

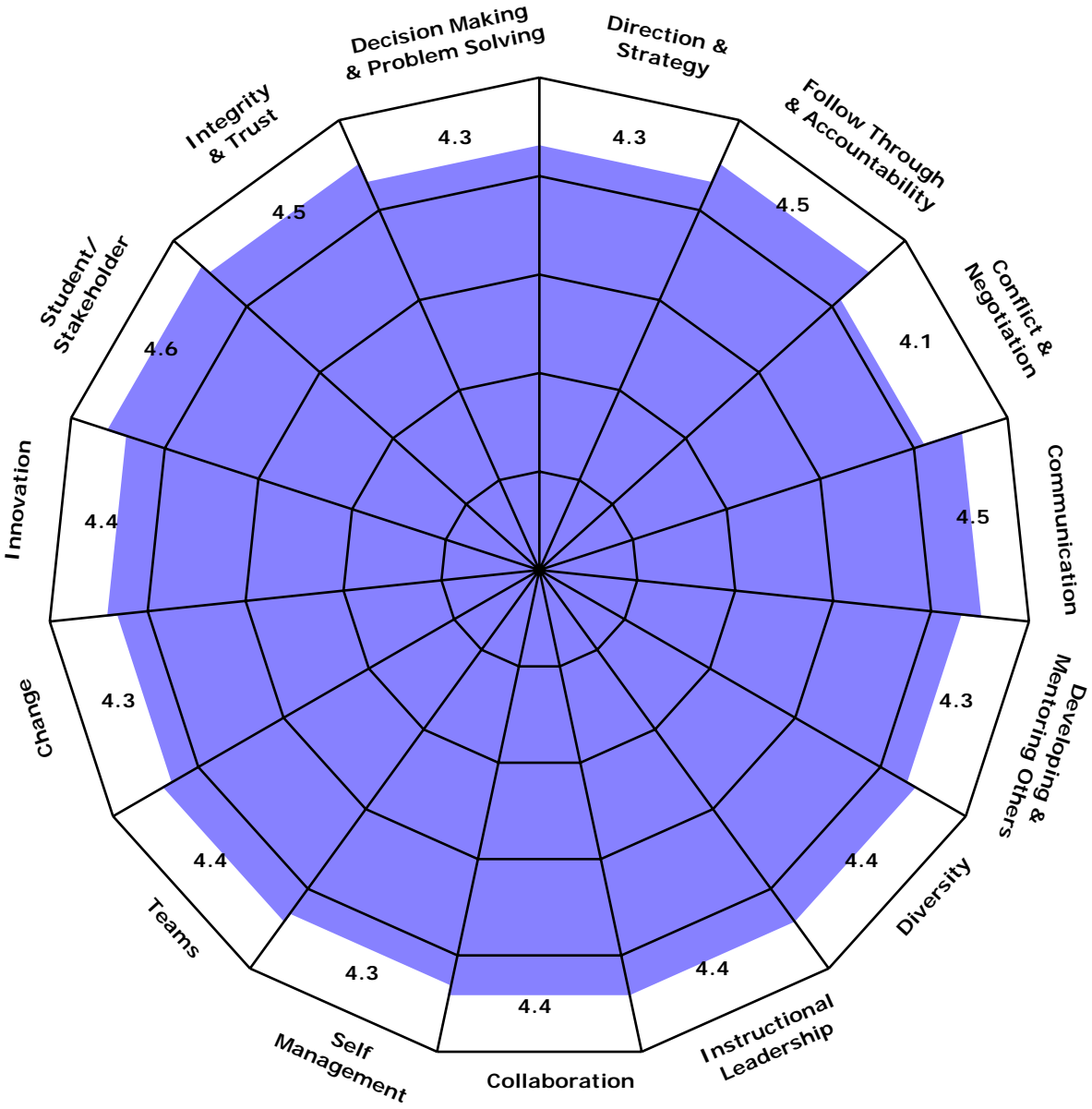


Assessment Scale

- 1 = Rarely
- 2 = Occasionally
- 3 = Often
- 4 = Very Often
- 5 = Always
- N/O = Not Observed

