



The 7 Habits Benchmark™

Sample Report
Public Workshop
June 14, 2012

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Introduction

The purpose of the 7 Habits Benchmark report is to provide you with valuable feedback regarding your personal and interpersonal effectiveness. Please make sure to **PRINT THIS OUT AND BRING IT WITH YOU TO THE WORKSHOP**.

As you review this report, remember the following two items:

1. **Do NOT take action now.** During the workshop, you will review this data in depth and develop a complete action plan. Go ahead and do a high-level review now, looking for areas that stand out, then put the report aside until the workshop.
2. **Take a balanced view.** Straight feedback is a priceless gift. Don't spend time guessing who gave you low scores or express hostility toward people who responded. Use the data in a balanced, objective way to improve your abilities.

Scoring

The following surveys contributed to your report:

Self	1
Boss	1
Peer	3
Direct Reports	6
Total	11

General Information

All responses were converted to percentages in the following manner:

Response	Resulting Score%
6 Strongly Agree	100%
5 Agree	80%
4 Slightly Agree	60%
3 Slightly Disagree	40%
2 Disagree	20%
1 Strongly Disagree	0%
? Don't Know/NA	**

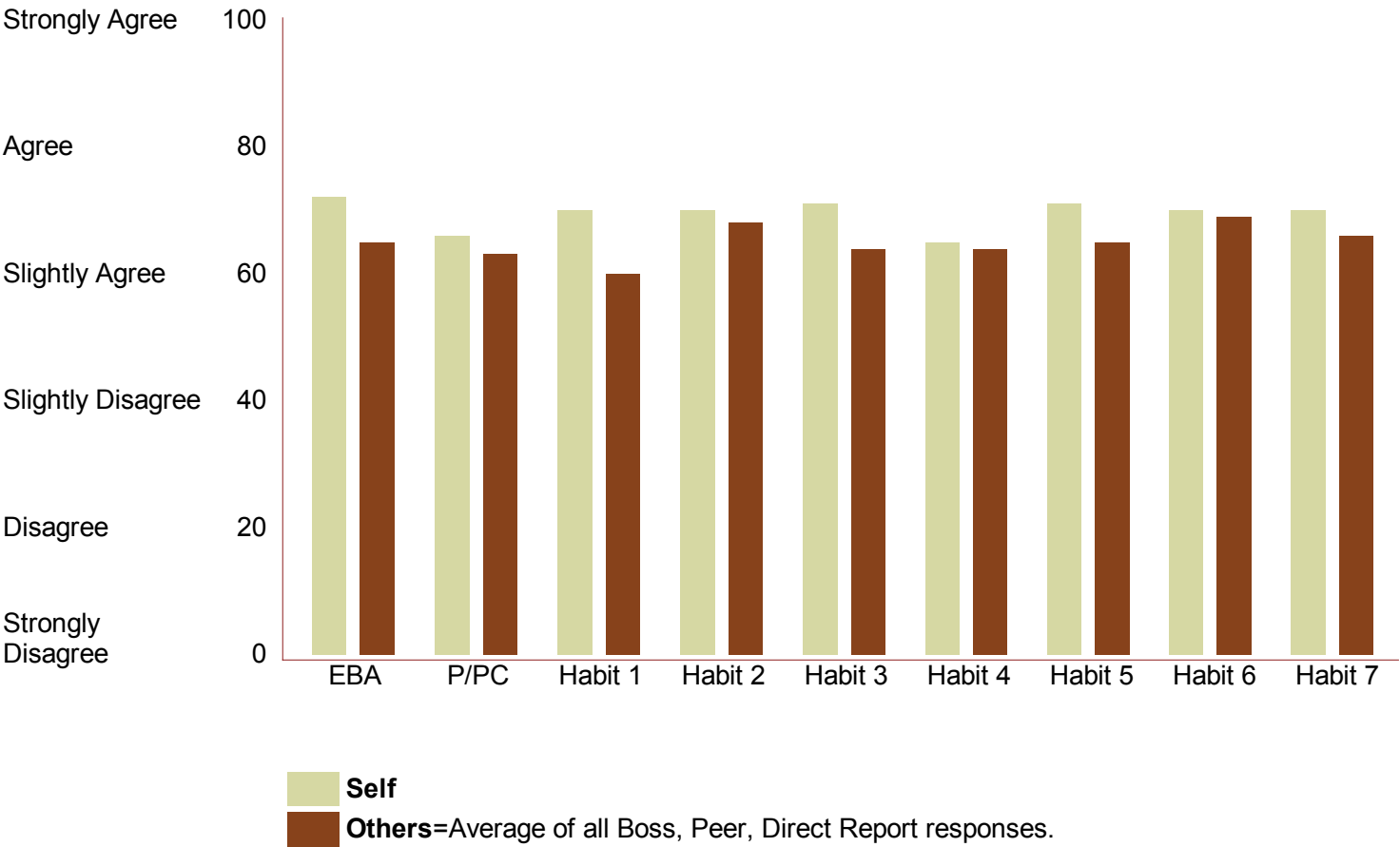
Responses of "Don't Know" or nonresponses are indicated by ** and are not tallied in the percentages.

