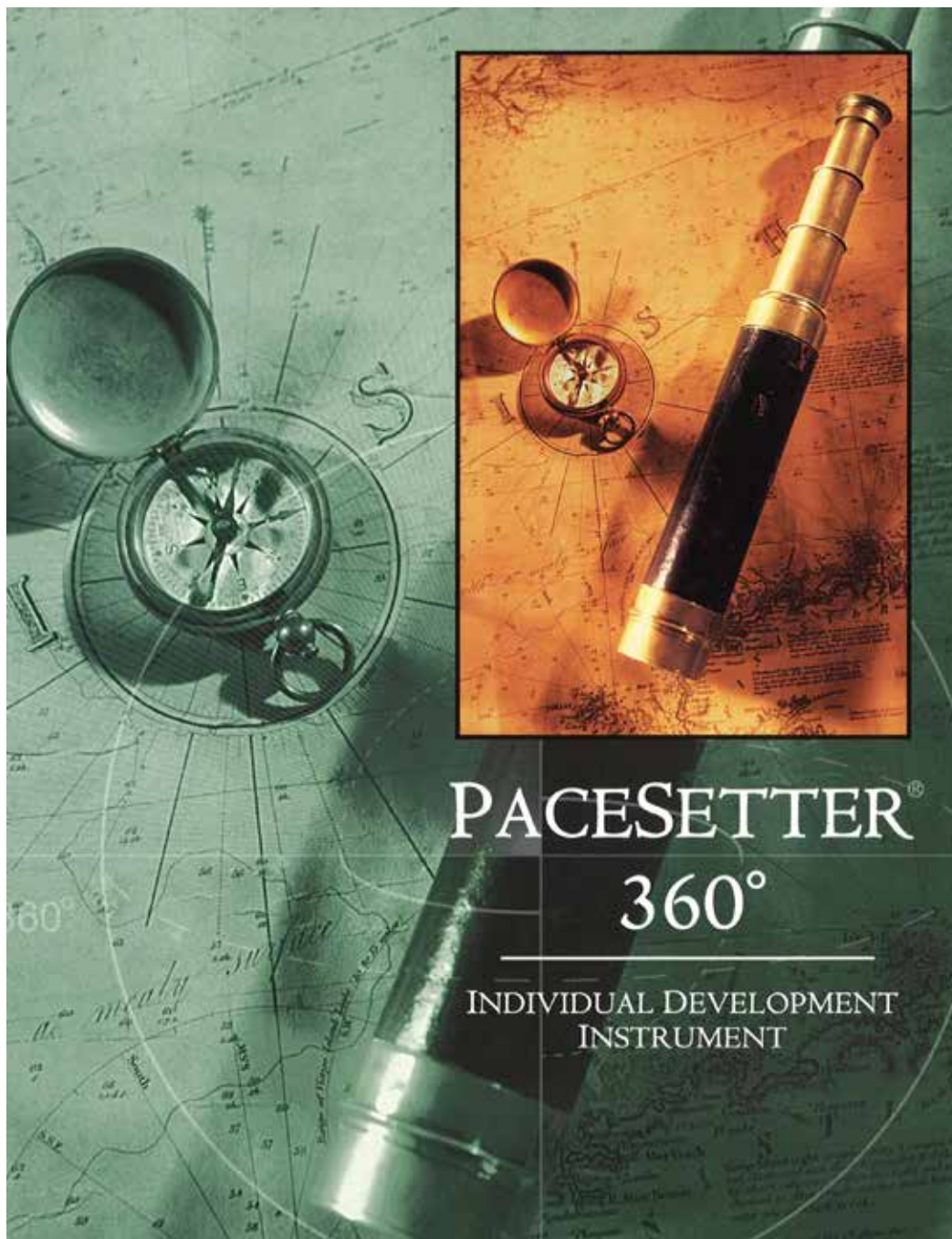


THE PACESETTER 360°

Most 360° feedback instruments capture “tons” of data and the Pacesetter 360° is no different. By nature, leadership assessment instruments tend to be somewhat long and complex. It would certainly be simpler if the assessment could focus only on the few factors most relevant to a particular individual, but that is an exercise best done with hindsight. The leadership factors that are most important for Leader A’s insight and growth as a leader will probably not be the same factors that will drive Leader B’s development.

