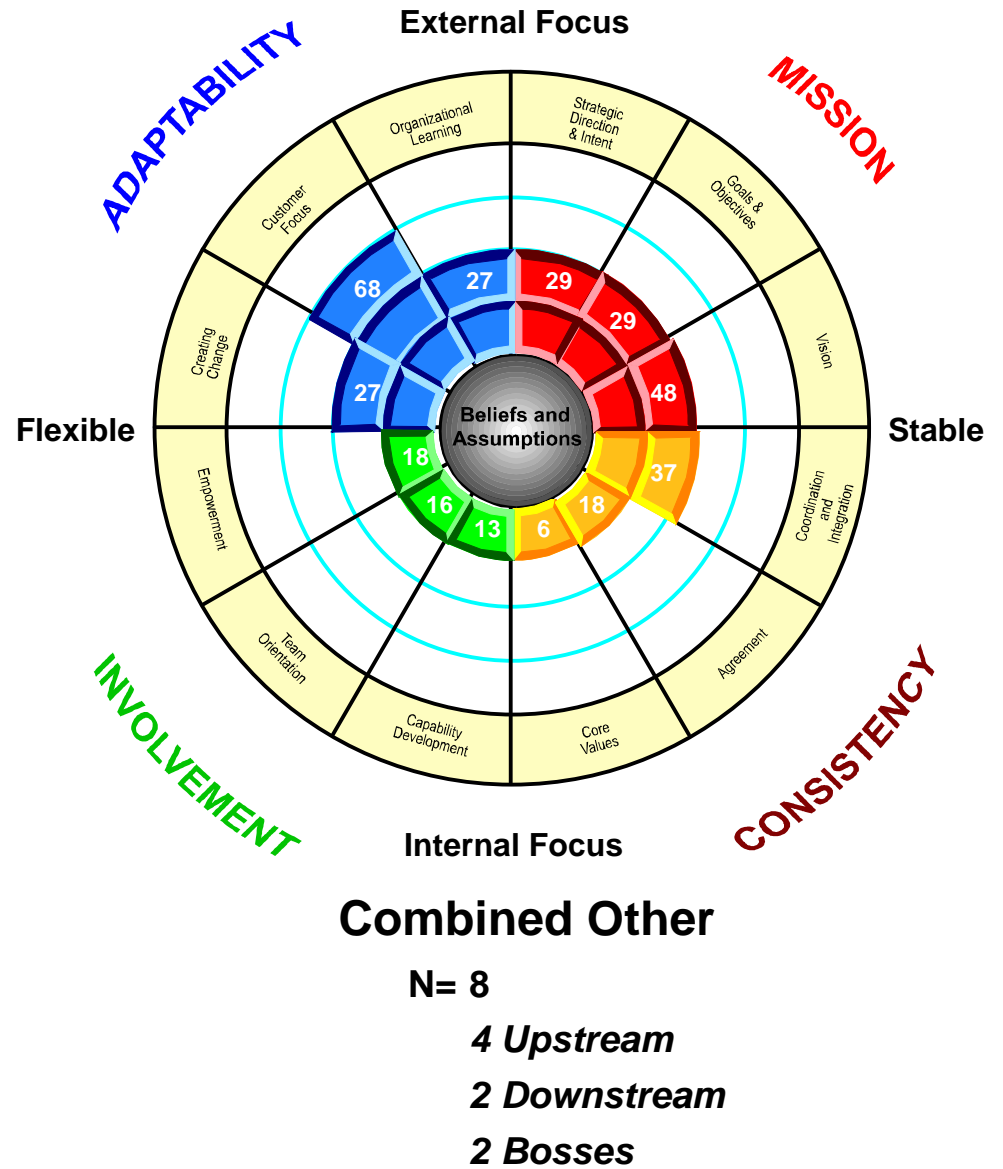
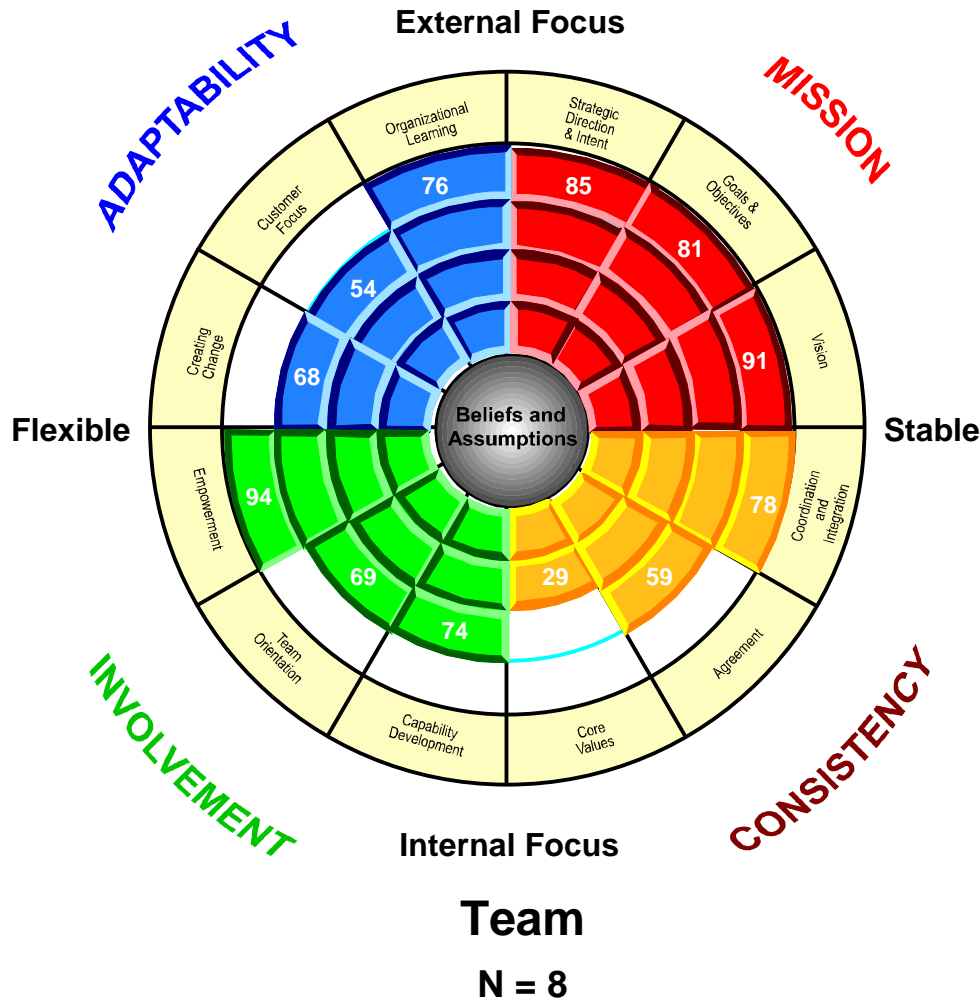
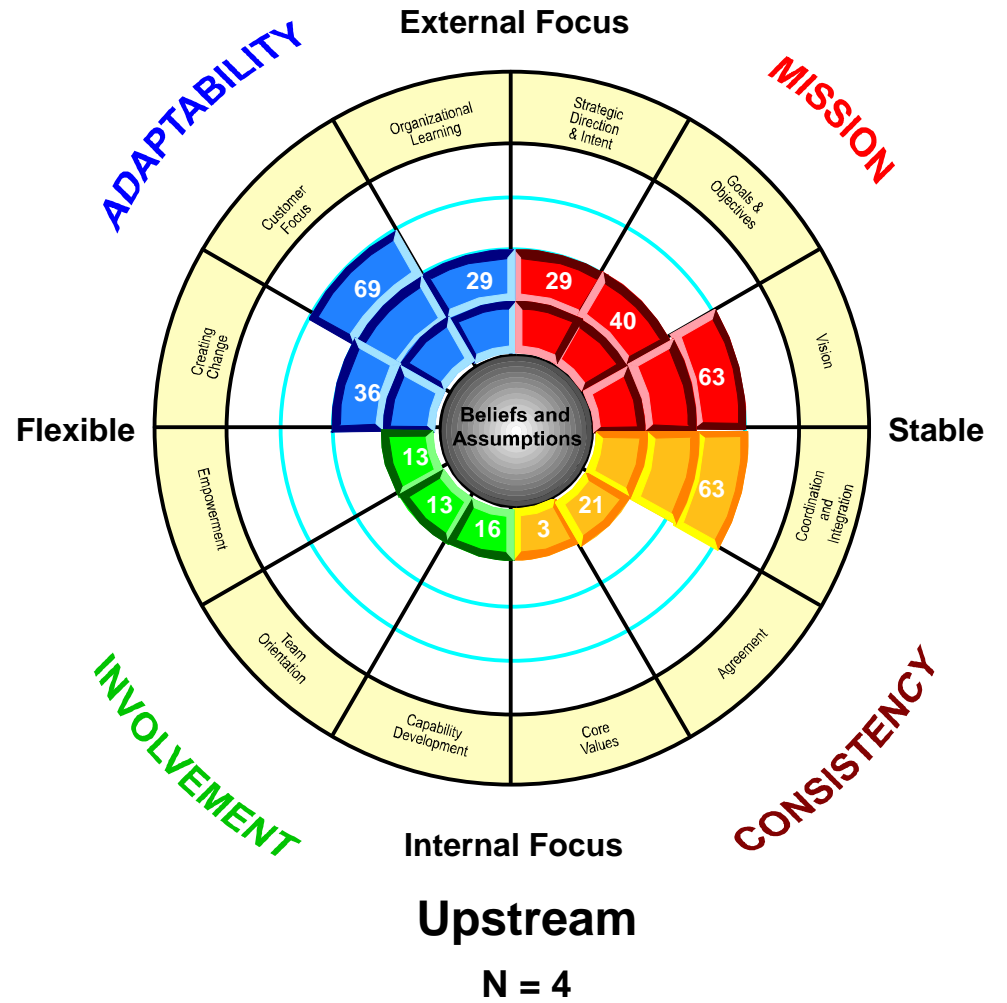
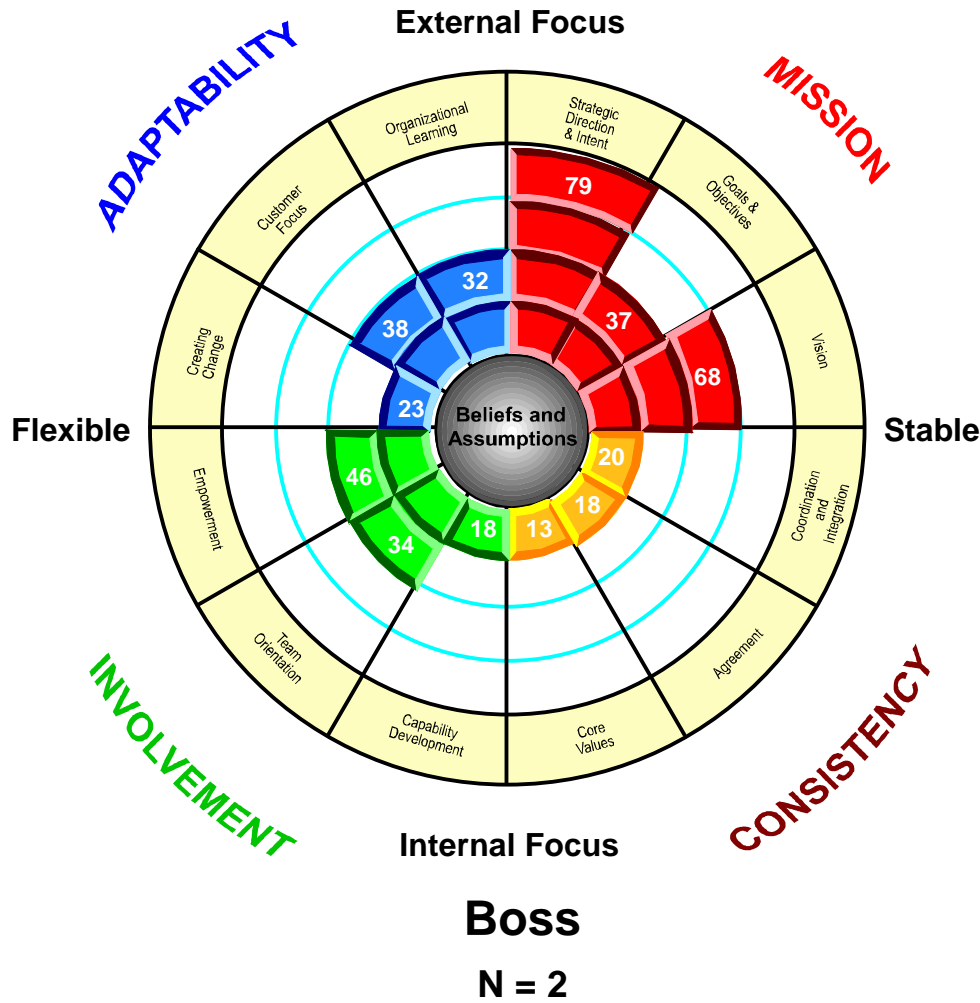


