

Leadership Development for Sales Managers

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
Communication Skills	3.38			3.38		
Leadership Skills	3.25			3.25		
Selling Process	3.73				3.73	
People Skills	3.39			3.39		
Process Management	3.52			3.52		
Customer Relationship Development	3.46			3.46		
Results Management	3.55			3.55		
Market Awareness	3.65				3.65	
Associate Development	3.39			3.39		

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	3.00						-
	Manager	1	3.00						0.00
	Direct Report	3	2.33						-0.67
	Other	3	3.33						0.33
	All But Self	7	2.86						-0.14
2. Expresses ideas clearly and concisely	Self	1	5.00						-
	Manager	1	5.00						0.00
	Direct Report	3	3.33						-1.67
	Other	3	3.00						-2.00
	All But Self	7	3.43						-1.57
3. Seeks suggestions and input from the total team	Self	1	4.00						-
	Manager	1	2.00						-2.00
	Direct Report	3	2.00						-2.00
	Other	3	3.00						-1.00
	All But Self	7	2.43						-1.57
4. Persuasively communicates his/her point of view	Self	1	3.00						-
	Manager	1	4.00						1.00
	Direct Report	3	3.67						0.67
	Other	3	3.33						0.33
	All But Self	7	3.57						0.57
5. Contributes to open exchange of ideas in meetings/discussions	Self	1	3.00						-
	Manager	1	4.00						1.00
	Direct Report	3	3.33						0.33
	Other	3	4.33						1.33
	All But Self	7	3.86						0.86
6. Motivates associates through communicating a clearly defined vision/direction	Self	1	3.00						-
	Manager	1	5.00						2.00
	Direct Report	3	2.33						-0.67
	Other	3	3.00						0.00
	All But Self	7	3.00						0.00
7. Communicates new messages and ideas that produce enthusiasm in others	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	3	4.00						0.00
	Other	3	3.33						-0.67
	All But Self	7	3.71						-0.29



Communication Skills		#	Mean	1	2	3	4	5	+/-	
	Self	1	3.00						3.00	-
	Manager	1	5.00						5.00	2.00
8. Clearly communicates departmental goals and priorities	Direct Report	3	3.00						3.00	0.00
	Other	3	4.67						4.67	1.67
	All But Self	7	4.00						4.00	1.00

Sample Report



Leadership Skills		#	Mean	1	2	3	4	5	+/-
9. Actions project a clearly defined set of values/priorities	Self	1	3.00			3.00			-
	Manager	1	5.00				5.00		2.00
	Direct Report	3	3.00			3.00			0.00
	Other	3	2.33		2.33				-0.67
	All But Self	7	3.00			3.00			0.00
10. Positively influences others' attitudes and behaviors	Self	1	5.00				5.00		-
	Manager	1	3.00			3.00			-2.00
	Direct Report	3	2.00		2.00				-3.00
	Other	3	2.67			2.67			-2.33
	All But Self	7	2.43			2.43			-2.57
11. Follows through on commitments	Self	1	4.00				4.00		-
	Manager	1	4.00				4.00		0.00
	Direct Report	3	3.33			3.33			-0.67
	Other	3	3.33			3.33			-0.67
	All But Self	7	3.43			3.43			-0.57
12. Utilizes time effectively	Self	1	3.00			3.00			-
	Manager	1	5.00				5.00		2.00
	Direct Report	3	2.00		2.00				-1.00
	Other	3	3.67			3.67			0.67
	All But Self	7	3.14			3.14			0.14
13. Completes important tasks before they become critical	Self	1	4.00				4.00		-
	Manager	1	2.00		2.00				-2.00
	Direct Report	3	5.00				5.00		1.00
	Other	3	2.67			2.67			-1.33
	All But Self	7	3.57				3.57		-0.43
14. Is innovative, seeks creative solutions	Self	1	5.00				5.00		-
	Manager	1	2.00		2.00				-3.00
	Direct Report	3	3.33			3.33			-1.67
	Other	3	3.33			3.33			-1.67
	All But Self	7	3.14				3.14		-1.86
15. Effectively challenges the status quo	Self	1	2.00		2.00				-
	Manager	1	3.00			3.00			1.00
	Direct Report	3	2.67			2.67			0.67
	Other	3	3.67			3.67			1.67
	All But Self	7	3.14				3.14		1.14

