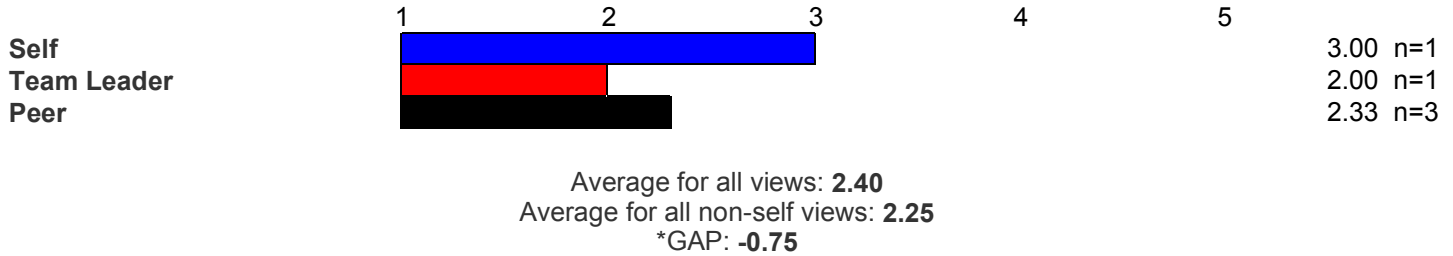


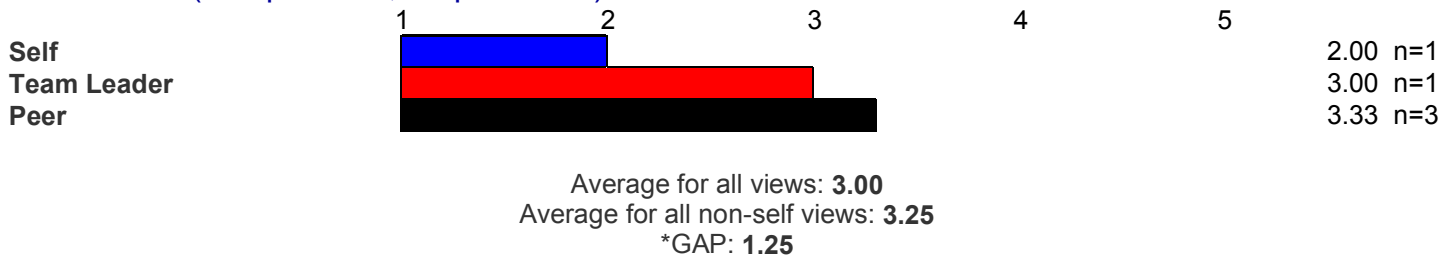
**Result Chart - By Question**  
**Team Member Rating**  
**Sample Company**  
**Person A**  
**13-Oct-2007**

\*Gap value shown is the average of all non-self views minus the self view

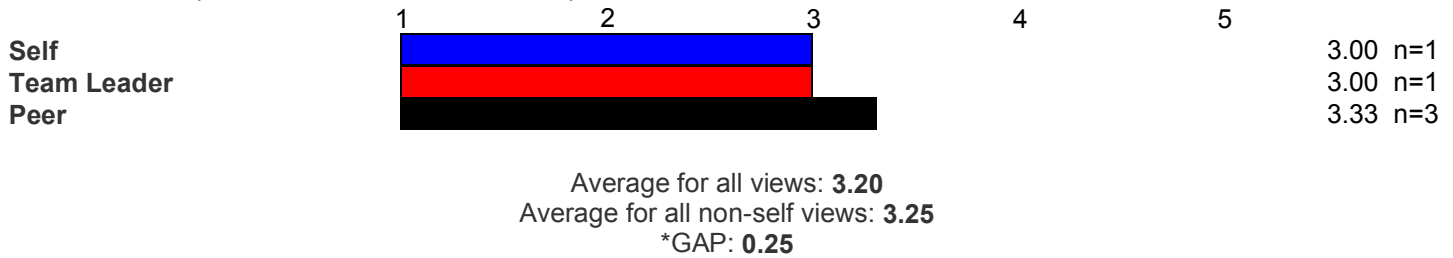
**Question 1: Contributes to other team members' success**  
 (Interpersonal, Balance)



