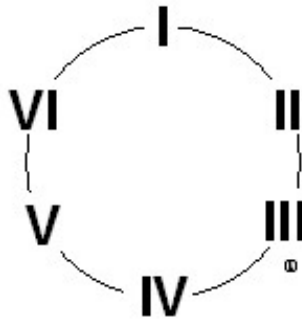


Confidential Feedback Report

Partial Sample; Actual Report: 64 Pages

Executive EQ Survey Emotional Intelligence for Executive Leadership

Paul M. Connolly, Ph.D., Clark L. Wilson, Ph.D.



Task-Cycle® Skills

- I. Setting Direction
- II. Executive Perspective
- III. Executive Implementation
- IV. Feedback
- V. Drive
- VI. Acknowledging Contributions

This report is based on a total of 14 responses.

Self	1
Manager	1
Peer	5
Direct Reports	7

Confidential Feedback Report

Sample Report: 11 out of 64 pages

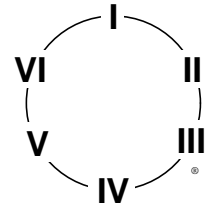
Complete Table of Contents

Overview	3
Understanding Your Feedback	4
Centile Highlights	7
Inventory of Strengths and Soft Spots	8
Plot of Centile Rank	9
Detail of Results	10
Raw Score Plot	49
Highest and Lowest Rated Questions	50
Open-Ended Comments	58
Development Planning	61
Additional Resources	64

The entire sample is available by calling Performance Programs: 1-800-565-4223.

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Overview



Introduction

This is your Feedback Report generated from your ratings on the Executive EQ Survey. The feedback contained in this report will help you identify your strengths as an executive leader, as well as the areas you need to develop. Comparing your own self-assessments in these areas to your ratings by others is the first, crucial step in your developmental journey.

Navigating This Report

Your Feedback Report is organized in different sections, which address your ratings from different viewpoints.

One section, which constitutes the majority of the report, is called UNDERSTANDING YOUR FEEDBACK. This section contains the data from the completed surveys organized by the phases and dimensions of the Executive EQ Task•Cycle. The rich detail presented in graphs, tables, and narrative formats is best understood by first skimming through the entire section and reading the narrative portions, which explain how the dimensions are linked. After skimming the entire section, return to the first dimension and review your data in more depth. Explanatory statements and tips throughout the report help guide your understanding of the results. Suggestions for development are included throughout the report. If your ratings are below Average, you may want to note these suggestions.

Another section is called DEVELOPMENT PLANNING. An Individual Action Plan and exercises in this section help you incorporate what you have learned in your feedback into a development plan. A listing of Additional Resources for development completes this section. A separate Resource Guide, organized by the phases and dimensions measured in the survey, is also available with more suggestions for development. Your HR consultant can obtain it for you.

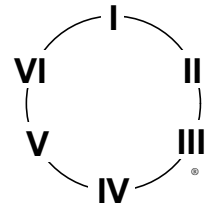
Before You Start

To prepare yourself to receive feedback, take a moment to think about your present job, the people with whom you work, and the environment in which you work. This is the context in which your feedback has been given. Briefly answer the following questions:

Are you as effective in your job as you would like to be? Explain.

What are your career goals? (Over the next 3 - 5 years.)

Understanding Your Feedback



Introduction

After some introductory material and definitions, the data are presented, first in overview formats and then in more detail:

- Overview of Results consists of a plot and two tables showing dimension ratings; and
- Detail of Results is the full presentation of your ratings on each item in every dimension. Tips and suggestions for action planning are included with each dimension.

The Executive EQ Task•Cycle®

The Executive EQ Survey asked questions about the extent to which you exhibit the skills that are essential to leadership, and you were rated in these skills by people who work with you and therefore observe these skills in action.

As an executive, your role is to achieve business targets and grow your business. To reach those goals, you must foster a high quality of working life in your organization; motivate your employees to be productive and loyal; and foster in them the skills needed to meet a fast-paced environment of change. You will need excellent leadership skills to achieve all the above.

These skills can be learned. To assist you in developing your leadership skills, we present in this report a model known as the Executive EQ Task•Cycle, which places the skills in priority sequence and gives you direction in how to build them. By improving scores in the sequence laid out by the Task•Cycle, you will build a more balanced leadership profile.