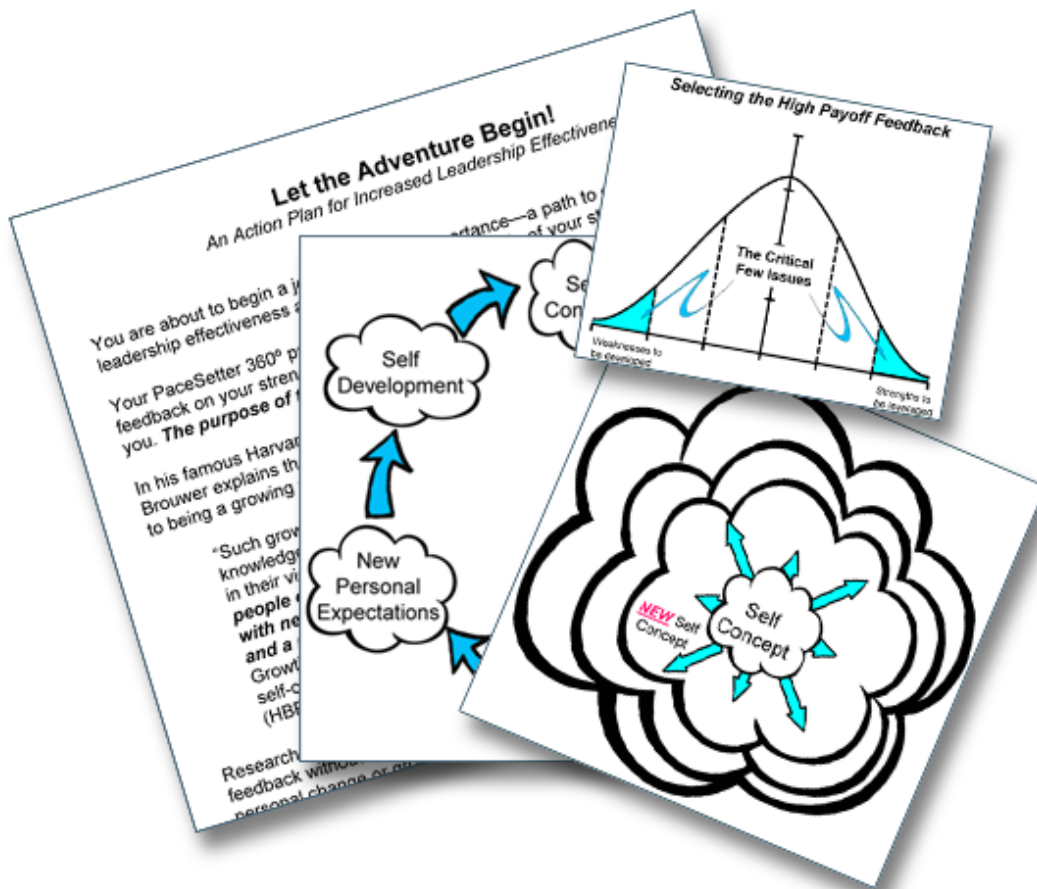
The PaceSetter 360° report book is carefully designed to facilitate the interpretation, prioritization, and application of the feedback. The report book compresses a large amount of data into organized, actionable sections such as: competency overview by raters; strengths and weaknesses; and blind spots (positive and negative), highlighting gaps, both visually and numerically, by competency. Although the report books are invariably tailored to meet specific client needs, there are similarities. The following pages will provide a brief tour of a typical PaceSetter 360° report book.



THE PACESETTER 360° INTRODUCTION

This section of the report book does what any introduction must do, it provides:

- An overview of the contents
- The format of the report
- A brief explanation of how to interpret the results



THE PACESETTER 360° OVERVIEW

The PaceSetter 360° is organized around a hierarchy of leadership factors which are almost always chosen by the client. Typically there are three levels:

Leadership Attributes (Gold Bars):

A high level that generally contains several leadership factors that relate to a particular attribute. In the image below, we see the attribute “Business Acumen” which is supported by two leadership factors:

- Consistently customer-centered
- Good working knowledge of organization and industry

Leadership Factors (Blue Bars):

Under each attribute are a series of leadership factors which allow us to examine the attribute at a more granular level. You will note each attribute has differing numbers of supporting factors (generally 2 to 5)

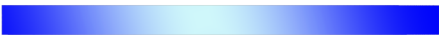
This Profile Overview page allows the reader to quickly identify the highs and the lows and begin to focus his or her attention to the essential issues that will have the greatest influence on his or her leadership effectiveness.

