Leadership Success Model of Organizational Development

A Working Model and Selected Work Samples

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Leadership Success Model
of Organizational Development

There are two underlying principles in the Leadership Success Model of Organizational Development.

- Organizational development must be an integral part of an organization's overall operating strategy.

- Organizational development is not an event – it is a process.

At the core of the Leadership Success Model of Organizational Development are Leadership Success Factors which:
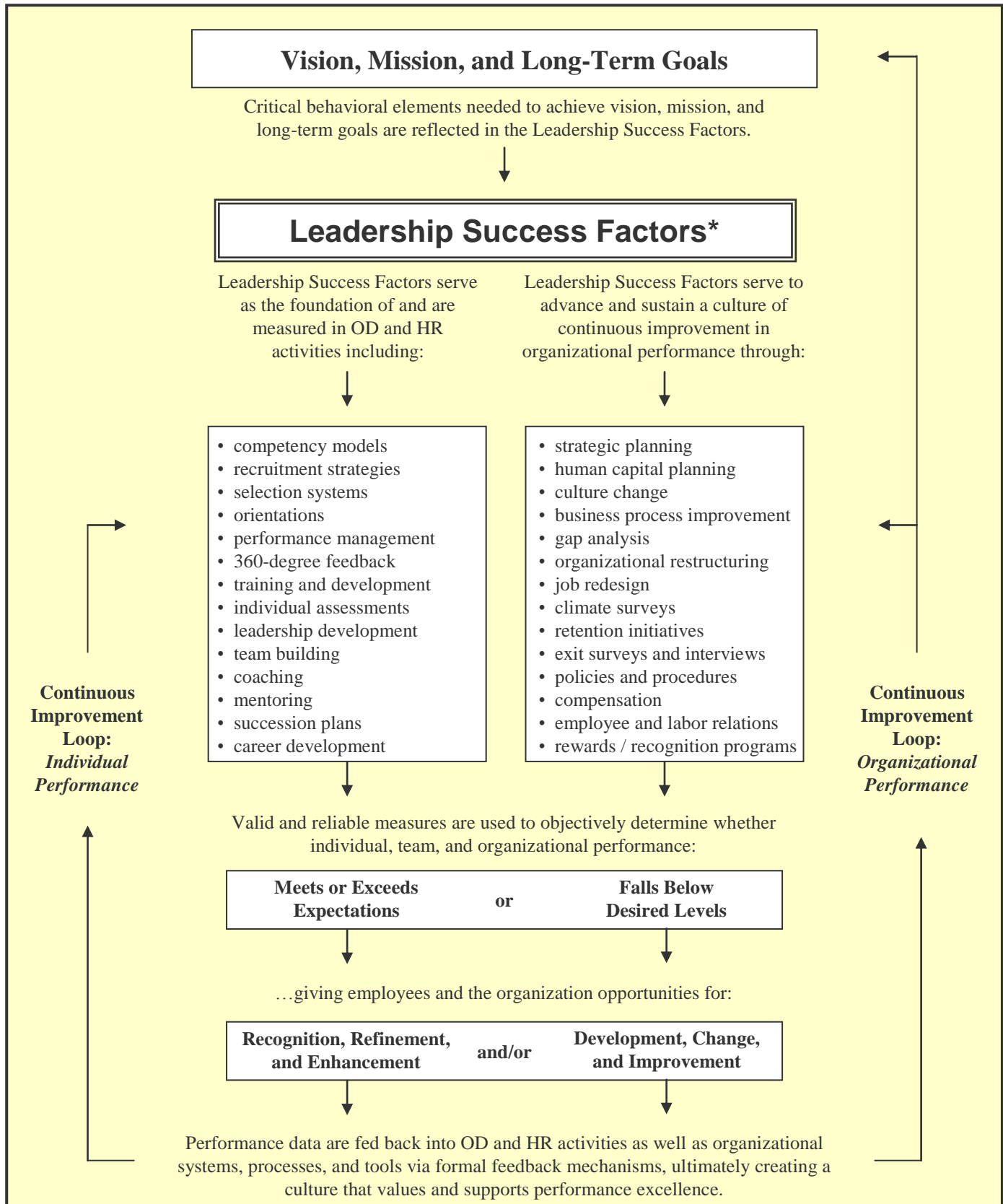
- reflect key behaviors critical to achieving the corporate vision, mission, and long-term goals,

