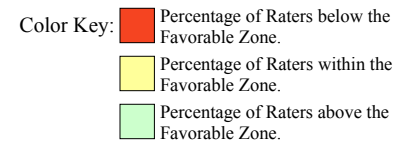


Section II - Organizational Development Priorities



This section of the report reviews all of the Managers and lists those Skill Sets for which improvement is recommended.

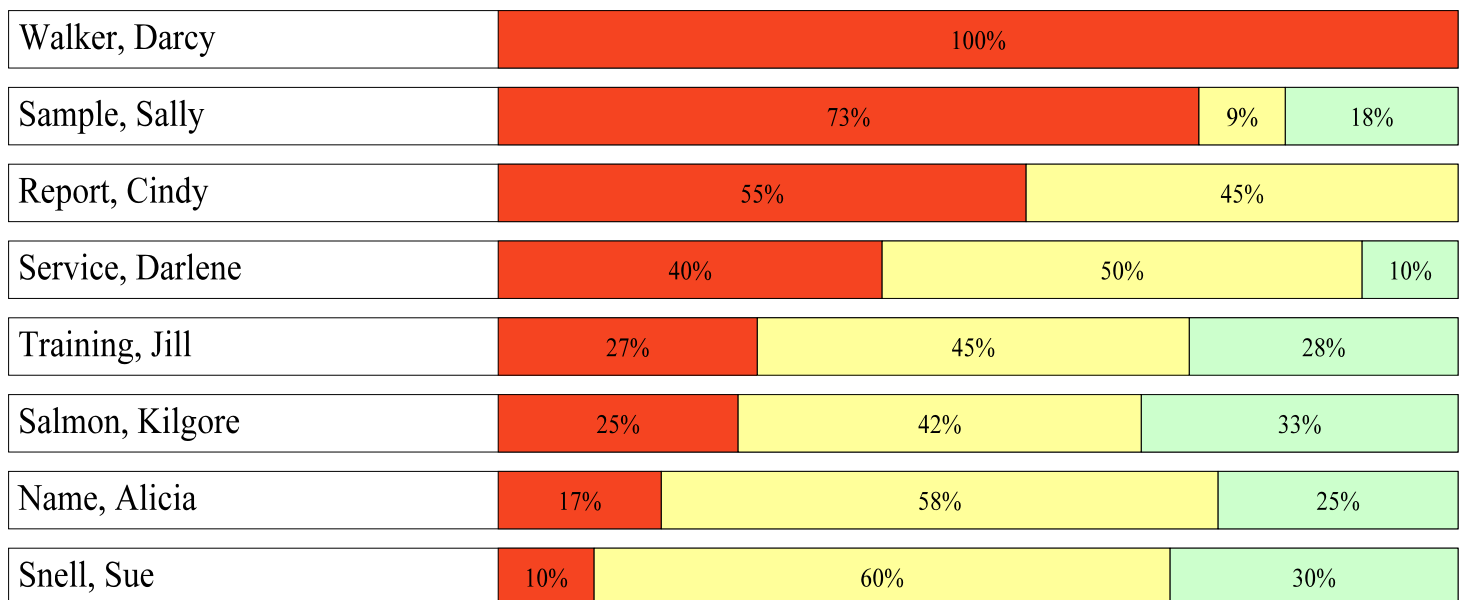
In the following pages each of the 18 Skill Sets is presented and ranked as indicated on the Critical Skill Set Selection area of this report.

The definition of the Skill Set is included.

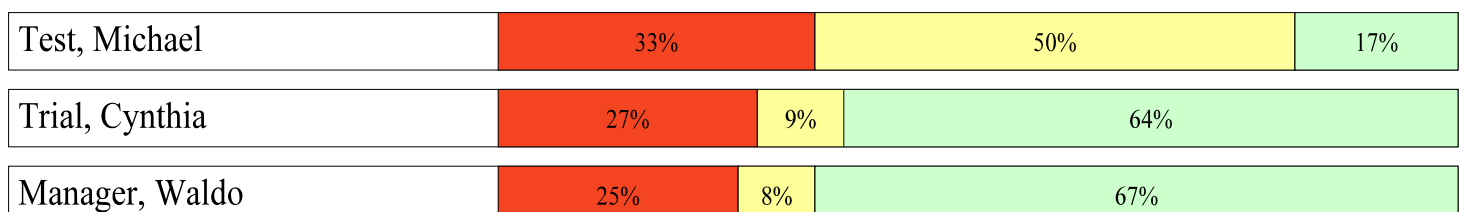
Delegates Responsibility

Delegates Responsibility: Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.

The following Managers were provided recommendations for improvement in the Skill Set 'Delegates Responsibility' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Manager was **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, he/she is listed here as he/she did have respondents that rated him/her below the Favorable Zone. You may want to consider him/her for training as described in this report.



Organizational Development Priorities, Cont.

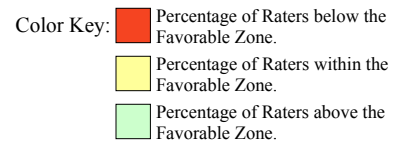
Color Key: ■ Percentage of Raters below the Favorable Zone.
■ Percentage of Raters within the Favorable Zone.
■ Percentage of Raters above the Favorable Zone.

Fitzgerald, Daisy	22%	44%	34%
Break, Anita	17%	50%	33%
Brando, Stella	9%	45%	46%

The following Manager scored above or within the Favorable Zone and was not provided recommendations for improvement in this Skill Set.

Example, Dan

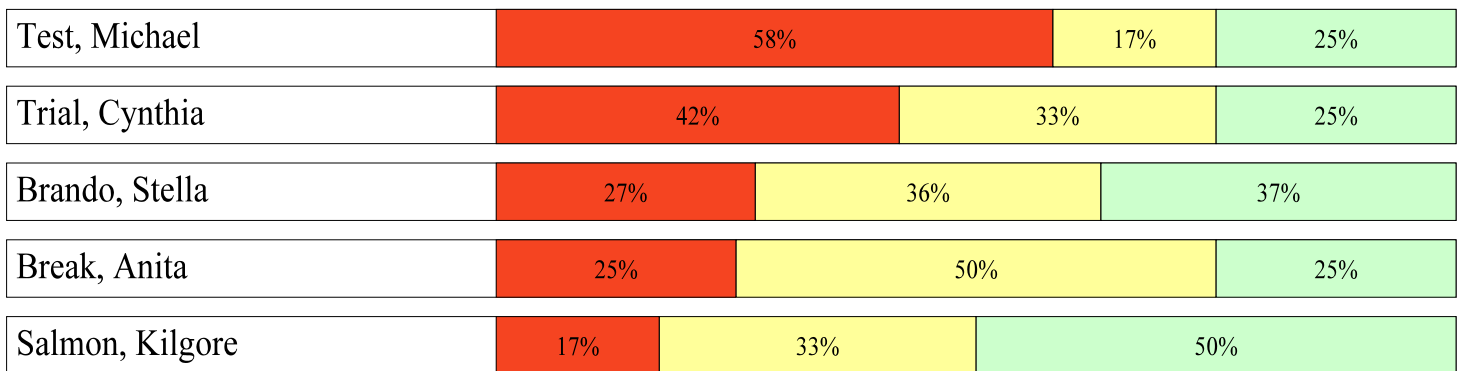
Organizational Development Priorities, Cont.



