



WORKPLACE

Performance 360[°]™

A Customized Report For: Sample Person

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Summary Data: Challenges and Comfort Zones

Challenges

If any competencies are listed below, they have been rated as both:

- Important to your job, according to your immediate manager, and
- Lower than desirable in strength, according to all other raters.

COMPETENCY	IMMEDIATE MANAGER (importance)	OTHER RATERS (strength)
Basic Leadership Orientation	5.0	2.8
Delegation	4.6	2.8
Reliability and Consistency	4.2	2.8

Comfort Zones

There are no apparent competencies that your immediate manager rates as low in importance and in which all other raters rate you high in strength.

Summary Data: Blind Spots and Hidden Strengths

Hidden Strengths

You and your manager(s) appear to be in alignment on your performance of the chosen competencies.

Blind Spots

If any competencies are listed below, they have been rated as a strength by you, but have been rated as lower than desirable by management.

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DETAILED ANALYSIS

Competencies [By Strength]:
 Ranked Alphabetically

RANK	COMPETENCY	ALL OTHER RATERS*					
			1	2	3	4	5
1	Ambition	3.25					
2	Basic Leadership Orientation	3.13					
3	Creativity	2.94					
4	Delegation	3.06					
5	Reliability and Consistency	3.19					
6	Technical Learning	3.44					

* All other raters includes all raters except Self.

Competencies [By Strength]:
 Ranked from Highest to Lowest

RANK	COMPETENCY	ALL OTHER RATERS*					
			1	2	3	4	5
1	Technical Learning	3.44					
2	Ambition	3.25					
3	Reliability and Consistency	3.19					
4	Basic Leadership Orientation	3.13					
5	Delegation	3.06					
6	Creativity	2.94					

* All other raters includes all raters except Self.

Competencies [By Importance]:
 Ranked Alphabetically

RANK	COMPETENCY	IMMEDIATE MANAGER					
			1	2	3	4	5
1	Ambition	4.20					
2	Basic Leadership Orientation	5.00					
3	Creativity	3.80					
4	Delegation	4.60					
5	Reliability and Consistency	4.20					
6	Technical Learning	3.40					

Competencies [By Importance]:
 Ranked from Highest to Lowest

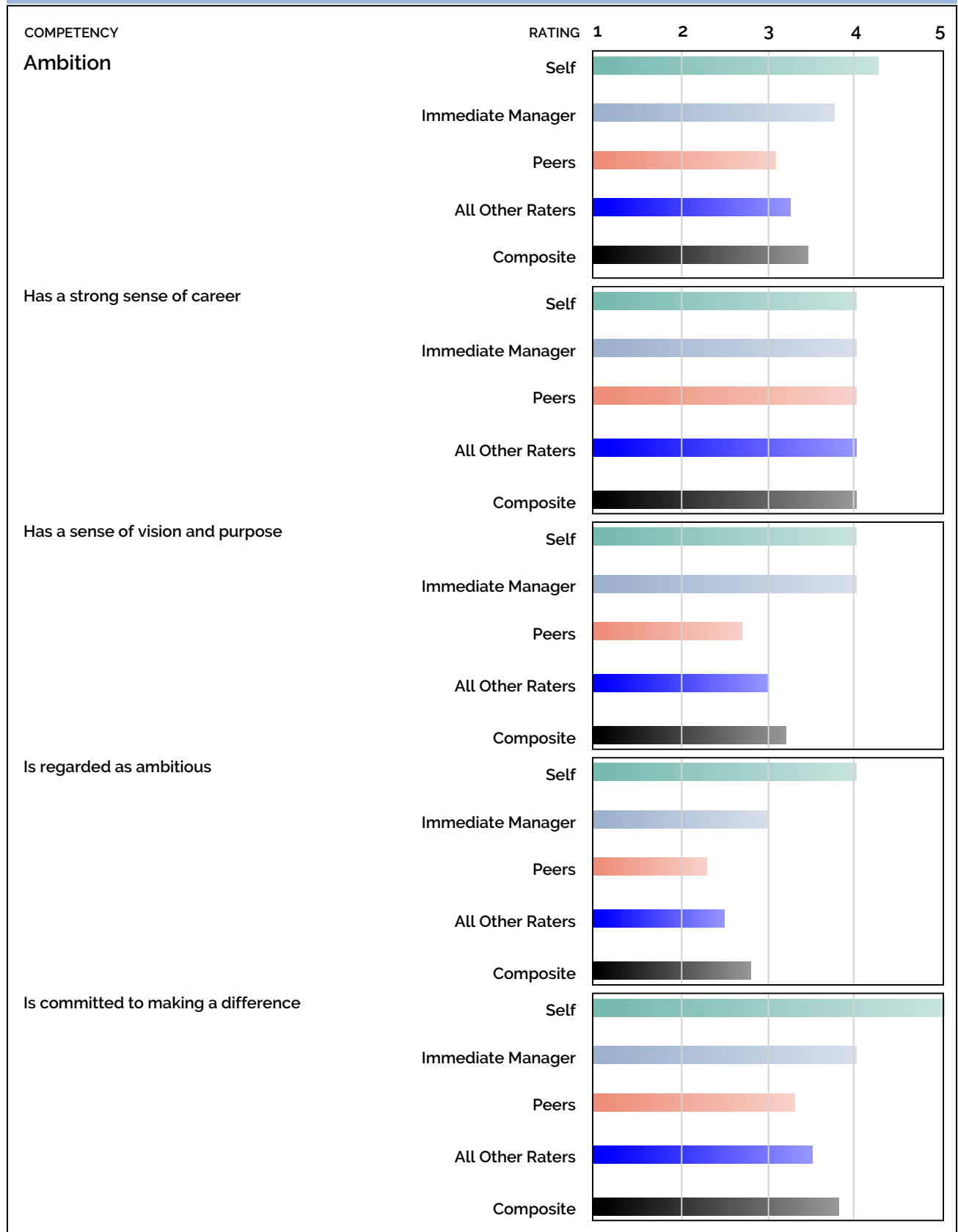
RANK	COMPETENCY	IMMEDIATE MANAGER					
			1	2	3	4	5
1	Basic Leadership Orientation	5.00					
2	Delegation	4.60					
3	Ambition	4.20					
4	Reliability and Consistency	4.20					
5	Creativity	3.80					
6	Technical Learning	3.40					

Behaviors that Comprise Competencies [By Strength]:
 Ranked from Highest to Lowest