- serve as the foundation of and are measured in organizational development and human resource activities, and

- drive continuous improvement in organizational performance.

The Leadership Success Model of Organizational Development:

- reflects an organization's commitment to continually improve employee performance,

- uses valid and reliable metrics to measure and monitor performance at the individual, team, and organizational levels, and

- emphasizes continuous performance feedback in all systems and processes.

The Leadership Success Model of Organizational Development is presented on the following page.

Leadership Success Model of Organizational Development

Vision, Mission, and Long-Term Goals

Critical behavioral elements needed to achieve vision, mission, and long-term goals are reflected in the Leadership Success Factors.

Leadership Success Factors*

Leadership Success Factors serve as the foundation of and are measured in OD and HR activities including:

- competency models
- recruitment strategies
- selection systems
- orientations
- performance management
- 360-degree feedback
- training and development
- individual assessments
- leadership development
- team building
- coaching
- mentoring
- succession plans
- career development

Leadership Success Factors serve to advance and sustain a culture of continuous improvement in organizational performance through:

- strategic planning
- human capital planning
- culture change
- business process improvement
- gap analysis
- organizational restructuring
- job redesign
- climate surveys
- retention initiatives
- exit surveys and interviews
- policies and procedures
- compensation
- employee and labor relations
- rewards / recognition programs

Continuous Improvement Loop: *Individual Performance*

Continuous Improvement Loop: *Organizational Performance*

Valid and reliable measures are used to objectively determine whether individual, team, and organizational performance:

Meets or Exceeds Expectations   or   **Falls Below Desired Levels**

…giving employees and the organization opportunities for:

Recognition, Refinement, and Enhancement   and/or   **Development, Change, and Improvement**

Performance data are fed back into OD and HR activities as well as organizational systems, processes, and tools via formal feedback mechanisms, ultimately creating a culture that values and supports performance excellence.

* Examples:

Visionary Leadership	Economic Orientation	Delegation of Authority	Team Problem Solving	Planning and Organizing
Accountability	Industry Perspective	Customer Focus	Respect and Recognition	Motivation to Change
Decision Making	Risk Taking	Working Cross-Functionally	Developing Employees	Work Relationships

Organizational Systems, Processes, Tools, and Culture

Individual, team, and organizational performance are influenced by contextual factors including the organization's systems, processes, tools, and culture.

- Systems, processes, and tools must be aligned with and designed to drive individual, team, and organizational success.

  - ✓ Leadership Success Factors help determine the types of systems, processes, and tools required to achieve success.

- The formal and informal culture must also be aligned with and supportive of individual, team, and organizational success.

  - ✓ Leadership Success Factors directly reflect the key cultural elements critical to achieving success.

Therefore, the Leadership Success Model of Organizational Development:

- examines how systems, processes, tools, and culture work independently and interdependently to impact individual, team, and organizational performance,

- removes or significantly reduces the negative impact of systems, processes, tools, and culture on performance, and

- fosters the on-going alignment of contextual factors with performance.