Sample Report



Leadership Skills		#	Mean	1	2	3	4	5	+/-
16. Demonstrates vision---thinks beyond the present	Self	1	2.00						-
	Manager	1	5.00						3.00
	Direct Report	3	3.67						1.67
	Other	3	2.67						0.67
	All But Self	7	3.43						1.43
17. Gains willing cooperation from others toward desired results	Self	1	5.00						-
	Manager	1	5.00						0.00
	Direct Report	3	3.00						-2.00
	Other	3	2.67						-2.33
	All But Self	7	3.14						-1.86
18. Encourages and supports others through praise and recognition	Self	1	4.00						-
	Manager	1	3.00						-1.00
	Direct Report	3	4.00						0.00
	Other	3	3.00						-1.00
	All But Self	7	3.43						-0.57
19. Inspires people to action	Self	1	2.00						-
	Manager	1	2.00						0.00
	Direct Report	3	3.33						1.33
	Other	3	3.33						1.33
	All But Self	7	3.14						1.14
20. Seeks input and involvement of others	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	3	3.67						-0.33
	Other	3	3.00						-1.00
	All But Self	7	3.43						-0.57

Sample Report



Selling Process		#	Mean	1	2	3	4	5	+/-
21. Clearly outlines an effective sales process that delivers consistent results	Self	1	5.00	5.00					-
	Manager	1	3.00	3.00					-2.00
	Direct Report	3	4.00	4.00					-1.00
	Other	3	4.00	4.00					-1.00
	All But Self	7	3.86	3.86					-1.14
22. Sets realistic and attainable goals for sales people	Self	1	5.00	5.00					-
	Manager	1	2.00	2.00					-3.00
	Direct Report	3	3.33	3.33					-1.67
	Other	3	4.67	4.67					-0.33
	All But Self	7	3.71	3.71					-1.29
23. Provides constructive feedback that helps others achieve sales goals	Self	1	5.00	5.00					-
	Manager	1	5.00	5.00					0.00
	Direct Report	3	4.33	4.33					-0.67
	Other	3	4.00	4.00					-1.00
	All But Self	7	4.29	4.29					-0.71
24. Builds others' confidence in selling	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	3.33	3.33					-0.67
	Other	3	3.33	3.33					-0.67
	All But Self	7	3.29	3.29					-0.71
25. Holds sales team accountable to follow-through on customer accounts	Self	1	5.00	5.00					-
	Manager	1	3.00	3.00					-2.00
	Direct Report	3	3.67	3.67					-1.33
	Other	3	3.33	3.33					-1.67
	All But Self	7	3.43	3.43					-1.57
26. Provides sales team with adequate information on prospects	Self	1	5.00	5.00					-
	Manager	1	2.00	2.00					-3.00
	Direct Report	3	3.67	3.67					-1.33
	Other	3	4.00	4.00					-1.00
	All But Self	7	3.57	3.57					-1.43
27. Assists sales team in creating customized solutions to meet customer needs	Self	1	5.00	5.00					-
	Manager	1	3.00	3.00					-2.00
	Direct Report	3	4.00	4.00					-1.00
	Other	3	3.00	3.00					-2.00
	All But Self	7	3.43	3.43					-1.57



Selling Process		#	Mean	1	2	3	4	5	+/-
	Self	1	3.00			3.00			-
	Manager	1	3.00			3.00			0.00
28. Provides incentives for reaching sales goals	Direct Report	3	3.00			3.00			0.00
	Other	3	3.67				3.67		0.67
	All But Self	7	3.29					3.29	0.29



