

Feedback Edge™

Confidential Report for

••••• **6cV Ga Jh**
Sample Company
March 2010



Feedback Edge™
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Feedback Edge™

Your Best Approach

Welcome to Feedback Edge™! You are engaging in a process that will soon provide you with the GIFT of feedback. Leaders and Managers cannot sustain personal growth and organizational growth without this Gift. All significant research on leadership development reveals that effective leaders possess strong and clear self-awareness. This self awareness is built only through consistent and honest feedback. Congratulations for taking this important step.

Feedback Gives You The Edge:

- Encouragement that fuels commitment to maximize your strength areas
- Increased trust with your work colleagues
- Illuminates growth inhibiting “blind spots”
- Substantive content for your developmental efforts
- A context for building team interdependence with maximized role alignment
- A culture rich in candid feedback and continual development
- A safety net to deliver leaders from career ending derailments

How to get the Most out of this Report:

- Be Open-minded: view your report as a Gift, an Opportunity to Grow and Advance your Career
- First Reading: read the report from front to back to get a general Overview. Do this at one sitting.
- Enjoy the 7 Highest Rated Questions: Pause to “soak in” some much needed encouragement. Then ask: What strengths are affirmed by others, what must I keep doing that has made me successful, and what resources do I need to take a strength area to a higher level?
- Reflect on the 7 Lowest Rated Questions: Pause to consider areas for improvement. Ask: what developmental areas are identified by others, what must I stop/start doing, and what resources do I need to raise a developmental area to an acceptable level?
- Get Help: Debrief with a trusted advisor who can help you identify the strengths and developmental area patterns, provide a second set of “eyeballs” to the report, help you get over emotional hurdles, identify a primary action plan that will yield the best results for you and your organization, and partner with you to take real steps to complete your action plan
- Thank your Raters: thank them with a personal note or in person. Even better, thank them with real change in your behavior

Feedback Edge™

Category Summary

How to Use & Read This Report Section

Categories present the 'big picture' view of the Feedback Edge™ report by showing how similar items on the survey come together to present a category or general competency. Thus, the participant should use these category summaries to get a broad overview of his/her strengths and opportunities for development.

This section presents the aggregate evaluations for the categories. Each question in the survey is placed into a category. The category's cumulative score, participant's self scores, each rater group's scores are presented both numerically and graphically. 'Average' is determined from all scores given for that question (not including the rating you gave to yourself). The number of respondents for each category is also shown in the report.

Rating Scale Description

- 1) Unacceptable
- 2) Below Average
- 3) Average
- 4) Above Average
- 5) Excellent

Feedback Edge™

0 1 2 3 4 5

Average # Raters

1 Networking-Building Strategic Relationships



Category	Average	# Raters
Average:	3.57	9
Self	3.14	1
Other	3.29	1
Manager	3.37	3
Peer	3.60	2
Direct Report	3.86	2
Customer	3.79	1

2 Interpersonal Skills and Emotional Intelligence



Category	Average	# Raters
Average:	3.67	8
Self	3.86	1
Other	3.43	1
Manager	3.56	3
Peer	3.67	1
Direct Report	3.86	2
Customer	3.86	1

3 Leading and Developing Others



Category	Average	# Raters
Average:	3.63	8
Self	3.29	1
Other	3.86	1
Manager	3.54	3
Peer	3.38	1
Direct Report	3.79	2
Customer	3.67	1

0 1 2 3 4 5

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Highest Rated Questions

How to Use & Read This Report Section

Each individual has a set of innate talents and abilities. Pursuing peak performance must begin with understanding and leveraging your strengths. Thus, these highest rated items and comments should be considered carefully as focus areas for your personal development. Most individuals and managers spend an inordinate amount of time and energy focused on weaknesses. Rather, we contend that personal development must begin with a complete understanding of gifts and talents coupled with a desire to leverage those areas for maximum effectiveness.

This section presents the ratings and the comments for the highest rated questions in descending order based on the tabulated average for each question. Numeric ratings are presented first for the participant's self score and then for each rater group of other respondents. 'Average' is determined from all scores given for that question (not including the rating you gave to yourself). The number of respondents is also shown in the report. Finally, the distribution of all scores is indicated above the bar graph for each question.

