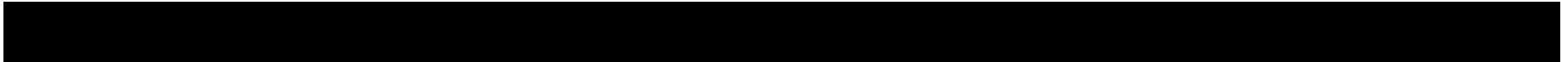# Executive Development 360

Feedback Guide

Sample Report

Introduction

As part of your professional development, you decided to take part in a new and exciting program called Insights. 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 capitalise on your Dale Carnegie experience by focusing your performance improvement efforts.

Through this process you selected a group of people who interact with you on a regular basis (Feedback Team). Your Feedback Team provided anonymous and confidential feedback on a variety of selected behaviours included on the standardised evaluation forms. Their feedback has been collected and processed to provide a series of Insights reports, which are included in this 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 characterised 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 realise 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 the your Insights reports. 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. Also know that your data will be held in confidence. If you experience difficulty in understanding the feedback, please contact your Dale Carnegie Training facility for assistance.

Contents

Summary Analysis

The summary analysis provides an overall picture of your performance across these dimensions as assessed by you and your Feedback Team. The "Mean" and length of each bar indicate the average score for each of the questions listed under the category driver for all raters. A short worksheet follows to assist in your analysis of the report.

Item Analysis

This report depicts your scores for each question, separated into their respective category driver, as reported by you and the Feedback Team. The Count represents the total number of responses per question. The first score is your Self-rating depicting how you rated yourself on each question. Next you will see your Line Manager/Coach's rating. The other scores of your Feedback Team are combined and are represented as a Mean (average) rating in order to protect anonymity. The last rating is the "All but Self" Mean, and is the average of the Line Manager/Coach and Feedback Team ratings. You will notice three scores in the Gap column. These gaps represent the difference between your Self score and each "source" score. A short worksheet follows to assist in your analysis of the report.

To ensure honest and accurate feedback, your Feedback Team (with the exception of your Line Manager/Coach) were guaranteed confidentiality and anonymity. Any questions answered "N/A" (Not Applicable) are not calculated in the scoring.

Item Ranking

This report presents the average (Mean) ratings of your feedback team, excluding your Self scores and sorts the questions from highest to lowest based on these scores. The Count represents the total number of responses per question. A short worksheet follows to assist in your analysis of the report.

Comments

Your Feedback Team was asked to provide information about your performance that will assist in your coaching and development.

Summary Analysis

The scale below was used for this report:

1 = Very Low; 2 = Below Average; 3 = Slightly Below Average; 4 = Slightly Above Average; 5 = Above Average; 6 = Very High; N = Not Applicable

Section	Mean	1	2	3	4	5	6
Leadership Ability	4.65				4.65		
Stress Control	5.08					5.08	
Communication	4.78				4.78		
Organisational Skills	4.95				4.95		
Management Style	4.59				4.59		
Creativity	4.90				4.90		
Personal Impact	5.09					5.09	

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?

....

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

....
....
....

2. Where is your lowest summary score?

....

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

....
....
....

Item Analysis

Leadership Ability		#	Mean	1	2	3	4	5	6	+ / -
1. Inspires people to action	Self	1	4.00				4.00			–
	Manager	1	5.00					5.00		1.00
	Direct Report	2	3.50			3.50				-0.50
	Other	4	4.25				4.25			0.25
	All But Self	7	4.14				4.14			0.14
2. Builds responsibility through empowerment	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	5.50					5.50		-0.50
	Other	3	4.00				4.00			-2.00
	All But Self	6	4.67				4.67			-1.33
3. Is open to ideas	Self	1	6.00						6.00	–
	Manager	1	6.00						6.00	0.00
	Direct Report	2	4.50				4.50			-1.50
	Other	4	4.75				4.75			-1.25
	All But Self	7	4.86				4.86			-1.14
4. Consistently sets a good example	Self	1	4.00				4.00			–
	Manager	1	5.00					5.00		1.00
	Direct Report	2	4.00				4.00			0.00
	Other	4	5.50					5.50		1.50
	All But Self	7	5.00					5.00		1.00
5. Gains the respect of others	Self	1	5.00					5.00		–
	Manager	1	4.00				4.00			-1.00
	Direct Report	2	4.00				4.00			-1.00
	Other	4	4.75				4.75			-0.25
	All But Self	7	4.43				4.43			-0.57
6. Gets to know people well	Self	1	3.00			3.00				–
	Manager	1	4.00				4.00			1.00
	Direct Report	2	3.50			3.50				0.50
	Other	3	3.67			3.67				0.67
	All But Self	6	3.67			3.67				0.67
7. Builds and develops people	Self	1	5.00					5.00		–
	Manager	1	5.00					5.00		0.00
	Direct Report	2	4.50				4.50			-0.50
	Other	3	4.33				4.33			-0.67
	All But Self	6	4.50				4.50			-0.50

