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## **uSee360 Feedback Report**

on

Leadership Performance Inventory

for

**Raymond Salzwedel**

**12/10/2010**

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This report is designed to allow you to compare how well you demonstrate the behaviours that lead to high performance in your role. As a result you will be able to identify areas where you demonstrate what is required and areas where some development would be of benefit. The results of the completed questionnaires are combined to form a series of charts and comments within this report, which allow you to compare your self-perception with the perception of others, a process that provides a powerful insight. The main purpose of creating this report is to allow you to create a plan of action. The plan you create must be 'realistic' and 'relevant'.

Explore each of the charts in turn asking the following simple questions:

Q: What relevance is this chart to me ?

Q: What action could I take to develop the 'weaker' areas ?

Q: How do I capitalise on the 'stronger' areas ?




Q: What are the differences in perception across the people responding ?







Q: What could be causing these differences ?

Q: What action could be taken to influence these perceptions ?



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## Overall Summary

Summary by Rater Positions		
<b>Total</b> <i>(n=75; d=23.8)</i>	<b>70.0</b>	
<b>self</b> <i>(n=25; d=24.4)</i>	<b>66.0</b>	
<b>colleague</b> <i>(n=50; d=23.3)</i>	<b>72.0</b>	

Summary by All Categories		
<b>Total</b> <i>(n=75; d=23.8)</i>	<b>70.0</b>	
<b>Business Leadership</b> <i>(n=15; d=22.1)</i>	<b>63.3</b>	
<b>Productive Relationships</b> <i>(n=15; d=23.9)</i>	<b>78.3</b>	
<b>Empower and Enable</b> <i>(n=15; d=25.3)</i>	<b>66.7</b>	
<b>Consistent and Decisive</b> <i>(n=15; d=22.7)</i>	<b>70.0</b>	
<b>Leverage and Build the Brand</b> <i>(n=15; d=22.1)</i>	<b>71.7</b>	

## Category Summary :: Business Leadership




Business Leadership		
<b>Total</b> <i>(n=15; d=22.1)</i>	<b>63.3</b>	
<b>self</b> <i>(n=5; d=15.8)</i>	<b>50.0</b>	
<b>colleague</b> <i>(n=10; d=21.8)</i>	<b>70.0</b>	

Competency Summary in the category Business Leadership		
<b>Business Insight</b> <i>(n=3; d=23.6)</i>	<b>58.3</b>	
<b>Business Knowledge</b> <i>(n=3; d=20.4)</i>	<b>50.0</b>	
<b>Working Partnerships</b> <i>(n=3; d=23.6)</i>	<b>66.7</b>	
<b>Generating Demand</b> <i>(n=3; d=11.8)</i>	<b>58.3</b>	
<b>Tough Calls</b> <i>(n=3; d=11.8)</i>	<b>83.3</b>	

### Business Insight

Provides business insight through their understanding of current business performance indicators and the relevant detail

Always = 100  
Usually = 75  
Sometimes = 50  
Never = 25

<b>Total</b> <i>(n=3; d= 23.6)</i>	<b>58.3</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>25.0</b>	
<b>colleague</b> <i>(n=2; d=0.0)</i>	<b>75.0</b>	

The following general comments were submitted by all raters for **Business Insight**

### Business Knowledge

Shares business knowledge and best practice to enable and enhance business performance

Always = 100

Usually = 75

Sometimes = 50

Never = 25

<b>Total</b> <i>(n=3; d= 20.4)</i>	<b>50.0</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>50.0</b>	
<b>colleague</b> <i>(n=2; d=25.0)</i>	<b>50.0</b>	




The following general comments were submitted by all raters for **Business Knowledge**

*Test*

### Working Partnerships

Ensures that working relationships with channel partners are effective and sustainable

Always = 100  
Usually = 75  
Sometimes = 50  
Never = 25

<b>Total</b> <i>(n=3; d= 23.6)</i>	<b>66.7</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>50.0</b>	
<b>colleague</b> <i>(n=2; d=25.0)</i>	<b>75.0</b>	