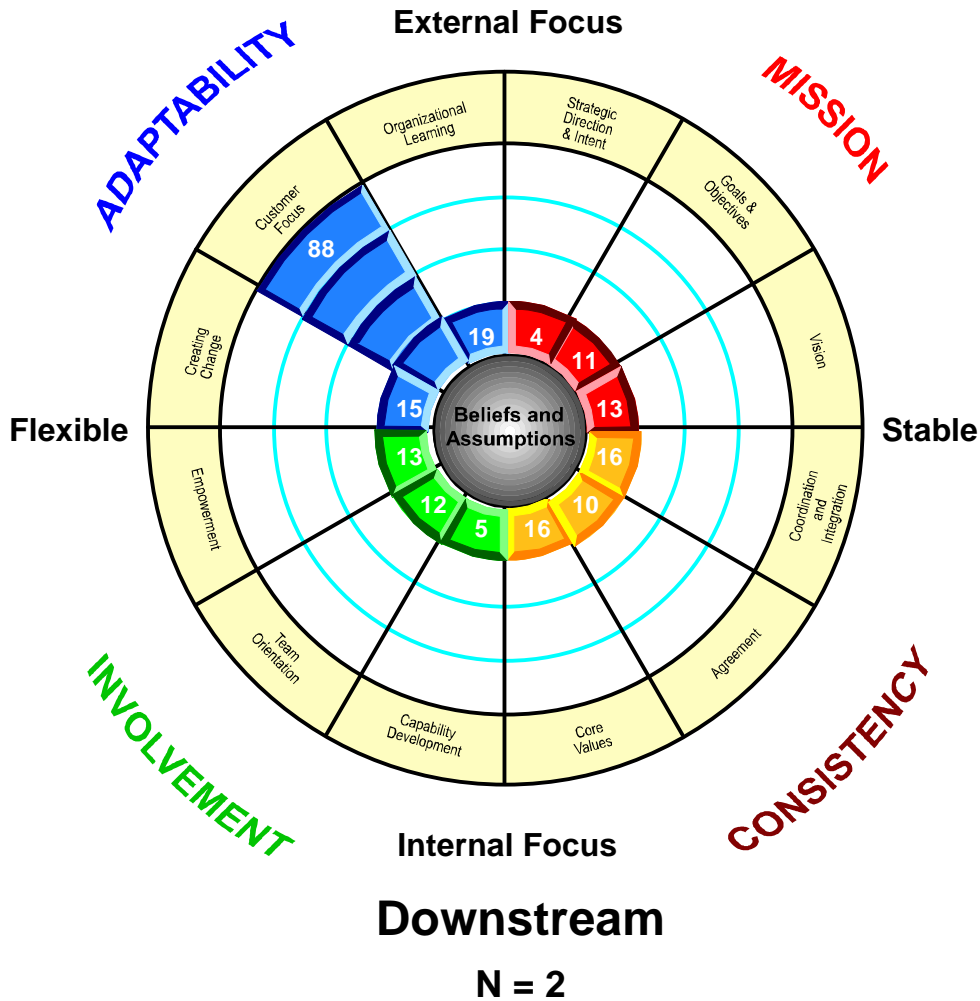
# Team: 360 Sample



# Team: 360 Sample



# Team: 360 Sample



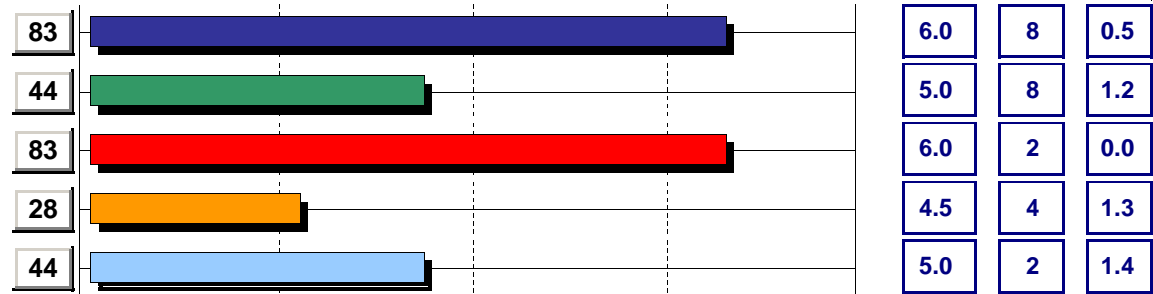
# Empowerment

Quartile  
Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

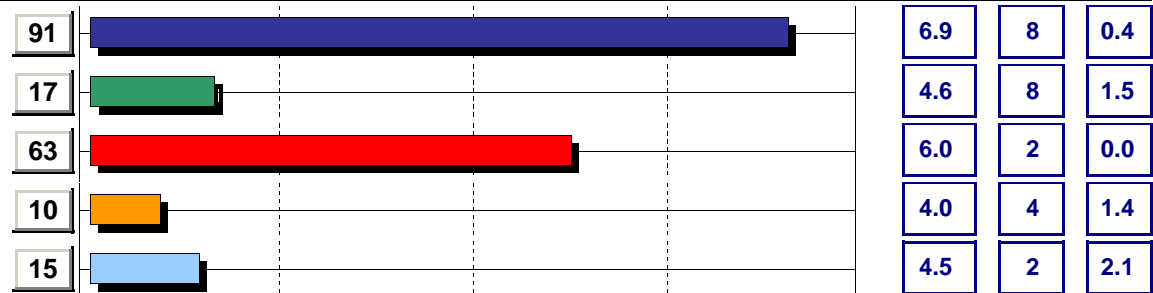
Mean	Valid N	Std Dev
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Legend: Team (Blue), Other (Green), Boss (Red), Upstream (Orange), Downstream (Light Blue)

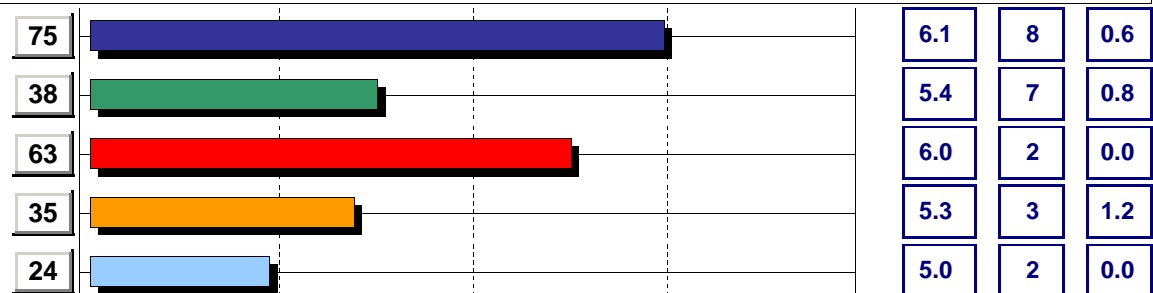
Sees that decisions are made at the lowest possible level.



Shares information so that everyone gets the information s/he needs.



Creates an environment where everyone feels that his/her effort can make a difference.



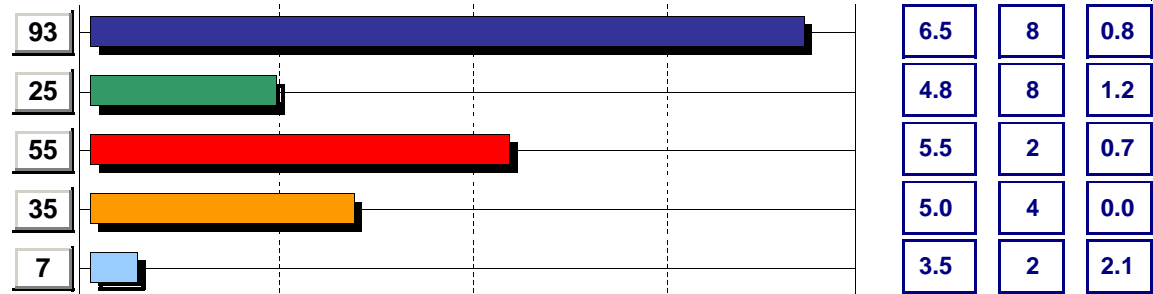
# Empowerment

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

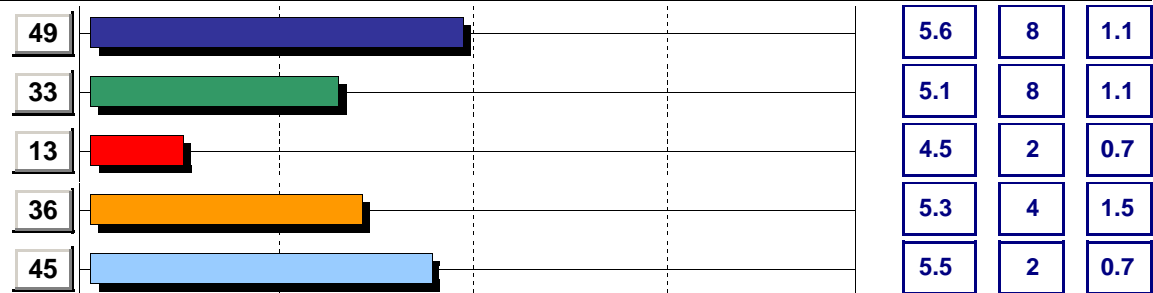
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

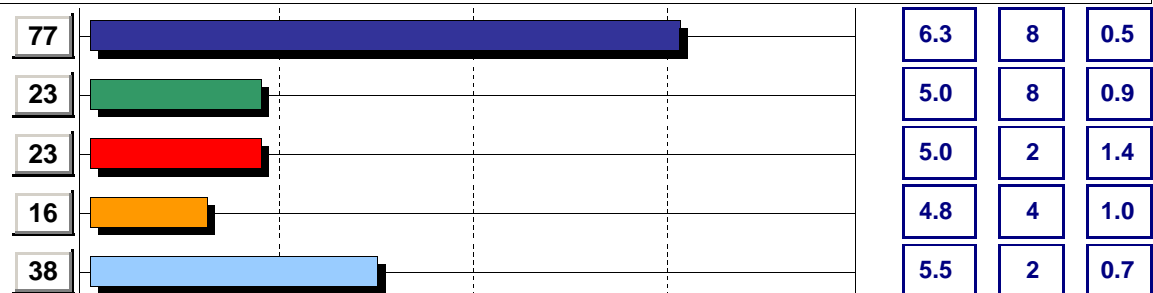
Involves everyone in shaping the plans and decisions that affect them.



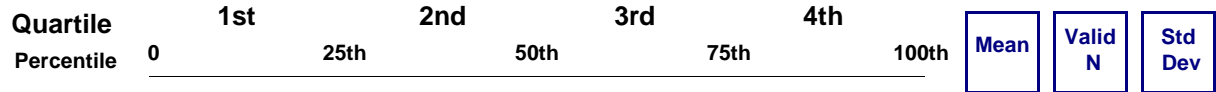
Ensures that the necessary resources are available to do the job.



Conveys confidence in people's competence to do their job.

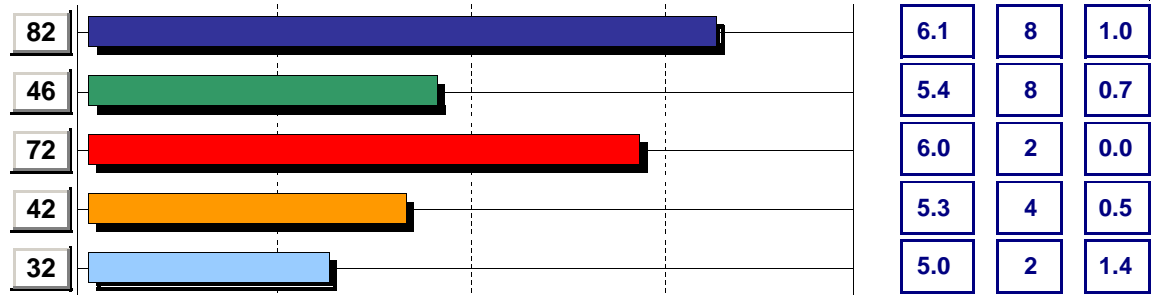


# Team Orientation

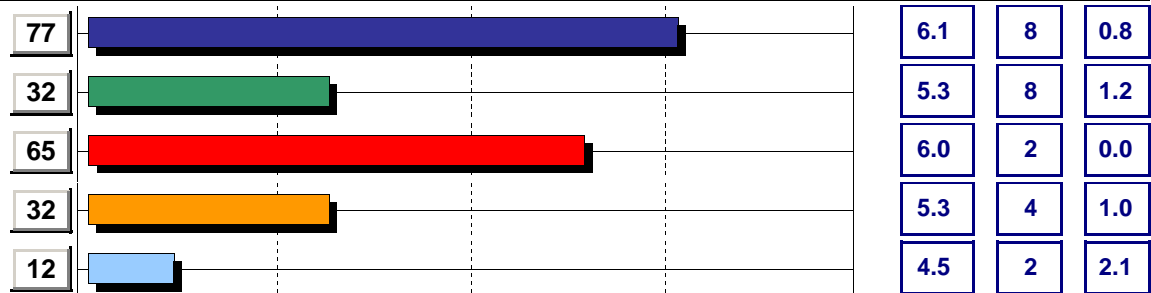


Legend: Team (Blue), Other (Green), Boss (Red), Upstream (Orange), Downstream (Light Blue)

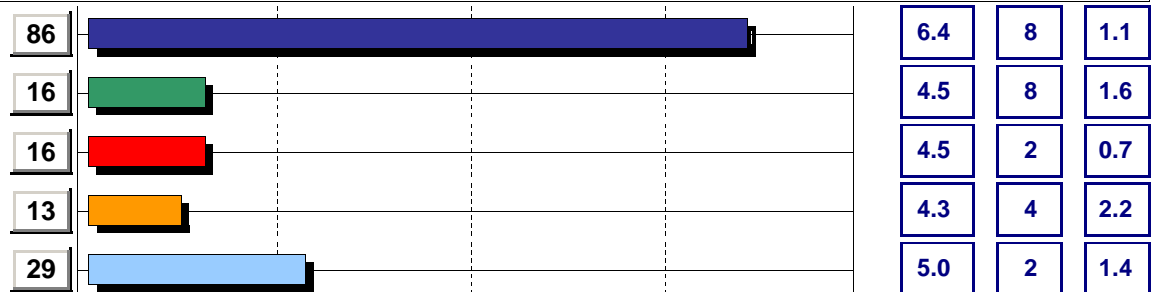
Builds effective teams that get the job done.



Encourages effective teamwork by others.



Knows how to use a team approach to solve problems.



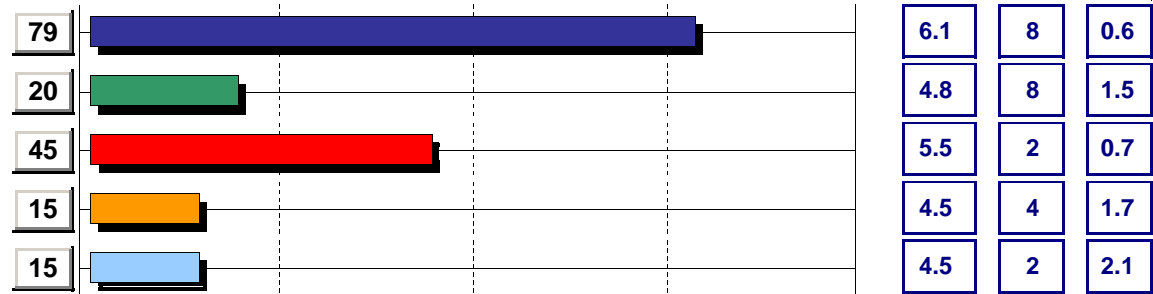
# Team Orientation

Quartile  
Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

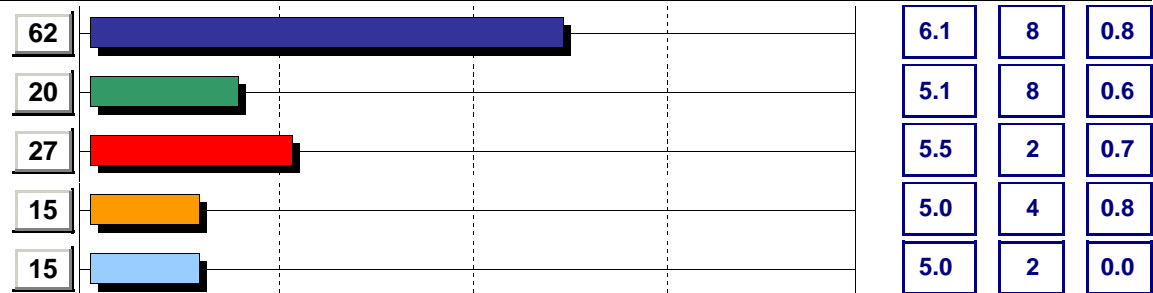
Mean	Valid N	Std Dev
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Legend: Team Other Boss Upstream Downstream

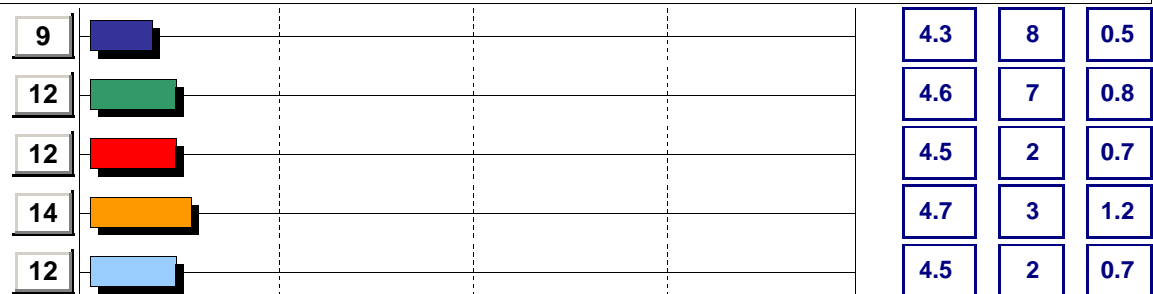
Fosters teamwork within the work unit.



