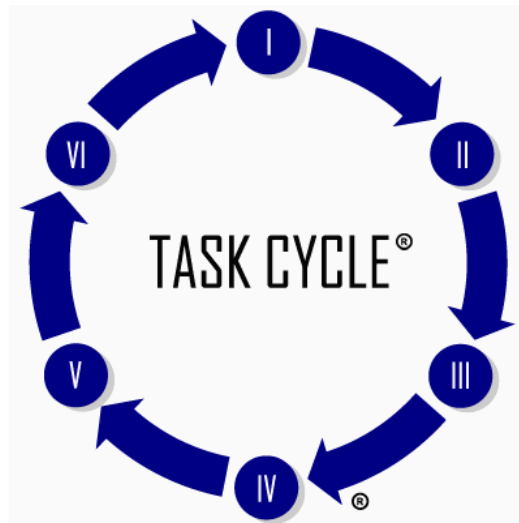


Confidential Feedback Report

Professional, Sample, Demo Client

Technical Professional Survey



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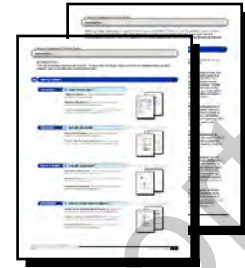
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Centile Scores and Blind Spot Analysis: A ranking of your centile scores for each rater group along with a blind spot analysis for each Task Cycle® skill.

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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.



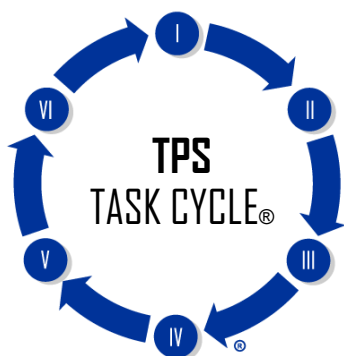
Introduction

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. GOAL ORIENTATION

II. PLANNING AND PROBLEM SOLVING

III. TEAM LEADERSHIP

IV. FEEDBACK

V. DRIVING TOWARD RESULTS

VI. RECOGNITION OF OTHERS

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.

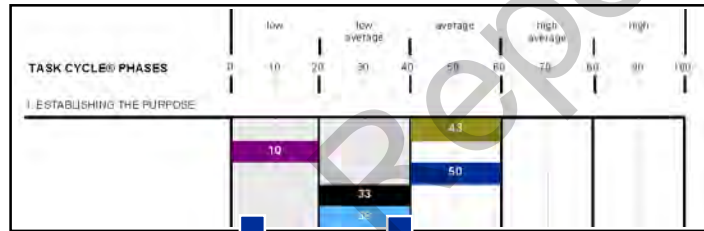
Summaries

How did I do overall?



TASK CYCLE® SUMMARY

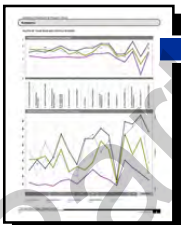
All of your centile scores are averaged and are shown for each phase of the Task Cycle®. Consider the Task Cycle® when looking at your scores, keeping in mind the importance of the Task Cycle® sequence. Its premise states that some tasks come first in time and importance. Mastery of the initial tasks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