Feedback Breakdown

- 30 Boss(es)
- 87 Peers
- 128 Direct Reports
- 38 Others
- Total of 283 Raters

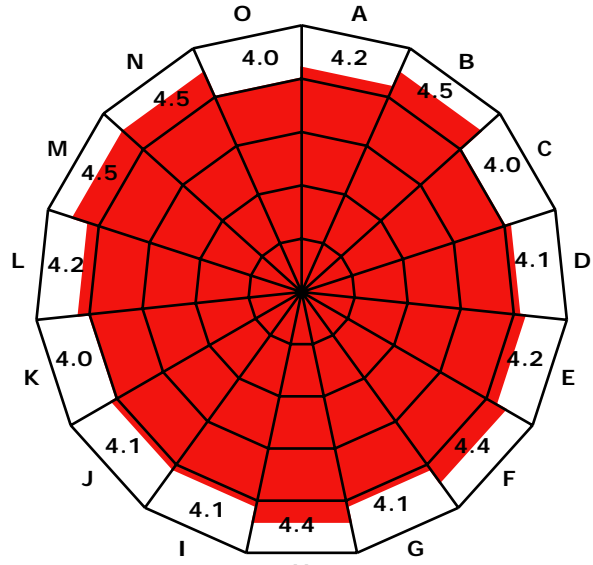


All Raters

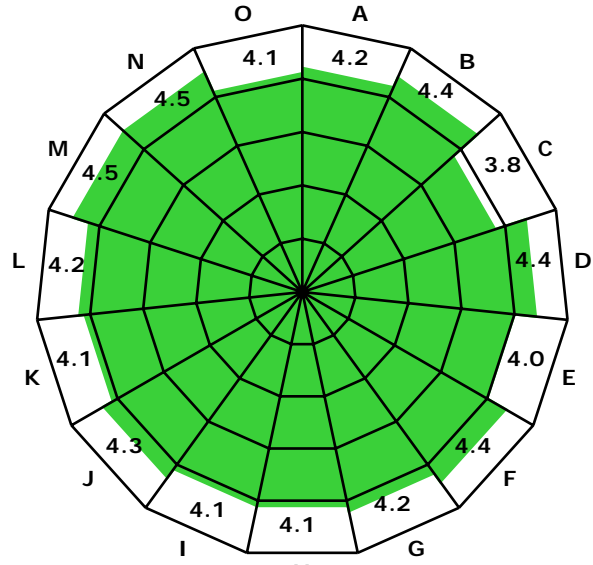
Assessment Scale

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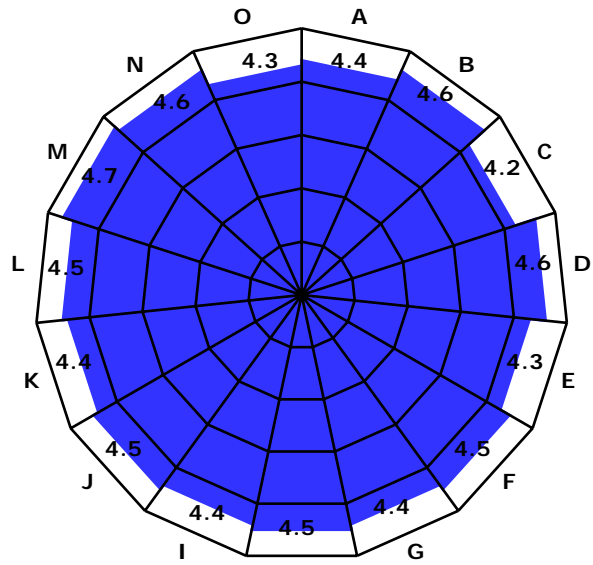
- A = Direction and Strategy
- B = Follow Through and Accountability
- C = Conflict and Negotiation
- D = Communication
- E = Developing and Mentoring Others
- F = Diversity
- G = Instructional Leadership
- H = Collaboration
- I = Self Management
- J = Teams
- K = Change
- L = Innovation
- M = Student/Stakeholder Service
- N = Integrity and Trust
- O = Decision Making and Problem Solving