Pacesetter 360 for John Smith

Business Acumen - 3.19



Consistently customer-centered - 3.00



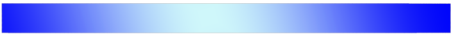
Good working knowledge of organization and industry - 3.29



Emotional Maturity and Self Management - 3.10



Character-based relationships and decisions - 3.08



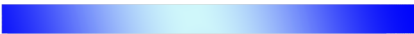
Growing through an accurate self awareness and teachable spirit - 3.14



People Management Skills - 3.07



Able to inspire others - 3.11



Values People - 3.02

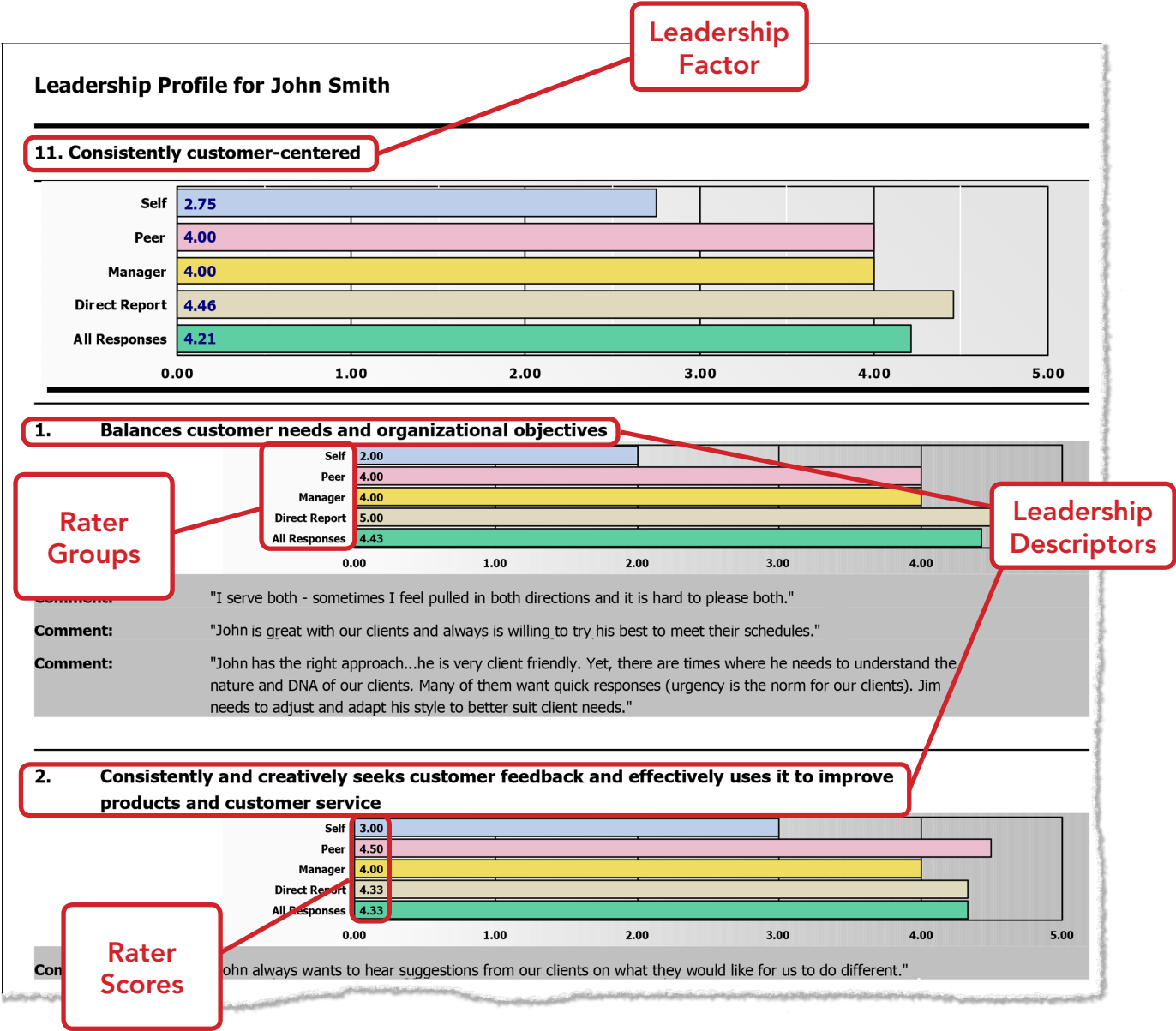


Leadership Descriptors and Details (Colored Bars):

