

Client Logo

Report for: Pat Example

Program Name

Date

CONFIDENTIALITY:

Feedback data is received and reports are compiled by **Kaplan Professional**. Individual responses are confidential.



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Client Logo

Program Name

Pat Example

Competency Summary

This summarizes your results by competency. You can see how the different respondent groups (self, manager, direct reports, etc.) assessed your competencies.

Item Detail

This summarizes your results by each of the competencies. You can see how the different respondent groups (self, manager, direct reports, etc.) rated each of the items. This is the most detailed view you will have of your feedback.

Highest/Lowest Survey Item Ranking

This report shows you the five highest and the five lowest survey items as assessed by your direct reports.

Feedback Effectiveness Window

This report compares your perceptions of your behaviours with the perceptions of others. It shows where those perceptions are similar and different.

Comments Summary

This report lists write-in comments by respondent group.

NOTES:

A 'Blank' Data column indicates the minimum of 3 completed returns in that category has not been met.

The overall column is calculated by averaging the manager, direct reports, peers, etc. rater columns together.

The numbers on the reports reflect the survey numbering on the website.

The highest/lowest survey item ranking report will show more than 5 items if there is a tie.

The feedback effectiveness window is calculated using your self perception vs overall perception. Overall= Manager, Direct Reports, etc.

This Contents page is optional.
You may use your own content.

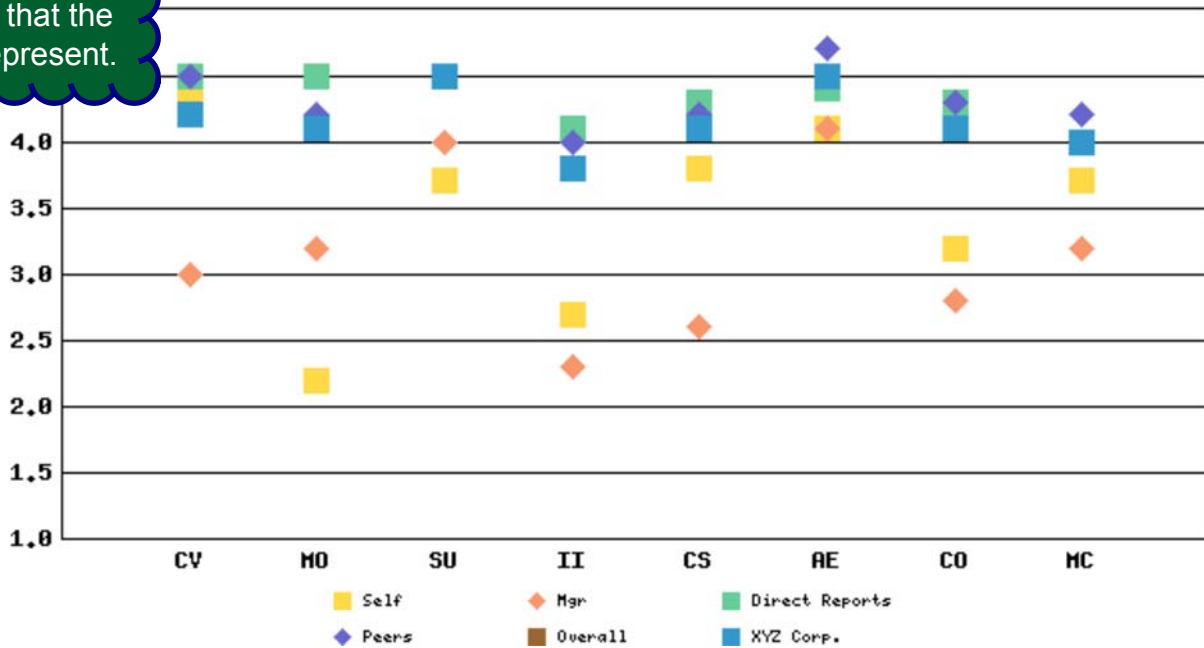
Pat Example

Scale: 5=Almost Always, 4=Usually, 3=Sometimes, 2=Infrequently, 1=Almost Never, N/A=Not Applicable