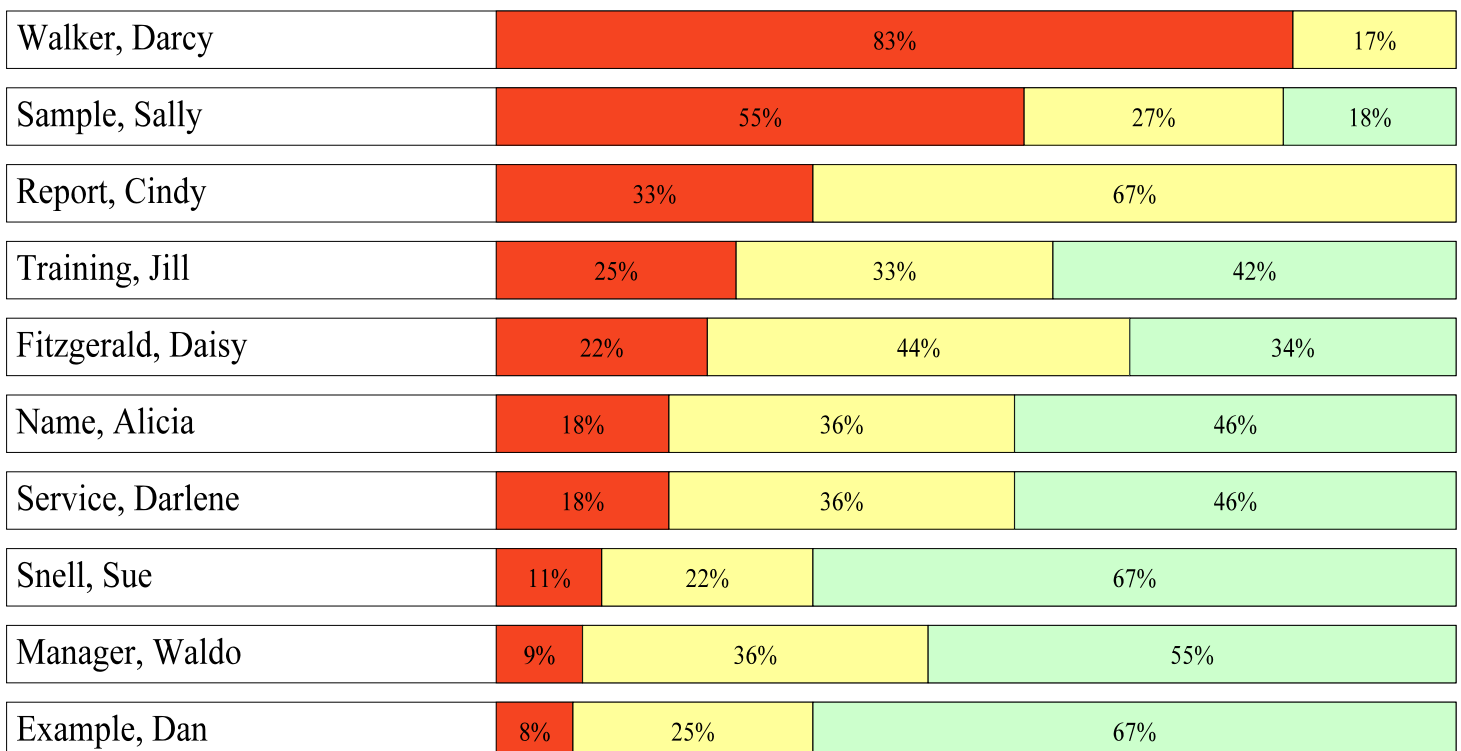
Seeks Improvement

Seeks Improvement: Learns positive lessons from mistakes and constructive criticism. Pursues resources to improve and develop professionally. Sets no limits on personal potential.

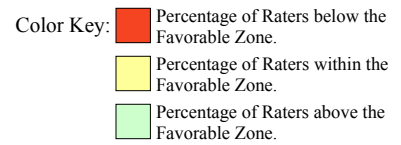
The following Managers were provided recommendations for improvement in the Skill Set 'Seeks Improvement' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.



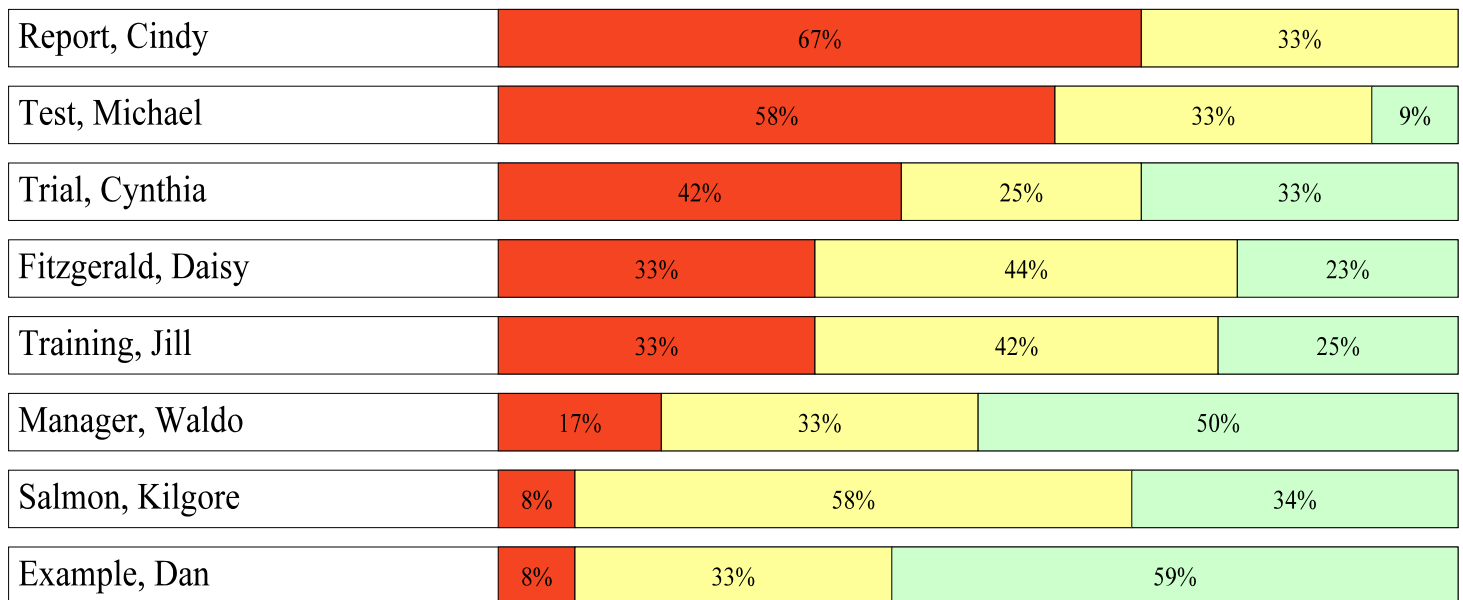
Organizational Development Priorities, Cont.



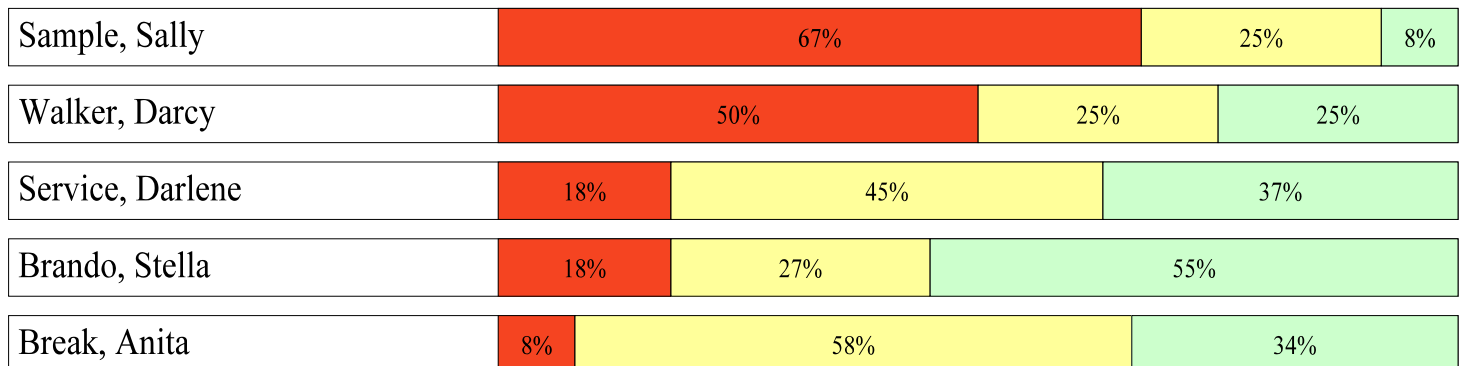
Listens To Others

Listens To Others: Encourages others to share their ideas and concerns. Listens openly to all viewpoints without interrupting. Summarizes information and verifies understanding.




The following Managers were provided recommendations for improvement in the Skill Set 'Listens To Others' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.



Organizational Development Priorities, Cont.

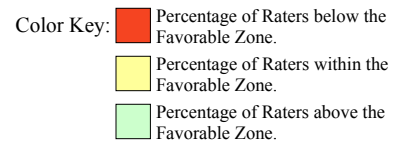
Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Name, Alicia

Snell, Sue

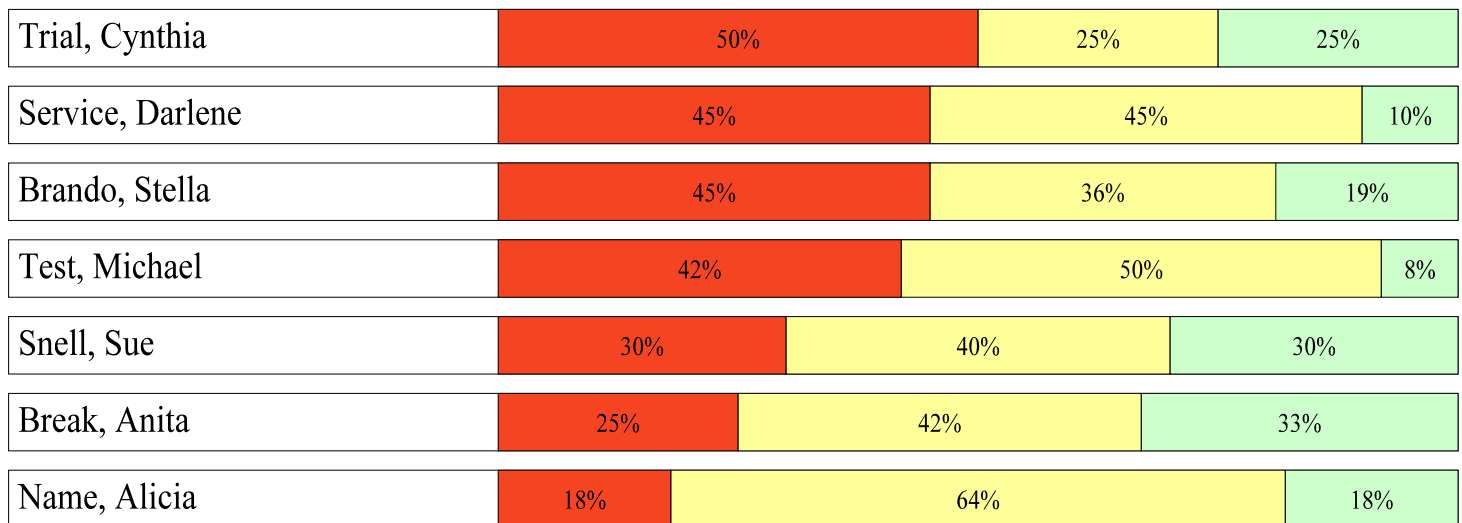
Organizational Development Priorities, Cont.