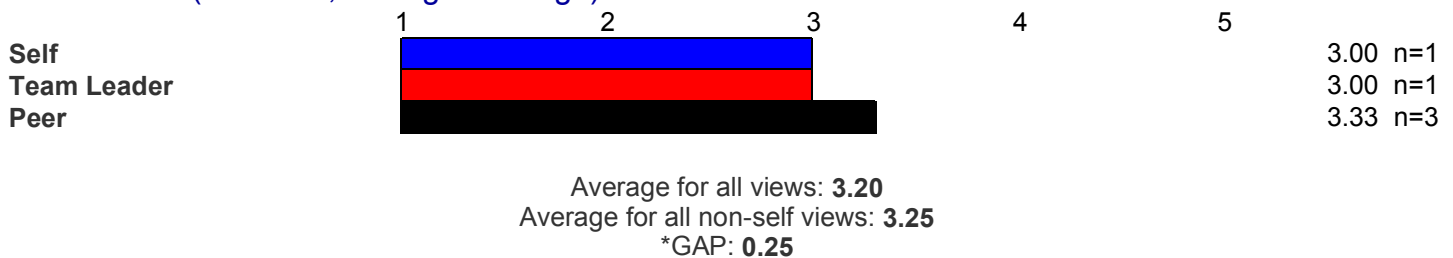
**Question 2: Requests input from others**  
 (Interpersonal, Helps Others)



**Question 3: Communicates openly with the team**  
 (Personal, Communication)



**Question 4: Is willing to change opinion in the face of new evidence**  
 (Personal, Willing to change)

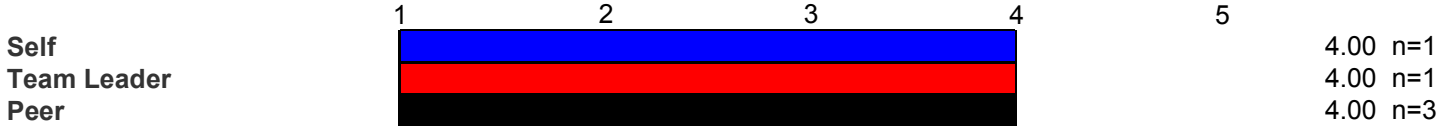


**Question 5: Performs his or her function conscientiously**  
(Task, Competence)



Average for all views: **4.20**  
 Average for all non-self views: **4.25**  
 \*GAP: **0.25**

**Question 6: Follows up on ideas, projects, programs**  
(Task, Follows Through)



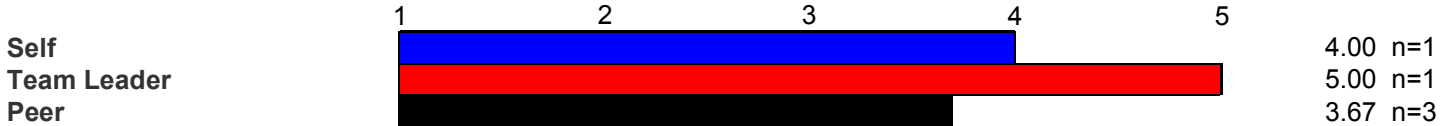
Average for all views: **4.00**  
 Average for all non-self views: **4.00**  
 \*GAP: **0.00**

**Question 7: Gets people together to discuss differences**  
(Interpersonal, Promotes Interaction)



Average for all views: **2.25**  
 Average for all non-self views: **2.33**  
 \*GAP: **0.33**

**Question 8: Accepts responsibility for his or her area**  
(Task, Responsibility)



Average for all views: **4.00**  
 Average for all non-self views: **4.00**  
 \*GAP: **0.00**

**Question 9: Says so when he or she needs something from the team**  
(Personal, States Wants)



Average for all views: **3.20**  
 Average for all non-self views: **3.00**  
 \*GAP: **-1.00**

