

▶▶▶ **THIS IS A SAMPLE REPORT!** ◀◀◀
Sample reports do not contain all pages typically
included in a full report.

C O N F I D E N T I A L F E E D B A C K R E P O R T



- **Sample Corporation**
- **Sample Manager, Z**
- Leadership Competencies for Managers Survey
- September 2007

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This report contains your results from the Leadership Competencies for Managers Survey. It begins with summary views, proceeds to a detailed listing of each question, and concludes with a development plan to help you strengthen your leadership skills.

INTERPRETATION
GUIDANCE



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The appendix provides interpretation guidance for each section of the report.

PREFACE

About the Leadership Competencies for Managers Survey

The purpose of the Leadership Competencies for Managers Survey is to help you develop your leadership talents.

The information you'll receive in this report has been provided by those who know your talents best. They've provided feedback to you on the condition that their responses will remain anonymous. This helps ensure that the information you receive is as reliable and objective as possible. Additionally, this report is confidential: it is for your use only in creating a development plan to strengthen your leadership strengths.

Interpreting Your Results

There are several ways you can interpret the data in this report. Here are a few points to get you started:

1. Consider the relevancy of different skills in relation to your responsibilities. Scoring high or low in a particular skill might be irrelevant if you are never or rarely responsible for demonstrating mastery of that skill.
2. Examine differences in your scores between different rater levels and try to understand why these occur.
3. Examine differences between how you scored yourself and how your raters scored you. If you score yourself significantly lower in a particular area, you might have unrealized strengths. Likewise, if you scored yourself significantly higher than your raters, you might be overconfident in certain areas.

An appendix is located in the back of this report to help you interpret the data from each section. Please refer to it for further information.

Key Terms and Concepts

There are several terms throughout the report that are important to understanding your results. The most important are:

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). Likewise, if your centile score is "65," it means that 65% of the individuals who have taken the survey scored lower than you (and 35% 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.

