



360° Partnering Quotient Assessment Partnering Competency Report



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This report was developed for:

Company XYZ
Associate Smith

Friday, December 1, 2006

This report includes responses from:

1 Self
1 Manager
3 External Partners
7 ABC Partners
3 Peers
0 Direct Reports

This confidential report was prepared by Partnership Continuum, Inc. based on the results of the input provided by the individuals listed above. This confidential report is released to others only with the explicit permission of the individual being rated.

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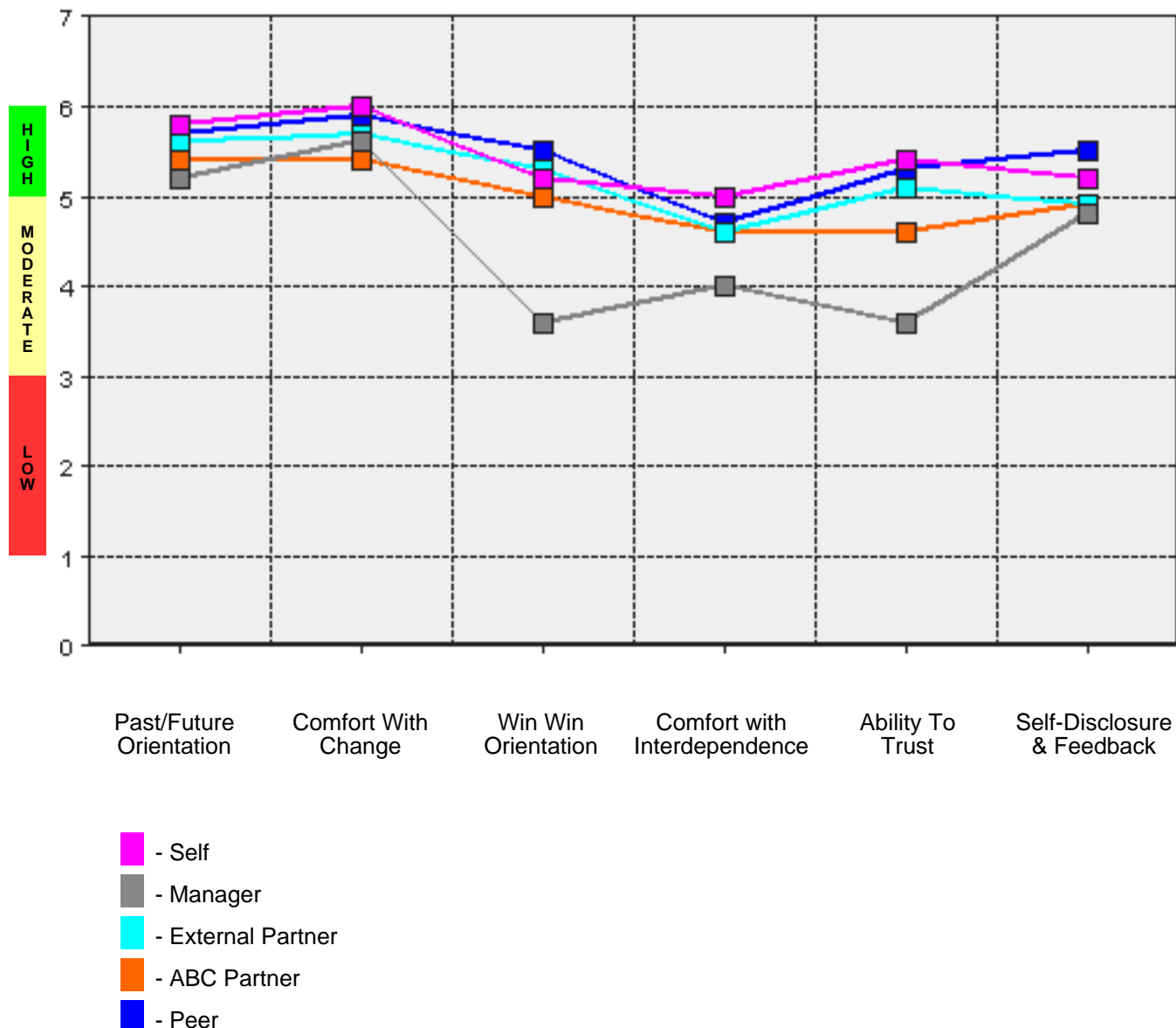
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1. Introduction

This report summarizes the results of your 360° Partnering Quotient Assessment taken by you, your boss, peers, direct reports and others as indicated on the previous page.

The report reflects how others perceive of how well you partner based on the use of the Six Partnering Attributes. These partnering attributes are the foundation skills that help to build partnering excellence.

Self and All Responders



2. Partnering Competencies Measured

The 360° Partnering Quotient Assessment provides you with insights into your and others' perception of how frequently you engage in using the Six Partnering Attributes. The Six Partnering Attributes are:

Communication skills using Self-Disclosure and Feedback

In partnering relationships, you must be able to express your needs to your partners and have the competency to offer them feedback on how their needs impact you. You also must be able to do so in a manner that does not alienate others but, rather, builds trust and identifies mutually beneficial outcomes.

Ability to Trust

Trust is the foundation of all relationships. Without trust, there is no communication. Without trust there is no win/win outcome. Trust is the basis for all healthy and productive relationships. It is also the key to enabling you and others to use the Six Partnering Attributes effectively.

Establishing trust in others in a partnering relationship opens the doors to creativity, innovation and acceptable risk-taking. It builds employee loyalty, reducing the high cost of retention and poor morale. Trust is the only partnering attribute that is both an input into the relationship as well as an outcome of its use.

Collaboration using a Win/Win Orientation

Getting to the win builds trust and frees up communication. We are all hardwired to react to disagreements based on both our DNA and our early conditioning. This stimulus is predicated on the fact that we want to protect ourselves from threats. As with all living beings, our instinctual options are fight or flight.

However, we can move away from our inherent style to one based on reason, needs, and communication through the use of the learned Negotiator style. To do this successfully, we must recognize our own inherent style and, during times of emotional duress, move to the learned style. Only then can we build trust with others and not create losers in the process.

Past/Future Orientation

Knowledge transference, based on mental maps that use past assumptions, is a short-cut our brain uses to make instantaneous judgments that guide us in our everyday lives. However, in today's rapidly changing world, leaders, employees, and organizations that continue to look to the past to make future decisions will find themselves mired in the past. Whether we are talking about business processes, systems, or each other, past orientation tends to demoralize people and can create a negative pall over an entire organization. This is especially true when leadership, managers, or supervisors embrace a past orientation.

Looking to the future, establishing needs, and then holding each other accountable for the negotiated results are the hallmarks of a future-orientated organization.

Comfort with Change

Change is consistent and will not go away. If anything, it will only accelerate over time. Initiating too much change is as deadly to a business as resisting change. What's the right balance? Understanding your change style, your change resisters, and having strategies in place to manage change are keys to building trust with others and getting new and innovative opportunities to the workplace.

Comfort with Interdependence

Finding the balance between teamwork and individual contribution can be difficult, especially in today's complex organizational life where no one person, department, or organization has all the solutions.

Internal partners, people who work together within an organization, form the most important partnerships a business can have. Getting them to not only work together well but also have a duty to help each other's success is a rare event in businesses around the world. Comfort with interdependence helps conceptualize how we can be independent enough to contribute our own talents to the team and dependent enough to trust others to do their part in the process. It's a tough balance; but when it occurs, the magic of synergy happens.

