

**Norm Results
For**

Division C Average

1/2004

Division C Average

Results For: Coaching

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.05	3.45	3.29	3.31
Lowest Score	3.00	1.50	2.92	2.71
Highest Score	5.00	4.50	3.67	3.71
Percentile Cutoffs				
5	3.00	1.50	2.92	2.71
10	3.00	1.50	2.92	2.71
15	3.00	1.50	2.92	2.71
20	3.75	3.50	3.08	3.14
25	3.75	3.50	3.08	3.14
30	3.75	3.50	3.08	3.14
35	4.25	3.75	3.33	3.39
40	4.25	3.75	3.33	3.39
45	4.25	3.75	3.33	3.39
50	4.25	3.75	3.33	3.39
55	4.25	4.00	3.46	3.61
60	4.25	4.00	3.46	3.61
65	4.25	4.00	3.46	3.61
70	5.00	4.50	3.67	3.71
75	5.00	4.50	3.67	3.71
80	5.00	4.50	3.67	3.71
85	5.00	4.50	3.67	3.71
90	5.00	4.50	3.67	3.71
95	5.00	4.50	3.67	3.71

Division C Average

Results For: Communication

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.30	3.10	3.49	3.44
Lowest Score	3.75	2.25	2.83	2.75
Highest Score	5.00	4.50	3.92	3.93
Percentile Cutoffs				
5	3.75	2.25	2.83	2.75
10	3.75	2.25	2.83	2.75
15	3.75	2.25	2.83	2.75
20	4.00	2.25	3.33	3.36
25	4.00	2.25	3.33	3.36
30	4.00	2.25	3.33	3.36
35	4.00	2.50	3.54	3.43
40	4.00	2.50	3.54	3.43
45	4.00	2.50	3.54	3.43
50	4.00	2.50	3.54	3.43
55	4.75	4.00	3.83	3.71
60	4.75	4.00	3.83	3.71
65	4.75	4.00	3.83	3.71
70	5.00	4.50	3.92	3.93
75	5.00	4.50	3.92	3.93
80	5.00	4.50	3.92	3.93
85	5.00	4.50	3.92	3.93
90	5.00	4.50	3.92	3.93
95	5.00	4.50	3.92	3.93

Division C Average

Results For: Integrity and Trust

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	3.80	3.65	3.72	3.71
Lowest Score	3.00	2.00	3.00	2.86
Highest Score	4.50	4.50	4.21	4.07
Percentile Cutoffs				
5	3.00	2.00	3.00	2.86
10	3.00	2.00	3.00	2.86
15	3.00	2.00	3.00	2.86
20	3.50	3.25	3.67	3.79
25	3.50	3.25	3.67	3.79
30	3.50	3.25	3.67	3.79
35	4.00	4.00	3.79	3.82
40	4.00	4.00	3.79	3.82
45	4.00	4.00	3.79	3.82
50	4.00	4.00	3.79	3.82
55	4.00	4.50	3.92	4.00
60	4.00	4.50	3.92	4.00
65	4.00	4.50	3.92	4.00
70	4.50	4.50	4.21	4.07
75	4.50	4.50	4.21	4.07
80	4.50	4.50	4.21	4.07
85	4.50	4.50	4.21	4.07
90	4.50	4.50	4.21	4.07
95	4.50	4.50	4.21	4.07

Division C Average

Results For: Personal Accountability

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.30	3.70	3.74	3.73
Lowest Score	3.00	1.75	3.13	2.93
Highest Score	5.00	4.50	3.96	4.00
Percentile Cutoffs				
5	3.00	1.75	3.13	2.93
10	3.00	1.75	3.13	2.93
15	3.00	1.75	3.13	2.93
20	4.00	3.75	3.76	3.83
25	4.00	3.75	3.76	3.83
30	4.00	3.75	3.76	3.83
35	4.50	4.25	3.92	3.93
40	4.50	4.25	3.92	3.93
45	4.50	4.25	3.92	3.93
50	4.50	4.25	3.92	3.93
55	5.00	4.25	3.92	3.96
60	5.00	4.25	3.92	3.96
65	5.00	4.25	3.92	3.96
70	5.00	4.50	3.96	4.00
75	5.00	4.50	3.96	4.00
80	5.00	4.50	3.96	4.00
85	5.00	4.50	3.96	4.00
90	5.00	4.50	3.96	4.00
95	5.00	4.50	3.96	4.00

