

Rockwood Leadership Program: The Art of Leadership Training

September 2 - 7, 2008, Omega Institute, Rhinebeck, New York

This 360-degree Leadership Assessment rated the participant's leadership skills and abilities.

* 8 former and current colleagues were asked to complete the survey anonymously, including colleagues who collaborated well with the participant as well as those who experienced challenges.

The Rockwood Leadership Program staff administered and compiled the results anonymously.

Average Score: The average score assigned by colleagues.

Self-Score: Score that the participant self-assigned.

Group Quartile: Participant's ranking compared to 30 other peer leaders in the training.

(1) Highest Quartile (Top 25%); (2) Next to Highest Quartile (Top 50%);

(3) Next to Lowest Quartile (Bottom 50%); (4) Lowest Quartile (Bottom 25%).

All Rockwood Quartile: Participants ranking compared to over 2,000 other leaders ever trained in this program. The same quartile measures above apply.

Participant:	Kim Phillips-Knope									
Scale:	Almost Never Almost Always									
	1	2	3	4	5	6	7	8	9	10
1. Overall, performs the primary tasks for which they are responsible at the highest standards of excellence. Average Score: 9.2 Self-Score: 9	Group Quartile: 1 All Rockwood Quartile: 1									
2. Is continually learning and improving their leadership and performance. Average Score: 9.4 Self-Score: 8	Group Quartile: 1 All Rockwood Quartile: 1									
3. Is innovative and resourceful in doing whatever it takes to get job well done. Average Score: 9.0 Self-Score: 7	Group Quartile: 2 All Rockwood Quartile: 2									
4. Persuasively and effectively communicates and forwards the purpose and mission of their organization internally and in public. Average Score: 9.4 Self-Score: 7	Group Quartile: 1 All Rockwood Quartile: 1									
5. Maintains an appropriate balance of immediate needs and longer range focus. Average Score: 8.8 Self-Score: 8	Group Quartile: 1 All Rockwood Quartile: 1									
6. Is effective in creating partnerships and alliances that move the work forward.										

<p>Average Score: 8.9 Self-Score: 7</p>	<p>Group Quartile: 2 All Rockwood Quartile: 1</p>
<p>7. Is accountable: does what they say they will do by when they said it will be done.</p>	
<p>Average Score: 9.4 Self-Score: 9</p>	<p>Group Quartile: 1 All Rockwood Quartile: 1</p>
<p>8. Inspires and supports others in doing their best work.</p>	
<p>Average Score: 9.1 Self-Score: 8</p>	<p>Group Quartile: 2 All Rockwood Quartile: 1</p>
<p>9. Understands the needs and priorities of others and is proactive in communicating to others the information upon which they depend.</p>	
<p>Average Score: 9.1 Self-Score: 8</p>	<p>Group Quartile: 1 All Rockwood Quartile: 1</p>
<p>10. Is highly constructive force in group meetings.</p>	
<p>Average Score: 9.1 Self-Score: 8</p>	<p>Group Quartile: 1 All Rockwood Quartile: 1</p>
<p>11. Treats others with respect.</p>	
<p>Average Score: 10.0 Self-Score: 9</p>	<p>Group Quartile: 1 All Rockwood Quartile: 1</p>
<p>12. Is candid and honest in dealing with others</p>	
<p>Average Score: 9.6 Self-Score: 7</p>	<p>Group Quartile: 1 All Rockwood Quartile: 1</p>
<p>13. Listens well to others.</p>	
<p>Average Score: 10.0 Self-Score: 8</p>	<p>Group Quartile: 1 All Rockwood Quartile: 1</p>
<p>14. Makes it easy to give feedback to her.</p>	
<p>Average Score: 9.5 Self-Score: 6</p>	<p>Group Quartile: 1 All Rockwood Quartile: 1</p>
<p>15. Is effective in providing helpful feedback to others.</p>	
<p>Average Score: 9.1 Self-Score: 7</p>	<p>Group Quartile: 1 All Rockwood Quartile: 1</p>
<p>16. What is her greatest weakness as a leader?</p> <p><u>Participant Response:</u></p> <ul style="list-style-type: none"> ▪ Addressing and managing conflict; ▪ Delegating effectively; ▪ Following through to completion. <p><u>Colleague Responses:</u></p>	

- It's sometimes difficult to acknowledge that not everyone will walk away with all their questions answered, especially within the emotionally and physically charged arena we're in.
- Her desire to acknowledge, affirm, and explore the perspectives of others can sometimes slow down the progress she will inevitably make.
- Too polite.
- Takes on a bit too much?
- I don't believe that I encountered an area of weakness.
- She is sometimes too modest in sharing with others her personal experiences.

17. What is her greatest strength as a leader?

Participant Response:

- Passion
- Knowledge level
- Dedication

Colleague Responses:

- She's a dynamic, relatable facilitator.
- Her unwavering motivation to effect positive social change; her dedication, patience, and understanding when working with others; and her willingness to expend the resources necessary to get the job done.
- Very competent, organized, and has wonderful leadership skills.
- Listening.
- Always does top notch work.
- Her professionalism and approach to people.
- The respectful manner in which she treats people. This is especially true in training situations even when she is dealing with very difficult participants.