

Blame 360 Feedback Template

Test Blame

Feedback Report
7/16/2009

About This Survey

Test Blame, 7/16/2009

This multi-rater survey is designed to provide a basis for your professional development. As an aggregated report of the perceptions of your raters, it is intended to:

- Encourage candid and constructive feedback from your colleagues
- Help you identify your professional strengths and areas for development
- Establish a quantitative baseline that will allow you to assess your progress over time
- Enable you to compare and contrast how you view yourself with how others view you
- Provide a starting point for conversations about how your individual performance can be enhanced
- Demonstrate your openness to feedback and commitment to continuous improvement

Rater Groups That Provided Feedback

Rater Group	# of Respondents (n)	# Invited to Participate
Other		1
Peers	1	1
Supervisors	1	1
Self	1	2

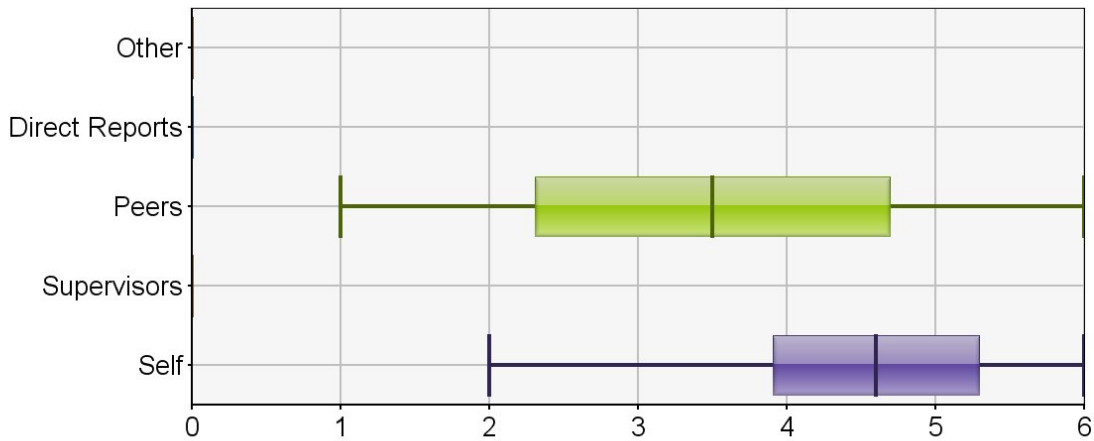
About The Rating Scale

Scale Option	Assigned Value
Not Observed	0
Never	1
Almost Never	2
Sometimes	3
Frequently	4
Almost Always	5
Always	6

Reverse scored items: In order to make safeguard against response bias and to ensure that respondents read each question carefully, questions 3 and 6 in each category are negatively worded. In the final report, they are "reverse scored", meaning that the response that was given is subtracted from 6. This reverse scoring ensures that in the final report, higher scores are always better. For example, if a respondent answers question 3 "Can be distant and difficult to read at times" with a "1" for "strongly disagree", that is reported as a 5. If the respondent answered "5" for "strongly agree" with question 3, that is reported as a 1.

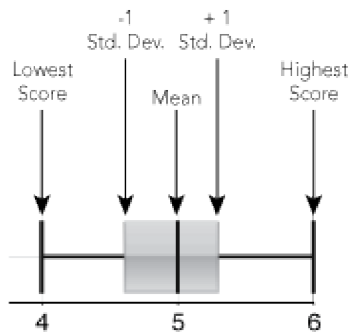
Summary of All Items

The chart below shows a summary of all responses sorted by Rater group.



Reading the Box and Whisker Diagram.

The Box and Whisker chart above is useful in summarizing and interpreting a range of data. The example chart below shows the different components of the Box and Whisker diagram and how to interpret the data.



Lowest Score: This is the lowest score that the individual received from a particular Rater group.

