



PROFESSIONAL  
EFFECTIVENESS  
ASSESSMENT

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Confidential Report For: Sample, J.  
June 2000

# Report Contents

## **A Category Group Roll-Ups**

Shows aggregated (summarized) scores from all rating groups, including self, COMBINED on each of the categories in the survey.

## **B Category Summaries**

Provides aggregated (summarized) scores from all rating groups on each of the categories in the survey.

## **C Hidden Strengths and Blind Spots**

Lists items where the gaps between the self rating are at least 20% different than the average ratings of other groups. Hidden Strengths are defined as items in which the self rating is lower than that of the other rating group (i.e., direct reports, peers, boss). Blind spots are defined as items in which the self rating is higher than that of the other rating group.

## **D Your Highest and Lowest Scores (ranked by average)**

Shows the items with the highest and lowest scores, ranked by average, from each rating group (i.e., direct reports and peers).

## **E Company's Highest and Lowest Scores (ranked by average)**

Shows the items with the highest and lowest scores for the company, ranked by the overall average, from each rating group (i.e., direct reports and peers).

## **F Your Highest and Lowest Percentile Scores**

Shows the items with the highest and lowest percentile scores. Keep in mind that just because an item may have a low percentile score, it may not have received a particularly low rating.

## **G Item Results**

This section shows results on each item, by category. Scores from each rating group are provided, along with the company average and your percentile score for each item. (Percentiles are not calculated where two or more rating groups are combined.) Comments from your raters are transcribed verbatim and shown here, by rating group.

## Understanding Percentiles

How to read a percentile score: If you have a percentile score of 82, this means that 82% of the other individuals receiving feedback scored the same or lower than you did.

Percentiles are related to question average, but reflect the distribution of the averages, instead of simply mirroring the averages. You may think that if your average is the same as the company/normative average, you should be at the 50th percentile; however, this is not always the case, especially when the sample size is small. If your percentiles look unusual, consider the following example.

These scores represent all of the individuals' scores in the database (e.g., there are 8 people in the database):

8 Total	Avg.	%ile
Individual 1	4.61	100
Individual 2	4.53	88
Individual 3	4.46	75
Individual 4	3.71	63
Individual 5	3.71	63
Individual 6	3.71	63
Individual 7	3.64	25
Individual 8	3.38	12

The processing program creates a series of tables for each question. These tables contain averages for all individuals in the database for each question. Let's read the example: Five out of eight (63%) individuals who have participated in the feedback process scored at or below 3.71 on this question.

The numbers may look a little strange, especially when only a few individuals have gone through the process. The value of the percentile score increases with sample size. The above example is less likely to occur when more people go through the process and wider ranges of averages are realized. We still see clumping around common averages, even after many people go through the process; the effect is simply not as pronounced.

If you have many of the same percentile rankings in your report, you may notice that only some of those percentiles are listed on your highest and lowest items page. In the instances where there are many items with the same percentile score, the program will automatically use the standard deviation associated with the items' mean for selection. The items with the lowest standard deviation, meaning they have the highest level of agreement, are selected first. If the standard deviations are the same for these items, then the processing program selects the items based on their number in the survey.

We hope this explanation helps you to understand more clearly the role of the percentile in your feedback report. Good luck with your feedback and your career!

# Category Group Roll-Ups

## Symbol Key

○ Normative Average

Significant  
(1) Improvement Needed

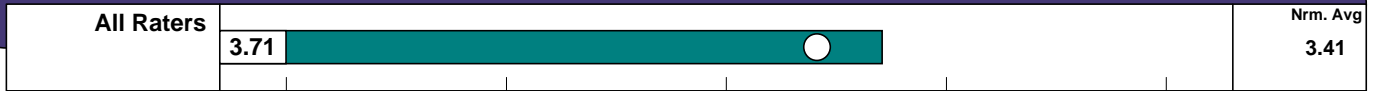
Slight Improvement  
(2) Needed

Skilled / Competent  
(3)

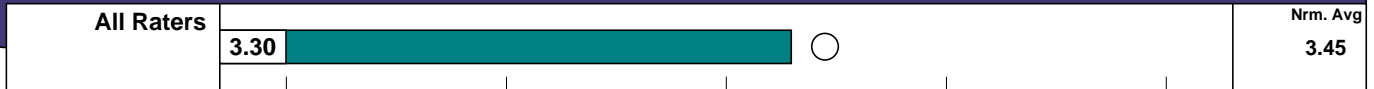
Particularly  
(4) Talented

Outstanding: A Role  
(5) Model

### Summary of Communicating Effectively



### Summary of Treating Others Respectfully



### Summary of Interacting with Others



### Summary of Presenting Him/Herself



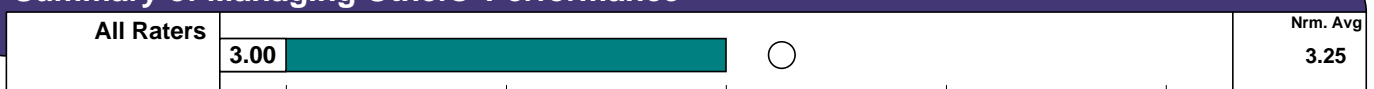
### Summary of Demonstrating a Personal Example



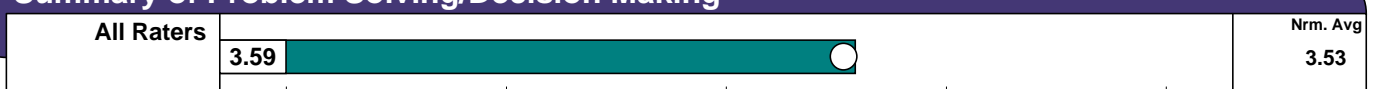
### Summary of Customer Focus



### Summary of Managing Others' Performance



### Summary of Problem Solving/Decision Making



# Category Summaries

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌞ Self Score Line
- Normative Average

Significant Improvement Needed  
(1)

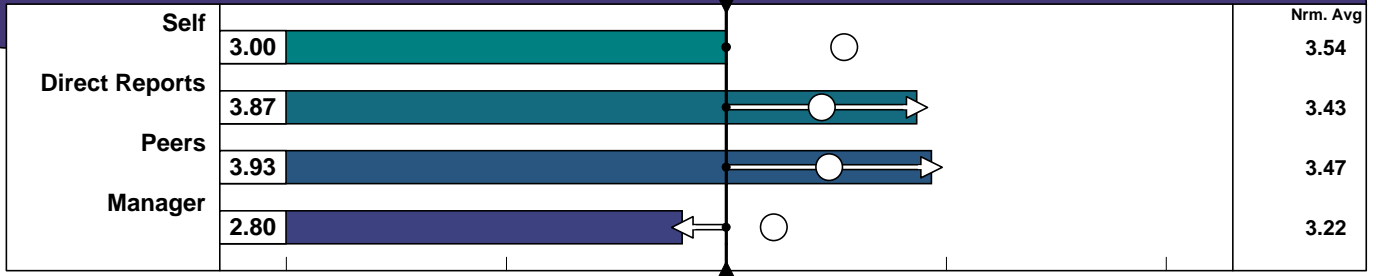
Slight Improvement Needed  
(2)

Skilled / Competent  
(3)

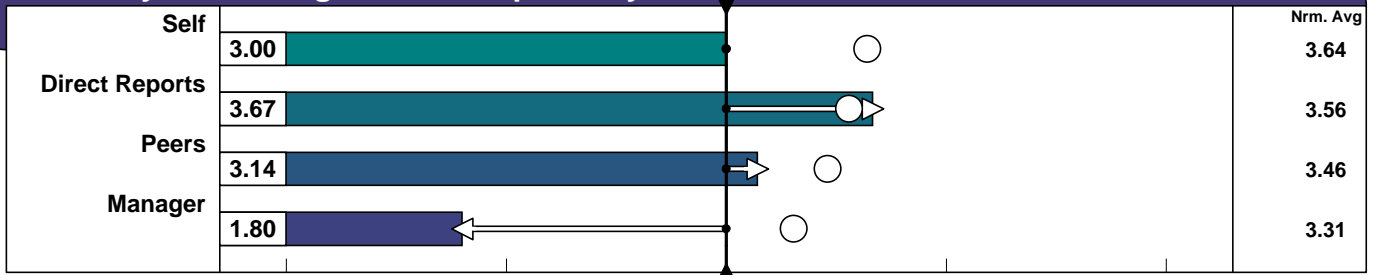
Particularly Talented  
(4)

Outstanding: A Role Model  
(5)