Division C Average

Results For: Planning and Organizational Skills

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.50	3.50	3.59	3.58
Lowest Score	4.00	1.75	2.89	2.73
Highest Score	5.00	4.75	3.92	3.99
Percentile Cutoffs				
5	4.00	1.75	2.89	2.73
10	4.00	1.75	2.89	2.73
15	4.00	1.75	2.89	2.73
20	4.00	3.50	3.58	3.57
25	4.00	3.50	3.58	3.57
30	4.00	3.50	3.58	3.57
35	4.50	3.50	3.71	3.68
40	4.50	3.50	3.71	3.68
45	4.50	3.50	3.71	3.68
50	4.50	3.50	3.71	3.68
55	5.00	4.00	3.86	3.93
60	5.00	4.00	3.86	3.93
65	5.00	4.00	3.86	3.93
70	5.00	4.75	3.92	3.99
75	5.00	4.75	3.92	3.99
80	5.00	4.75	3.92	3.99
85	5.00	4.75	3.92	3.99
90	5.00	4.75	3.92	3.99
95	5.00	4.75	3.92	3.99

Division C Average

Results For: Teamwork

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.25	3.52	3.70	3.67
Lowest Score	3.75	1.75	2.94	2.77
Highest Score	4.75	4.50	4.29	4.30
Percentile Cutoffs				
5	3.75	1.75	2.94	2.77
10	3.75	1.75	2.94	2.77
15	3.75	1.75	2.94	2.77
20	4.00	3.00	3.71	3.61
25	4.00	3.00	3.71	3.61
30	4.00	3.00	3.71	3.61
35	4.25	4.00	3.71	3.82
40	4.25	4.00	3.71	3.82
45	4.25	4.00	3.71	3.82
50	4.25	4.00	3.71	3.82
55	4.50	4.33	3.85	3.87
60	4.50	4.33	3.85	3.87
65	4.50	4.33	3.85	3.87
70	4.75	4.50	4.29	4.30
75	4.75	4.50	4.29	4.30
80	4.75	4.50	4.29	4.30
85	4.75	4.50	4.29	4.30
90	4.75	4.50	4.29	4.30
95	4.75	4.50	4.29	4.30

Division C Average

Results For: 1. Provides and supports opportunities for career development.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	3.60	3.80	3.03	3.14
Lowest Score	3.00	2.00	2.17	2.14
Highest Score	5.00	5.00	3.67	3.71
Percentile Cutoffs				
5	3.00	2.00	2.17	2.14
10	3.00	2.00	2.17	2.14
15	3.00	2.00	2.17	2.14
20	3.00	4.00	3.00	3.14
25	3.00	4.00	3.00	3.14
30	3.00	4.00	3.00	3.14
35	3.00	4.00	3.00	3.14
40	3.00	4.00	3.00	3.14
45	3.00	4.00	3.00	3.14
50	3.00	4.00	3.00	3.14
55	4.00	4.00	3.33	3.57
60	4.00	4.00	3.33	3.57
65	4.00	4.00	3.33	3.57
70	5.00	5.00	3.67	3.71
75	5.00	5.00	3.67	3.71
80	5.00	5.00	3.67	3.71
85	5.00	5.00	3.67	3.71
90	5.00	5.00	3.67	3.71
95	5.00	5.00	3.67	3.71

Division C Average

Results For: 2. Encourages others to express dissenting views and opinions.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.00	3.00	3.07	3.06
Lowest Score	3.00	1.00	3.00	2.71
Highest Score	5.00	5.00	3.17	3.29
Percentile Cutoffs				
5	3.00	1.00	3.00	2.71
10	3.00	1.00	3.00	2.71
15	3.00	1.00	3.00	2.71
20	4.00	2.00	3.00	2.86
25	4.00	2.00	3.00	2.86
30	4.00	2.00	3.00	2.86
35	4.00	3.00	3.00	3.14
40	4.00	3.00	3.00	3.14
45	4.00	3.00	3.00	3.14
50	4.00	3.00	3.00	3.14
55	4.00	4.00	3.17	3.29
60	4.00	4.00	3.17	3.29
65	4.00	4.00	3.17	3.29
70	5.00	5.00	3.17	3.29
75	5.00	5.00	3.17	3.29
80	5.00	5.00	3.17	3.29
85	5.00	5.00	3.17	3.29
90	5.00	5.00	3.17	3.29
95	5.00	5.00	3.17	3.29

