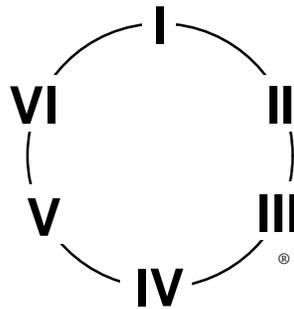


Confidential Feedback Report

Sample Executive, Partial Report

Executive Leadership

Paul M. Connolly, Ph.D., Clark L. Wilson, Ph.D.



TaskCycle® Skills

- I. Forward Thrust
- II. Executive Perspective
- III. Executive Implementation
- IV. Drive
- V. Acknowledging Contributions

This report is based on a total of 6 responses.

Self	1
Reports	2
Boss	1
Associates	2

Confidential Feedback Report

Sample Executive

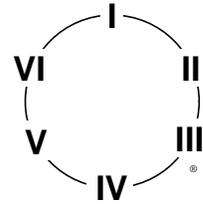
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The Leader in Competency-Based Development Programs since 1973.

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Overview



Introduction

This is your Feedback Report generated from your ratings on the Survey of Executive Leadership. The feedback contained in this report will help you identify your strengths as an executive leader, as well as the areas you need to develop. Comparing your own self-assessments in these areas to your ratings by others is the first, crucial step in your developmental journey.

Navigating This Report

Your Feedback Report is organized in different sections, which address your ratings from different viewpoints.

One section, which constitutes the majority of the report, is called UNDERSTANDING YOUR FEEDBACK. This section contains the data from the completed surveys organized by the phases and dimensions of the Executive Task•Cycle. The rich detail presented in graphs, tables, and narrative formats is best understood by first skimming through the entire section and reading the narrative portions, which explain how the dimensions are linked. After skimming the entire section, return to the first dimension and review your data in more depth. Explanatory statements and tips throughout the report help guide your understanding of the results. Suggestions for development are included throughout the report. If your ratings are below Average, you may want to note these suggestions.

Another section is called DEVELOPMENT PLANNING. An Individual Action Plan and exercises in this section help you incorporate what you have learned in your feedback into a development plan. A listing of Additional Resources for development completes this section. A separate Resource Guide, organized by the phases and dimensions measured in the survey, is also available with more suggestions for development. Your HR consultant can obtain it for you.

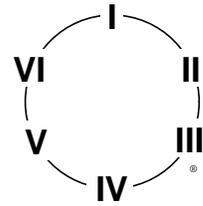
Before You Start

To prepare yourself to receive feedback, take a moment to think about your present job, the people with whom you work, and the environment in which you work. This is the context in which your feedback has been given. Briefly answer the following questions:

Are you as effective in your job as you would like to be? Explain.

What are your career goals? (Over the next 3 - 5 years.)

Understanding Your Feedback



Introduction

After some introductory material and definitions, the data are presented, first in overview formats and then in more detail:

- Overview of Results consists of a plot and two tables showing dimension ratings; and
- Detail of Results is the full presentation of your ratings on each item in every dimension. Tips and suggestions for action planning are included with each dimension.

The Executive Task•Cycle®

The Survey of Executive Leadership asked questions about the extent to which you exhibit the skills that are essential to executive-level leadership, and you were rated in these skills by your co-workers.

As an executive, your role is to achieve and maintain the competitive quality of your company's products and services. To reach those goals, you must foster a high quality of working life in your organization; motivate your employees to be productive and loyal; and foster in them the skills needed to meet a fast-paced environment of change. You will need excellent managerial and leadership skills to be an effective executive.

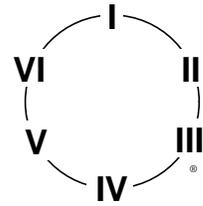
These skills can be learned. To assist you in developing your management and leadership skills, we present in this report a model known as the Executive Task•Cycle, which places the skills in priority sequence and gives you direction in how to build them. By improving scores in the sequence laid out by the Task•Cycle, you will build a more balanced leadership profile.