Supporting each of the Leadership Factors are a series of detailed statements or “descriptors”. These are the descriptive statements to which raters are actually responding when they provide feedback to participants via the web-based feedback mechanism.

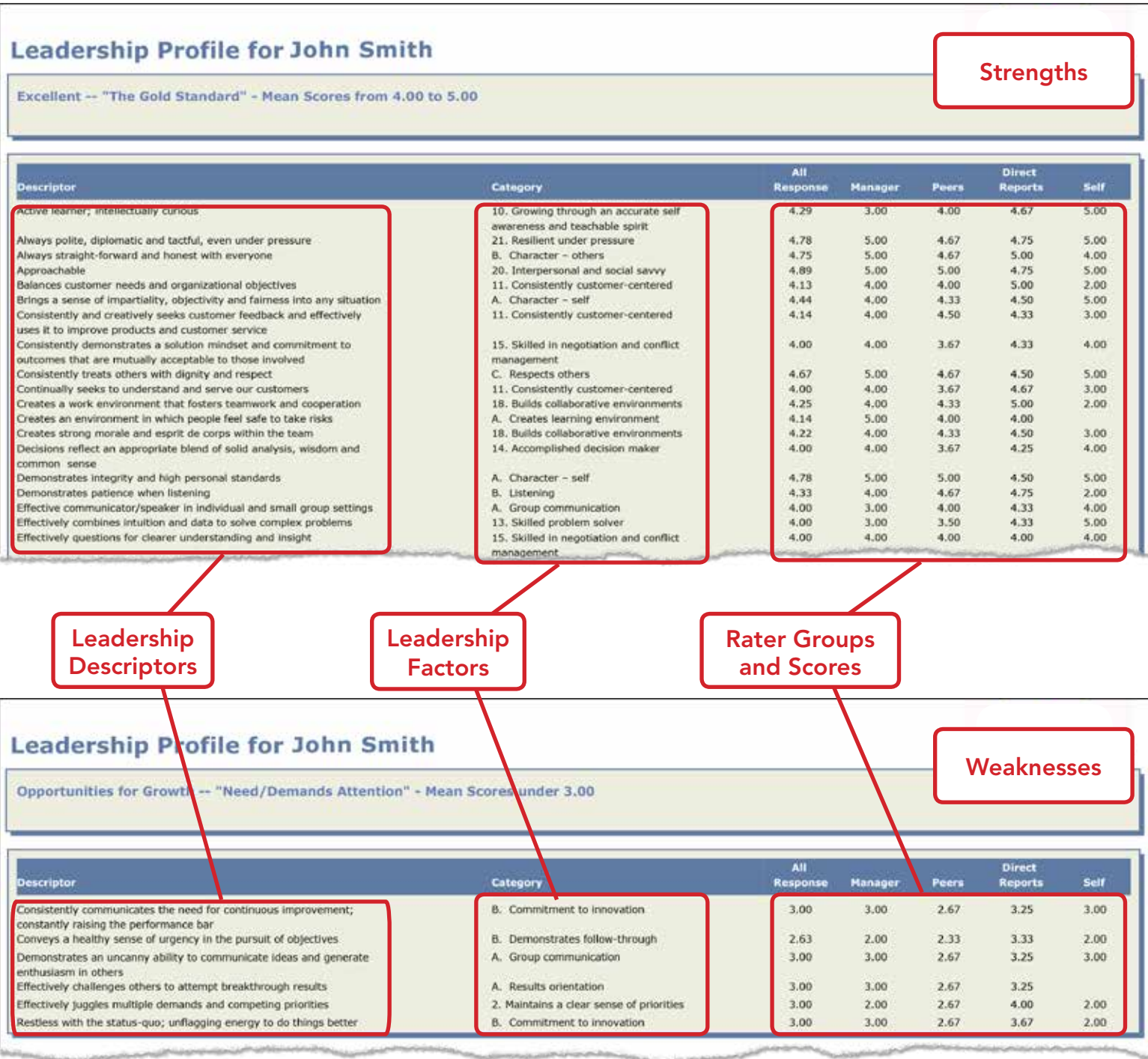
The Leadership Profile Report provides detailed rater responses for each Leadership Factor and its supporting descriptors. Each page provides a wealth of information. At the top of the page is the Leadership Factor showing the mean scores for the supporting descriptors from the different rater groups. In this case, the data is reported for manager, peers/colleagues, direct reports, all responses (all responses except self), and self.