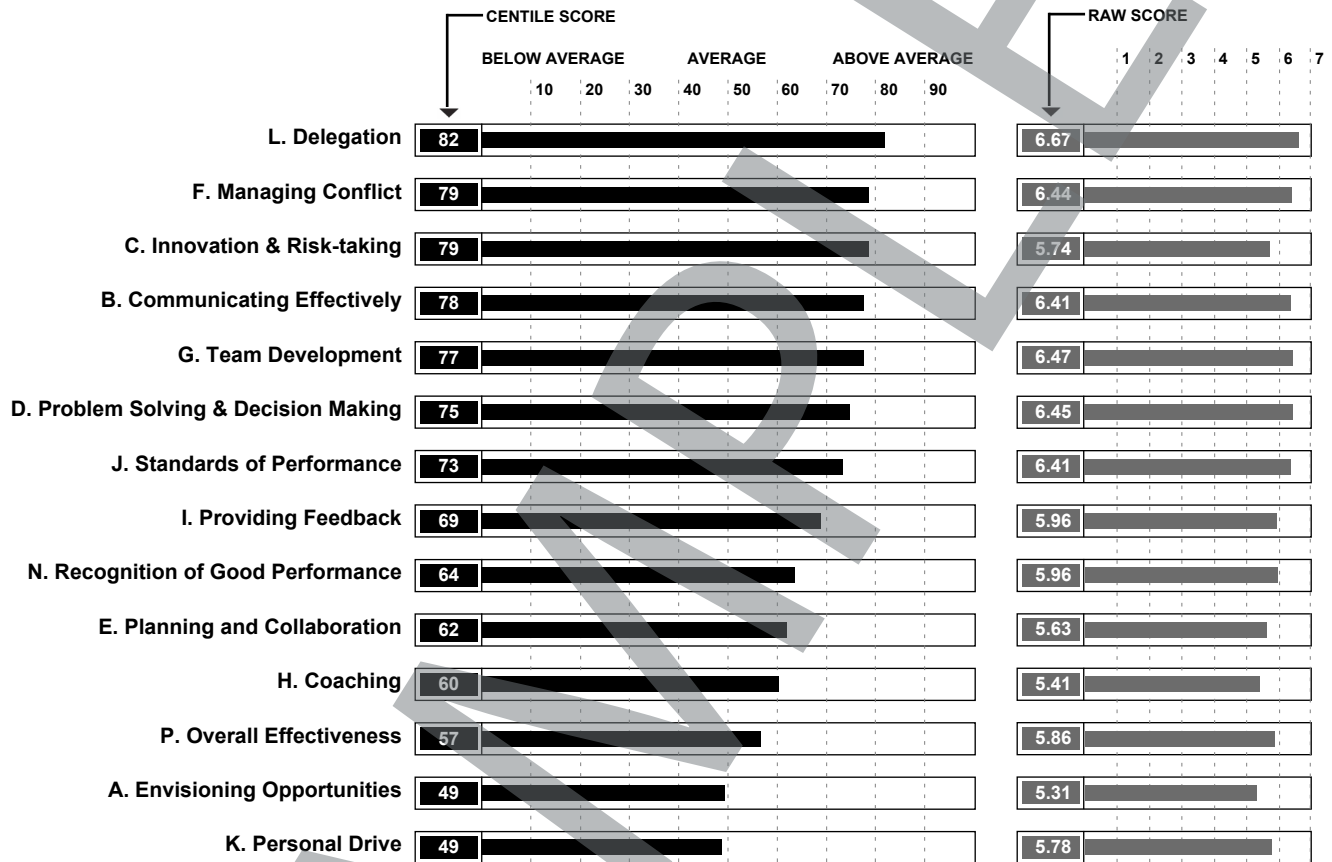
Situational Scales (*)**

There are two dimensions on which high scores are not necessarily desirable. You will find them marked with (***). 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.

