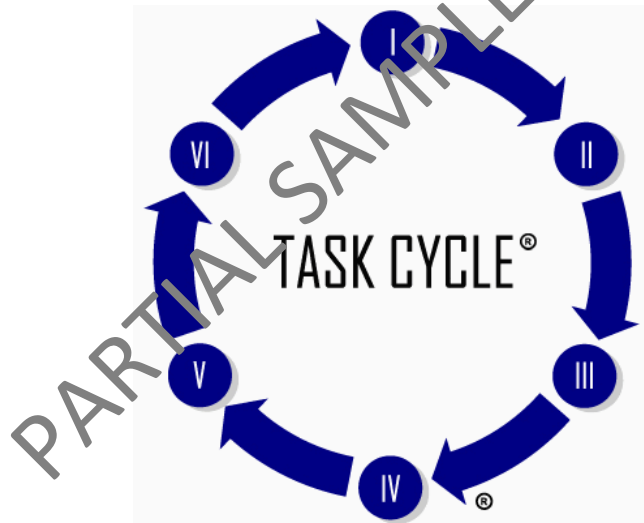


Confidential Feedback Report

Manager, Sample, Demo Client

Leadership Competencies for Managers Survey



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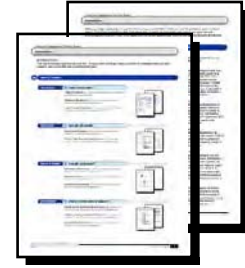
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Table of Contents

Introduction

What's in this report?

An introduction to the report, the Task Cycle® methodology, and definitions throughout the report.

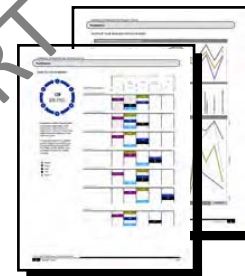


Summaries

How did I do overall?

Task Cycle® Summary: An overall summary of your centile scores averaged by Task Cycle® phase and rater group.

Plots of Your Raw and Centile Scores: Line plots of your centile scores and raw scores separated by rater group.



Scores & Details

How did I do in detail?

Dimension (Skill) Scores: Your overall scores for each Task Cycle® skill.

Question Scores: A detailed listing of responses for each question of the survey.

Open-Ended Comments: A verbatim listing of comments provided by your raters.



Development

How do I create a plan to improve?

Centile Highlights: The Centile Highlights display an overview of your feedback, assigning centile ranks and showing each dimension, each rater, or rating group.

Centile Scores and Blind Spot Analysis: A ranking of your centile scores for each rater group along with a blind spot analysis for each Task Cycle® skill.

5 Highest/Lowest Rated Questions: A listing of your highest and lowest scoring questions separated for each rater group

Current Centile Scores Compared to Previous Scores (this chart only shows if survey data from previous time is available): A comparison of your current scores to your previous scores.

Development Plan Template: Space and guidance for creating a development plan from the results in this report.



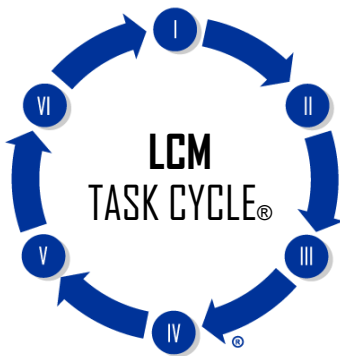
Introduction

What's in this report?

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.

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.



Task Cycle® Phases

- I. ESTABLISHING THE PURPOSE
- II. LAYING THE FOUNDATION
- III. SUSTAINING THE EFFORT
- IV. FEEDBACK
- V. DRIVING TOWARD SUCCESS
- VI. RECOGNITION

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.

IMPACT OR OUTCOMES

The dimensions that make up the phases of the Task Cycle® are the fundamental skills. The Outcome or Impact dimensions that follow show the effect of the Task Cycle® skills on how others perceive you. Your skill competence is integral to the impression you make.

KEY TERMS AND CONCEPTS

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). 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.

Consistency or Differences 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 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.

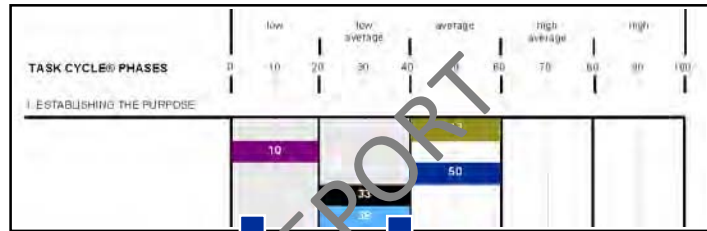
Summaries

How did I do overall?



TASK CYCLE® SUMMARY

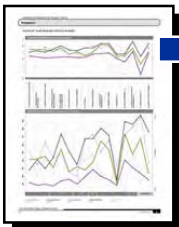
All of your centile scores are averaged and are shown for each phase of the Task Cycle®. Consider the Task Cycle® when looking at your scores, keeping in mind the importance of the Task Cycle® sequence. Its premise states that some tasks come first in time and importance. Mastery of the initial tasks influences mastery of the following tasks.