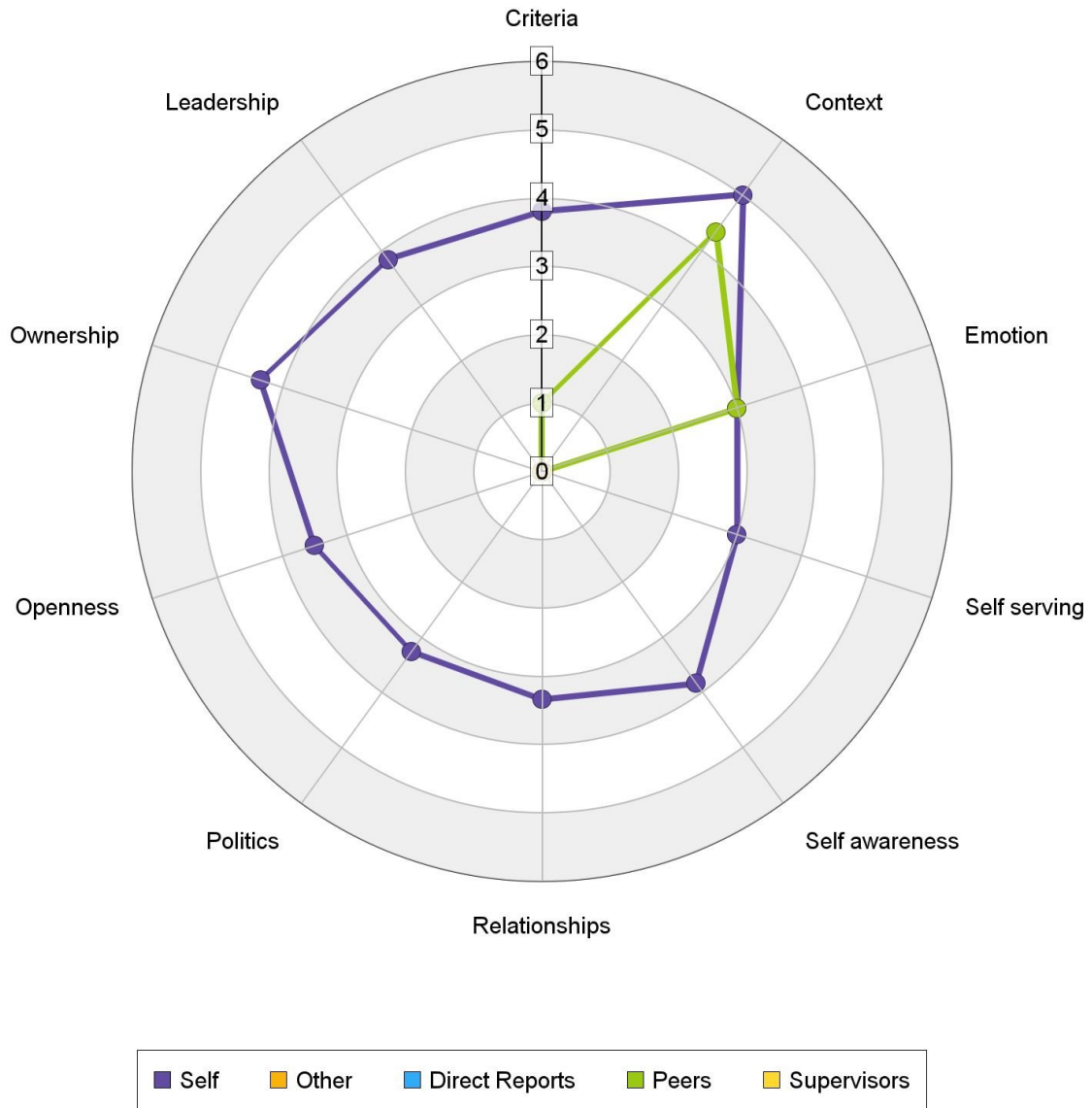
Range Box: This box represents all values falling plus or minus 1 standard deviation from the mean. Approximately 68 percent of all scores fall within this range.

Mean Marker: The center line of the graph represents the average score received from a particular Rater group.

Highest Score: This value is the highest rating provided by a particular Rater group.

Competency Profile

The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart.



Competency Summary

Test Blame, 7/16/2009

Summary of all competency groups sorted by Rater group.

