



Confidential

**Project Aggregate Report
[Sample Report]**

**Designed by
Human Resources Consulting
for
XYZ Corporation**

Survey xyz-parsample opened: March 22, 2007
Compiled: April 1, 2007

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About This Sample Project Aggregate Report

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WHAT'S SPECIAL ABOUT THIS REPORT?

The Project Aggregate Report (PAR) adds strategic value to your 360-degree feedback process by providing data about human assets that can be gathered in no other way. Its accuracy is impressive, providing it is interpreted with care, because it is based on a broad sampling of responders.

The PAR can offer a significant boost to the development of people in the organization. It supports the maintenance of existing strengths, and allows you to focus training and coaching resources selectively on those whose skills most need development.

Strategically, the PAR enables you to concentrate on ventures that make the most of the organization's key competitive advantage: its people. It warns against ventures, both existing and planned, that require capabilities in which the organization is not as strong it needs to be. And, from the perspective of shareholders and other stakeholders, it enables you to calculate a valuation of the organization that is more credible because it includes human assets.

The PAR is designed to support improvements in such areas as:

- Strategy planning
- Marketing
- Productivity
- Profitability
- Team effectiveness
- Culture change
- Morale
- Succession planning

PAR capability is included with the PANORAMIC FEEDBACK Enterprise Edition. Users of the Standard Edition can order PARs as needed, directly from PANORAMIC FEEDBACK. .

For more information, including a list of vital questions your organization can use the PAR to answer, visit: www.panoramicfeedback.com/products/360/aggregate.html.

More effective future 360s

The Panoramic PAR can also increase the value of your next round of 360-degree feedback. Data about patterns of response can guide your planning, identifying those responder groups that require special encouragement to participate more fully.

And the information it provides can be used for benchmarking, creating additional value in future 360 projects.

What's in this sample?

While this document displays many of the options available in Panoramic Feedback's PAR, it is not identical to an actual report. It has been condensed from the 200-page original by eliminating pages that duplicated each other in style.

Don't be intimidated

Because the PAR provides a such a large amount of data, you may find this sample initially overwhelming. Keep in mind that you can choose to generate a PAR that contains only a handful of the many options provided here. You may also find it helpful to read the interpretation provided at the end of this introduction, entitled *THIS FICTITIOUS REPORT*.

VALUABLE OPTIONS

Customize reports

Because you are able to generate separate PARs for individual departments, divisions, locations, etc., you can develop additional analyses that provide valuable guidance to these areas.

As well, relevant data can be ordered by mean, median, and/or standard deviation, to reveal the distribution of strategically important strengths and weaknesses (*see pages 9-14*).

Combine projects

You can combine several 360-degree feedback projects into one PAR. For instance, if you ran a 360 project to assess one quarter of your employees in each season, you could generate a PAR at year-end that would cover the entire organization.

Include/exclude Subjects

You can include or exclude from your PAR any individuals you choose.

In addition, you can create special PARs covering individuals who fall into one specific sub-group (e.g. *Location: Texas Plant*) or in both of two sub-groups (e.g. *Location: Texas Plant, and Department: Production*). This allows you to focus precisely on groups with special skills or needs.

And you can include only those whose personal reports have already been generated, or those who meet minimum response thresholds per responder category (which you can set to suit your needs).

Confidentiality

For the protection of the privacy of those being assessed, you can choose whether they will be listed by name or by numeric code only (*see pages 19 and 20*). This allows their individual identities to be concealed from those with no need-to-know, while still providing a complete view of the ratings.

Additional options

You can generate specially-marked interim reports, to help you see the trends before the 360 process is complete.

You can print PARs on A4 or 8.5 x 11 inch paper.

You can display the highest and lowest individual's ratings in bar charts, without revealing their identities (*see pages 6 and 15*)

We'll help you prepare an introduction

A well-written introduction can alert readers to the most important information about your organizational performance and special circumstances. To make your writing task easier, the PANORAMIC FEEDBACK system will provide a complete explanatory text that you can use as a foundation for your introduction.

RANGE OF COMPONENTS

The PAR provides an extraordinary range of information to guide your strategic planning. It offers 20 sub-reports, any or all of which can be selected at a given time. To provide the unique information mix required by various groups of readers, you can generate the PAR as often as you wish, using different settings each time.

The PAR provides 3 classes of information:

Reports focused on organizational results

- Summary of entire project
- Graph-format results for all Headings
- Graph-format results for behaviors under each individual Heading
- Table-format results for all Headings
- Table-format results for behaviors under each individual Heading
- Table-format results for all behaviors, displayed without Headings
- Special reports for dual-scale questions

Reports focused on the individuals assessed

- Average rating for each individual
- Results listed by all individuals
- Results listed by Heading

Reports on the level of response to the 360 project

- Overall response rate, and response rate for each individual
- Response rate by each category of responder, overall and for each individual

THIS FICTITIOUS REPORT

This PAR compiles 3000+ responses assessing 300+ managers at the fictitious "XYZ Corporation". It provides enough information to keep the XYZ executive group fully occupied for at least a three-day strategic retreat. This brief interpretation can touch on only a few of the key points.

The PAR informs readers that more than three quarters of the potential responders replied (*see page 22*). Supervisors were most likely to respond; Peers were least likely (*see page 2*).

The organization

This report reveals that the managers who were assessed show the greatest strength in their understanding of business strategy and activities. Their weaknesses are in communication - especially in team, management, and customer relations skills (*see pages 3-5*).

The managers assessed tended to rate themselves lower than most others rated them (*see page 3*), suggesting that most were aware of their weaknesses, and might be amenable to changes. (The small variation in results between responder groups is a normal result of averaging; but the differences in ratings are significant.)

Standard Deviation scores demonstrate that the greatest disparity in the ratings (*see page 13*) are found in generally the same skill groups where the managers most need to improve (*see page 9*). In other words, a particular group of managers are dragging down the average. This is valuable information, suggesting that it would be wasteful to provide remedial training or coaching for all managers. Instead, these initiatives should be focused on those who show the greatest need.