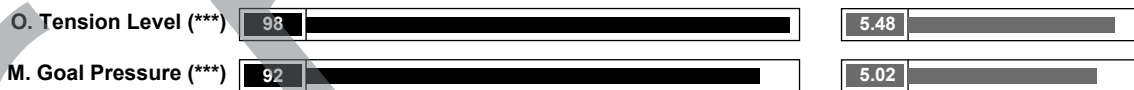
SCORE SUMMARIES

CURRENT SCORE RANKING

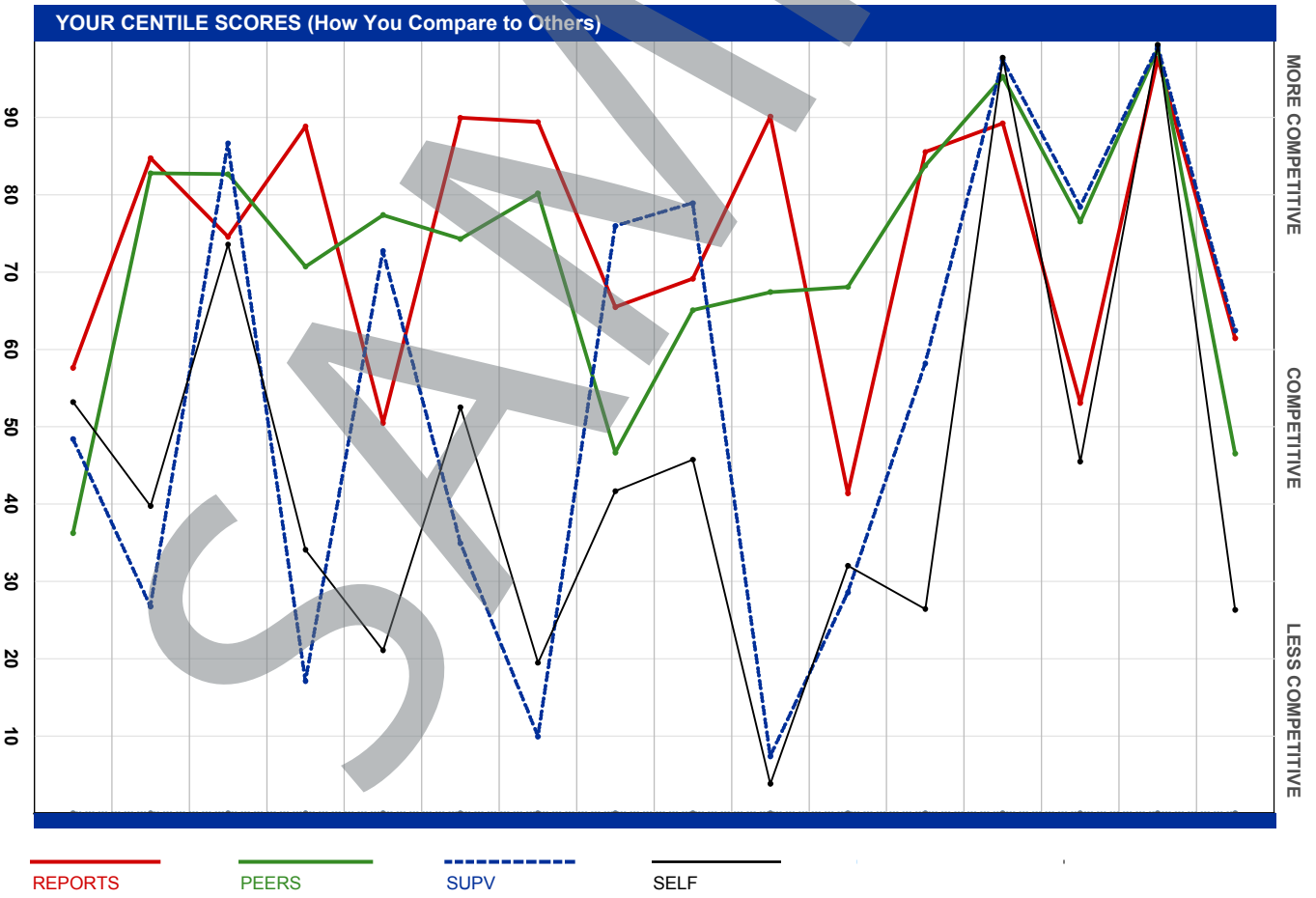
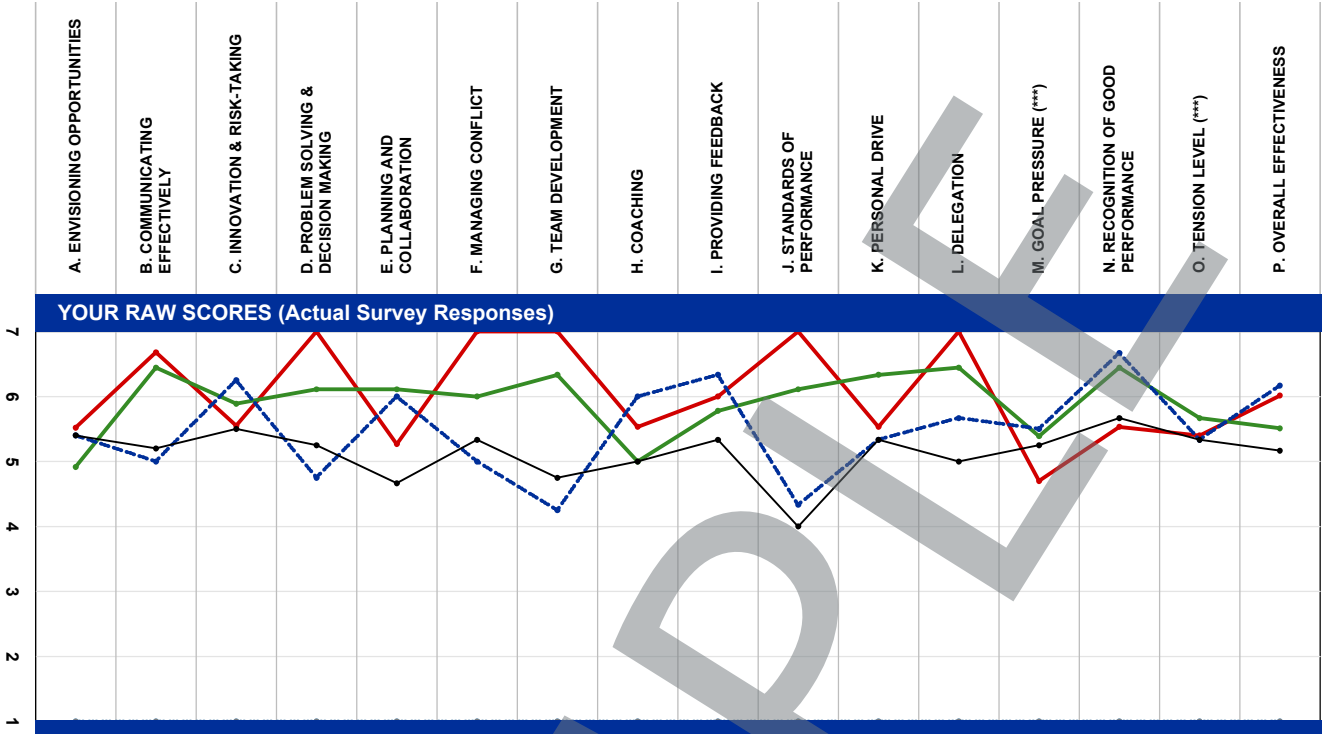
On this page you'll find your centile scores arranged from highest to lowest. These scores are calculated using all surveys submitted except for your self-survey. On the next page, you'll be able to see the differences for all scores between different rater groups.