The following general comments were submitted by all raters for **Working Partnerships**

*Test comment 2*

### Generating Demand

Actively identifies appropriate new markets and opportunities

Always = 100  
 Usually = 75  
 Sometimes = 50  
 Never = 25

<b>Total</b> <small>(n=3; d= 11.8)</small>	<b>58.3</b>	
<b>self</b> <small>(n=1; d=0.0)</small>	<b>50.0</b>	
<b>colleague</b> <small>(n=2; d=12.5)</small>	<b>62.5</b>	

The following general comments were submitted by all raters for **Generating Demand**

*Test comment 3*

## Tough Calls

Makes tough and, at times unpopular, calls to drive the right business outcomes

Always = 100  
 Usually = 75  
 Sometimes = 50  
 Never = 25




<b>Total</b> <i>(n=3; d= 11.8)</i>	<b>83.3</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>75.0</b>	
<b>colleague</b> <i>(n=2; d=12.5)</i>	<b>87.5</b>	






The following general comments were submitted by all raters for **Tough Calls**

*When your happy and you know it clap your hands*



## Category Summary :: Productive Relationships




Productive Relationships		
<b>Total</b> <i>(n=15; d=23.9)</i>	<b>78.3</b>	
<b>self</b> <i>(n=5; d=22.4)</i>	<b>75.0</b>	
<b>colleague</b> <i>(n=10; d=24.5)</i>	<b>80.0</b>	

Competency Summary in the category Productive Relationships		
<b>Acknowledges Team Members</b> <i>(n=3; d=20.4)</i>	<b>75.0</b>	
<b>Customer Experience</b> <i>(n=3; d=23.6)</i>	<b>83.3</b>	
<b>Support Areas of Weakness</b> <i>(n=3; d=20.4)</i>	<b>50.0</b>	
<b>Win/Win Partnerships</b> <i>(n=3; d=11.8)</i>	<b>83.3</b>	
<b>Team Building</b> <i>(n=3; d=0.0)</i>	<b>100.0</b>	

### Acknowledges Team Members

Acknowledges other team members when they exceed expectations

Always = 100  
Usually = 75  
Sometimes = 50  
Never = 25

<b>Total</b> <i>(n=3; d= 20.4)</i>	<b>75.0</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>100.0</b>	
<b>colleague</b> <i>(n=2; d=12.5)</i>	<b>62.5</b>	




The following general comments were submitted by all raters for **Acknowledges Team Members**

*Super-cala-fragalistic-expialidotous*

### Customer Experience

Drives understanding and implementation of the appropriate business model to deliver the right customer experience

Always = 100  
Usually = 75  
Sometimes = 50  
Never = 25

<b>Total</b> <i>(n=3; d= 23.6)</i>	<b>83.3</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>50.0</b>	
<b>colleague</b> <i>(n=2; d=0.0)</i>	<b>100.0</b>	

The following general comments were submitted by all raters for **Customer Experience**

*no comment*

### Support Areas of Weakness

Provides support that enables performance improvement in defined areas of weakness

Always = 100  
Usually = 75  
Sometimes = 50  
Never = 25

<b>Total</b> <i>(n=3; d= 20.4)</i>	<b>50.0</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>50.0</b>	
<b>colleague</b> <i>(n=2; d=25.0)</i>	<b>50.0</b>	

The following general comments were submitted by all raters for **Support Areas of Weakness**

xxx

### Win/Win Partnerships

Builds win/win partnerships across the business by developing workable solutions to challenges and in conflict situations




Always = 100  
Usually = 75  
Sometimes = 50  
Never = 25



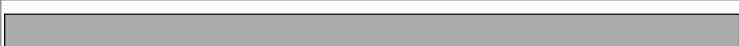


<b>Total</b> <i>(n=3; d= 11.8)</i>	<b>83.3</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>75.0</b>	
<b>colleague</b> <i>(n=2; d=12.5)</i>	<b>87.5</b>	

The following general comments were submitted by all raters for **Win/Win Partnerships**