RANK	BEHAVIOR	ALL OTHER RATERS*
1	Has a strong sense of career	4.00
2	Shows mastery of knowledge about the job, whether about products, markets, or subject areas	3.75
3	Has a reputation for integrity and trust	3.75
4	Prefers mastering the details before moving on to the next level	3.75
5	Takes responsibility for initiating necessary changes	3.75
6	Gains credibility through consistency and reliability	3.50
7	Is committed to making a difference	3.50
8	Is innovative and resourceful; inventive	3.50
9	Has the patience to provide the necessary information or other support when delegating	3.25
10	Is known for learning about the technical aspects of the job	3.25
11	Shows self-discipline in all areas	3.25
12	Has the reputation of being a leader	3.25
13	Can dream up new marketing and other business strategies	3.00
14	Is comfortable directing and controlling the work of others	3.00
15	Is known as an effective delegator	3.00
16	Has a sense of vision and purpose	3.00
17	Is courageous in confronting others when necessary	3.00
18	Eagerly seeks and assimilates new relevant technical information	3.00
19	Personally adds value to any task	2.75
20	Enjoys taking the role of coordinator or director	2.75
21	Makes the tough decisions when necessary	2.75
22	Has the reputation for being creative	2.50
23	Is regarded as ambitious	2.50
24	Maintains confidentiality when requested	2.25

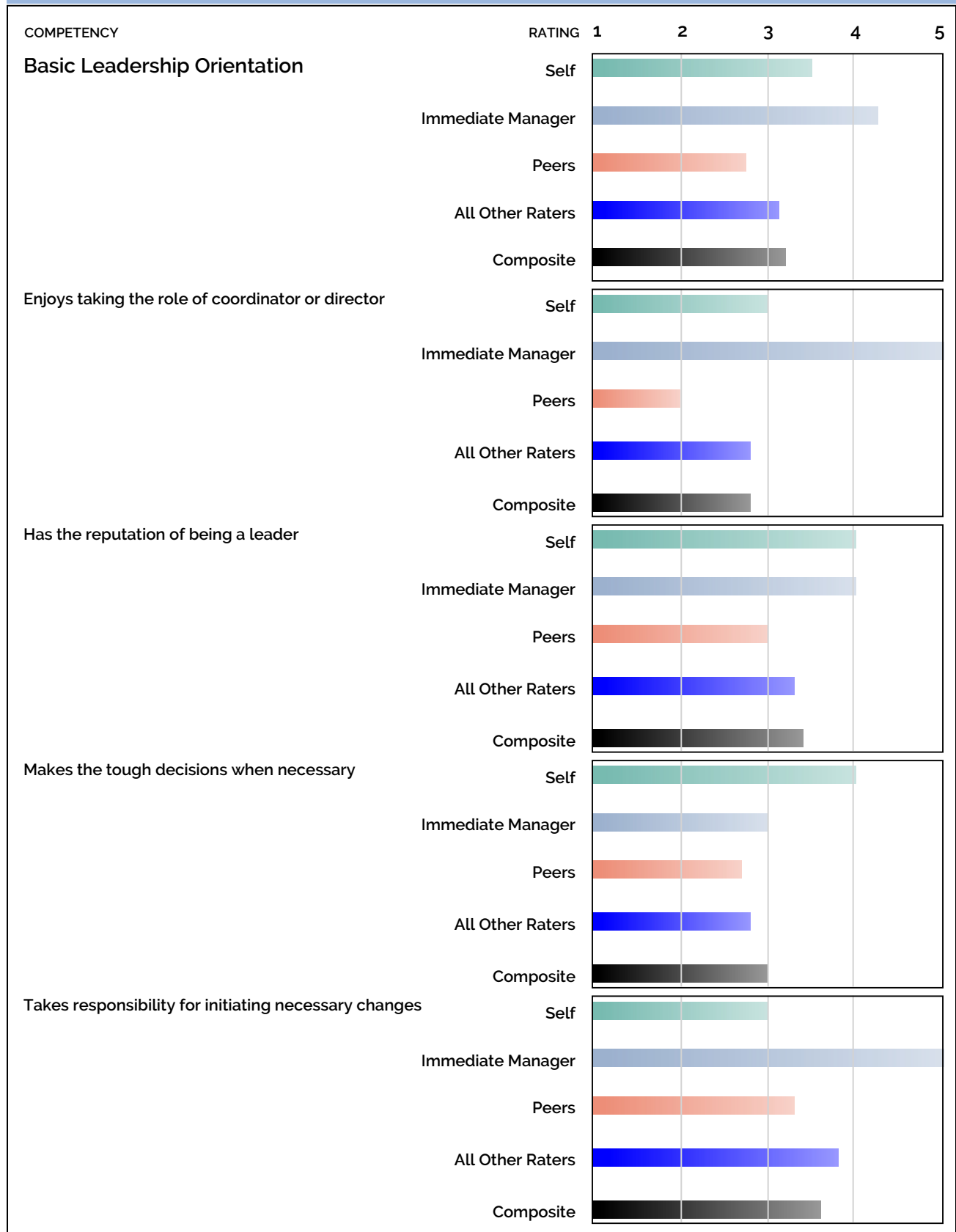
* All Other Raters includes all raters except Self.

