

Unlocking YOUR Management Potential

ENTELECHY,
INC.

360° Management Inventory



Individual Report for | John Doe

Prepared on December 18, 2008

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SAMPLE

360° Management Inventory

Individual Report for John Doe

This is a personalized analysis for John Doe and contains information that is sensitive and confidential and is to be used only by John Doe.

Employee-Identified Priorities

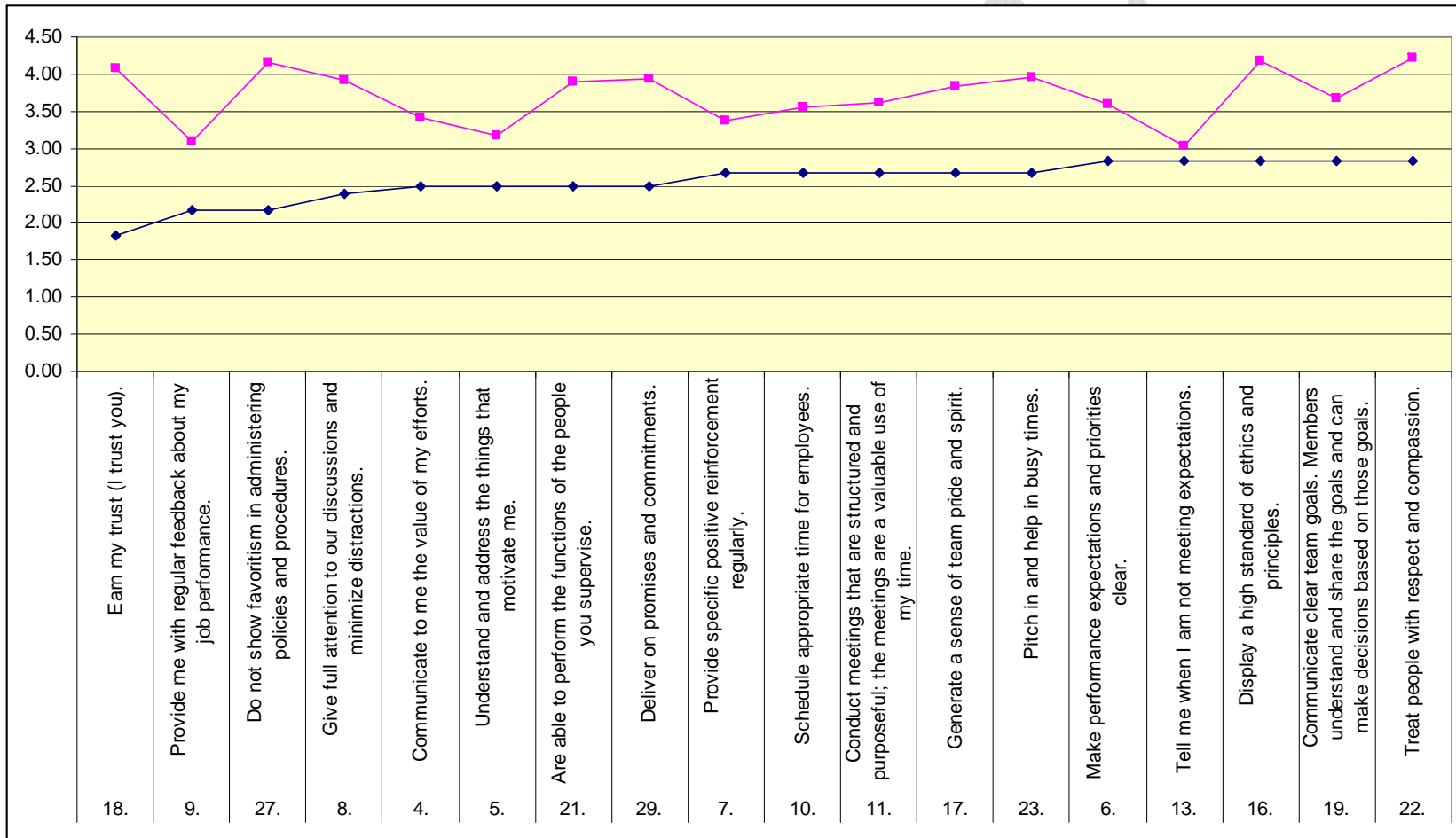
Given our limited time for self-improvement, it is important to focus on those management and leadership skills that will have the greatest immediate impact on our employees. The following table identifies the most important competencies that you should work on. Any competency that the employees rated you 3.0 or lower is listed. Additionally, the competencies are listed from most important – those areas where employees rated you lowest – to least important.