3. Explanation of Ranking

Scoring Range

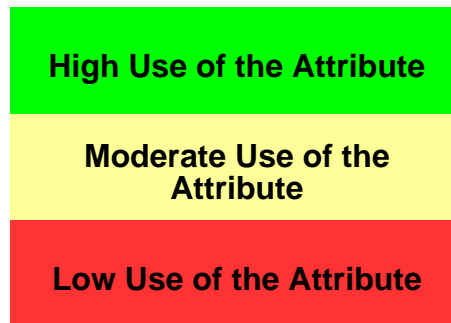
The ranking uses a six-point scale in the 360° Partnering Quotient Assessment.

You and others were asked to rank 30 behavior-based statements. The ranking given is based on the perception of the respondent. The range of scores is:

6 = Strongly Agree
5 = Agree

4 = Somewhat Agree
3 = Somewhat Disagree

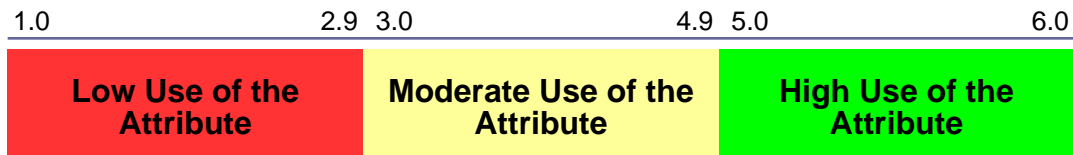
2 = Disagree
1 = Strongly Disagree



The range of scores that you receive reflects the variation of how others, based on their position or relationship with you, ranked your use of the partnering behaviors.

- 1 - Strongly Disagree demonstrates never using this behavior
- 2 - Disagree demonstrates infrequently using this behavior
- 3 - Somewhat Disagree demonstrates that may periodically engage in the behavior
- 4 - Somewhat Agree demonstrates may often, but not always, engage in the behavior
- 5 - Agree demonstrates frequently engages in the behavior
- 6 - Strongly Agree demonstrates ongoing and consistent engaging in the behavior

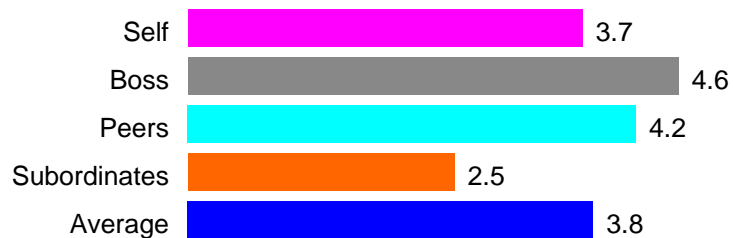
Ranking and Gaps



One important benefit of the 360 Partnering Quotient Assessment is the ability to see yourself as others may see you. Consistency in behavior helps to build trust between you and your partners. The greater the gap between how you see yourself and how others view you creates an opportunity for you to reflect on how you might close the gap between how you view yourself and how others view you.

Example

Inquires about my needs



Gap Analysis

You view yourself (3.7) as periodically inquiring about others' needs. Your boss (4.6) sees you as engaging in the behavior more often than not, and your subordinates (2.5) ranked you as infrequently engaging in the behavior.

When reviewing the rankings, you will want to look for gap ranges that are greater than 1.0. This indicates an important gap between how you view yourself and how others view your partnering competencies and may be impacting your effectiveness in partnering with others.

What action plan would you create for yourself using this example?



Partnering Competencies

Partnering Strengths

A ranking between 5.0 and 6.0 represents areas of strength for you. In these areas, you may want to consider how you can continue or enhance those strong partnering competencies.

Drive for Consistency

A ranking between 3.0 and 4.9 represents areas where behavior may appear inconsistent to raters. These are areas where you may want to consider ways to become more consistent in your behavior.

Development Opportunities

A ranking between 1.0 and 2.9 represents opportunities to improve your partnering competencies. These are areas where you may want to take stock and determine whether your existing behavior is achieving the results you want.

4. Executive Summary

Overview of the Six Partnering Attributes

Communication skills using Self-Disclosure and Feedback

Your overall score for Self-Disclosure and Feedback is: 5.0

Feedback indicates you are very open to sharing information and feelings with others. You give and receive feedback in an open, honest, and direct manner with little hesitation. You inquire about others needs and act on them when able. You do not show your displeasure towards others, even when upset with a situation or person.

Collaboration using a Win/Win Orientation

Your overall score for Win-Win Orientation is: 5.1

Feedback indicates you actively explore options when seeking solutions to problems or interpersonal conflict. You do not get upset if you do not get your way, even under extreme stress. You readily acknowledge others when they contribute to solutions. You act on others opinions, ideas, and suggestions whenever feasible.

Ability to Trust

Your overall score for Ability to Trust is: 4.8

Feedback indicates you tend to trust people and they tend to have a high trust level in you. You rarely need to check on people to ensure they are doing what they said they would do. You regularly follow through on doing what you say you will do, reinforcing the trust dynamic with others. You rarely ask for proof and/or documentation from others, as you have high expectations of people.

Past/Future Orientation

Your overall score for Past/Future Orientation is: 5.5

Feedback indicates that you readily act on or adjust behavior, based on feedback from others. Others see you as acknowledging positive changes when they occur. You are very comfortable adapting to new ideas, technology, or business processes. You make plans based on future needs and stick with those plans. While you may acknowledge obstacles, you're focused on seeing the possibilities and potential in the people and situations that impact you on a daily basis.

