

CheckPoint 360TM

Quick Reference Guide

Management Competencies	Skill Sets
<p>Communication: Actively listens to the concerns of others. Analyzes information from varying perspectives, establishes the pivotal element of an issue, and reaches a logical conclusion through the process. Expresses ideas clearly, concisely, directly, and willingly.</p>	<ul style="list-style-type: none"> • Listening to others and encourages them to share their ideas and concerns. Listens openly to all viewpoints without interrupting. Summarizes information and verifies. • Processes information and gets to the point. Evaluates the pros and cons, as well as the short and long-range consequences, of decisions. Develops logical, clear conclusions. • Communicates effectively and expresses self clearly, both in writing and when speaking. Is thorough, yet concise, and is consistently straightforward. Readily shares information with others.
<p>Leadership: Has built a solid foundation of trust by leading through example. Clearly defines expectations and charts the course for successful implementation. Delegates appropriately, empowering others to manage challenges.</p>	<ul style="list-style-type: none"> • Instills trust and can be trusted to keep promises and confidences. Is honest and ethical. • Provides direction and establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives while keeping focus on overall vision. • Delegates responsibility for appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.
<p>Adaptability: Deals effectively with diverse work styles and in differing environments. Adjusts constructively to setbacks and plans for change. Encourages creativity, innovation, and risk-taking.</p>	<ul style="list-style-type: none"> • Adjusts to circumstances and can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change. • Thinks creatively and brings an imaginative approach to the job, inspiring innovation, risk-taking, and creative problem-solving.
<p>Relationships: Is sensitive to the feelings of others and contributes to a positive, cooperative workplace. Capably resolves conflicts and builds consensus while formulating goals and maximizing use of team talent.</p>	<ul style="list-style-type: none"> • Builds personal relationships. Is considerate of others' feelings, shows freedom from unfair biases, and is tactful when giving criticism. Remains composed under stress. • Facilitates team success and resolves conflicts fairly in a spirit of cooperation. Builds consensus and leads the team in setting appropriate goals. Recruits effectively and uses talents of group wisely.

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<p>Task Management: Uses technology, resources, and time efficiently. Learns quickly and applies current information to appropriate tasks.</p>	<ul style="list-style-type: none"> • Works efficiently by making efficient use of current technology and wise use of outside resources. Avoids procrastination and sets priorities. • Works competently and has mastered the fundamentals of the job. Can quickly and competently apply new methods and new information to appropriate tasks.
<p>Production: Initiates action. Is assertive and decisive. Overcomes obstacles to achieve high-quality, beneficial results.</p>	<ul style="list-style-type: none"> • Takes action and knows when the time is right to initiate action. Handles problems with assertiveness and makes timely, firm decisions. • Achieves results and overcomes obstacles to achieve results that set high standards for others and that positively impact the organization.
<p>Development of Others: Coaches effectively and makes training available. Provides timely, objective performance reviews. Gives recognition to top-notch work and extra effort. Is enthusiastic and promotes positive attitudes.</p>	<ul style="list-style-type: none"> • Cultivates individual talents. Is an effective coach and makes training available. Provides objective performance feedback on a timely basis. • Motivates successfully and gives recognition to people who produce excellent work and give extra effort. Has an enthusiastic attitude that positively affects others.
<p>Personal Development: Displays a high level of energy, persistence, and a positive outlook. Learns from mistakes and constructive criticism and continuously seeks ways to improve.</p>	<ul style="list-style-type: none"> • Displays commitment and maintains a high level of energy, perseveres, and remains positive. • Seeks improvement and learns positive lessons from mistakes and constructive criticism. Pursues resources to improve and develop professionally. Sets no limits on personal potential.

Report Feature	Description
Favorable Zone	<ul style="list-style-type: none">• The Favorable Zone was a positive result of the research conducted for developing the CheckPoint 360^o™. The Zone was formulated to collapse the comparison data into a single band indicating an expected result for a 360 completed by a good-performing manager. The width of the band represents the average standard deviation of all responses to all survey items by all respondents for these good-performing managers.• The Favorable Zone reports on collected information and is not intended as a target for improvement standards and is not meant to be a standard for individual companies. The Zone is placed around the average, or mean, for those participants who were surveyed to be successful based on the performance review criterion.
Gaps	<ul style="list-style-type: none">• A Gap occurs when there is a difference of at least one point between the All Observer's average rating and another group's average rating, a difference of at least 1.5 points between individual respondent groups, or when there is a difference of at least 1.5 points between Boss and Self.
Flags	<ul style="list-style-type: none">• In the CheckPoint 360^o™, Flags are used to indicate when a response pattern varies by three or more points. This variance indicates a significant dispersion for that particular item. The Flags in the 360 show which reference group (or groups) have a "lack of consensus" and require specific attention.