



[MANAGER NAME] MANAGEMENT ASSESSMENT TOOL RESULTS

1

PERSONAL TRAITS

#s 6-11 Character/Integrity/Trustworthiness	4	4	2	3	4	2	3.16666667
#s 12-17 Work Ethic	3	3	3	4	4	4	3.5
#s 18-23 Personal Productivity	3	3	4	3	3	4	3.33333333
#s 24-29 Respect, Consistency, Appreciation of Difference	3	2	2	3	1	2	2.16666667
#s 30-33 Attitude	2	2	3	3			2.5
#s 34-35 Flexibility/Open-Mindedness	1	3					2
#s 36-38 Innovative	1	2	1				1.33333333
#s 39-41 Self Development	3	3	3				3

PERSONAL TRAITS 2.625

SETTING VISION AND DIRECTION

#s 42-47 Customer Focus/Service Orientation	3	3	3	2	3	3	2.83333333
#s 48-50 Strategic Thinking/Organizational Alignment	2	3	3				2.66666667
#s 51-56 Work Unit Goals, Objectives and Planning	3	3	3	3	3	3	3

SETTING VISION AND DIRECTION 2.83333333

GETTING WORK DONE, WITH AND THROUGH OTHERS

#s 57-60 Leadership	2	3	3	3			2.75
#s 61-64 Teambuilding and Teamwork	3	3	2	1			2.25
#s 65-71 Supervision: Ensuring Successful Performance	3	3	2	3	2	3	2.57142857
#s 72-76 Employee Development	3	3	3	3	3		3
#s 77-79 Initiating/Facilitating Change	3	2	2				2.33333333
#s 80-84 Resource Management	3	3	3	4	3		3.2
#s 85-87 Coordinating with Other Departments/Workgroups	2	3	2				2.33333333

GETTING WORK DONE, WITH AND THROUGH OTHERS 2.63401361

CRITICAL SKILLS

#s 88-92 Communication	3	2	3	4	3		3
#s 93-97 Decision-Making	3	3	3	3	3		3
#s 98-99 Meeting Facilitation	2	3					2.5
#s 100-102 Conflict Resolution	1	2	2				1.66666667
#s 103-105 Utilizing Technology	3	3	3				3

CRITICAL SKILLS 2.63333333

OVERALL PERCEPTION 2.68142007

Standard Deviation = 0.71239034

2

PERSONAL TRAITS

#s 6-11 Character/Integrity/Trustworthiness	3	4	3	3	4	3	3.333333
#s 12-17 Work Ethic	3	3	3	3	4	4	3.333333
#s 18-23 Personal Productivity	3	4	3	3	3	3	3.166667
#s 24-29 Respect, Consistency, Appreciation of Difference	3	3	3	3	3	3	3
#s 30-33 Attitude	3	3	3	3			3
#s 34-35 Flexibility/Open-Mindedness	2	3					2.5
#s 36-38 Innovative	3		3				3
#s 39-41 Self Development	3	3	3				3

PERSONAL TRAITS 3.041667

SETTING VISION AND DIRECTION

#s 42-47 Customer Focus/Service Orientation	3	3	3	3	3	3	3
#s 48-50 Strategic Thinking/Organizational Alignment		3	3				3
#s 51-56 Work Unit Goals, Objectives and Planning		3	3	3	3		3

SETTING VISION AND DIRECTION 3

GETTING WORK DONE, WITH AND THROUGH OTHERS

#s 57-60 Leadership			3	3			3
#s 61-64 Teambuilding and Teamwork	4	3	3				3.333333
#s 65-71 Supervision: Ensuring Successful Performance	3		3				3
#s 72-76 Employee Development	3	3	3	3			3
#s 77-79 Initiating/Facilitating Change	3	3					3
#s 80-84 Resource Management	3	3	3	3	3		3
#s 85-87 Coordinating with Other Departments/Workgroups			3				3

GETTING WORK DONE, WITH AND THROUGH OTHERS 3.047619

CRITICAL SKILLS

#s 88-92 Communication		3	3	3	3		3
#s 93-97 Decision-Making	3	3	3	3			3
#s 98-99 Meeting Facilitation	3	3					3
#s 100-102 Conflict Resolution	2	3					2.5
#s 103-105 Utilizing Technology	3	3	3				3

CRITICAL SKILLS 2.9

OVERALL PERCEPTION 2.997321

Standard Deviation = 0.310366

3

PERSONAL TRAITS

#s 6-11 Character/Integrity/Trustworthiness	3	4	2	4	3	3	3.166667
#s 12-17 Work Ethic	4	4	3	3	4	4	3.666667
#s 18-23 Personal Productivity	3	3	3	4	3	3	3.166667
#s 24-29 Respect, Consistency, Appreciation of Difference	4	3	3	3	3	3	3.166667
#s 30-33 Attitude	2	3	4	2			2.75
#s 34-35 Flexibility/Open-Mindedness	3	2					2.5
#s 36-38 Innovative	2	3	2				2.333333
#s 39-41 Self Development	3	2	3				2.666667

PERSONAL TRAITS 2.927083**SETTING VISION AND DIRECTION**

#s 42-47 Customer Focus/Service Orientation	3	3	3	3	4	3	3.166667
#s 48-50 Strategic Thinking/Organizational Alignment	2	3	3				2.666667
#s 51-56 Work Unit Goals, Objectives and Planning	2	2	2	2	2	3	2.166667

SETTING VISION AND DIRECTION 2.666667**GETTING WORK DONE, WITH AND THROUGH OTHERS**

#s 57-60 Leadership	3	2	3	3			2.75
#s 61-64 Teambuilding and Teamwork	4	3	3	3			3.25
#s 65-71 Supervision: Ensuring Successful Performance	3	4	3	3			3.25
#s 72-76 Employee Development	3		4	2			3
#s 77-79 Initiating/Facilitating Change	2	2	1				1.666667
#s 80-84 Resource Management			3	3			3
#s 85-87 Coordinating with Other Departments/Workgroups			3				3

GETTING WORK DONE, WITH AND THROUGH OTHERS 2.845238**CRITICAL SKILLS**

#s 88-92 Communication	2	2	2	3	3		2.4
#s 93-97 Decision-Making	3	3	3	3	2		2.8
#s 98-99 Meeting Facilitation	3						3
#s 100-102 Conflict Resolution	1	1	2				1.333333
#s 103-105 Utilizing Technology	2	2	3				2.333333

CRITICAL SKILLS 2.373333**OVERALL PERCEPTION 2.70308***Standard Deviation = 0.716991*

4

PERSONAL TRAITS

#s 6-11 Character/Integrity/Trustworthiness	4	4	3	4	4	4	3.833333
#s 12-17 Work Ethic	4	4	4	4	4	4	4
#s 18-23 Personal Productivity	4	4	4	3	4	4	3.833333
#s 24-29 Respect, Consistency, Appreciation of Difference	4	3	4	4	4	4	3.833333
#s 30-33 Attitude	3	4	4	4			3.75
#s 34-35 Flexibility/Open-Mindedness	3	4					3.5
#s 36-38 Innovative	4	3	3				3.333333
#s 39-41 Self Development	4	3	3				3.333333

PERSONAL TRAITS 3.677083**SETTING VISION AND DIRECTION**

#s 42-47 Customer Focus/Service Orientation	4	4	4	4	4	3	3.833333
#s 48-50 Strategic Thinking/Organizational Alignment	4	4	3				3.666667
#s 51-56 Work Unit Goals, Objectives and Planning	3	4	4	3	3	4	3.5

