






Interpretation of Results

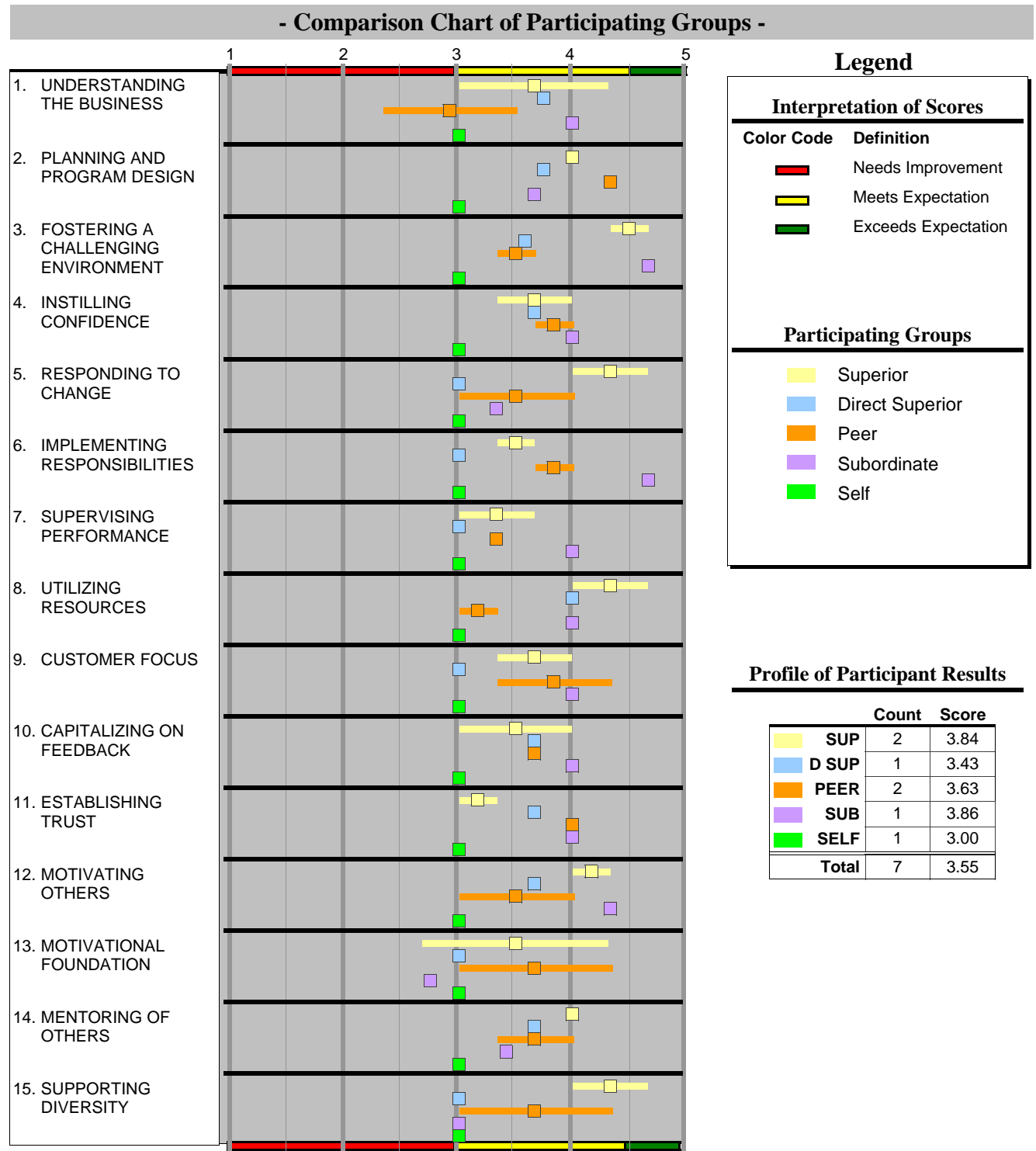
GRAPHS

The two graphs that follow summarize the results of an Organizational Survey against the backdrop of three categories, Needs improvement, Meets expectation, and Exceeds Expectation. Each category, its value range and color code are given to the right.

