

# Feedback Edge™

Confidential Report for

**Bob Smith**

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



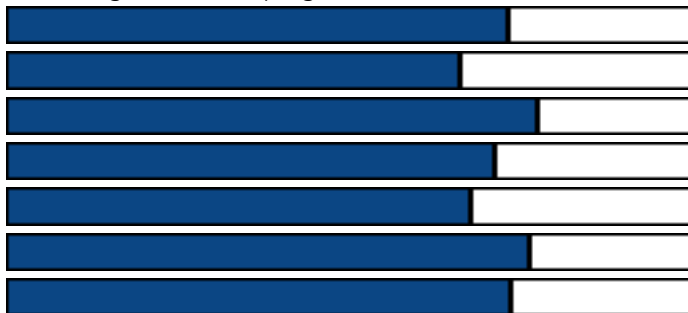
Average:	3.57	9
Self	3.14	1
Other	3.29	1
Manager	3.37	3
Peer	3.60	2
Direct Report	3.86	2
Customer	3.79	1

## 2 Interpersonal Skills and Emotional Intelligence



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



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

**Feedback Edge™**  
**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

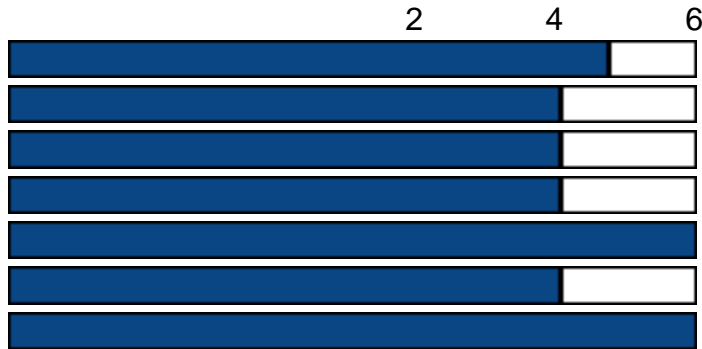
# Feedback Edge™

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.

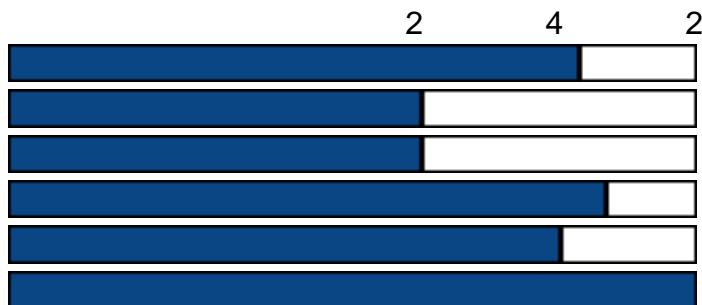
- Self: I am always respectful and with my leaders particularly at times when I felt they really wanted that from me.
- I believe Bob is a very caring and honest individual especially when looking out for the worker.
- You know where you stand with Bob
- Dept issues can hit on some very sensitive topics. 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.

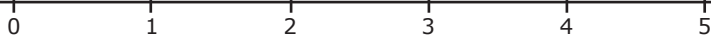
5 Demonstrates both skill and tact in "leading up" or managing those in authority above him/her

(Networking-Building Strategic Relationships)



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

0 1 2 3 4 5



Average # Raters

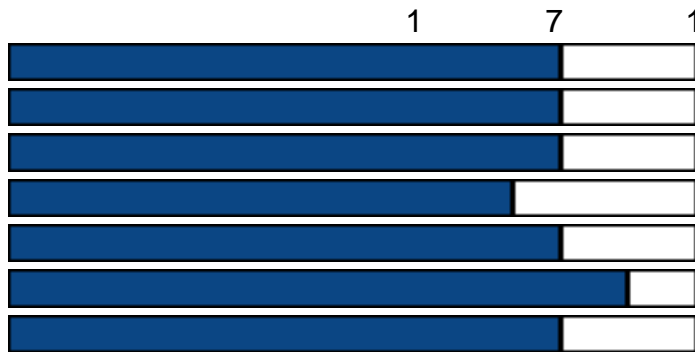
- Self: I keep my leaders informed of all issues that come up.
- I think Bob excels in this area.
- Bob is very responsive to his leadership team
- Bob is very professional with the Board of Directors.
- Not in a position to comment as I have not observed Bob dealing with those above him
- I have limited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



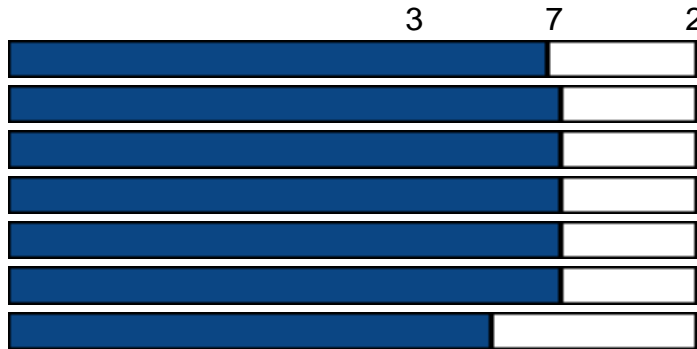
# Feedback Edge™

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.

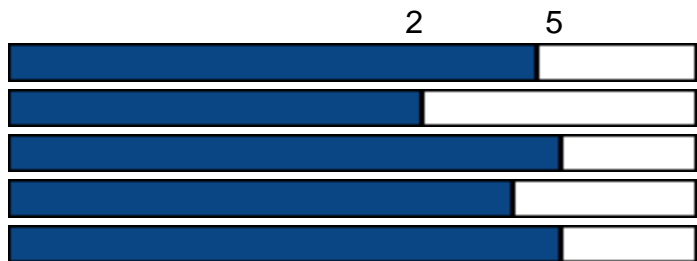
- Self: From the amount of traffic, in-person, e-mails, phone calls, I think I'm above average in this area.
- Bob promotes brainstorming and I enjoy discussing ideas with him.
- Bob is very innovative and creative
- Bob recognizes that everyone involved in a dept situation has a different point of view. 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

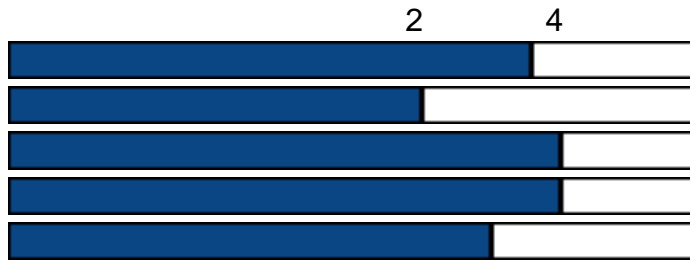
## Feedback Edge™



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.