The shading in the "low" and "low average" areas of the first two phases is an area where you could be losing leverage of the Task Cycle® sequence.

Averaged centile scores are shown for each phase, broken out by rater level. The position of each colored block shows if the score is low, low average, etc.

Note that situational scales, identified by 3 asterisks (***) are interpreted in light of the situation and therefore are not included in the summary.



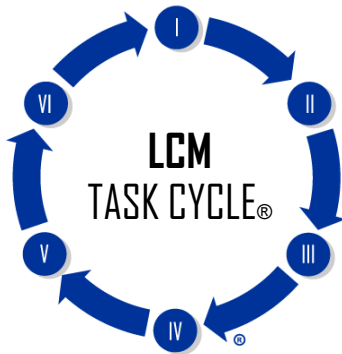
PLOTS OF RAW AND CENTILE SCORES

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.

The centile plot shows a summary of your scores for each dimension and 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 are also plotted.

Summaries

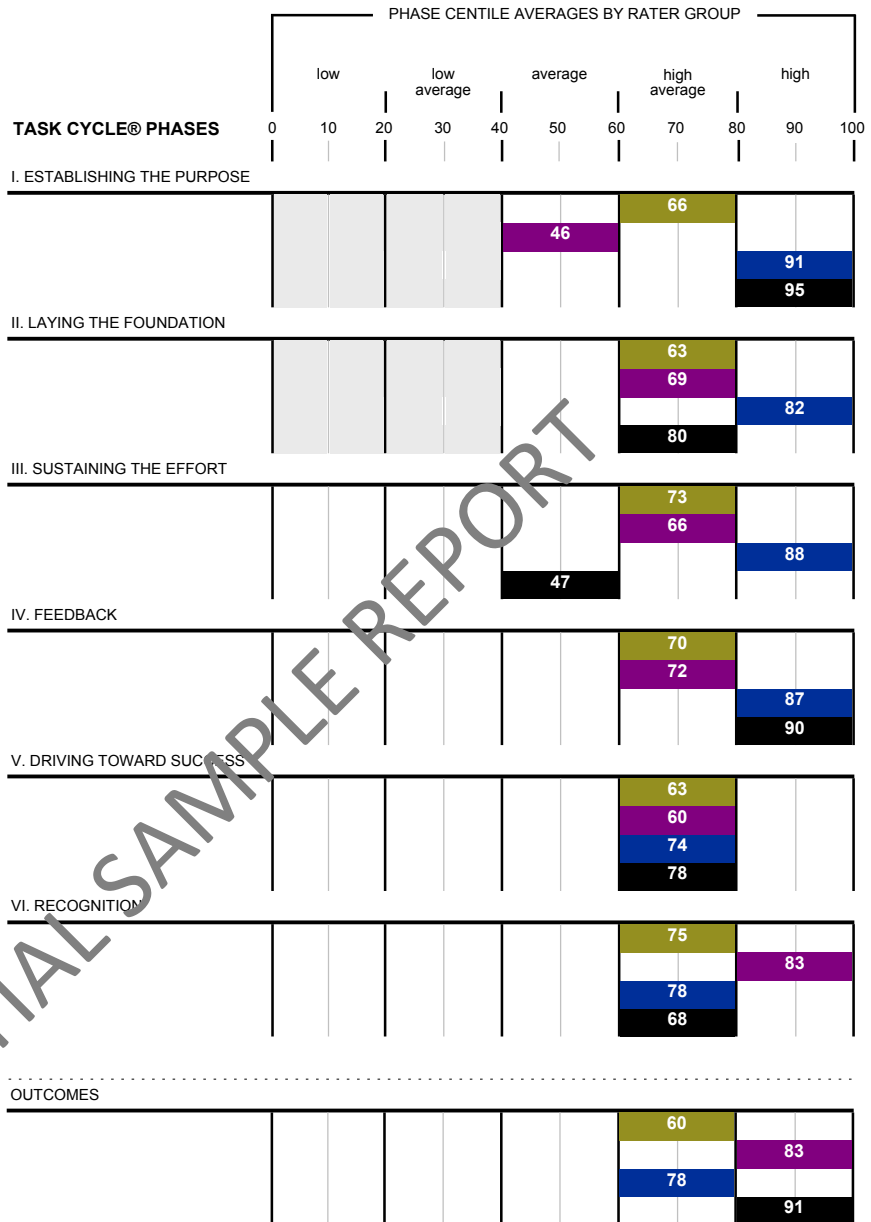
TASK CYCLE® SUMMARY



Importance of the Task Cycle®
 Its premise states that some tasks come first in time and importance. Mastery of the initial tasks influences mastery of the following tasks.

Scores that land in the shaded areas indicate an area that you may be losing leverage within the Task Cycle®. Review your dimension scores for a better analysis.

- Reports
- Peers
- Supv
- Self



PARTIAL SAMPLE REPORT

Summaries

PLOTS OF YOUR RAW AND CENTILE SCORES



Scores & Details

How did I do in detail?



DIMENSION AND QUESTION SCORES

Dimension (Skill) Scores

The dimension table allows you to compare your rankings on each 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.

