

# John Widget

Organization:

**XYZ Company**

Date:

**10.05.2015**



## 360 Report

This report is based on the answers given to Extended DISC 360 Tools - Open 360 questionnaire. The results indicate the perception of the respondents and should not be assessed without knowledge of the environment.

## Blind spots




























### Likert scale

**Instructions**

Blind column = Difference between SELF and Total columns  
 Positive "Blind" value = SELF perception is higher than 360 assessment  
 Color indicates the size of the Blind Spot  
 Color coding: RED - Major difference / YELLOW - Difference / GREEN - Minor difference  
 RED: If Blind is > "50% of scale" (+ or -), YELLOW: If Blind is > "25% of scale" (+ or -), GREEN: All other

Question group	Self	Peers	Supervisors	Subordinates	Total	Blind
COMMUNICATION	2.88	2.13	2.00	2.25	<b>2.13</b>	0.75
DELEGATION	2.50	1.87	2.63	2.13	<b>2.08</b>	0.42
DEVELOPING	2.50	1.63	2.00	2.38	<b>1.85</b>	0.65
ENVISIONING	2.38	2.29	1.00	1.25	<b>1.82</b>	0.55
MANAGING	2.38	1.29	0.88	1.25	<b>1.20</b>	1.18
MODELING	2.63	1.29	2.13	1.25	<b>1.45</b>	1.18
MOTIVATION	2.50	2.48	3.00	1.86	<b>2.47</b>	0.03
RELATING	2.75	2.33	2.50	0.50	<b>2.00</b>	0.75
Total	2.56	1.91	2.02	1.60	<b>1.87</b>	0.69
Total assessors		3	1	1	<b>5</b>	





































Question Group: *COMMUNICATION*

<b>Question:</b>	Self	Peers	Supervisors	Subordinates	<b>Total</b>	Blind
1. Proactively deals with problems in an open and honest manner.	3.00	3.00 	2.00 	3.00 	<b>2.80</b>	0.20 
2. Shares feelings appropriately and constructively.	3.00	2.33 	2.00 	2.00 	<b>2.20</b>	0.80 
3. Stays focused on the situation, issue or behavior and not on personalities.	3.00	1.67 	2.00 	1.00 	<b>1.60</b>	1.40 
4. Communicates effectively; verbally, non-verbally and in writing.	3.00	1.67 	2.00 	2.00 	<b>1.80</b>	1.20 
5. Responds objectively and non-defensively during conflict.	3.00	2.00 	2.00 	2.00 	<b>2.00</b>	1.00 
6. Individual listens for both facts and feelings.	3.00	2.33 	2.00 	3.00 	<b>2.40</b>	0.60 
7. Adapts his/her message and communication style to the listener.	2.00	2.00 	2.00 	3.00 	<b>2.20</b>	-0.20 
8. Minimizes distractions and interruptions during a conversation.	3.00	2.00 	2.00 	2.00 	<b>2.00</b>	1.00 
<b>Total</b>	<b>2.88</b>	<b>2.13</b> 	<b>2.00</b> 	<b>2.25</b> 	<b>2.13</b>	<b>0.75</b> 

























Question Group: *MOTIVATION*

<b>Question:</b>	Self	Peers	Supervisors	Subordinates	<b>Total</b>	Blind
9. Strives for consensus, buy-in and win/win solutions.	3.00	2.33 	3.00 	2.00 	<b>2.40</b>	0.60 
10. Considers the needs and preferences of those impacted by a decision.	3.00	2.67 	3.00 	2.00 	<b>2.60</b>	0.40 
11. Encourages people to express and develop their ideas.	2.00	3.00 	3.00 	1.00 	<b>2.60</b>	-0.60 
12. Is aware of and manages his/her emotions.	2.00	2.00 	3.00 	3.00 	<b>2.50</b>	-0.50 
13. Recognizes effort and rewards accomplishment.	2.00	2.33 	3.00 	2.00 	<b>2.40</b>	-0.40 
14. Maintains enthusiasm and interest in his/her work.	3.00	3.00 	3.00 	n/a	<b>3.00</b>	0.00 
15. Points out the positive traits and strengths of co-workers.	3.00	2.67 	3.00 	2.00 	<b>2.60</b>	0.40 
16. Expresses gratitude.	2.00	1.67 	3.00 	1.00 	<b>1.80</b>	0.20 
<b>Total</b>	<b>2.50</b>	<b>2.48</b> 	<b>3.00</b> 	<b>1.86</b> 	<b>2.47</b>	<b>0.03</b> 

