



Sample Comparison Report

CheckPoint

360° Competency Feedback System™ Comparison Report

A confidential report prepared June 10, 2003, by:
Profiles International, Inc.

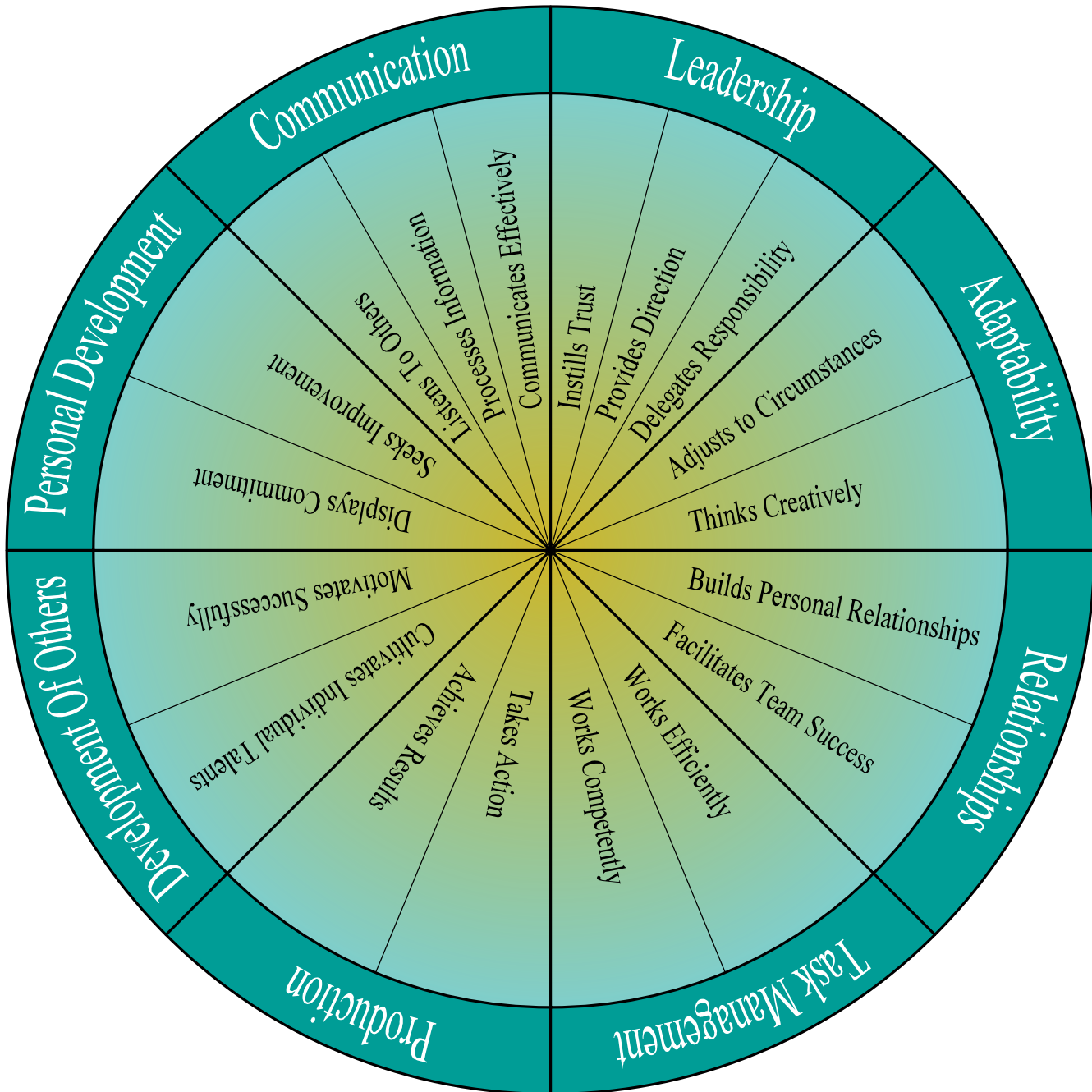
Darcy Walker
ABC Company

Previous Checkpoint: January 6, 2003

*Included responses from:
Self, Boss, 3 Direct Reports, 4 Peers*

Current Checkpoint: June 6, 2003

*Includes responses from:
Self, Boss, 2 Direct Reports, 2 Peers*



Notes

Introduction

CheckPoint 360° Competency Feedback System Comparison Report™

This report summarizes the results of the CheckPoint surveys that you, your boss, direct reports and peers recently completed and compares your previous Checkpoint to the current Checkpoint.

A variety of skill areas are covered. In a progression of increasingly detailed skills, the CheckPoint System assesses 8 major Universal Management Competencies, which break down into 18 Skill Sets, which encompass all 70 survey items.

Scores are determined by the 5-point scale used on the CheckPoint Survey:

- 0 **Not Applicable** (not averaged into scores)
- 1 **Never** demonstrates this skill
- 2 **Seldom** demonstrates this skill
- 3 **Sometimes** demonstrates this skill
- 4 **Usually** demonstrates this skill
- 5 **Always** demonstrates this skill

Feedback is reported in the following elements:

Executive Overview: Results for the 8 Universal Management Competencies, comparing the average Self score with the average score of All Observers (includes Boss, Direct Reports and Peers) and showing whether scores fall within, above or below the Favorable Zone (3.5 to 4.25). Also Total CheckPoint Scores, including the score differential between Self and All Observers. This information is compared to the previous Checkpoint.

Favorable Zone: The Favorable Zone represents the range where a group of managers and leaders were typically rated by others on the *CheckPoint 360°*. These leaders were from a wide range of industries and organizations, and had all been identified as good performers by their respective companies.

Executive Summary: Results for the 8 Universal Management Competencies, comparing the average scores of all reference groups (includes Self, Boss, Direct Reports, Peers and All Observers), providing Total CheckPoint Scores for each group, and pointing out group score averages that vary by 1 point or more. This information is compared to the previous Checkpoint.

Skill Set Analysis: Results for the 18 Skill Sets, comparing the average scores of all reference groups (includes Self, Boss, Direct Reports, Peers and All Observers), and pointing out group score averages that vary by 1.5 points or more, as well as analyzing Critical Skill Sets to establish Talents, areas needing Focus, and areas where a significant GAP exists between Self and Boss scores. (You and your boss chose 6 **Critical Skill Sets**, out of 18. These were considered critically important to your particular job requirements.) This information is compared to the previous Checkpoint.

Reference Group Comparison: Results for the 18 Skill Sets and Total CheckPoint Scores, analyzing the average scores of each reference group (includes Self, Boss, Direct Reports and Peers). This information is compared to the previous Checkpoint.

Survey Summary: Results for all 70 survey items, displaying the average scores for Self, Boss and All Observers (includes Boss, Direct Reports and Peers) and highlighting the items that fall in a Critical Skill Set, as well as flagging items where responses lack consensus (varying by three or more points) within a reference group. This information is compared to the previous Checkpoint.

Summary Comparison: Compares the results for the current CheckPoint 360 with the results from the previous CheckPoint 360 and includes an analysis of the changes.

Development Summary: Describes your strengths and development needs for the 18 Skill Sets and provides guidelines and suggestions for your individual development plan. This information is compared to the previous Checkpoint.

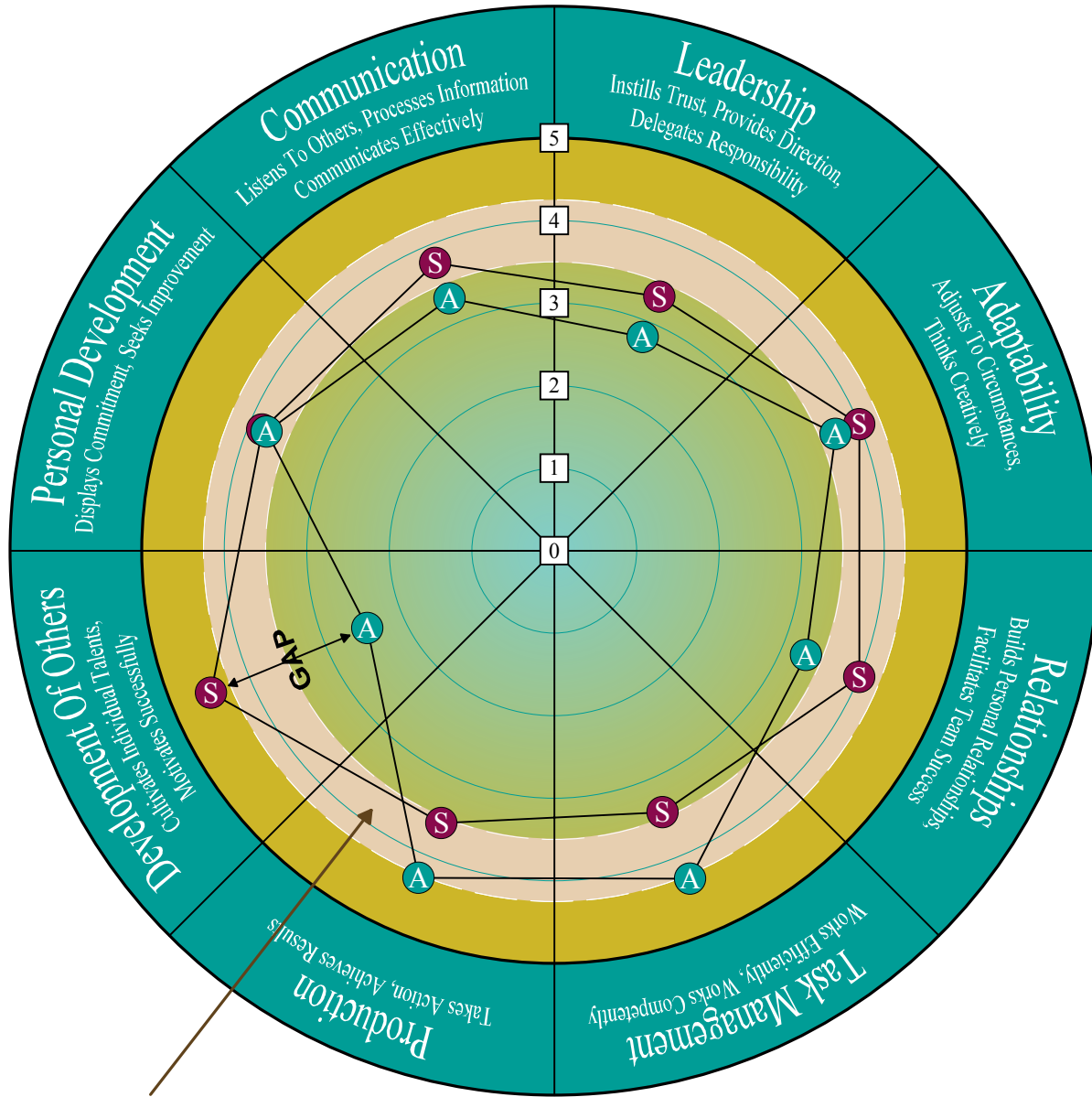
As you review this material, keep in mind that most people exhibit both strong and weak abilities. No one does everything equally well. Approached as a learning tool, this feedback can be a valuable first step toward increasing your effectiveness on the job.