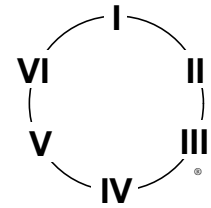
The six sequential phases of the Executive EQ Task•Cycle are:

- I. Setting Direction
- II. Executive Perspective
- III. Executive Implementation
- IV. Feedback
- V. Drive
- VI. Acknowledging Contributions

Notice the logic of the I - VI sequence. First you start with a bold vision of where you want your company to go (I). Then you exercise high levels of analysis and judgment to develop your plan (II). Next you implement the plan by engaging employees in teamwork (III). You need to gather feedback to make sure you are on the right track (IV). You must set high standards and show a personal commitment to reaching the goals (V). Finally, when goals are achieved or in sight, you acknowledge the effort that others have put forth to get you there (VI).

In addition to the skills listed above, this feedback report also includes an "outcomes" section,

Key Concepts and Definitions



Introduction

You will encounter certain concepts in this feedback report that are important for understanding your profile.

Executive Task•Cycle & Outcomes

All 19 dimensions in the report are organized into two major sections, Task•Cycle skills (A-Q) and Outcomes (R-S). The fundamental skills are clustered into the six phases of the Task•Cycle. The impact of how the execution of the skills influences perceptions of trust and effectiveness is in the Outcome section.

Balance

A balanced profile is one where the scores on all the dimensions are at Average or above. Some of your scores may be high while others may be below Average. The goal is to bring your low scores up to at least the Average range.

Up-front Skills

The Task•Cycle places skills in a priority sequence; this is a way of establishing the "importance" of skills. The first three phases include the most basic skills, which are the ones to develop first. By strengthening your skills in Phases I through III, the skills in IV and V and the Outcomes scales will improve as a result. These up-front skills are the foundation for all the other skills in your profile.

Control

Positive control is an asset. Control can be positive if it is balanced by strong scores in the up-front skills. If you establish your vision and goals, supported by appropriate analysis, and maintain open communications with employees, you can exert control that will not be misplaced. However, a high reliance on Push/Pressure, without strong skills up-front can work against motivation and may have negative long-term consequences in your working life.

Norms

Norms introduce a note of reality to feedback. Viewing your feedback in the context of a larger population of executives is essential for a full understanding of your data. If the larger population of executives scored an average of 5.5 on a dimension, an individual score of 5.2 would be below the norm mean; but if the larger population scored an average of 4.8, then 5.2 is above the norm.

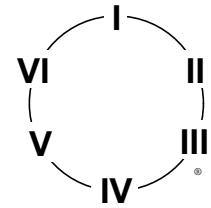
Listening to Multiple Raters

You must learn to appreciate the perspectives of multiple raters. Every person and group of people will have their own perception of you, and you can learn something about yourself by listening to everyone and comparing your own scores to theirs. In general, the ratings that are most predictive of future performance are those of direct reports and peers. Your self ratings are not reliable assessments of how you are perceived by others, and your boss ratings may have as much to do with your boss's circumstance as your own.

Insufficient Data

You may find that not all of the surveys you distributed are returned. In circumstances where fewer than two in the Direct Report or Peer category are received, the data is suppressed and not displayed in your 360-feedback report. In addition, you will see the following statement:
*Insufficient survey responses were received for certain relationships. This data is suppressed in order to maintain anonymity.

OVERVIEW OF RESULTS



Introduction

In the following pages you will see data displayed in different formats, providing an overview of your results.

Centile Highlights

The Centile Highlights page displays an overview of your feedback, giving centile ranks for each dimension and each rater or rating group. This presentation shows the differences and similarities in the rating perspectives. Ask yourself: Do I assess my own skills at the same level as those around me? Mark the areas where you see the greatest discrepancies.

Centile is another word for percentile and signifies that a proportion of the population scored at or below your level. It is standard testing practice to show individual scores in relation to a normative group (see Norms on the previous page). Using the centile rank similarly creates a context for your scores by showing them in relationship to others who have used the same survey.

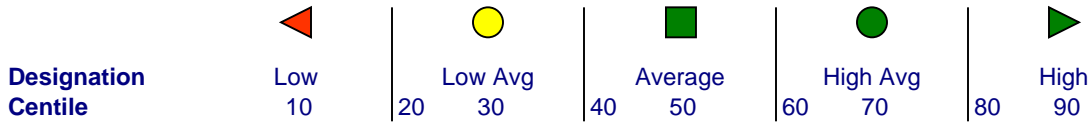
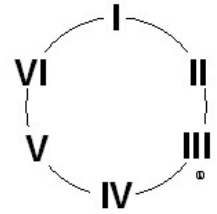
Inventory of Strengths and Soft Spots

The Inventory of Strengths and Soft Spots compares the feedback from each of the raters to your self data. A key for the comparisons is printed at the top of the page.