Rating Scale
5 = Always
4 = Quite Often
3 = Sometimes
2 = Infrequently
1 = Rarely
0 = Never

#	Priority Competency (highest priority listed first)	Employee Rating
18.	Earn my trust (I trust you).	1.83
9.	Provide me with regular feedback about my job performance.	2.17
27.	Do not show favoritism in administering policies and procedures.	2.17
8.	Give full attention to our discussions and minimize distractions.	2.40
4.	Communicate to me the value of my efforts.	2.50
5.	Understand and address the things that motivate me.	2.50
21.	Are able to perform the functions of the people you supervise.	2.50
29.	Deliver on promises and commitments.	2.50
7.	Provide specific positive reinforcement regularly.	2.67
10.	Schedule appropriate time for employees.	2.67
11.	Conduct meetings that are structured and purposeful; the meetings are a valuable use of my time.	2.67
17.	Generate a sense of team pride and spirit.	2.67
23.	Pitch in and help in busy times.	2.67
6.	Make performance expectations and priorities clear.	2.83
13.	Tell me when I am not meeting expectations.	2.83
16.	Display a high standard of ethics and principles.	2.83
19.	Communicate clear team goals. Members understand and share the goals and can make decisions based on those goals.	2.83
22.	Treat people with respect and compassion.	2.83

Priorities Compared with Peers

When viewing the priorities, it is useful to compare your scores with those of your peers in the company. The following chart illustrates how you (in blue) compare to your peers (in pink).

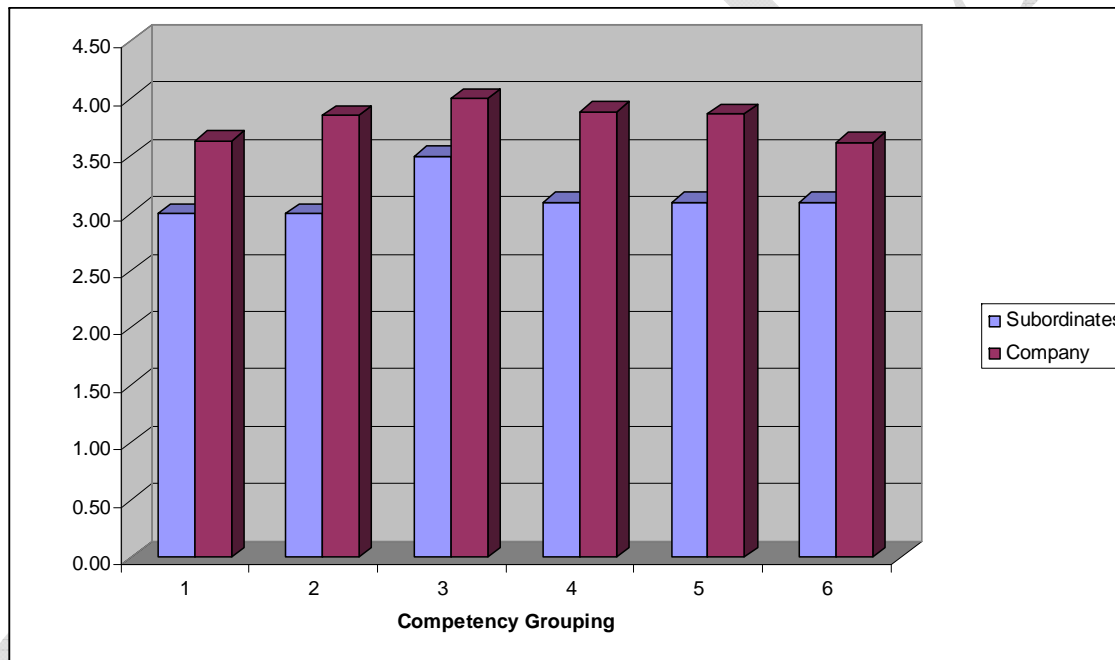


Clearly, there are many areas which – if addressed – would improve your leadership and management capabilities. However, the general theme appears to center around communication. Employees find it difficult trusting you, perhaps because they perceive you as favoring some employees over others.

