

# Leadership Development Assessment

## *Highest Rated Items*

*Name*

Rank	Question Number	Question	Mean Score
1	72	Exhibits a high ethical standard of conduct	9.25
2	97	Places a high value on ethical behavior	9.21
3	48	Enjoys their work	9.08
4	99	Places a high value on achieving results	9.04
5	73	Is open and honest with people	8.96
6	37	Confidently states their opinion when there is a conflict or they have a concern	8.92
7	95	Places a high value on customer service	8.92
8	64	Projects self-confidence in dealing with others	8.88
9	77	I trust this person	8.80
10	66	Sets a good example with their work habits (work ethics)	8.65
11	98	Places a high value on teamwork	8.65

# Leadership Development Assessment

## *Lowest Rated Items*

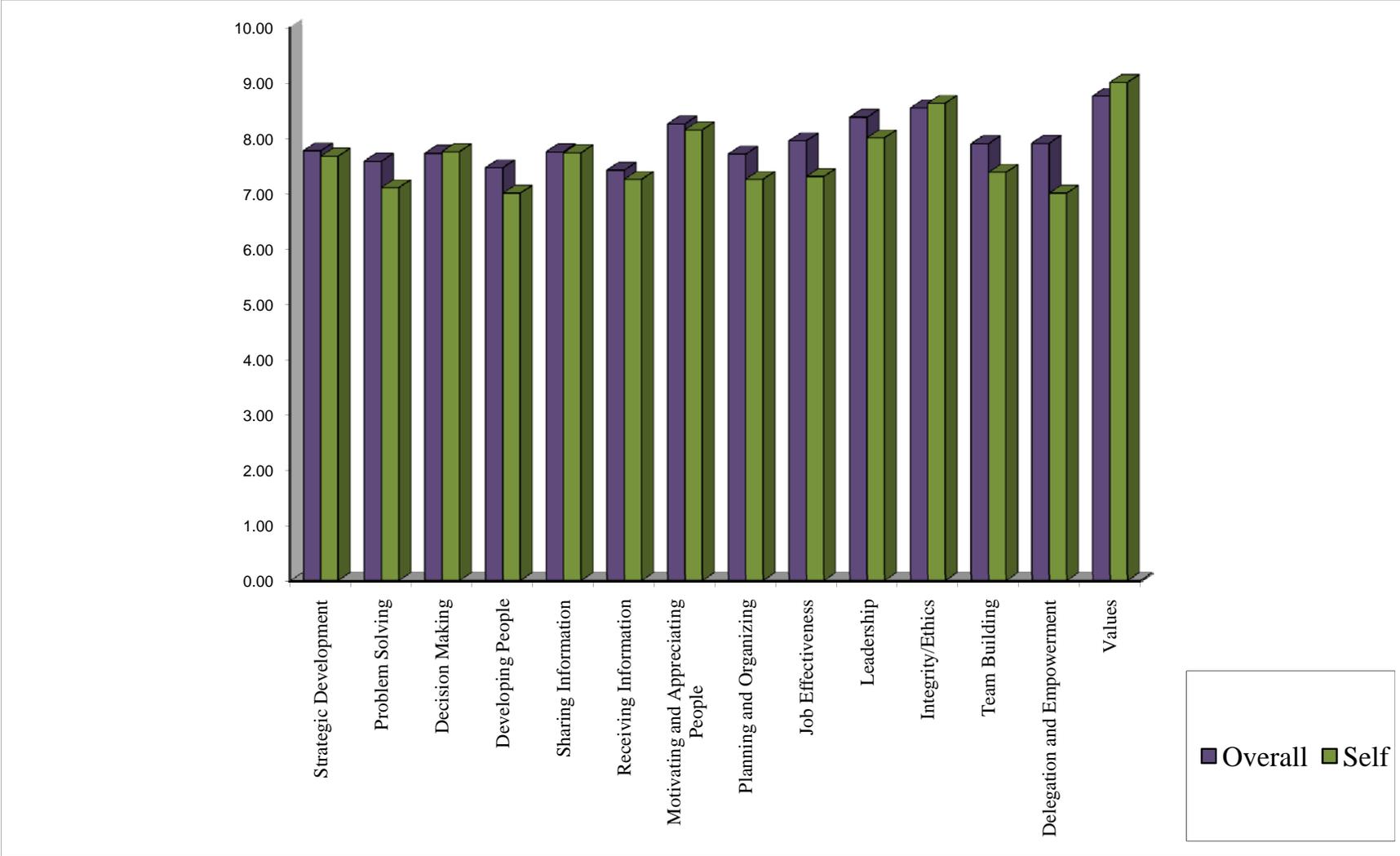
*Name*

<b>Rank</b>	<b>Question Number</b>	<b>Question</b>	<b>Mean Score</b>
<b>1</b>	35	Uses consideration and tact when communicating with others	6.67
<b>2</b>	22	Completes performance appraisal for their employees in a timely manner	6.76
<b>3</b>	33	Adjusts their language/communication style to those with whom they communicate	6.82
<b>4</b>	40	Keeps an open mind when hearing others' opinions or ideas	6.88
<b>5</b>	10	Nurtures a climate of innovative thinking and problem solving	7.09
<b>6</b>	14	Responds to problems appropriately depending on the severity of the problem	7.18
<b>7</b>	39	Takes the time to listen to others' questions or problems	7.29
<b>8</b>	4	Ensures there is alignment between department, branch and organization goals	7.32
<b>9</b>	23	Teaches and coaches people skillfully to help them handle specific challenges and problems	7.32
