

Dale Carnegie Course

Feedback Guide

Sample Report





Introduction

As part of your professional development you participated in a multi-rater feedback process. The purpose of this comprehensive feedback process is to gain insight into your performance, allowing you to identify opportunities for growth. In short, this process is designed to help you capitalize on your Dale Carnegie experience by focusing your performance improvement efforts.

Through this process a group of people who interact with you on a regular basis were asked to participate. Your feedback team provided anonymous and confidential feedback on a variety of selected behaviors aligned with your Dale Carnegie professional development. Their feedback has been collected and included within this feedback guide.

A common reaction to such feedback is for participants to focus on the negative aspects while overlooking the positives. With this in mind, it is imperative that this report be reviewed with discretion and caution. Furthermore, it may be helpful to share the information with someone you trust. Sit down and work through the report together, concentrating on the highest scores, which represent your abilities and strengths. By understanding and appreciating these areas, you will be better equipped to examine the development opportunities. Often, discrepancies appear between your perception and the feedback team's evaluation. Common reactions may be characterized by the following:

Frustration. "I knew better than to ask these people to do this. They don't know what they are talking about."

Disappointment. "I didn't realize that my coworkers thought this. Maybe I really am bad at my job."

Disbelief. "These results can't be right. My team just didn't understand the questions."

Don't be alarmed if you have similar feelings upon initial review of your report. However, after a couple of days, you should be able to accept the feedback as valid as you shift the focus toward understanding development opportunities.

Acceptance. "They do have a point; I can learn from this experience to perform better in certain areas of my work."

Keep in mind that your trainer is available to discuss the reports in class (if applicable). Also know that your data will be held in confidence. If you experience difficulty in understanding the feedback, please contact your Dale Carnegie office for assistance.



Contents

Summary Analysis

The summary analysis provides an overall picture of your performance across all groups of the 360-degree assessment. The mean and bar chart indicate the aggregate average score for each of the questions in each group for all raters that provided feedback in your 360-degree process.

Item Analysis

This report shows the scores for each question separated into their respective group. Your self score will be shown first, followed by the other raters that participated in your 360-degree process. The count represents the total number of responses per question for each role or group. All but Self represents all data, minus your self rating, for each question. The gaps (+/-) represent the difference between your Self score and each data source score. A short worksheet follows to assist in your analysis of the report.

To ensure honest and accurate feedback, the raters for your 360-degree process (with the exception of any direct manager) were guaranteed confidentiality and anonymity. Any questions answered "not applicable" are not calculated in the scoring. In certain circumstances feedback groups will be combined to protect the anonymity of raters.

Item Ranking

This report presents the ten highest item scores and the ten lowest item scores from the data. The item ranking does not include self-feedback into the mean score. A short worksheet follows to assist in your analysis of the report.

Comments

Your feedback team was provided the opportunity to add comments about your performance and are not altered in any way. Comments should be viewed as an opportunity to grow professionally.



Summary Analysis

The scale below was used for this report:

1 = Very Low; 2 = Below Average; 3 = Average; 4 = Above Average; 5 = Very High; N = Not Applicable

Section	Mean	1	2	3	4	5
Self-Confidence	4.21				4.21	
People Skills	4.12				4.12	
Communication Skills	4.13				4.13	
Leadership Skills	4.16				4.16	
Controls Stress	4.43				4.43	

Interpreting Results. The goal of this exercise is to get a general idea of which areas show strength, and which areas indicate opportunities to grow. Using the scale at the top of the report, visually compare the differences between the category drivers.

1. Where is your highest summary score?

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Why do you think you received higher ratings in this category driver?

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2. Where is your lowest summary score?

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Why do you think you received lower ratings in this category driver?