Good luck on the course of professional development.

Executive Overview

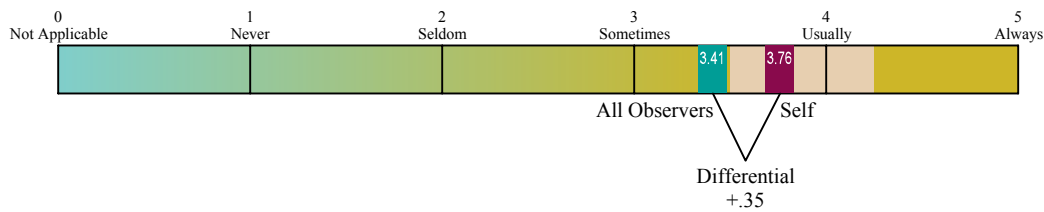
Overview of Self vs. All Observers

Previous Checkpoint



Favorable Zone
(3.5 to 4.25)

Total CheckPoint Scores



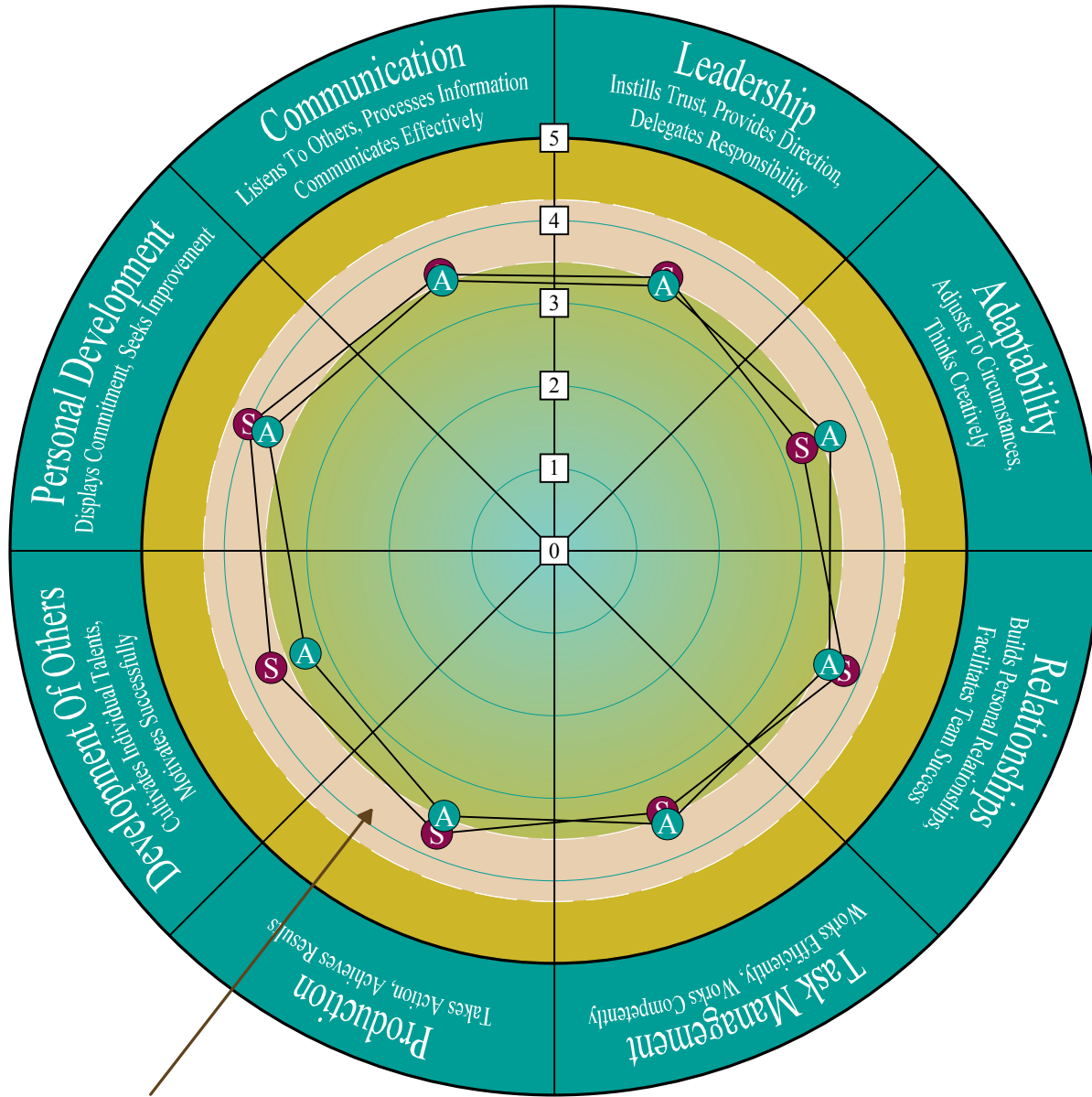
Color Key: **S** Self **A** All Observers (combined scores of Boss, Direct Reports and Peers)

←Gap →: Self perception varies from All Observers by 1 point or more

Executive Overview

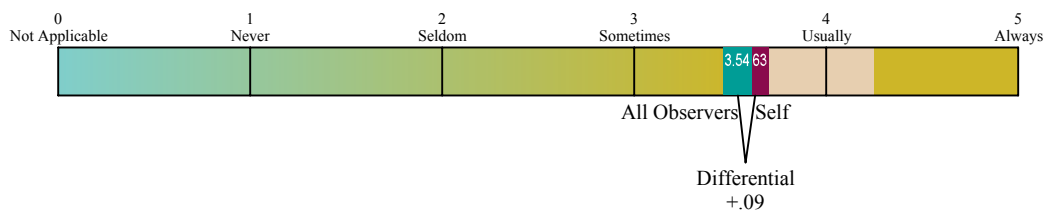
Overview of Self vs. All Observers

Current Checkpoint



Favorable Zone
(3.5 to 4.25)

Total CheckPoint Scores



Color Key: **S** Self **A** All Observers (combined scores of Boss, Direct Reports and Peers)

←Gap →: Self perception varies from All Observers by 1 point or more

Notes

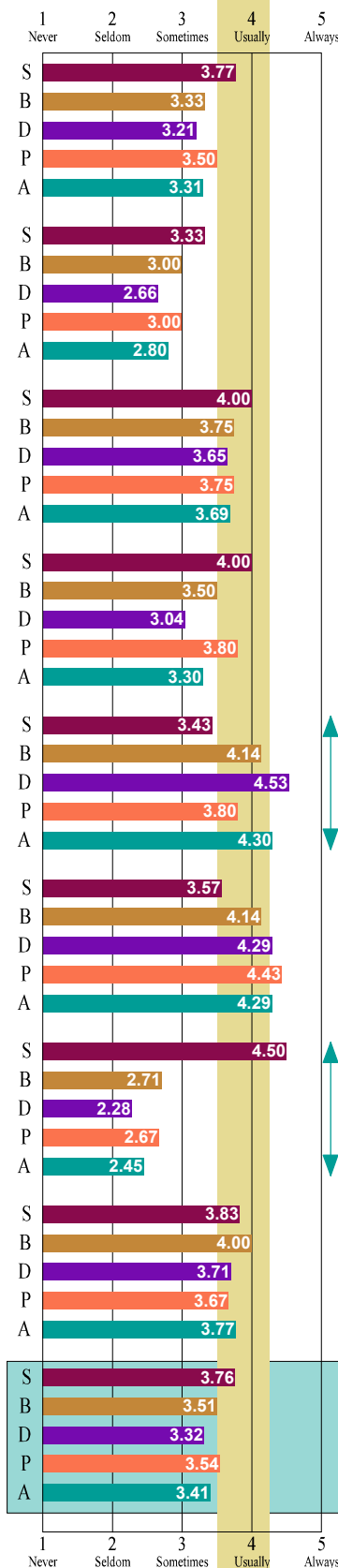
Executive Summary

Overview of All Reference Groups

- ⊕ Indicates a .5 or greater increase in average rating since the previous rating period.
- ⊖ Indicates a .5 or greater decrease in average rating since the previous rating period.

Previous Checkpoint

Reference Group Comparison



Universal Management Competencies

Communication

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.

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.

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.

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.

Task Management

Uses technology, resources and time efficiently. Learns quickly and applies current information to appropriate tasks.

Production

Initiates action. Is assertive and decisive. Overcomes obstacles to achieve high-quality, beneficial results.

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.

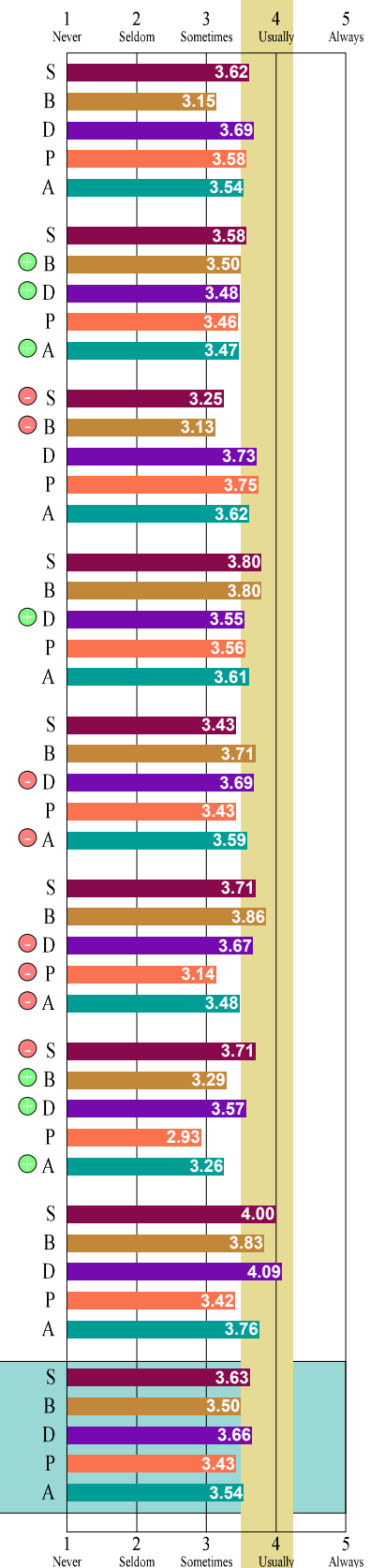
Personal Development

Displays a high level of energy, persistence and a positive outlook. Learns from mistakes and constructive criticism and continuously seeks ways to improve.