Return Status: 1 Mgr 3 Direct Reports 4 Peers

		Self	Mgr	Direct Reports	Peers	Overall	XYZ Corp.
Creates a Vision	CV	4.3	3.0	4.5	4.5	4.2	4.2
Motivates the Organization	MO	2.2	3.2	4.5	4.2	4.1	4.1
Sense of Urgency/Decisiveness	SU	3.7	4.0	4.5	4.5	4.5	4.5
Influences/Inspires	II	2.7	2.3	4.1	4.0	3.8	3.8
Communicates/Shares Information	CS	3.8	2.6	4.3	4.2	4.1	4.1
Accountability & Execution	AE	4.1	4.1	4.4	4.7	4.5	4.5
Coaches	CO	3.2	2.8	4.3	4.3	4.1	4.1
Manages Change	MC	3.7	3.2	4.0	4.2	4.0	4.0

Summary report lists all of the competencies (topics) that the items represent.



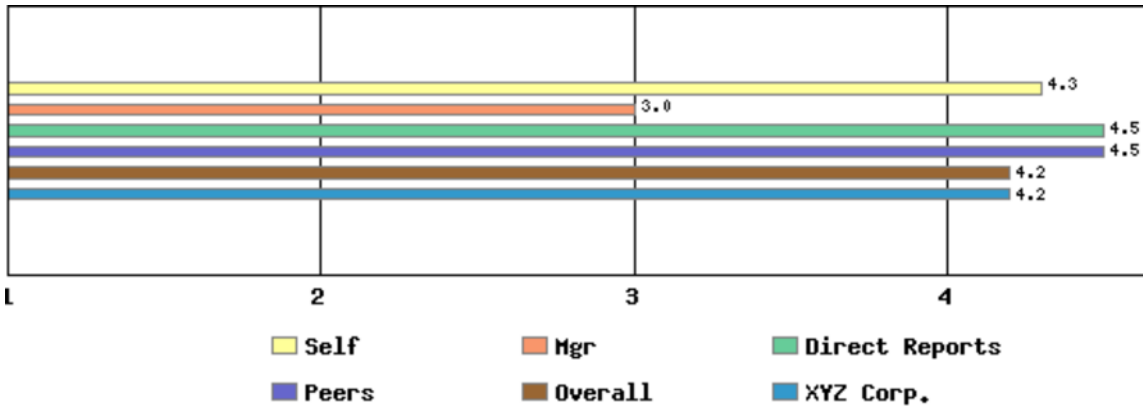
Respondents can be any variation (e.g. Self, Manager, Direct Reports, Peers, Customers, etc.)

Overall = Mgr + DR + Peer Rater Groups.
 A "Blank" Data column indicates the minimum of 3 returns in that category was not met.
 N/A indicates the behavior was rated Not Applicable and is not calculated in the scores.

Pat Example

Scale: 5=Almost Always, 4=Usually, 3=Sometimes, 2=Infrequently, 1=Almost Never N/A=Not Applicable

Creates a Vision



Breaks down the individual survey items for each competency (one page for each competency).

	Self	Mgr	Direct Reports	Peers	Overall	XYZ Corp.
Creates a Vision	4.3	3.0	4.5	4.5	4.2	4.2
How often does this person...						
4- Balances and integrates tactical short term goals with a long term vision.	5	4.0	5.0	4.3	4.6	4.6
12- Creates a vision of where his/her team needs to go and how to get there.	4	4.0	4.7	4.7	4.6	4.6
20- Demonstrates excitement about the future of the department.	5	2.0 ♦	4.7	4.3	4.1	4.1
27- Demonstrates how achieving the future impacts growth and shareholder value.	4	1.0 ♦	3.3	4.5	3.6	3.6
33- Engages his/her team in developing specific plans to achieve our vision.	5	4.0	5.0	4.5	4.6	4.6
39- Understands, embraces and applies the Varian Vision.	3	3.0	4.0	4.5	4.0	4.0

Overall represents all of the data excluding self. Column is useful if minimum criteria of 3 was not met for Direct Reports for Peers.