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Item Analysis

Self-Confidence		#	Mean	1	2	3	4	5	+/-
1. Shows initiative	Self	1	4.00						-
	Manager	1	5.00						1.00
	Direct Report	5	4.00						0.00
	Other	3	4.33						0.33
	All But Self	9	4.22						0.22
2. Is confident in decision making	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	5	4.20						0.20
	Other	3	4.00						0.00
	All But Self	9	4.11						0.11
3. Demonstrates a positive attitude; focuses on "I can do it" way of thinking	Self	1	4.00						-
	Manager	1	5.00						1.00
	Direct Report	5	4.40						0.40
	Other	3	5.00						1.00
	All But Self	9	4.67						0.67
4. Expresses self freely and appropriately	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	5	3.40						-0.60
	Other	3	4.33						0.33
	All But Self	9	3.78						-0.22
5. Demonstrates a poised, confident demeanor	Self	1	4.00						-
	Manager	1	5.00						1.00
	Direct Report	5	4.00						0.00
	Other	3	4.33						0.33
	All But Self	9	4.22						0.22
6. Demonstrates a willingness to take risks when appropriate	Self	1	4.00						-
	Manager	1	5.00						1.00
	Direct Report	5	3.60						-0.40
	Other	3	4.67						0.67
	All But Self	9	4.11						0.11
7. Demonstrates a willingness to accept new challenges	Self	1	4.00						-
	Manager	1	5.00						1.00
	Direct Report	5	4.40						0.40
	Other	3	4.67						0.67
	All But Self	9	4.56						0.56

Sample Report



People Skills		#	Mean	1	2	3	4	5	+/-
8. Effectively works with others, even when not in complete agreement	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	5	3.60						-0.40
	Other	3	4.33						0.33
	All But Self	9	3.89						-0.11
9. Demonstrates insight into how his/her emotions and behaviors affect others	Self	1	5.00						-
	Manager	1	5.00						0.00
	Direct Report	5	3.60						-1.40
	Other	3	4.67						-0.33
	All But Self	9	4.11						-0.89
10. Effectively resolves disagreements	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	5	3.60						-0.40
	Other	2	5.00						1.00
	All But Self	8	4.00						0.00
11. Expresses genuine interest in other people	Self	1	5.00						-
	Manager	1	4.00						-1.00
	Direct Report	5	3.80						-1.20
	Other	3	4.33						-0.67
	All But Self	9	4.00						-1.00
12. Contributes to an atmosphere of trust	Self	1	5.00						-
	Manager	1	5.00						0.00
	Direct Report	5	4.00						-1.00
	Other	3	4.67						-0.33
	All But Self	9	4.33						-0.67
13. Builds others' confidence and self-esteem	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	5	3.80						-0.20
	Other	3	4.00						0.00
	All But Self	9	3.89						-0.11
14. Shows respect for other people's opinions and ideas	Self	1	4.00						-
	Manager	1	5.00						1.00
	Direct Report	5	4.00						0.00
	Other	3	4.67						0.67
	All But Self	9	4.33						0.33

Sample Report



Communication Skills		#	Mean	1	2	3	4	5	+/-
15. Listens for understanding	Self	1	5.00	5.00					-
	Manager	1	5.00	5.00					0.00
	Direct Report	5	3.80	3.80					-1.20
	Other	3	4.67	4.67					-0.33
	All But Self	9	4.22	4.22					-0.78
16. Expresses information clearly and concisely	Self	1	4.00	4.00					-
	Manager	1	5.00	5.00					1.00
	Direct Report	5	3.60	3.60					-0.40
	Other	3	4.33	4.33					0.33
	All But Self	9	4.00	4.00					0.00
17. Demonstrates positive body language and voice tone	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	5	3.40	3.40					-0.60
	Other	3	4.33	4.33					0.33
	All But Self	9	3.78	3.78					-0.22
18. Persuasively communicates point of view	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	5	3.80	3.80					-0.20
	Other	3	4.33	4.33					0.33
	All But Self	9	3.89	3.89					-0.11
19. Seeks suggestions/input from the total team	Self	1	4.00	4.00					-
	Manager	1	5.00	5.00					1.00
	Direct Report	5	4.20	4.20					0.20
	Other	3	4.67	4.67					0.67
	All But Self	9	4.44	4.44					0.44
20. Effectively prepares and delivers presentations	Self	1	3.00	3.00					-
	Manager	1	5.00	5.00					2.00
	Direct Report	5	4.00	4.00					1.00
	Other	3	4.67	4.67					1.67
	All But Self	9	4.33	4.33					1.33
21. Effectively thinks on his/her feet	Self	1	4.00	4.00					-
	Manager	1	5.00	5.00					1.00
	Direct Report	5	4.20	4.20					0.20
	Other	3	4.33	4.33					0.33
	All But Self	9	4.33	4.33					0.33



