

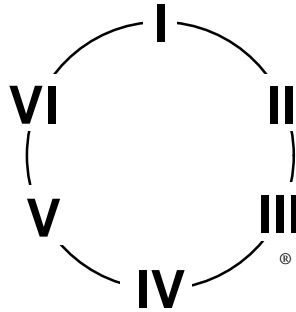
# Confidential Feedback Report

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Partial Report Sample Mr. M.D.

## Leadership in Health Services

Clark L. Wilson, Ph.D., Richard L. Dowall, Ed.D.



### TaskCycle® Skills

- I. Entrepreneurial Vision
- II. Planning for the Future
- III. Maximizing Human Resources
- IV. Drive
- V. Exercising Positive Control
- VI. Recognition

This report is based on a total of 9 responses.

Self	1
Reports	3
Boss	1
Peers	4

# Confidential Feedback Report

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## Partial Report Sample Mr. M.D.

### Table of Contents

Overview

Understanding Your Feedback

Key Concepts and Definitions

OVERVIEW OF RESULTS

Centile Highlights

Inventory of Strengths and Soft Spots

Plot of Centile Rank

DETAIL OF RESULTS

Item Level Results, Dimensions A-U

Plot of Raw Score Average

Highest/Lowest Rated Questions

Open-Ended Comments

Development Planning

Individual Action Plan

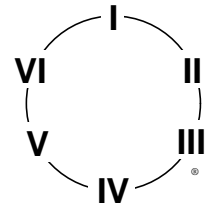
Additional Resources

The Leader in Competency-Based Development Programs since 1973.

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# Overview

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## Introduction

This is your Feedback Report generated from your co-worker ratings on the survey Leadership in Health Services. The feedback contained in this report will help you identify your strengths as a 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, critical step in your developmental journey. The increased self-awareness that comes from learning how you are perceived by others may also help avoid "derailment" in your career.

## 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 Leadership 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.

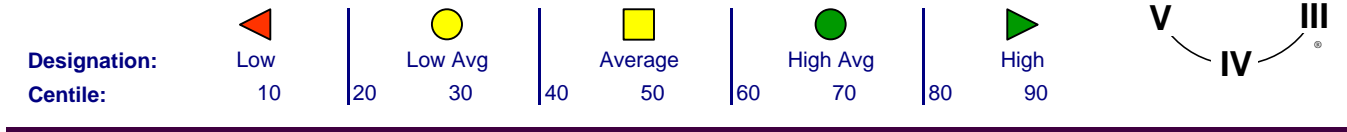
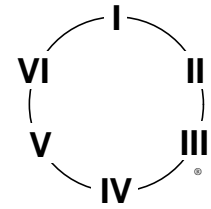
## Before You Start

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.)

# Centile Highlights

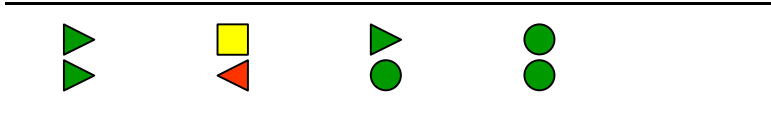


**Self      Boss      Reports      Peers**

## TaskCycle Skills

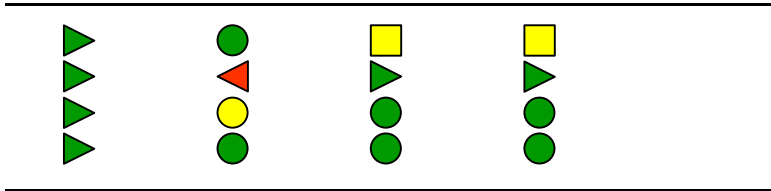
### I. Entrepreneurial Vision

- A. Vision and imagination
- B. Establishing strategic and operational goals



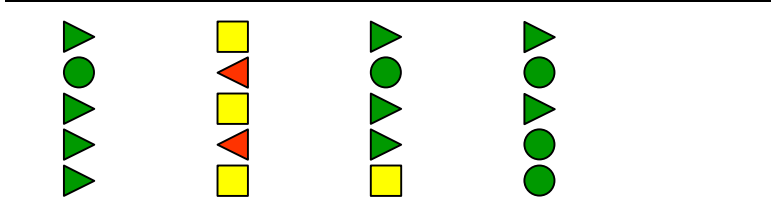
### II. Planning for the Future

- C. Understanding the changing environment
- D. Managing financial drivers
- E. Expertise
- F. Risk-taking