Competencies [By Strength]:
 A Detailed Analysis



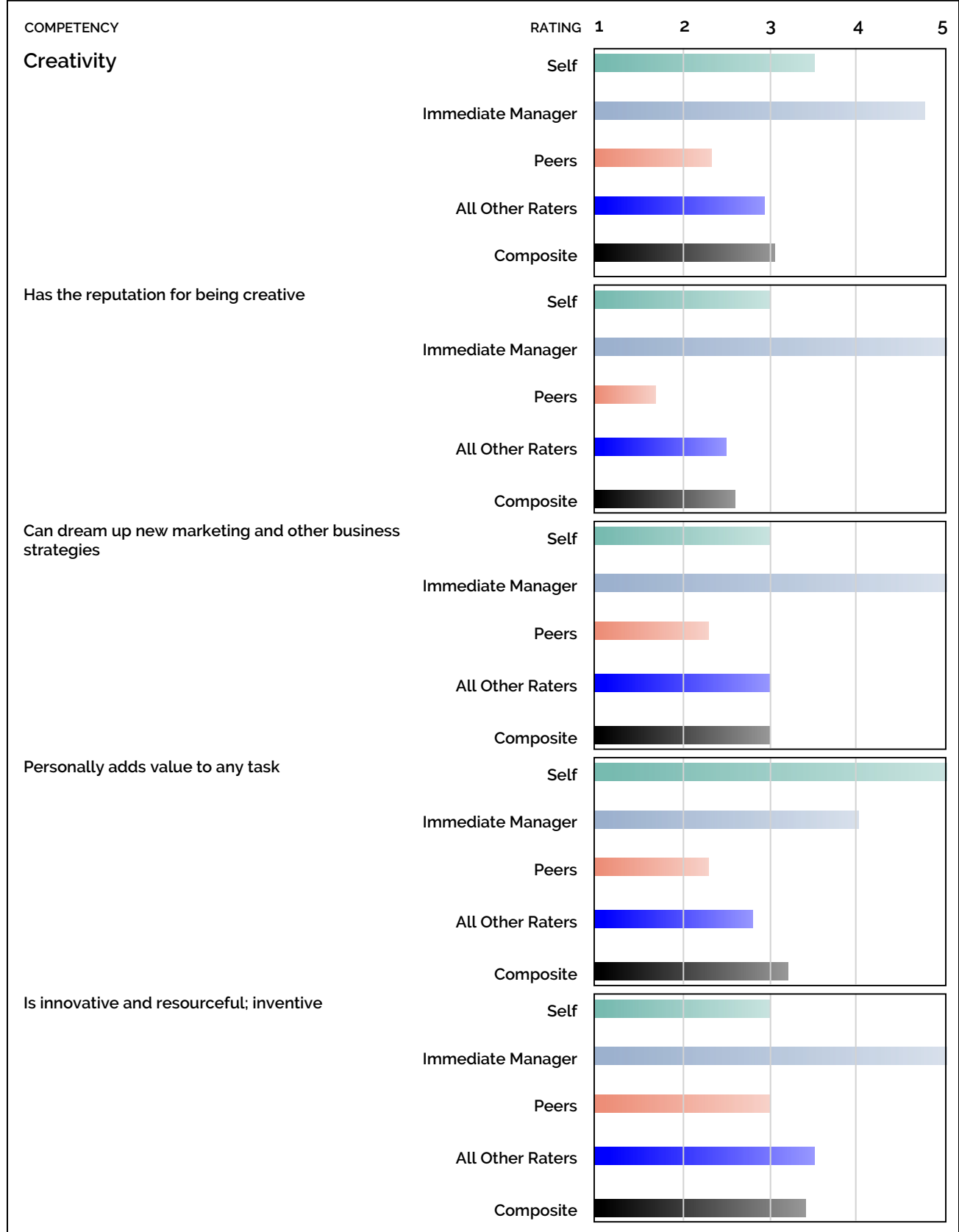
Legend: All Other Raters includes all raters except Self. Composite includes all raters.

Competencies [By Strength]: A Detailed Analysis



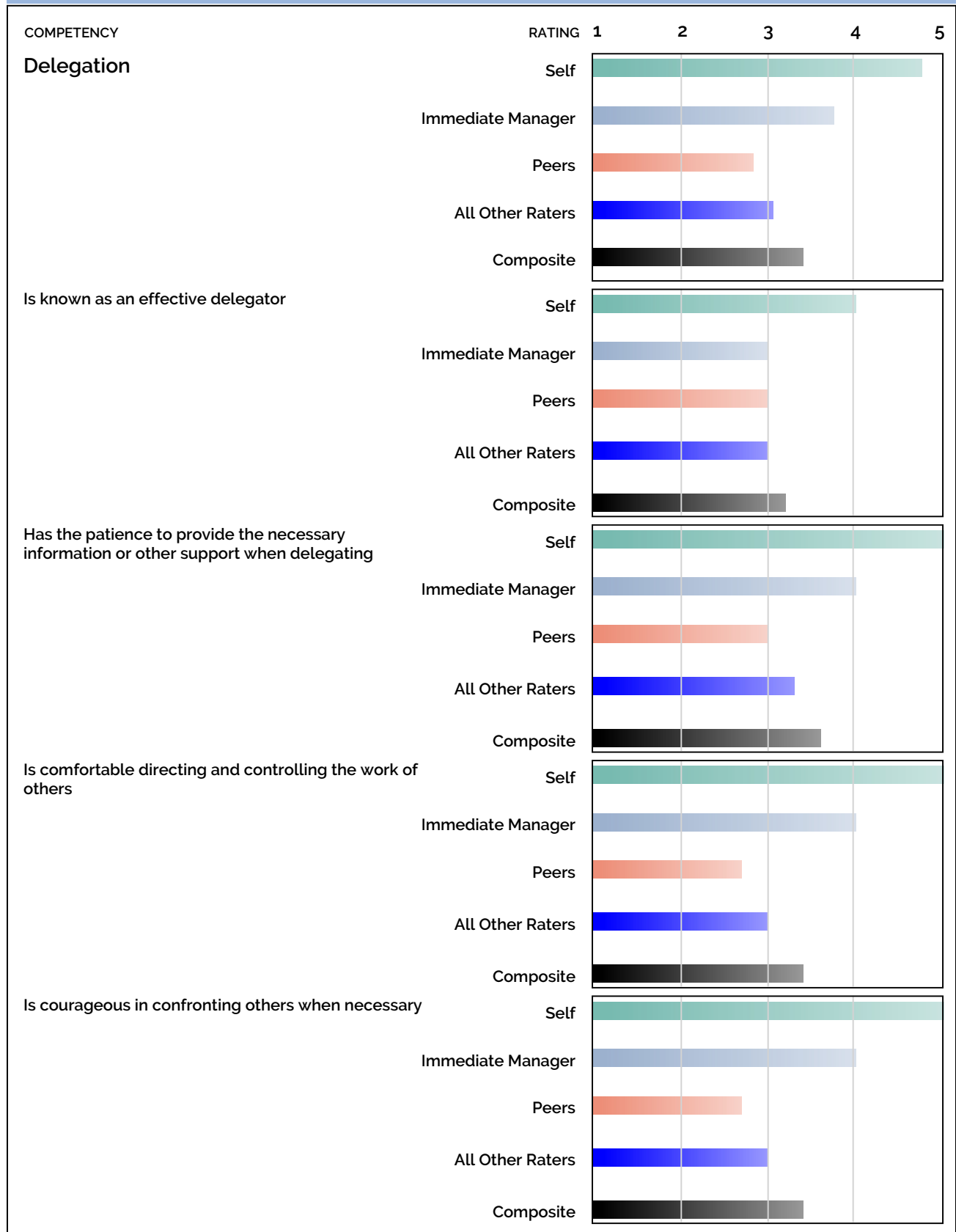
Legend: All Other Raters includes all raters except Self. Composite includes all raters.