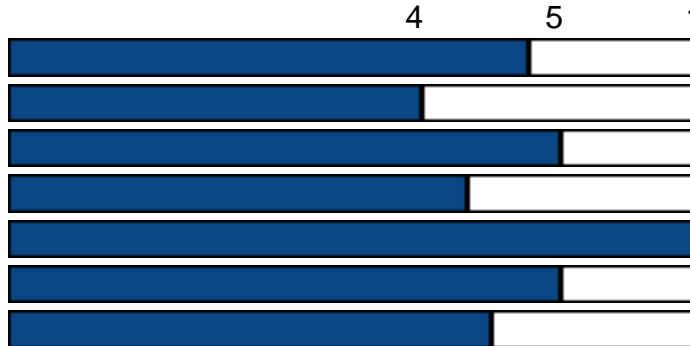
What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- 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.

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- 3) Average
- 4) Above Average
- 5) Excellent

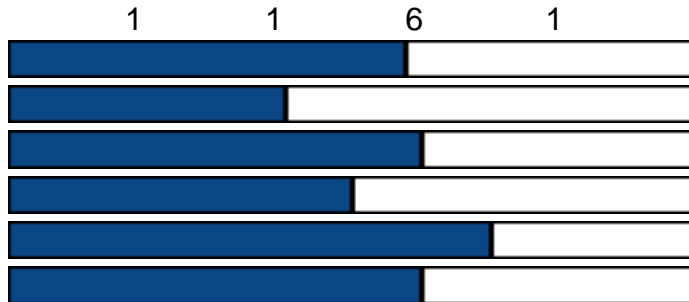
# Feedback Edge™

0 1 2 3 4 5

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.

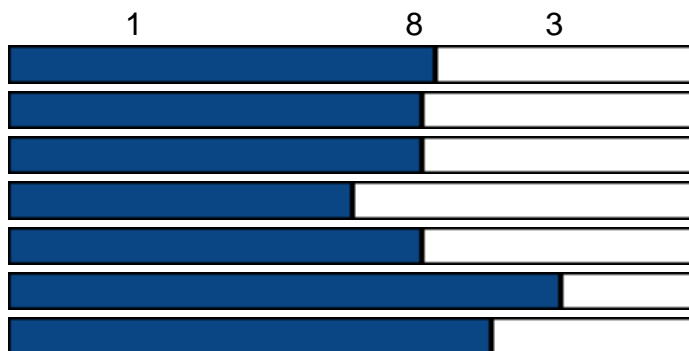
- Self: I am always networking and reaching out.
- Bob is very good at networking with the Board and outside partners.
- Being in an understaffed and isolated organization, I believe has limited Bob's ability to reach out to others in the office. I believe that Bob does a good job in networking and developing 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 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 for things. These are some obstacles that I plan to overcome!
- I think Bob needs to stop working just a bit so that he will be able to mingle with his peers...
- He 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)



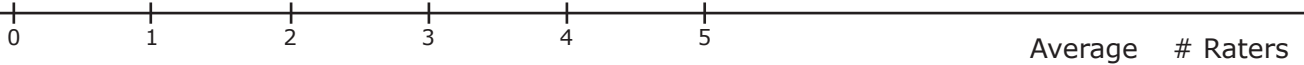
Category	Average	# Raters
Average:	3.09	11
Self	3.00	1
Other	3.00	1
Manager	2.50	4
Peer	3.00	2
Direct Report	4.00	2
Customer	3.50	2

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

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

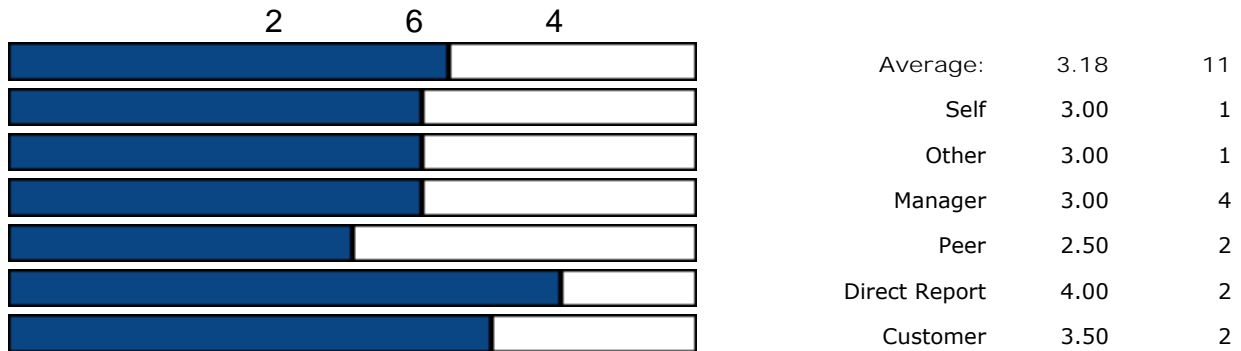
0 1 2 3 4 5

# Feedback Edge™



- Because Bob is a worker-bee, he understands the pressures involved and relates better to his peers because he can be both sympathetic and empathetic.
  - Makes an effort to occasionally attend supervisor meetings to see what he can do to help
  - I appreciate that Bob, as time allows, will take the time to include all stakeholders in pertinent issues.
  - Bob has an engaging personality
  - Bob works well to establish good working relationships with the Board.
  - 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 relationships 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 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 reach out more often when I need help!
  - More time individually with managers would be helpful to get to know each one better.
  - Bob apparently doesn't seem to think relationships are important
  - Occassionally, Bob can be short with lower level staff
  - 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™