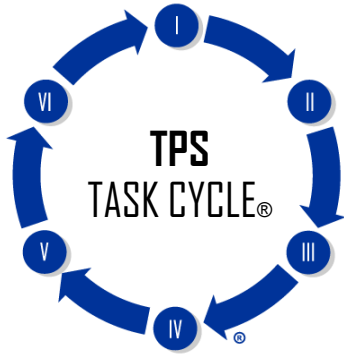
PLOTS OF RAW AND CENTILE SCORES

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

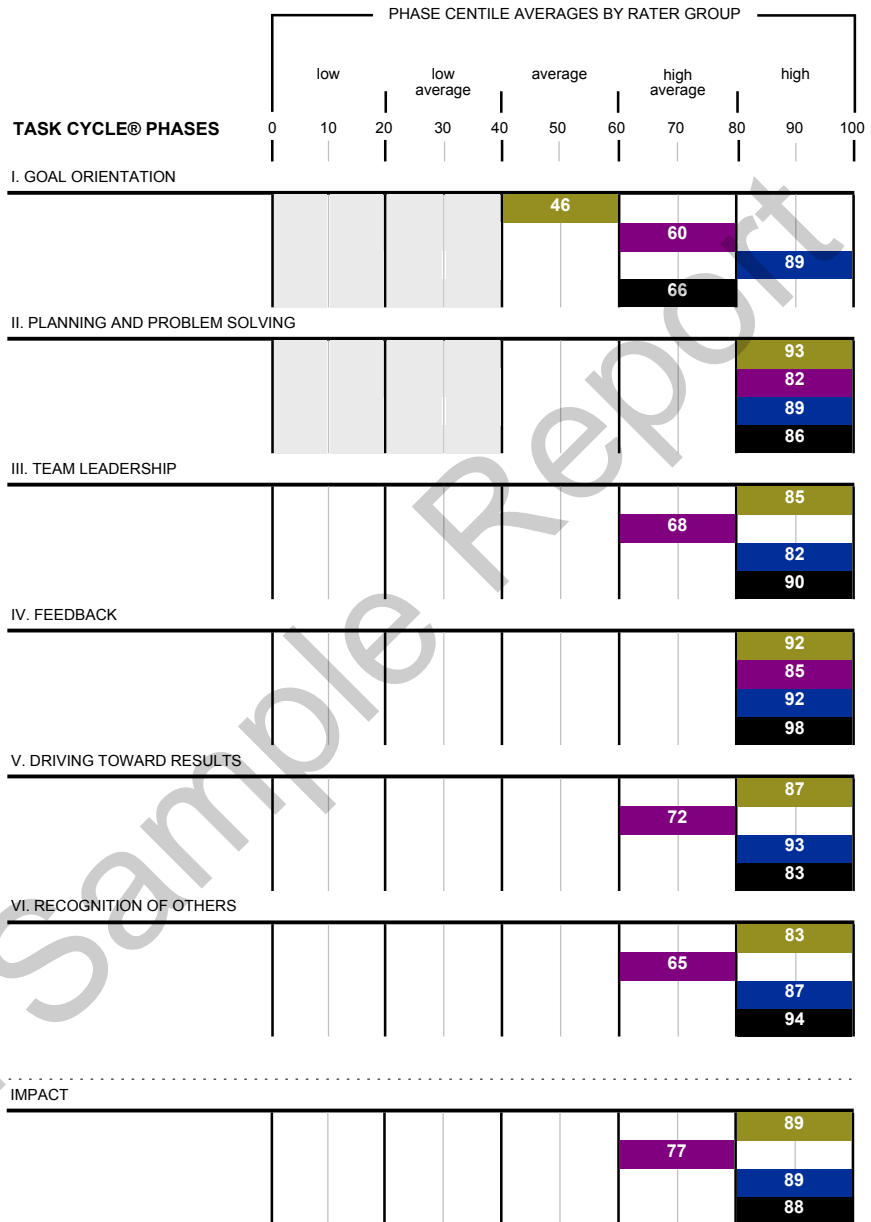
TASK CYCLE® SUMMARY



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.