Competencies [By Strength]: A Detailed Analysis



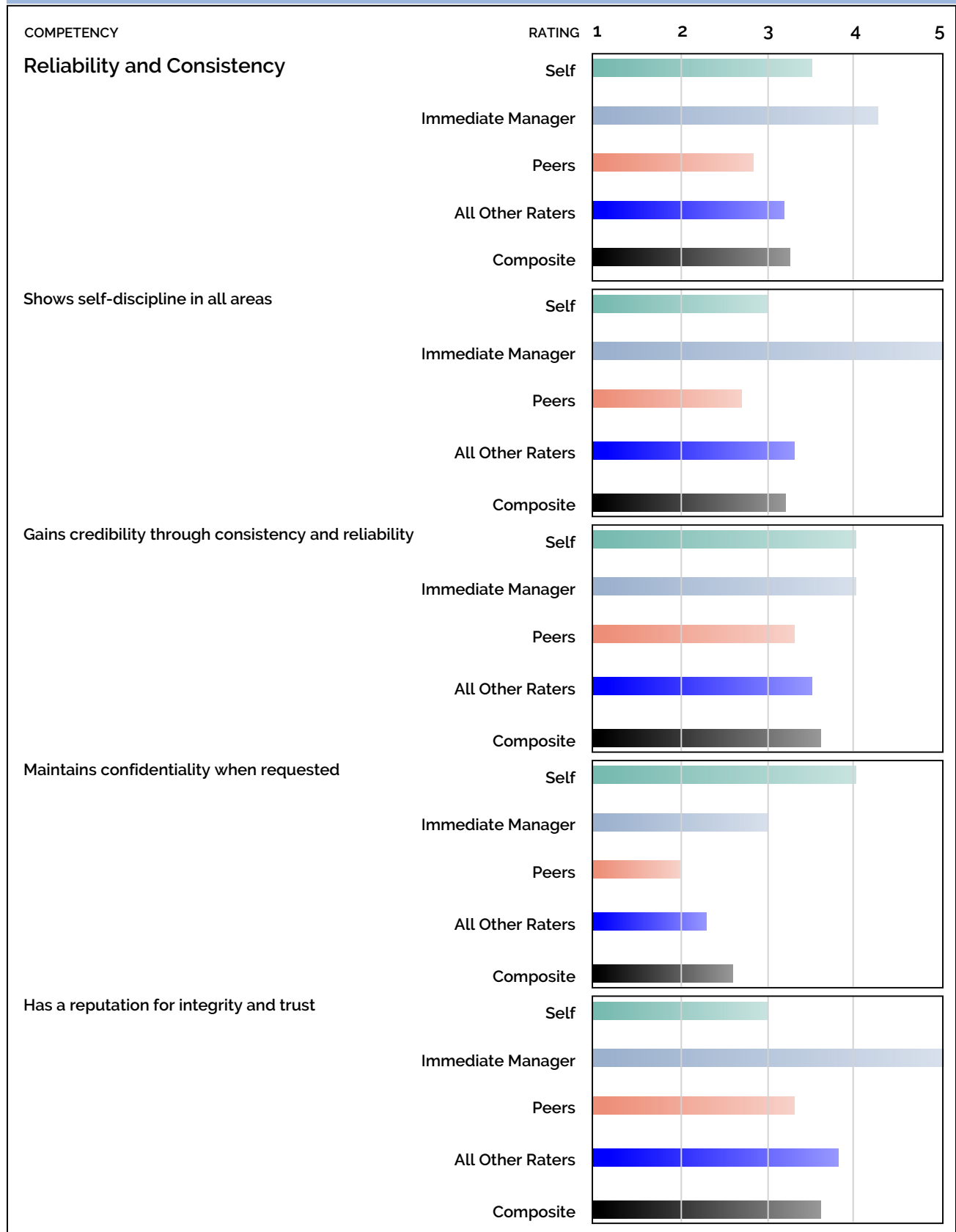
Legend: All Other Raters includes all raters except Self. Composite includes all raters.

Competencies [By Strength]:
 A Detailed Analysis



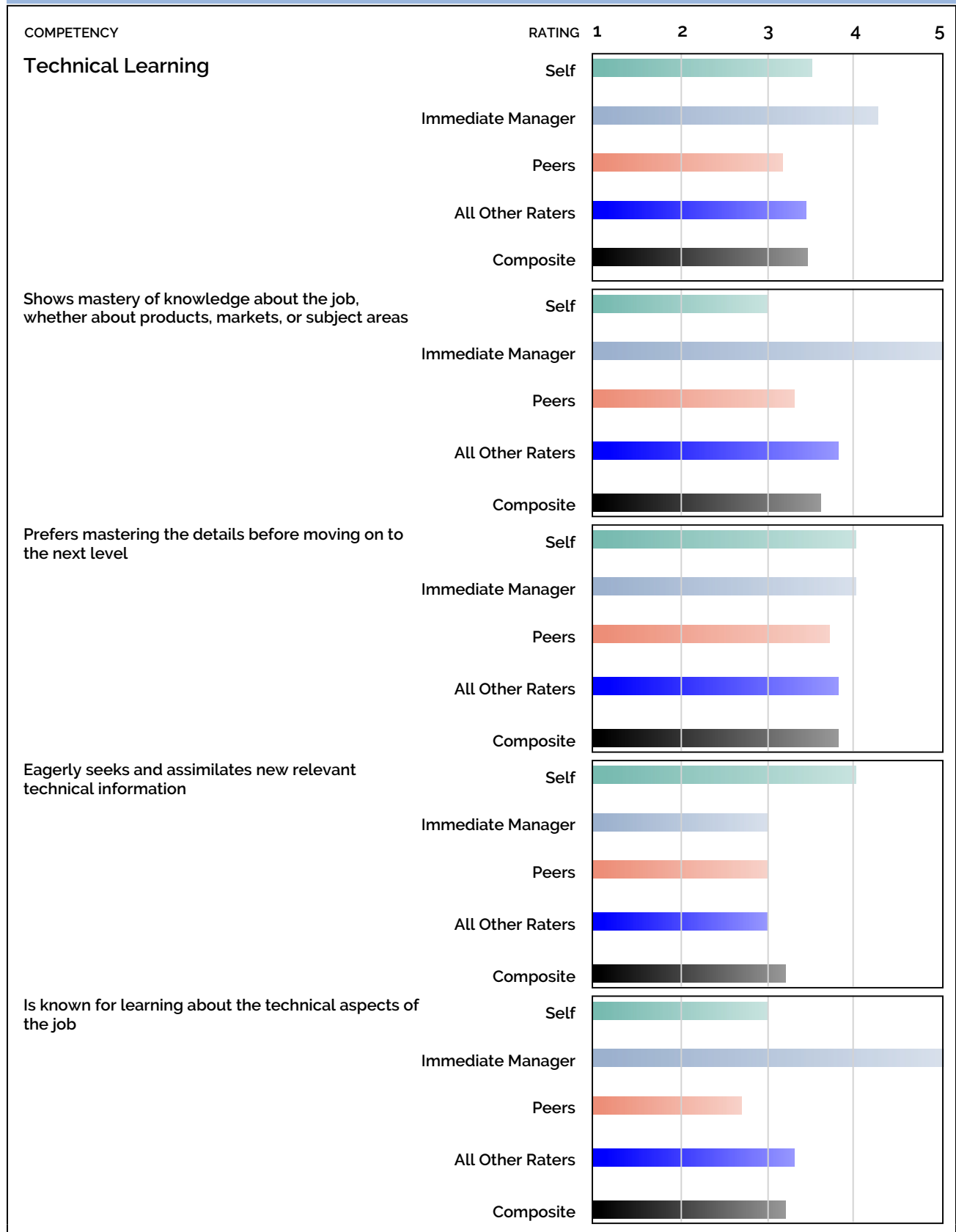
Legend: All Other Raters includes all raters except Self. Composite includes all raters.