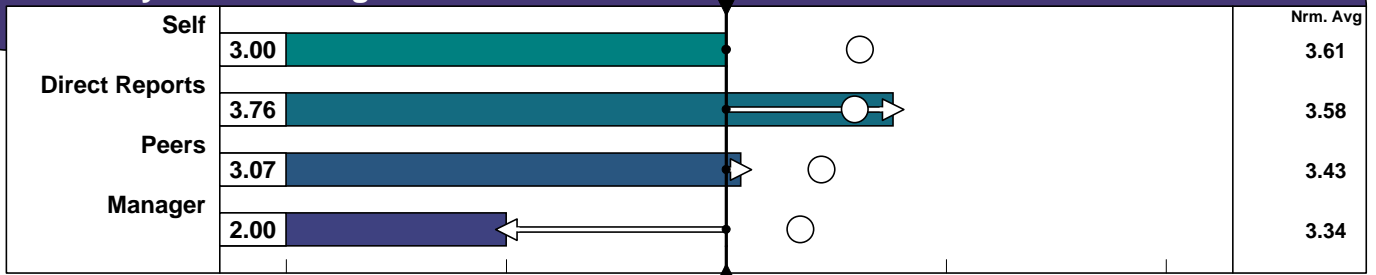
## Summary of Communicating Effectively



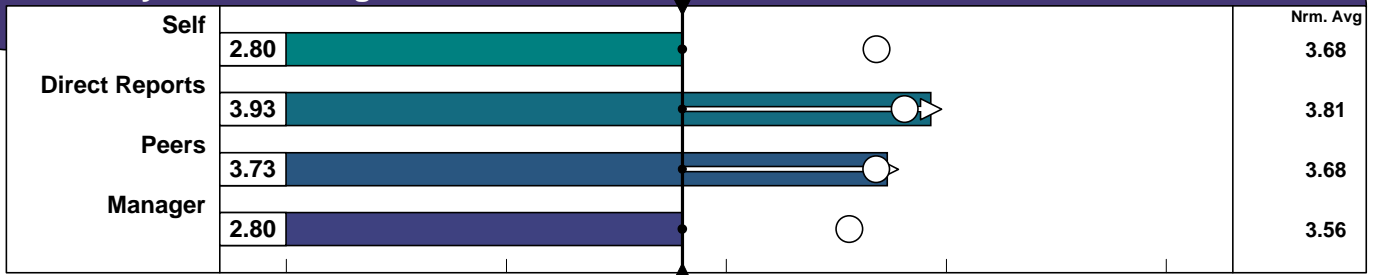
## Summary of Treating Others Respectfully



## Summary of Interacting with Others



## Summary of Presenting Him/Herself



# Category Summaries

## Symbol Key

- Hidden Strength Gap Line
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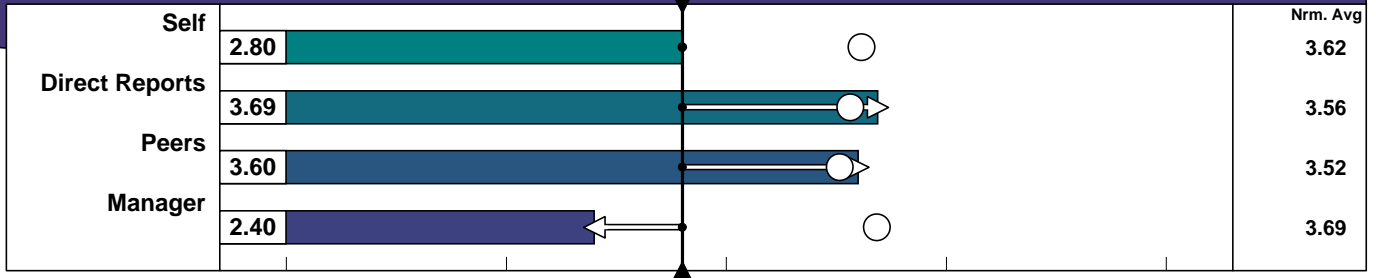
Slight Improvement Needed  
(2)

Skilled / Competent  
(3)

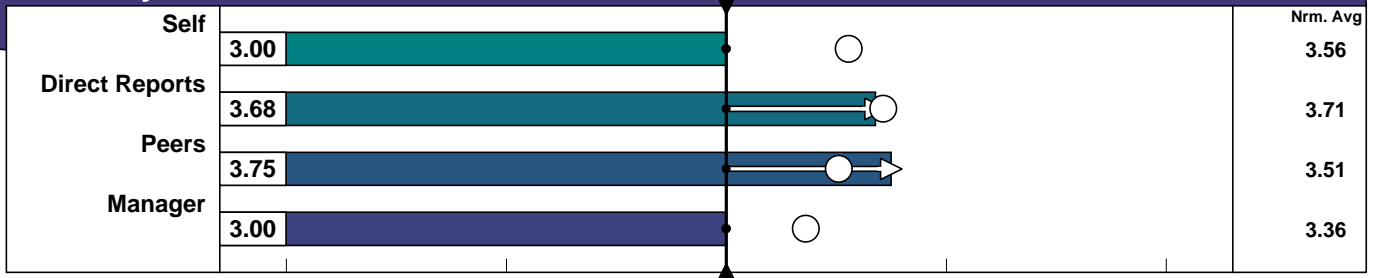
Particularly Talented  
(4)

Outstanding: A Role Model  
(5)

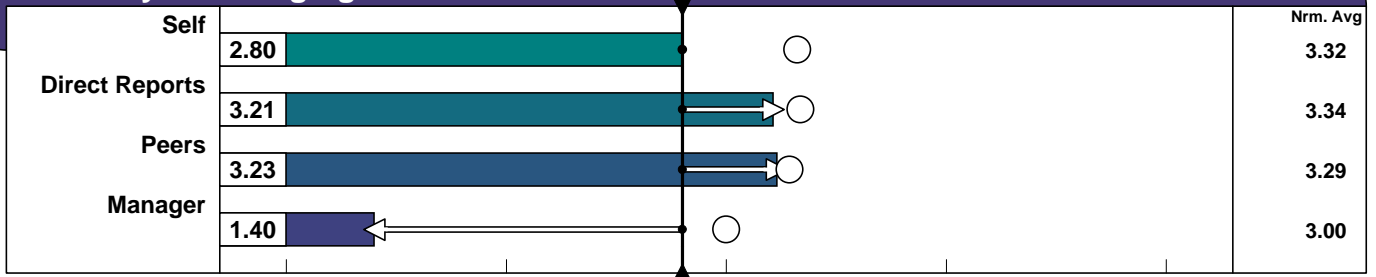
### Summary of Demonstrating a Personal Example



### Summary of Customer Focus



### Summary of Managing Others' Performance



### Summary of Problem Solving/Decision Making



### Hidden strength(s) from Direct Reports

Self Group Gap

1	Presents ideas in an effective and persuasive manner [COMMUNICATING EFFECTIVELY]	2.00	3.83	<b>1.83</b>
26	Consistently treats the satisfaction of his/her customers as top priority [CUSTOMER FOCUS]	2.00	3.67	<b>1.67</b>
29	Consistently meets or exceeds customer expectations [CUSTOMER FOCUS]	2.00	3.60	<b>1.60</b>
18	Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF]	3.00	4.50	<b>1.50</b>
14	Has a good sense of humor [INTERACTING WITH OTHERS]	3.00	4.50	<b>1.50</b>
17	Has the presence and image needed to be successful [PRESENTING HIM/HERSELF]	3.00	4.33	<b>1.33</b>
37	Demonstrates a sense of urgency about getting things done [PROBLEM SOLVING/DECISION MAKING]	3.00	4.33	<b>1.33</b>
2	Takes the time to answer questions and explain decisions [COMMUNICATING EFFECTIVELY]	3.00	4.17	<b>1.17</b>
34	Gives supportive feedback (information that reinforces things that are going well) on a timely basis [MANAGING OTHERS' PERFORMANCE]	2.00	3.17	<b>1.17</b>

### Hidden strength(s) from Peers

Self Group Gap

1	Presents ideas in an effective and persuasive manner [COMMUNICATING EFFECTIVELY]	2.00	4.00	<b>2.00</b>
26	Consistently treats the satisfaction of his/her customers as top priority [CUSTOMER FOCUS]	2.00	4.00	<b>2.00</b>
16	Demonstrates an understanding of his/her own strengths and weaknesses [PRESENTING HIM/HERSELF]	2.00	3.67	<b>1.67</b>
24	Is willing to take risks and/or challenge the status quo [DEMONSTRATING A PERSONAL EXAMPLE]	2.00	3.67	<b>1.67</b>
19	Demonstrates knowledge and skill in his/her area of expertise [PRESENTING HIM/HERSELF]	3.00	4.33	<b>1.33</b>

