

▶▶▶ 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



- **The Booth Company**
- **Manager, Sample**
- Leadership Competencies for Managers Survey - Executive Summary Report
- November 2010

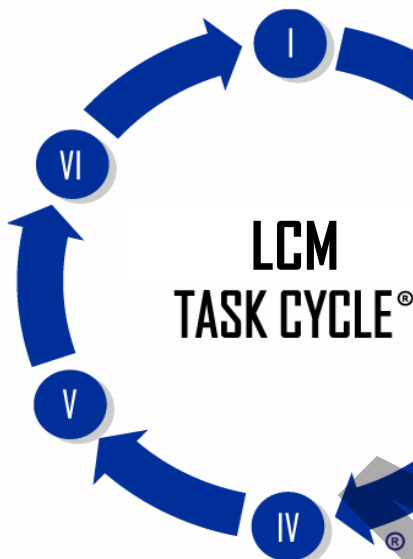
SAMPLE

**Summaries**

*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
- G. Team Development
- I. Providing Feedback

**3 LOWEST RATED DIMENSIONS**

- A. Envisioning Opportunities
- K. Personal Drive
- E. Planning and Collaboration

**10 HIGHEST RATED QUESTIONS**

#	QUESTION	DIMENSION
54.	Works effectively across organizations, functions and locations	G. TEAM DEVELOPMENT
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
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
49.	Anticipates changes that will be needed in the future	A. ENVISIONING OPPORTUNITIES
33.	Has good ideas to improve our products and services	A. ENVISIONING OPPORTUNITIES
21.	Asks group members for advice on ways to improve productivity	E. PLANNING AND COLLABORATION
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
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

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**

**DEVELOPMENT PLAN**

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

**REPORTS**

List Key Strengths

List Key Challenges

**PEERS**

List Key Strengths

List Key Challenges

**SUPV**

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.

[Empty text box for business objectives and career goals]

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.

[Empty text box for development focus and priorities]

## Action Plan

### 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 writing business or career goals.

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

Empty space for writing skills, practices, or knowledge to focus on.

#### Development Action(s)

What action(s) are you going to take?	By when?
Empty space for writing actions.	Empty space for writing dates.

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

Empty space for writing success indicators.

**What resources do you need?**

Empty space for writing resources.