Competencies [By Strength]:
 A Detailed Analysis



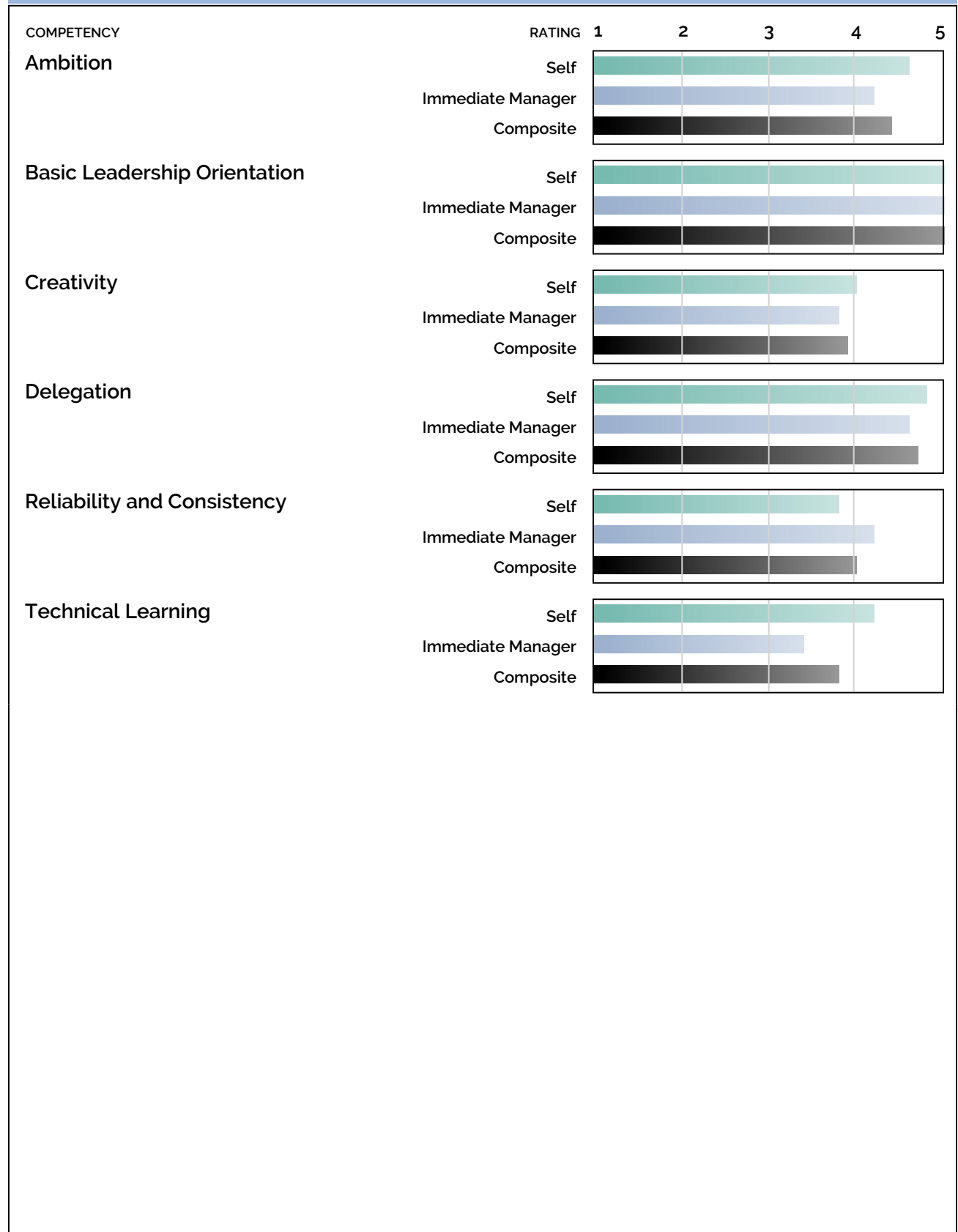
Legend: All Other Raters includes all raters except Self. Composite includes all raters.

Competencies [By Strength]:
 A Detailed Analysis



Legend: All Other Raters includes all raters except Self. Composite includes all raters.

Competencies [By Importance]: A Detailed Analysis



Legend: Composite includes self and immediate manager (directly above).

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GAP ANALYSIS

Specific Gap Analyses [By Strength]: Self vs. Immediate Manager

COMPETENCY	Self	Immediate Manager	Difference	INTERPRETATION
Ambition	4.3	3.8	-0.5	On Target
Has a strong sense of career	4.0	4.0	0.0	On Target
Has a sense of vision and purpose	4.0	4.0	0.0	On Target
Is regarded as ambitious	4.0	3.0	-1.0	Small Deficiency
Is committed to making a difference	5.0	4.0	-1.0	Small Deficiency
Basic Leadership Orientation	3.5	4.3	0.8	Small Excess
Enjoys taking the role of coordinator or director	3.0	5.0	2.0	Extreme Excess
Has the reputation of being a leader	4.0	4.0	0.0	On Target
Makes the tough decisions when necessary	4.0	3.0	-1.0	Small Deficiency
Takes responsibility for initiating necessary changes	3.0	5.0	2.0	Extreme Excess
Creativity	3.5	4.8	1.3	Moderate Excess
Has the reputation for being creative	3.0	5.0	2.0	Extreme Excess
Can dream up new marketing and other business strategies	3.0	5.0	2.0	Extreme Excess
Personally adds value to any task	5.0	4.0	-1.0	Small Deficiency
Is innovative and resourceful; inventive	3.0	5.0	2.0	Extreme Excess
Delegation	4.8	3.8	-1.0	Small Deficiency
Is known as an effective delegator	4.0	3.0	-1.0	Small Deficiency
Has the patience to provide the necessary information or other support when delegating	5.0	4.0	-1.0	Small Deficiency
Is comfortable directing and controlling the work of others	5.0	4.0	-1.0	Small Deficiency
Is courageous in confronting others when necessary	5.0	4.0	-1.0	Small Deficiency
Reliability and Consistency	3.5	4.3	0.8	Small Excess
Shows self-discipline in all areas	3.0	5.0	2.0	Extreme Excess
Gains credibility through consistency and reliability	4.0	4.0	0.0	On Target
Maintains confidentiality when requested	4.0	3.0	-1.0	Small Deficiency
Has a reputation for integrity and trust	3.0	5.0	2.0	Extreme Excess
Technical Learning	3.5	4.3	0.8	Small Excess
Shows mastery of knowledge about the job, whether about products, markets, or subject areas	3.0	5.0	2.0	Extreme Excess
Prefers mastering the details before moving on to the next level	4.0	4.0	0.0	On Target
Eagerly seeks and assimilates new relevant technical information	4.0	3.0	-1.0	Small Deficiency
Is known for learning about the technical aspects of the job	3.0	5.0	2.0	Extreme Excess

