
Lockwood Leadership Assessment®

360 Competency Survey

Confidential Report for Tom Smith

Project Status - 360 Competency Survey	
Project Audience	19
Responses Received	17
Project Start Date	Friday, May 29, 2009
Project End Date	Thu, Dec 31, 2009

Creation Date Thu, Jun 25, 2009

Important Information

Feedback is one of those things we love and hate at the same time. When it is positive, we love it. When it is negative, we may tend to resist it.

In this report, you will get a chance to see the distribution and variance of your competencies as seen by others. Some common reactions might be:

- affirmed by what you view as personal strengths and are seen and appreciated by others.
- surprised at a strength or weakness surfacing in your "blind spot."
- disappointed that your self perception may be higher in some areas than viewed by others.
- encouraged by the insights of others to help you learn and grow.

Your feedback providers have taken the time to tell you their observations. See what you can glean and learn from your report.

ABOUT YOUR ASSESSMENT

**What was measured:
Primary scale: Performance Satisfaction**

What the Scale Means

Performance Satisfaction

1-2

Not Satisfied

3-4

Minimally Satisfied

5-6

Moderately Satisfied

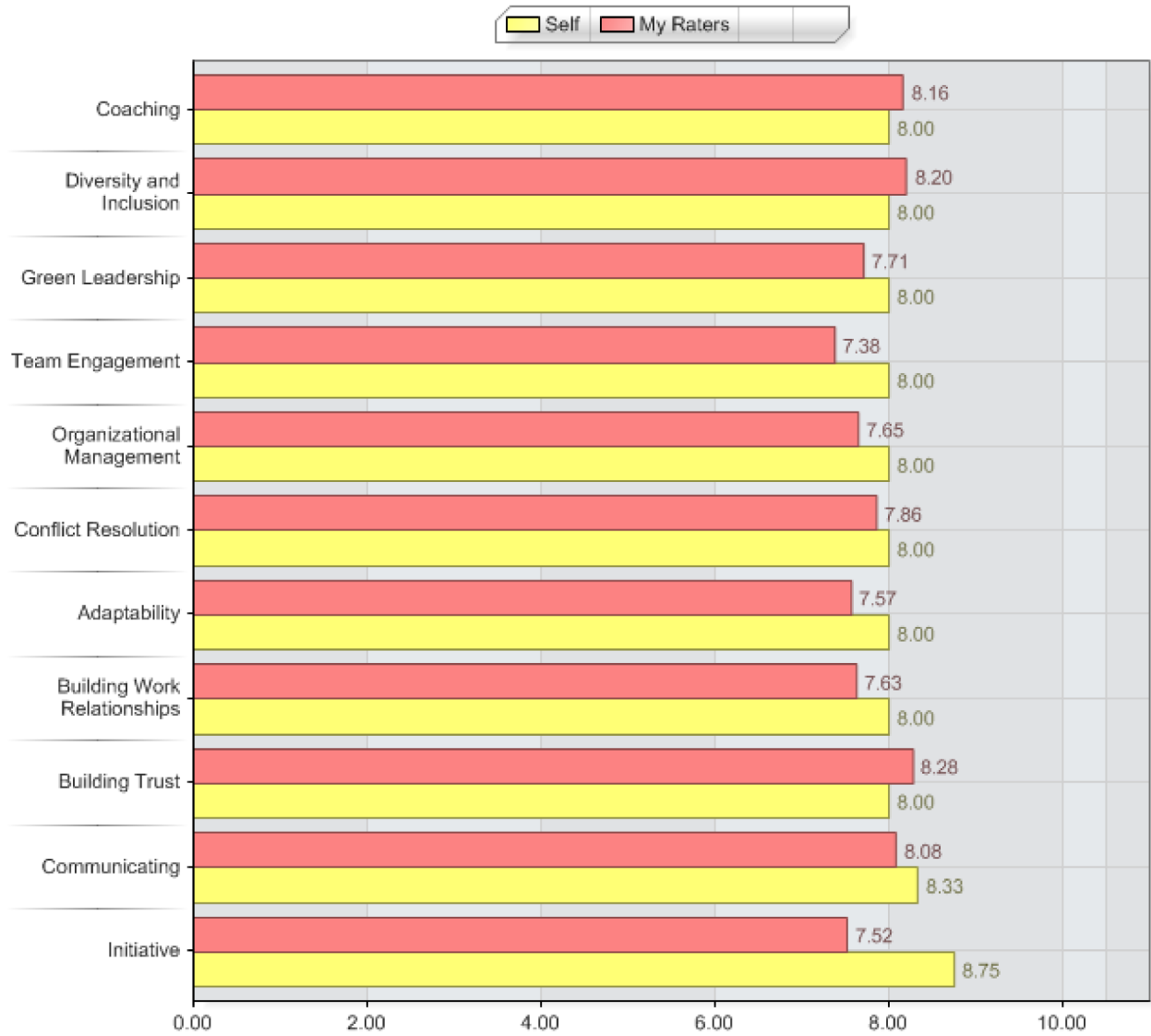
7-8

Very Satisfied

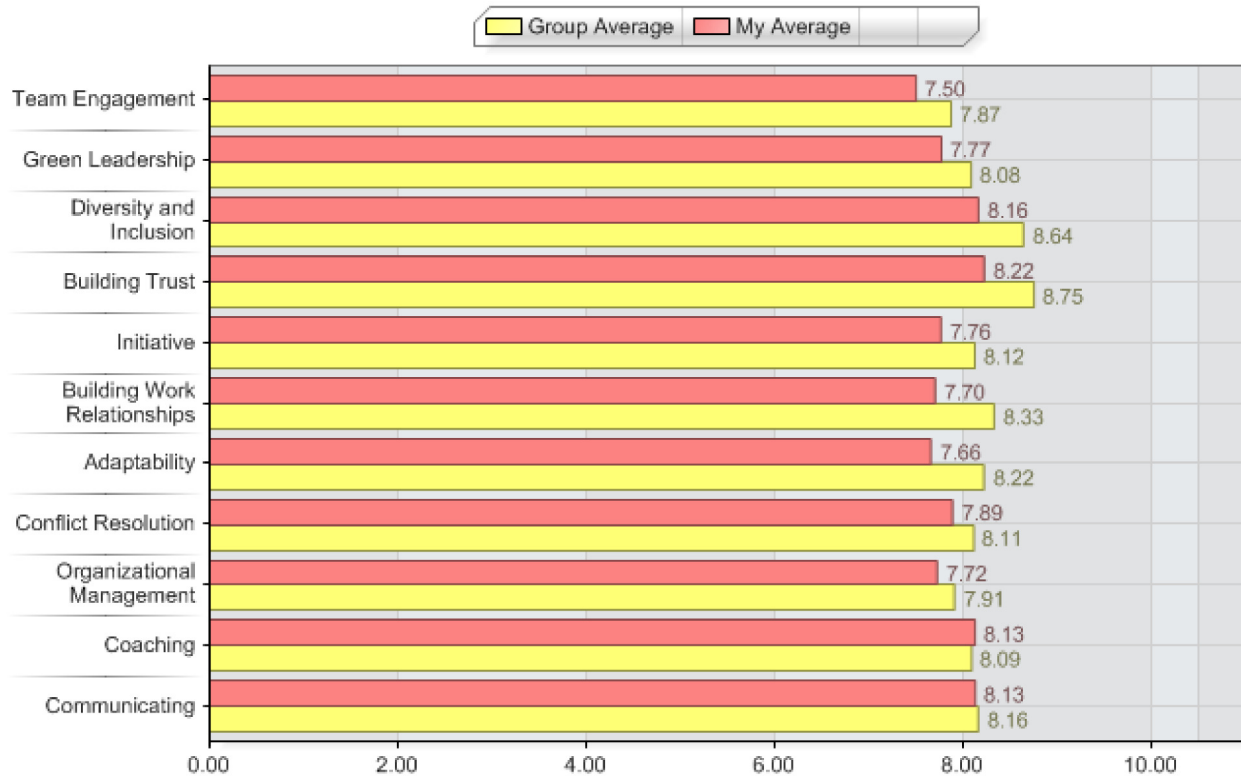
9-10

Totally Satisfied

Competency Summary



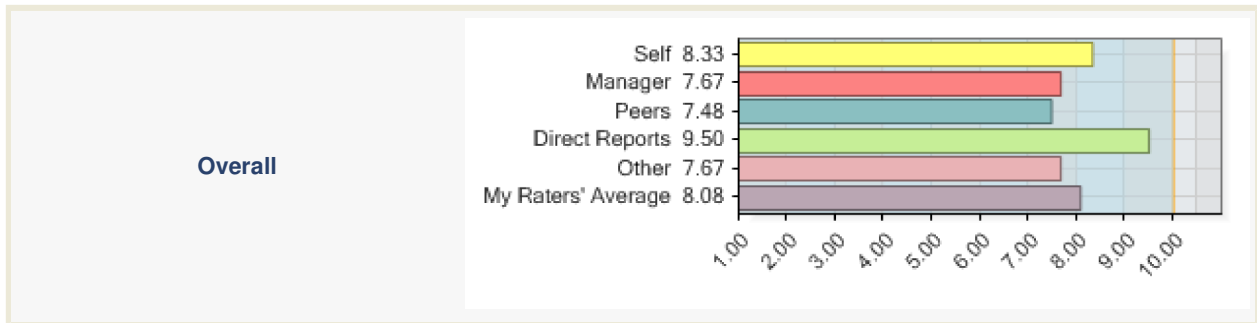
Gap Analysis



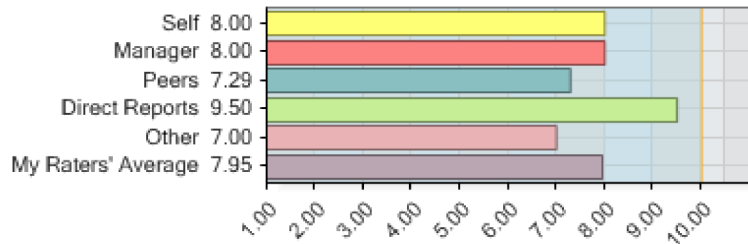
My Average vs Group Average		
Rank	Competency	Gap
1	Building Work Relationships	-0.64
2	Adaptability	-0.57
3	Building Trust	-0.54
4	Diversity and Inclusion	-0.49
5	Team Engagement	-0.38
6	Initiative	-0.37
7	Green Leadership	-0.33
8	Conflict Resolution	-0.24
9	Organizational Management	-0.19
10	Communicating	-0.04
11	Coaching	0.04

Item Ratings by Relationship

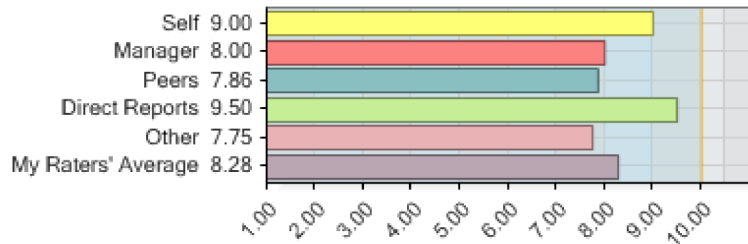
Communicating



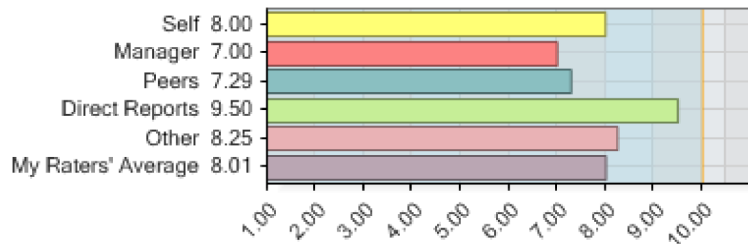
1. Listens to others in a way that shows he/she has understood.



2. Initiates two-way communication with others.