People Skills		#	Mean	1	2	3	4	5	+/-
29. Easily develops rapport with people	Self	1	5.00	5.00					-
	Manager	1	4.00	4.00					-1.00
	Direct Report	3	3.67	3.67					-1.33
	Other	3	3.00	3.00					-2.00
	All But Self	7	3.43	3.43					-1.57
30. Expresses a genuine interest in other people	Self	1	3.00	3.00					-
	Manager	1	4.00	4.00					1.00
	Direct Report	3	2.00	2.00					-1.00
	Other	3	3.67	3.67					0.67
	All But Self	7	3.00	3.00					0.00
31. Exhibits an awareness of others' feelings/reactions	Self	1	2.00	2.00					-
	Manager	1	4.00	4.00					2.00
	Direct Report	3	3.67	3.67					1.67
	Other	3	3.67	3.67					1.67
	All But Self	7	3.71	3.71					1.71
32. Strengthens relationships by building trust and understanding	Self	1	5.00	5.00					-
	Manager	1	3.00	3.00					-2.00
	Direct Report	3	3.67	3.67					-1.33
	Other	3	3.00	3.00					-2.00
	All But Self	7	3.29	3.29					-1.71
33. Creates a safe environment for exchange of ideas	Self	1	2.00	2.00					-
	Manager	1	5.00	5.00					3.00
	Direct Report	3	3.33	3.33					1.33
	Other	3	3.67	3.67					1.67
	All But Self	7	3.71	3.71					1.71
34. Effectively resolves disagreements or conflicts	Self	1	3.00	3.00					-
	Manager	1	2.00	2.00					-1.00
	Direct Report	3	3.00	3.00					0.00
	Other	3	2.67	2.67					-0.33
	All But Self	7	2.71	2.71					-0.29
35. Shows respect for other people's opinions and ideas	Self	1	2.00	2.00					-
	Manager	1	2.00	2.00					0.00
	Direct Report	3	4.67	4.67					2.67
	Other	3	3.00	3.00					1.00
	All But Self	7	3.57	3.57					1.57



People Skills		#	Mean	1	2	3	4	5	+/-
36. Resolves disagreements in a constructive manner	Self	1	5.00						-
	Manager	1	4.00						-1.00
	Direct Report	3	4.00						-1.00
	Other	3	3.33						-1.67
	All But Self	7	3.71						-1.29

Sample Report



Process Management		#	Mean	1	2	3	4	5	+/-
37. Connects daily processes with larger organizational objectives	Self	1	2.00						-
	Manager	1	5.00						3.00
	Direct Report	3	2.33						0.33
	Other	3	3.33						1.33
	All But Self	7	3.14						1.14
38. Uses an effective planning process for tasks and projects	Self	1	5.00						-
	Manager	1	4.00						-1.00
	Direct Report	3	3.67						-1.33
	Other	3	3.33						-1.67
	All But Self	7	3.57						-1.43
39. Ensures effective implementation of plans	Self	1	5.00						-
	Manager	1	5.00						0.00
	Direct Report	3	2.00						-3.00
	Other	3	4.33						-0.67
	All But Self	7	3.43						-1.57
40. Effectively organizes talents and resources to achieve work objectives	Self	1	3.00						-
	Manager	1	4.00						1.00
	Direct Report	3	3.67						0.67
	Other	3	3.00						0.00
	All But Self	7	3.43						0.43
41. Effectively delegates	Self	1	3.00						-
	Manager	1	5.00						2.00
	Direct Report	3	2.67						-0.33
	Other	3	4.67						1.67
	All But Self	7	3.86						0.86
42. Analyzes problems toward effective solutions	Self	1	4.00						-
	Manager	1	2.00						-2.00
	Direct Report	3	4.00						0.00
	Other	3	4.00						0.00
	All But Self	7	3.71						-0.29
43. Makes decisions effectively	Self	1	3.00						-
	Manager	1	5.00						2.00
	Direct Report	3	3.00						0.00
	Other	3	4.00						1.00
	All But Self	7	3.71						0.71



Process Management		#	Mean	1	2	3	4	5	+/-
44. Holds positive, productive meetings	Self	1	4.00						-
	Manager	1	4.00						0.00
	Direct Report	3	3.33						-0.67
	Other	3	2.67						-1.33
	All But Self	7	3.14						-0.86