Question Group: *DELEGATION*

<b>Question:</b>	Self	Peers	Supervisors	Subordinates	<b>Total</b>	Blind
17. Appreciates the uniqueness and diversity of others.	2.00	1.67 	3.00 	1.00 	<b>1.80</b>	0.20 
18. Ensures timely and accurate service.	2.00	1.00 	1.00 	3.00 	<b>1.40</b>	0.60 
19. Solicits, provides and uses feedback.	3.00	2.33 	3.00 	2.00 	<b>2.40</b>	0.60 
20. Maintains the self-confidence and self-esteem of others.	3.00	2.67 	3.00 	2.00 	<b>2.60</b>	0.40 
21. Empowers others with information, authority and responsibility.	3.00	2.33 	3.00 	2.00 	<b>2.40</b>	0.60 
22. Assigns tasks that challenge others to stretch and grow.	2.00	1.67 	3.00 	3.00 	<b>2.20</b>	-0.20 
23. Clarifies the task priority, desired effect and parameters.	3.00	1.67 	2.00 	3.00 	<b>2.00</b>	1.00 
24. Provides support for creative problem solving and decision-making.	2.00	1.67 	3.00 	1.00 	<b>1.80</b>	0.20 
<b>Total</b>	<b>2.50</b>	<b>1.87</b> 	<b>2.63</b> 	<b>2.13</b> 	<b>2.08</b>	<b>0.42</b> 

Question Group: *DEVELOPING*

<b>Question:</b>	Self	Peers	Supervisors	Subordinates	<b>Total</b>	Blind
25. Commits to lifelong learning.	3.00	1.33 	2.00 	3.00 	<b>1.80</b>	1.20 
26. Accountable for his/her own performance.	2.00	1.33 	2.00 	2.00 	<b>1.60</b>	0.40 
27. Stays informed and current in his/her field.	3.00	1.67 	2.00 	2.00 	<b>1.80</b>	1.20 
28. Takes advantage of opportunities for growth and development.	2.00	1.33 	2.00 	2.00 	<b>1.60</b>	0.40 
29. Coaches others to help them reach peak performance.	2.00	2.33 	3.00 	2.00 	<b>2.40</b>	-0.40 
30. Makes him/herself accessible to others.	3.00	2.33 	3.00 	2.00 	<b>2.40</b>	0.60 
31. Takes appropriate measures to correct poor performance.	2.00	0.67 	-1.00 	3.00 	<b>0.80</b>	1.20 
32. Encourages participation and participates in learning experiences and activities.	3.00	2.00 	3.00 	3.00 	<b>2.40</b>	0.60 
<b>Total</b>	<b>2.50</b>	<b>1.63</b> 	<b>2.00</b> 	<b>2.38</b> 	<b>1.85</b>	<b>0.65</b> 

Question Group: *RELATING*

<b>Question:</b>	Self	Peers	Supervisors	Subordinates	<b>Total</b>	Blind
33. Treats others with dignity, respect, integrity and fairness.	3.00	2.33	3.00	1.00	<b>2.20</b>	0.80
34. Builds trust.	3.00	2.67	3.00	0.00	<b>2.20</b>	0.80
35. Listens and empathizes.	3.00	1.67	3.00	0.00	<b>1.60</b>	1.40
36. Maintains productive and constructive relationships with others.	3.00	2.67	3.00	1.00	<b>2.40</b>	0.60
37. Interacts considering the perspectives, preferences and work styles of others.	3.00	2.67	3.00	1.00	<b>2.40</b>	0.60
38. Creates a non-judgmental work environment that values tolerance and inclusion.	3.00	2.67	3.00	1.00	<b>2.40</b>	0.60
39. Avoids and restricts the sharing of gossip and the spreading of rumors.	2.00	1.67	1.00	0.00	<b>1.20</b>	0.80
40. Appreciates and gives credit for the contributions of others.	2.00	2.33	1.00	0.00	<b>1.60</b>	0.40
<b>Total</b>	<b>2.75</b>	<b>2.33</b>	<b>2.50</b>	<b>0.50</b>	<b>2.00</b>	<b>0.75</b>