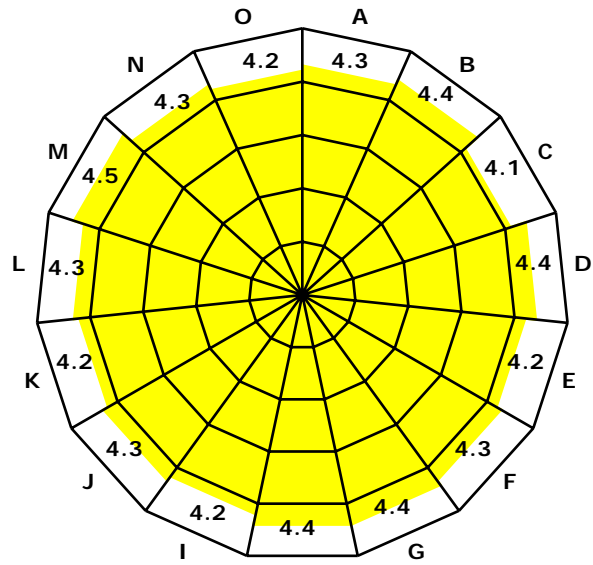
25 Self



30 Boss(es)



87 Peers

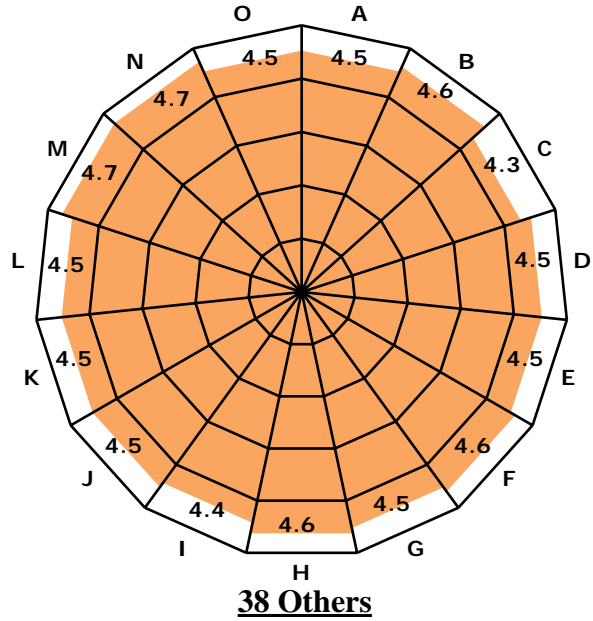


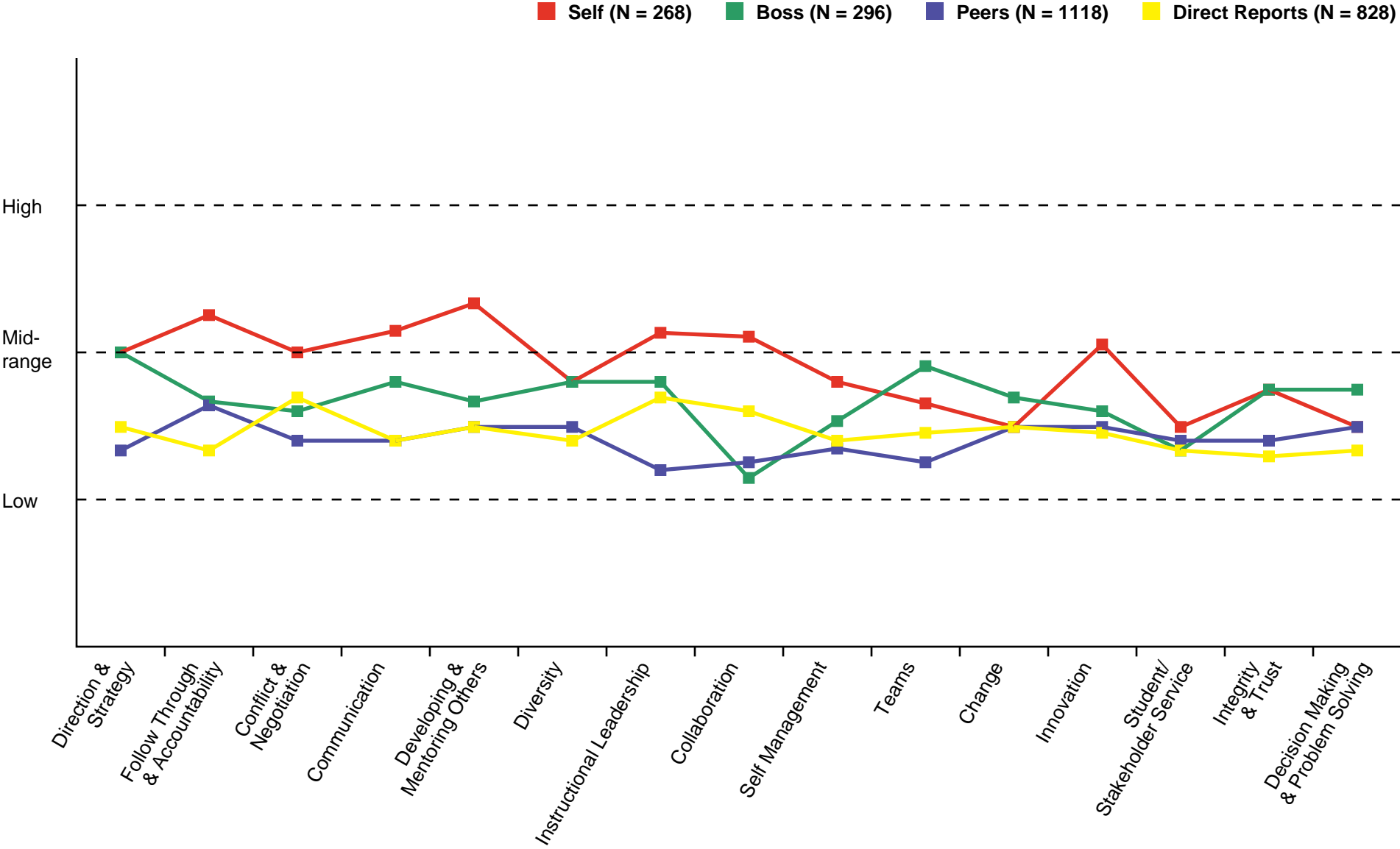
128 Direct Reports

Assessment Scale

- 1 = Rarely
- 2 = Occasionally
- 3 = Often
- 4 = Very Often
- 5 = Always
- N/O = Not Observed

- A = Direction and Strategy
- B = Follow Through and Accountability
- C = Conflict and Negotiation
- D = Communication
- E = Developing and Mentoring Others
- F = Diversity
- G = Instructional Leadership
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- I = Self Management
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- K = Change
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- M = Student/Stakeholder Service
- N = Integrity and Trust
- O = Decision Making and Problem Solving





| Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed | Self | Combined Raters | Boss (es) | Direct Reports | Peers | Others | Direct Report Range | | | | | Peer Range | | | | |
|---|------------|-----------------|------------|----------------|------------|------------|---------------------|---|---|---|---|------------|---|---|---|---|
| | | | | | | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Direction and Strategy | 4.2 | 4.3 | 4.2 | 4.3 | 4.4 | 4.5 | | | | | | | | | | |
| 1. Displays an understanding of the purpose and mission of the school/district. (+) | 4.6 | 4.6 | 4.5 | 4.6 | 4.6 | 4.7 | ----- | | | | | ----- | | | | |
| 2. What can this person do to improve his/her decision making capability?. | 4.3 | 4.3 | 4.2 | 4.3 | 4.5 | 4.5 | ----- | | | | | ----- | | | | |
| 3. Engages others in strategic, long-range planning. | 4.0 | 4.3 | 4.0 | 4.3 | 4.3 | 4.4 | ----- | | | | | ----- | | | | |
| 4. Articulates clear goals and objectives. | 3.9 | 4.3 | 4.1 | 4.2 | 4.4 | 4.4 | ----- | | | | | ----- | | | | |
| 5. Deals with immediate demands without losing long-term focus. (-) | 4.2 | 4.2 | 4.1 | 4.1 | 4.4 | 4.3 | ----- | | | | | ----- | | | | |
| Follow Through and Accountability | 4.5 | 4.5 | 4.4 | 4.4 | 4.6 | 4.6 | | | | | | | | | | |
| 6. Follows through with tasks and assignments. | 4.4 | 4.3 | 4.5 | 4.1 | 4.6 | 4.6 | ----- | | | | | ----- | | | | |
| 7. Jumps in and does his/her share of the work. (+) | 4.9 | 4.7 | 4.8 | 4.6 | 4.7 | 4.8 | ----- | | | | | ----- | | | | |
| 8. Ensures that people have the skills and resources to do their jobs. | 4.3 | 4.4 | 4.3 | 4.4 | 4.5 | 4.5 | ----- | | | | | ----- | | | | |
| 9. Is good with the details of projects and tasks. | 4.3 | 4.4 | 4.4 | 4.2 | 4.5 | 4.5 | ----- | | | | | ----- | | | | |
| 10. Is aware of and attends to the most pressing needs of the school/district. | 4.4 | 4.4 | 4.2 | 4.4 | 4.5 | 4.5 | ----- | | | | | ----- | | | | |
| Conflict and Negotiation | 4.0 | 4.1 | 3.8 | 4.1 | 4.2 | 4.3 | | | | | | | | | | |
| 11. Encourages people to ask questions and disagree. (-) | 4.0 | 3.9 | 3.3 | 4.0 | 4.0 | 4.4 | ----- | | | | | ----- | | | | |
| 12. Seeks to understand those with whom he/she disagrees. (-) | 3.9 | 4.0 | 3.7 | 3.9 | 4.2 | 4.3 | ----- | | | | | ----- | | | | |
| 13. Is willing to challenge others regardless of their status. (-) | 3.6 | 4.2 | 4.0 | 4.3 | 4.1 | 4.3 | ----- | | | | | ----- | | | | |
| 14. Works toward win/win outcomes. | 4.4 | 4.3 | 4.0 | 4.4 | 4.4 | 4.5 | ----- | | | | | ----- | | | | |