Please Note: High scores on the following dimensions are typically undesirable. Interpret your scores here in accordance with your need to use these leadership skills in specific situations.



SCORE SUMMARIES



QUESTION SCORES & DETAILS

TASK CYCLE PHASE I: ESTABLISHING THE PURPOSE
A. Envisioning Opportunities

Dimension Table

The numbers presented below are assessed by the questions from the following page(s) with a rating of 1 to 7.

RATER(S)	RAW AVG	NORM	CENTILE	10	20	30	40	50	60	70	80	90	PRE AVG	PRE CEN
REPORTS (5)	5.52	5.28	58										4.33	22
PEERS (3)	4.92	5.30	36										2.00	1
SUPV (1)	5.40	5.44	48										5.20	41
SELF (1)	5.40	5.32	53										6.40	86

↓ Question # within survey	RATER(S)	AVG	SD	NR	Rating Scale							PRE AVG
					1	2	3	4	5	6	7	
1. Develops innovative ideas to improve the quality of services	REPORTS (5)	4.8	1.5	.	.	.	1	1	2	.	1	3.7
	PEERS (3)	5.5	0.7	1	1	1	.	2.0
	SUPV (1)	6.0	---	1	.	4.0
	SELF (1)	6.0	---	1	.	6.0
17. Is a leader in promoting new ideas and change	REPORTS (5)	4.4	1.1	.	.	.	1	2	1	1	.	4.0
	PEERS (3)	7.0	---	2	1	2.0
	SUPV (1)	5.0	---	1	.	.	7.0
	SELF (1)	6.0	---	1	.	6.0
33. Has good ideas to improve our products and services	REPORTS (5)	6.2	0.8	1	2	2	3.8
	PEERS (3)	4.5	0.7	1	.	.	.	1	1	.	.	2.0
	SUPV (1)	5.0	---	1	.	.	7.0
	SELF (1)	5.0	---	1	.	.	7.0
49. Anticipates changes that will be needed in the future	REPORTS (5)	5.8	1.1	1	.	3	1	5.0
	PEERS (3)	4.7	1.2	2	.	1	.	2.0
	SUPV (1)	5.0	---	1	.	.	4.0
	SELF (1)	5.0	---	1	.	.	7.0
56. Demonstrates knowledge of our industry	REPORTS (5)	6.4	0.9	1	1	3	5.2
	PEERS (3)	4.7	1.2	2	.	1	.	2.0
	SUPV (1)	6.0	---	1	.	4.0
	SELF (1)	5.0	---	1	.	.	6.0

OPEN-ENDED COMMENTS**What does this person do that should be continued?****Reports**

- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*

Peers

- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*
- ▶ *Survey received; no comment provided.*

Supv

- ▶ *Survey received; no comment provided.*

Self

- ▶ *Survey received; no comment provided.*

SAMPLE

DEVELOPMENT PLAN

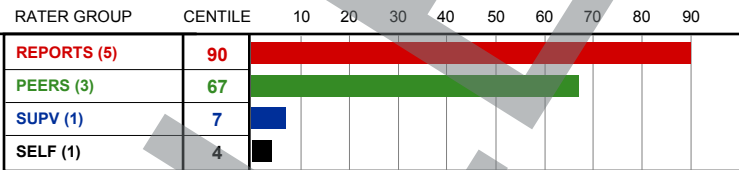
To get you started on creating a development plan, you'll find your key strengths and development opportunities listed below. These have been automatically calculated using data from surveys completed by Reports. When creating a plan to develop specific skills, keep in mind that the skills listed below may not be the most relevant or important in relation to your responsibilities.

STRENGTHS

(Based upon scores provided by Reports)

#1 Standards of Performance

Descriptive text for the dimension goes here. Descriptive text for the dimension goes here. Descriptive text for the dimension goes here.