The people

The summary of results allows you to identify those who received highest and lowest ratings overall (*see page 18*). Such individual results should be used with care and supplemented by other information, because they may be skewed by such factors as prejudice or culture.

A more detailed view of the perceived strengths and weaknesses of each individual can be used, with the same cautions, for individual career and succession planning (*see page 19*).

A listing of individual results organized according to Headings provides information about unexplored talent pools, those who have the skills required for special projects or new initiatives.

Dual-Scale questionnaires

The Dual-Scale section presents responses to a separate survey where each question was rated on two scales, in this case "Agreement" and "Importance" (*see pages 15-17*). (Although Dual-Scale results are included in this report, single and dual scales cannot be combined in a single project.)

Scattergraphs provide an effective means of combining the responses. Here most responses are plotted in the upper right quadrant, suggesting generally satisfactory performance on important skills. But on closer inspection, you discover important information: that Supervisors (yellow dots) saw the individuals as not strong in skills that they regarded as very important.

The Self responses (gray dots) show that the individuals assessed in this questionnaire had a higher view of their capabilities than other responders, which indicates the need for an effective strategy, one which will encourage these individuals to value increased self-awareness and professional growth.

Project Aggregate Report Summary

About this Project Aggregate Report (PAR)

Date Compiled: April 1, 2007

Designed by: Human Resources Consulting

Projects(s) included:

Project	Opening date	For
[Sample Report]	March 22,2007	XYZ Corporation

About the Subjects

Total number of Subjects in this PAR: 393

Total number of Subjects in this PAR who received responses: 329

About the Responses

Total number of responses reflected in this PAR: 3372

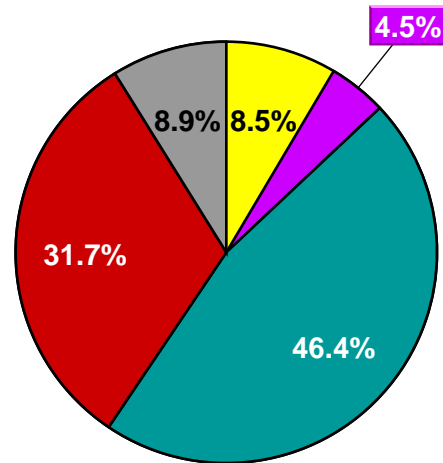
Responses by Responder Category (Table Format)

	Actual Responses	Potential Responses
Supervisor	287	358
Senior Clients	151	195
Direct Reports	1566	2012
Peers and Others	1069	1435
Self	299	391

Project Aggregate Report Summary

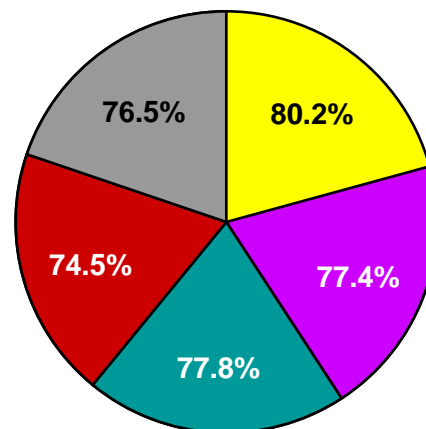
Responses by Responder Category (Chart Format)

Clockwise from top
Supervisor 287
Senior Clients 151
Direct Reports 1566
Peers and Others 1069
Self 299



Responses Received as Percentage of Eligible Responses

Clockwise from top
Supervisor 80.2%
Senior Clients 77.4%
Direct Reports 77.8%
Peers and Others 74.5%
Self 76.5%



Project Aggregate Report Summary

What the PAR Reveals about Capabilities

Strongest and Weakest Behaviors

Top 3 behaviors

- 2. Has a clear view of the economic environment of this industry (Average 4.58)
- 29. Interprets department/division goals and develops supporting objectives (Average 4.38)
- 1. Understands the company's key strategies, markets, customers, and products (Average 4.25)

Bottom 3 behaviors

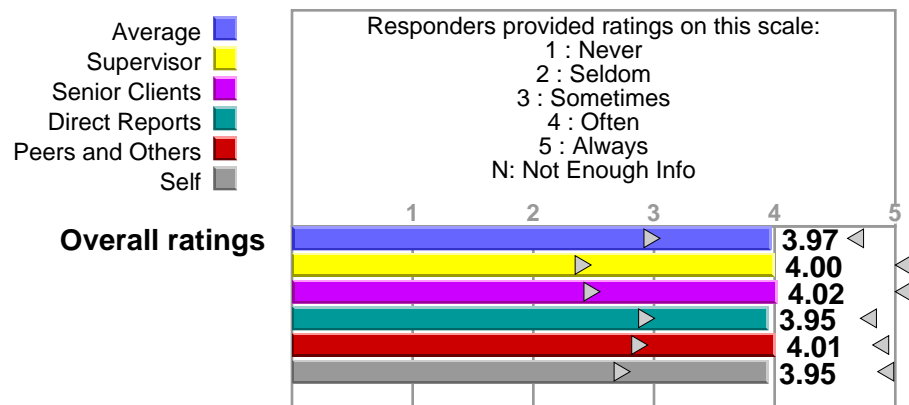
- 41. Is effective in coaching staff in how to make skill or style changes which they need in order to progress in their careers (Average 3.45)
- 19. Listens to customers' problems and strives to meet the level of quality they need (Average 3.54)
- 34. Expresses ideas, plans, information, and perspective clearly, in written form (Average 3.61)