<p>Criteria</p> <ul style="list-style-type: none"> • Assigns credit and blame based on facts and not personal biases • Constantly strives to see people and situations with as much objectivity as possible • Oversimplifies situations and misses crucial subtleties and nuances (Reverse Scored Item) • Tends to 'blame the victim' (Reverse Scored Item) • Uses consistent criteria to assign credit and blame to different people 	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3.8</td> </tr> <tr> <td>Supervisors</td> <td></td> </tr> <tr> <td>Peers</td> <td>1</td> </tr> <tr> <td>Direct Reports</td> <td></td> </tr> <tr> <td>Other</td> <td></td> </tr> </tbody> </table>	Rater Group	Score	Self	3.8	Supervisors		Peers	1	Direct Reports		Other	
Rater Group	Score												
Self	3.8												
Supervisors													
Peers	1												
Direct Reports													
Other													
<p>Context</p> <ul style="list-style-type: none"> • Is aware of the true causes of interpersonal or inter-group conflict • Is sensitive to the role pressures or situational stressors that others are under • Takes the big picture situation and context into account when assigning credit and blame 	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> </tr> <tr> <td>Supervisors</td> <td></td> </tr> <tr> <td>Peers</td> <td>4.3</td> </tr> <tr> <td>Direct Reports</td> <td></td> </tr> <tr> <td>Other</td> <td></td> </tr> </tbody> </table>	Rater Group	Score	Self	5	Supervisors		Peers	4.3	Direct Reports		Other	
Rater Group	Score												
Self	5												
Supervisors													
Peers	4.3												
Direct Reports													
Other													
<p>Emotion</p> <ul style="list-style-type: none"> • Becomes disproportionately angry or hurt when not credited (Reverse Scored Item) • Becomes unnecessarily threatened, upset or defensive when blamed (Reverse Scored Item) • Holds on to blame instead of moving on (Reverse Scored Item) • Is unduly influenced by mood when evaluating people and situations (Reverse Scored Item) 	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> </tr> <tr> <td>Supervisors</td> <td></td> </tr> <tr> <td>Peers</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td></td> </tr> <tr> <td>Other</td> <td></td> </tr> </tbody> </table>	Rater Group	Score	Self	3	Supervisors		Peers	3	Direct Reports		Other	
Rater Group	Score												
Self	3												
Supervisors													
Peers	3												
Direct Reports													
Other													
<p>Leadership</p> <ul style="list-style-type: none"> • Appropriately rewards people for admitting mistakes and punishes people for concealing mistakes • Appropriately sanctions people who claim too much credit • Blames others instead of taking responsibility (Reverse Scored Item) • Creates a culture of problem solving rather than of finger pointing • Is transparent about how he or she evaluates credit and blame (Reverse Scored Item) • Sets a positive example for accuracy in sharing credit and taking blame 	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3.8</td> </tr> <tr> <td>Supervisors</td> <td></td> </tr> <tr> <td>Peers</td> <td></td> </tr> <tr> <td>Direct Reports</td> <td></td> </tr> <tr> <td>Other</td> <td></td> </tr> </tbody> </table>	Rater Group	Score	Self	3.8	Supervisors		Peers		Direct Reports		Other	
Rater Group	Score												
Self	3.8												
Supervisors													
Peers													
Direct Reports													
Other													
<p>Openness</p> <ul style="list-style-type: none"> • Demonstrates openness to reconsidering point of view in terms of credit and blame • Is committed to continuously improving own ability to accurately assign credit and blame • Is overly influenced by others when assigning credit and blame (Reverse Scored Item) • Is unwilling to reconsider point of view (Reverse Scored Item) 	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3.5</td> </tr> <tr> <td>Supervisors</td> <td></td> </tr> <tr> <td>Peers</td> <td></td> </tr> <tr> <td>Direct Reports</td> <td></td> </tr> <tr> <td>Other</td> <td></td> </tr> </tbody> </table>	Rater Group	Score	Self	3.5	Supervisors		Peers		Direct Reports		Other	
Rater Group	Score												
Self	3.5												
Supervisors													
Peers													
Direct Reports													
Other													

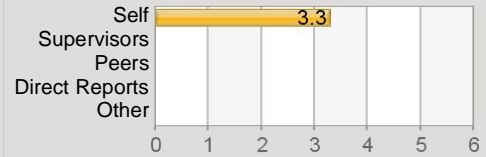
Ownership

- Is unwilling to take even partial blame for anything (Reverse Scored Item)
- Is willing to take personal accountability when things don't go well
- Takes ultimate responsibility for the results that his or her team does or does not achieve



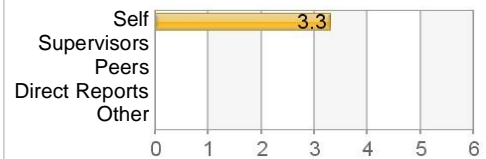
Politics

- Assigns credit and blame based on facts and not on organizational politics
- Assigns credit and blame to justify own agenda (Reverse Scored Item)
- Is talented at playing the political 'blame game' instead of trying to fix things (Reverse Scored Item)
- Uses consistent criteria to assign credit and blame to different groups



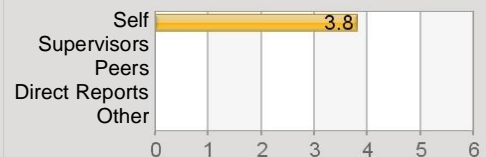
Relationships

- Blames people in a public and humiliating manner (Reverse Scored Item)
- Can quickly move from unfair over-valuing to unfair disparagement of individuals (Reverse Scored Item)
- Destructively escalates blame instead of seeking solutions to problems (Reverse Scored Item)
- Favors certain individuals who can 'do no wrong' (Reverse Scored Item)
- Has a tendency to 'Shoot the messenger' (Reverse Scored Item)
- Is able to 'separate the person from the problem'
- Is appreciated for the manner in which he or she assigns credit and blame
- Is interpersonally respectful when assigning credit or blame
- Is willing to share appropriate credit with other individuals
- People are afraid of getting on his or her 'bad side' (Reverse Scored Item)



