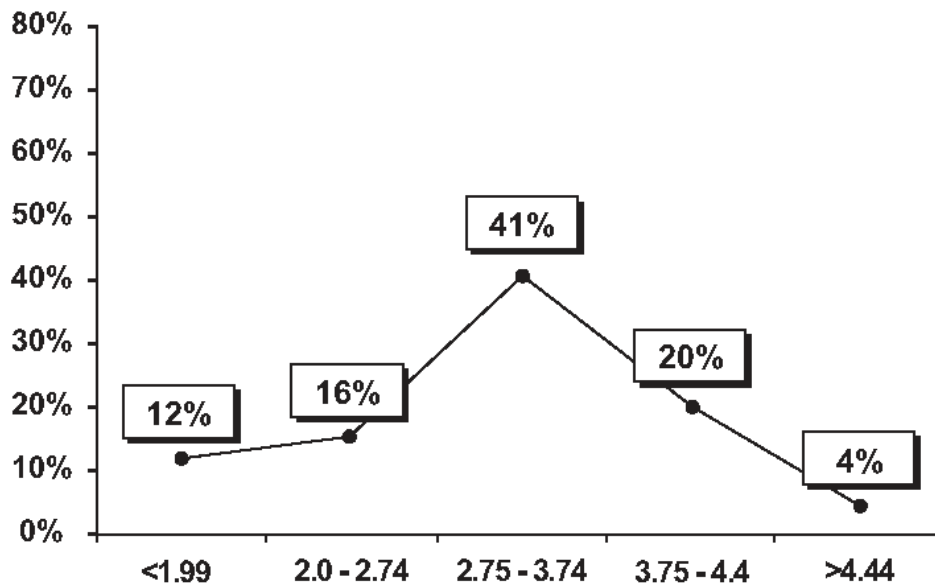


In year two, this particular organization’s evaluation looks like a bell curve. This is not always the case. The higher an organization performs, the more leaders will have high threes and fours. Lesser-performing organizations should have more twos and ones.

Here, about 24 percent of leaders are exceeding goals, with scores of 3.75 or above, and would be considered high performers. Forty-one percent are meeting their goals and would be strong middle performers. Sixteen percent are achieving some goals and would be categorized as low-middle performers. Finally, that leaves 12 percent of leaders with low-performance scores. Note that these are the same leaders who were evaluated favorably a year ago.

Ineffective evaluations harm organizations financially, sometimes in hard-to-measure ways. When leaders aren’t given fair and honest scores, the organization is cheated out of whatever bottom-line increases might have resulted from leaders’ efforts to improve their performances.

Leader Evaluation Results - Year 2



Note: Percentages noted account for 93% of the leaders who have entered data as of 6.7.07