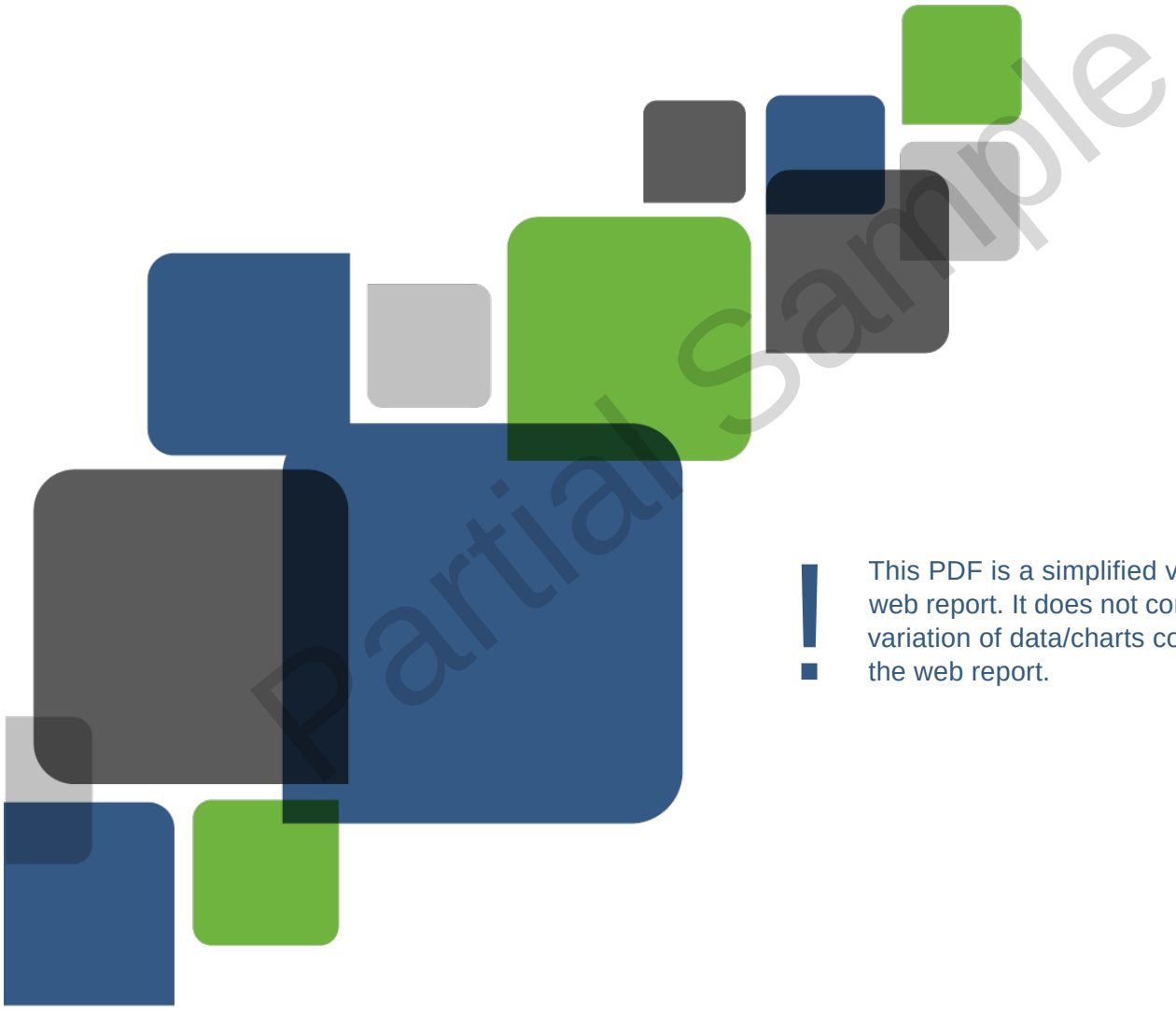
Individual Feedback Charts

Survey of Management Practices (SMP)

Sample Manager
November 2018
Demo Client

Partial Sample



! This PDF is a simplified version of the web report. It does not contain every variation of data/charts contained within the web report.

THE CLARK WILSON GROUP INCORPORATED

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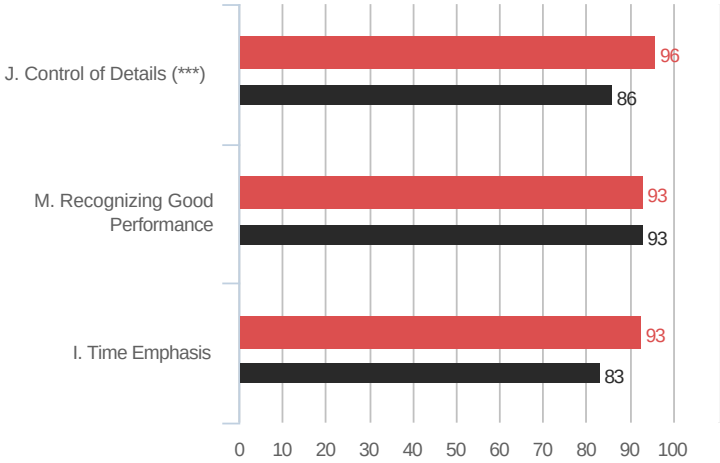
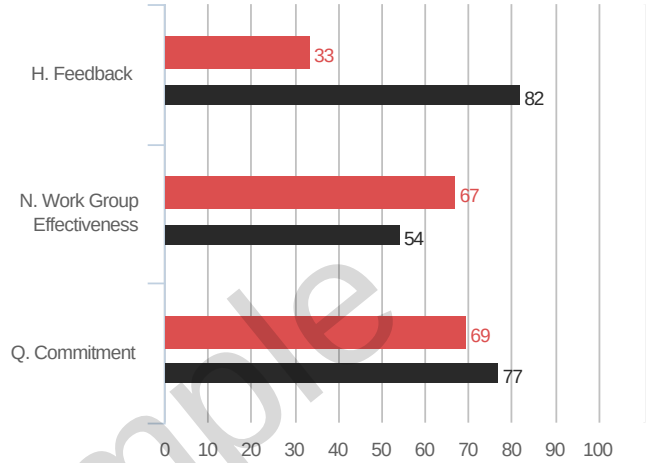
Highest and Lowest