<b>10</b>	26	Deals with performance problems on their team in a timely manner	7.33
<b>11</b>	42	Accepts criticism and constructive feedback	7.33

# Leadership Development Assessment

## *Comparative Analysis (Overall vs. Self)*

*Name*



\*The "Overall" data for this graph contains all the participants without "Self" data.  
*Leadership Development Assessment*

# Leadership Development Assessment

## Results by Category

Name

Category Averages	Overall	Self	Manager	Executives	Peers	Direct Reports	Internal Customers
<i>Number of Participants</i>	<b>23</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>10</b>	<b>5</b>
Strategic Development	7.77	7.67	8.17	8.50	6.53	8.13	7.42
Problem Solving	7.58	7.10	7.00	8.40	6.80	7.50	7.58
Decision Making	7.72	7.75	7.50	8.50	6.63	7.81	7.75
Developing People	7.46	7.00	6.67	8.50	7.33	6.90	7.68
Sharing Information	7.75	7.73	7.38	8.09	7.55	7.55	7.66
Receiving Information	7.42	7.25	6.50	8.20	7.50	6.90	7.84
Motivating and Appreciating People	8.25	8.14	7.60	8.71	8.00	7.66	8.64
Planning and Organizing	7.71	7.25	6.50	8.75	6.67	7.46	8.02
Job Effectiveness	7.95	7.30	7.78	9.00	7.90	7.20	8.06
Leadership	8.37	8.00	7.75	8.38	7.79	7.81	8.73
Integrity/Ethics	8.54	8.63	8.50	9.25	8.67	7.90	9.10
Team Building	7.89	7.38	7.40	8.38	7.57	7.23	8.19
Delegation and Empowerment	7.90	7.00	7.33	8.33	7.00	7.28	8.85
Values	8.75	9.00	8.57	9.14	8.44	8.09	9.14
<b>Overall</b>	<b>7.98</b>	<b>7.68</b>	<b>7.61</b>	<b>8.58</b>	<b>7.64</b>	<b>7.56</b>	<b>8.20</b>

\*The "Overall" data for this graph contains all the participants without "Self" data.  
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# Leadership Development Assessment