**Question 10: Seeks excellence in his or her task accomplishments**  
(Task, Seeks Excellence)



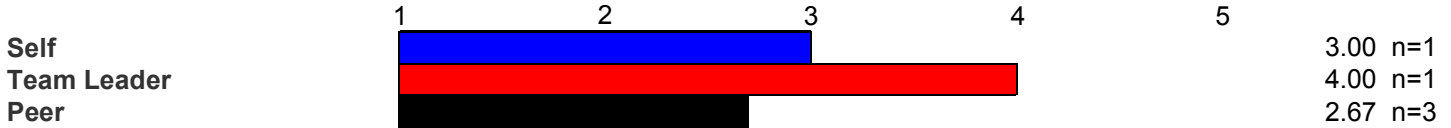
Average for all views: **4.20**  
 Average for all non-self views: **4.25**  
 \*GAP: **0.25**

**Question 11: Is available to contribute in his or her area of expertise**  
(Interpersonal, Helps Others)



Average for all views: **3.40**  
 Average for all non-self views: **3.75**  
 \*GAP: **1.75**

**Question 12: Encourages other team members**  
(Personal, Gives Feedback)



Average for all views: **3.00**  
 Average for all non-self views: **3.00**  
 \*GAP: **0.00**

**Question 13: Helps get the right people together to do a job**  
(Interpersonal, Promotes Interaction)



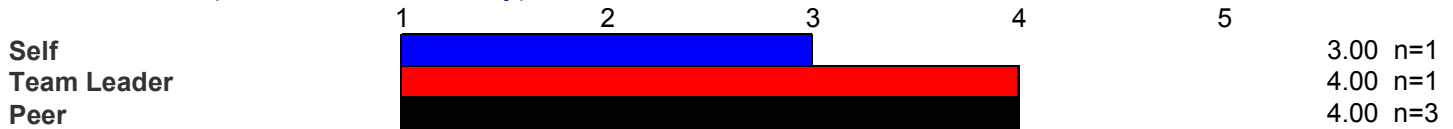
Average for all views: **3.20**  
 Average for all non-self views: **3.00**  
 \*GAP: **-1.00**

**Question 14: Completes his or her part of tasks that involve more than one team member**  
(Task, Responsibility)



Average for all views: **4.00**  
 Average for all non-self views: **4.00**  
 \*GAP: **0.00**

**Question 15: Grasps new ideas quickly**  
(Task, Learns Quickly)



Average for all views: **3.80**  
 Average for all non-self views: **4.00**  
 \*GAP: **1.00**

**Question 16: Gives evidence of understanding others' viewpoints**  
(Interpersonal, Is Negotiable)



Average for all views: **2.60**  
 Average for all non-self views: **2.75**  
 \*GAP: **0.75**

**Question 17: Tells other team members what they need to know**  
(Personal, Communication)



Average for all views: **3.00**  
 Average for all non-self views: **3.00**  
 \*GAP: **0.00**

**Question 18: Can accept a setback gracefully**  
(Interpersonal, Balance)



Average for all views: **2.60**  
 Average for all non-self views: **2.75**  
 \*GAP: **0.75**

**Question 19: Lets the team know where he or she stands**  
(Personal, States Wants)



Average for all views: **3.80**  
 Average for all non-self views: **3.75**  
 \*GAP: **-0.25**

**Question 20: Puts team welfare above personal considerations**  
(Personal, Commitment)



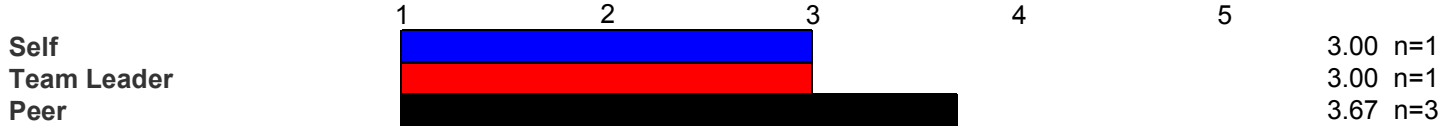
Average for all views: **3.20**  
 Average for all non-self views: **3.00**  
 \*GAP: **-1.00**

**Question 21: Works on improving his or her job skills**  
(Task, Competence)



Average for all views: **3.00**  
 Average for all non-self views: **3.00**  
 \*GAP: **0.00**