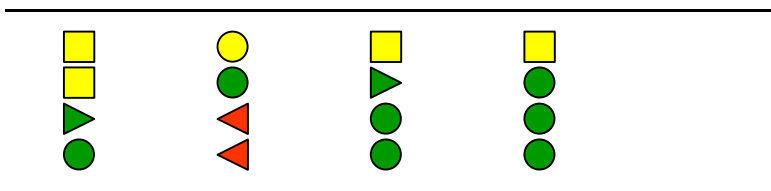
### III. Maximizing Human Resources

- G. Empowering employees
- H. Building a team environment
- I. Coaching for performance
- J. Openness to feedback
- K. Valuing diversity



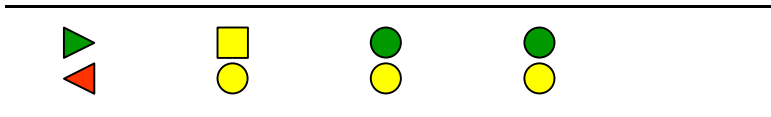
### IV. Drive

- L. Standards of performance
- M. Clarity of communications
- N. Persuasiveness
- O. Managing conflict



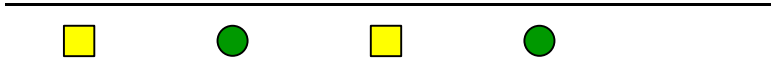
### V. Exercising Positive Control

- P. Delegation/Permissiveness (\*\*\*)
- Q. Goal pressure (\*\*\*)



### VI. Recognition

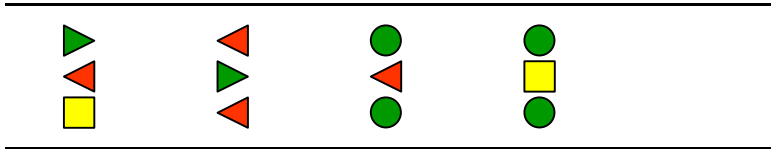
- R. Recognizing and rewarding others



## Residual Impact

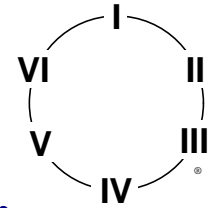
### Residual Impact

- S. Building trust
- T. Tension level (\*\*\*)
- U. Overall effectiveness



(\*\*\*) 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:

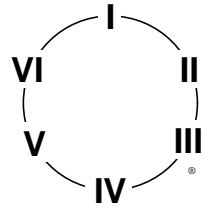
- Strength (Visible): Both you and others rated you Average, High Avg, or High
- Strength (Unrealized): Self = Low or Low Avg; Others = Average, High Avg, or High
- Acknowledged soft spot (Soft): Both you and others rated you Low or Low Avg
- Blind spot (Blind): Self = Average, High Avg, or High; Others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