Leadership Success Factors in Action

Leadership Success Factors serve as the foundation of and are measured in a variety of organizational development and human resource activities, including:

- competency modeling

- recruitment strategies

- selection and promotional systems

- performance evaluation

- 360-degree feedback

- training and development

- individual assessments

- leadership development

- coaching and mentoring

- succession planning

- employee climate surveys

- culture and process change

- retention initiatives

- policies and procedures

- compensation

- employee and labor relations

- reward and recognition programs

Because performance on each of the Leadership Success Factors is routinely measured, numerous opportunities exist to:

- recognize and celebrate successful performance,

- refine and enhance already existing knowledge, skills, and abilities,

- acquire new, more adaptive behaviors,

- monitor and improve organizational performance, and

- create a culture that values and supports continuous improvement.

The on-going development and improvement mechanisms in the Leadership Success Model directly impact future performance at the individual, team, and organizational levels.

As a result, the organization continually moves closer to achieving its vision, mission, and long-term goals.

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The remainder of this portfolio contains work samples that were developed for various organizations. Each work sample reflects and directly supports the use of Leadership Success Factors to continually improve individual, team, and organizational performance.

These samples include:

- Leadership Success Factors Behavioral Descriptors Guide

- Competency Models

- Performance Evaluation Forms

- 360-Degree Feedback Reports

- Training and Development: Options, Needs Analysis, and Plans

- Individual Assessments

- Employee Climate Survey Reports

- Coaching Topics

- Succession Planning Reports

These documents are proprietary and should not be used without permission.

> *Note:* **If you are accessing this document via the**
> **http://www.lynneshermanworkproducts website,**
> **then only the first three work samples listed above**
> **are available for your review.**
>
> **If you would like to receive copies of the**
> **remaining work samples that are associated with the**
> **Leadership Success Model of Organizational Development,**
> **please contact Lynne Sherman, Ph.D.,**
> **using the information provided on the website.**

Leadership Success Factors Behavioral Descriptors Guide

The behavioral descriptors presented below represent only a sample of all possible behaviors that support each Leadership Success Factor. Organizational leaders should identify behaviors that best fit their culture and needs.

Visionary Leadership

Objective: To conceptualize and articulate the future state of the organization. To translate corporate vision, strategy, and long-range goals into terms others can understand and into concrete action plans.

- Relates vision to customer needs, products, and services.

- Incorporates strategic objectives into plans.

- Links local activities, actions, and/or initiatives to corporate goals.

- Based on a thorough understanding of long-range goals, develops short-term goals that others understand, support, and achieve.

- Demonstrates awareness of immediate as well as long-term goals.

- Understands, supports, and communicates the company's vision.

- Upholds corporate values and actively challenges others to do so.

- Influences other to accept, work toward, and achieve corporate objectives.

Accountability

Objective: To act in a manner consistent with one's word and to accept the consequences of not doing so. To establish goals and hold individuals and teams accountable for agreed upon results.

- Accepts responsibility for own decisions and performance.

- Conveys an appropriate sense of urgency in accomplishing tasks, projects, and results.

- Accepts ultimate responsibility for the decisions and performance of oneself and of the work group.

- Works with team members to clarify individual and/or team performance expectations and consequences for performance deficiencies.

- Encourages the measurement of work processes and outcomes.

- Sets checkpoints ahead of actual deadlines to ensure progress is made and milestones are met.

- Provides either positive or corrective feedback to others based on team results.

- Keeps commitments unless extenuating circumstances prevent one from doing so.

Customer Focus

Objective: To focus individuals and teams on customer needs, ultimately improving customer service and reducing costs, errors, and complaints.

- Listens to and/or explores customer problems.

- Demonstrates a commitment to finding cost-effective solutions to customers' needs.

- Expresses understanding of customer problems without taking negative tone toward the company, department, or employee(s).

- Encourages team to focus on customer needs.

- Demonstrates a commitment to quality service and customer satisfaction.

- Responds to customer needs in a prompt, friendly, and effective manner.

Working Cross-Functionally

Objective: To identify stakeholders and work across functions to develop solutions to meet mutual goals and objectives.

- Ensures stakeholders' views are represented in decision-making and planning activities.

- Considers stakeholders' perspectives when making decisions and/or developing action plans.

