



Management Competencies

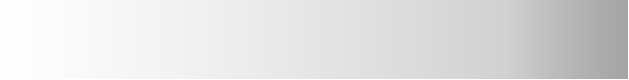


Transition Skills



Leadership Potentials

MTL 360 FEEDBACK REPORT



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Introduction

The MTL 360 was developed to assist in identification and development of Management Competencies, Transition Skills, and Leadership Potentials. The MTL 360 is based on a model that identifies the nine (9) Management Competencies, four (4) Transition Skills, and nine (9) Leadership Potentials:



Management Competencies



Transition Skills



Leadership Potentials



ABILITY TO DELEGATE



SHOWS DRIVE AND INITIATIVE



ABILITY TO MOTIVATE OTHERS



ANALYTICAL THINKING



SELF UNDERSTANDING



BUILDS TRUST



CONFLICT MANAGEMENT



TEAM BUILDING



COMMUNICATION



CUSTOMER ORIENTATION



WORK LIFE BALANCE



DEVELOPING OTHERS



DECISION MAKING



INITIATING CHANGE



MANAGING EXECUTION



OPENNESS



ORGANIZATIONAL THINKING



STRATEGIC THINKING



STRESS RESISTANCE



VALUE CONGRUENCE



UNDERSTANDING FINANCIAL DATA



VISIONING



All of the specific questions that you and your observers were asked on the MTL 360 fall into one of the following: Management Competencies, Transition Skills, or Leadership Potentials. These areas are grouped by Themes. Both you and your observers were asked to indicate the seven (7) most important Themes for your development. These were then classified into "Importance Ratings;" e.g., the most important themes from your perspective juxtaposed with rating of their perspectives. Your and Observers' scores then are compared to how important that particular Theme is. You and the Observers were also asked open-ended questions that are reported verbatim at the end of this report.

Specific descriptions of each of the themes are detailed in Report 4 of the Feedback Report. The MTL 360 Feedback Report contains a summary of your and your observers' responses. The Feedback Report includes your and your observers' responses on each of the Themes and specific questions. The data is reported by Self; i.e., you, All Observers; i.e., Supervisor, Peers, Direct Reports, and Community Representatives as well as individual scores of your Supervisor, Peers, Direct Reports, and Community Representatives.

Reading the MTL 360 Feedback Reports

The first three reports provide you with an overview of the results shown by each of the three (3) Areas and the twenty-two (22) Themes.

Report 1: Importance Ratings and Overview (Self vs. All Observers)

All respondents were asked to identify the seven (7) Themes that are the most important for your development. This report shows the Importance Ratings by All Observers (Supervisor, Peers, Direct Reports, and Community Representatives), Supervisor and Self for each Leadership Section and Competency. The report compares your score to the Importance Ratings on each of the Themes. Importance Ratings are indicated for Self, Supervisor and All Observers. All Observers are a composite score of Supervisor, Peer, Direct Reports, and Community Representatives scores combined. This definition of All Observers remains the same throughout the Feedback Report.

Your Score is the actual "mean score" rating of all the responses by theme. Recall that a seven-point scale (1-7) was used in scoring the MTL 360. One represents the least desirable and 7 represents the most desirable.

Report 2: Section and Theme Overview (Self vs. All Observers)

This second report, Area and Theme Overview, Self vs. All Observers, shows your and All Observers' ratings. Your scores are also compared to the MTL 360 normative base, shown by the shaded yellow rectangle. The norm is representative of the approximate middle 66% (one standard deviation either side of the norm) of all MTL 360 participants over time. Scores above the norm are in the top 16% of Participants. Scores below the norm are in the bottom 16% of Participants. Self scores are represented by an 'S'. All Observer scores are represented by an 'O'.

The blue horizontal line bars on this graph indicate the full range of your observers' scores. For example, your average (mean score) rating from your direct reports may be 3.00. However, the actual scores from your raters may range from one person who gave you a 1.00 and another person who gave you a 7.00. The longer the horizontal line, the more variation among the groups of individuals who rated you. You will see these line bars throughout other reports.



Report 3: Area and Theme Overview (Self vs. Supervisor, Peers, Direct Reports, and Community Representatives)

The third report shows the mean score rating for each observer group. The report is similar to the Self vs. All Observers Report. It shows the norms (yellow rectangle) and the full range of your observer's individual scores (the blue horizontal line). Supervisor ratings are represented by 'Sup', Peers by 'P', Direct Reports by 'D', and Community Representatives by (C).

When reviewing the Overview Reports, questions to ask your self are:

- Where are there large discrepancies between what you believe to be the most important and what your Supervisor, or what All Observers believe to be most important?
- In which themes are you rated the highest; i.e., above the norm? In which skill areas are you rated the lowest; i.e., below the norm? In which skill areas are you rated within the norm? Are there any surprises, or do the results ring true to you?
- Were there large variances among your raters indicating differences of opinion? Why do you think there was such a wide range?