## Mean Score by Question

Name

Question #	Question	Overall	Self	Manager	Executives	Peers	Direct Reports	Internal Customers
	<i>Number of Participants</i>	<b>23</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>10</b>	<b>5</b>
<b>Strategic Development</b>								
1	Has a clear overall vision, or concept of their purpose, function, and responsibility (	8.42	8.00	9.00	8.00	7.67	9.25	8.60
2	Keeps abreast of new ideas, trends, and events that may affect the organization	7.95	8.00	8.00	8.00	6.00	8.25	7.40
3	Sets the operational goals and strategies for the organization effectively	7.36	7.00	8.00	8.00	6.00	8.25	6.80
4	Ensures there is alignment between department, branch and organization goals	7.32	6.00	7.00	9.00	7.00	7.50	6.80
5	Articulates a clear and compelling sense of the organization's vision and strategic d	8.04	9.00	8.00	9.00	6.50	8.00	8.40
6	Develops performance indicators for the organization's success	7.50	8.00	9.00	9.00	6.00	7.50	6.50
	<b>Average of Means - Strategic Development</b>	<b>7.77</b>	<b>7.67</b>	<b>8.17</b>	<b>8.50</b>	<b>6.53</b>	<b>8.13</b>	<b>7.42</b>
<b>Problem Solving</b>								
7	Spots the critical issues and upcoming problems the organization will need to addre	7.35	7.00	7.00	8.00	6.50	7.50	7.60
8	Explains problem situations and issues clearly so people can understand them	7.74	6.00	7.00	8.00	7.00	7.75	7.80
9	Contributes creative ideas and suggestions that help people solve problems	7.83	8.00	6.00	8.00	7.00	8.00	8.00
10	Nurtures a climate of innovative thinking and problem solving	7.09	7.00	6.00	8.00	6.50	7.50	6.40
11	Obtains the support of people responsible for implementing the solutions	7.57	8.00	7.00	9.00	6.50	7.00	7.20
12	Is a good problem solver	8.17	7.00	7.00	9.00	6.50	7.75	9.20
13	When things go wrong, rather than placing blame, this person takes responsibility to	7.82	7.00	7.00	8.00	7.00	8.00	8.25
14	Responds to problems appropriately depending on the severity of the problem	7.18	7.00	7.00	8.00	7.00	7.00	7.75
15	Is proactive in recommending/implementing appropriate improvements to achieve g	7.65	8.00	8.00	9.00	7.00	7.25	7.40
16	Follows up on issues/problems/opportunities to ensure the agreed upon plan or corr	7.36	6.00	8.00	9.00	7.00	7.25	6.20
	<b>Average of Means - Problem Solving</b>	<b>7.58</b>	<b>7.10</b>	<b>7.00</b>	<b>8.40</b>	<b>6.80</b>	<b>7.50</b>	<b>7.58</b>
<b>Decision Making</b>								
17	Has the facilitation skills necessary to effectively lead a group to consensus	7.36	7.00	7.00	8.00	6.00	7.00	8.00
18	Makes timely decisions well (wisely, considering all the key issues and factors)	7.82	7.00	8.00	9.00	6.00	8.00	7.80
19	Considers the long-term impact of their decisions	7.61	9.00	7.00	8.00	6.50	7.75	7.20
20	Follows through with their decisions	8.09	8.00	8.00	9.00	8.00	8.50	8.00
	<b>Average of Means - Decision Making</b>	<b>7.72</b>	<b>7.75</b>	<b>7.50</b>	<b>8.50</b>	<b>6.63</b>	<b>7.81</b>	<b>7.75</b>
<b>Developing People</b>								
21	Provides an accurate and thorough performance appraisal for their employees	7.88	6.00	-	9.00	-	7.67	6.67
22	Completes performance appraisal for their employees in a timely manner	6.76	6.00	-	9.00	-	6.25	6.33
23	Teaches and coaches people skillfully to help them handle specific challenges and p	7.32	7.00	6.00	8.00	7.00	7.25	7.75
24	Gives constructive feedback effectively (regularly, firmly, humanely) when an emp	7.59	7.00	7.00	8.00	7.00	6.33	9.33
25	Sets clear goals and standards so that employees know what results are expected of	7.88	8.00	7.00	9.00	-	7.25	9.00
	<b>Average of Means - Developing People</b>	<b>7.46</b>	<b>7.00</b>	<b>6.67</b>	<b>8.50</b>	<b>7.33</b>	<b>6.90</b>	<b>7.68</b>
	<b>Total Averages of Means</b>	<b>7.98</b>	<b>7.68</b>	<b>7.61</b>	<b>8.58</b>	<b>7.64</b>	<b>7.56</b>	<b>8.20</b>

\*The "Overall" data for this graph contains all the participants without "Self" data.

