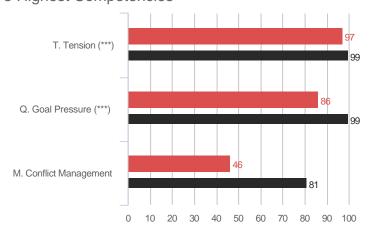


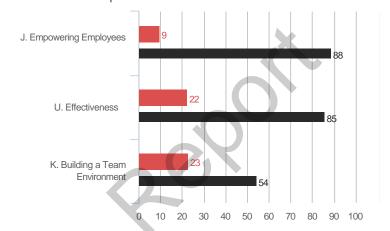


# **Highest and Lowest**

# 3 Highest Competencies



## 3 Lowest Competencies



## 5 Highest Questions

36. Assumes personal

situation to be in a

constant state of crisis

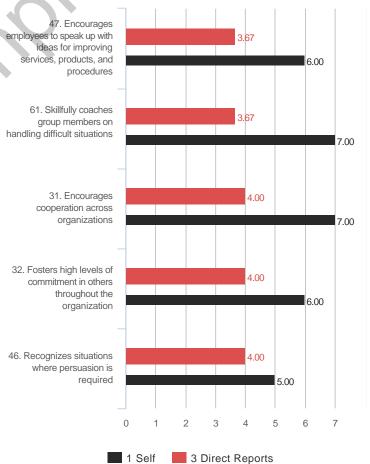


# 10. Uses financial and operational data effectively 5.00





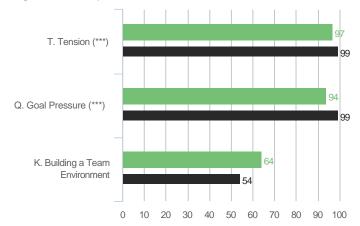
# 5 Lowest Questions



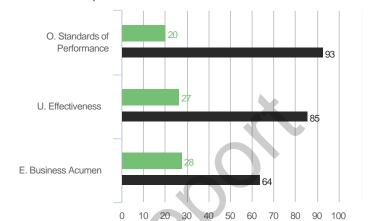
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7.00