Specific Gap Analyses [By Strength]:
 Self vs. Peers

COMPETENCY	Self	Peers	Difference	INTERPRETATION
Ambition	4.3	3.1	-1.2	Moderate Deficiency
Has a strong sense of career	4.0	4.0	0.0	On Target
Has a sense of vision and purpose	4.0	2.7	-1.3	Moderate Deficiency
Is regarded as ambitious	4.0	2.3	-1.7	Moderate Deficiency
Is committed to making a difference	5.0	3.3	-1.7	Moderate Deficiency
Basic Leadership Orientation	3.5	2.8	-0.7	Small Deficiency
Enjoys taking the role of coordinator or director	3.0	2.0	-1.0	Small Deficiency
Has the reputation of being a leader	4.0	3.0	-1.0	Small Deficiency
Makes the tough decisions when necessary	4.0	2.7	-1.3	Moderate Deficiency
Takes responsibility for initiating necessary changes	3.0	3.3	0.3	On Target
Creativity	3.5	2.3	-1.2	Moderate Deficiency
Has the reputation for being creative	3.0	1.7	-1.3	Moderate Deficiency
Can dream up new marketing and other business strategies	3.0	2.3	-0.7	Small Deficiency
Personally adds value to any task	5.0	2.3	-2.7	Extreme Deficiency
Is innovative and resourceful; inventive	3.0	3.0	0.0	On Target
Delegation	4.8	2.8	-2.0	Moderate Deficiency
Is known as an effective delegator	4.0	3.0	-1.0	Small Deficiency
Has the patience to provide the necessary information or other support when delegating	5.0	3.0	-2.0	Moderate Deficiency
Is comfortable directing and controlling the work of others	5.0	2.7	-2.3	Extreme Deficiency
Is courageous in confronting others when necessary	5.0	2.7	-2.3	Extreme Deficiency
Reliability and Consistency	3.5	2.8	-0.7	Small Deficiency
Shows self-discipline in all areas	3.0	2.7	-0.3	On Target
Gains credibility through consistency and reliability	4.0	3.3	-0.7	Small Deficiency
Maintains confidentiality when requested	4.0	2.0	-2.0	Moderate Deficiency
Has a reputation for integrity and trust	3.0	3.3	0.3	On Target
Technical Learning	3.5	3.2	-0.3	On Target
Shows mastery of knowledge about the job, whether about products, markets, or subject areas	3.0	3.3	0.3	On Target
Prefers mastering the details before moving on to the next level	4.0	3.7	-0.3	On Target
Eagerly seeks and assimilates new relevant technical information	4.0	3.0	-1.0	Small Deficiency
Is known for learning about the technical aspects of the job	3.0	2.7	-0.3	On Target

Summary Gap Analyses [By Strength]: Self vs. All Other Raters

COMPETENCY	Self	All Other Raters	Difference	INTERPRETATION
Ambition	4.3	3.3	-1.0	Small Deficiency
Has a strong sense of career	4.0	4.0	0.0	On Target
Has a sense of vision and purpose	4.0	3.0	-1.0	Small Deficiency
Is regarded as ambitious	4.0	2.5	-1.5	Moderate Deficiency
Is committed to making a difference	5.0	3.5	-1.5	Moderate Deficiency
Basic Leadership Orientation	3.5	3.1	-0.4	On Target
Enjoys taking the role of coordinator or director	3.0	2.8	-0.2	On Target
Has the reputation of being a leader	4.0	3.3	-0.7	Small Deficiency
Makes the tough decisions when necessary	4.0	2.8	-1.2	Moderate Deficiency
Takes responsibility for initiating necessary changes	3.0	3.8	0.8	Small Excess
Creativity	3.5	2.9	-0.6	Small Deficiency
Has the reputation for being creative	3.0	2.5	-0.5	On Target
Can dream up new marketing and other business strategies	3.0	3.0	0.0	On Target
Personally adds value to any task	5.0	2.8	-2.2	Extreme Deficiency
Is innovative and resourceful; inventive	3.0	3.5	0.5	Small Excess
Delegation	4.8	3.1	-1.7	Moderate Deficiency
Is known as an effective delegator	4.0	3.0	-1.0	Small Deficiency
Has the patience to provide the necessary information or other support when delegating	5.0	3.3	-1.7	Moderate Deficiency
Is comfortable directing and controlling the work of others	5.0	3.0	-2.0	Moderate Deficiency
Is courageous in confronting others when necessary	5.0	3.0	-2.0	Moderate Deficiency
Reliability and Consistency	3.5	3.2	-0.3	On Target
Shows self-discipline in all areas	3.0	3.3	0.3	On Target
Gains credibility through consistency and reliability	4.0	3.5	-0.5	On Target
Maintains confidentiality when requested	4.0	2.3	-1.7	Moderate Deficiency
Has a reputation for integrity and trust	3.0	3.8	0.8	Small Excess
Technical Learning	3.5	3.4	-0.1	On Target
Shows mastery of knowledge about the job, whether about products, markets, or subject areas	3.0	3.8	0.8	Small Excess
Prefers mastering the details before moving on to the next level	4.0	3.8	-0.2	On Target
Eagerly seeks and assimilates new relevant technical information	4.0	3.0	-1.0	Small Deficiency
Is known for learning about the technical aspects of the job	3.0	3.3	0.3	On Target

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APPENDIX

Paradigm' 2012 Norms
 Workplace™ Performance 360°

These norms are to be used as a reference to compare your scores against. This norm group is based on other global working adults that have taken the CentACS' WorkPlace™ Performance 360°.