- Explores the effects of decisions on stakeholders.

- Involves stakeholders in setting individual and departmental objectives.

- Selects team members based on potential contributions to resolving issues and completing projects.

- Offers input to groups outside the immediate work group.

- Solicits opinions from others outside the immediate work group.

Respect and Recognition of Employees

Objective: To acknowledge each employee's unique value by consistently recognizing employees for their contribution at work.

- Supports and participates in corporate recognition programs.

- Consistently acknowledges high performing staff members through informal and formal channels.

- Appreciates and uses the unique knowledge, skills, and abilities of others.

- Actively facilitates inclusion of all perspectives during meetings.

- Works to eliminate discriminatory actions in the workplace through corrective action, education, and modeling.

- Gives positive and timely feedback to employees when they perform well.

- Actively demonstrates value and respect for diversity in the workforce.

- Spontaneously recognizes the work of others through informal and creative means.

- Seeks opportunities to reinforce, reward, and celebrate team accomplishments.

- Treats employees at all organizational levels fairly and with respect.

Developing Employees

Objective: To support employees by helping to increase their knowledge and improve the skills that are needed to achieve corporate and local goals.

- Shares information and materials that could help others increase their knowledge and/or improve their skills.

- Challenges others to do better without minimizing what they have already accomplished.

- Encourages others to apply new skills on the job.

- Provides inexperienced employees with opportunities to learn by partnering with others on complex or critical tasks and/or projects.

- Approaches mistakes or errors as learning opportunities by helping employees identify ways to improve performance.

- Seeks and supports developmental opportunities outside the company for self and other employees.

- Encourages others to take reasonable risks.

Delegation of Authority

Objective: To drive decisions to the lowest organizational level appropriate by transferring authority and assignments, projects, and tasks to the most suitable person(s).

- Identifies situations in which delegating authority is appropriate.

- Defines scope of authority for those to whom authority has been delegated.

- Clearly establishes expectations for employees to whom authority has been delegated.

- Trusts employees to make decisions and act in ways that are consistent with corporate goals.

- Supports decisions made by employees to whom authority has been delegated.

- Provides tools to employees to ensure the proper use of delegated authority.

Team Problem Solving

Objective: To develop, motivate, and guide teams to successfully resolve problems.

- Understands and champions the positive features of team problem solving.

- Works with team to establish performance goals.

- Monitors team performance, helps keep the team on track, and facilitates adjustments when needed.

- Facilitates communication among team members by encouraging others to contribute their ideas, working to resolve differences of opinions, and keeping the team focused on its objectives.

- Works with team members to clarify roles and responsibilities to achieve success.

- Works with team to identify and remove obstacles to success.

- Communicates information relevant to problems or issues in a timely manner.

Risk Taking

Objective: To work inside and outside of organizational norms, move business in new areas / directions, and take calculated risks.

- Displays a tolerance for ambiguity.

- Does not require the approval of others to take action.

- Encourages others to take calculated and/or reasonable risks.

- Evaluates consequences of taking specific risks and of not taking risks.

- Displays a willingness to take chances.

- Accepts mistakes when they are the result of well-developed plans.

- Seeks and considers relevant information when taking risks.

- Ensures consequences of risks do not compromise safety of oneself or others.

Industry Perspective

Objective: To demonstrate a broad level of technical and professional skills in job-related areas and keeps abreast of current developments and trends in the industry.

- Understands the interaction among different groups and/or divisions at the company.

- Integrates professional needs with those of the department, divisions, and corporation.

- Considers the broader, company-wide implications of actions under one's control.

- Engages in networking activities (e.g., conferences, industry-wide task forces) that help to advance one's industry knowledge.

- Is familiar with both social and technical aspects of the company.

- Demonstrates thorough knowledge of the work flow issues and processes throughout the company.

- Maintains and updates level of technical skills and knowledge.