Report 4: Themes and Individual Items

This fourth report presents the responses to specific questions for each of the twenty-two (22) Themes. Understand Self and Others is the first one. All of the questions related to Understand Self and Others are included on this page. Each of the eleven (11) Competencies are reported on a separate page.

A detailed description of each Theme is provided as a reminder of the exact behaviors and attributes that each is designed to measure.

For each Theme, you will see:

- *Importance Ratings:* The box at the top of the pages shows whether this was one of the Most Important Themes as identified by Self, Supervisor and All Observers.
- *Overview:* The graph shows the actual scores for this Theme by each rater group. The norms (yellow area) and the range of scores (the blue horizontal line) within each rater group are also shown.
- *Table:* The table lists the specific questions and shows the ratings for Self, All Observers, Supervisor, Peers, Direct Reports, and Community Representatives. Again, these are actual mean score ratings based on the MTL 360 seven-point scale.



Notes About Specific Questions:

- *For the purposes of confidentiality*, a minimum of two people must have responded to be included in the Peer and the Direct Report Group's ratings.
- *High/Low Ratings*: For all of the questions, the top 12 items and all ties for each rater group are indicated by a trailing ">" character. This allows you to identify your strengths as viewed by each of your rater groups. The lowest 12 scoring questions and all ties are indicated by a trailing "<" character. This allows you to identify your lowest scoring areas, or weaknesses, as perceived by each rater group.
- *Variance*: If the range of scores within a group of raters is greater than or equal to one full point, this has been noted by a trailing "†" character.

Questions to Ask:

- Which questions provide your highest ratings? Which questions point to your developmental areas? How does this provide more focused feedback for you?
- What themes are beginning to emerge? Is this theme consistent among rater groups? Across specific related questions? Or, are the themes different among rater groups?
- What are your top scoring skills according to each rater group? What are your low scoring areas? Are there significant similarities or differences among the groups?

Report 5: Top Twelve High Scoring Questions

Report 5 aggregates the highest twelve scores, including all ties, across all rater groups. It compares Self to All Observer ratings. The All Observer score is a combined rating created from the ratings of your Supervisor, Peers, Direct Reports, and Community Representatives.

Report 6: Top Twelve Bottom Scoring Questions

Report 6 aggregates your lowest twelve scores, including all ties, across all rater groups. It compares Self to All Observer ratings. The All Observer score is a combined rating created from the ratings of your Supervisor, Peers, Direct Reports and Community Representative.

Report 7: Largest Differences Between Mean Scores

Report 7 shows the twelve largest differences, including all ties, between ratings: Self vs. All Observers. The differences are shown from the highest to the lowest. This report indicates the areas in which you view your performance differently from All Observers.



Report 8: All Observer Ratings According to Importance Ratings

Report 8 looks at Importance Ratings in relation to your All Observer ratings. Those Themes that are viewed as the most important, according to All Observers, are displayed in the top half of the Report. Those Themes that are viewed as Less Important, according to All Observers, are displayed in the bottom half of the report.

Concentrate on the top half of the report. Themes in the top left-hand quadrant indicate those areas in which you are doing well, and are also thought of as most important by your raters. Areas in the top right-hand quadrant indicate areas in which development is highly suggested, given their importance and your leadership scores.

High ratings are based upon the MTL 360 norms, as in Report Two. When your Theme rating is above the norm, it is considered to be high. Low to Moderate ratings are those included within the norm and below the norm. If one of your quadrants is blank, then you received no scores for that area.

Questions to Ask:

- What are your top strengths according to All Observers? What are the areas for development, according to All Observers?
- Which areas show the largest differences between your Self ratings and All Observer ratings? Why do you think these differences occurred?
- When looking at the Most Important Themes, how do your strengths and development areas compare? Which Most Important areas make sense for you to continue to build as your core set of strengths? Which Most Important areas are critical for your development, based on your lower scores, and your current work tasks?

Report 9: Employee engagement / commitment index

Report 9 presents the results for the Employee Engagement / Commitment Index, which measures the extent to which your Direct Reports are satisfied and motivated by their organization and work. Only Direct Reports are asked to respond to this set of questions. Therefore there is only one response category. The results for each item are displayed in the context of the data base norms and range of responses. The mean score for each item is also given.



Report 10: Open-Ended Comments

Report 10 is the full recording first Self Comments on two questions:

- A. What are your three or four greatest strengths?

- B. In what three or four areas are you most in need of improvement?

Secondly, Others' (Supervisors, Peers, Direct Reports, and Community Representatives) Responses to three questions are listed here unedited and grouped by category:

- A. What are greatest strengths (1 – 3) of John Doe?

- B. In what areas is John Doe most in need (1 – 2)?

- C. Do you have any specific suggestions on how this person could improve?