Color Code	Definition	Score Range
	Needs Improvement	≥ 0 and < 2.5
	Meets Expectation	≥ 2.5 and < 4
	Exceeds Expectation	≥ 4 and ≤ 5

Ranking Table

The Ranking Table is used to assist in identifying areas requiring the greatest attention. The rank value also can be interpreted as the priority of a factor in terms of attention required. Ranked factors (or Factors requiring the highest level of attention) #1, #2 and #3 are listed at the bottom of the ranking table. The lowest three ranked factors display their rank value in boxes with red shading.



- Summary of Survey Data Ranked in ORDER OF IMPORTANCE -

						<i>Ranking Table</i>	
						Score	Rank
3.	FOSTERING A CHALLENGING					3.9	1
2.	PLANNING AND PROGRAM DESIGN					3.9	2
12.	MOTIVATING OTHERS					3.8	3
8.	UTILIZING RESOURCES					3.7	4
4.	INSTILLING CONFIDENCE					3.7	5
14.	MENTORING OF OTHERS					3.6	6
6.	IMPLEMENTING RESPONSIBILITIES					3.6	7
5.	RESPONDING TO CHANGE					3.6	8
9.	CUSTOMER FOCUS					3.6	9
10.	CAPITALIZING ON FEEDBACK					3.6	10
11.	ESTABLISHING TRUST					3.6	11
15.	SUPPORTING DIVERSITY					3.6	12
1.	UNDERSTANDING THE BUSINESS					3.4	13
7.	SUPERVISING PERFORMANCE					3.3	14
13.	MOTIVATIONAL FOUNDATION					3.3	15

Date **March 15, 2001**
Individual **Rathburns, Kyle**
Position **Accountant - Residential Construction**

Leadership Three-Sixty Survey*

- Comments -

1. UNDERSTANDING THE BUSINESS

- Knows the business pretty well. [Direct Superior]
- Has a little knowledge of the business [Peer]
- Sometimes has limited amount of knowledge of the long range goals of the company. [Subordinate]
- Extreme knowledge of the business [Superior]
- Knows the company's business. [Superior]

2. PLANNING AND PROGRAM DESIGN

- Has an idea how management works. [Direct Superior]
- Just has the basic knowledge of management [Peer]
- Has a limited amount of management skills. [Peer]
- Limited management skills. [Subordinate]
- Management skills are very effective. [Superior]
- Competent in handling the management of subordinates. [Superior]

3. FOSTERING A CHALLENGING ENVIRONMENT

- Has a planning strategy but finds it hard to pull it across. [Direct Superior]
- Usually can plan ahead to get the job done. [Peer]
- Needs to improve planning skills. [Peer]
- Can get easily sidetracked. [Subordinate]
- Able to envision the total picture in future work. [Superior]
- Can usually see the "big" picture in planning ahead. [Superior]

4. INSTILLING CONFIDENCE

- Can make decisions on his own [Direct Superior]
- Sometimes gets sidetracked by others around. [Peer]
- Needs to be more forceful in his decisions. [Peer]
- Can usually make good decisions [Subordinate]
- Is very decisive in his decisions. [Superior]
- Can make decisions on her own and stand by them. [Superior]

5. RESPONDING TO CHANGE

- Usually has pretty good judgement [Direct Superior]
- Usually uses pretty good judgement skills. [Peer]
- Looks at the whole picute when using his judgement on matters in the office. [Peer]
- Can't make quick decisions. [Subordinate]
- Usually very thoughtful in his decisions. [Superior]
- Can judge decision making with effective solutions. [Superior]

6. IMPLEMENTING RESPONSIBILITIES

- Usually has a creative idea. [Direct Superior]
- Can innovate some new ideas but lacks skills to get them across. [Peer]
- Good creative skills. [Peer]
- Has some creative ideas but has trouble in making them come across. [Subordinate]
- Is levelheaded in creating new ideas. [Superior]
- Very creative in her ideas for the company. [Superior]