- Remains aware of competitors' activities (e.g., introducing new products, increasing market share).

Economic Orientation

Objective: To be aware of the financial implications of decision made, identify and seek opportunities to enhance cost savings, build on existing market strengths, and seize ways to improve revenue and market penetration.

- Accepts responsibility for financial commitments and decisions that affect profitability.

- Views most situations as a chance to develop new business.

- Develops quantitative ways to measure the effectiveness of critical work processes.

- Focuses on both immediate and long-term financial implications of one's work.

- Establishes and/or maintains a realistic budget.

- Develops strategy based on revenue objectives.

Planning and Organizing

Objective: To pace the job and function by focusing on priority goals, requirements, and areas of opportunities.

- Prioritizes events and duties by time and importance.

- Arrives at meetings on time and is prepared.

- Sets action plans that include short-, mid-, and long-range objectives.

- Establishes and strives to complete daily action plans.

- Balances attention to detail with broader planning.

- Devises logical, efficient, and realistic action plans.

- Considers time frames and time constraints in plans.

- Identifies most efficient and/or effective approach to completing work, and then establishes specific steps to accomplish work.

Motivation to Change

Objective: To work to improve one's own skills and to adapt to new circumstances.

- Seeks out feedback from others to improve own performance.

- Looks for opportunities to increase expertise and knowledge base.

- Applies new knowledge and skills on the job.

- Accepts corporate changes and develops an understanding for such changes.

- Follows through on commitments for personal improvement.

- Attends educational events, when appropriate, to improve work skills.

- Takes steps to personally adapt to new situations.

- Encourages others to accept corporate changes.

Decision Making

Objective: To initiate and take action to address issues in a manner that demonstrates an understanding of customer, stakeholder, employee, and company needs.

- Generates options for decisions and/or actions that appropriately address issues or problems.

- Develops decision criteria based on factors that impact customers, employees, and the company.

- Organizes and manipulates quantitative and qualitative data to identify and/or explain trends, problems, and their causes.

- Evaluates direct and indirect costs when making a decision.

- Considers consequences of different decisions and/or actions.

- Brings to resolution in a timely manner issues that could lead to larger problems.

- Involves those affected by a decision and/or action in a manner that demonstrates an understanding of their needs.

- Readily commits to a decision and/or action when presented with sufficient information.

Work Relationships

Objective: To maintain satisfactory and mutually beneficial relationships with employees at all organizational levels in all positions and with customers.

- Looks for opportunities to build relationships with co-workers and employees not normally involved in shared tasks and/or projects.

- Acknowledges others' ideas, suggestions, and work output.

- Considers the feelings of others when making decisions or taking action.

- Openly shares information that is useful to other employees' work.

- Attempts to provide assistance to co-workers who are under a tight deadline and/or time constraints.

- Strives to participate in discussions without dominating.

- Consistently acts in a professional, polite, and friendly manner.

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Behavioral Descriptors for Visionary Leadership
Across Organizational Levels