Rating Scale Description

- 1) Unacceptable
- 2) Below Average
- 3) Average
- 4) Above Average
- 5) Excellent

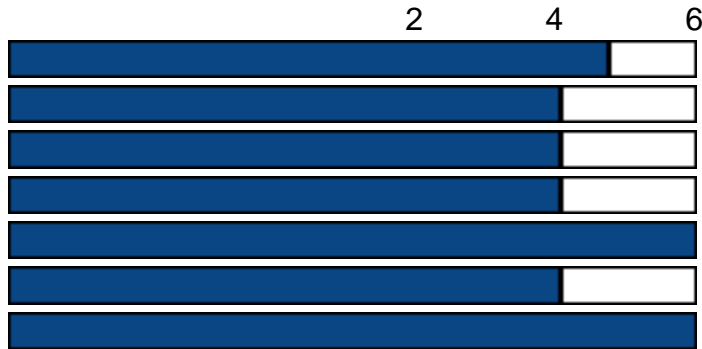
Feedback Edge™

0 1 2 3 4 5

Average # Raters

6 Speaks honestly and respectfully with other leaders in the organization

(Networking-Building Strategic Relationships)



What you appreciate: behaviors or conditions you hope will continue.

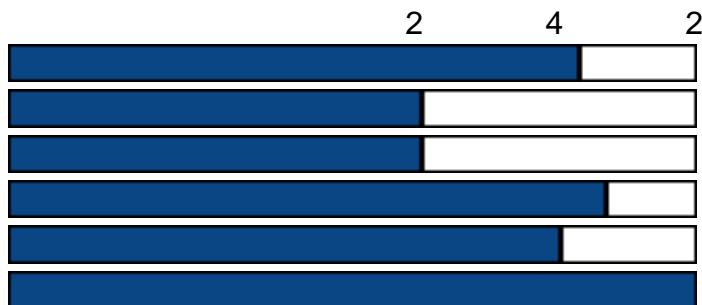
- Self: I am always respectful and with my leaders particularly at times when I felt they really wanted that from me.
- I believe Bob is a very caring and honest individual especially when looking out for the worker.
- You know where you stand with Bob
- Dept issues can hit on some very sensitive topics. Bob is very calm and professional in discussing how the rules apply.
- Bob always has open and appropriate conversations with others.
- I have observed nothing but a professional manner with him.
- I believe Bob has always been open and honest with me and I appreciate that -- I assume he does the same for others -- keep it up...
- Not an area of concern.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I sometimes have too much respect for my boss. Sometimes that makes me second guess my actions.
- Can be very difficult to work with other leaders in the organization, especially if he is stressed and overloaded with work.
- Bob needs to be aware that there is a perception of coworkers that he is not as helpful and easy to work with.

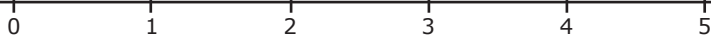
5 Demonstrates both skill and tact in "leading up" or managing those in authority above him/her

(Networking-Building Strategic Relationships)



What you appreciate: behaviors or conditions you hope will continue.

0 1 2 3 4 5



Average # Raters

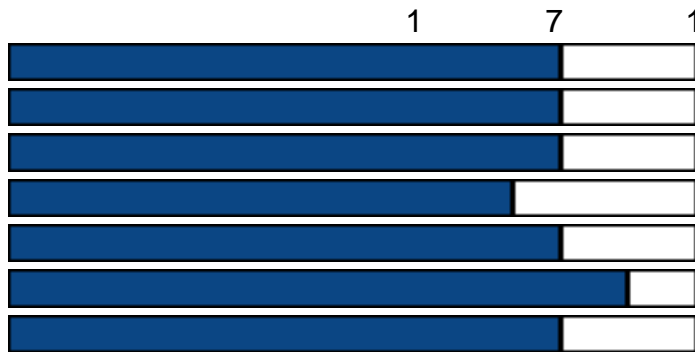
- Self: I keep my leaders informed of all issues that come up.
- I think Bob excels in this area.
- Bob is very responsive to his leadership team
- Bob is very professional with the Board of Directors.
- Not in a position to comment as I have not observed Bob dealing with those above him
- I have limited personal knowledge of this area.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I have had many changes in supervision within the last year. As a result, I have not been able to develop the connection with my prior supervisors as I hope to be able to form with my current supervisor. I need to build my relationship with my boss proactively.
- Bob needs to deal with the perception that he is not as responsive to his peers, or those at a lower level
- Our former Regional Manager was very challenging for all of his subordinates. Like many others, Bob found it difficult to work with him. It would be helpful for Bob to learn how to compartmentalize his dealings with similarly difficult leaders. Learning to separate his sense of validation from the judgements of a leader might bring him greater security.

