

Confidential Feedback Report

Sample Lawyer Leader, Profile B, Sample Corporation

Lawyer Leader



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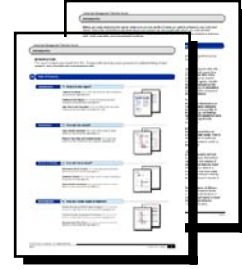


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Introduction

What's in this report?

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

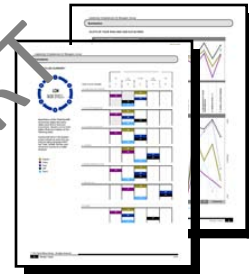


Summaries

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 & 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?

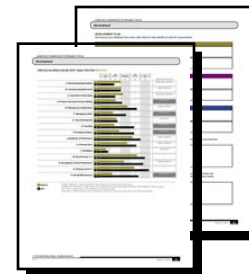
Centile Highlights: The Centile Highlights display an overview of your feedback, assigning centile ranks and showing each dimension, each rater, or rating group.

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



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. SETTING DIRECTION
- II. STRATEGIC PLANNING
- III. IMPLEMENTATION
- IV. FEEDBACK
- V. DRIVING FOR RESULTS
- VI. ACKNOWLEDGING CONTRIBUTIONS

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

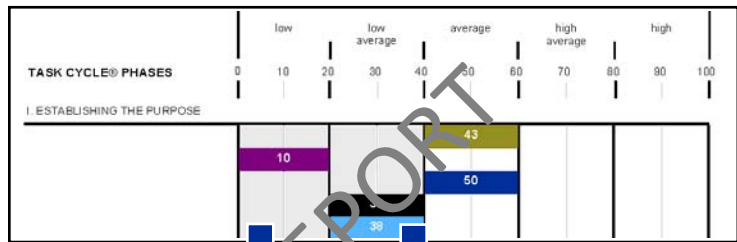
Summaries

How did I do overall?



TASK CYCLE® SUMMARY

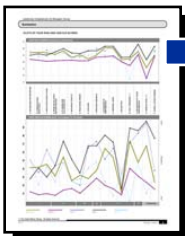
All of your centile scores are averaged and are shown for each phase of the Task Cycle®. Consider the Task Cycle® when looking at your scores, keeping in mind the importance of the Task Cycle® sequence. Its premise states that some tasks come first in time and importance. Mastery of the initial tasks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