Organizational Level	Behavioral Descriptors
Executive Leaders	▪ Establishes corporate vision, strategy, and long-range goals ▪ Defines culture that supports vision, strategy, and long-range goals ▪ Communicates vision, strategy, and long-range goals to employees using various media ▪ Provides the impetus to culture change, if needed
Senior Management	▪ Identifies and communicates to direct reports how vision, strategy, and long-range goals affect division / department ▪ Identifies and communicates to direct reports key milestones for achieving vision and long-range goals ▪ Identifies initiatives designed to help company achieve key milestones ▪ Develops short-term goals used to achieve key milestones ▪ Develops individual performance objectives for direct reports that support short-term goal achievement ▪ Ensures direct reports have knowledge, skills, and tools needed to achieve goals ▪ Upholds corporate values and actively challenges others to do so
Middle Management	▪ Identifies and communicates to direct reports how vision, strategy, and long-range goals affect division / department ▪ Identifies and communicates to direct reports key milestones for achieving vision and long-range goals ▪ Creates and implements initiatives designed to move division / department closer to achieving milestones and ultimately corporate vision and long-range goals ▪ Communicates to direct reports the short-term goals used to achieve key milestones ▪ Develops individual performance objectives for direct reports that support short-term goal achievement ▪ Ensures direct reports have knowledge, skills, and tools needed to achieve goals ▪ Upholds corporate values and actively challenges others to do so
Line Management	▪ Understands and communicates to direct reports how vision, strategy, and long-range goals affect division / department ▪ Understands and communicates to direct reports the division / department milestones for achieving vision and long-range goals ▪ Implements and supports initiatives designed to move division / department closer to achieving milestones ▪ Develops new work processes / systems as needed to facilitate short-term goal achievement ▪ Develops individual performance objectives for direct reports that support short-term goal achievement ▪ Ensures direct reports have knowledge, skills, and tools needed to achieve goals ▪ Upholds corporate values and actively challenges others to do so
Administrative Personnel	▪ Understands corporate vision and long-range goals ▪ Understands division's / department's short-term goals used to achieve key milestones ▪ Completes tasks that support short- and long-term goal achievement ▪ Develops and/or uses new work processes / systems to facilitate short-term goal achievement ▪ Encourages other employees to support through action and communications the short-term goals and ultimately the corporate vision and long-range goals ▪ Upholds corporate values and actively challenges others to do so

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Behavioral Descriptors for Working Cross-Functionally
Across Organizational Levels

Organizational Level	Behavioral Descriptors
Executive Leaders	■ Identifies business and operational priorities that cut across organizational functions ■ Involves stakeholder groups in developing corporate vision, strategy, and long-range goals
Senior Management	■ Actively identifies ways in which to work cross-functionally ■ Communicates to direct reports value of working cross-functionally ■ Considers impact of work processes / systems on all stakeholder groups ■ Ensures all relevant stakeholders are represented in decisions affecting their work, employees, and/or resources (e.g., equipment, money)
Middle Management	■ Actively identifies ways in which to work cross-functionally ■ Provides and seeks input into cross-functional processes ■ Develops cross-functional work processes / systems where appropriate ■ Communicates to direct reports value of working cross-functionally ■ Solicits opinions from employees outside immediate work group ■ Considers impact of work processes / systems on other stakeholder groups ■ Leads and/or participates in cross-functional teams / groups ■ Selects cross-functional team members based on potential contribution to resolve issues, generate ideas, etc.
Line Management	■ Actively identifies ways in which to work cross-functionally ■ Provides and seeks input into cross-functional processes ■ Develops cross-functional work processes / systems where appropriate ■ Communicates to direct reports value of working cross-functionally ■ Solicits opinions from employees outside immediate work group ■ Considers impact of work processes / systems on other stakeholder groups ■ Leads and/or participates in cross-functional teams / groups ■ Selects cross-functional team members based on potential contribution to resolve issues, generate ideas, etc.
Administrative Personnel	■ Seeks ways in which to work collaboratively rather than in silos ■ Provides and seeks input into cross-functional processes ■ Shares work-related information with co-workers in other departments ■ Becomes involved in cross-functional teams, committees, and projects

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Behavioral Descriptors for Respect and Recognition of Employees
Across Organizational Levels