Comfort with Change

Your overall score for Comfort with Change is: 5.6

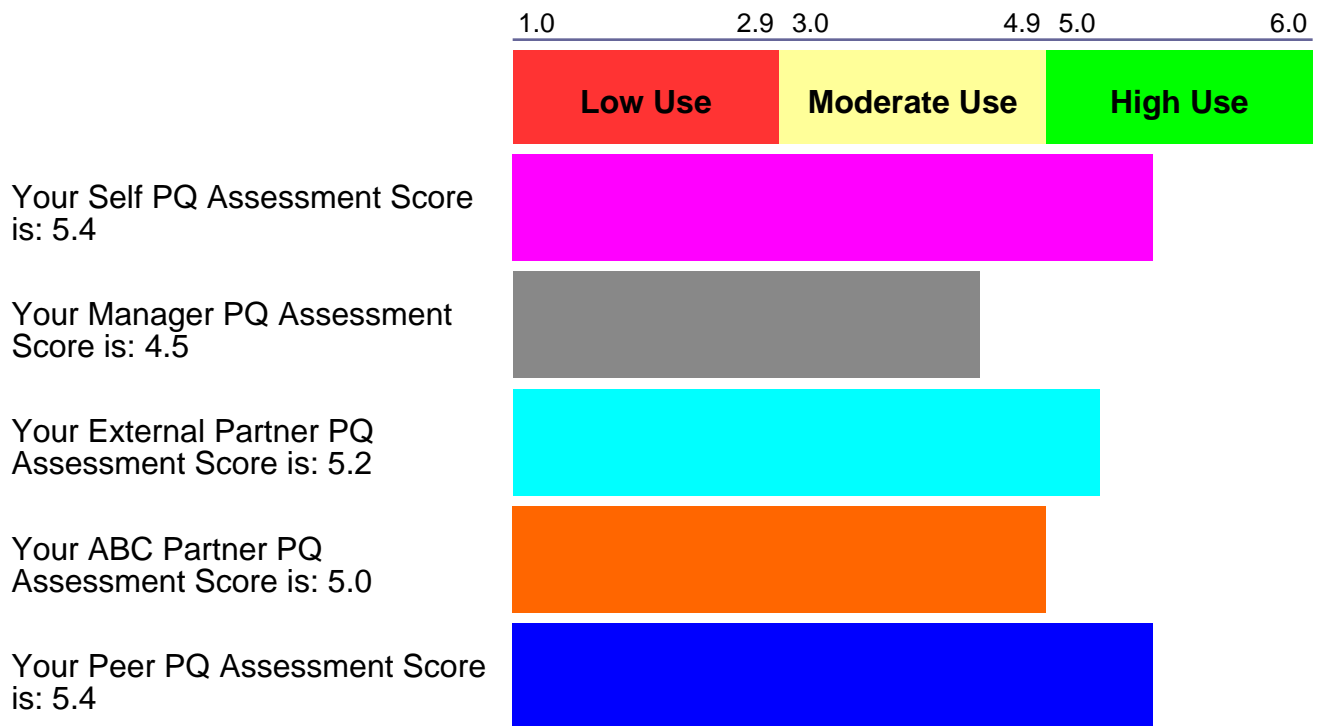
The feedback indicates that you are very comfortable with change. You probably are seen as a change agent within the organization and can easily initiate change as situations evolve. You tend to be a rapid adaptor to innovative thinking or exploring new techniques for completing tasks. You are unafraid to challenge guidelines that prevent you from achieving success. You view removing obstacles as the responsibility of a good leader. You are flexible with your time and schedule; however, you may want to be careful that you reserve enough time for yourself. You go out of your way to welcome new people and responsibilities that benefit you or your success.

Comfort with Interdependence

Your overall score for Comfort with Interdependence is: 4.6

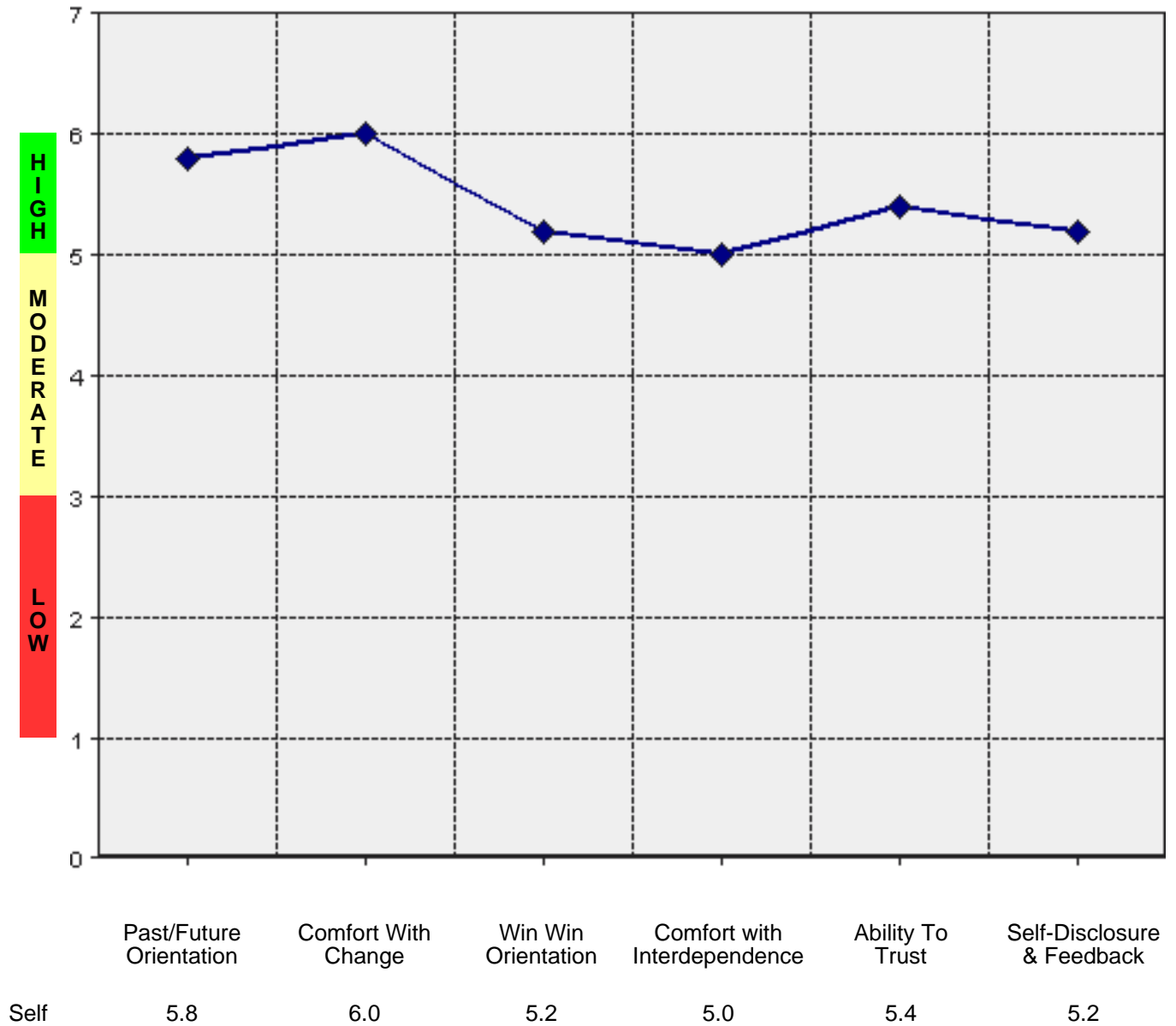
The feedback indicates that others view you as being a strong team player. You do not put your own success above that of the team. You are willing to delegate important, visible, and prestigious tasks to others and share the recognition. You are seen as an active and visible team player, one who shows up and participates at team meetings. You are comfortable involving others in your success and work closely with them to ensure all parties are successful.