<b>Team Building</b>		
Regularly initiates and invests in team building		
Always = 100 Usually = 75 Sometimes = 50 Never = 25		
<b>Total</b> <i>(n=3; d=0.0)</i>	<b>100.0</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>100.0</b>	
<b>colleague</b> <i>(n=2; d=0.0)</i>	<b>100.0</b>	
The following general comments were submitted by all raters for <b>Team Building</b>		

## Category Summary :: Empower and Enable

Empower and Enable		
<b>Total</b> <i>(n=15; d=25.3)</i>	<b>66.7</b>	
<b>self</b> <i>(n=5; d=25.5)</i>	<b>60.0</b>	
<b>colleague</b> <i>(n=10; d=24.5)</i>	<b>70.0</b>	

Competency Summary in the category Empower and Enable		
<b>Actively Sharing</b> <i>(n=3; d=11.8)</i>	<b>41.7</b>	
<b>Open Dialogue</b> <i>(n=3; d=11.8)</i>	<b>58.3</b>	
<b>Pipeline of Talent</b> <i>(n=3; d=11.8)</i>	<b>91.7</b>	
<b>Coaching and Delegation</b> <i>(n=3; d=11.8)</i>	<b>91.7</b>	
<b>Clarification of Objectives</b> <i>(n=3; d=20.4)</i>	<b>50.0</b>	

### Actively Sharing

Empowers other by actively sharing his/her knowledge, expertise and tools

Always = 100  
 Usually = 75  
 Sometimes = 50  
 Never = 25

<b>Total</b> <i>(n=3; d= 11.8)</i>	<b>41.7</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>25.0</b>	
<b>colleague</b> <i>(n=2; d=0.0)</i>	<b>50.0</b>	




The following general comments were submitted by all raters for **Actively Sharing**