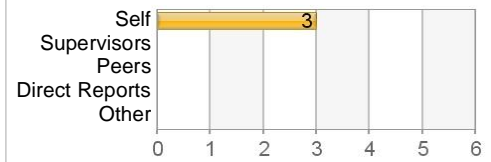
Self awareness

- Is aware of own biases and works to correct them
- Is willing to admit mistakes
- Is willing to confront own weaknesses and work to remedy them
- Is willing to openly reflect on own role and responsibility when things don't go well
- Recognizes when someone else is 'pushing his or her buttons'
- Sends unclear or mixed messages and then blames others for not understanding them (Reverse Scored Item)



Self serving

- 'Rewrites history' in order to unfairly claim credit or deny blame (Reverse Scored Item)
- Blames others for own errors or mistakes (Reverse Scored Item)
- Blames situational factors rather than own performance for poor results (Reverse Scored Item)
- Cares more about getting personal credit than in contributing to the organization (Reverse Scored Item)
- Claims more credit than he/she is due (Reverse Scored Item)
- Reinterprets or 'spins' outcomes in order to claim credit or deny blame (Reverse Scored Item)

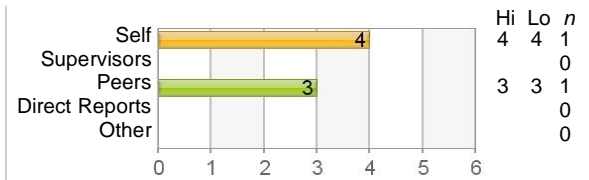


Individual Survey Items

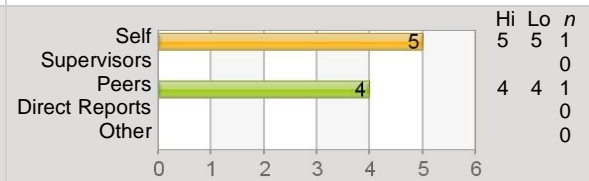
Graphs below show ratings on each survey item, sorted by Rater Group

Survey Item	Responses by Rater Group																								
<p>Criteria</p> <p>1. Assigns credit and blame based on facts and not personal biases</p>	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Rater Group	Hi	Lo	n	Self	5	5	1	Supervisors	0	0	0	Peers	1	1	1	Direct Reports	0	0	0	Other	0	0	0
Rater Group	Hi	Lo	n																						
Self	5	5	1																						
Supervisors	0	0	0																						
Peers	1	1	1																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Criteria</p> <p>2. Constantly strives to see people and situations with as much objectivity as possible</p>	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Rater Group	Hi	Lo	n	Self	4	4	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Rater Group	Hi	Lo	n																						
Self	4	4	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Criteria</p> <p>3. Oversimplifies situations and misses crucial subtleties and nuances (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Rater Group	Hi	Lo	n	Self	2	2	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Rater Group	Hi	Lo	n																						
Self	2	2	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Criteria</p> <p>4. Tends to 'blame the victim' (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Rater Group	Hi	Lo	n	Self	3	3	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Rater Group	Hi	Lo	n																						
Self	3	3	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Criteria</p> <p>5. Uses consistent criteria to assign credit and blame to different people</p>	<table border="1"> <thead> <tr> <th>Rater Group</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Rater Group	Hi	Lo	n	Self	5	5	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Rater Group	Hi	Lo	n																						
Self	5	5	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						

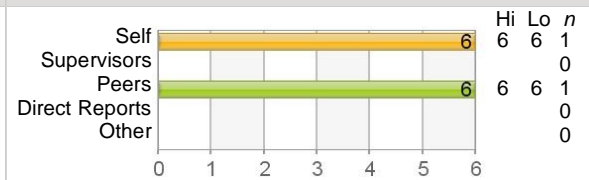
Context
6. Is aware of the true causes of interpersonal or inter-group conflict



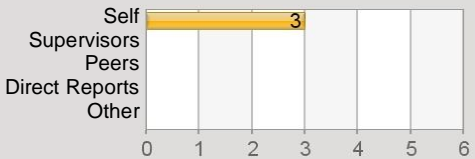
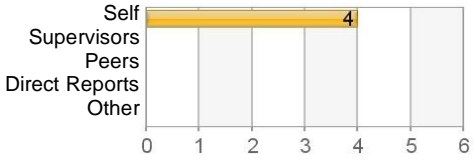
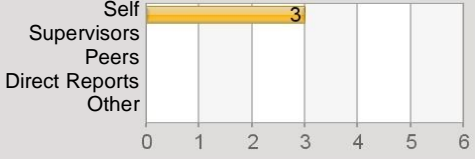
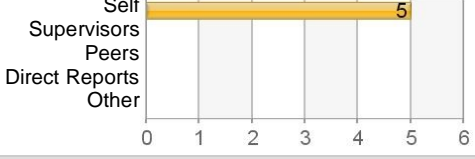
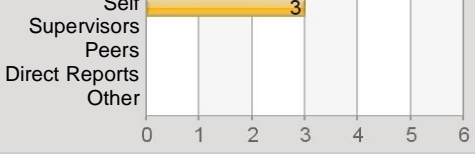
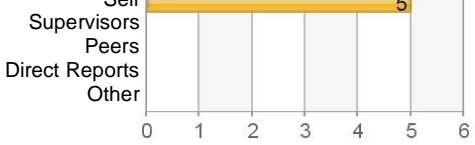
Context
7. Is sensitive to the role pressures or situational stressors that others are under

