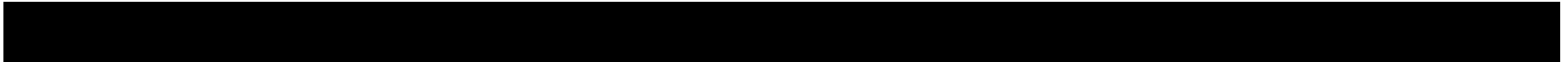


Leadership Development Process

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 = Average; 4 = Above Average; 5 = Very High; N = Not Applicable

Section	Mean	1	2	3	4	5
Communication Skills	4.53				4.53	
People Skills	4.10				4.10	
Attitude/Stress Management	4.31				4.31	
Self-Confidence/Self-Direction	4.48				4.48	
Leadership Skills	4.34				4.34	
Personal Leadership/Management	4.30				4.30	
Associate Development	4.29				4.29	
Culture Development	4.23				4.23	
Organizational/Process Management	4.05				4.05	
Accountability/Results Management	4.19				4.19	

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

Communication Skills		#	Mean	1	2	3	4	5	+/-
1. Practices good listening skills	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.60	4.60					0.60
	All But Self	9	4.56	4.56					0.56
2. Expresses ideas clearly and concisely	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.20	4.20					0.20
	All But Self	9	4.44	4.44					0.44
3. Demonstrates positive body language and voice tone	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	3.80	3.80					-0.20
	All But Self	9	4.22	4.22					0.22
4. Persuasively communicates his/her point of view	Self	1	5.00	5.00					-
	Manager	1	4.00	4.00					-1.00
	Direct Report	3	5.00	5.00					0.00
	Other	5	4.60	4.60					-0.40
	All But Self	9	4.67	4.67					-0.33
5. Contributes to open exchange of ideas in meetings/discussions	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.60	4.60					0.60
	All But Self	9	4.56	4.56					0.56
6. Minimises misunderstanding through effective dialogue	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	4.20	4.20					0.20
	All But Self	9	4.22	4.22					0.22
7. Effectively thinks on his/her feet in impromptu situations	Self	1	5.00	5.00					-
	Manager	1	4.00	4.00					-1.00
	Direct Report	3	5.00	5.00					0.00
	Other	5	4.80	4.80					-0.20
	All But Self	9	4.78	4.78					-0.22



Communication Skills		#	Mean	1	2	3	4	5	+/-	
8. Communicates well in front of groups	Self	1	5.00						5.00	-
	Manager	1	4.00						4.00	-1.00
	Direct Report	3	5.00						5.00	0.00
	Other	5	5.00						5.00	0.00
	All But Self	9	4.89						4.89	-0.11

Sample Report



People Skills		#	Mean	1	2	3	4	5	+/-
9. Effectively develops positive connection/rapport with people	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	3	5.00						1.00
	Other	5	4.60						0.60
	All But Self	9	4.67						0.67
10. Expresses a genuine interest in other people	Self	1	3.00						-
	Manager	1	4.00						1.00
	Direct Report	3	4.67						1.67
	Other	5	4.20						1.20
	All But Self	9	4.33						1.33
11. Exhibits an awareness of others' feelings/reactions	Self	1	3.00						-
	Manager	1	3.00						0.00
	Direct Report	3	4.33						1.33
	Other	5	4.40						1.40
	All But Self	9	4.22						1.22
12. Strengthens relationships by building trust and understanding	Self	1	3.00						-
	Manager	1	2.00						-1.00
	Direct Report	3	4.67						1.67
	Other	5	4.00						1.00
	All But Self	9	4.00						1.00
13. Builds others' confidence and self-esteem	Self	1	3.00						-
	Manager	1	3.00						0.00
	Direct Report	3	5.00						2.00
	Other	5	4.40						1.40
	All But Self	9	4.44						1.44
14. Effectively resolves disagreements or conflicts	Self	1	3.00						-
	Manager	1	3.00						0.00
	Direct Report	3	3.67						0.67
	Other	5	4.20						1.20
	All But Self	9	3.89						0.89
15. Shows respect for other people's opinions and ideas	Self	1	3.00						-
	Manager	1	2.00						-1.00
	Direct Report	3	4.67						1.67
	Other	5	4.20						1.20
	All But Self	9	4.11						1.11