COMPETENCY	MEAN	BEHAVIOR	MEAN
Action Orientation	4.2	Displays a sense of urgency	4.22
		Is a speedy and timely decision maker	4.05
		Is ambitious and driven	4.37
		Has the reputation of being action oriented	4.14
Adherence to Policy	3.89	Adheres to industry guidelines	4.06
		Is prone to follow established procedures	3.92
		Tends to go "by the book"	3.68
		Is known for adhering to policies	3.88
Ambiguity & Paradox, Comfort with	3.56	Can act even though the details are unresolved	3.98
		Is comfortable leaving issues open and waiting for resolution or answers	3.33
		At ease with theory and the unknown	3.51
		Is comfortable around ambiguity or paradox	3.41
Ambition	4.26	Has a strong sense of career	4.46
		Has a sense of vision and purpose	4.22
		Is committed to making a difference	4.31
		Is regarded as ambitious	4.03
Analytical Thinking	3.99	Needs to understand and have insight	3.88
		Is good at and enjoys solving problems	4.14
		Is comfortable and good at formulating strategy	3.96
		Is known as an analytical thinker	3.99
Basic Leadership Orientation	4.08	Takes responsibility for initiating necessary change	4.25
		Enjoys taking the role of coordinator or director	4.08
		Makes the tough decisions when necessary	4.04
		Has the reputation of being a leader	3.94
Business Acumen	3.99	Maximizes revenue, net income, and cash flow	3.98
		Is comfortable containing costs and making collections	4.05
		Uses resources wisely and to advantage	3.85
		Possesses business acumen	4.09

* Mean based on only three items

** New item replaces suboptimal previous item

Paradigm' 2012 Norms
 Workplace™ Performance 360°

These norms are to be used as a reference to compare your scores against. This norm group is based on other global working adults that have taken the CentACS' WorkPlace™ Performance 360°.

COMPETENCY	MEAN	BEHAVIOR	MEAN
Competitiveness	3.74	Has the courage to take risks	3.74
		Cannot rest until the contest is over	3.8
		Is energized by competition and the need to win	3.89
		Is seen by others as competitive	3.54
Creativity	3.85	Personally adds value to any task	3.88
		Is innovative and resourceful; inventive	3.98
		Can dream up new marketing and other business strategies	3.82
		Has the reputation for being creative	3.68
Customer Service Orientation	4.24	Is driven by the desire to serve the customer; focused on customer needs	4.16
		Responds as promptly as possible to customer needs and requests	4.28
		Knows customers, alliances, and partners well and supports them in appropriate ways	4.24
		Is naturally oriented towards providing good service	4.27
Decision-Making Skills	3.93	Has a reputation for high quality decisions	3.93
		Makes decisions in a timely manner	4
		Seldom changes mind—makes decisions that stick	3.84
		Considers downstream consequences during decision making	3.95
Delegation	3.95	Is comfortable directing and controlling the work of others	4.12
		Has the patience to provide the necessary information or other support when delegating	3.96
		Is courageous in confronting others when necessary	3.93
		Is known as an effective delegator	3.8
Development of Personnel	3.93	Shares expertise with anyone interested	4.22
		Is sought after for coaching, training, orientation	3.96
		Helps others plan their careers	3.86
		Is known as a people developer	3.69
Diplomacy	3.95	Has the interpersonal savvy for maintaining relationships	3.98
		Is easy to work with	4.01
		Maintains good relations with a variety of people	3.95
		Has the reputation of being diplomatic	3.84

* Mean based on only three items

** New item replaces suboptimal previous item

Paradigm' 2012 Norms
 Workplace™ Performance 360°

These norms are to be used as a reference to compare your scores against. This norm group is based on other global working adults that have taken the CentACS' WorkPlace™ Performance 360°.

COMPETENCY	MEAN	BEHAVIOR	MEAN
Diversity, Comfort with	3.84	Adapts appropriately to cultural differences	4.03
		Enjoys being around people of different religion, race, geography, values	3.91
		Has a reputation of fairness and ease of working with all kinds of people	3.7
		Is comfortable with the various kinds of diversity	3.7
Entrepreneurship	3.72	Continually seeks new products or markets	3.75
		Works well under pressure	4.02
		Is all-consumed by the desire to succeed in business; willing to risk it all	3.58
		Has the reputation of being an entrepreneur	3.54
Facilitation	4.02	Is effective at managing conflict situations	4.01
		Good at negotiating for win-win solutions	3.92
		Can keep personal ego out of the discussion; brings others out	4.11
		Is known as an effective facilitator	4.02
Flexibility	3.9	Bends policy when appropriate	3.67
		Is comfortable wearing many hats	3.9
		Willing to shift priorities as needed	4.11
		Is flexible	3.93
Follow Through	4.09	Focus remains on priorities; perseveres; delivers	4.17
		Doesn't let the details fall between the cracks	3.96
		Stays with a project through to its conclusion	4.15
		Has the reputation for following through	4.08
Future Orientation/Visionary Outlook	3.8	Prefers thinking strategically to thinking tactically	3.7
		Naturally considers the downstream implications of present day decisions	3.94
		Dreams about the possibilities for future products, markets, and methods	3.82
		Has a future orientation with a visionary outlook	3.72
Hiring and Staffing	3.91	Has a reputation for good judgment about people	3.99
		Keeps politics and personal bias out of people decisions	3.8
		Selection decisions result in good performers	4.04
		Is known for effective hiring and staffing	3.81

* Mean based on only three items

** New item replaces suboptimal previous item

Paradigm' 2012 Norms
 Workplace™ Performance 360°

These norms are to be used as a reference to compare your scores against. This norm group is based on other global working adults that have taken the CentACS' WorkPlace™ Performance 360°.

COMPETENCY	MEAN	BEHAVIOR	MEAN
Humor	4.49*	Can laugh at self from time to time	4.63
		Shows sensitivity towards others in exercising sense of humor	4.73
		Can be appropriately playful and spontaneous**	No Data Yet
		Has an appropriate sense of humor	4.11
Independently, Comfort Working	3.83	Comfortable working alone when necessary	4
		Does not require close supervision	3.6
		Does not need others to provide structure	3.48
		Works independently when required	4.2
Informing Others	4.01	Passes on information to co-workers	4.06
		Avoids power games involving holding certain information privately	4.02
		Takes pride in well-informed associates	3.99
		Is known for keeping others informed	3.96
Innovation, Comfort with	4.24	Welcomes improvements on a small or large scale	4.44
		Seeks a better way	4.33
		Lives and breathes continual improvement	4.03
		Is comfortable with change	4.17
Keyboarding Accuracy	4.2*	Can focus on the here and now	4.38
		Patient paying close attention to detail	4.13
		Is careful to avoid errors	4
		Is accurate in keyboarding**	No Data Yet
Listening	3.83	Keeps silent while others express themselves	3.56
		Keeps ego and personal needs out of the conversation	3.97
		Tries to understand others before expressing self	3.88
		Is an effective listener	3.93
Managing through Systems	3.88	Understands how complex systems and processes interrelate	4.05
		Naturally and effectively monitors complex systems and intervenes as necessary	3.92
		Trusts the system to work, but revises it when needed	3.75
		Manages complex systems effectively	3.81

* Mean based on only three items

** New item replaces suboptimal previous item

Paradigm' 2012 Norms
 Workplace™ Performance 360°

These norms are to be used as a reference to compare your scores against. This norm group is based on other global working adults that have taken the CentACS' WorkPlace™ Performance 360°.