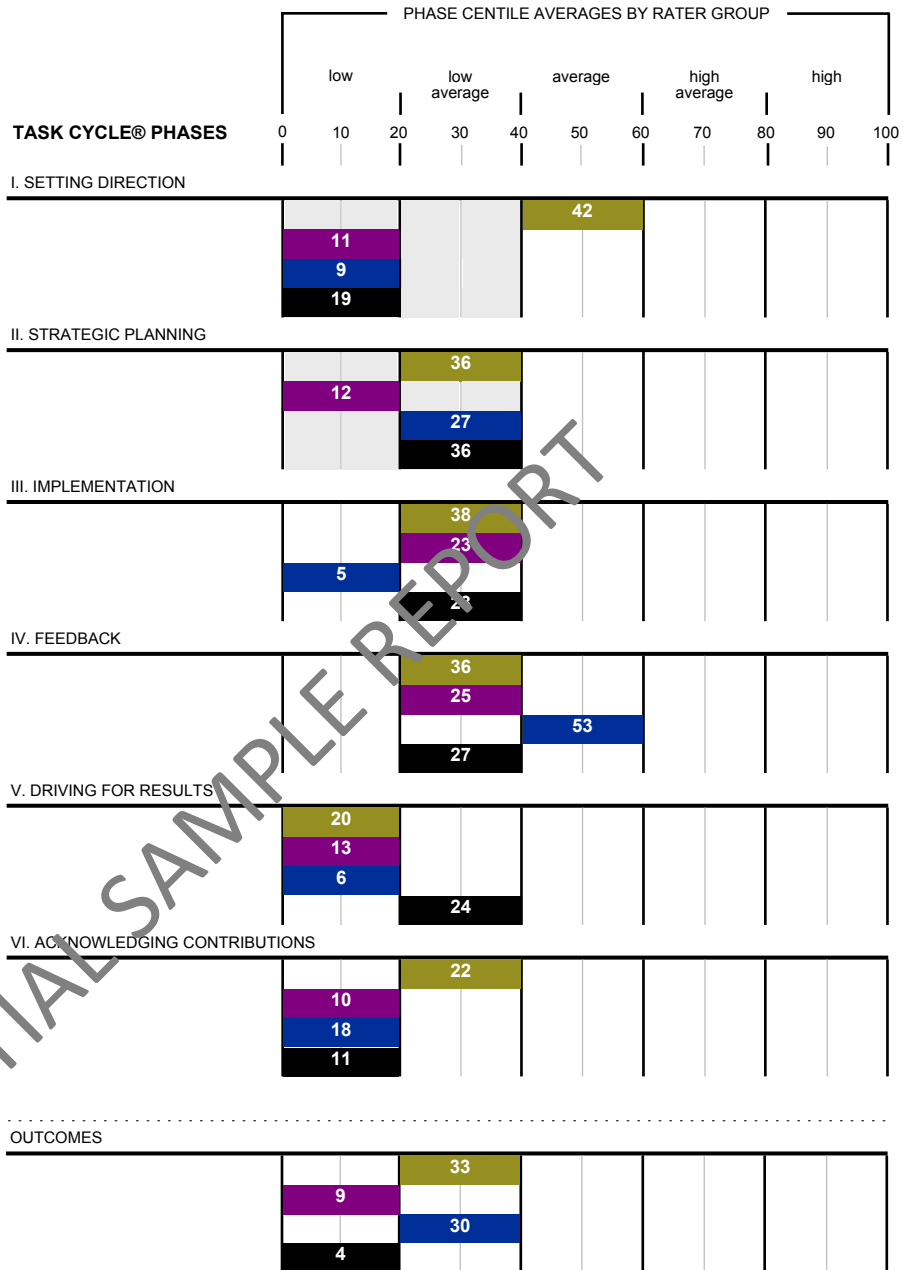


Importance of the Task Cycle®

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.