8 Has a genuine care and concern for his/her employees

(Interpersonal Skills and Emotional Intelligence)



Category	Average	# Raters
Average:	4.00	8
Self	4.00	1
Other	4.00	1
Manager	3.67	3
Peer	4.00	1
Direct Report	4.50	2
Customer	4.00	1

What you appreciate: behaviors or conditions you hope will continue.

- Self: I constantly think about the people I work with. I listen well and others pick that up.

As a result people do come to me with their issues.

- It is important to Bob to be a good leader
- Bob always wants to apply dept rules and policies in ways that help people be productive.
- His concern and caring is evidenced in the assistance and opinions given when leaders come to him. Bob is fair to all perspectives/individuals when discussing potential solutions.
- Not observed.

- It appears that he does - I believe he has empathy and cares so I would guess that would transfer to his employees. He and Sue seem to be working well together now too.

- I have limited basis to judge this area.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I have not learned how to set up boundaries and as a result I can overgive to others. I need to improve in this area.

- He does very well with high performers - tends to alienate marginal performers



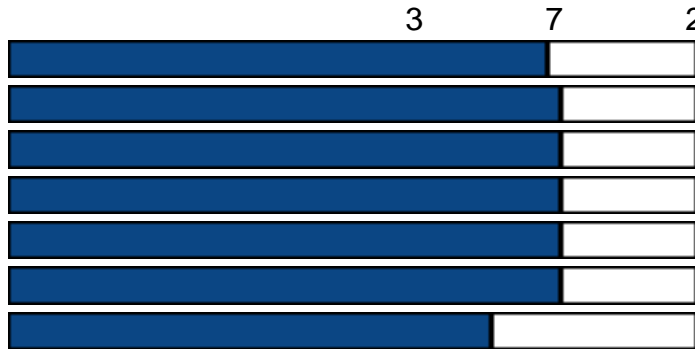
Feedback Edge™

0 1 2 3 4 5

Average # Raters

13 People feel safe freely sharing ideas with him/her

(Interpersonal Skills and Emotional Intelligence)



What you appreciate: behaviors or conditions you hope will continue.

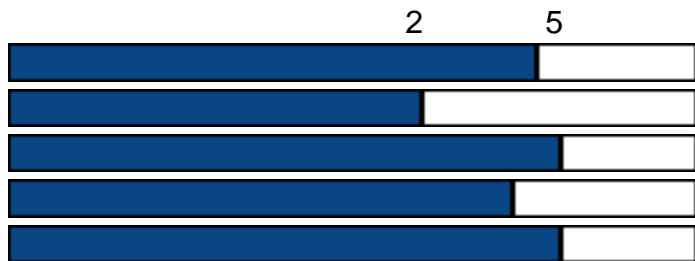
- Self: From the amount of traffic, in-person, e-mails, phone calls, I think I'm above average in this area.
- Bob promotes brainstorming and I enjoy discussing ideas with him.
- Bob is very innovative and creative
- Bob recognizes that everyone involved in a dept situation has a different point of view. He is good at listening to all view points, and sharing his knowledge and offering his own opinions.
- I trust Bob and seek his ideas, advice and knowledge regularly.
- I've enjoyed our strategic brainstorming sessions.
- I feel safe but others have expressed not feeling comfortable talking to Bob about some things so it may depend on the person
- I have provided Bob with feedback on several instances. It has been received openly.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I need to improve and once again my personal introversion has some impact on me in this area.
- Bob is not always approachable

21 Creates a sense of purpose, meaning and vision his/her direct reports

(Leading and Developing Others)



What you appreciate: behaviors or conditions you hope will continue.

- Self: Since the creation of the new Strategy Division I have thought about our purpose, meaning and my vision. It has only been a short while that I have had a staff.
- Due to our dept shortage, Bob has had little opportunity to exhibit this trait.
- Bob has expressed a clear vision that he wants a talented and competent workforce.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: This is an area that will certainly improve as time passess and I gain clarity of my ability to convey our purpose, meaning and vision! I am confident of that!

0 1 2 3 4 5

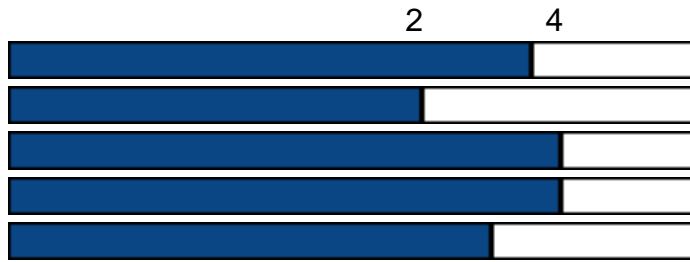
Feedback Edge™



Average # Raters

15 Gives specific and regular feedback to his/her employees to help them grow and succeed

(Leading and Developing Others)



Category	Average	# Raters
Average:	3.80	5
Self	3.00	1
Other	4.00	1
Manager	4.00	2
Direct Report	3.50	2

What you appreciate: behaviors or conditions you hope will continue.

