Confidential Feedback Report

Sample Leader, ABC Company
August 2009

Project Leadership Practices

TASK CYCLE®
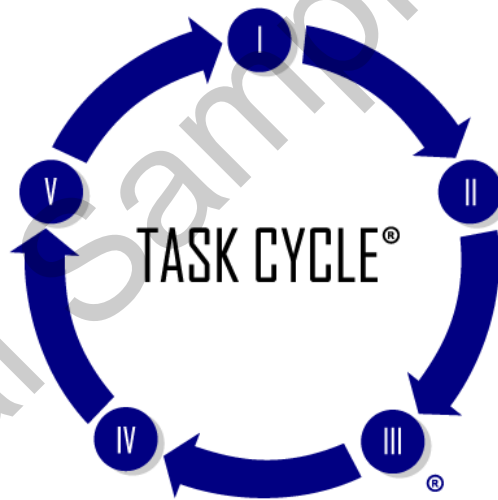
THE
CLARK WILSON GROUP
INCORPORATED

TABLE OF CONTENTS

This report contains your results from the Project Leadership Practices. It begins with summary views, proceeds to a detailed listing of each question, and concludes with a development plan.

PREFACE

About the Project Leadership Practices

Before you begin analyzing this report, make sure you are mindful of what you want to achieve in your work and career. Take a few moments to also think about your present job, the people with whom you work, and the environment in which you work. Your raters draw on recent experiences, such as the last few projects or previous year, when evaluating your management practices. (That's why taking the survey annually is a good way to track your progress.)

The body of this report presents all of the questions in the Project Leadership Practices. In addition, there are a wide variety of one-page summaries, from graphs to number tables. This is to accommodate different learning styles.

Interpreting Your Results

There are several ways you can interpret the data in this report. Here are a few points to get you started:

1. Consider the relevancy of different skills in relation to your responsibilities. Scoring high or low in a particular skill might be irrelevant if you are never or rarely responsible for demonstrating mastery of that skill.

2. Examine differences in your scores between different rater levels and try to understand why these occur.

3. Examine differences between how you scored yourself and how your raters scored you. If you scored yourself significantly lower in a particular area, you might have unrealized strengths. Likewise, if you scored yourself significantly higher than your raters, you might be overconfident in certain areas.

An appendix is located in the back of this report to help you interpret the data from each section. Please refer to it for further information.

Key Terms and Concepts

There are several terms throughout the report that are important to understanding your results. The most important are:

Raw Score
This is the actual score that was given to you by those who completed the survey.

Centile
This compares your scores to everyone else who has taken the survey. If your centile score for a particular skill is "30," it means that 30% of the individuals who have taken the survey scored lower than you (and 70% scored higher). Likewise, if your centile score is "65," it means that 65% of the individuals who have taken the survey scored lower than you (and 35% scored higher). Centile scores are presented frequently throughout the report, and are intended to give you a competitive analysis of how your leadership skills compare to others in similar professional situations.
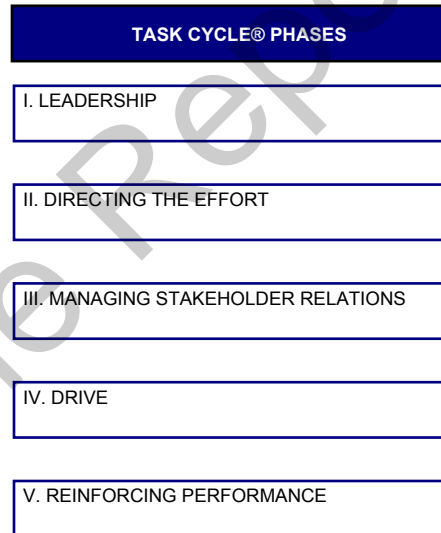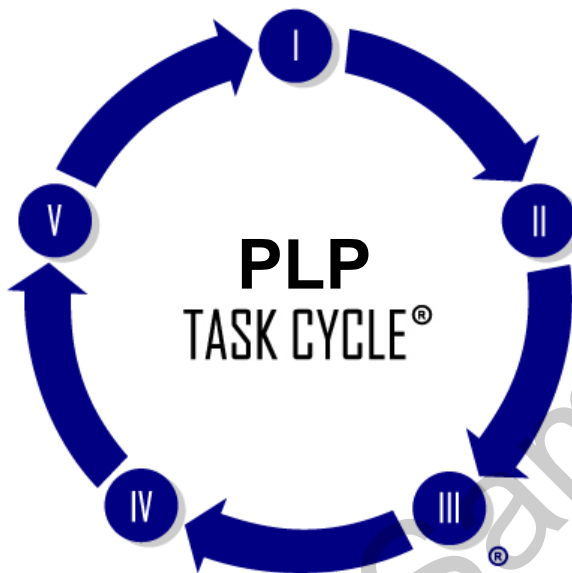
Situational Scales (***)
Dimensions marked with (***) are dimensions on which high scores are not necessarily desirable. When these are the only strengths in a profile, it indicates that the leader is pushing, not leading. However, when balanced with solid leadership skills and used strategically, they can significantly enhance your leadership abilities.