### Hidden strength(s) from Manager

Self Group Gap

37	Demonstrates a sense of urgency about getting things done [PROBLEM SOLVING/DECISION MAKING]	3.00	5.00	<b>2.00</b>
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**Blind spot(s) from Manager****Self Group Gap**

12	Is sensitive to/aware of the reactions and needs of others [INTERACTING WITH OTHERS]	3.00	1.00	-2.00
32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	3.00	1.00	-2.00
13	Strives to develop "win-win" relationships where both sides benefit from working together [INTERACTING WITH OTHERS]	3.00	1.00	-2.00
33	Is someone others want to work for [MANAGING OTHERS' PERFORMANCE]	3.00	1.00	-2.00
9	Avoids destructive comments about other people [TREATING OTHERS RESPECTFULLY]	3.00	1.00	-2.00
5	Gives people the information they need to be successful [COMMUNICATING EFFECTIVELY]	4.00	2.00	-2.00
35	Appropriately involves others in decisions [MANAGING OTHERS' PERFORMANCE]	3.00	1.00	-2.00

## Your highest scores from Direct Reports

Average

18	Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF]	4.50
14	Has a good sense of humor [INTERACTING WITH OTHERS]	4.50
17	Has the presence and image needed to be successful [PRESENTING HIM/HERSELF]	4.33
37	Demonstrates a sense of urgency about getting things done [PROBLEM SOLVING/DECISION MAKING]	4.33
2	Takes the time to answer questions and explain decisions [COMMUNICATING EFFECTIVELY]	4.17
38	Makes timely decisions under pressure [PROBLEM SOLVING/DECISION MAKING]	4.00

## Your lowest scores from Direct Reports

Average

16	Demonstrates an understanding of his/her own strengths and weaknesses [PRESENTING HIM/HERSELF]	2.80
24	Is willing to take risks and/or challenge the status quo [DEMONSTRATING A PERSONAL EXAMPLE]	3.00
35	Appropriately involves others in decisions [MANAGING OTHERS' PERFORMANCE]	3.00
31	Holds people accountable for their decisions and actions [MANAGING OTHERS' PERFORMANCE]	3.17
32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	3.17
34	Gives supportive feedback (information that reinforces things that are going well) on a timely basis [MANAGING OTHERS' PERFORMANCE]	3.17

## Your highest scores from Peers

Average

19	Demonstrates knowledge and skill in his/her area of expertise [PRESENTING HIM/HERSELF]	4.33
1	Presents ideas in an effective and persuasive manner [COMMUNICATING EFFECTIVELY]	4.00
26	Consistently treats the satisfaction of his/her customers as top priority [CUSTOMER FOCUS]	4.00
27	Puts customers' long-term satisfaction ahead of short-term gain [CUSTOMER FOCUS]	4.00
32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	4.00
3	Actively responds to others' ideas and suggestions [COMMUNICATING EFFECTIVELY]	4.00
4	Is open and candid in communication [COMMUNICATING EFFECTIVELY]	4.00
14	Has a good sense of humor [INTERACTING WITH OTHERS]	4.00
5	Gives people the information they need to be successful [COMMUNICATING EFFECTIVELY]	4.00

## Your lowest scores from Peers

Average

11	Accepts feedback from others in a positive manner (avoids defensiveness) [INTERACTING WITH OTHERS]	2.67
13	Strives to develop "win-win" relationships where both sides benefit from working together [INTERACTING WITH OTHERS]	2.67
12	Is sensitive to/aware of the reactions and needs of others [INTERACTING WITH OTHERS]	2.67
33	Is someone others want to work for [MANAGING OTHERS' PERFORMANCE]	2.67
6	Treats each individual with respect and dignity [TREATING OTHERS RESPECTFULLY]	3.00
9	Avoids destructive comments about other people [TREATING OTHERS RESPECTFULLY]	3.00
10	Avoids acting arrogant or "talking down" to others [TREATING OTHERS RESPECTFULLY]	3.00

## Highest Normative scores from Peers

Average

19	Demonstrates knowledge and skill in his/her area of expertise [PRESENTING HIM/HERSELF]	3.90
20	Has a positive, can-do attitude [PRESENTING HIM/HERSELF]	3.81
18	Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF]	3.79
14	Has a good sense of humor [INTERACTING WITH OTHERS]	3.74
25	Does his/her best in every situation [DEMONSTRATING A PERSONAL EXAMPLE]	3.71
15	Treats others in the company as colleagues, not competitors [INTERACTING WITH OTHERS]	3.62

## Lowest Normative scores from Peers

Average

33	Is someone others want to work for [MANAGING OTHERS' PERFORMANCE]	3.09
11	Accepts feedback from others in a positive manner (avoids defensiveness) [INTERACTING WITH OTHERS]	3.15
12	Is sensitive to/aware of the reactions and needs of others [INTERACTING WITH OTHERS]	3.21
32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	3.29
16	Demonstrates an understanding of his/her own strengths and weaknesses [PRESENTING HIM/HERSELF]	3.33
35	Appropriately involves others in decisions [MANAGING OTHERS' PERFORMANCE]	3.33

## Your highest percentile scores from Peers

Percentile

32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	93
1	Presents ideas in an effective and persuasive manner [COMMUNICATING EFFECTIVELY]	92
3	Actively responds to others' ideas and suggestions [COMMUNICATING EFFECTIVELY]	90
14	Has a good sense of humor [INTERACTING WITH OTHERS]	88
27	Puts customers' long-term satisfaction ahead of short-term gain [CUSTOMER FOCUS]	88
4	Is open and candid in communication [COMMUNICATING EFFECTIVELY]	86

## Your lowest percentile scores from Peers

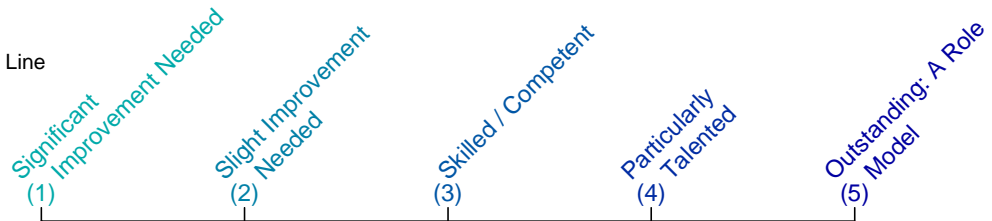
Percentile

13	Strives to develop "win-win" relationships where both sides benefit from working together [INTERACTING WITH OTHERS]	17
12	Is sensitive to/aware of the reactions and needs of others [INTERACTING WITH OTHERS]	20
11	Accepts feedback from others in a positive manner (avoids defensiveness) [INTERACTING WITH OTHERS]	22
6	Treats each individual with respect and dignity [TREATING OTHERS RESPECTFULLY]	24
9	Avoids destructive comments about other people [TREATING OTHERS RESPECTFULLY]	24
15	Treats others in the company as colleagues, not competitors [INTERACTING WITH OTHERS]	27

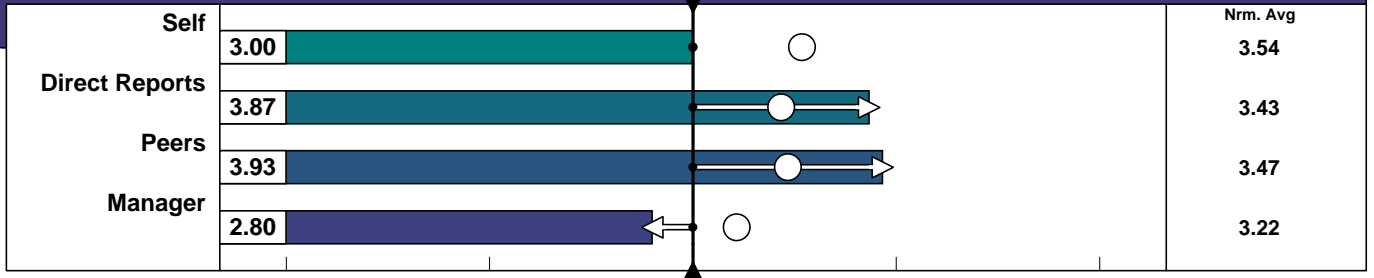
# Communicating Effectively

## Symbol Key

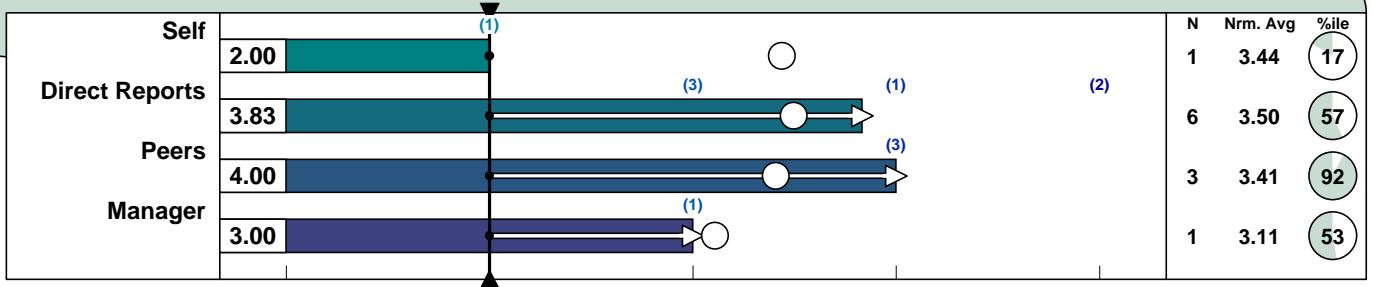
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌞ Self Score Line
- Normative Average