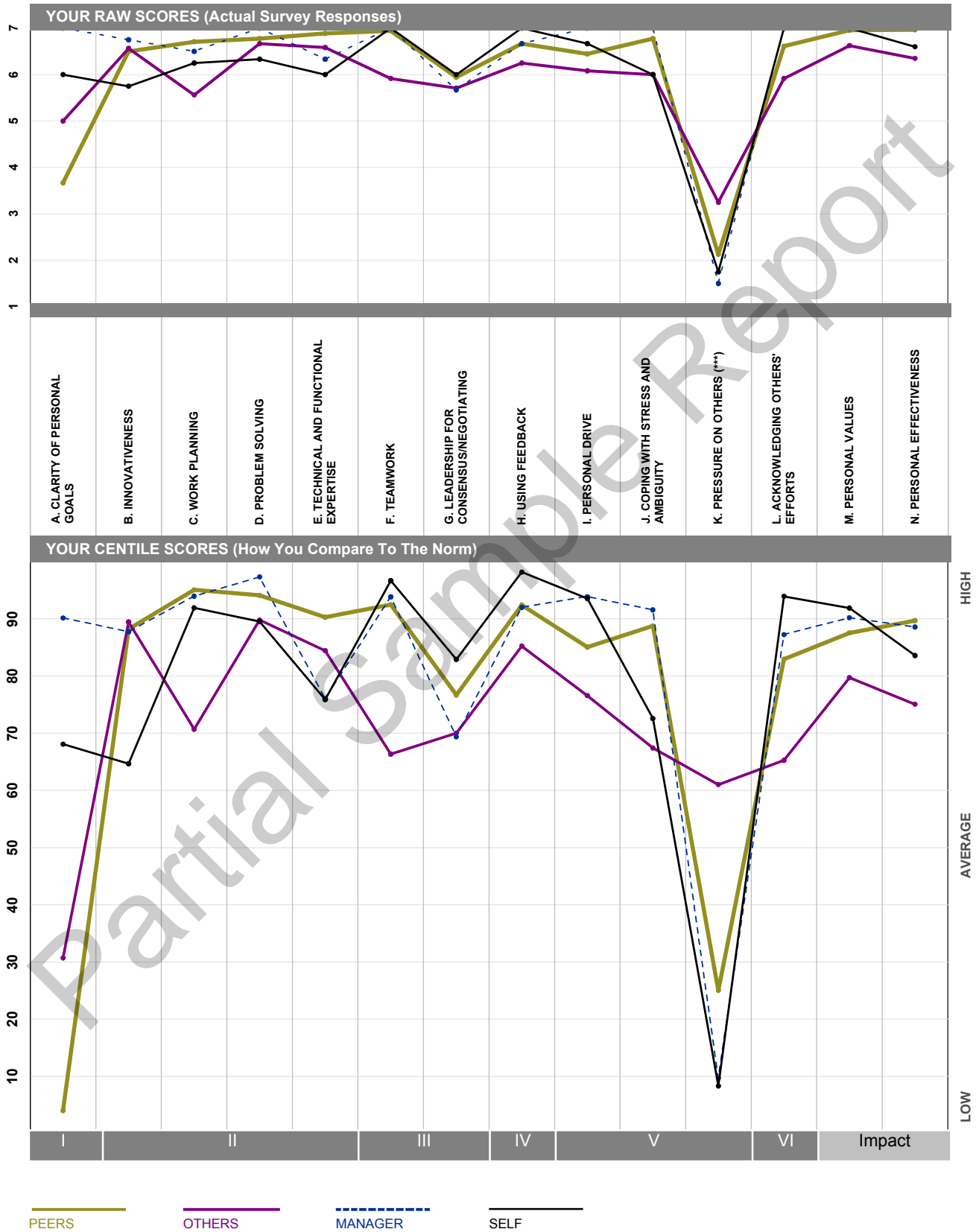
Scores that land in the shaded areas indicate an area that you may be losing leverage within the Task Cycle®. Review your dimension scores for a better analysis.

- Peers
- Others
- 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. GOAL ORIENTATION

A. Clarity of Personal Goals

If You Score High

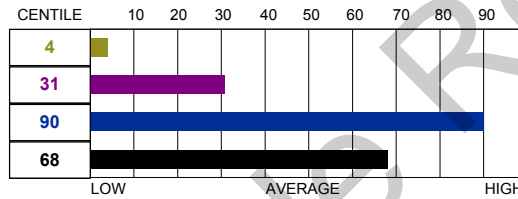
If you scored high on this dimension, you probably consistently meet your own goals and help your work group achieve its goals. You are likely to be able to clearly state how your work helps your organization meet its goals, and you probably strive to set ever more challenging goals.

If You Score Low

If you scored very low on this dimension, you may be perceived as a person who does the minimum to get by. Possibly you do not make enough of an effort to develop work goals that will benefit the organization. Your skills may improve if you meet with your manager to develop more challenging goals and work hard to achieve them.

Dimension Scores

RATER(S)	RAW AVG	NORM
PEERS (6)	3.67	5.54
OTHERS (4)	5.00	5.54
MANAGER (1)	7.00	5.71
SELF (1)	6.00	5.53



PRE AVG	PRE CEN
5.28	40
4.67	21
4.67	15
5.67	55

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 manager 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.
- Meet monthly with your manager to set long-term and short-term professional goals.

Scores & Details

Question Scores

↓ Question # within survey

7. Keeps a clear focus on the organization's goals

	AVG	SD	NR	1 - never...	2 - almost never...	3 - sometimes...	4 - average	5 - often...	6 - almost always...	7 - always...	PRE AVG
PEERS	3.7	1.6	.	.	.	5	.	.	.	1	6.2
OTHERS	5.0	---	4	.	.	4.4
MANAGER	7.0	---	1	5.0
SELF	6.0	---	1	.	6.0

21. Sets goals that are professionally and/or technically challenging

	AVG	SD	NR	1 - never...	2 - almost never...	3 - sometimes...	4 - average	5 - often...	6 - almost always...	7 - always...	PRE AVG
PEERS	3.7	1.6	.	.	.	5	.	.	.	1	4.6
OTHERS	5.0	---	4	.	.	5.0
MANAGER	7.0	---	1	4.0
SELF	6.0	---	1	.	5.0

35. Understands how his or her personal goals align with the organization's goals

	AVG	SD	NR	1 - never...	2 - almost never...	3 - sometimes...	4 - average	5 - often...	6 - almost always...	7 - always...	PRE AVG
PEERS	3.7	1.6	.	.	.	5	.	.	.	1	4.6
OTHERS	5.0	---	4	.	.	5.3
MANAGER	7.0	---	1	5.0
SELF	6.0	---	1	.	6.0

Scores & Details

OPEN-ENDED COMMENTS

What does this person do that should be continued?