Strongest and Weakest Individuals

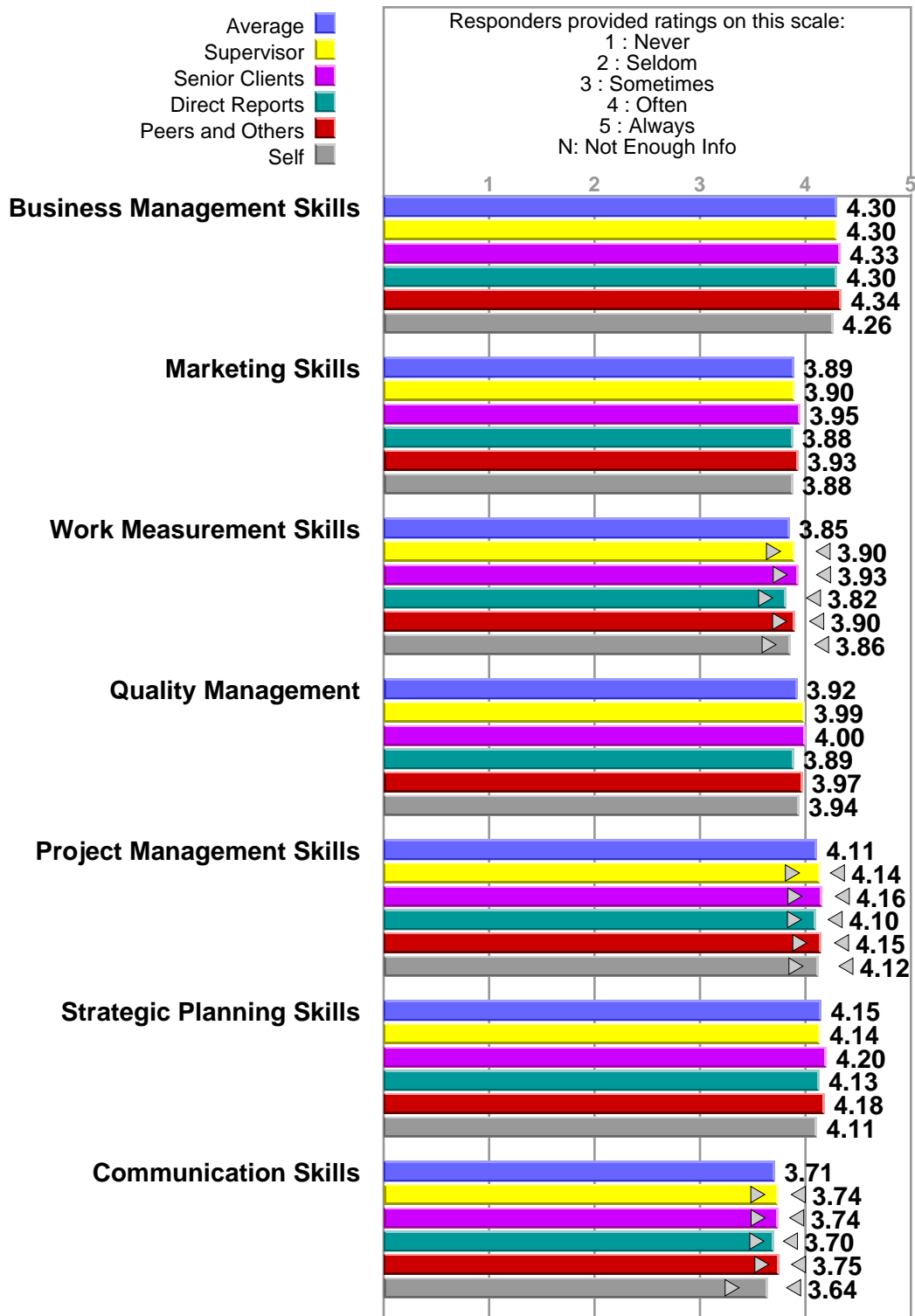
Highest overall rating achieved by any Subject: 4.60