Division C Average

Results For: 3. Motivates others to achieve their highest level of performance.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.20	3.40	3.53	3.51
Lowest Score	3.00	1.00	3.00	2.86
Highest Score	5.00	4.00	4.00	4.00
Percentile Cutoffs				
5	3.00	1.00	3.00	2.86
10	3.00	1.00	3.00	2.86
15	3.00	1.00	3.00	2.86
20	4.00	4.00	3.17	3.14
25	4.00	4.00	3.17	3.14
30	4.00	4.00	3.17	3.14
35	4.00	4.00	3.50	3.57
40	4.00	4.00	3.50	3.57
45	4.00	4.00	3.50	3.57
50	4.00	4.00	3.50	3.57
55	5.00	4.00	4.00	4.00
60	5.00	4.00	4.00	4.00
65	5.00	4.00	4.00	4.00
70	5.00	4.00	4.00	4.00
75	5.00	4.00	4.00	4.00
80	5.00	4.00	4.00	4.00
85	5.00	4.00	4.00	4.00
90	5.00	4.00	4.00	4.00
95	5.00	4.00	4.00	4.00

Division C Average

Results For: 4. Promotes an environment in which others feel free to suggest changes and improvements.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.40	3.60	3.53	3.54
Lowest Score	3.00	2.00	3.00	3.00
Highest Score	5.00	5.00	3.83	4.00
Percentile Cutoffs				
5	3.00	2.00	3.00	3.00
10	3.00	2.00	3.00	3.00
15	3.00	2.00	3.00	3.00
20	4.00	3.00	3.33	3.14
25	4.00	3.00	3.33	3.14
30	4.00	3.00	3.33	3.14
35	5.00	4.00	3.67	3.71
40	5.00	4.00	3.67	3.71
45	5.00	4.00	3.67	3.71
50	5.00	4.00	3.67	3.71
55	5.00	4.00	3.83	3.86
60	5.00	4.00	3.83	3.86
65	5.00	4.00	3.83	3.86
70	5.00	5.00	3.83	4.00
75	5.00	5.00	3.83	4.00
80	5.00	5.00	3.83	4.00
85	5.00	5.00	3.83	4.00
90	5.00	5.00	3.83	4.00
95	5.00	5.00	3.83	4.00

Division C Average

Results For: 5. Follows up with direct reports to ensure performance expectations are met.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	4	5	5
Average Score	4.40	3.25	3.34	3.33
Lowest Score	4.00	2.00	3.00	3.00
Highest Score	5.00	5.00	3.67	3.86
Percentile Cutoffs				
5	4.00	2.00	3.00	3.00
10	4.00	2.00	3.00	3.00
15	4.00	2.00	3.00	3.00
20	4.00	2.00	3.20	3.14
25	4.00	2.00	3.20	3.14
30	4.00	2.00	3.20	3.14
35	4.00	2.00	3.33	3.14
40	4.00	2.00	3.33	3.14
45	4.00	4.00	3.33	3.14
50	4.00	4.00	3.33	3.14
55	5.00	4.00	3.50	3.50
60	5.00	4.00	3.50	3.50
65	5.00	5.00	3.50	3.50
70	5.00	5.00	3.67	3.86
75	5.00	5.00	3.67	3.86
80	5.00	5.00	3.67	3.86
85	5.00	5.00	3.67	3.86
90	5.00	5.00	3.67	3.86
95	5.00	5.00	3.67	3.86