0 1 2 3 4 5

Average # Raters

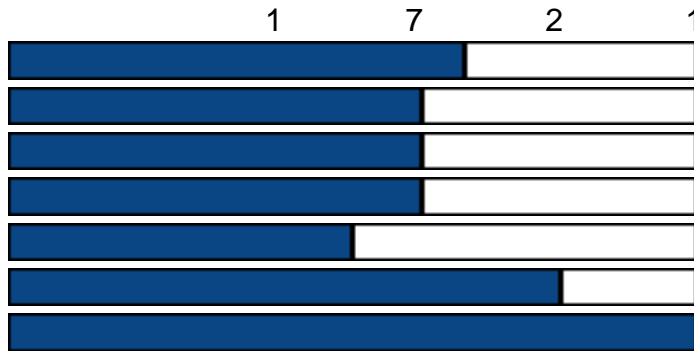
stepping up in this area.

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

- Self: My organization is young 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 only improve in the future.
- Does not always initiate the dialogue. Waits for others.
- 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.

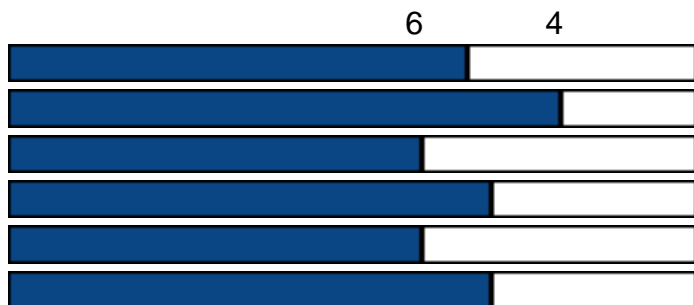
- Self: I always respond promptly to an inquiry or request for advice. I think these attributes have helped.
- Bob makes me feel like a very valuable part of the organization.
- I've always felt valued by Bob.
- I always appreciate Bob and how he treats me - -I have heard from others that he treats people 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 a way 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

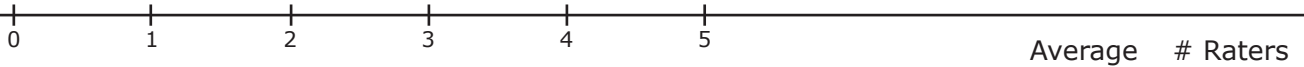
*(Interpersonal Skills and Emotional Intelligence)*



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

0 1 2 3 4 5

## Feedback Edge™



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

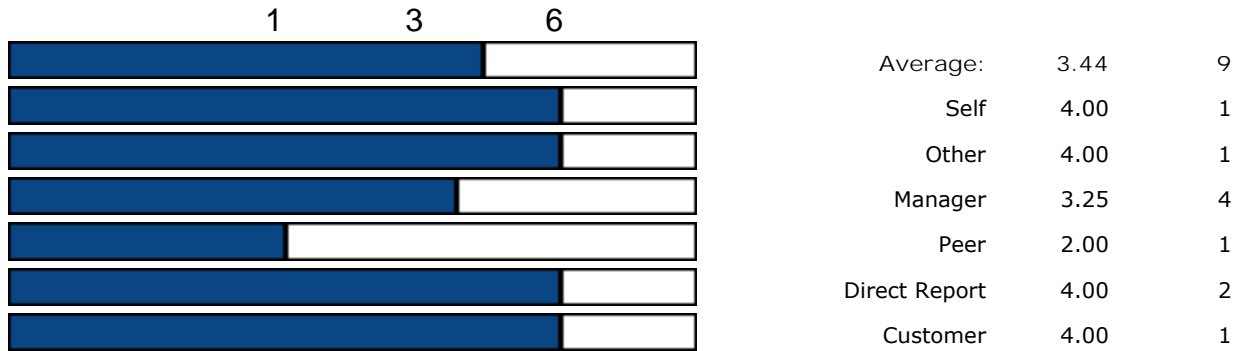
- Self: I am always observing and rethinking my actions on everything, maybe too much so.
- Bob understands his technical ability
- Bob uses his strengths, such as his knowledge of dept rules and policies. When he has weaknesses, such as presentations, he asks for help.
- I believe that Bob looks for 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 develop some of the weaknesses I have. While I may have a few blind spots, I'm totally aware of my weakness. I also need to learn how to play to 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 committed to 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 leadership. They comment that Bob does try to support them. On occasion, the feedback has been that Bob gives them the 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 pool of funds I can manage for my organization. This would help me greatly in this area of need.

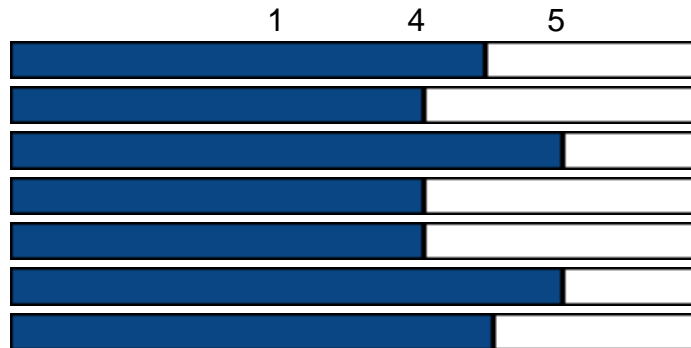




Average # Raters

20 Does a good job clarifying his/her expectations

(Leading and Developing Others)



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 am very clear in what I expect from others.
- Is pretty clear on what he needs and when he needs it.
- Bob is very patient when explaining what he needs, 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: My time and load is stretched in so many directions that it is hard to spend enough 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.