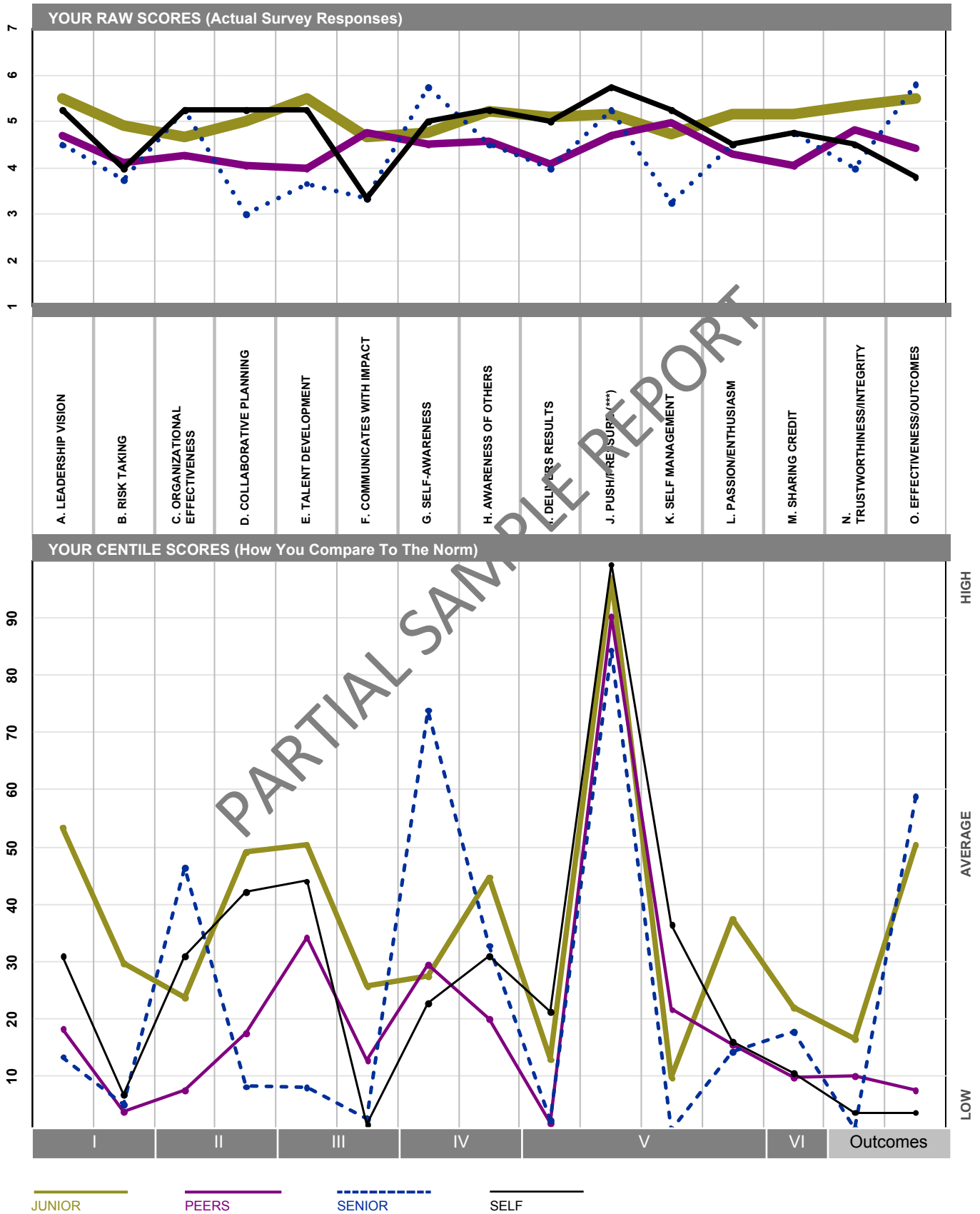
- Junior
- Peers
- Senior
- Self



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. SETTING DIRECTION

A. Leadership Vision

If You Score High

If you scored high on this dimension, people know where you and your group are headed. You probably demonstrate a strong understanding of the firm and/or your practice group and what needs to change to move positively into the future. You are able to keep the big picture in mind and explain it clearly so others know where their activities fit within the overall direction for change.

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 firm and/or your group into the future. You may have a difficult time explaining clearly and concisely what needs to be done to improve competitive position in the marketplace. Or you may be so focused on the "here and now" that you neglect to keep the big picture in mind. To improve your scores, clearly articulate your vision and take every opportunity to communicate it so that others will be inspired to contribute.

Dimension Scores



Development Tips

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

- Make sure you understand the firm, your practice group, and all service offerings thoroughly. As you review your knowledge, focus on gaps in services that you notice, and allow yourself to visualize how to fill in the gaps.
- Create an "elevator message" as part of your plan to communicate your vision. This is a colorful story, metaphor, or saying that captures the essence of your vision and can be conveyed in less than 30 seconds (i.e., the length of a typical ride in an elevator.)
- Talk to other leaders, read publications, and access other resources to learn about the strategies other practice groups, law firms, and professional service firms have implemented to enhance their competitive position.
- When considering alternatives, ask yourself and others "why not?" instead of "why?"
- Challenge your junior lawyers and colleagues to find ways of improving business and work processes. Use various forums (e.g., team meetings, private conversations, performance plans) to stimulate and reinforce the need to make continuous improvements.
- Look at your current and future goals. Then identify the barriers or potential barriers to achieving or exceeding those goals. Identify the one or two changes that would have the greatest impact on these goals.

Scores & Details

Question Scores

↓ Question # within survey	AVG	SD	- not rated, N/A	- never...	- almost never...	- sometimes...	- average	- often...	- almost always...	- always...	PRE AVG
			NR	1	2	3	4	5	6	7	
8. Vigorously promotes positive change in the firm	JUNIOR	6.3 0.6	2	1	---
	PEERS	4.0 1.7	1	.	.	2	.	.	1	.	---
	SENIOR	1.0 ---	.	1	---
	SELF	5.0 ---	1	.	.	---
25. Keeps the big picture in perspective despite distractions and irrelevancies	JUNIOR	4.7 2.5	.	.	1	.	.	1	.	1	---
	PEERS	4.5 2.4	.	.	1	1	.	.	1	1	---
	SENIOR	6.0 ---	1	.	---
	SELF	7.0 ---	1	---
46. Acts in a way that makes us a competitive firm	JUNIOR	6.0 ---	3	.	---
	PEERS	5.3 1.0	1	1	2	.	---
	SENIOR	6.0 ---	1	.	---
	SELF	4.0 ---	1	.	.	.	---
57. Articulates his or her vision in specific and concrete terms	JUNIOR	5.0 2.6	.	.	1	.	.	.	1	1	---
	PEERS	5.0 1.0	2	1	.	1	---
	SENIOR	5.0 ---	1	.	.	---
	SELF	5.0 ---	1	.	.	---

PARTIAL SAMPLE REPORT

Scores & Details

OPEN-ENDED COMMENTS

What are two or three effective things that this person should continue to do?