#2 Managing Conflict

Descriptive text for the dimension goes here. Descriptive text for the dimension goes here. Descriptive text for the dimension goes here.



#3 Team Development

Descriptive text for the dimension goes here. Descriptive text for the dimension goes here. Descriptive text for the dimension goes here.

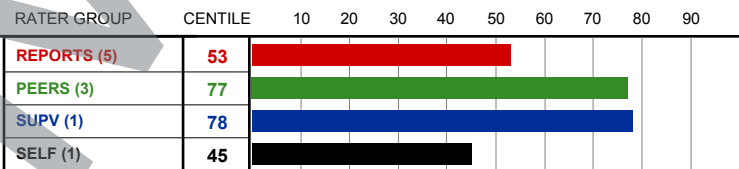


DEVELOPMENT OPPORTUNITIES

(Based upon scores provided by Reports)

#1 Recognition of Good Performance

Descriptive text for the dimension goes here. Descriptive text for the dimension goes here. Descriptive text for the dimension goes here.



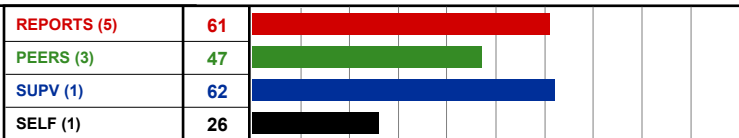
#2 Envisioning Opportunities

Descriptive text for the dimension goes here. Descriptive text for the dimension goes here. Descriptive text for the dimension goes here.



#3 Overall Effectiveness

Descriptive text for the dimension goes here. Descriptive text for the dimension goes here. Descriptive text for the dimension goes here.



Please note: If identical scores are found, competencies are listed in the order in which they appear in the report.

DEVELOPMENT PLAN

Summarize your feedback from each rater below (Include question #'s for further investigation.)

REPORTS (If combined to Associates then utilize this space)

List Key Strengths

List Key Challenges

PEERS

List Key Strengths

List Key Challenges

SUPERVISOR

List Key Strengths

List Key Challenges

How does your Supervisor feedback differ from your Direct Reports and Peers feedback (Associates if combined)?
What does the difference mean to you?

[Empty text box for supervisor feedback comparison]

Given the perceptions of your raters, where should you focus your development efforts to achieve your professional goals?

[Empty text box for development focus]

DEVELOPMENT PLAN

Personal Development Item (Where do I need to improve?)

 Print or photocopy this page for additional development items

Success Indicators (As measured by asking, "how will I know I'm getting better?")	

Actions and Timeframe (What am I going to do to get better, and by when?)	
Action:	completion date:
Action:	completion date:
Action:	completion date:
Action:	completion date:

Stakeholders (Who should know I am getting better? e.g. manager, staff, mentor, etc.)	
Stakeholder(s):	What you will do to keep your stakeholder(s) informed and/or involved:

Resources (What resources do I need? e.g. stretch assignment, mentor, classes, books, etc.)

APPENDIX

The appendix will give you detailed instructions on data interpretation for the various charts shown in this report. In addition to the instructions you will find key concepts explained and definitions to common labels used throughout the report.

Appendix A

Score Summaries

PREVIOUS VS. CURRENT SCORES

This page contains centile data describing the changes in your scores. A change of 16 or more centile points will be noted as a high (HIGH) and next to it will be the actual numbers, e.g., "HIGH (+16)."

CURRENT SCORE RANKING

A summary view of scores ("Current Score Ranking") will appear first if you have not taken the survey previously. The centile scores presented in this section are the result of averaging all scores provided by your raters. Your self-survey has no influence on the scores in this section. The scores are presented in order, from your highest centile score to your lowest centile score. Situational dimensions are separated from the other dimensions because you should interpret your scores differently for these dimensions; high scores are typically not desirable, although you should interpret your scores for these dimensions in terms of your particular needs to exercise these skills.

RAW SCORE PLOT

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.

CENTILE SCORE PLOT

This summary of your rater group rankings 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 (via your self-survey) are also plotted.

Consistency 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 Raters

Differences between curves, 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. In such instances, a difference in scores is understandable.

Self-perception vs. The Perception of Others

Compare the scores you gave yourself to those provided by your raters. Are there dimensions in which you consistently rate yourself higher or lower than everyone else? If so, you may have an unrealistic view of your skills