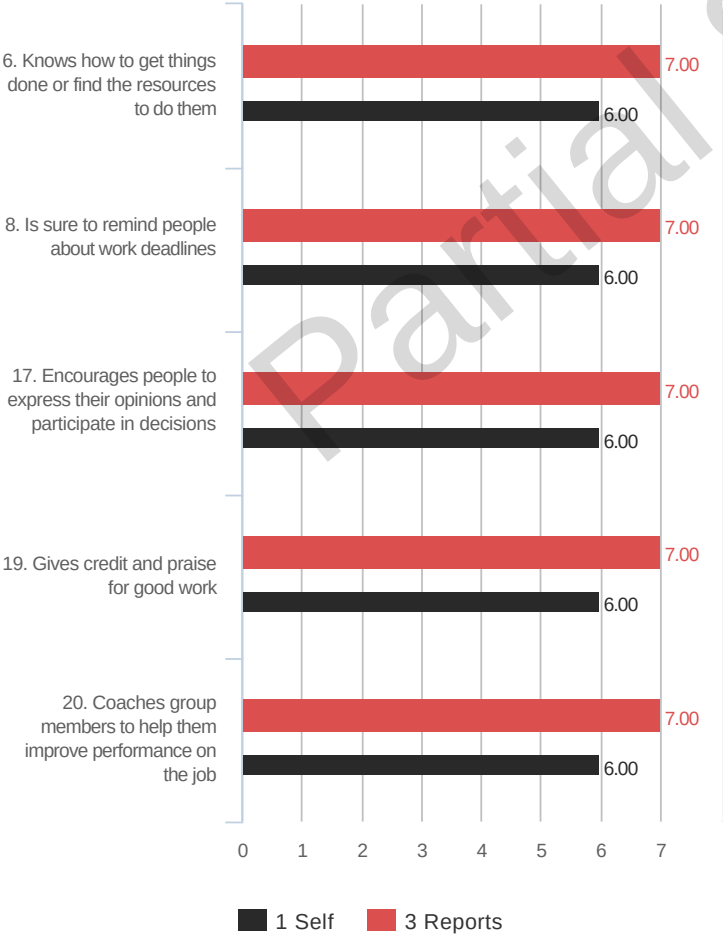
3 Highest Competencies



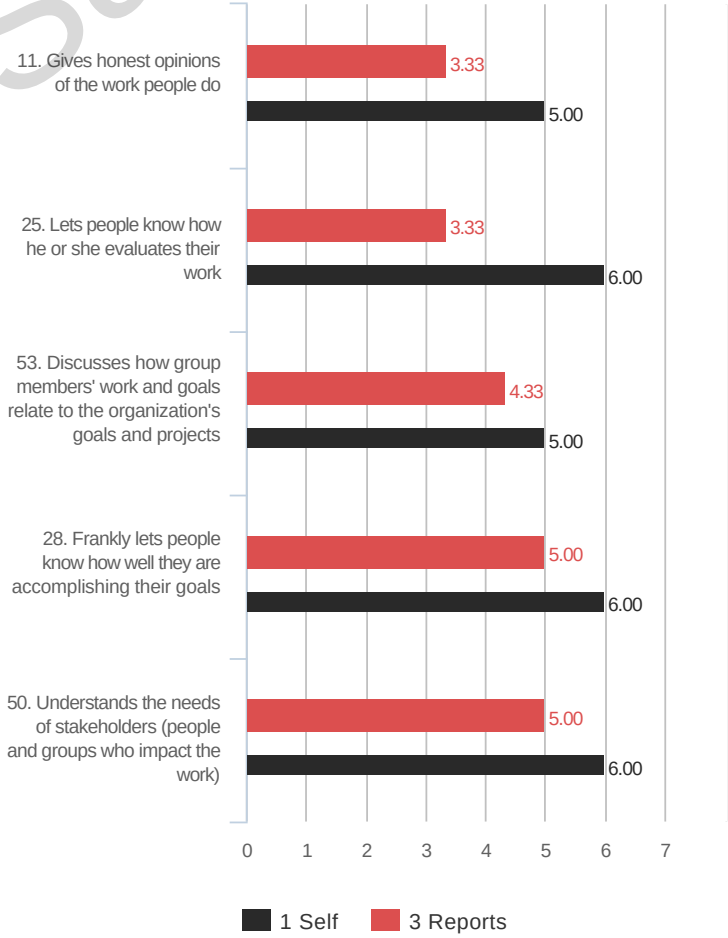
3 Lowest Competencies



5 Highest Questions



5 Lowest Questions



Partial Sample

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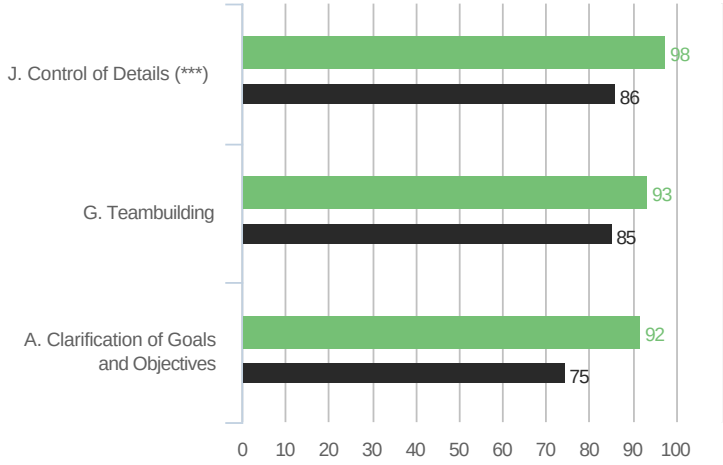
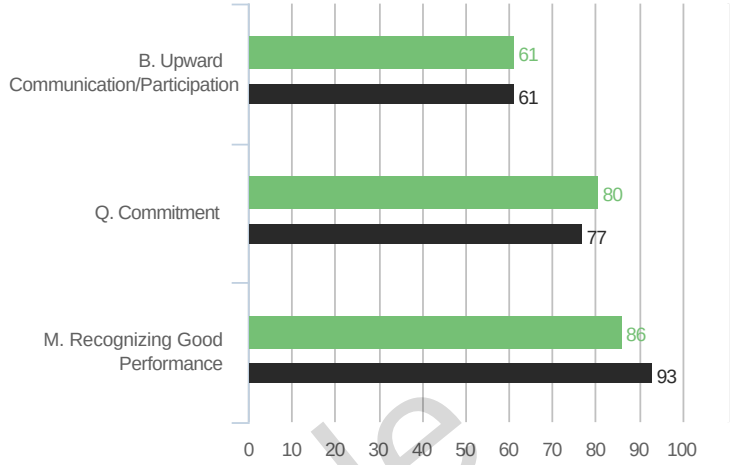
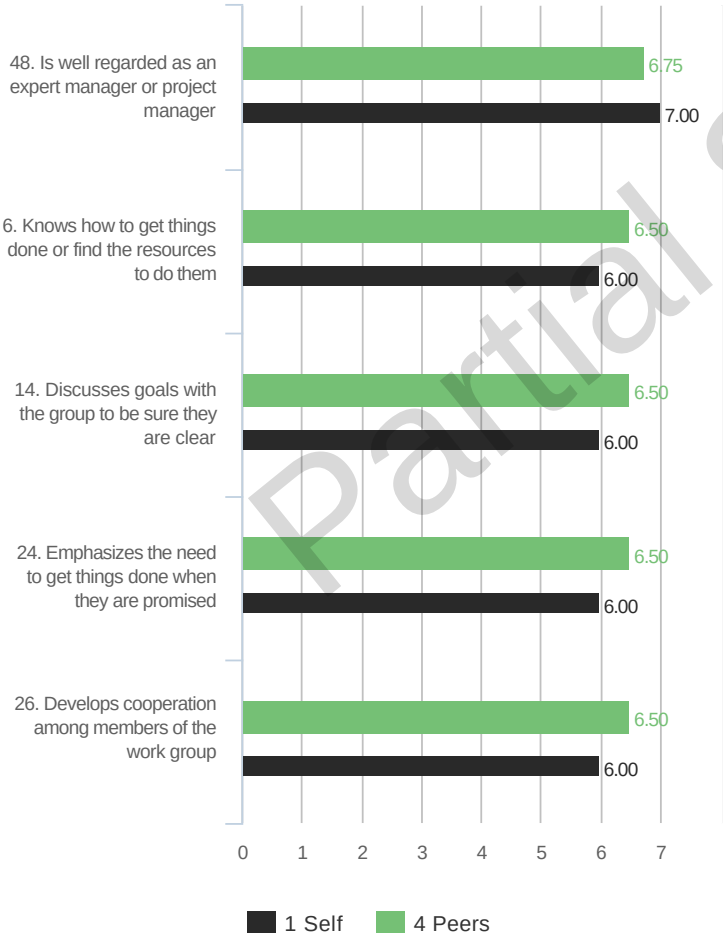