Plot of Centile Rank

This plot is a visual display of your feedback on a graph of centile rank. Read the plot from left to right. Note the gaps between your self-assessment and the assessments of each of the other raters. Ask yourself: What is the general level of feedback (i.e. above the norm or below)? Where are there similarities? Where are there differences? What are the high ratings and the low ratings?

Centile Highlights



Self Manager Peer Direct Reports

Executive EQ Task-Cycle

I. Setting Direction

A. Leadership Vision				
B. Risk-taking / Innovation				
C. Engagement				

II. Executive Perspective

D. Business & Financial Acumen				
E. Industry & Market Insight				
F. Organizational Savvy				
G. Judgment				
H. Customer Focus				

III. Executive Implementation

I. Speed & Decisiveness				
J. Talent and Team Development				
K. Perseverance				

IV. Feedback

L. Awareness of Others				
M. Self-Awareness				

V. Drive

N. Delivers World Class Results				
O. Push/Pressure (***)				
P. Self-Management				

VI. Acknowledging Contributions

Q. Sharing Credit				
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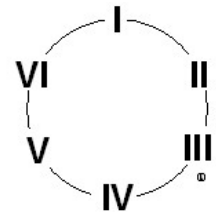
Outcomes

Personal Impact

R. Trust				
S. Effectiveness / Outcomes				

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

Inventory of Strengths and Soft Spots



Self ratings from the previous page are compared to others by these rules:

Strength (Visible):	Both you and others rated you Average, High Avg., or High
Strength (Unrealized):	Self = Low or Low Avg.; Others = Average, High Avg., or High
Acknowledged soft spot (Soft):	Both you and others rated you Low or Low Avg.
Blind spot (Blind):	Self = Average, High Avg., or High; Others = Low or Low Avg.

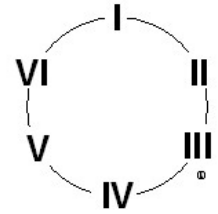
	Manager	Peer	Direct Reports
Executive EQ Task-Cycle			
I. Setting Direction			
A. Leadership Vision	Visible	Visible	Visible
B. Risk-taking / Innovation	Visible	Visible	Visible
C. Engagement	Visible	Visible	Visible
II. Executive Perspective			
D. Business & Financial Acumen	Visible	Visible	Visible
E. Industry & Market Insight	Blind	Visible	Visible
F. Organizational Savvy	Visible	Visible	Visible
G. Judgment	Visible	Visible	Visible
H. Customer Focus	Visible	Visible	Visible
III. Executive Implementation			
I. Speed & Decisiveness	Visible	Visible	Visible
J. Talent and Team Development	Visible	Visible	Visible
K. Perseverance	Blind	Visible	Visible
IV. Feedback			
L. Awareness of Others	Blind	Blind	Visible
M. Self-Awareness	Visible	Blind	Visible
V. Drive			
N. Delivers World Class Results	Visible	Visible	Visible
O. Push/Pressure (***)	Visible	Visible	Visible
P. Self-Management	Visible	Visible	Visible
VI. Acknowledging Contributions			
Q. Sharing Credit	Visible	Visible	Visible

Outcomes

Personal Impact			
R. Trust	Visible	Visible	Visible
S. Effectiveness / Outcomes	Visible	Visible	Visible

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

Plot of Centile Rank

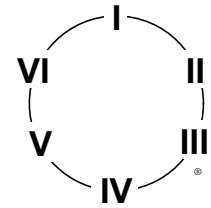


Phases	Dimensions	5	20	40	60	80
		Low	Avg Low	Average	High Avg	High
I. Setting Direction	A. Leadership Vision					
	B. Risk-taking / Innovation					
	C. Engagement					
II. Executive Perspective	D. Business & Financial Acumen					
	E. Industry & Market Insight					
	F. Organizational Savvy					
	G. Judgment					
	H. Customer Focus					
III. Executive Implementation	I. Speed & Decisiveness					
	J. Talent and Team Development					
	K. Perseverance					
IV. Feedback	L. Awareness of Others					
	M. Self-Awareness					
V. Drive	N. Delivers World Class Results					
	O. Push/Pressure (***)					
	P. Self-Management					
VI. Acknowledging Contributions	Q. Sharing Credit					
Personal Impact	R. Trust					
	S. Effectiveness / Outcomes					
(***) Must be interpreted in light of the situation						

Executive EQ Task-Cycle

Outcomes

DETAIL OF RESULTS



Reading Your Results

This section of the feedback report brings your results into focus. A narrative explains how each dimension and phase of the Leadership Task•Cycle is mutually dependent. The data are presented in two tables.