5. Overview of Partnering Competencies

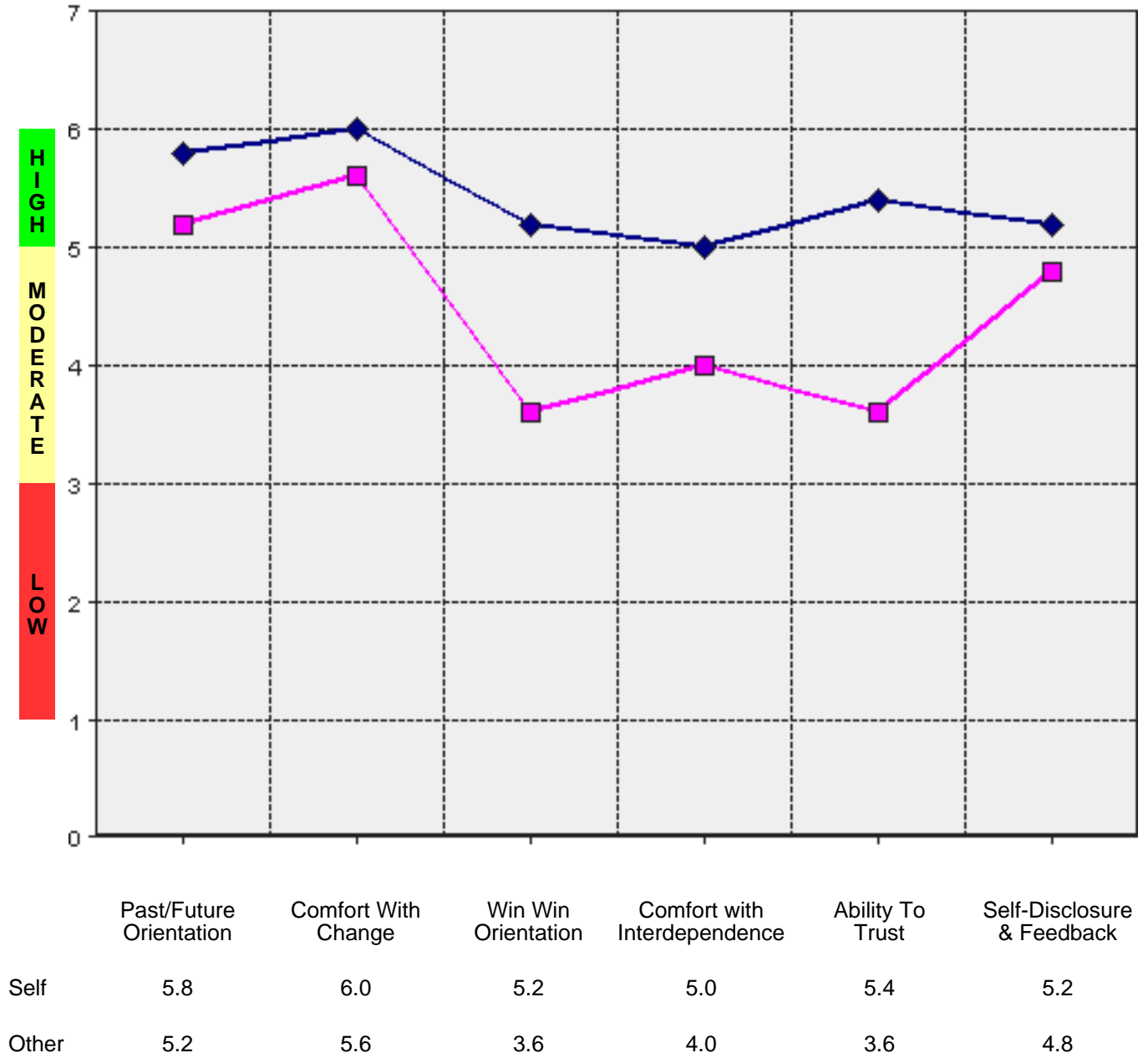


6. Gap Analysis

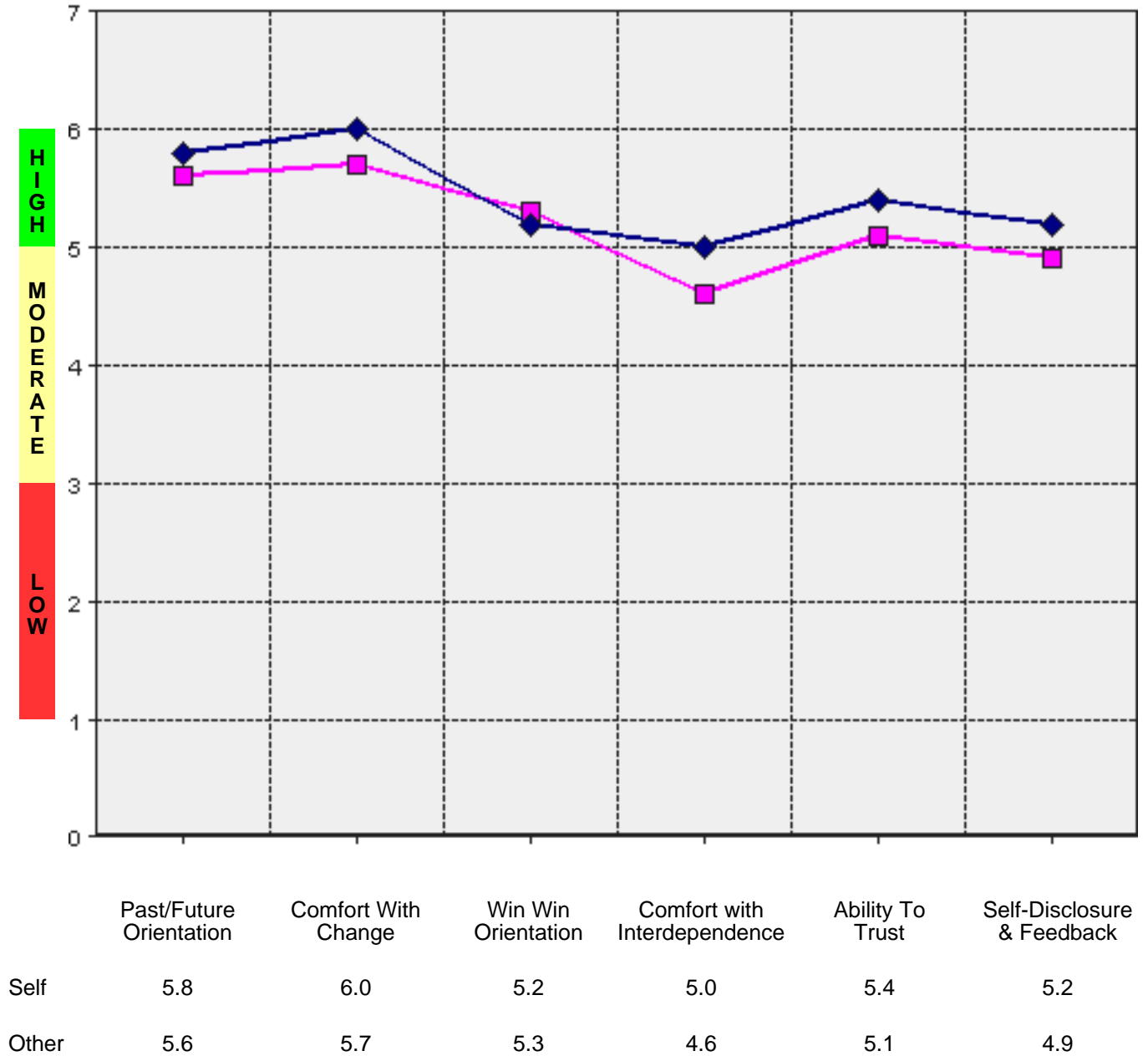
Personal Profile for Self



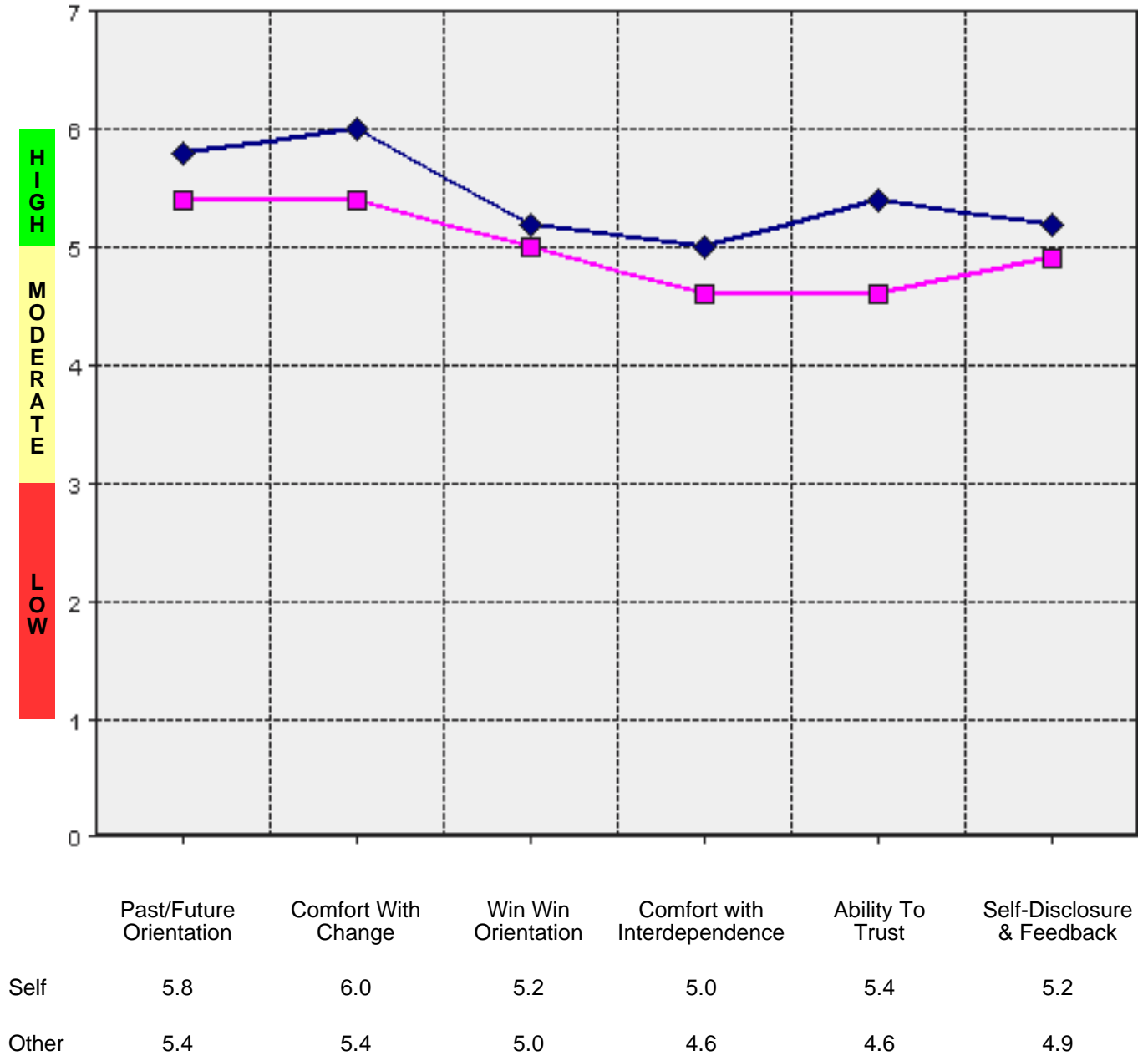
Self and Manager Profile



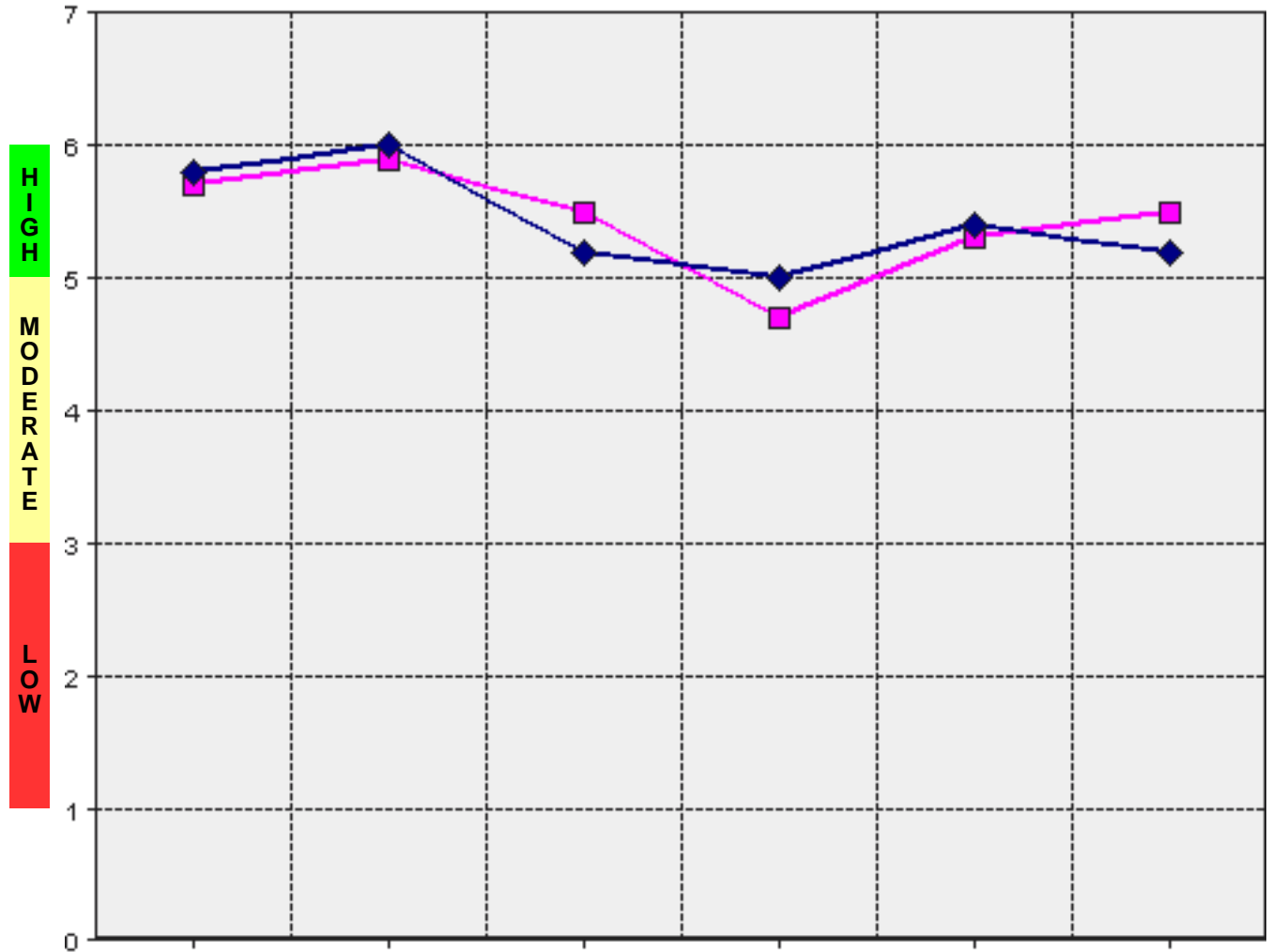