3 Highest Competencies



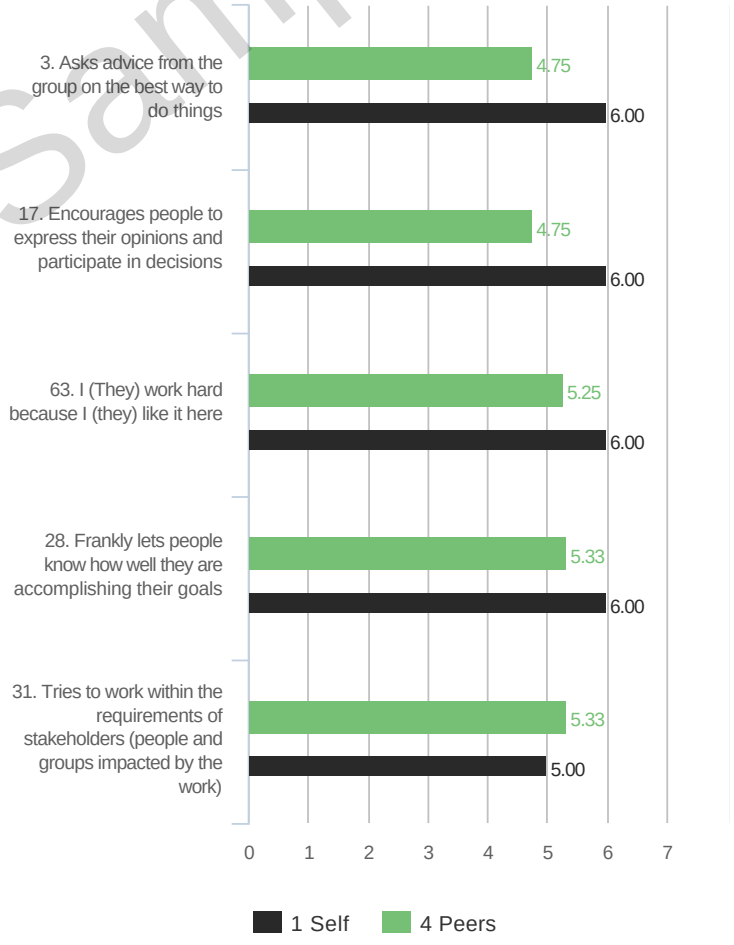
3 Lowest Competencies



5 Highest Questions



5 Lowest Questions



Partial Sample

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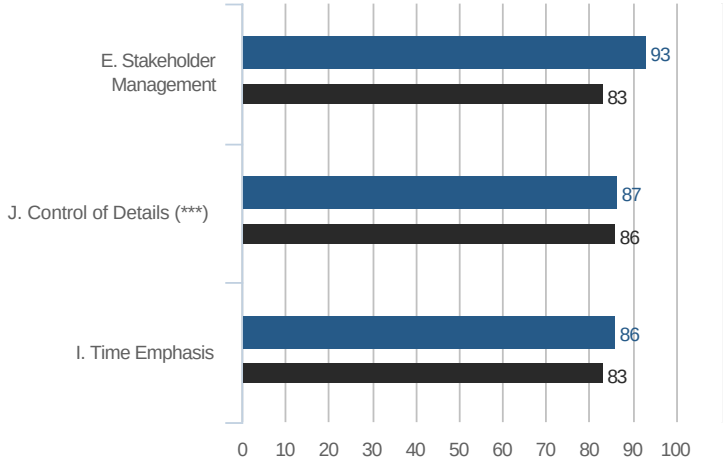
3 Highest Competencies



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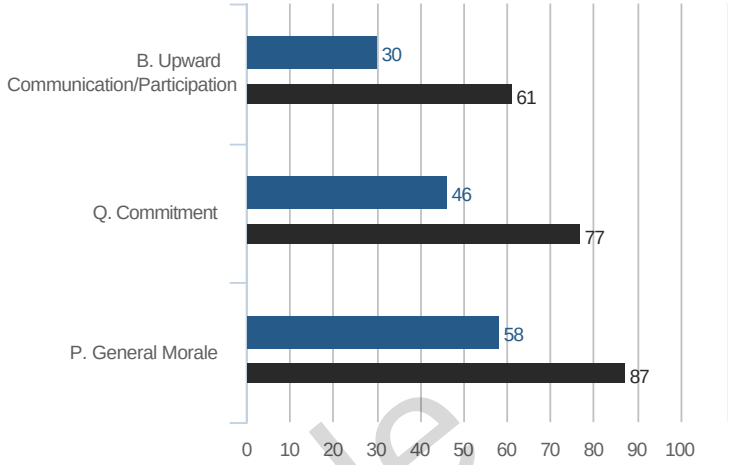