Question Scores

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 you have taken the survey before, previous average scores.



OPEN-ENDED COMMENTS

Written comments from your raters shown 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.
- Comments are randomized within the different rating groups.

Scores & Details

I. ESTABLISHING THE PURPOSE

A. Envisioning Opportunities

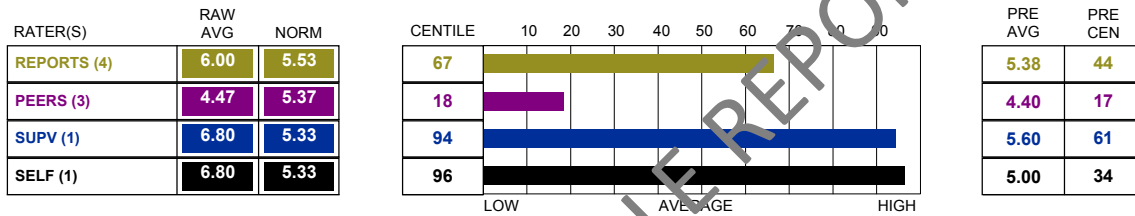
If You Score High

If you scored high on this dimension, people know where you and the organization are headed. You are respected for your thorough understanding of your organization, its industry and its marketplace, and you have a track record for helping to improve the organization's competitive position. People probably feel energized and motivated by your leadership and visionary expertise.

If You Score Low

If you scored low on this dimension, you may appear to be stuck in the present and not focused on ideas that will move the organization into the future. You may have a difficult time conceptualizing what the organization must do to improve its competitive position in the marketplace. You may not generate energy, motivation, and the desire to excel because you don't generate ideas for innovations or listen to the ideas of others.

Dimension Scores



Development Tips

If this dimension is an area for improvement, here are some suggestions.

- Make sure you understand your industry, your organization, and its products and services thoroughly. As you review your knowledge, focus on gaps in services or products that you notice, and allow yourself to visualize how to fill in the gaps.
- Keep current on industry trends by reading at least two articles from a business journal each week.
- Explore materials about business outside your own industry - books, magazines, tapes, or seminars. See if you can make connections to your industry.
- Identify people who are known to have good ideas. Listen to them and pay attention to how they form ideas. Read biographies about people who have made a difference.
- Look at your organization's environment. Are imagination and creativity encouraged? To encourage others toward creativity, listen to their ideas and allow differing ideas, discussion and reasonable conflict.
- Identify visionaries (sometimes considered eccentrics). Listen to what they have to say with an open mind.

Scores & Details

Question Scores

↓ Question # within survey	AVG	SD	NR	1 - not rated, N/A	1 - never...	2 - almost never...	3 - sometimes...	4 - average	5 - often...	6 - almost always...	7 - always...	PRE AVG
1. Develops innovative ideas to improve the quality of services	REPORTS	5.8	1.0	2	1	1	6.3
	PEERS	5.7	0.6	1	2	.	5.0
	SUPV	7.0	---	1	6.0
	SELF	7.0	---	1	5.0
17. Is a leader in promoting new ideas and change	REPORTS	6.0	0.8	1	2	1	5.8
	PEERS	6.3	0.6	2	1	4.4
	SUPV	7.0	---	1	6.0
	SELF	7.0	---	1	6.0
33. Has good ideas to improve our products and services	REPORTS	6.0	1.4	1	.	1	2	5.1
	PEERS	2.0	---	4.7
	SUPV	7.0	---	1	6.0
	SELF	7.0	---	1	5.0
49. Anticipates changes that will be needed in the future	REPORTS	5.8	1.3	1	.	2	1	5.5
	PEERS	2.0	---	.	.	3	4.7
	SUPV	6.0	---	1	.	6.0
	SELF	6.0	---	1	.	6.0
56. Demonstrates knowledge of our industry	REPORTS	5.5	0.6	2	2	3.9
	PEERS	5.3	0.6	2	1	3.1
	SUPV	7.0	---	1	4.0
	SELF	7.0	---	1	3.0

PARTIAL SAMPLE REPORT

Scores & Details

OPEN-ENDED COMMENTS

What does *this person* do that should be continued?

All Others

- ▶ *Survey received; no comment provided.*
- ▶ Treating employees with respect, and leading well.
- ▶ Everything!
- ▶ *Survey received; no comment provided.*
- ▶ Hard worker
- ▶ *Survey received; no comment provided.*
- ▶ Respectful to everyone in the org.
- ▶ Makes sure everyone knows what they are working towards, goalwise.

Self

- ▶ Strong communication of long-term goals and everyday tasks.

PARTIAL SAMPLE REPORT

Scores & Details

OPEN-ENDED COMMENTS

What should this person do to be more effective?

All Others

- ▶ More of a focus on long-term goals.
- ▶ *Survey received; no comment provided.*
- ▶ Less micromanaging.
- ▶ *Survey received; no comment provided.*
- ▶ Protects team almost too much sometimes.
- ▶ Better work-life balance...sometimes stays really late i the office.
- ▶ *Survey received; no comment provided.*
- ▶ Try to minimize pressure on the team when on tight deadlines.