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- 2) Below Average
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- 5) Excellent

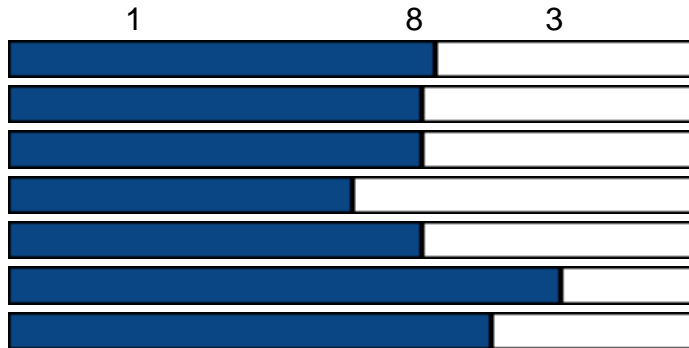


Average # Raters

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 immediately. I never give a promise that I cannot keep. My word is important to me.
- Because Bob is a strong worker, he understands the pressures involved and relates better to his peers because he can be both sympathetic and empathetic.
- 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.
- 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

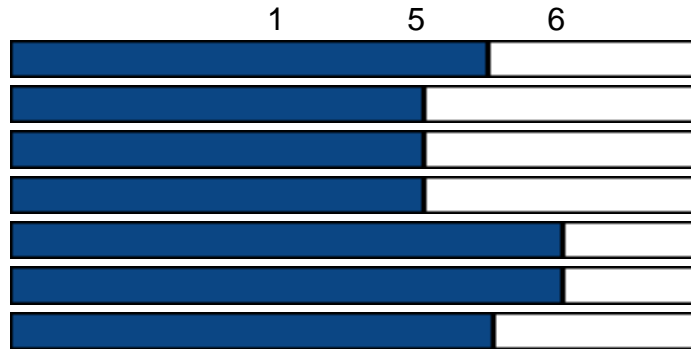


# Feedback Edge™

0 1 2 3 4 5

Average # Raters

2 Demonstrates political intelligence and wisdom without becoming "politically correct" paranoid *(Networking-Building Strategic Relationships)*



Category	Average	# Raters
Average:	3.45	11
Self	3.00	1
Other	3.00	1
Manager	3.00	4
Peer	4.00	2
Direct Report	4.00	2
Customer	3.50	2

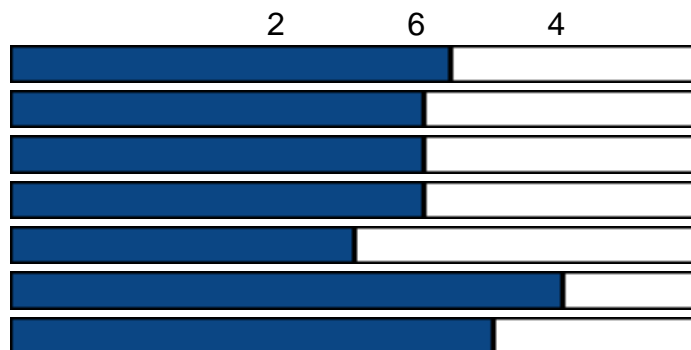
What you appreciate: behaviors or conditions you hope will continue.

- Self: I am very cognizant of the need for political intelligence. I am grateful that I at least undertand the importance of this topic and plan to invest heavily in the coming years.
- Does not hesitate to stand up for associates in his region. Will call headquarters for clarification on matters.
- I feel Bob is a good mentor in this area.
- I appreciate the "no-nonsense" style that Bob exhibits
- When faced with challenging dept issues, Bob always looks at input from several directions, and recognizes that different people have different view points. He calmly advised on the rules and regulations.
- Good communication skills!
- Bob has always provided me wise and confidential counsel.
- My ability to respond to this question is limited, but I have no reason to question Bob in this area.

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

- Self: I would like to find a way to navigate the political realities with confidence and a good attitude when times are difficult.
- At times gets locked into his own ideas and does not always back our managers with what they are trying to accomplish.
- Bob could do better at seeing the big picture. Also Bob needs to be more aware of the perception that is created when he is not in the office or not available. He seems to travel a ton!

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

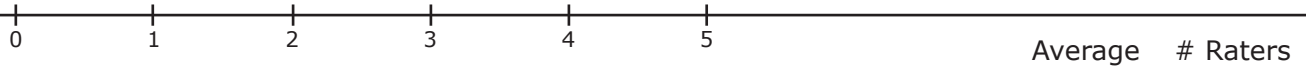


Category	Average	# Raters
Average:	3.18	11
Self	3.00	1
Other	3.00	1
Manager	3.00	4
Peer	2.50	2
Direct Report	4.00	2
Customer	3.50	2

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

0 1 2 3 4 5

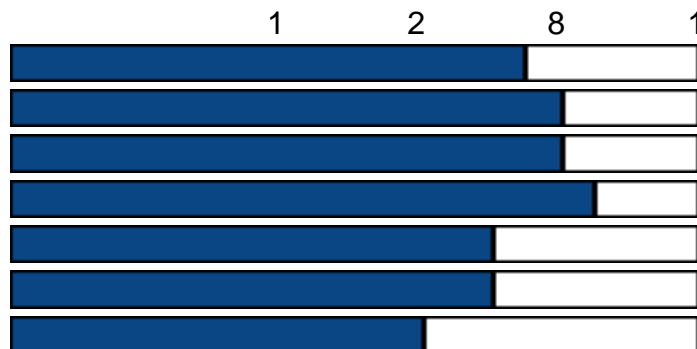
# Feedback Edge™



- 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 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 stepping up in this area.
- What you don't appreciate: behaviors or conditions you would like to see changed or improved.
- Self: I need a lot more improvement in this area particularly related to my staff here and also 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.

4 Makes sacrifices of his/her time and energy to help his/her peers and supervisors

*(Networking-Building Strategic Relationships)*

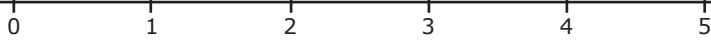


Category	Average	# Raters
Average:	3.73	11
Self	4.00	1
Other	4.00	1
Manager	4.25	4
Peer	3.50	2
Direct Report	3.50	2
Customer	3.00	2

- What you appreciate: behaviors or conditions you hope will continue.
- Self: I have sacrificed time and energy over the last 3 years due to the creation of the new department. I did it with no second thoughts. Once I start work I tend to work until the action is complete.
  - Doesn't know the meaning of the word - NO
  - Responds to email messages while on travel.
  - He works very hard
  - Bob is very conscientious at using his time appropriately. The region is very short on personnel, and Bob steps up to fill the void.
  - Bob has a good work ethic and is very dedicated to his profession and the organization.
  - Bob has always made time for my issues and concerns.
  - It seems to me that Bob makes time even while on vacation to assist others so I rate him as above average
  - Bob has a number of examples of where he goes the extra mile to deliver service to his regional employees.