All Others

- ▶ *Survey received; no comment provided.*
- ▶ Good ideas, and not afraid of change.
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ Everything...if all of the employees were this proficient, we'd be a stronger org.
- ▶ Great to work with. Sort of the de facto team leader in many instances.
- ▶ *Survey received; no comment provided.*
- ▶ Great EQ levels, and technical skills. Look to the next step!
- ▶ Great in the current role...very competent.
- ▶ Much of the current actions/behaviors are effective.
- ▶ Always willing to learn and try new things.

Self

- ▶ I communicate well with peers and supervisors...

Partial Sample Report

Scores & Details

OPEN-ENDED COMMENTS

What should this person do to be more effective?

All Others

- ▶ *Survey received; no comment provided.*
- ▶ Nothing I can think of...just keep learning.
- ▶ Aim for change at higher levels...leadership can be used at the next level.
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ Focus on organizational as well as technical matters.
- ▶ *Survey received; no comment provided.*
- ▶ Continue to learn about the organization.
- ▶ Better time management
- ▶ Being more to-the-point.
- ▶ Be a bit more concise.

Self

- ▶ Not sure

Partial Sample Report

Scores & Details

OPEN-ENDED COMMENTS

What does this person do that should be stopped?

All Others

- ▶ Nothing!
- ▶ *Survey received; no comment provided.*
- ▶ N/A
- ▶ *Survey received; no comment provided.*
- ▶ Nothing I can think of...
- ▶ *Survey received; no comment provided.*
- ▶ Nothing should be stopped, per se, but it always struck me that when things get hectic, a slightly pessimistic mindset is apparent.
- ▶ *Survey received; no comment provided.*
- ▶ Coming to meetings a little late...
- ▶ Often thinking in the here-and-now, without looking to the future.
- ▶ Nothing comes to mind

Self

- ▶ I need to keep things more concise in meetings--

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.

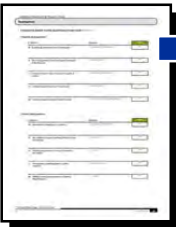
This is the same information, compressed to 20-point ranges, as the Centile Plot.



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.

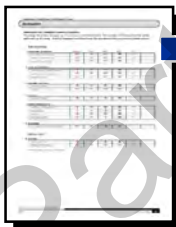
A blind spot analysis is shown to the right of each dimension. This analysis compares the specified rater group's centile scores with your Self scores. This comparison will help you determine whether or not a particular dimension (skill) is considered a Blind Spot or Strength (see explanations below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



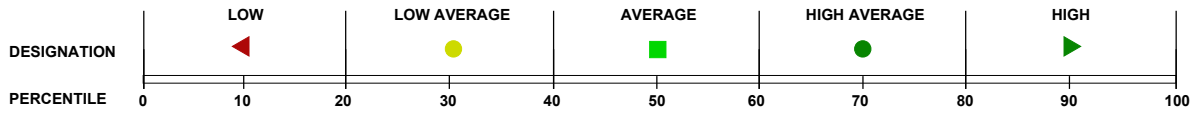
DEVELOPMENT PLAN TEMPLATE

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.