Division C Average

Results For: 6. Gives candid feedback when others are not performing to expectations.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.20	3.20	3.27	3.26
Lowest Score	3.00	2.00	2.50	2.43
Highest Score	5.00	5.00	4.00	4.14
Percentile Cutoffs				
5	3.00	2.00	2.50	2.43
10	3.00	2.00	2.50	2.43
15	3.00	2.00	2.50	2.43
20	4.00	2.00	3.00	3.14
25	4.00	2.00	3.00	3.14
30	4.00	2.00	3.00	3.14
35	4.00	3.00	3.17	3.14
40	4.00	3.00	3.17	3.14
45	4.00	3.00	3.17	3.14
50	4.00	3.00	3.17	3.14
55	5.00	4.00	3.67	3.43
60	5.00	4.00	3.67	3.43
65	5.00	4.00	3.67	3.43
70	5.00	5.00	4.00	4.14
75	5.00	5.00	4.00	4.14
80	5.00	5.00	4.00	4.14
85	5.00	5.00	4.00	4.14
90	5.00	5.00	4.00	4.14
95	5.00	5.00	4.00	4.14

Division C Average

Results For: 7. Holds direct reports accountable for creating or enhancing shareholder value.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	4	5	5
Average Score	4.40	3.00	3.65	3.60
Lowest Score	4.00	1.00	2.60	2.67
Highest Score	5.00	4.00	4.17	4.17
Percentile Cutoffs				
5	4.00	1.00	2.60	2.67
10	4.00	1.00	2.60	2.67
15	4.00	1.00	2.60	2.67
20	4.00	1.00	3.67	3.29
25	4.00	3.00	3.67	3.29
30	4.00	3.00	3.67	3.29
35	4.00	3.00	3.83	3.86
40	4.00	3.00	3.83	3.86
45	4.00	4.00	3.83	3.86
50	4.00	4.00	3.83	3.86
55	5.00	4.00	4.00	4.00
60	5.00	4.00	4.00	4.00
65	5.00	4.00	4.00	4.00
70	5.00	4.00	4.17	4.17
75	5.00	4.00	4.17	4.17
80	5.00	4.00	4.17	4.17
85	5.00	4.00	4.17	4.17
90	5.00	4.00	4.17	4.17
95	5.00	4.00	4.17	4.17

Division C Average

Results For: 8. Clearly articulates roles, expectations and priorities.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.20	3.20	3.75	3.66
Lowest Score	4.00	2.00	3.17	3.00
Highest Score	5.00	4.00	4.40	4.17
Percentile Cutoffs				
5	4.00	2.00	3.17	3.00
10	4.00	2.00	3.17	3.00
15	4.00	2.00	3.17	3.00
20	4.00	3.00	3.50	3.57
25	4.00	3.00	3.50	3.57
30	4.00	3.00	3.50	3.57
35	4.00	3.00	3.67	3.71
40	4.00	3.00	3.67	3.71
45	4.00	3.00	3.67	3.71
50	4.00	3.00	3.67	3.71
55	4.00	4.00	4.00	3.86
60	4.00	4.00	4.00	3.86
65	4.00	4.00	4.00	3.86
70	5.00	4.00	4.40	4.17
75	5.00	4.00	4.40	4.17
80	5.00	4.00	4.40	4.17
85	5.00	4.00	4.40	4.17
90	5.00	4.00	4.40	4.17
95	5.00	4.00	4.40	4.17

Division C Average

Results For: 9. Communicates candidly and openly.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.00	3.60	3.97	3.91
Lowest Score	3.00	2.00	3.33	3.14
Highest Score	5.00	5.00	4.50	4.14
Percentile Cutoffs				
5	3.00	2.00	3.33	3.14
10	3.00	2.00	3.33	3.14
15	3.00	2.00	3.33	3.14
20	4.00	2.00	3.83	4.00
25	4.00	2.00	3.83	4.00
30	4.00	2.00	3.83	4.00
35	4.00	4.00	4.00	4.14
40	4.00	4.00	4.00	4.14
45	4.00	4.00	4.00	4.14
50	4.00	4.00	4.00	4.14
55	4.00	5.00	4.17	4.14
60	4.00	5.00	4.17	4.14
65	4.00	5.00	4.17	4.14
70	5.00	5.00	4.50	4.14
75	5.00	5.00	4.50	4.14
80	5.00	5.00	4.50	4.14
85	5.00	5.00	4.50	4.14
90	5.00	5.00	4.50	4.14
95	5.00	5.00	4.50	4.14

