

# CheckPoint 360<sup>TM</sup>

## Quick Reference Guide

Management Competencies	Skill Sets
<p><b>Communication:</b> 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"> <li>• Listening to others and encourages them to share their ideas and concerns. Listens openly to all viewpoints without interrupting. Summarizes information and verifies.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<p><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.</p>	<ul style="list-style-type: none"> <li>• Instills trust and can be trusted to keep promises and confidences. Is honest and ethical.</li> <li>• Provides direction and establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives while keeping focus on overall vision.</li> <li>• Delegates responsibility for appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.</li> </ul>
<p><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.</p>	<ul style="list-style-type: none"> <li>• Adjusts to circumstances and can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change.</li> <li>• Thinks creatively and brings an imaginative approach to the job, inspiring innovation, risk-taking, and creative problem-solving.</li> </ul>
<p><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.</p>	<ul style="list-style-type: none"> <li>• Builds personal relationships. Is considerate of others' feelings, shows freedom from unfair biases, and is tactful when giving criticism. Remains composed under stress.</li> <li>• 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.</li> </ul>

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

Report Feature	Description
<p><b>Favorable Zone</b></p>	<ul style="list-style-type: none"> <li>• The Favorable Zone was a positive result of the research conducted for developing the CheckPoint 360<sup>o</sup>™. 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.</li> <li>• 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.</li> </ul>
<p><b>Gaps</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<p><b>Flags</b></p>	<ul style="list-style-type: none"> <li>• In the CheckPoint 360<sup>o</sup>™, 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.</li> </ul>