(+) Ten highest scoring
 (-) Ten lowest scoring

| Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed | Self | Combined Raters | Boss (es) | Direct Reports | Peers | Others | Direct Report Range | | | | | Peer Range | | | | |
|---|------------|-----------------|------------|----------------|------------|------------|---------------------|---|---|---|---|------------|---|---|---|---|
| | | | | | | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Communication | 4.1 | 4.5 | 4.4 | 4.4 | 4.6 | 4.5 | | | | | | | | | | |
| 15. States his/her opinions clearly and effectively. | 4.0 | 4.4 | 4.4 | 4.3 | 4.5 | 4.5 | | | | | | | | | | |
| 16. Delivers clear and articulate presentations. | 4.3 | 4.4 | 4.3 | 4.3 | 4.6 | 4.5 | | | | | | | | | | |
| 17. Composes well written reports and emails. (+) | 4.1 | 4.5 | 4.4 | 4.4 | 4.6 | 4.7 | | | | | | | | | | |
| Developing and Mentoring Others | 4.2 | 4.3 | 4.0 | 4.2 | 4.3 | 4.5 | | | | | | | | | | |
| 18. Establishes clear expectations and performance standards. | 4.0 | 4.4 | 4.3 | 4.3 | 4.4 | 4.5 | | | | | | | | | | |
| 19. Accurately assesses the strengths and developmental needs of others. (-) | 4.2 | 4.2 | 3.9 | 4.2 | 4.3 | 4.5 | | | | | | | | | | |
| 20. Assigns challenging assignments and tasks to others. (-) | 4.0 | 4.2 | 3.8 | 4.2 | 4.2 | 4.4 | | | | | | | | | | |
| 21. Promotes staff awareness of how things get done in the school/district. (-) | 4.0 | 4.1 | 3.7 | 4.1 | 4.3 | 4.4 | | | | | | | | | | |
| 22. Exhibits sincere interest in the aspirations of others. | 4.6 | 4.3 | 4.0 | 4.3 | 4.4 | 4.6 | | | | | | | | | | |
| Diversity | 4.4 | 4.4 | 4.4 | 4.3 | 4.5 | 4.6 | | | | | | | | | | |
| 23. Contributes to a climate that values diversity. (+) | 4.6 | 4.5 | 4.3 | 4.5 | 4.6 | 4.7 | | | | | | | | | | |
| 24. Demonstrates openness to different ideas and perspectives. (-) | 4.2 | 4.2 | 4.2 | 4.1 | 4.4 | 4.4 | | | | | | | | | | |
| 25. Respects others regardless of status or position. (+) | 4.7 | 4.5 | 4.6 | 4.4 | 4.7 | 4.7 | | | | | | | | | | |
| 26. Actively seeks to interact with people who are different from him or her. | 4.1 | 4.4 | 4.4 | 4.3 | 4.5 | 4.6 | | | | | | | | | | |
| Instructional Leadership | 4.1 | 4.4 | 4.2 | 4.4 | 4.4 | 4.5 | | | | | | | | | | |
| 27. Improves student achievement by developing himself/herself, as well as staff. (+) | 4.2 | 4.5 | 4.3 | 4.5 | 4.6 | 4.6 | | | | | | | | | | |
| 28. Demonstrates awareness of how his/her interactions with all stakeholders impact student achievement. | 4.0 | 4.3 | 4.0 | 4.3 | 4.3 | 4.5 | | | | | | | | | | |
| 29. Balances the educational demands of multiple constituencies and stakeholders. | 3.9 | 4.3 | 4.0 | 4.3 | 4.3 | 4.4 | | | | | | | | | | |
| 30. Uses data effectively to create and implement school improvement plans. | 4.1 | 4.4 | 4.3 | 4.4 | 4.5 | 4.5 | | | | | | | | | | |

(+) Ten highest scoring

(-) Ten lowest scoring

| Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed | Self | Combined Raters | Boss (es) | Direct Reports | Peers | Others | Direct Report Range | | | | | Peer Range | | | | |
|---|------|-----------------|-----------|----------------|-------|--------|---------------------|---|---|---|---|------------|---|---|---|---|
| | | | | | | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Collaboration | 4.4 | 4.4 | 4.1 | 4.4 | 4.5 | 4.6 | | | | | | | | | | |
| 31. Works collaboratively within the school/district. (+) | 4.6 | 4.5 | 4.1 | 4.5 | 4.6 | 4.6 | | | | | | | | | | |
| 32. Considers the interest and needs of community stakeholders. | 4.4 | 4.4 | 4.1 | 4.3 | 4.5 | 4.5 | | | | | | | | | | |
| 33. Works effectively with people not under his or her direct control. | 4.3 | 4.4 | 4.2 | 4.3 | 4.5 | 4.5 | | | | | | | | | | |
| Self Management | 4.1 | 4.3 | 4.1 | 4.2 | 4.4 | 4.4 | | | | | | | | | | |
| 34. Balances priorities between private and professional life. | 3.4 | 4.2 | 3.9 | 4.3 | 4.1 | 4.4 | | | | | | | | | | |
| 35. Shows the ability to vary his/her approach and style depending upon the situation. (-) | 4.0 | 4.1 | 3.7 | 4.0 | 4.3 | 4.2 | | | | | | | | | | |
| 36. Accepts responsibility for his/her mistakes. | 4.6 | 4.4 | 4.4 | 4.2 | 4.5 | 4.6 | | | | | | | | | | |
| 37. Strives for self-awareness of his or her leadership effectiveness. | 4.4 | 4.3 | 4.3 | 4.3 | 4.5 | 4.5 | | | | | | | | | | |
| 38. Makes adjustments in behavior based on his or her mistakes. | 4.4 | 4.2 | 4.0 | 4.1 | 4.4 | 4.6 | | | | | | | | | | |
| 39. Maintains his/her composure under stress. | 4.0 | 4.2 | 4.3 | 4.3 | 4.2 | 4.4 | | | | | | | | | | |
| Teams | 4.1 | 4.4 | 4.3 | 4.3 | 4.5 | 4.5 | | | | | | | | | | |
| 40. Helps to define the team`s purpose and mission. | 4.2 | 4.4 | 4.4 | 4.4 | 4.4 | 4.6 | | | | | | | | | | |
| 41. Promotes cooperation within the team. | 4.3 | 4.4 | 4.3 | 4.3 | 4.5 | 4.5 | | | | | | | | | | |
| 42. Runs effective team meetings. | 3.9 | 4.3 | 4.1 | 4.1 | 4.5 | 4.4 | | | | | | | | | | |