PREFACE

The Task Cycle

The feedback in this report is organized into six phases of activity that all executives, leaders and managers engage in, called the Task Cycle. The Task Cycle is a sequential, valid organizing tool that can help you know where to focus your development.

PLP
TASK CYCLE®

TASK CYCLE® PHASES
I. LEADERSHIP
II. DIRECTING THE EFFORT
III. MANAGING STAKEHOLDER RELATIONS
IV. DRIVE
V. REINFORCING PERFORMANCE

Three reasons why you should care about the Task Cycle®
1. The Task Cycle organizes all of your feedback data into logical, business-relevant categories of action, which will help you to focus and direct your developmental activity.

2. The Task Cycle is organized sequentially, with the phases of greatest leverage appearing first. As a result, if you focus on developing capacity in the earliest phases of the cycle, you will see the greatest benefit to your entire performance as a manager.

3. Your performance across the Task Cycle phases predicts how others perceive the impact of your efforts.

SCORE SUMMARIES

YOUR RAW SCORES (Actual Survey Responses)

Categories (left to right):
- A. CLARIFICATION OF GOALS AND OBJECTIVES
- B. ORGANIZATION COURAGE
- C. JUDGMENT
- D. PLANNING
- E. ADAPTATION
- F. PROBLEM SOLVING
- G. TEAMING
- H. COACHING
- I. MANAGER RELATIONS
- J. CUSTOMER RELATIONS
- K. PUSH/PRESSURE (***)
- L. DELEGATION (PERMISIVENESS) (***)
- M. RECOGNITION/REINFORCEMENT
- N. APPROACHABILITY
- O. BUILDING TRUST
- P. EFFECTIVENESS
- Q. USE OF POWER
- R. BELIEF IN PROJECT

YOUR CENTILE SCORES (How You Compare to Others)

HIGH / AVERAGE / LOW

Legend:
- MEMBERS
- MANAGER
- SELF
- MANAGER2
- STAKEHOLDERS

SCORE SUMMARIES

CENTILE HIGHLIGHTS
These comparisons are in reference to the norms for each rating group.
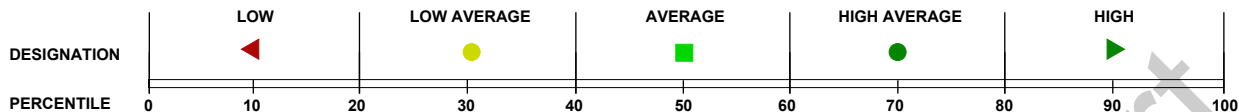
	LOW	LOW AVERAGE	AVERAGE	HIGH AVERAGE	HIGH
DESIGNATION	◀	● (yellow)	■	●	▶
PERCENTILE	0 10 20	30	40 50	60 70	80 90 100

TASK CYCLE SKILLS

I. LEADERSHIP	MEMBERS	MANAGER	SELF	MANAGER2	STAKEHOLDERS	
A. CLARIFICATION OF GOALS AND OBJECTIVES	▶	●	■	▶	▶	
B. ORGANIZATION COURAGE	▶	▶	▶	▶	●	
C. JUDGMENT	▶	●	●	▶	●	

II. DIRECTING THE EFFORT						
D. PLANNING	▶	●	●	▶	●	
E. ADAPTATION	▶	■	●	▶	●	
F. PROBLEM SOLVING	▶	■	■	▶	● (yellow)	

III. MANAGING STAKEHOLDER RELATIONS						
G. TEAMING	▶	▶	▶	▶	●	
H. COACHING	▶	●	● (yellow)	▶	●	
I. MANAGER RELATIONS	▶	●	● (yellow)	▶	■	
J. CUSTOMER RELATIONS	●	● (yellow)	◀	▶	● (yellow)	

