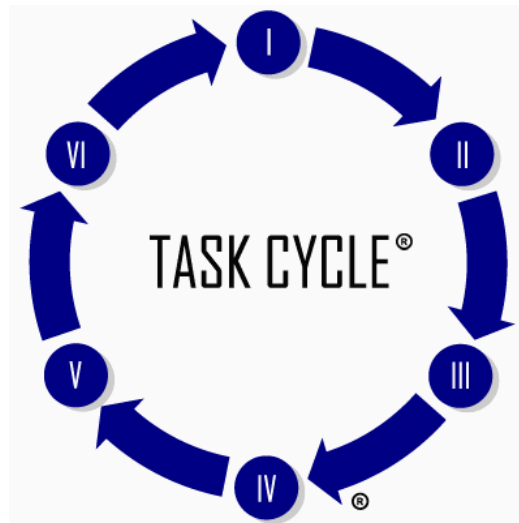


# Confidential Feedback Report

Professional, Sample, Demo Client

## Aspiring to Leadership



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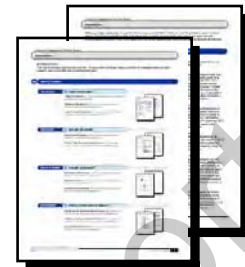
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## Introduction

## What's in this report?

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

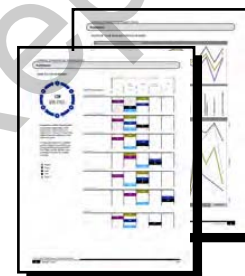


## Summaries

## 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 &amp; 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.GOALS

II.INITIATIVE

III.TEAMWORK

IV.PERSONAL AWARENESS

V.SELF-CONTROL

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.

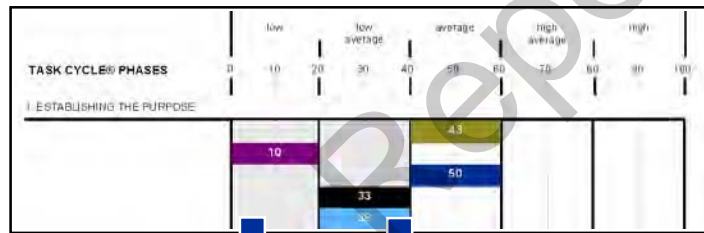
Summaries

How did I do overall?



**TASK CYCLE® SUMMARY**

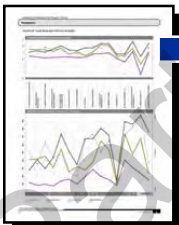
All of your centile scores are averaged and are shown for each phase of the Task Cycle®. Consider the Task Cycle® when looking at your scores, keeping in mind the importance of the Task Cycle® sequence. Its premise states that some tasks come first in time and importance. Mastery of the initial tasks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