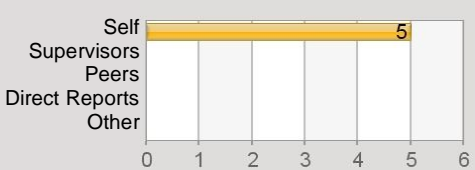
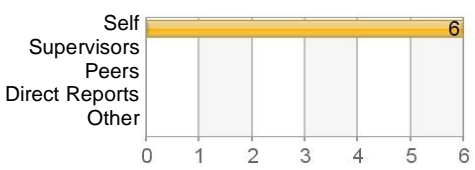
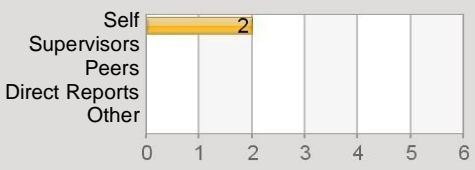
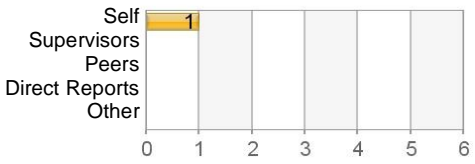


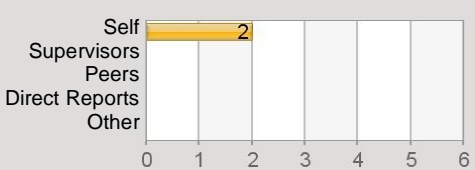
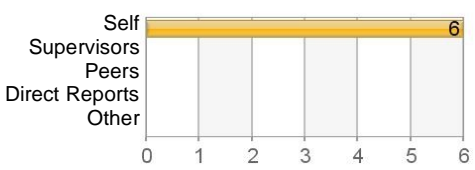
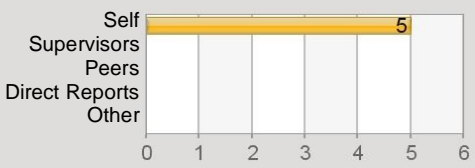
Context
8. Takes the big picture situation and context into account when assigning credit and blame



<p>Emotion</p> <p>9. Becomes disproportionately angry or hurt when not credited (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> </tr> <tr> <td>Supervisors</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Source	Score	Self	3	Supervisors	0	Peers	3	Direct Reports	0	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> <tr> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	3	3	1			0	3	3	1			0			0
Source	Score																															
Self	3																															
Supervisors	0																															
Peers	3																															
Direct Reports	0																															
Other	0																															
Hi	Lo	n																														
3	3	1																														
		0																														
3	3	1																														
		0																														
		0																														
<p>Emotion</p> <p>10. Becomes unnecessarily threatened, upset or defensive when blamed (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>2</td> </tr> <tr> <td>Supervisors</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Source	Score	Self	2	Supervisors	0	Peers	3	Direct Reports	0	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> <tr> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	2	2	1			0	3	3	1			0			0
Source	Score																															
Self	2																															
Supervisors	0																															
Peers	3																															
Direct Reports	0																															
Other	0																															
Hi	Lo	n																														
2	2	1																														
		0																														
3	3	1																														
		0																														
		0																														
<p>Emotion</p> <p>11. Holds on to blame instead of moving on (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> </tr> <tr> <td>Supervisors</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>3</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Source	Score	Self	3	Supervisors	0	Peers	3	Direct Reports	0	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> <tr> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	3	3	1			0	3	3	1			0			0
Source	Score																															
Self	3																															
Supervisors	0																															
Peers	3																															
Direct Reports	0																															
Other	0																															
Hi	Lo	n																														
3	3	1																														
		0																														
3	3	1																														
		0																														
		0																														
<p>Emotion</p> <p>12. Is unduly influenced by mood when evaluating people and situations (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> </tr> <tr> <td>Supervisors</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>1</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> </tr> </tbody> </table>	Source	Score	Self	4	Supervisors	0	Peers	1	Direct Reports	0	Other	0	<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> <tr> <td></td> <td></td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1			0			1			0			0
Source	Score																															
Self	4																															
Supervisors	0																															
Peers	1																															
Direct Reports	0																															
Other	0																															
Hi	Lo	n																														
4	4	1																														
		0																														
		1																														
		0																														
		0																														