Company Norm (XYZ Corp.) allows the participant to compare his/her Direct Report score against the entire class or company's scores.

GAP (♦): Self to Mgr (2.0), Self to DR (1.2), Overall to Company (0.7)

Overall = Mgr + DR + Peer Rater Groups.

A "Blank" Data column indicates the minimum of 3 returns in that category was not met. N/A indicates the behavior was rated Not Applicable and is not calculated in the scores.

Pat Example

Scale: 5=Almost Always, 4=Usually, 3=Sometimes, 2=Infrequently, 1=Almost Never N/A=Not Applicable

Codes

AE Accountability & Execution
 CV Creates a Vision
 MO Motivates the Organization

CO Coaches
 II Influences/Inspires
 SU Sense of Urgency/Decisiveness

CS Communicates/Shares Information
 MC Manages Change

The Direct Reports Column was used to order the items.

Item	Cluster	Direct Reports	Self	Mgr	Peers	Overall	XYZ Corp.
Highest Ranked Items							
1- Consistently does what he or she says they will do or asks others to do; delivers results.	AE	5.0	4.0	5.0	5.0	5.0	5.0
4- Balances and integrates tactical short term goals with a long term vision.	CV	5.0	5.0	4.0	4.3	4.6	4.6
5- Advocates for their team or team members' ideas and manages up as needed.	II	5.0	4.0	3.0	4.0	4.3	4.3
7- Ensures the best people are brought into their department in the right jobs.	MO	5.0	3.0	3.0	4.3	4.4	4.4
11- Encourages open discussion and debate so all ideas are openly heard.	CS	5.0	4.0	3.0	4.0	4.3	4.3
15- Provides appropriate praise and recognition to say thank you and motivate others.	MO	5.0	2.0	3.0	3.8	4.1	4.1
25- Provides positive feedback to help reinforce performance and motivate.	CO	5.0	3.0	2.0	4.3	4.3	4.3
33- Engages his/her team in developing specific plans to achieve our vision.	CV	5.0	5.0	4.0	4.5	4.6	4.6
37- Seizes opportunities and acts on them without waiting to be asked.	SU	5.0	4.0	4.0	4.5	4.6	4.6
43- Sets timelines that require us to move quickly on important items.	SU	5.0	2.0	4.0	4.5	4.6	4.6
Lowest Ranked Items							
13- Influences other departments and the people in them to take action and/or support an idea or approach.	II	3.3	2.0	2.0	4.0	3.5	3.5
27- Demonstrates how achieving the future impacts growth and shareholder value.	CV	3.3	4.0	1.0	4.5	3.6	3.6
28- Is able to get others that are resistant to change to increase their commitment.	II	3.3	2.0	1.0	3.3	3.0	3.0
45- Takes actions to establish an enjoyable work environment.	MO	3.3	1.0	3.0	3.7	3.4	3.4
22- Empowers others to take an entrepreneurial approach to surface and/or implement change.	MC	2.7	4.0	2.0	4.0	3.3	3.3

Shows the highest and lowest ranked items by Direct Reports across all competencies.

Overall = Mgr + DR + Peer Rater Groups.
 A "Blank" Data column indicates the minimum of 3 returns in that category was not met.
 N/A indicates the behavior was rated Not Applicable and is not calculated in the scores.

Pat Example

The feedback effectiveness window compares your perceptions of your behaviors with the perceptions of others. It shows where those perceptions are similar and different. It is calculated using your self perception vs overall perception. Overall= Manager, Direct Reports, Peers, etc.

