



**Rater: Steve Morgan**  
 You are providing feedback to: **Dana Byrd**

### Instructions

You have been asked to provide your observations of a direct report's job performance as part of a 360° feedback process. In addition to receiving your input, the person receiving feedback will provide a self-evaluation, as well as be evaluated by peers, direct reports and others. Additionally, you and your direct report will provide importance ratings of the competencies necessary for successful job performance. This process provides a comprehensive, multi-perspective (i.e., 360°) view of the person's performance. The objective is to provide insight that will improve individual performance, resulting in improved team and organization performance.

You can move your mouse over or click each competency to see a definition.

### Importance Ratings

How important are the following competencies for successful job performance?

	Not Important At All 1	Slightly Important 2	Somewhat Important 3	Important 4	Very Important 5	Extremely Important 6	Critically Important 7
1. <a href="#">Problem Solving and Decision Making</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2. <a href="#">Creativity and Innovation</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. <a href="#">Confidence and Courage</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. <a href="#">Learning Orientation</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
5. <a href="#">Social Adaptability</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
6. <a href="#">Team Orientation</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. <a href="#">Conflict Management</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. <a href="#">Communication</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

## Effectiveness Ratings

Rate the effectiveness of Dana Byrd in the following areas. If you are unable to respond, please use the "Can't Answer" option provided to the right.

### Problem Solving and Decision Making

1. Prioritizes problems and issues.
2. Checks assumptions when defining a problem.
3. Identifies multiple options for solving a problem.
4. Assesses the risks, costs, and benefits of options when deciding.
5. Determines the long-term impact of recommended options.
6. Gives appropriate weight to others' input when making decisions.
7. Makes timely decisions.
8. Reflects on past decisions to identify lessons learned.

	Deficient 1	Marginally Effective 2	Somewhat Effective 3	Effective 4	Proficient 5	Highly Effective 6	Exceptional 7	Can't Answer
1. Prioritizes problems and issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Checks assumptions when defining a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Identifies multiple options for solving a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
4. Assesses the risks, costs, and benefits of options when deciding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
5. Determines the long-term impact of recommended options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
6. Gives appropriate weight to others' input when making decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Makes timely decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Reflects on past decisions to identify lessons learned.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Creativity and Innovation

9. Challenges assumptions about the way things work.
10. Develops innovative solutions to problems.
11. Fosters a creative and innovative work environment.
12. Encourages others to be open to new ideas.
13. Takes creative ideas and puts them into practice.

	Deficient 1	Marginally Effective 2	Somewhat Effective 3	Effective 4	Proficient 5	Highly Effective 6	Exceptional 7	Can't Answer
9. Challenges assumptions about the way things work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
10. Develops innovative solutions to problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
11. Fosters a creative and innovative work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Encourages others to be open to new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Takes creative ideas and puts them into practice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

### Confidence and Courage

14. Commands attention and respect.
15. Projects a "can do" attitude.
16. Persists in the face of difficult challenges.
17. Confronts others when necessary.
18. Maintains professionalism, even when under stress.

	Deficient 1	Marginally Effective 2	Somewhat Effective 3	Effective 4	Proficient 5	Highly Effective 6	Exceptional 7	Can't Answer
14. Commands attention and respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Projects a "can do" attitude.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
16. Persists in the face of difficult challenges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Confronts others when necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Maintains professionalism, even when under stress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>