Total CheckPoint Scores

Current Checkpoint

Reference Group Comparison



Gap: Any difference between reference groups where averages vary by 1 point or more

Color Key: S Self B Boss D Direct Reports P Peers A All Observers

Skill Set Analysis

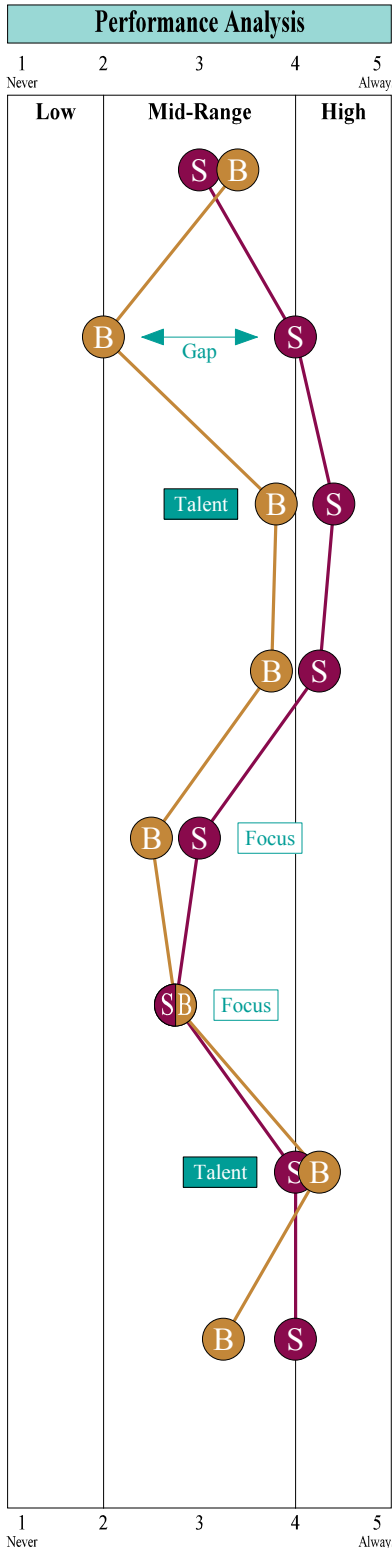
Includes Critical Skill Sets Chosen by Self and Boss

Previous Checkpoint

Critical Skill Sets: Self and Boss chose 6 Critical Skill Sets, out of 18. They considered these *critically important* to the particular requirements of this job and are indicated with bold lettering.

- Talent** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages are equal to or higher than 3.5
- Focus** A Critical Skill Set, according to Self or Boss, and both Self and Boss score averages are below 3.5

- Gap** A Critical Skill Set, according to Self or Boss, and Self and Boss score averages differ by 1.5 points or more
- Any difference between reference groups where averages vary by 1.5 points or more



Skill Sets

Reference Group Comparison

Communication

Listens To Others: Encourages others to share their ideas and concerns. Listens openly to all viewpoints without interrupting. Summarizes information and verifies understanding.

S Processes Information: Gets to the point. Evaluates the pros and cons, as well as the short and long-range consequences, of decisions. Develops logical, clear conclusions.

B Communicates Effectively: Expresses self clearly, both in writing and in speaking. Is thorough, yet concise, and is consistently straightforward. Readily shares information with others.

Leadership

Instills Trust: Can be trusted to keep promises and confidences. Is honest and ethical.

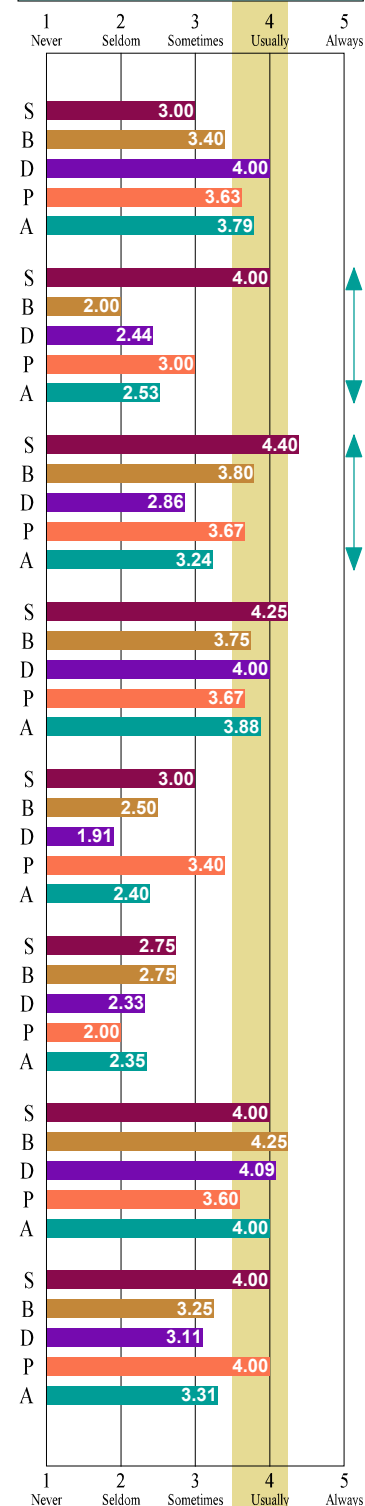
B Provides Direction: Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.

SB Delegates Responsibility: Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.

Adaptability

S Adjusts to Circumstances: Can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change.

Thinks Creatively: Brings an imaginative approach to the job, inspiring innovation, risk-taking and creative problem-solving.



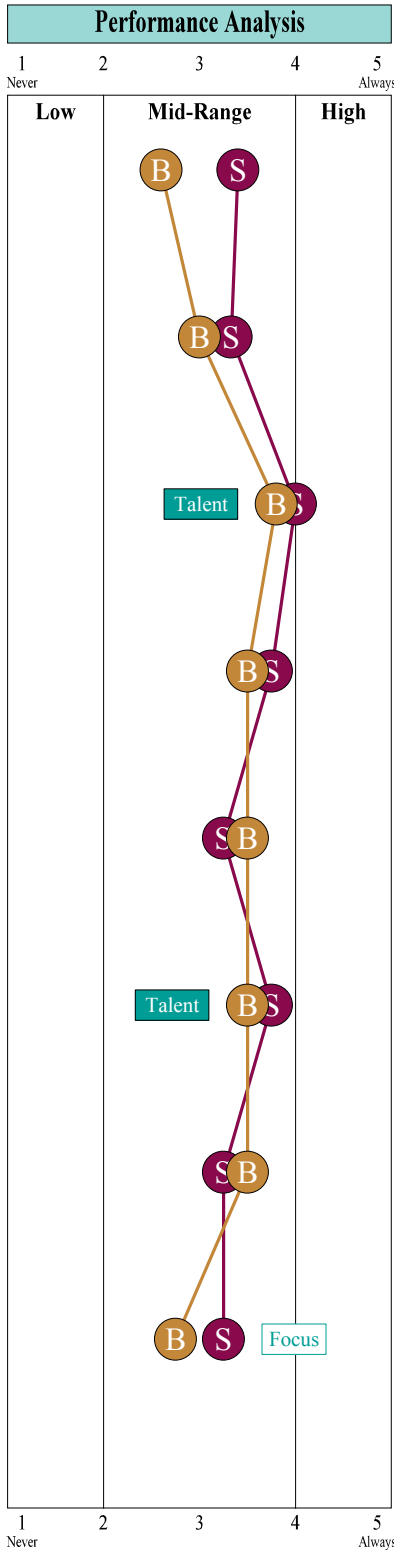
Color Key: S Self B Boss D Direct Reports P Peers A All Observers S or B Chosen by Self or Boss as a Critical Skill Set SB Chosen by both Self and Boss as a Critical Skill Set

Skill Set Analysis

Includes Critical Skill Sets Chosen by Self and Boss

Current Checkpoint

- ⊕ Indicates a .5 or greater increase in average rating since the previous rating period.
- ⊖ Indicates a .5 or greater decrease in average rating since the previous rating period.



Skill Sets

Communication

Listens To Others: Encourages others to share their ideas and concerns. Listens openly to all viewpoints without interrupting. Summarizes information and verifies understanding.

Processes Information: Gets to the point. Evaluates the pros and cons, as well as the short and long-range consequences, of decisions. Develops logical, clear conclusions.

B Communicates Effectively: Expresses self clearly, both in writing and in speaking. Is thorough, yet concise, and is consistently straightforward. Readily shares information with others.

Leadership

Instills Trust: Can be trusted to keep promises and confidences. Is honest and ethical.

Provides Direction: Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.

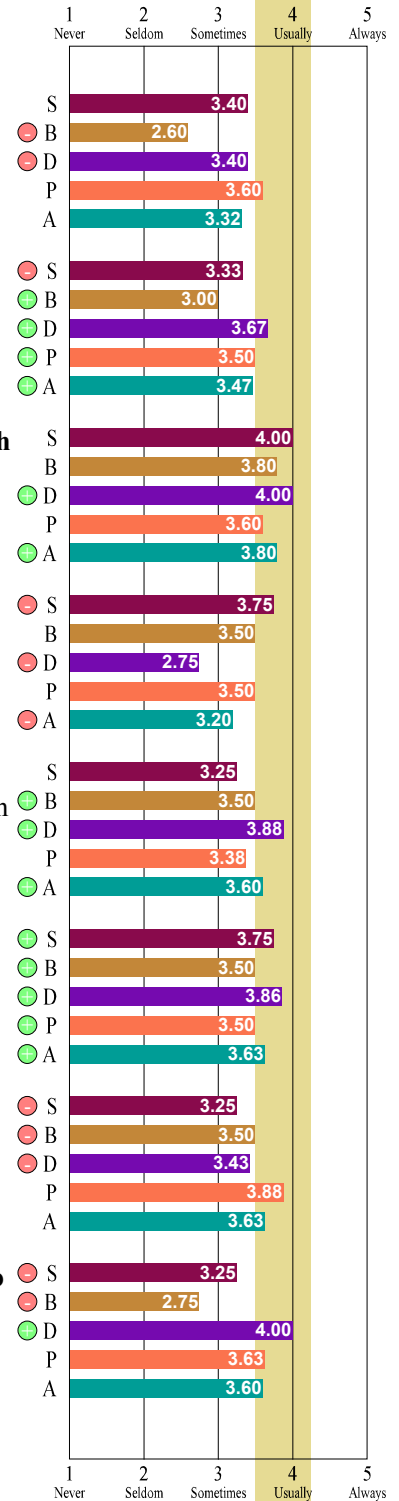
S Delegates Responsibility: Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.