Leadership Skills		#	Mean	1	2	3	4	5	+/-
22. Values team effectiveness over personal advantage	Self	1	5.00	5.00					-
	Manager	1	5.00	5.00					0.00
	Direct Report	5	3.80	3.80					-1.20
	Other	3	4.00	4.00					-1.00
	All But Self	9	4.00	4.00					-1.00
23. Enlists others to pursue a common goal	Self	1	5.00	5.00					-
	Manager	1	4.00	4.00					-1.00
	Direct Report	5	3.80	3.80					-1.20
	Other	3	4.00	4.00					-1.00
	All But Self	9	3.89	3.89					-1.11
24. Coaches others to higher levels of performance	Self	1	5.00	5.00					-
	Manager	1	4.00	4.00					-1.00
	Direct Report	4	3.75	3.75					-1.25
	Other	2	4.50	4.50					-0.50
	All But Self	7	4.00	4.00					-1.00
25. Encourages and supports others	Self	1	5.00	5.00					-
	Manager	1	4.00	4.00					-1.00
	Direct Report	5	4.00	4.00					-1.00
	Other	3	4.00	4.00					-1.00
	All But Self	9	4.00	4.00					-1.00
26. Helps others view change as an opportunity for growth	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	5	4.00	4.00					0.00
	Other	3	4.00	4.00					0.00
	All But Self	9	4.00	4.00					0.00
27. Works toward win-win outcomes	Self	1	5.00	5.00					-
	Manager	1	5.00	5.00					0.00
	Direct Report	5	3.80	3.80					-1.20
	Other	3	4.67	4.67					-0.33
	All But Self	9	4.22	4.22					-0.78
28. Values and acknowledges the contributions of others	Self	1	5.00	5.00					-
	Manager	1	5.00	5.00					0.00
	Direct Report	4	4.25	4.25					-0.75
	Other	3	4.67	4.67					-0.33
	All But Self	8	4.50	4.50					-0.50



Controls Stress		#	Mean	1	2	3	4	5	+/-
29. Maintains focus when events become chaotic	Self	1	4.00	4.00					-
	Manager	1	5.00	5.00					1.00
	Direct Report	5	4.60	4.60					0.60
	Other	3	4.67	4.67					0.67
	All But Self	9	4.67	4.67					0.67
30. Is approachable under pressure	Self	1	5.00	5.00					-
	Manager	1	5.00	5.00					0.00
	Direct Report	5	4.40	4.40					-0.60
	Other	3	4.33	4.33					-0.67
	All But Self	9	4.44	4.44					-0.56
31. Takes action to resolve stressful situations	Self	1	5.00	5.00					-
	Manager	1	5.00	5.00					0.00
	Direct Report	5	4.00	4.00					-1.00
	Other	2	5.00	5.00					0.00
	All But Self	8	4.38	4.38					-0.63
32. Controls anger in difficult situations	Self	1	5.00	5.00					-
	Manager	1	5.00	5.00					0.00
	Direct Report	5	4.80	4.80					-0.20
	Other	3	4.67	4.67					-0.33
	All But Self	9	4.78	4.78					-0.22
33. Responds appropriately to criticism	Self	1	4.00	4.00					-
	Manager	1	5.00	5.00					1.00
	Direct Report	5	4.40	4.40					0.40
	Other	3	4.67	4.67					0.67
	All But Self	9	4.56	4.56					0.56
34. Maintains work/life balance	Self	1	3.00	3.00					-
	Manager	1	2.00	2.00					-1.00
	Direct Report	4	3.75	3.75					0.75
	Other	3	4.00	4.00					1.00
	All But Self	8	3.63	3.63					0.63
35. Obtains and weighs necessary facts before making a decision	Self	1	4.00	4.00					-
	Manager	1	5.00	5.00					1.00
	Direct Report	5	4.40	4.40					0.40
	Other	3	4.67	4.67					0.67
	All But Self	9	4.56	4.56					0.56