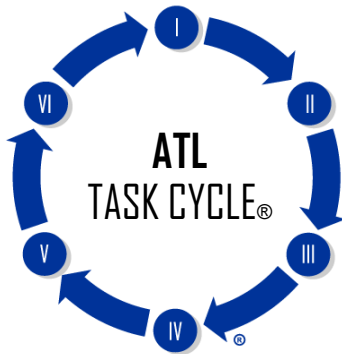
**PLOTS OF RAW AND CENTILE SCORES**

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

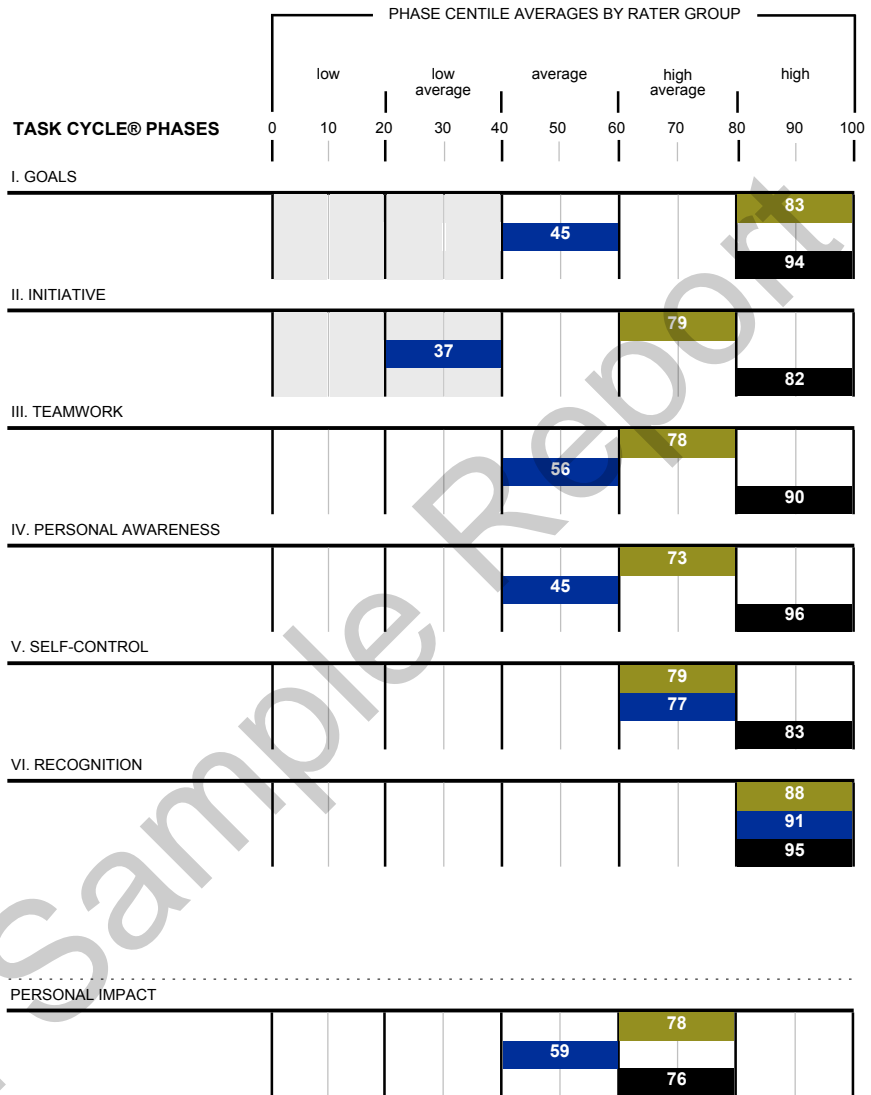


**Importance of the Task Cycle®**

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

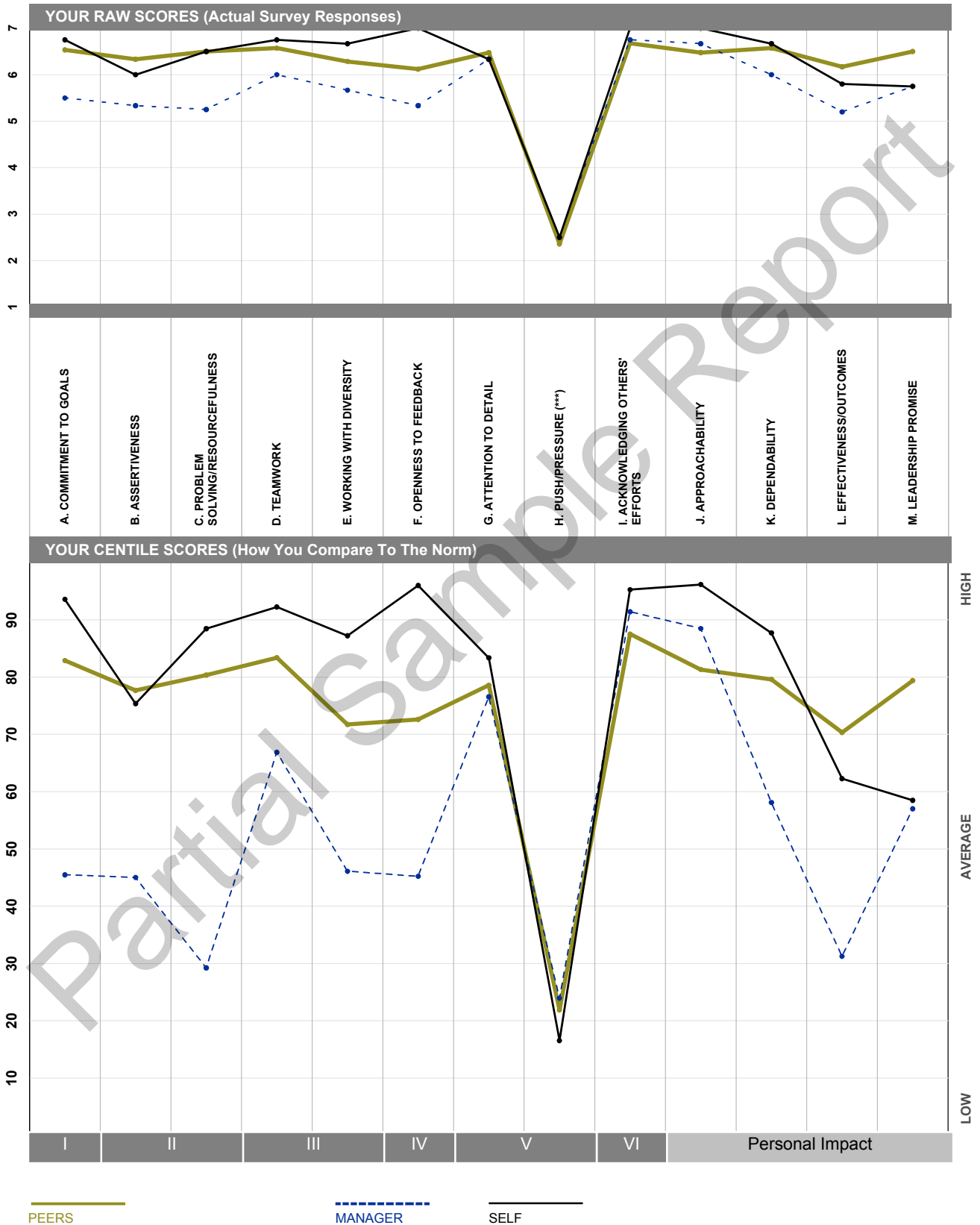
Scores that land in the shaded areas indicate an area that you may be losing leverage within the Task Cycle®. Review your dimension scores for a better analysis.

- Peers
- Manager
- Self



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. GOALS**

**A. Commitment to Goals**

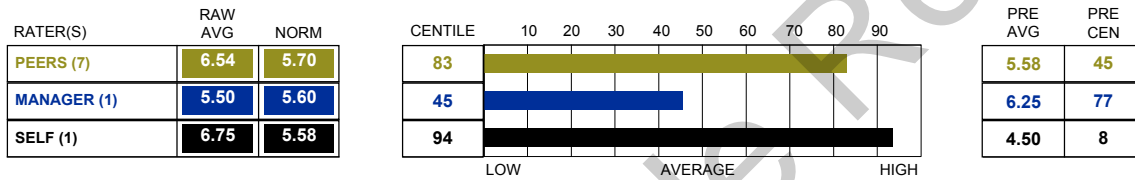
**If You Score High**

If you scored high on this dimension, you probably are a high achiever. You probably consistently meet your own goals, and you help your work group to achieve its goals. You rarely need to be told what to do, because you see what needs to be done and you do it. And when you aren't sure of your goals, you seek clarity from your management.

**If You Score Low**

If you scored very low on this dimension, you may need to take another look at how well you understand and meet goals. You may underestimate the importance of goals to success, or you may be unclear about your own role in the organization. You may be more successful if you take a more proactive role in achieving goals.

**Dimension Scores**



**Development Tips**

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

- Meet with someone who was involved in setting the organization's goals and strategies to learn as much as you can about how this process works.
- Obtain a copy of your organization's mission, vision, goals, and strategies.
- Ask your supervisor to give you specific examples of how you can be more proactive in helping your work group meet its goals.
- Identify one project that needs doing but hasn't yet been assigned and volunteer to be in charge of it.
- Make sure that you attend company meetings in which strategies and results are discussed. Doing so keeps you on top of changes that are likely occurring and gives you a clearer idea of how you fit into the big picture.
- Make sure you consistently meet all of your work deadlines before you ask for more responsibility.
- Keep up to date with your organization's website, publicity and brochures.