Codes

AE Accountability & Execution
CV Creates a Vision
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II Influences/Inspires
SU Sense of Urgency/Decisiveness

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MC Manages Change

	Known to Self	Not Known to Self
Known To Raters	<p>I. 'Known' Strengths <i>Both Self and Raters scored high</i></p>	<p>II. 'Blind Spot' Strengths <i>Self scored low and Raters scored high</i></p>
Known To Raters	<p>III. 'Known' Development Areas <i>Both Self and Raters scored low.</i></p>	<p>IV. 'Blind Spot' Development Areas <i>Self scored high and Raters scored low</i></p>

Raters=All your rater groups averaged together (the Overall Column).

I. 'Known' Strengths

Both Self and Raters scored high.

- AE 1- Consistently does what he or she says they will do or asks others to do; delivers results.
- CV 4- Balances and integrates tactical short term goals with a long term vision.
- CV 12- Creates a vision of where his/her team needs to go and how to get there.
- AE 17- Follow through on accepted personal action items.
- CV 33- Engages his/her team in developing specific plans to achieve our vision.
- SU 37- Seizes opportunities and acts on them without waiting to be asked.
- AE 44- Takes responsibility for below standard results.
- SU 46- Stands firm on decisions without continually changing.

II. 'Blind Spot' Strengths

Self scored low and Raters scored high.

- MO 36- Regularly updates and prioritizes team goals.
- SU 43- Sets timelines that require us to move quickly on important items.

This report applies all survey items against specific scoring criteria. If any items match all criteria in a category (I to IV) it is printed under that category heading (based on Johari Window format).

III. 'Known' Development Areas

Both Self and Raters scored low.

- CO 10- Ensures his/her team members have developmental goals besides work goals.
- II 13- Influences other departments and the people in them to take action and/or support an idea or approach.
- CS 19- Has a streamlined plan/strategy to communicate key things to key people.
- II 28- Is able to get others that are resistant to change to increase their commitment.
- MO 45- Takes actions to establish an enjoyable work environment.

IV. 'Blind Spot' Development Areas

Self scored high and Raters scored low.

- MC 22- Empowers others to take an entrepreneurial approach to surface and/or implement change.
- CV 27- Demonstrates how achieving the future impacts growth and shareholder value.

Pat Example**What are this person's key leadership strengths?**

Open comments are verbatim and designated by responder type.

Self

- I am willing to lead by example.

Mgr

- Pat comes across as very likeable while still showing an intensity and directness that helps enlist others in her vision. She is easy to manage, bringing issues to my attention when needed while insulating me from things that she can solve.

Direct Reports

- Pat leads by example, and she's commoured to the growth of our business. She has a clear vision regarding how to achieve our goals. Her support of the team & each individual has given the proper motivation & direction to help us take full advantage of available opportunities.
- She's a good example of dedication, commitment, and enthusiasm for the success of the business.
- Pat has the ability to implement ideas that will work across the board. She is an asset to our department as well as our corporation and I look forward to working with her every day. Pat is also very personable and open-minded.

Peers

- Very enthusiastic and professional. Has a vision of what she wants, and will get it done if possible.
- Pat excels in formulating and executing strategies. In her short time with the company, I have seen her roll out some great short-term and long-term goals successfully.
- Pat says what's she going to do, then does what she said she was going to do. In her short time at our corporation, Pat executes tasks very well. She's persuasive. She can get people to buy into ideas easily. She has navigated our environment very quickly.

What can this person do to be a more effective leader?

There can be multiple open comments.

Comments are verbatim without editing.