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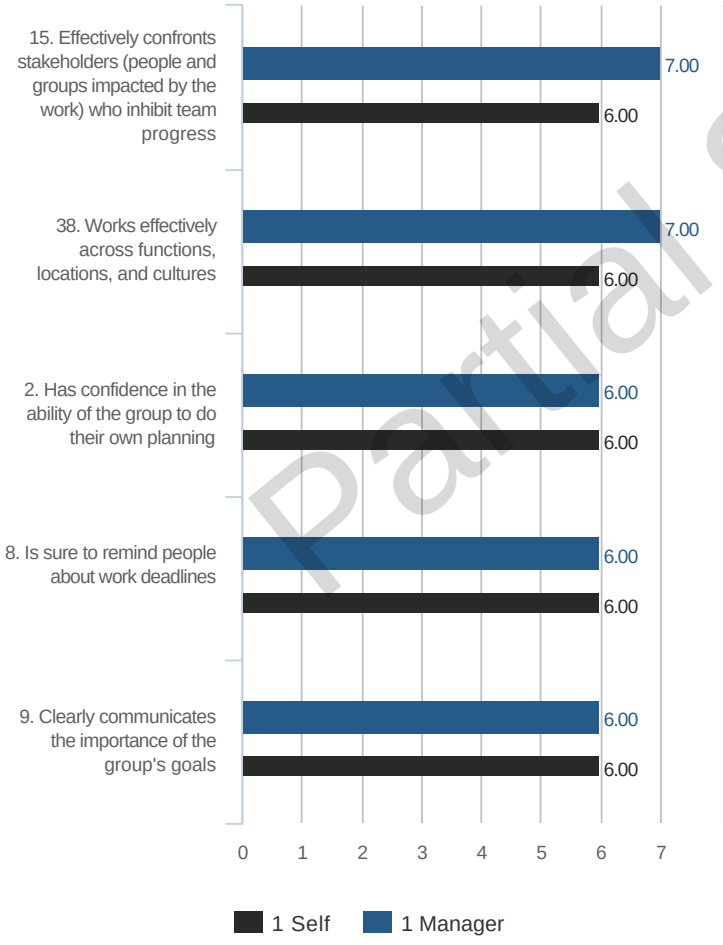
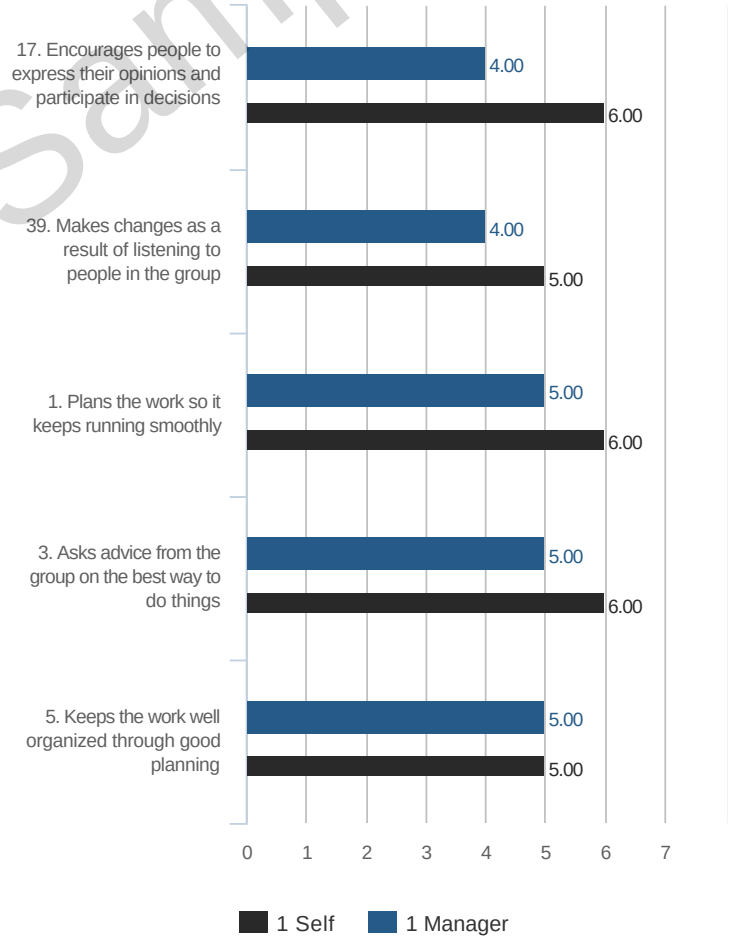


5 Lowest Questions



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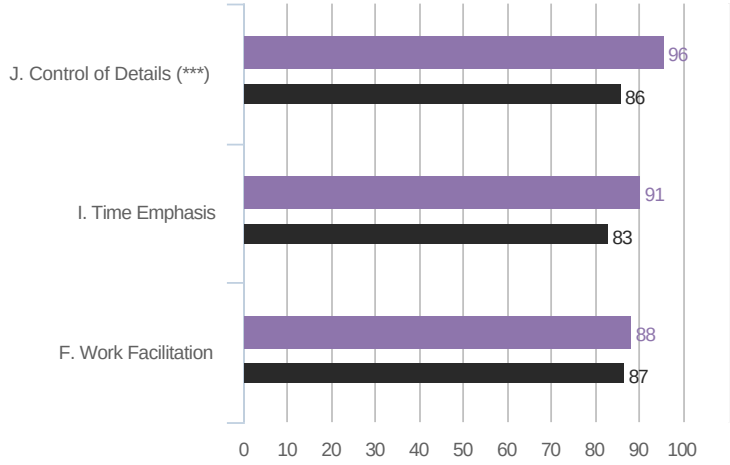