IV. DRIVE						
K. PUSH/PRESSURE (***)	■	▶	▶	▶	▶	
L. DELEGATION (PERMISIVENESS) (***)	● (yellow)	● (yellow)	●	● (yellow)	◀	

V. REINFORCING PERFORMANCE						
M. RECOGNITION/REINFORCEMENT	●	▶	● (yellow)	▶	●	

IMPACT

IMP. IMPACT	MEMBERS	MANAGER	SELF	MANAGER2	STAKEHOLDERS	
N. APPROACHABILITY	●	●	■	●	■	
O. BUILDING TRUST	▶	■	●	▶	■	
P. EFFECTIVENESS	▶	▶	▶	▶	▶	
Q. USE OF POWER	▶	●	▶	▶	●	
R. BELIEF IN PROJECT	▶	■	●	▶	■	

(***) Must be interpreted in light of the situation.

SCORE SUMMARIES

5 HIGH/LOW FROM YOUR MEMBERS

5 highest rated questions

# Question	Dimension	MEMBERS
35. Explains how the project is important to our organization	A. CLARIFICATION OF GOALS AND OBJECTIVES	6.88
3. Keeps the big picture in mind despite distractions and irrelevancies	C. JUDGMENT	6.88
44. Displays good judgment in making day-to-day decisions	C. JUDGMENT	6.88
54. Explains his or her reasoning clearly and carefully	C. JUDGMENT	6.88
38. Pushes to get things done when they are scheduled	D. PLANNING	6.88

5 lowest rated questions

# Question	Dimension	MEMBERS
59. Ensures performance feedback gets into the formal performance evaluation system	H. COACHING	5.33
78. Actively includes team members in the project planning process	D. PLANNING	5.50
18. Involves the whole team in discussions about goals and how our goals relate to each other	A. CLARIFICATION OF GOALS AND OBJECTIVES	5.63
4. Selects team members who have the appropriate technical skills for project tasks	D. PLANNING	5.67
53. Consistently advocates the customer's point of view with team members	J. CUSTOMER RELATIONS	5.71

SCORE SUMMARIES

5 HIGH/LOW FROM YOUR MANAGER

5 highest rated questions

# Question	Dimension	MANAGER
2. Sticks with unpopular decisions when the needs of the project require it	B. ORGANIZATION COURAGE	7.00
7. Protects team membership from unnecessary turnover	B. ORGANIZATION COURAGE	7.00
38. Pushes to get things done when they are scheduled	D. PLANNING	7.00
24. Works effectively across functions and locations	G. TEAMING	7.00
41. Emphasizes the importance of teamwork in the project group	G. TEAMING	7.00

5 lowest rated questions

# Question	Dimension	MANAGER
37. Actively searches for information from a wide range of sources	C. JUDGMENT	4.00
74. Actively includes customers in the project planning process	D. PLANNING	4.00
57. Encourages people to speak up if they think they have an idea that will solve a problem	F. PROBLEM SOLVING	4.00
73. Effectively uses technical information to solve project problems	F. PROBLEM SOLVING	4.00
59. Ensures performance feedback gets into the formal performance evaluation system	H. COACHING	4.00

SCORE SUMMARIES

5 HIGH/LOW FROM YOUR SELF

5 highest rated questions

#	Question	Dimension	SELF
2.	Sticks with unpopular decisions when the needs of the project require it	B. ORGANIZATION COURAGE	7.00
80.	Effectively confronts external stakeholders who inhibit team progress	B. ORGANIZATION COURAGE	7.00
40.	Comes to a conclusion when necessary, despite the lack of complete information	C. JUDGMENT	7.00
38.	Pushes to get things done when they are scheduled	D. PLANNING	7.00
55.	Effectively uses project schedules to coordinate tasks	D. PLANNING	7.00