Scores & Details

Question Scores

↓ Question # within survey	AVG	SD	NR - not rated, N/A	1 - never...	2 - almost never...	3 - sometimes...	4 - average	5 - often...	6 - almost always...	7 - always...	PRE AVG
1. Understands the group's goals and works to help meet them	PEERS	6.7 0.5	.	.	.	.	.	.	2	5	5.8
	MANAGER	6.0 ---	.	.	.	.	.	.	1	.	6.0
	SELF	7.0 ---	.	.	.	.	.	.	.	1	4.0
14. Knows what is expected and does it	PEERS	6.4 1.1	.	.	.	.	1	.	1	5	5.7
	MANAGER	6.0 ---	.	.	.	.	.	.	1	.	6.0
	SELF	7.0 ---	.	.	.	.	.	.	.	1	5.0
27. Understands how the daily tasks relate to the organization's goals	PEERS	6.3 0.8	.	.	.	.	.	1	3	3	5.2
	MANAGER	6.0 ---	.	.	.	.	.	.	1	.	7.0
	SELF	6.0 ---	.	.	.	.	.	.	1	.	4.0
41. Understands his or her role and responsibilities	PEERS	6.7 0.8	.	.	.	.	.	1	.	6	5.7
	MANAGER	4.0 ---	.	.	.	.	1	.	.	.	6.0
	SELF	7.0 ---	.	.	.	.	.	.	.	1	5.0

## Scores & Details

### OPEN-ENDED COMMENTS

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

#### All Others

- ▶ Survey received; no comment provided.
- ▶ Survey received; no comment provided.
- ▶ Survey received; no comment provided.
- ▶ Survey received; no comment provided.
- ▶ Great communication skills – both verbal and written
- ▶ Great team player
- ▶ Has great ideas and is not afraid to try new things
- ▶ Sets clear goals

#### Self

- ▶ I communicate well with others.

Partial Sample Report

## Scores & Details

### OPEN-ENDED COMMENTS

***What should this person do to be more effective?***

#### **All Others**

- ▶ Should take more risks
- ▶ Have more trust in your peers.
- ▶ Listen to others more.
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ Seems disorganized at times; could set clearer goals

#### **Self**

- ▶ Not sure...

Partial Sample Report

## Scores & Details

### OPEN-ENDED COMMENTS

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

#### **All Others**

- ▶ Getting overwhelmed when you have a lot on your plate
- ▶ Stop being so critical.
- ▶ Focusing on when things go wrong.
- ▶ Having unnecessary meetings...
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*

#### **Self**

- ▶ *Survey received; no comment provided.*

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.

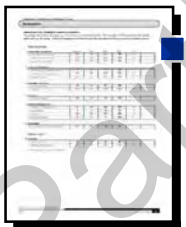
A blind spot analysis is shown to the right of each dimension. This analysis compares the specified rater group's centile scores with your Self scores. This comparison will help you determine whether or not a particular dimension (skill) is considered a Blind Spot or Strength (see explanations below 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.



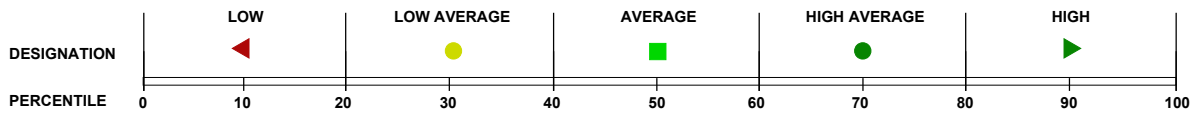
### DEVELOPMENT PLAN TEMPLATE

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.