Priorities by Competency Area

Competency Grouping	Associated Statements
1. Clarifies Expectations	3, 6, 9, 19, and 28
2. Communicates for Involvement	1, 8, 10, 11, and 25
3. Demonstrates Leadership	14, 15, 16, 18, and 29
4. Develops Others	17, 20, 21, 24, and 30
5. Manages Performance	12, 13, 22, 23, and 27
6. Recognizes Others	2, 4, 5, 7, and 26

The inventory statements can be grouped by competency areas. These are the key competencies required of leaders at XYZ Company, especially as we focus on employee performance and leadership.



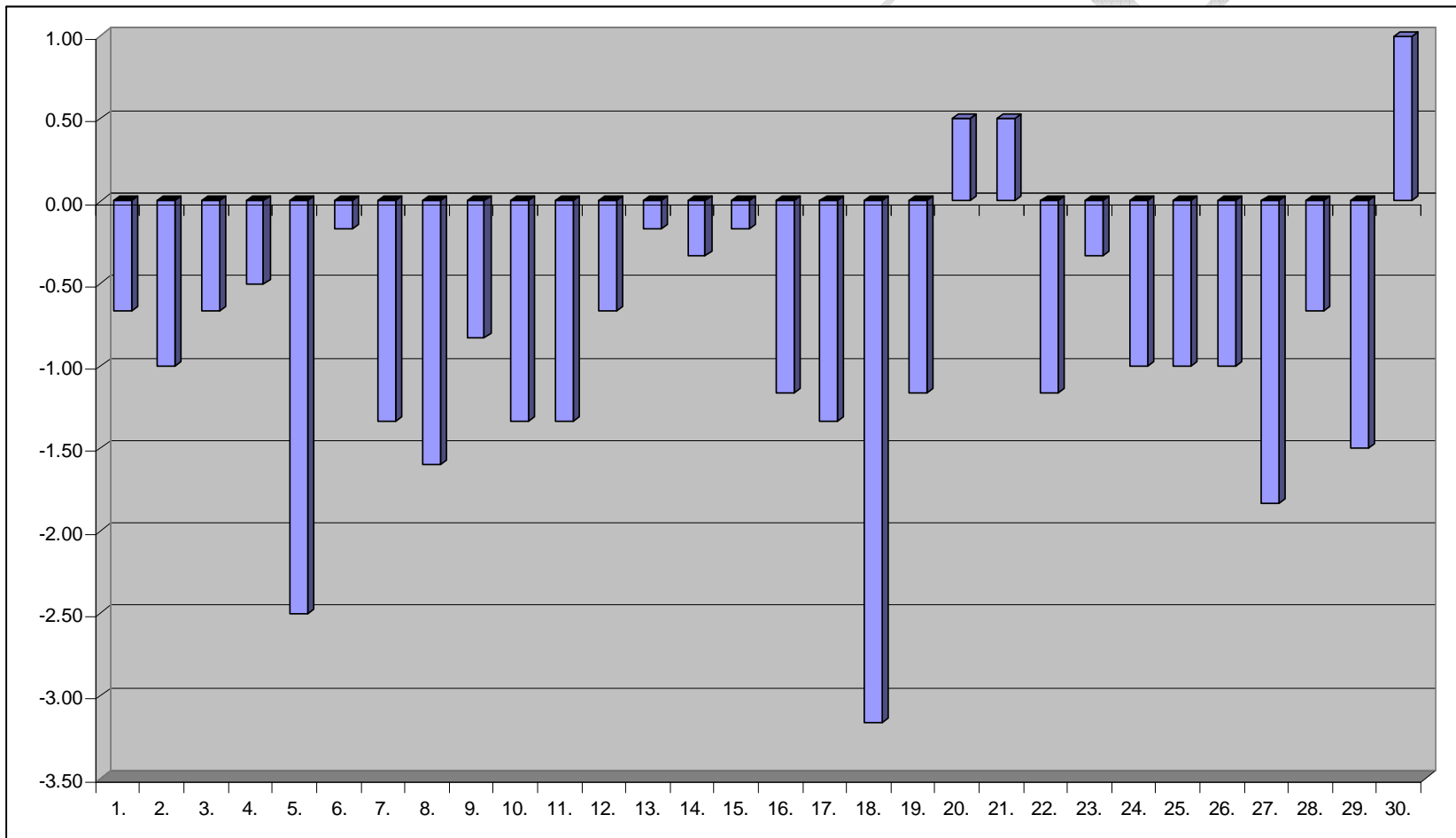
Based on the above results, it's clear that you show relative strength in Competency #3: Demonstrates Leadership. While the differences among the remaining competencies are slight (less than 0.20 points), Competency #1 (Clarifies Expectations) and Competency #2 (Communicates for Involvement) support the need for a focus on communicating effectively.

