



KNOWLEDGE, SKILLS, AND
ATTRIBUTES OF MANAGERS

The KSAM Combined Report

**Generated for: Madeline
Manager - Sample**

Report generated on:
November 09, 2021

Report results based on a
sort of 5 categories.

Relative Sort

TALENTTELLIGENT™

The KSAM Combined Report

Report for Madeline Manager - Sample

Report generated on:
November 09, 2021

Raters by Category	
Managers	1
Self	1
Peers	2
Direct Reports	3
Customers	0
Others	0
TOTAL	7

Report generated using a 5 category sort - relative (even distribution of Roles/Practices in each category)

Introduction to the Combined Report

The KSAM Combined Report integrates all of the available reports from the KSAM survey. With this report you have the following elements:

Placemat Highlight Report

Based on the overall averages (without your self ratings), the top 3rd and bottom 3rd Practices have been highlighted in the overall KSAM framework and library.

Summary Rating Report

Based on the overall averages (with your self ratings in a separate category), the Roles and Practices are listed from the highest to the lowest.

Role and Practices Detail Report

Listed in order of highest to lowest, all of the Roles and Practices are presented with the average ratings from each group who completed the survey. This is the most complete data review of all ratings provided with the survey.

Hidden Strengths and Blind Spots Report

Listed in order of largest to smallest gap between your scores and rater group scores, the Hidden Strengths and Blind Spots Report provides an important look at how you see yourself as compared to others' perceptions.

Comments Report

Written comments by raters are presented in randomized order and without reference to source or group. Comments are not edited or corrected in any way. Raters could provide general comments on behaviors to adjust to specific guidance on selected Practices.

Each report has tips and guidance for understanding and using the information in that report. It is important to follow the tips for interpreting your data and soliciting guidance from appropriately trained resources.

This Report

Using the placemat of the KSAM Role and Practice Library, this report highlights the top 3rd (highlighted in Green) and bottom 3rd (highlighted in Pink) Roles and Practices using the OVERALL averages of the raters for each Roles and Practice. Self-ratings are not included in the raters' calculations. If less than the full set of Practices is used, the missing Practices will be greyed out. All Roles are included in the survey and in results.

The color highlighting is done using the overall average score across all raters other than you. Although the scores are listed in this and other reports with two decimal points, ties are decided using the third or fourth decimal. Normally, for Practices there would be 10 highs (Green), 10 lows (Pink), and 10 in the middle. Because of ties at the high and low end, your results might be slightly different.

Make the Most of Your Report

- Look at the patterns of Green (high scores) and Pink (low scores) highlights which show your overall results. Does most of the Green or Pink occur in one leadership behavior domain? Many times, the Green will be concentrated in one or maybe two Domains and the Pink in the others. Practices within Domain are more related to one another than they are related to Practices in other Domains. Therefore, if you are high in one Practice in one Domain, there is a higher chance you will be high or middle in the rest.
- There are a few people who have highs and lows in all four Domains. Generally, they have a very diverse background and have done a lot of different kinds of jobs. There is no good or bad picture. Concentration in a couple of Domains might work as well as the high/low spread across Domains.
- Notice how the highlights are distributed in the library of Roles and Practices, including the Greyed Practices. This informs you as to the range of Practices measured in this administration of the survey.
- Self-ratings are indicated through highlighted Role (1 to 11) and Practice (1 to 30) numbers on the left with Green, Black, or Pink (highs, middles, and lows). You can compare you self-rating against the rest of your raters. You might see some blind spots where your rating is Green and all other raters are Pink. You think you are pretty good at the Role or Practice but others don't agree. You might also find that you have hidden strengths. That's where your rating is Pink and everyone else's ratings are Green. You are better at that Role or Practice than you think. You should use it more.
- Each of the Practices is embedded within a Domain, or an important point of view, about how each Practice operates. Review the definitions provided below.
- Pink indicates your lowest rated skills. But that doesn't mean you need to work on them because they are low. What determines what you should be working on will be the importance of each of the Roles or Practices to the job you are doing now and maybe the next most likely job. It might even be that you need to work on a middle Role or Practice because it is one of the 5 most critical Roles or Practices. So lowest doesn't always mean trouble. No one is good at all 11 Roles and 30 Practices.

Domains are defined as follows:

A. Leading Myself



Task one. The prime directive. Socrates probably said it the best. "First, know thyself." The eleven roles are all tough to do. A Manager or Supervisor must be able to focus 100% attention on them without noise or distraction. There are three self-tasks. The first is to know yourself to the fullest extent possible by getting lots of feedback. The good, the bad, and the ugly. Second is to decide whether you need to build up anything you are missing. Third is to deploy your portfolio of Knowledge, Skills, and Attributes against the eleven Roles. Sounds straightforward and easy. It is very hard.

B. Setting Direction



Individuals perform best when they have clear goals and purposes. A great Manager or Supervisor works to communicate the vision through aligning roles and responsibilities, and ensuring performance measures are in place to keep everyone pointed in the right direction. Managing assets tends to be less of a struggle than managing people. The science and practice of people (including customers and stakeholders) is probably more complex than the science of money and resources. The challenge is that people come in different sizes and shapes and skill portfolios. Managers or Supervisors must be skilled at managing differences to achieve a common outcome.

C. Managing the Work



Work activities produce outcomes and Managers and Supervisors have to engage those Practices that ensure that the outcomes are aligned with the goals of the organization and the objectives of the team. To keep teams or work units on the proper track, Managers and Supervisors have to attend to everything from acquiring the right talent to making sure that the talent is continuing to develop capability for adjusting as market demands require. They need to assure that the deliverables are timely and of the quality needed for success. Managing the work requires attending to problem solving, making sure high-quality decisions are being made, and that the processes and resources are being efficiently deployed to achieve the desired results.

D. Managing Engagement and Managing Team or Unit Culture



The culture of any team or unit is directly related to the behavior of the Manager. Effective Managers know that they need tactics to foster customer focus, collaborative and engaged work force, facilitate clear and consistent communication among team (or unit) members, and actively develop attitudes toward innovation and agile teams. Work groups can easily become myopic about issues that cause them to lose focus and attention to customer needs, and can lead to the loss of recognition of the critical importance of constructive work relationships. Managers need to create the kind of psychological setting that invites investing productive energy and promoting overall engagement. Dealing effectively with conflict and being persistent in communication are vital to sponsoring the innovative initiatives and team learning that builds capability to deal with challenges in the future.

KSAM Role Highlights

1. [Producing Results]

Translate mission, vision, values, strategy, and enterprise tactics into a team plan of goals and means, and to execute the plan at standard, on time, and on budget.

2. Building Better Teams

Build, maintain, and strengthen teams leading to consistent high performance.

3. Networking and Collaborating

Work effectively in all directions, up, down, sideways, inside and outside to get great things done.

4. Managing Talent

Source, acquire, onboard, deploy, release, and develop talent.

[5]. Working with Leaders

Relate well and communicate critical information up the chain; speak out on issues.

6. Contributing to Innovation

Be on the lookout for in-team innovative opportunities as well as contribute to the overall innovation of the enterprise.

7. [Being a Role Model]

Be an exemplar of the mission, culture, and philosophy of the enterprise.

8. Leveraging Resources

Be effective and efficient in acquiring and using scarce resources.

[9]. [Supporting Change Initiatives]

Be an early adopter and supporter of change.

10. [Aspiring and Inspiring]

Be open to personal growth and development as well as inspiring others to do the same.

[11]. Gaining and Applying Perspective

Have a line of sight to the settings in which the team exists, being able to see around corners to foresee barriers and obstacles, appreciate the role of the team in the big picture.

A Role is the work that must be fulfilled no matter the organization type or size and against which you hire, promote, pay, and separate employees. If you reviewed 1,000 job descriptions for individuals at each level, you would find these Roles are essential for success. All Roles must be demonstrated to some degree, depending on the organizational culture and performance objectives.

Rater Scores are the highlighted titles.
Self-Scores are the numbers beside each title.