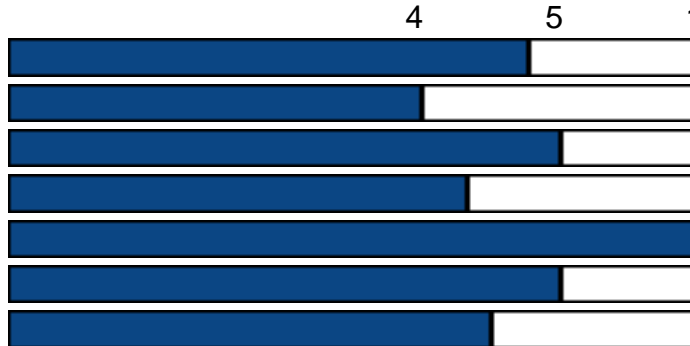
- Self: I always give feedback to my employees on their performance through many forms and through many ways.
- N/A
- Do not know
- I have no knowledge of this area with Bob and his interactions with his direct reports.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I have only recently gained a new staff team. I am confident that I will get better and grow in this area.
- Sometimes he can come across as unkind and aloof!

17 Delegates challenging tasks to others for their professional development

(Leading and Developing Others)



Category	Average	# Raters
Average:	3.78	9
Self	3.00	1
Other	4.00	1
Manager	3.33	3
Peer	5.00	1
Direct Report	4.00	2
Customer	3.50	2

What you appreciate: behaviors or conditions you hope will continue.

- Self: I have only had this opportunity for a few years now, but I have done this and will continue to make this a priority.
- I think Bob does create challenging tasks
- He seems to have a genuine interest in improving in this area
- Due to the shortage of our dept staff, Bob has not had much opportunity to exhibit this behavior.
- Unable to respond to this question.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I once had this feeling that if it wasn't done my way all other ways were wrong. That is a wrong thought. I will need to remember this constantly in the performance of my supervisory responsibilities.



Feedback Edge™ Lowest Rated Questions

How to Use & Read This Report Section

While personal development must begin with an understanding of strengths, there is also the need to identify growth areas requiring development. These lowest rated items and comments will allow you to see possible 'blind spots' which may be holding you back from optimum performance. Questions areas in this section may provide great content for focused training & development efforts. An alternate approach is to strategize ways of 'working-around' these areas (i.e. working in partnership with others displaying strengths in these areas, finding administrative support for these areas, re-alignment of tasks to minimize time spent in these areas).

This section presents the evaluations and the comments for the lowest rated questions in ascending order based on the tabulated average for each question. Numeric ratings are presented first for the participant's self score and then for each rater group. 'Average' is determined from all scores given for that question (not including the rating you gave to yourself). The number of respondents is also shown in the report. Finally, the distribution of all scores is indicated above the bar graph for each question.

Rating Scale Description

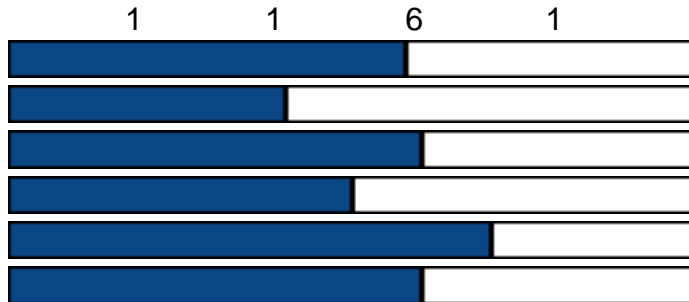
- 1) Unacceptable
- 2) Below Average
- 3) Average
- 4) Above Average
- 5) Excellent



Average # Raters

7 He/she is regarded as an excellent networker

(Networking-Building Strategic Relationships)



Category	Average	# Raters
Average:	2.88	8
Self	2.00	1
Other	3.00	1
Manager	2.50	4
Direct Report	3.50	2
Customer	3.00	1

What you appreciate: behaviors or conditions you hope will continue.