SETTING VISION AND DIRECTION 3.666667**GETTING WORK DONE, WITH AND THROUGH OTHERS**

#s 57-60 Leadership	3	4	4	3			3.5
#s 61-64 Teambuilding and Teamwork	4	4	4	3			3.75
#s 65-71 Supervision: Ensuring Successful Performance	3	4	4	4	3	3	3.428571
#s 72-76 Employee Development	4	4	4	3			3.75
#s 77-79 Initiating/Facilitating Change	3	4	3				3.333333
#s 80-84 Resource Management				3	4		3.5
#s 85-87 Coordinating with Other Departments/Workgroups	3	4	3				3.333333

GETTING WORK DONE, WITH AND THROUGH OTHERS 3.513605**CRITICAL SKILLS**

#s 88-92 Communication	3	3	4	4	4		3.6
#s 93-97 Decision-Making		4	3	4	3		3.5
#s 98-99 Meeting Facilitation	4	3					3.5
#s 100-102 Conflict Resolution	3	3	3				3
#s 103-105 Utilizing Technology	3	3	4				3.333333

CRITICAL SKILLS 3.386667**OVERALL PERCEPTION 3.561006***Standard Deviation = 0.487631*

5

PERSONAL TRAITS

#s 6-11 Character/Integrity/Trustworthiness	4	4	3	4	4	4	3.833333
#s 12-17 Work Ethic	4	4	4	4	4	4	4
#s 18-23 Personal Productivity	4	4		3	3	4	3.6
#s 24-29 Respect, Consistency, Appreciation of Difference	4	4	3	4	4	3	3.666667
#s 30-33 Attitude	3	3	4	4			3.5
#s 34-35 Flexibility/Open-Mindedness	4	4					4
#s 36-38 Innovative	3	3	3				3
#s 39-41 Self Development	4	4	2				3.333333

PERSONAL TRAITS 3.616667**SETTING VISION AND DIRECTION**

#s 42-47 Customer Focus/Service Orientation		4	4	4	4	4	4
#s 48-50 Strategic Thinking/Organizational Alignment	4	4	4				4
#s 51-56 Work Unit Goals, Objectives and Planning	4	4	4	4	4	4	4

SETTING VISION AND DIRECTION 4**GETTING WORK DONE, WITH AND THROUGH OTHERS**

#s 57-60 Leadership	3	4	4	4			3.75
#s 61-64 Teambuilding and Teamwork	4	4	4	3			3.75
#s 65-71 Supervision: Ensuring Successful Performance	4	4	4	4	4	3	3.833333
#s 72-76 Employee Development	4	4	4	4	3		3.8
#s 77-79 Initiating/Facilitating Change	3	3	3				3
#s 80-84 Resource Management		4		4			4
#s 85-87 Coordinating with Other Departments/Workgroups	4	4	4				4

GETTING WORK DONE, WITH AND THROUGH OTHERS 3.733333**CRITICAL SKILLS**

#s 88-92 Communication	4	4	4	4	4		4
#s 93-97 Decision-Making	4	4	4	4	4		4
#s 98-99 Meeting Facilitation	3	3					3
#s 100-102 Conflict Resolution			3				3
#s 103-105 Utilizing Technology	4	4	4				4

CRITICAL SKILLS 3.6**OVERALL PERCEPTION 3.7375***Standard Deviation = 0.451316*

6

PERSONAL TRAITS

#s 6-11 Character/Integrity/Trustworthiness	3	3	2	3	3	3	2.83333333
#s 12-17 Work Ethic	3	2	2	3	3	3	2.66666667
#s 18-23 Personal Productivity	3	2	2	2	3		2.4
#s 24-29 Respect, Consistency, Appreciation of Difference	2	2	2	2	3	2	2.16666667
#s 30-33 Attitude	2	2	3	2			2.25
#s 34-35 Flexibility/Open-Mindedness	2						2
#s 36-38 Innovative	2		2				2
#s 39-41 Self Development	2	3	3				2.66666667

PERSONAL TRAITS 2.37291667

SETTING VISION AND DIRECTION

#s 42-47 Customer Focus/Service Orientation	3	3	3	3	3	3	3
#s 48-50 Strategic Thinking/Organizational Alignment	2	3	3				2.66666667
#s 51-56 Work Unit Goals, Objectives and Planning	2	3	2	2	2	2	2.16666667

SETTING VISION AND DIRECTION 2.61111111

GETTING WORK DONE, WITH AND THROUGH OTHERS

#s 57-60 Leadership	3	2	3	2			2.5
#s 61-64 Teambuilding and Teamwork	2	3	2	2			2.25
#s 65-71 Supervision: Ensuring Successful Performance	3	3	3	4	3	2	3
#s 72-76 Employee Development	3	2	2	2	2		2.2
#s 77-79 Initiating/Facilitating Change	2	2	2				2
#s 80-84 Resource Management			3	3			3
#s 85-87 Coordinating with Other Departments/Workgroups	2	2	2				2

GETTING WORK DONE, WITH AND THROUGH OTHERS 2.42142857

CRITICAL SKILLS

#s 88-92 Communication	2	2	1	2	2		1.8
#s 93-97 Decision-Making	3	3	3	3	2		2.8
#s 98-99 Meeting Facilitation	3	3					3
#s 100-102 Conflict Resolution	3	2	2				2.33333333
#s 103-105 Utilizing Technology	2	2	3				2.33333333

CRITICAL SKILLS 2.45333333

OVERALL PERCEPTION 2.46469742

Standard Deviation = 0.53999482

SUMMARY

PERSONAL TRAITS

#s 6-11 Character/Integrity/Trustworthiness	3.5	3.83	2.5	3.5	3.67	3.17			3.36111111
#s 12-17 Work Ethic	3.5	3.33	3.17	3.5	3.83	3.83			3.52777778
#s 18-23 Personal Productivity	3.33	3.33	3.2	3	3.17	3.6			3.25
#s 24-29 Respect, Consistency, Appreciation of Difference	3.33	2.83	2.83	3.17	3	2.83			3
#s 30-33 Attitude	2.5	2.83	3.5	3					2.95833333
#s 34-35 Flexibility/Open-Mindedness	2.5	3.2							2.75
#s 36-38 Innovative	2.5	2.75	2.33						2.5
#s 39-41 Self Development	3.17	3	2.83						3

PERSONAL TRAITS 3.04340278

SETTING VISION AND DIRECTION

#s 42-47 Customer Focus/Service Orientation	3.2	3.33	3.33	3.17	3.5	3.17			3.30555556
#s 48-50 Strategic Thinking/Organizational Alignment	2.8	3.33	3.17						3.11111111
#s 51-56 Work Unit Goals, Objectives and Planning	2.8	3.17	3	2.83	2.83	3.2			2.97222222

SETTING VISION AND DIRECTION 3.12962963

GETTING WORK DONE, WITH AND THROUGH OTHERS

#s 57-60 Leadership	2.8	3	3.33	3					3.04166667
#s 61-64 Teambuilding and Teamwork	3.5	3.33	3	2.4					3.09722222
#s 65-71 Supervision: Ensuring Successful Performance	3.17	3.6	3.17	3.6	3	2.75	2.5		3.18055556
#s 72-76 Employee Development	3.33	3.2	3.33	2.83	2.67				3.125
#s 77-79 Initiating/Facilitating Change	2.67	2.67	2.2						2.55555556
#s 80-84 Resource Management	3	3.33	3	3.33	3.33				3.28333333
#s 85-87 Coordinating with Other Departments/Workgroups	2.75	3.25	2.83						2.94444444