Organizational Level	Behavioral Descriptors
Executive Leaders	- Fosters a culture that values diversity - Creates and enforces corporate policies that support a diverse workforce - Endorses programs / initiatives that recognize employee talent and contributions - Acknowledges the successes of others - Appreciates and uses the unique knowledge, skills, and abilities of others - Treats employees at all organizational levels with respect and dignity
Senior Management	- Fosters a culture that values diversity - Champions and enforces corporate policies that support a diverse workforce - Endorses programs / initiatives that recognize employee talent and contributions - Acknowledges the successes of others - Appreciates and uses the unique knowledge, skills, and abilities of others - Treats employees at all organizational levels with respect and dignity - Seeks opportunities to reinforce, reward, and celebrate team and individual accomplishments
Middle Management	- Fosters a culture that values diversity - Champions and enforces corporate policies that support a diverse workforce - Endorses programs / initiatives that recognize employee talent and contributions - Acknowledges the successes of others - Appreciates and uses the unique knowledge, skills, and abilities of others - Treats employees at all organizational levels with respect and dignity - Seeks opportunities to reinforce, reward, and celebrate team and individual accomplishments
Line Management	- Fosters a culture that values diversity - Champions and enforces corporate policies that support a diverse workforce - Endorses programs / initiatives that recognize employee talent and contributions - Acknowledges the successes of others - Appreciates and uses the unique knowledge, skills, and abilities of others - Treats employees at all organizational levels with respect and dignity - Seeks opportunities to reinforce, reward, and celebrate team and individual accomplishments
Administrative Personnel	- Fosters a culture that values diversity - Complies with corporate policies that support a diverse workforce - Supports programs / initiatives that recognize employee talent and contributions - Acknowledges the successes of others - Appreciates and uses the unique knowledge, skills, and abilities of others - Treats employees at all organizational levels with respect and dignity

Executive Leadership
Partial Competency Model

Visionary Leadership

- Establishes corporate vision, strategy, and long-range goals
- Defines culture that supports vision, strategy, and long-range goals
- Communicates vision, strategy, and long-range goals to employees using various media
- Provides the impetus to culture change, if needed

Working Cross-Functionally

- Identifies business and operational priorities that cut across organizational functions
- Involves stakeholder groups in developing corporate vision, strategy, and long-range goals

Respect and Recognition of Employees

- Fosters a culture that values diversity
- Creates and enforces corporate policies that support a diverse workforce
- Endorses programs / initiatives that recognize employee talent and contributions
- Acknowledges the successes of others
- Appreciates and uses the unique knowledge, skills, and abilities of others
- Treats employees at all organizational levels with respect and dignity

Middle Management
Partial Competency Model

- Identifies and communicates to direct reports how vision, strategy, and long-range goals affect division / department
- Identifies and communicates to direct reports key milestones for achieving vision and long-range goals
- Creates and implements initiatives designed to move division / department closer to achieving milestones and ultimately corporate vision and long-range goals
- Communicates to direct reports the short-term goals used to achieve key milestones
- Develops individual performance objectives for direct reports that support short-term goal achievement
- Ensures direct reports have knowledge, skills, and tools needed to achieve goals
- Upholds corporate values and actively challenges others to do so

Working Cross-Functionally

- Actively identifies ways in which to work cross-functionally
- Provides and seeks input into cross-functional processes
- Develops cross-functional work processes / systems where appropriate
- Communicates to direct reports value of working cross-functionally
- Solicits opinions from employees outside immediate work group
- Considers impact of work processes / systems on other stakeholder groups
- Leads and/or participates in cross-functional teams / groups
- Selects cross-functional team members based on potential contribution to resolve issues, generate ideas, etc.

Respect and Recognition of Employees

- Fosters a culture that values diversity
- Champions and enforces corporate policies that support a diverse workforce
- Endorses programs / initiatives that recognize employee talent and contributions
- Acknowledges the successes of others
- Appreciates and uses the unique knowledge, skills, and abilities of others
- Treats employees at all organizational levels with respect and dignity
- Seeks opportunities to reinforce, reward, and celebrate team and individual accomplishments

Administrative Personnel
Partial Competency Model

Visionary Leadership

- Understands corporate vision and long-range goals
- Understands division's / department's short-term goals used to achieve key milestones
- Completes tasks that support short- and long-term goal achievement
- Develops and/or uses new work processes / systems to facilitate short-term goal achievement
- Encourages other employees to support through action and communications the short-term goals and ultimately the corporate vision and long-range goals
- Upholds corporate values and actively challenges others to do so