Communication should focus on work expectations and performance. That is NOT to suggest that you can't or shouldn't be friendly, but maintaining a focus on performance will increase your credibility and decrease the perception of favoritism or unavailability.

Employee Perception Difference

As a leader, it is important to be able to self-assess accurately and to know how you are perceived. The following analysis enables you to see the degree to which yours and your employees' perceptions are aligned.

In the following chart, the longer the bar, the greater the difference. Additionally, bars that extend up indicate that your employees rated you more highly than you rated yourself and bars that extend down indicate that your employees rated you lower than you rated yourself.



Priority Areas

The following areas represent the greatest difference between YOUR perception (My Rating) and your employees' perceptions (Employee Rating).

#	Competency	Employee Rating	My Rating	Difference
5.	Understand and address the things that motivate me.	5.00	2.50	-2.50
8.	Give full attention to our discussions and minimize distractions.	4.00	2.40	-1.60
18.	Earn my trust (I trust you).	5.00	1.83	-3.17
27.	Do not show favoritism in administering policies and procedures.	4.00	2.17	-1.83
29.	Deliver on promises and commitments.	4.00	2.50	-1.50

SAMPLE

What Motivates Employees

Knowing what motivates employees is key to your success as a manager or supervisor.

Results

You demonstrate that you understand the key employee motivators. At the same time, you may fail to recognize the importance of “recognition” as a significant motivator. Additionally, you overestimate the importance of sympathetic help; employees ranked that lowest of the motivators.

Category	Employee Rating	Employee Ranking	My Ranking	Company Rating
Opportunity to develop and grow	2.50	1	2	3.63
Involvement in decisions that affect me	3.17	2	3	4.27
Job security	3.67	3	4	3.51
Interesting work	4.17	4	1	5.39
Recognition for a job well done	4.33	5	10	4.95
Compensation	5.00	6	7	5.27
Personal loyalty to employees	5.50	7	8	5.60
Good working conditions	6.17	8	5	4.87
Tactful discipline	6.83	9	9	6.74
Sympathetic help with personal problems	9.33	10	6	8.91

Note: Rank was determined by 1 being the most important, 2 being the second most important, etc., with 10 being the least important

Start/Stop/Continue – Employees

Getting feedback directly from employees is a gift. The following feedback was provided by employees who opted to provide it.

