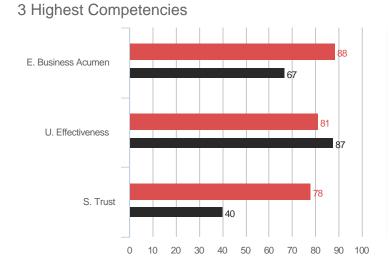
Individual Feedback Charts Advanced Management Practices

AMP-C Archetype A June 2018 TruScore

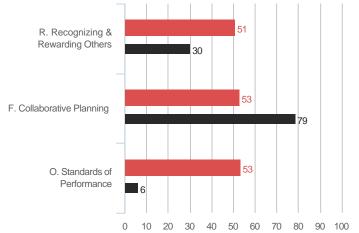




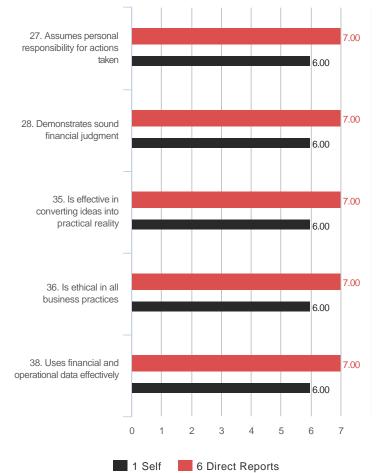
Highest and Lowest

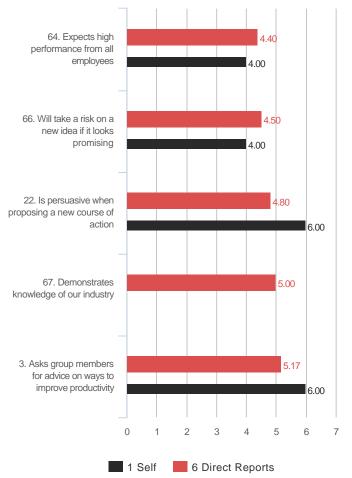


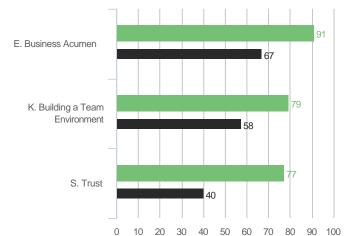
3 Lowest Competencies



5 Highest Questions

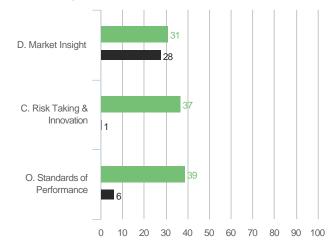




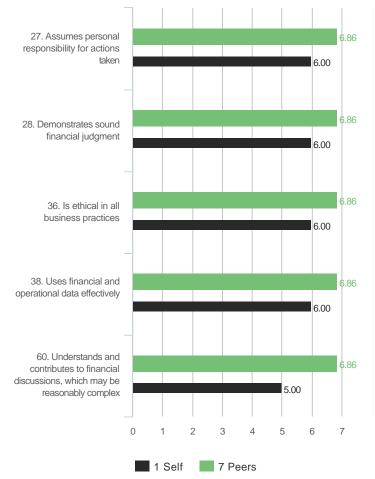


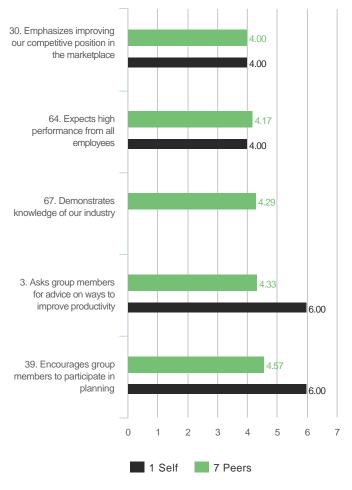
3 Highest Competencies

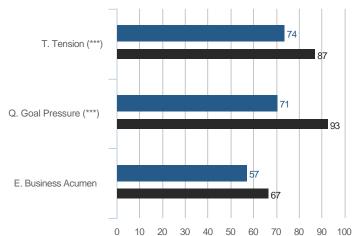
3 Lowest Competencies



5 Highest Questions

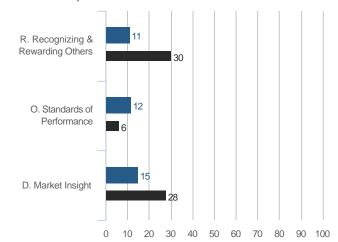




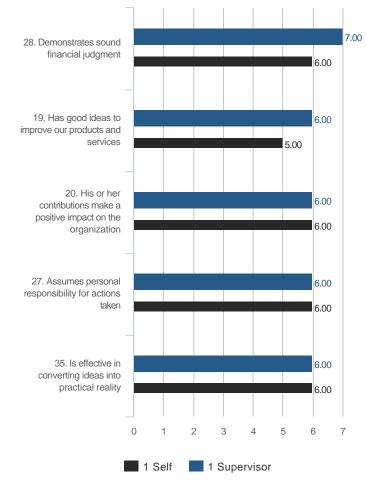


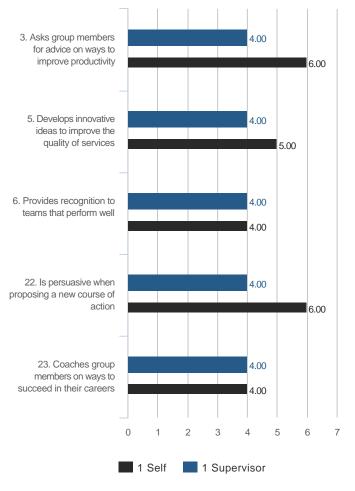
3 Highest Competencies

3 Lowest Competencies



5 Highest Questions

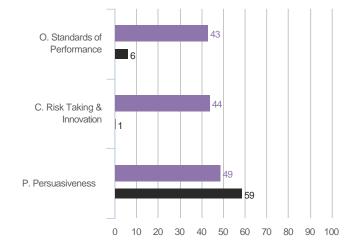




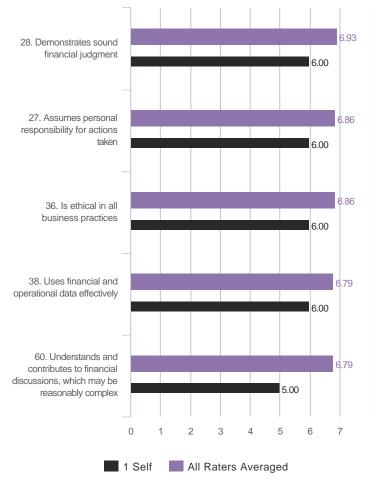
3 Highest Competencies

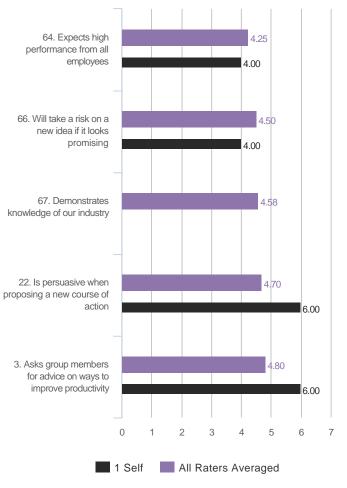
E. Business Acumen 67 S. Trust 40 K. Building a Team 72 Environment 58 20 30 40 50 60 70 80 90 100 0 10