## Feedback Edge™



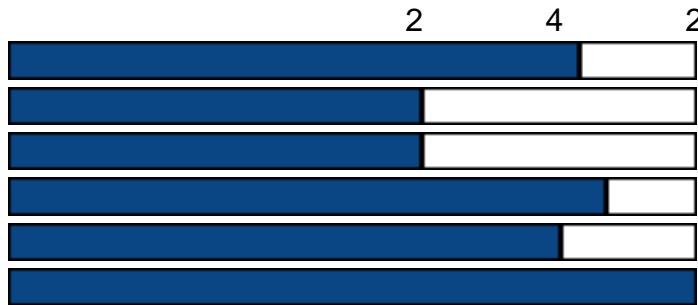
Average # Raters

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

- Self: I have a long way to go in learning how to balance. I have learned that if I don't satisfy my needs, I can't be of great use to other. I need improvement in this area.
- Not in the office much. Seems to always be on leave or on travel.
- Sometimes forgets that relationships are as important as task work
- An area of opportunity for Bob is to refrain from comments about how hard or long he is working-this gets old.
- There is a perception by a few Board members that Bob is always at training or taking two-week vacations making it very difficult to get actions completed quickly.

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

*(Networking-Building  
Strategic  
Relationships)*



Category	Average	# Raters
Average:	4.14	7
Self	3.00	1
Other	3.00	1
Manager	4.33	3
Direct Report	4.00	2
Customer	5.00	1

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

- Self: I promptly keep my leaders informed of any issue that may come up.
- I think Bob excels in this area.
- Bob is very responsive to the leadership team
- Bob is very professional with the Board.
- 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 changes in supervision within the last year. As a result, I have not been able to develop the connection with my other supervisors as I hope to be able to form with my current supervisor. I need to show more of myself to my supervisor.
- Bob needs to deal with the perception that he is not as responsive to his peers, or those at a lower level
- Our former 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 self-worth from the judgements of such a leader might bring him greater confidence and performance.



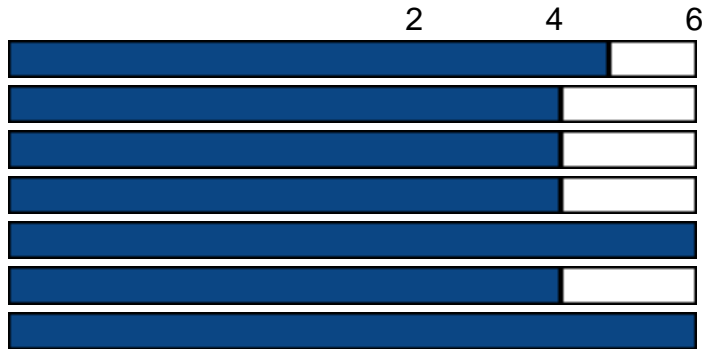
# Feedback Edge™

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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.

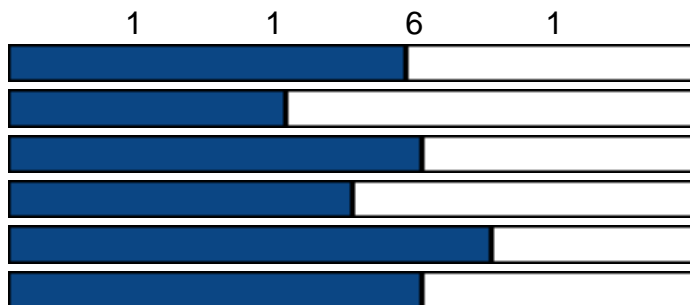
- Self: I have always been respectful and honest with my leaders particularly at times when I felt they really needed that from me. Times of crisis tend to cause me to retreat however into a do it myself mode.
- I believe Bob is a very caring and honest individual especially when looking out for the 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.
- I have always had open and appropriate conversations with others.
- I have observed nothing but professionalism from Bob.
- 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 authority over me that makes me second guess my words. I need improvement in this area.
- Can be very difficult to work with other leaders in the organization, especially with peers and especially if he is stressed and very busy
- Bob needs to be aware that there is a perception of coworkers that he is not as helpful and easy to work with. I say this is a perception because I have heard this but have I have not experienced it.

7 He/she is regarded as an excellent networker

(Networking-Building Strategic Relationships)



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

0 1 2 3 4 5

## Feedback Edge™

- Self: I am always easy going and approachable.
  - Bob is very good at networking with the Board.
  - Being in an understaffed and isolated organization, I believe has limited Bob's ability to reach out to others in the 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 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.
    - 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.

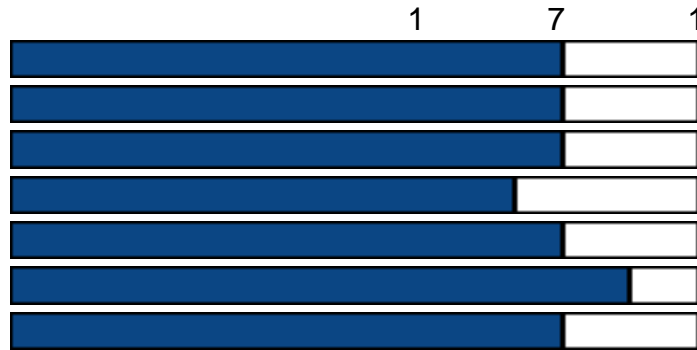


Average # Raters

Question Category: Interpersonal Skills and Emotional Intelligence

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 care deeply about the people I work with. I am good listener and I believe 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 rules and policies in ways that help people be productive and happy.
- 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.