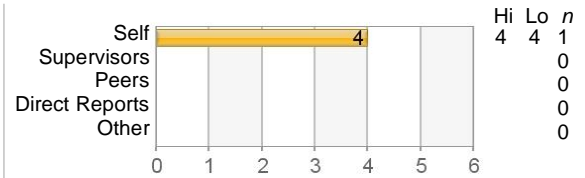
<p>Leadership</p> <p>13. Appropriately rewards people for admitting mistakes and punishes people for concealing mistakes</p>	 <table border="1" data-bbox="1360 136 1461 310"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	3	3	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
	Hi	Lo	n																						
Self	3	3	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Leadership</p> <p>14. Appropriately sanctions people who claim too much credit</p>	 <table border="1" data-bbox="1360 319 1461 493"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	4	4	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
	Hi	Lo	n																						
Self	4	4	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Leadership</p> <p>15. Blames others instead of taking responsibility (Reverse Scored Item)</p>	 <table border="1" data-bbox="1360 501 1461 676"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	3	3	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
	Hi	Lo	n																						
Self	3	3	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Leadership</p> <p>16. Creates a culture of problem solving rather than of finger pointing</p>	 <table border="1" data-bbox="1360 684 1461 858"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	5	5	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
	Hi	Lo	n																						
Self	5	5	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Leadership</p> <p>17. Is transparent about how he or she evaluates credit and blame (Reverse Scored Item)</p>	 <table border="1" data-bbox="1360 867 1461 1041"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	3	3	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
	Hi	Lo	n																						
Self	3	3	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Leadership</p> <p>18. Sets a positive example for accuracy in sharing credit and taking blame</p>	 <table border="1" data-bbox="1360 1050 1461 1203"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	5	5	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
	Hi	Lo	n																						
Self	5	5	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						

<p>Openness</p> <p>19. Demonstrates openness to reconsidering point of view in terms of credit and blame</p>	 <table border="1" data-bbox="1356 136 1469 304"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Peers</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	5	5	1	Supervisors			0	Peers			0	Direct Reports			0	Other			0
	Hi	Lo	n																						
Self	5	5	1																						
Supervisors			0																						
Peers			0																						
Direct Reports			0																						
Other			0																						
<p>Openness</p> <p>20. Is committed to continuously improving own ability to accurately assign credit and blame</p>	 <table border="1" data-bbox="1356 319 1469 487"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>6</td> <td>6</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Peers</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	6	6	1	Supervisors			0	Peers			0	Direct Reports			0	Other			0
	Hi	Lo	n																						
Self	6	6	1																						
Supervisors			0																						
Peers			0																						
Direct Reports			0																						
Other			0																						
<p>Openness</p> <p>21. Is overly influenced by others when assigning credit and blame (Reverse Scored Item)</p>	 <table border="1" data-bbox="1356 501 1469 669"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Peers</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	2	2	1	Supervisors			0	Peers			0	Direct Reports			0	Other			0
	Hi	Lo	n																						
Self	2	2	1																						
Supervisors			0																						
Peers			0																						
Direct Reports			0																						
Other			0																						
<p>Openness</p> <p>22. Is unwilling to reconsider point of view (Reverse Scored Item)</p>	 <table border="1" data-bbox="1356 684 1469 852"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Peers</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	1	1	1	Supervisors			0	Peers			0	Direct Reports			0	Other			0
	Hi	Lo	n																						
Self	1	1	1																						
Supervisors			0																						
Peers			0																						
Direct Reports			0																						
Other			0																						

<p>Ownership</p> <p>23. Is unwilling to take even partial blame for anything (Reverse Scored Item)</p>	 <table border="1" data-bbox="1356 136 1469 304"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Peers</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	2	2	1	Supervisors			0	Peers			0	Direct Reports			0	Other			0
	Hi	Lo	n																						
Self	2	2	1																						
Supervisors			0																						
Peers			0																						
Direct Reports			0																						
Other			0																						
<p>Ownership</p> <p>24. Is willing to take personal accountability when things don't go well</p>	 <table border="1" data-bbox="1356 319 1469 487"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>6</td> <td>6</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Peers</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	6	6	1	Supervisors			0	Peers			0	Direct Reports			0	Other			0
	Hi	Lo	n																						
Self	6	6	1																						
Supervisors			0																						
Peers			0																						
Direct Reports			0																						
Other			0																						
<p>Ownership</p> <p>25. Takes ultimate responsibility for the results that his or her team does or does not achieve</p>	 <table border="1" data-bbox="1356 501 1469 669"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Peers</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	Self	5	5	1	Supervisors			0	Peers			0	Direct Reports			0	Other			0
	Hi	Lo	n																						
Self	5	5	1																						
Supervisors			0																						
Peers			0																						
Direct Reports			0																						
Other			0																						