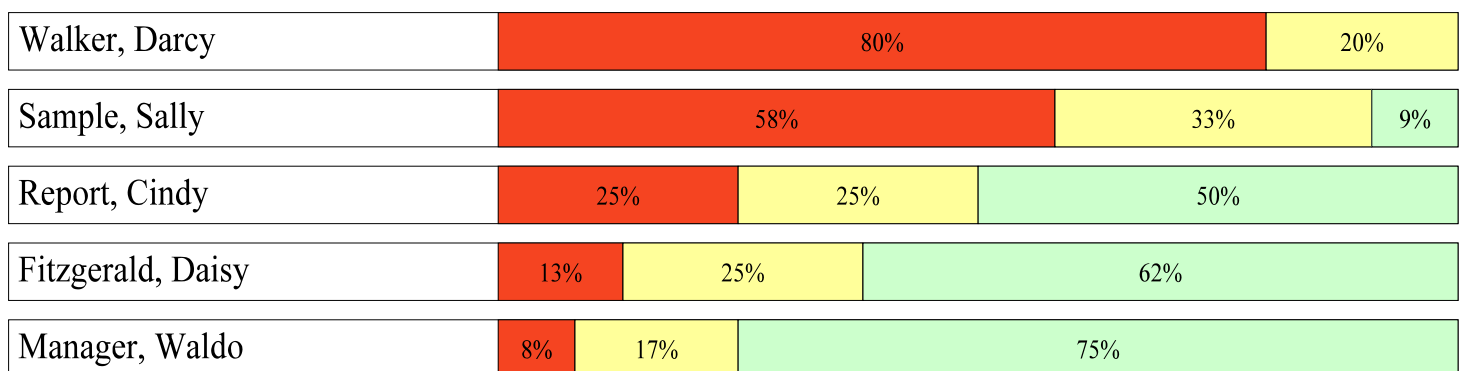
Thinks Creatively

Thinks Creatively: Brings an imaginative approach to the job, inspiring innovation, risk-taking and creative problem-solving.

The following Managers were provided recommendations for improvement in the Skill Set 'Thinks Creatively' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.

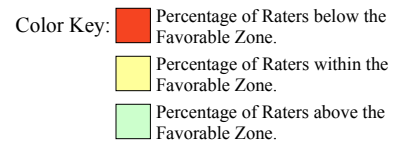


The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Example, Dan
Training, Jill

Salmon, Kilgore

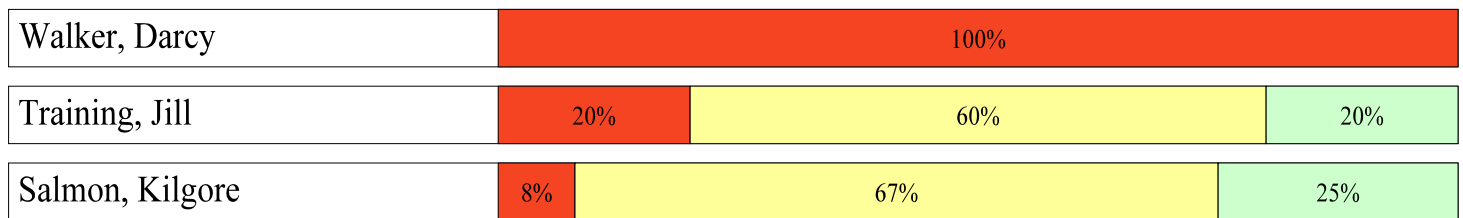
Organizational Development Priorities, Cont.



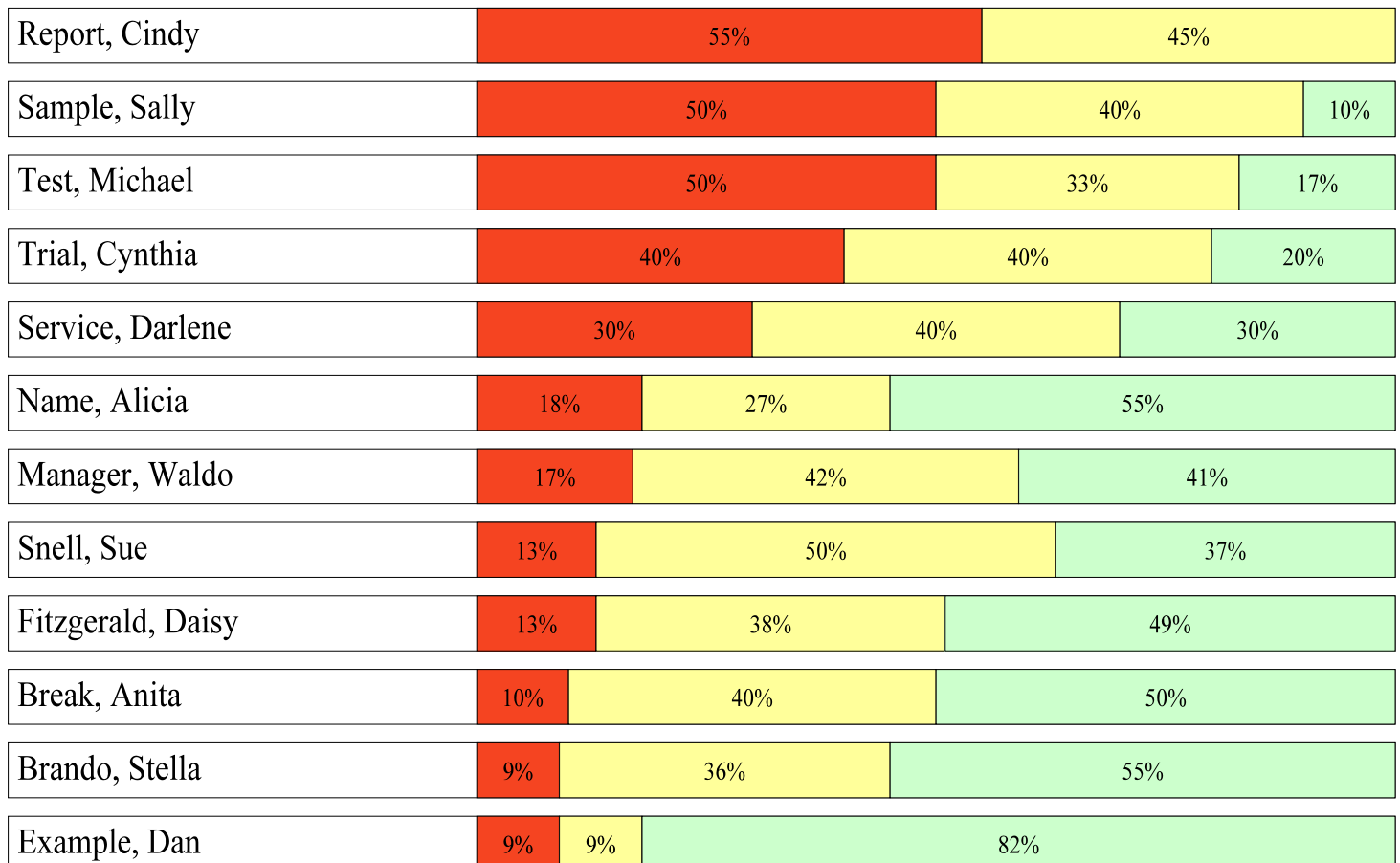
Cultivates Individual Talents

Cultivates Individual Talents: Is an effective coach and makes training available. Provides objective performance feedback on a timely basis.

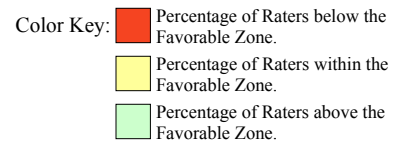
The following Managers were provided recommendations for improvement in the Skill Set 'Cultivates Individual Talents' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.



Organizational Development Priorities, Cont.