[Green] - [brackets] - High Score - Top 3rd
Not Highlighted - Middle Score - Middle 3rd
Pink - Underline - Low Score - Bottom 3rd

Your KSAM Multi-Rater Highlights

A. Leading Myself

- | | |
|------------------------------------|------------------------------------|
| 1. <u>Managing Self</u> | 5. <u>Showing Humility</u> |
| 2. <u>Competing and Winning</u> | 6. Using Humor |
| 3. Being Resilient and Resourceful | 7. <u>Managing Mindfulness</u> |
| 4. <u>Having a Growth Mindset</u> | 8. <u>Relating and Managing Up</u> |

B. Setting Direction

- | | |
|---|---|
| 9. <u>Establishing and Communicating Enterprise Purpose</u> | 12. <u>Developing and Using Performance Measures</u> |
| 10. Facilitating Execution Plans | 13. Managing Individuals Differently |
| 11. <u>Defining Roles and Responsibilities</u> | 14. <u>Acquiring and Leveraging Technical and Functional Skills</u> |

C. Managing the Work

- | | |
|---|--|
| 15. <u>Managing Teams or Unit Operations and Processes</u> | 20. <u>Making Productive Decisions</u> |
| 16. Managing Teams or Unit Boundaries and Filtering Outside Noise | 21. Creating Structures and Processes that Work Well |
| 17. <u>Sourcing, Assessing, and Acquiring Talent</u> | 22. <u>Effectively Using Resources</u> |
| 18. <u>Maximizing Talent Deployment and Development</u> | 23. Assuring Delivery of Outcomes At or Above Expectations |
| 19. Solving Problems and Utilizing Critical Thinking | |

D. Managing Engagement and Unit or Team Culture

- | | |
|---|---|
| 24. <u>Being Customer Centric</u> | 28. <u>Communicating Effectively and Respectfully</u> |
| 25. <u>Working Collaboratively</u> | 29. Fostering Innovative Initiatives |
| 26. <u>Creating and Maintaining an Engaging Mood and Tone</u> | 30. <u>Creating Learning Agile Teams</u> |
| 27. <u>Effectively Managing Conflict</u> | |

Rater Scores are the highlighted titles.
Self-Scores are the numbers beside each title.
Grey titles are those not included in this survey.

Green - [brackets] - High Score - Top 3rd
Not Highlighted - Middle Score - Middle 3rd
Pink - Underline - Low Score - Bottom 3rd

Introduction

The Rating Summary Report provides a listing of Roles and Practices from the highest to lowest overall ratings. Keep in mind that you and the raters were asked to rate using the following directions:

5 – The best of 10 or the top or the Exemplar

This person demonstrates these behaviors at a level which would be considered by me and others the standard or role model. Among 10 comparable (in experience, level and preparation) people, this person does this the best.

4 – Among the top 3 of 10 but not the best or top

This person demonstrates these behaviors at a level which would be considered by me and others to be better than most, just below the top performer. Among 10 comparable (in experience, level and preparation) people, this person does this in the top three of ten but would not be the first.

3 – Among the middle 4

Compared to 10 comparable people, this person's behavior is about in the middle, neither really good at it nor bad at it compared to the 9 others.

2 – Among the bottom 3 of 10 but not the least

This person shows this behavior at a level which would be considered less (lower) than most others, other than the bottom performer. Among 10 comparable (in experience, level and preparation) people, this person does this in the lowest three of ten but is not the last.

1 – Lowest of 10 or last or least

This person's skill at this behavior is the least or lowest of the 10. They are the lowest compared to the 9 others.

Don't know/can't rate clearly

KSAM 360 Rating Summary for Madeline Manager - Sample

Sample Summary Report (Practices)

1	2	3	4	5	6	7	8	9	10	11
Number	Alpha Code	Practice	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
6	UH	Using Humor	1	4.33	4.00	<u>3.00</u>	[4.40]	[4.51]	4.07	4.23
7	MM	Managing Mindfulness	2	3.95	[4.00]	[4.05]	3.87	<u>3.50</u>	[4.00]	3.75

Report Meanings

- 1 The number of the Role (1 – 11) or Practice (1 - 30). Number order has no independent meaning.
- 2 Each Practice has a unique alpha code (generally the first letter of the title words) used for randomizing the order. The alpha code has no independent meaning.
- 3 The title of the Role or Practice. Note that green means scores in the top one-third and pink means scores in the bottom one-third. Brackets = green. Underline = Pink.
- 4 Numerical rank order taking all of your raters and adding them together. You are not included. The rank is 1 (first, highest, greatest score) to 11 (last, lowest) for Roles, and 1 (first) to 30 (last) for Practices. Your report may contain fewer than 30 Practices.
- 5 This is all of your raters without your score combined into one complete group.
- 6 This is the rating of each Role or Practice you gave yourself on the five-point scale.
- 7 Although it is labeled managers, in most cases there is one manager. In some more matrixed organizations, there might be multiple managers. Sometimes a past manager is added. So, you will either have whole numbers, 1 through 5, or averages if there is more than one manager.
- 8 These are your peers and colleagues, usually at your level in the organization. It takes three or more peer raters to have this column displayed. If you only have two or one peer, the rating or ratings will be moved to Other (11). Other would only be displayed if there are three or more. Even if they are not displayed in Peers and Others, they are included in the Overall (column 5).
- 9 This column is your direct reports. It takes three or more direct report raters to have this column displayed. If you only have one or two direct reports, the rating or ratings will be moved to Other (11). Other will only be displayed if there are three or more. Even if they are not displayed in Direct Reports and Others, they are included in the Overall (5).
- 10 This column displays your customers, inside or outside. It takes three or more customer raters to have this column displayed. If you only have one or two customers, the rating or ratings will be moved to Other (11). Other will only be displayed if there are three or more. Even if they are not displayed in Customers and Others, they are included in the Overall (5).
- 11 This column displays results from raters who do not fit any of the categories above plus any less than three raters from peers, direct reports, and customers. It takes three or more Other raters to have this column displayed. If you only have one or two others, the rating or ratings will not be displayed. Other will only be displayed if there were three or more. Even if they are not displayed in Others, they are included in the Overall (5).

Get the most of your report by considering the following elements:

- Rank order is sometimes more important than the numerical rating number. People use a five-point scale differently. Whether it's a 4.05 or a 3.05, if they are both your highest score, that is your best estimated skill. So, read rank first and numerical value second. Both high and low raters make your best the highest number they use and your lowest the lowest number they use. So rank is a truer indicator.
- Since self-awareness is so important to overall success, the first thing you might want to look at is how your ratings compare with the ratings of everyone else. Compare columns 5 and 6. Since you will only have whole numbers and because we all use a 5-point scale differently, look for your highest 1/3 ratings. It may be just your 5s. Or maybe your 5s and 4s. How many of your top third is the same as their top third? Your bottom third and their bottom third? This is a very rough indicator of how well you know yourself. Technically it is how the rank order of your ratings compares with the rank order of their ratings.
- Blind spots. Still using columns 5 and 6, are there any Roles or Practices that were in your top third and your raters bottom third? You think you are pretty good at it and they do not agree. This finding is called a potential blind spot and deserves a lot of thought and additional information. A blind spot is generally more dangerous than a weakness. A detailed report is available
- Hidden Strength. Still using columns 5 and 6, this is the opposite of a blind spot. Are there Roles or Practices that you had in you bottom third that your raters had in their top third? You may have a hidden strength. You may be underestimating your effectiveness in this area. You may be holding this back because you are not confident about it, but the information says you should use it more. A detailed report is available
- Consider how aligned your ratings are with the Manager or Managers. Look at columns 6 and 7. If there is much variance, this difference could be important to discuss with your manager. What are the blind spots and hidden strengths between you and your manager?
- Look across rater groups. Do you see agreement or differences? Different rater groups sometimes see things differently. Direct reports are looking up and managers are looking down. Managers may have higher standards than Direct Reports. Managers and Peers have observed more people at your level than your Direct Reports. Customers may only observe a small sample of all of your behavior. You may actually act differently depending upon which group you are with. Where you see differences, try to think through why.
- Compare all of these results with other feedback you have received over your recent career. Try to form a whole picture of who you are.
- Low doesn't always mean it's a weakness you should be working on. There are some in your lowest third that are nice to have but aren't really needed in your current or next role. There might actually be some in your middle group that might need development because they are critical. So, don't assume you need to work on everything in you lowest ratings. First think about what's important.