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The 7 Habits Overview

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree			Disagree		Slightly Disagree		Slightly Agree		Agree		Strongly Agree	
				Others	10	20	30	40	50	60	70	80	90				
	68	57	65	70	<div></div>												
				65	<div></div>												

Relationships	EBA	P/PC	Habit 1	Habit 2	Habit 3	Habit 4	Habit 5	Habit 6	Habit 7
Self	72	66	70	70	71	65	71	70	70
Boss	67	73	62	67	68	62	62	72	60
Peer	57	58	53	58	52	59	60	59	60
Direct Report	69	64	63	72	70	67	68	73	70



Emotional Bank Account

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
	69	57	67	72	<div></div>										
				65	<div></div>										

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
1 Willingly helps people.	70	66	80	80	<div></div>										
				70	<div></div>										
2 Follows through on commitments.	63	60	60	80	<div></div>										
				62	<div></div>										
3 Shows courtesy towards people.	73	46	60	60	<div></div>										
				64	<div></div>										
4 Is loyal to those who are absent (i.e. does not criticize people behind their backs).	63	66	80	80	<div></div>										
				66	<div></div>										
5 Is honest with people.	80	66	40	60	<div></div>										
				72	<div></div>										
6 Keep confidences.	73	40	60	80	<div></div>										
				62	<div></div>										
7 Acknowledges and apologizes for mistakes.	66	60	80	60	<div></div>										
				66	<div></div>										
8 Leads by example.	63	53	80	80	<div></div>										
				62	<div></div>										

P/PC Balance

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree		Disagree		Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
	64	58	73	66	<div></div>										
				63	<div></div>										

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
9 Produces high-quality work.	53	73	60	60	<div></div>										
				60	<div></div>										
10 Makes cost-effective use of resources.	63	60	80	60	<div></div>										
				64	<div></div>										
11 Is a hard worker.	66	40	40	80	<div></div>										
				56	<div></div>										
12 Balances all aspects of life (e.g.,work,leisure, family) to maintain overall effectiveness.	66	60	100	60	<div></div>										
				68	<div></div>										
13 Influences others to be productive.	70	66	80	60	<div></div>										
				70	<div></div>										
14 Does not push people to work beyond a reasonable limit.	66	53	80	80	<div></div>										
				64	<div></div>										

Habit 1: Be Proactive

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
	63	53	62	70	<div></div>										
				60	<div></div>										

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
15 Takes initiative to get things done.	66	53	60	60	<div></div>										
				62	<div></div>										
16 Works to solve problems rather than avoiding them.	63	53	60	60	<div></div>										
				60	<div></div>										
17 Focuses on things he/she can do something about rather than on things beyond his/her control.	66	60	40	80	<div></div>										
				62	<div></div>										
18 Maintains self control even in difficult or emotional circumstances.	63	46	60	60	<div></div>										
				58	<div></div>										
19 Accepts responsibility for his/her actions rather than making excuses.	63	60	60	80	<div></div>										
				62	<div></div>										
20 Receives negative feedback without becoming defensive.	56	53	80	60	<div></div>										
				58	<div></div>										
21 Does the "right" thing, even if it is unpopular.	60	46	40	80	<div></div>										
				54	<div></div>										
22 Is decisive when a decision is needed.	66	53	100	80	<div></div>										
				66	<div></div>										

Habit 2: Begin with the end in mind

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree		Disagree		Slightly Disagree		Slightly Agree		Agree		Strongly Agree	
				Others	10	20	30	40	50	60	70	80	90			
	72	58	67	70	<div></div>											
				68	<div></div>											