Lowest overall rating achieved by any Subject : 3.05

Overall Individual Ratings as Seen by each Category of Responders



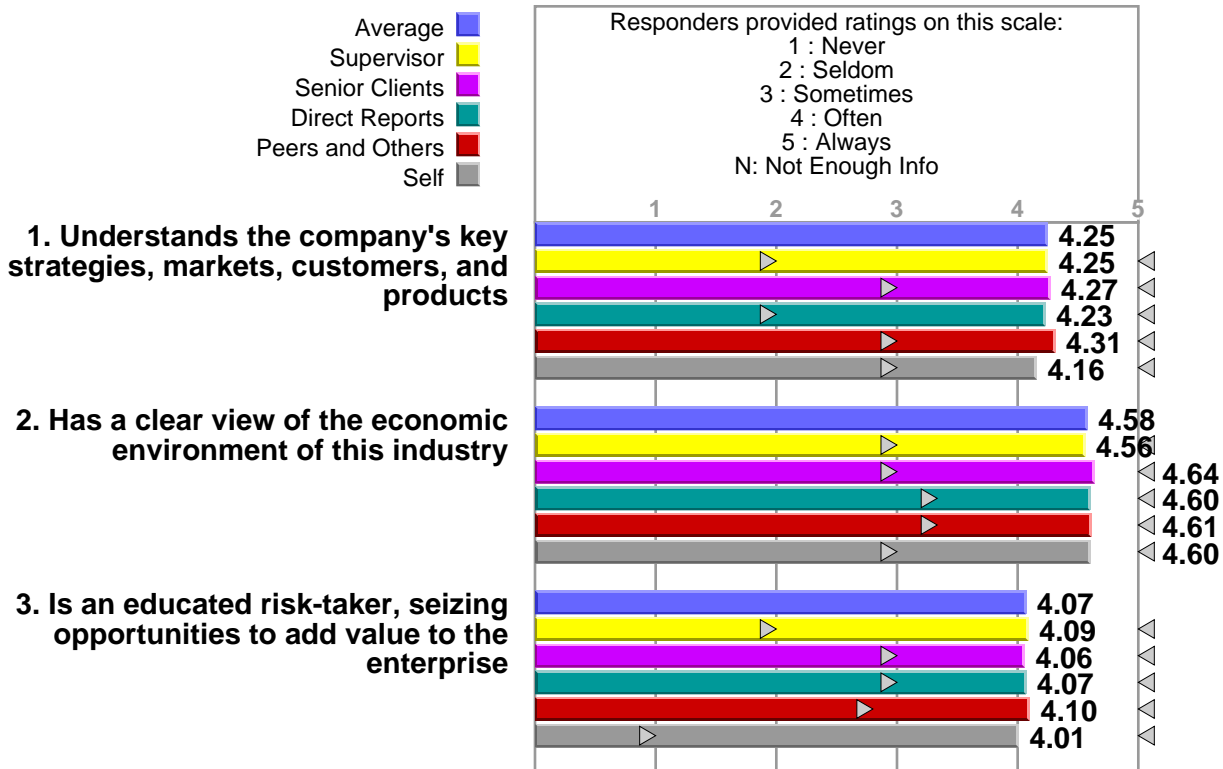
Graph results for all Headings



Graph results for all Headings



Graph results for Heading: Business Management Skills



**Table format results for all Headings
Sorted by Mean**

	Mean	Median	Range: Low	Range: High	Spread	Standard Deviation
Business Management Skills	4.30	4.25	4.07	4.58	0.51	0.21
Strategic Planning Skills	4.15	4.07	3.99	4.38	0.39	0.17
Project Management Skills	4.11	4.13	3.96	4.23	0.27	0.10
Quality Management	3.92	4.08	3.54	4.14	0.60	0.27
Marketing Skills	3.89	3.89	3.85	3.94	0.09	0.04
Work Measurement Skills	3.85	3.82	3.73	4.03	0.30	0.12
Team Leadership Skills	3.81	3.90	3.45	4.08	0.62	0.26
Communication Skills	3.71	3.71	3.61	3.81	0.20	0.09

**Table format results for Heading:
Business Management Skills
Sorted by Mean**

	Mean	Median	Range: Low	Range: High	Spread	Standard Deviation
2. Has a clear view of the economic environment of this industry	4.58	4.60	3.50	5.00	1.50	0.27
1. Understands the company's key strategies, markets, customers, and products	4.25	4.28	3.29	5.00	1.71	0.29
3. Is an educated risk-taker, seizing opportunities to add value to the enterprise	4.07	4.09	3.00	5.00	2.00	0.30

Table format results for all Behaviors Sorted by Mean

Behavior Description is followed by Heading in parentheses.

	Mean	Median	Range: Low	Range: High	Spread	Standard Deviation
2. Has a clear view of the economic environment of this industry (Business Management Skills)	4.58	4.60	3.50	5.00	1.50	0.27
29. Interprets department/division goals and develops supporting objectives (Strategic Planning Skills)	4.38	4.45	3.18	5.00	1.82	0.34
1. Understands the company's key strategies, markets, customers, and products (Business Management Skills)	4.25	4.28	3.29	5.00	1.71	0.29
22. Accurately defines project scope, goals and deliverables (Project Management Skills)	4.23	4.29	2.75	5.00	2.25	0.36
23. Estimates project resources and expenses (Project Management Skills)	4.15	4.20	2.67	5.00	2.33	0.36
17. Applies principles and techniques throughout the department to improve quality (Quality Management)	4.14	4.17	2.50	5.00	2.50	0.33
24. Anticipates barriers and develops project contingencies (Project Management Skills)	4.11	4.14	2.50	5.00	2.50	0.39
18. Ensures that rigorous analysis, testing, and improvement of processes occurs regularly (Quality Management)	4.08	4.09	3.00	5.00	2.00	0.35
39. Models those behaviors which are expected of her/his staff (Team Leadership Skills)	4.08	4.10	2.90	5.00	2.10	0.32
28. Applies knowledge of political, technological, and demographic trends to forecast business requirements as a basis for developing strategies (Strategic Planning Skills)	4.07	4.11	2.50	5.00	2.50	0.40
3. Is an educated risk-taker, seizing opportunities to add value to the enterprise (Business Management Skills)	4.07	4.09	3.00	5.00	2.00	0.30
13. Strives to maximize value-added processes and minimize non value-added processes (Work Measurement Skills)	4.03	4.00	2.75	5.00	2.25	0.34
30. Designs new approaches to service delivery (Strategic Planning Skills)	3.99	4.00	2.83	5.00	2.17	0.39
25. Defines and implements a consultative process with stakeholders and/or customers (Project Management Skills)	3.96	4.00	2.75	5.00	2.25	0.39
8. Uses a customer relationship management plan to maintain a profitable, long-term association with internal and external customers (Marketing Skills)	3.94	4.00	3.00	5.00	2.00	0.33

Table format results for all Behaviors Sorted by Mean

40. Delegates appropriate assignments to appropriate people, using their differing talents effectively (Team Leadership Skills)	3.90	3.92	2.67	5.00	2.33	0.36
7. Stays current with technology that supports the marketing effort (Marketing Skills)	3.89	3.92	2.70	4.83	2.13	0.35
14. Maintains accurate documentation of production data (Work Measurement Skills)	3.89	3.90	2.89	4.78	1.89	0.33
6. Has a thorough understanding of our products (Marketing Skills)	3.85	3.86	2.67	5.00	2.33	0.32
33. Expresses ideas, plans, information, and perspective clearly, in spoken form (Communication Skills)	3.81	3.83	2.43	5.00	2.57	0.36
35. Communicates decisions well to those affected by them (Communication Skills)	3.79	3.80	2.12	4.86	2.73	0.43
11. Sets goals and monitors productivity (Work Measurement Skills)	3.74	3.78	2.67	4.67	2.00	0.38
12. Schedules projects realistically (Work Measurement Skills)	3.73	3.75	2.50	4.75	2.25	0.41
36. Is effective at adjusting her/his communication style to the individual (Communication Skills)	3.62	3.62	2.33	4.60	2.27	0.39
34. Expresses ideas, plans, information, and perspective clearly, in written form (Communication Skills)	3.61	3.62	2.33	4.60	2.27	0.39
19. Listens to customers' problems and strives to meet the level of quality they need (Quality Management)	3.54	3.56	2.25	4.80	2.55	0.45
41. Is effective in coaching staff in how to make skill or style changes which they need in order to progress in their careers (Team Leadership Skills)	3.45	3.50	1.00	4.42	3.42	0.43

Table format results for all Behaviors Sorted by Median

Behavior Description is followed by Heading in parentheses.