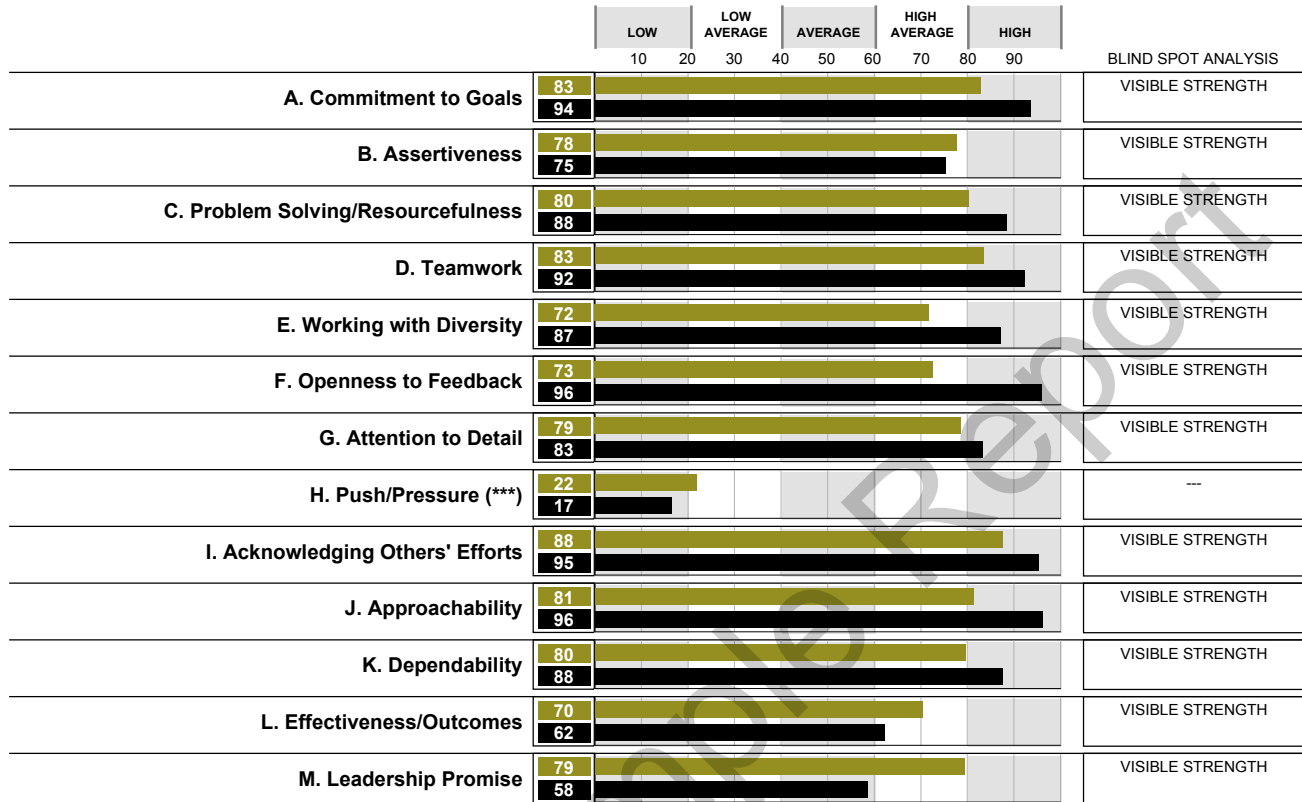
**TASK CYCLE SKILLS**

	PEERS	MANAGER	SELF
<b>I. GOALS</b>			
A. COMMITMENT TO GOALS	▶	■	▶
<b>II. INITIATIVE</b>			
B. ASSERTIVENESS	●	■	●
C. PROBLEM SOLVING/RESOURCEFULNESS	▶	●	▶
<b>III. TEAMWORK</b>			
D. TEAMWORK	▶	●	▶
E. WORKING WITH DIVERSITY	●	■	▶
<b>IV. PERSONAL AWARENESS</b>			
F. OPENNESS TO FEEDBACK	●	■	▶
<b>V. SELF-CONTROL</b>			
G. ATTENTION TO DETAIL	●	●	▶
H. PUSH/PRESSURE (***)	●	●	◀
<b>VI. RECOGNITION</b>			
I. ACKNOWLEDGING OTHERS' EFFORTS	▶	▶	▶
<b>PERSONAL IMPACT</b>			
<b>IMPT. PERSONAL IMPACT</b>			
J. APPROACHABILITY	▶	▶	▶
K. DEPENDABILITY	▶	■	▶
L. EFFECTIVENESS/OUTCOMES	●	●	●
M. LEADERSHIP PROMISE	●	■	■