3 Lowest Competencies

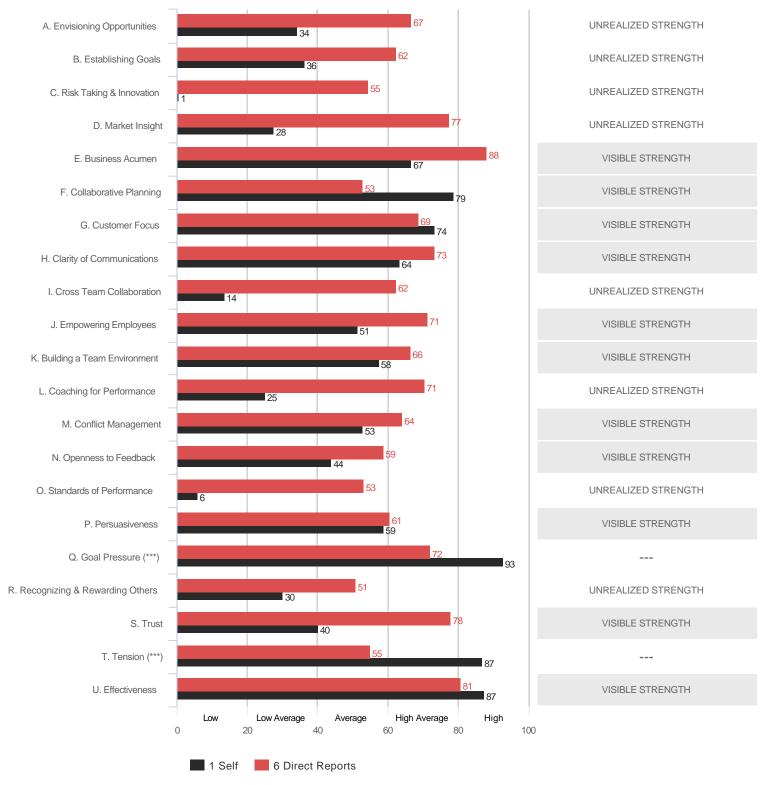


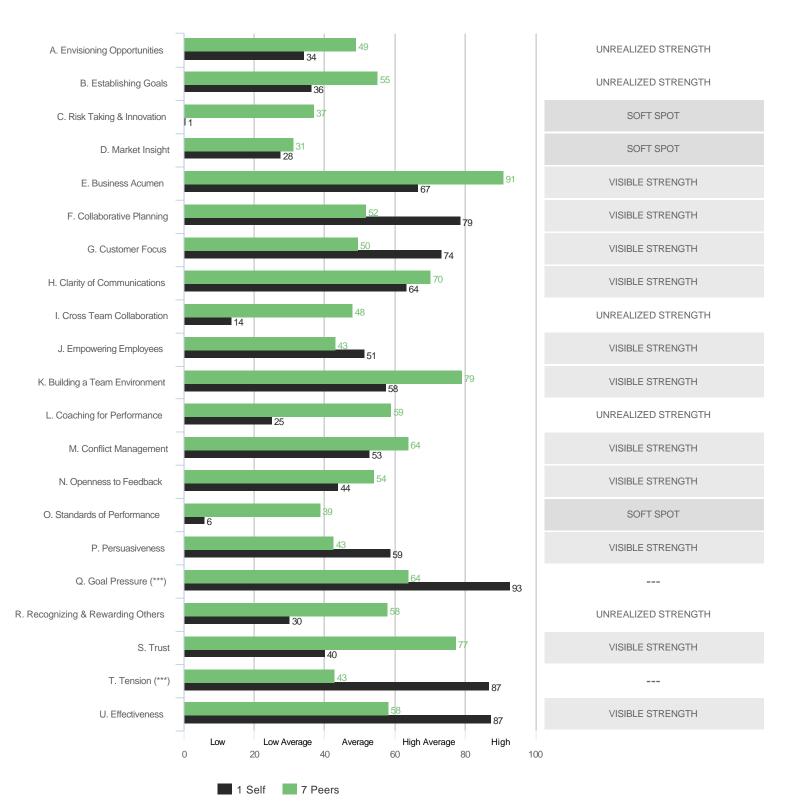
5 Highest Questions





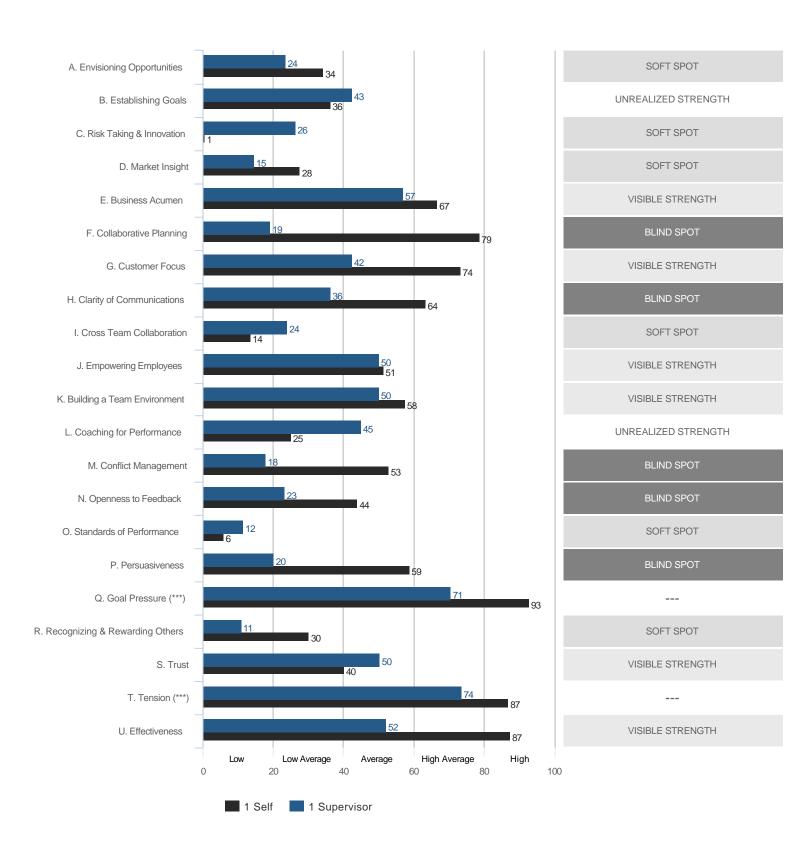
Blind Spot Analysis

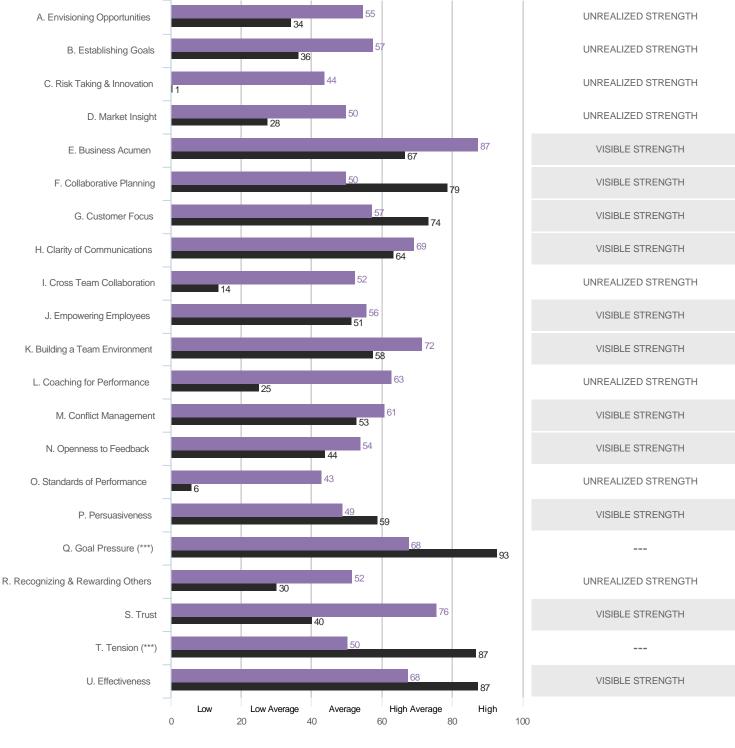




7







All Raters Averaged

1 Self

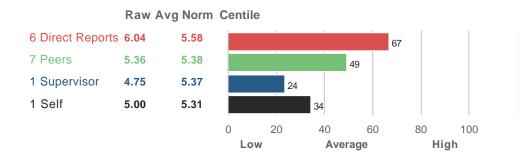
9

Overall Scores



I. ENTREPRENEURIAL VISION A. Envisioning Opportunities

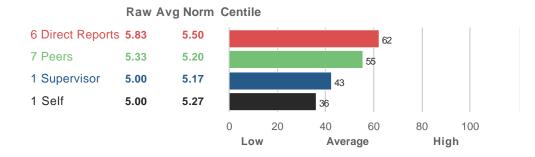
Overall Scores



5. Develops innovative ideas to improve the quality of services	Raw Avg 5.83	SD 0.75	NA	1	2	3	4	5 2	6 3	7
	5.43	1.27				1		2	3	1
	4.00						1	2	Ū	
	5.00							1		
	0.00			-						
19. Has good ideas to improve our products and services	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.67	0.52							2	4
	6.43	0.79						1	2	4
	6.00								1	
	5.00		.					1		
40. Anticipates changes that will be needed in the future	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.33	1.03						2		4
	5.17	0.75	1				1	3	2	
	4.00						1			
	5.00							1		
67. Demonstrates knowledge of our industry	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.00	0.82	2				1	2	1	
	4.29	0.49					5	2		
	5.00							1		
			1							

I. ENTREPRENEURIAL VISION **B. Establishing Goals**

Overall Scores

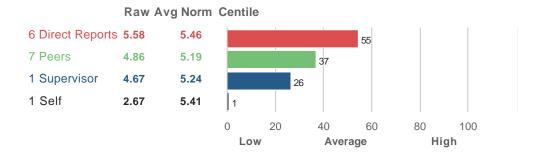


Question Scores