(+) Ten highest scoring
 (-) Ten lowest scoring

| Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed | Self | Combined Raters | Boss (es) | Direct Reports | Peers | Others | Direct Report Range | | | | | Peer Range | | | | |
|---|------------|-----------------|------------|----------------|------------|------------|---------------------|---|---|---|---|------------|---|---|---|---|
| | | | | | | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Change | 4.0 | 4.3 | 4.1 | 4.2 | 4.4 | 4.5 | | | | | | | | | | |
| 43. Is willing to challenge the status quo. | 4.0 | 4.2 | 4.2 | 4.2 | 4.2 | 4.4 | | | | | | | | | | |
| 44. Effectively makes the argument for change to those who are uncertain. | 3.9 | 4.2 | 3.8 | 4.1 | 4.4 | 4.4 | | | | | | | | | | |
| 45. Does not offer unnecessary resistance to change. | 3.9 | 4.3 | 4.3 | 4.1 | 4.4 | 4.6 | | | | | | | | | | |
| 46. Builds effectively on things that are already working. | 4.2 | 4.3 | 4.2 | 4.3 | 4.5 | 4.4 | | | | | | | | | | |
| 47. Can modify plans due to changing conditions when appropriate. | 4.3 | 4.4 | 4.1 | 4.4 | 4.5 | 4.5 | | | | | | | | | | |
| Innovation | 4.2 | 4.4 | 4.2 | 4.3 | 4.5 | 4.5 | | | | | | | | | | |
| 48. Generates useful new ideas. | 4.1 | 4.3 | 4.2 | 4.2 | 4.4 | 4.5 | | | | | | | | | | |
| 49. Shows openness to new ideas and better ways of doing things. | 4.4 | 4.4 | 4.3 | 4.3 | 4.5 | 4.6 | | | | | | | | | | |
| 50. Supports the consideration of ideas from outside of the organization. | 4.2 | 4.4 | 4.2 | 4.3 | 4.5 | 4.5 | | | | | | | | | | |
| Student/Stakeholder Service | 4.5 | 4.6 | 4.5 | 4.5 | 4.7 | 4.7 | | | | | | | | | | |
| 51. Treats students/stakeholders with respect. (+) | 4.8 | 4.7 | 4.7 | 4.6 | 4.8 | 4.8 | | | | | | | | | | |
| 52. Works effectively with students/stakeholders. (+) | 4.4 | 4.5 | 4.6 | 4.5 | 4.7 | 4.7 | | | | | | | | | | |
| 53. Looks for ways to continuously improve service to students/stakeholders. (+) | 4.4 | 4.6 | 4.4 | 4.6 | 4.6 | 4.7 | | | | | | | | | | |
| 54. Views students/stakeholders as a source of valuable information. | 4.5 | 4.5 | 4.4 | 4.4 | 4.6 | 4.7 | | | | | | | | | | |
| Integrity and Trust | 4.5 | 4.5 | 4.5 | 4.3 | 4.6 | 4.7 | | | | | | | | | | |
| 55. Tells the truth even when it is unpopular. | 4.5 | 4.5 | 4.6 | 4.5 | 4.5 | 4.8 | | | | | | | | | | |
| 56. Honors his/her promises and commitments. | 4.6 | 4.5 | 4.6 | 4.3 | 4.7 | 4.8 | | | | | | | | | | |
| 57. Is willing to share power and responsibility with others. | 4.4 | 4.3 | 4.2 | 4.2 | 4.5 | 4.4 | | | | | | | | | | |