Leadership Ability		#	Mean	1	2	3	4	5	6	+ / -
8. Establishes and shares clearly defined goals and objectives	Self	1	5.00					5.00		–
	Manager	1	5.00					5.00		0.00
	Direct Report	2	5.50					5.50		0.50
	Other	4	5.50					5.50		0.50
	All But Self	7	5.43					5.43		0.43
9. Makes time for people	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	4.50				4.50			-1.50
	Other	3	4.33				4.33			-1.67
	All But Self	6	4.50				4.50			-1.50
10. Can be assertive without losing respect	Self	1	5.00					5.00		–
	Manager	1	5.00					5.00		0.00
	Direct Report	2	4.50				4.50			-0.50
	Other	4	5.00					5.00		0.00
	All But Self	7	4.86				4.86			-0.14
11. Has the ability to positively influence others' attitudes	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
	Direct Report	2	4.00				4.00			-1.00
	Other	4	4.50				4.50			-0.50
	All But Self	7	4.57				4.57			-0.43

Stress Control		#	Mean	1	2	3	4	5	6	+ / -
12. Maintains evenness of mood under pressure	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
	Direct Report	2	5.50					5.50		0.50
	Other	4	5.25					5.25		0.25
	All But Self	7	5.43					5.43		0.43
13. Thinks clearly and objectively in difficult situations	Self	1	6.00						6.00	–
	Manager	1	6.00						6.00	0.00
	Direct Report	2	5.00					5.00		-1.00
	Other	4	5.00					5.00		-1.00
	All But Self	7	5.14					5.14		-0.86
14. Maintains a positive attitude to adverse conditions	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	5.50					5.50		-0.50
	Other	4	4.75				4.75			-1.25
	All But Self	7	5.00					5.00		-1.00
15. Responds positively to bad news	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	5.50					5.50		-0.50
	Other	4	4.50				4.50			-1.50
	All But Self	7	4.86				4.86			-1.14
16. Approaches problems with optimism	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	5.50					5.50		-0.50
	Other	4	3.75			3.75				-2.25
	All But Self	7	4.43				4.43			-1.57

Communication		#	Mean	1	2	3	4	5	6	+ / -
17. Says what has to be said	Self	1	4.00				4.00			–
	Manager	1	5.00					5.00		1.00
	Direct Report	2	3.50			3.50				-0.50
	Other	4	5.25					5.25		1.25
	All But Self	7	4.71				4.71			0.71
18. Expresses ideas clearly and concisely	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
	Direct Report	2	3.00			3.00				-2.00
	Other	4	5.25					5.25		0.25
	All But Self	7	4.71				4.71			-0.29
19. Projects the right image in conducting meetings	Self	1	5.00					5.00		–
	Manager	1	5.00					5.00		0.00
	Direct Report	2	4.00				4.00			-1.00
	Other	4	4.75					4.75		-0.25
	All But Self	7	4.57				4.57			-0.43
20. Asks pertinent questions to get to the core of the matter	Self	1	6.00						6.00	–
	Manager	1	6.00						6.00	0.00
	Direct Report	2	4.00				4.00			-2.00
	Other	4	5.75					5.75		-0.25
	All But Self	7	5.29					5.29		-0.71
21. Is able to communicate effectively with people of various educational levels	Self	1	6.00						6.00	–
	Manager	1	4.00				4.00			-2.00
	Direct Report	2	3.00			3.00				-3.00
	Other	4	5.50					5.50		-0.50
	All But Self	7	4.57				4.57			-1.43
22. Minimises misunderstandings through effective communication	Self	1	4.00				4.00			–
	Manager	1	5.00					5.00		1.00
	Direct Report	2	3.50			3.50				-0.50
	Other	4	4.25				4.25			0.25
	All But Self	7	4.14				4.14			0.14
23. Practices good listening skills	Self	1	4.00				4.00			–
	Manager	1	5.00					5.00		1.00
	Direct Report	2	4.00				4.00			0.00
	Other	4	5.00					5.00		1.00
	All But Self	7	4.71				4.71			0.71

Communication		#	Mean	1	2	3	4	5	6	+ / -
24. Communicates well in front of groups	Self	1	4.00				4.00			–
	Manager	1	5.00					5.00		1.00
	Direct Report	2	3.50			3.50				-0.50
	Other	4	5.50					5.50		1.50
	All But Self	7	4.86				4.86			0.86
25. Practices good telephone communication skills	Self	1	4.00				4.00			–
	Manager	1	5.00					5.00		1.00
	Direct Report	2	4.00				4.00			0.00
	Other	4	5.50					5.50		1.50
	All But Self	7	5.00					5.00		1.00
26. Practices good written communication skills	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
	Direct Report	2	3.50			3.50				-1.50
	Other	4	6.00						6.00	1.00
	All But Self	7	5.29					5.29		0.29

