person I know that knows him is proud to work for him and with him.

- He treats all employees with respect. One of my favorite things he has every taught me is that it is easy to destroy an employee it is harder but more rewarding to build them up.

- Integrity in thought, words, and actions. Highly technically proficient and compentent human. A true Dante pilgrim.

Developmental Needs

You said:

- I always can improve my written communication and risk taking

Your supervisor said:

- - Communicating of Complex Problems for Senior Leader Understanding - Delegation / Reliance on Others

Your other raters said:

- Mr. Anvari is dedicated to continuous personal improvement by sharing his knowledge with others, attending events that recognize others achievements, making himself available to public scrutiny by appearing in person to debate topics of public interest, dedicating himself to the growth and well-being of his family and friends, and doing the fundamental acts of integrity and honor on a daily basis to show his commitment to the Army and his country. If there are any developmental needs that Mr. Anvari should aspire to, they are most likely related to how he can balance all of his strengths in such a way that it optimizes his contributions to those he works with, those who meet him in public, his family and the many others yet to meet him who could greatly benefit from his wisdom and experience. He may just have to take a break and develop a really good book!

- Mr. Anvari's developmental needs are few since he comes with a wide array of professional skills and technical skills developed over many years of education and public service. As the Army is making more use of Enterprise Resource Planning Systems (ERPS), he may find training in technical areas of ERPS like the Army General Fund Enterprise Business System useful.   He is leading change at the strategic level but it is often helpful if there is time to develop deeper understanding of the tactical or technical pieces that also enable change. Overall, however, continuously improving key skills to communicate and collaborate across the enterprise for change, to inspire and motivate teams, is most important to facilitate change at the executive level.

- None noted.

- Develop better strategies to more effectively utilize the least productive members fo the organization.

- Mr. Anvari is a very innovative, knowledgeable, and passionate leader who can see and solve complex issues within the big picture and operationalize it in a way never seen before by others. He has been very committed to sharing his views and methods with others and it would be great to see more journal publications of his powerful views and solutions going out to an even larger crowd of professionals.

- The individual in question needs to work on ensuring that deadlines and expectations he sets for others are achievable. He also needs to ensure that he does not make a commitment without consulting with those who will be responsible for executing a particular effort. He also needs to work on establishing clearer boundaries between the responsibilities of various teams and individuals.   Particularly, he needs to ensure that the high value activities for the organization are identified and appropriately spread across the organization.   He needs to pay attention to issues affecting employee development and morale. While he is great at mentoring individuals, sometimes broader work issues affecting morale are not being addressed.

- There are a couple minor areas where more development could be helpful. The first is a better technical understanding of what others in the financial management community, that are outside the costing community. The second is to be a little nervous about how the political appointees will perceive/judge actions and to be a little bolder in actions and deeds.

- Don't know he is all in all

Open-Ended Comments

- As his character, mind, and personality are well-formed and high-developed, I cannot think of any developmental needs. This is a mature individual whose life's progress and awareness have refined and honed him to become the leader and person he is.

- He expects a lot out of his divisions. Not sure that is a bad thing. He can push hard to get things done. Don't know if there is any magic out there that allows for getting things done without pressing people hard. It might be all leaders at his level have to do that at times to get things done.

- Training to look past individuals to solve the big problems to help people.