Customer Relationship Development		#	Mean	1	2	3	4	5	+/-
45. Understands customer's business and environment	Self	1	5.00	5.00					-
	Manager	1	3.00	3.00					-2.00
	Direct Report	3	2.67	2.67					-2.33
	Other	3	3.33	3.33					-1.67
	All But Self	7	3.00	3.00					-2.00
46. Identifies and responds to customer needs in a timely fashion	Self	1	3.00	3.00					-
	Manager	1	5.00	5.00					2.00
	Direct Report	3	3.00	3.00					0.00
	Other	3	4.00	4.00					1.00
	All But Self	7	3.71	3.71					0.71
47. Provides customers with current updates on new products that address needs	Self	1	3.00	3.00					-
	Manager	1	4.00	4.00					1.00
	Direct Report	3	3.33	3.33					0.33
	Other	3	2.67	2.67					-0.33
	All But Self	7	3.14	3.14					0.14
48. Establishes a standard process to maintain and improve customer satisfaction	Self	1	4.00	4.00					-
	Manager	1	3.00	3.00					-1.00
	Direct Report	3	3.00	3.00					-1.00
	Other	3	4.00	4.00					0.00
	All But Self	7	3.43	3.43					-0.57
49. Builds an ongoing professional relationship with customers	Self	1	5.00	5.00					-
	Manager	1	3.00	3.00					-2.00
	Direct Report	3	2.67	2.67					-2.33
	Other	3	3.33	3.33					-1.67
	All But Self	7	3.00	3.00					-2.00
50. Builds customer trust	Self	1	4.00	4.00					-
	Manager	1	4.00	4.00					0.00
	Direct Report	3	4.33	4.33					0.33
	Other	3	4.33	4.33					0.33
	All But Self	7	4.29	4.29					0.29
51. Ensures that department processes are in place to support customer needs	Self	1	3.00	3.00					-
	Manager	1	4.00	4.00					1.00
	Direct Report	3	4.00	4.00					1.00
	Other	3	2.33	2.33					-0.67
	All But Self	7	3.29	3.29					0.29



Results Management		#	Mean	1	2	3	4	5	+/-
52. Consistently achieves or exceeds stated objectives	Self	1	2.00	2.00					-
	Manager	1	4.00	4.00					2.00
	Direct Report	3	2.67	2.67					0.67
	Other	3	4.00	4.00					2.00
	All But Self	7	3.43	3.43					1.43
53. Sets challenging goals/performance standards to achieve high quality results	Self	1	4.00	4.00					-
	Manager	1	5.00	5.00					1.00
	Direct Report	3	5.00	5.00					1.00
	Other	3	4.67	4.67					0.67
	All But Self	7	4.86	4.86					0.86
54. Holds people accountable for achieving results	Self	1	2.00	2.00					-
	Manager	1	5.00	5.00					3.00
	Direct Report	3	3.00	3.00					1.00
	Other	3	3.67	3.67					1.67
	All But Self	7	3.57	3.57					1.57
55. Creates clear roles and responsibilities aligned with departmental goals	Self	1	5.00	5.00					-
	Manager	1	2.00	2.00					-3.00
	Direct Report	3	4.33	4.33					-0.67
	Other	3	3.33	3.33					-1.67
	All But Self	7	3.57	3.57					-1.43
56. Focuses on what is really needed versus what is wanted	Self	1	5.00	5.00					-
	Manager	1	3.00	3.00					-2.00
	Direct Report	3	2.00	2.00					-3.00
	Other	3	4.00	4.00					-1.00
	All But Self	7	3.00	3.00					-2.00
57. Identifies off-target performance and coaches to desired level	Self	1	5.00	5.00					-
	Manager	1	3.00	3.00					-2.00
	Direct Report	3	4.00	4.00					-1.00
	Other	3	3.00	3.00					-2.00
	All But Self	7	3.43	3.43					-1.57
58. Clearly defines measurable performance expectations	Self	1	3.00	3.00					-
	Manager	1	3.00	3.00					0.00
	Direct Report	3	2.67	2.67					-0.33
	Other	3	2.67	2.67					-0.33
	All But Self	7	2.71	2.71					-0.29



Results Management		#	Mean	1	2	3	4	5	+/-
59. Regularly discusses individual goals and strategies with associates	Self	1	4.00						-
	Manager	1	3.00						-1.00
	Direct Report	3	4.00						0.00
	Other	3	3.33						-0.67
	All But Self	7	3.57						-0.43



Market Awareness		#	Mean	1	2	3	4	5	+/-
60. Analyzes internal and external environments for current trends	Self	1	4.00						-
	Manager	1	3.00						-1.00
	Direct Report	3	4.33						0.33
	Other	3	3.33						-0.67
	All But Self	7	3.71						-0.29
61. Has a clear understanding of client groups and local markets	Self	1	2.00						-
	Manager	1	3.00						1.00
	Direct Report	3	2.33						0.33
	Other	3	4.00						2.00
	All But Self	7	3.14						1.14
62. Obtains customer's perspective on how the organization compares to competitors	Self	1	4.00						-
	Manager	1	3.00						-1.00
	Direct Report	3	4.67						0.67
	Other	3	4.33						0.33
	All But Self	7	4.29						0.29
63. Understands the strength and limitations of the organization and its competition	Self	1	4.00						-
	Manager	1	3.00						-1.00
	Direct Report	3	3.67						-0.33
	Other	3	4.33						0.33
	All But Self	7	3.86						-0.14
64. Modifies departmental goals during changing conditions to enhance performance	Self	1	2.00						-
	Manager	1	5.00						3.00
	Direct Report	3	3.33						1.33
	Other	3	3.33						1.33
	All But Self	7	3.57						1.57