**Question 22: Gives new ideas and methods a fair hearing**  
(Personal, Willing to change)



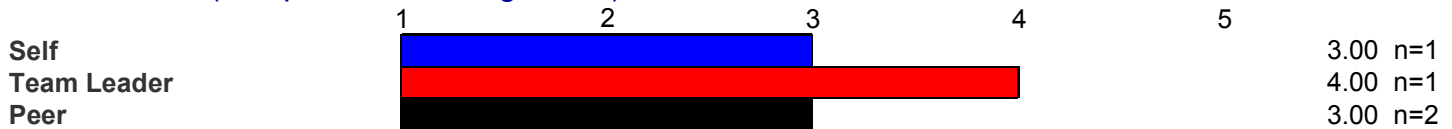
Average for all views: **3.40**  
 Average for all non-self views: **3.50**  
 \*GAP: **0.50**

**Question 23: Identifies areas of team weakness and gives feedback to the team about them**  
(Task, Learns Quickly)



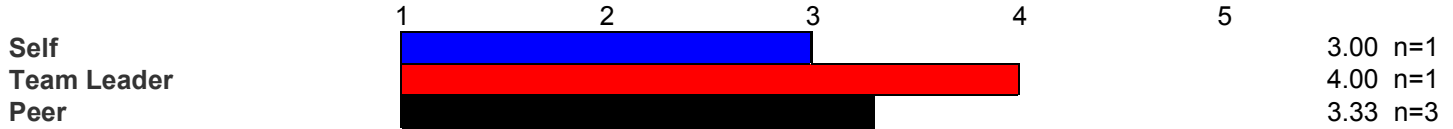
Average for all views: **2.60**  
 Average for all non-self views: **2.75**  
 \*GAP: **0.75**

**Question 24: Is willing to compromise in order to accomplish tasks and solve problems**  
(Interpersonal, Is Negotiable)



Average for all views: **3.25**  
 Average for all non-self views: **3.33**  
 \*GAP: **0.33**

**Question 25: Makes observable effort to improve his or her skills**  
(Task, Seeks Excellence)



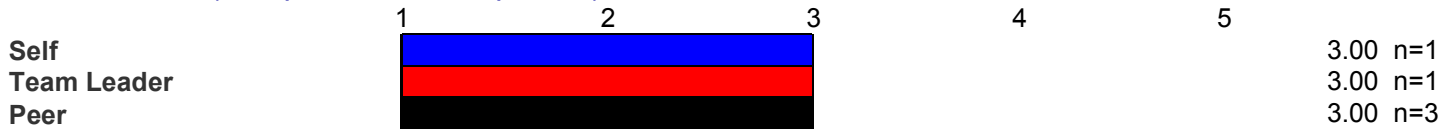
Average for all views: **3.40**  
 Average for all non-self views: **3.50**  
 \*GAP: **0.50**

**Question 26: Is free with praise of others on team**  
(Personal, Gives Feedback)



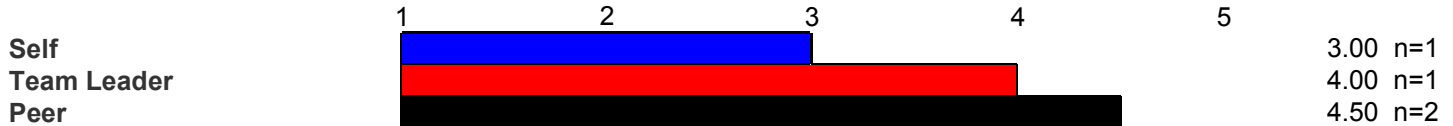
Average for all views: **2.80**  
 Average for all non-self views: **2.50**  
 \*GAP: **-1.50**

**Question 27: Listens to other team members**  
(Interpersonal, Acceptance)



Average for all views: **3.00**  
 Average for all non-self views: **3.00**  
 \*GAP: **0.00**

**Question 28: Is willing to do more than is required**  
(Personal, Commitment)



Average for all views: **4.00**  
 Average for all non-self views: **4.33**  
 \*GAP: **1.33**

**Question 29: Stays with the job until it's done**  
(Task, Follows Through)



Average for all views: **4.50**  
Average for all non-self views: **4.67**  
\*GAP: **0.67**

**Question 30: Gives as much value to other team members' skills as to his or her own**  
(Interpersonal, Acceptance)



Average for all views: **3.25**  
Average for all non-self views: **3.00**  
\*GAP: **-1.00**

Average for all views for all questions: 3.31

**Performance Report - Strengths  
Team Member Rating  
Sample Company  
Person A  
13-Oct-2007**

**STRENGTHS**

The following behaviours have been identified as your greatest strengths.  
The lists are in descending order, ie they show the top rating behaviours at the top of the list.