Values the contributions of the people s/he works with.



Acknowledges and celebrates team accomplishments.



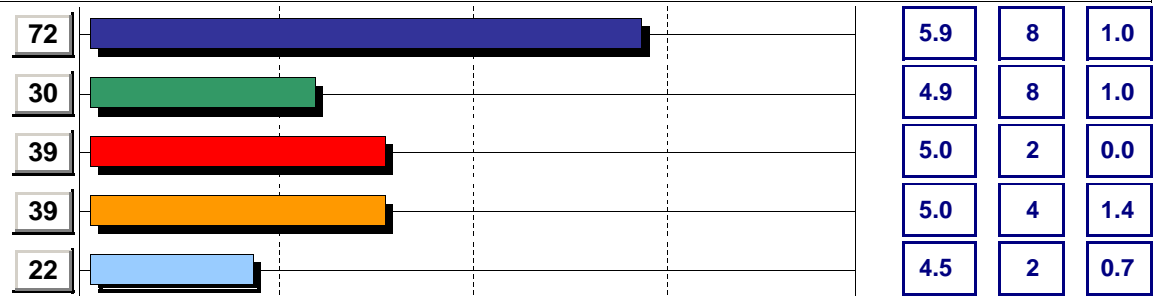
# Capability Development

Quartile  
Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

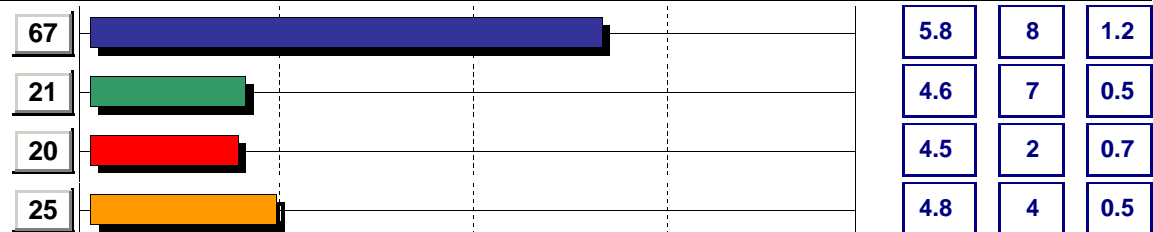
Mean	Valid N	Std Dev
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Legend: Team Other Boss Upstream Downstream

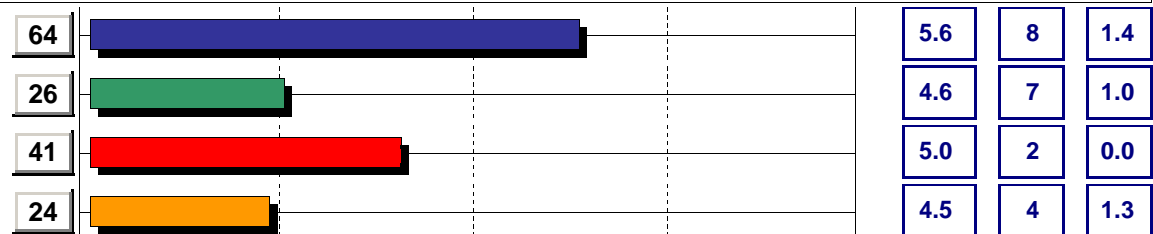
Builds the capabilities of employees into an important source for competitive advantage.



Knows how to utilize the diversity of the workforce.



Coaches others in the development of their skills.



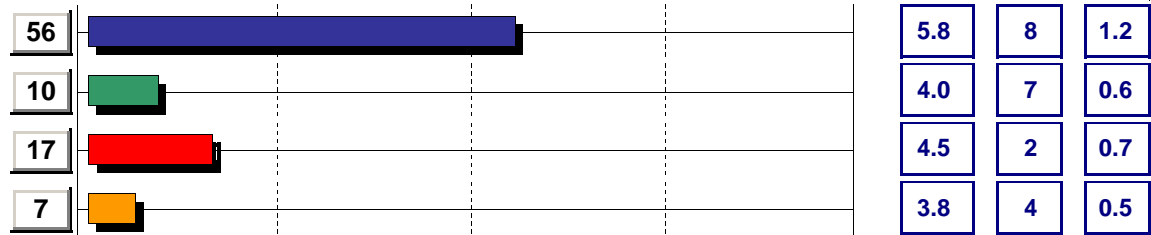
# Capability Development

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

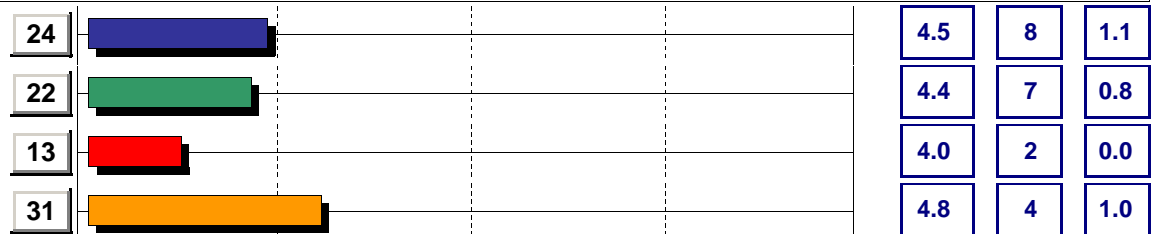
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

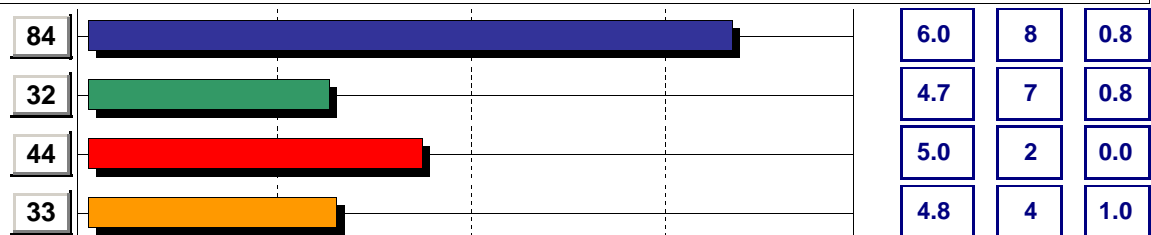
Is sensitive and responsive to diversity issues when dealing with others.



Uses rewards and recognition to motivate good performance.



Builds employee skills so that the organization always has good "bench strength."



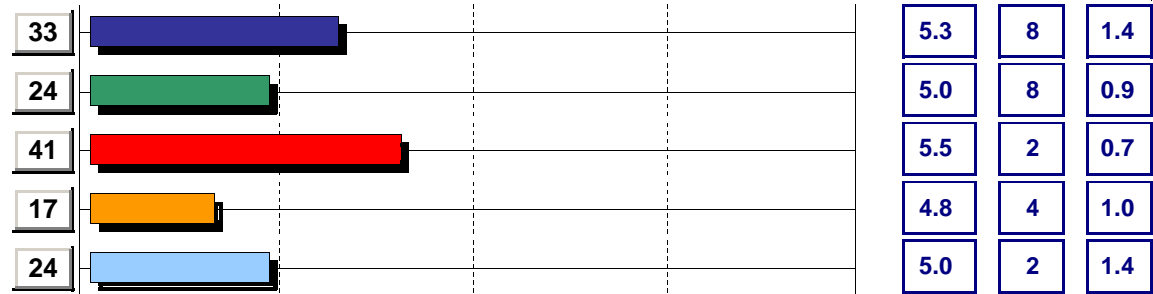
# Core Values

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

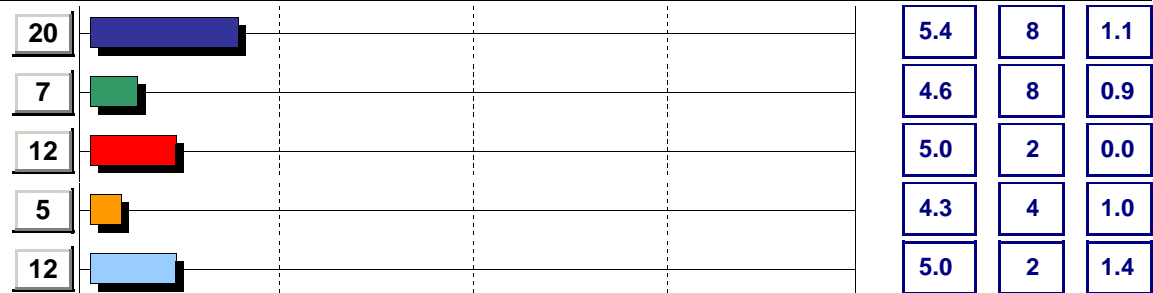
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

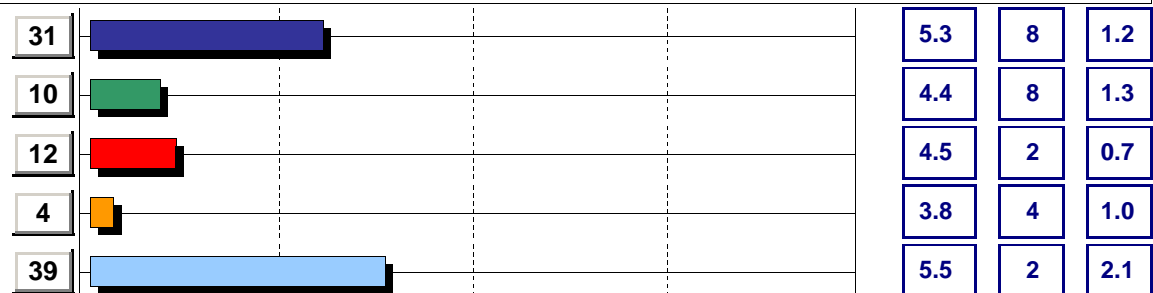
Does the "right thing" even when it is not popular.



Has an ethical code that guides his/her behavior.



Helps define the organization's culture, values, and ethical standards.

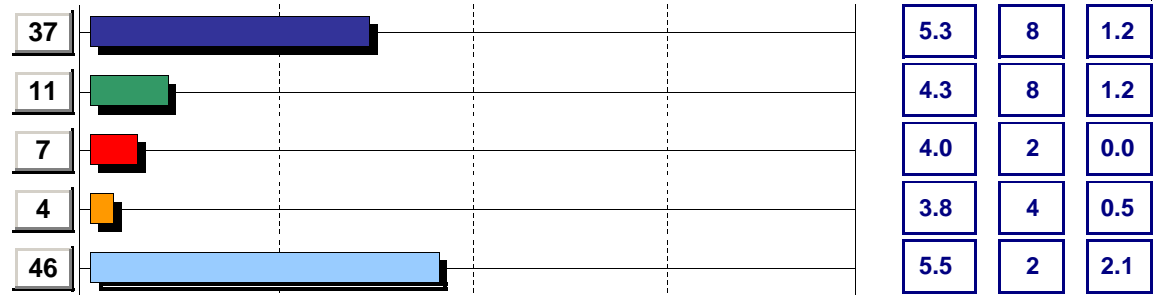


# Core Values

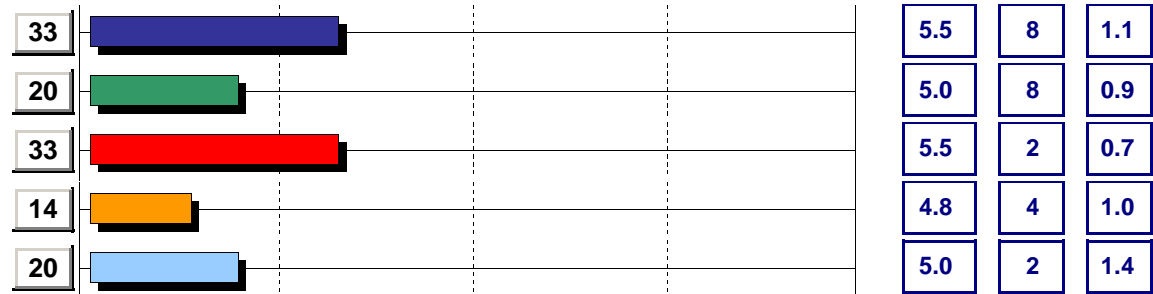
Quartile	1st	2nd	3rd	4th	Mean	Valid N	Std Dev
Percentile	0	25th	50th	75th	100th		

Legend: Team (Blue), Other (Green), Boss (Red), Upstream (Orange), Downstream (Light Blue)

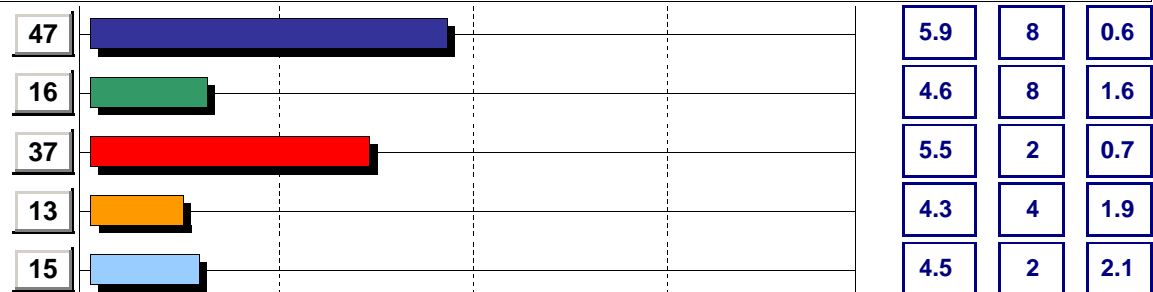
Helps employees learn to apply the organization's values when dealing with others.