Adaptability

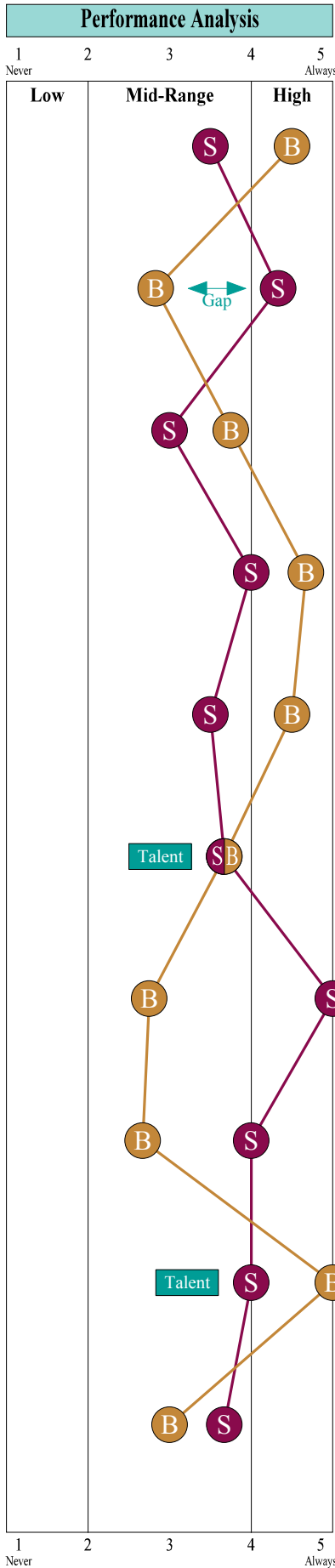
SB Adjusts to Circumstances: Can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change.

B Thinks Creatively: Brings an imaginative approach to the job, inspiring innovation, risk-taking and creative problem-solving.

Reference Group Comparison



Color Key: S Self B Boss D Direct Reports P Peers A All Observers S or B Chosen by Self or Boss as a Critical Skill Set SB Chosen by both Self and Boss as a Critical Skill Set



Skill Sets

Relationships

Builds Personal Relationships: Is considerate of others' feelings, shows freedom from unfair biases and is tactful when giving criticism. Remains composed under stress.

SB 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.

SB Achieves Results: Overcomes obstacles to achieve results that set high standards for others and that positively impact the organization.

Development Of Others

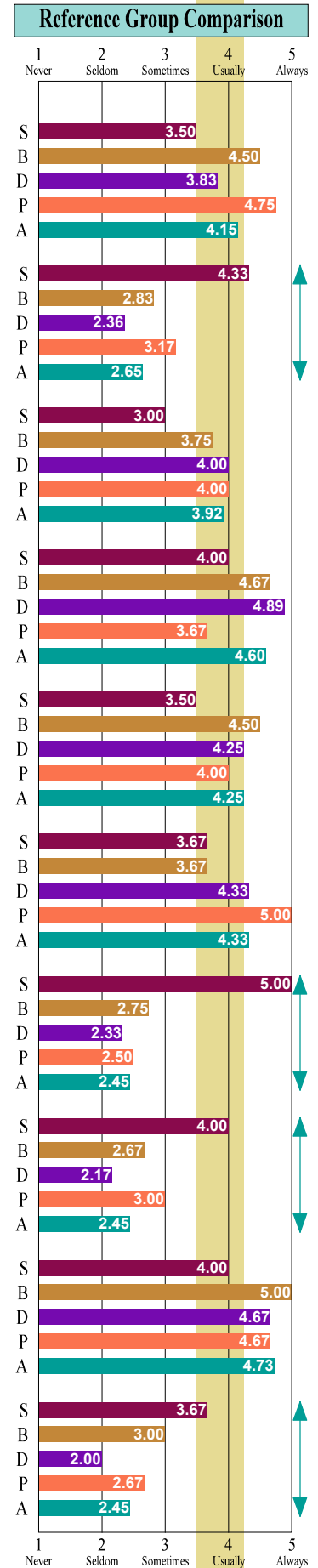
Cultivates Individual Talents: Is an effective coach and makes training available. Provides objective performance feedback on a timely basis.

Motivates Successfully: Gives recognition to people who produce excellent work and give extra effort. Has an enthusiastic attitude that positively affects others.

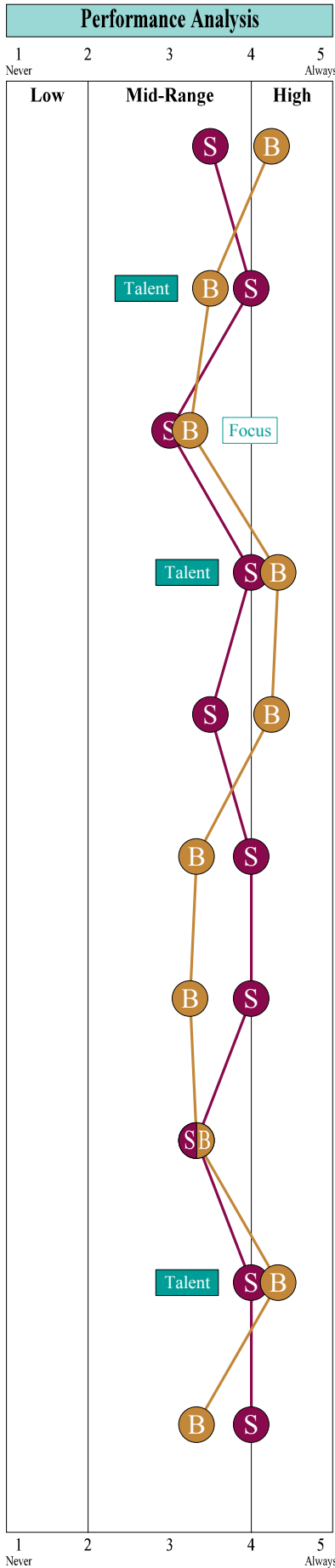
Personal Development

S Displays Commitment: Maintains a high level of energy, perseveres and remains positive.

B Seeks Improvement: Learns positive lessons from mistakes and constructive criticism. Pursues resources to improve and develop professionally. Sets no limits on personal potential.



Color Key: **S** Self **B** Boss **D** Direct Reports **P** Peers **A** All Observers **S** or **B** Chosen by Self or Boss as a Critical Skill Set **SB** Chosen by both Self and Boss as a Critical Skill Set



Skill Sets

Relationships

Builds Personal Relationships: Is considerate of others' feelings, shows freedom from unfair biases and is tactful when giving criticism. Remains composed under stress.

SB 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

B Works Efficiently: Makes efficient use of current technology and wise use of outside resources. Avoids procrastination and sets priorities.

S 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.

S Achieves Results: Overcomes obstacles to achieve results that set high standards for others and that positively impact the organization.

Development Of Others

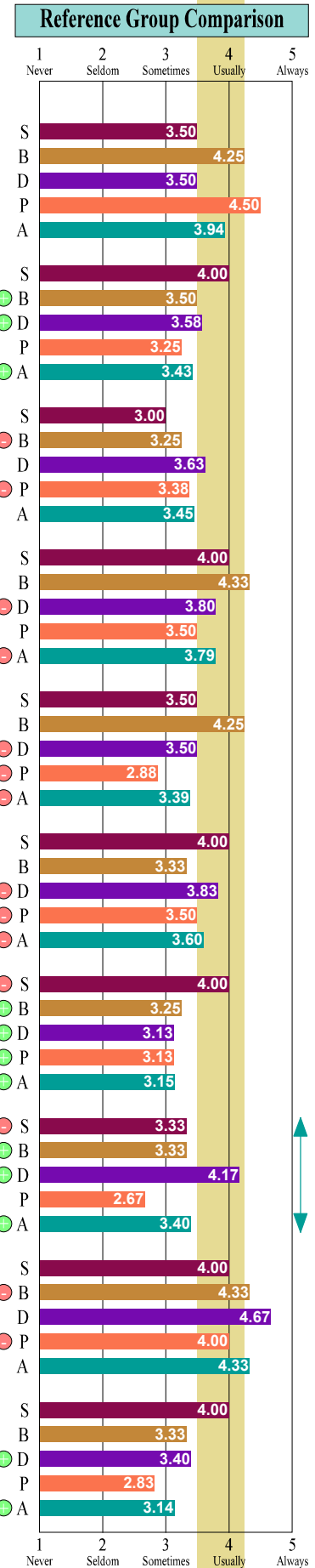
B Cultivates Individual Talents: Is an effective coach and makes training available. Provides objective performance feedback on a timely basis.

Motivates Successfully: Gives recognition to people who produce excellent work and give extra effort. Has an enthusiastic attitude that positively affects others.

Personal Development

S Displays Commitment: Maintains a high level of energy, perseveres and remains positive.

Seeks Improvement: Learns positive lessons from mistakes and constructive criticism. Pursues resources to improve and develop professionally. Sets no limits on personal potential.