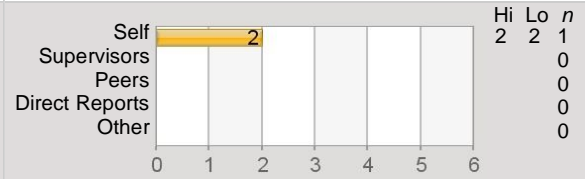
Politics

26. Assigns credit and blame based on facts and not on organizational politics



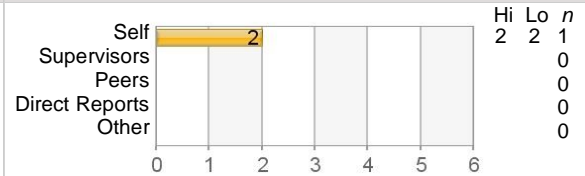
Politics

27. Assigns credit and blame to justify own agenda (Reverse Scored Item)



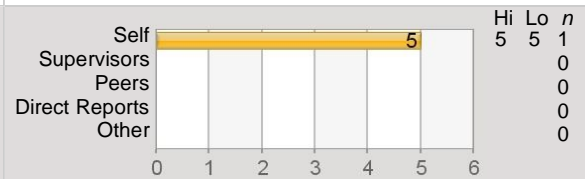
Politics

28. Is talented at playing the political 'blame game' instead of trying to fix things (Reverse Scored Item)



Politics

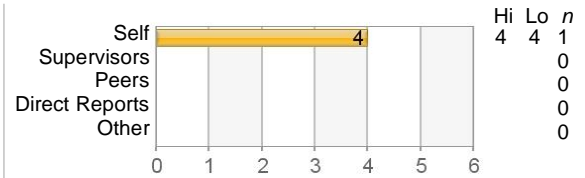
29. Uses consistent criteria to assign credit and blame to different groups



<p>Relationships</p> <p>30. Blames people in a public and humiliating manner (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	5	5	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	5	5	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Relationships</p> <p>31. Can quickly move from unfair over-valuing to unfair disparagement of individuals (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	3	3	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	3	3	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Relationships</p> <p>32. Destructively escalates blame instead of seeking solutions to problems (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	2	2	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	2	2	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Relationships</p> <p>33. Favors certain individuals who can 'do no wrong' (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	3	3	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	3	3	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Relationships</p> <p>34. Has a tendency to 'Shoot the messenger' (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	2	2	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	2	2	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Relationships</p> <p>35. Is able to 'separate the person from the problem'</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	0	0	0	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	0	0	0																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Relationships</p> <p>36. Is appreciated for the manner in which he or she assigns credit and blame</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	4	4	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	4	4	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Relationships</p> <p>37. Is interpersonally respectful when assigning credit or blame</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	5	5	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	5	5	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Relationships</p> <p>38. Is willing to share appropriate credit with other individuals</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	4	4	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	4	4	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						
<p>Relationships</p> <p>39. People are afraid of getting on his or her 'bad side' (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Self</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Supervisors</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Peers</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Direct Reports</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Other</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Hi	Lo	n	Self	2	2	1	Supervisors	0	0	0	Peers	0	0	0	Direct Reports	0	0	0	Other	0	0	0
Category	Hi	Lo	n																						
Self	2	2	1																						
Supervisors	0	0	0																						
Peers	0	0	0																						
Direct Reports	0	0	0																						
Other	0	0	0																						