5 lowest rated questions

#	Question	Dimension	SELF
74.	Actively includes customers in the project planning process	D. PLANNING	3.00
47.	Effectively manages customer change requests	J. CUSTOMER RELATIONS	3.00
53.	Consistently advocates the customer's point of view with team members	J. CUSTOMER RELATIONS	3.00
18.	Involves the whole team in discussions about goals and how our goals relate to each other	A. CLARIFICATION OF GOALS AND OBJECTIVES	4.00
72.	Ensures that team members define their roles and responsibilities	A. CLARIFICATION OF GOALS AND OBJECTIVES	4.00

SCORE SUMMARIES

5 HIGH/LOW FROM YOUR MANAGER2

5 highest rated questions

# Question	Dimension	MANAGER2
72. Ensures that team members define their roles and responsibilities	A. CLARIFICATION OF GOALS AND OBJECTIVES	7.00
18. Involves the whole team in discussions about goals and how our goals relate to each other	A. CLARIFICATION OF GOALS AND OBJECTIVES	7.00
35. Explains how the project is important to our organization	A. CLARIFICATION OF GOALS AND OBJECTIVES	7.00
52. Keeps project goals well defined to avoid confusion and loss of time	A. CLARIFICATION OF GOALS AND OBJECTIVES	7.00
1. Tells project members how their jobs/work/goals relate to project goals	A. CLARIFICATION OF GOALS AND OBJECTIVES	7.00

5 lowest rated questions

# Question	Dimension	MANAGER2
36. Convinces people to support non-traditional approaches	B. ORGANIZATION COURAGE	6.00
19. Interprets internal politics perceptively and accurately	B. ORGANIZATION COURAGE	6.00
2. Sticks with unpopular decisions when the needs of the project require it	B. ORGANIZATION COURAGE	6.00
37. Actively searches for information from a wide range of sources	C. JUDGMENT	6.00
40. Comes to a conclusion when necessary, despite the lack of complete information	C. JUDGMENT	6.00

SCORE SUMMARIES

5 HIGH/LOW FROM YOUR STAKEHOLDERS

5 highest rated questions

# Question	Dimension	STAKEHOLDERS
35. Explains how the project is important to our organization	A. CLARIFICATION OF GOALS AND OBJECTIVES	6.75
37. Actively searches for information from a wide range of sources	C. JUDGMENT	6.75
38. Pushes to get things done when they are scheduled	D. PLANNING	6.75
1. Tells project members how their jobs/work/goals relate to project goals	A. CLARIFICATION OF GOALS AND OBJECTIVES	6.50
55. Effectively uses project schedules to coordinate tasks	D. PLANNING	6.50

5 lowest rated questions

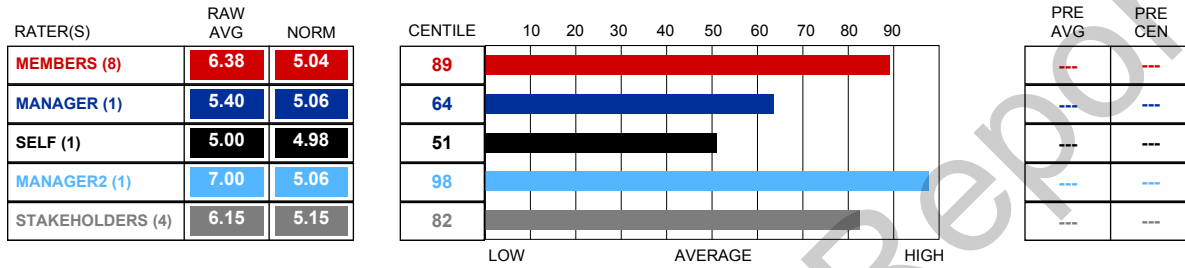| # Question	Dimension	STAKEHOLDERS
53. Consistently advocates the customer's point of view with team members	J. CUSTOMER RELATIONS	3.00
69. Consistently anticipates the reactions of all stakeholders when solving project problems	F. PROBLEM SOLVING	4.00
47. Effectively manages customer change requests	J. CUSTOMER RELATIONS	4.00
67. Effectively manages changes in the project schedule with the customer	J. CUSTOMER RELATIONS	4.00
19. Interprets internal politics perceptively and accurately	B. ORGANIZATION COURAGE	4.50

QUESTION SCORES & DETAILS

PHASE: LEADERSHIP
A. Clarification of Goals and Objectives

Dimension Table
The numbers presented in the table below are assessed by the questions located below with a rating of 1 to 7.