3. Acts in ways that make it easy for others to approach him or her.



Communicating

Rating Breakdown

1. Listens to others in a way that shows he/she has understood.

Score	Count	Percentage
1 Not Satisfied	0	0.00%
2	0	0.00%
3 Minimally Satisfied	0	0.00%
4	0	0.00%
5 Moderately Satisfied	3	17.65%
6	1	5.88%
7	0	0.00%
8 Very Satisfied	7	41.18%
9	4	23.53%
10 Totally Satisfied	2	11.76%

2. Initiates two-way communication with others.

Score	Count	Percentage
1 Not Satisfied	0	0.00%
2	0	0.00%
3 Minimally Satisfied	0	0.00%
4	0	0.00%
5 Moderately Satisfied	0	0.00%
6	1	5.88%
7	2	11.76%
8 Very Satisfied	7	41.18%
9	5	29.41%
10 Totally Satisfied	2	11.76%

3. Acts in ways that make it easy for others to approach him or her.

Score	Count	Percentage
1 Not Satisfied	0	0.00%
2	0	0.00%
3 Minimally Satisfied	1	5.88%
4	0	0.00%
5 Moderately Satisfied	0	0.00%
6	1	5.88%
7	1	5.88%
8 Very Satisfied	7	41.18%
9	5	29.41%
10 Totally Satisfied	2	11.76%

What else would be important for this person to know about how they communicate?