	Mean	Median	Range: Low	Range: High	Spread	Standard Deviation
2. Has a clear view of the economic environment of this industry (Business Management Skills)	4.58	4.60	3.50	5.00	1.50	0.27
29. Interprets department/division goals and develops supporting objectives (Strategic Planning Skills)	4.38	4.45	3.18	5.00	1.82	0.34
22. Accurately defines project scope, goals and deliverables (Project Management Skills)	4.23	4.29	2.75	5.00	2.25	0.36
1. Understands the company's key strategies, markets, customers, and products (Business Management Skills)	4.25	4.28	3.29	5.00	1.71	0.29
23. Estimates project resources and expenses (Project Management Skills)	4.15	4.20	2.67	5.00	2.33	0.36
17. Applies principles and techniques throughout the department to improve quality (Quality Management)	4.14	4.17	2.50	5.00	2.50	0.33
24. Anticipates barriers and develops project contingencies (Project Management Skills)	4.11	4.14	2.50	5.00	2.50	0.39
28. Applies knowledge of political, technological, and demographic trends to forecast business requirements as a basis for developing strategies (Strategic Planning Skills)	4.07	4.11	2.50	5.00	2.50	0.40
39. Models those behaviors which are expected of her/his staff (Team Leadership Skills)	4.08	4.10	2.90	5.00	2.10	0.32
18. Ensures that rigorous analysis, testing, and improvement of processes occurs regularly (Quality Management)	4.08	4.09	3.00	5.00	2.00	0.35
3. Is an educated risk-taker, seizing opportunities to add value to the enterprise (Business Management Skills)	4.07	4.09	3.00	5.00	2.00	0.30
8. Uses a customer relationship management plan to maintain a profitable, long-term association with internal and external customers (Marketing Skills)	3.94	4.00	3.00	5.00	2.00	0.33
30. Designs new approaches to service delivery (Strategic Planning Skills)	3.99	4.00	2.83	5.00	2.17	0.39
13. Strives to maximize value-added processes and minimize non value-added processes (Work Measurement Skills)	4.03	4.00	2.75	5.00	2.25	0.34
25. Defines and implements a consultative process with stakeholders and/or customers (Project Management Skills)	3.96	4.00	2.75	5.00	2.25	0.39

Table format results for all Behaviors Sorted by Median

40. Delegates appropriate assignments to appropriate people, using their differing talents effectively (Team Leadership Skills)	3.90	3.92	2.67	5.00	2.33	0.36
7. Stays current with technology that supports the marketing effort (Marketing Skills)	3.89	3.92	2.70	4.83	2.13	0.35
14. Maintains accurate documentation of production data (Work Measurement Skills)	3.89	3.90	2.89	4.78	1.89	0.33
6. Has a thorough understanding of our products (Marketing Skills)	3.85	3.86	2.67	5.00	2.33	0.32
33. Expresses ideas, plans, information, and perspective clearly, in spoken form (Communication Skills)	3.81	3.83	2.43	5.00	2.57	0.36
35. Communicates decisions well to those affected by them (Communication Skills)	3.79	3.80	2.12	4.86	2.73	0.43
11. Sets goals and monitors productivity (Work Measurement Skills)	3.74	3.78	2.67	4.67	2.00	0.38
12. Schedules projects realistically (Work Measurement Skills)	3.73	3.75	2.50	4.75	2.25	0.41
34. Expresses ideas, plans, information, and perspective clearly, in written form (Communication Skills)	3.61	3.62	2.33	4.60	2.27	0.39
36. Is effective at adjusting her/his communication style to the individual (Communication Skills)	3.62	3.62	2.33	4.60	2.27	0.39
19. Listens to customers' problems and strives to meet the level of quality they need (Quality Management)	3.54	3.56	2.25	4.80	2.55	0.45
41. Is effective in coaching staff in how to make skill or style changes which they need in order to progress in their careers (Team Leadership Skills)	3.45	3.50	1.00	4.42	3.42	0.43

Table format results for all Behaviors Sorted by Standard Deviation

Behavior Description is followed by Heading in parentheses.

	Mean	Median	Range: Low	Range: High	Spread	Standard Deviation
19. Listens to customers' problems and strives to meet the level of quality they need (Quality Management)	3.54	3.56	2.25	4.80	2.55	0.45
35. Communicates decisions well to those affected by them (Communication Skills)	3.79	3.80	2.12	4.86	2.73	0.43
41. Is effective in coaching staff in how to make skill or style changes which they need in order to progress in their careers (Team Leadership Skills)	3.45	3.50	1.00	4.42	3.42	0.43
12. Schedules projects realistically (Work Measurement Skills)	3.73	3.75	2.50	4.75	2.25	0.41
28. Applies knowledge of political, technological, and demographic trends to forecast business requirements as a basis for developing strategies (Strategic Planning Skills)	4.07	4.11	2.50	5.00	2.50	0.40
30. Designs new approaches to service delivery (Strategic Planning Skills)	3.99	4.00	2.83	5.00	2.17	0.39
36. Is effective at adjusting her/his communication style to the individual (Communication Skills)	3.62	3.62	2.33	4.60	2.27	0.39
25. Defines and implements a consultative process with stakeholders and/or customers (Project Management Skills)	3.96	4.00	2.75	5.00	2.25	0.39
24. Anticipates barriers and develops project contingencies (Project Management Skills)	4.11	4.14	2.50	5.00	2.50	0.39
34. Expresses ideas, plans, information, and perspective clearly, in written form (Communication Skills)	3.61	3.62	2.33	4.60	2.27	0.39
11. Sets goals and monitors productivity (Work Measurement Skills)	3.74	3.78	2.67	4.67	2.00	0.38
23. Estimates project resources and expenses (Project Management Skills)	4.15	4.20	2.67	5.00	2.33	0.36
22. Accurately defines project scope, goals and deliverables (Project Management Skills)	4.23	4.29	2.75	5.00	2.25	0.36
40. Delegates appropriate assignments to appropriate people, using their differing talents effectively (Team Leadership Skills)	3.90	3.92	2.67	5.00	2.33	0.36
33. Expresses ideas, plans, information, and perspective clearly, in spoken form (Communication Skills)	3.81	3.83	2.43	5.00	2.57	0.36
7. Stays current with technology that supports the marketing effort (Marketing Skills)	3.89	3.92	2.70	4.83	2.13	0.35