Item Analysis - Interpreting Results

The purpose of this exercise is to identify gaps that may indicate blind spots where your Self-perceptions differ from the views of your Feedback Team. List the three questions where you have the largest negative gaps between the "Self" and "All but Self" scores. Look for gaps of -1.00 or larger.

1.
2.
3.

These negative gaps indicate that you rated your Self higher than the combined average of your Supervisor and Team Member ratings. How can you account for these differences?

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List the three questions where you have the largest positive gaps between the "Self" and "All but Self" scores. Look for gaps of 1.00 or larger.

1.
2.
3.

These positive gaps indicate that you rated your Self lower than the combined average of your Supervisor and Team Member ratings. How can you account for these differences?

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Compare your Supervisor ratings with your Self-ratings throughout the report. Do your Supervisor scores tend to be higher or lower than your Self-scores? Explain.

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Now, compare your Team Member scores with your Self-ratings throughout the report. Do the average Team Member scores tend to be higher or lower than your Self-scores? Explain.

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Highest Ranked Items

Question	#	Mean	1	2	3	4	5
32. Controls anger in difficult situations	9	4.78					4.78
3. Demonstrates a positive attitude; focuses on "I can do it" way of thinking	9	4.67					4.67
29. Maintains focus when events become chaotic	9	4.67					4.67
7. Demonstrates a willingness to accept new challenges	9	4.56					4.56
33. Responds appropriately to criticism	9	4.56					4.56
35. Obtains and weighs necessary facts before making a decision	9	4.56					4.56
28. Values and acknowledges the contributions of others	8	4.50					4.50
19. Seeks suggestions/input from the total team	9	4.44					4.44
30. Is approachable under pressure	9	4.44					4.44
31. Takes action to resolve stressful situations	8	4.38					4.38

Lowest Ranked Items

Question	#	Mean	1	2	3	4	5
24. Coaches others to higher levels of performance	7	4.00				4.00	
25. Encourages and supports others	9	4.00				4.00	
26. Helps others view change as an opportunity for growth	9	4.00				4.00	
13. Builds others' confidence and self-esteem	9	3.89				3.89	
8. Effectively works with others, even when not in complete agreement	9	3.89				3.89	
18. Persuasively communicates point of view	9	3.89				3.89	
23. Enlists others to pursue a common goal	9	3.89				3.89	
4. Expresses self freely and appropriately	9	3.78				3.78	
17. Demonstrates positive body language and voice tone	9	3.78				3.78	
34. Maintains work/life balance	8	3.63				3.63	



Item Ranking - Interpreting Results

The goal of this exercise is to identify specific strengths and growth opportunities and to develop goals to achieve performance improvement.

Examine the five questions with the highest mean. Do two or more of these fall within the same category driver? (Refer to the Item Analysis for drivers). If so, you may have identified a skill set, or specific area where you have multiple strengths.

List the category driver(s) where you may have a skill set:

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Examine the five questions with the lowest mean. Do two or more of these fall within the same category driver? (Refer to the Item Analysis for drivers). If so, you may have identified an area where you have multiple growth opportunities.

List the category driver(s) where you may have development opportunities:

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List specific steps that you can take to develop these behaviors. Remember to set SMART (Specific, Measurable, Achievable, Results-oriented and Time-based) goals.

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Comments

Comments provided are transferred directly from the feedback as originally submitted.

Please provide any additional comments here:

Self

- Comments display here...

Manager

- Comments display here...

Direct Report

- Comments display here...

Other

- Comments display here...