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

**Development**

**CENTILE SCORES & BLIND SPOT ANALYSIS FOR PEERS**

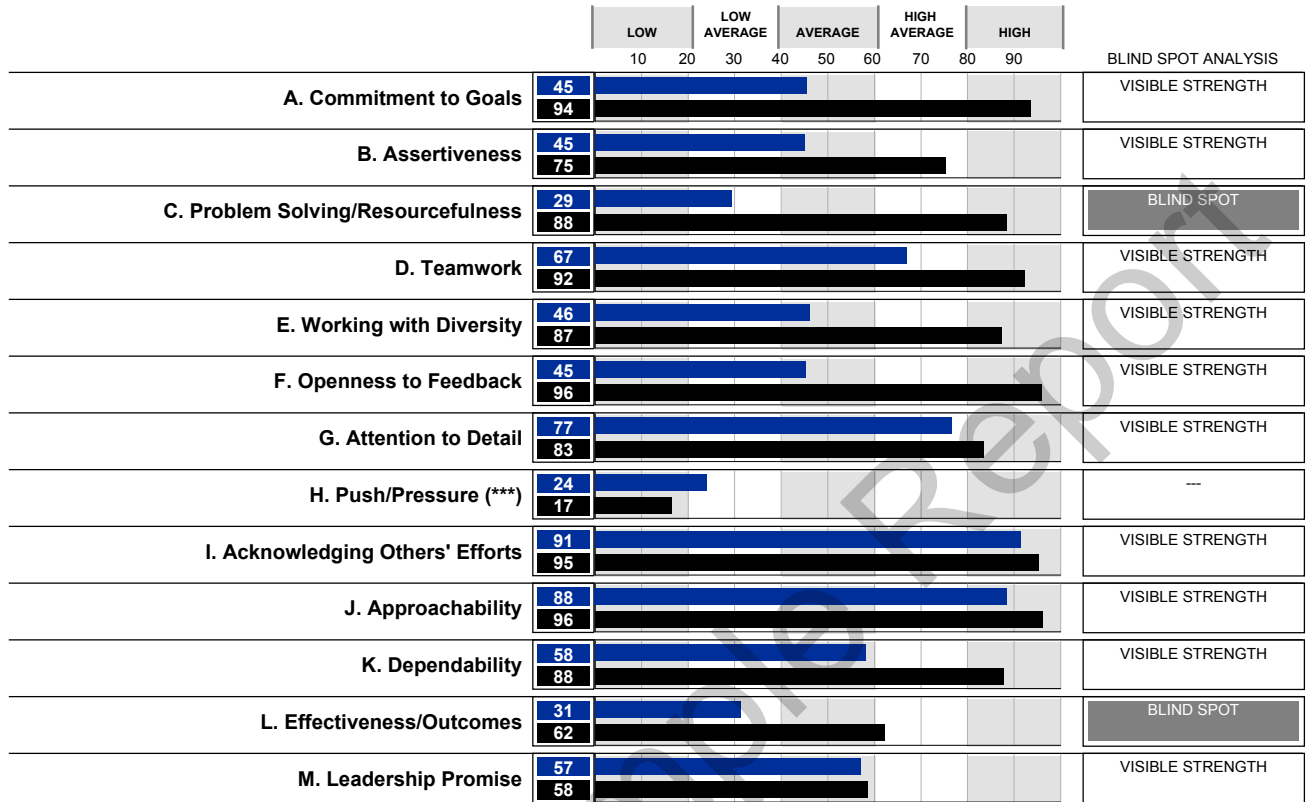


■ Peers  
■ Self

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 MANAGER**



■ **Manager**  
■ **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

## 5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR PEERS

## 5 highest rated questions

# Question	Dimension	PEERS
17. Willingly helps other people	D. TEAMWORK	6.86
10. Compliments other people who perform well	I. ACKNOWLEDGING OTHERS' EFFORTS	6.86
1. Understands the group's goals and works to help meet them	A. COMMITMENT TO GOALS	6.71
41. Understands his or her role and responsibilities	A. COMMITMENT TO GOALS	6.71
43. Contributes well as a member of any team	D. TEAMWORK	6.71