# Leadership Development Assessment

## Benchmark Results

Name

Question #	Question	Overall Name	PBS BENCHMARK	Overall Name	Best of the Best BENCHMARK
	<i>Number of Participants</i>	<b>23</b>	<i>Average of Means</i>	<b>23</b>	<i>Average of Means</i>
<b>Strategic Development</b>					
1	Has a clear overall vision, or concept of their purpose, function, and responsibility (its contribution, m	8.42	8.42	8.42	8.83
2	Keeps abreast of new ideas, trends, and events that may affect the organization	7.95	8.13	7.95	8.71
3	Sets the operational goals and strategies for the organization effectively	7.36	7.72	7.36	8.44
4	Ensures there is alignment between department, branch and organization goals	7.32	7.86	7.32	8.53
5	Articulates a clear and compelling sense of the organization's vision and strategic direction	8.04	7.83	8.04	8.57
6	Develops performance indicators for the organization's success	7.50	7.73	7.50	8.26
<b>Average of Means - Strategic Development</b>		<b>7.77</b>	<b>7.95</b>	<b>7.77</b>	<b>8.56</b>
<b>Problem Solving</b>					
7	Spots the critical issues and upcoming problems the organization will need to address	7.35	7.65	7.35	8.31
8	Explains problem situations and issues clearly so people can understand them	7.74	7.63	7.74	8.32
9	Contributes creative ideas and suggestions that help people solve problems	7.83	7.78	7.83	8.35
10	Nurtures a climate of innovative thinking and problem solving	7.09	7.54	7.09	8.33
11	Obtains the support of people responsible for implementing the solutions	7.57	7.62	7.57	8.34
12	Is a good problem solver	8.17	7.90	8.17	8.48
13	When things go wrong, rather than placing blame, this person takes responsibility to help solve the pro	7.82	7.56	7.82	8.20
14	Responds to problems appropriately depending on the severity of the problem	7.18	7.81	7.18	8.54
15	Is proactive in recommending/implementing appropriate improvements to achieve goals	7.65	6.81	NA	NA
16	Follows up on issues/problems/opportunities to ensure the agreed upon plan or corrective measure is v	NA	NA	NA	NA
<b>Average of Means - Problem Solving</b>		<b>7.60</b>	<b>7.59</b>	<b>7.59</b>	<b>8.36</b>
<b>Decision Making</b>					
17	Has the facilitation skills necessary to effectively lead a group to consensus	7.36	7.44	7.36	8.23
18	Makes timely decisions well (wisely, considering all the key issues and factors)	7.82	7.67	7.82	8.31
19	Considers the long-term impact of their decisions	7.61	7.62	7.61	8.27
20	Follows through with their decisions	8.09	8.03	8.09	8.53
<b>Average of Means - Decision Making</b>		<b>7.72</b>	<b>7.69</b>	<b>7.72</b>	<b>8.34</b>
<b>Developing People</b>					
21	Provides an accurate and thorough performance appraisal for their employees	7.88	7.64	7.88	8.16
22	Completes performance appraisal for their employees in a timely manner	6.76	7.76	6.76	8.14
23	Teaches and coaches people skillfully to help them handle specific challenges and problems	7.32	7.36	7.32	8.05
24	Gives constructive feedback effectively (regularly, firmly, humanely) when an employee's performanc	7.59	7.28	7.59	7.93
25	Sets clear goals and standards so that employees know what results are expected of them	7.88	7.61	7.88	8.31
<b>Average of Means - Developing People</b>		<b>7.46</b>	<b>7.49</b>	<b>7.46</b>	<b>8.11</b>
<b>Total Averages of Means</b>		<b>7.96</b>	<b>7.89</b>	<b>7.97</b>	<b>8.47</b>

\*The "Overall" data for this graph contains all the participants without "Self" data.