RATER(S)	RAW AVG	NORM	CENTILE	PRE AVG	PRE CEN
MEMBERS (8)	6.38	5.04	89	---	---
MANAGER (1)	5.40	5.06	64	---	---
SELF (1)	5.00	4.98	51	---	---
MANAGER2 (1)	7.00	5.06	98	---	---
STAKEHOLDERS (4)	6.15	5.15	82	---	---

Centile scale: 10 20 30 40 50 60 70 80 90 — LOW / AVERAGE / HIGH

RATER(S)
MEMBERS (8)
MANAGER (1)
SELF (1)
MANAGER2 (1)
STAKEHOLDERS (4)

↓ Question # within survey

Question	RATER(S)	AVG	SD	NR	1	2	3	4	5	6	7	PRE AVG
1. Tells project members how their jobs/work/goals relate to project goals	MEMBERS	6.6	0.5	.	.	.	.	.	.	3	5	---
	MANAGER	6.0	---	.	.	.	.	.	.	1	.	---
	SELF	5.0	---	.	.	.	.	.	1	.	.	---
	MANAGER2	7.0	---	.	.	.	.	.	.	.	1	---
	STAKEHOLDERS	6.5	1.0	.	.	.	.	.	.	1	3	---
18. Involves the whole team in discussions about goals and how our goals relate to each other	MEMBERS	5.6	0.7	.	.	.	.	.	4	3	1	---
	MANAGER	5.0	---	.	.	.	.	.	1	.	.	---
	SELF	4.0	---	.	.	.	.	1	.	.	.	---
	MANAGER2	7.0	---	.	.	.	.	.	.	.	1	---
	STAKEHOLDERS	5.5	2.4	.	.	1	.	.	.	1	2	---
35. Explains how the project is important to our organization	MEMBERS	6.9	0.4	.	.	.	.	.	.	1	7	---
	MANAGER	6.0	---	.	.	.	.	.	.	1	.	---
	SELF	6.0	---	.	.	.	.	.	.	1	.	---
	MANAGER2	7.0	---	.	.	.	.	.	.	.	1	---
	STAKEHOLDERS	6.8	0.5	.	.	.	.	.	.	1	3	---
52. Keeps project goals well defined to avoid confusion and loss of time	MEMBERS	6.8	0.5	.	.	.	.	.	.	2	6	---
	MANAGER	5.0	---	.	.	.	.	.	1	.	.	---
	SELF	6.0	---	.	.	.	.	.	.	1	.	---
	MANAGER2	7.0	---	.	.	.	.	.	.	.	1	---
	STAKEHOLDERS	6.3	1.0	.	.	.	.	.	1	1	2	---
72. Ensures that team members define their roles and responsibilities	MEMBERS	6.0	0.8	.	.	.	.	.	2	4	2	---
	MANAGER	5.0	---	.	.	.	.	.	1	.	.	---
	SELF	4.0	---	.	.	.	.	1	.	.	.	---
	MANAGER2	7.0	---	.	.	.	.	.	.	.	1	---
	STAKEHOLDERS	5.8	1.5	.	.	.	.	1	1	.	2	---

Rating scale: NR - not rated, N/A; 1 - never...; 2 - almost never...; 3 - sometimes...; 4 - average; 5 - often...; 6 - almost always...; 7 - always...

OPEN-ENDED COMMENTS

What does this project leader do that should be continued?

Members

▸ Leading the projects - that's what she does excellent.

▸ Excellent facilitation

Great decision making

Calm and confident

▸ Everything

▸ Excellent team building

People mangement.

Willing to confront when required and for the project's benefit.

▸ Open door policy
Open communication style

▸ *Survey received; no comment provided.*

▸ Survey received; no comment provided

Manager

▸ Positive working environment

Self

▸ Communication

Manager2

▸ She is detail oriented

Stakeholders

▸ Motivating others

OPEN-ENDED COMMENTS

What should this project leader do to be more effective?

Members

- Listening
- Critical when judging performance results.
- Less Mico-managing.
- N/A
- N/A
- Nothiing
- *Survey received; no comment provided.*

Manager

- Involve direct reports more

Self

- Better planning

Manager2

- Listening

Stakeholders

- Better Understed group needs

OPEN-ENDED COMMENTS

What does this project leader do that should be stopped?

Members

▸ N/A

▸ Nothing.