GETTING WORK DONE, WITH AND THROUGH OTHERS 3.03253968

CRITICAL SKILLS

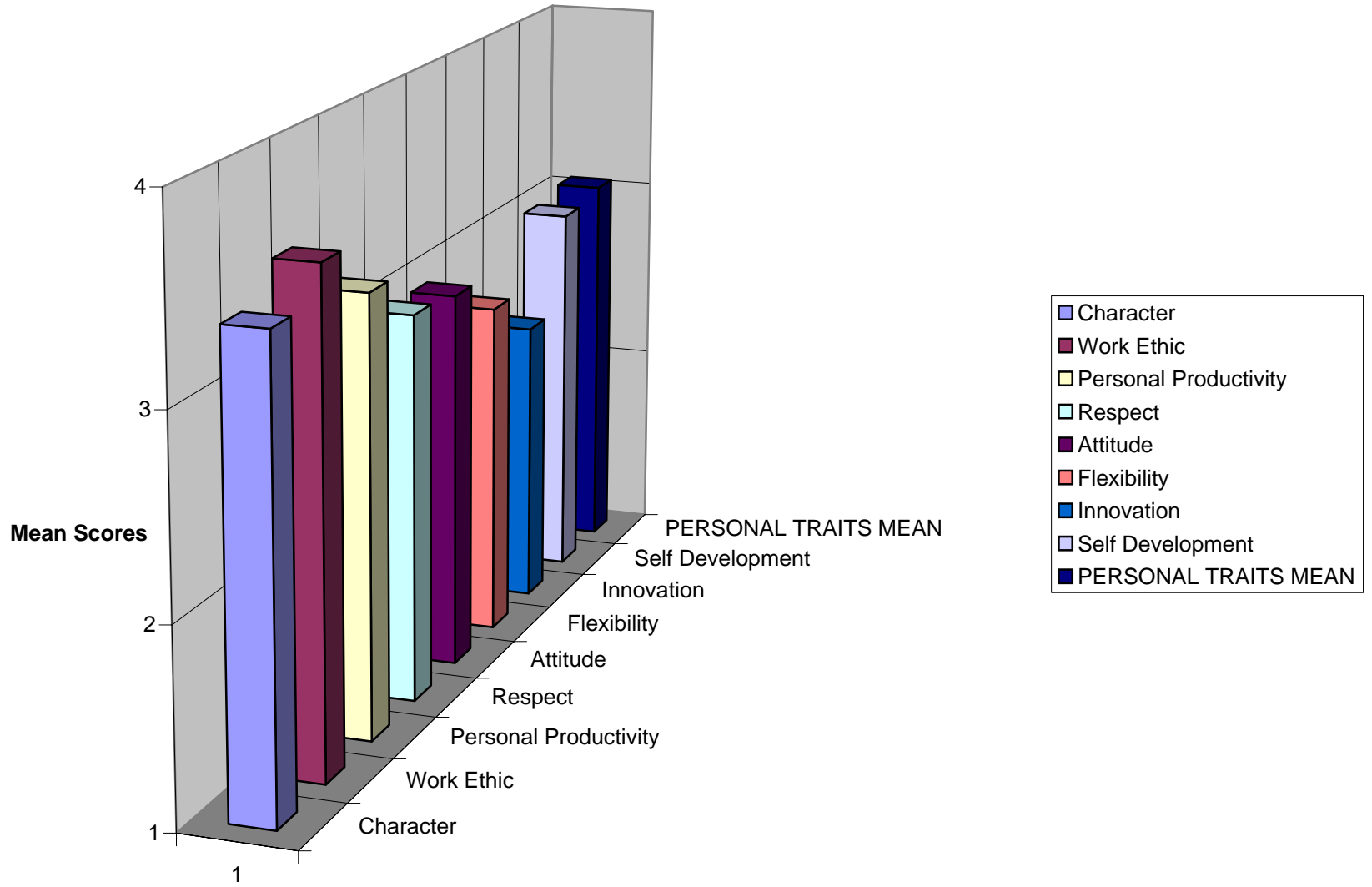
#s 88-92 Communication	2.8	2.67	2.83	3.33	3.17				2.96666667
#s 93-97 Decision-Making	3.2	3.33	3.17	3.33	2.8				3.18333333
#s 98-99 Meeting Facilitation	3	3							3
#s 100-102 Conflict Resolution	2	2.2	2.4						2.30555556
#s 103-105 Utilizing Technology	2.83	2.83	3.33						3