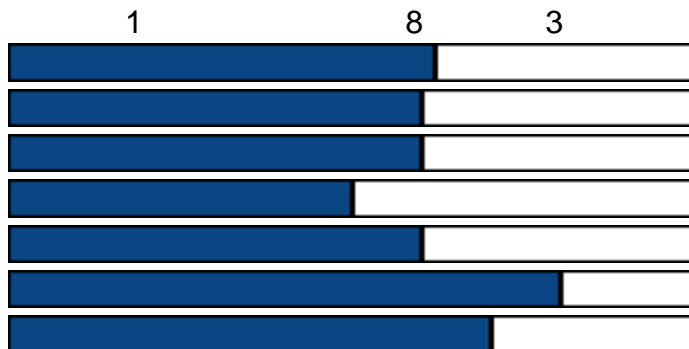
- Self: I am always cordial.
- Bob is very good at networking with the Board of Directors.
- Being in an understaffed and isolated organization, I believe has limited Bob's ability to reach out to others in the regional office. I believe that Bob does a good job in networking and developing good working relationships with his counterparts in other regions.
- unable to comment as I do not observe Bob enough to have an opinion - he is easy to talk to, approachable and friendly so I am sure he is a good networker but have not been in a position to observe this trait.
- Bob has interacted with me on a number of occasions, but his peers have expressed that he does not do that with them.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: It has taken me quite a long time to not view networking as "sucking up". I don't value this type of behavior. It has only been within the last several years that I have understood the distinction. I'm quiet and I don't like asking anyone for anything. These are some major obstacles that I must overcome!
- I think Bob needs to stop working just a bit so that he will be able to mingle with his peers...
- He just doesn't spend time on this
- Bob can be somewhat reserved about reaching out to the general population of employees.

1 Intentionally invests time and energy building strategic relationships with peers

(Networking-Building Strategic Relationships)

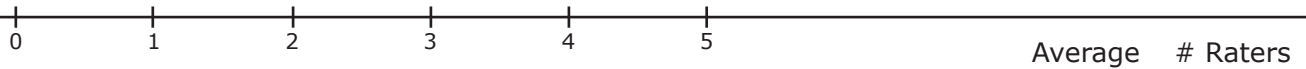


Category	Average	# Raters
Average:	3.09	11
Self	3.00	1
Other	3.00	1
Manager	2.50	4
Peer	3.00	2
Direct Report	4.00	2
Customer	3.50	2

What you appreciate: behaviors or conditions you hope will continue.

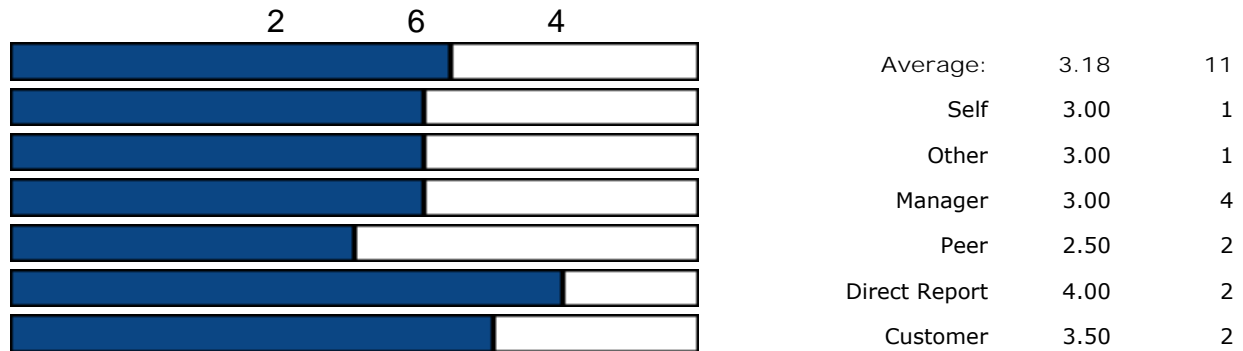
- Self: I respond to an inquiry almost immediately. I also never give a promise that I cannot keep. My word is very important to me.