Self

- ▶ *Survey received; no comment provided.*

PARTIAL SAMPLE REPORT

Scores & Details

OPEN-ENDED COMMENTS

What does this person do that should be stopped?

All Others

- ▶ *Survey received; no comment provided.*
- ▶ ??
- ▶ Letting meetings run over.
- ▶ Sometimes the frustration/stress is visible when running up against hard deadlines. I understand that it is stressful, but often this makes people uncomfortable, even if they know it's not anger at them personally, and adds to the stress sometimes.
- ▶ Nothing...should really be cloned.
- ▶ *Survey received; no comment provided.*
- ▶ Nothing occurs.
- ▶ Nothing I can think of.

Self

- ▶ Not sure...

PARTIAL SAMPLE REPORT

Development

How do I create a plan to improve?



CENTILE HIGHLIGHTS

Centile Highlights displays an overview of your feedback, assigning centile ranks for each dimension by rater group. This presentation shows the differences and similarities in the perspectives.

This is the same information, compressed to 20-point ranges, as the Centile Plot.



CENTILE SCORES AND BLIND SPOT ANALYSIS

This chart shows your centile scores broken out by rater group. Shading and centile ranking designations help you identify whether your scores are considered Low, Low Average, Average, High Average or High.

A blind spot analysis is shown to the right of each dimension. This analysis compares the specified rater group's centile scores with your Self scores. This comparison will help you determine whether or not a particular dimension (skill) is considered a Blind Spot or Strength (see explanations below the chart). Situational dimensions marked with (***) are not included in the Blind Spot Analysis. These dimensions need to be interpreted in light of the situation and high scores may not be desired.



5 HIGHEST/LOWEST RATED QUESTIONS

This chart lists the highest and lowest rated questions by rater group. In each case you will see the questions identified by the dimension title and question number.

Note that questions falling under situational dimensions and/or the Impact/Outcome section are not included in the 5 Highest/Lowest charts.



CURRENT CENTILE SCORES COMPARED TO PREVIOUS SCORES

This chart shows the range of numeric changes, up (+) or down (-) from your previous centile scores. For example, +20 means that the centile rank went up 20 points or you have improved. Shading is used in this chart to indicate that the centile score has decreased from your previous centile scores.

Understanding where your scores have decreased or increased can aid you in creating or adjusting your development plan.



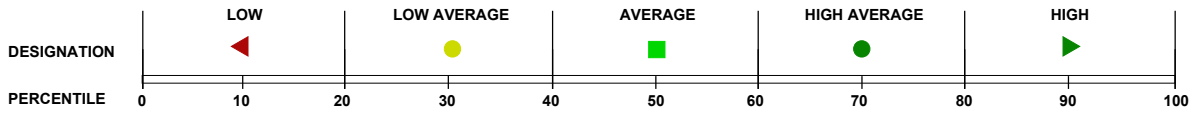
DEVELOPMENT PLAN TEMPLATE

These pages provide you with space to create a development plan based on your results. Before you begin creating your development plan, you'll need to read and understand the results from this report.

Development

CENTILE HIGHLIGHTS

These comparisons are in reference to the norms for each rating group.