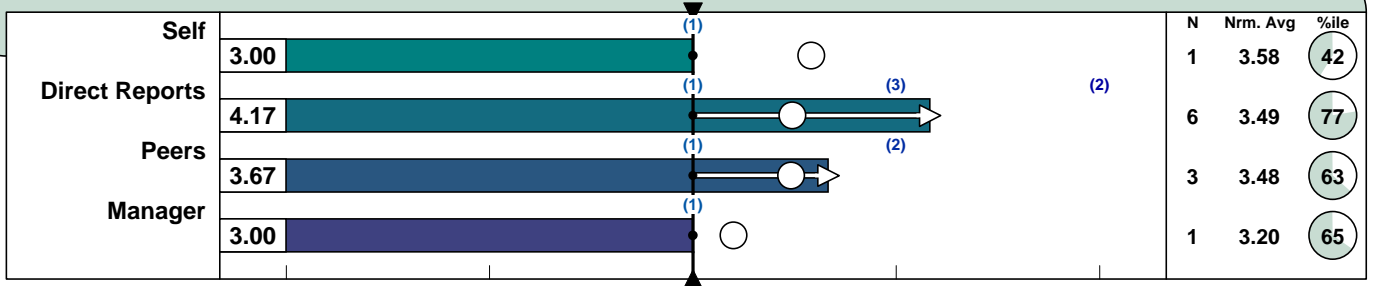
## Summary of Communicating Effectively



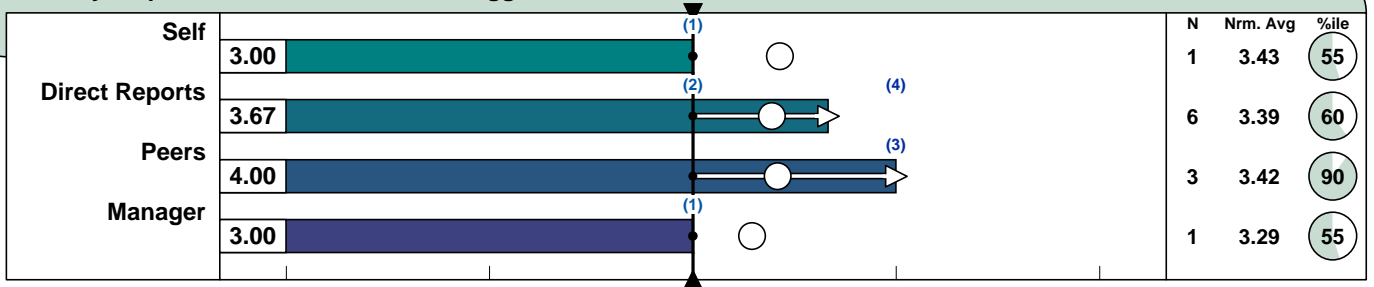
## 1 Presents ideas in an effective and persuasive manner



## 2 Takes the time to answer questions and explain decisions



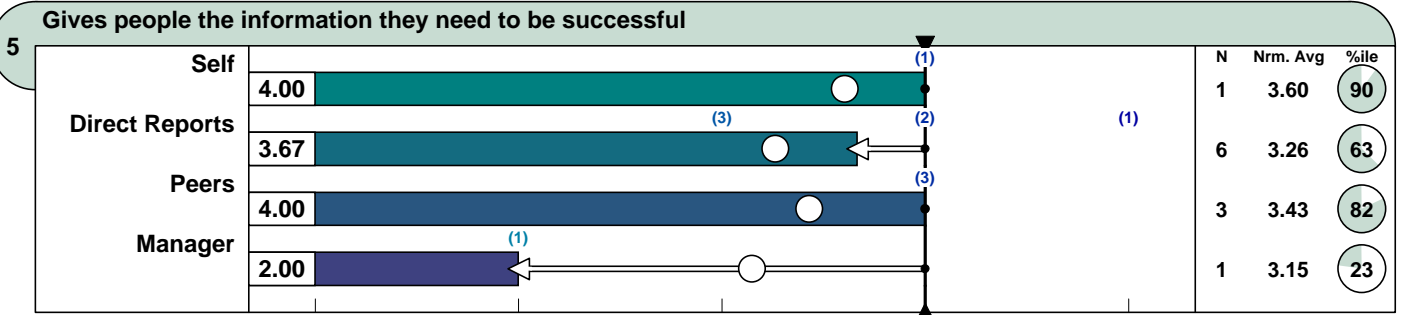
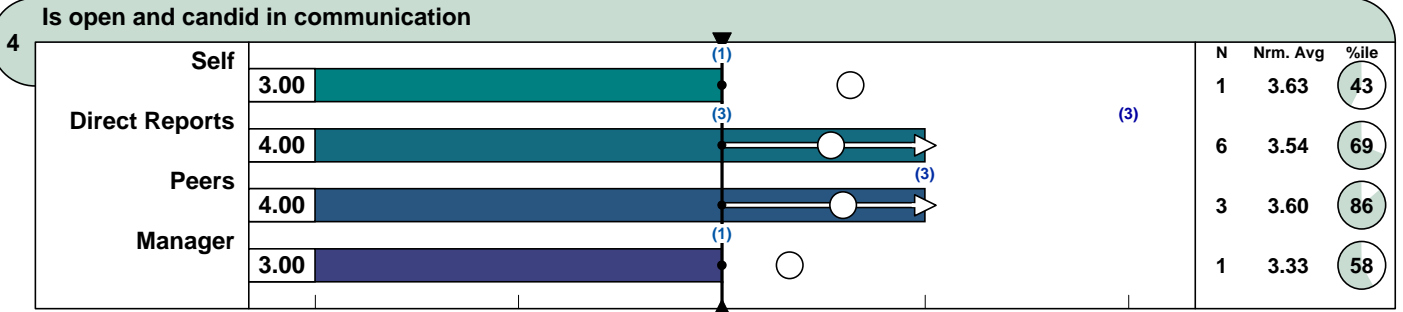
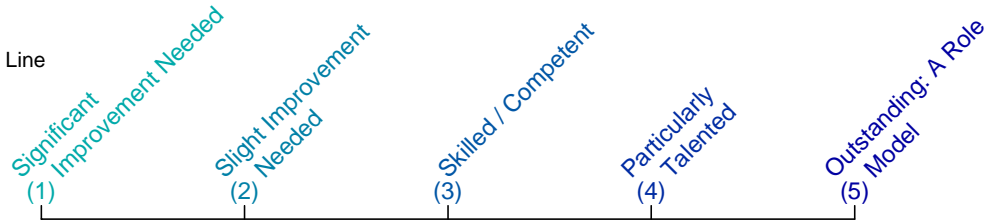
## 3 Actively responds to others' ideas and suggestions



# Communicating Effectively

## Symbol Key

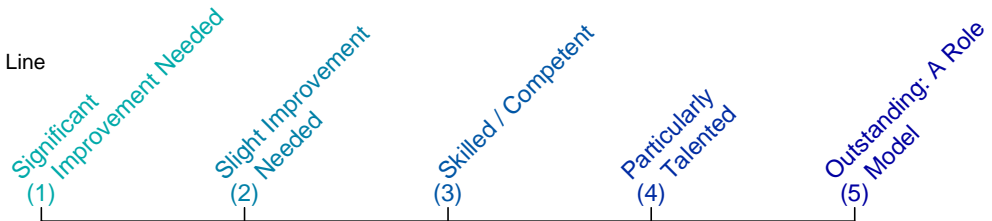
- Hidden Strength Gap Line
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- Normative Average