Processes Information

Processes Information: Gets to the point. Evaluates the pros and cons, as well as the short and long-range consequences, of decisions. Develops logical, clear conclusions.




The following Managers were provided recommendations for improvement in the Skill Set 'Processes Information' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.

Fitzgerald, Daisy	33%	33%	34%
Training, Jill	25%	58%	17%
Manager, Waldo	25%	25%	50%

The following Manager was **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, he/she is listed here as he/she did have respondents that rated him/her below the Favorable Zone. You may want to consider him/her for training as described in this report.

Walker, Darcy	100%		
Test, Michael	42%	42%	16%
Sample, Sally	33%	33%	34%
Trial, Cynthia	33%	25%	42%
Report, Cindy	33%	17%	50%
Service, Darlene	27%	55%	18%
Break, Anita	25%	25%	50%
Name, Alicia	17%	50%	33%
Brando, Stella	9%	45%	46%
Salmon, Kilgore	8%	33%	59%
Example, Dan	8%	25%	67%

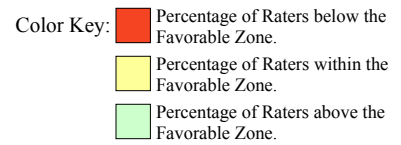
Organizational Development Priorities, Cont.

Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Manager scored above or within the Favorable Zone and was not provided recommendations for improvement in this Skill Set.

Snell, Sue

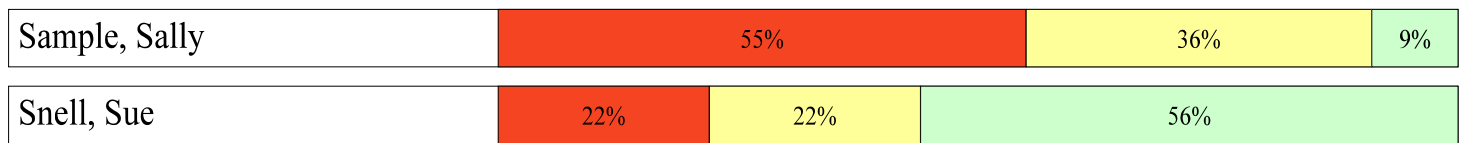
Organizational Development Priorities, Cont.



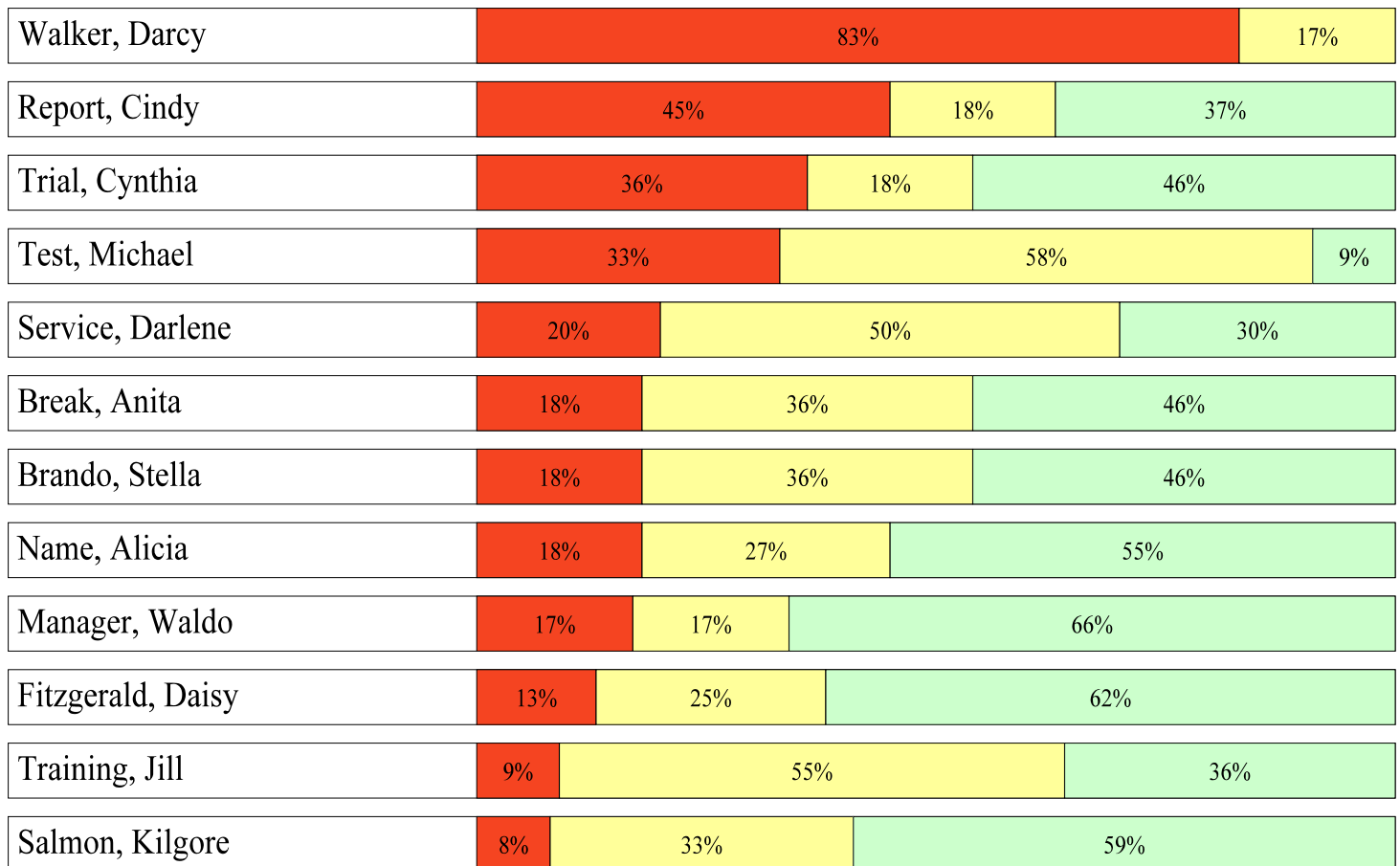
Facilitates Team Success

Facilitates Team Success: Resolves conflicts fairly in a spirit of cooperation. Builds consensus and leads team in setting appropriate goals. Recruits effectively and uses talents of group wisely.




The following Managers were provided recommendations for improvement in the Skill Set 'Facilitates Team Success' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Manager was **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, he/she is listed here as he/she did have respondents that rated him/her below the Favorable Zone. You may want to consider him/her for training as described in this report.



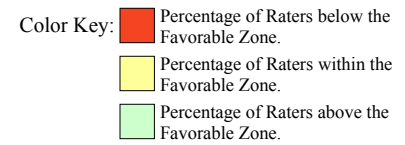
Organizational Development Priorities, Cont.

Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Manager scored above or within the Favorable Zone and was not provided recommendations for improvement in this Skill Set.

Example, Dan

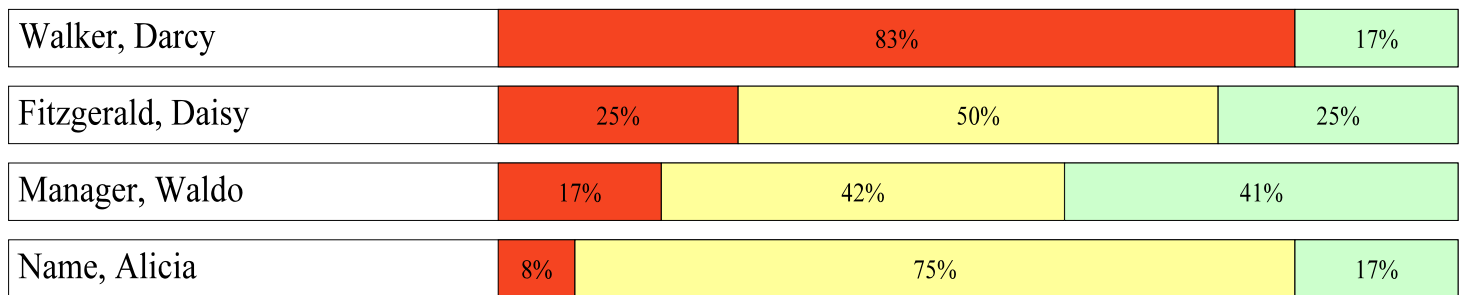
Organizational Development Priorities, Cont.



