

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

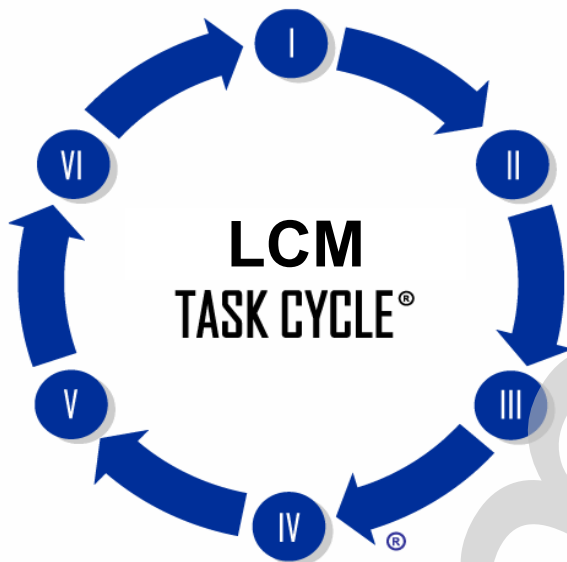
- **The Booth Company**
- **Manager, Sample**
- Leadership Competencies for Managers Survey - Executive Summary Report
- April 2009

Sample

INTRODUCTION

The following summary of high and low scores on *Leadership Competencies for Managers Survey* is intended to provide a high-level perspective on the participant's strengths and challenges. The scores are averages of all ratings except for "Self".

The first High/Low ranking on the next page is based on Centile scores, and ordered by Task Cycle® dimension.



TASK CYCLE® PHASES AND DIMENSIONS

- 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
- VII. OUTCOMES**
 - O. Tension Level (***)
 - P. Overall Effectiveness

The second high/low listing is based on Raw scores, and ordered by question. The Highest Rated Questions are listed in descending order, with the absolute highest score at the top. The Lowest Rated Questions are listed in ascending order, with the absolute lowest score at the top.

Situational Scales (*)**

High scores are not necessarily desirable on any dimension 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 one's leadership abilities.

Therefore, no situational scales (***), or questions from those scales, are included in the Lowest rankings on the following page.

SUMMARIES

3 Highest Rated Dimensions

- N. Recognition of Good Performance
- A. Envisioning Opportunities
- I. Providing Feedback

3 Lowest Rated Dimensions

- K. Personal Drive
- L. Delegation
- J. Standards of Performance

10 Highest Rated Questions

#	QUESTION	DIMENSION
30.	Acknowledges the good work of employees who perform well	N. RECOGNITION OF GOOD PERFORMANCE
59.	Treats group members fairly	P. OVERALL EFFECTIVENESS
4.	Is competent at helping employees solve problems at work	D. PROBLEM SOLVING & DECISION MAKING
16.	Demonstrates respect for other group members	P. OVERALL EFFECTIVENESS
54.	Works effectively across organizations, functions and locations	G. TEAM DEVELOPMENT
56.	Demonstrates knowledge of our industry	A. ENVISIONING OPPORTUNITIES
17.	Is a leader in promoting new ideas and change	A. ENVISIONING OPPORTUNITIES
32.	Can be trusted to do what he or she says will be done	P. OVERALL EFFECTIVENESS
48.	Is an effective manager and leader	P. OVERALL EFFECTIVENESS
51.	His or her contributions make a positive impact on the organization	P. OVERALL EFFECTIVENESS

10 Lowest Rated Questions

#	QUESTION	DIMENSION
3.	Will take a risk on a new idea if it looks promising	C. INNOVATION & RISK-TAKING
19.	Is persuasive when proposing a new course of action	C. INNOVATION & RISK-TAKING
21.	Asks group members for advice on ways to improve productivity	E. PLANNING AND COLLABORATION
22.	Gets employees to resolve differences in a constructive, timely way	F. MANAGING CONFLICT
24.	Actively coaches group members to meet standards of performance	H. COACHING
40.	Skillfully coaches group members on handling difficult situations	H. COACHING
2.	Sets goals that help us make worthwhile contributions	B. COMMUNICATING EFFECTIVELY
23.	Effectively gets group members to cooperate with each other	G. TEAM DEVELOPMENT
1.	Develops innovative ideas to improve the quality of services	A. ENVISIONING OPPORTUNITIES
12.	Has confidence in group members' ability to do their own planning	L. DELEGATION

Note: All questions are included in the scan for "highest" scores. However, situational scales marked with (***) are not included in the lowest scan.

ACTION PLAN

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

REPORTS

List Key Strengths

List Key Challenges

PEERS

List Key Strengths

List Key Challenges

SUPV

List Key Strengths

List Key Challenges

How does your Supervisor feedback differ from your Reports and Peers feedback?
 What does the difference mean to you?

ACTION PLAN

 Print or photocopy this page for additional development items.

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

Personal Development Item (Where can I leverage my strengths or make improvements?)

Success Indicators (As measured by asking, "How will I know I am making progress?")

Actions and Timeframe (What am I going to do and by when?)

Action:	completion date:
Action:	completion date:
Action:	completion date:

Stakeholders (Who should know about my progress? E.g. Supervisor, Reports, 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.)