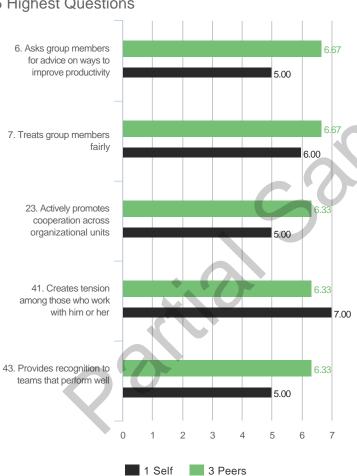
# 3 Highest Competencies



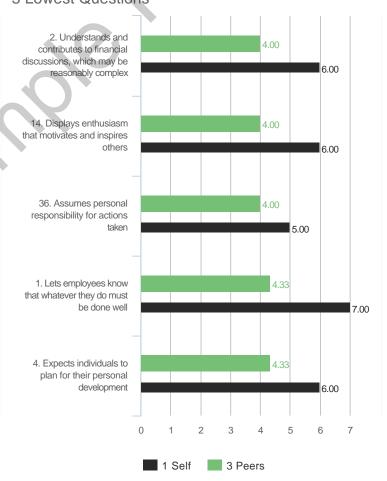
## 3 Lowest Competencies



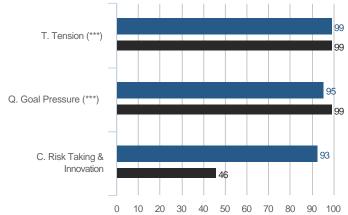
# 5 Highest Questions



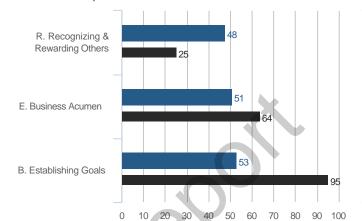
# 5 Lowest Questions



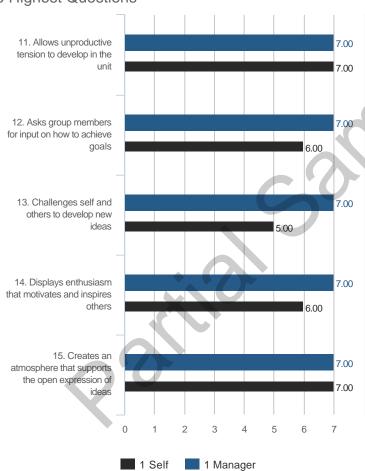




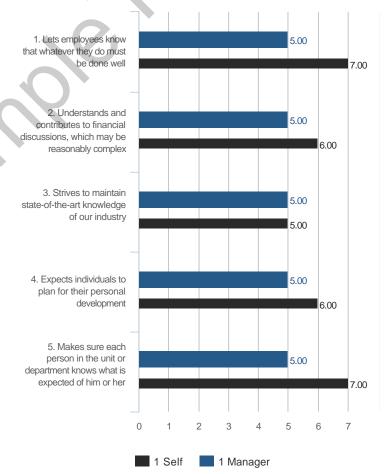
## 3 Lowest Competencies



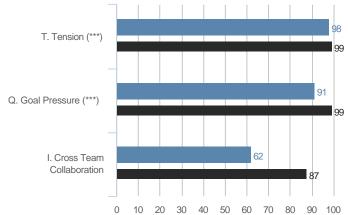
# 5 Highest Questions



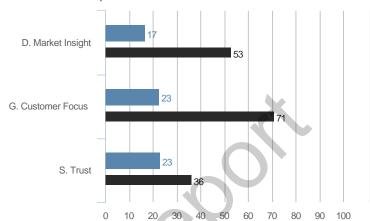
# **5 Lowest Questions**



# 3 Highest Competencies



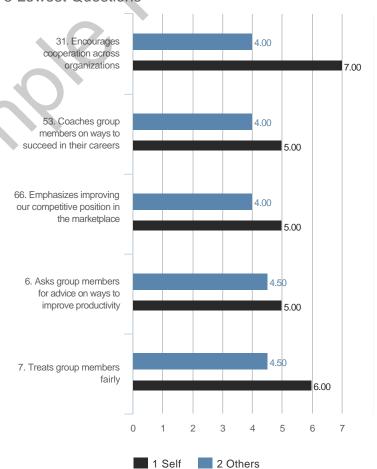
## 3 Lowest Competencies



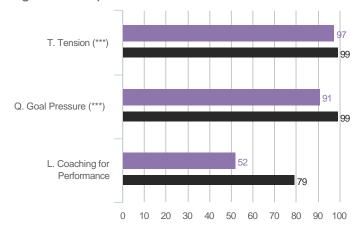
# 5 Highest Questions



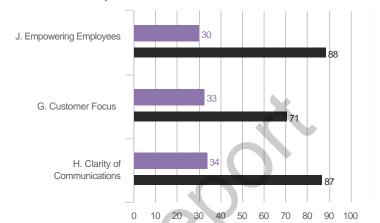
# **5 Lowest Questions**



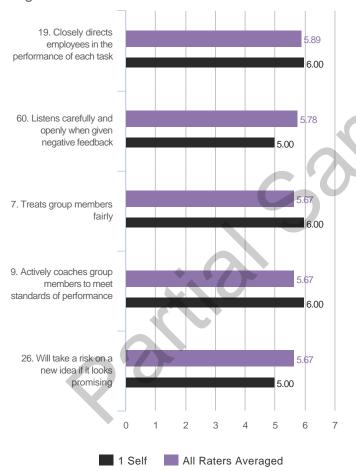
# 3 Highest Competencies



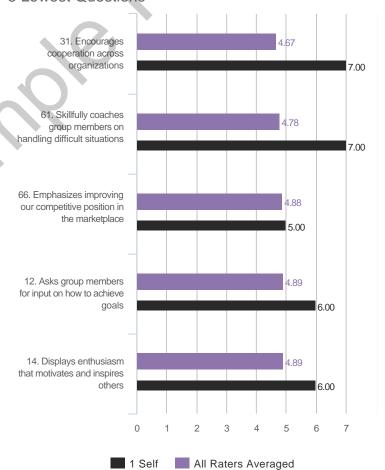