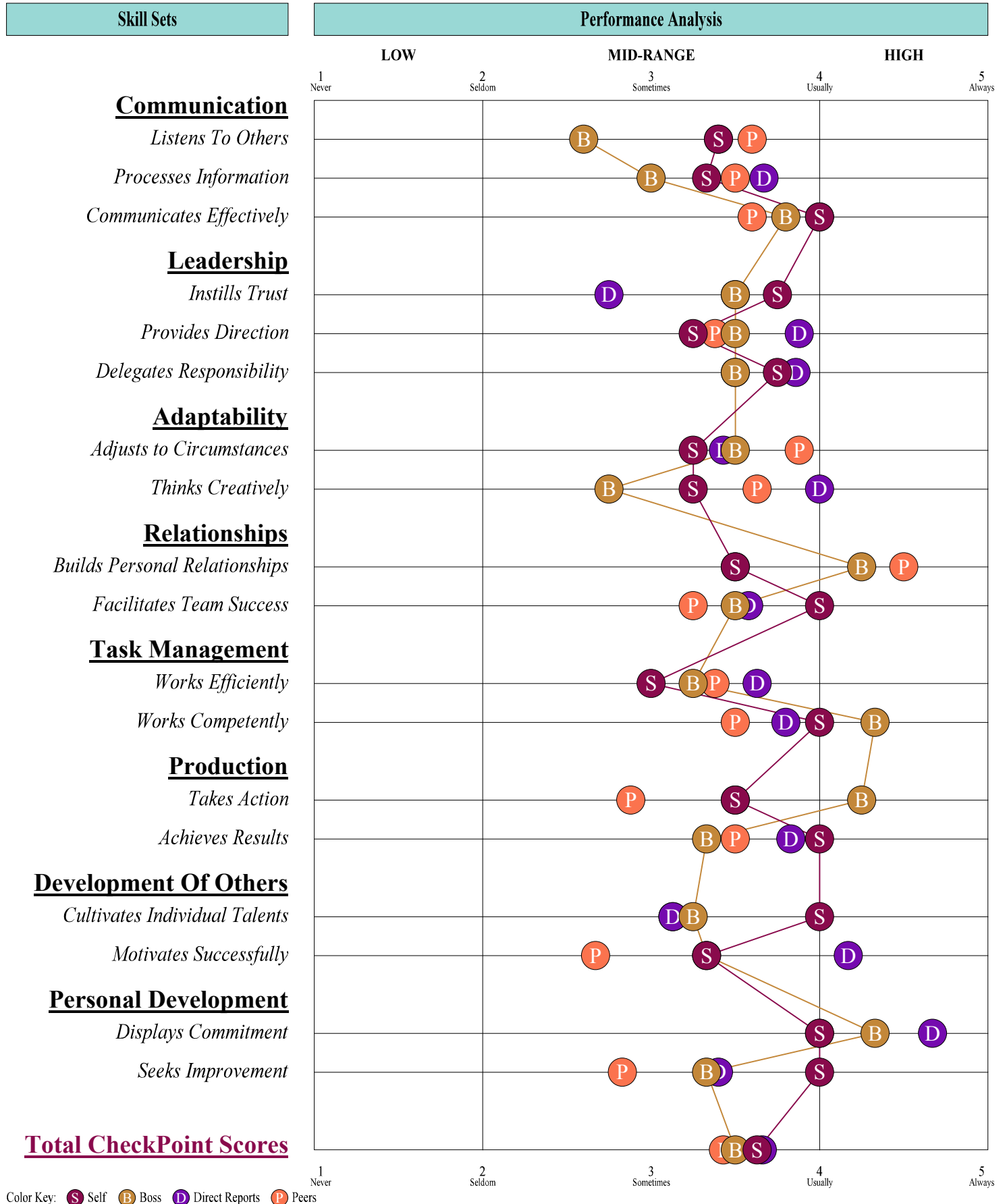


Color Key: S Self B Boss D Direct Reports P Peers A All Observers S or B Chosen by Self or Boss as a Critical Skill Set SB Chosen by both Self and Boss as a Critical Skill Set

Reference Group Comparison

Current Checkpoint

with Management Alignment of Self and Boss



Survey Summary

of the 70 Items

Top Line (—): Self Response
 Middle Line (—): Boss Response
 Bottom Line (■): All Observers
 Boss or Self did not rate item: (N)

Previous Checkpoint

Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self, Boss or both.
Flags: Responses lack consensus within reference group (responses vary by 3 or more points).

Individual Survey Items

Reference Group Comparison

Communication

Listens To Others

1. Solicits ideas, suggestions and opinions from others
2. Creates a comfortable climate for airing concerns
- D** 3. Listens to all points of view with an open mind
4. Listens carefully without interrupting
5. Summarizes input, then checks for understanding

S Processes Information

6. Identifies the core element of an issue
7. Considers the pros and cons, as well as short and long-term consequences, of decisions
8. Arrives at logical, clear conclusions

B Communicates Effectively

9. Expresses thoughts clearly in writing
10. Is an effective, articulate speaker
11. Covers an issue thoroughly without overdoing it
- A D** 12. Communicates in a straightforward manner, even when dealing with sensitive topics
13. Makes current job-related information readily available to others

Leadership

Instills Trust

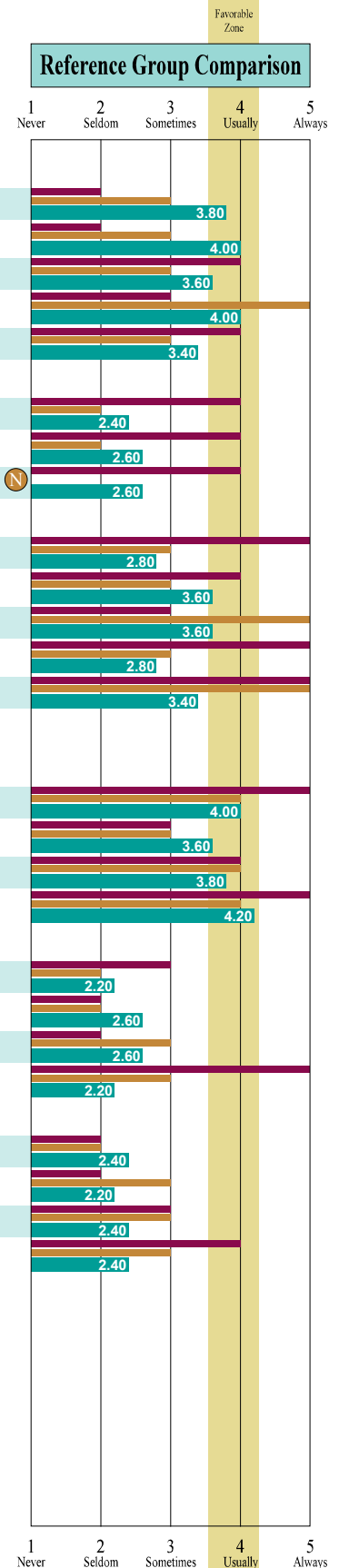
14. Keeps promises
15. Can be trusted with confidential information
16. Is honest in dealings with others
17. Demonstrates high ethical standards

B Provides Direction

18. Makes expectations clear
19. Establishes a manageable workload
- A** 20. Accomplishes long-term objectives by planning incremental steps
21. Keeps focus on big picture while implementing details

SB Delegates Responsibility

22. Knows when to delegate and when to take personal responsibility
23. Delegates the right jobs to the right people
24. Gives others authority to independently fulfill responsibilities
25. Empowers others to find creative solutions to problems



Survey Summary

of the 70 Items

Top Line (—): Self Response
 Middle Line (—): Boss Response
 Bottom Line (■): All Observers
 Boss or Self did not rate item: (N)

Current Checkpoint

Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self, Boss or both.
Flags: Responses lack consensus within reference group (responses vary by 3 or more points).

Individual Survey Items

Reference Group Comparison

Communication

Listens To Others

- A** 1. Solicits ideas, suggestions and opinions from others
- 2. Creates a comfortable climate for airing concerns
- 3. Listens to all points of view with an open mind
- 4. Listens carefully without interrupting
- 5. Summarizes input, then checks for understanding

Processes Information

- 6. Identifies the core element of an issue
- 7. Considers the pros and cons, as well as short and long-term consequences, of decisions
- 8. Arrives at logical, clear conclusions

B Communicates Effectively

- 9. Expresses thoughts clearly in writing**
- 10. Is an effective, articulate speaker**
- 11. Covers an issue thoroughly without overdoing it**
- 12. Communicates in a straightforward manner, even when dealing with sensitive topics**
- 13. Makes current job-related information readily available to others**

Leadership

Instills Trust

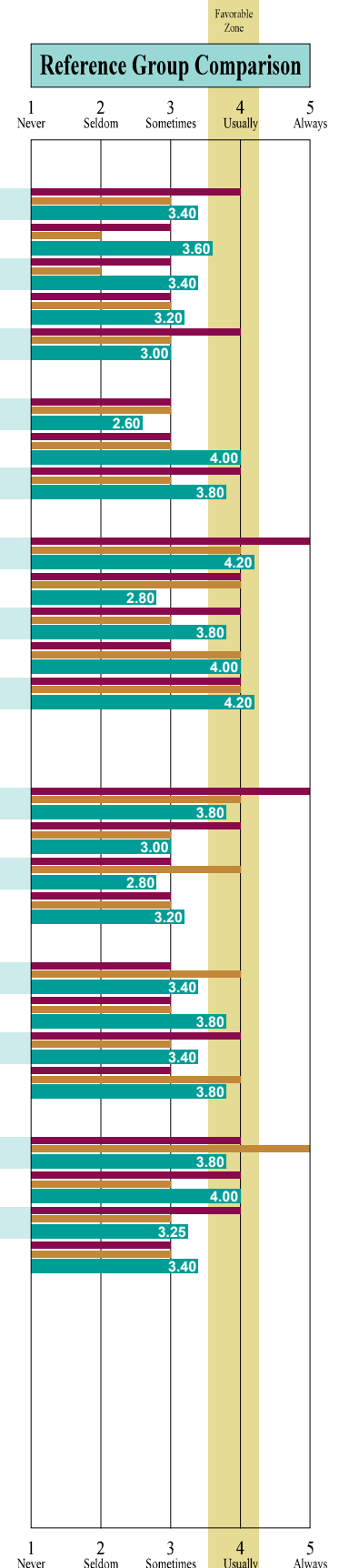
- 14. Keeps promises
- 15. Can be trusted with confidential information
- 16. Is honest in dealings with others
- 17. Demonstrates high ethical standards

Provides Direction

- 18. Makes expectations clear
- 19. Establishes a manageable workload
- 20. Accomplishes long-term objectives by planning incremental steps
- A** 21. Keeps focus on big picture while implementing details

S Delegates Responsibility

- 22. Knows when to delegate and when to take personal responsibility**
- 23. Delegates the right jobs to the right people**
- 24. Gives others authority to independently fulfill responsibilities**
- A** 25. Empowers others to find creative solutions to problems



Survey Summary

of the 70 Items

Top Line (—): Self Response
Middle Line (—): Boss Response
Bottom Line (■): All Observers
Boss or Self did not rate item: (N)

Previous Checkpoint

Bold Lettering: Items that fall in a Critical Skill Set, as designated by **Self**, **Boss** or both.
Flags: Responses lack consensus within reference group (responses vary by 3 or more points).