CRITICAL SKILLS 2.89111111

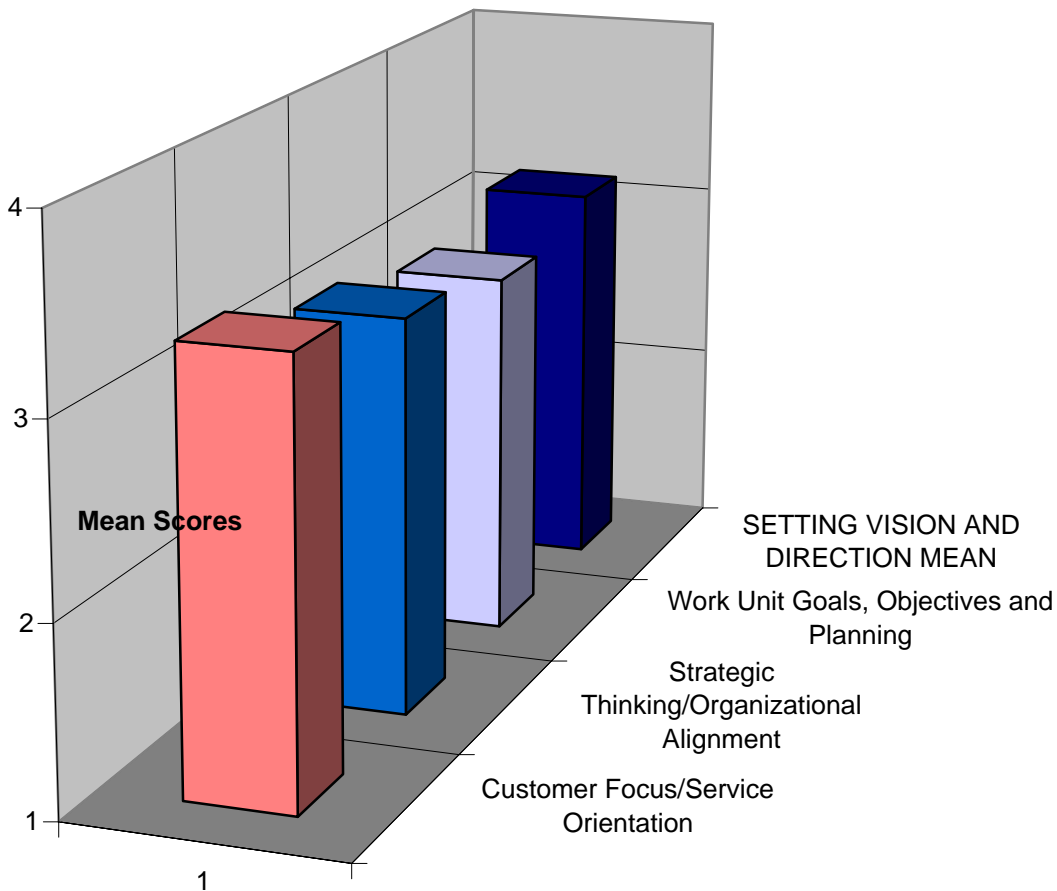
OVERALL PERCEPTION 3.0241708

Standard Deviation = 0.36765609

PERSONAL TRAITS

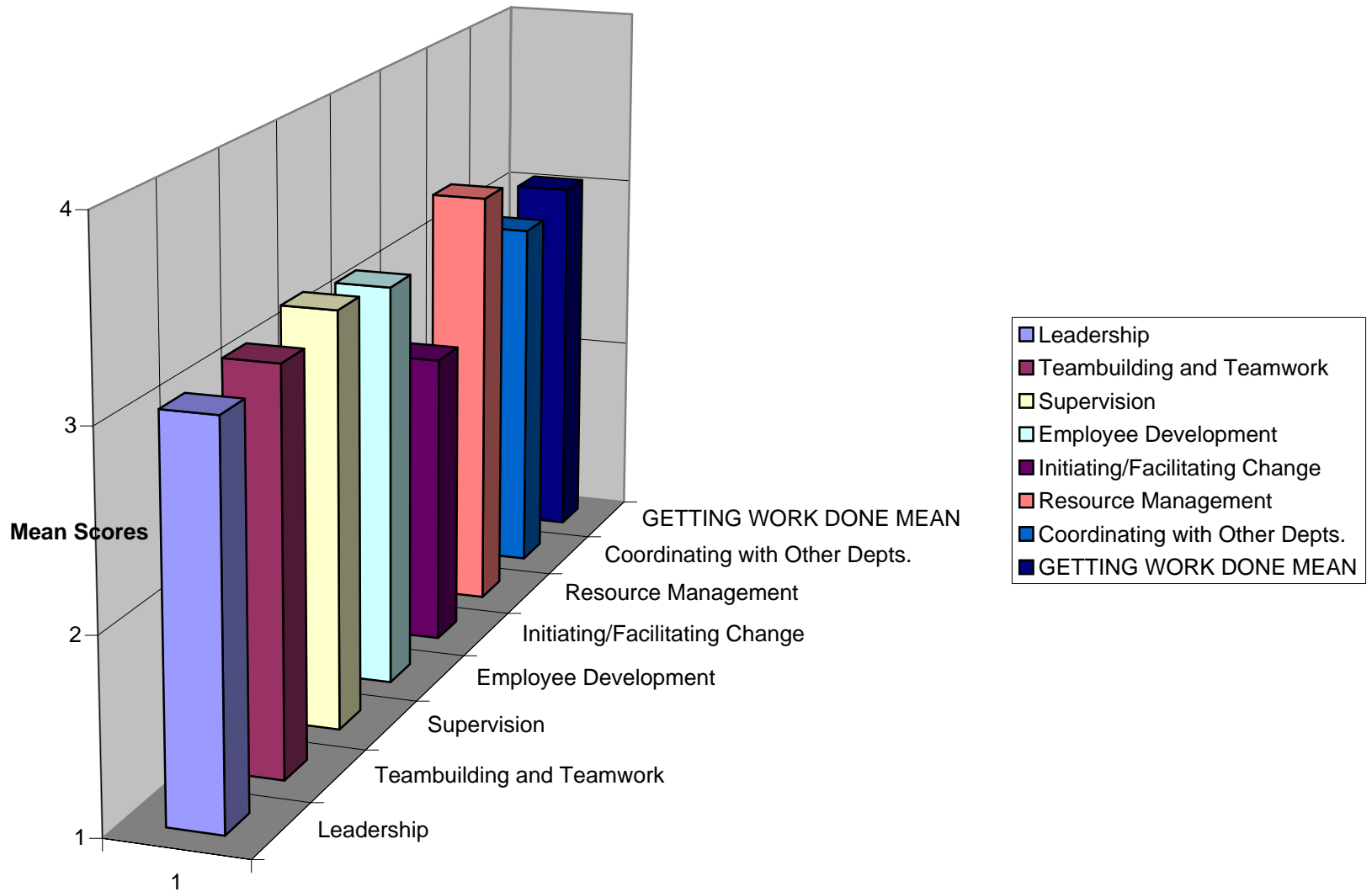


SETTING VISION AND DIRECTION

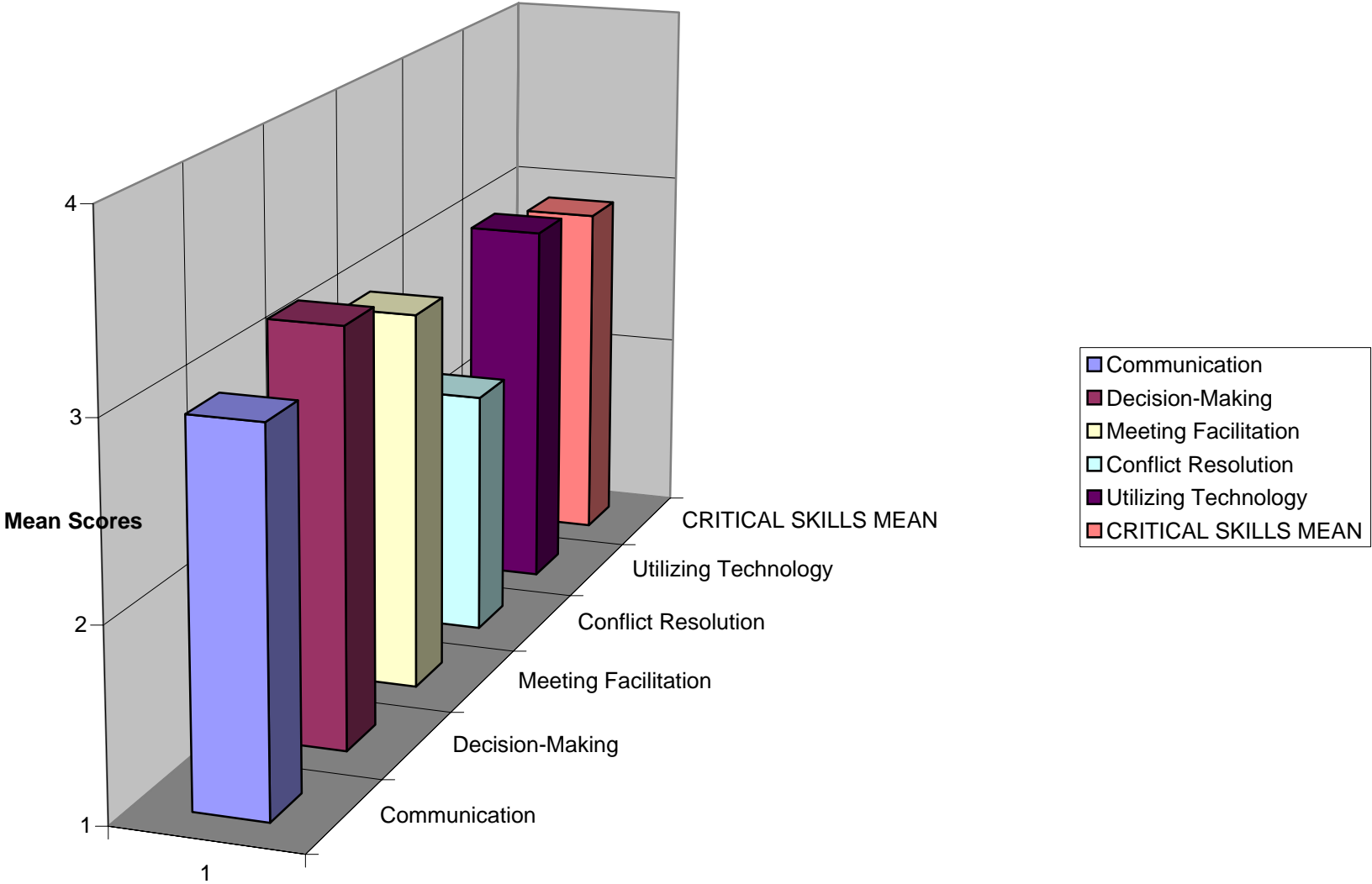


- Customer Focus/Service Orientation
- Strategic Thinking/Organizational Alignment
- Work Unit Goals, Objectives and Planning
- SETTING VISION AND DIRECTION MEAN

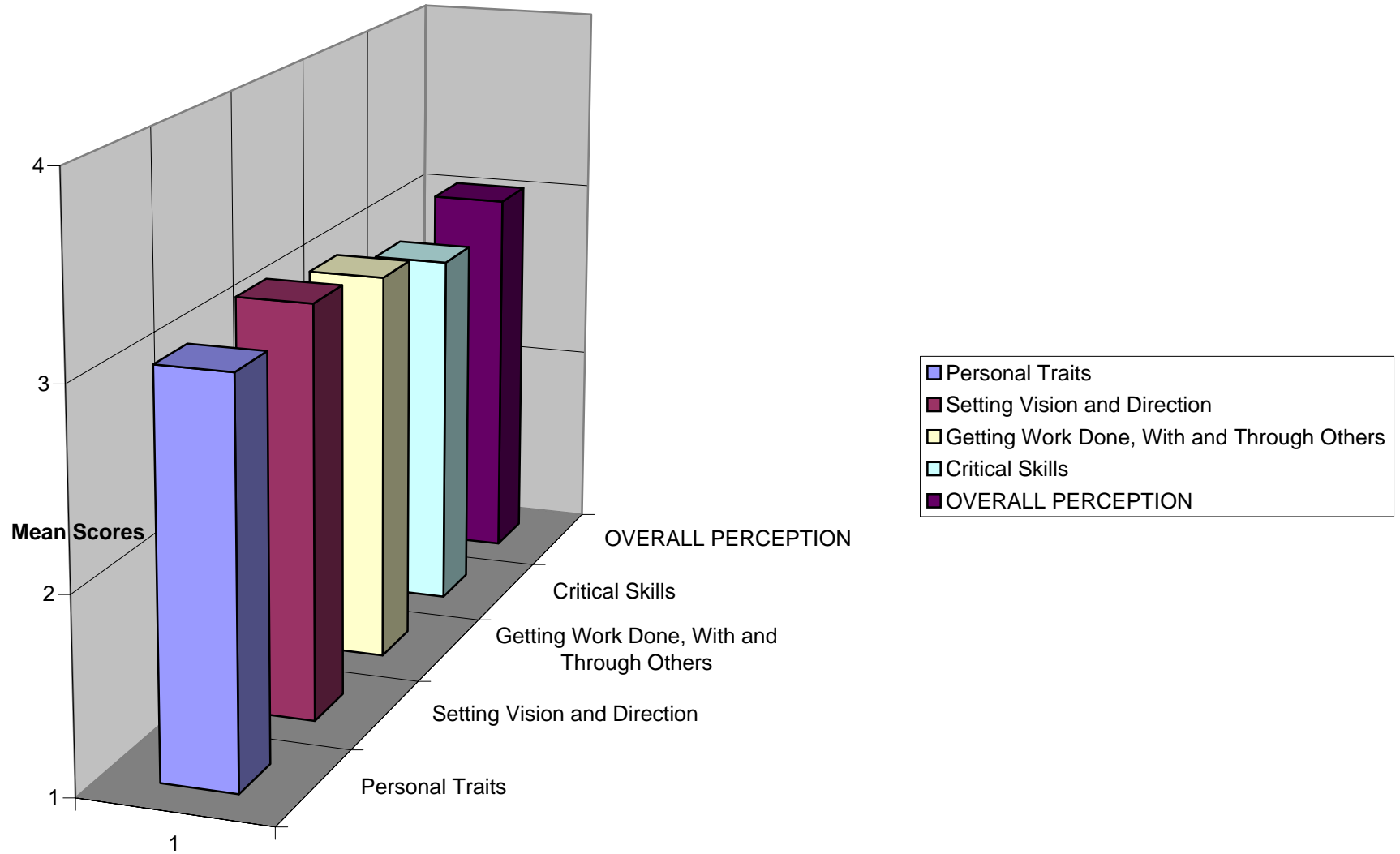
GETTING WORK DONE, WITH AND THROUGH OTHERS



CRITICAL SKILLS



SUMMARY



Self_Assessment

PERSONAL TRAITS

#s 6-11 Character/Integrity/Trustworthiness	3	3	3	3	3	3	3
#s 12-17 Work Ethic	3	3	3	3	3	3	3
#s 18-23 Personal Productivity	3	3	3	3	3	3	3
#s 24-29 Respect, Consistency, Appreciation of Difference	3	3	3	2	2	2	2.5
#s 30-33 Attitude	3	3	2	3			2.75
#s 34-35 Flexibility/Open-Mindedness	2	3					2.5
#s 36-38 Innovative	2	2	2				2
#s 39-41 Self Development	3	3	3				3

PERSONAL TRAITS 2.71875

SETTING VISION AND DIRECTION

#s 42-47 Customer Focus/Service Orientation	3	3	2	3	3	3	2.83333333
#s 48-50 Strategic Thinking/Organizational Alignment	3	3	3				3
#s 51-56 Work Unit Goals, Objectives and Planning	2	2	3	3	3	3	2.66666667

SETTING VISION AND DIRECTION 2.83333333

GETTING WORK DONE, WITH AND THROUGH OTHERS

#s 57-60 Leadership	2	2	3	3			2.5
#s 61-64 Teambuilding and Teamwork	3	2	2	2			2.25
#s 65-71 Supervision: Ensuring Successful Performance	2	2	2	3	2	2	2.16666667
#s 72-76 Employee Development	3	2	2	2	2		2.2
#s 77-79 Initiating/Facilitating Change	3	2	3				2.66666667
#s 80-84 Resource Management	2	2	2	2	2		2
#s 85-87 Coordinating with Other Departments/Workgroups	2	2	3				2.33333333