## 3 Lowest Competencies



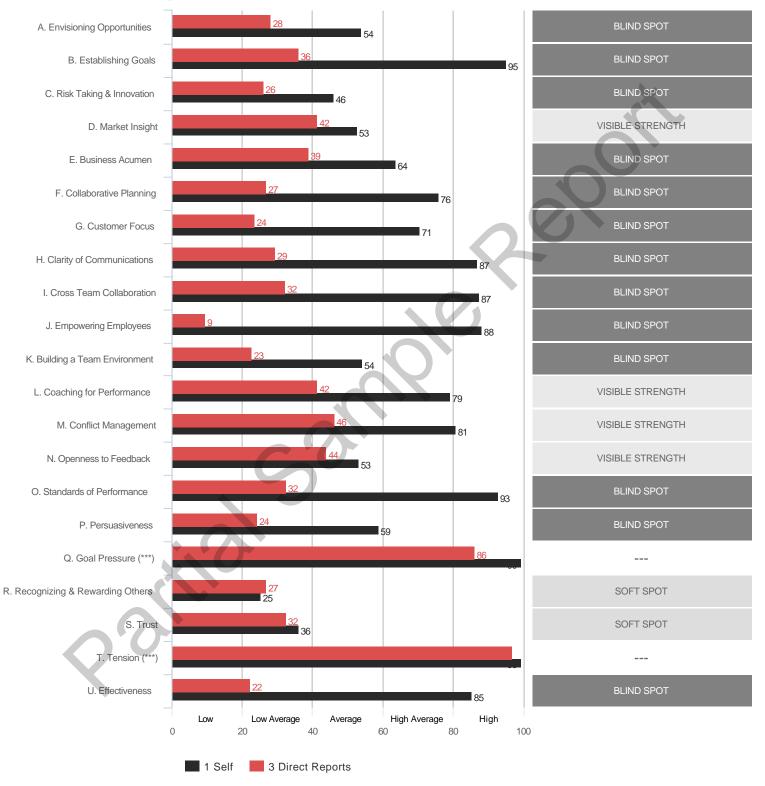
# 5 Highest Questions

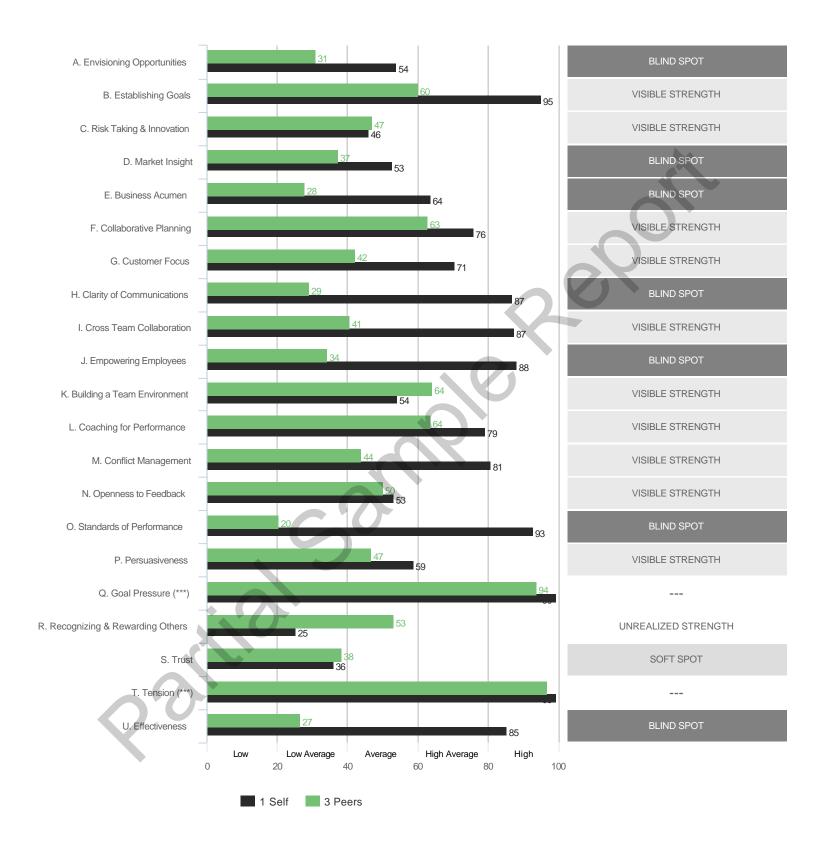


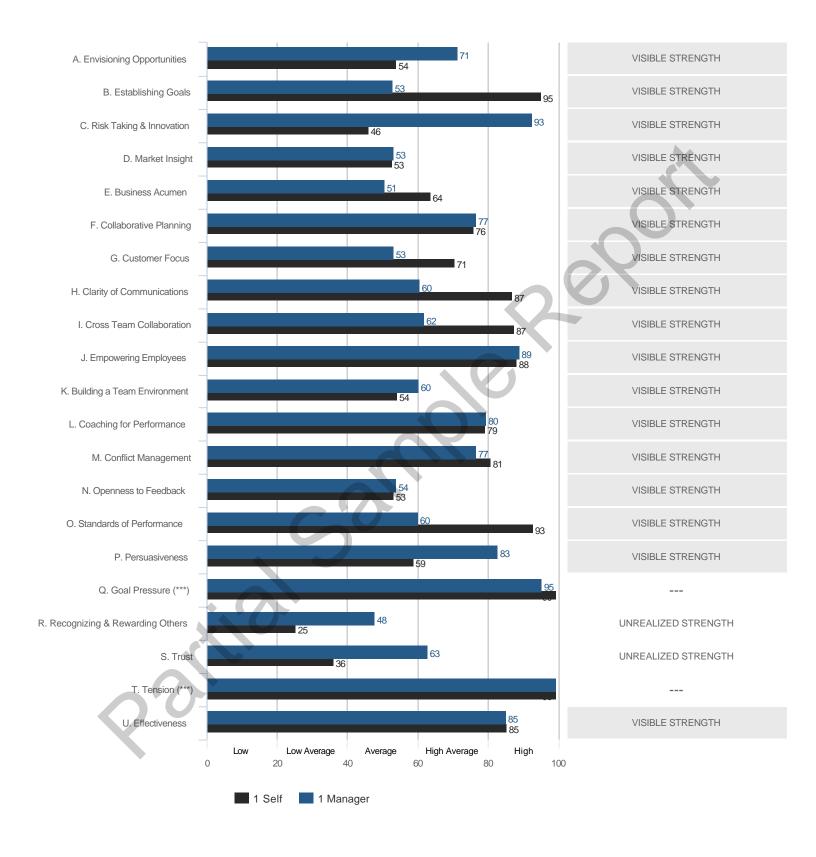
# 5 Lowest Questions

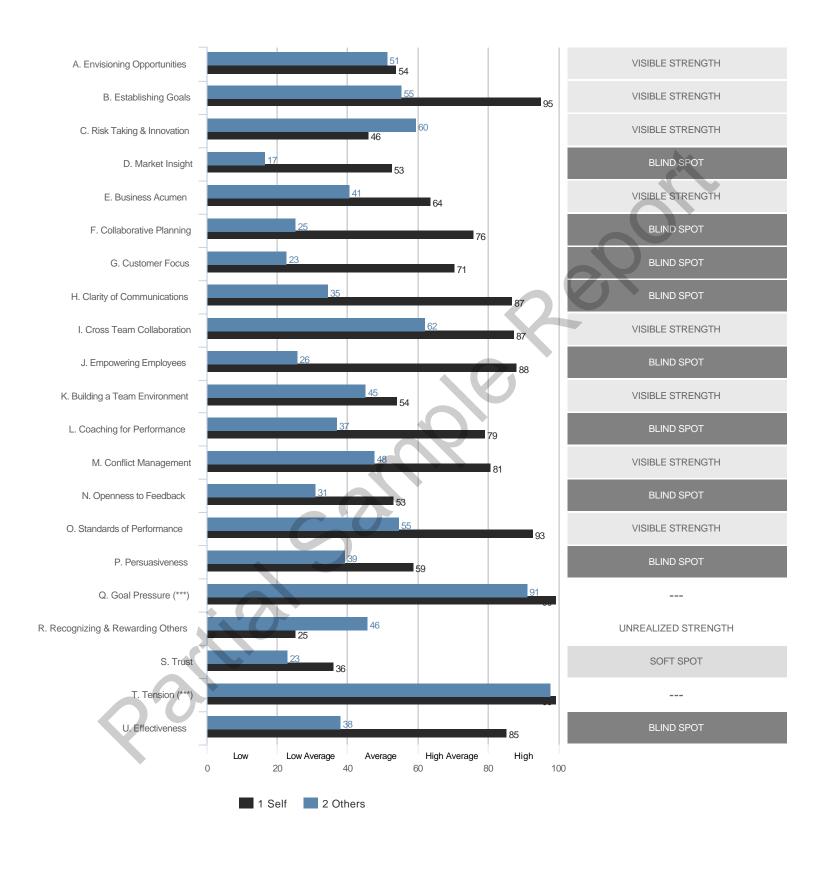


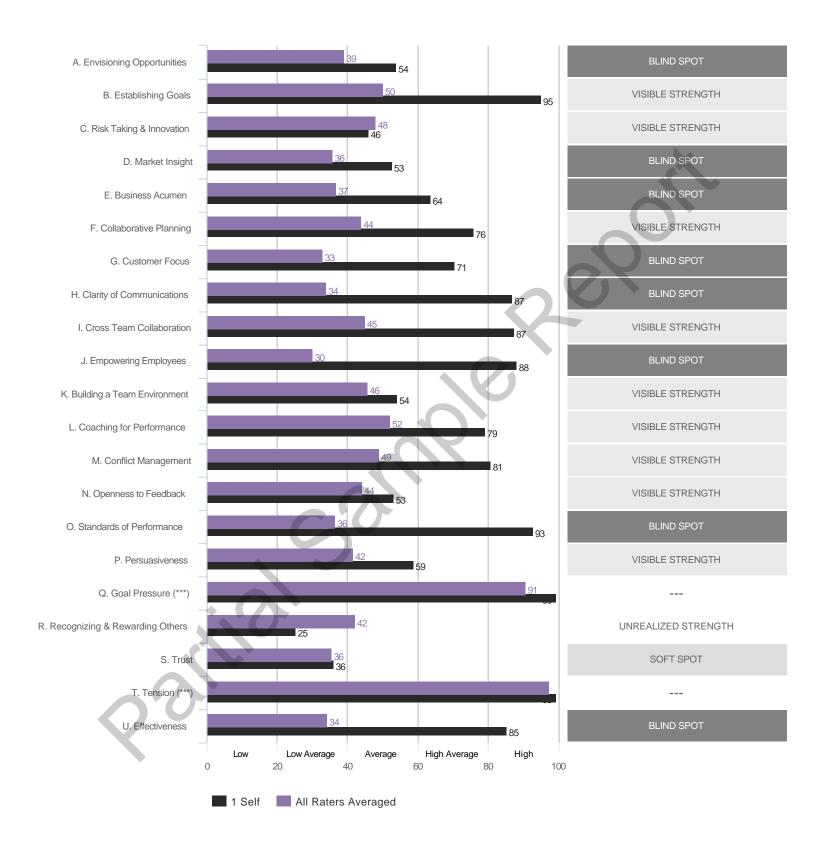
# **Blind Spot Analysis**











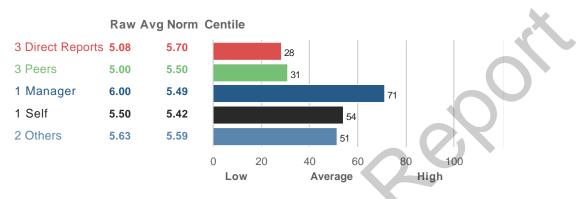
# **Overall Scores**



#### I. ENTREPRENEURIAL VISION

# A. Envisioning Opportunities

### **Overall Scores**

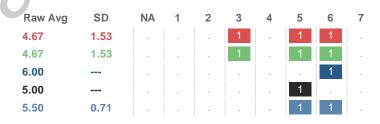


### **Question Scores**

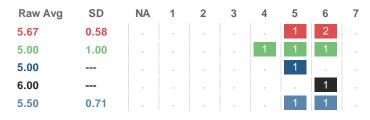
16. Anticipates changes that will be needed in the future



20. Develops innovative ideas to improve the quality of services



44. Demonstrates knowledge of our industry



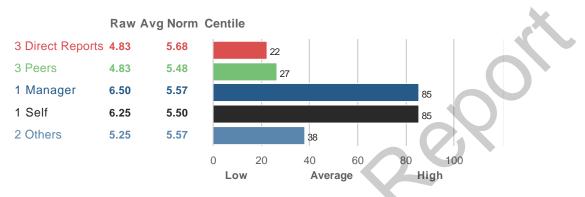
52. Has good ideas to improve our products and services

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