First read through each dimension carefully. Next, note the highest-rated question from each rating perspective. Note the lowest-rated question. Ask yourself: Are my ratings above or below the norm? Is there a common theme in my high and low ratings? Review carefully the two tables of the report: Summary of Results and Individual Question Ratings.

Summary of Results

The summary table shows ratings in each dimension by rater or rating group. The number of respondents in each category is indicated in parentheses. The average of the question responses will be next to the norm of the general population rated in this dimension. The centile tells you what percentage of the population scored at or below your level. Finally, the centile rank is displayed in a bar graph.

Individual Question Ratings

To help you analyze this data more fully, the individual questions are listed with responses. A second numeral follows a group average after a slash—this is the Disagreement Index (DI). The DI is the equivalent of a standard deviation and therefore a measure of the disagreement within a group of raters. The lower the DI, the more agreement; the higher the DI, the more disagreement. DI's higher than 1.2 indicate that there is wide variation among raters; that is, members of the group disagree about this skill. A high DI could point to a source of conflict within your group.

The asterisks (***) after certain dimensions indicate that this dimension may have a negative impact on your effectiveness, particularly when your up-front scores are Low or Low Average.

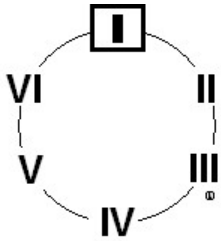
The numbers before each question correspond to their positions in the survey.

Highest/Lowest Rated Questions

After the dimension ratings is a sub-section that presents an alternative view of your strengths and soft spots. It lists the highest and lowest rated questions by rater. In each case you will see the questions identified by the phase number, dimension title, and the question number. Take time to work with this information and compare how raters view your strengths and weaknesses.

Open-Ended Comments

In a final sub-section are the responses to three open-ended questions. The comments were transcribed verbatim and combined with all other written comments in your report.



Executive EQ Task Cycle

Phase I

Setting Direction

In long-range strategic thinking, you must generate ideas about what should be done to improve your organization's competitive position. You must also instill in others the desire to put those ideas into action.

A. Leadership Vision

This skill is the cornerstone of executive leadership. Leaders must advance a long-range vision and generate ideas for meeting market conditions and even creating the marketplace of the future. Leaders give direction to the company through clear thinking. They set the standards that brand the organization. As a leader, however, you cannot do this alone. One requirement of a good leader is to select good people who can work together to envision the future and generate enthusiasm for meeting goals.

If You Score High

If you scored high on this dimension, people know where you and the organization are headed. You probably are admired and respected for your ability to clearly describe the future direction of the organization. You demonstrate a strong understanding of your organization and how it needs to change to move positively into the future. People probably feel energized and motivated by the future possibilities. Your proposals encourage buy-in and excitement in others.

If You Score Low

If you scored very low on this dimension, you may not be focused adequately on the issues and ideas that will move the organization into the future. You may have a difficult time explaining clearly and concisely what the organization must do to improve its competitive position in the marketplace. You may be so focused on the "here and now" that you neglect to describe the organization's future direction. To improve your scores, clearly articulate your vision and take every opportunity to communicate it so that others will be inspired to contribute.

Development tips: If this dimension is a soft spot for you, and you would like to improve this skill, here are some suggestions.

- Explore business information outside your own industry. Look for books, magazines, tapes, and seminars that will give you a broad understanding of business issues.
- Engage others in your description and discussion of the organization's vision. Look for ways to get them involved and excited.
- Identify the people in your organization who are known for their creative and visionary thinking. Spend time with them; brainstorm, learn how they "see" the future.
- Learn some creative, unique models for problem solving and analyses. There are many courses available that focus on visionary thinking.
- For new, entrepreneurial business trends, read journals such as "Fast Company," "Wired," "Futurist;" read an anthology of science fiction, peruse "Popular Science and Mechanics."
- Practice and fine tune your description of the organization's vision. Explain the vision to others. Get feedback; is it clear, easily understood? Is your description actionable? Does it have energy and enthusiasm?