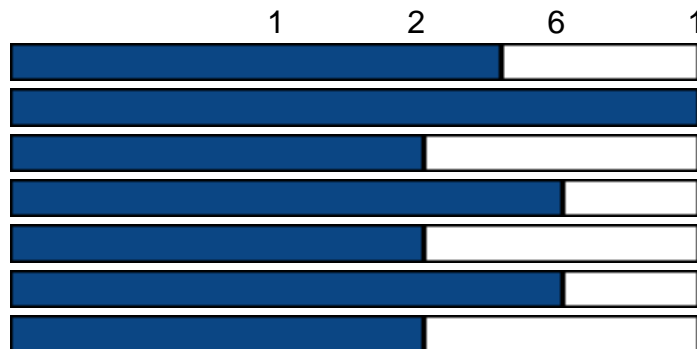
- I have limited basis to judge this area.

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 so I tend to burn out emotionally helping others. I need to improve in this area.
- He does very well with high performers - tends to alienate marginal performers

9 Places the interests and progress of others above personal needs

(Interpersonal Skills and Emotional Intelligence)



Category	Average	# Raters
Average:	3.56	9
Self	5.00	1
Other	3.00	1
Manager	4.00	3
Peer	3.00	1
Direct Report	4.00	2
Customer	3.00	2

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

- Self: I almost never consider my personal needs in the performance of my job.
- Gives his full attention when he has the time.



# Feedback Edge™



Average # Raters

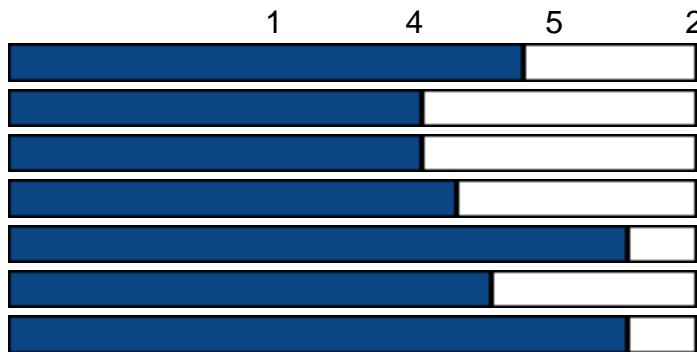
- I never hear Bob complain about what other people do - he enjoys seeing others do well
- The region has been very short on the number of professionals we have been allowed to hire. Bob has made personal sacrifices of his time in order help keep things moving.
- Limited basis to judge this area.

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

- Self: I think I need to become more cognizant of my desires. This will impact my decisions more positively. This will happen as I become more confident in my abilities as a leader.
- Always seems to be away from the office furthering his own career while other leaders in the office are waiting on him.

10 Is approachable and friendly

*(Interpersonal Skills and Emotional Intelligence)*



Category	Average	# Raters
Average:	3.73	11
Self	3.00	1
Other	3.00	1
Manager	3.25	4
Peer	4.50	2
Direct Report	3.50	2
Customer	4.50	2

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

- Self: My door is always open. I have a blackberry that I am prone to responding to no matter what the time and day; this can be a distractor from really listening to others.
- Has always been approachable and friendly to me.
- I think Bob is approachable and has always been friendly to me.
- Bob is always open to the Board. He is usually friendly (he occasionally allowed his frustrations with our former boss to rattle him.)
- Very helpful and responsive.
- I've always found Bob approachable.
- I enjoy discussions with Bob.

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

- Self: Again, my quietness is an area that needs some work in order to become a bit more outgoing. Once I get to know someone it is much easier. While I am always friendly, there are times when I would not be surprised for someone to say I'm hard to connect with.
- Can get cranky with others when stressed or overworked.
- Bob can come across as moody and intimidating
- Bob is occasionally dismissive or aloof when lower level employees approach him with questions.

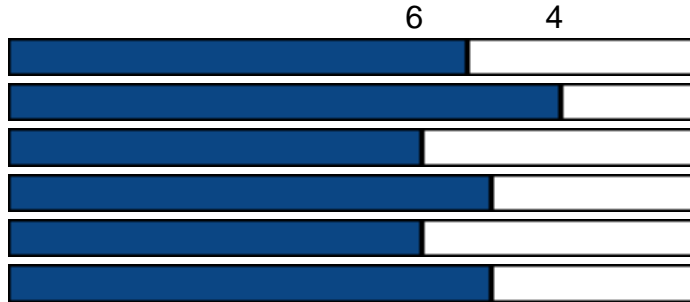




Average # Raters

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

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

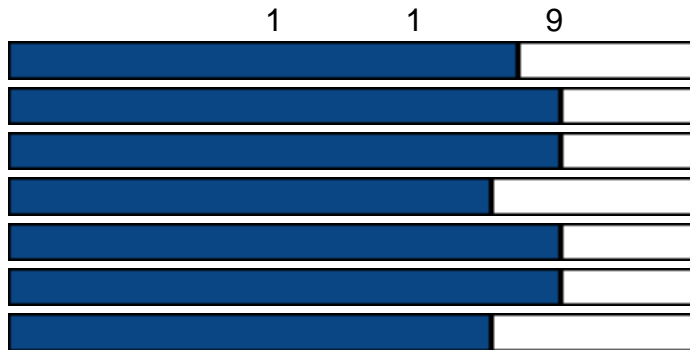
- Self: I am always observing and rethinking my actions on everything.
- Bob understands his technical ability
- Bob uses his strengths, such as his knowledge of rules and policies. When he has weaknesses, such as presentations, he asks for support from others.
- I believe that Bob looks for opportunities 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 will soon 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.

12 Shows awareness of his/her impact on others through words and actions

(Interpersonal Skills and Emotional Intelligence)



Category	Average	# Raters
Average:	3.70	10
Self	4.00	1
Other	4.00	1
Manager	3.50	4
Peer	4.00	1
Direct Report	4.00	2
Customer	3.50	2

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

- Self: I always think about my actions and their impact before I make any move or decision.
- In the past 2 years Bob encountered a situation where someone misinterpreted his actions and words. When this was brought to his attention he was extremely surprised. However he handled the situation very professionally.

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

- Self: I would like to think just a little less about my actions and their impact before I make a move.