Organisational Skills		#	Mean	1	2	3	4	5	6	+ / -
27. Consistently meets or exceeds organisational objectives	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	1	5.00					5.00		-1.00
	Other	4	5.50					5.50		-0.50
	All But Self	6	5.33					5.33		-0.67
28. Is punctual for pre-determined meetings	Self	1	3.00			3.00				–
	Manager	1	5.00					5.00		2.00
	Direct Report	2	4.00				4.00			1.00
	Other	4	5.25					5.25		2.25
	All But Self	7	4.86				4.86			1.86
29. Maintains appointments for pre-determined meetings	Self	1	4.00				4.00			–
	Manager	1	5.00					5.00		1.00
	Direct Report	2	3.00			3.00				-1.00
	Other	4	5.50					5.50		1.50
	All But Self	7	4.71				4.71			0.71
30. Brings in projects according to established timetables	Self	1	5.00					5.00		–
	Manager	1	5.00					5.00		0.00
	Direct Report	1	5.00					5.00		0.00
	Other	4	5.25					5.25		0.25
	All But Self	6	5.17					5.17		0.17
31. Utilises the talents of people and available resources effectively	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
	Direct Report	2	5.50					5.50		0.50
	Other	4	4.00				4.00			-1.00
	All But Self	7	4.71				4.71			-0.29
32. Takes initiative rather than reacting	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	5.00					5.00		-1.00
	Other	4	5.00					5.00		-1.00
	All But Self	7	5.00					5.00		-1.00
33. Manages time effectively	Self	1	4.00				4.00			–
	Manager	1	4.00				4.00			0.00
	Direct Report	2	3.50			3.50				-0.50
	Other	4	5.75					5.75		1.75
	All But Self	7	4.86				4.86			0.86

Organisational Skills	#	Mean	1	2	3	4	5	6	+ / -
Self	1	3.00			3.00				–
Manager	1	6.00						6.00	3.00
Direct Report	1	5.00					5.00		2.00
Other	4	5.75						5.75	2.75
All But Self	6	5.67						5.67	2.67

34. Maintains control of paperwork and administrative challenges

Management Style		#	Mean	1	2	3	4	5	6	+ / -
35. Leads instead of drives	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	4.50				4.50			-1.50
	Other	4	4.50				4.50			-1.50
	All But Self	7	4.57				4.57			-1.43
36. Effectively uses autocratic and participative management styles in proper balance	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	4.50				4.50			-1.50
	Other	4	3.75			3.75				-2.25
	All But Self	7	4.14				4.14			-1.86
37. Is able to gain commitment	Self	1	4.00				4.00			–
	Manager	1	5.00					5.00		1.00
	Direct Report	2	4.50				4.50			0.50
	Other	4	4.50				4.50			0.50
	All But Self	7	4.57				4.57			0.57
38. Encourages staff to be alert to new ways of improving performance and productivity	Self	1	5.00					5.00		–
	Manager	1	5.00					5.00		0.00
	Direct Report	2	4.50				4.50			-0.50
	Other	3	4.33				4.33			-0.67
	All But Self	6	4.50				4.50			-0.50
39. Is supportive and encouraging	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	5.00					5.00		-1.00
	Other	3	4.33				4.33			-1.67
	All But Self	6	4.67				4.67			-1.33
40. Wins respect and trust through understanding others	Self	1	5.00					5.00		–
	Manager	1	4.00				4.00			-1.00
	Direct Report	2	4.00				4.00			-1.00
	Other	3	4.00				4.00			-1.00
	All But Self	6	4.00				4.00			-1.00
41. Creates a good impression when dealing with people	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
	Direct Report	2	3.50			3.50				-1.50
	Other	4	5.00					5.00		0.00
	All But Self	7	4.71				4.71			-0.29

Management Style		#	Mean	1	2	3	4	5	6	+ / -
42. Remains a good leader in critical situations	Self	1	5.00					5.00		–
	Manager	1	5.00					5.00		0.00
	Direct Report	2	4.00				4.00			-1.00
	Other	4	5.00					5.00		0.00
	All But Self	7	4.71				4.71			-0.29
43. Is flexible when dealing with people	Self	1	5.00					5.00		–
	Manager	1	5.00					5.00		0.00
	Direct Report	2	5.50					5.50		0.50
	Other	4	4.00				4.00			-1.00
	All But Self	7	4.57				4.57			-0.43
44. Expresses genuine interest in others	Self	1	5.00					5.00		–
	Manager	1	4.00				4.00			-1.00
	Direct Report	2	3.50			3.50				-1.50
	Other	4	4.50				4.50			-0.50
	All But Self	7	4.14				4.14			-0.86
45. Is dominant if the occasion arises	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
	Direct Report	2	3.50			3.50				-2.50
	Other	4	5.25					5.25		-0.75
	All But Self	7	4.71				4.71			-1.29