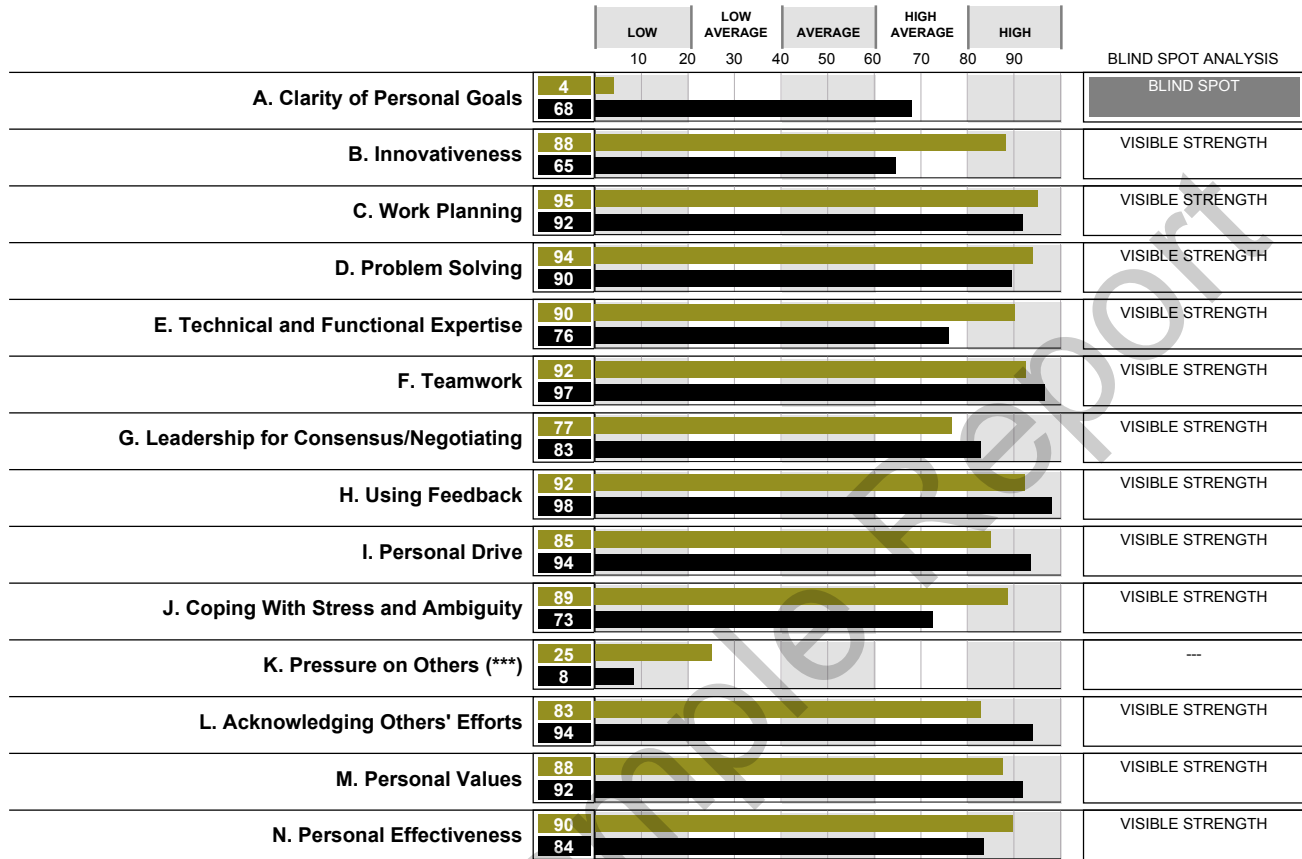
TASK CYCLE SKILLS

	PEERS	OTHERS	MANAGER	SELF
I. GOAL ORIENTATION				
A. CLARITY OF PERSONAL GOALS	▲	●	▶	●
B. INNOVATIVENESS	▶	▶	▶	●
II. PLANNING AND PROBLEM SOLVING				
C. WORK PLANNING	▶	●	▶	▶
D. PROBLEM SOLVING	▶	▶	▶	▶
E. TECHNICAL AND FUNCTIONAL EXPERTISE	▶	▶	●	●
III. TEAM LEADERSHIP				
F. TEAMWORK	▶	●	▶	▶
G. LEADERSHIP FOR CONSENSUS/NEGOTIATING	●	●	●	▶
IV. FEEDBACK				
H. USING FEEDBACK	▶	▶	▶	▶
V. DRIVING TOWARD RESULTS				
I. PERSONAL DRIVE	▶	●	▶	▶
J. COPING WITH STRESS AND AMBIGUITY	▶	●	▶	●
K. PRESSURE ON OTHERS (***)	●	●	▲	▲
VI. RECOGNITION OF OTHERS				
L. ACKNOWLEDGING OTHERS' EFFORTS	▶	●	▶	▶
OUTCOMES				
IMPT. IMPACT				
M. PERSONAL VALUES	▶	▶	▶	▶
N. PERSONAL EFFECTIVENESS	▶	●	▶	▶