Start/ Stop/ Continue Statements			
	START	STOP	CONTINUE
Subordinate #1	Getting involved with your people, Know that not everyone is like you so remember that everyone has different way of learning. Treat everyone the same.		
Subordinate #2	Pay closer attention to the daily happenings of the entire area.		Utilizing strengths of employees and challenging them to expand their capabilities.
Subordinate #3	Listen, Show positive interest in all subordinate's jobs, quarterly evaluation of employee performance, stand up to confrontation from outside departments, stand behind your employees performance to others, don't demand respect earn it	Obviously showing favorites, belittling people, challenging people with skill's not related to job expectations or priorities, going above and beyond your department's procedures and responsibilities, asking your employees to nose into other departments operations for your benefits, being sneaky and untrustworthy.	Focusing on department improvements
Subordinate #4	Start believing what people say. If an employee says something take it to be the truth until proven wrong. Then explain to the employee the importance of researching etc. if proven wrong.		Set higher standards for technicians. Continue to seek their input on situations.
Subordinate #5	Recognize the work load on the off shifts and understand the job duties of one off shift technician that is covered by 5 people on 1st shift. Take my experience, knowledge and work ethics into account when it comes to new machines, methods, etc.	Showing favoritism to certain employees. Allowing first shift technicians to be tardy for work. Talking to the first shift technicians for the first 30 minutes of the day and then coming to me right at 7:30 to discuss things as I am ready to go home. Destroying morale by not taking important matters seriously, even though you aren't here during our shift, it is important to listen to us. Stop making me feel like a liar when something potentially serious evolves about fellow employees and you ask me what happened and then debate about it.	Allowing me to do my job and trusting my decisions I make on the quality issues of our company. For this, I am very appreciative.

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Raw Data

Rate the Supervisor or Manager Statement		Self	Subordinates	Difference	Superior	Company
1.	Solicit and listen to my ideas and solutions.	4.00	3.33	-0.67	3.00	4.02
2.	View me as a partner who is important to the success of the team.	4.00	3.00	-1.00	3.00	4.11
3.	Explain reasons for decisions and procedures and give advance notice of changes whenever possible.	4.00	3.33	-0.67	4.00	3.83
4.	Communicate to me the value of my efforts.	3.00	2.50	-0.50	3.00	3.42
5.	Understand and address the things that motivate me.	5.00	2.50	-2.50	3.00	3.17
6.	Make performance expectations and priorities clear.	3.00	2.83	-0.17	4.00	3.60
7.	Provide specific positive reinforcement regularly.	4.00	2.67	-1.33	4.00	3.38
8.	Give full attention to our discussions and minimize distractions.	4.00	2.40	-1.60	3.00	3.91
9.	Provide me with regular feedback about my job performance.	3.00	2.17	-0.83	3.00	3.09
10.	Schedule appropriate time for employees.	4.00	2.67	-1.33	5.00	3.56
11.	Conduct meetings that are structured and purposeful; the meetings are a valuable use of my time.	4.00	2.67	-1.33	5.00	3.63
12.	Correct performance problems immediately before they become major issues.	4.00	3.33	-0.67	5.00	3.94
13.	Tell me when I am not meeting expectations.	3.00	2.83	-0.17	5.00	3.04
14.	Communicate a sense of "being in charge."	4.00	3.67	-0.33	5.00	3.84
15.	Maintain a positive, upbeat, enthusiastic attitude.	4.00	3.83	-0.17	5.00	3.99
16.	Display a high standard of ethics and principles.	4.00	2.83	-1.17	5.00	4.17
17.	Generate a sense of team pride and spirit.	4.00	2.67	-1.33	5.00	3.85
18.	Earn my trust (I trust you).	5.00	1.83	-3.17	5.00	4.07
19.	Communicate clear team goals. Members understand and share the goals and can make decisions based on those goals.	4.00	2.83	-1.17	3.00	3.67
20.	Trust me to do the work and make decisions independently.	4.00	4.50	0.50	5.00	4.34
21.	Are able to perform the functions of the people you supervise.	2.00	2.50	0.50	5.00	3.91
22.	Treat people with respect and compassion.	4.00	2.83	-1.17	5.00	4.21
23.	Pitch in and help in busy times.	3.00	2.67	-0.33	0.00	3.96
24.	Encourage my career growth by providing direction and support.	4.00	3.00	-1.00	4.00	3.49
25.	Make decisions that are fair and consistent.	4.00	3.00	-1.00	4.00	4.14
26.	Give credit where it is due.	4.00	3.00	-1.00	5.00	4.04
27.	Do not show favoritism in administering policies and procedures.	4.00	2.17	-1.83	5.00	4.16
28.	Delegate authority and responsibility appropriately.	4.00	3.33	-0.67	5.00	3.98
29.	Deliver on promises and commitments.	4.00	2.50	-1.50	3.00	3.94
30.	Are able to train the functions of the people you supervise.	2.00	3.00	1.00	5.00	3.86