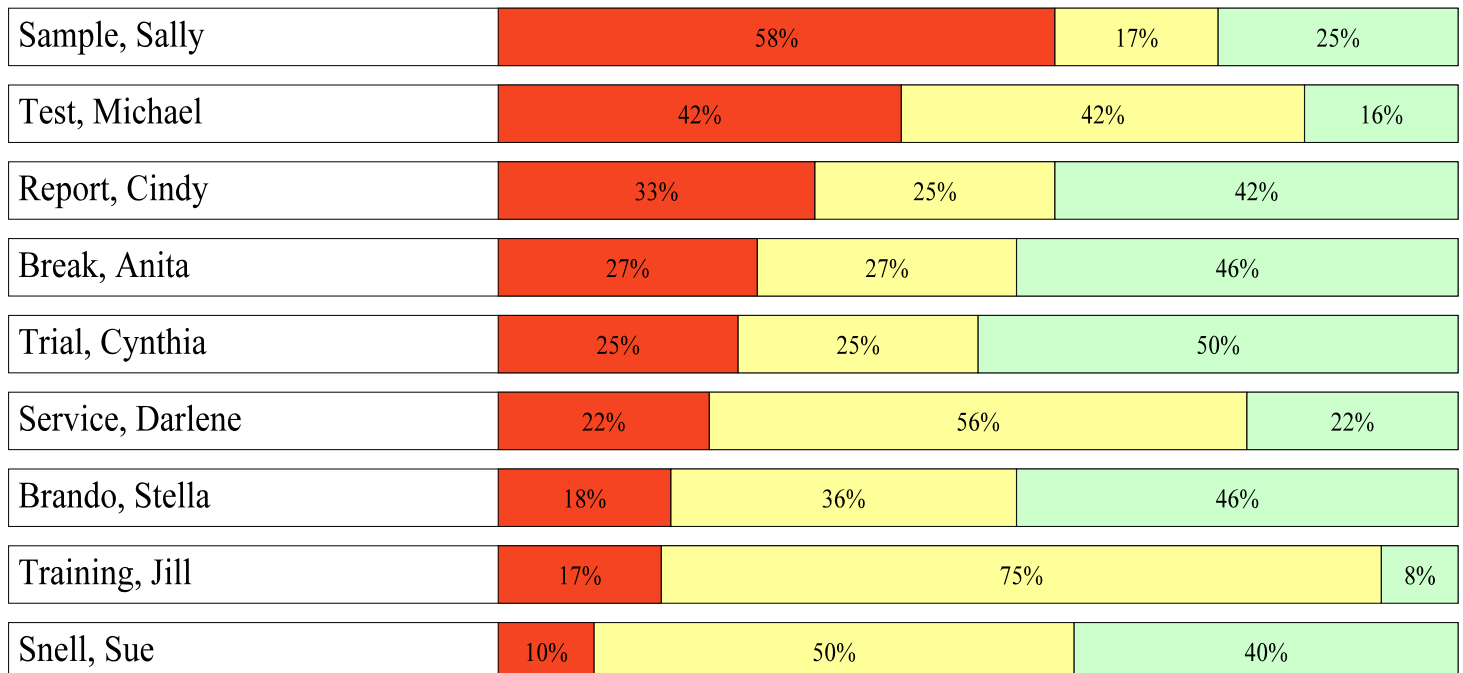
Provides Direction

Provides Direction: Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.




The following Managers were provided recommendations for improvement in the Skill Set 'Provides Direction' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.



Organizational Development Priorities, Cont.

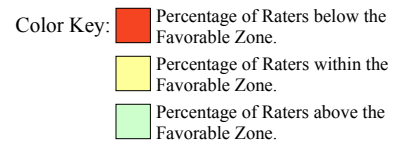
Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Example, Dan

Salmon, Kilgore

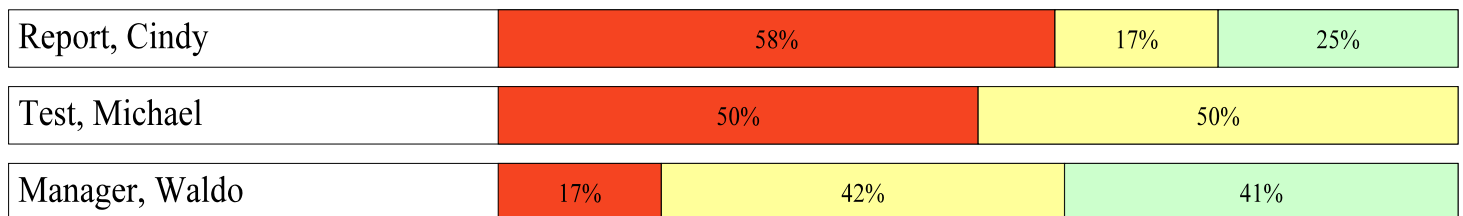
Organizational Development Priorities, Cont.



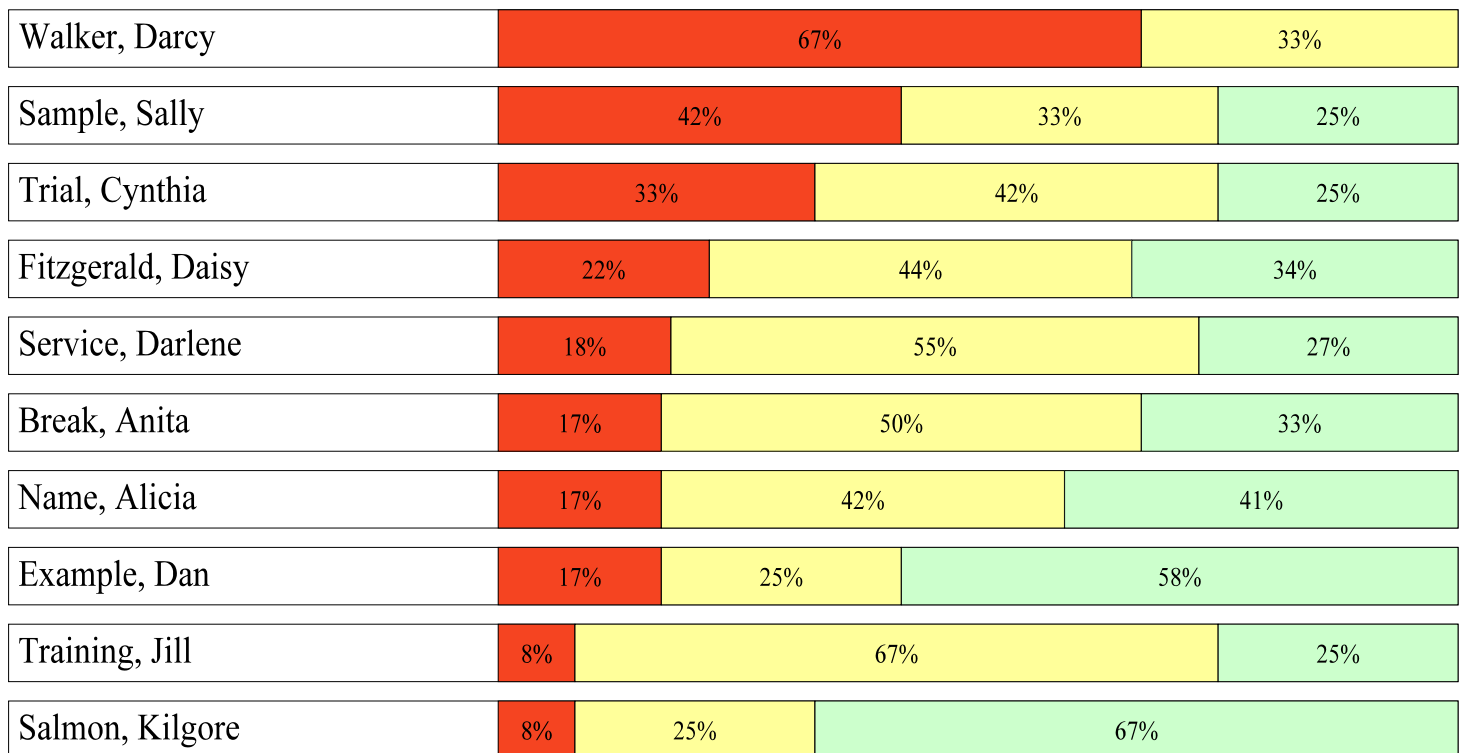
Communicates Effectively

Communicates Effectively: Expresses self clearly, both in writing and in speaking. Is thorough, yet concise, and is consistently straightforward. Readily shares information with others.




The following Managers were provided recommendations for improvement in the Skill Set 'Communicates Effectively' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.



Organizational Development Priorities, Cont.

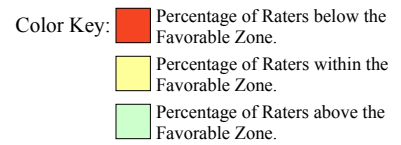
Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Brando, Stella

Snell, Sue

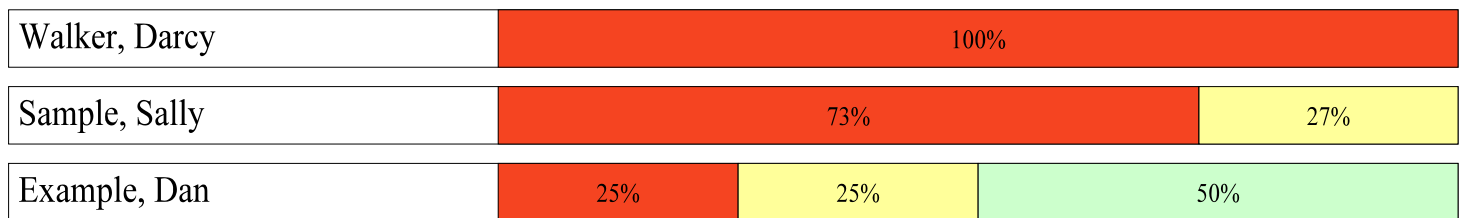
Organizational Development Priorities, Cont.