KSAM 360 Rating Summary for Madeline Manager - Sample

Your Summary Report - Roles

Number	Role	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
7	Being a Role Model	1	[4.33]	4.00	[5.00]	-	[5.00]	-	-
10	Aspiring and Inspiring	2	[4.17]	<u>2.00</u>	[5.00]	-	[4.33]	-	-
1	Producing Results	3.5	[3.67]	<u>1.00</u>	4.00	-	<u>2.67</u>	-	-
9	Supporting Change Initiatives	3.5	[3.67]	[5.00]	4.00	-	3.33	-	-
3	Networking and Collaborating	5	3.33	3.00	<u>1.00</u>	-	3.00	-	-
5	Working with Leaders	6	3.17	[5.00]	[5.00]	-	<u>2.67</u>	-	-
4	Managing Talent	7	3.00	<u>2.00</u>	<u>2.00</u>	-	[3.67]	-	-
2	Building Better Teams	8.5	<u>2.83</u>	<u>1.00</u>	3.00	-	3.33	-	-
11	Gaining and Applying Perspective	8.5	<u>2.83</u>	[5.00]	3.00	-	<u>2.67</u>	-	-
6	Contributing to Innovation	10	<u>2.67</u>	4.00	<u>1.00</u>	-	3.00	-	-
8	Leveraging Resources	11	<u>2.00</u>	3.00	<u>2.00</u>	-	<u>1.33</u>	-	-
AVERAGE:			3.24	3.18	3.18	-	3.18	-	-

KSAM 360 Rating Summary for Madeline Manager - Sample

Your Summary Report - Practices

Number	Alpha Code	Practice	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
5	SH	Showing Humility	1	[4.50]	3.00	[4.00]	-	[4.33]	-	-
28	CER	Communicating Effectively and Respectfully	2	[4.33]	<u>2.00</u>	[5.00]	-	[4.00]	-	-
4	HGM	Having a Growth Mindset	3.5	[4.17]	[4.00]	[4.00]	-	[4.33]	-	-
25	WC	Working Collaboratively	3.5	[4.17]	3.00	3.00	-	[4.00]	-	-
1	MS	Managing Self	6	[4.00]	<u>2.00</u>	[5.00]	-	3.67	-	-
8	RMU	Relating and Managing Up	6	[4.00]	[5.00]	[5.00]	-	3.67	-	-
26	CME	Creating and Maintaining an Engaging Mood and Tone	6	[4.00]	<u>2.00</u>	[5.00]	-	[4.67]	-	-
9	ECE	Establishing and Communicating Enterprise Purpose	9	[3.67]	[4.00]	3.00	-	3.67	-	-
15	MTU	Managing Teams or Unit Operations and Processes	9	[3.67]	[5.00]	[4.00]	-	3.67	-	-
20	MPD	Making Productive Decisions	9	[3.67]	3.00	[5.00]	-	3.67	-	-
3	BRR	Being Resilient and Resourceful	12	3.50	3.00	<u>2.00</u>	-	3.67	-	-
10	FEP	Facilitating Execution Plans	12	3.50	[4.00]	[4.00]	-	<u>2.67</u>	-	-

KSAM 360 Rating Summary for Madeline Manager - Sample

Your Summary Report - Practices

Number	Alpha Code	Practice	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
16	MTB	Managing Teams or Unit Boundaries and Filtering Outside Noise	12	3.50	[4.00]	<u>1.00</u>	-	[4.33]	-	-
19	SPU	Solving Problems and Utilizing Critical Thinking	14	3.33	<u>2.00</u>	[5.00]	-	3.67	-	-
13	MID	Managing Individuals Differently	15.5	3.00	3.00	[4.00]	-	3.67	-	-
14	ALT	Acquiring and Leveraging Technical and Functional Skills	15.5	3.00	[5.00]	3.00	-	<u>2.67</u>	-	-
23	ADA	Assuring Delivery of Outcomes At or Above Expectations	17.5	2.83	<u>1.00</u>	3.00	-	<u>2.67</u>	-	-
29	FII	Fostering Innovative Initiatives	17.5	2.83	[5.00]	<u>1.00</u>	-	3.67	-	-
6	UH	Using Humor	19.5	2.67	<u>1.00</u>	<u>1.00</u>	-	3.00	-	-
21	CSP	Creating Structures and Processes that Work Well	19.5	2.67	3.00	<u>2.00</u>	-	<u>2.00</u>	-	-
2	CW	Competing and Winning	22	<u>2.50</u>	<u>1.00</u>	<u>1.00</u>	-	<u>2.00</u>	-	-
11	DRR	Defining Roles and Responsibilities	22	<u>2.50</u>	[5.00]	3.00	-	<u>2.67</u>	-	-
18	MTD	Maximizing Talent Deployment and Development	22	<u>2.50</u>	[4.00]	[4.00]	-	<u>2.67</u>	-	-
12	DUP	Developing and Using Performance Measures	25.5	<u>2.33</u>	<u>1.00</u>	<u>2.00</u>	-	3.00	-	-

KSAM 360 Rating Summary for Madeline Manager - Sample

Your Summary Report - Practices

Number	Alpha Code	Practice	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
17	SAA	Sourcing, Assessing, and Acquiring Talent	25.5	<u>2.33</u>	<u>1.00</u>	<u>1.00</u>	-	3.00	-	-
24	BCC	Being Customer Centric	25.5	<u>2.33</u>	<u>2.00</u>	<u>2.00</u>	-	<u>1.67</u>	-	-
27	EMC	Effectively Managing Conflict	25.5	<u>2.33</u>	[4.00]	3.00	-	<u>2.67</u>	-	-
22	EUR	Effectively Using Resources	28	<u>2.17</u>	[5.00]	<u>1.00</u>	-	<u>2.33</u>	-	-
7	MM	Managing Mindfulness	29.5	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	-	<u>2.33</u>	-	-
30	CLA	Creating Learning Agile Teams	29.5	<u>2.00</u>	<u>1.00</u>	<u>2.00</u>	-	<u>2.00</u>	-	-
AVERAGE:				3.13	3.00	3.00	-	3.20	-	-

This Report

This report provides comprehensive data on the overall ratings, and the ratings from each rater group for Roles and Practices from the KSAM Manager or Supervisor Performance Library. This report does not include the written comments from raters.

The following information outlines the elements of the report, and how to read the report. You are encouraged to thoroughly review this information before looking at your data.

The following is a sample of the data in this report:

1 MANAGING SELF										6
No.	Alpha Code	Rank	Overall					Rater Spread		
1	MS	5	1	2	3	4	5	3.90	M	
When this Practice is done well these behaviors are present:										
7 1. Is totally self-aware 2. Seeks and addresses relevant feedback 3. Works on aligned present and future needs 4. Works on healthy diet, exercise, and sleep 5. Achieves an acceptable work/life balance										
8 Group			Scores					Rater Spread		
Overall (not self)			9	1	2	3	4	5	10 3.90	M
Self			[4.00]					-		
Managers			3.00					M		
Peers			2.00					L		
Direct Reports			[4.50]					H		
Customers			3.50					H		
Others			[4.30]					M		

Green - [brackets] - High Score - Top 3rd
 Grey - Middle Score - Middle 3rd
 Pink - underline - Low Score - Bottom 3rd

Report Legend:

1 Role or Practice

2 Number: Each Role or Practice has a number either 1 – 11 for Roles or 1 – 30 for Practices. **The Role or Practice number order carries no interpretative meaning.** In some uses of KSAM 360, Roles will not be used. In other uses, less than 30 Practices will be used, so there will be missing numbers. The numbers are used for easy access to other resources, like DIY (Develop It Yourself). The report order, how you will see the items listed, will be by rank order, highest to lowest, so the Role and Practice numbering will never be in order.

3 Alpha Code: Each Role or Practice has an alpha code. The alpha code is usually the first letters of the title of the Role or Practice. The Alpha Codes are used to order the Roles and Practices for other purposes. **The Alpha Codes carry no interpretative**

4 meaning.

Rank Order: The report is ordered by the rank order of your results based upon the Overall (all raters but you, see number 7) score listed from your highest to your lowest. You and your raters used a 5-point rating scale with 5 being high and 1 being low (See number 5). So, all of the responses to each item are a number result between 1 and 5, and are then averaged to assign a score (to two decimal places) for every Role or Practice used in the survey. Although the Role or Practice will be listed in the order of the Overall results, each group (see number 7) will have a rank number which may or may not match the rank number for the Role or practice that you are looking at. Although unlikely, for example, Overall (all raters but yourself) might have a Rank of 1, but your peers may have rated it your lowest, either 11 for Roles or 30 for Practices. More on that below.

5 Rating Scale: For this KSAM 360, you and your raters used a 5-point scale.

Consider (or remember) 10 people who are at about the same career point as the person you are rating in terms of level, experience, and education that you currently or have known in the past. The task for you is to calibrate (place or rank) this person against those ten current or past comparable people.