7. SUPERVISING PERFORMANCE

- Sometimes lack motivation [Direct Superior]
- Usually can work on a steady level. [Peer]
- High energy when doing his work. [Peer]
- Usually self-motivated. [Subordinate]
- Is very dedicated to his work - puts in long hours. [Superior]
- Works long hours on her job. [Superior]

8. UTILIZING RESOURCES

- Pretty well organized with time management [Direct Superior]
- Works steady but gets into office personalities, which limits job performance. [Peer]
- Does function and utilize his time effectively. [Peer]
- Usually utilizes her time correctly. [Subordinate]
- Can focus on what jobs need to be done. [Superior]
- Allots her time very well. [Superior]

9. CUSTOMER FOCUS

- Needs to align skills in this level [Direct Superior]
- Needs to get more organized. [Peer]
- Can be fuddled in his organization of his job. [Peer]
- Has key people on the job usually. [Subordinate]

Date **March 15, 2001**
Individual **Rathburns, Kyle**
Position **Accountant - Residential Construction**

Leadership Three-Sixty Survey*

- Can delegate jobs effectively. [Superior]
 - Has good organization ability [Superior]
10. CAPITALIZING ON FEEDBACK
- Does not like to delegate authority [Direct Superior]
 - Sometimes does let others assist to get the production run effectively. [Peer]
 - Sometimes does not want to delegate parts of his job. [Peer]
 - Does somewhat share authority with her fellow workers. [Subordinate]
 - Subordinates will work closely with him. [Superior]
 - Sometimes lack the means to relinquish authority to others. [Superior]
11. ESTABLISHING TRUST
- Needs to develop leadership skills. [Direct Superior]
 - Will be good as a coworker but not as a leader. [Peer]
 - Knows what has to be done on the job. [Peer]
 - Is aware of the need to train new leaders. [Subordinate]
 - Has been a well respected mentor [Superior]
 - Can pick out from the subordinates who has leadership skills. [Superior]
12. MOTIVATING OTHERS
- Is somewhat sensitive to others. [Direct Superior]
 - Lacks sensitivity to others in certain situations. [Peer]
 - Is sensitive to others. [Peer]
 - Does need to get more sensitive to the needs of coworkers. [Subordinate]
 - Can understand people's needs. [Superior]
 - Understands and copes with the sensitivity of others. [Superior]
13. MOTIVATIONAL FOUNDATION
- Usually can motivate others. [Direct Superior]
 - Usually can motivate others to work together on projects. [Peer]
 - Can usually motivate others around him. [Peer]
 - Usually can get people motivated. [Subordinate]
 - Can motivate others around him. [Superior]
 - Motivates others to do their jobs correctly. [Superior]
14. MENTORING OF OTHERS
- Needs to develop leadership skills. [Direct Superior]
 - Lacks communication skills. [Peer]
 - Strong leadership qualities. [Peer]
 - Usually has good communication skills with others. [Subordinate]
 - Communicate easily with others. [Superior]
 - Charismatic leadership. [Superior]
15. SUPPORTING DIVERSITY
- Company appreciates this person integrity [Direct Superior]
 - Usually has high integrity [Peer]
 - Company knows that his integrity without blemish. [Peer]
 - Very dedicated to the company. [Subordinate]
 - Unquestionable integrity. [Superior]
 - People respect her integrity. [Superior]

Date **March 15, 2001**
Individual **Rathburns, Kyle**
Position **Accountant - Residential Construction**

Leadership Three-Sixty Survey*

Developmental Strategies

The data from the twelve survey questions from all survey responses have been processed. The survey questions receiving the three lowest scores have been determined and listed below. This list represents the operational areas of your organization indicating the greatest need for attention. The text below presents each of the lowest three factors (in ascending order), their respective scores, their default strategy's (provided by this software) and the strategies entered by the Human Resource department of this organization.

MOTIVATING OTHERS

Score = **3.3**

Some strategy text for Motivating Others.

DIRECTING PERFORMANCE

Score = **3.33**

Some strategy text for Directing Performance.

UNDERSTANDING THE BUSINESS

Score = **3.42**

Some strategy text for Understanding the Business.