Individual Survey Items

Reference Group Comparison

Adaptability

S Adjusts to Circumstances

- P** 26. Is flexible in dealing with people with diverse work styles
- 27. Is comfortable in a variety of environments
- 28. Reacts constructively to setbacks
- 29. Anticipates and plans for changing situations

Thinks Creatively

- 30. Approaches job with imagination and originality
- 31. Inspires innovation in the organization
- 32. Is willing to take bold, calculated risks
- 33. Views obstacles as opportunities for creative change

Relationships

Builds Personal Relationships

- 34. Shows consideration for the feelings of others
- 35. Shows absence of prejudicial and stereotypic thinking in words and actions
- 36. Delivers criticism tactfully and constructively
- 37. Maintains composure in high-pressure situations

SB Facilitates Team Success

- D** 38. Resolves conflicts fairly
- 39. Creates an atmosphere of team cooperation over competition
- 40. Builds consensus on decisions
- 41. Leads team in formulating goals that complement the organization's mission
- 42. Brings capable people into the group
- A** 43. Uses the diverse talents and experiences of the group to maximum advantage

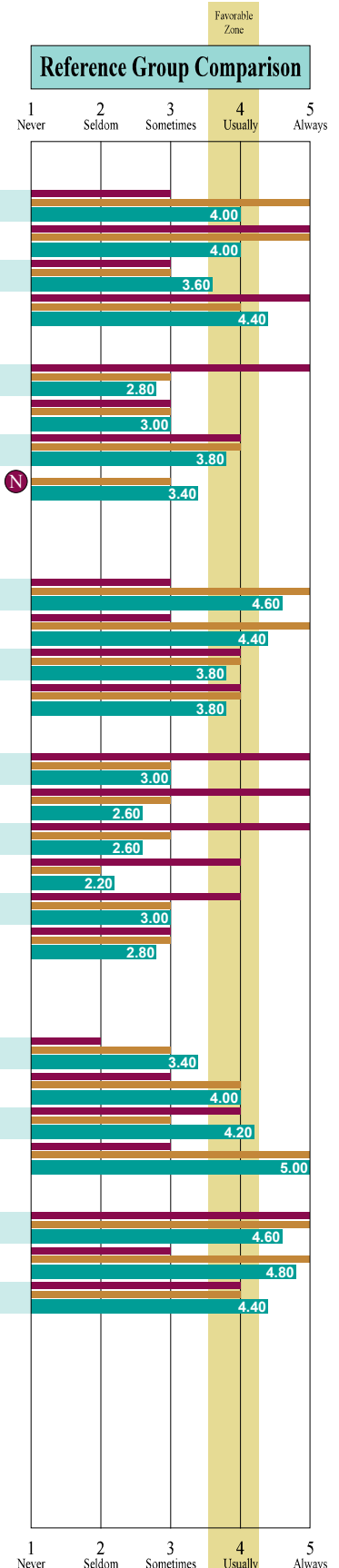
Task Management

Works Efficiently

- 44. Applies current technology in practical ways to maximize efficiency
- 45. Makes wise use of outside resources
- 46. Avoids procrastination
- 47. Sets priorities and tackles assignments accordingly

Works Competently

- 48. Demonstrates mastery of fundamentals necessary to the job
- 49. Is skilled at learning and applying new information quickly
- 50. Integrates new theories, trends and methods into appropriate business operations



Color Key: **S** Self **B** Boss **D** Direct Reports **P** Peers **A** All Observers (combined scores of Boss, Direct Reports and Peers)

Survey Summary

of the 70 Items

Top Line (—): Self Response
 Middle Line (—): Boss Response
 Bottom Line (■): All Observers
 Boss or Self did not rate item: (N)

Current Checkpoint

Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self, Boss or both.
Flags: Responses lack consensus within reference group (responses vary by 3 or more points).

Individual Survey Items

Reference Group Comparison

Adaptability

SB Adjusts to Circumstances

- 26. Is flexible in dealing with people with diverse work styles
- 27. Is comfortable in a variety of environments
- 28. Reacts constructively to setbacks
- 29. Anticipates and plans for changing situations

B Thinks Creatively

- 30. Approaches job with imagination and originality
- 31. Inspires innovation in the organization
- 32. Is willing to take bold, calculated risks
- 33. Views obstacles as opportunities for creative change

Relationships

Builds Personal Relationships

- 34. Shows consideration for the feelings of others
- 35. Shows absence of prejudicial and stereotypic thinking in words and actions
- 36. Delivers criticism tactfully and constructively
- 37. Maintains composure in high-pressure situations

SB Facilitates Team Success

- 38. Resolves conflicts fairly
- 39. Creates an atmosphere of team cooperation over competition
- 40. Builds consensus on decisions
- 41. Leads team in formulating goals that complement the organization's mission
- 42. Brings capable people into the group
- 43. Uses the diverse talents and experiences of the group to maximum advantage

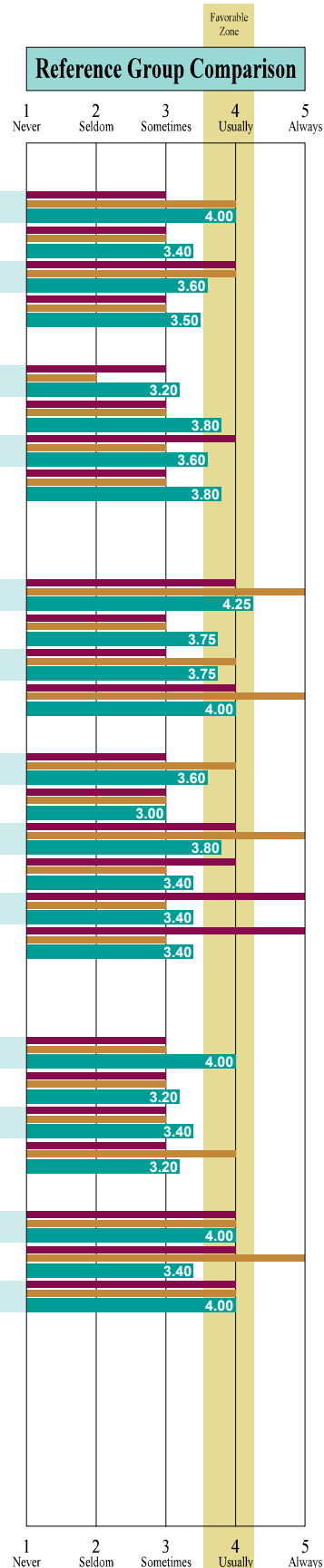
Task Management

B Works Efficiently

- 44. Applies current technology in practical ways to maximize efficiency
- 45. Makes wise use of outside resources
- 46. Avoids procrastination
- 47. Sets priorities and tackles assignments accordingly

S Works Competently

- 48. Demonstrates mastery of fundamentals necessary to the job
- 49. Is skilled at learning and applying new information quickly
- 50. Integrates new theories, trends and methods into appropriate business operations



Survey Summary

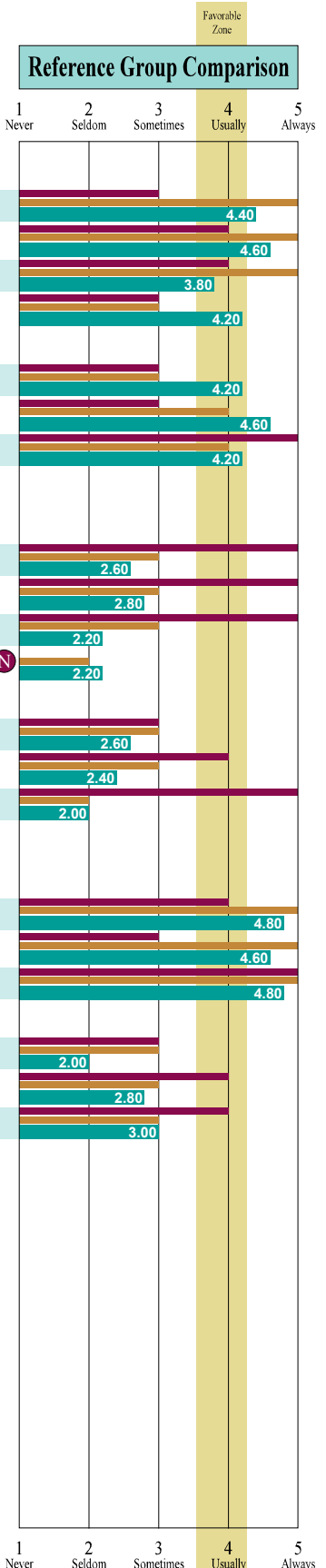
of the 70 Items

Top Line (—): Self Response
 Middle Line (—): Boss Response
 Bottom Line (■): All Observers
 Boss or Self did not rate item: (N)

Previous Checkpoint

Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self, Boss or both.
Flags: Responses lack consensus within reference group (responses vary by 3 or more points).

Individual Survey Items



Production

Takes Action

- 51. Knows when to stop planning and start implementing
- 52. Takes the initiative to make things happen
- 53. Is assertive in managing problems
- 54. Makes timely, clear-cut firm decisions

SB Achieves Results

- 55. Overcomes obstacles to complete projects successfully
- 56. Effects outcomes that set high standards for others
- 57. Achieves results that have a positive impact on the organization as a whole

Development Of Others

Cultivates Individual Talents

- 58. Is a patient, helpful, effective coach
- 59. Gives others access to training for skill development and professional growth
- 60. Provides objective appraisals of others' strengths and needs
- 61. Maintains a timely schedule for reviews and follow-ups

Motivates Successfully

- 62. Gives recognition to producers of high quality work
- 63. Shows appreciation when others give extra effort
- 64. Shares a contagious enthusiasm that promotes a positive attitude in others

Personal Development

S Displays Commitment

- 65. Maintains a consistently high energy level
- 66. Persists and perseveres
- 67. Keeps a positive outlook

B Seeks Improvement

- 68. Admits mistakes and learns from them
- 69. Accepts criticism constructively
- 70. Identifies and pursues resources needed to improve performance

Survey Summary

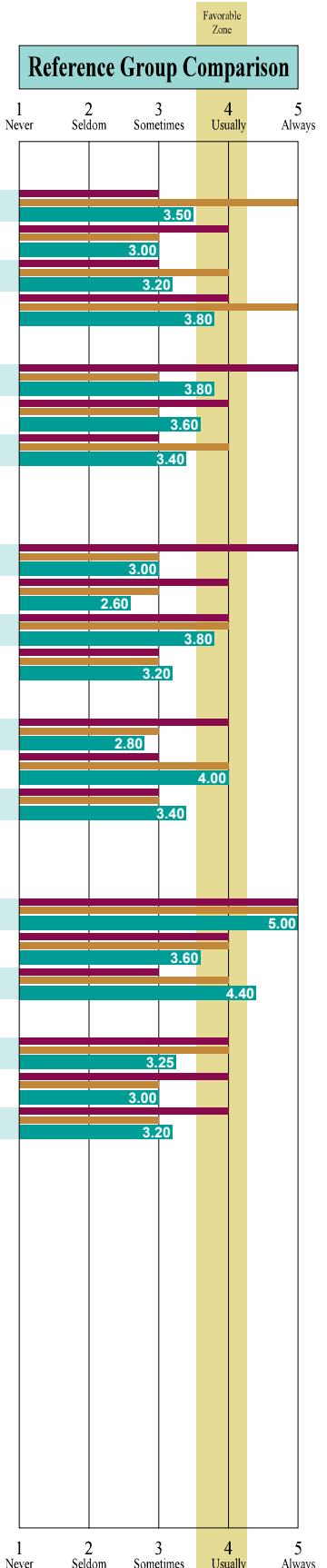
of the 70 Items

Top Line (—): Self Response
 Middle Line (—): Boss Response
 Bottom Line (■): All Observers
 Boss or Self did not rate item: (N)

Current Checkpoint

Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self, Boss or both.
Flags: Responses lack consensus within reference group (responses vary by 3 or more points).