Question Group: *MANAGING*

<b>Question:</b>	Self	Peers	Supervisors	Subordinates	<b>Total</b>	Blind
41. Responsibly manages the resources entrusted to him/her.	2.00	1.67	2.00	1.00	<b>1.60</b>	0.40
42. Seeks and shares best practices.	3.00	1.00	3.00	2.00	<b>1.60</b>	1.40
43. Plans and coordinates activities to maximize results.	2.00	1.00	1.00	1.00	<b>1.00</b>	1.00
44. Focuses on shared goals.	2.00	1.67	3.00	2.00	<b>2.00</b>	0.00
45. Assesses performance gaps and analyzes causes.	2.00	1.00	-1.00	1.00	<b>0.60</b>	1.40
46. Manages multiple priorities effectively.	2.00	1.00	-1.00	2.00	<b>0.80</b>	1.20
47. Budgets and uses his/her time efficiently.	3.00	1.67	-1.00	1.00	<b>1.00</b>	2.00
48. Shares information and decisions in a timely manner.	3.00	1.33	1.00	0.00	<b>1.00</b>	2.00
<b>Total</b>	<b>2.38</b>	<b>1.29</b>	<b>0.88</b>	<b>1.25</b>	<b>1.20</b>	<b>1.18</b>

Question Group: *ENVISIONING*

Question:	Self	Peers	Supervisors	Subordinates	Total	Blind
49. Sets goals and dreams big.	2.00	3.00	2.00	3.00	<b>2.80</b>	-0.80
50. Forecasts trends and takes initiative to resolve issues before they become problems.	3.00	1.67	-1.00	3.00	<b>1.40</b>	1.60
51. Considers the long-term impact and strategic view.	3.00	1.67	-1.00	2.00	<b>1.20</b>	1.80
52. Innovates and thinks creatively to achieve results.	2.00	2.67	2.00	1.00	<b>2.20</b>	-0.20
53. Communicates the meaning and purpose.	2.00	2.67	2.00	0.00	<b>2.00</b>	0.00
54. Highlights the benefits and advantages of a course of action.	2.00	2.33	1.00	0.00	<b>1.60</b>	0.40
55. Embraces change.	2.00	2.67	2.00	1.00	<b>2.20</b>	-0.20
56. Clarifies organizational goals and priorities.	3.00	1.67	1.00	0.00	<b>1.20</b>	1.80
<b>Total</b>	<b>2.38</b>	<b>2.29</b>	<b>1.00</b>	<b>1.25</b>	<b>1.82</b>	<b>0.55</b>

Question Group: *MODELING*

Question:	Self	Peers	Supervisors	Subordinates	Total	Blind
57. Expects the best and gives others the benefit of the doubt.	3.00	1.33	2.00	1.00	<b>1.40</b>	1.60
58. Follows through on commitments.	3.00	1.33	1.00	2.00	<b>1.40</b>	1.60
59. Admits personal mistakes.	2.00	1.00	3.00	1.00	<b>1.40</b>	0.60
60. Maintains confidences.	3.00	1.00	2.00	1.00	<b>1.20</b>	1.80
61. Leads by setting a positive example to follow.	3.00	1.33	2.00	0.00	<b>1.20</b>	1.80
62. Takes the lead and sets the pace in new initiatives.	2.00	2.33	1.00	2.00	<b>2.00</b>	0.00
63. Conveys a positive attitude and disposition even in difficult times.	3.00	1.33	3.00	2.00	<b>1.80</b>	1.20
64. Gives generously of his/her time and attention.	2.00	0.67	3.00	1.00	<b>1.20</b>	0.80
<b>Total</b>	<b>2.63</b>	<b>1.29</b>	<b>2.13</b>	<b>1.25</b>	<b>1.45</b>	<b>1.18</b>