The scale was defined for each rater as:

5	The best of 10 or the top or the Exemplar	This person demonstrates these behaviors at a level which would be considered by me and others the standard or role model. Among 10 comparable (in experience, level and preparation) people, this person does this the best.
4	Among the top 3 of 10 but not the best or top	This person demonstrates these behaviors at a level which would be considered by me and others to be better than most, just below the top performer. Among 10 comparable (in experience, level and preparation) people, this person does this in the top three of ten but would not be the first.
3	Among the middle 4	Compared to 10 comparable people, this person's behavior is about in the middle, neither really good at it nor bad at it compared to the 9 others.
2	Among the bottom 3 of 10 but not the least	This person shows this behavior at a level which would be considered less (lower) than most others, other than the bottom performer. Among 10 comparable (in experience, level and preparation) people, this person does this in the lowest three of ten but is not the last.
1	The lowest of 10 or last or least	This person's skill at this behavior is the least or lowest of the 10. They are the lowest compared to the 9 others.
	Don't know/can't rate clearly	

Note that for each Role or Practice, you would have either only one or maybe no one rated as the single best of the 10 or top. There may be two people tied in which case they would both receive a 4. Same might be true for the lowest or least, there might be two tied for that spot in which case you would give them both a 2.

This scale is not typical for most surveys and questionnaires about people. It is a calibrated or comparison scale. Rather than just asking people to rate people on a 5-point scale from good to bad, this scale asks each rater to compare you to others at about the same place as you in your career. The objective is to produce more accurate and useful results for each person evaluated. Since self-awareness is highly correlated to life and career success, we want to get you the most accurate and realistic picture any rating event can produce. Equipped with an accurate and realistic picture, you then can respond by planning your next development steps on your way to your career goals and aspirations.

6 Rater Spread: Within each rating group (see number 6), there may or may not be a “spread” of ratings. Unlikely, but for example, would be if all peer raters will assign the same numbers for each Role or Practice. All peer raters use the same number on the 5-point scale for every Role or Practice. In this case, you would have NO SPREAD. All peers agree on every one of their Role and Practice ratings. Also unlikely, another example would be the case that on every Role and Practice, one peer awards you a rating of 5, best ever and another peer awards you a 1, worst ever. In that case, you would have MAXIMUM SPREAD. Your peers do not view you the same. There are several reasons for that, which will be discussed below.

The spread is color coded. Green (L) means little or no spread, raters see you the same. Red (H) means significant spread. Raters do not view you the same. This would be a marker for further exploration on your part. Yellow (M) means moderate spread. Notable but not significant.

7 Descriptions: Descriptions of each Role or Practice

8 Rater Groups: Depending upon who was asked to complete your survey and how many actually completed it, you may have a number of different rater groups. There is a rule to protect raters from having their ratings shown directly to you. In the note that went out with the survey, it guaranteed that the ratings would only be shown directly if the rater was a manager. All other raters were guaranteed some amount of anonymity. You have 7 possible rater groupings:

Overall (not self) - This is all raters who completed the survey NOT INCLUDING YOU.
Self – This is your own ratings of yourself.
Managers – This is the rating from one or more managers. In matrixed organizations, you might have more than one manager. It could also be a present and a past manager, or it could be your direct manager and his or her manager.
Peers – These are the ratings from your peers and colleagues who are roughly equivalent to you in level and rank.
Direct Reports – These are the people who report to you directly either on a permanent team or as part of a project team or teams
Customers – These are the ratings from inside or outside customers
Other – These are any other raters that do not fit in the above categories AND two or less raters from Peers, Direct Reports and Customers.

Protection Rules Self and single Manager ratings will be shown as they are. If you have one manager, you will see his or her ratings directly. You will know exactly what ratings he or she gave you on each Role and/or Practice. In that sense, your manager has made him or herself a bit vulnerable by being totally transparent. You would be advised to respect that move.

Data will not be displayed for Peers, Direct Reports, Customers, and Others if there are less than 3 raters in those rating group types (Peers, Direct Reports, Customers, or Others). Ratings from rater types with less than three people will be included in the Overall Results. In the event of 2 raters in any combination of rater types the results will be reported in the Others listing.

If you have one direct report, one peer and one customer, those results WILL be added to the Overall results and WILL be moved to the Other group and WILL show because there are three.

- 9 The Results Bar Graph:** This box displays the rating results from every group on every Role and Practice. The bar represents either a whole number, from 1 to 5 if it is the manager bar or the self bar. It represents an arithmetic average if it is the peers, direct reports, customers, or others bar. Note that green means scores in the top one-third and pink means scores in the bottom one-third.
- 10 Arithmetic Score:** The arithmetic average, shown with two decimal points is also displayed in box

Getting the most out of your report or how to best read your results:

- First, get an overall picture of your results by looking at the rank order of your Roles and/or Practices. What's at the top? What's at the bottom?
- Rank order is sometimes more important than the numerical rating number. People use a five-point scale differently. Even entire organizations use scales differently. Countries actually use 5 point scales differently. So, whether it's a 4.05 or a 3.05, if they are both your highest score, that is your best estimated skill. Read rank order first. Both high and low raters make your "best" the highest number they use and your "lowest" the lowest number they use. In almost all regards, rank is a truer indicator of skill rating.
- Since self-awareness is so important to overall life and work success, the first thing you might want to look at is how your ratings compare with the ratings of everyone else. Compare Overall rank order with the numbers you selected to describe yourself. Since you will only have whole numbers and because we all use a 5-point scale differently, look for your highest 1/3 ratings. It may be just your 5s. Or maybe your 5s and 4s. How many of your top third is the same as their top third? How many of your 5s and 4s are in the top 10 of the overall rankings. Your bottom third (your 1s and 2s) and their bottom third? This is a very rough indicator of how well you know yourself. Technically it is how the rank order of your ratings compares with the rank order of their ratings. What will never happen is your 5s will be their top 7, 4s, the next 7, your 3s, the next 7, your 2s the next seven and your 1s the lowest 7. What you want to check more closely is your 5s and 4s in the rater's bottom 10 or your 1s and 2s in their top 10.
- **Blind spots.** Are there any Roles or Practices that were in your top third (4s and 5s) and your raters bottom third? You think you are pretty good at it and your raters do not agree. This finding is called a *potential blind spot* and deserves a lot of thought and additional information. A blind spot is generally more dangerous for you than a weakness. Ask one or more confidants about that finding to get more detail. A career development goal is to have no blind spots. A detailed report is available.
- **Hidden Strengths.** This is the opposite of a blind spot. Are there Roles or Practices that you have in your bottom third that your raters had in their top third? You may have a hidden strength. You may be underestimating your effectiveness in this Role or Practice. You may be holding this back because you are not confident about it but the information says you should use it more. A detailed report is available.

- Consider how aligned your ratings are with your Manager or Managers. If you have one manager rating you, it's a whole number against whole number. Look for 1 to 5 results and 2 to 4 results. If there is much variance, these differences should or could be important to discuss with your manager. What are the blind spots and hidden strengths between you and your manager? Can you explain the differences or is this new information for you? Some managers are very transparent with you about what they think of you and others are not. This may be new data to you.
- Look across your rater groups. Do you see agreement or differences? Different rater groups sometimes see things differently. Direct reports are looking up and managers are looking down. Managers may have higher standards than Direct Reports. Managers and Peers have observed more people at your level than your Direct Reports. Customers may only observe a small sample of all of your behavior. You may actually act differently depending upon which group you are with. Where you see differences, try to think through why.

Today, there are more people working remotely. That means, that raters are using a smaller sample of you to do their ratings. They see less of the whole you. Some raters may only see you in one setting. They only see you in the weekly planning meeting and therefore have never seen you manage anyone. In an international role, countries may view the same observable behavior differently. Ranking variance might mean you act differently with different rater groups. Or different rater groups see different samples of you. Or raters in one group are too new to know, even though they completed the survey. Or you are not consistent in how you act resulting in each rater having a unique and therefore different view of you.

- **The Numbers. What do the scores really mean?**

As suggested above, scores may mean very little because people use scales differently. We don't really know! Every situation is different. Even tough raters who only use 3s, 2s and 1s will assign their 3s to your best skills and 1s to your lowest.

The rank order will be accurate. **So, what if the scores are accurate?** Higher means better. How much better? With this comparative or comparison scale, a 4.75 or better probably means that the raters collectively think you are the best at this Role or Practice they have ever seen.

- **The Numbers. What do the scores really mean? (continued)**

A 4.00 to 4.50 score or average probably means that your collective raters think you are in the top three of people like you on this Role and/or Practice. A 3.00 to 3.99 probably means your collective raters think you are in the middle of the pack, about as good at this Role or Practice as anyone else.

A 2 to 2.99 score or average probably means your collective raters believe you are in the bottom three (but not the lowest) of comparable people (people at your same level and career point). And anything lower than 2.00 probably or maybe means that compared to people roughly at your level, they think you are the least skilled at this Role or Practice.

Why might the real score matter? For most people, they are competing with others for promotions and career opportunities. If high scores mean better, the person with the highest overall score, MIGHT be the best candidate. The real score would also be useful to someone with aspirations for higher level career roles. The lower the overall score, the more serious the development effort should be.