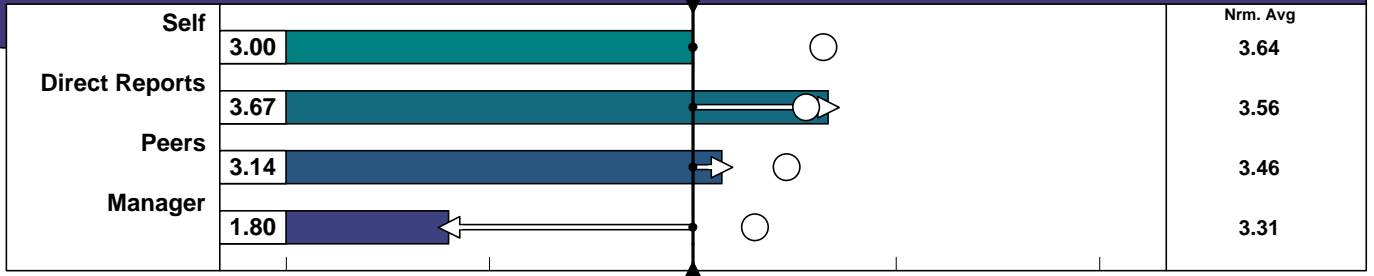
# Treating Others Respectfully

## Symbol Key

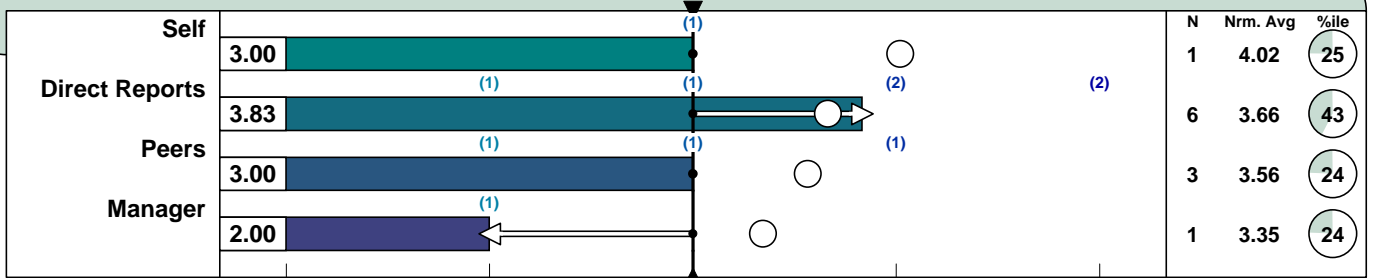
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌞ Self Score Line
- Normative Average



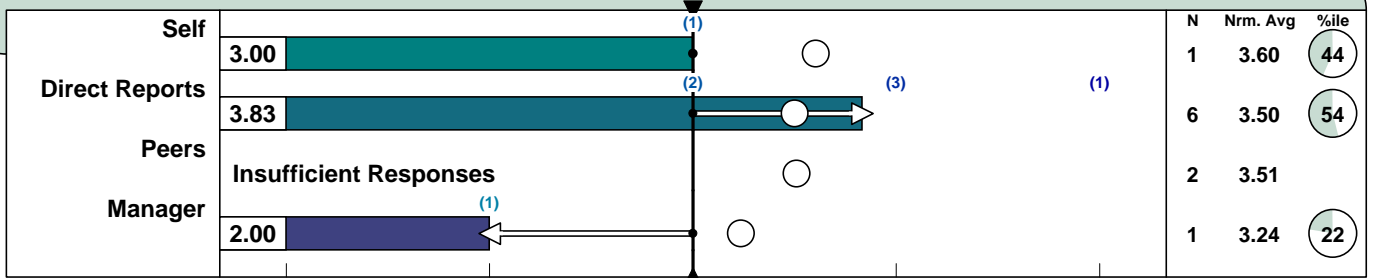
## Summary of Treating Others Respectfully



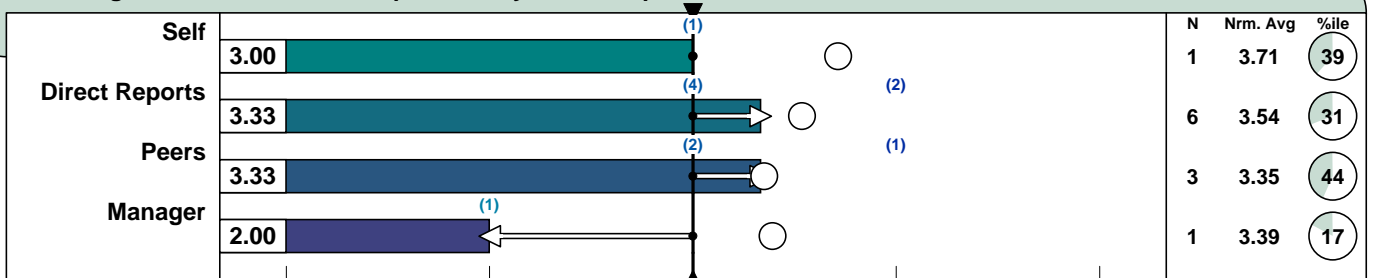
## 6 Treats each individual with respect and dignity



## 7 Genuinely listens to others



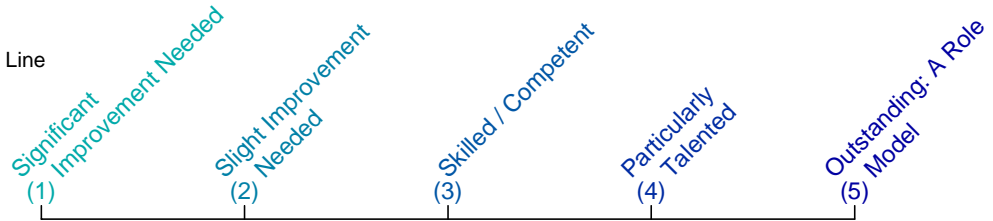
## 8 Encourages and values diverse opinions, styles and experiences



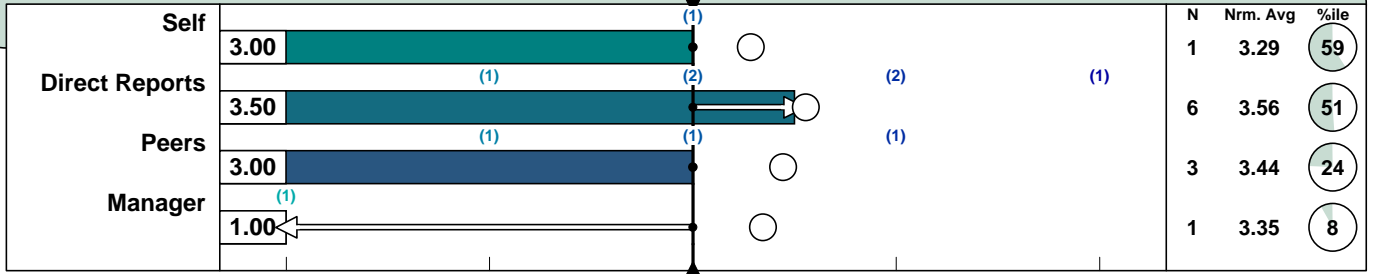
# Treating Others Respectfully

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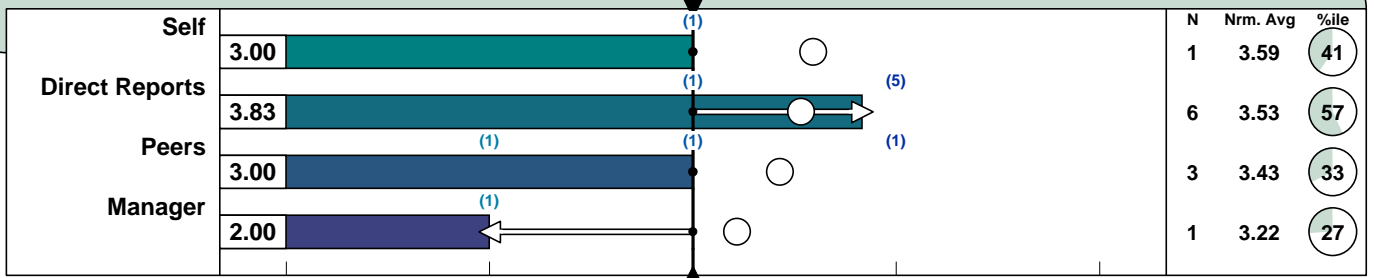
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
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- Normative Average