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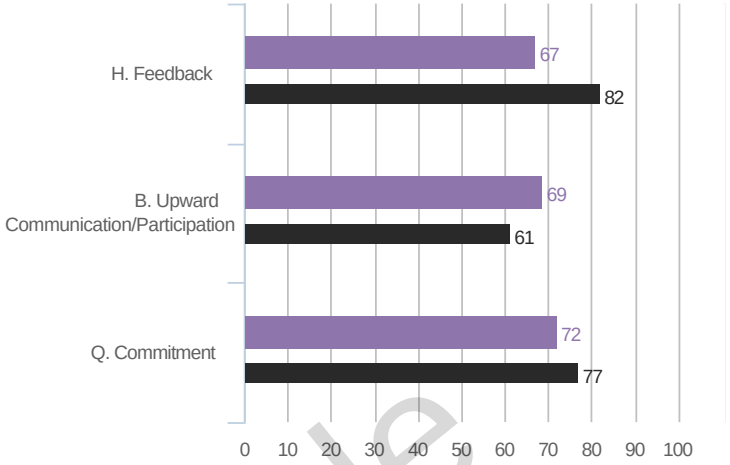

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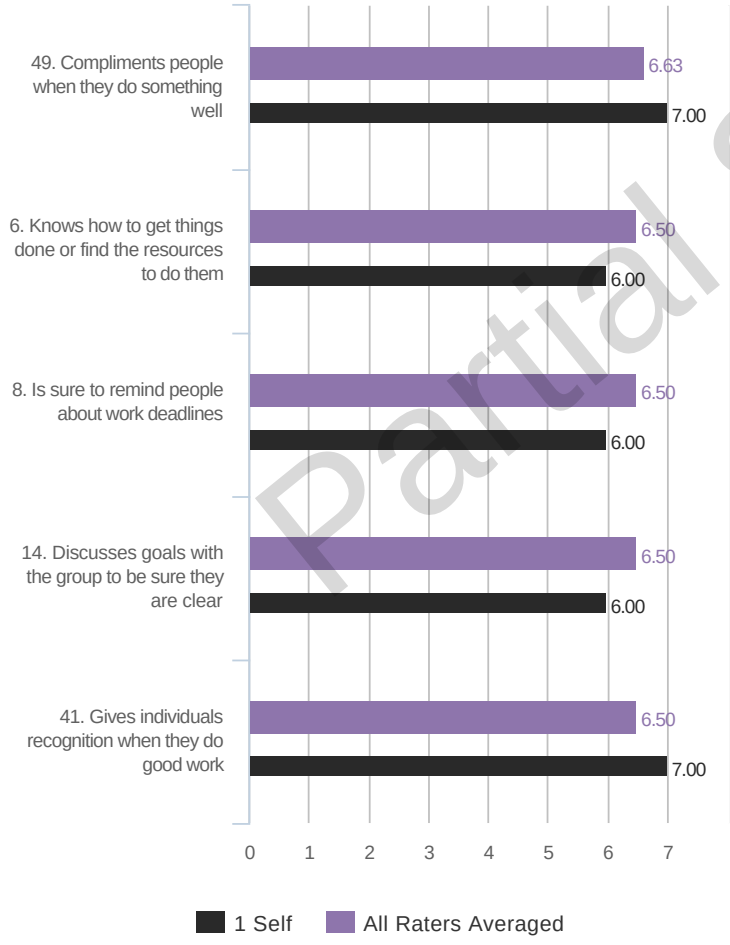

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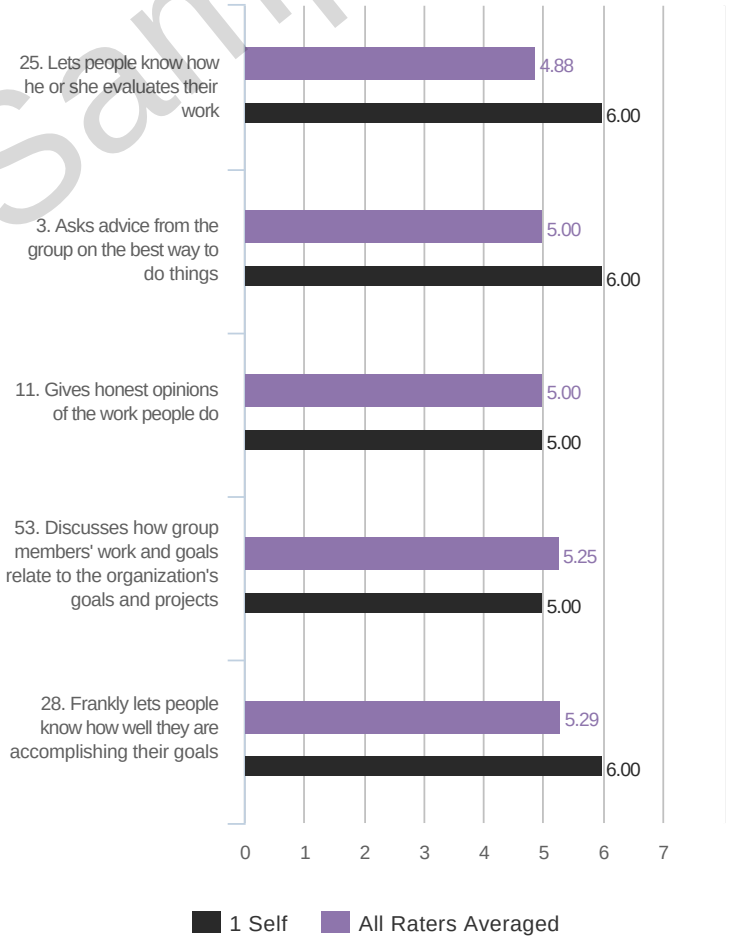