Self and External Partners Profile



Self and ABC Partners Profile

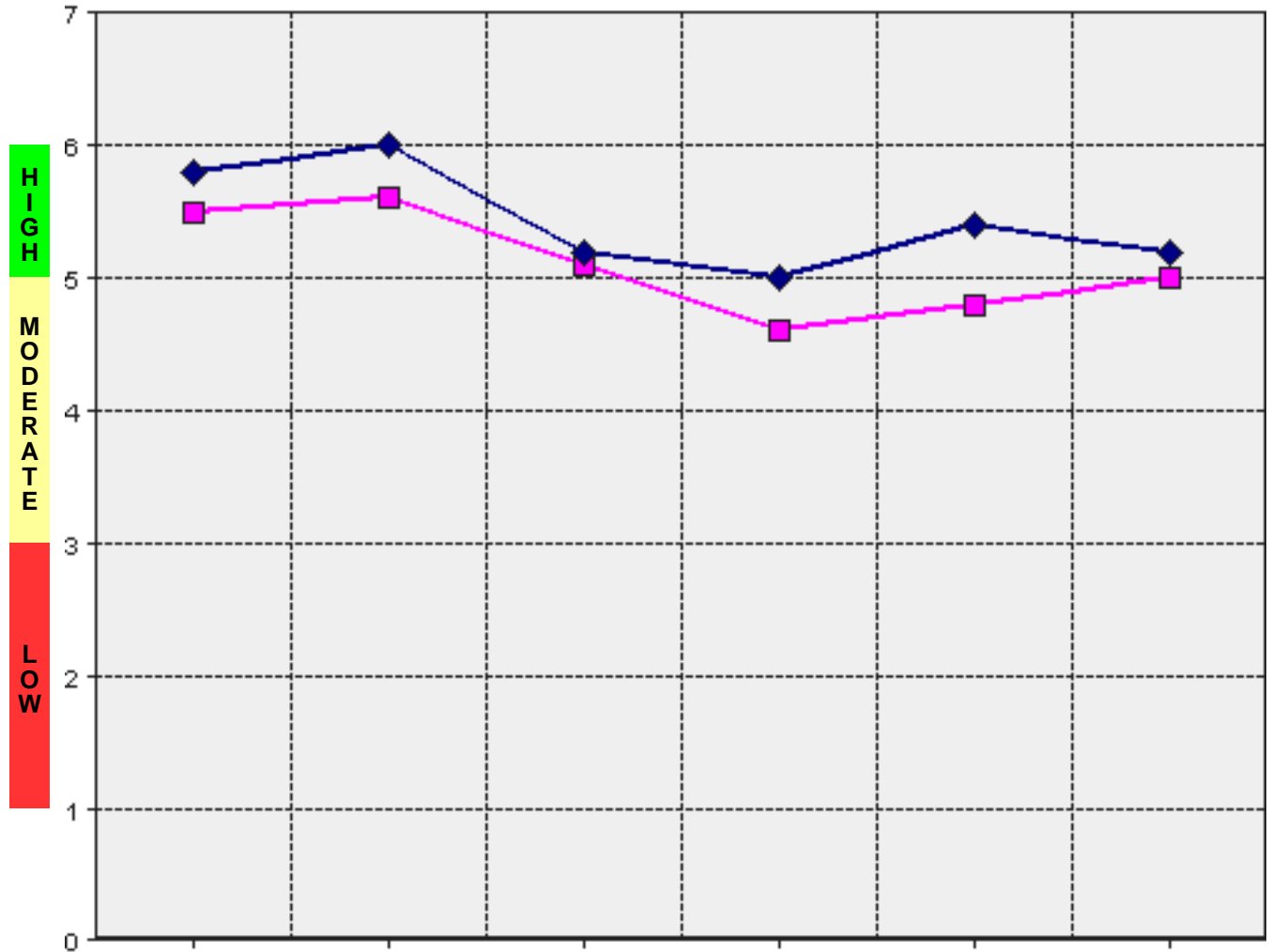


Self and Peers Profile



| | Past/Future Orientation | Comfort With Change | Win Win Orientation | Comfort with Interdependence | Ability To Trust | Self-Disclosure & Feedback |
|-------|-------------------------|---------------------|---------------------|------------------------------|------------------|----------------------------|
| Self | 5.8 | 6.0 | 5.2 | 5.0 | 5.4 | 5.2 |
| Other | 5.7 | 5.9 | 5.5 | 4.7 | 5.3 | 5.5 |