1. Tom initiates two-way communication but often appears to do more of the talking.
2. Tom has no problem in initiating communications with other people to get what he needs.
3. Always promotes communication
4. Tom is open person and is easy to approach for any topic.

Highest Rated Items

Top Questions		
1	Shows respect and sensitivity to cultural differences in the workplace.	8.62
2	Initiates two-way communication with others.	8.42
3	Manages own stress level; doesn't allow own stress to leak onto others.	8.40
4	Encourages others to participate in training and development.	8.37
5	Manages his or her own career path.	8.37
6	Treats others with respect.	8.34
7	Promotes a harassment-free workplace; walks the talk.	8.34
8	Gives opinions in a tactful way.	8.22
9	Keeps confidences of others and the business as appropriate.	8.20
10	Acts with unyielding integrity in business transactions.	8.20

Highest Rated Competencies

Highest Rated Competencies		
1	Building Trust	8.22
1	Keeps confidences of others and the business as appropriate.	8.20
2	Acts with unyielding integrity in business transactions.	8.20
3	Builds trust with peers by being open and honest.	8.19
2	Diversity and Inclusion	8.16
1	Shows respect and sensitivity to cultural differences in the workplace.	8.62
2	Promotes a harassment-free workplace; walks the talk.	8.34
3	Utilizes the talents of others; seeks balanced contributions to the team.	7.88
3	Communicating	8.13
1	Initiates two-way communication with others.	8.42
2	Acts in ways that make it easy for others to approach him or her.	8.01
3	Listens to others in a way that shows he/she has understood.	7.96

Lowest Rated Items

Lowest Questions		
1	Informs others about programs and initiatives on a regular, predictable basis.	7.19
2	Earns the respect of others.	7.34
3	Follows through on commitments.	7.40
4	Shows energy and desire to meet the needs of others.	7.43
5	Provides clear directions about projects and work assignments.	7.46
6	Holds others accountable for their performance; doesn't let poor performance continue.	7.47
7	Adapts to the needs of others in communication and style.	7.54
8	Provides on-going feedback about performance.	7.56
9	Motivates others to perform at their best.	7.58
10	Includes others in planning and goal setting.	7.59

Lowest Rated Competencies

Lowest Rated Competencies		
1	Team Engagement	7.50
1	Informs others about programs and initiatives on a regular, predictable basis.	7.19
2	Includes others in planning and goal setting.	7.59
3	Seeks to get buy-in and support from the appropriate individuals.	7.70
2	Adaptability	7.66
1	Shows energy and desire to meet the needs of others.	7.43
2	Adapts to the needs of others in communication and style.	7.54
3	Displays a positive, optimistic attitude toward challenges and problems.	8.00
3	Building Work Relationships	7.70
1	Earns the respect of others.	7.34
2	Follows through on commitments.	7.40
3	Seeks out others; works to build rapport and effective working relationships with others.	7.68

Summary Questions

What is one thing that is a real strength for this person?

1. Tom has a methodical thought process that can be a real asset when trying to organize work.
2. A high degree of technical knowledge
3. Tom is here for the good of the business. He wants to make this a better place to work.
4. Tom has great organizational skills and provides clear logic for the things she does. Tom has a good set of priorities.
5. His ability to gain trust and confidence in people. He brings the human side to the work place.
6. His willness to take on a new task or challenge.
7. not sure only see him 1 a month in meetings...
8. He will go out of her way to learn the equipment
9. YEARS OF SERVICE
10. He is very adaptable and will take on challenges assigned to him.

What is one thing this person could do to have an even greater contribution?

1. Be ready to do what it takes to get something done even if it seems outside your usual scope of work.
2. Obtain better cooperation from subordinates
3. Tom needs to remember to listen and to keep conversation short.
4. Tom needs to find a way to get more interaction at floor level to build a mutual understanding of work responsibilities. Tom could better communicate where he is at on his projects and what he is currently focused on
5. I believe he is doing the best he can do in his department and plant with the current resorces and support that
6. Stay open minded when need be (which he already is) but stand firm on his belief if challenge.
7. same as above
8. COMMITMENT, SHOW UP MORE, STICK WITH IT
9. He needs to carry his radio a little more.

Is there anything else that this person should know?

1. Tom is a great to work with. It is refreshing to have follow-through in the maintenance department.
2. He is doing a great job.
3. not at this time
4. same as above