2. Makes sure that long term and strategic goals are	Raw Avg	SD	NA	1	2	3	4	5	6	7
understood by employees	6.00	0.89						2	2	2
	4.71	0.95					4	1	2	
	5.00							1		
	6.00								1	
18. Makes sure each person in the unit or department	Raw Avg	SD	NA	1	2	3	4	5	6	7
knows what is expected of him or her	6.00	1.10						3		3
	5.57	0.98					1	2	3	1
			1							
	4.00						1			
49. Sets performance goals that engage employees	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.50	1.22					2		3	1
	5.71	0.49						2	5	
	5.00							1		
	5.00							1		

I. ENTREPRENEURIAL VISION C. Risk Taking & Innovation

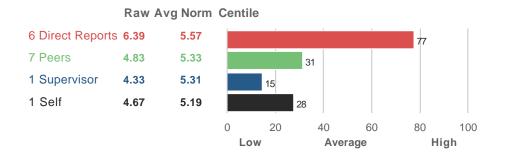
Overall Scores



8. Challenges self and others to develop new ideas	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.33	0.82						5		1
	4.86	0.38					1	6		
	5.00							1		
	2.00				1					
31. Encourages employees to support a proposal for	Raw Avg	SD	NA	1	2	3	4	5	6	7
change	6.50	0.55							3	3
	5.14	0.38						6	1	
	5.00							1		
	2.00				1					
66. Will take a risk on a new idea if it looks promising	Raw Avg	SD	NA	1	2	3	4	5	6	7
	4.50	1.00	2			1		3		
	4.57	1.27				2	1	2	2	
	4.00						1			
	4.00						1			

II. PLANNING FOR THE FUTURE **D. Market Insight**

Overall Scores

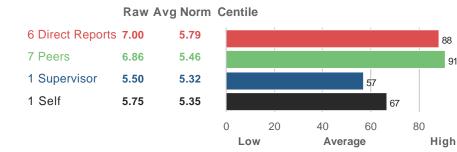


30. Emphasizes improving our competitive position in the	Raw Avg	SD	NA	1	2	3	4	5	6	7