Division C Average

Results For: 10. Informs others of trends and events that are relevant to their areas of responsibility.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	3.80	3.60	3.57	3.56
Lowest Score	3.00	3.00	2.83	2.86
Highest Score	5.00	5.00	4.00	3.83
Percentile Cutoffs				
5	3.00	3.00	2.83	2.86
10	3.00	3.00	2.83	2.86
15	3.00	3.00	2.83	2.86
20	3.00	3.00	3.50	3.71
25	3.00	3.00	3.50	3.71
30	3.00	3.00	3.50	3.71
35	4.00	3.00	3.67	3.71
40	4.00	3.00	3.67	3.71
45	4.00	3.00	3.67	3.71
50	4.00	3.00	3.67	3.71
55	4.00	4.00	3.83	3.71
60	4.00	4.00	3.83	3.71
65	4.00	4.00	3.83	3.71
70	5.00	5.00	4.00	3.83
75	5.00	5.00	4.00	3.83
80	5.00	5.00	4.00	3.83
85	5.00	5.00	4.00	3.83
90	5.00	5.00	4.00	3.83
95	5.00	5.00	4.00	3.83

Division C Average

Results For: 11. Listens attentively and respectfully to what others are saying.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	3.80	4.00	3.57	3.63
Lowest Score	3.00	1.00	3.00	2.71
Highest Score	4.00	5.00	4.17	4.14
Percentile Cutoffs				
5	3.00	1.00	3.00	2.71
10	3.00	1.00	3.00	2.71
15	3.00	1.00	3.00	2.71
20	4.00	4.00	3.33	3.57
25	4.00	4.00	3.33	3.57
30	4.00	4.00	3.33	3.57
35	4.00	5.00	3.67	3.86
40	4.00	5.00	3.67	3.86
45	4.00	5.00	3.67	3.86
50	4.00	5.00	3.67	3.86
55	4.00	5.00	3.67	3.86
60	4.00	5.00	3.67	3.86
65	4.00	5.00	3.67	3.86
70	4.00	5.00	4.17	4.14
75	4.00	5.00	4.17	4.14
80	4.00	5.00	4.17	4.14
85	4.00	5.00	4.17	4.14
90	4.00	5.00	4.17	4.14
95	4.00	5.00	4.17	4.14

Division C Average

Results For: 12. Speaks convincingly and persuasively.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	3.60	3.40	3.74	3.69
Lowest Score	3.00	2.00	2.83	2.71
Highest Score	4.00	4.00	4.50	4.29
Percentile Cutoffs				
5	3.00	2.00	2.83	2.71
10	3.00	2.00	2.83	2.71
15	3.00	2.00	2.83	2.71
20	3.00	3.00	3.50	3.57
25	3.00	3.00	3.50	3.57
30	3.00	3.00	3.50	3.57
35	4.00	4.00	3.67	3.71
40	4.00	4.00	3.67	3.71
45	4.00	4.00	3.67	3.71
50	4.00	4.00	3.67	3.71
55	4.00	4.00	4.20	4.17
60	4.00	4.00	4.20	4.17
65	4.00	4.00	4.20	4.17
70	4.00	4.00	4.50	4.29
75	4.00	4.00	4.50	4.29
80	4.00	4.00	4.50	4.29
85	4.00	4.00	4.50	4.29
90	4.00	4.00	4.50	4.29
95	4.00	4.00	4.50	4.29

Division C Average

Results For: 13. Accepts and acts on feedback received from others.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.20	3.00	3.55	3.47
Lowest Score	3.00	1.00	2.80	2.50
Highest Score	5.00	4.00	4.00	3.86
Percentile Cutoffs				
5	3.00	1.00	2.80	2.50
10	3.00	1.00	2.80	2.50
15	3.00	1.00	2.80	2.50
20	4.00	3.00	3.50	3.43
25	4.00	3.00	3.50	3.43
30	4.00	3.00	3.50	3.43
35	4.00	3.00	3.67	3.71
40	4.00	3.00	3.67	3.71
45	4.00	3.00	3.67	3.71
50	4.00	3.00	3.67	3.71
55	5.00	4.00	3.80	3.83
60	5.00	4.00	3.80	3.83
65	5.00	4.00	3.80	3.83
70	5.00	4.00	4.00	3.86
75	5.00	4.00	4.00	3.86
80	5.00	4.00	4.00	3.86
85	5.00	4.00	4.00	3.86
90	5.00	4.00	4.00	3.86
95	5.00	4.00	4.00	3.86