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
23 Begins projects with a clear understanding of desired outcomes.	93	66	80	60	<div></div>										
				84	<div></div>										
24 Displays a sense of direction in life.	53	60	80	80	<div></div>										
				62	<div></div>										
25 Works towards long term solutions,not just "quick fixes".	53	60	80	80	<div></div>										
				58	<div></div>										
26 Plans ahead to reduce having to work in a crisis mode.	70	46	40	80	<div></div>										
				60	<div></div>										
27 Anticipate how his/her decisions impact others.	80	60	60	60	<div></div>										
				72	<div></div>										
28 Is organized when conducting meetings.	76	46	60	80	<div></div>										
				66	<div></div>										
29 Ensures that his/her work group has a clear sense of direction.	73	66	80	80	<div></div>										
				72	<div></div>										
30 Sets clear expectations with individuals when assigning tasks.	66	73	80	60	<div></div>										
				70	<div></div>										

Habit 3: Put First Things First

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
	70	52	68	71	<div></div>										
				64	<div></div>										

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
31 Prioritizes work so time is spent on the most important issues.	63	60	100	60	<div></div>										
				66	<div></div>										
32 Is punctual (i.e. on time for appointments, meetings,etc.).	73	53	60	80	<div></div>										
				66	<div></div>										
33 Is disciplined in carrying out plans (i.e.,avoids procrastination).	76	60	60	60	<div></div>										
				70	<div></div>										
34 Respects people's time (i.e.,does not waste others' time with trivial interruptions).	66	46	80	80	<div></div>										
				62	<div></div>										
35 Responds to request in a timely manner.	63	60	40	60	<div></div>										
				60	<div></div>										
36 Is organized in handling multiple tasks and projects.	66	46	80	80	<div></div>										
				62	<div></div>										
37 Delegates works that ought to be done by others.	70	40	60	80	<div></div>										
				60	<div></div>										
38 Sets reasonable deadlines so others have sufficient time to respond.	63	60	60	80	<div></div>										
				62	<div></div>										
39 Keeps his/her work group focused on priorities.	90	46	80	60	<div></div>										
				76	<div></div>										

Habit 4: Think Win Win

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree		Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90	
	67	59	62	65	<div></div>									
				64	<div></div>									

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
40 Does not undermine others for personal gain.	63	46	40	60	<div></div>										
				56	<div></div>										
41 Is fair with all peoples (i.e.,does not show favoritism).	53	66	60	60	<div></div>										
				58	<div></div>										
42 Works to find win-win solutions.	63	66	80	80	<div></div>										
				66	<div></div>										
43 Does what is best for entire orgainzation, not just his/her own interests.	80	46	60	60	<div></div>										
				68	<div></div>										
44 Has the courage to say no when appropriate.	80	60	60	80	<div></div>										
				72	<div></div>										
45 Shares credit and recognition for successes.	56	53	80	60	<div></div>										
				58	<div></div>										
46 Does not pressure people to compromise personal values.	73	73	60	60	<div></div>										
				72	<div></div>										

Habit 5: Seek First to Understand...

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree	Strongly Agree
				Others	10	20	30	40	50	60	70	80	90	
	67	60	62	70	<div></div>									
				65	<div></div>									

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
47 Listens without interrupting.	73	53	40	60	<div></div>										
64				<div></div>											
48 Is sensitive to people's feelings.	73	53	80	80	<div></div>										
68				<div></div>											
49 Seeks to understand people's viewpoints.	73	66	80	80	<div></div>										
72				<div></div>											
50 Seeks to understand problems before attempting to solve them.	56	66	60	60	<div></div>										
60				<div></div>											
51 Is easy to approach with a concern.	70	46	80	80	<div></div>										
64				<div></div>											
52 Spends enough one-on-one time with individuals in his/her work group.	60	73	40	60	<div></div>										
62				<div></div>											
53 Understand what is going on in his/her work group.	66	60	60	60	<div></div>										
64				<div></div>											
54 Understands issues outside his/her work group (e.g., other departments, product trends, competition).	70	60	60	80	<div></div>										
66				<div></div>											

...Then to be Understood

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
	69	60	62	72	<div></div>										
				66	<div></div>										