Pat Example

5=Almost Always 4=Usually 3=Sometimes 2=Infrequently 1=Almost Never

	Self			Mgr			Direct Reports			Peer			Overall		
	Curr	Prev	Dif.	Curr	Prev	Dif.	Curr	Prev	Dif.	Curr	Prev	Dif.	Curr	Prev	Dif.
Accountability	4.1	4.0	+0.1	4.0	4.1	-0.1	3.9	3.6	+0.3	4.1	4.0	+0.1	4.0	3.8	+0.2
Coaches	3.4	3.6	-0.2	3.4	3.5	-0.1	3.9	3.8	+0.1	4.0	3.8	+0.2	3.9	3.8	+0.1
Communicates/Shares Information	4.1	4.0	+0.1	3.7	3.9	-0.2	3.9	3.8	+0.1	4.1	4.0	+0.1	4.0	3.9	+0.1
Creates a Vision	4.0	3.9	+0.1	3.3	3.0	+0.3	3.9	3.4	+0.5	3.9	3.7	+0.2	3.8	3.5	+0.3
Influences/Inspires	3.9	4.0	-0.1	3.6	3.6	-0.0	4.0	3.6	+0.4	4.0	3.8	+0.2	3.9	3.7	+0.2
Manages Change	3.9	3.7	+0.2	3.4	3.4	+0.0	3.5	3.4	+0.1	3.8	3.8	0.0	3.6	3.5	+0.1
Motivates the Organization	3.7	3.6	+0.1	3.4	3.6	-0.2	4.2	3.8	+0.4	4.1	4.1	0.0	4.0	3.9	+0.1
Sense of Urgency/Decisiveness	3.6	3.6	0.0	3.7	3.9	-0.2	3.9	3.5	+0.4	3.7	3.6	+0.1	3.8	3.6	+0.2

The Comparison Competency Summary report shows current score, the previous score and the difference between the two scores by rater group.

A "Blank" Data column indicates that the minimum was not met.

N/A indicates the behavior was rated Not Applicable or Not Observed and is not calculated in the scores

Curr. = Current 360 ratings; Prev. = Previous 360 ratings

Pat Example

Scale: 5=Almost Always 4=Usually 3=Sometimes 2=Infrequently 1=Almost Never

Creates a Vision

How often does this person...	Self			Mgr			Direct Reports			Peer			Overall		
	Curr.	Prev.	Dif.	Curr.	Prev.	Dif.	Curr.	Prev.	Dif.	Curr.	Prev.	Dif.	Curr.	Prev.	Dif.
5- Asks for input in creating a vision for our organization.	3.0	2.0	+1.0	4.0	3.0	+1.0	3.5	3.0	+0.5	3.8	3.5	+0.3	3.7	3.2	+0.5
13- Balances and integrates tactical short term goals with a long term vision.	4.0	4.0	0.0	4.0	3.0	+1.0	4.5	4.0	+0.5	3.8	3.3	+0.5	4.1	3.6	+0.5
21- Creates a vision of where his/her team needs to go and how to get there.	4.0	5.0	-1.0	2.0	3.0	-1.0	3.5	3.0	+0.5	3.5	3.5	0.0	3.3	3.2	+0.1
29- Demonstrates excitement about the future of the department.	5.0	5.0	0.0	3.0	2.0	+1.0	4.8	4.3	+0.5	4.3	4.3	0.0	4.3	4.0	+0.3
37- Demonstrates how achieving the future impacts growth and shareholder value.	4.0	3.0	+1.0	3.0	3.0	0.0	3.0	3.0	0.0	3.8	3.5	+0.3	3.3	3.2	+0.1
45- Encourages and expects his/her team members to share their vision with internal customers.	4.0	3.0	+1.0	3.0	4.0	-1.0	4.0	3.5	+0.5	4.0	4.0	0.0	3.9	3.8	+0.1
53- Engages his/her team in developing specific plans to achieve our vision.	4.0	5.0	-1.0	4.0	3.0	+1.0	3.8	3.3	+0.5	4.0	3.5	+0.5	3.9	3.3	+0.6
Summary:	4.0	3.9	+0.1	3.3	3.0	+0.3	3.9	3.4	+0.5	3.9	3.7	+0.2	3.8	3.5	+0.3

Similar report at the item level.
One page for each competency.

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Curr. = Current 360 ratings; Prev. = Previous 360 ratings