- Because Bob is a worker-bee, he understands the pressures involved and relates better to his peers because he can be both sympathetic and emphatic.
 - Makes an effort to occasionally attend manager's meetings to see what he can do to help
 - I appreciate that Bob, as time allows, will take the time to include stakeholders in pertinent issues.
 - Bob has an engaging personality
 - Bob works well to establish good working relationships with the Board of Directors.
 - Bob is very responsive to those who require his services and is easy to talk with.
 - The honesty of this person. Has a helpful attitude.
 - Bob and I have had several conversations about expanding dept relationship with the Board. With a growing staff, I hope that relationship will grow.
 - I appreciate that Bob is always willing to make time for me and is pleasant to deal with. I have had to work with him on some difficult personnel issues and he offers good advice and I feel I have his utmost support.
 - When Bob approaches folks to discuss issues, etc. he is very good. He just needs to do it more often.
- What you don't appreciate: behaviors or conditions you would like to see changed or improved.
- Self: I have to find a way to break away from my personal reservedness and reach out when I need help!
 - More time individually with managers would be helpful to get to know each one better.
 - Bob doesn't seem to think relationships are important
 - Occassionally, Bob can be short with lower graded employees
 - With additional staff onboard I believe that Bob will have more availability to reach out to others.
 - It would be great if Bob could reach out more to either the Board or just managers in general - I believe his outreach will increase as he finally has someone on his team to assist him with his work - I honestly don't think he has had time to be very proactive in building strategic relationships with his peers because of this, I believe he wants to, but just hasn't had a staff so he has been too busy

3 Actively initiates collaborative dialogue with his peers to benefit his and their departments *(Networking-Building Strategic Relationships)*



- What you appreciate: behaviors or conditions you hope will continue.
- Self: Despite my personal quietness, when it comes to promoting my organization, I can and have reached out in collaborative dialogue to promote my organization.
 - Is willing to talk and collaborate.
 - Please see answer to Question #1
 - I am sure Bob could be good at this
 - Bob is very good at giving dept advice to achieve organizational goals. He also recognizes which decisions are his, and which are the managers'.
 - Bob is very good at helping others achieve success when asked, he is also very good in initiating collaborative dialogue to the benefit of his organization.
 - Timeliness
 - I wouldn't say 'actively initiates' - most of my dealings with Bob have required my initiation.
 - Same comments as the first question for both
 - Bob is still learning to interact with his peers. As he has been with us for some time, he needs to start



Feedback Edge™



Average # Raters

stepping up in this area.

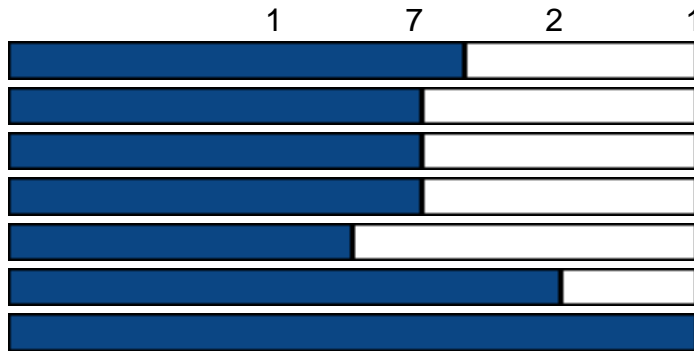
What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: My organization is new and I need a lot more improvement in this area particularly related to my counterparts in other regions and nationally. How my organization was created has impacted how I performed in this area. My confidence has deepened and I believe I will improve.

- Does not always initiate the dialogue. Waits for others to start the conversation
- He just doesn't spend the time or feel that this is important
- I believe that outreach is an area of opportunity for Bob.

14 People feel valued by him/her, irrespective of their rank or role in the organization

(Interpersonal Skills and Emotional Intelligence)



Category	Average	# Raters
Average:	3.30	10
Self	3.00	1
Other	3.00	1
Manager	3.00	4
Peer	2.50	2
Direct Report	4.00	2
Customer	5.00	1

What you appreciate: behaviors or conditions you hope will continue.

- Self: I always respond to an inquiry or request for advice. I think these attributes has helped.
- Bob makes me feel like a very valuable part of the organization.
- I've always felt valued by Bob.

- I always appreciate Bob and how he treats me - -I have heard from others that he treats people according to their level - I have not observed this so I cannot say if it is true or not as he is always respectful with me and makes time for me but it might be worth looking into since I have heard others say this.

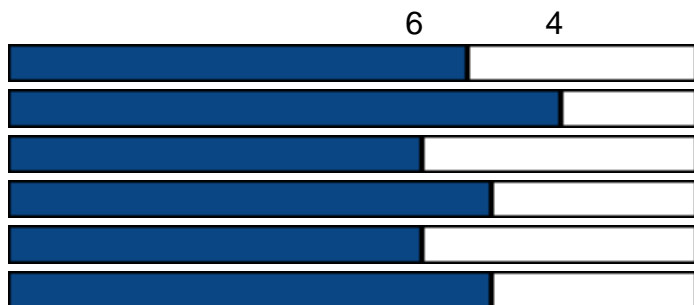
What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I have not found away to actually say this to people nearly as much as I would like. My fear is that I would be dismissed or rebuffed.