## Results by question groups

### Open ended

Question group: <i>OPEN ENDED QUESTIONS:</i>	
65. Pick one of the competencies (Motivate, Communicate, Develop, Relate, Manage, Delegate, Envision, Model). In the area you selected, what specifically is this person doing exceptionally well that they should continue?	ENVISION: John is a change agent. He works hard to insure the organization is ready for new developments and makes smart adjustments to keep things running smoothly.
	RELATING: John is a great supervisor who builds trust amongst his co-workers. He maintains good relations with peers, subordinates and supervisors.
	RELATING: John builds trusts and is very persuasive. He is very good at maintaining relationships. He treats everyone with respect and is able to adjust his style to make everyone around him feel comfortable
	COMMUNICATING: John is a great communicator who takes the time to interact with everyone including subordinates. He communicates most effectively face-to-face and on the phone. She strives for consensus and win/win situations. John is a people person. Motivation -- great motivator
66. Pick one of the competencies above (Motivate, Communicate, Develop, Relate, Manage, Delegate, Envision, Model). In the area you selected, what specifically could this person do to improve their effectiveness?	DELEGATE: John needs to appreciate the diversity of his peers and subordinates. He can assign tasks that challenge his employees and allow them to stretch and grow.
	MANAGING: John is a great person to work with being that he is so positive and enjoys talking with everyone. However, he can become disorganized with his tasks and sometimes he does not like to deliver bad news to his employees.
	MANAGING: John makes quick decisions but sometimes they are not based on facts but emotions. He needs to budget his time more wisely - spend less time talking and more time accomplishing his tasks.
	MANAGING: John is great at sharing information but it is not always in a timely manner. He can be somewhat late in his performance reviews. Maybe listen more than talk sometimes delegating -- needs to delegate tasks more efficiently
67. Overall, what do you think is the greatest strength of this person?	John is very clear and concise in his communication. He plans and coordinates his responsibilities for maximum results. He budgets and uses his time effectively. He is focused on the success of the company
	John is someone everyone wants to be around. He creates such a positive work environment
	John is a strength to our organization in the sense he is great an influencing people. He is very positive and persuasive
	John is a great communicator - always has time to talk Great at motivating others
68. Additional comments that would help this person do even better?	He is a great manager for our company who sees the path the organization should take.
	Keep focused on the tasks.

John is an asset to our organization. Just focus on being more task oriented.

Everyone loves John.

perhaps communicate the task and goals better

**Instructions**

Please note that self answers are not included in this table.

**Likert scale**

Question group	Self	Peers	Supervisors	Subordinates	Total
MOTIVATION	2.50	2.48	3.00	1.86	<b>2.47</b>
COMMUNICATION	2.88	2.13	2.00	2.25	<b>2.13</b>
DELEGATION	2.50	1.87	2.63	2.13	<b>2.08</b>
RELATING	2.75	2.33	2.50	0.50	<b>2.00</b>
DEVELOPING	2.50	1.63	2.00	2.38	<b>1.85</b>
ENVISIONING	2.38	2.29	1.00	1.25	<b>1.82</b>
MODELING	2.63	1.29	2.13	1.25	<b>1.45</b>
MANAGING	2.38	1.29	0.88	1.25	<b>1.20</b>
Total	2.56	1.91	2.02	1.60	<b>1.87</b>
Standard Deviation		1.10	1.20	0.96	<b>1.10</b>
















































**Question Group: COMMUNICATION**

Question:	Self	Peers	Supervisors	Subordinates	Total
1. Proactively deals with problems in an open and honest manner.	3.00	3.00	2.00	3.00	<b>2.80</b>
6. Individual listens for both facts and feelings.	3.00	2.33	2.00	3.00	<b>2.40</b>
2. Shares feelings appropriately and constructively.	3.00	2.33	2.00	2.00	<b>2.20</b>
7. Adapts his/her message and communication style to the listener.	2.00	2.00	2.00	3.00	<b>2.20</b>
5. Responds objectively and non-defensively during conflict.	3.00	2.00	2.00	2.00	<b>2.00</b>
8. Minimizes distractions and interruptions during a conversation.	3.00	2.00	2.00	2.00	<b>2.00</b>
4. Communicates effectively; verbally, non-verbally and in writing.	3.00	1.67	2.00	2.00	<b>1.80</b>
3. Stays focused on the situation, issue or behavior and not on personalities.	3.00	1.67	2.00	1.00	<b>1.60</b>
<b>Total</b>	<b>2.88</b>	<b>2.13</b>	<b>2.00</b>	<b>2.25</b>	<b>2.13</b>
<b>Standard Deviation</b>		<b>0.68</b>	<b>0.00</b>	<b>0.71</b>	<b>0.61</b>














