Creativity		#	Mean	1	2	3	4	5	6	+ / -
	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
46. Generates ideas	Direct Report	2	2.50		2.50					-2.50
	Other	4	5.50					5.50		0.50
	All But Self	7	4.71				4.71			-0.29
	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
47. Recognises and seizes business opportunities	Direct Report	2	3.50			3.50				-1.50
	Other	4	5.50					5.50		0.50
	All But Self	7	5.00					5.00		0.00
	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
48. Utilises staff members' creative input	Direct Report	2	4.50				4.50			-1.50
	Other	3	4.33				4.33			-1.67
	All But Self	6	4.50				4.50			-1.50
	Self	1	6.00						6.00	–
	Manager	1	5.00					5.00		-1.00
49. Adapts ideas to fit current situations	Direct Report	2	4.50				4.50			-1.50
	Other	4	5.25					5.25		-0.75
	All But Self	7	5.00					5.00		-1.00

Personal Impact		#	Mean	1	2	3	4	5	6	+ / -
50. Creates a good first impression	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
	Direct Report	2	4.00				4.00			-1.00
	Other	4	5.00					5.00		0.00
	All But Self	7	4.86					4.86		-0.14
51. Has good dress sense	Self	1	6.00						6.00	–
	Manager	1	6.00						6.00	0.00
	Direct Report	2	4.00				4.00			-2.00
	Other	4	5.25					5.25		-0.75
	All But Self	7	5.00					5.00		-1.00
52. Maintains appropriate appearance	Self	1	6.00						6.00	–
	Manager	1	6.00						6.00	0.00
	Direct Report	2	4.00				4.00			-2.00
	Other	4	5.25					5.25		-0.75
	All But Self	7	5.00					5.00		-1.00
53. Uses appropriate body language	Self	1	4.00				4.00			–
	Manager	1	6.00						6.00	2.00
	Direct Report	2	3.50			3.50				-0.50
	Other	4	5.00					5.00		1.00
	All But Self	7	4.71				4.71			0.71
54. Maintains good appearance beyond self (car, office, etc.)	Self	1	6.00						6.00	–
	Manager	1	6.00						6.00	0.00
	Direct Report	2	4.00				4.00			-2.00
	Other	3	5.67					5.67		-0.33
	All But Self	6	5.17					5.17		-0.83
55. Follows protocol	Self	1	5.00					5.00		–
	Manager	1	6.00						6.00	1.00
	Direct Report	2	5.50					5.50		0.50
	Other	4	5.50					5.50		0.50
	All But Self	7	5.57					5.57		0.57

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 Line Manager/Coach and Team Member ratings. How can you account for these differences?

....
....
....

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 Line Manager/Coach and Team Member ratings. How can you account for these differences?

....
....
....

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

....
....
....

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.

....
....
....

Highest Ranked Items

Question	#	Mean	1	2	3	4	5	6
34. Maintains control of paperwork and administrative challenges	6	5.67					5.67	
55. Follows protocol	7	5.57					5.57	
8. Establishes and shares clearly defined goals and objectives	7	5.43					5.43	
12. Maintains evenness of mood under pressure	7	5.43					5.43	
27. Consistently meets or exceeds organisational objectives	6	5.33					5.33	
20. Asks pertinent questions to get to the core of the matter	7	5.29					5.29	
26. Practices good written communication skills	7	5.29					5.29	
30. Brings in projects according to established timetables	6	5.17					5.17	
54. Maintains good appearance beyond self (car, office, etc.)	6	5.17					5.17	
13. Thinks clearly and objectively in difficult situations	7	5.14					5.14	

Lowest Ranked Items

Question	#	Mean	1	2	3	4	5	6
38. Encourages staff to be alert to new ways of improving performance and productivity	6	4.50				4.50		
48. Utilises staff members' creative input	6	4.50				4.50		
5. Gains the respect of others	7	4.43				4.43		
16. Approaches problems with optimism	7	4.43				4.43		
1. Inspires people to action	7	4.14				4.14		
22. Minimises misunderstandings through effective communication	7	4.14				4.14		
36. Effectively uses autocratic and participative management styles in proper balance	7	4.14				4.14		
44. Expresses genuine interest in others	7	4.14				4.14		
40. Wins respect and trust through understanding others	6	4.00				4.00		
6. Gets to know people well	6	3.67			3.67			

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:

....
....
....

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:

....
....
....

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

....
....
....

Comments

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

Please use the space below to provide any additional comments.

Self

- Comments display here…

Manager

- Comments display here…

Direct Report

- Comments display here…

Other

- Comments display here…