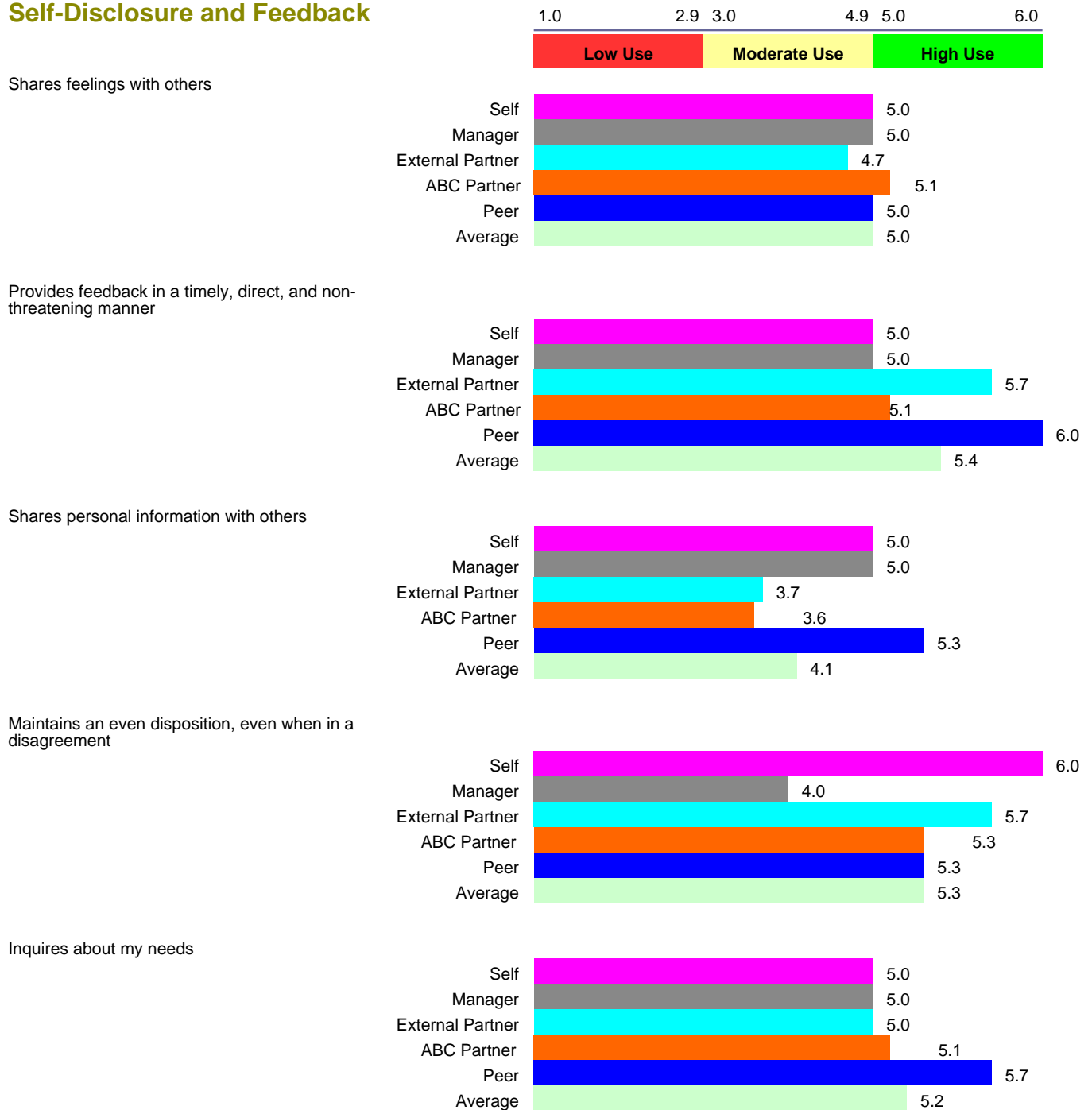
Self and All Responders



| | Past/Future Orientation | Comfort With Change | Win Win Orientation | Comfort with Interdependence | Ability To Trust | Self-Disclosure & Feedback |
|------|-------------------------|---------------------|---------------------|------------------------------|------------------|----------------------------|
| Self | 5.8 | 6.0 | 5.2 | 5.0 | 5.4 | 5.2 |
| All | 5.5 | 5.6 | 5.1 | 4.6 | 4.8 | 5.0 |

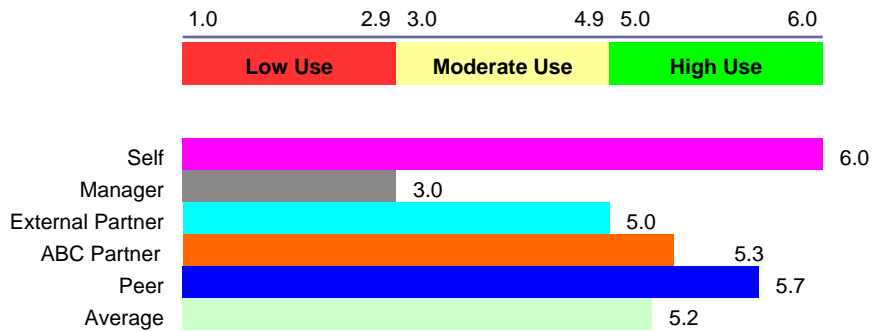
7. Feedback by Attribute and Statement

Self-Disclosure and Feedback

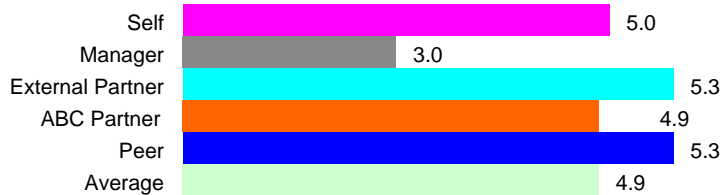


Win/Win Orientation

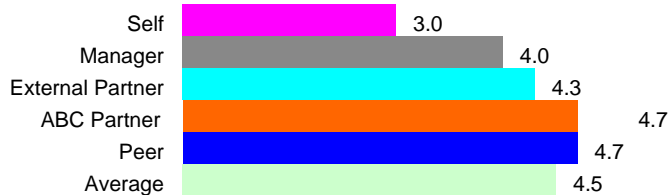
Shows a high degree of collaboration, even when disagreeing



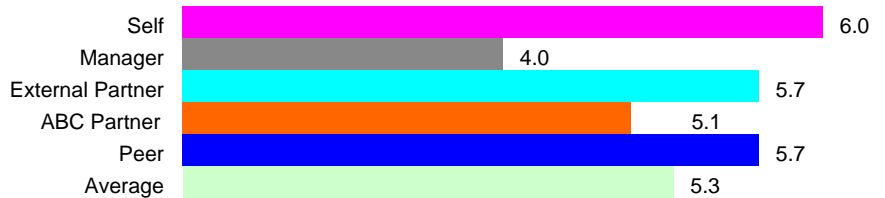
Doesn't get upset if doesn't get their way



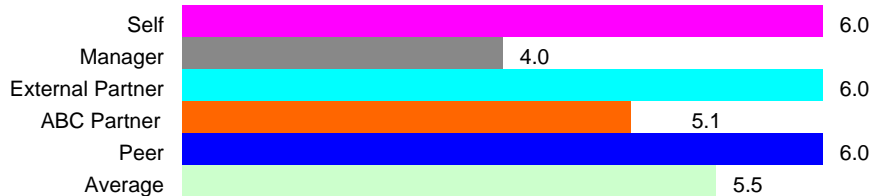
Seeks other individuals' opinions before expressing own



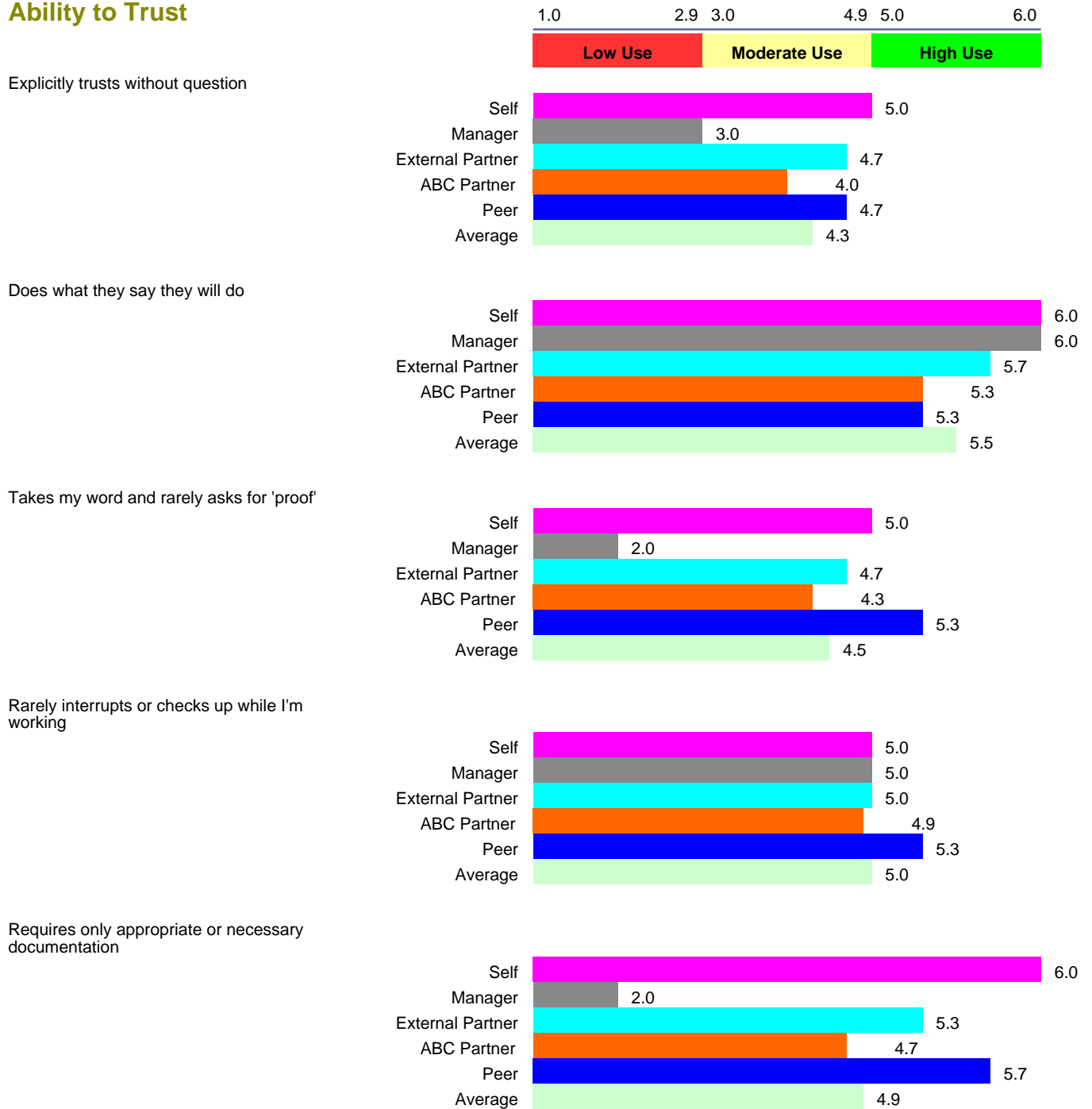
Open to exploring all options before seeking a compromise