▸ N/A

▸ Nothing

▸ Smoking

▸ None noted.

▸ nothing

▸ *Survey received; no comment provided.*

Manager

▸ Survey received; no comment provided.

Self

▸ *Survey received; no comment provided.*

Manager2

▸ Survey received; no comment provided.

Stakeholders

▸ Survey received; no comment provided.

▸ Nothing. She is great!

DEVELOPMENT PLAN

Summarize your feedback from each rater below (Include question #'s for further investigation.)

MEMBERS
List Key Strengths
List Key Challenges

MANAGER
List Key Strengths
List Key Challenges

How does your MANAGER feedback differ from your MEMBERS feedback?
What does the difference mean to you?

Given the perceptions of your raters, where should you focus your development efforts to achieve your professional goals?

08/09

DEVELOPMENT PLAN

Personal Development Item (Where do I need to improve?)

Print or photocopy this page for additional development items

Success Indicators (As measured by asking, "how will I know I'm getting better?")

Actions and Timeframe (What am I going to do to get better, and by when?)

Action:	completion date:
Action:	completion date:
Action:	completion date:
Action:	completion date:

Stakeholders (Who should know I am getting better? e.g. manager, staff, mentor, etc.)

Stakeholder(s):	What you will do to keep your stakeholder(s) informed and/or involved:

Resources (What resources do I need? e.g. stretch assignment, mentor, classes, books, etc.)

APPENDIX

The appendix will give you detailed instructions on data interpretation for the various charts shown in this report. In addition to the instructions you will find key concepts explained and definitions to common labels used throughout the report.

Appendix A

Score Summaries

PLOT OF RAW SCORES
All of your raw scores for each dimension are presented separately for each rater level on the plot at the top of the page. The scores you gave yourself (via your self survey) are also plotted. Compare different rater levels and look for trends. A legend showing the colors for each rater level is located at the bottom of the page.

PLOT OF CENTILE SCORES
This summary of your scores on each dimension serves as the primary interpretation tool for many users. All of your centile scores for each dimension are presented separately for each rater level on the plot. The scores you gave yourself (via your self-survey) are also plotted.

CENTILE HIGHLIGHTS
This page contains centile data describing the changes in your scores. A change of 16 or more centile points will be noted as a high (HIGH) and next to it will be the actual numbers, e.g., "HIGH (+16)."

5 HIGH AND 5 LOW QUESTIONS
This summary lists your highest and lowest scoring questions separated for each rater group. Situational scales marked with three asterisks are interpreted in light of the situation and therefore are not included in this section. In addition, the Outcomes/Impact scales are not included.

Consistency Between Raters
Look for such distinguishing characteristics as consistencies between different rater levels. If all of your raters rated you extremely low in particular dimensions, these may be good areas in which to focus your plans for development.

Differences Between Raters
Differences between scores, especially self and others, can provide very useful clues. Remember that all of your ratings depend on the visibility of your skills to different raters. Direct Reports might have a better understanding of your skills in a particular area, so their scores in that area might be more important to you than scores provided by Peers. In such instances, a difference in scores is understandable.

Self-perception vs. The Perception of Others
Compare the scores you gave yourself to those provided by your raters. Are there dimensions in which you consistently rate yourself higher or lower than everyone else? If so, you may have an unrealistic view of your skills in this area.

APPENDIX

Appendix B

Question Scores and Details

This section is the heart of the report. The data presented follows the sequence of the Task Cycle. Each dimension will have a table of dimension scores and a table of question scores.

The dimension table allows you to compare your rankings on the dimension from each rater group. Most participants will have separate rows for direct reports, peers, a supervisor and self. Peers and reports are not broken out separately when the minimum number required to protect rater anonymity are not completed by the survey deadline.

Below the dimension table you will see data for each question making up the dimension. This includes: average score, standard deviation, exact frequency of the "NR" and "1-7" ratings, and, if your group took the survey before, previous average scores.

Appendix C

Open-Ended Comments

These written comments appear exactly as they were entered into the web survey--without editing. Comments are organized according to rater levels.

Raters were discouraged from referring to events or using language that would identify them. To further protect their privacy, the comments are randomized within the different rating groups.

Appendix D

Development Plan

This section provides you with a template for writing a personal development plan. A development plan is used for developing or improving skills that have been indicated as an area of improvement based on your scores from this report.