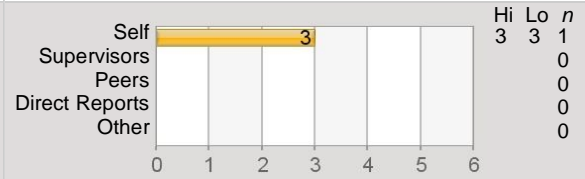
Self awareness

40. Is aware of own biases and works to correct them



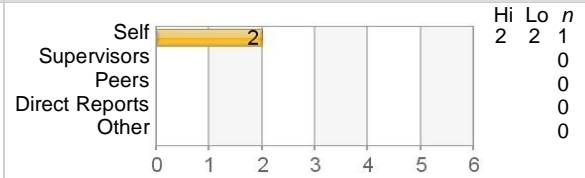
Self awareness

41. Is willing to admit mistakes



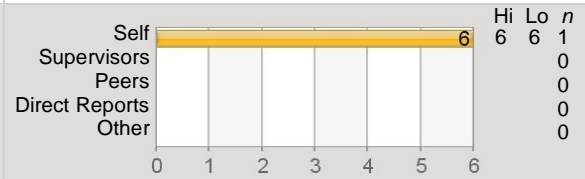
Self awareness

42. Is willing to confront own weaknesses and work to remedy them



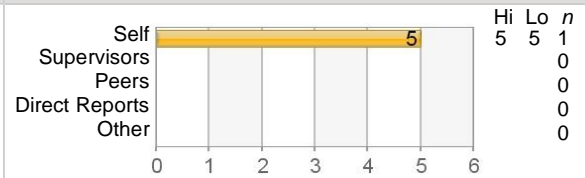
Self awareness

43. Is willing to openly reflect on own role and responsibility when things don't go well



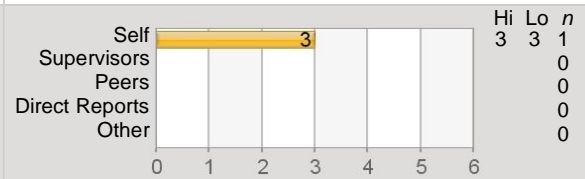
Self awareness

44. Recognizes when someone else is 'pushing his or her buttons'



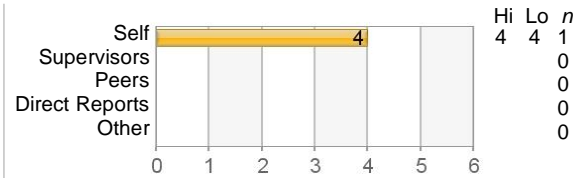
Self awareness

45. Sends unclear or mixed messages and then blames others for not understanding them (Reverse Scored Item)



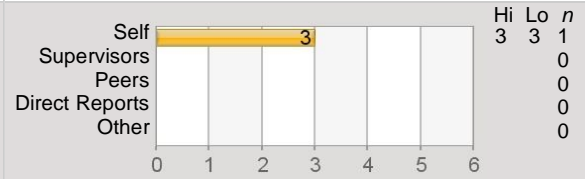
Self serving

46. 'Rewrites history' in order to unfairly claim credit or deny blame (Reverse Scored Item)



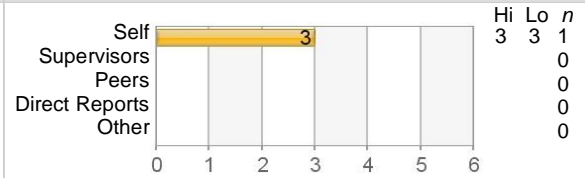
Self serving

47. Blames others for own errors or mistakes (Reverse Scored Item)



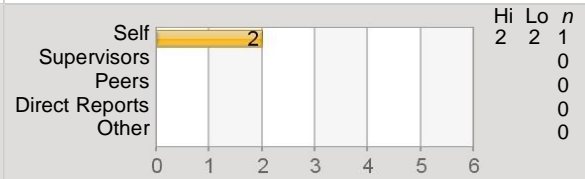
Self serving

48. Blames situational factors rather than own performance for poor results (Reverse Scored Item)



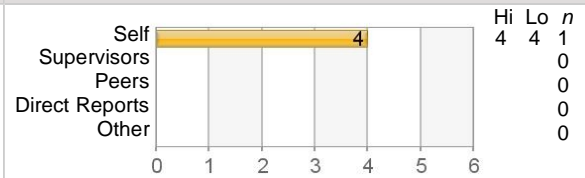
Self serving

49. Cares more about getting personal credit than in contributing to the organization (Reverse Scored Item)



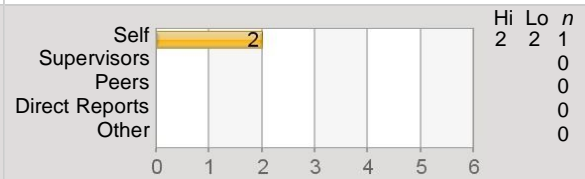
Self serving

50. Claims more credit than he/she is due (Reverse Scored Item)



Self serving

51. Reinterprets or 'spins' outcomes in order to claim credit or deny blame (Reverse Scored Item)



Highest and Lowest Rated Items

The tables below show the highest and lowest ranked survey items.

Highest Rated Items	Average Rating
1. Context Takes the big picture situation and context into account when assigning credit and blame	6
2. Context Is sensitive to the role pressures or situational stressors that others are under	4
3. Context Is aware of the true causes of interpersonal or inter-group conflict	3
4. Emotion Becomes unnecessarily threatened, upset or defensive when blamed (reverse scored item)	3
5. Emotion Becomes disproportionately angry or hurt when not credited (reverse scored item)	3

Lowest Rated Items	Average Rating
1. Criteria Assigns credit and blame based on facts and not personal biases	1
2. Emotion Becomes unnecessarily threatened, upset or defensive when blamed (reverse scored item)	3
3. Emotion Becomes disproportionately angry or hurt when not credited (reverse scored item)	3
4. Context Is aware of the true causes of interpersonal or inter-group conflict	3
5. Emotion Holds on to blame instead of moving on (reverse scored item)	3

Additional Comments

All respondents are asked to provide open-ended commentary. The comments below are presented exactly as they were entered by respondents.