- Compare all of these results with other feedback you have received over your recent career. Compare it to other 360s and other assessments you have been through. Try to form a whole picture of who you are.
- **What should I work on?** Low (in rank and/or score) doesn't always mean it's a weakness you should be working on. There are some in your lowest third that are nice to have but aren't really needed in your current or next role. There might actually be some in your middle group that might deserve development because they are critical. So, don't assume you need to work on everything in your lowest ratings. First think about what's important. It could even be that something in your highest third that is on the border to your middle third might be the best candidate to work on. If it's mission critical now or for the next position, and it's not in your top 5, you might want to strengthen what is already a strength for you.
- **Also check the Domains.** Look at the KSAM 360 Highlighted Results report. That report looks at your ranked highs and lows within the four Domains. It's always easier to work on Practices in Domains where you have some highs already.

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Roles

BEING A ROLE MODEL							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
7	1	[4.33]					H
When this Role is done well, these behaviors are present:		Be an exemplar of the mission, culture, and philosophy of the enterprise.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[4.33]					H
Self		4.00					-
Managers		[5.00]					-
Peers		There are less than 3 raters.					-
Direct Reports		[5.00]					L
Others		There are less than 3 raters.					-

ASPIRING AND INSPIRING							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
10	2	[4.17]					M
When this Role is done well, these behaviors are present: Be open to personal growth and development as well as inspiring others to do the same.							
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[4.17]					M
Self		2.00					-
Managers		[5.00]					-
Peers		There are less than 3 raters.					-
Direct Reports		[4.33]					L
Others		There are less than 3 raters.					-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Roles

PRODUCING RESULTS							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
1	3.5	[3.67]					H
When this Role is done well, these behaviors are present:		Translate mission, vision, values, strategy, and enterprise tactics into a team plan of goals and means, and to execute the plan at standard, on time, and on budget.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[3.67]					H
Self		1.00					-
Managers		4.00					-
Peers		There are less than 3 raters.					-
Direct Reports		2.67					M
Others		There are less than 3 raters.					-

SUPPORTING CHANGE INITIATIVES							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
9	3.5	[3.67]					H
When this Role is done well, these behaviors are present: Be an early adopter and supporter of change.							
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[3.67]					H
Self		[5.00]					-
Managers		4.00					-
Peers		There are less than 3 raters.					-
Direct Reports		3.33					H
Others		There are less than 3 raters.					-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Roles

NETWORKING AND COLLABORATING							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
3	5	3.33					H
When this Role is done well, these behaviors are present:		Work effectively in all directions, up, down, sideways, inside and outside to get great things done.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		3.33					H
Self		3.00					-
Managers		1.00					-
Peers		There are less than 3 raters.					-
Direct Reports		3.00					H
Others		There are less than 3 raters.					-

WORKING WITH LEADERS							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
5	6	3.17					H
When this Role is done well, these behaviors are present:		Relate well and communicate critical information up the chain; speak out on issues.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		3.17					H
Self		[5.00]					-
Managers		[5.00]					-
Peers		There are less than 3 raters.					-
Direct Reports		2.67					H
Others		There are less than 3 raters.					-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Roles

MANAGING TALENT							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
4	7	3.00					H
When this Role is done well, these behaviors are present:		Source, acquire, onboard, deploy, release, and develop talent.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		3.00					H
Self		2.00					-
Managers		2.00					-
Peers		There are less than 3 raters.					-
Direct Reports		[3.67]					M
Others		There are less than 3 raters.					-

BUILDING BETTER TEAMS								
No.	Rank	Overall					Rater Spread	
		1	2	3	4	5		
2	8.5	2.83					H	
When this Role is done well, these behaviors are present:		Build, maintain, and strengthen teams leading to consistent high performance.						
Group		Scores					Rater Spread	
		1	2	3	4	5		
Overall (not self)		2.83					H	
Self		1.00					-	
Managers		3.00					-	
Peers		There are less than 3 raters.					-	
Direct Reports		3.33					L	
Others		There are less than 3 raters.					-	

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Roles

GAINING AND APPLYING PERSPECTIVE							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
11	8.5	2.83					H
When this Role is done well, these behaviors are present:		Have a line of sight to the settings in which the team exists, being able to see around corners to foresee barriers and obstacles, appreciate the role of the team in the big picture.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		2.83					H
Self		[5.00]					-
Managers		3.00					-
Peers		There are less than 3 raters.					-
Direct Reports		2.67					H
Others		There are less than 3 raters.					-

CONTRIBUTING TO INNOVATION								
No.	Rank	Overall					Rater Spread	
		1	2	3	4	5		
6	10	2.67					H	
When this Role is done well, these behaviors are present:		Be on the lookout for in-team innovative opportunities as well as contribute to the overall innovation of the enterprise.						
Group		Scores					Rater Spread	
		1	2	3	4	5		
Overall (not self)		2.67					H	
Self		4.00					-	
Managers		1.00					-	
Peers		There are less than 3 raters.					-	
Direct Reports		3.00					H	
Others		There are less than 3 raters.					-	

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Roles

LEVERAGING RESOURCES							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
8	11	2.00					M
When this Role is done well, these behaviors are present:		Be effective and efficient in acquiring and using scarce resources.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		2.00					M
Self		3.00					-
Managers		2.00					-
Peers		There are less than 3 raters.					-
Direct Reports		1.33					L
Others		There are less than 3 raters.					-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

SHOWING HUMILITY								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
5	SH	1	[4.50]					M
When this Practice is done well, these behaviors are present:			1.Is self-critical and realistic 2.Admits shortcomings 3.Uses self humor 4.Exhibits pride sensitively 5.Shares credit widely					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[4.50]					M
Self			3.00					-
Managers			[4.00]					-
Peers			There are less than 3 raters.					-
Direct Reports			[4.33]					M
Others			There are less than 3 raters.					-

COMMUNICATING EFFECTIVELY AND RESPECTFULLY								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
28	CER	2	[4.33]					M
When this Practice is done well, these behaviors are present:			1.Knows the information needed to get everything done 2.Matches all communication to the receiver - in content, tone and best method delivery 3.Gives and receives feedback 4.Is a patient and active listener 5.Uses differences and conflict to craft more creative and innovative solutions 6.Provides timely and appropriate, accurate, and organized information to help others understand					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[4.33]					M
Self			2.00					-
Managers			[5.00]					-
Peers			There are less than 3 raters.					-
Direct Reports			[4.00]					M
Others			There are less than 3 raters.					-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

HAVING A GROWTH MINDSET								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
4	HGM	3.5	[4.17]					M
When this Practice is done well, these behaviors are present:			1.Always open 2.Learns broadly 3.Gets energized by the new, different, and unique 4.Pushes self into never been done before situations 5.Shows the energy to break through barriers 6.Debriefs the good, the bad, and the ugly for learnings					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[4.17]					M
Self			[4.00]					-
Managers			[4.00]					-
Peers			There are less than 3 raters.					-
Direct Reports			[4.33]					M
Others			There are less than 3 raters.					-

WORKING COLLABORATIVELY									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
25	WC	3.5	[4.17]						M
When this Practice is done well, these behaviors are present:			1. Shares common goals and common ground 2. Talks openly about potential conflicts and difficulties 3. Establishes and agrees to collaboration and collaborative rules of engagement 4. Looks for efficiencies and synergies 5. Holds all team members accountable 6. Practices consistency, reliability, and dependability with other team members						
Group			Scores	1	2	3	4	5	Rater Spread
Overall (not self)			[4.17]						M
Self			3.00						-
Managers			3.00						-
Peers			There are less than 3 raters.						-
Direct Reports			[4.00]						L
Others			There are less than 3 raters.						-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

MANAGING SELF								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
1	MS	6	[4.00]					H
When this Practice is done well, these behaviors are present:			1. Is totally self-aware 2. Seeks and addresses relevant feedback 3. Works on aligned present and future needs 4. Works on healthy diet, exercise, and sleep 5. Achieves an acceptable work/life balance					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[4.00]					H
Self			2.00					-
Managers			[5.00]					-
Peers			There are less than 3 raters.					-
Direct Reports			3.67					H
Others			There are less than 3 raters.					-

RELATING AND MANAGING UP									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
8	RMU	6							H
When this Practice is done well, these behaviors are present:			1.Demonstrates an understanding of senior leadership perspectives 2.Addresses problems forthrightly with a solution-oriented approach 3.Assesses the boss's and upper management's motivations for decisions made and actions taken 4. Shows alignment with upper management's initiatives 5. Expresses ideas, initiatives, and opposing views constructively 6.Demonstrates courage in supporting others and alternative views						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			[4.00]						H
Self			[5.00]						-
Managers			[5.00]						-
Peers			There are less than 3 raters.						-
Direct Reports			3.67						H
Others			There are less than 3 raters.						-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