marketplace	6.17	0.41							5	1
	4.00						7			
	4.00						1			
	4.00						1			
42. Successfully brings now ideas and concents to the								_		_
42. Successfully brings new ideas and concepts to the marketplace	Raw Avg	SD	NA	1	2	3	4	5	6	7
marketplace	6.50	0.55							3	3
	5.67	0.52	1					2	4	
	5.00							1		
	4.00		.				1	.		
59. Strives to maintain state-of-the-art knowledge of our	Raw Avg	SD	NA	1	2	3	4	5	6	7
industry	6.50	0.55		'	2	5		5	3	3
					•		•			3
	5.00	1.41	3		•	1	•	1	2	
	4.00						1			
	6.00								1	

II. PLANNING FOR THE FUTURE

E. Business Acumen

Overall Scores



88

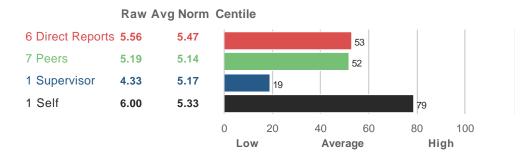
91

100

28. Demonstrates sound financial judgment	Raw Avg	SD	NA	1	2	3	4	5	6	7
, ,	7.00									6
	6.86	0.38							1	6
	7.00									1
	6.00								1	
38. Uses financial and operational data effectively	Raw Avg	SD	NA	1	2	3	4	5	6	7
	7.00									6
	6.86	0.38						Ι.	1	6
	5.00							1		
	6.00								1	
60. Understands and contributes to financial discussions,	Raw Avg	SD	NA	1	2	3	4	5	6	7
which may be reasonably complex	7.00									6
	6.86	0.38							1	6
	5.00							1		
	5.00							1		
65. Analyzes numerical information effectively	Raw Avg	SD	NA	1	2	3	4	5	6	7
	7.00									6
	6.86	0.38							1	6
	5.00							1_		
	6.00								1	