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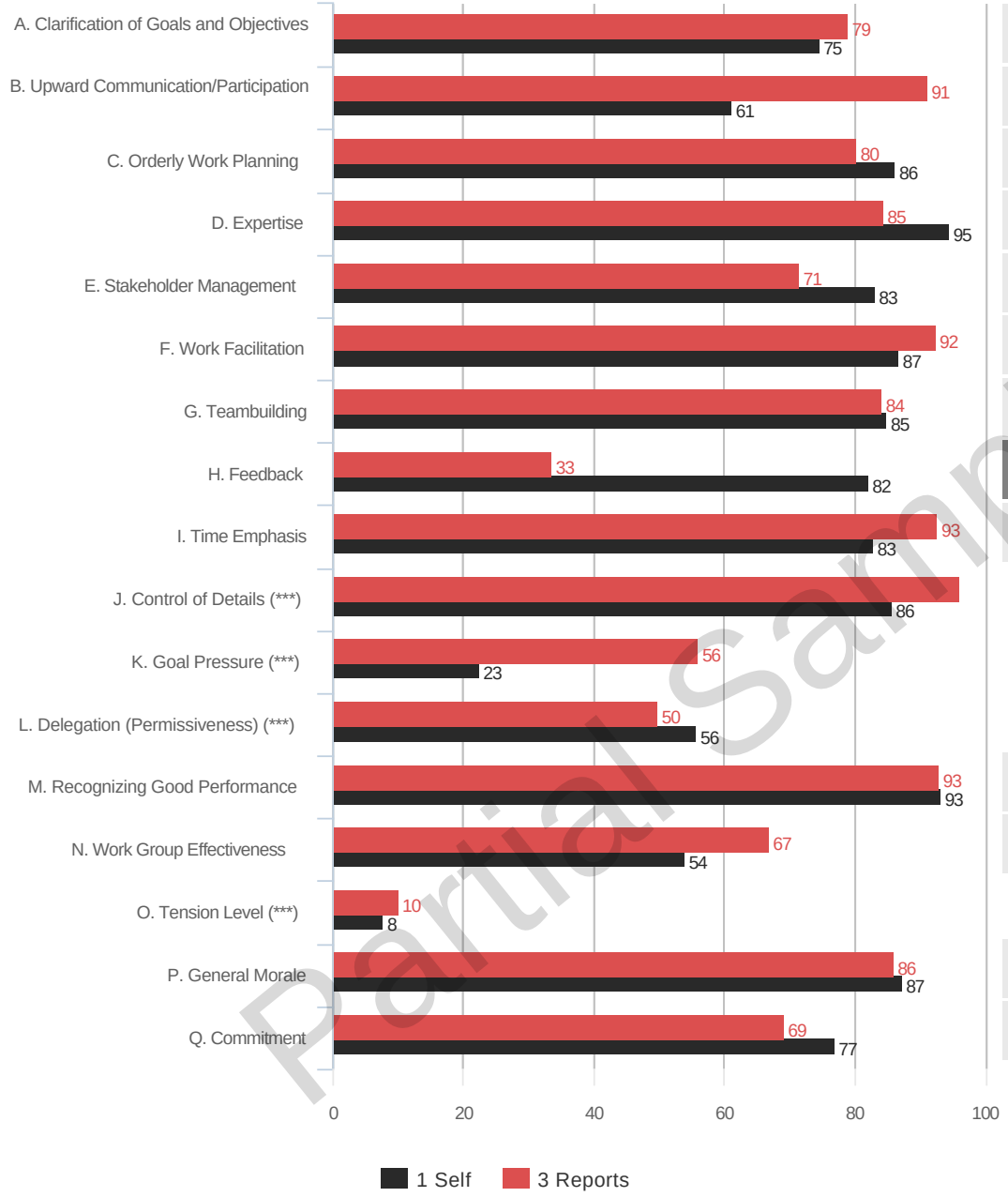
Blind Spot Analysis



A. Clarification of Goals and Objectives	VISIBLE STRENGTH
B. Upward Communication/Participation	VISIBLE STRENGTH
C. Orderly Work Planning	VISIBLE STRENGTH
D. Expertise	VISIBLE STRENGTH
E. Stakeholder Management	VISIBLE STRENGTH
F. Work Facilitation	VISIBLE STRENGTH
G. Teambuilding	VISIBLE STRENGTH
H. Feedback	BLIND SPOT
I. Time Emphasis	VISIBLE STRENGTH
J. Control of Details (***)	---
K. Goal Pressure (***)	---
L. Delegation (Permissiveness) (***)	---
M. Recognizing Good Performance	VISIBLE STRENGTH
N. Work Group Effectiveness	VISIBLE STRENGTH
O. Tension Level (***)	---
P. General Morale	VISIBLE STRENGTH
Q. Commitment	VISIBLE STRENGTH

Partial Sample

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A. Clarification of Goals and Objectives	VISIBLE STRENGTH
B. Upward Communication/Participation	VISIBLE STRENGTH
C. Orderly Work Planning	VISIBLE STRENGTH
D. Expertise	VISIBLE STRENGTH
E. Stakeholder Management	VISIBLE STRENGTH
F. Work Facilitation	VISIBLE STRENGTH
G. Teambuilding	VISIBLE STRENGTH
H. Feedback	VISIBLE STRENGTH
I. Time Emphasis	VISIBLE STRENGTH
J. Control of Details (***)	---
K. Goal Pressure (***)	---
L. Delegation (Permissiveness) (***)	---
M. Recognizing Good Performance	VISIBLE STRENGTH
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O. Tension Level (***)	---
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Q. Commitment	VISIBLE STRENGTH

Partial Sample

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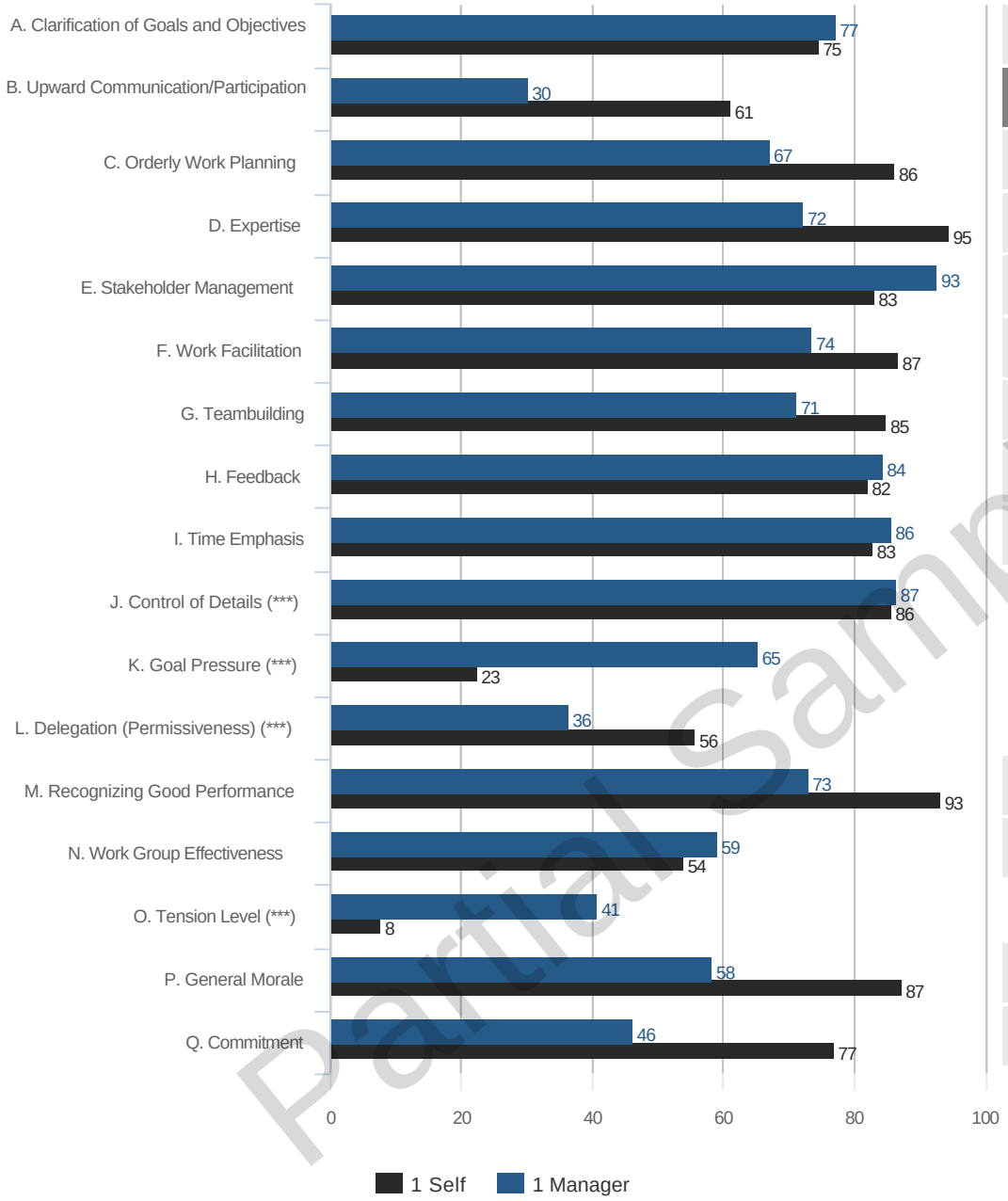