# Overall Raw Data Report

[Insert Name]

	Strongly Disagree 1	2	3	Disagree 4	5	6	Agree 7	8	9	Strongly Agree 10
1. Has a clear overall vision, or concept of their purpose, function, and responsibility (its contribution, mission, values, focus).	- -	- -	- -	- -	- -	1 3.8%	3 11.5%	11 42.3%	5 19.2%	5 19.2%
2. Keeps abreast of new ideas, trends, and events that may affect the organization.	- -	- -	- -	1 3.8%	1 3.8%	1 3.8%	3 11.5%	8 30.8%	7 26.9%	2 7.7%
3. Sets the operational goals and strategies for the organization effectively.	- -	- -	- -	1 3.8%	2 7.7%	2 7.7%	6 23.1%	7 26.9%	5 19.2%	- -
4. Ensures there is alignment between department, branch and organization goals.	- -	- -	- -	2 7.7%	- -	4 15.4%	7 26.9%	5 19.2%	4 15.4%	1 3.8%
5. Articulates a clear and compelling sense of the organization's vision and strategic direction.	- -	- -	- -	- -	- -	3 11.5%	4 15.4%	8 30.8%	6 23.1%	3 11.5%
6. Develops performance indicators for the organization's success.	- -	- -	- -	1 3.8%	1 3.8%	3 11.5%	2 7.7%	9 34.6%	5 19.2%	- -
7. Spots the critical issues and upcoming problems the organization will need to address.	- -	- -	- -	1 3.8%	2 7.7%	4 15.4%	5 19.2%	7 26.9%	3 11.5%	2 7.7%
8. Explains problem situations and issues clearly so people can understand them.	- -	- -	- -	- -	2 7.7%	2 7.7%	7 26.9%	6 23.1%	5 19.2%	2 7.7%
9. Contributes creative ideas and suggestions that help people solve problems.	- -	- -	- -	- -	- -	1 3.8%	10 38.5%	7 26.9%	4 15.4%	2 7.7%
10. Nurtures a climate of innovative thinking and problem solving.	- -	- -	- -	- -	2 7.7%	5 19.2%	9 34.6%	3 11.5%	4 15.4%	- -
11. Obtains the support of people responsible for implementing the solutions.	- -	- -	- -	- -	1 3.8%	3 11.5%	8 30.8%	7 26.9%	3 11.5%	2 7.7%
12. Is a good problem solver.	- -	- -	- -	- -	- -	1 3.8%	7 26.9%	6 23.1%	8 30.8%	2 7.7%
13. When things go wrong, rather than placing blame, this person takes responsibility to help solve the problem.	- -	- -	- -	1 3.8%	- -	1 3.8%	10 38.5%	3 11.5%	5 19.2%	3 11.5%
14. Responds to problems appropriately depending on the severity of the problem.	- -	1 3.8%	- -	- -	1 3.8%	2 7.7%	10 38.5%	5 19.2%	4 15.4%	- -
15. Is proactive in recommending/implementing appropriate improvements to achieve goals.	- -	- -	- -	- -	1 3.8%	1 3.8%	10 38.5%	6 23.1%	5 19.2%	1 3.8%
16. Follows up on issues/problems/opportunities to ensure the agreed upon plan or corrective measure is working and is successful.	- -	- -	- -	1 3.8%	1 3.8%	2 7.7%	8 30.8%	8 30.8%	3 11.5%	- -
17. Has the facilitation skills necessary to effectively lead a group to consensus.	- -	- -	- -	- -	2 7.7%	4 15.4%	6 23.1%	8 30.8%	1 3.8%	2 7.7%
18. Makes timely decisions well (wisely, considering all the key issues and factors).	- -	- -	- -	1 3.8%	- -	2 7.7%	7 26.9%	6 23.1%	4 15.4%	3 11.5%