People Skills		#	Mean	1	2	3	4	5	+/-	
	Self	1	3.00						3.00	-
	Manager	1	2.00						2.00	-1.00
16. Can disagree in an agreeable way	Direct Report	3	4.67						4.67	1.67
	Other	5	4.00						4.00	1.00
	All But Self	9	4.00						4.00	1.00

Sample Report



Attitude/Stress Management		#	Mean	1	2	3	4	5	+/-
17. Projects enthusiasm toward daily activities	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	4.20	4.20					0.20
	All But Self	9	4.33	4.33					0.33
18. Is approachable when under pressure	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	4.67	4.67					0.67
	Other	4	4.50	4.50					0.50
	All But Self	8	4.50	4.50					0.50
19. Approaches problems with optimism/positive attitude	Self	1	4.00	4.00					-
	Manager	1	5.00	5.00					1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.20	4.20					0.20
	All But Self	9	4.56	4.56					0.56
20. Controls anger/frustration in difficult situations	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	4.67	4.67					0.67
	Other	4	4.00	4.00					0.00
	All But Self	8	4.13	4.13					0.13
21. Responds appropriately to criticism, correction, or coaching	Self	1	3.00	3.00					-
	Manager	1	4.00	4.00					1.00
	Direct Report	3	4.67	4.67					1.67
	Other	5	4.20	4.20					1.20
	All But Self	9	4.33	4.33					1.33
22. Adapts well to changing situations	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	3.80	3.80					-0.20
	All But Self	9	4.11	4.11					0.11
23. Thinks clearly and objectively in difficult situations	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.40	4.40					0.40
	All But Self	9	4.56	4.56					0.56



Attitude/Stress Management		#	Mean	1	2	3	4	5	+/-	
	Self	1	4.00						4.00	-
	Manager	1	4.00						4.00	0.00
24. Takes action to resolve stressful situations	Direct Report	3	4.67						4.67	0.67
	Other	5	4.20						4.20	0.20
	All But Self	9	4.33						4.33	0.33



Self-Confidence/Self-Direction		#	Mean	1	2	3	4	5	+/-
25. Takes initiative rather than just reacting to situations	Self	1	4.00						–
	Manager	1	5.00						1.00
	Direct Report	3	5.00						1.00
	Other	5	4.40						0.40
	All But Self	9	4.67						0.67
26. Demonstrates willingness to take risks when appropriate	Self	1	5.00						–
	Manager	1	5.00						0.00
	Direct Report	3	4.67						-0.33
	Other	5	4.40						-0.60
	All But Self	9	4.56						-0.44
27. Embraces new opportunities with an “I can do it” way of thinking	Self	1	5.00						–
	Manager	1	5.00						0.00
	Direct Report	3	4.67						-0.33
	Other	5	4.60						-0.40
	All But Self	9	4.67						-0.33
28. Communicates/expresses self-confidently and appropriately	Self	1	5.00						–
	Manager	1	5.00						0.00
	Direct Report	3	5.00						0.00
	Other	5	4.40						-0.60
	All But Self	9	4.67						-0.33
29. Projects a poised and confident demeanour	Self	1	5.00						–
	Manager	1	4.00						-1.00
	Direct Report	3	5.00						0.00
	Other	5	4.60						-0.40
	All But Self	9	4.67						-0.33
30. Demonstrates a commitment to self-development/improvement	Self	1	3.00						–
	Manager	1	4.00						1.00
	Direct Report	3	4.67						1.67
	Other	4	4.50						1.50
	All But Self	8	4.50						1.50
31. Is goal-oriented – sets and achieves stated goals	Self	1	3.00						–
	Manager	1	3.00						0.00
	Direct Report	3	5.00						2.00
	Other	5	4.20						1.20
	All But Self	9	4.33						1.33



Self-Confidence/Self-Direction		#	Mean	1	2	3	4	5	+/-	
	Self	1	4.00						4.00	-
	Manager	1	3.00						3.00	-1.00
32. Is assertive without being aggressive	Direct Report	3	4.33						4.33	0.33
	Other	5	4.00						4.00	0.00
	All But Self	9	4.00						4.00	0.00