## 5 lowest rated questions

# Question	Dimension	PEERS
33. Is open to feedback and uses it to improve	F. OPENNESS TO FEEDBACK	6.00
5. Shares responsibility for team leadership	D. TEAMWORK	6.14
32. Treats people fairly	E. WORKING WITH DIVERSITY	6.14
28. Does not hesitate to report situations that need attention	B. ASSERTIVENESS	6.17
19. Is responsive to suggestions about his or her behavior	F. OPENNESS TO FEEDBACK	6.17

## Development

## 5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR MANAGER

## 5 highest rated questions

# Question	Dimension	MANAGER
17. Willingly helps other people	D. TEAMWORK	7.00
18. Accepts others regardless of race, gender or ethnic background	E. WORKING WITH DIVERSITY	7.00
8. Attends to all the important details when doing a job	G. ATTENTION TO DETAIL	7.00
20. Is very much concerned about the quality of his or her work	G. ATTENTION TO DETAIL	7.00
10. Compliments other people who perform well	I. ACKNOWLEDGING OTHERS' EFFORTS	7.00

## 5 lowest rated questions

# Question	Dimension	MANAGER
41. Understands his or her role and responsibilities	A. COMMITMENT TO GOALS	4.00
32. Treats people fairly	E. WORKING WITH DIVERSITY	4.00
3. Expresses opinions about the way things are done	B. ASSERTIVENESS	5.00
15. Often speaks out in discussions	B. ASSERTIVENESS	5.00
4. Contributes ideas which are sound and practical	C. PROBLEM SOLVING/RESOURCEFULNESS	5.00

## Development

## 5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR SELF

## 5 highest rated questions

# Question	Dimension	SELF
1. Understands the group's goals and works to help meet them	A. COMMITMENT TO GOALS	7.00
14. Knows what is expected and does it	A. COMMITMENT TO GOALS	7.00
41. Understands his or her role and responsibilities	A. COMMITMENT TO GOALS	7.00
30. Is highly competent in the technical and functional aspects of our work	C. PROBLEM SOLVING/RESOURCEFULNESS	7.00
42. Makes key technical/functional contributions to the team	C. PROBLEM SOLVING/RESOURCEFULNESS	7.00

## 5 lowest rated questions

# Question	Dimension	SELF
27. Understands how the daily tasks relate to the organization's goals	A. COMMITMENT TO GOALS	6.00
3. Expresses opinions about the way things are done	B. ASSERTIVENESS	6.00
15. Often speaks out in discussions	B. ASSERTIVENESS	6.00
28. Does not hesitate to report situations that need attention	B. ASSERTIVENESS	6.00
4. Contributes ideas which are sound and practical	C. PROBLEM SOLVING/RESOURCEFULNESS	6.00

## 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**

	PEERS	MANAGER	SELF	
<b>I. GOALS</b>				
A. COMMITMENT TO GOALS	+38	-32	+86	
<b>II. INITIATIVE</b>				
B. ASSERTIVENESS	+23	-43	+74	
C. PROBLEM SOLVING/RESOURCEFULNESS	+41	-53	+52	
<b>III. TEAMWORK</b>				
D. TEAMWORK	+29	+10	+45	
E. WORKING WITH DIVERSITY	+1	-16	+11	
<b>IV. PERSONAL AWARENESS</b>				
F. OPENNESS TO FEEDBACK	+17	-14	+78	
<b>V. SELF-CONTROL</b>				
G. ATTENTION TO DETAIL	+48	-9	+42	
H. PUSH/PRESSURE (***)	+6	+15	+12	
<b>VI. RECOGNITION</b>				
I. ACKNOWLEDGING OTHERS' EFFORTS	+29	+17	+33	

**PERSONAL IMPACT**

<b>IMPT. PERSONAL IMPACT</b>				
J. APPROACHABILITY	+16	+7	+75	
K. DEPENDABILITY	+39	-32	+42	
L. EFFECTIVENESS/OUTCOMES	+22	-42	+29	
M. LEADERSHIP PROMISE	+25	0	+42	

(\*\*\*) 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.

PEERS
List Key Strengths
List Key Challenges

MANAGER
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?**