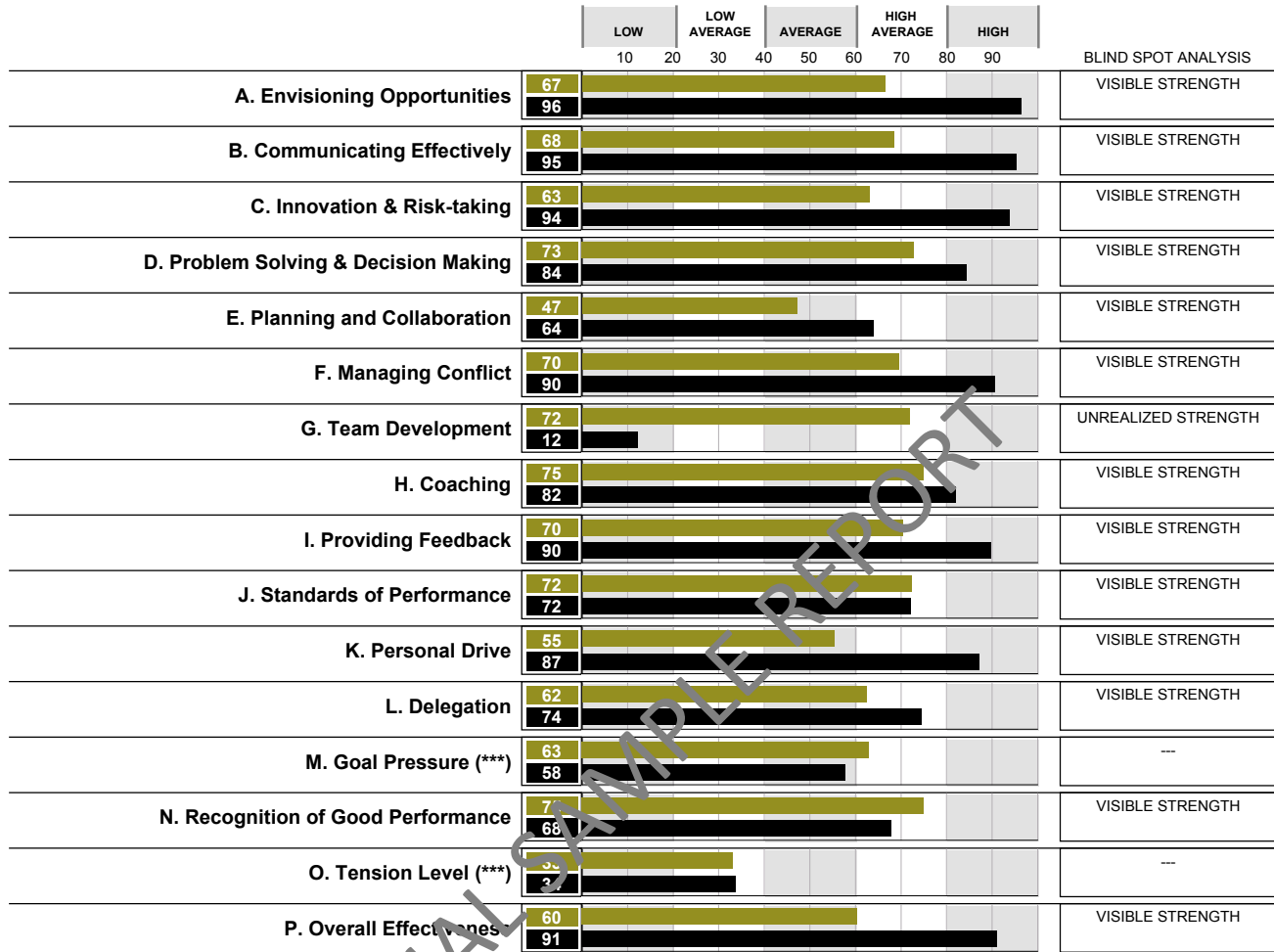
TASK CYCLE SKILLS

	REPORTS	PEERS	SUPV	SELF
I. ESTABLISHING THE PURPOSE				
A. ENVISIONING OPPORTUNITIES	●	◀	▶	▶
B. COMMUNICATING EFFECTIVELY	●	■	▶	▶
C. INNOVATION & RISK-TAKING	●	●	▶	▶
II. LAYING THE FOUNDATION				
D. PROBLEM SOLVING & DECISION MAKING	●	●	▶	▶
E. PLANNING AND COLLABORATION	■	●	▶	●
F. MANAGING CONFLICT	●	●	●	▶
III. SUSTAINING THE EFFORT				
G. TEAM DEVELOPMENT	●	●	▶	◀
H. COACHING	●	■	▶	▶
IV. FEEDBACK				
I. PROVIDING FEEDBACK	●	●	▶	▶
V. DRIVING TOWARD SUCCESS				
J. STANDARDS OF PERFORMANCE	●	■	▶	●
K. PERSONAL DRIVE	■	●	■	▶
L. DELEGATION	●	●	▶	●
M. GOAL PRESSURE (***)	●	■	●	■
VI. RECOGNITION				
N. RECOGNITION OF GOOD PERFORMANCE	●	▶	●	●
RESIDUAL IMPACT				
VII. OUTCOMES				
O. TENSION LEVEL (***)	●	●	●	●
P. OVERALL EFFECTIVENESS	●	▶	●	▶