GETTING WORK DONE, WITH AND THROUGH OTHERS 2.30238095

CRITICAL SKILLS

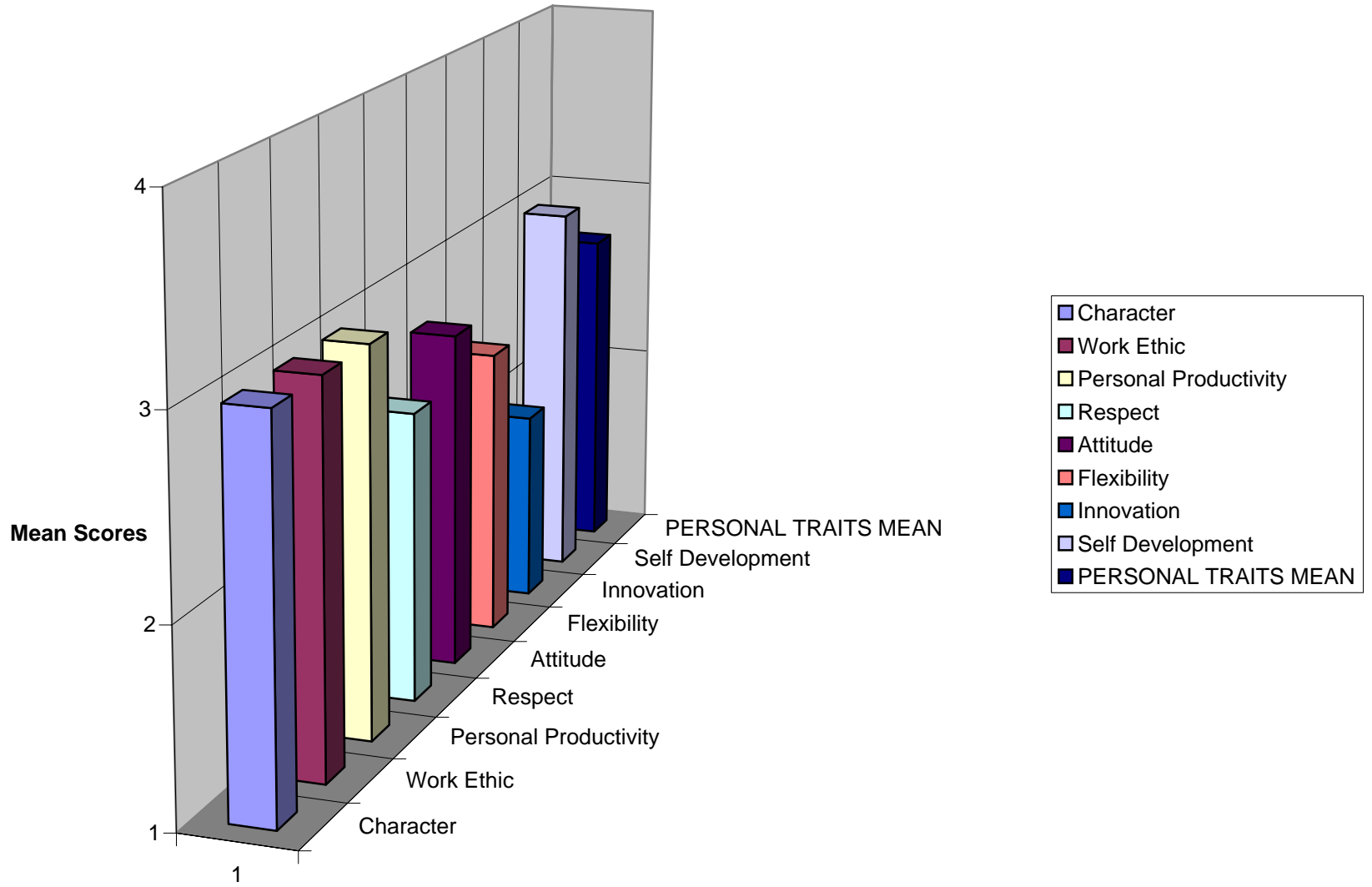
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#s 93-97 Decision-Making	3	3	3	3	2		2.8
#s 98-99 Meeting Facilitation	3	2					2.5
#s 100-102 Conflict Resolution	2	2	2				2
#s 103-105 Utilizing Technology	3	3	3				3