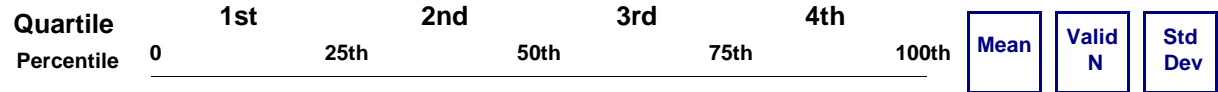
Lives up to promises and commitments.



Has earned the confidence and trust of others.

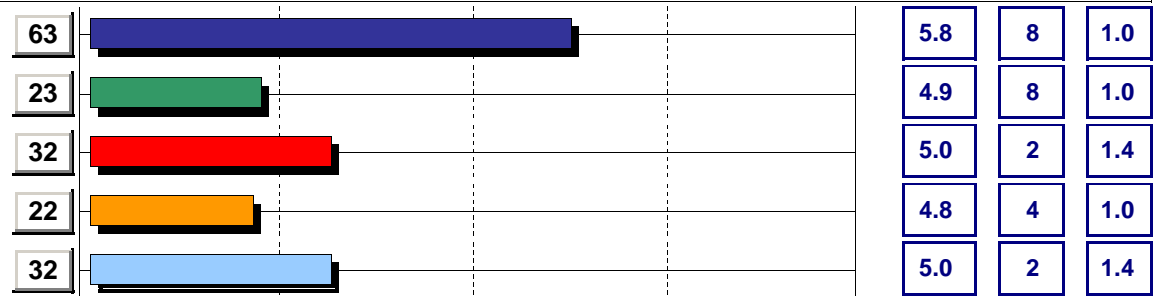


# Agreement

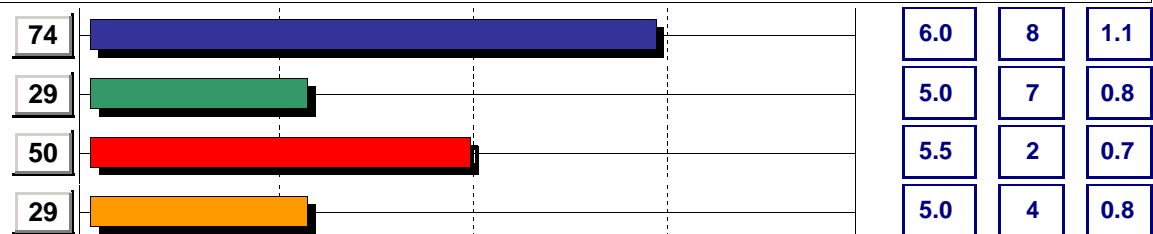


**Legend:** Team (Blue), Other (Green), Boss (Red), Upstream (Orange), Downstream (Light Blue)

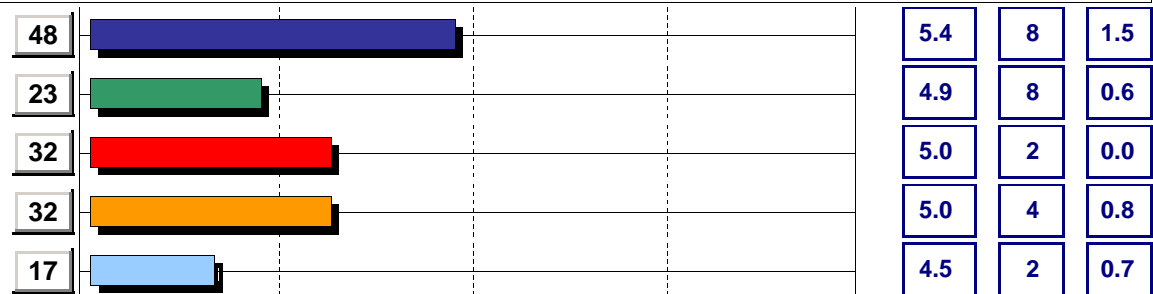
Helps people to reach consensus, even on difficult issues.



Works to find alternatives that will benefit all when confronted with a disagreement.



Incorporates diverse points of view when making decisions.



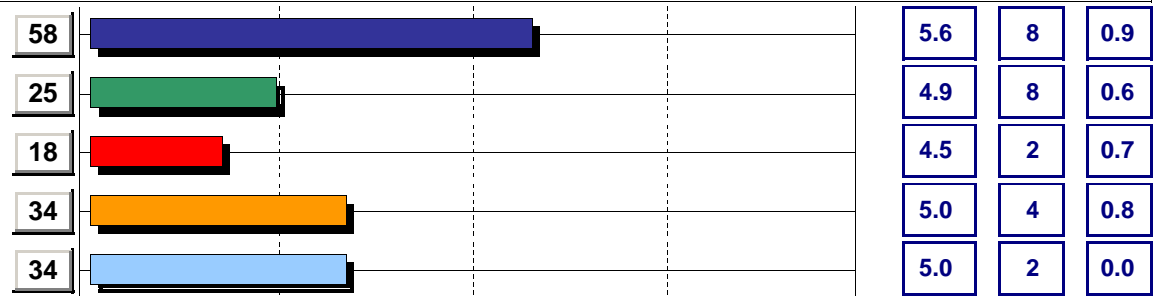
# Agreement

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

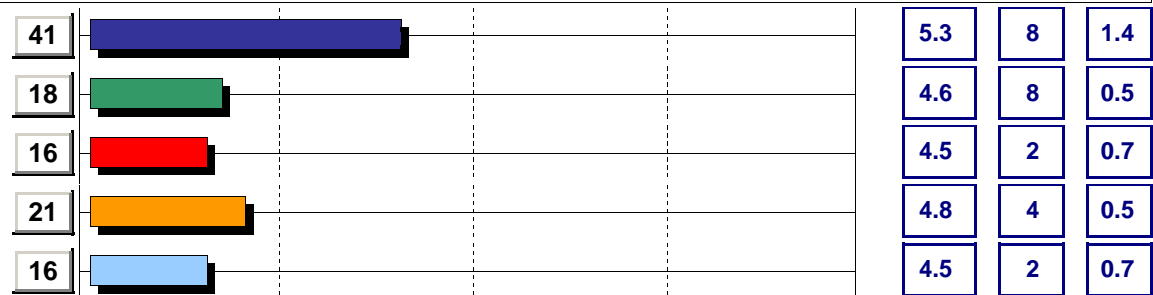
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

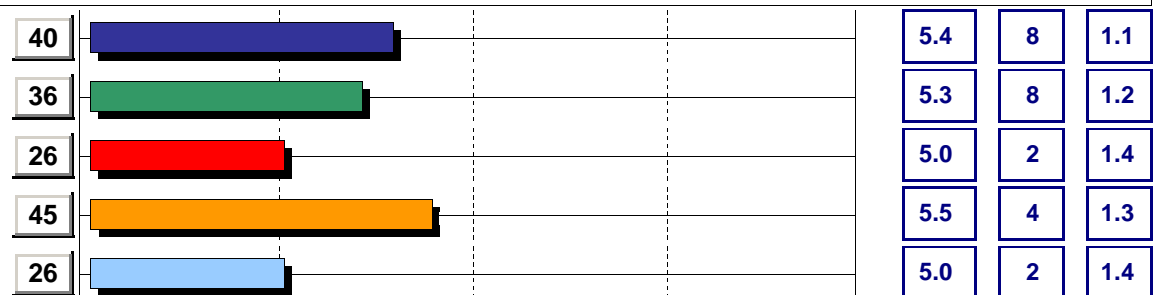
Promotes constructive discussion among people with conflicting ideas.



Is willing to compromise when necessary in order to reach agreement.



Works toward win/win solutions when disagreements occur.



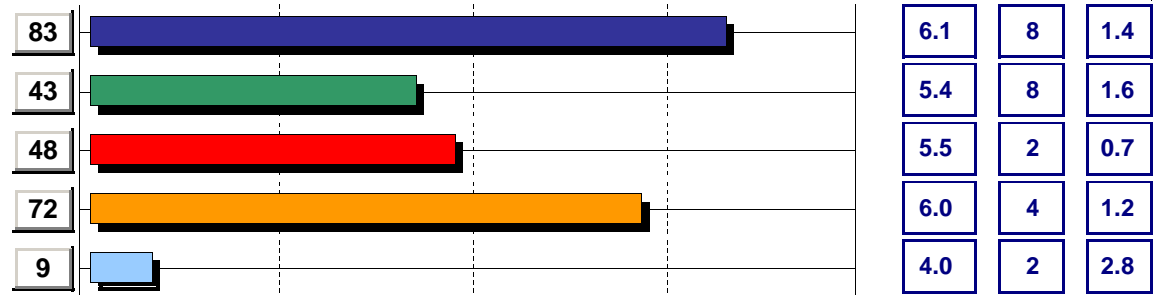
# Coordination & Integration

Quartile  
Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

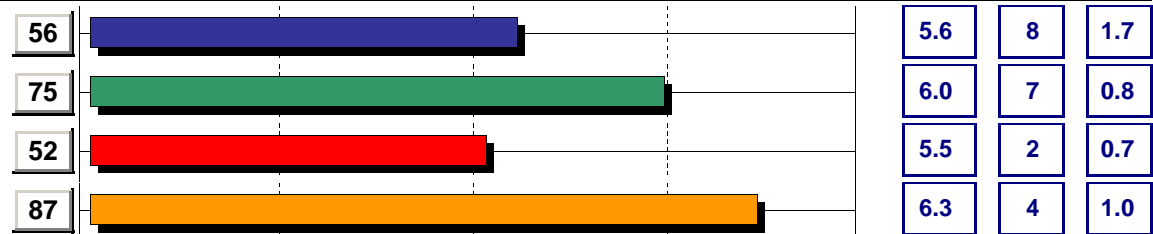
Mean	Valid N	Std Dev
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Legend: Team (blue), Other (green), Boss (red), Upstream (orange), Downstream (light blue)

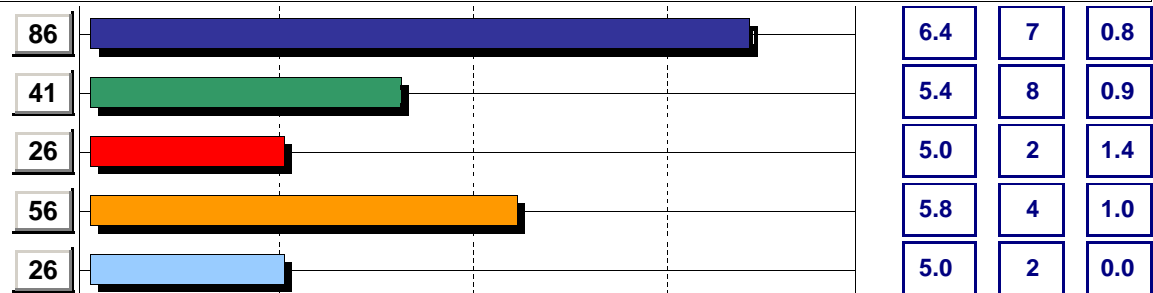
Works hard to foster the alignment of goals across all functional areas.



Builds coordination across departmental boundaries.



Uses informal networks to get things done.



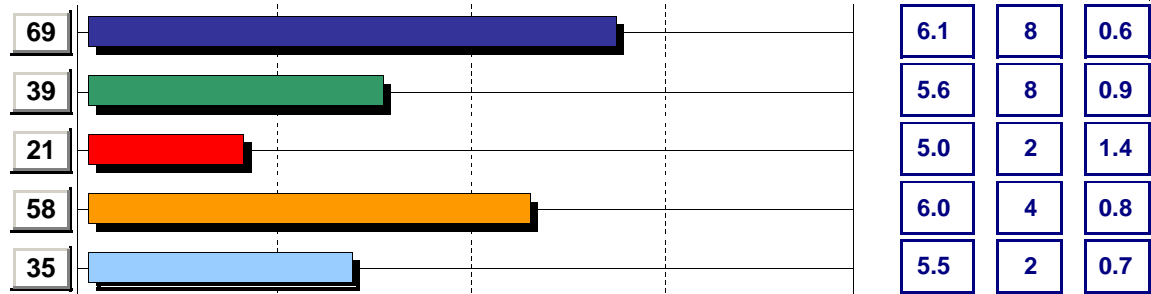
# Coordination & Integration

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

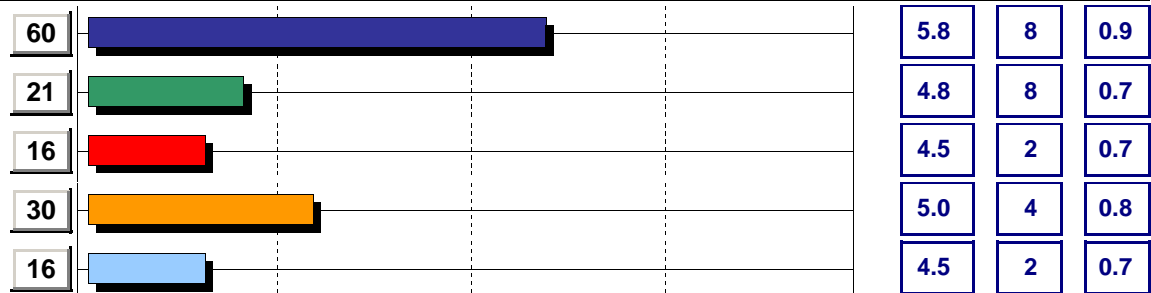
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

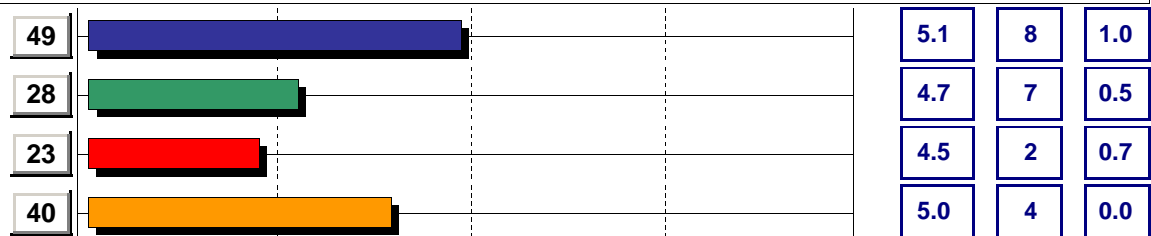
Builds relationships with key people in other functions and levels.



Helps create an environment that facilitates coordination of projects across functional units.



Establishes mechanisms that facilitate effective cross-functional communication.