Division C Average

Results For: 14. Accepts responsibility for the results of his/her decisions and actions.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.20	4.00	3.87	3.89
Lowest Score	3.00	2.00	3.50	3.29
Highest Score	5.00	5.00	4.17	4.29
Percentile Cutoffs				
5	3.00	2.00	3.50	3.29
10	3.00	2.00	3.50	3.29
15	3.00	2.00	3.50	3.29
20	4.00	4.00	3.67	3.86
25	4.00	4.00	3.67	3.86
30	4.00	4.00	3.67	3.86
35	4.00	4.00	3.83	3.86
40	4.00	4.00	3.83	3.86
45	4.00	4.00	3.83	3.86
50	4.00	4.00	3.83	3.86
55	5.00	5.00	4.17	4.14
60	5.00	5.00	4.17	4.14
65	5.00	5.00	4.17	4.14
70	5.00	5.00	4.17	4.29
75	5.00	5.00	4.17	4.29
80	5.00	5.00	4.17	4.29
85	5.00	5.00	4.17	4.29
90	5.00	5.00	4.17	4.29
95	5.00	5.00	4.17	4.29

Division C Average

Results For: 15. Delivers on commitments.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.40	4.20	3.89	3.94
Lowest Score	3.00	3.00	3.17	3.14
Highest Score	5.00	5.00	4.33	4.43
Percentile Cutoffs				
5	3.00	3.00	3.17	3.14
10	3.00	3.00	3.17	3.14
15	3.00	3.00	3.17	3.14
20	4.00	4.00	3.80	3.83
25	4.00	4.00	3.80	3.83
30	4.00	4.00	3.80	3.83
35	5.00	4.00	4.00	4.00
40	5.00	4.00	4.00	4.00
45	5.00	4.00	4.00	4.00
50	5.00	4.00	4.00	4.00
55	5.00	5.00	4.17	4.29
60	5.00	5.00	4.17	4.29
65	5.00	5.00	4.17	4.29
70	5.00	5.00	4.33	4.43
75	5.00	5.00	4.33	4.43
80	5.00	5.00	4.33	4.43
85	5.00	5.00	4.33	4.43
90	5.00	5.00	4.33	4.43
95	5.00	5.00	4.33	4.43

Division C Average

Results For: 16. Leads in a way that creates credibility and trust.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.40	3.60	3.60	3.60
Lowest Score	3.00	1.00	2.83	2.57
Highest Score	5.00	5.00	4.00	4.00
Percentile Cutoffs				
5	3.00	1.00	2.83	2.57
10	3.00	1.00	2.83	2.57
15	3.00	1.00	2.83	2.57
20	4.00	4.00	3.50	3.71
25	4.00	4.00	3.50	3.71
30	4.00	4.00	3.50	3.71
35	5.00	4.00	3.83	3.86
40	5.00	4.00	3.83	3.86
45	5.00	4.00	3.83	3.86
50	5.00	4.00	3.83	3.86
55	5.00	4.00	3.83	3.86
60	5.00	4.00	3.83	3.86
65	5.00	4.00	3.83	3.86
70	5.00	5.00	4.00	4.00
75	5.00	5.00	4.00	4.00
80	5.00	5.00	4.00	4.00
85	5.00	5.00	4.00	4.00
90	5.00	5.00	4.00	4.00
95	5.00	5.00	4.00	4.00

Division C Average

Results For: 17. Adapts easily to new ideas or suggestions.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.40	3.00	3.50	3.43
Lowest Score	4.00	1.00	2.33	2.14
Highest Score	5.00	5.00	4.50	4.57
Percentile Cutoffs				
5	4.00	1.00	2.33	2.14
10	4.00	1.00	2.33	2.14
15	4.00	1.00	2.33	2.14
20	4.00	3.00	3.17	3.14
25	4.00	3.00	3.17	3.14
30	4.00	3.00	3.17	3.14
35	4.00	3.00	3.67	3.57
40	4.00	3.00	3.67	3.57
45	4.00	3.00	3.67	3.57
50	4.00	3.00	3.67	3.57
55	5.00	3.00	3.83	3.71
60	5.00	3.00	3.83	3.71
65	5.00	3.00	3.83	3.71
70	5.00	5.00	4.50	4.57
75	5.00	5.00	4.50	4.57
80	5.00	5.00	4.50	4.57
85	5.00	5.00	4.50	4.57
90	5.00	5.00	4.50	4.57
95	5.00	5.00	4.50	4.57