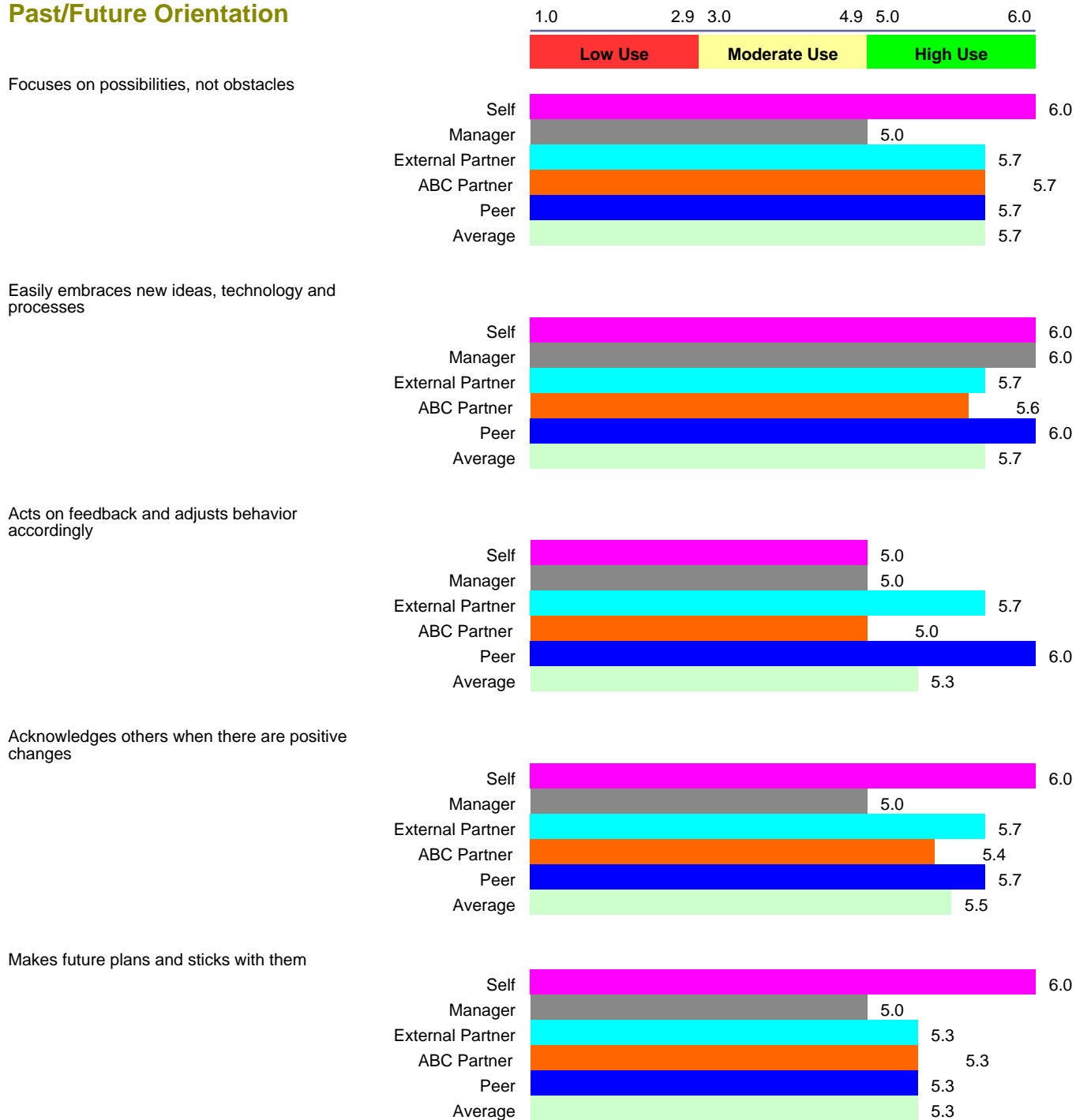
Openly acknowledges when others are right



Ability to Trust

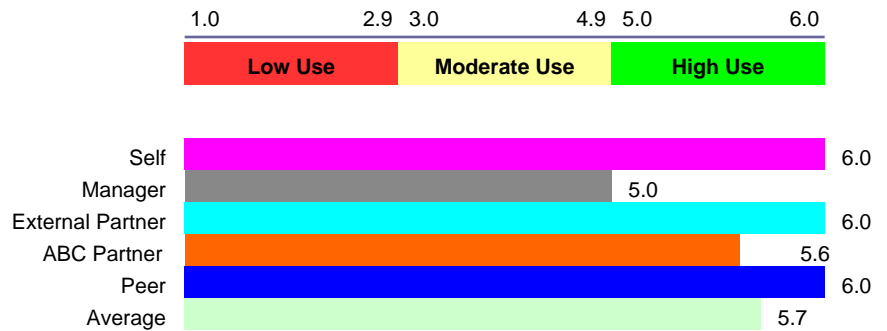


Past/Future Orientation



Comfort with Change

Encourages innovative thinking and exploring new techniques for completing tasks



Willing to challenge guidelines if they create obstacles to success



Seems comfortable in accepting new responsibilities



Welcomes new people

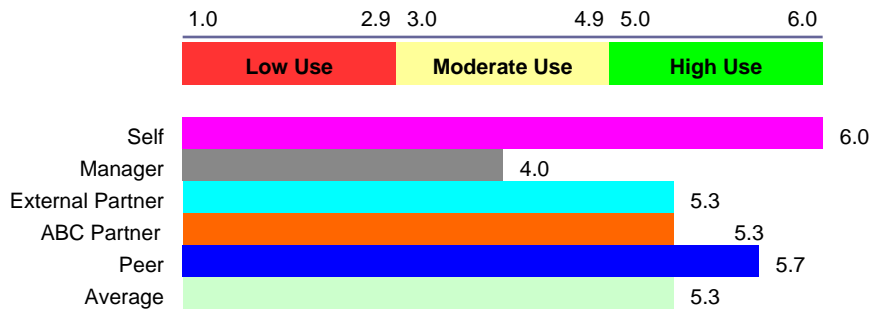


Is flexible with time and schedule, when necessary



Comfort with Interdependence

Puts the group's success above own



Frequently delegates important or prestigious tasks to others



Is visible and participates in team meetings



Depends on others' help to be successful



Spends an appropriate amount of time with our team