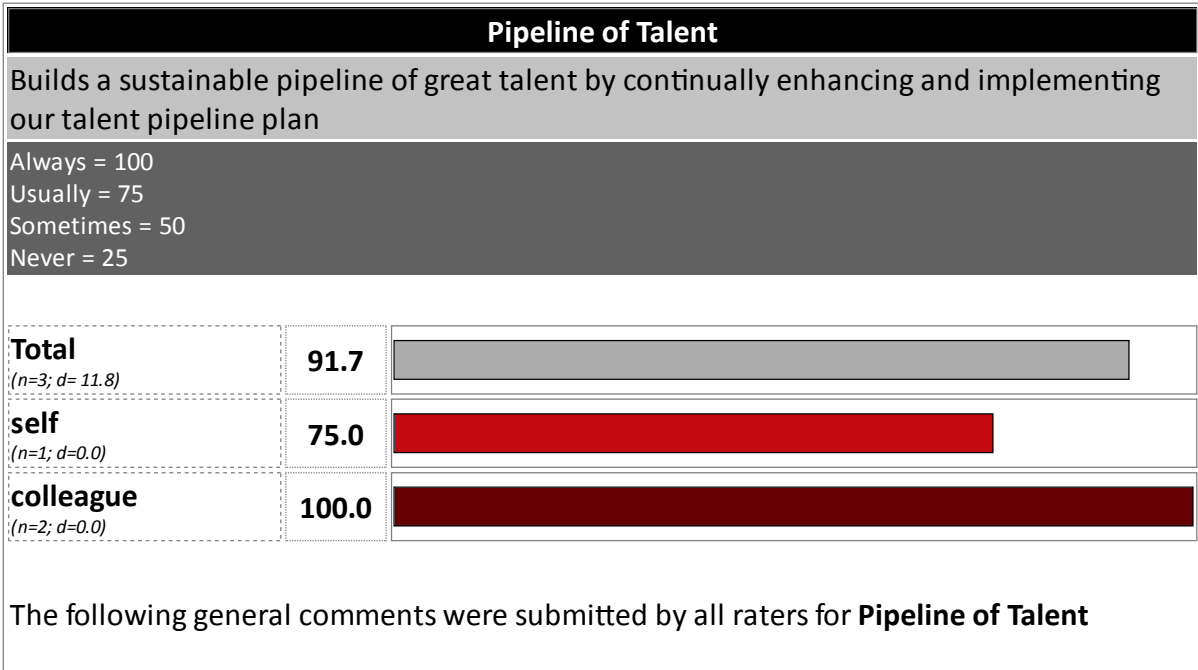
## Open Dialogue

Facilitates open and fair dialogue within team and business discussions

Always = 100  
 Usually = 75  
 Sometimes = 50  
 Never = 25

<b>Total</b> <small>(n=3; d= 11.8)</small>	<b>58.3</b>	
<b>self</b> <small>(n=1; d=0.0)</small>	<b>50.0</b>	
<b>colleague</b> <small>(n=2; d=12.5)</small>	<b>62.5</b>	




The following general comments were submitted by all raters for **Open Dialogue**



### Coaching and Delegation

Empowers others through their coaching and appropriate delegation of tasks

Always = 100  
Usually = 75  
Sometimes = 50  
Never = 25

<b>Total</b> <small>(n=3; d= 11.8)</small>	<b>91.7</b>	
<b>self</b> <small>(n=1; d=0.0)</small>	<b>100.0</b>	
<b>colleague</b> <small>(n=2; d=12.5)</small>	<b>87.5</b>	

The following general comments were submitted by all raters for **Coaching and Delegation**

### Clarification of Objectives




Clarifies the desired business objectives or outcomes to enable ownership of the plan and implementation

Always = 100

Usually = 75

Sometimes = 50






Never = 25

<b>Total</b> <small>(n=3; d= 20.4)</small>	<b>50.0</b>	
<b>self</b> <small>(n=1; d=0.0)</small>	<b>50.0</b>	
<b>colleague</b> <small>(n=2; d=25.0)</small>	<b>50.0</b>	

The following general comments were submitted by all raters for **Clarification of Objectives**

## Category Summary :: Consistent and Decisive




Consistent and Decisive		
<b>Total</b> <i>(n=15; d=22.7)</i>	<b>70.0</b>	
<b>self</b> <i>(n=5; d=25.5)</i>	<b>65.0</b>	
<b>colleague</b> <i>(n=10; d=20.8)</i>	<b>72.5</b>	

Competency Summary in the category Consistent and Decisive		
<b>Legal and Ethical</b> <i>(n=3; d=23.6)</i>	<b>58.3</b>	
<b>Regular Feedback</b> <i>(n=3; d=20.4)</i>	<b>75.0</b>	
<b>Rules of Engagement</b> <i>(n=3; d=31.2)</i>	<b>66.7</b>	
<b>Operational Excellence</b> <i>(n=3; d=11.8)</i>	<b>66.7</b>	
<b>Working Environment</b> <i>(n=3; d=11.8)</i>	<b>83.3</b>	

### Legal and Ethical

Applies consistent legal and ethical principles when making decisions

Always = 100  
 Usually = 75  
 Sometimes = 50  
 Never = 25




<b>Total</b> <i>(n=3; d= 23.6)</i>	<b>58.3</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>75.0</b>	
<b>colleague</b> <i>(n=2; d=25.0)</i>	<b>50.0</b>	

The following general comments were submitted by all raters for **Legal and Ethical**

### Regular Feedback

Provides with regular and consistent feedback on progress towards achieving deliverables

Always = 100  
 Usually = 75  
 Sometimes = 50  
 Never = 25




<b>Total</b> <i>(n=3; d= 20.4)</i>	<b>75.0</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>100.0</b>	
<b>colleague</b> <i>(n=2; d=12.5)</i>	<b>62.5</b>	

The following general comments were submitted by all raters for **Regular Feedback**

### Rules of Engagement

Consistently applies the agreed rules of engagement or process when reviewing decisions

Always = 100  
 Usually = 75  
 Sometimes = 50  
 Never = 25

<b>Total</b> <i>(n=3; d= 31.2)</i>	<b>66.7</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>25.0</b>	
<b>colleague</b> <i>(n=2; d=12.5)</i>	<b>87.5</b>	