II. PLANNING FOR THE FUTURE **F. Collaborative Planning**

Overall Scores

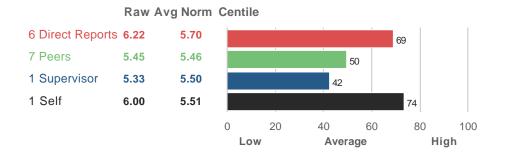


3. Asks group members for advice on ways to improve	Raw Avg	SD	NA	1	2	3	4	5	6	7
productivity	5.17	1.33					3		2	1
	4.33	0.58	4				2	1		
	4.00						1			
	6.00								1	
39. Encourages group members to participate in planning	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.00	0.89						2	2	2
	4.57	0.53					3	4		
	5.00							1		
	6.00								1	
57. Asks group members for input on how to achieve	Raw Avg	SD	NA	1	2	3	4	5	6	7
goals	5.20	1.10	1				2		3	
	6.00	0.82						2	3	2
	4.00						1			
	6.00								1	

II. PLANNING FOR THE FUTURE

G. Customer Focus

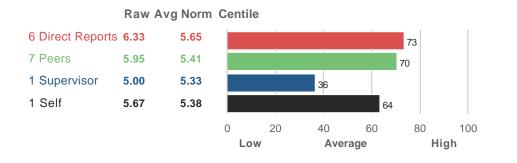
Overall Scores



10. Anticipates future customer needs, rather than just	Raw Avg	SD	NA	1	2	3	4	5	6	7
reacting to them	6.17	0.41							5	1
	5.20	0.84	2				1	2	2	
	5.00							1		
	6.00								1	
50. Clearly understands the customers' expectations	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.17	0.98						2	1	3
	5.86	1.07					1	1	3	2
	6.00								1	
	6.00								1	
56. Is an effective advocate for meeting customer needs	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.33	0.52							4	2
	5.29	0.76					1	3	3	
	5.00							1		
	6.00								1	

II. PLANNING FOR THE FUTURE H. Clarity of Communications

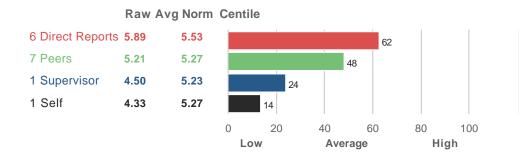
Overall Scores



12. Writes clearly and concisely	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.17	0.98						2	1	3
	5.71	1.11					1	2	2	2
	5.00							1		
	6.00				.				1	
26. Communicates important information in wave that are								_		_
26. Communicates important information in ways that are easily understood	Raw Avg	SD	NA	1	2	3	4	5	6	7
easily understood	6.17	0.41							5	1
	6.71	0.49							2	5
	5.00							1		
	5.00				.			1		
43. Successfully presents information to a wide variety	Raw Avg	SD	NA	1	2	3	4	5	6	7
of audiences	6.67	0.52							2	4
	5.43	1.51				1	1	1	2	2
	5.00							1		
	6.00								1	

III. MAXIMIZING TALENT I. Cross Team Collaboration

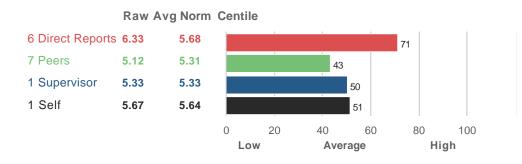
Overall Scores



13. Builds and maintains strong, collaborative partnerships with other organizational leaders, customers, and partners	Raw Avg 6.00 5.60 5.00 5.00	SD 1.10 1.14 	NA 2	1	2	3	4 1	5 3 1 1 1	6 2	7 3 1
29. Generates "win-win" strategies to gain influence across boundaries	Raw Avg 5.20 5.33 4.00 4.00	SD 1.10 0.82 	NA 1	1	2	3	4 2 1 1 1	5 2	6 3	7
46. Utilizes formal and informal networks to improve collaboration among organizational members	Raw Avg 6.17 4.67 4.00	SD 0.41 0.82 	NA 1	1	2	3	4 3 1	5 2	6 5 1	7 1

III. MAXIMIZING TALENT J. Empowering Employees

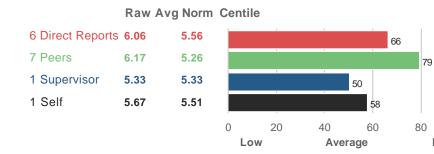
Overall Scores



17. Encourages employees to speak up with ideas for	Raw Avg	SD	NA	1	2	3	4	5	6	7
improving services, solutions, and procedures	6.17	0.41							5	1
	4.60	1.14	2			1	1	2	1	
	5.00							1		
	5.00							1		
47. Creates an atmosphere that supports the open	Raw Avg	SD	NA	1	2	3	4	5	6	7
expression of ideas	6.17	0.98						2	1	3
	5.00	1.00					2	4		1
	6.00								1	
	6.00							.	1	
63. Encourages cooperation across organizations	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.67	0.82						1		5
	5.43	0.53						4	3	
	5.00							1		
	6.00								1	