Raw Data: Graphical Representation

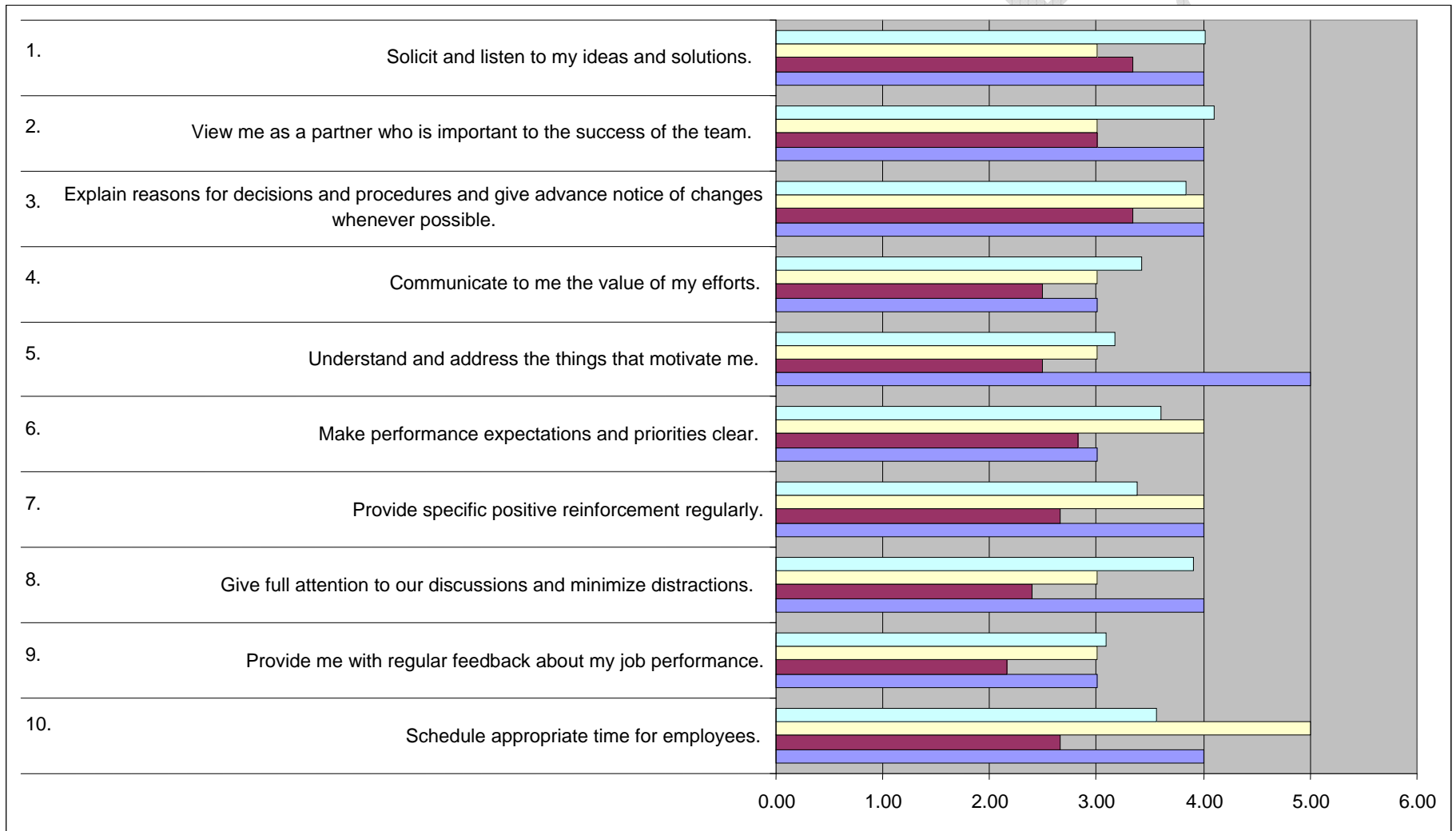
The following illustrates the ratings of your:

Peers (aqua)

Superior (yellow)

Subordinates (maroon)

Self (blue)

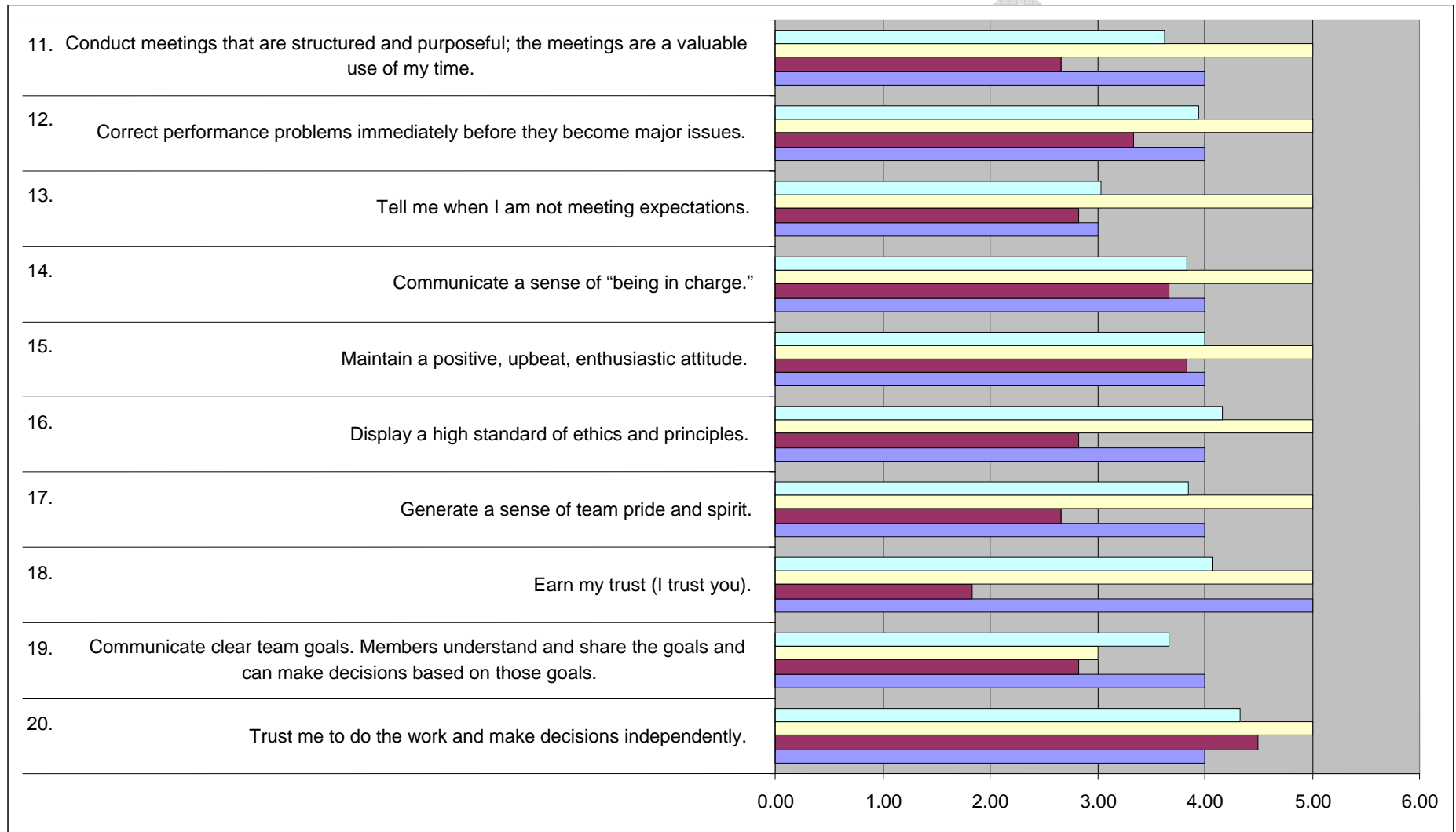


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