The following general comments were submitted by all raters for **Rules of Engagement**



### Operational Excellence




Enables operational excellence through management of the team against a defined set of professional standards

Always = 100

Usually = 75

Sometimes = 50

Never = 25

<b>Total</b> <small>(n=3; d= 11.8)</small>	<b>66.7</b>	
<b>self</b> <small>(n=1; d=0.0)</small>	<b>50.0</b>	
<b>colleague</b> <small>(n=2; d=0.0)</small>	<b>75.0</b>	

The following general comments were submitted by all raters for **Operational Excellence**

### Working Environment




Creates an effective working environment through clear communication of roles and deliverables across the team






Always = 100  
Usually = 75  
Sometimes = 50  
Never = 25

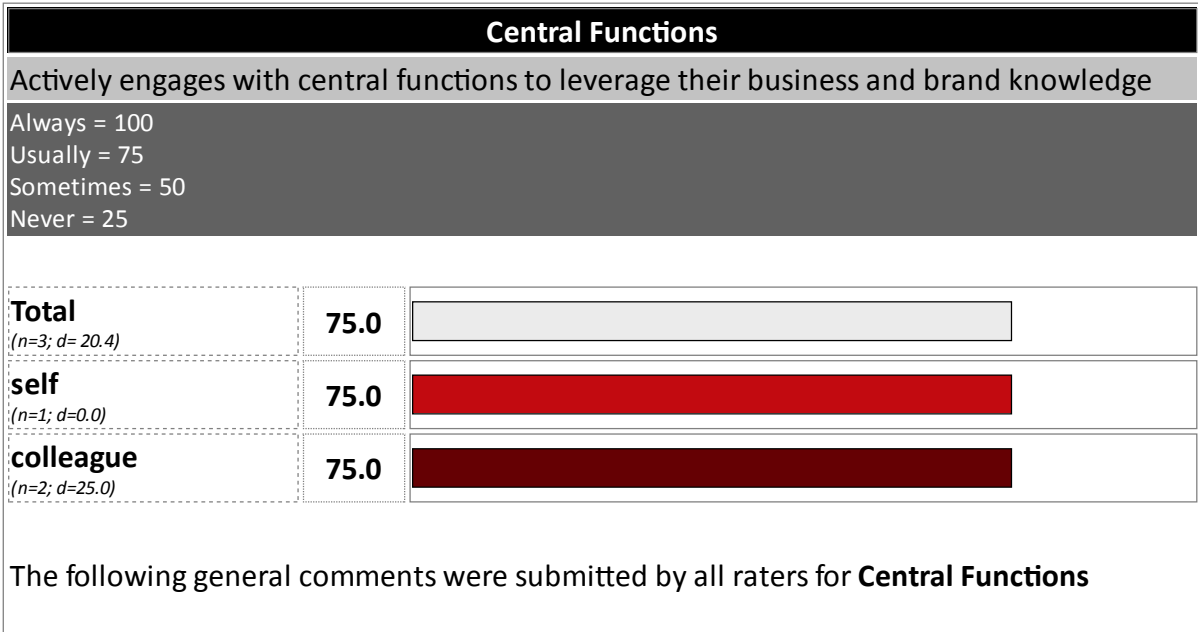
<b>Total</b> <i>(n=3; d= 11.8)</i>	<b>83.3</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>75.0</b>	
<b>colleague</b> <i>(n=2; d=12.5)</i>	<b>87.5</b>	

The following general comments were submitted by all raters for **Working Environment**

## Category Summary :: Leverage and Build the Brand

Leverage and Build the Brand		
<b>Total</b> <i>(n=15; d=22.1)</i>	<b>71.7</b>	
<b>self</b> <i>(n=5; d=18.7)</i>	<b>80.0</b>	
<b>colleague</b> <i>(n=10; d=22.5)</i>	<b>67.5</b>	