CREATING AND MAINTAINING AN ENGAGING MOOD AND TONE								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
26	CME	6	[4.00]					H
When this Practice is done well, these behaviors are present:			1.Takes initiative for personal disclosure and checking-in with others 2.Facilitates conversations to make sure everyone feels included and appreciated 3.Asks about and monitors unit or team climate 4.Finds ways to celebrate accomplishments, even small wins 5.Demonstrates awareness of needs of renewal and rejuvenation while addressing challenging situations					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[4.00]					H
Self			2.00					-
Managers			[5.00]					-
Peers			There are less than 3 raters.					-
Direct Reports			[4.67]					L
Others			There are less than 3 raters.					-

ESTABLISHING AND COMMUNICATING ENTERPRISE PURPOSE								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
9	ECE	9	[3.67]					M
When this Practice is done well, these behaviors are present:			1.Communicates the purpose in consistently compelling ways 2.Facilitates the development of an understanding of the link between employee work and overall purpose and goals 3.Establishes tactics to measure and monitor progress 4.Provides meaningful feedback on progress toward goals and fulfillment of purpose 5.Inspires employees to take ownership of enterprise purpose					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[3.67]					M
Self			[4.00]					-
Managers			3.00					-
Peers			There are less than 3 raters.					-
Direct Reports			3.67					L
Others			There are less than 3 raters.					-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

MANAGING TEAMS OR UNIT OPERATIONS AND PROCESSES									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
15	MTU	9	[3.67]					H	
When this Practice is done well, these behaviors are present:			1.Is knowledgeable about process best practices 2.Manages internal team processes up to the best practice level 3.Monitors and evaluates operations and processes to identify and implement improvements on a regular basis 4.Seeks and provides timely feedback on operations and processes and performance related achievement						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			[3.67]					H	
Self			[5.00]					-	
Managers			[4.00]					-	
Peers			There are less than 3 raters.					-	
Direct Reports			3.67					H	
Others			There are less than 3 raters.					-	

MAKING PRODUCTIVE DECISIONS									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
20	MPD	9	[3.67]						H
When this Practice is done well, these behaviors are present:			1.Assesses the nature of the decisions to be made 2.Identifies the best decision strategy, given the problem to be solved 3.Evaluates decision efficacy by monitoring outcomes 4.Debriefs decision processes and outcomes to identify lessons for the future						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			[3.67]						H
Self			3.00						-
Managers			[5.00]						-
Peers			There are less than 3 raters.						-
Direct Reports			3.67						H
Others			There are less than 3 raters.						-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

BEING RESILIENT AND RESOURCEFUL								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
3	BRR	12	3.50					H
When this Practice is done well, these behaviors are present:			1.Anticipates and prepares for adversity 2.Rebounds quickly in reaction to adversity 3.Uses multiple adversity coping strategies 4.Maintains calm and focus under pressure 5.Builds a personal stress support network					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.50					H
Self			3.00					-
Managers			2.00					-
Peers			There are less than 3 raters.					-
Direct Reports			3.67					M
Others			There are less than 3 raters.					-

FACILITATING EXECUTION PLANS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
10	FEP	12	3.50					H
When this Practice is done well, these behaviors are present:			1.Gathers all relevant data on available resources, strategy benchmarks, key tasks to be completed on a given timeline 2.Facilitates employee or team engagement with developing a detailed, workable tactical plan given known factors 3.Ensures expertise is available as needed to complete the plan 4.Establishes measures of and monitor progress of plan implementation 5.Provides plan implementation feedback to all relevant parties 6.Communicates plan progress, adjustments, and corrections on a regular basis					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.50					H
Self			[4.00]					-
Managers			[4.00]					-
Peers			There are less than 3 raters.					-
Direct Reports			2.67					H
Others			There are less than 3 raters.					-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

MANAGING TEAMS OR UNIT BOUNDARIES AND FILTERING OUTSIDE NOISE								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
16	MTB	12	3.50					H
When this Practice is done well, these behaviors are present:			1.Manages team boundaries and filtering outside noise 2. Uses key skills to negotiate, use political leverage, and reduce team distractions 3.Absorbs the heat for the team and distributes the accolades to the team 4.Is an advocate for the team or teams within the larger context					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.50					H
Self			[4.00]					-
Managers			1.00					-
Peers			There are less than 3 raters.					-
Direct Reports			[4.33]					L
Others			There are less than 3 raters.					-

SOLVING PROBLEMS AND UTILIZING CRITICAL THINKING									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
19	SPU	14	3.33						H
When this Practice is done well, these behaviors are present:			1.Anticipates problems 2.Defines, prioritizes, and analyzes problems 3.Collects essential and relevant information 4.Assesses value and connectedness of information 5.Synthesizes information 6.Applies multiple analytical tools 7.Generates conclusions and probable best solutions 8.Runs scenarios						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			3.33						H
Self			2.00						-
Managers			[5.00]					-	
Peers			There are less than 3 raters.					-	
Direct Reports			3.67						L
Others			There are less than 3 raters.					-	

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

MANAGING INDIVIDUALS DIFFERENTLY									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
13	MID	15.5				3.00			H
When this Practice is done well, these behaviors are present:			1.Reads people - is a careful observer of differences and understand the ways people differ and what those differences mean 2.Flexes behavior when relating to and working with others 3.Matches the approach to the person so that styles, tactics, and techniques are used that align with the needs of the people being managed 4.Solicits feedback from employees or team members to know what is working in the effort to address the needs of those being managed						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			3.00						H
Self			3.00						-
Managers			[4.00]						-
Peers			There are less than 3 raters.						-
Direct Reports			3.67						M
Others			There are less than 3 raters.						-

ACQUIRING AND LEVERAGING TECHNICAL AND FUNCTIONAL SKILLS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
14	ALT	15.5	3.00					M
When this Practice is done well, these behaviors are present:			1. Know your industry 2. Know your technical platform 3. Know your key functions 4. Develops new knowledge/skills as needed 5. Is a life long learner					
Group		Scores					Rater Spread	
		1	2	3	4	5		
Overall (not self)		3.00					M	
Self		[5.00]					-	
Managers		3.00					-	
Peers		There are less than 3 raters.					-	
Direct Reports		2.67					L	
Others		There are less than 3 raters.					-	

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

ASSURING DELIVERY OF OUTCOMES AT OR ABOVE EXPECTATIONS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
23	ADA	17.5	2.83					L
When this Practice is done well, these behaviors are present:			1. Identifies and aligns to customer and stakeholder expectations 2. Plans the work and works the plan 3. Manages the talent needed to accomplish the plan 4. Builds the value proposition for the products and services that customers are looking for 5. Monitors work progress and customer experience 6. Adjusts the work in line with customer feedback					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.83					L
Self			1.00					-
Managers			3.00					-
Peers			There are less than 3 raters.					-
Direct Reports			2.67					L
Others			There are less than 3 raters.					-

FOSTERING INNOVATIVE INITIATIVES									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
29	FII	17.5	2.83						H
When this Practice is done well, these behaviors are present:			1.Learns and applies the best lessons of experience from the past 2.Scans for and is open to anything that would benefit from a change, anticipate opportunities 3.Is adaptive, creative, and innovative in their planning and in approaches to new challenges 4.Is resilient and quickly bounces back when new tactics and actions do not work 5.Builds and maintains a safe environment to challenge the status quo 6.Supports the generation, synthesizing and combining of ideas among work groups 7.Fosters an innovative culture, welcoming new ideas and taking risks						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			2.83						H
Self			[5.00]						-
Managers			1.00						-
Peers			There are less than 3 raters.						-
Direct Reports			3.67						M
Others			There are less than 3 raters.						-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

USING HUMOR								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
6	UH	19.5	2.67					H
When this Practice is done well, these behaviors are present:			1. Uses humor productively 2. Is clear about what's not funny 3. Matches humor to the setting and people 4. Appreciates the humor of others 5. Is open to humor directed at self					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.67					H
Self			1.00					-
Managers			1.00					-
Peers			There are less than 3 raters.					-
Direct Reports			3.00					L
Others			There are less than 3 raters.					-

CREATING STRUCTURES AND PROCESSES THAT WORK WELL								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
21	CSP	19.5	2.67					H
When this Practice is done well, these behaviors are present:			1.Develops or selects the essential and appropriate structures for each task 2.Assesses the need for and selects aligned processes 3.Learns and executes the selected structures and processes 4.Monitors and measures performance against the plan for structures and processes 5.Addresses any friction or conflicts that arise					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.67					H
Self			3.00					-
Managers			2.00					-
Peers			There are less than 3 raters.					-
Direct Reports			2.00					M
Others			There are less than 3 raters.					-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