<b>Self</b>	4.00: States Wants(1-3)
	4.00: Responsibility(3-1)
	4.00: Follows Through(3-4)
	3.50: Gives Feedback(1-4)
	3.50: Commitment(1-5)

<b>Team Leader</b>	4.50: Responsibility(3-1)
	4.00: States Wants(1-3)
	4.00: Seeks Excellence(3-3)
	4.00: Follows Through(3-4)
	3.50: Helps Others(2-1)

<b>Peer</b>	4.40: Follows Through(3-4)
	3.83: Responsibility(3-1)
	3.83: Seeks Excellence(3-3)
	3.80: Commitment(1-5)
	3.80: Competence(3-2)

**Performance Report - Opportunities**  
**Team Member Rating**  
**Sample Company**  
**Person A**  
**13-Oct-2007**

## OPPORTUNITIES

The following behaviours have been identified as your opportunities.  
 The lists are in ascending order, ie they show the lowest rating behaviours at the top of the list.

<b>Self</b>	2.00: Helps Others(2-1)
	2.50: Learns Quickly(3-5)
	2.50: Balance(2-4)
	2.50: Is Negotiable(2-3)
	3.00: Promotes Interaction(2-5)

<b>Team Leader</b>	2.50: Promotes Interaction(2-5)
	2.50: Balance(2-4)
	2.50: Acceptance(2-2)
	3.00: Is Negotiable(2-3)
	3.00: Commitment(1-5)

<b>Peer</b>	2.50: Balance(2-4)
	2.67: Gives Feedback(1-4)
	2.80: Promotes Interaction(2-5)
	3.00: Is Negotiable(2-3)
	3.17: States Wants(1-3)

Comments Report  
Team Member Rating  
Sample Company  
Person A  
13-Oct-2007  
Overall

**Question 1 - Interpersonal - Balance**

**Contributes to other team members' success**

**Team Leader**

- Tends to be a loner - most of efforts appears to be directed at her own team and making herself look competent as a sales manager. Does not appear to be motivated in helping others on the team.

**Peer**

- This is difficult as Robin is not based at Belrose. Generally contribution of opinions and thought process needed to be provided immediately hence her contribution is limited. However when she is there her contribution is valuable.

**Question 2 - Interpersonal - Helps Others**

**Requests input from others**

**Self**

- I should seek more information from people at times

**Peer**

- Interaction has been limited and never has requested input. it does not mean she may have not seekd input from other mebers.

**Question 3 - Personal - Communication**

**Communicates openly with the team**

**Self**

- Could be more consistent with communication - communicate with the people who report to me more than my peers.

**Team Leader**

- Again, does not appear to do this naturally. Other team members often have to insitgate it.

**Peer**

- At meetings communicates openly. At other times no communication is seldom

**Question 4 - Personal - Willing to change****Is willing to change opinion in the face of new evidence****Self**

- Yes but I can be stubborn and feel the need to sell my own view or idea - must be the salesperson in me!

**Peer**

- Changes opinion and supports but always restates her initial opinion.

**Question 5 - Task - Competence****Performs his or her function conscientiously****Peer**

- High achiever and is very driven

**Question 6 - Task - Follows Through****Follows up on ideas, projects, programs****Self**

- Most times - if there is a lot going on, I can let things go through to the keeper if they are not a priority.

**Question 7 - Interpersonal - Promotes Interaction****Gets people together to discuss differences****Team Leader**

- Tends to isolate people in conflict. Avoid confrontation with fellow MT members, but, can let things brood to emotional levels that cause harmful conflict eventually.

**Peer**

- limited time to have had this opportunity

**Question 8 - Task - Responsibility****Accepts responsibility for his or her area****Team Leader**

- Is overly cautious here when other team members and her own GM are willing to support so much.