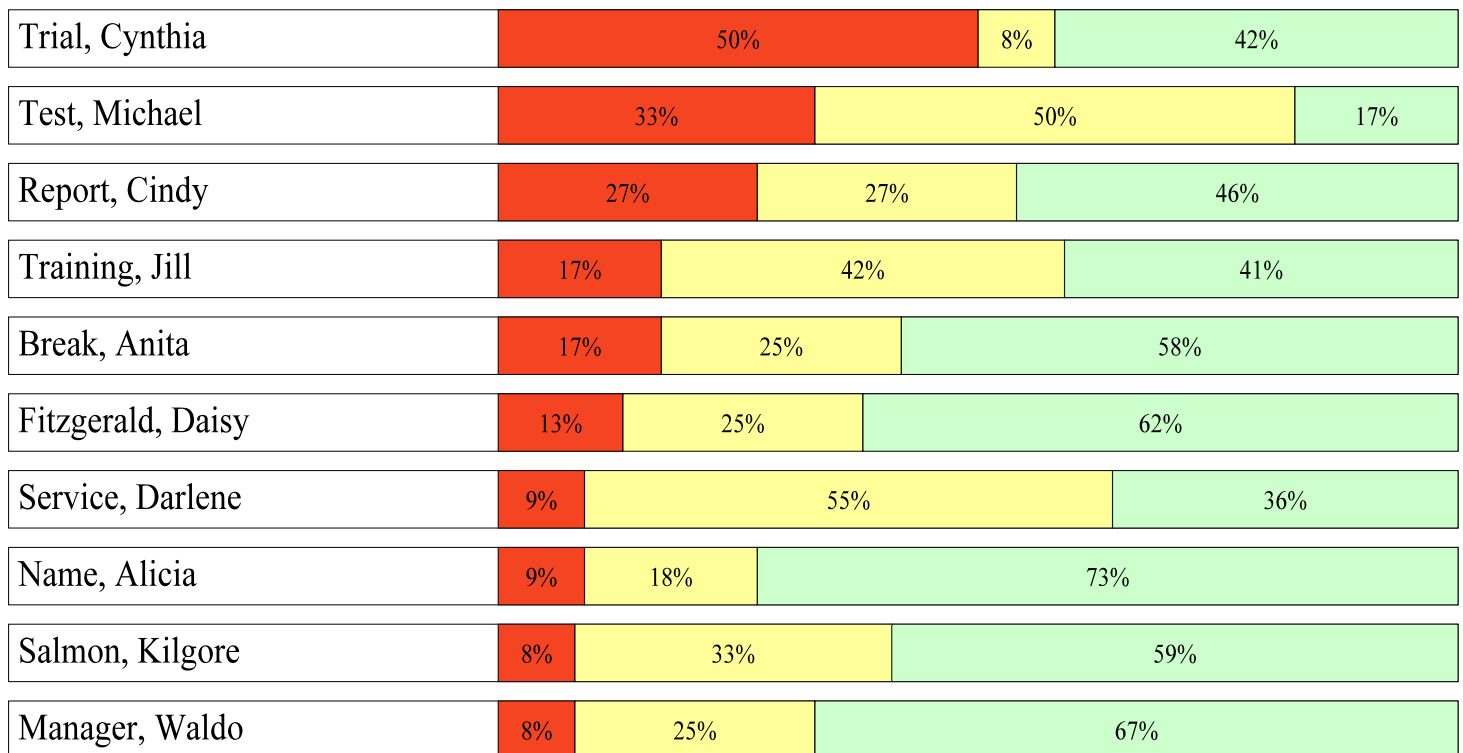
Motivates Successfully

Motivates Successfully: Gives recognition to people who produce excellent work and give extra effort. Has an enthusiastic attitude that positively affects others.




The following Managers were provided recommendations for improvement in the Skill Set 'Motivates Successfully' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.



Organizational Development Priorities, Cont.

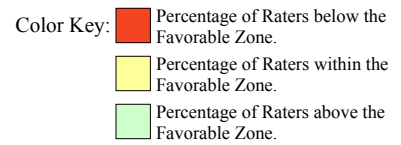
Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Brando, Stella

Snell, Sue

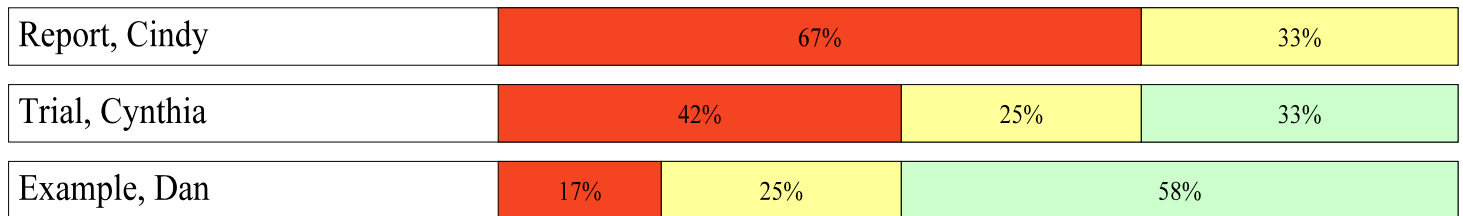
Organizational Development Priorities, Cont.



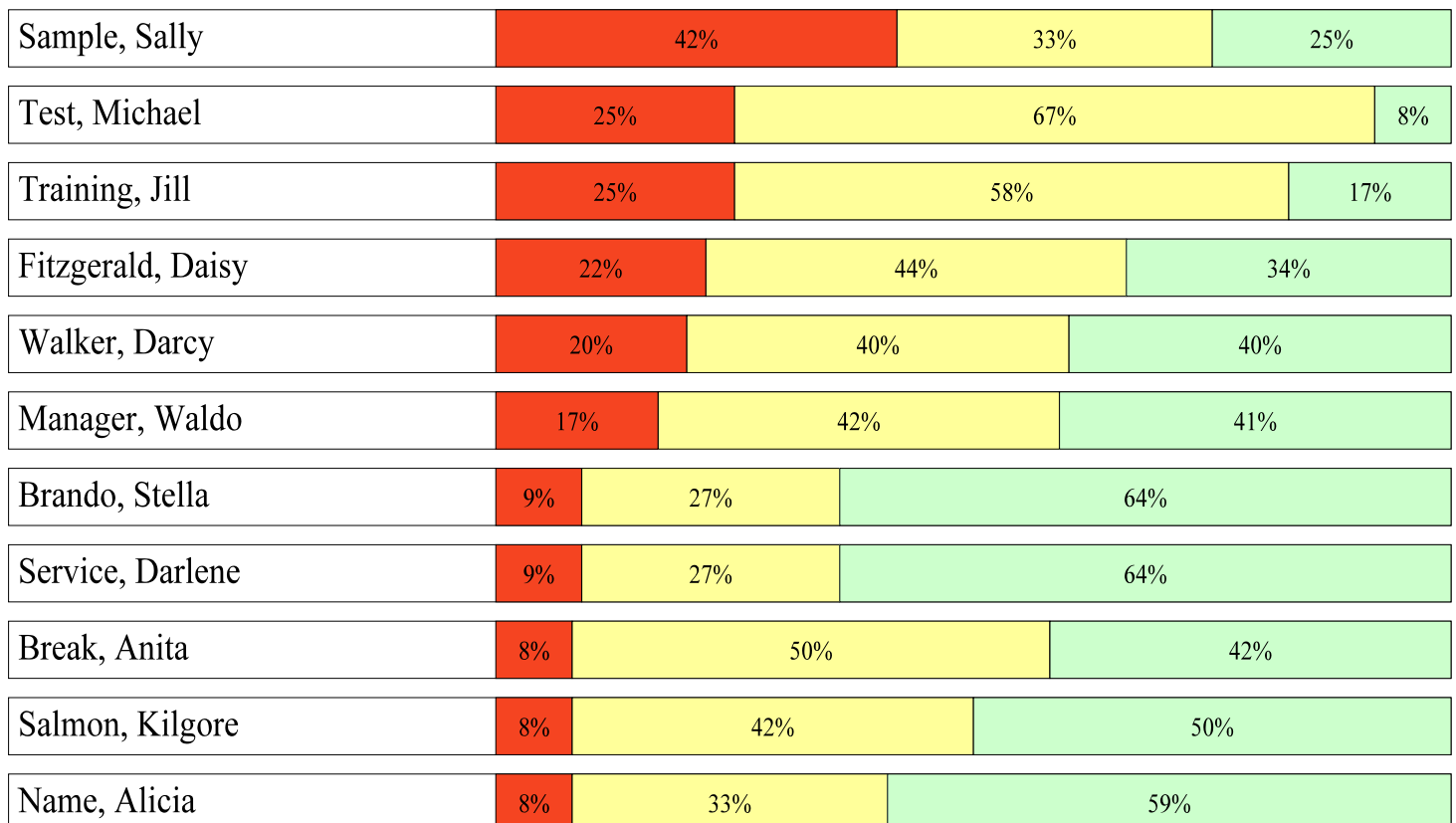
Builds Personal Relationships

Builds Personal Relationships: Is considerate of others' feelings, shows freedom from unfair biases and is tactful when giving criticism. Remains composed under stress.