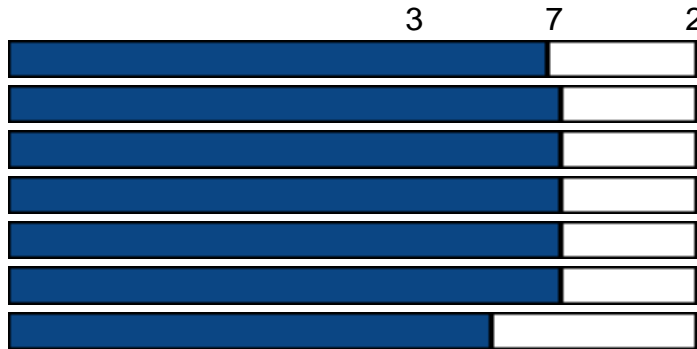
## Feedback Edge™

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.

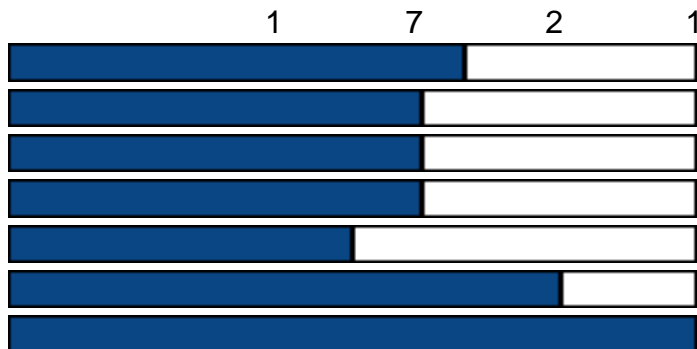
- Self: From the amount of traffic, in-person, e-mails, phone calls, I think I'm above average in this area.
- Bob promotes brainstorming and I enjoy sharing ideas with him.
- Bob is very innovative and creative
- Bob recognizes that everyone involved in a situation has a different point of view. He is good at listening to all view points, and sharing his knowledge and offer 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 quietness has some impact on me in this area.
- Bob is not always approachable

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

*(Interpersonal Skills  
and Emotional  
Intelligence)*



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

- Self: I always respond promptly 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.

0      1      2      3      4      5

## Feedback Edge™

- 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.

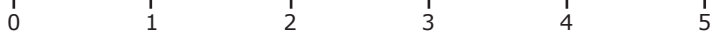
What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- 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 taken advantage of.

- 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.

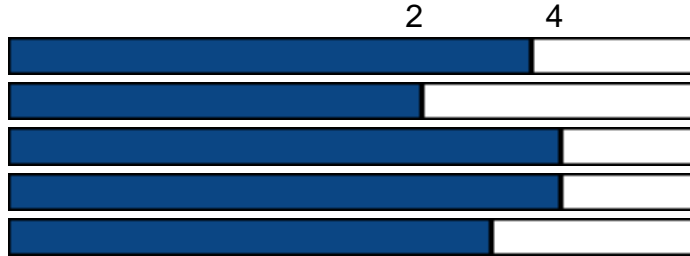


Average # Raters

Question Category: Leading and Developing Others

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-it comes in 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.

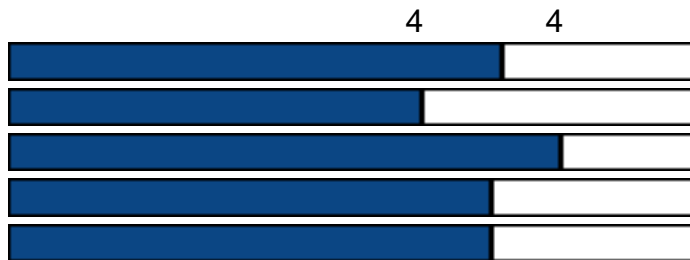
What you don't appreciate: behaviors or conditions you would like to see changed or improved.

- Self: I have not had staff for very long and have only recently gained drpts. I am confident that I will grow in this area.

- Sometimes he can come across as unkind.

16 Has a plan for developing the people who report to him/her

(Leading and Developing Others)



Category	Average	# Raters
Average:	3.57	7
Self	3.00	1
Other	4.00	1
Manager	3.50	4
Direct Report	3.50	2

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

- Self: Since gaining a staff team in the past year I have enrolled my staff in individual training classes and constantly sends them information on ways to improve.

- Due to our shortage of staff, Bob has not had much opportunity to exhibit this behavior.

- Bob has expressed concern for his employees workloads on a number of instances.

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

- Self: I have not had a chance to spend enough one on one time with each of my staff members. I believe this will be an area that will naturally improve as I value professional development.

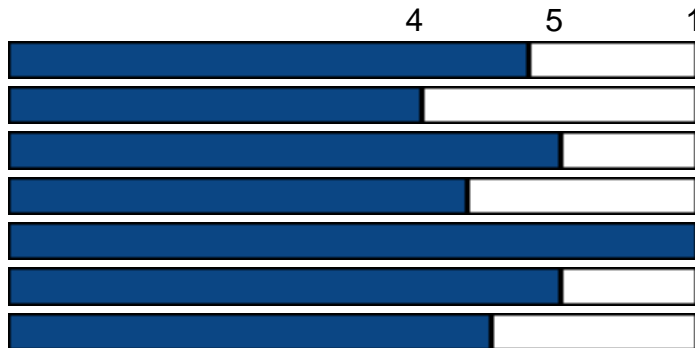




Average # Raters

17 Delegates challenging tasks to others for their professional development

(Leading and Developing Others)



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.