Working Cross-Functionally

- Seeks ways in which to work collaboratively rather than in silos
- Provides and seeks input into cross-functional processes
- Shares work-related information with co-workers in other departments
- Becomes involved in cross-functional teams, committees, and projects

Respect and Recognition of Employees

- Fosters a culture that values diversity
- Complies with corporate policies that support a diverse workforce
- Supports programs / initiatives that recognize employee talent and contributions
- Acknowledges the successes of others
- Appreciates and uses the unique knowledge, skills, and abilities of others
- Treats employees at all organizational levels with respect and dignity

Management Performance Evaluation Form

NOTE: *Evaluators should refer to the Management Performance Evaluation Manual for specific instructions before completing this form.*

Employee Name	Position / Job Title	Seniority Date	Rating Period

Corporate or Division Objectives and Accomplishments

Objective #1:

Accomplishment:

Performance Rating: ___ Did Not Accomplish   ___ Partially Accomplished Objective   ___ Successfully Accomplished Objective   ___ Exceeded Objective

Objective #2:

Accomplishment:

Performance Rating: ___ Did Not Accomplish   ___ Partially Accomplished Objective   ___ Successfully Accomplished Objective   ___ Exceeded Objective

Objective #3:

Accomplishment:

Performance Rating: ___ Did Not Accomplish   ___ Partially Accomplished Objective   ___ Successfully Accomplished Objective   ___ Exceeded Objective

Objective #4:

Accomplishment:

Performance Rating: ___ Did Not Accomplish   ___ Partially Accomplished Objective   ___ Successfully Accomplished Objective   ___ Exceeded Objective

Performance on the Corporate Leadership Success Factors

Rating Scale	D **Does Not Demonstrate**	P **Partially Demonstrates**	S **Successfully Demonstrates**	C **Consistently Excels**
	Does not demonstrate performance on this LSF even though employee has had opportunities to do so. Development on this LSF is needed.	Occasionally demonstrates successful performance on this LSF although not on a consistent basis; may demonstrate partial performance. May need development to perform more effectively on this LSF.	Successfully demonstrates and at times excels on this LSF; consistently meets company's high standards of performance on this LSF. Mistakes are few and are seldom repeated.	Consistently excels on this LSF; significantly exceeds expectations. Others rely on employee for guidance and help. Demonstrates truly outstanding performance.

Critical		Leadership Success Factor	D	P	S	C	N/A
Y	N	Visionary Leadership					
Y	N	Accountability					
Y	N	Customer Focus					
Y	N	Working Cross-Functionally					
Y	N	Respect and Recognition for Employees					
Y	N	Developing Employees					
Y	N	Delegation of Authority					
Y	N	Team Problem Solving					
Y	N	Risk Taking					
Y	N	Industry Perspective					
Y	N	Economic Orientation					
Y	N	Planning and Organizing					
Y	N	Motivation to Change					
Y	N	Decision Making					
Y	N	Work Relationships					

Comments:

Use additional sheet(s) for comments as necessary

Overall Performance Rating: Considering the employee's accomplishments in meeting corporate or division objectives and his / her performance on the LSF, use the following rating scale to provide one overall rating. Place a ✓ or an X in the appropriate space.

Needs Improvement		Successful		Exceptional	
The overall pattern of accomplishments and performance on the LSFs indicate performance that is below standards and that needs to be improved in order to meet corporate or division objectives.		The overall pattern of accomplishments and performance on the LSFs indicate above average performance. The employee should have satisfactorily completed all corporate or division objectives.		The pattern of accomplishments and performance on the LSFs clearly indicate outstanding performance. The employee should have exceeded all expectations for accomplishment of corporate or division objectives.	

Evaluator's Signature	Date	Employee's Signature *(indicates discussion only)*	Date