Division C Average

Results For: 18. Anticipates the consequences of decisions and plans accordingly.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.40	3.60	3.49	3.51
Lowest Score	4.00	2.00	2.60	2.50
Highest Score	5.00	5.00	4.00	4.17
Percentile Cutoffs				
5	4.00	2.00	2.60	2.50
10	4.00	2.00	2.60	2.50
15	4.00	2.00	2.60	2.50
20	4.00	3.00	3.17	3.29
25	4.00	3.00	3.17	3.29
30	4.00	3.00	3.17	3.29
35	4.00	4.00	3.67	3.57
40	4.00	4.00	3.67	3.57
45	4.00	4.00	3.67	3.57
50	4.00	4.00	3.67	3.57
55	5.00	4.00	4.00	4.00
60	5.00	4.00	4.00	4.00
65	5.00	4.00	4.00	4.00
70	5.00	5.00	4.00	4.17
75	5.00	5.00	4.00	4.17
80	5.00	5.00	4.00	4.17
85	5.00	5.00	4.00	4.17
90	5.00	5.00	4.00	4.17
95	5.00	5.00	4.00	4.17

Division C Average

Results For: 19. Balances group concerns with those of the broader organization.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.60	3.00	3.67	3.57
Lowest Score	4.00	1.00	3.17	2.86
Highest Score	5.00	5.00	4.00	3.86
Percentile Cutoffs				
5	4.00	1.00	3.17	2.86
10	4.00	1.00	3.17	2.86
15	4.00	1.00	3.17	2.86
20	4.00	2.00	3.50	3.71
25	4.00	2.00	3.50	3.71
30	4.00	2.00	3.50	3.71
35	5.00	3.00	3.83	3.71
40	5.00	3.00	3.83	3.71
45	5.00	3.00	3.83	3.71
50	5.00	3.00	3.83	3.71
55	5.00	4.00	3.83	3.71
60	5.00	4.00	3.83	3.71
65	5.00	4.00	3.83	3.71
70	5.00	5.00	4.00	3.86
75	5.00	5.00	4.00	3.86
80	5.00	5.00	4.00	3.86
85	5.00	5.00	4.00	3.86
90	5.00	5.00	4.00	3.86
95	5.00	5.00	4.00	3.86

Division C Average

Results For: 20. Manages multiple tasks simultaneously without loss of attention to detail.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.60	4.40	3.71	3.82
Lowest Score	4.00	3.00	3.33	3.29
Highest Score	5.00	5.00	4.17	4.29
Percentile Cutoffs				
5	4.00	3.00	3.33	3.29
10	4.00	3.00	3.33	3.29
15	4.00	3.00	3.33	3.29
20	4.00	4.00	3.40	3.67
25	4.00	4.00	3.40	3.67
30	4.00	4.00	3.40	3.67
35	5.00	5.00	3.67	3.71
40	5.00	5.00	3.67	3.71
45	5.00	5.00	3.67	3.71
50	5.00	5.00	3.67	3.71
55	5.00	5.00	4.00	4.14
60	5.00	5.00	4.00	4.14
65	5.00	5.00	4.00	4.14
70	5.00	5.00	4.17	4.29
75	5.00	5.00	4.17	4.29
80	5.00	5.00	4.17	4.29
85	5.00	5.00	4.17	4.29
90	5.00	5.00	4.17	4.29
95	5.00	5.00	4.17	4.29