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

Development

CENTILE SCORES & BLIND SPOT ANALYSIS FOR REPORTS

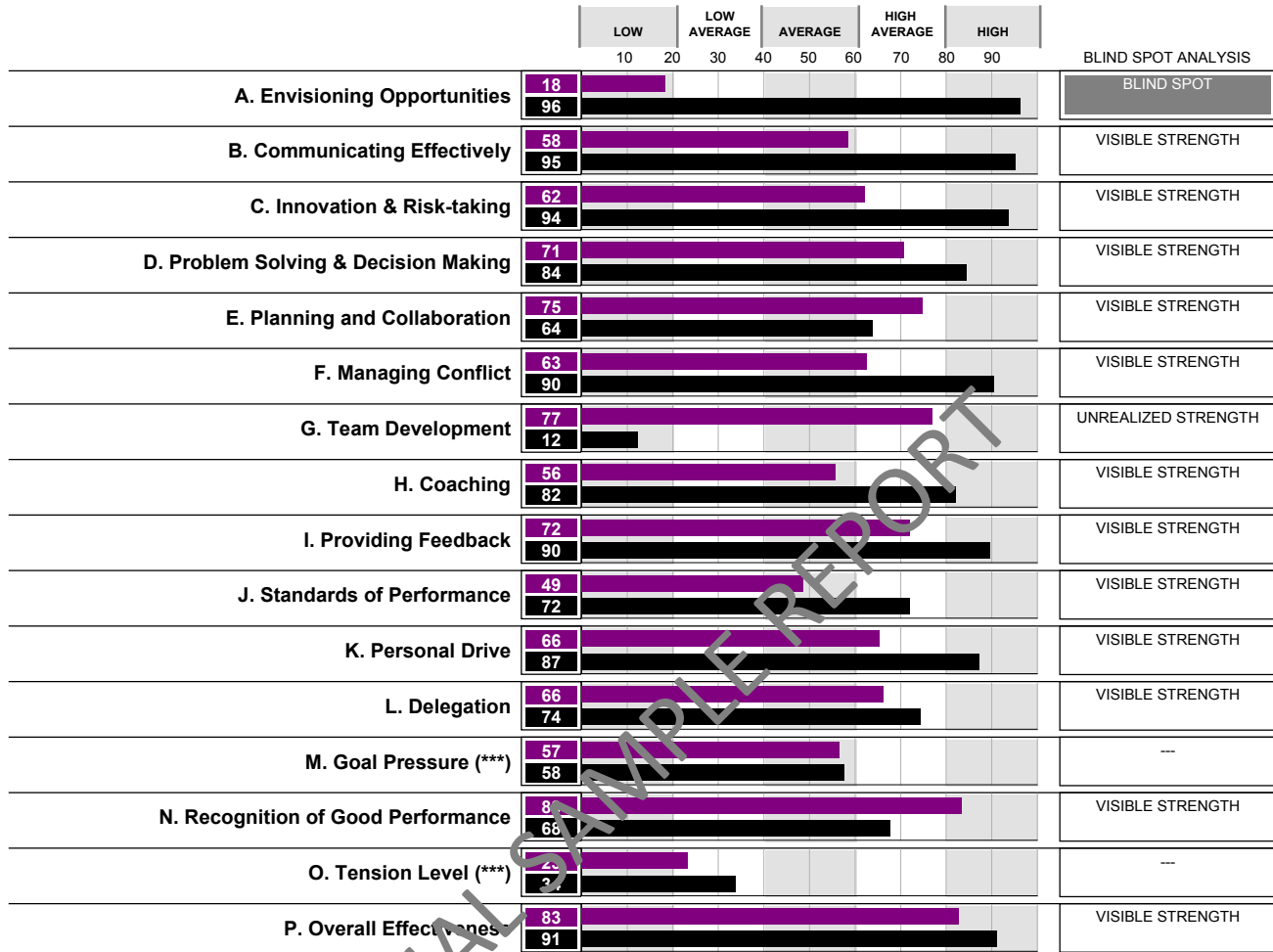


■ Reports
■ Self

VISIBLE STRENGTH = Rated AVERAGE, HIGH AVERAGE or HIGH by others and yourself
 UNREALIZED STRENGTH = Rated LOW or LOW AVERAGE by yourself, while rated AVERAGE, HIGH AVERAGE or HIGH by others
 SOFT SPOT = Rated LOW or LOW AVERAGE by others and yourself
 BLIND SPOT = Rated AVERAGE, HIGH AVERAGE or HIGH by yourself, while rated LOW or LOW AVERAGE by others