**Question 9 - Personal - States Wants****Says so when he or she needs something from the team****Self**

- I think I let the team know but could improve on the delivery in some instances.

**Team Leader**

- Needs to be more consistent in demands or identification fo needs.

**Peer**

- Does voice her needs but always in a negative way. ie you did not provide .....etc

**Question 11 - Interpersonal - Helps Others****Is available to contribute in his or her area of expertise****Self**

- I find my expertise is not often requested and that there is more focus on Asia than Australia in 2005 (which I am not part of)

**Peer**

- Does not voluntarily but when requested contribution are valuable.

**Development Notes Report  
Team Member Rating  
Sample Company  
Person A  
13-Oct-2007**

---

The following behaviours have been identified as your opportunities for development. It details the desired behaviour, recommended actions to improve, & references that are available to assist you with your development. The lists are in descending order, ie they show the lowest rating behaviours at the top of the list for each view

## Self

**Element: Helps Others (2-1) Score: 2.00**

### Desired Behaviour

- Requests input from others. Is available to contribute in his or her area of expertise.

### Recommended Action

- If I need to do more: Ask myself: Do I come across as a loner? Am I protective about my own area of responsibility/expertise? Do I devalue what others could contribute to me? What? Who? Have I some idea that others don't want my help? Have I some idea that asking for help will make me vulnerable or seem weak?
- If I need to do less:
- Ask myself: Do I ask for too much advice? Do I avoid making an honest effort at things by myself first? Or am I appearing as weak and lazy, or do I try to be good at everything? Do I butt in too much?

**Element: Learns Quickly (3-5) Score: 2.50**

### Desired Behaviour

- Grasps new ideas quickly. Identifies areas of team weakness and gives feedback to the team about them.

### Recommended Action

- If I need to do more: Ask myself: Am I slow to respond? Do I drag my feet instead of focusing on a thing and concentrating on learning it? Do I fail to look for new learnings which would improve my work? Am I too confrontative about negative things?
- If I need to do less:
- Ask myself: Do I fail to listen to details, and therefore assume I know when I don't? Do I jump to conclusions? Am I too quick to point out problems? If I grasp something quickly, do I run over people with it?

**Element: Balance (2-4) Score: 2.50****Desired Behaviour**

- Contributes to other team members' success. Can accept a setback gracefully.

**Recommended Action**

- If I need to do more: Ask myself: Do I shy from contributing to others? Am I overly fearful about getting lost in the group? Or do I have trouble letting my strengths show? Can't I accept setbacks? Am I too afraid of failure?
- If I need to do less:
- Ask myself: Do I work too much for others' goals, and give up my own in the process? Am I afraid of being criticised for being too independent? Or, do I accept defeat too easily? Do I rely too much on my own strengths and ignore others'?

**Element: Is Negotiable (2-3) Score: 2.50****Desired Behaviour**

- Is willing to compromise in order to accomplish tasks and solve problems. Gives evidence of understanding others' viewpoints.

**Recommended Action**

- If I need to do more: Ask myself: Am I stubborn? Am I being too rigid to see we can both get part of what we want? Am I too impatient to see negotiation as a process? Am I unable to accept partial victory sometimes? Am I stuck in seeing every situation as a win-lose, rather than a possible win-win?
- If I need to do less:
- Ask myself: Do I give in too easily? Do I pretend to comply and then resent? Do I see negotiation as conflict and seek to avoid it? Do I know the difference between negotiation and knuckling under? Do I fail to fight for my own ideas and views?

**Element: Promotes Interaction (2-5) Score: 3.00****Desired Behaviour**

- Gets people together to discuss differences. Helps get the right people together to do a job.

**Recommended Action**

- If I need to do more: Ask myself: Do I avoid facing communication problems, or deal with them bureaucratically? Do I fail to initiate necessary meetings? Do I shy away from getting involved in interpersonal problems? Do I fail to take feelings into account on the job?
- If I need to do less:
- Ask myself: Do I encourage too many meetings? Do I waste time discussing things overly much? Do I think everyone has to like everyone else always? Do I see myself as needing to get others to be more in touch with each other?