All Others

- ▶ Comment
- ▶ Comment
- ▶ Comment
- ▶ Comment
- ▶ Comment
- ▶ adfasdfsdfasf
- ▶ Comment
- ▶ Comment

Self

- ▶ Comment

PARTIAL SAMPLE REPORT

Scores & Details

OPEN-ENDED COMMENTS

What are two or three things that this person should do to be more effective?

All Others

- ▶ Comment
- ▶ Comment
- ▶ Comment
- ▶ Comment
- ▶ asdf
- ▶ Comment
- ▶ Comment
- ▶ Comment

Self

- ▶ Comment

PARTIAL SAMPLE REPORT

Scores & Details

OPEN-ENDED COMMENTS

What should this person stop doing in order to be more effective?

All Others

- ▶ Comment
- ▶ Comment
- ▶ Comment
- ▶ asdf
- ▶ Comment
- ▶ Comment
- ▶ Comment
- ▶ Comment

Self

- ▶ Comment

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.



DEVELOPMENT PLAN TEMPLATE

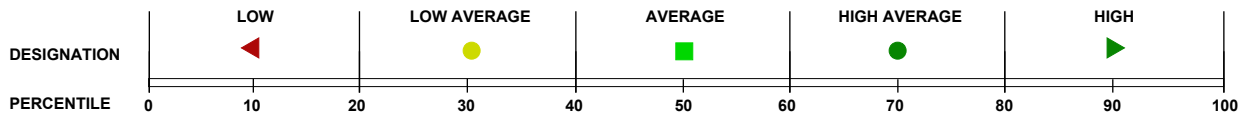
These pages provide you with space to create a development plan based on your results. Before you begin creating your development plan, you'll need to read and understand the results from this report.

PARTIAL SAMPLE REPORT

Development

CENTILE HIGHLIGHTS

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



TASK CYCLE SKILLS

	JUNIOR	PEERS	SENIOR	SELF
I. SETTING DIRECTION				
A. LEADERSHIP VISION	■	◀	◀	●
B. RISK TAKING	●	◀	◀	◀
II. STRATEGIC PLANNING				
C. ORGANIZATIONAL EFFECTIVENESS	●	◀	■	●
D. COLLABORATIVE PLANNING	■	◀	◀	■
III. IMPLEMENTATION				
E. TALENT DEVELOPMENT	■	●	◀	■
F. COMMUNICATES WITH IMPACT	●	◀	◀	◀
IV. FEEDBACK				
G. SELF-AWARENESS	●	●	●	●
H. AWARENESS OF OTHERS	■	●	●	●
V. DRIVING FOR RESULTS				
I. DELIVERS RESULTS	◀	◀	◀	●
J. PUSH/PRESSURE (***)	▶	▶	▶	▶
K. SELF MANAGEMENT	◀	●	◀	●
L. PASSION/ENTHUSIASM	●	◀	◀	◀
VI. ACKNOWLEDGING CONTRIBUTIONS				
M. SHARING CREDIT	●	◀	◀	◀
OUTCOMES				
OUTCOMES				
N. TRUSTWORTHINESS/INTEGRITY	◀	◀	◀	◀
O. EFFECTIVENESS/OUTCOMES	■	◀	■	◀

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

PARTIAL SAMPLE REPORT

Development

CENTILE SCORES & BLIND SPOT ANALYSIS FOR JUNIOR

		LOW	LOW AVERAGE	AVERAGE	HIGH AVERAGE	HIGH	BLIND SPOT ANALYSIS				
		10	20	30	40	50	60	70	80	90	
A. Leadership Vision	53 31										UNREALIZED STRENGTH
B. Risk Taking	30 7										SOFT SPOT
C. Organizational Effectiveness	24 31										SOFT SPOT
D. Collaborative Planning	49 42										VISIBLE STRENGTH
E. Talent Development	50 44										VISIBLE STRENGTH
F. Communicates with Impact	26 2										SOFT SPOT
G. Self-Awareness	27 23										SOFT SPOT
H. Awareness of Others	45 31										UNREALIZED STRENGTH
I. Delivers Results	13 21										SOFT SPOT
J. Push/Pressure (***)	97 99										---
K. Self Management	10 36										SOFT SPOT
L. Passion/Enthusiasm	37 16										SOFT SPOT
M. Sharing Credit	22 11										SOFT SPOT
N. Trustworthiness/Integrity	17 4										SOFT SPOT
O. Effectiveness/Outcomes	50 4										UNREALIZED STRENGTH