Individual Survey Items



Production

Takes Action

- 51. Knows when to stop planning and start implementing
- 52. Takes the initiative to make things happen
- 53. Is assertive in managing problems
- 54. Makes timely, clear-cut firm decisions

S Achieves Results

- 55. Overcomes obstacles to complete projects successfully
- 56. Effects outcomes that set high standards for others
- 57. Achieves results that have a positive impact on the organization as a whole

Development Of Others

B Cultivates Individual Talents

- 58. Is a patient, helpful, effective coach
- 59. Gives others access to training for skill development and professional growth
- 60. Provides objective appraisals of others' strengths and needs
- 61. Maintains a timely schedule for reviews and follow-ups

Motivates Successfully

- 62. Gives recognition to producers of high quality work
- 63. Shows appreciation when others give extra effort
- 64. Shares a contagious enthusiasm that promotes a positive attitude in others

Personal Development

S Displays Commitment

- 65. Maintains a consistently high energy level
- 66. Persists and perseveres
- 67. Keeps a positive outlook

Seeks Improvement

- 68. Admits mistakes and learns from them
- 69. Accepts criticism constructively
- 70. Identifies and pursues resources needed to improve performance

All respondents are given the opportunity to provide comments about you and your leadership skills. These comments are separated by each respondent group, provided in free form and are displayed exactly as they were entered.

Boss Comments

- Darcy is totally committed and is much appreciated for her dedication. I will want to work with Darcy a little in the area of tapping into the talents of her team members, great potential there. Would like to see more effort put forth in delegation to others to free up her time. Tends to be bogged down in solving others problems for them.

Direct Report Comments

- I would appreciate a little more direction and feedback. I find that if I know what is expected of me, I can better focus on reaching those expectations. I would like a regular review letting me know how I am doing.
- Darcy is totally committed and always seems to be looking for ways to improve how she is doing her job...I appreciate having her as my boss.

Peer Comments

- Darcy can get more work done in less time than most. She is a real producer. Needs some work in the area of motivation of others she works with.
- A classic team player with an outward focus toward her team members rare in our organization...go Darcy! A pleasure to work with; I enjoy being on the same team with her.

Summary Comparison

Between Previous and Current Checkpoint

- + Indicates a .5 or greater increase in average rating since the previous rating period.
- Indicates a .5 or greater decrease in average rating since the previous rating period.

This section reviews the changes between the previous reporting period and the current reporting period. When the average score for a Skill Set increases, this suggests a significant positive change. Conversely, when that average score decreases, this suggests that some time may be spent examining your behavior in those areas.

A comparison of the current report with the previous Checkpoint shows that there has been a change in those Skill Sets designated as Strengths or development Areas.

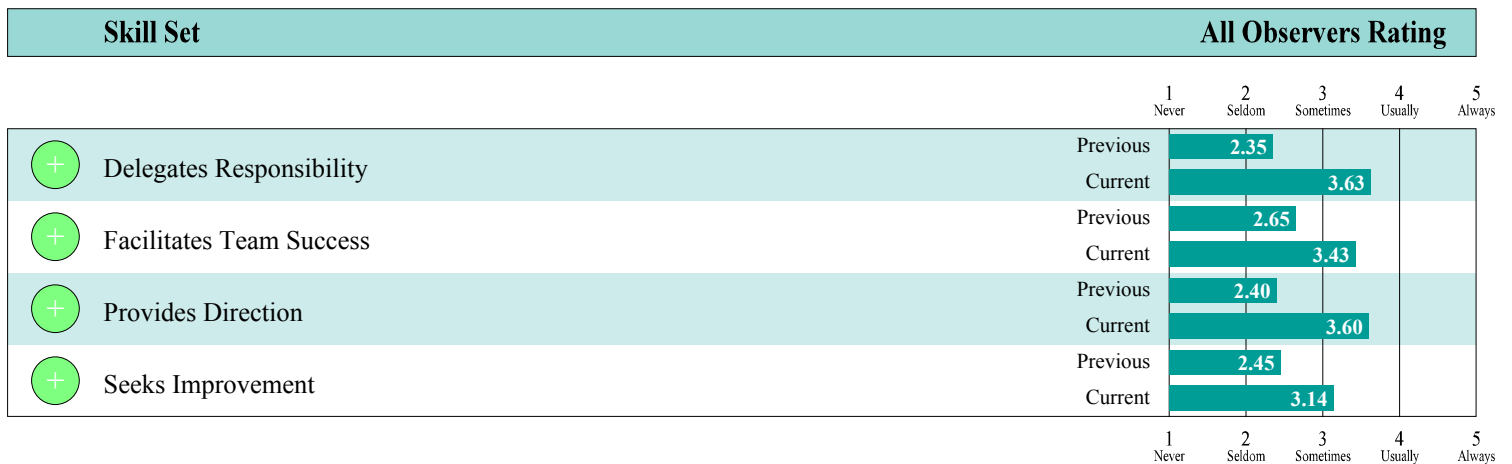
The following Skill Set(s) have moved from the Critical Area to Strengths. This suggests a significant positive change.

- Communicates Effectively
- Provides Direction
- Delegates Responsibility
- Thinks Creatively

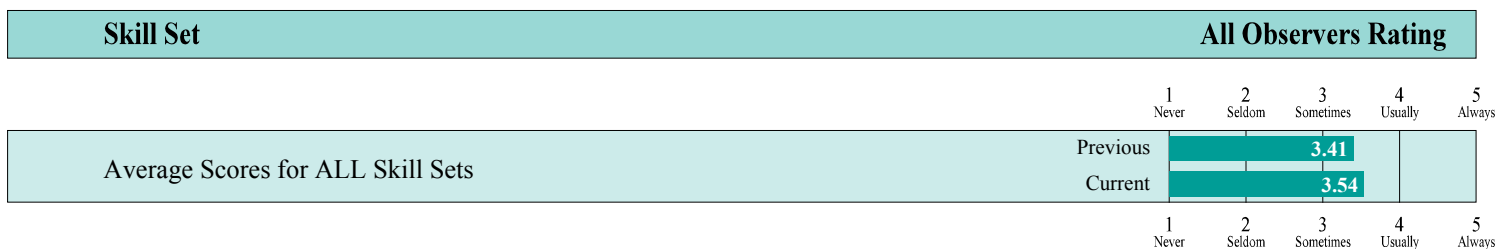
The following Skill Set(s) have moved from the Strengths Area to Development. This suggests that some time be spent examining why the change has occurred.

- Listens To Others
- Instills Trust
- Works Efficiently
- Takes Action

The following four Skill Sets were listed as either "Critical Development Areas" or "Build on this Strength" on the previous Checkpoint Assessment. For convenient comparison, the ratings from that previous report are shown here along with the current ratings. There is an indicator shown if the ratings changed significantly between two assessment periods.



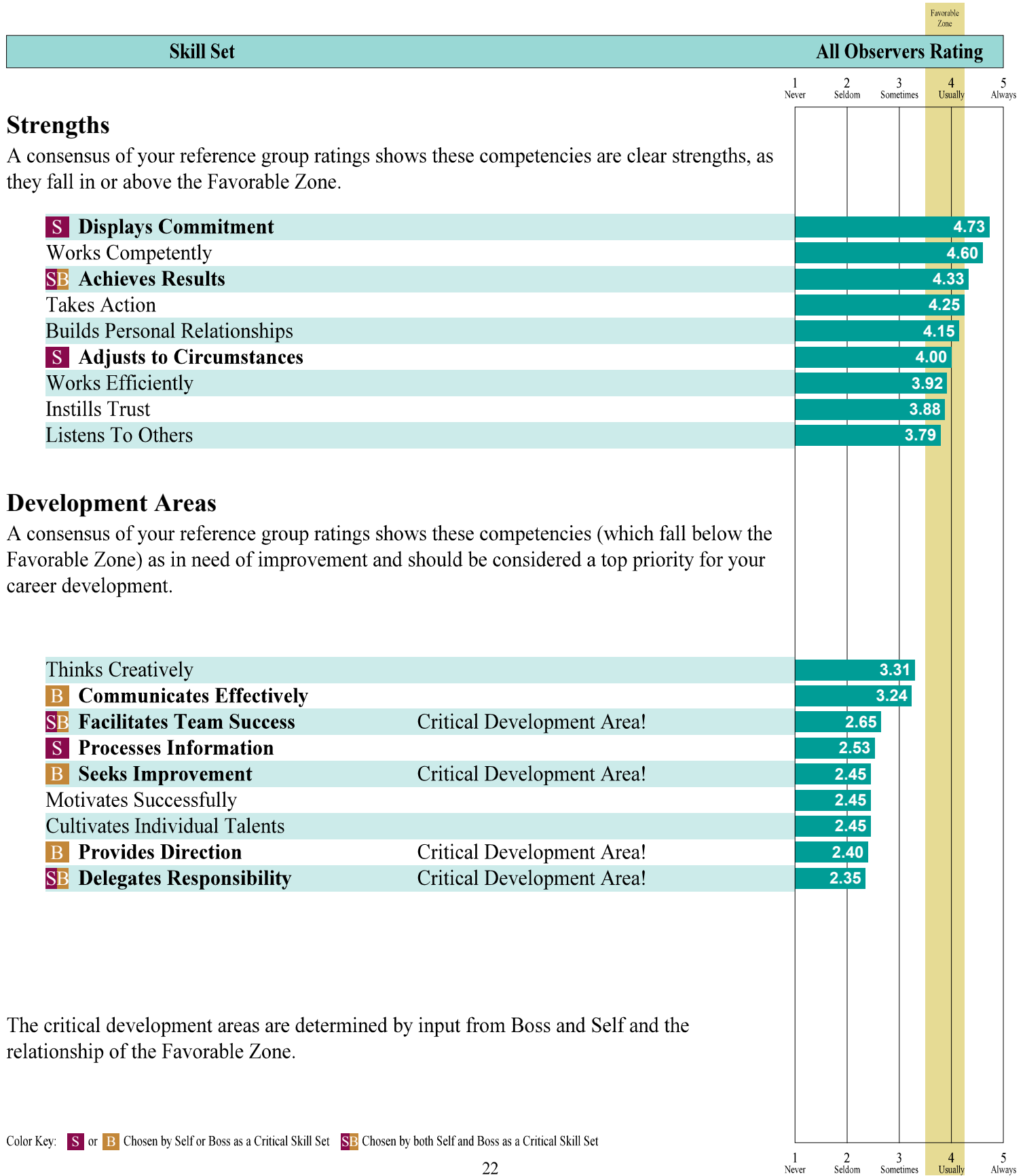
The overall average score is shown below for the previous session and the current session.