## Team Leader

**Element: Promotes Interaction (2-5) Score: 2.50**

### Desired Behaviour

- Gets people together to discuss differences. Helps get the right people together to do a job.

### Recommended Action

- If I need to do more: Ask myself: Do I avoid facing communication problems, or deal with them bureaucratically? Do I fail to initiate necessary meetings? Do I shy away from getting involved in interpersonal problems? Do I fail to take feelings into account on the job?
- If I need to do less:
- Ask myself: Do I encourage too many meetings? Do I waste time discussing things overly much? Do I think everyone has to like everyone else always? Do I see myself as needing to get others to be more in touch with each other?

**Element: Balance (2-4) Score: 2.50**

### Desired Behaviour

- Contributes to other team members' success. Can accept a setback gracefully.

### Recommended Action

- If I need to do more: Ask myself: Do I shy from contributing to others? Am I overly fearful about getting lost in the group? Or do I have trouble letting my strengths show? Can't I accept setbacks? Am I too afraid of failure?
- If I need to do less:
- Ask myself: Do I work too much for others' goals, and give up my own in the process? Am I afraid of being criticised for being too independent? Or, do I accept defeat too easily? Do I rely too much on my own strengths and ignore others'?

**Element: Acceptance (2-2) Score: 2.50**

### Desired Behaviour

- Listens to other team members. Gives as much value to other team members' skills as to his or her own.

### Recommended Action

- If I need to do more: Ask myself: Do I see differences from me as 'bad'? Do I shut off and refuse to listen to views not my own? Do I pre-judge? Do I see differences as fearful or threatening? Do I think my own contributions somehow have to be 'better' than others?
- If I need to do less:
- Ask myself: Do I minimise my own contributions? Am I growing dependent? Do I get mixed up and think accepting means agreeing with everything? Do I think my own differences from others are signs of inferiority?

**Element: Is Negotiable (2-3) Score: 3.00****Desired Behaviour**

- Is willing to compromise in order to accomplish tasks and solve problems. Gives evidence of understanding others' viewpoints.

**Recommended Action**

- If I need to do more: Ask myself: Am I stubborn? Am I being too rigid to see we can both get part of what we want? Am I too impatient to see negotiation as a process? Am I unable to accept partial victory sometimes? Am I stuck in seeing every situation as a win-lose, rather than a possible win-win?
- If I need to do less:
- Ask myself: Do I give in too easily? Do I pretend to comply and then resent? Do I see negotiation as conflict and seek to avoid it? Do I know the difference between negotiation and knuckling under? Do I fail to fight for my own ideas and views?

**Element: Commitment (1-5) Score: 3.00****Desired Behaviour**

- Puts team welfare above personal considerations. Is willing to do more than is required.

**Recommended Action**

- If I need to do more: Ask myself: Am I staying uninvolved? From what? Do I appear as a clockwatcher, or as self-serving, with no interest in others? Am I growing indifferent to results?
- If I need to do less:
- Ask myself: Am I seen as indiscriminating? Too gung-ho? Do others see me as losing my individuality? Am I a 'yes-man'? Do I expect others to do as much as I do in order to prove their commitment?

**Peer****Element: Balance (2-4) Score: 2.50****Desired Behaviour**

- Contributes to other team members' success. Can accept a setback gracefully.

**Recommended Action**

- If I need to do more: Ask myself: Do I shy from contributing to others? Am I overly fearful about getting lost in the group? Or do I have trouble letting my strengths show? Can't I accept setbacks? Am I too afraid of failure?
- If I need to do less:
- Ask myself: Do I work too much for others' goals, and give up my own in the process? Am I afraid of being criticised for being too independent? Or, do I accept defeat too easily? Do I rely too much on my own strengths and ignore others'?

**Element: Gives Feedback (1-4) Score: 2.67****Desired Behaviour**

- Is free with praise of others on team. Encourages other team members.

**Recommended Action**

- If I need to do more: Ask myself: Why don't I say so when I like something someone does? Do I imagine that others don't want praise? Do I think they don't want recognition from me? How do others feel when I withhold positive recognition?
- If I need to do less:
- Ask myself: Am I being too 'gushy'? Are my compliments being perceived as not genuine? Phoney? Is my praise too general and not enough directed to specific acts? Do others think I'm looking for something from them?