Leadership Skills		#	Mean	1	2	3	4	5	+/-
33. Gains willing cooperation from others toward desired results	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	4.40	4.40					0.40
	All But Self	9	4.44	4.44					0.44
34. Builds enthusiasm for ideas, projects and objectives	Self	1	5.00	5.00					-
	Manager	1	4.00	4.00					-1.00
	Direct Report	3	5.00	5.00					0.00
	Other	5	4.40	4.40					-0.60
	All But Self	9	4.56	4.56					-0.44
35. Inspires people to action	Self	1	5.00	5.00					-
	Manager	1	4.00	4.00					-1.00
	Direct Report	3	5.00	5.00					0.00
	Other	5	4.20	4.20					-0.80
	All But Self	9	4.44	4.44					-0.56
36. Seeks input and involvement of others	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	4.00	4.00					0.00
	All But Self	9	4.11	4.11					0.11
37. Works toward win-win outcomes	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.20	4.20					0.20
	All But Self	9	4.44	4.44					0.44
38. Encourages and supports others through praise and recognition	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.20	4.20					0.20
	All But Self	9	4.33	4.33					0.33
39. Positively influences others' attitudes and behaviours	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.00	4.00					0.00
	All But Self	9	4.33	4.33					0.33



Leadership Skills		#	Mean	1	2	3	4	5	+/-	
40. Brings out the best effort in others	Self	1	4.00						4.00	-
	Manager	1	3.00						3.00	-1.00
	Direct Report	3	4.67						4.67	0.67
	Other	5	4.00						4.00	0.00
	All But Self	9	4.11						4.11	0.11



Personal Leadership/Management		#	Mean	1	2	3	4	5	+/-
41. Actions project a clearly defined set of values/priorities	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	4.20	4.20					0.20
	All But Self	9	4.22	4.22					0.22
42. Exemplifies high professional standards	Self	1	4.00	4.00					-
	Manager	1	2.00	2.00					-2.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.40	4.40					0.40
	All But Self	9	4.33	4.33					0.33
43. Follows through on commitments	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.20	4.20					0.20
	All But Self	9	4.33	4.33					0.33
44. Utilises time effectively	Self	1	3.00	3.00					-
	Manager	1	3.00	3.00					0.00
	Direct Report	3	4.67	4.67					1.67
	Other	4	4.25	4.25					1.25
	All But Self	8	4.25	4.25					1.25
45. Completes important tasks before they become critical	Self	1	3.00	3.00					-
	Manager	1	2.00	2.00					-1.00
	Direct Report	3	5.00	5.00					2.00
	Other	5	4.00	4.00					1.00
	All But Self	9	4.11	4.11					1.11
46. Is innovative, seeks creative solutions	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.20	4.20					0.20
	All But Self	9	4.44	4.44					0.44
47. Effectively challenges the status quo	Self	1	5.00	5.00					-
	Manager	1	4.00	4.00					-1.00
	Direct Report	3	4.67	4.67					-0.33
	Other	5	4.20	4.20					-0.80
	All But Self	9	4.33	4.33					-0.67



Personal Leadership/Management		#	Mean	1	2	3	4	5	+/-	
48. Demonstrates vision – thinks beyond the present	Self	1	5.00						5.00	-
	Manager	1	4.00						4.00	-1.00
	Direct Report	3	5.00						5.00	0.00
	Other	5	4.60						4.60	-0.40
	All But Self	9	4.67						4.67	-0.33



Associate Development		#	Mean	1	2	3	4	5	+/-
49. Coaches others to higher levels of performance	Self	1	3.00	3.00					-
	Manager	1	4.00	4.00					1.00
	Direct Report	3	4.33	4.33					1.33
	Other	5	4.00	4.00					1.00
	All But Self	9	4.11	4.11					1.11
50. Helps others view change as positive growth opportunity	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	4.20	4.20					0.20
	All But Self	9	4.33	4.33					0.33
51. Builds responsibility through empowerment	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	5.00	5.00					1.00
	Other	4	4.50	4.50					0.50
	All But Self	8	4.63	4.63					0.63
52. Encourages innovation/different approaches	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	5.00	5.00					1.00
	Other	4	4.50	4.50					0.50
	All But Self	8	4.63	4.63					0.63
53. Involves others appropriately when reaching decisions	Self	1	3.00	3.00					-
	Manager	1	4.00	4.00					1.00
	Direct Report	3	5.00	5.00					2.00
	Other	5	3.80	3.80					0.80
	All But Self	9	4.22	4.22					1.22
54. Develops problem-solving skills in others	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	4.20	4.20					0.20
	All But Self	9	4.33	4.33					0.33
55. Builds purpose/meaning into associates' work assignments	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	4.20	4.20					0.20
	All But Self	9	4.33	4.33					0.33