Competency Summary in the category Leverage and Build the Brand		
<b>Central Functions</b> <i>(n=3; d=20.4)</i>	<b>75.0</b>	
<b>The Brand</b> <i>(n=3; d=11.8)</i>	<b>83.3</b>	
<b>Campaign</b> <i>(n=3; d=11.8)</i>	<b>66.7</b>	
<b>Customer Experience</b> <i>(n=3; d=31.2)</i>	<b>58.3</b>	
<b>Corporate Social Investment</b> <i>(n=3; d=20.4)</i>	<b>75.0</b>	



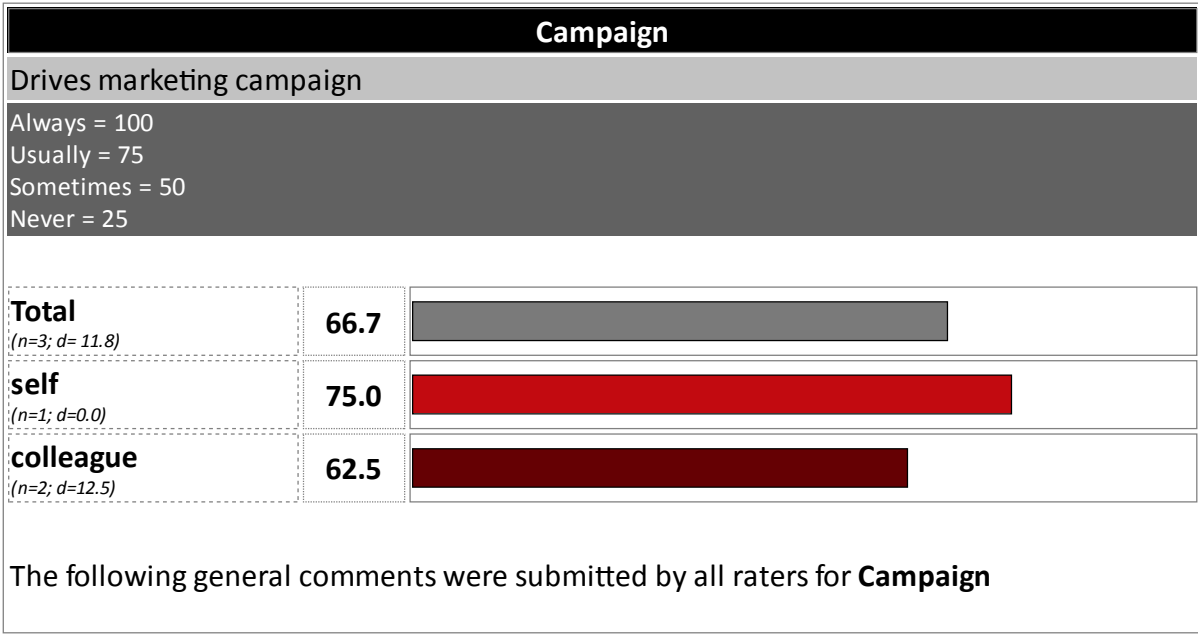
## The Brand

Positions the brand to enhance the standing with partners

Always = 100  
 Usually = 75  
 Sometimes = 50  
 Never = 25

<b>Total</b> <i>(n=3; d= 11.8)</i>	<b>83.3</b>	
<b>self</b> <i>(n=1; d=0.0)</i>	<b>100.0</b>	
<b>colleague</b> <i>(n=2; d=0.0)</i>	<b>75.0</b>	




The following general comments were submitted by all raters for **The Brand**



## Customer Experience

Relentless focus on enhancing the customer experience

Always = 100  
 Usually = 75  
 Sometimes = 50  
 Never = 25

<b>Total</b> <small>(n=3; d= 31.2)</small>	<b>58.3</b>	
<b>self</b> <small>(n=1; d=0.0)</small>	<b>50.0</b>	
<b>colleague</b> <small>(n=2; d=37.5)</small>	<b>62.5</b>	

The following general comments were submitted by all raters for **Customer Experience**