The five sequential phases of the Executive Task•Cycle are:

- I. Forward Thrust
- II. Executive Perspective
- III. Executive Implementation
- IV. Drive
- V. Acknowledging Contributions

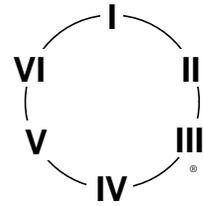
Notice the logic of the I - V sequence. First you start with a bold vision of where you want your company to go (I). Then you exercise high levels of analysis and judgment to develop your plan (II). Next you implement the plan by engaging employees in teamwork (III). You must set high standards and show a personal commitment (IV) to reaching the goals. Finally, when goals are achieved or in sight, you acknowledge the effort that others have put forward to get you there (V).

Key Concepts and Definitions



Introduction	You will encounter certain concepts in this feedback report that are important for understanding your profile.
Executive Task•Cycle & Outcomes	All eighteen dimensions in the report are organized into two major sections. Executive Task•Cycle is the first section, which includes Phases I through V, Dimensions (A) through (N). These are the fundamental executive-level skills. The Outcomes section, including the Trustworthiness dimension (O) and the Effectiveness/Outcomes dimension (P) and sources of power (Q) and (R), show the effect of your Task•Cycle skills on how others perceive you. Your skill competence is integral to the impression you make.
Balance	A balanced profile is one where the scores on all the dimensions are at Average or above. Some of your scores may be high while others may be below Average. The goal is to bring your low scores up to at least the Average range.
Up-front Skills	The Task•Cycle places skills in a priority sequence; this is a way of establishing the "importance" of skills. The first three phases include the most basic skills, which are the ones to develop first. By strengthening your skills in Phases I through III, the skills in IV and V and the Outcomes scales will improve as a result. These up-front skills are the foundation for all the other skills in your profile.
Control	Positive control is an asset. Control can be positive if it is balanced by strong scores in the up-front skills. If you establish your vision and goals, supported by appropriate analysis, and maintain open communications with employees, you can exert control that will not be misplaced. However, a high reliance on Push/Pressure, without strong skills up-front can work against motivation and may have negative long-term consequences in your working life.
Norms	Norms introduce a note of reality to feedback. Viewing your feedback in the context of a larger population of executives is essential for a full understanding of your data. If the larger population of executives scored an average of 5.5 on a dimension, an individual score of 5.2 would be below the norm mean; but if the larger population scored an average of 4.8, then 5.2 is above the norm. This survey was last normed in November of 2001, and consists of approximately 12,000 completed surveys. Approximately fifteen percent of these surveys are from outside the US.
Listening to Multiple Raters	You must learn to appreciate the perspectives of multiple raters. Every person and group of people will have their own perception of you, and you can learn something about yourself by listening to everyone and comparing your own scores to theirs. In general, the ratings that are most predictive of future performance are those of direct reports and peers. Your self ratings are not reliable assessments of how you are perceived by others, and your boss ratings may have as much to do with your boss's circumstance as your own.
Insufficient Data	You may find that not all of the surveys you distributed are returned. In circumstances where fewer than two in the Direct Report or Peer category are received, the scoring center will combine the groups of surveys into one category. Rather than dismiss the important data from the surveys, consider the message being conveyed as from relevant others.

OVERVIEW OF RESULTS



Introduction

In the following pages you will see data displayed in different formats, providing an overview of your results.

Centile Highlights

The Centile Highlights page displays an overview of your feedback, giving centile ranks for each dimension and each rater or rating group. This presentation shows the differences and similarities in the rating perspectives. Ask yourself: Do I assess my own skills at the same level as those around me? Mark the areas where you see the greatest discrepancies.

Centile is another word for percentile and signifies that a proportion of the population scored at or below your level. It is standard testing practice to show individual scores in relation to a normative group (see Norms on the previous page). Using the centile rank similarly creates a context for your scores by showing them in relationship to others who have used the same survey.

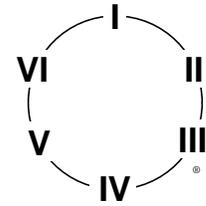
Inventory of Strengths and Soft Spots

The Inventory of Strengths and Soft Spots compares the feedback from each of the raters to your self data. A key for the comparisons is printed at the top of the page.