(+) Ten highest scoring

(-) Ten lowest scoring

| Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed | Self | Combined Raters | Boss (es) | Direct Reports | Peers | Others | Direct Report Range | | | | | Peer Range | | | | |
|---|------------|-----------------|------------|----------------|------------|------------|---------------------|---|---|---|---|------------|---|---|---|---|
| | | | | | | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| | | | | | | | | | | | | | | | | |
| Decision Making and Problem Solving | 4.0 | 4.3 | 4.1 | 4.2 | 4.3 | 4.5 | | | | | | | | | | |
| 58. Involves the most appropriate people in decision making and problem solving. | 4.2 | 4.3 | 4.1 | 4.2 | 4.4 | 4.5 | ----- | | | | | ----- | | | | |
| 59. Distinguishes between critical and non-critical tasks. | 4.0 | 4.3 | 4.0 | 4.3 | 4.4 | 4.6 | ----- | | | | | ----- | | | | |
| 60. Acts without unnecessary delay. | 4.0 | 4.2 | 4.3 | 4.1 | 4.4 | 4.6 | ----- | | | | | ----- | | | | |
| 61. Is willing to make decisions with limited information when necessary. (-) | 3.6 | 4.1 | 3.9 | 4.0 | 4.2 | 4.3 | ----- | | | | | ----- | | | | |
| 62. Weighs consequences of decisions before taking action. | 4.2 | 4.3 | 4.1 | 4.3 | 4.4 | 4.4 | ----- | | | | | ----- | | | | |

(+) Ten highest scoring
 (-) Ten lowest scoring

| Assessment Scale | | Score | | | | |
|--|--|-------|-----|-----|-----|-----|
| 1 = Rarely | | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 |
| 2 = Occasionally | | | | | | |
| 3 = Often | | | | | | |
| 4 = Very Often | | | | | | |
| 5 = Always | | | | | | |
| N/O = Not Observed | | | | | | |
| Ten Highest Scoring Items (All Raters) | | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 |
| 7. | Jumps in and does his/her share of the work. | | | | | 4.7 |
| 51. | Treats students/stakeholders with respect. | | | | | 4.7 |
| 1. | Displays an understanding of the purpose and mission of the school/district. | | | | | 4.6 |
| 53. | Looks for ways to continuously improve service to students/stakeholders. | | | | | 4.6 |
| 17. | Composes well written reports and emails. | | | | | 4.5 |
| 23. | Contributes to a climate that values diversity. | | | | | 4.5 |
| 25. | Respects others regardless of status or position. | | | | | 4.5 |
| 27. | Improves student achievement by developing himself/herself, as well as staff. | | | | | 4.5 |
| 31. | Works collaboratively within the school/district. | | | | | 4.5 |
| 52. | Works effectively with students/stakeholders. | | | | | 4.5 |
| Ten Lowest Scoring Items (All Raters) | | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 |
| 5. | Deals with immediate demands without losing long-term focus. | | | | | 4.2 |
| 13. | Is willing to challenge others regardless of their status. | | | | | 4.2 |
| 19. | Accurately assesses the strengths and developmental needs of others. | | | | | 4.2 |
| 20. | Assigns challenging assignments and tasks to others. | | | | | 4.2 |
| 24. | Demonstrates openness to different ideas and perspectives. | | | | | 4.2 |
| 21. | Promotes staff awareness of how things get done in the school/district. | | | | | 4.1 |
| 35. | Shows the ability to vary his/her approach and style depending upon the situation. | | | | | 4.1 |
| 61. | Is willing to make decisions with limited information when necessary. | | | | | 4.1 |
| 12. | Seeks to understand those with whom he/she disagrees. | | | | | 4.0 |
| 11. | Encourages people to ask questions and disagree. | | | | | 3.9 |