Underneath the Leadership Factor summary is the data for each descriptor also shown by rater group, including descriptor-specific comments made by raters.



STRENGTH AND WEAKNESSES REPORT

Some 360° reports can contain as many as 15 to 21 Leadership Factors and 110-125 supporting descriptors. That's a lot of data to trudge through as one attempts to sort out the essential information. TRIAXIA®'s PaceSetter 360° does much of this work for you by presorting the information and organizing it into a series of insightful reports, the first of which is the Strengths and Weaknesses Report.



BLIND SPOTS REPORT

One of the most potent learning and change motivators is the surfacing of a blind spot—areas in our skills, abilities, or behaviors that appear dramatically different in the eyes of others than they do to us.

The PaceSetter 360° highlights this important information in the Blind Spot Report. Here the instrument identifies perception gaps (both positive and negative) between the participant and his or her manager. There is a blind spot report for direct reports as well.

Leadership Profile for John Smith				
Blind Spots — A mean score with a difference of 1.5 or more between 'Self' and 'Direct Reports'				
Descriptor	Category	Self	Direct Reports	Discrepancy Value
Balances customer needs and organizational objectives	11. Consistently customer-centered	2.00	5.00	3.00
Clearly and effectively sets direction, objectives, and success measures	A. Develops clear vision and direction	2.00	3.50	1.50
Continually seeks to understand and serve our customers	11. Consistently customer-centered	3.00	4.67	1.67
Continually strives to discover ways to build synergy within the organization	18. Builds collaborative environments	2.00	3.50	1.50
Creates a work environment that fosters teamwork and cooperation	18. Builds collaborative environments	2.00	5.00	3.00
Creates strong morale and esprit de corps within the team	18. Builds collaborative environments	3.00	4.50	1.50
Deals with people problems firmly and in a timely manner, and doesn't allow problems to fester	B. Confronts people problems	2.00	4.00	2.00
Demonstrates patience when listening	B. Listening	2.00	4.75	2.75
Effective delegator: provides ample direction, clear expectations and appropriate elbow room	A. Develops others	1.00	4.33	3.33
Effectively involves others in the decision process, especially those closest to the work	14. Accomplished decision maker	2.00	3.67	1.67
Effectively juggles multiple demands and competing priorities	2. Maintains a clear sense of priorities	2.00	4.00	2.00
Has a good grasp on our industry: competitors, industry leaders, current and emerging trends	12. Good working knowledge of organization and industry	2.00	4.25	2.25
Is clearly growing as a person both personally and professionally	10. Growing through an accurate self	3.00	4.67	1.67

To facilitate the development of an effective action plan, the PaceSetter 360° incorporates a number of worksheets that will help participants better interpret and prioritize the feedback data and then develop a practical action plan for personal growth.

Helps the participant identify which leadership factors in the 360° are most important for success in his or her current position.

Works the participant through the analysis and needed action to better leverage untapped strengths (Leadership Factors that raters scored higher than did the participant).

Assists the participant in planning how to deploy underutilized strengths more effectively.

Helps the participant develop a plan to strengthen weaknesses that are hindering his or her leadership effectiveness.

Summarizes and prioritizes the essential plan elements from the other worksheets in to a single comprehensive and cohesive plan document.

[illegible]