Development

CENTILE SCORES & BLIND SPOT ANALYSIS FOR PEERS

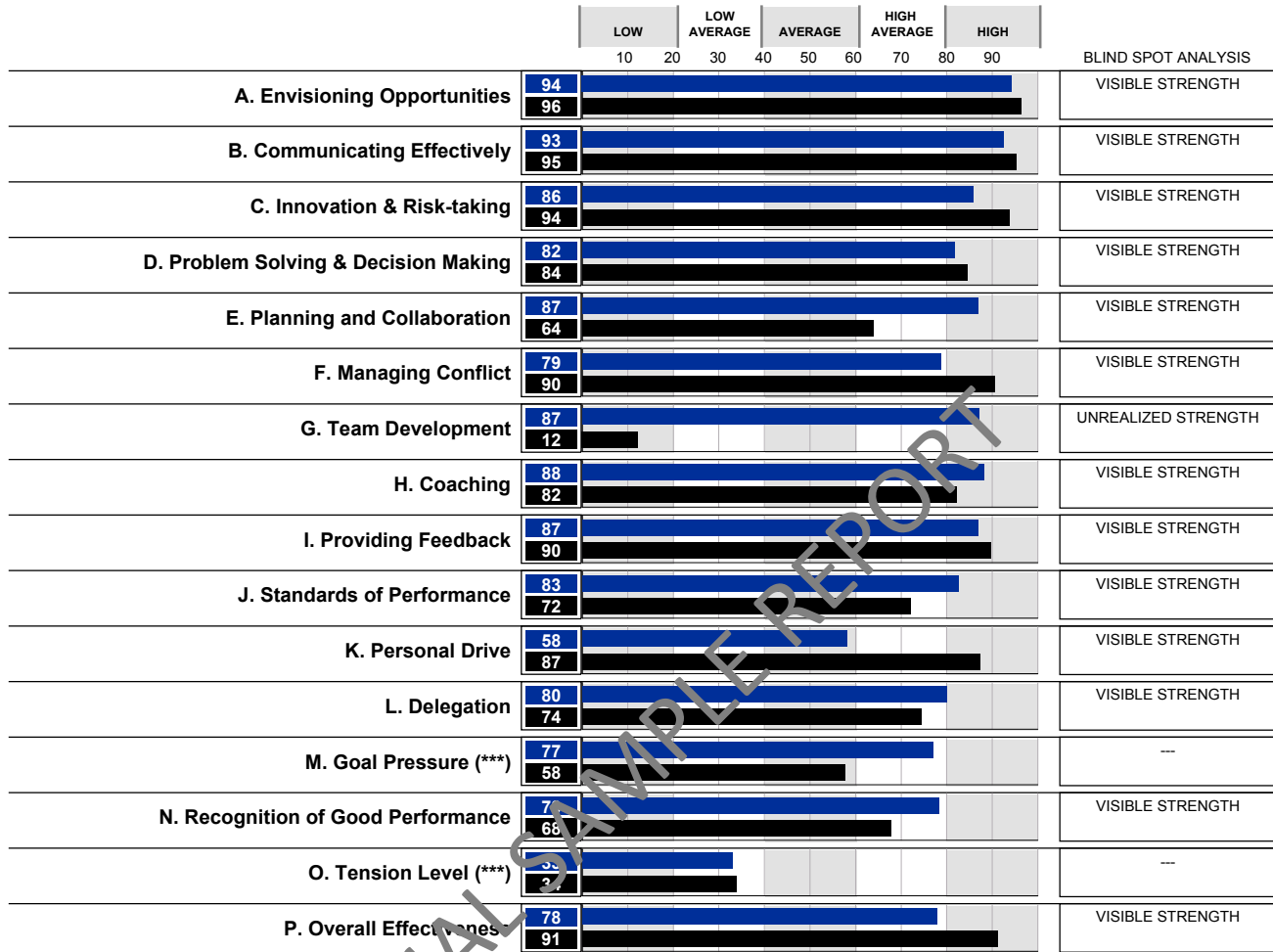


Peers
Self

VISIBLE STRENGTH = Rated AVERAGE, HIGH AVERAGE or HIGH by others and yourself
 UNREALIZED STRENGTH = Rated LOW or LOW AVERAGE by yourself, while rated AVERAGE, HIGH AVERAGE or HIGH by others
 SOFT SPOT = Rated LOW or LOW AVERAGE by others and yourself
 BLIND SPOT = Rated AVERAGE, HIGH AVERAGE or HIGH by yourself, while rated LOW or LOW AVERAGE by others

Development

CENTILE SCORES & BLIND SPOT ANALYSIS FOR SUPV



■ Supv
■ Self

VISIBLE STRENGTH = Rated AVERAGE, HIGH AVERAGE or HIGH by others and yourself
 UNREALIZED STRENGTH = Rated LOW or LOW AVERAGE by yourself, while rated AVERAGE, HIGH AVERAGE or HIGH by others
 SOFT SPOT = Rated LOW or LOW AVERAGE by others and yourself
 BLIND SPOT = Rated AVERAGE, HIGH AVERAGE or HIGH by yourself, while rated LOW or LOW AVERAGE by others

PARTIAL SAMPLE REPORT

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR REPORTS

5 highest rated questions

# Question	Dimension	REPORTS
54. Works effectively across organizations, functions and locations	G. TEAM DEVELOPMENT	7.00
56. Demonstrates knowledge of our industry	A. ENVISIONING OPPORTUNITIES	6.50
34. Writes clearly and concisely	B. COMMUNICATING EFFECTIVELY	6.50
4. Is competent at helping employees solve problems at work	D. PROBLEM SOLVING & DECISION MAKING	6.50
20. Accurately assesses a situation before making a decision	D. PROBLEM SOLVING & DECISION MAKING	6.50

5 lowest rated questions

# Question	Dimension	REPORTS
21. Asks group members for advice on ways to improve productivity	E. PLANNING AND COLLABORATION	4.00
3. Will take a risk on a new idea if it looks promising	C. INNOVATION & RISK-TAKING	5.50
1. Develops innovative ideas to improve the quality of services	A. ENVISIONING OPPORTUNITIES	5.75
49. Anticipates changes that will be needed in the future	A. ENVISIONING OPPORTUNITIES	5.75
50. Effectively expresses his or her point of view in meetings	B. COMMUNICATING EFFECTIVELY	5.75

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR PEERS

5 highest rated questions

# Question	Dimension	PEERS
54. Works effectively across organizations, functions and locations	G. TEAM DEVELOPMENT	6.67
30. Acknowledges the good work of employees who perform well	N. RECOGNITION OF GOOD PERFORMANCE	6.67
27. Has a strong desire to excel and expects employees to feel the same	K. PERSONAL DRIVE	6.50
46. Provides recognition to teams that perform well	N. RECOGNITION OF GOOD PERFORMANCE	6.50
17. Is a leader in promoting new ideas and change	A. ENVISIONING OPPORTUNITIES	6.33

5 lowest rated questions

# Question	Dimension	PEERS
33. Has good ideas to improve our products and services	A. ENVISIONING OPPORTUNITIES	2.00
49. Anticipates changes that will be needed in the future	A. ENVISIONING OPPORTUNITIES	2.00
19. Is persuasive when proposing a new course of action	C. INNOVATION & RISK-TAKING	4.67
24. Actively coaches group members to meet standards of performance	H. COACHING	4.67
2. Sets goals that help us make worthwhile contributions	B. COMMUNICATING EFFECTIVELY	5.00