Table format results for all Behaviors Sorted by Standard Deviation

18. Ensures that rigorous analysis, testing, and improvement of processes occurs regularly (Quality Management)	4.08	4.09	3.00	5.00	2.00	0.35
29. Interprets department/division goals and develops supporting objectives (Strategic Planning Skills)	4.38	4.45	3.18	5.00	1.82	0.34
13. Strives to maximize value-added processes and minimize non value-added processes (Work Measurement Skills)	4.03	4.00	2.75	5.00	2.25	0.34
17. Applies principles and techniques throughout the department to improve quality (Quality Management)	4.14	4.17	2.50	5.00	2.50	0.33
8. Uses a customer relationship management plan to maintain a profitable, long-term association with internal and external customers (Marketing Skills)	3.94	4.00	3.00	5.00	2.00	0.33
14. Maintains accurate documentation of production data (Work Measurement Skills)	3.89	3.90	2.89	4.78	1.89	0.33
6. Has a thorough understanding of our products (Marketing Skills)	3.85	3.86	2.67	5.00	2.33	0.32
39. Models those behaviors which are expected of her/his staff (Team Leadership Skills)	4.08	4.10	2.90	5.00	2.10	0.32
3. Is an educated risk-taker, seizing opportunities to add value to the enterprise (Business Management Skills)	4.07	4.09	3.00	5.00	2.00	0.30
1. Understands the company's key strategies, markets, customers, and products (Business Management Skills)	4.25	4.28	3.29	5.00	1.71	0.29
2. Has a clear view of the economic environment of this industry (Business Management Skills)	4.58	4.60	3.50	5.00	1.50	0.27

Multi-column graph results for Heading: Accuracy and Thoroughness

Scale: Agreement

1 : Never
2 : Seldom
3 : Sometimes
4 : Often
5 : Always
N: Not enough info

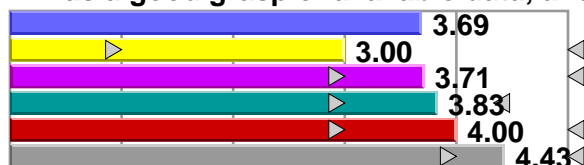
Average 
Supervisor 
Senior Clients 
Direct Reports 
Peers and Others 
Self 

Scale: Importance

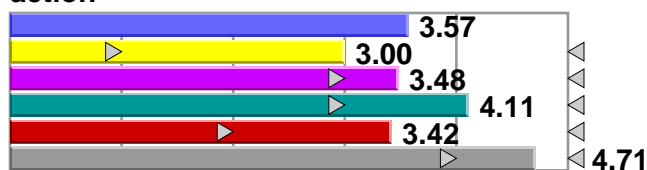
1 : Entirely Unimportant
2 : Unimportant
3 : Slightly Important
4 : Important
5 : Very Important
N: Not enough info



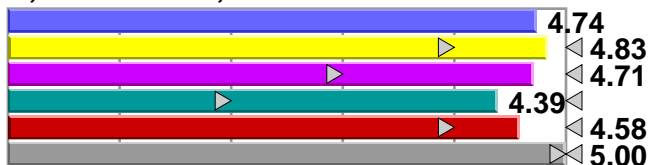
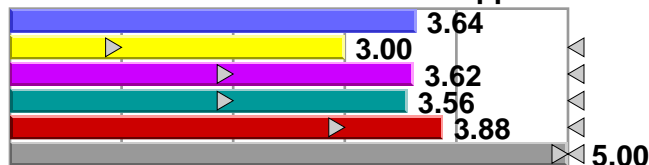
1. Has a good grasp of available data, and uses it when analyzing a situation



2. Verifies assumptions and information by checking with known reliable sources before taking action



3. Documents the data used in support of analysis, conclusions, and recommended action

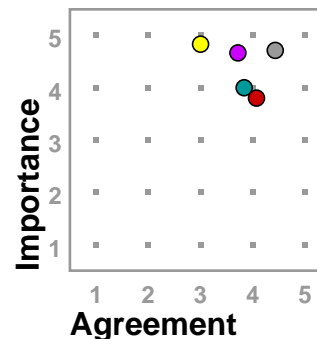


Scattergraph results for Heading: Accuracy and Thoroughness

Supervisor ■
 Senior Clients ■
 Direct Reports ■
 Peers and Others ■
 Self ■

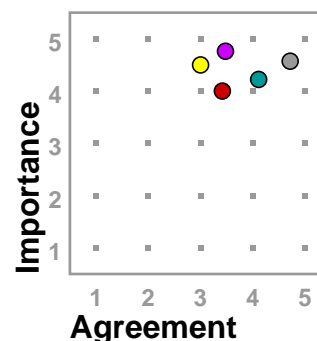
1. Has a good grasp of available data, and uses it when analyzing a situation

	Agr	Imp
Supervisor	3.00	4.83
Senior Clients	3.71	4.67
Direct Reports	3.83	4.00
Peers and Others	4.00	3.83
Self	4.43	4.71



2. Verifies assumptions and information by checking with known reliable sources before taking action

	Agr	Imp
Supervisor	3.00	4.50
Senior Clients	3.48	4.76
Direct Reports	4.11	4.22
Peers and Others	3.42	4.00
Self	4.71	4.57



3. Documents the data used in support of analysis, conclusions, and recommended action

	Agr	Imp
Supervisor	3.00	4.83
Senior Clients	3.62	4.71
Direct Reports	3.56	4.39
Peers and Others	3.88	4.58
Self	5.00	5.00



Dual-scale table results for Heading: Accuracy and Thoroughness

Behavior	Scale: Agreement	Scale: Importance	Weighted Average	Gap
1. Has a good grasp of available data, and uses it when analyzing a situation	3.69	4.25	3.65	-0.57
2. Verifies assumptions and information by checking with known reliable sources before taking action	3.57	4.39	3.58	-0.82
3. Documents the data used in support of analysis, conclusions, and recommended action	3.64	4.74	3.65	-1.10

For accuracy, Gap is calculated before rounding, so results may differ from expectations by 0.01.