### 9 Avoids destructive comments about other people



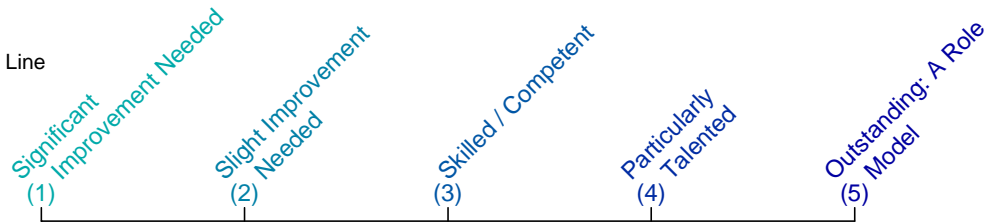
### 10 Avoids acting arrogant or "talking down" to others



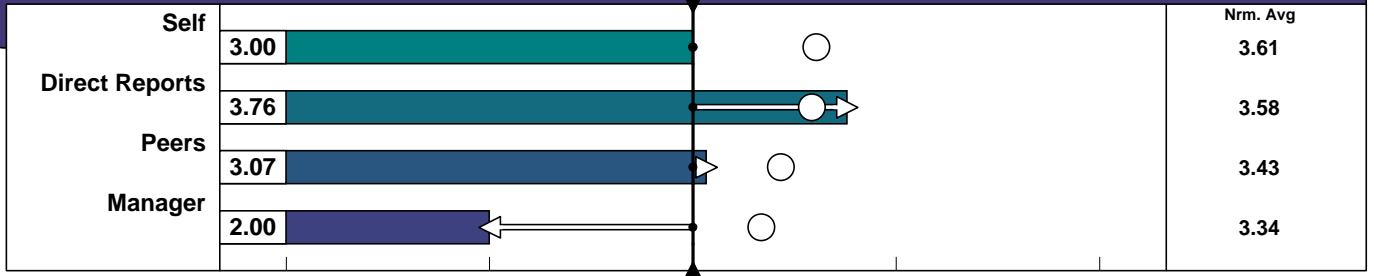
# Interacting with Others

## Symbol Key

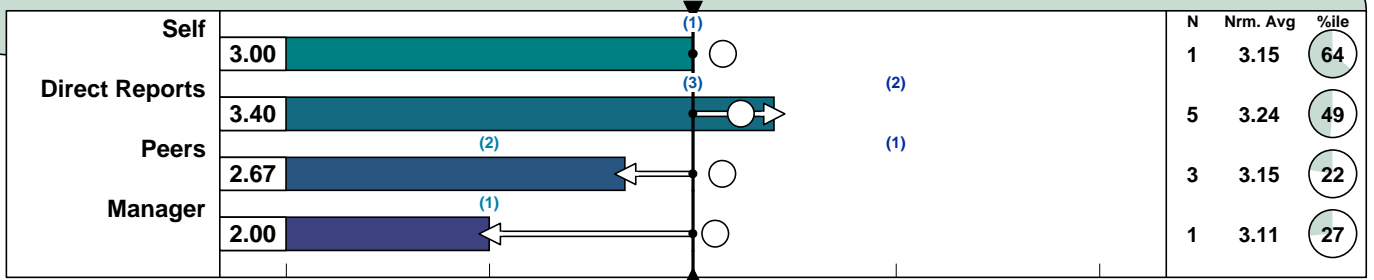
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- ←• Blind Spot Gap Line
- ⌞ Self Score Line
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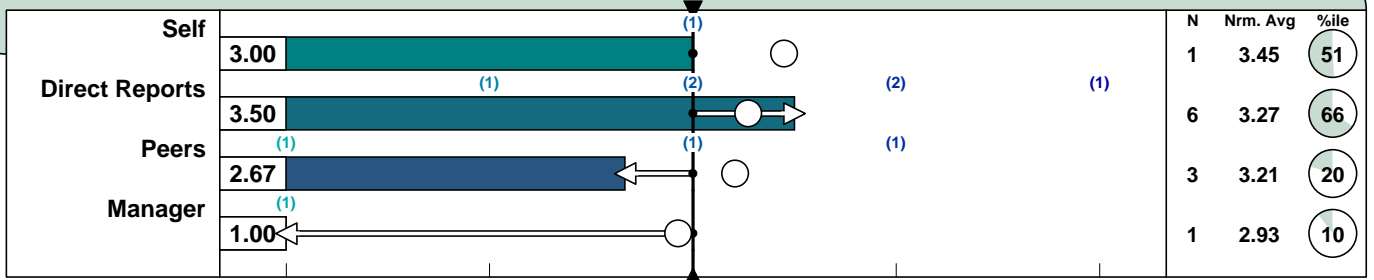
## Summary of Interacting with Others



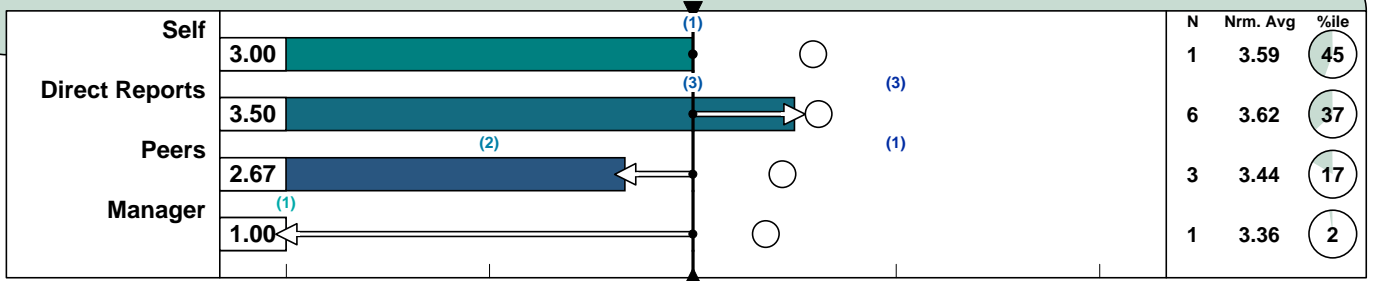
## 11 Accepts feedback from others in a positive manner (avoids defensiveness)



## 12 Is sensitive to/aware of the reactions and needs of others



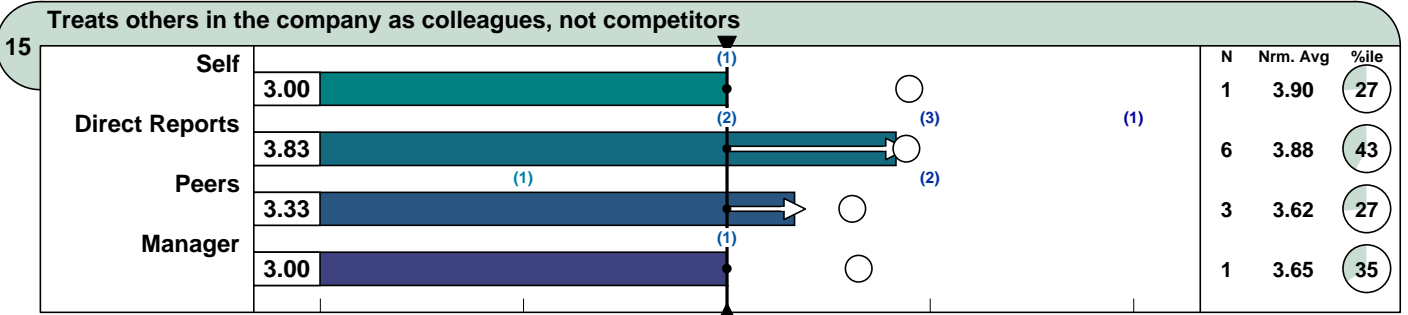
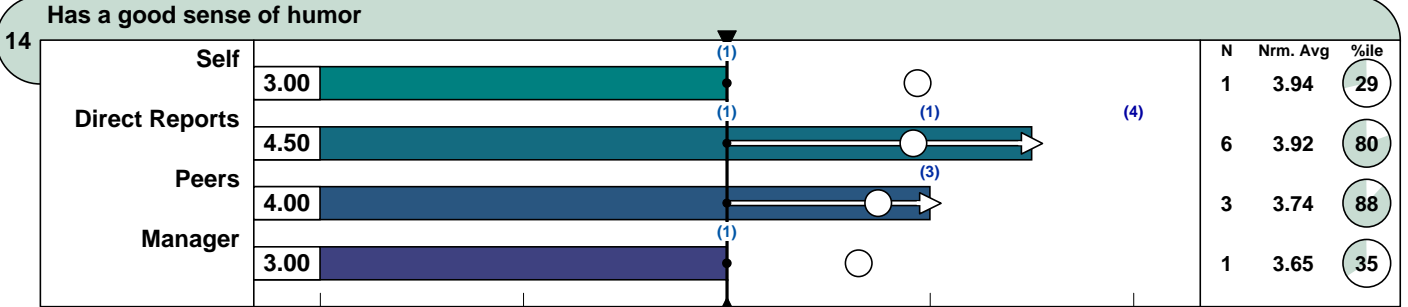
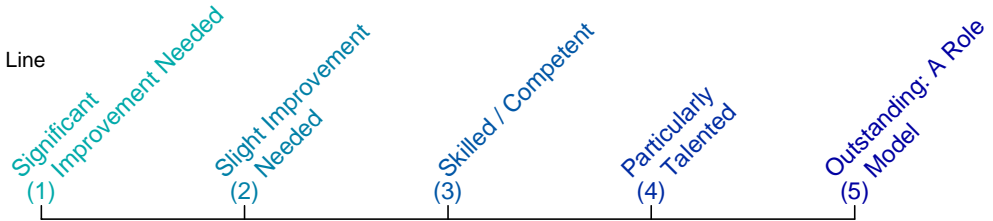
## 13 Strives to develop "win-win" relationships where both sides benefit from working together