Division C Average

Results For: 21. Translates long-term goals into concrete plans for action.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.60	2.60	3.57	3.43
Lowest Score	4.00	1.00	2.33	2.29
Highest Score	5.00	4.00	4.50	4.29
Percentile Cutoffs				
5	4.00	1.00	2.33	2.29
10	4.00	1.00	2.33	2.29
15	4.00	1.00	2.33	2.29
20	4.00	2.00	3.50	3.14
25	4.00	2.00	3.50	3.14
30	4.00	2.00	3.50	3.14
35	5.00	3.00	3.50	3.43
40	5.00	3.00	3.50	3.43
45	5.00	3.00	3.50	3.43
50	5.00	3.00	3.50	3.43
55	5.00	3.00	4.00	4.00
60	5.00	3.00	4.00	4.00
65	5.00	3.00	4.00	4.00
70	5.00	4.00	4.50	4.29
75	5.00	4.00	4.50	4.29
80	5.00	4.00	4.50	4.29
85	5.00	4.00	4.50	4.29
90	5.00	4.00	4.50	4.29
95	5.00	4.00	4.50	4.29

Division C Average

Results For: 22. Treats others with dignity and respect.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	4.20	3.80	3.63	3.66
Lowest Score	4.00	1.00	3.00	2.71
Highest Score	5.00	5.00	4.17	4.29
Percentile Cutoffs				
5	4.00	1.00	3.00	2.71
10	4.00	1.00	3.00	2.71
15	4.00	1.00	3.00	2.71
20	4.00	4.00	3.50	3.57
25	4.00	4.00	3.50	3.57
30	4.00	4.00	3.50	3.57
35	4.00	4.00	3.67	3.71
40	4.00	4.00	3.67	3.71
45	4.00	4.00	3.67	3.71
50	4.00	4.00	3.67	3.71
55	4.00	5.00	3.83	4.00
60	4.00	5.00	3.83	4.00
65	4.00	5.00	3.83	4.00
70	5.00	5.00	4.17	4.29
75	5.00	5.00	4.17	4.29
80	5.00	5.00	4.17	4.29
85	5.00	5.00	4.17	4.29
90	5.00	5.00	4.17	4.29
95	5.00	5.00	4.17	4.29

Division C Average

Results For: 23. Works effectively with others regardless of level, background, race, ethnicity, etc.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	5	5	5
Average Score	3.80	4.20	3.95	3.98
Lowest Score	3.00	3.00	3.40	3.33
Highest Score	5.00	5.00	4.33	4.29
Percentile Cutoffs				
5	3.00	3.00	3.40	3.33
10	3.00	3.00	3.40	3.33
15	3.00	3.00	3.40	3.33
20	3.00	4.00	3.83	3.86
25	3.00	4.00	3.83	3.86
30	3.00	4.00	3.83	3.86
35	4.00	4.00	4.00	4.14
40	4.00	4.00	4.00	4.14
45	4.00	4.00	4.00	4.14
50	4.00	4.00	4.00	4.14
55	4.00	5.00	4.17	4.29
60	4.00	5.00	4.17	4.29
65	4.00	5.00	4.17	4.29
70	5.00	5.00	4.33	4.29
75	5.00	5.00	4.33	4.29
80	5.00	5.00	4.33	4.29
85	5.00	5.00	4.33	4.29
90	5.00	5.00	4.33	4.29
95	5.00	5.00	4.33	4.29

Division C Average

Results For: 24. Recognizes and rewards collaborative team behavior.

	Division C Average Self	Division C Average Supervisor	Division C Average Total Others	Division C Average Overall
Number Participants	5	4	5	5
Average Score	4.40	3.25	3.73	3.69
Lowest Score	4.00	1.00	3.17	2.86
Highest Score	5.00	5.00	4.33	4.33
Percentile Cutoffs				
5	4.00	1.00	3.17	2.86
10	4.00	1.00	3.17	2.86
15	4.00	1.00	3.17	2.86
20	4.00	1.00	3.50	3.71
25	4.00	3.00	3.50	3.71
30	4.00	3.00	3.50	3.71
35	4.00	3.00	3.80	3.71
40	4.00	3.00	3.80	3.71
45	4.00	4.00	3.80	3.71
50	4.00	4.00	3.80	3.71
55	5.00	4.00	3.83	3.83
60	5.00	4.00	3.83	3.83
65	5.00	5.00	3.83	3.83
70	5.00	5.00	4.33	4.33
75	5.00	5.00	4.33	4.33
80	5.00	5.00	4.33	4.33
85	5.00	5.00	4.33	4.33
90	5.00	5.00	4.33	4.33
95	5.00	5.00	4.33	4.33