Summary of Subjects' Results

Average result for each Subject, listed in descending order

Subject	Mean	Standard Deviation
Lxxx, Larry (psk-128117)	4.60	0.18
Wxxx, Corey (mmf-128127)	4.57	0.11
Hxxx, Glenn (kmm-127844)	4.49	0.16
Rxxx, Valerie (pwf-127980)	4.49	0.12
Hxxx, Chris (epm-128136)	4.44	0.28
Wxxx, Michael (ers-127849)	4.43	0.18
Bxxx, Allen (znt-128106)	4.43	0.15
Gxxx, James (wfk-128046)	4.42	0.17
Vxxx, Susan (ram-127858)	4.41	0.19
Gxxx, Gary (kkp-127765)	4.41	0.22
Mxxx, Robert (mme-127998)	4.40	0.18
Rxxx, Gordon (rsw-128072)	4.38	0.20
Mxxx, Rupert (tmf-128047)	4.37	0.33
Sxxx, Wanda (fte-127727)	4.37	0.16
Pxxx, Timothy (mrh-128069)	4.36	0.20
Jxxx, Wayne (sta-127859)	4.34	0.19
Bxxx, Stephen (rsm-127766)	4.33	0.10
Lxxx, Donna (rth-128101)	4.32	0.24
Cxxx, Scott (zhr-128125)	4.32	0.14
Lxxx, Willis (kfp-127819)	4.31	0.20
Gxxx, Tracy (zfh-128084)	4.31	0.27
Lxxx, Randal (hkm-128039)	4.30	0.23
Bxxx, Dennis (haa-128146)	4.30	0.17
Cxxx, John (mrf-128096)	4.30	0.08
Wxxx, Jeff (hnr-127783)	4.29	0.24
Sxxx, Linda (ppw-127802)	4.29	0.16
Rxxx, Michelle (tmp-127973)	4.29	0.25
Cxxx, Martin (ezh-128145)	4.28	0.17
Dxxx, Kelly (zas-127747)	4.28	0.15
Txxx, Andy (nse-127739)	4.28	0.16
Txxx, Maureen (kra-128071)	4.28	0.14
Cxxx, Diane (sek-128070)	4.28	0.21
Pxxx, Bruce (zen-127831)	4.27	0.17
Hxxx, Trevor (shn-127854)	4.27	0.12
Txxx, Jason (msw-127838)	4.27	0.22

Results Listed by Subject

Average Heading results, in descending order

Gxxx, Rick (pkt-127712)		
	4.25	Strategic Planning Skills
	4.25	Project Management Skills
	4.22	Business Management Skills
	3.89	Quality Management
	3.78	Marketing Skills
	3.74	Communication Skills
	3.72	Team Leadership Skills
	3.67	Work Measurement Skills
Fxxx, Pat (emk-127723)		
	4.22	Strategic Planning Skills
	4.16	Business Management Skills
	4.12	Project Management Skills
	3.95	Quality Management
	3.93	Work Measurement Skills
	3.91	Marketing Skills
	3.79	Team Leadership Skills
	3.66	Communication Skills
Bxxx, John (nhk-127724)		
	4.34	Business Management Skills
	4.31	Project Management Skills
	3.93	Quality Management
	3.89	Team Leadership Skills
	3.79	Marketing Skills
	3.74	Communication Skills
	3.66	Strategic Planning Skills
	3.60	Work Measurement Skills
Dxxx, Michelle (zwe-127725)		
	4.37	Business Management Skills
	4.36	Strategic Planning Skills
	4.36	Project Management Skills
	4.23	Marketing Skills
	4.13	Work Measurement Skills
	4.13	Team Leadership Skills
	4.10	Quality Management
	3.96	Communication Skills

Results Listed by Heading

Average Subject results, in descending order

Business Management Skills		
	4.87	rph-128065
	4.80	pke-128139
	4.73	ktf-127777
	4.73	mmf-128127
	4.72	rap-127999
	4.67	efw-127738
	4.67	ers-127849
	4.67	eks-128036
	4.67	tpr-128085
	4.67	epm-128136
	4.66	hkm-128039
	4.64	pwf-127980
	4.63	fte-127727
	4.63	kkp-127765
	4.63	whw-127773
	4.63	wfk-128046
	4.62	spk-128037
	4.62	rsw-128072
	4.61	wph-127736
	4.61	ram-127858
	4.60	mth-128115
	4.59	nse-127739
	4.58	mme-127998
	4.58	zhr-128125
	4.56	mrh-128069
	4.56	ezh-128145
	4.56	afa-127964
	4.56	ert-128086
	4.56	fkf-128073
	4.55	har-127805
	4.55	asw-127811
	4.55	tmp-127973
	4.54	zen-127831
	4.54	kfe-127875
	4.53	hnr-127783
	4.53	ers-127816

Detailed Response Summary (Actual / Potential)