Associate Development		#	Mean	1	2	3	4	5	+/-	
	Self	1	3.00						3.00	-
	Manager	1	4.00						4.00	1.00
56. Delegates assignments as a way to develop associates	Direct Report	3	5.00						5.00	2.00
	Other	5	4.20						4.20	1.20
	All But Self	9	4.44						4.44	1.44



Culture Development		#	Mean	1	2	3	4	5	+/-
57. Inspires associates with a clearly defined visions/direction	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	4.33	4.33					0.33
	Other	5	4.40	4.40					0.40
	All But Self	9	4.33	4.33					0.33
58. Fosters an environment of trust/mutual respect	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.20	4.20					0.20
	All But Self	9	4.33	4.33					0.33
59. Contributes to a spirit of teamwork/cooperation	Self	1	4.00	4.00					-
	Manager	1	2.00	2.00					-2.00
	Direct Report	3	4.67	4.67					0.67
	Other	5	4.00	4.00					0.00
	All But Self	9	4.00	4.00					0.00
60. Positively impacts morale/motivation	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.00	4.00					0.00
	All But Self	9	4.22	4.22					0.22
61. Inspires a sense of commitment, not just compliance	Self	1	4.00	4.00					-
	Manager	1	5.00	5.00					1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.20	4.20					0.20
	All But Self	9	4.56	4.56					0.56
62. Encourages open communication and feedback	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.00	4.00					0.00
	All But Self	9	4.22	4.22					0.22
63. Listens and responds effectively to the concerns of others	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	5.00	5.00					1.00
	Other	5	4.20	4.20					0.20
	All But Self	9	4.33	4.33					0.33



Culture Development		#	Mean	1	2	3	4	5	+/-	
64. Creates an environment that attracts and keeps the right people	Self	1	4.00						4.00	-
	Manager	1	4.00						4.00	0.00
	Direct Report	3	4.33						4.33	0.33
	Other	5	3.80						3.80	-0.20
	All But Self	9	4.00						4.00	0.00



Organizational/Process Management		#	Mean	1	2	3	4	5	+/-
65. Communicates a clear picture of desired results	Self	1	3.00						-
	Manager	1	3.00						0.00
	Direct Report	3	4.33						1.33
	Other	5	4.40						1.40
	All But Self	9	4.22						1.22
66. Connects daily processes with larger organisational objectives	Self	1	3.00						-
	Manager	1	4.00						1.00
	Direct Report	3	4.67						1.67
	Other	5	4.00						1.00
	All But Self	9	4.22						1.22
67. Uses an effective planning process for tasks and projects	Self	1	2.00						-
	Manager	1	3.00						1.00
	Direct Report	3	4.00						2.00
	Other	5	4.00						2.00
	All But Self	9	3.89						1.89
68. Ensures effective implementation of plans	Self	1	3.00						-
	Manager	1	2.00						-1.00
	Direct Report	3	4.33						1.33
	Other	5	4.00						1.00
	All But Self	9	3.89						0.89
69. Organises talent and resources well to achieve work objectives	Self	1	3.00						-
	Manager	1	3.00						0.00
	Direct Report	3	4.33						1.33
	Other	5	4.00						1.00
	All But Self	9	4.00						1.00
70. Analyzes problems toward effective solutions	Self	1	3.00						-
	Manager	1	4.00						1.00
	Direct Report	3	5.00						2.00
	Other	5	4.20						1.20
	All But Self	9	4.44						1.44
71. Makes decisions effectively	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	3	4.67						0.67
	Other	5	4.00						0.00
	All But Self	9	4.22						0.22