**Question Group: MOTIVATION**

Question:	Self	Peers	Supervisors	Subordinates	Total
14. Maintains enthusiasm and interest in his/her work.	3.00	3.00	3.00	n/a	<b>3.00</b>
10. Considers the needs and preferences of those impacted by a decision.	3.00	2.67	3.00	2.00	<b>2.60</b>
11. Encourages people to express and develop their ideas.	2.00	3.00	3.00	1.00	<b>2.60</b>
15. Points out the positive traits and strengths of co-workers.	3.00	2.67	3.00	2.00	<b>2.60</b>
12. Is aware of and manages his/her emotions.	2.00	2.00	3.00	3.00	<b>2.50</b>
9. Strives for consensus, buy-in and win/win solutions.	3.00	2.33	3.00	2.00	<b>2.40</b>
13. Recognizes effort and rewards accomplishment.	2.00	2.33	3.00	2.00	<b>2.40</b>
16. Expresses gratitude.	2.00	1.67	3.00	1.00	<b>1.80</b>
<b>Total</b>	<b>2.50</b>	<b>2.48</b>	<b>3.00</b>	<b>1.86</b>	<b>2.47</b>
<b>Standard Deviation</b>		<b>0.79</b>	<b>0.00</b>	<b>0.69</b>	<b>0.76</b>

Question Group: *DELEGATION*

Question:	Self	Peers	Supervisors	Subordinates	Total
20. Maintains the self-confidence and self-esteem of others.	3.00 	2.67 	3.00 	2.00 	<b>2.60</b> 
19. Solicits, provides and uses feedback.	3.00 	2.33 	3.00 	2.00 	<b>2.40</b> 
21. Empowers others with information, authority and responsibility.	3.00 	2.33 	3.00 	2.00 	<b>2.40</b> 
22. Assigns tasks that challenge others to stretch and grow.	2.00 	1.67 	3.00 	3.00 	<b>2.20</b> 
23. Clarifies the task priority, desired effect and parameters.	3.00 	1.67 	2.00 	3.00 	<b>2.00</b> 
17. Appreciates the uniqueness and diversity of others.	2.00 	1.67 	3.00 	1.00 	<b>1.80</b> 
24. Provides support for creative problem solving and decision-making.	2.00 	1.67 	3.00 	1.00 	<b>1.80</b> 
18. Ensures timely and accurate service.	2.00 	1.00 	1.00 	3.00 	<b>1.40</b> 
Total	2.50 	1.87 	2.63 	2.13 	<b>2.08</b> 
Standard Deviation		0.99	0.74	0.83	<b>0.94</b>

Question Group: *DEVELOPING*

Question:	Self	Peers	Supervisors	Subordinates	Total
29. Coaches others to help them reach peak performance.	2.00 	2.33 	3.00 	2.00 	<b>2.40</b> 
30. Makes him/herself accessible to others.	3.00 	2.33 	3.00 	2.00 	<b>2.40</b> 
32. Encourages participation and participates in learning experiences and activities.	3.00 	2.00 	3.00 	3.00 	<b>2.40</b> 
25. Commits to lifelong learning.	3.00 	1.33 	2.00 	3.00 	<b>1.80</b> 
27. Stays informed and current in his/her field.	3.00 	1.67 	2.00 	2.00 	<b>1.80</b> 
26. Accountable for his/her own performance.	2.00 	1.33 	2.00 	2.00 	<b>1.60</b> 
28. Takes advantage of opportunities for growth and development.	2.00 	1.33 	2.00 	2.00 	<b>1.60</b> 
31. Takes appropriate measures to correct poor performance.	2.00 	0.67 	-1.00 	3.00 	<b>0.80</b> 
Total	2.50 	1.63 	2.00 	2.38 	<b>1.85</b> 
Standard Deviation		0.97	1.31	0.52	<b>1.00</b>


**Question Group: RELATING**

Question:	Self	Peers	Supervisors	Subordinates	Total
36. Maintains productive and constructive relationships with others.	3.00	2.67	3.00	1.00	<b>2.40</b>
37. Interacts considering the perspectives, preferences and work styles of others.	3.00	2.67	3.00	1.00	<b>2.40</b>
38. Creates a non-judgmental work environment that values tolerance and inclusion.	3.00	2.67	3.00	1.00	<b>2.40</b>
33. Treats others with dignity, respect, integrity and fairness.	3.00	2.33	3.00	1.00	<b>2.20</b>
34. Builds trust.	3.00	2.67	3.00	0.00	<b>2.20</b>
35. Listens and empathizes.	3.00	1.67	3.00	0.00	<b>1.60</b>
40. Appreciates and gives credit for the contributions of others.	2.00	2.33	1.00	0.00	<b>1.60</b>
39. Avoids and restricts the sharing of gossip and the spreading of rumors.	2.00	1.67	1.00	0.00	<b>1.20</b>
<b>Total</b>	<b>2.75</b>	<b>2.33</b>	<b>2.50</b>	<b>0.50</b>	<b>2.00</b>
<b>Standard Deviation</b>		<b>0.64</b>	<b>0.93</b>	<b>0.53</b>	<b>1.01</b>














