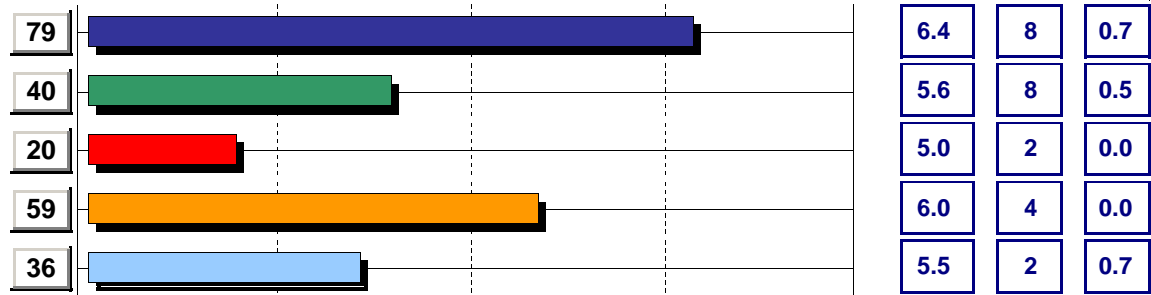
# Creating Change

Quartile  
Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

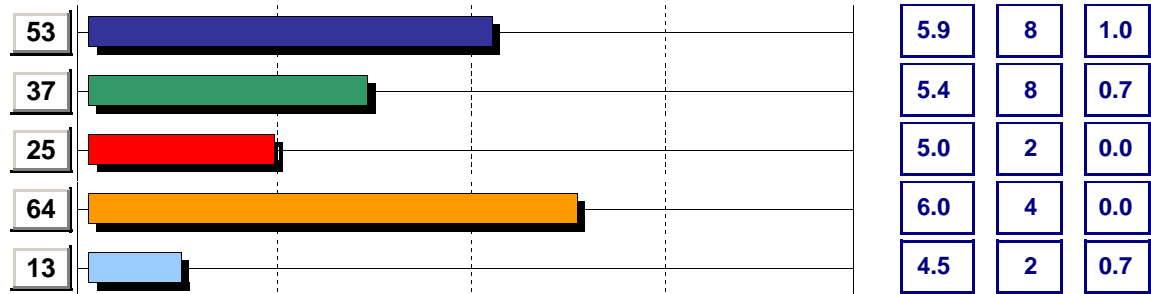
Mean	Valid N	Std Dev
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Legend: Team (purple), Other (green), Boss (red), Upstream (orange), Downstream (light blue)

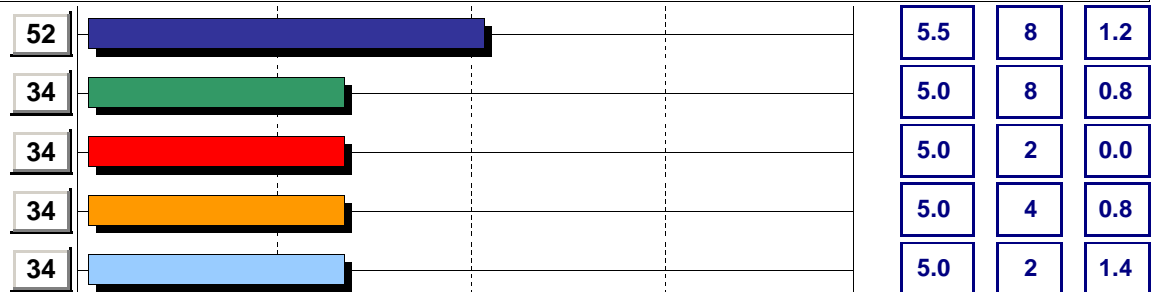
Encourages creative thinking.



Challenges the way that things have always been done and looks for a better way.



Champions change that goes beyond the scope of his/her job.



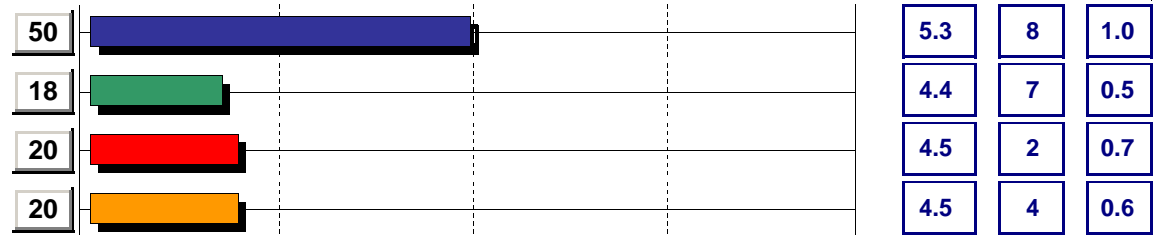
# Creating Change

Quartile 1st 2nd 3rd 4th  
 Percentile 0 25th 50th 75th 100th

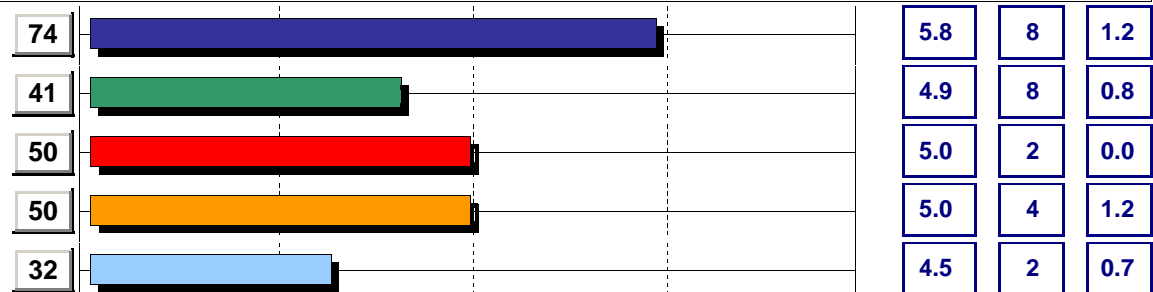
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

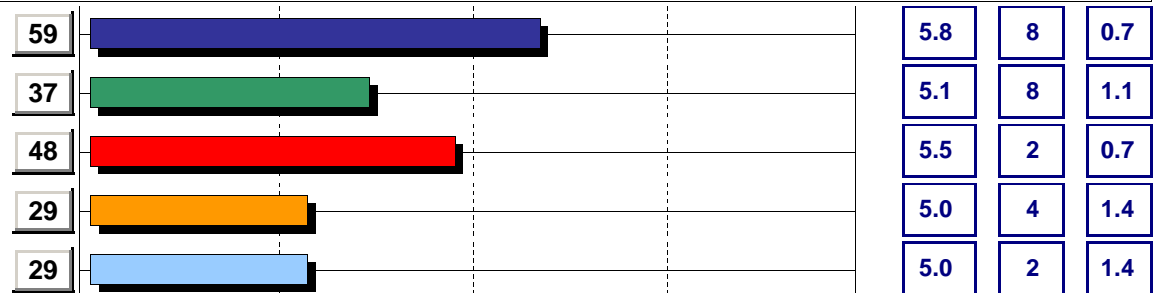
Foresees problems before they arise.



Serves as a model that creates change in other parts of the organization.

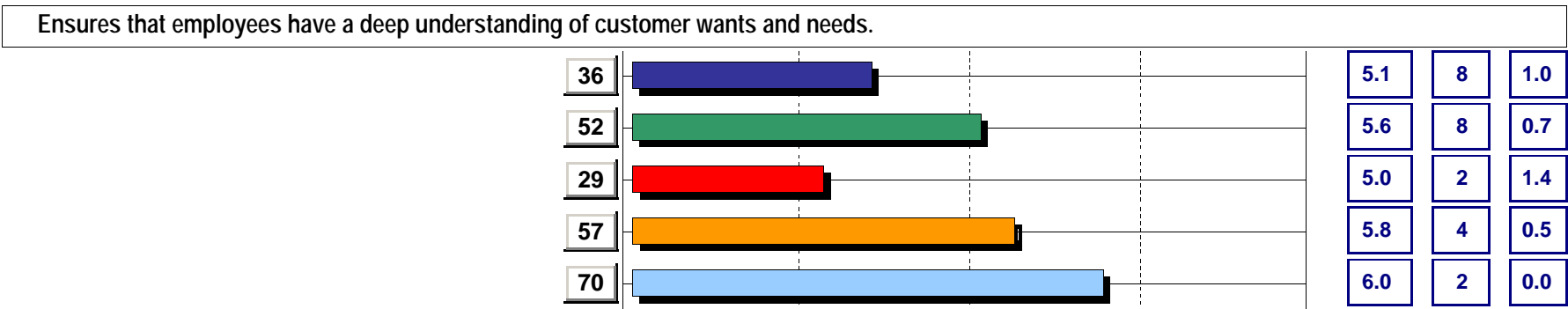
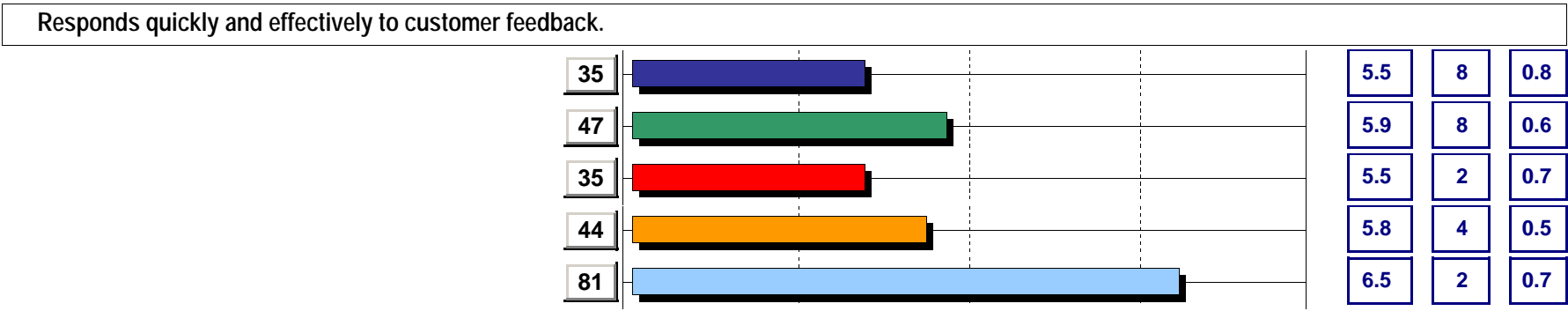
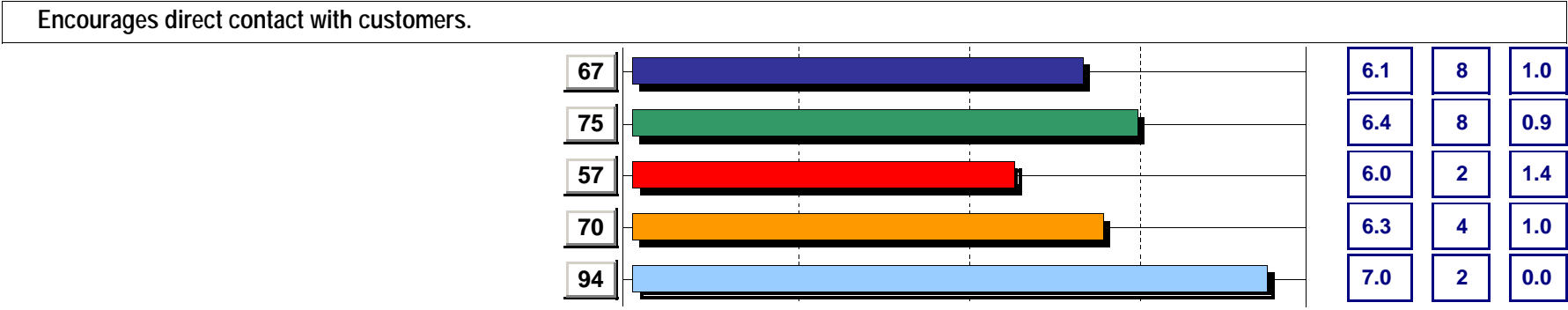


Generates innovative ideas and solutions to problems.



# Customer Focus

Quartile	1st	2nd	3rd	4th	Mean	Valid N	Std Dev
Percentile	0	25th	50th	75th	100th		



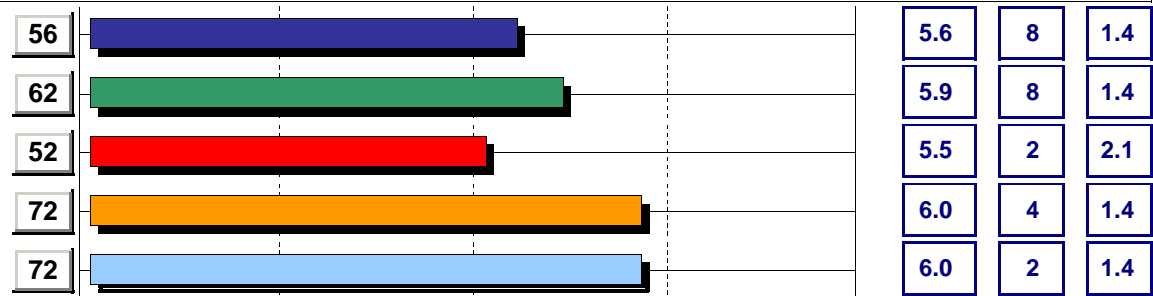
# Customer Focus

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

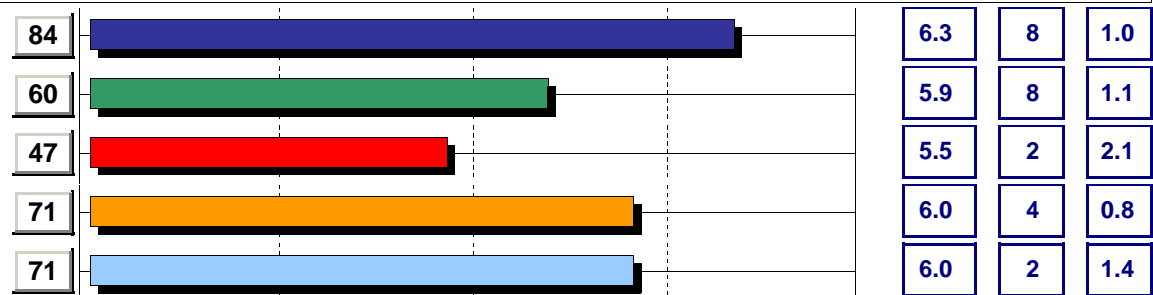
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

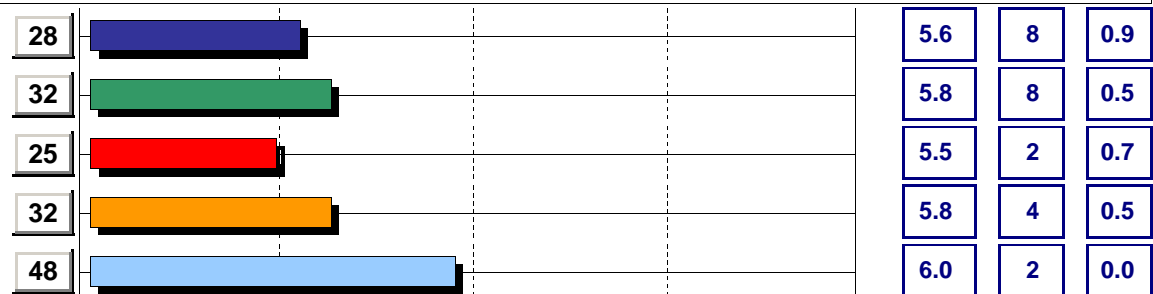
Actively seeks feedback from customers.



Incorporates customer input into the planning process.