CRITICAL SKILLS 2.5

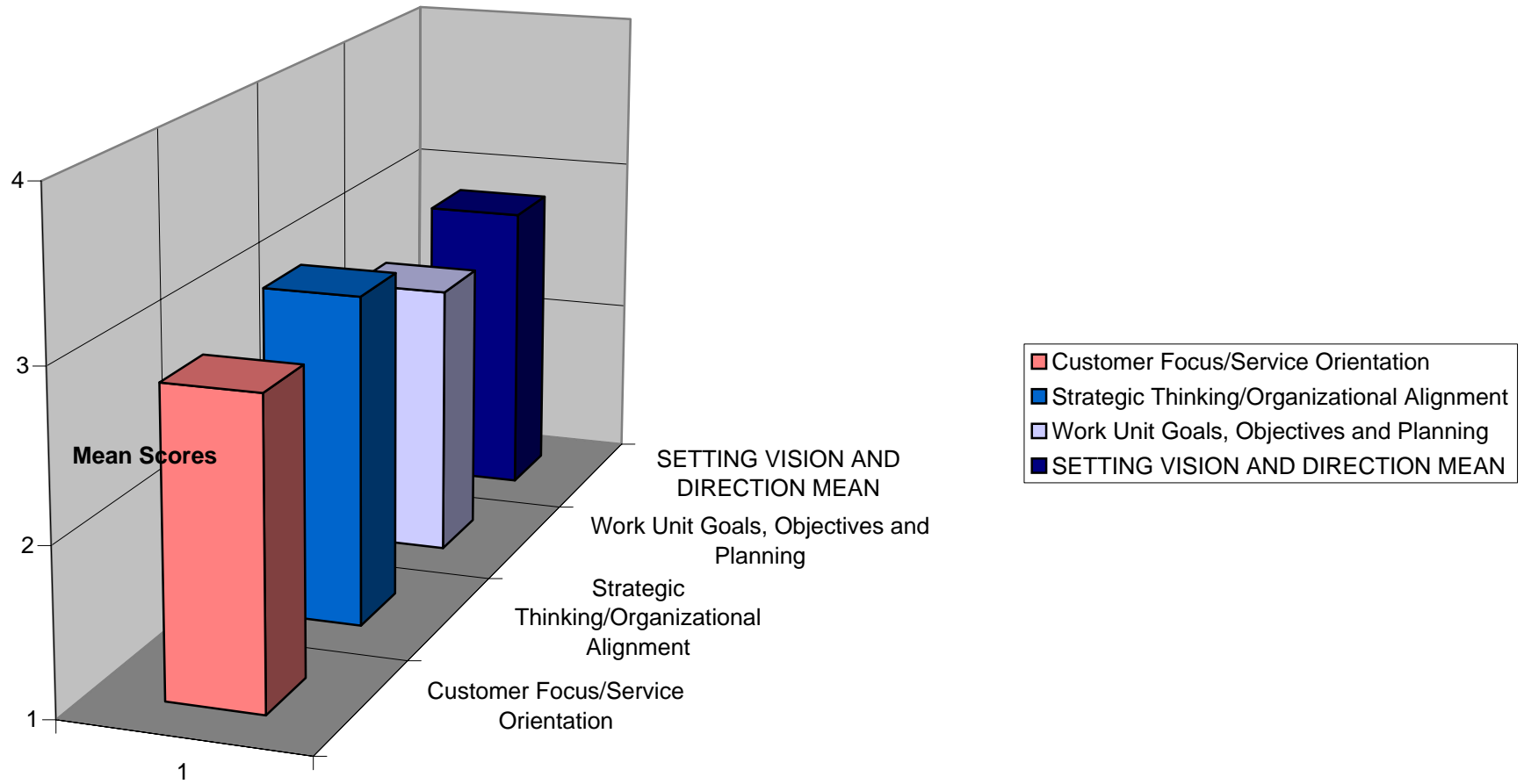
OVERALL PERCEPTION 2.58861607

Standard Deviation = 0.49422747

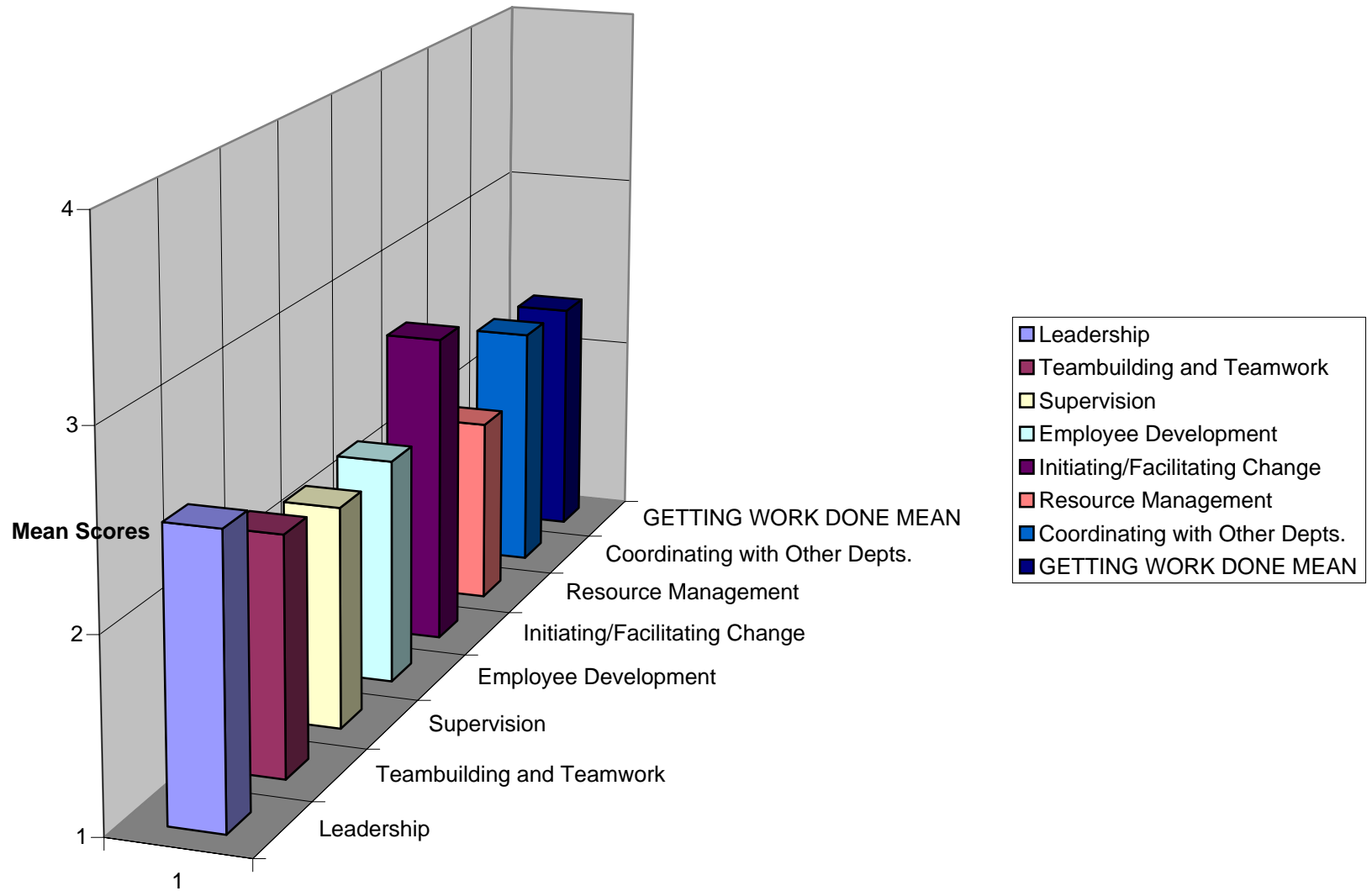
PERSONAL TRAITS



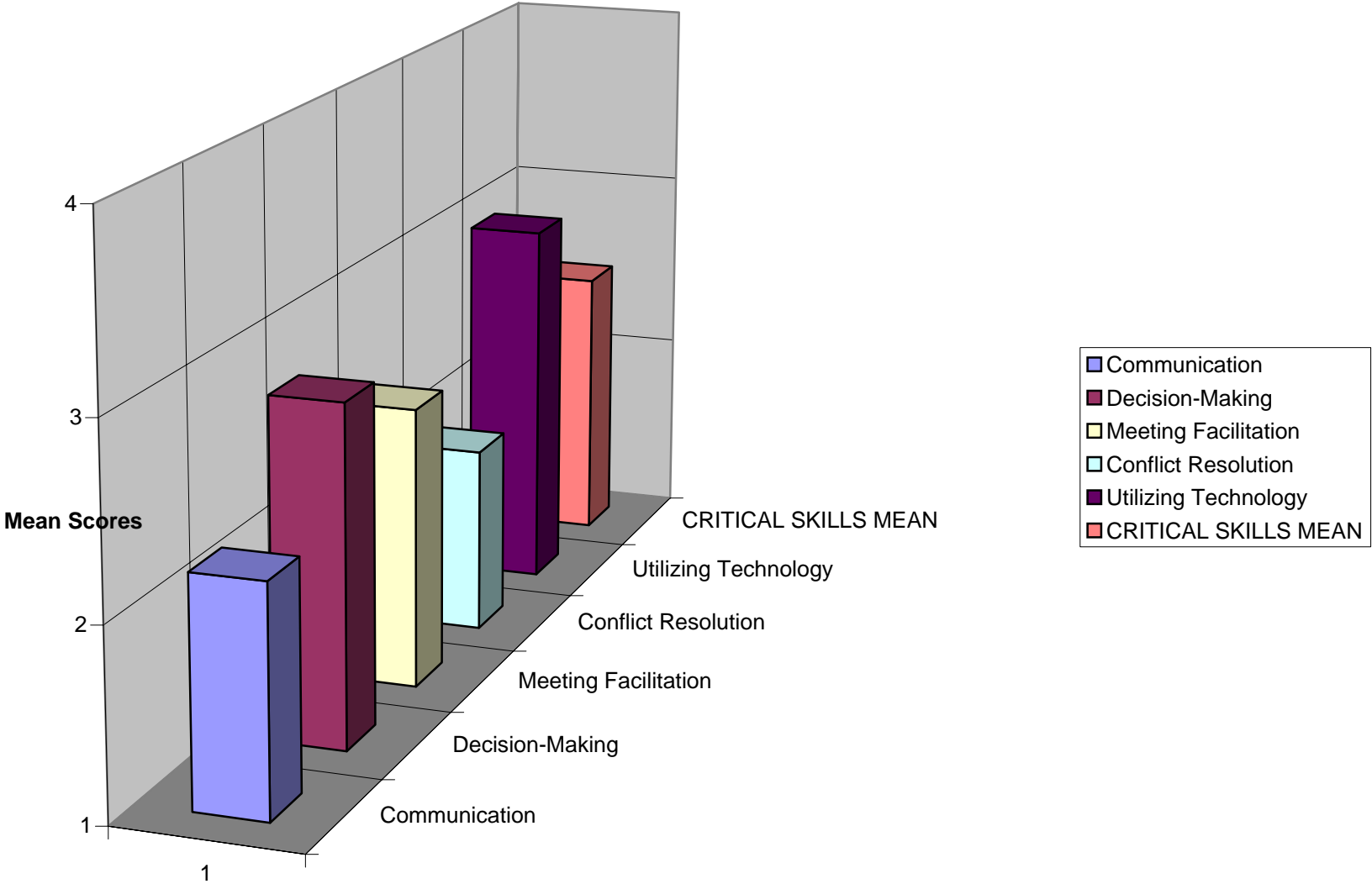
SETTING VISION AND DIRECTION



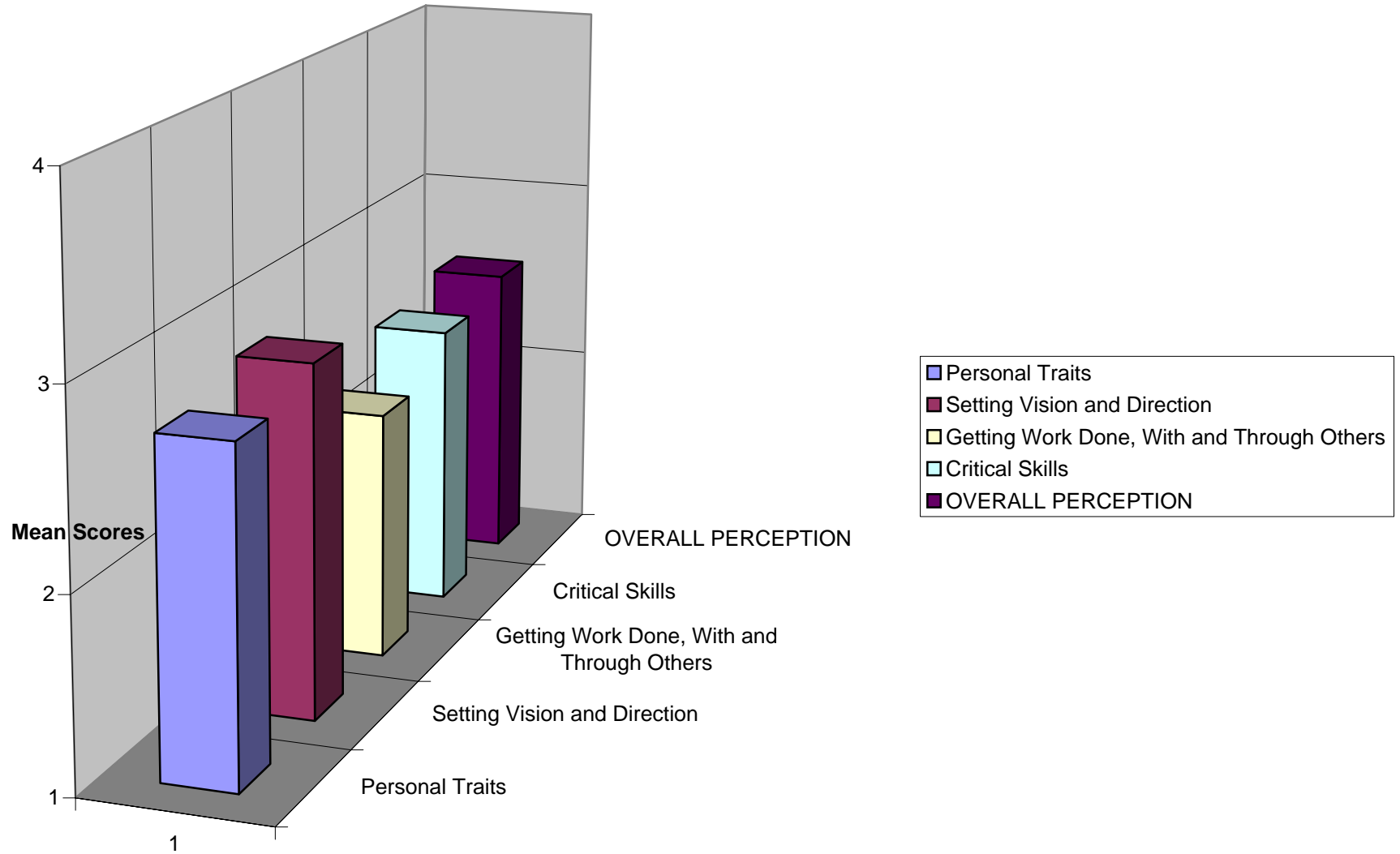
GETTING WORK DONE, WITH AND THROUGH OTHERS



CRITICAL SKILLS



SUMMARY



MAT Comments – [MANAGER NAME]

Please describe this person's strengths:

1. Very organized, willing to assist with what ever it takes to get the job done. Is committed and dependable. She cares a great deal about the department. She handles various tasks simultaneously and does a good job. Doesn't gossip, maintains confidentiality. She is very trustworthy and honest.
2. [MANAGER] is very hard-working and dependable. She pays attention to detail.
3. very decisive, strong sense of wrong and right, good time management, organized
4. detail-oriented, hard worker, honest, good listener.. and fair (demonstrates NO favoritism)
5. very level headed and fair, lets you know what your responsibilities are up front and what is expected of you. Also, just a very nice person to work for and with...the customers love her too!!
6. good decision maker; thoroughly completes tasks that support making sure the department is complying with high standards (reports, charting reviews, etc); friendly and fun to talk to on a personal level; works diligently to assure our department \"looks good\" to the rest of the [ORGANIZATION]
7. (Self Assessment) dependable, task oriented

Please describe areas of development for this individual:

1. Building a relationship of openness and trust with all employees. Share more personal experiences/information so that people feel that have a personal/emotional bond with [MANAGER]. Be more open to new ideas and suggestions. Many times [MANAGER] is knowledgeable about what "won't work", but doesn't offer suggestions about what may work. More comfortable with the status quo than comfortable with changes. Employees look to her, as a leader to propose and support change.
2. [MANAGER] sometimes seems to avoid conflict. There are times when she is hesitant to speak up in a discussion because she feels she may not be well received.
3. sometimes too rigid, needs to try to appreciate the other person's view point
4. work more to maintain a closer relationship with the other staff so that there is a sharing of ideas and a strong support system for both her department and the rest of the organization.
5. being aware of other employee's needs
6. Needs to continue to work on conflict resolution. Foster an atmosphere of \\\\\"working things out\\\\\\\"
7. (Self Assessment) increasing my ability to look outside the box

Additional comments, if any:

1. Establish methods to provide employees feedback about their performance without them feeling offended. Continue to recognize good behavior in all employees.
2. [MANAGER] is doing a good job as [POSITION]. She is organized and often goes the extra mile.
3. none
4. great [POSITION]
5. No comments
6. n/a
7. (Self Assessment) none

MAT Reflection Worksheet

1. Based on the data, my key strengths include:

2. Based on the data, my opportunities for improvement include:

3. Areas in the data which I don't understand include:

Time Scale	Development Area (Knowledge, skills, competence or contribution to be developed)	Development Activities (How will I do this?)	Expected outcome (How will I know I've been successful?)	Expected Timeframe (When will I achieve this)
Short-term (to meet needs of current role)				
Medium term (to meet changing needs of this/new role)				
Long-term (to meet career objectives)				