The following Managers were provided recommendations for improvement in the Skill Set 'Builds Personal Relationships' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Manager was **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, he/she is listed here as he/she did have respondents that rated him/her below the Favorable Zone. You may want to consider him/her for training as described in this report.



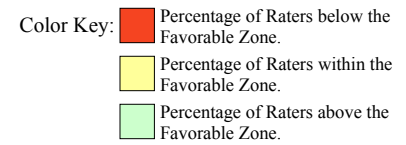
Organizational Development Priorities, Cont.

Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Manager scored above or within the Favorable Zone and was not provided recommendations for improvement in this Skill Set.

Snell, Sue

Organizational Development Priorities, Cont.



Achieves Results

Achieves Results: Overcomes obstacles to achieve results that set high standards for others and that positively impact the organization.

The following Managers were provided recommendations for improvement in the Skill Set 'Achieves Results' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.

Sample, Sally	55%	27%	18%
Snell, Sue	22%	22%	56%

The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.

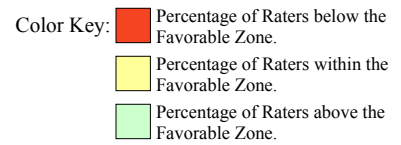
Service, Darlene	45%	27%	28%
Test, Michael	42%	33%	25%
Trial, Cynthia	27%	9%	64%
Report, Cindy	25%	33%	42%
Name, Alicia	25%	33%	42%
Break, Anita	18%	36%	46%
Brando, Stella	18%	36%	46%
Training, Jill	8%	50%	42%
Example, Dan	8%	8%	84%

The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Fitzgerald, Daisy
Salmon, Kilgore

Manager, Waldo
Walker, Darcy

Organizational Development Priorities, Cont.



Adjusts to Circumstances

Adjusts to Circumstances: Can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change.




The following Managers were provided recommendations for improvement in the Skill Set 'Adjusts to Circumstances' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.

Brando, Stella	18%	55%	27%
Break, Anita	17%	42%	41%
Example, Dan	8%	50%	42%

The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.

Report, Cindy	42%	42%	16%
Sample, Sally	42%	25%	33%
Test, Michael	33%	50%	17%
Trial, Cynthia	33%	33%	34%
Fitzgerald, Daisy	22%	44%	34%
Service, Darlene	18%	55%	27%
Walker, Darcy	17%	67%	16%
Training, Jill	8%	50%	42%
Name, Alicia	8%	50%	42%
Manager, Waldo	8%	25%	67%

Organizational Development Priorities, Cont.

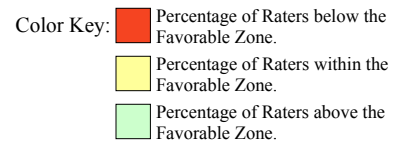
Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Salmon, Kilgore

Snell, Sue

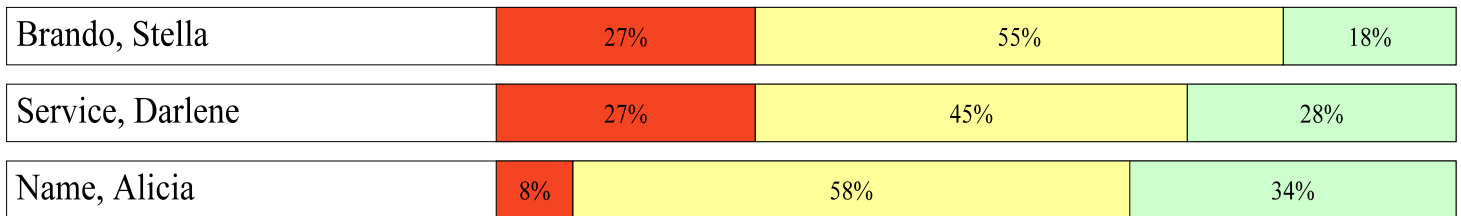
Organizational Development Priorities, Cont.



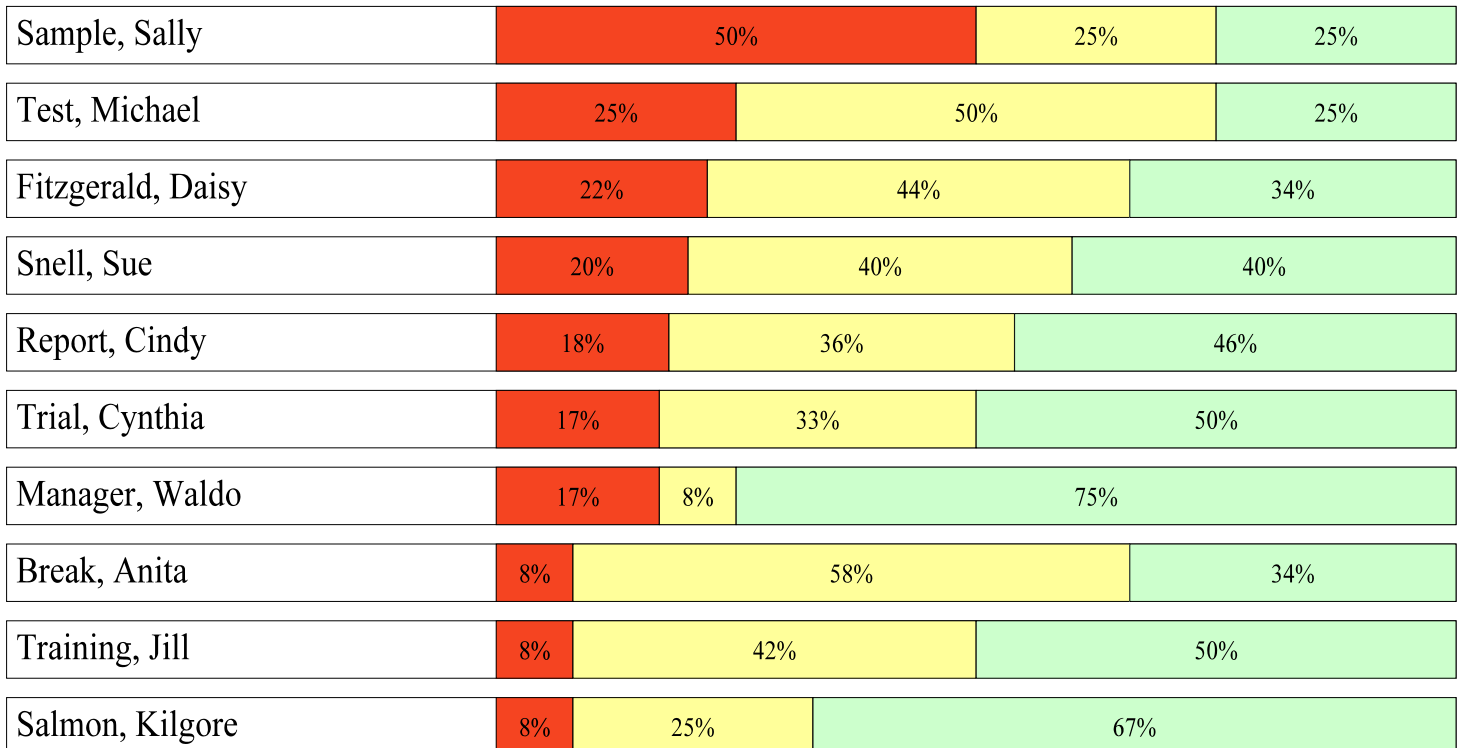
Takes Action

Takes Action: Knows when the time is right to initiate action. Handles problems with assertiveness and makes timely, firm decisions.




The following Managers were provided recommendations for improvement in the Skill Set 'Takes Action' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.



Organizational Development Priorities, Cont.

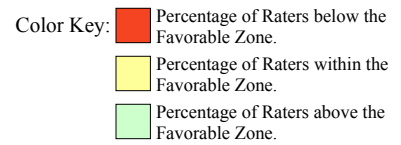
Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Example, Dan

Walker, Darcy

Organizational Development Priorities, Cont.



Works Competently

Works Competently: Has mastered the fundamentals of the job. Can quickly and competently apply new methods and new information to appropriate tasks.




The following Manager was provided recommendations for improvement in the Skill Set 'Works Competently' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.

Fitzgerald, Daisy	33%	33%	34%
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The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.