Plot of Centile Rank

This plot is a visual display of your feedback on a graph of centile rank. Read the plot from left to right. Note the gaps between your self-assessment and the assessments of each of the other raters. Ask yourself: What is the general level of feedback (i.e. above the norm or below)? Where are there similarities? Where are there differences? What are the high ratings and the low ratings?

Centile Highlights



Designation:	Low	Low Avg	Average	High Avg	High
Centile:	10	20 30	40 50	60 70	80 90

	Self	Boss	Reports	Associates
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Executive Task Cycle

I. Forward Thrust

- A. Leadership vision
- B. Risk-taking

▶	○	■	◀
▶	○	■	◀

II. Executive Perspective

- C. Financial and operational analysis
- D. Marketplace savvy
- E. Organization savvy
- F. Judgment

▶	○	■	◀
▶▶	○	■	◀◀
▶▶	○	■	◀◀
▶▶	○	■	◀◀

III. Executive Implementation

- G. Decisiveness
- H. Team growth and development
- I. Cultural appreciation

▶	○	■	◀
▶▶	○	●	◀◀
▶▶	○	■	◀◀

IV. Drive

- J. Standards of performance
- K. Executive energy
- L. Push/Pressure (***)
- M. Coping with stress

▶	◀	■	◀
▶▶	○	■	◀◀
▶▶	▶	▶	○
▶▶	■	●	◀

V. Acknowledging Contributions

- N. Sharing credit

▶	◀	■	◀
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Outcomes

Personal Impact

- O. Trustworthiness
- P. Effectiveness/Outcomes

▶	○	■	◀
▶	○	■	◀

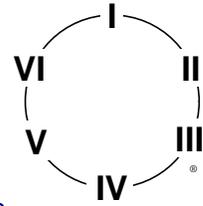
Power Sources

- Q. Temporary sources of power (***)
- R. Lasting sources of power

▶	■	●	◀
▶	◀	■	◀

(***) Must be interpreted in light of the situation

Inventory of Strengths and Soft Spots