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

Development

CENTILE SCORES & BLIND SPOT ANALYSIS FOR PEERS

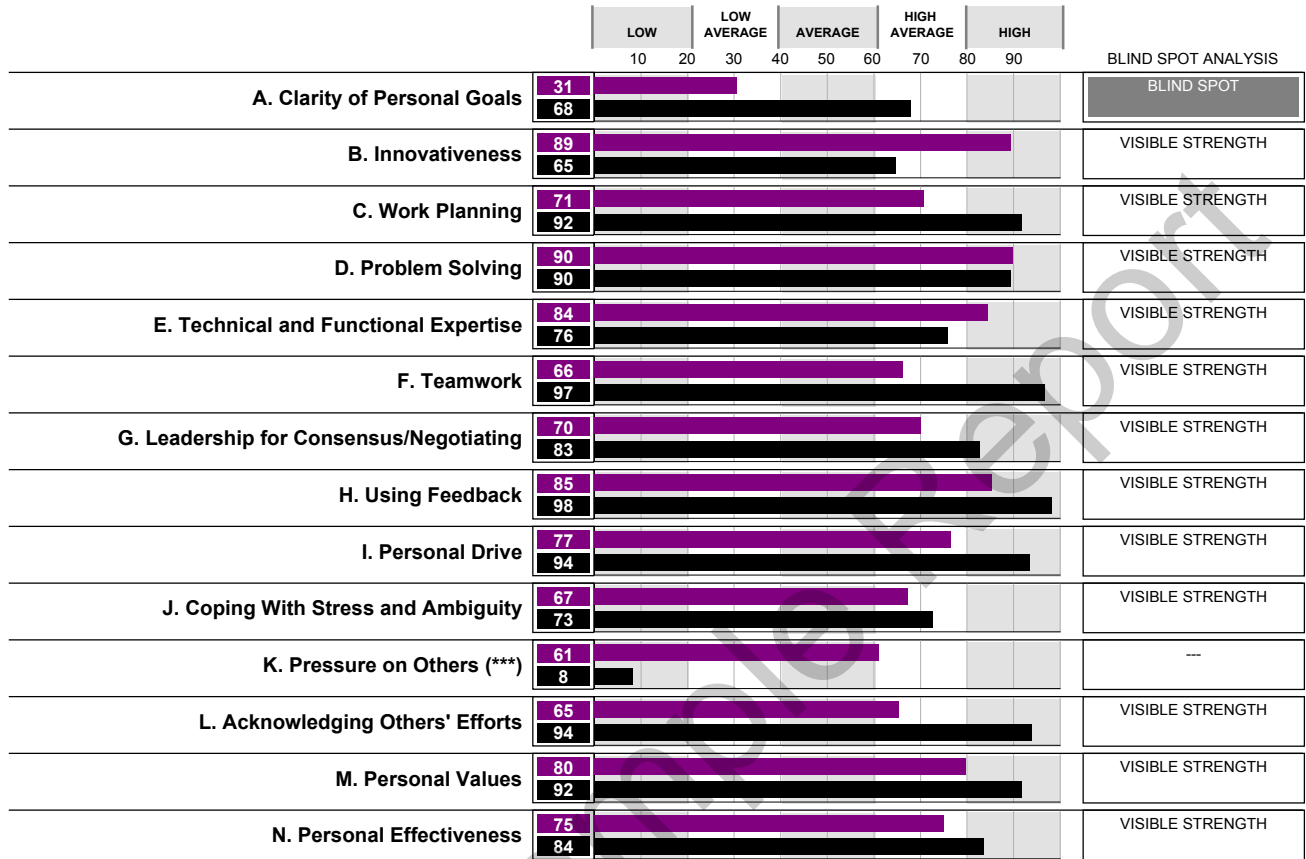


■ Peers
■ Self

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 OTHERS

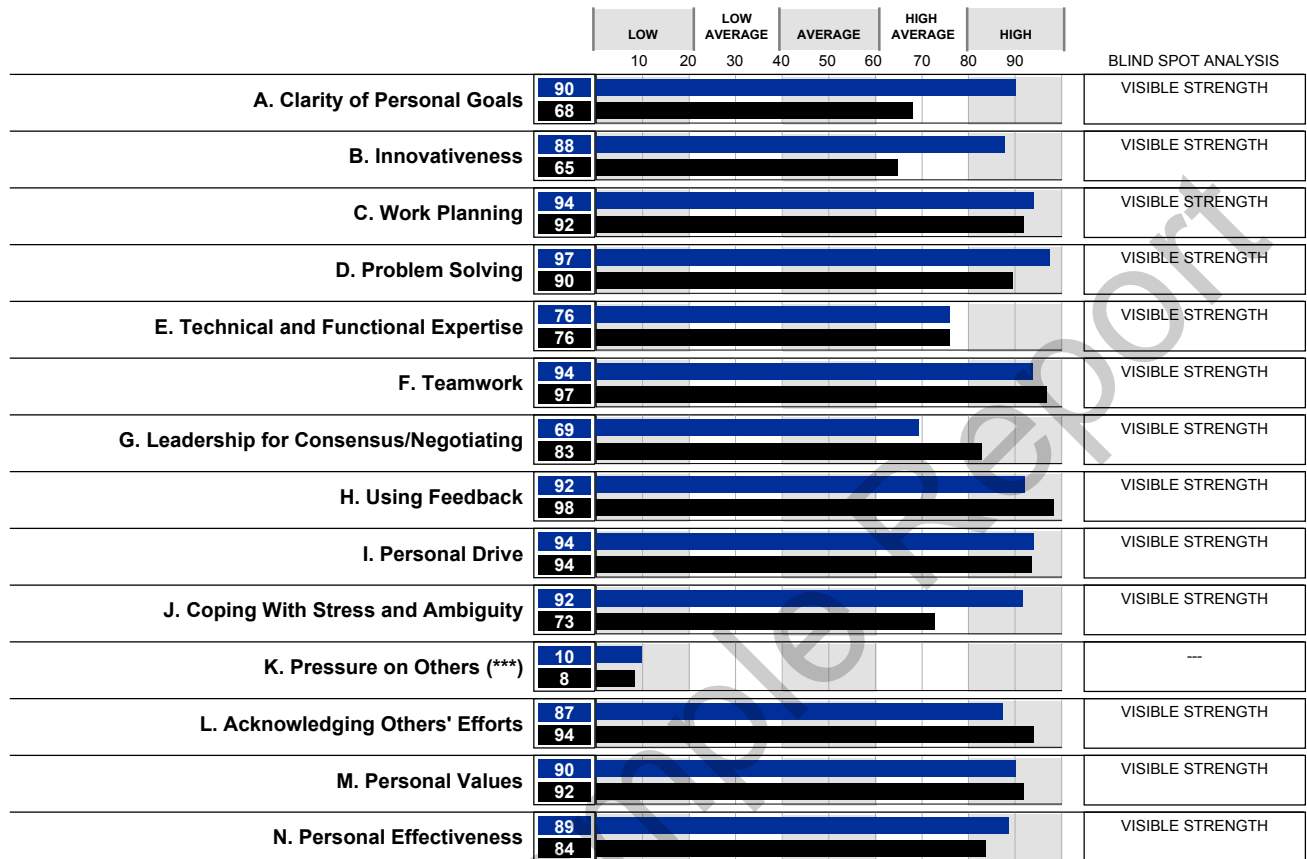


Others
Self

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
38. Effectively uses technical information to solve problems	D. PROBLEM SOLVING	7.00
25. Makes key technical/functional contributions to the team	E. TECHNICAL AND FUNCTIONAL EXPERTISE	7.00
12. Is a good team player	F. TEAMWORK	7.00
40. Works effectively across organizations, functions and locations	F. TEAMWORK	7.00
16. Is energetic about doing his or her work well	I. PERSONAL DRIVE	7.00

5 lowest rated questions

# Question	Dimension	PEERS
7. Keeps a clear focus on the organization's goals	A. CLARITY OF PERSONAL GOALS	3.67
21. Sets goals that are professionally and/or technically challenging	A. CLARITY OF PERSONAL GOALS	3.67
35. Understands how his or her personal goals align with the organization's goals	A. CLARITY OF PERSONAL GOALS	3.67
13. Works to get people to compromise when they hold opposing positions	G. LEADERSHIP FOR CONSENSUS/NEGOTIATING	5.60
41. Gets others to resolve differences in a constructive, timely way	G. LEADERSHIP FOR CONSENSUS/NEGOTIATING	6.00

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR OTHERS

5 highest rated questions

# Question	Dimension	OTHERS
36. Applies current industry knowledge when dealing with new challenges	B. INNOVATIVENESS	7.00
38. Effectively uses technical information to solve problems	D. PROBLEM SOLVING	7.00
25. Makes key technical/functional contributions to the team	E. TECHNICAL AND FUNCTIONAL EXPERTISE	7.00
2. Frequently suggests new approaches to solving problems	B. INNOVATIVENESS	6.75
8. Finds new ways to use technology more effectively for our customers	B. INNOVATIVENESS	6.75