Organizational/Process Management		#	Mean	1	2	3	4	5	+/-
	Self	1	4.00						-
	Manager	1	4.00						0.00
72. Holds positive, productive meetings	Direct Report	3	4.67						0.67
	Other	4	4.25						0.25
	All But Self	8	4.38						0.38



Accountability/Results Management		#	Mean	1	2	3	4	5	+/-	
73. Consistently achieves or exceeds stated objectives	Self	1	4.00						4.00	-
	Manager	1	4.00						4.00	0.00
	Direct Report	3	5.00						5.00	1.00
	Other	4	4.50						4.50	0.50
	All But Self	8	4.63						4.63	0.63
74. Regularly discusses individual goals and strategies with associates	Self	1	3.00						3.00	-
	Manager	1	3.00						3.00	0.00
	Direct Report	3	4.67						4.67	1.67
	Other	3	4.00						4.00	1.00
	All But Self	7	4.14						4.14	1.14
75. Clearly defines measurable performance expectations	Self	1	4.00						4.00	-
	Manager	1	2.00						2.00	-2.00
	Direct Report	3	4.33						4.33	0.33
	Other	3	4.00						4.00	0.00
	All But Self	7	3.86						3.86	-0.14
76. Identifies off-target performance and coaches to desired level	Self	1	4.00						4.00	-
	Manager	1	3.00						3.00	-1.00
	Direct Report	3	4.33						4.33	0.33
	Other	3	4.33						4.33	0.33
	All But Self	7	4.14						4.14	0.14
77. Conducts constructive performance reviews	Self	1	3.00						3.00	-
	Manager	1	2.00						2.00	-1.00
	Direct Report	3	4.33						4.33	1.33
	Other	3	4.00						4.00	1.00
	All But Self	7	3.86						3.86	0.86
78. Provides consistent feedback/coaching beyond formal reviews	Self	1	4.00						4.00	-
	Manager	1	2.00						2.00	-2.00
	Direct Report	3	4.33						4.33	0.33
	Other	3	4.33						4.33	0.33
	All But Self	7	4.00						4.00	0.00
79. Deals effectively with mistakes by others	Self	1	4.00						4.00	-
	Manager	1	4.00						4.00	0.00
	Direct Report	3	4.33						4.33	0.33
	Other	4	4.75						4.75	0.75
	All But Self	8	4.50						4.50	0.50



Accountability/Results Management		#	Mean	1	2	3	4	5	+/-
	Self	1	4.00						-
	Manager	1	5.00						1.00
80. Celebrates others' successes – both formally and informally	Direct Report	3	5.00						1.00
	Other	5	4.40						0.40
	All But Self	9	4.67						0.67



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
8. Communicates well in front of groups	9	4.89					4.89
7. Effectively thinks on his/her feet in impromptu situations	9	4.78					4.78
4. Persuasively communicates his/her point of view	9	4.67					4.67
9. Effectively develops positive connection/rapport with people	9	4.67					4.67
25. Takes initiative rather than just reacting to situations	9	4.67					4.67
27. Embraces new opportunities with an "I can do it" way of thinking	9	4.67					4.67
28. Communicates/expresses self-confidently and appropriately	9	4.67					4.67
29. Projects a poised and confident demeanour	9	4.67					4.67
48. Demonstrates vision – thinks beyond the present	9	4.67					4.67
80. Celebrates others' successes – both formally and informally	9	4.67					4.67

Lowest Ranked Items

Question	#	Mean	1	2	3	4	5
32. Is assertive without being aggressive	9	4.00				4.00	
59. Contributes to a spirit of teamwork/cooperation	9	4.00				4.00	
64. Creates an environment that attracts and keeps the right people	9	4.00				4.00	
69. Organises talent and resources well to achieve work objectives	9	4.00				4.00	
78. Provides consistent feedback/coaching beyond formal reviews	7	4.00				4.00	
14. Effectively resolves disagreements or conflicts	9	3.89				3.89	
67. Uses an effective planning process for tasks and projects	9	3.89				3.89	
68. Ensures effective implementation of plans	9	3.89				3.89	
75. Clearly defines measurable performance expectations	7	3.86				3.86	
77. Conducts constructive performance reviews	7	3.86				3.86	



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 provide any additional comments here:

Self

- Comments display here...

Manager

- Comments display here...

Direct Report

- Comments display here...

Other

- Comments display here...