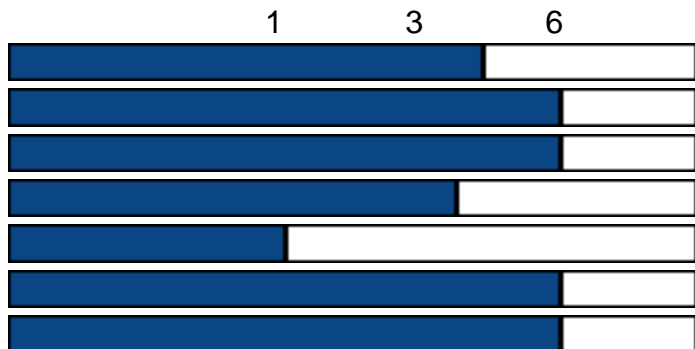
- Self: I have only had this opportunity for a couple of months now, but I have done this and will continue
- I think Bob does create challenging tasks
- He seems to have a genuine interest in improving in this area
- Due to the shortage of our staff, Bob has not had much opportunity to exhibit this 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 the belief that my thinking and ways were the only way. That is an inaccurate thought. I will need to remember this constantly in the performance of my supervisory responsibilities.

18 Provides processes and resources to support developing people and leaders

(Leading and Developing Others)



Average:	3.44	9
Self	4.00	1
Other	4.00	1
Manager	3.25	4
Peer	2.00	1
Direct Report	4.00	2
Customer	4.00	1

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

- Self: I am very committed to 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 team 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 additional funds to manage for my organization. This would help me greatly in this area.

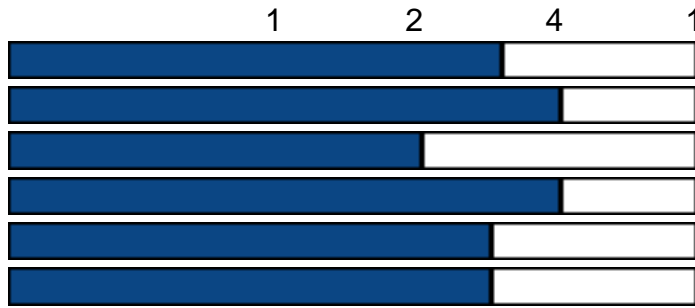




Average # Raters

19 Discusses and shares what he/she is reading and learning

(Leading and Developing Others)



Category	Average	# Raters
Average:	3.57	7
Self	4.00	1
Other	3.00	1
Manager	4.00	2
Peer	3.50	2
Direct Report	3.50	2

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

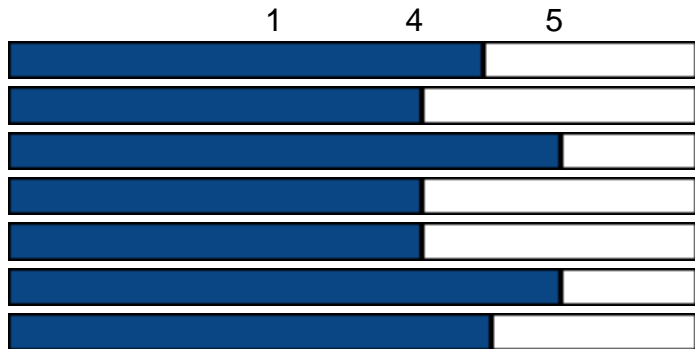
- Self: I am always sending information to my staff on a variety of topics that will help our organization.
- Due to our shortage of staff, Bob doesn't read as much as he should.
- Communicates well on appropriate issues/items.
- Yes, he has done this with me - maybe he needs to expand and reach out more when he gets Sue up and running and continue the Brown bags as a mechanism for sharing info - I really enjoyed those.
- No basis to judge.

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

- Self: I would like to better manage my time so that I may have more of it with my staff. I've learned that they need me more than I thought they did!
- Bob will sometimes send mass emails of policy changes, but periodic updates to leaders would be much more beneficial.

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 too 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.



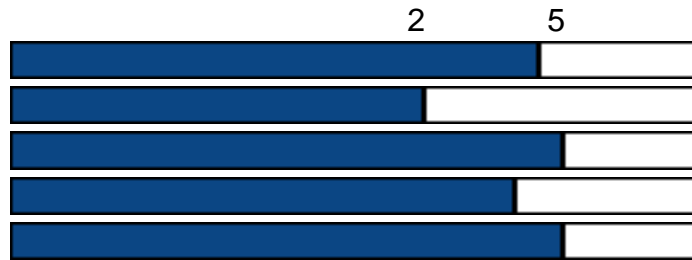
# Feedback Edge™

0 1 2 3 4 5

Average # Raters

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

*(Leading and Developing Others)*



Average:	3.83	6
Self	3.00	1
Other	4.00	1
Manager	3.67	3
Direct Report	4.00	2

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

- Self: Since the creation of the new 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 staff 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: I think over time this is an area that will certainly improve. We are a new team and as time passess my ability to convey our purpose, meaning and vision will naturally improve! I am confident of that!

0 1 2 3 4 5

Feedback Edge™  
**Next Steps and Resources**

**LeadersInspire Resources:**

- Professional Coaching
- Leadership Development
- Organizational Assessments and Development
- Leader Labs
- Keynote Speeches

**Leadership Reading:**

- *Go Put Your Strengths to Work*, Marcus Buckingham

Research reveals that only 17% of all workers believe they use all their strengths on the job. This book provides a six step, six week experience that reveals the hidden dimensions of your strengths and provides a framework for rewriting your job description.

- *Good to Great*, Jim Collins

Collins and his research team conducted extensive research on the most visible and profitable companies in the U.S. Only a small percentile made the leap from "good" to "great" with assets such as "level 5" leadership, the "hedgehog factor", and a "culture of discipline".

- *The Contrarian's Guide to Leadership*, Steven Sample

In *The Contrarian's Guide to Leadership*, University of Southern California President Steven Sample offers up a refreshing perspective on the characteristics of a successful leader. His ideas include "artful listening", "free think", "you are what you read", and "working for those who work for you."

- *Leadership is an Art*, Max DePree

Rather than offering a how-to manual on running a business, DePree, CEO of Herman Miller Inc., details a humanitarian approach to leadership. Anyone interested in driving the "servant leader" concept to real conviction and practice will benefit greatly from this read.

- *The Power of Full Engagement*, Jim Loehr and Tony Schwartz

A highly practical, scientifically based approach to managing your energy more skillfully both on and off the job. The book will help you: mobilize four key sources of energy, balance energy expenditure with intermittent energy renewal, expand capacity in the same systematic way that elite athletes do, and create highly specific, positive energy management rituals.

**Feedback Edge™**  
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