Development Summary

for Darcy Walker

Previous Checkpoint



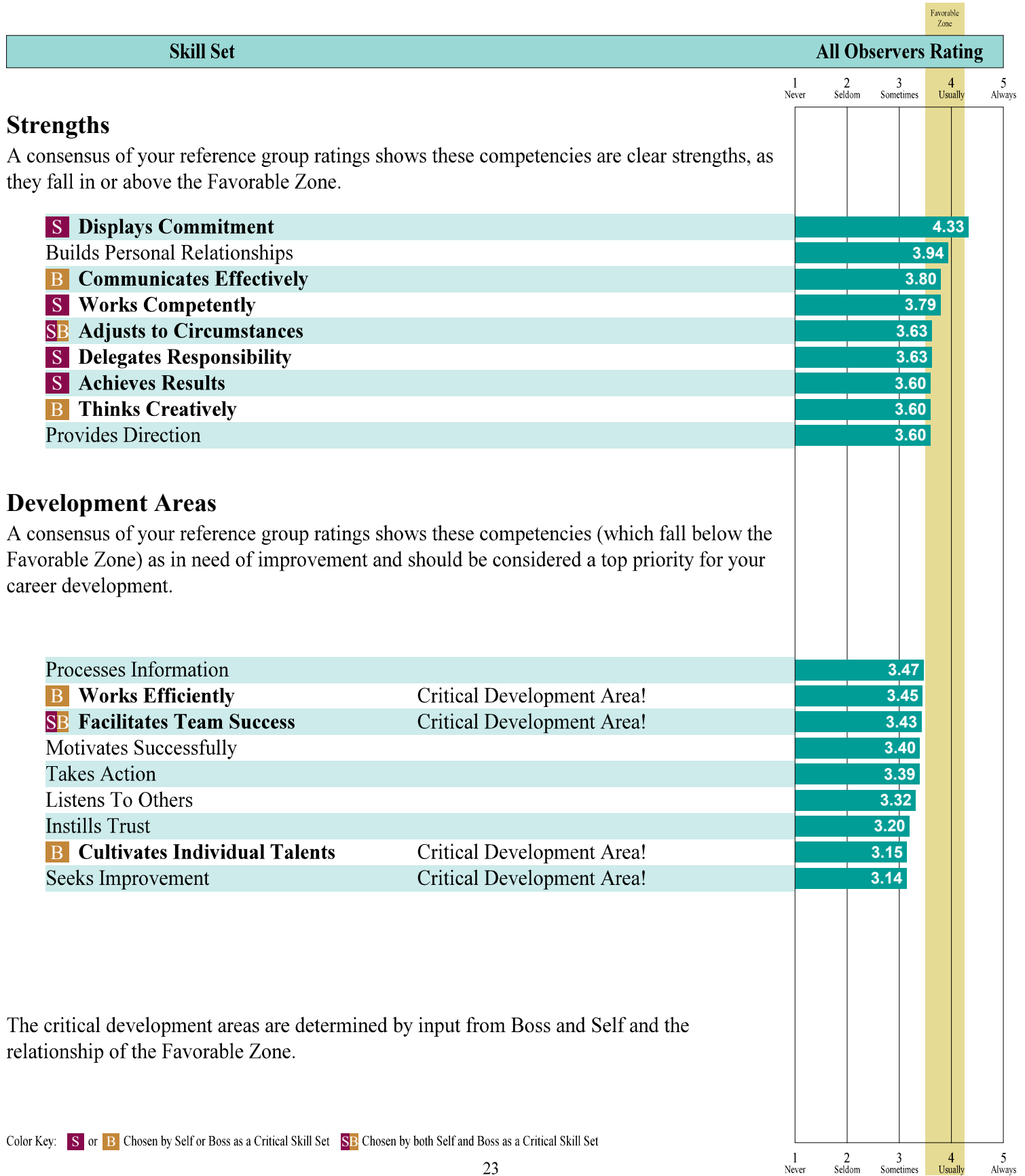
The critical development areas are determined by input from Boss and Self and the relationship of the Favorable Zone.

Color Key: **S** or **B** Chosen by Self or Boss as a Critical Skill Set **SB** Chosen by both Self and Boss as a Critical Skill Set

Development Summary

for Darcy Walker

Current Checkpoint



The critical development areas are determined by input from Boss and Self and the relationship of the Favorable Zone.

Color Key: **S** or **B** Chosen by Self or Boss as a Critical Skill Set **SB** Chosen by both Self and Boss as a Critical Skill Set

The following suggestions will help direct your development efforts:

Facilitates Team Success

Handle Conflict in a Direct and Effective Manner.

- Don't ignore conflict, thinking it will disappear. It won't. And don't expect a conflict-free workplace. Some discord is inevitable and constructively dealing with it will create a more productive work environment.
- Listen carefully to all viewpoints in a disagreement. Define the problem. Then begin the process of resolution.
- Explore multiple options. Then resolve differences with solutions that are acceptable to all involved parties.

Encourage Cooperation in Order to Reap the Benefits of a Strongly Unified Group Effort.

- When recognizing outstanding performance, go beyond the acknowledgment of individual successes. Give equal emphasis to team achievements and effective cooperation among teams.
- Validate the importance of each and every team member's contribution.

Learn to Collaborate on Team Decisions.

- Practice the art of compromise when making decisions, creating win/win situations.
- To gain support for decisions, involve the team in considering alternative approaches. Strive for consensus in order to increase commitment to the final decision.

Establish Team Objectives.

- As much as possible involve the team in formulating goals consistent with, and supportive of, the overall mission of your business. Also solicit input when planning the implementation of the goals.
- Make sure everyone understands the team's goals, as well as their role in attaining the goals.
- Keep everyone apprised of team progress.

Develop Group Dynamics That Bring Out the Best in Everyone.

- Recruit individuals with talents that will complement the skills of other team members.
- Capitalize on each person's strengths and experiences to create a potent team effort.

The following suggestions will help direct your development efforts:

Cultivates Individual Talents

Become an Effective Coach.

- Make it a point to know the career goals and aspirations of others. Help plan 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, incremental steps. Adjust the pace to fit the individual.
- Ask others how you can assist in their professional development.

Make Learning Opportunities Available.

- Delegate 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 learning 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, newsletters and conference notes that might prove helpful to a person working on a particular skill.

Give Feedback Regularly.

- Make sure that appraisals 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. Use tact. Listen. Help them identify ways to improve.
- Criticize 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 timely feedback on both skills needing attention and skills showing improvement. Schedule regular follow-up meetings, also.

The following suggestions will help direct your development efforts:

Works Efficiently

Benefit from Technology.

- Recognize the role that technology can play in increasing production. Be willing to make the necessary investment.
- Become proficient in the application of new technology. Commit to an ongoing learning process to stay current with applicable technological advances.

Ask for Help When Necessary.

- Evaluate the cost-effectiveness of outsourcing certain work to an independent contractor.
- Solicit the services of an outside resource when the need for specific expertise is clear.
- Arrange for outside consultations for short-term, targeted projects.

Take Action Instead of Procrastinating.

- Don't put off starting a big project because it seems overwhelming. Take a step at a time and convince yourself to take the first step.
- Schedule a precise time to handle a matter you've been successfully postponing. Then make sure you keep the appointment.
- Enjoy the satisfaction of attacking, rather than delaying, work that you dislike or find difficult.

Establish Priorities.

- Decide what is truly important. Don't let inconsequential activities swallow up valuable time. The way you spend your time should be a direct reflection of your priorities.
- Have the discipline to say "no" to activities that will divert you from your highest priorities.
- Eliminate or delegate tasks that are unimportant to your primary objectives. Tackle remaining tasks in the order of their importance.
- Adjust priorities as the situation warrants. Keep everyone informed of the priorities as they evolve.

The following suggestions will help direct your development efforts:

Seeks Improvement

Learn from Your Mistakes.

- Keep in mind that a mistake only becomes a failure if you fail to learn from it.
- Don't blame others. Take responsibility for your mistakes.
- Discuss with others what you did right and what you could have done differently.
- Spend some time reflecting on a mistake. The time investment will pay off if you gain insights into the causes. Then put the past behind you. It will be most productive to focus on how you will apply lessons learned to future performance.

Learn from Criticism.

- Accept negative feedback as performance improvement information. Use it constructively to become more capable on the job.
- Realize that your self perception of your performance may be different from the perceptions of others. Learning of the discrepancies in perceived proficiencies can improve your effectiveness.
- Don't become angry or defensive. Giving negative feedback is hard enough. If you make it more difficult, you may stop the flow of valuable developmental information.
- Request feedback. Let others know you are open to suggestions. Thank them for their honesty.

Commit to Lifelong Learning.

- Stay current with business-related information, as it quickly becomes outdated.
- Improve the skills you have and learn new ones.
- Discover how you learn best. Then use those resources to develop competencies. (See the introductory paragraph above.)
- Take a self-directed approach to learning. Don't wait for someone to push you.
- Keep growing and changing; it's a law of nature and of business.

Where Do You Go From Here?

The information in your CheckPoint Report is a starting point - not the end of the process. The way you use this information can be of incredible value to you. May we suggest you embark on a course of professional development using the CheckPoint SkillBuilder Series.

The SkillBuilder Series is an organized method for improving leadership skills and becoming a better manager. The CheckPoint SkillBuilder Series is Internet-based and can be used anywhere and at any time. It is convenient, easy-to-use, and effective. It is self-paced and contains thoroughly researched material that helps you improve your performance in the competencies you choose. Based on the results of this report it's recommended that you start with the following modules:

- Facilitates Team Success
- Works Efficiently
- Cultivates Individual Talents
- Seeks Improvement

Other modules are available for you to choose from include:

- Instills Trust
- Takes Action
- Processes Information
- Thinks Creatively
- Delegates Responsibility
- Works Competently
- Builds Personal Relationships
- Listens To Others
- Motivates Successfully
- Provides Direction
- Achieves Results
- Adjusts to Circumstances
- Communicates Effectively
- Displays Commitment

The CheckPoint SkillBuilder Series provides a series of important steps that lead to leaps in performance. It is easy to use at your convenience. After responding to questions and doing online exercises, you just click a button on the screen to print a customized Self-Improvement Report. **The report provides a plan of action for professional development.**

You will also learn to use Profiles' exclusive K-S-S process so you KEEP DOING the actions that make you a good manager, STOP DOING actions that impede your progress, and START DOING actions that will make you more effective. K-S-S is a powerful idea you want to implement immediately!

Using the *CheckPoint SkillBuilder Series* pays big dividends by helping you grow professionally and enjoy all of the benefits of success. Start using it as soon as you can!