Recognizes the need to respond quickly to customer concerns.



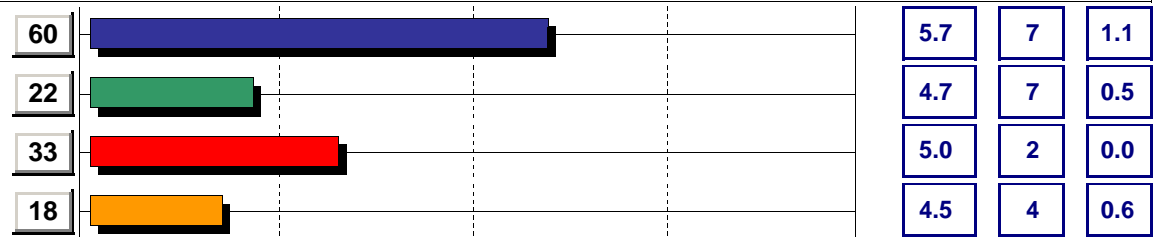
# Organizational Learning

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

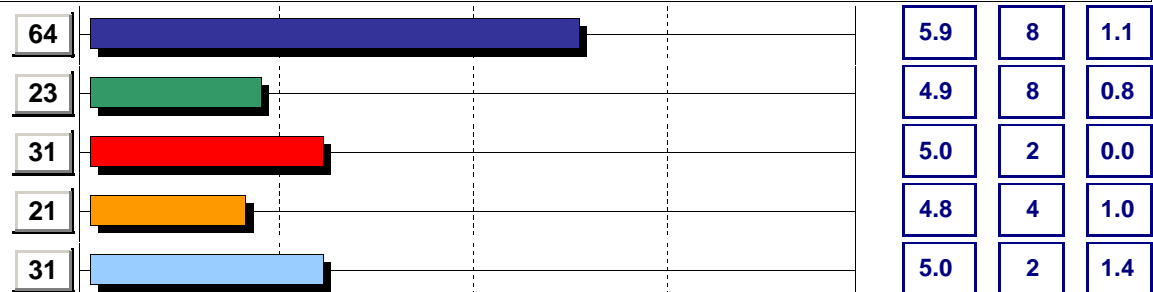
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

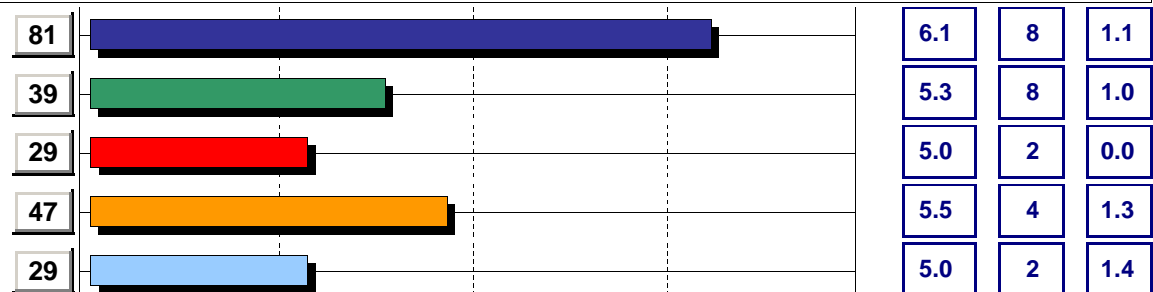
Deals constructively with failures and mistakes.



Views failure as an opportunity for learning and improvement.



Creates a working environment in which learning is an important objective.



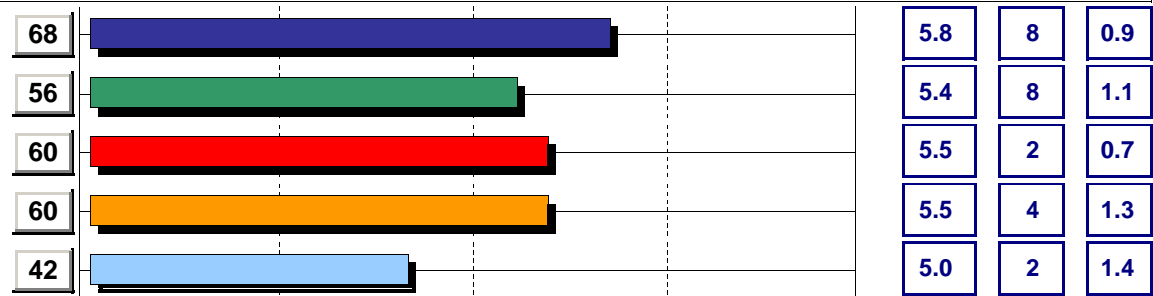
# Organizational Learning

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

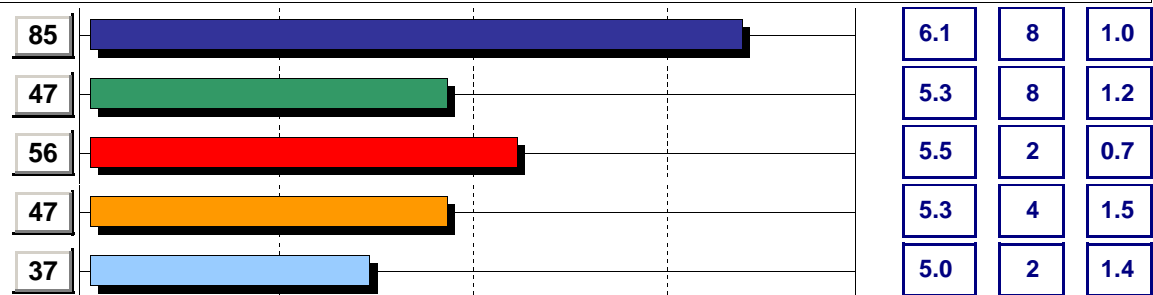
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

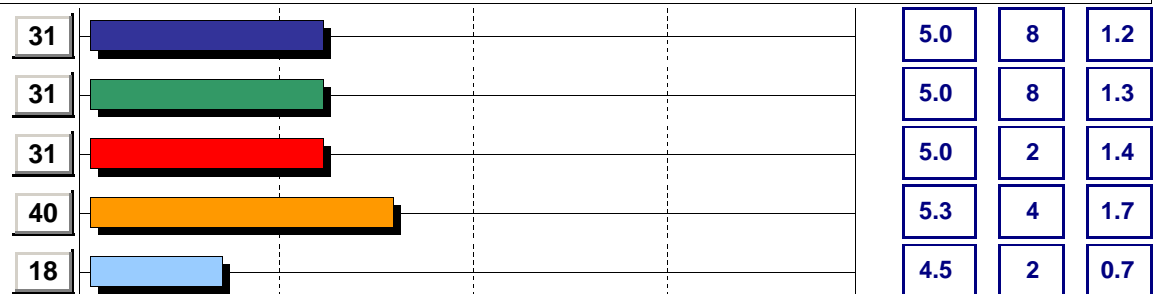
Openly accepts criticism without being defensive.



Works well under conditions of ambiguity and uncertainty.



Knows the strengths and weaknesses of the competition.



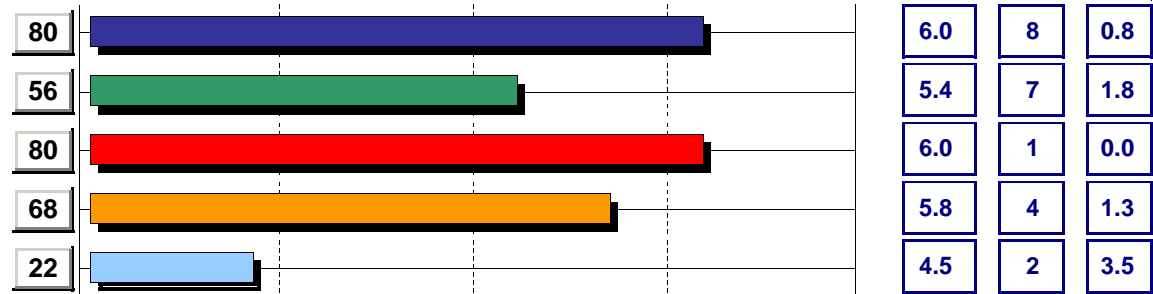
# Strategic Direction & Intent

Quartile  
Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

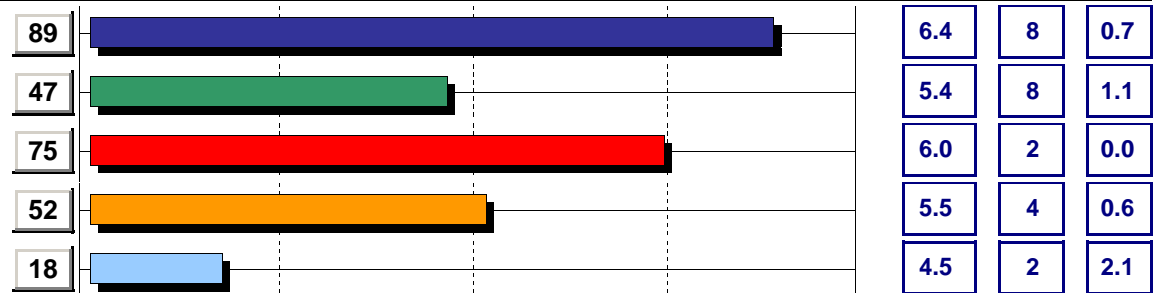
Mean	Valid N	Std Dev
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Legend: Team (blue), Other (green), Boss (red), Upstream (orange), Downstream (light blue)

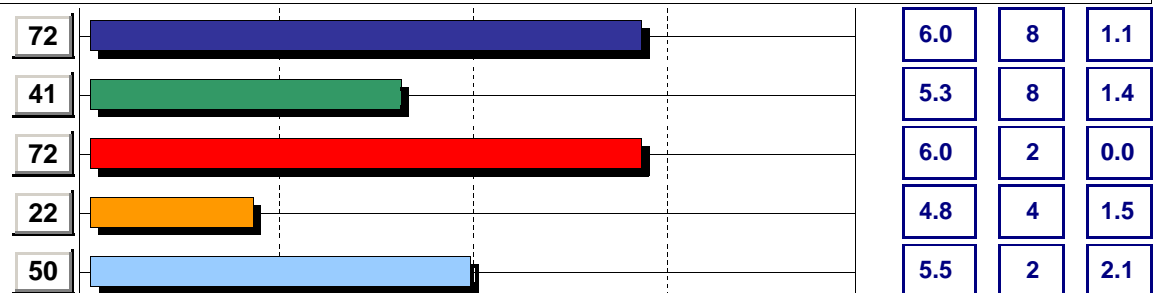
Provides employees with a clear mission that gives meaning and direction to their work.



Implements strategies by developing clear goals, objectives, and tactics.



Focuses on long-term strategies, rather than quick fix "band-aid" solutions.



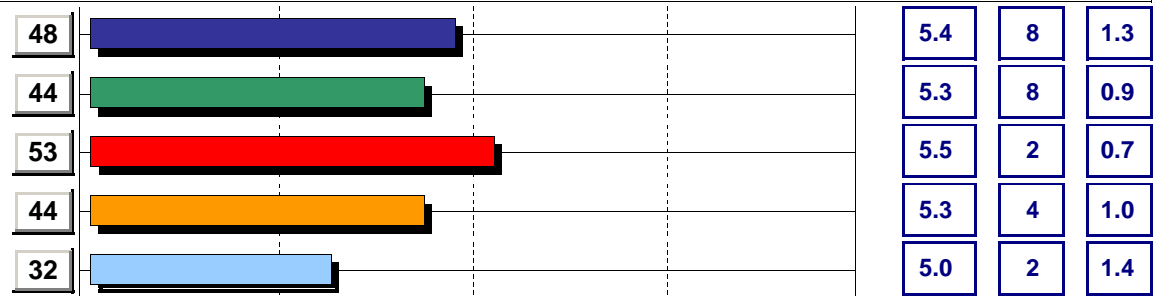
# Strategic Direction & Intent

Quartile  
Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

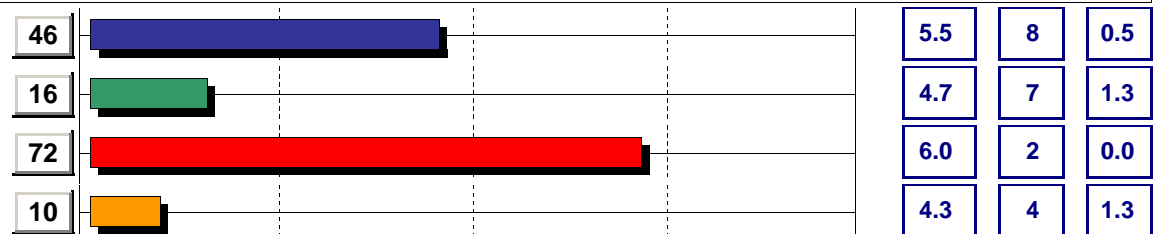
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

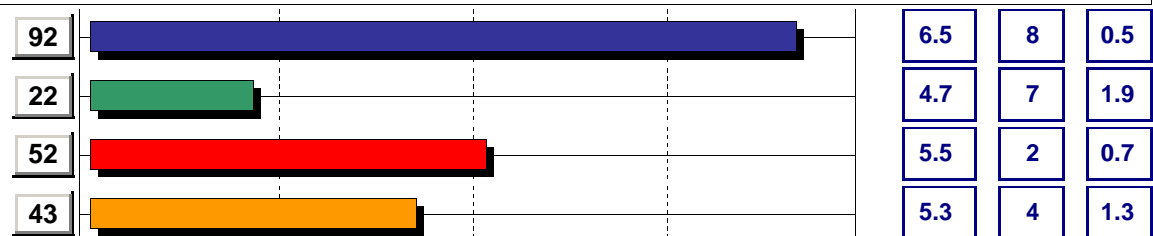
Effectively allocates resources in line with strategic priorities.



Is able to meet short-term demands without losing sight of the long-term strategy.



Communicates a clear and compelling rationale for the business strategy.