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B. Upward Communication/Participation	BLIND SPOT
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O. Tension Level (***)	---
P. General Morale	VISIBLE STRENGTH
Q. Commitment	VISIBLE STRENGTH

Partial Sample

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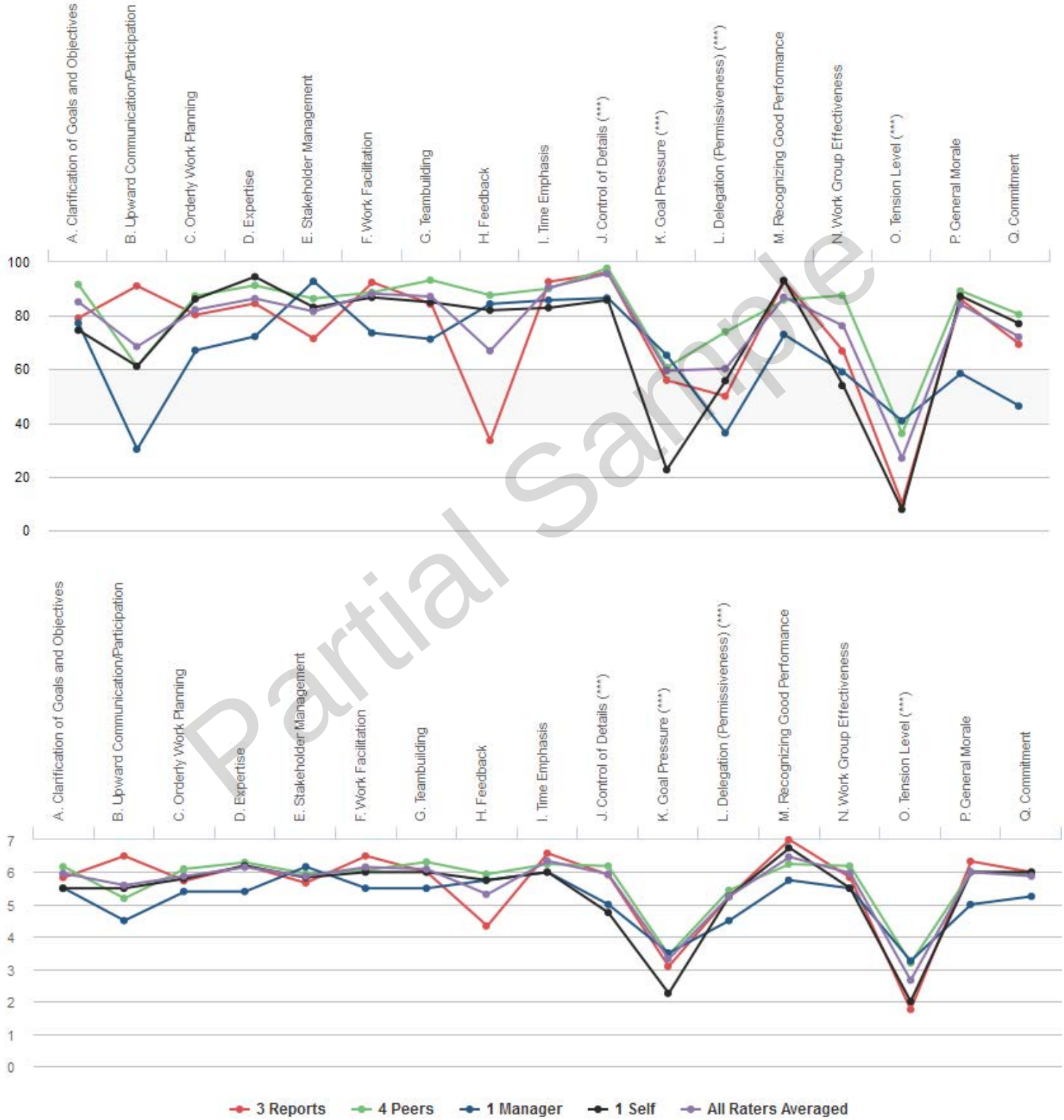
Overall Scores



Partial Sample

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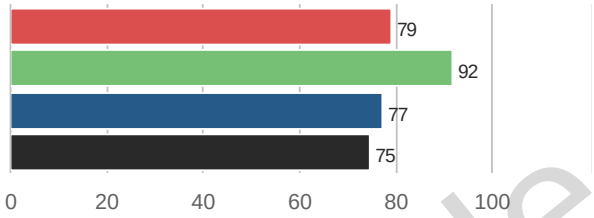
I. MAKING GOALS CLEAR AND IMPORTANT

A. Clarification of Goals and Objectives

Overall Scores

	Raw Avg	Norm	Centile
3 Reports	5.83	4.94	79
4 Peers	6.17	4.84	92
1 Manager	5.50	4.85	77
1 Self	5.50	4.95	75



Question Scores

9. Clearly communicates the importance of the group's goals

Raw Avg	SD	NA	1	2	3	4	5	6	7
6.33	0.58	.	.	.	.	.	.	2	1
6.25	0.96	.	.	.	.	.	1	1	2
6.00	---	.	.	.	.	.	.	1	.
6.00	---	.	.	.	.	.	.	1	.