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR SUPV

5 highest rated questions

# Question	Dimension	SUPV
1. Develops innovative ideas to improve the quality of services	A. ENVISIONING OPPORTUNITIES	7.00
17. Is a leader in promoting new ideas and change	A. ENVISIONING OPPORTUNITIES	7.00
33. Has good ideas to improve our products and services	A. ENVISIONING OPPORTUNITIES	7.00
56. Demonstrates knowledge of our industry	A. ENVISIONING OPPORTUNITIES	7.00
18. Clearly communicates the importance of the group's goals	B. COMMUNICATING EFFECTIVELY	7.00

5 lowest rated questions

# Question	Dimension	SUPV
3. Will take a risk on a new idea if it looks promising	C. INNOVATION & RISK-TAKING	4.00
20. Accurately assesses a situation before making a decision	D. PROBLEM SOLVING & DECISION MAKING	5.00
22. Gets employees to resolve differences in a constructive, timely way	F. MANAGING CONFLICT	5.00
49. Anticipates changes that will be needed in the future	A. ENVISIONING OPPORTUNITIES	6.00
2. Sets goals that help us make worthwhile contributions	B. COMMUNICATING EFFECTIVELY	6.00

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR SELF

5 highest rated questions

# Question	Dimension	SELF
1. Develops innovative ideas to improve the quality of services	A. ENVISIONING OPPORTUNITIES	7.00
17. Is a leader in promoting new ideas and change	A. ENVISIONING OPPORTUNITIES	7.00
33. Has good ideas to improve our products and services	A. ENVISIONING OPPORTUNITIES	7.00
56. Demonstrates knowledge of our industry	A. ENVISIONING OPPORTUNITIES	7.00
18. Clearly communicates the importance of the group's goals	B. COMMUNICATING EFFECTIVELY	7.00

5 lowest rated questions

# Question	Dimension	SELF
5. Encourages group members to participate in planning	E. PLANNING AND COLLABORATION	4.00
23. Effectively gets group members to cooperate with each other	G. TEAM DEVELOPMENT	4.00
39. Works effectively with diverse teams	G. TEAM DEVELOPMENT	4.00
54. Works effectively across organizations, functions and locations	G. TEAM DEVELOPMENT	4.00
8. Coaches group members on ways to succeed in their careers	H. COACHING	5.00

Development

CURRENT CENTILE SCORES COMPARED TO PREVIOUS SCORES

The range of numeric changes, up (+) or down (-) are shown below. For example, +20 means that the centile rank went up 20 points. Shading indicates the centile score has decreased from your previous centile scores.

TASK CYCLE® SKILLS

	REPORTS	PEERS	SUPV	SELF	
I. ESTABLISHING THE PURPOSE					
A. ENVISIONING OPPORTUNITIES	+23	+1	+33	+62	
B. COMMUNICATING EFFECTIVELY	+23	+46	+47	+48	
C. INNOVATION & RISK-TAKING	+15	+49	+15	+58	
II. LAYING THE FOUNDATION					
D. PROBLEM SOLVING & DECISION MAKING	+39	+60	+28	+34	
E. PLANNING AND COLLABORATION	-11	+57	+32	-13	
F. MANAGING CONFLICT	+42	+43	+46	+33	
III. SUSTAINING THE EFFORT					
G. TEAM DEVELOPMENT	+36	+63	+59	-29	
H. COACHING	+44	+32	+16	+10	
IV. FEEDBACK					
I. PROVIDING FEEDBACK	+28	+38	+18	+18	
V. DRIVING TOWARD SUCCESS					
J. STANDARDS OF PERFORMANCE	+6	+25	+24	-11	
K. PERSONAL DRIVE	-2	+16	-13	+11	
L. DELEGATION	+49	+55	+37	+55	
M. GOAL PRESSURE (***)	-11	+14	+8	-31	
VI. RECOGNITION					
N. RECOGNITION OF GOOD PERFORMANCE	+24	+47	-9	-20	
RESIDUAL IMPACT					
VII. OUTCOMES					
O. TENSION LEVEL (***)	-33	0	-59	-62	
P. OVERALL EFFECTIVENESS	+33	+63	+31	+10	

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

Development

DEVELOPMENT PLAN

Summarize your feedback from each rater below to help identify an area for improvement.

REPORTS
List Key Strengths
List Key Challenges

PEERS
List Key Strengths
List Key Challenges

SUPV
List Key Strengths
List Key Challenges

Enter your most important business objectives and career goals. These are the best guides for deciding what to do about the strengths and challenges that you summarized above.

--

Development Focus. Consider your challenges in light of what you need to achieve in the near future and remember that Phases I & II of the Task Cycle® are where you get the most leverage. Note below your priorities for development before lining out one or more development items in the next section.

--

Development

DEVELOPMENT PLAN

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

Development Item(s)

Business or career goals (Refer to previous page)

What skills, practices or knowledge do you need to focus on at this time?

Development Action(s)

What action(s) are you going to take?	By when?

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

What resources do you need?

PARTIAL SAMPLE REPORT