III. MAXIMIZING TALENT K. Building a Team Environment

Overall Scores



Question Scores

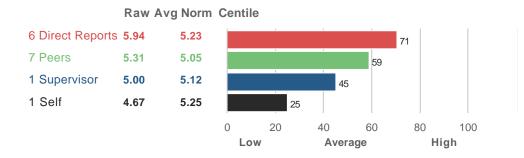
11. Encourages individuals to work as a team	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.17	0.41							5	1
	6.14	0.38							6	1
	5.00							1		
	6.00							.	1	
48. Actively promotes cooperation across organizational	Raw Avg	SD	NA	1	2	3	4	5	6	7
units	5.67	0.82						3	2	1
	5.75	1.26	3				1		2	1
	5.00							1		
	4.00						1			
62. Initiates and supports programs for developing	Raw Avg	SD	NA	1	2	3	4	5	6	7
teamwork throughout the organization	6.33	0.82						1	2	3
	6.43	0.98						2		5
	6.00								1	
	7.00									1

100

High

III. MAXIMIZING TALENT L. Coaching for Performance

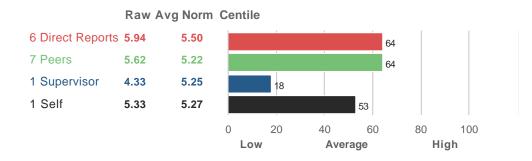
Overall Scores



23. Coaches group members on ways to succeed in their careers	Raw Avg 5.20 4.75 4.00 4.00	SD 1.10 0.96 	NA 1 3	1	2	3	4 2 1 1	5 1	6 3 1	7
45. Actively coaches group members to meet standards of performance	Raw Avg 5.83 5.67 5.00 5.00	SD 0.75 0.52	NA 1	1	2	3	4	5 2 2 1	6 3 4	7 1
61. Skillfully coaches group members on handling difficult situations	Raw Avg 6.50 5.29 6.00 5.00	SD 0.55 1.11 	NA	1	2	3	4 2	5 2 1	6 3 2 1	7 3 1

III. MAXIMIZING TALENT M. Conflict Management

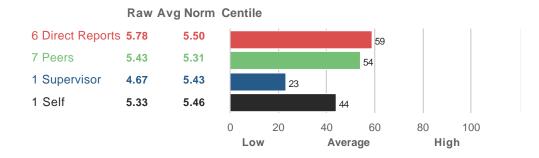
Overall Scores



24. Gets employees to resolve differences in a constructive, timely way	Raw Avg 5.50 6.40 4.00 6.00	SD 1.64 0.89 	NA 2	1	2	3	4 3 1	5 1	6 1 1	7 3
41. Is a respected, trusted negotiator in conflict situations	Raw Avg 5.67 5.33 4.00 4.00	SD 0.58 0.52	NA 3 1	1	2	3	4 1 1	5 1 4	6 2 2	7
53. Manages crises in a calm, efficient manner	Raw Avg 6.17 5.00 5.00 6.00	SD 0.41 1.15 	NA 3	1	2	3	4 2	5 1	6 5 2	7 1

IV. FEEDBACK **N. Openness to Feedback**

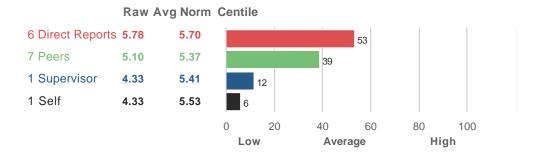
Overall Scores



1. Listens carefully and openly when given negative feedback	Raw Avg	SD	NA	1	2	3	4	5	6	7
feedback	6.20	0.45	1						4	1
	4.80	0.84	2				2	2	1	
	5.00							1		
	5.00							1		
34. Seeks out advice and feedback from those who are	Raw Avg	SD	NA	1	2	3	4	5	6	7
knowledgeable	5.67	0.82						3	2	1
	5.43	1.27				1		2	3	1
	5.00							1		
	5.00			-				1		
44. Appreciates candid comments about his/her behavior	Development	0.5		4	0	•		-	0	-
44. Appreciates candid comments about his/her benavior	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.33	1.21		·	•	•	2	1	2	1
	5.50	1.00	3				1		3	
	4.00						1			
	6.00								1	

v. driving toward success O. Standards of Performance

Overall Scores

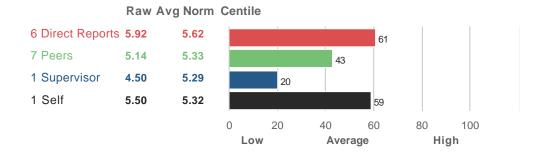


14. Expects individuals to plan for their personal development	Raw Avg	SD	NA	1	2	3	4	5	6	7
development	6.40	0.55	1						3	2
	5.29	1.11				1		2	4	
	5.00							1		
	5.00							1		
25. Lets employees know that whatever they do must be	Raw Avg	SD	NA	1	2	3	4	5	6	7
done well	6.00	0.89						2	2	2
	5.57	0.79						4	2	1
	4.00						1			
	4.00						1			
64. Expects high performance from all employees	Raw Avg	SD	NA	1	2	3	4	5	6	7
	4.40	1.34	1			2		2	1	
	4.17	1.17	1			2	2	1	1	
	4.00						1			
	4.00						1			