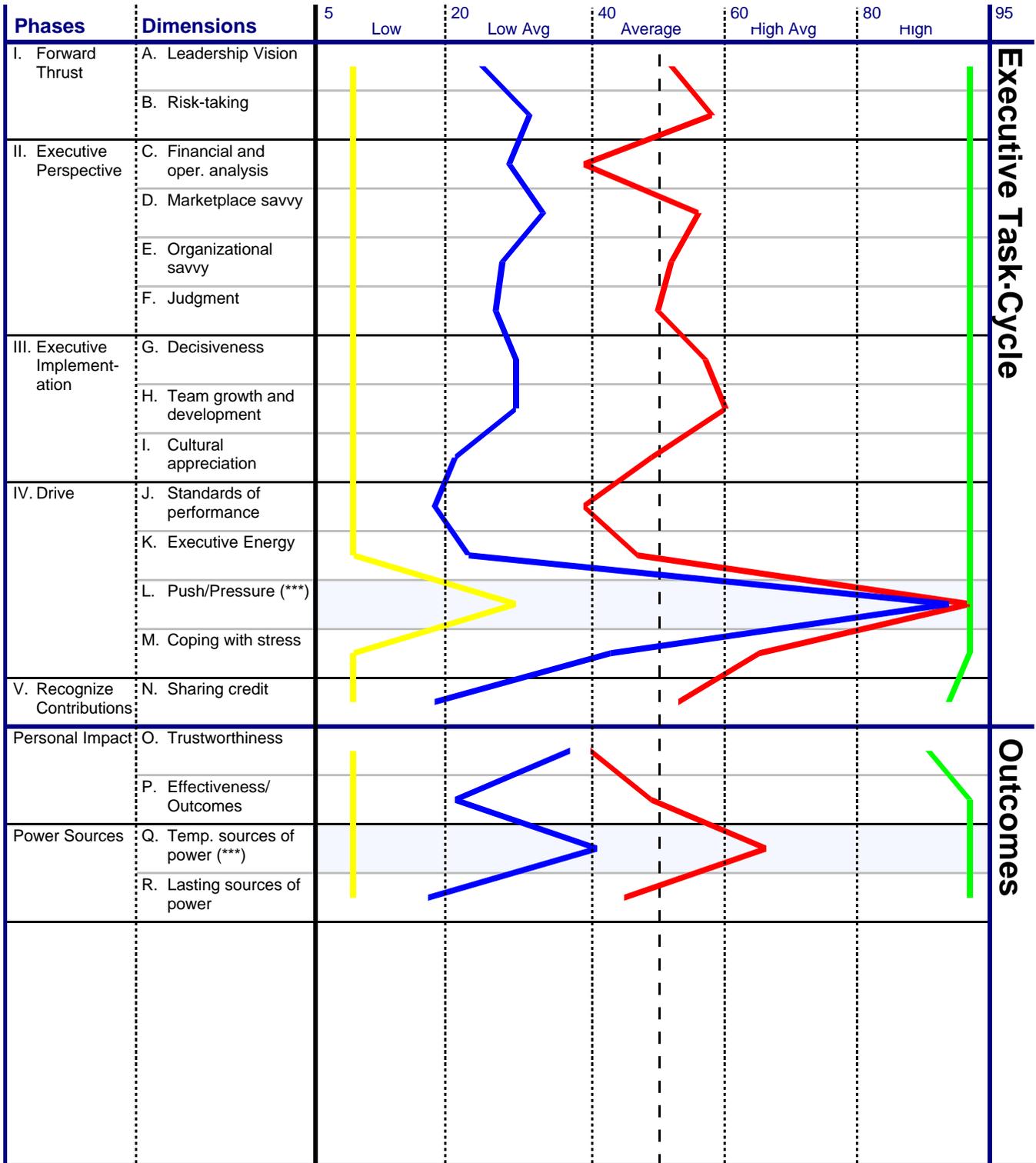
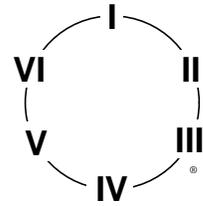
Self ratings from the previous page are compared to others by these rules:

- Strength (Visible): Both you and others rated you Average, High Avg, or High
- Strength (Unrealized): Self = Low or Low Avg; Others = Average, High Avg, or High
- Acknowledged soft spot (Soft): Both you and others rated you Low or Low Avg
- Blind spot (Blind): Self = Average, High Avg, or High; Others = Low or Low Avg

	Boss	Reports	Associates	
Executive TaskCycle				
I. Forward Thrust				
A. Leadership vision	Blind	Visible	Blind	-
B. Risk-taking	Blind	Visible	Blind	-
II. Executive Perspective				
C. Financial and operational analysis	Blind	Visible	Blind	-
D. Marketplace savvy	Blind	Visible	Blind	-
E. Organization savvy	Blind	Visible	Blind	-
F. Judgment	Blind	Visible	Blind	-
III. Executive Implementation				
G. Decisiveness	Blind	Visible	Blind	-
H. Team growth and development	Blind	Visible	Blind	-
I. Cultural appreciation	Blind	Visible	Blind	-
IV. Drive				
J. Standards of performance	Blind	Visible	Blind	-
K. Executive energy	Blind	Visible	Blind	-
L. Push/Pressure (***)	-	-	-	-
M. Coping with stress	Visible	Visible	Blind	-
V. Acknowledging Contributions				
N. Sharing credit	Blind	Visible	Blind	-
Outcomes				
Personal Impact				
O. Trustworthiness	Blind	Visible	Blind	-
P. Effectiveness/Outcomes	Blind	Visible	Blind	-
Power Sources				
Q. Temporary sources of power (***)	-	-	-	-
R. Lasting sources of power	Blind	Visible	Blind	-

(***) Must be interpreted in light of the situation

Plot of Centile Rank



Executive Task-Cycle

Outcomes