SAC	Supervisor	Senior Clients	Direct Reports	Peers and Others	Self	Total
aah-127996	1 / 1	0 / 0	5 / 5	7 / 7	1 / 1	14 / 14
aan-128022	1 / 1	0 / 1	4 / 5	4 / 5	0 / 1	9 / 13
aea-128088	0 / 0	0 / 0	6 / 6	0 / 0	1 / 1	7 / 7
afa-127964	1 / 1	0 / 0	6 / 6	2 / 3	1 / 1	10 / 11
afa-128121	1 / 1	0 / 0	3 / 4	3 / 3	1 / 1	8 / 9
afh-127776	1 / 1	1 / 1	6 / 6	3 / 6	1 / 1	12 / 15
afr-128059	1 / 1	0 / 0	7 / 7	0 / 0	1 / 1	9 / 9
ahe-127770	1 / 1	0 / 0	8 / 9	0 / 0	1 / 1	10 / 11
ahn-127826	1 / 1	1 / 1	12 / 14	4 / 4	0 / 1	18 / 21
ahn-128041	0 / 1	0 / 1	2 / 3	2 / 2	1 / 1	5 / 8
ahr-128123	1 / 1	0 / 0	0 / 0	4 / 5	1 / 1	6 / 7
akk-127944	1 / 1	1 / 1	5 / 5	5 / 5	1 / 1	13 / 13
ame-127855	1 / 1	1 / 1	5 / 5	3 / 5	1 / 1	11 / 13
amp-127939	0 / 1	0 / 3	0 / 6	0 / 7	0 / 1	0 / 18
ams-127916	1 / 1	1 / 1	5 / 8	7 / 9	1 / 1	15 / 20
ams-127933	0 / 1	0 / 0	3 / 5	5 / 5	1 / 1	9 / 12
amw-128035	0 / 1	3 / 4	3 / 6	3 / 3	1 / 1	10 / 15
apk-127734	0 / 1	0 / 0	0 / 9	0 / 5	0 / 1	0 / 16
apt-127925	1 / 1	0 / 0	4 / 6	6 / 6	1 / 1	12 / 14
apz-127949	0 / 0	0 / 0	0 / 0	0 / 0	0 / 1	0 / 1
ara-127958	1 / 1	0 / 1	4 / 5	4 / 5	1 / 1	10 / 13
ark-127932	1 / 1	3 / 4	3 / 4	6 / 6	1 / 1	14 / 16
ark-128112	1 / 1	1 / 1	6 / 6	6 / 6	1 / 1	15 / 15
arm-128067	1 / 1	0 / 0	4 / 5	0 / 0	0 / 1	5 / 7
arn-128034	1 / 1	0 / 0	3 / 4	1 / 1	1 / 1	6 / 7
arp-128149	0 / 0	0 / 0	0 / 0	0 / 0	0 / 1	0 / 1
arw-127827	1 / 1	0 / 0	6 / 9	5 / 6	1 / 1	13 / 17
asw-127811	0 / 1	1 / 1	5 / 5	5 / 6	1 / 1	12 / 14
ath-127920	0 / 1	0 / 0	0 / 7	0 / 6	0 / 1	0 / 15
awf-127955	1 / 1	1 / 1	2 / 5	3 / 5	1 / 1	8 / 13
awp-127881	1 / 1	0 / 1	6 / 6	4 / 4	1 / 1	12 / 13
eak-127941	1 / 1	0 / 0	7 / 7	5 / 5	1 / 1	14 / 14
ear-128140	1 / 1	0 / 0	2 / 5	0 / 0	0 / 1	3 / 7
eer-127726	1 / 1	5 / 5	4 / 5	0 / 0	1 / 1	11 / 12
efe-128126	1 / 1	1 / 1	2 / 3	5 / 5	1 / 1	10 / 11

Detailed Response Summary

zft-127790	0 / 0	0 / 0	0 / 0	0 / 0	0 / 1	0 / 1
zha-127796	1 / 1	1 / 1	6 / 7	2 / 5	1 / 1	11 / 15
zhk-127864	1 / 1	0 / 0	5 / 5	2 / 2	1 / 1	9 / 9
zhr-128125	1 / 1	0 / 1	3 / 3	0 / 1	1 / 1	5 / 7
zkn-127756	0 / 0	0 / 0	0 / 0	0 / 0	0 / 1	0 / 1
zks-128119	0 / 0	0 / 0	0 / 0	0 / 0	0 / 1	0 / 1
zmf-127779	0 / 1	0 / 0	5 / 6	4 / 5	0 / 1	9 / 13
zmr-128105	0 / 1	0 / 0	5 / 5	0 / 0	0 / 1	5 / 7
zms-127952	1 / 1	0 / 1	5 / 5	5 / 5	1 / 1	12 / 13
zmz-127839	0 / 0	1 / 1	4 / 4	2 / 4	1 / 1	8 / 10
zna-128042	1 / 1	0 / 0	1 / 2	10 / 13	1 / 1	13 / 17
zns-127926	1 / 1	0 / 1	16 / 16	5 / 5	1 / 1	23 / 24
znt-127842	0 / 0	0 / 0	0 / 0	0 / 0	0 / 1	0 / 1
znt-128106	1 / 1	1 / 1	5 / 5	3 / 5	1 / 1	11 / 13
zpn-127732	1 / 1	0 / 0	4 / 5	3 / 5	1 / 1	9 / 12
zpw-128080	0 / 1	0 / 0	0 / 6	0 / 0	0 / 1	0 / 8
zrk-127879	1 / 1	1 / 1	5 / 6	4 / 5	0 / 1	11 / 14
zrp-127953	1 / 1	1 / 1	4 / 5	3 / 4	1 / 1	10 / 12
zrt-127876	1 / 1	0 / 0	6 / 6	2 / 2	1 / 1	10 / 10
zrz-127991	0 / 0	0 / 0	0 / 0	0 / 0	0 / 1	0 / 1
zte-127760	0 / 1	0 / 1	0 / 5	0 / 1	0 / 1	0 / 9
zth-128075	1 / 1	0 / 0	7 / 7	5 / 6	1 / 1	14 / 15
zwe-127725	1 / 1	1 / 1	6 / 6	2 / 2	1 / 1	11 / 11
zzr-127845	1 / 1	1 / 1	5 / 5	7 / 8	1 / 1	15 / 16
zzs-127883	0 / 1	0 / 0	0 / 2	0 / 6	0 / 1	0 / 10
Total	287 / 358	151 / 195	1566 / 2012	1069 / 1435	299 / 391	3372 / 4391
Average	0.7 / 0.9	0.4 / 0.5	4.0 / 5.1	2.7 / 3.7	0.8 / 1.0	8.6 / 11.2
Percentage	80.2%	77.4%	77.8%	74.5%	76.5%	76.8%