

Quantifies  
Verifies  
Identifies

A Professional  
Development Tool

PROFILES  
**Checkpoint**  
360° Competency Feedback System™

**ASSESSMENTS**  
**USA & CANADA, INC.**  
**800-808-6311**  
**805-934-5956**

Certified Small Business Firm &  
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PROFILES  
**Checkpoint**  
360° Competency Feedback System™

**ANNUAL 360 DEGREE  
EVALUATIONS**  
**FAST, EFFECTIVE**  
**EASY &  
VERY AFFORDABLE**

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PROFILES  
**Checkpoint**  
360° Competency Feedback System™

**Checkpoint 360°**  
**Competency Feedback System**

- 1. Provides The Foundation for Leadership Development**  
Systematic annual evaluation of where all your managers currently stand in their professional leadership & management competencies.
- 2. A Comprehensive System to Measure & Improve Your Managers' Leadership & Management Skills**  
Helps gauge your managers' current strengths and areas for future development. Helps them set a course for professional development.

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What It Takes to Build a High Performance Workforce

<p><b>Select the Right People</b></p> <ul style="list-style-type: none"> <li>• Business Attitudes</li> <li>• Integrity</li> <li>• Substance Abuse</li> <li>• Reliability</li> <li>• Work Ethics</li> <li>• Job Fit &amp; Job Match</li> <li>• Succession Planning</li> </ul>	<p><b>Accelerate Employee Productivity</b></p> <ul style="list-style-type: none"> <li>• Retaining Top Performers</li> <li>• Coaching &amp; Mentoring</li> <li>• Training &amp; Development</li> <li>• Fully Engaged at Work</li> <li>• Competent in Position</li> <li>• Team Synergy Analysis</li> </ul>	<p><b>Make Managers More Effective</b></p> <ul style="list-style-type: none"> <li>• 360 Degree Evaluations</li> <li>• Appraising Leadership &amp; Management Techniques</li> <li>• Improve Personal &amp; Team Communication Skills</li> <li>• Develop Leadership &amp; Management Competencies</li> </ul>
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**High Performance Workforce Solution**

THE SYSTEM



- You have real-time access to your 360 site with your unique username and password
- System sends invitations & entry code via e-mail
- Scoring completed on-line in 15-20 minutes
  - Includes numeric scores & narrative comments
- Typically includes about a dozen respondents
  - Self, Boss, Peers, & Direct Reports
  - Option for 2 Boss, 1 Boss, No Boss Reports

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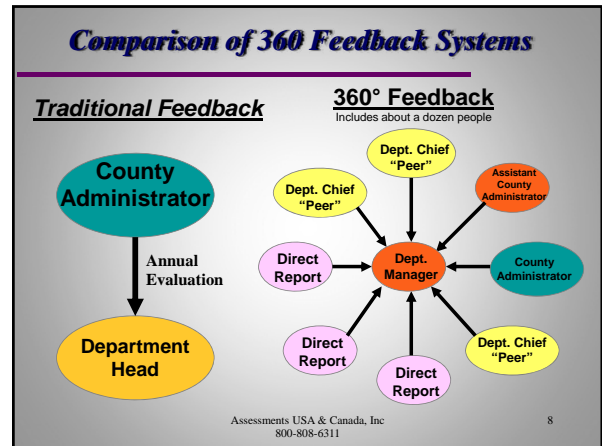
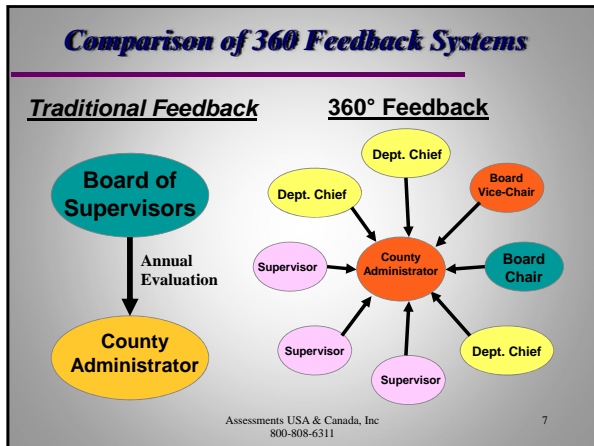
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**360 Components**

- 360 Report Offers Immediate Suggestions**  
4 Pages of Recommendations to Improve Performance Now
- 18 SkillBuilder Internet Modules**  
360 Report Recommends 4 Most Critical Skills For improvement
- 360 Organizational Management Analysis**  
Summary of all Manager's Individual 360 Reports  
An Executive View of Your Organization's Leadership Pipeline
- 360 Executive Comparison Report**  
2<sup>nd</sup> Year Report Compares Last Year's Scores to This Year's

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### Executive Summary

Darcy Walker  
January 24, 1997

Any difference between reference groups where averages vary by 1 point or more  
Favorable Zone (3.5 to 4.25)

S=Self, B=Boss, D/R=Direct Reports, P=Peers, A=All Respondents

Skill Clusters	Reference Group Comparison
<b>Communication</b> Actively listens to the ideas and 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.	
<b>Leadership</b> 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.	
<b>Adaptability</b> Deals effectively with diverse work styles and in differing environments. Adjusts constructively to setbacks and plans for change. Encourages creativity, innovation and risk-taking.	
<b>Relationships</b> 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.	