**Question Group: MANAGING**

Question:	Self	Peers	Supervisors	Subordinates	Total
44. Focuses on shared goals.	2.00	1.67	3.00	2.00	<b>2.00</b>
41. Responsibly manages the resources entrusted to him/her.	2.00	1.67	2.00	1.00	<b>1.60</b>
42. Seeks and shares best practices.	3.00	1.00	3.00	2.00	<b>1.60</b>
43. Plans and coordinates activities to maximize results.	2.00	1.00	1.00	1.00	<b>1.00</b>
47. Budgets and uses his/her time efficiently.	3.00	1.67	-1.00	1.00	<b>1.00</b>
48. Shares information and decisions in a timely manner.	3.00	1.33	1.00	0.00	<b>1.00</b>
46. Manages multiple priorities effectively.	2.00	1.00	-1.00	2.00	<b>0.80</b>
45. Assesses performance gaps and analyzes causes.	2.00	1.00	-1.00	1.00	<b>0.60</b>
<b>Total</b>	<b>2.38</b>	<b>1.29</b>	<b>0.88</b>	<b>1.25</b>	<b>1.20</b>
<b>Standard Deviation</b>		<b>1.08</b>	<b>1.73</b>	<b>0.71</b>	<b>1.16</b>

Question Group: *ENVISIONING*

Question:	Self	Peers	Supervisors	Subordinates	Total
49. Sets goals and dreams big.	2.00 	3.00 	2.00 	3.00 	<b>2.80</b> 
52. Innovates and thinks creatively to achieve results.	2.00 	2.67 	2.00 	1.00 	<b>2.20</b> 
55. Embraces change.	2.00 	2.67 	2.00 	1.00 	<b>2.20</b> 
53. Communicates the meaning and purpose.	2.00 	2.67 	2.00 	0.00 	<b>2.00</b> 
54. Highlights the benefits and advantages of a course of action.	2.00 	2.33 	1.00 	0.00 	<b>1.60</b> 
50. Forecasts trends and takes initiative to resolve issues before they become problems.	3.00 	1.67 	-1.00 	3.00 	<b>1.40</b> 
51. Considers the long-term impact and strategic view.	3.00 	1.67 	-1.00 	2.00 	<b>1.20</b> 
56. Clarifies organizational goals and priorities.	3.00 	1.67 	1.00 	0.00 	<b>1.20</b> 
<b>Total</b>	<b>2.38</b> 	<b>2.29</b> 	<b>1.00</b> 	<b>1.25</b> 	<b>1.82</b> 
Standard Deviation		0.86	1.31	1.28	<b>1.17</b>

Question Group: *MODELING*

Question:	Self	Peers	Supervisors	Subordinates	Total
62. Takes the lead and sets the pace in new initiatives.	2.00 	2.33 	1.00 	2.00 	<b>2.00</b> 
63. Conveys a positive attitude and disposition even in difficult times.	3.00 	1.33 	3.00 	2.00 	<b>1.80</b> 
57. Expects the best and gives others the benefit of the doubt.	3.00 	1.33 	2.00 	1.00 	<b>1.40</b> 
58. Follows through on commitments.	3.00 	1.33 	1.00 	2.00 	<b>1.40</b> 
59. Admits personal mistakes.	2.00 	1.00 	3.00 	1.00 	<b>1.40</b> 
60. Maintains confidences.	3.00 	1.00 	2.00 	1.00 	<b>1.20</b> 
61. Leads by setting a positive example to follow.	3.00 	1.33 	2.00 	0.00 	<b>1.20</b> 
64. Gives generously of his/her time and attention.	2.00 	0.67 	3.00 	1.00 	<b>1.20</b> 
<b>Total</b>	<b>2.63</b> 	<b>1.29</b> 	<b>2.13</b> 	<b>1.25</b> 	<b>1.45</b> 
Standard Deviation		1.76	0.83	0.71	<b>1.47</b>