- He is much better at dealing up the chain of command
- People at lower levels sometimes feel dismissed by Bob.
- I've heard others say that Bob is less forgiving and respectful of those in lower levels.

11 Shows awareness of his/her strengths and weaknesses

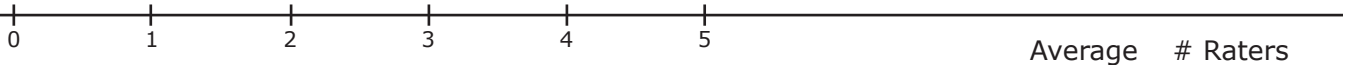
(Interpersonal Skills and Emotional Intelligence)



Category	Average	# Raters
Average:	3.33	9
Self	4.00	1
Other	3.00	1
Manager	3.50	4
Direct Report	3.00	2
Customer	3.50	2



Feedback Edge™



What you appreciate: behaviors or conditions you hope will continue.

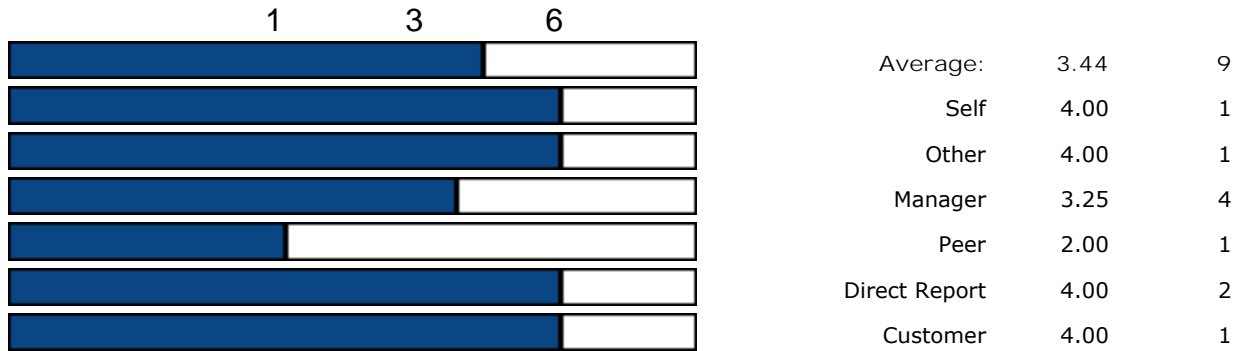
- Self: I am always observing and rethinking my actions on anything.
- Bob undrestands his technical ability
- Bob uses his strengths, such as his knowledge of dept rules and policies. When he has weaknesses, such as presentations, he asks for help.
- I believe that Bob looks for opportunities to improve his awareness and seeks out advice.
- Bob has requested help whenever he needs it.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I would like to be able to make a plan to attack some of the weaknesses I have. While I may have a few blind spots, I'm totally aware of my major weakness. I also need to learn how to play up my strengths.
- Bob underestimates the (positive and negative) impact that he can have on those around him
- I believe that Bob's reputation may have "suffered" from some previous leadership opinions and would hope that he doesn't become "sensitive" to previous perspectives.

18 Provides processes and resources to support developing people and leaders

(Leading and Developing Others)



What you appreciate: behaviors or conditions you hope will continue.

- Self: I am very attuned in giving my staff the tools needed for them to succeed. I have done this and will continue to do so.
- Bob has provided opportunities for my development and I appreciate that he took the time and effort to provide these opportunities.
- Bob has been helpful with dept's efforts to provide training for our people and our leaders.
- My interaction in this area has been feedback from regional leadership. They comment that Bob does try to support them. On occasion, the feedback has been that Bob gives them an answer they want to hear, but not necessarily the best answer.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I would like to have a budget that I can manage for my organization. This would help me greatly in this area.

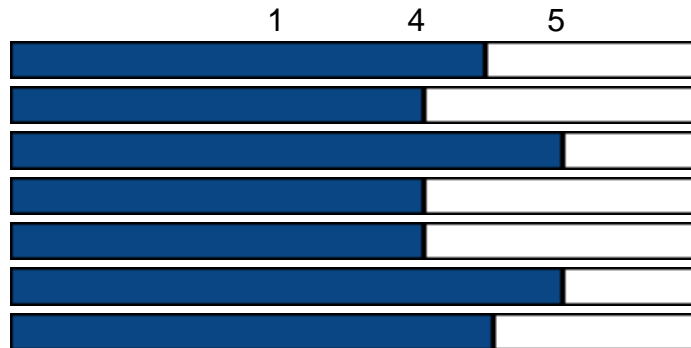




Average # Raters

20 Does a good job clarifying his/her expectations

(Leading and Developing Others)



Category	Average	# Raters
Average	3.44	9
Self	3.00	1
Other	4.00	1
Manager	3.00	3
Peer	3.00	1
Direct Report	4.00	2
Customer	3.50	2

What you appreciate: behaviors or conditions you hope will continue.