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
	55 Communicates clearly and concisely.	63	46	40	80	<div></div>									
56 Does not dominate discussions.	56				<div></div>										
56 Does not dominate discussions.	70	66	80	60	<div></div>										
				70	<div></div>										
57 Expresses viewpoints with confidence.	73	80	80	80	<div></div>										
				76	<div></div>										
58 Is considerate when communicating.	76	60	60	60	<div></div>										
				70	<div></div>										
59 Is straightforward when communicating.	73	46	40	80	<div></div>										
				62	<div></div>										
60 Informs people regarding important matters.	70	53	80	60	<div></div>										
				66	<div></div>										
61 Provides regular feedback on how well people perform their jobs.	60	60	60	80	<div></div>										
				60	<div></div>										
62 Shows appreciation for positive performance.	66	73	60	80	<div></div>										
				68	<div></div>										

















Habit 6: Synergize

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree		Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90	
	73	59	72	70	<div></div>									
				69	<div></div>									

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
63 Seeks out the strengths of others to get things done.	76	66	80	60	<div></div>										
				74	<div></div>										
64 Networks with people outside his/her work group.	66	46	60	80	<div></div>										
				60	<div></div>										
65 Is flexible and open-minded in trying new ideas.	80	80	100	80	<div></div>										
				82	<div></div>										
66 Values differences in people.	80	60	80	60	<div></div>										
				74	<div></div>										
67 Involves people when making plans that will affect them.	73	73	40	60	<div></div>										
				70	<div></div>										
68 Encourages and supports creativity and innovation.	60	40	80	80	<div></div>										
				56	<div></div>										
69 Supports people in taking responsible risks.	73	53	60	60	<div></div>										
				66	<div></div>										
70 Builds teamwork by maximizing the talents of his/her work group.	76	53	80	80	<div></div>										
				70	<div></div>										

Habit 7: Sharpen the Saw

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree	Strongly Agree
				Others	10	20	30	40	50	60	70	80	90	
	70	60	60	70	<div></div>									
				66	<div></div>									

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree			Slightly Disagree		Slightly Agree		Agree		Strongly Agree
				Others	10	20	30	40	50	60	70	80	90		
71 Cares for his/her physical well-being.	86	80	60	80											
				82											
72 Cares about others and tries to build lasting friendships.	60	46	40	60											
				54											
73 Is competent in his/her field of work.	73	73	40	60											
				70											
74 Takes time to find enjoyment and meaning in life.	66	46	60	80											
				60											
75 Encourages and supports the development of others.	63	53	80	80											
				62											
76 Takes steps to improve his/her leadership abilities.	76	53	60	60											
				68											
77 Seeks feedback on ways he/she can improve.	66	60	60	80											
				64											
78 Strives to improve his/her workgroup performance.	66	73	80	60											
				70											

Rankings and Frequencies

NOTES

- The individual statements are ranked below by the scores of "Others".
- Others=Average of all Boss, Peer, Direct Report and Other Managers responses. In other words, all scores excluding "Self".
- "Self" scores are included in the Frequencies.

QUESTIONS	Frequencies							Scores				
	Strongly Disagree					Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?					
23 Begins projects with a clear understanding of desired outcomes. (Habit 2)	0	0	0	3	4	4	0	93	66	80	84	60
71 Cares for his/her physical well-being. (Habit 7)	0	0	0	1	8	2	0	86	80	60	82	80
65 Is flexible and open-minded in trying new ideas. (Habit 6)	0	0	1	0	7	3	0	80	80	100	82	80
57 Expresses viewpoints with confidence. (Habit 5)	0	0	1	2	6	2	0	73	80	80	76	80
39 Keeps his/her work group focused on priorities. (Habit 3)	0	0	2	2	4	3	0	90	46	80	76	60
63 Seeks out the strengths of others to get things done. (Habit 6)	0	0	1	4	4	2	0	76	66	80	74	60
66 Values differences in people. (Habit 6)	0	0	0	6	3	2	0	80	60	80	74	60
5 Is honest with people. (EBA)	0	0	1	5	3	2	0	80	66	40	72	60
27 Anticipates how his/her decisions impact others. (Habit 2)	0	0	2	3	4	2	0	80	60	60	72	60
29 Ensures that his/her work group has a clear sense of direction. (Habit 2)	0	0	1	4	4	2	0	73	66	80	72	80
46 Does not pressure people to compromise personal values. (Habit 4)	0	0	1	5	3	2	0	73	73	60	72	60
44 Has the courage to say no when appropriate. (Habit 4)	0	0	1	3	6	1	0	80	60	60	72	80
49 Seeks to understand people's viewpoints. (Habit 5)	0	0	1	2	8	0	0	73	66	80	72	80
67 Involves people when making plans that will affect them. (Habit 6)	0	0	1	5	4	1	0	73	73	40	70	60