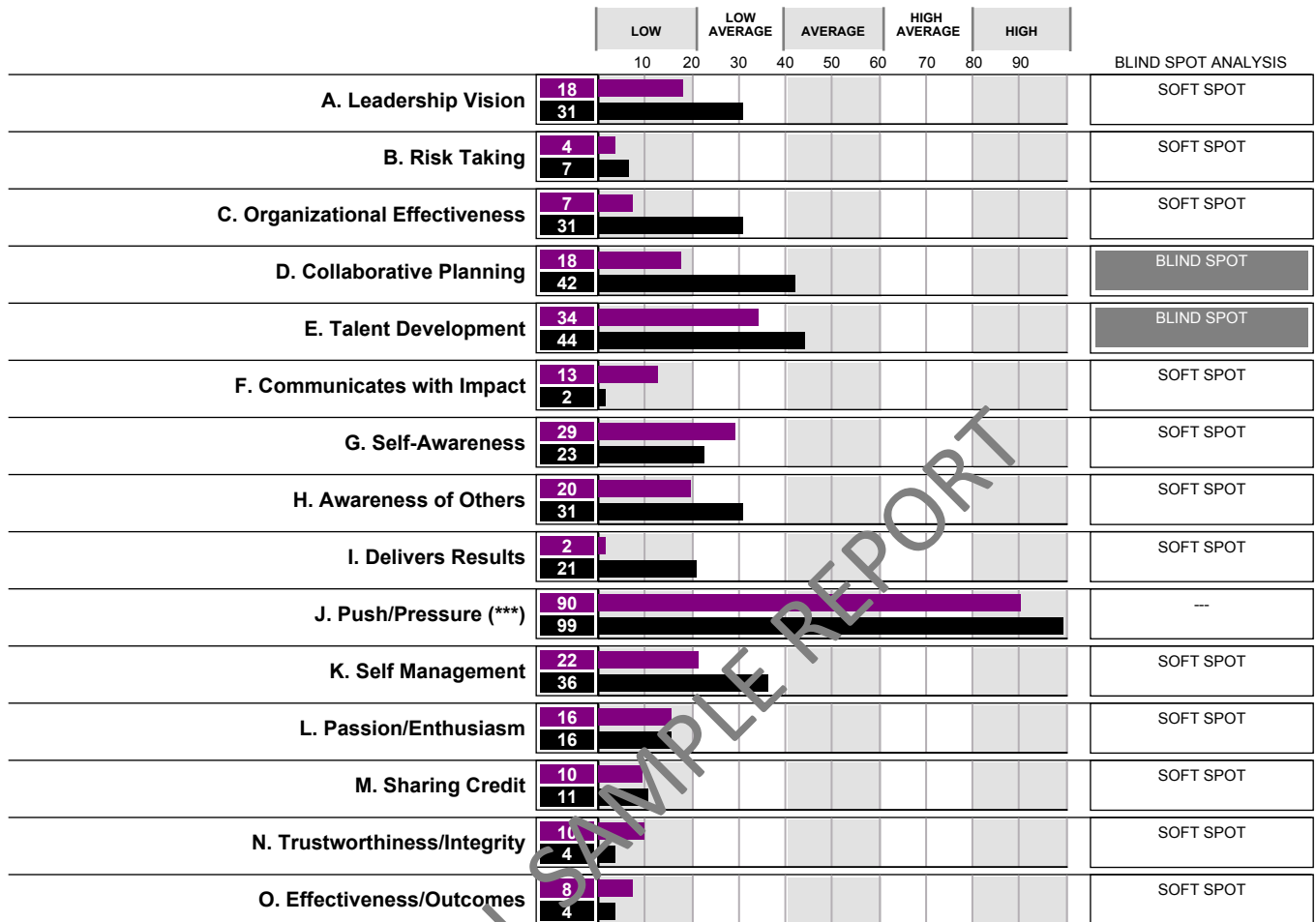
■ Junior
■ Self

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

PARTIAL SAMPLE REPORT

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

PARTIAL SAMPLE REPORT

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR JUNIOR

5 highest rated questions

# Question	Dimension	JUNIOR
7. Encourages others to participate early in the decision-making process	D. COLLABORATIVE PLANNING	6.67
19. Proposes changes that add value	I. DELIVERS RESULTS	6.67
8. Vigorously promotes positive change in the firm	A. LEADERSHIP VISION	6.33
47. Has the insight to take bold steps to change the rules	B. RISK TAKING	6.33
20. Communicates a vision and goals that inspire others	L. PASSION/ENTHUSIASM	6.33