5.67	0.58						1	2	
7.00									1
6.00								1	
5.00	1.41					1		1	

#### OUTCOMES

# **U. Effectiveness**

### **Overall Scores**



### **Question Scores**

14. Displays enthusiasm that motivates and inspires others

18. Is effective in converting ideas into practical reality

27. His or her contributions make a positive impact on the organization

 Raw Avg
 SD
 NA
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 3
 4
 5
 6
 7

 4.67
 1.15
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32. Fosters high levels of commitment in others throughout the organization

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.00	1.73				2			1	
5.33	0.58						2	1	
7.00									1
6.00								1	
4.50	0.71					1	1		

# **Comments**

# What does this person do that should be continued?

### **3 Direct Reports**

- Comment 1 (2)
- DR1 comment 1

#### 3 Peers

- Peers comment 1
- Comment 1 (2)

### 1 Manager

• Mgr1 - comment 1

#### 1 Self

• Self - comment 1

#### 2 Others

- Comment 1
- Other 1 comment1

# What should this person do to be more effective?

### **3 Direct Reports**

- Comment 2 (2)
- DR1 comment 2

#### 3 Peers

- Peers comment 2
- Comment 2 (2)

### 1 Manager

• Mgr1 - comment 2

#### 1 Self

• Self - comment 2

#### 2 Others

- Other 1 comment 2
- Comment 2

# What does this person do that should be stopped?

## 3 Direct Reports

- Comment 3 (2)
- DR1 comment 3

#### 3 Peers

- Comment 3 (2)
- Peers comment 3

### 1 Manager

• Mgr1 - comment 3

#### 1 Self

• Self - comment 3

#### 2 Others

- Other 1 comment3
- Comment 3

# **Development Plan Template**



Print or photocopy this page for additional development items and/or actions.

How will you know you're improving? (Success Indicators)  What resources do you need?	Development Item
How will you know you're improving? (Success Indicators)  What resources do you need?	
How will you know you're improving? (Success Indicators)  What resources do you need?	
How will you know you're improving? (Success Indicators)  What resources do you need?	
How will you know you're improving? (Success Indicators)  What resources do you need?	
How will you know you're improving? (Success Indicators)  What resources do you need?	Development Action
How will you know you're improving? (Success Indicators)  What resources do you need?	
What resources do you need?	What action are you going to take?
What resources do you need?	201
What resources do you need?	
	How will you know you're improving? (Success Indicators)
	What resources do you need?
Complete action by	What resources do you need:
Complete action by	
Complete action by	
	Complete action by