QUESTIONS	Frequencies							Scores				
	Strongly Disagree					Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?					
78 Strives to improve his/her workgroup performance. (Habit 7)	0	0	2	3	5	1	0	66	73	80	70	60
58 Is considerate when communicating. (Habit 5)	0	0	2	4	3	2	0	76	60	60	70	60
70 Builds teamwork by maximizing the talents of his/her work group. (Habit 6)	0	1	1	3	3	3	0	76	53	80	70	80
73 Is competent in his/her field of work. (Habit 7)	0	0	3	2	4	2	0	73	73	40	70	60
56 Does not dominate discussions. (Habit 5)	0	0	0	7	3	1	0	70	66	80	70	60
30 Sets clear expectations with individuals when assigning tasks. (Habit 2)	0	0	1	5	4	1	0	66	73	80	70	60
33 Is disciplined in carrying out plans (i.e., avoids procrastination). (Habit 3)	0	0	1	5	4	1	0	76	60	60	70	60
1 Willingly helps people. (EBA)	0	0	0	5	6	0	0	70	66	80	70	80
13 Influences others to be productive. (P/PC)	0	0	2	3	5	1	0	70	66	80	70	60
12 Balances all aspects of life (e.g., work, leisure, family) to maintain overall effectiveness. (P/PC)	0	1	2	3	2	3	0	66	60	100	68	60
48 Is sensitive to people's feelings. (Habit 5)	0	0	2	2	7	0	0	73	53	80	68	80
43 Does what is best for the entire organization, not just his/her own interests. (Habit 4)	0	0	2	6	0	3	0	80	46	60	68	60
76 Takes steps to improve his/her leadership abilities. (Habit 7)	0	1	0	6	2	2	0	76	53	60	68	60
62 Shows appreciation for positive performance. (Habit 5)	0	1	1	2	6	1	0	66	73	60	68	80
60 Informs people regarding important matters. (Habit 5)	0	0	1	7	2	1	0	70	53	80	66	60
69 Supports people in taking responsible risks. (Habit 6)	0	0	3	4	2	2	0	73	53	60	66	60

QUESTIONS	Frequencies							Scores				
	Strongly Disagree					Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?					
42 Works to find win-win solutions. (Habit 4)	0	0	1	5	5	0	0	63	66	80	66	80
54 Understands issues outside his/her work group (e.g.,other departments, product trends, competition). (Habit 5)	0	0	2	4	4	1	0	70	60	60	66	80
32 Is punctual (i.e., on time for appointments, meetings,etc.). (Habit 3)	0	0	1	6	3	1	0	73	53	60	66	80
31 Prioritizes work so time is spent on the most important issues. (Habit 3)	0	0	3	4	2	2	0	63	60	100	66	60
28 Is organized when conducting meetings. (Habit 2)	0	0	2	4	4	1	0	76	46	60	66	80
22 Is decisive when a decision is needed. (Habit 1)	0	2	0	3	4	2	0	66	53	100	66	80
7 Acknowledges and apologizes for mistakes. (EBA)	0	1	0	6	3	1	0	66	60	80	66	60
4 Is loyal to those who are absent (i.e., does not criticize people behind their backs). (EBA)	0	0	1	5	5	0	0	63	66	80	66	80
77 Seeks feedback on ways he/she can improve. (Habit 7)	0	0	3	2	6	0	0	66	60	60	64	80
10 Makes cost-effective use of resources. (P/PC)	0	0	1	8	1	1	0	63	60	80	64	60
14 Does not push people to work beyond a reasonable limit. (P/PC)	0	0	2	4	5	0	0	66	53	80	64	80
3 Shows courtesy toward people. (EBA)	0	0	4	3	2	2	0	73	46	60	64	60
47 Listens without interrupting. (Habit 5)	0	0	2	6	2	1	0	73	53	40	64	60
51 Is easy to approach with a concern. (Habit 5)	0	0	3	4	2	2	0	70	46	80	64	80
53 Understands what is going on in his/her work group. (Habit 5)	0	0	3	4	3	1	0	66	60	60	64	60
38 Sets reasonable deadlines so others have sufficient time to respond. (Habit 3)	0	0	2	5	4	0	0	63	60	60	62	80