# Interacting with Others

## Symbol Key

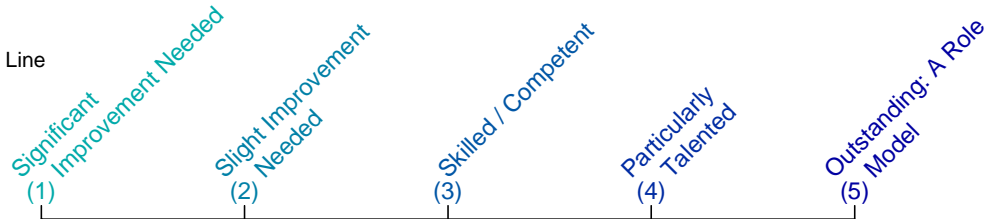
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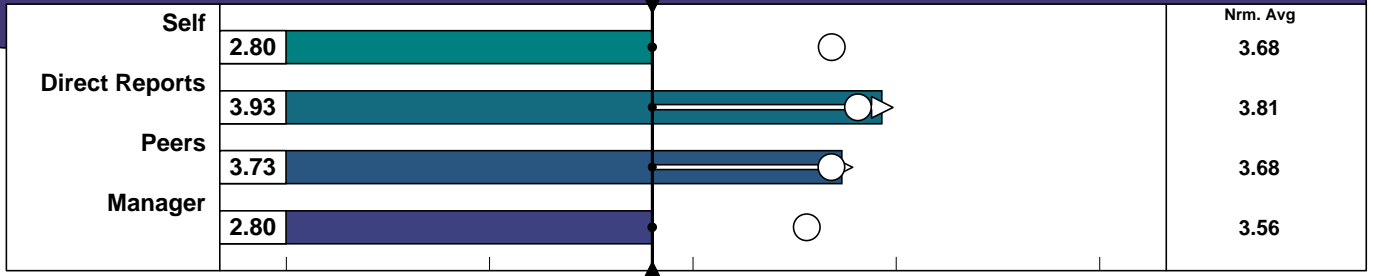
# Presenting Him/Herself

## Symbol Key

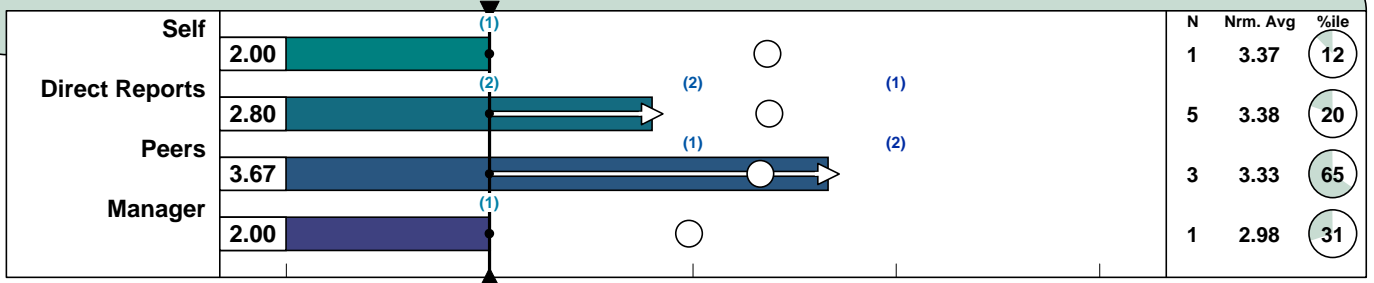
- Hidden Strength Gap Line
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- Normative Average



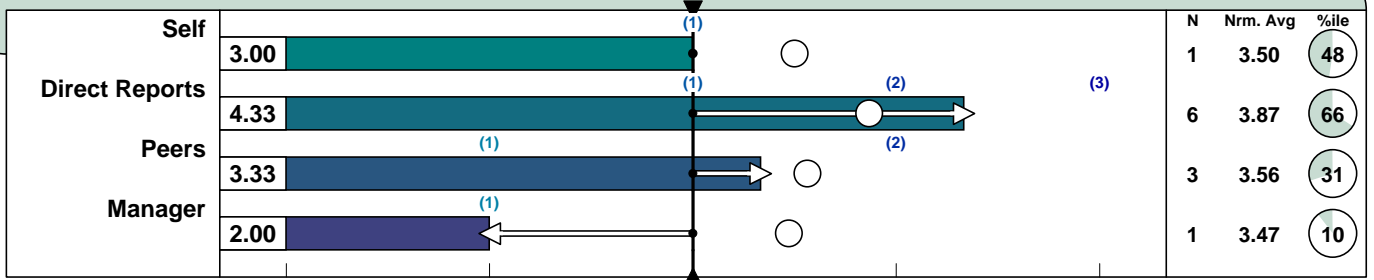
## Summary of Presenting Him/Herself



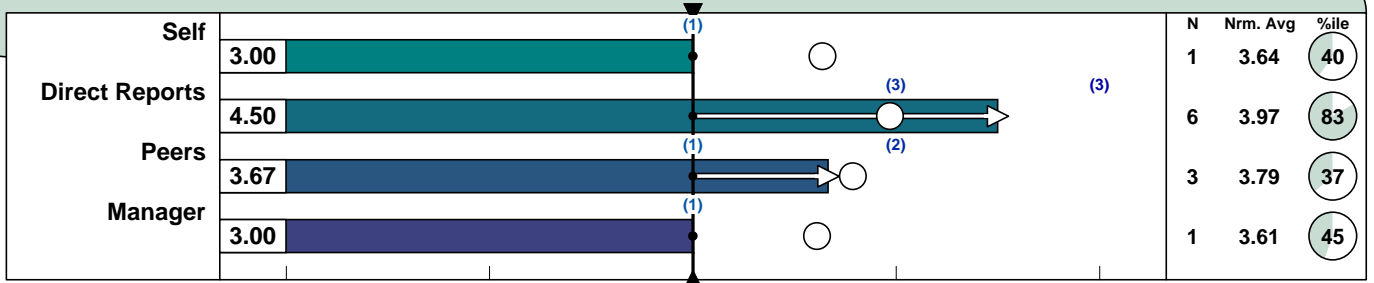
## 16 Demonstrates an understanding of his/her own strengths and weaknesses



