

## *Composite for: Jim Smith*

<b>Motivation</b>							
<p>This dimension addresses the ability to assess the expectations and needs of team members and to use the appropriate process to guide individuals and the team toward task accomplishment. Role modeling is a key ingredient in the motivation process, with the leader setting the example of what is expected from the team.</p>	<table border="1" style="margin: 0 auto; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Self</td> <td style="padding: 2px;">38</td> </tr> <tr> <td style="padding: 2px;">Boss</td> <td style="padding: 2px;">38</td> </tr> <tr> <td style="padding: 2px;">DirRep</td> <td style="padding: 2px;">40</td> </tr> </table>	Self	38	Boss	38	DirRep	40
Self	38						
Boss	38						
DirRep	40						

<b>Decision Making</b>							
<p>Leaders must make decisions in an effective, accurate and timely fashion while understanding the implications and impact of those decisions on the team members and the team. Decision making skills include identifying problems, securing necessary information and processing that information competently in order to reach conclusions and take actions.</p>	<table border="1" style="margin: 0 auto; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Self</td> <td style="padding: 2px;">44</td> </tr> <tr> <td style="padding: 2px;">Boss</td> <td style="padding: 2px;">32</td> </tr> <tr> <td style="padding: 2px;">DirRep</td> <td style="padding: 2px;">42</td> </tr> </table>	Self	44	Boss	32	DirRep	42
Self	44						
Boss	32						
DirRep	42						

<b>Stress Management</b>							
<p>The skill a leader demonstrates in handling a crisis, assisting others in learning from mistakes and not allowing small concerns to become overwhelming reflects how well that leader can manage stress. Leaders set the example.</p>	<table border="1" style="margin: 0 auto; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Self</td> <td style="padding: 2px;">34</td> </tr> <tr> <td style="padding: 2px;">Boss</td> <td style="padding: 2px;">36</td> </tr> <tr> <td style="padding: 2px;">DirRep</td> <td style="padding: 2px;">39</td> </tr> </table>	Self	34	Boss	36	DirRep	39
Self	34						
Boss	36						
DirRep	39						

<b>Performance Counseling</b>							
<p>This dimension addresses leader skills in working with team members to determine evaluation plans, provide timely feedback on performance and interact constructively to maximize their potential. It also encompasses counseling that is problem focused and solution oriented, providing praise or correction and assistance in career development.</p>	<table border="1" style="margin: 0 auto; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Self</td> <td style="padding: 2px;">40</td> </tr> <tr> <td style="padding: 2px;">Boss</td> <td style="padding: 2px;">36</td> </tr> <tr> <td style="padding: 2px;">DirRep</td> <td style="padding: 2px;">38</td> </tr> </table>	Self	40	Boss	36	DirRep	38
Self	40						
Boss	36						
DirRep	38						

<b>Goal Setting</b>							
<p>The leader must establish the overall priorities and direction of the team. This process requires setting high but realistic goals for team members and the team as a whole. Goals must be assessed continually to ensure that they are addressing the needs of the team.</p>	<table border="1" style="margin: 0 auto; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Self</td> <td style="padding: 2px;">40</td> </tr> <tr> <td style="padding: 2px;">Boss</td> <td style="padding: 2px;">30</td> </tr> <tr> <td style="padding: 2px;">DirRep</td> <td style="padding: 2px;">43</td> </tr> </table>	Self	40	Boss	30	DirRep	43
Self	40						
Boss	30						
DirRep	43						

<i><b>Delegation</b></i>									
<p>This dimension includes skills that enable a leader to determine job requirements, accurately assess team member capabilities and combine these for task assignments. A basic requirement is the assignment of necessary authority to a team member to empower him/her to fully accomplish job requirements.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>38</td> </tr> <tr> <td>Boss</td> <td>36</td> </tr> <tr> <td>DirRep</td> <td>41</td> </tr> </tbody> </table>	Category	Score	Self	38	Boss	36	DirRep	41
Category	Score								
Self	38								
Boss	36								
DirRep	41								

<i><b>Communication</b></i>									
<p>The leader's skill in communicating instructions, expectations, decisions, pending changes, etc., determines to a great extent the team's ability to operate effectively. Leaders must exhibit the ability to listen to others and provide appropriate feedback.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>42</td> </tr> <tr> <td>Boss</td> <td>40</td> </tr> <tr> <td>DirRep</td> <td>41</td> </tr> </tbody> </table>	Category	Score	Self	42	Boss	40	DirRep	41
Category	Score								
Self	42								
Boss	40								
DirRep	41								

<i><b>Team Development</b></i>									
<p>Leader skills in this dimension include the ability to create a climate of trust within the team by developing cohesion and openness while ensuring individual role clarity. Leaders should also reduce inappropriate competition and encourage beneficial collaboration.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>40</td> </tr> <tr> <td>Boss</td> <td>38</td> </tr> <tr> <td>DirRep</td> <td>41</td> </tr> </tbody> </table>	Category	Score	Self	40	Boss	38	DirRep	41
Category	Score								
Self	40								
Boss	38								
DirRep	41								

<i><b>Conflict Resolution</b></i>									
<p>Leaders must be skillful in resolving conflict, particularly conflict that arises from competition for resources, personality differences, misunderstandings, policies, procedures, etc. Leader skills involved in resolving such conflicts include talking openly with team members and taking action to change problem causing situations.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>36</td> </tr> <tr> <td>Boss</td> <td>34</td> </tr> <tr> <td>DirRep</td> <td>42</td> </tr> </tbody> </table>	Category	Score	Self	36	Boss	34	DirRep	42
Category	Score								
Self	36								
Boss	34								
DirRep	42								