

This individual is sensitive to the influence his/her actions have on co-workers.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	8	4.5%				
Rarely Effective	40	22.7%				
Average Performance	23	13.1%				
Moderately Effective	96	54.5%				
Definite Strength	9	5.1%				
No Response	0	0.0%				

This individual leads co-workers by example.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	5	2.8%				
Rarely Effective	42	23.9%				
Average Performance	34	19.3%				
Moderately Effective	73	41.5%				
Definite Strength	22	12.5%				
No Response	0	0.0%				

This individual continually encourages co-workers to express their ideas and opinions.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	14	8.0%				
Rarely Effective	42	23.9%				
Average Performance	41	23.3%				
Moderately Effective	72	40.9%				
Definite Strength	6	3.4%				
No Response	1	0.6%				

When conflict occurs, this individual resolves them in a constructive win/win manner.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	18	10.2%				
Rarely Effective	36	20.5%				
Average Performance	43	24.4%				
Moderately Effective	68	38.6%				
Definite Strength	9	5.1%				
No Response	2	1.1%				

This individual continually develops the spirit of teamwork among co-workers.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	11	6.3%				
Rarely Effective	42	23.9%				
Average Performance	28	15.9%				
Moderately Effective	92	52.3%				
Definite Strength	2	1.1%				
No Response	1	0.6%				

This individual always looks for new and creative methods to motivate co-workers.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	15	8.5%				
Rarely Effective	40	22.7%				
Average Performance	34	19.3%				
Moderately Effective	72	40.9%				
Definite Strength	13	7.4%				
No Response	2	1.1%				

This individual clearly understands co-worker's roles in our organization.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	13	7.4%				
Rarely Effective	34	19.3%				
Average Performance	40	22.7%				
Moderately Effective	78	44.3%				
Definite Strength	9	5.1%				
No Response	2	1.1%				

This Individual understands his/her job responsibility, accountability, and authority clearly.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	6	3.4%				
Rarely Effective	34	19.3%				
Average Performance	32	18.2%				
Moderately Effective	99	56.3%				
Definite Strength	3	1.7%				
No Response	2	1.1%				

This individual makes realistic plans and schedules and puts them in writing.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	7	4.0%				
Rarely Effective	44	25.0%				
Average Performance	14	8.0%				
Moderately Effective	94	53.4%				
Definite Strength	12	6.8%				
No Response	5	2.8%				

This individual uses his/her resources (workforce, time, money, etc.) productively.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	5	2.8%				
Rarely Effective	44	25.0%				
Average Performance	41	23.3%				
Moderately Effective	66	37.5%				
Definite Strength	16	9.1%				
No Response	4	2.3%				

This individual sees that co-workers have the necessary resources to do their jobs productively.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	10	5.7%				
Rarely Effective	43	24.4%				
Average Performance	32	18.2%				
Moderately Effective	77	43.8%				
Definite Strength	7	4.0%				
No Response	7	4.0%				

This individual helps co-workers establish priorities for work to be done.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	7	4.0%				
Rarely Effective	43	24.4%				
Average Performance	43	24.4%				
Moderately Effective	72	40.9%				
Definite Strength	7	4.0%				
No Response	4	2.3%				

This individual sees to it that his/her subordinates understand their responsibility, accountability, and authority.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	5	2.8%				
Rarely Effective	44	25.0%				
Average Performance	33	18.8%				
Moderately Effective	88	50.0%				
Definite Strength	1	0.6%				
No Response	5	2.8%				

This individual recognizes other's high performance and express his/her appreciation for it in a timely manner.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	10	5.7%				
Rarely Effective	28	15.9%				
Average Performance	48	27.3%				
Moderately Effective	85	48.3%				
Definite Strength	5	2.8%				
No Response	0	0.0%				

This individual plans and conducts effective meetings to help co-workers grow.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	4	2.3%				
Rarely Effective	43	24.4%				
Average Performance	45	25.6%				
Moderately Effective	69	39.2%				
Definite Strength	13	7.4%				
No Response	2	1.1%				

This individual explains the why, what, and where, if necessary about decisions.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	3	1.7%				
Rarely Effective	54	30.7%				
Average Performance	28	15.9%				
Moderately Effective	77	43.8%				
Definite Strength	14	8.0%				
No Response	0	0.0%				

This individual listens to what co-workers are saying and encourages them to continuously express their ideas and opinions.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	9	5.1%				
Rarely Effective	26	14.8%				
Average Performance	47	26.7%				
Moderately Effective	86	48.9%				
Definite Strength	8	4.5%				
No Response	0	0.0%				

This individual always expresses himself/herself clearly and effectively in writing and speaking.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	12	6.8%				
Rarely Effective	44	25.0%				
Average Performance	29	16.5%				
Moderately Effective	84	47.7%				
Definite Strength	7	4.0%				
No Response	0	0.0%				

This individual responds intelligently and reasonably--not emotionally--to feedback of co-workers' ideas, performance, and/or actions.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	7	4.0%				
Rarely Effective	39	22.2%				
Average Performance	28	15.9%				
Moderately Effective	92	52.3%				
Definite Strength	8	4.5%				
No Response	2	1.1%				

This individual spends enough time walking around to adequately observe the work being done and to be available for questions and feedback.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	5	2.8%				
Rarely Effective	39	22.2%				
Average Performance	60	34.1%				
Moderately Effective	60	34.1%				
Definite Strength	8	4.5%				
No Response	4	2.3%				

This individual keeps co-workers informed on changes, policies, and procedures that might affect their work.

Response	Frequency	Percent	20	40	60	80
Definite Weakness	17	9.7%				
Rarely Effective	25	14.2%				
Average Performance	56	31.8%				
Moderately Effective	71	40.3%				
Definite Strength	6	3.4%				
No Response	1	0.6%				