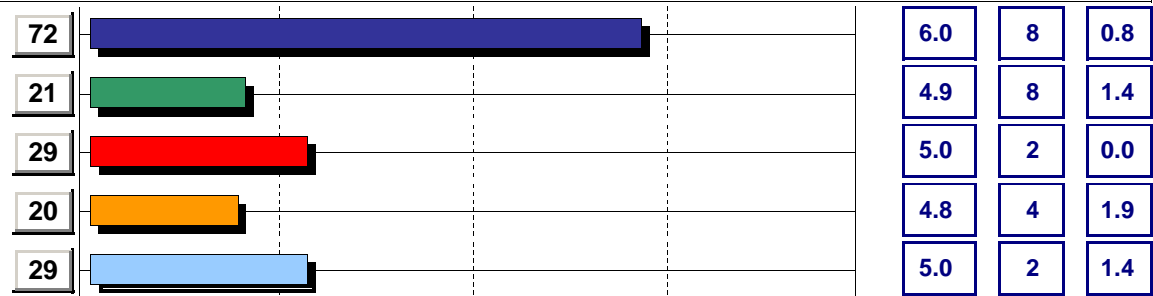
# Goals & Objectives

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

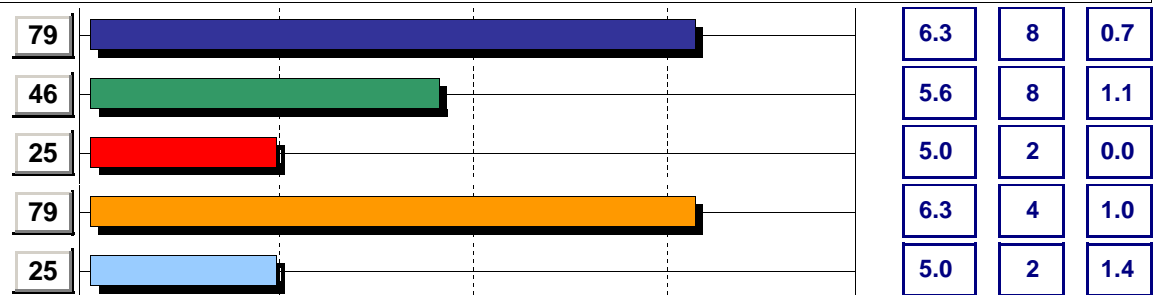
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

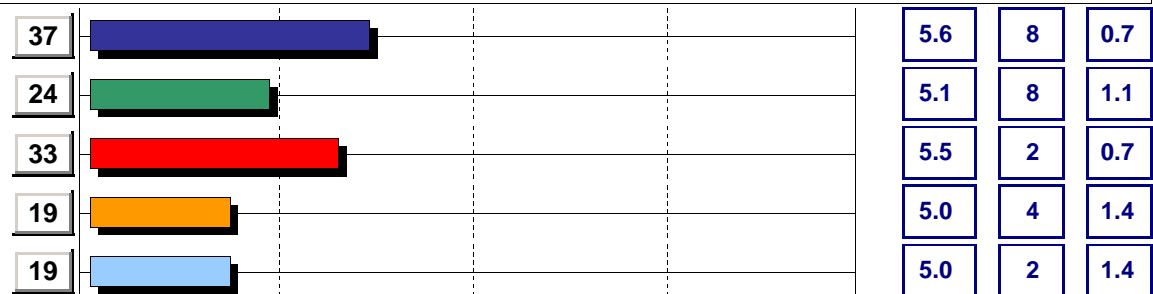
Sets clear goals that are ambitious, but realistic.



Holds individuals and teams accountable for achieving goals and objectives.



Establishes high standards of performance.



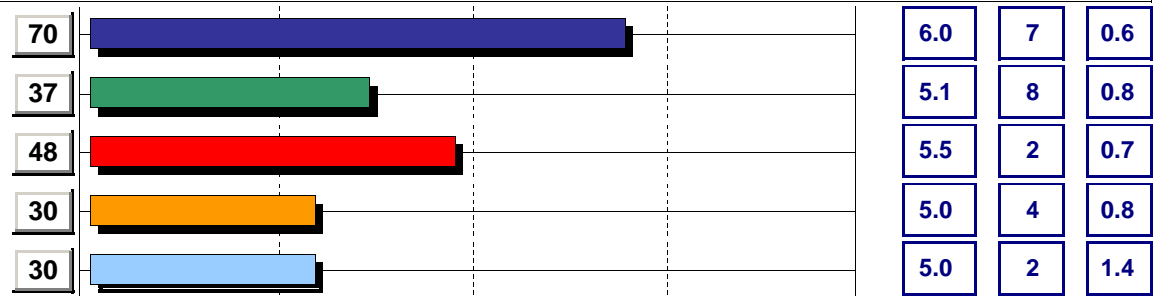
# Goals & Objectives

Quartile Percentile 0 1st 25th 2nd 50th 3rd 75th 4th 100th

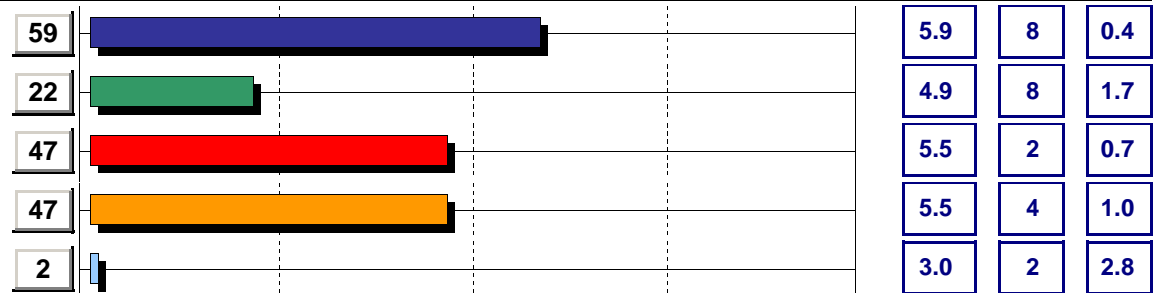
Mean Valid N Std Dev

Legend: Team Other Boss Upstream Downstream

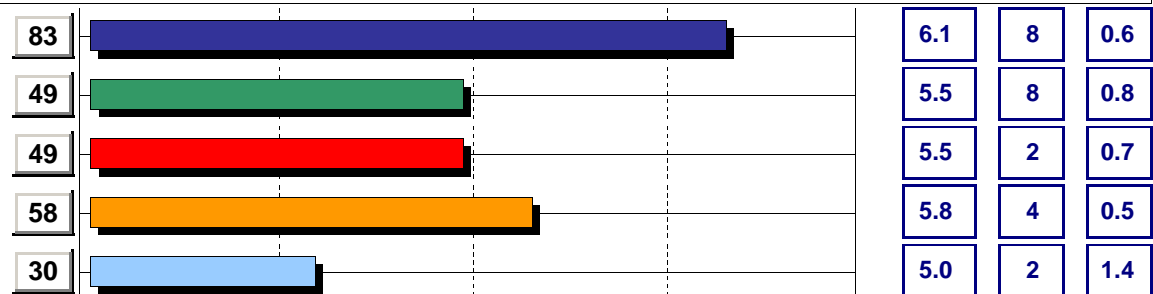
Tracks progress against stated goals.



Effectively communicates the goals and objectives of the organization.



Aligns goals and objectives with the strategy and vision.



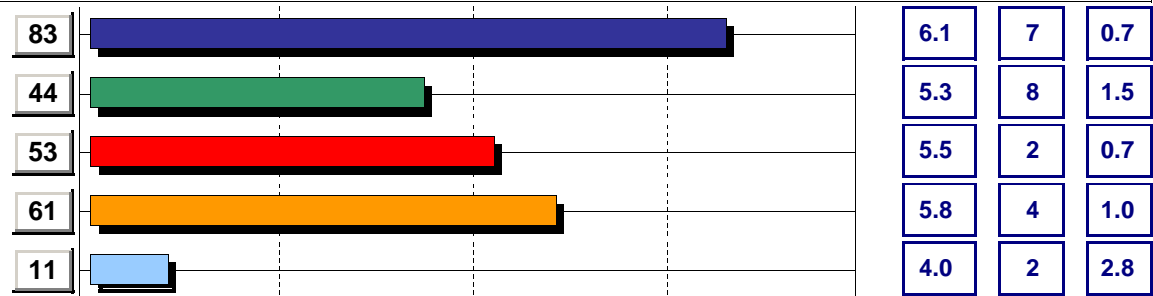
# Shared Vision

Quartile  
Percentile    0                    1st                    25th                    2nd                    50th                    3rd                    75th                    4th                    100th

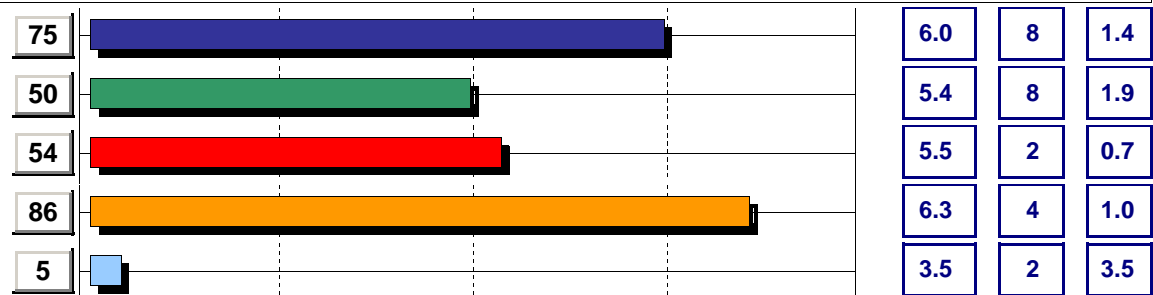
Mean	Valid N	Std Dev
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Legend: Team (blue), Other (green), Boss (red), Upstream (orange), Downstream (light blue)

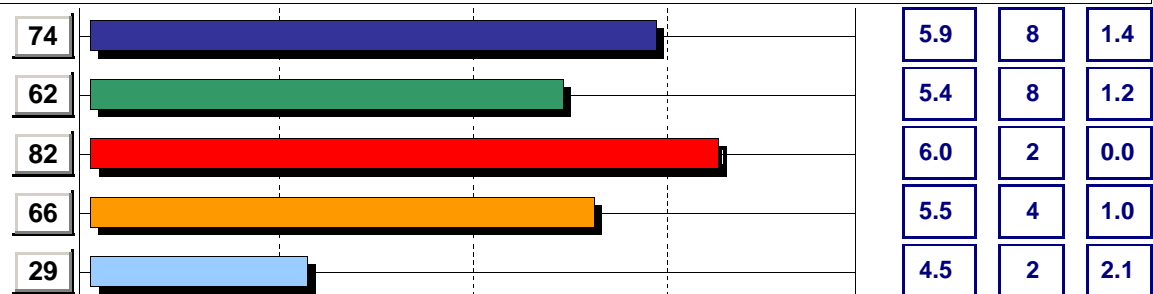
Helps create a shared vision of what this organization will be like in the future.



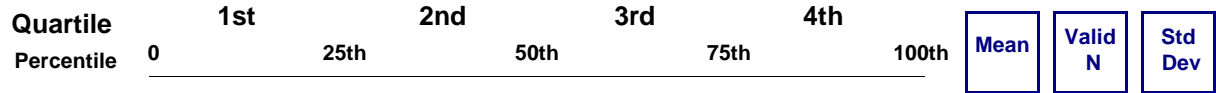
Communicates the organizational vision to his/her employees.



Uses the vision to create excitement and motivation for employees.

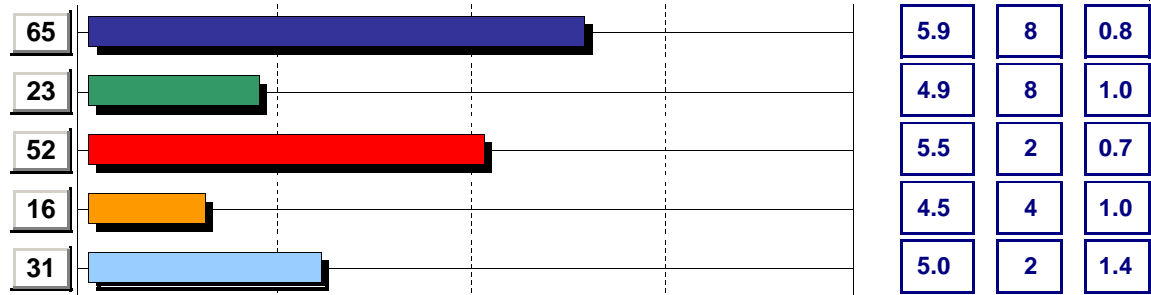


# Shared Vision

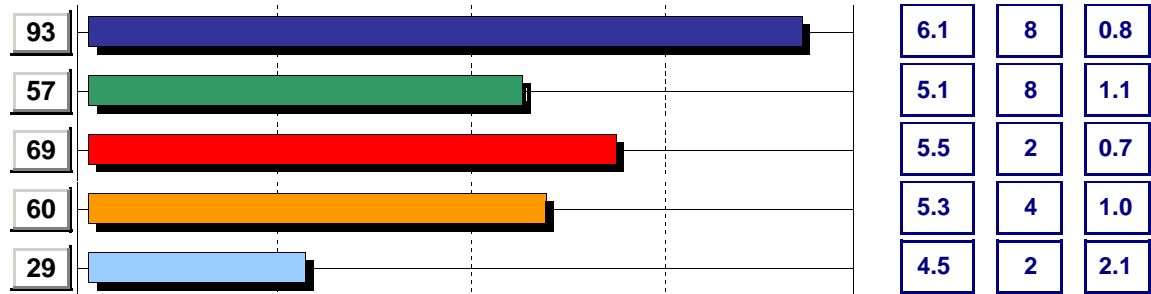


Legend: Team (Blue), Other (Green), Boss (Red), Upstream (Orange), Downstream (Light Blue)

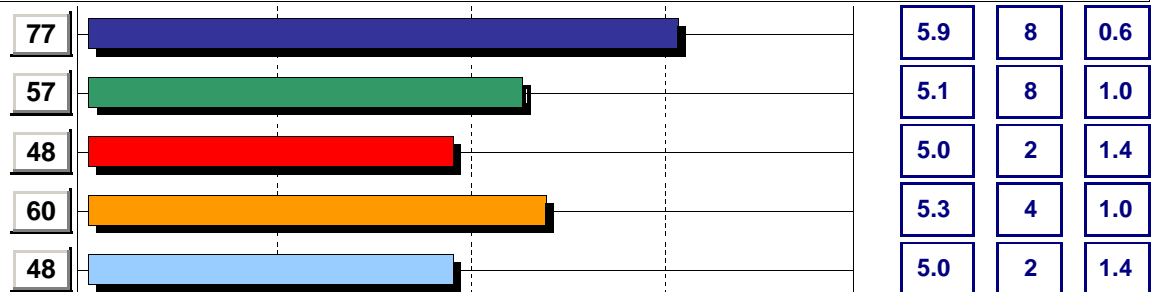
Realizes short-term goals without compromising long-term vision.



Organizes work so that everyone sees the connection between the vision and daily activities.



Translates the vision into reality in a way that helps guide individual action.