Sample, Sally	42%	58%	
Test, Michael	25%	42%	33%
Trial, Cynthia	25%	17%	58%
Service, Darlene	18%	45%	37%
Break, Anita	17%	25%	58%
Report, Cindy	17%	25%	58%
Name, Alicia	17%	25%	58%
Training, Jill	17%	25%	58%
Snell, Sue	10%	40%	50%
Brando, Stella	9%	36%	55%
Manager, Waldo	9%	9%	82%
Salmon, Kilgore	8%	92%	

Organizational Development Priorities, Cont.

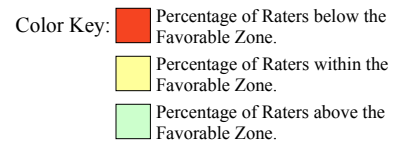
Color Key:  Percentage of Raters below the Favorable Zone.
 Percentage of Raters within the Favorable Zone.
 Percentage of Raters above the Favorable Zone.

The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Example, Dan

Walker, Darcy

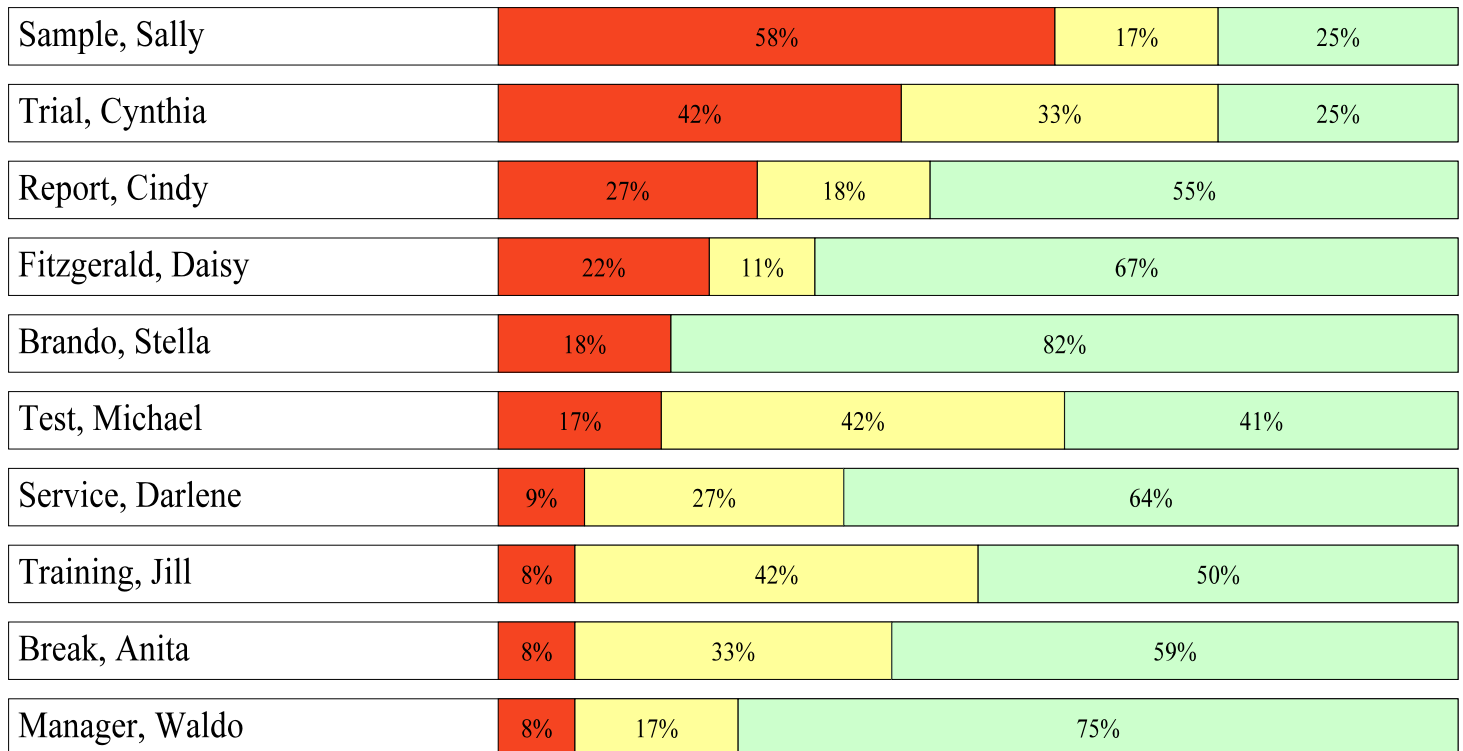
Organizational Development Priorities, Cont.



Instills Trust

Instills Trust: Can be trusted to keep promises and confidences. Is honest and ethical.

The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.

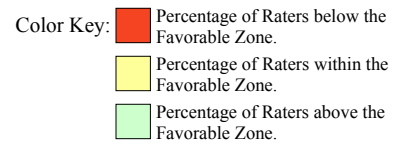


The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Example, Dan
 Salmon, Kilgore
 Walker, Darcy

Name, Alicia
 Snell, Sue

Organizational Development Priorities, Cont.



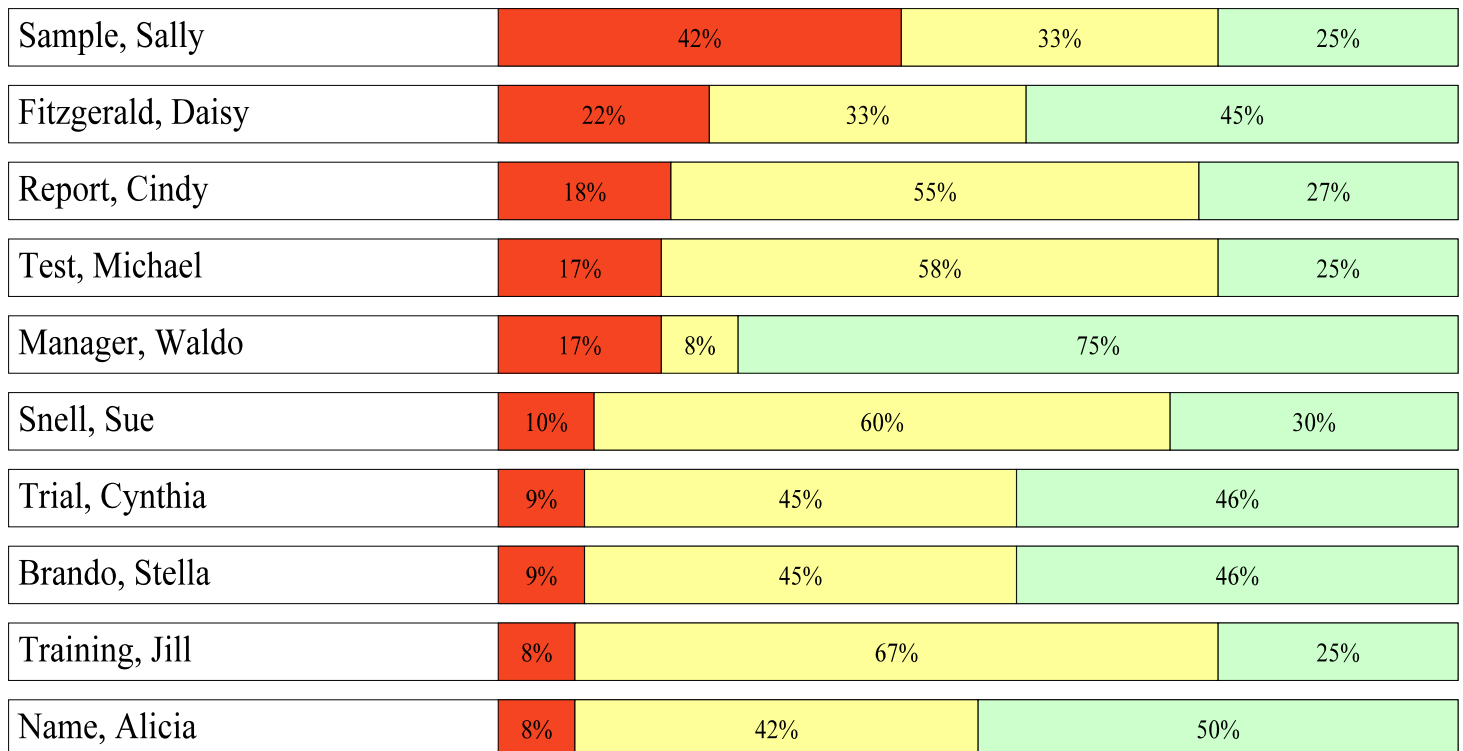
Works Efficiently

Works Efficiently: Makes efficient use of current technology and wise use of outside resources. Avoids procrastination and sets priorities.

The following Managers were provided recommendations for improvement in the Skill Set 'Works Efficiently' according to their CheckPoint Report. Follow-up is strongly recommended to optimize performance.



The following Managers were **not** provided recommendations for improvement in this Skill Set because other Skill Sets were listed as critical and needing more attention. However, they are listed here as they did have respondents that rated them below the Favorable Zone. You may want to consider them for training as described in this report.



The following Managers scored above or within the Favorable Zone and were not provided recommendations for improvement in this Skill Set.

Example, Dan
Walker, Darcy

Salmon, Kilgore