V. DRIVING TOWARD SUCCESS

P. Persuasiveness

Overall Scores



Question Scores

9. Recognizes situations where persuasion is required	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.00	1.15	2					2		2
	5.29	0.76					1	3	3	
	5.00							1		
	5.00							1		
								_		_
15. Is persuasive when encouraging others to take a different point of view	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.17	0.41	•		•	•	•	•	5	1
	4.86	1.21					4	1	1	1
	5.00							1		
	5.00						.	1		
22. Is persuasive when proposing a new course of action	Raw Avg	SD	NA	1	2	3	4	5	6	7
	4.80	0.45	1		2		4	4	0	· '
			3			•		4	•	
	4.75	0.96	3		•	•	2			•
	4.00		•			•	1	•		
	6.00			-					1	
54. Is able to incorporate multiple points of view in	Raw Avg	SD	NA	1	2	3	4	5	6	7
discussions	7.00		2							4
	5.57	0.53					Ι.	3	4	
	4.00						1			
	6.00								1	
	0.00		· ·		· ·	· ·	· ·	· ·		· ·

26

V. DRIVING TOWARD SUCCESS

Q. Goal Pressure (***)

Overall Scores

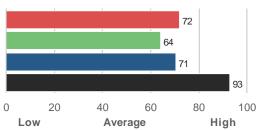
 Raw Avg Norm Centile

 6 Direct Reports
 4.39
 3.70

 7 Peers
 4.12
 3.69

 1 Supervisor
 4.33
 3.75

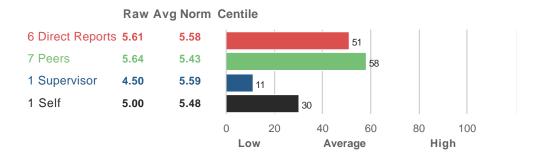
 1 Self
 5.00
 3.61



7. Unduly criticizes employees who make mistakes	Raw Avg	SD	NA	1	2	3	4	5	6	7
	1.00			6						
	2.29	1.25		3		3	1			
	4.00						1			
	4.00						1			
33. Applies pressure to get results	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.83	0.41							1	5
	6.00	1.00					1		4	2
	5.00							1		
	6.00								1	
52. Closely directs employees in the performance of	Raw Avg	SD	NA	1	2	3	4	5	6	7
each task	5.33	1.51				1		3		2
	4.50	0.71	5				1	1		
	4.00						1			
	5.00							1		

VI. RECOGNITION **R. Recognizing & Rewarding Others**

Overall Scores



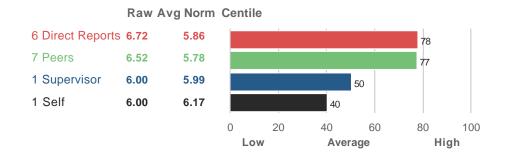
Question Scores

6. Provides recognition to teams that perform well	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.17	1.17					2	2	1	1
	5.83	0.75	1					2	3	1
	4.00						1			
	4.00						1			
32. Acknowledges the good work of employees who	Raw Avg	SD	NA	1	2	3	4	5	6	7
perform well	5.67	0.52						2	4	
	5.50	0.55	1					3	3	
	5.00							1		
	6.00								1	
55. Lets employees know their efforts are appreciated	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.00	0.63						1	4	1
	5.50	1.29	3				1	1	1	1
			1							
	5.00							1		

6. Pro

OUTCOMES **S. Trust**

Overall Scores

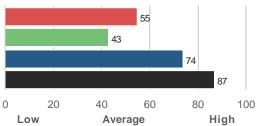


27. Assumes personal responsibility for actions taken	Raw Avg	SD	NA	1	2	3	4	5	6	7
	7.00									6
	6.86	0.38							1	6
	6.00								1	
	6.00								1	
36. Is ethical in all business practices	Raw Avg	SD	NA	1	2	3	4	5	6	7
	7.00									6
	6.86	0.38							1	6
	6.00								1	
	6.00								1	
51. Treats group members fairly	Raw Avg	SD	NA	1	2	3	4	5	6	7
on from group monipore rainy	_		INA		2	3		J	-	
	6.17	0.75		•	•	•		1	3	2
	5.86	1.07					1	1	3	2
	6.00								1	
	6.00								1	

OUTCOMES **T. Tension (***)**

Overall Scores

Raw Avg Norm Centile 6 Direct Reports 2.72 2.54 7 Peers 2.33 2.58 1 Supervisor 3.33 2.53 1 Self 3.67 2.44



Question Scores

4. Permits the work situation to be in a constant state of crisis	Raw Avg 1.67	SD 0.52	NA	1 2	2 4	3	4	5	6	7
	1.43	0.79		5	1	1	•			
	2.00				1	•	•			
	4.00					· ·	1		·	
21. Creates tension among those who work with him or	Raw Avg	SD	NA	1	2	3	4	5	6	7
her	3.00					6				
	2.43	1.51		2	3		1	1		
	4.00						1			
	3.00					1				
37. Allows unproductive tension to develop in the unit	Raw Avg	SD	NA	1	2	3	4	5	6	7
	3.50	0.55				3	3			
	3.14	1.35		1	1	2	2	1		
	4.00						1			
	4.00						1			

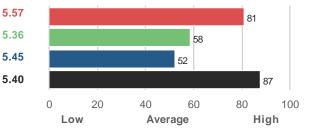
OUTCOMES **U. Effectiveness**

1 Self

Overall Scores

Raw Avg Norm Centile6 Direct Reports6.545.577 Peers5.575.361 Supervisor5.505.45

6.25



16. Displays enthusiasm that motivates and inspires	Raw Avg	SD	NA	1	2	3	4	5	6	7
others	6.33	0.52		·	-				4	2
	5.71	0.49						2	5	-
	5.00					•		1		
			•		•				1	•
	6.00								I	
20. His or her contributions make a positive impact on	Raw Avg	SD	NA	1	2	3	4	5	6	7
the organization	6.00								6	
	5.71	0.49						2	5	
	6.00								1	
	6.00		.				.	.	1	
35. Is effective in converting ideas into practical reality	Raw Avg	SD	NA	1	2	3	4	5	6	7
	7.00									6
	6.00	0.58						1	5	1
	6.00								1	
	6.00								1	
58. Fosters high levels of commitment in others	Raw Avg	SD	NA	1	2	3	4	5	6	7
throughout the organization	6.83	0.41							1	5
	4.86	0.38					1	6		
	5.00							1		
	7.00									1
	1.00		1 1				L *	L * .	L 1	

Comments

What does this person do that should be continued?