5 lowest rated questions

# Question	Dimension	OTHERS
7. Keeps a clear focus on the organization's goals	A. CLARITY OF PERSONAL GOALS	5.00
21. Sets goals that are professionally and/or technically challenging	A. CLARITY OF PERSONAL GOALS	5.00
35. Understands how his or her personal goals align with the organization's goals	A. CLARITY OF PERSONAL GOALS	5.00
9. Actively includes team members in the planning process	C. WORK PLANNING	5.00
22. Sees change as an opportunity, not a problem	B. INNOVATIVENESS	5.33

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR MANAGER

5 highest rated questions

# Question	Dimension	MANAGER
7. Keeps a clear focus on the organization's goals	A. CLARITY OF PERSONAL GOALS	7.00
21. Sets goals that are professionally and/or technically challenging	A. CLARITY OF PERSONAL GOALS	7.00
35. Understands how his or her personal goals align with the organization's goals	A. CLARITY OF PERSONAL GOALS	7.00
2. Frequently suggests new approaches to solving problems	B. INNOVATIVENESS	7.00
8. Finds new ways to use technology more effectively for our customers	B. INNOVATIVENESS	7.00

5 lowest rated questions

# Question	Dimension	MANAGER
39. Is thoroughly familiar with our organization, products and services	E. TECHNICAL AND FUNCTIONAL EXPERTISE	5.00
13. Works to get people to compromise when they hold opposing positions	G. LEADERSHIP FOR CONSENSUS/NEGOTIATING	5.00
27. Is a respected, trusted negotiator in conflict situations	G. LEADERSHIP FOR CONSENSUS/NEGOTIATING	5.00
36. Applies current industry knowledge when dealing with new challenges	B. INNOVATIVENESS	6.00
9. Actively includes team members in the planning process	C. WORK PLANNING	6.00

Development

5 HIGHEST/LOWEST RATED QUESTIONS FROM YOUR SELF

5 highest rated questions

# Question	Dimension	SELF
22. Sees change as an opportunity, not a problem	B. INNOVATIVENESS	7.00
9. Actively includes team members in the planning process	C. WORK PLANNING	7.00
37. Integrates 'lessons learned' into planning for future projects	C. WORK PLANNING	7.00
38. Effectively uses technical information to solve problems	D. PROBLEM SOLVING	7.00
12. Is a good team player	F. TEAMWORK	7.00

5 lowest rated questions

# Question	Dimension	SELF
2. Frequently suggests new approaches to solving problems	B. INNOVATIVENESS	5.00
8. Finds new ways to use technology more effectively for our customers	B. INNOVATIVENESS	5.00
3. Effectively uses project schedules to coordinate priorities	C. WORK PLANNING	5.00
13. Works to get people to compromise when they hold opposing positions	G. LEADERSHIP FOR CONSENSUS/NEGOTIATING	5.00
7. Keeps a clear focus on the organization's goals	A. CLARITY OF PERSONAL GOALS	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	OTHERS	MANAGER	SELF	
I. GOAL ORIENTATION					
A. CLARITY OF PERSONAL GOALS	-36	+10	+75	+13	
B. INNOVATIVENESS	+40	+84	+83	+51	
II. PLANNING AND PROBLEM SOLVING					
C. WORK PLANNING	+39	+33	+60	+81	
D. PROBLEM SOLVING	+18	+85	+92	+66	
E. TECHNICAL AND FUNCTIONAL EXPERTISE	+58	+78	+60	+40	
III. TEAM LEADERSHIP					
F. TEAMWORK	+62	+45	+50	+23	
G. LEADERSHIP FOR CONSENSUS/NEGOTIATING	+52	+59	+60	-12	
IV. FEEDBACK					
H. USING FEEDBACK	+47	+57	+54	+94	
V. DRIVING TOWARD RESULTS					
I. PERSONAL DRIVE	+68	+49	+22	+24	
J. COPING WITH STRESS AND AMBIGUITY	+53	+62	+89	+59	
K. PRESSURE ON OTHERS (***)	+13	-29	-17	-42	
VI. RECOGNITION OF OTHERS					
L. ACKNOWLEDGING OTHERS' EFFORTS	+31	+56	+63	+6	
OUTCOMES					
IMPT. IMPACT					
M. PERSONAL VALUES	+18	+62	+40	+45	
N. PERSONAL EFFECTIVENESS	+50	+65	+84	+78	

(***) 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

OTHERS
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.


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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.

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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?