- Self: I believe I am very clear in what I expect.
- Is pretty clear on what he needs and when he needs it.
- Bob is very patient when explaining what he need, and why he needs it.
- Very limited interaction in this area.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: Sometimes my time is stretched in so many directions that it is hard to spend enough one on one time with my staff. I expect this to change soon.
- He is out of the office so much that he often forgets where he is at with certain actions and with what he asked or did not ask you to do.



Feedback Edge™

All Questions by Category

How to Use & Read This Report Section

With a comprehensive listing of all questions in the report, participants will find this section helpful to understand precisely which questions build the report categories. This section will also be a resource to clearly understand, in detail, all the questions included in the Feedback Edge™ report.

The section presents all of the questions (both evaluations and comments) in the survey, grouped by category. Numeric ratings are presented first for the participant's self score and then for each rater group. 'Average' is determined from all scores given for that question (not including the rating you gave to yourself). The number of respondents is also shown in the report. Additionally, the distribution of all scores is indicated above the bar graph for each question.

Rating Scale Description

- 1) Unacceptable
- 2) Below Average
- 3) Average
- 4) Above Average
- 5) Excellent

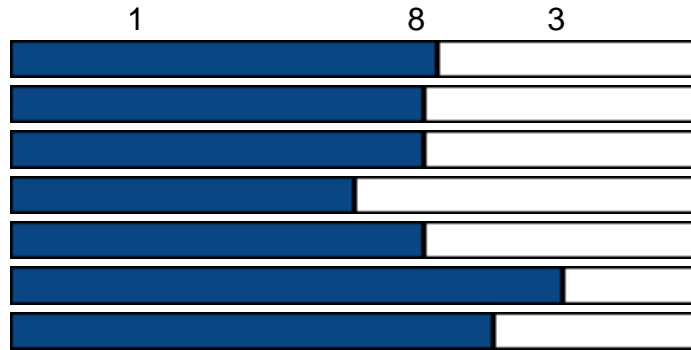


Average # Raters

Question Category: Networking-Building Strategic Relationships

1 Intentionally invests time and energy building strategic relationships with peers

(Networking-Building Strategic Relationships)



Category	Average	# Raters
Average:	3.09	11
Self	3.00	1
Other	3.00	1
Manager	2.50	4
Peer	3.00	2
Direct Report	4.00	2
Customer	3.50	2

What you appreciate: behaviors or conditions you hope will continue.

- Self: I respond to an inquiry almost immediately. I also never give a promise that I cannot keep. My word is very important to me.
- Because Bob is a worker-bee, he understands the pressures involved and relates better to his peers because he can be both sympathetic and emphatic.
- Makes an effort to occasionally attend manager's meetings to see what he can do to help
- I appreciate that Bob, as time allows, will take the time to include stakeholders in pertinent issues.
- Bob has an engaging personality
- Bob works well to establish good working relationships with the Board of Directors.
- Bob is very responsive to those who require dept services and is easy to talk with.
- The honesty of this person. Has a helpful attitude.
- Bob and I have had several conversations about expanding his relationship with the Board. With a growing staff, I hope that relationship will grow.
- I appreciate that Bob is always willing to make time for me and is pleasant to deal with. I have had to work with him on some difficult personnel issues and he offers good advice and I feel I have his utmost support.
- When Bob approaches folks to discuss issues, etc. he is very good. He just needs to do it more often.

What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I have to find a way to break away from my personal quietness and reach out when I need help!
- More time individually with managers would be helpful to get to know each one better.
- Bob doesn't seem to think relationships are important
- Occassionally, Bob can be short with lower level employees
- With additional staff onboard I believe that Bob will have more availability to reach out to others.
- It would be great if Bob could reach out more to either me or just managers in general - I believe his outreach will increase as he finally has someone on his team to assist him with his work - I honestly don't think he has had time to be very proactive in building strategic relationships with his peers because of this, I believe he wants to, but just hasn't had a staff so he has been too busy