6 Direct Reports

- Survey received, no comment provided (3)
- She should continue supporting and advocating for her team. She supports in a way that is not overbearing, but instead provides an environment for her team to try and succeed on their own until they ask for additional support from her. By doing this she builds confidence in her team and demonstrates she trusts them. She should also continue supporting her employee's career development. She is constantly looking for ways to expand knowledge and experiences for her team to allow them to grow professionally. She also has really sound advice for how to tackle chanllening situations and is always willing to make time to talk. she cultivates a good team environment and strong work ethic. She ensures everyone is aligned from a company-wide presective down to the team and works to make sure everyone knows how they are supporting company goals. She inspires other people to do their best work and is a great person to learn from.
- She encourages the team, provides perspective from management and really cares about the well-being of her group. She collaborates well with other departments.
- I appreciate that she takes time out of her busy schedule to have regular one on one meetings with me. I also appreciate that she helps me manage competing priorities. she makes every member of the team feel welcome and valued.

7 Peers

- · Hard worker, never have I questioned her commitment to the job or the company
- she has a very high level of integrity. Many leaders enjoy working with her because she exemplifies all four of our corporate
 values and is always seeking to do the right thing for the company, in the right way. She's a very collaborative leader, and is an
 excellent listener. She is incredibly smart, easy to work with and brings a great attitude to the company. She has clearly earned
 respect from many different contributors (at all levels) across the organization.
- Survey received, no comment provided (2)
- great execution of her function drives cross-functional / company-wide initiatives seems to work really well across org boundaries
- She is incredibly smart and easily identifies areas of opportunity & improvement. She's been effective in driving new initiatives into the company.
- Continue being process and numbers driven. Continue to lead and inspire change and growth. Continue to help with process improvement.

1 Supervisor

• Lead her team, invest in her team, and be thoughtful about how her team needs to evolve to serve our business over time.

1 Self

• Survey received, no comment provided

What should this person do to be more effective?

6 Direct Reports

- Be direct and succinct.
- Try and manager her calendar a little better to ensure she's not spread too thin and also allow time for her to be in her office and available for questions or discussions at certain points during the day.
- Survey received, no comment provided (3)
- Delegate work and encourage others to delegate when our newly created roles are filled.

7 Peers

- Survey received, no comment provided (2)
- "own the room" when speaking
- She could build stronger relationships outside of finance and the people who she has worked with strongly in the past. Has strong affiliations with the group and should work to deepen her relationships with new executives. She can help them come up to speed quickly with her knowledge of both the company and her expertise in our financials. She's a good partner but people will not always go to her for partnership since she can seem somewhat aloof. She should be more direct with people in terms of what's working and what's not working especially other leaders who are impacting what her team delivers. she should make certain that she's actively involved with all members of her team all the way down into the organization. This will give her more insight into the team dynamics and help her know where to coach her leadership team.
- Continue to practice influence. Especially stretch into areas beyond your domain expertise. Your financial perspective and discipline can help improve others. Sometimes you can give up on a topic ending in frustrated silence. Maybe to increase your effectiveness you can push through frustration with more communication
- She can often times operate in a reactive mode, rather than proactive. Being more proactive in engaging other groups to solve problems that relate to her organization (instead of waiting for other groups to come to her) could be very beneficial for all, especially for the company. she could be perceived as a stronger leader if she were more persuasive and passionate when sharing her ideas or when challenging the ideas of others. Sharing her vision for her organization would be another way to show her leadership. With recent personnel changes on her team, I'm not sure if most of her stakeholders and fellow leaders understand who does what in her organization, who reports to whom and how the rest of us should engage with her organization to be most effective on a regular basis.
- · Shows stress a little too much, less inspiring because of it

1 Supervisor

• Be a bigger voice in our company - look for opportunities to take on even more cross-functional leadership. Initiatives she has led, have been wildly successful, and she can really coach and teach our company on this level of leadership

1 Self

• Survey received, no comment provided

What does this person do that should be stopped?

6 Direct Reports

- Survey received, no comment provided (5)
- She should stop updating calendar invites for the entire team extremely late at night. These are sent to the entire team and can send the wrong message.

7 Peers

- Guard against becoming jaded (too harsh of word) and snap opinions tenor can be a trap where we ask fewer questions before drawing conclusions.
- Survey received, no comment provided (3)
- Nothing that I can think of.
- Nothing stands out as a major deficiency that should be stopped.
- · Nothing notable

1 Supervisor

• Focus on bigger issues, and learn to let the little things that are annoying (and always will be) go, move big rocks

1 Self

· Survey received, no comment provided

Development Plan Template

Development Item

Development Action

What action are you going to take?

How will you know you're improving? (Success Indicators)

What resources do you need?

Complete action by



Print or photocopy this page for additional development items and/or actions.