COMPETENCY	MEAN	BEHAVIOR	MEAN
Meeting Management	4.04	Facilitates discussion effectively; encourages diverse inputs	3.85
		Uses time wisely; neither belabors points nor allows superficial treatment	4.02
		Develops an agenda and follows through	4.2
		Manages meetings effectively	4.09
Motivation of Others	3.93	Brings out the best in people	3.78
		Gives recognition to others in a fair and consistent manner	4
		Genuinely cares about other people	4.04
		Motivates others	3.88
Numerical Accuracy	3.68	Easily focuses on the task at hand	4.04
		Enjoys looking for patterns on pages of numbers	3.23
		Has a reputation for accurate numerical memory	3.58
		Is accurate when using numbers	3.88
Objectivity	4	Evaluates impartially	4.03
		Keeps personal needs, values, and interests out of judgments	3.91
		Shows no reluctance to speak the truth	4.03
		Is objective in all dealings with others	4.02
Optimism	3.91	Accepts failure as temporary and points to future success	3.92
		Accepts credit for successes	4
		Resists taking failure personally	3.71
		Generally shows an optimistic outlook	4.01
Organization	3.83	Naturally keeps personal area neat	3.93
		Puts things up when finished for the day	3.65
		Assembles all necessary materials and information before starting a task	3.88
		Is known for effective organization	3.86
Overseas Work Success, Likelihood of	3.7 *	Is acceptant of cultural differences	4
		Can subordinate personal discomfort for goal achievement	3.67
		Is comfortable in unfamiliar settings**	No Data Yet
		Has a positive outlook towards working overseas	3.4

* Mean based on only three items

** New item replaces suboptimal previous item

Paradigm' 2012 Norms
 Workplace™ Performance 360°

These norms are to be used as a reference to compare your scores against. This norm group is based on other global working adults that have taken the CentACS' WorkPlace™ Performance 360°.

COMPETENCY	MEAN	BEHAVIOR	MEAN
Paperwork, Comfort with	3.82	Is comfortable with repetitious attention to detail	3.82
		Tends to avoid making errors, and enjoys catching them	3.64
		Maintains accurate and timely records, files, and reports	3.84
		Is comfortable with paperwork	3.99
Performance Focus	4.1	Avoids procrastination--pushes for results	4.03
		Manages time and priorities effectively	4.01
		Meets deadlines and other targets consistently	4.15
		Remains focused on performance	4.21
Planning	3.88	Has the habit of specifying steps for a project before implementing	3.88
		Naturally thinks, talks, and writes about being prepared for the future	3.84
		Is proactive in anticipating future needs	3.94
		Has the reputation for being a planner	3.86
Political Savvy	3.87	Is comfortable around persons at all levels, both inside and outside the organization	4.11
		Stays aware of all needs and issues throughout the organization	3.87
		Can be appropriately tough or soft as necessary	3.86
		Is seen as possessing political savvy	3.65
Presentation Skills	4.06	Shows confidence when in front of groups	4.12
		Enjoys being the spokesperson for the team and handling questions	4.07
		Takes pride in making an effective presentation with appropriate media	4.16
		Has excellent presentation skills	3.87
Quality Orientation	3.99	Maintains high standards with staff and facility	4.06
		Effectively inspects and monitors for performance	4.01
		Shows a bias for proper maintenance, housekeeping, and adherence to requirements in general	3.77
		Is naturally oriented towards maintaining quality	4.12
Range of Perspective and Interests	4.02	Seeks broad business knowledge, not just one field	4.09
		Participates in activities outside the business (community, region, nation)	3.89
		Is active in professional or trade associations	4.05
		Exhibits a wide range of perspectives and interests	4.07

* Mean based on only three items

** New item replaces suboptimal previous item

Paradigm' 2012 Norms
 Workplace™ Performance 360°

These norms are to be used as a reference to compare your scores against. This norm group is based on other global working adults that have taken the CentACS' WorkPlace™ Performance 360°.

COMPETENCY	MEAN	BEHAVIOR	MEAN
Reliability and Consistency	4.26	Maintains confidentiality when requested	4.45
		Shows self-discipline in all areas	4.09
		Gains credibility through consistency and reliability	4.17
		Has a reputation for integrity and trust	4.33
Responsibility Acceptance	4.25	Handles complaints without passing the buck	4.13
		Takes the blame (or the credit) when appropriate	4.17
		Stands alone when it is called for	4.3
		Has the reputation for accepting responsibility	4.4
Risk Taking	3.38	Is fearless in approaching the unknown	3.41
		Has an unquenchable curiosity	3.64
		Spontaneous in pursuit of the unusual	3.44
		Is known as a risk-taker	3.02
Safety Orientation	No Data Yet	Tends to stay healthy	No Data Yet
		Is cautious in operating equipment; respects good ergonomic design and principles	No Data Yet
		Avoids impulsive behaviors	No Data Yet
		Is naturally oriented towards safety	No Data Yet
Sales Orientation	4.22	Has pride in ability to persuade others	4.11
		Is optimistic; does not like to take no for an answer	4.19
		Mixes easily with others and genuinely wants to meet the needs of customers	4.4
		Is naturally oriented towards selling	4.18
Self Confidence	4.47	Typically feels that the situation is under control	4.34
		Believes in the high likelihood of personal success	4.53
		Accepts all reasonable challenges	4.57
		Exudes self-confidence	4.45
Self Control	3.64 *	Maintains composure in the face of temptation	3.64
		Is not known to be spontaneous or impulsive	3.53
		Resists distractions from current priorities**	No Data Yet
		Exhibits self-control	3.73

* Mean based on only three items

** New item replaces suboptimal previous item

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COMPETENCY	MEAN	BEHAVIOR	MEAN
Self Development	4.04	Uses all available resources for personal improvement; seeks opportunities to learn	4.12
		Seeks and uses feedback; is open to criticism	4
		Non-defensively assesses own strengths and weaknesses	3.95
		Places a high priority on personal self-development	4.06
Teamwork & Cooperation	4.05	Subordinates personal needs to team success	3.87
		Is willing to follow or lead, based on the team's need	4.09
		Is committed to building the spirit of the team	4.03
		Genuinely enjoys being a part of a team	4.2
Technical Learning	4.05	Prefers mastering the details before moving on to the next level	3.82
		Shows mastery of knowledge about the job, whether about products, markets, or subject areas	4.22
		Eagerly seeks and assimilates new relevant technical information	4.09
		Is known for learning about the technical aspects of the job	4.07
Work/Life Balance	4.38	Has a personal life beyond job and career	4.75
		Avoids the temptation to work excessively long hours	4
		Is neither a workaholic nor a freeloader	4.38
		Exhibits a balance between the demands of work and life away from work	4.41
Written Communications	3.68	Has the habit of taking the time and effort to put thoughts into writing	3.64
		Is concise and descriptive, keeping the reader in mind	3.74
		Keeps on top of regular written documentation	3.56
		Is effective with written communications	3.77

* Mean based on only three items

** New item replaces suboptimal previous item