### Competency Analysis, Cont.

S=Self, B=Boss, D/R=Direct Reports, P=Peers, A=All Respondents

Performance Analysis

Reference Group Comparison

Relationships: 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: Resolves conflicts fairly in a spirit of cooperation. Builds consensus and leads team in setting appropriate goals. Recruits effectively and uses talents of group wisely.

Task Management: Works Efficiently: Makes efficient use of current technology and wise use of outside resources. Avoids procrastination and sets priorities. Works Competently: Has mastered the fundamentals of the job. Can quickly and competently apply new methods and new information to appropriate tasks.

Production: Takes Action: Knows when the time is right to initiate action. Handles problems with assertiveness and makes timely, firm decisions. Achieves Results: Overcomes obstacles to achieve results that set high standards for others and that positively impact

### CheckPoint Development Summary

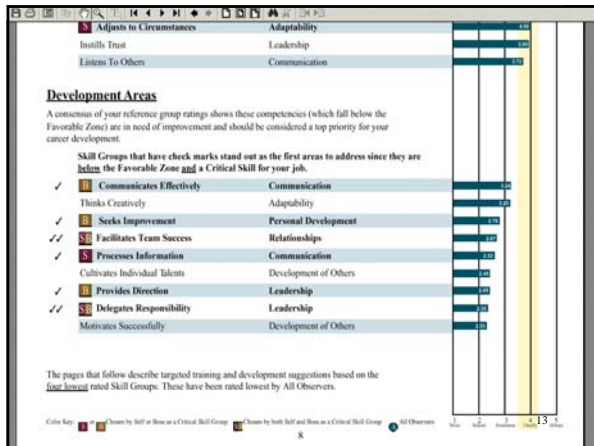
Darcy Walker  
January 24, 1997

Your skill level, as reported by All Observers on the CheckPoint Skill Groups (covering 18 competencies), includes both Strengths and Development Areas. The 18 Skill Groups are listed below, in order from Highest to Lowest ratings.

Skill Group	Skill Cluster	All Observers Rating
Deploys Commitments	Personal Development	3.5
Works Competently	Task Management	3.5
Achieves Results	Production	3.5
Takes Action	Production	3.5
Works Efficiently	Task Management	3.5
Builds Personal Relationships	Relationships	3.5
Adjusts to Circumstances	Adaptability	3.5
Instills Trust	Leadership	3.5
Listens To Others	Communication	3.5

**Development Areas**

A consensus of your reference group ratings shows these competencies (which fall below the Favorable Zone) are in need of improvement and should be considered a top priority for your future development.



**Checkpoint Development Summary**  
 Cultivates Individual Talents

According to your 360-degree report, "Cultivates Individual Talents" is an important skill to focus on. This was rated as a training priority by 100% of your observers. This skill is particularly important in this area. Your observers are all. They all perceive the skill, and so work at improvement while performing your current responsibilities.

Darcy Walker  
January 24, 1997

The following suggestions will help direct your development efforts:

**Be a Mentor:**

- Make it a point to know the current goals and aspirations of others. Help give the development needed to achieve the goal.
- Be patient with mistakes. Make sure you fully understand all the circumstances. Turn the error into a learning experience.
- Teach skills in chronological, sequential steps. Adjust the pace to fit the individual.
- Ask others how you can assist in their professional development.

**Make Learning Opportunities Available:**

- Challenge challenging tasks or give targeted assignments to help others develop their potential.
- Provide as many opportunities as possible for people to learn different aspects of the business.
- Keep your eye on the company's needs, as well as on personal development needs, when planning training activities. What benefits the company will also benefit the individual.
- Look for training opportunities that will allow others to build on their existing talents and experience.
- Share books, tapes, journal articles, seminars and conferences when they might prove helpful to a person working on a particular skill.

**Give Feedback Regularly:**

- Make sure that approvals are constructive. Approach them as the starting point for making positive changes.
- When people are not performing up to expectations, promptly and frankly discuss the situation with them.
- Set high. Learn. Help them identify ways to improve.
- Critique performance, not the person.
- Express confidence in a person's ability to improve performance.
- Be generous in giving positive feedback. Make it as specific as possible.
- Schedule regular performance reviews. People need direct feedback on both skills needed presently and skills deserving improvement. Schedule regular follow-up meetings, also.

**360 Feedback Report Provides 4 Pages of Suggestions for Immediate Consideration**