COMPETING AND WINNING								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
2	CW	22	2.50					H
When this Practice is done well, these behaviors are present:			1.Sets ambitious stretch goals 2.Shows initiative 3.Attacks tasks with energy and confidence 4.Motivates others with infectious enthusiasm 5.Deploys self against goals and objectives					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.50					H
Self			1.00					-
Managers			1.00					-
Peers			There are less than 3 raters.					-
Direct Reports			2.00					M
Others			There are less than 3 raters.					-

DEFINING ROLES AND RESPONSIBILITIES								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
11	DRR	22	2.50					H
When this Practice is done well, these behaviors are present:			1.Defines roles as aligned with enterprise purpose, goals, and objectives 2.Aligns talents and capabilities of employees with roles and tasks 3.Modifies roles as needed for agile response to new demand on the unit 4.Communicates specifics about roles and linkages to goals and other individuals related to unit or team performance 5.Monitors and provides feedback on role fulfillment and achievement of responsibilities as frequently as needed					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.50					H
Self			[5.00]					-
Managers			3.00					-
Peers			There are less than 3 raters.					-
Direct Reports			2.67					H
Others			There are less than 3 raters.					-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

MAXIMIZING TALENT DEPLOYMENT AND DEVELOPMENT								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
18	MTD	22	</					

DEVELOPING AND USING PERFORMANCE MEASURES									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
12	DUP	25.5			2.33				H
When this Practice is done well, these behaviors are present:			1. Creates task process and progress measurements and an outcome or end product measurement 2. Breaks tasks down into steps and identify a measurement to each critical step 3. Socializes the performance metrics among employees or team members, ensuring their understanding of what is expected and how it is measured 4. Monitors and reports on activity related to and achievement of performance metrics						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			2.33						H
Self			1.00						-
Managers			2.00						-
Peers			There are less than 3 raters.						-
Direct Reports			3.00						M
Others			There are less than 3 raters.						-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

SOURCING, ASSESSING, AND ACQUIRING TALENT									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
17	SAA	25.5			2.33				H
When this Practice is done well, these behaviors are present:			1.Assesses talent through various techniques of evaluating developed skills and potential 2.Acquires talent through using organizational tactics to get the talent that is selected 3.Deploys talent by aligning capabilities with job and situational demands 4.Develops talent through feedback, job assignment, and coaching 5.Knows when to adjust talent placement and do so expeditiously						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			2.33						H
Self			1.00						-
Managers			1.00						-
Peers			There are less than 3 raters.						-
Direct Reports			3.00						H
Others			There are less than 3 raters.						-

BEING CUSTOMER CENTRIC									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
24	BCC	25.5	2.33						H
When this Practice is done well, these behaviors are present:			1.Understands everything about the customer 2.Makes Customer Centric decisions 3.Monitors customer needs, expectations, and satisfaction 4.Builds productive customer relations 5.Adapts readily to changing customer information 6.Builds and maintains a customer mindset in the team						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			2.33						H
Self			2.00						-
Managers			2.00						-
Peers			There are less than 3 raters.						-
Direct Reports			1.67						M
Others			There are less than 3 raters.						-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

EFFECTIVELY MANAGING CONFLICT									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
27	EMC	25.5		2.33					H
When this Practice is done well, these behaviors are present:			1.Anticipates conflict before it occurs 2.Develops and uses diverse conflict resolution techniques 3.Adapts in the face of conflict 4.Follows up to assure resolution and address any negative impact 5.Works for a positive contribution from expected and reasonable conflict 6.Fosters a continuous discussion and openness about everyone helping to constructively manage conflict						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			2.33					H	
Self			[4.00]					-	
Managers			3.00					-	
Peers			There are less than 3 raters.					-	
Direct Reports			2.67					H	
Others			There are less than 3 raters.					-	

EFFECTIVELY USING RESOURCES									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
22	EUR	28			2.17				M
When this Practice is done well, these behaviors are present:			1.Assesses resource needs 2.Acquires resources 3.Gets access to special resources 4.Deploys resources effectively 5.Monitors and adjusts resource use						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			2.17						M
Self			[5.00]						-
Managers			1.00						-
Peers			There are less than 3 raters.						-
Direct Reports			2.33						M
Others			There are less than 3 raters.						-

KSAM 360 Roles and Practices Detail for Madeline Manager - Sample

Practices

MANAGING MINDFULNESS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
7	MM	29.5	2.00					H
When this Practice is done well, these behaviors are present:			1.Knows how your brain works 2.Learns and uses brain best practices 3.Improves your brain through mindful practices 4.Masters emotional regulation 5.Masters attentional management 6.Helps others become more brain efficient					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.00					H
Self			2.00					-
Managers			2.00					-
Peers			There are less than 3 raters.					-
Direct Reports			2.33					H
Others			There are less than 3 raters.					-

CREATING LEARNING AGILE TEAMS									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
30	CLA	29.5	2.00					M	
When this Practice is done well, these behaviors are present:			1.Provides clarity to team processes and roles, essential team skills, and team deliverables 2.Evaluates team performance and regularly debriefs team lessons of experience 3.Provides feedback and support for reaching team goals 4.Monitors both teaming capabilities and team deliverables, providing guidance as needed 5.Identifies team accountabilities and measurements of achievement 6.Provides team development support to build future capacities						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			2.00					M	
Self			1.00					-	
Managers			2.00					-	
Peers			There are less than 3 raters.					-	
Direct Reports			2.00					M	
Others			There are less than 3 raters.					-	

Hidden Strengths and Blind Spots Report

Listed in order of largest to smallest gap between your scores and rater group scores, the Hidden Strengths and Blind Spots Report provides an important look at how you see yourself as compared to others' perceptions.

For each rater group, Hidden Strengths are those Roles and Practices where you rated yourself in the bottom 3rd and the raters scores were in the top 3rd for each given rater group.

For each rater group, the Blind Spots are calculated looking at those Roles and Practices you rated in your top 3rd and raters had in your bottom 3rd rating for each given rater group.

Introduction

Everyone's skills and practices portfolio is made up of:

Some Strengths

Some Weaknesses (which are opportunities for development Only IF the low skills and practices are needed for the current or near future jobs and roles)

Possible Over-done behaviors – too much of a good thing, use it too often, use it too loudly, not along with complimentary skills and practices

Some Middles – not high or low

Possible Hidden Strengths – Other raters see it significantly higher than self

Possible Untested behaviors – have not been required to use and demonstrate this practice – for example, "Building Great Teams?" – but you have never built a team from scratch

Rationale for Analysis

For many years researchers have examined the best method for identifying Hidden Strengths and Blind Spots. We have tested multiple models and have determined that within a given set of ratings and given context, the most reliable and accurate identification of Hidden Strengths and Blind Spots is to look at what is in the top and bottom third of your ratings and rater group ratings.

The method used to generate this report accounts for the uniqueness in a specific enterprise or cultural setting, variations in calibrations among the different rater groups, and patterns that clearly indicate differences in perception.

To highlight magnitude of the Hidden Strengths and Blind Spots, the Roles and Practices with the highest gap between you and the rater groups are listed first for each rater group.

Hidden Strengths (Self-rating lower than others) Report

Hidden Strength means that all others combined and/or specific rating groups experiences you as having this role or practice in their top third and you have it in the bottom third. Others report they think you are significantly good at this and you think you are not. You may be underestimating effectiveness in this area. Worse, you may be holding this back because you are not confident about it, but the information says you should use it more. Additionally, it may mean that you need to stop worrying about this role, skill or practice and move on to work on something else that is low for everyone.

Just because it is in the report still doesn't make it true. Consider it possible and collect more data from trusted sources.