QUESTIONS	Frequencies							Scores				
	Strongly Disagree					Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?					
52 Spends enough one-on-one time with individuals in his/her work group. (Habit 5)	0	0	3	5	2	1	0	60	73	40	62	60
75 Encourages and supports the development of others. (Habit 7)	0	0	3	4	3	1	0	63	53	80	62	80
59 Is straightforward when communicating. (Habit 5)	0	1	2	3	4	1	0	73	46	40	62	80
19 Accepts responsibility for his/her actions rather than making excuses. (Habit 1)	0	0	3	3	5	0	0	63	60	60	62	80
24 Displays a sense of direction in life. (Habit 2)	0	0	3	5	2	1	0	53	60	80	62	80
34 Respects people's time (i.e., does not waste others' time with trivial interruptions). (Habit 3)	0	0	3	3	5	0	0	66	46	80	62	80
36 Is organized in handling multiple tasks and projects. (Habit 3)	0	1	2	4	2	2	0	66	46	80	62	80
8 Leads by example. (EBA)	0	1	2	2	6	0	0	63	53	80	62	80
6 Keeps confidences. (EBA)	0	0	4	2	4	1	0	73	40	60	62	80
2 Follows through on commitments. (EBA)	0	0	3	4	3	1	0	63	60	60	62	80
15 Takes initiative to get things done. (Habit 1)	0	0	1	8	2	0	0	66	53	60	62	60
17 Focuses on things he/she can do something about rather than on things beyond his/her control. (Habit 1)	0	0	2	5	4	0	0	66	60	40	62	80
16 Works to solve problems rather than avoiding them. (Habit 1)	0	0	2	7	2	0	0	63	53	60	60	60
9 Produces high-quality work. (P/PC)	0	0	2	7	2	0	0	53	73	60	60	60
35 Responds to requests in a timely manner.(Habit 3)	0	0	4	4	2	1	0	63	60	40	60	60
26 Plans ahead to reduce having to work in a crisis mode. (Habit 2)	0	0	4	3	3	1	0	70	46	40	60	80

QUESTIONS	Frequencies								Scores				
	Strongly Disagree					Strongly Agree	Don't Know		Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?						
64 Networks with people outside his/her work group. (Habit 6)	0	0	3	5	2	1	0		66	46	60	60	80
61 Provides regular feedback on how well people perform their jobs. (Habit 5)	0	1	3	2	4	1	0		60	60	60	60	80
74 Takes time to find enjoyment and meaning in life. (Habit 7)	0	0	3	4	4	0	0		66	46	60	60	80
50 Seeks to understand problems before attempting to solve them. (Habit 5)	0	0	3	5	3	0	0		56	66	60	60	60
37 Delegates work that ought to be done by others. (Habit 3)	0	1	2	4	3	1	0		70	40	60	60	80
45 Shares credit and recognition for successes. (Habit 4)	0	0	4	4	3	0	0		56	53	80	58	60
41 Is fair with all people (i.e., does not show favoritism). (Habit 4)	0	2	1	5	2	1	0		53	66	60	58	60
25 Works toward long-term solutions, not just “quick fixes.” (Habit 2)	0	0	3	5	3	0	0		53	60	80	58	80
20 Receives negative feedback without becoming defensive. (Habit 1)	0	1	3	3	4	0	0		56	53	80	58	60
18 Maintains self-control, even in difficult or emotional circumstances. (Habit 1)	0	0	3	6	2	0	0		63	46	60	58	60
11 Is a hard worker. (P/PC)	0	1	4	2	3	1	0		66	40	40	56	80
55 Communicates clearly and concisely. (Habit 5)	0	1	5	0	4	1	0		63	46	40	56	80
40 Does not undermine others for personal gain. (Habit 4)	0	0	4	5	2	0	0		63	46	40	56	60
68 Encourages and supports creativity and innovation. (Habit 6)	0	0	6	1	3	1	0		60	40	80	56	80
72 Cares about others and tries to build lasting friendships. (Habit 7)	0	1	2	7	1	0	0		60	46	40	54	60
21 Does the "right" thing, even if it is unpopular. (Habit 1)	0	1	4	3	2	1	0		60	46	40	54	80

WRITTEN COMMENTS

Note: Written comments are presented verbatim.

a. List this person's three most positive qualities with regard to overall effectiveness.

Self

Boss

Others

WRITTEN COMMENTS

Note: Written comments are presented verbatim.

b. Describe the three most important things this person could improve to increase overall effectiveness.

Self

Boss

Others

WRITTEN COMMENTS

Note: Written comments are presented verbatim.

c. If desired, use the space below to clarify your responses in this survey.

Self

Boss

Others