# Performance Questions

Mean

Strongly Disagree

Strongly Agree

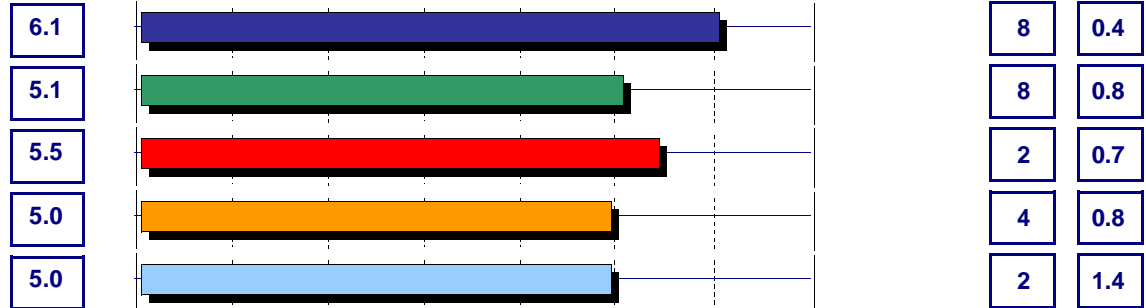
1.0 2.0 3.0 4.0 5.0 6.0 7.0

Valid N

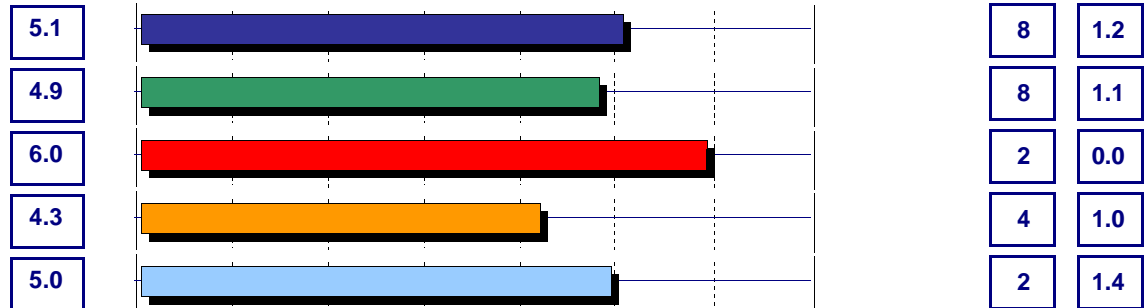
Std Dev

Legend: Team Other Boss Upstream Downstream

Overall this team is highly effective.



This team serves as role model for others in the organization.

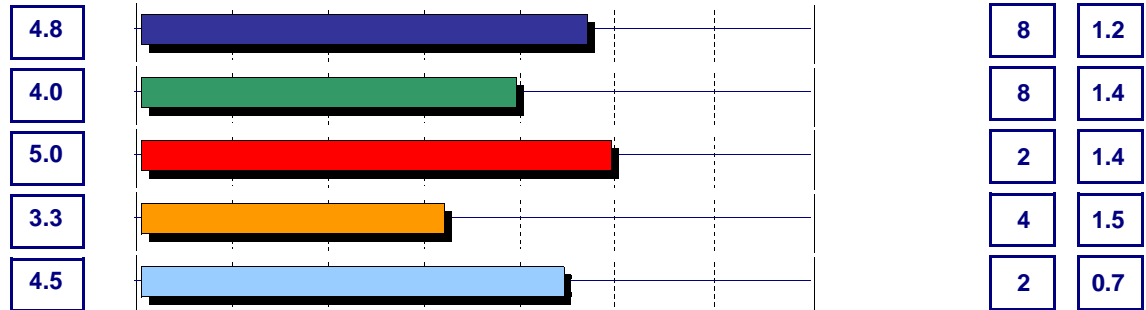


# Performance Questions

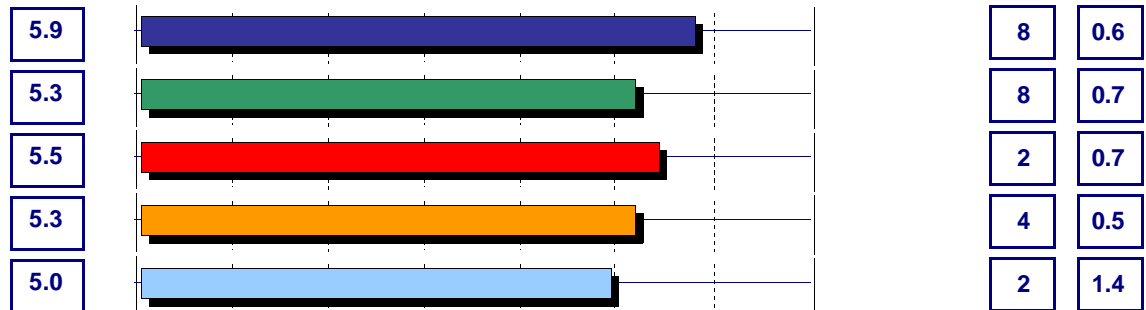
Mean
Strongly Disagree
1.0
2.0
3.0
4.0
5.0
6.0
7.0
Strongly Agree
Valid N
Std Dev

**Legend:**
■ Team
 ■ Other
 ■ Boss
 ■ Upstream
 ■ Downstream

Overall, this team is one of the most effective teams in our organization.



This team develops high quality relationships with internal and external customers.



# Performance Questions

Mean

Strongly Disagree

1.0 2.0 3.0 4.0 5.0 6.0 7.0

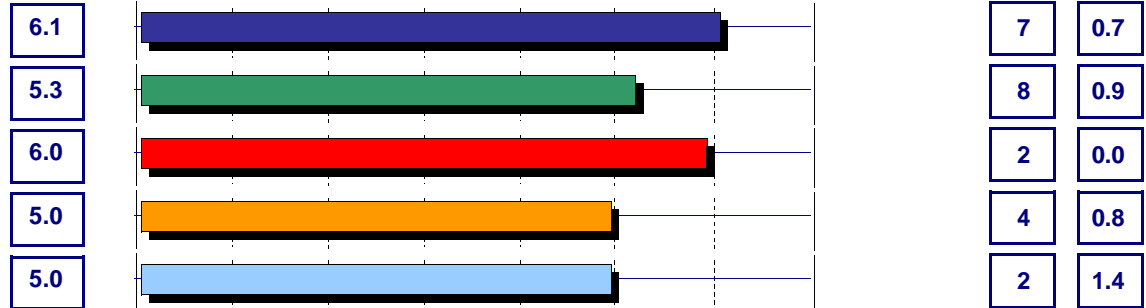
Strongly Agree

Valid N

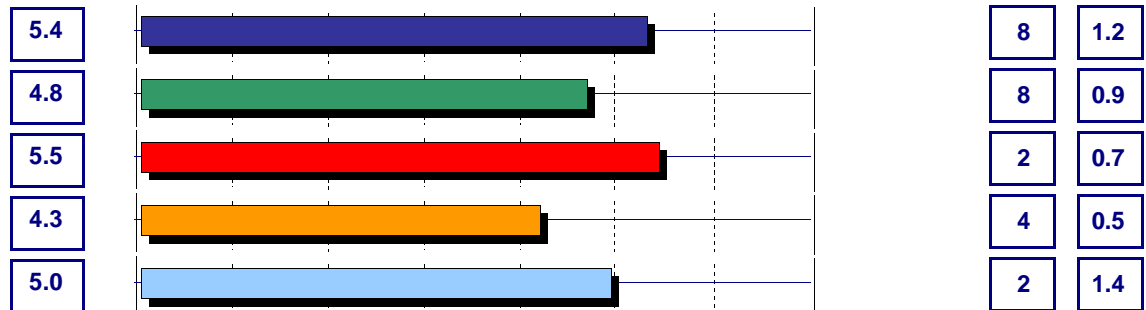
Std Dev

Legend: Team Other Boss Upstream Downstream

This team moves quickly to solve key problems



Encourages and rewards risk taking.



# Performance Questions

Mean

Strongly Disagree

1.0 2.0 3.0 4.0 5.0 6.0 7.0

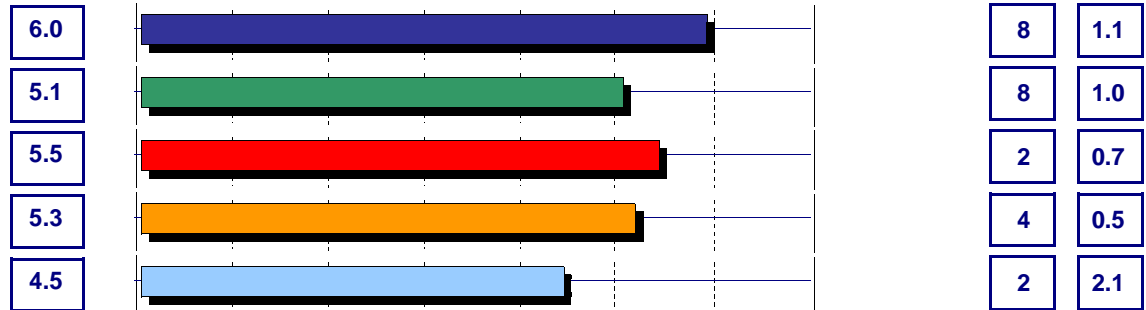
Strongly Agree

Valid N

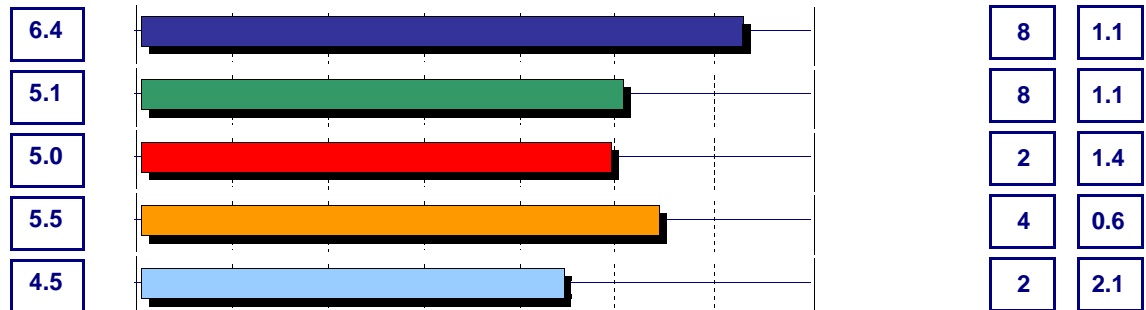
Std Dev

Legend: Team Other Boss Upstream Downstream

Involves others in the goal setting process so that goals and objectives are well understood.



Organizes its work so that each person can see the relationship between his or her job and the goals of the organization.



# Performance Questions

Mean

Strongly Disagree

Strongly Agree

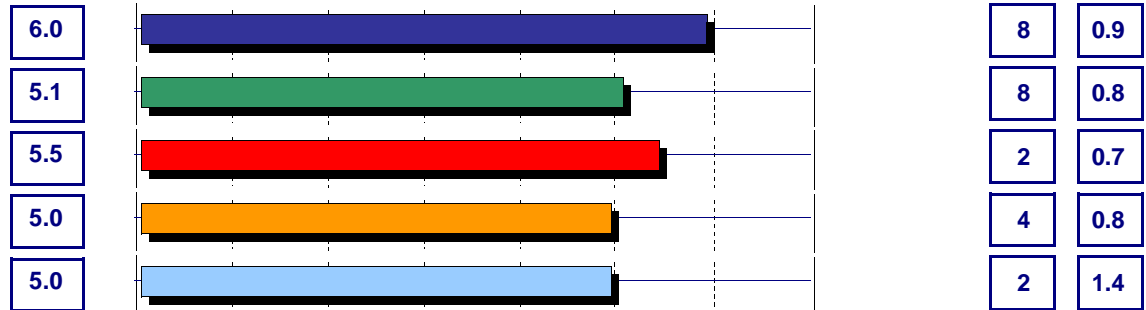
1.0 2.0 3.0 4.0 5.0 6.0 7.0

Valid N

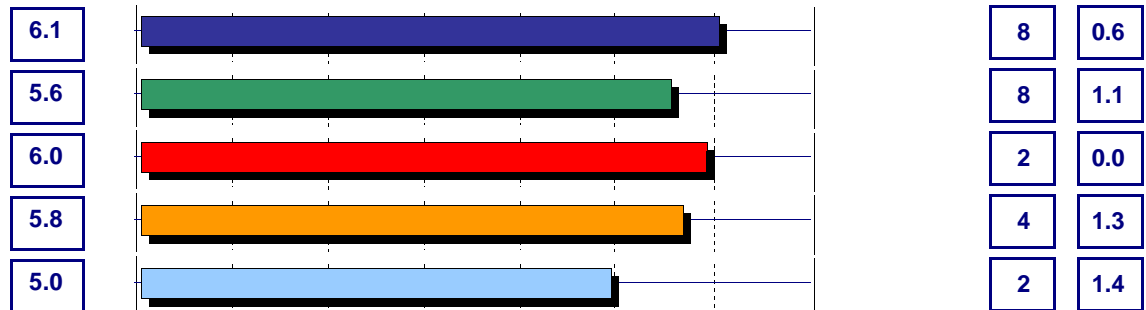
Std Dev

Legend: Team Other Boss Upstream Downstream

Makes good decisions on a timely basis.



Moves fast and gets things done.



# Performance Questions

Mean

Strongly Disagree

1.0 2.0 3.0 4.0 5.0 6.0 7.0

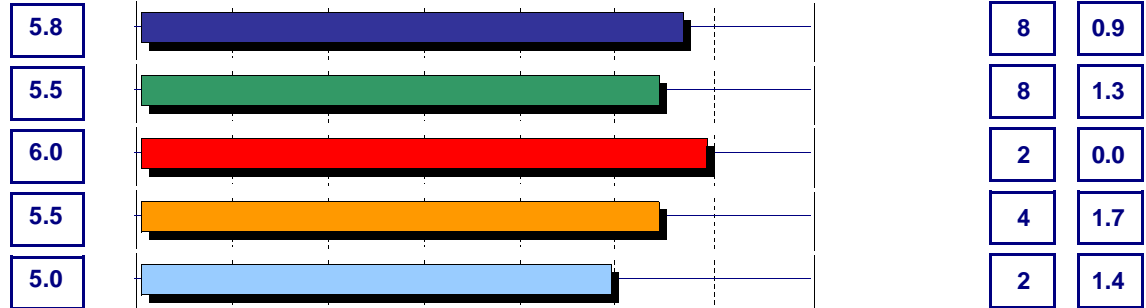
Strongly Agree

Valid N

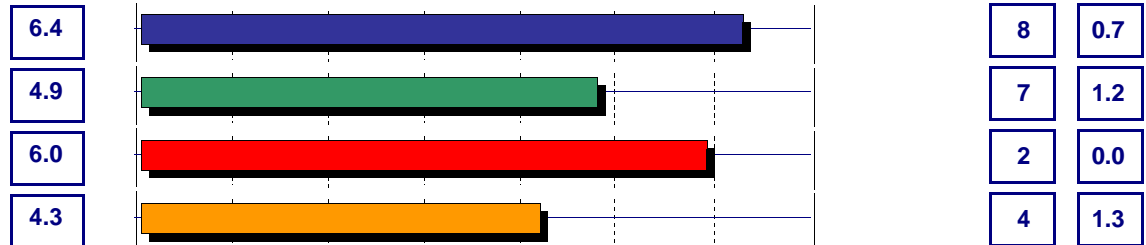
Std Dev

Legend: Team Other Boss Upstream Downstream

Emphasizes time as one of the most important resources in their project.



Works effectively even when they cannot meet face-to-face.



Works effectively as a virtual team.