Overall			
Roles	Self	Rater(s)	Point Gap
1. Producing Results	1.00	3.67	2.6667
10. Aspiring and Inspiring	2.00	4.17	2.1667

Overall			
Practices	Self	Rater(s)	Point Gap
28. Communicating Effectively and Respectfully	2.00	4.33	2.3333
1. Managing Self	2.00	4.00	2
26. Creating and Maintaining an Engaging Mood and Tone	2.00	4.00	2

Managers			
Roles	Self	Rater(s)	Point Gap
1. Producing Results	1.00	4.00	3
10. Aspiring and Inspiring	2.00	5.00	3

Managers			
Practices	Self	Rater(s)	Point Gap
1. Managing Self	2.00	5.00	3
19. Solving Problems and Utilizing Critical Thinking	2.00	5.00	3
26. Creating and Maintaining an Engaging Mood and Tone	2.00	5.00	3
28. Communicating Effectively and Respectfully	2.00	5.00	3

KSAM 360 Hidden Strengths and Blind Spots Report for Madeline Manager - Sample

Direct Reports			
Roles	Self	Rater(s)	Point Gap
2. Building Better Teams	1.00	3.33	2.33
10. Aspiring and Inspiring	2.00	4.33	2.33
4. Managing Talent	2.00	3.67	1.67

Direct Reports			
Practices	Self	Rater(s)	Point Gap
26. Creating and Maintaining an Engaging Mood and Tone	2.00	4.67	2.67
28. Communicating Effectively and Respectfully	2.00	4.00	2
1. Managing Self	2.00	3.67	1.67
19. Solving Problems and Utilizing Critical Thinking	2.00	3.67	1.67

Blind Spots (Self-rating higher than others) Report

Possible **Blind Spots** (Unsupported high score) – Others experience you as significantly less skilled at this practice. Blind Spots are more career disturbers than known and admitted weaknesses. For example, skiing down the dangerous and posted black diamond run because you believe you are an expert skier when 7 ski instructors who have watched you ski disagree is a career (and health) threatening action.

Reading **Blind Spots** - Blind Spots are cases where your rating is in the top third of the results and the ratings of all others is in their lowest third. You think you are rather good at it and others do not agree. This finding is called a potential Blind Spot and deserves a lot of thought and additional information. A Blind Spot is generally more dangerous than a known weakness. When a task requires that Blind Spot practice, you will go into that situation with false self-confidence. You will probably not do well and may be confused about why it didn't work. Evidence says it didn't work because you do not do it well and even worse, do not know that is true.

Just because it is in the report still doesn't make it true. Consider it possible and collect more data from trusted sources.

There can be Blind Spots that are between all other raters combined and your rating and also rating-group-specific Blind Spots. Depending upon what practice or role is seen by a specific rating group (boss(es), peers, direct reports, customers or others), consider the likelihood that rating group has a foundation for calibrating and rating that item. Are they the best and most accurate group on that item?

Overall			
Roles	Self	Rater(s)	Point Gap
11. Gaining and Applying Perspective	5.00	2.83	2.1667
6. Contributing to Innovation	4.00	2.67	1.3333

Overall			
Practices	Self	Rater(s)	Point Gap
22. Effectively Using Resources	5.00	2.17	2.8333
11. Defining Roles and Responsibilities	5.00	2.50	2.5
27. Effectively Managing Conflict	4.00	2.33	1.6667
18. Maximizing Talent Deployment and Development	4.00	2.50	1.5

KSAM 360 Hidden Strengths and Blind Spots Report for Madeline Manager - Sample

Managers			
Roles	Self	Rater(s)	Point Gap
6. Contributing to Innovation	4.00	1.00	3

Managers			
Practices	Self	Rater(s)	Point Gap
29. Fostering Innovative Initiatives	5.00	1.00	4
22. Effectively Using Resources	5.00	1.00	4
16. Managing Teams or Unit Boundaries and Filtering Outside Noise	4.00	1.00	3

Direct Reports			
Roles	Self	Rater(s)	Point Gap
5. Working with Leaders	5.00	2.67	2.33
11. Gaining and Applying Perspective	5.00	2.67	2.33

Direct Reports			
Practices	Self	Rater(s)	Point Gap
22. Effectively Using Resources	5.00	2.33	2.67
11. Defining Roles and Responsibilities	5.00	2.67	2.33
14. Acquiring and Leveraging Technical and Functional Skills	5.00	2.67	2.33
10. Facilitating Execution Plans	4.00	2.67	1.33
18. Maximizing Talent Deployment and Development	4.00	2.67	1.33
27. Effectively Managing Conflict	4.00	2.67	1.33

Introduction to the Rater Comments Report

The KSA Suite of Multi-rater tools involves the gathering of perceptions by observers on the demonstration and importance of very specific behaviors. Raters from different levels of an organization are invited to offer general comments about behaviors to stop, start, continue, and to offer specific comments on selected Practices. These written comments create a “word picture” of how Roles and Practices are being experienced by those whom a Manager or Supervisor needs to influence, motivate, and inspire. Gaining a clear sense of this picture is vital to understanding what to continue doing, modify doing, stop doing, or develop for the future.

This report is focused on providing specific, directed comments from raters on dimensions of behaviors to start, stop, adjust, work around, and compensate for. Often those individuals who are observing behavior have excellent narrative suggestions that add depth to the kinds of things a Manager or Supervisor needs to address to increase effectiveness.

Reviewing Your Comments Report

As you read your written comments:

- Don't try to figure out who wrote the comment. Remember, that if someone had the courage or took the time to write a comment, others might think the same and would have also written the same comment but didn't this time. Consider each comment to be a sample of the group. Do NOT go back and talk to raters to find out who said what.
- Look for unusual comments as these may suggest nuances in behavior that may need some additional exploration. For example, if one individual out of twelve noted that “you should start asking more members of the team for their suggestions and stop relying on a few people,” then getting additional feedback about this behavior can be very useful.
- It is common to get opposing comments. Supporters will write a comment slanted one way and a detractor will write the opposite comment.
- It is typical for some raters to write lots of useful comments and other raters to write none. So, your comments might be coming from just a few of your raters.
- What you should look for are patterns. Are people commenting on the same issues? If yes, compare those issues to the rest of your reports to find the specific behaviors they are addressing.
- Assume everyone writing a comment is interested in helping you be better. From time to time, there will be a detractor who decides to dump a lot of attitude toward you. Try to find the positive within the negative. Why would one of your raters say these things?

The rest of the KSA reports are more structured and scientific and should be considered the official record on you and your behavior. Comments add flavor and tone. Don't get obsessed with one or two comments and forget what the rest of the reports said.

The following comments were rendered generally and not targeted on a specific role, practice or behavior.

General Comments: What would help you be effective?

All rater's comments are reported as written without correction or editing. Italicized comments are Self responses.

What you should **STOP** doing to be more effective:

- *(Self) Spending so much time on work that should be delegated (data management for example).*
- "taking care" of others

What you should **KEEP** doing that's working well:

- *(Self) Developing relationships inside and outside my organization.*
- Keeping a calm and positive attitude.
- Checking in, open door policy
- Offer to be supportive and extend a hand of help and let others make their decision to accept or decline

Madeline is highly organized and thoughtful with planning - this is a huge strength.

What you should **KEEP** doing but with some **ADJUSTMENTS**:

- *(Self) Developing close and individualized relationships with my direct reports, though I need to shift to provide more accountability.*
- Empathizing with an eye for creating opportunity for problem solving.

KSAM 360 Written Comments for Madeline Manager - Sample

What you should **START** doing to be more effective:

- *(Self) I need to start acting more like a leader again- have been hanging back as an individual contributor too much.*
- Asking for help or another perspective for working through a problem or challenge.
- Identify growth opportunities for staff, both their own goals and performance metrics.

What you should do **MORE** of:

- *(Self) Learn strategies and tactics to ensure that I'm delivering results in addition to happy and engaged workers.*
- Help in strategizing and brain storming new solutions, ideas that can be implemented, offered to donors.
- Be vulnerable and honest with her team. It can feel like Madeline is offering her professional self to the team, not her whole self, which can sometimes feel inauthentic.

What do I overdo (use too often, rely on too much, do too loudly) that I need to do less of?

- *(Self) I might do too much of the legwork for my team (salesforce entry, reporting, etc.).*
- Rely on mandates, directives from other leaders that may not fit or be appropriate for the department.

What do I need to do less of?

- *(Self) I need to spend less time being reactive and more time intentionally focusing on hitting KPIs (both for my personal performance and my team).*
- Following the lead of others.
- Filling in the gaps herself when a team member is not accomplishing a task they were assigned.

Specify a shortcoming, and describe what I could use as a substitute.

- *(Self) I have a difficult time knowing numbers off the top of my head (goals, giving levels, etc).*
- n/a

What can I use to compensate for the shortcoming noted in question 8?

- *(Self) I could use my ability to plan and organize and develop a tool with key stats to have handy for meetings with leadership.*
- n/a

What could I delegate to cover for the shortcoming noted in question 8?

- *(Self) I could ask Sandy to create a dashboard for me.*
- n/a

What subject matter or content will be useful to study and learn?

- *(Self) How to lead for results and how to inspire and motivate teams.*
 - Servant leadership, having difficult/crucial conversations.
 - Emotional intelligence, to deepen empathy, listening, and relating to her colleagues and staff (she already has these skills, but could continue to deepen them for excellent leadership development)
-

You have reached the end of the comments provided in this report.