	Boss	Reports	Peers
<b>TaskCycle Skills</b>			
<b>I. Entrepreneurial Vision</b>			
A. Vision and imagination	Visible	Visible	Visible
B. Establishing strategic and operational goals	Blind	Visible	Visible
<b>II. Planning for the Future</b>			
C. Understanding the changing environment	Visible	Visible	Visible
D. Managing financial drivers	Blind	Visible	Visible
E. Expertise	Blind	Visible	Visible
F. Risk-taking	Visible	Visible	Visible
<b>III. Maximizing Human Resources</b>			
G. Empowering employees	Visible	Visible	Visible
H. Building a team environment	Blind	Visible	Visible
I. Coaching for performance	Visible	Visible	Visible
J. Openness to feedback	Blind	Visible	Visible
K. Valuing diversity	Visible	Visible	Visible
<b>IV. Drive</b>			
L. Standards of performance	Blind	Visible	Visible
M. Clarity of communications	Visible	Visible	Visible
N. Persuasiveness	Blind	Visible	Visible
O. Managing conflict	Blind	Visible	Visible
<b>V. Exercising Positive Control</b>			
P. Delegation/Permissiveness (***)	-	-	-
Q. Goal pressure (***)	-	-	-
<b>VI. Recognition</b>			
R. Recognizing and rewarding others	Visible	Visible	Visible
<b>Residual Impact</b>			
<b>Residual Impact</b>			
S. Building trust	Blind	Visible	Visible
T. Tension level (***)	-	-	-
U. Overall effectiveness	Blind	Visible	Visible

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

# Open-Ended Comments

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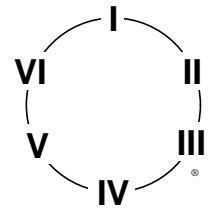


## 1. What does this person do that should be continued?

No comments given.

# Open-Ended Comments

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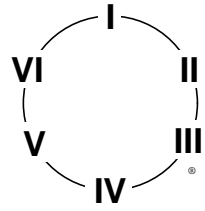


## 2. What should this person start doing to be more effective?

No comments given.

# Open-Ended Comments

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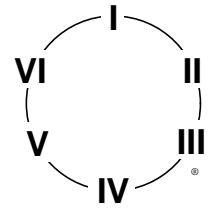


### 3. What does this person do that should be stopped?

No comments given.

# Development Planning

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## Introduction

Development Planning is the most important outcome of the feedback you have just received. In this section of your report, you will review your feedback and begin to build an Individual Action Plan (IAP), which will be the blueprint for your professional growth. Your results will be more satisfactory if you take the time to read, study, and work thoughtfully on your development plan.

As you work with your results, remember that the optimum profile is a "balanced" one. A balanced profile has all skill areas at or above average with the exception of (\*\*\*) areas. The (\*\*\*) skill areas should be at least one word category lower than the skills which precede it. That is, if the skills ahead of (\*\*\*) area are all average, the skills should be no higher than low average. If the skill areas ahead of the (\*\*\*) area are all high, then the (\*\*\*) skills should be no higher than high average. Exceeding these limits detracts from performance instead of enhancing it.

The pages that follow will help you convert your feedback into specific goals for professional and personal development.

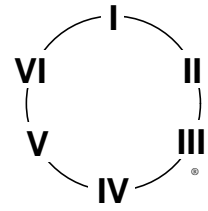
Good luck!

## Additional Resources

There are many excellent resources available to you for development planning. We have compiled a short list of providers of developmental material for you. This list is intended to get you started in seeking out the information you need, but please do some of your own research to find local resources and more names of vendors of training products.

# Individual Action Plan

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**Summarize your feedback from each perspective below.**

*Boss:*

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*Peers:*

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*Reports:*

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How does your feedback from others differ from your self assessment? What does the difference mean to you?

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Given the perceptions of your raters, where should you focus your development efforts to achieve your professional goals?

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In the exercise below, you will identify three objectives that will help you. Complete the forms by filling in the action you need to take, the resources you will need, and the time you need to meet the objective. A Resource Guide with additional suggestions for development, which matches the phases and dimensions measured by this survey is available. Ask your HR consultant how to obtain it.

<b>Objective #1:</b>		
<b>Development Objective</b>	<b>Action to take</b>	
<b>Who is involved</b>	<b>Resources</b>	<b>Time frame</b>

<b>Objective #2:</b>		
<b>Development Objective</b>	<b>Action to take</b>	
<b>Who is involved</b>	<b>Resources</b>	<b>Time frame</b>

<b>Objective #3:</b>		
<b>Development Objective</b>	<b>Action to take</b>	
<b>Who is involved</b>	<b>Resources</b>	<b>Time frame</b>

**\*\*\* Remove this page and keep it with you to use when planning your development program \*\*\***