**Element: Promotes Interaction (2-5) Score: 2.80****Desired Behaviour**

- Gets people together to discuss differences. Helps get the right people together to do a job.

**Recommended Action**

- If I need to do more: Ask myself: Do I avoid facing communication problems, or deal with them bureaucratically? Do I fail to initiate necessary meetings? Do I shy away from getting involved in interpersonal problems? Do I fail to take feelings into account on the job?
- If I need to do less:
- Ask myself: Do I encourage too many meetings? Do I waste time discussing things overly much? Do I think everyone has to like everyone else always? Do I see myself as needing to get others to be more in touch with each other?

**Element: Is Negotiable (2-3) Score: 3.00****Desired Behaviour**

- Is willing to compromise in order to accomplish tasks and solve problems. Gives evidence of understanding others' viewpoints.

**Recommended Action**

- If I need to do more: Ask myself: Am I stubborn? Am I being too rigid to see we can both get part of what we want? Am I too impatient to see negotiation as a process? Am I unable to accept partial victory sometimes? Am I stuck in seeing every situation as a win-lose, rather than a possible win-win?
- If I need to do less:
- Ask myself: Do I give in too easily? Do I pretend to comply and then resent? Do I see negotiation as conflict and seek to avoid it? Do I know the difference between negotiation and knuckling under? Do I fail to fight for my own ideas and views?

**Question Level Report**  
**Team Member Rating**  
**Sample Company**  
**Person A**  
**13-Oct-2007**  
**Overall**

**Question 3 Personal Communication**

**Communicates openly with the team**

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Team Leader</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Peer</b>							
		0	0	2	1	0	3
	Percentage			66.67%	33.33%		

**Question 17 Personal Communication**

**Tells other team members what they need to know**

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Team Leader</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Peer</b>							
		0	0	2	0	0	2
	Percentage			100.00%			

**Question 4** Personal Willing to change

Is willing to change opinion in the face of new evidence

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Team Leader</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Peer</b>							
		0	0	2	1	0	3
	Percentage			66.67%	33.33%		

**Question 22** Personal Willing to change

Gives new ideas and methods a fair hearing

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Team Leader</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Peer</b>							
		0	0	1	2	0	3
	Percentage			33.33%	66.67%		

**Question 9 Personal States Wants**

Says so when he or she needs something from the team

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	0	1	0	1
	Percentage				100.00%		
<b>Team Leader</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Peer</b>							
		0	0	3	0	0	3
	Percentage			100.00%			

**Question 19 Personal States Wants**

Lets the team know where he or she stands

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	0	1	0	1
	Percentage				100.00%		
<b>Team Leader</b>							
		0	0	0	0	1	1
	Percentage					100.00%	
<b>Peer</b>							
		0	0	2	1	0	3
	Percentage			66.67%	33.33%		

**Question 12** Personal Gives Feedback

Encourages other team members

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Team Leader</b>							
		0	0	0	1	0	1
	Percentage				100.00%		
<b>Peer</b>							
		1	0	1	1	0	3
	Percentage	33.33%		33.33%	33.33%		

**Question 26** Personal Gives Feedback

Is free with praise of others on team

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	0	1	0	1
	Percentage				100.00%		
<b>Team Leader</b>							
		0	1	0	0	0	1
	Percentage		100.00%				
<b>Peer</b>							
		0	1	2	0	0	3
	Percentage		33.33%	66.67%			

**Question 20**   Personal   Commitment

**Puts team welfare above personal considerations**

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	0	1	0	1
	Percentage				100.00%		
<b>Team Leader</b>							
		0	1	0	0	0	1
	Percentage		100.00%				
<b>Peer</b>							
		0	0	2	1	0	3
	Percentage			66.67%	33.33%		

**Question 28**   Personal   Commitment

**Is willing to do more than is required**

		Almost Never	Seldom	Satisfactory	Just Right	More than Necessary	Total
<b>Self</b>							
		0	0	1	0	0	1
	Percentage			100.00%			
<b>Team Leader</b>							
		0	0	0	1	0	1
	Percentage				100.00%		
<b>Peer</b>							
		0	0	0	1	1	2
	Percentage				50.00%	50.00%	