Sample Report



Associate Development		#	Mean	1	2	3	4	5	+/-
65. Coaches others to higher levels of performance	Self	1	4.00						-
	Manager	1	5.00						1.00
	Direct Report	3	2.67						-1.33
	Other	3	3.67						-0.33
	All But Self	7	3.43						-0.57
66. Helps others view change as positive growth opportunity	Self	1	5.00						-
	Manager	1	5.00						0.00
	Direct Report	3	3.67						-1.33
	Other	3	3.67						-1.33
	All But Self	7	3.86						-1.14
67. Builds responsibility through empowerment	Self	1	4.00						-
	Manager	1	2.00						-2.00
	Direct Report	3	2.00						-2.00
	Other	3	2.67						-1.33
	All But Self	7	2.29						-1.71
68. Encourages innovation/different approaches	Self	1	3.00						-
	Manager	1	5.00						2.00
	Direct Report	3	4.00						1.00
	Other	3	3.00						0.00
	All But Self	7	3.71						0.71
69. Involves others appropriately when reaching decisions	Self	1	4.00						-
	Manager	1	5.00						1.00
	Direct Report	3	3.67						-0.33
	Other	3	2.67						-1.33
	All But Self	7	3.43						-0.57
70. Develops problem-solving skills in others	Self	1	2.00						-
	Manager	1	4.00						2.00
	Direct Report	3	4.00						2.00
	Other	3	3.67						1.67
	All But Self	7	3.86						1.86
71. Builds purpose/meaning into associates' work assignments	Self	1	3.00						-
	Manager	1	5.00						2.00
	Direct Report	3	2.33						-0.67
	Other	3	3.00						0.00
	All But Self	7	3.00						0.00



Associate Development		#	Mean	1	2	3	4	5	+/-
	Self	1	2.00		2.00				-
	Manager	1	4.00				4.00		2.00
72. Delegates assignments as a way to develop associates	Direct Report	3	3.33			3.33			1.33
	Other	3	3.67				3.67		1.67
	All But Self	7	3.57				3.57		1.57



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 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
53. Sets challenging goals/performance standards to achieve high quality results	7	4.86					4.86
23. Provides constructive feedback that helps others achieve sales goals	7	4.29				4.29	
50. Builds customer trust	7	4.29				4.29	
62. Obtains customer's perspective on how the organization compares to competitors	7	4.29				4.29	
8. Clearly communicates departmental goals and priorities	7	4.00				4.00	
5. Contributes to open exchange of ideas in meetings/discussions	7	3.86				3.86	
21. Clearly outlines an effective sales process that delivers consistent results	7	3.86				3.86	
41. Effectively delegates	7	3.86				3.86	
63. Understands the strength and limitations of the organization and its competition	7	3.86				3.86	
66. Helps others view change as positive growth opportunity	7	3.86				3.86	

Lowest Ranked Items

Question	#	Mean	1	2	3	4	5
45. Understands customer's business and environment	7	3.00			3.00		
49. Builds an ongoing professional relationship with customers	7	3.00			3.00		
56. Focuses on what is really needed versus what is wanted	7	3.00			3.00		
71. Builds purpose/meaning into associates' work assignments	7	3.00			3.00		
1. Practices good listening skills	7	2.86			2.86		
34. Effectively resolves disagreements or conflicts	7	2.71			2.71		
58. Clearly defines measurable performance expectations	7	2.71			2.71		
3. Seeks suggestions and input from the total team	7	2.43		2.43			
10. Positively influences others' attitudes and behaviors	7	2.43		2.43			
67. Builds responsibility through empowerment	7	2.29		2.29			



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 use the space below to provide any additional feedback.

Self

- Comments display here...

Manager

- Comments display here...

Direct Report

- Comments display here...

Other

- Comments display here...