5 lowest rated questions

# Question	Dimension	JUNIOR
40. Makes appropriate changes as a result of suggestions by others	D. COLLABORATIVE PLANNING	3.67
55. Clearly communicates an expectation of excellence	I. DELIVERS RESULTS	3.67
28. Keeps going with a plan or idea when others get discouraged	K. SELF MANAGEMENT	3.67
29. Is very convincing when proposing a new course of action	F. COMMUNICATES WITH IMPACT	4.00
12. Demonstrates the confidence to act	B. RISK TAKING	4.33

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR PEERS

5 highest rated questions

# Question	Dimension	PEERS
29. Is very convincing when proposing a new course of action	F. COMMUNICATES WITH IMPACT	6.00
16. Is sensitive to other people's reactions to his/her ideas	H. AWARENESS OF OTHERS	5.50
28. Keeps going with a plan or idea when others get discouraged	K. SELF MANAGEMENT	5.50
22. Anticipates the reactions of people who have a stake in change	C. ORGANIZATIONAL EFFECTIVENESS	5.33
46. Acts in a way that makes us a competitive firm	A. LEADERSHIP VISION	5.25

5 lowest rated questions

# Question	Dimension	PEERS
37. Expresses appreciation for the efforts of others	M. SHARING CREDIT	2.75
7. Encourages others to participate early in the decision-making process	D. COLLABORATIVE PLANNING	3.00
51. Uses teamwork to develop a climate for commitment and change	D. COLLABORATIVE PLANNING	3.25
59. Takes risks when others might be more cautious	B. RISK TAKING	3.50
6. Gives constructive feedback	E. TALENT DEVELOPMENT	3.50

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR SENIOR

5 highest rated questions

# Question	Dimension	SENIOR
24. Uses formal and informal channels to get results	C. ORGANIZATIONAL EFFECTIVENESS	7.00
14. Recognizes circumstances that can lead to an emotional reaction	G. SELF-AWARENESS	7.00
34. Appears aware of his/her own emotions	G. SELF-AWARENESS	7.00
55. Clearly communicates an expectation of excellence	I. DELIVERS RESULTS	7.00
45. Can be trusted to do what he or she says will be done	N. TRUSTWORTHINESS/INTEGRITY	7.00

5 lowest rated questions

# Question	Dimension	SENIOR
8. Vigorously promotes positive change in the firm	A. LEADERSHIP VISION	1.00
39. Takes risks on proposals that are promising	B. RISK TAKING	2.00
7. Encourages others to participate early in the decision-making process	D. COLLABORATIVE PLANNING	2.00
29. Is very convincing when proposing a new course of action	F. COMMUNICATES WITH IMPACT	2.00
9. Actively listens and is attentive to both verbal and non-verbal cues of others	H. AWARENESS OF OTHERS	2.00

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR SELF

5 highest rated questions

# Question	Dimension	SELF
25. Keeps the big picture in perspective despite distractions and irrelevancies	A. LEADERSHIP VISION	7.00
6. Gives constructive feedback	E. TALENT DEVELOPMENT	7.00
49. Gives lawyers under supervision frequent opportunities to develop	E. TALENT DEVELOPMENT	7.00
16. Is sensitive to other people's reactions to his/her ideas	H. AWARENESS OF OTHERS	7.00
55. Clearly communicates an expectation of excellence	I. DELIVERS RESULTS	7.00

5 lowest rated questions

# Question	Dimension	SELF
11. Selects and advances talent within the firm	E. TALENT DEVELOPMENT	2.00
1. Makes contributions that benefit the firm	O. EFFECTIVENESS/OUTCOMES	2.00
12. Demonstrates the confidence to act	B. RISK TAKING	3.00
59. Takes risks when others might be more cautious	B. RISK TAKING	3.00
21. Comes to a conclusion when necessary, despite the lack of absolutely complete information	F. COMMUNICATES WITH IMPACT	3.00

Development

DEVELOPMENT PLAN

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

JUNIOR
List Key Strengths
List Key Challenges

PEERS
List Key Strengths
List Key Challenges

SENIOR
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)

[Empty space for business or career goals]

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

[Empty space for skills, practices or knowledge]

Development Action(s)

What action(s) are you going to take?	By when?
[Empty space for action(s)]	[Empty space for by when?]

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

[Empty space for success indicators]

What resources do you need?

[Empty space for resources]

PARTIAL SAMPLE REPORT