14. Discusses goals with the group to be sure they are clear

Raw Avg	SD	NA	1	2	3	4	5	6	7
6.67	0.58	.	.	.	.	.	.	1	2
6.50	0.58	.	.	.	.	.	.	2	2
6.00	---	.	.	.	.	.	.	1	.
6.00	---	.	.	.	.	.	.	1	.

30. Sets goals which help the group make worthwhile contributions

Raw Avg	SD	NA	1	2	3	4	5	6	7
6.00	---	.	.	.	.	.	.	3	.
5.67	1.15	1	.	.	.	.	2	.	1
5.00	---	.	.	.	.	.	1	.	.
5.00	---	.	.	.	.	.	1	.	.

53. Discusses how group members' work and goals relate to the organization's goals and projects

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.33	1.15	.	.	.	1	.	2	.	.
6.00	0.82	.	.	.	.	.	1	2	1
5.00	---	.	.	.	.	.	1	.	.
5.00	---	.	.	.	.	.	1	.	.

Partial Sample

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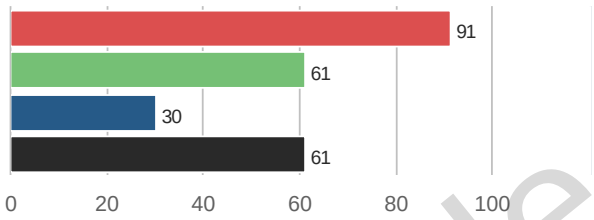
II. PLANNING AND PROBLEM SOLVING

B. Upward Communication/Participation

Overall Scores

	Raw Avg	Norm	Centile
3 Reports	6.50	4.99	91
4 Peers	5.19	4.91	61
1 Manager	4.50	4.94	30
1 Self	5.50	5.29	61



Question Scores

3. Asks advice from the group on the best way to do things

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	1.53	.	.	.	.	1	1	.	1
4.75	1.26	.	.	.	1	.	2	1	.
5.00	---	.	.	.	.	.	1	.	.
6.00	---	.	.	.	.	.	.	1	.

17. Encourages people to express their opinions and participate in decisions

Raw Avg	SD	NA	1	2	3	4	5	6	7
7.00	---	.	.	.	.	.	.	.	3
4.75	2.22	.	.	1	.	1	.	1	1
4.00	---	.	.	.	.	1	.	.	.
6.00	---	.	.	.	.	.	.	1	.

39. Makes changes as a result of listening to people in the group

Raw Avg	SD	NA	1	2	3	4	5	6	7
6.67	0.58	.	.	.	.	.	.	1	2
5.75	0.96	.	.	.	.	.	2	1	1
4.00	---	.	.	.	.	1	.	.	.
5.00	---	.	.	.	.	.	1	.	.

40. Asks the group's recommendations on matters that affect their work

Raw Avg	SD	NA	1	2	3	4	5	6	7
7.00	---	.	.	.	.	.	.	.	3
5.50	1.91	.	.	.	1	.	1	.	2
5.00	---	.	.	.	.	.	1	.	.
5.00	---	.	.	.	.	.	1	.	.

Partial Sample

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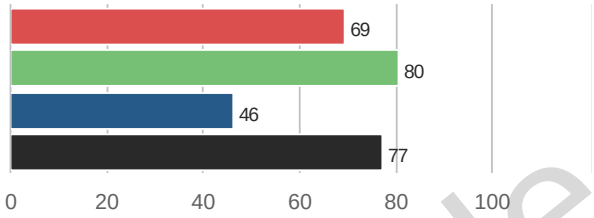
IMPACT

Q. Commitment

Overall Scores

	Raw Avg	Norm
3 Reports	6.00	5.57
4 Peers	5.94	5.19
1 Manager	5.25	5.32
1 Self	6.00	5.46



Question Scores

59. We (They) put out a lot of effort to meet commitments

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	1.15	.	.	.	.	1	.	2	.
5.75	0.50	.	.	.	.	.	1	3	.
6.00	---	.	.	.	.	.	.	1	.
6.00	---	.	.	.	.	.	.	1	.

62. We (They) are committed to reaching our (their) goals

Raw Avg	SD	NA	1	2	3	4	5	6	7
6.33	1.15	.	.	.	.	.	1	.	2
6.50	0.58	.	.	.	.	.	.	2	2
5.00	---	.	.	.	.	.	1	.	.
6.00	---	.	.	.	.	.	.	1	.

63. I (They) work hard because I (they) like it here

Raw Avg	SD	NA	1	2	3	4	5	6	7
6.33	1.15	.	.	.	.	.	1	.	2
5.25	1.26	.	.	.	.	1	2	.	1
5.00	---	.	.	.	.	.	1	.	.
6.00	---	.	.	.	.	.	.	1	.

66. I (They) try hard to do my (their) work well

Raw Avg	SD	NA	1	2	3	4	5	6	7
6.00	1.73	.	.	.	.	1	.	.	2
6.25	0.96	.	.	.	.	.	1	1	2
5.00	---	.	.	.	.	.	1	.	.
6.00	---	.	.	.	.	.	.	1	.

Partial Sample

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Comments

What does this person do that should be continued?

3 Reports

- *Survey received, no comment provided (3)*

4 Peers

- *Survey received, no comment provided (4)*

1 Manager

- *Survey received, no comment provided*

1 Self

- *Survey received, no comment provided*

Partial Sample

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What should this person do to be more effective?

3 Reports

- *Survey received, no comment provided (3)*

4 Peers

- *Survey received, no comment provided (4)*

1 Manager

- *Survey received, no comment provided*

1 Self

- *Survey received, no comment provided*

Partial Sample

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What does this person do that should be stopped?

3 Reports

- *Survey received, no comment provided (3)*

4 Peers

- *Survey received, no comment provided (4)*

1 Manager

- *Survey received, no comment provided*

1 Self

- *Survey received, no comment provided*

Partial Sample

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Development Plan Template

Print or photocopy this page for additional development items and/or actions.

Development Item

Development Action

What action are you going to take?

How will you know you're improving? (Success Indicators)

What resources do you need?

Complete action by

Partial Sample

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