## 17 Has the presence and image needed to be successful



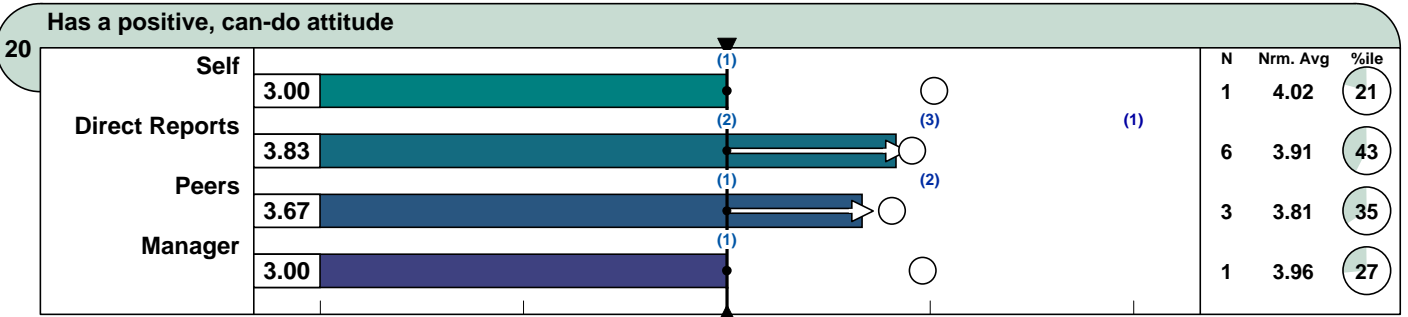
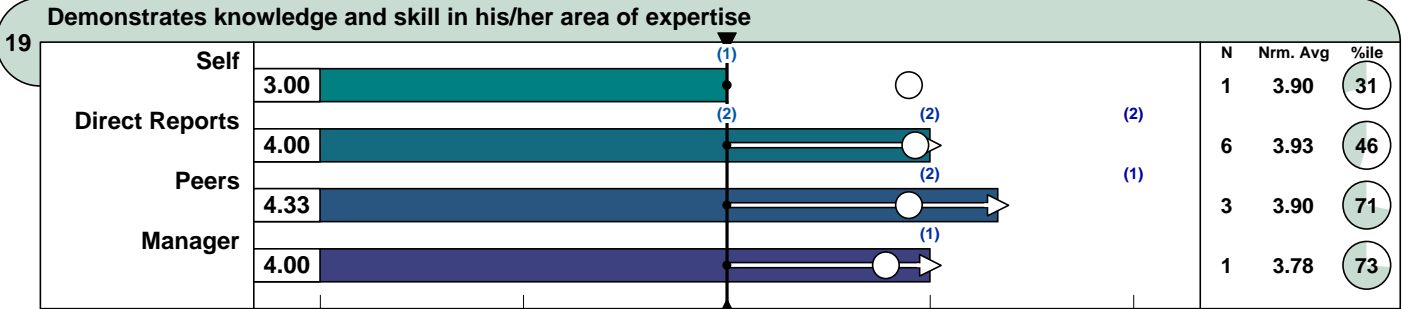
## 18 Demonstrates confidence in her/himself



# Presenting Him/Herself

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



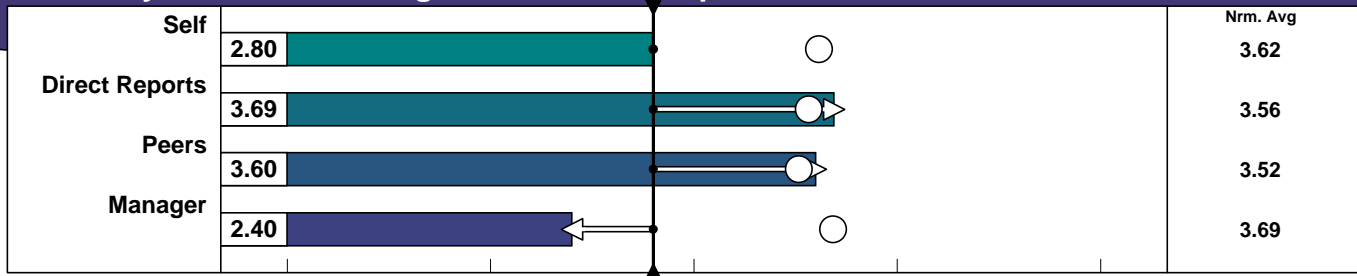
# Demonstrating a Personal Example

## Symbol Key

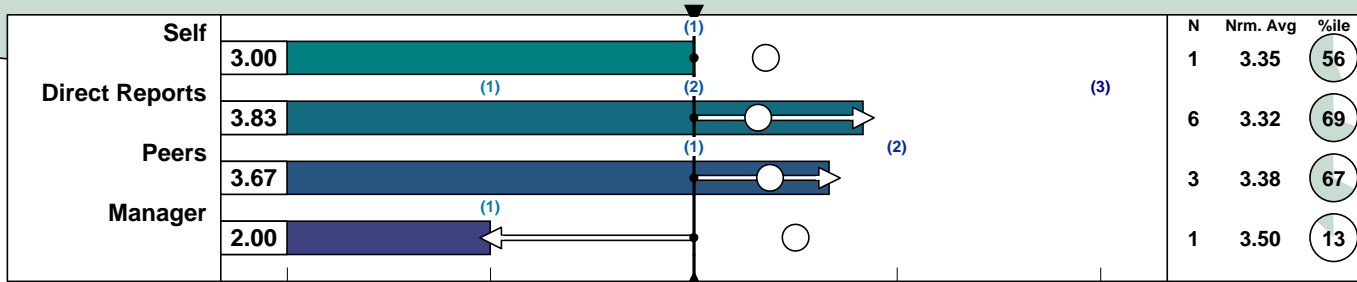
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



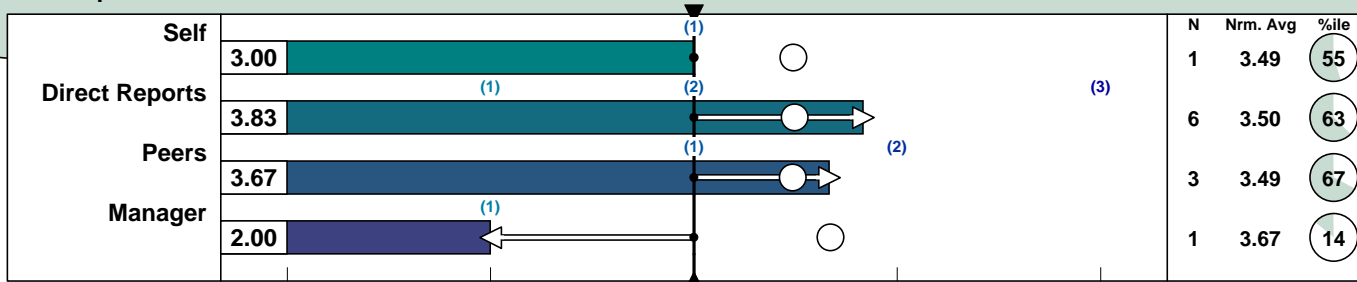
## Summary of Demonstrating a Personal Example



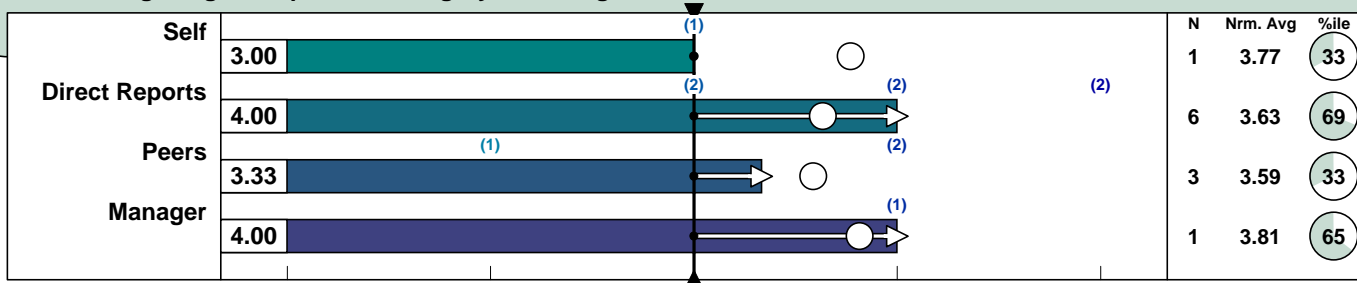
## 21 Makes sure that his/her actions are consistent with his/her words



## 22 Lives up to commitments



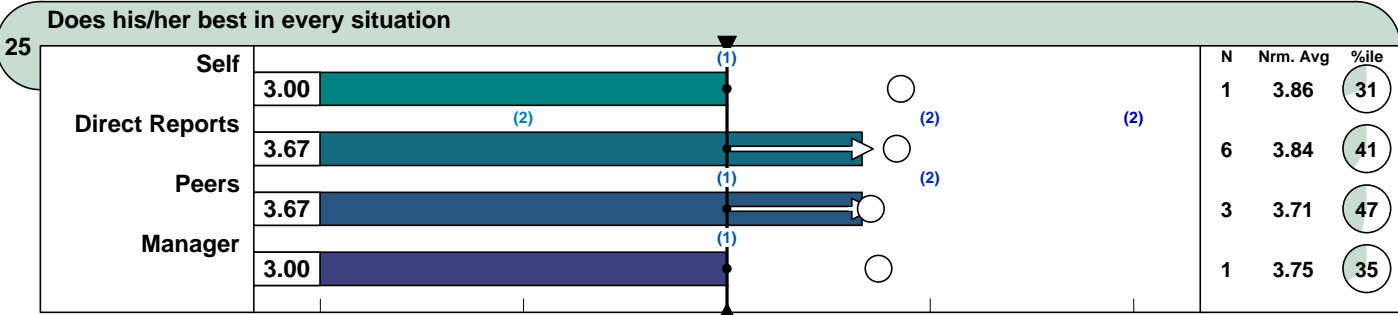
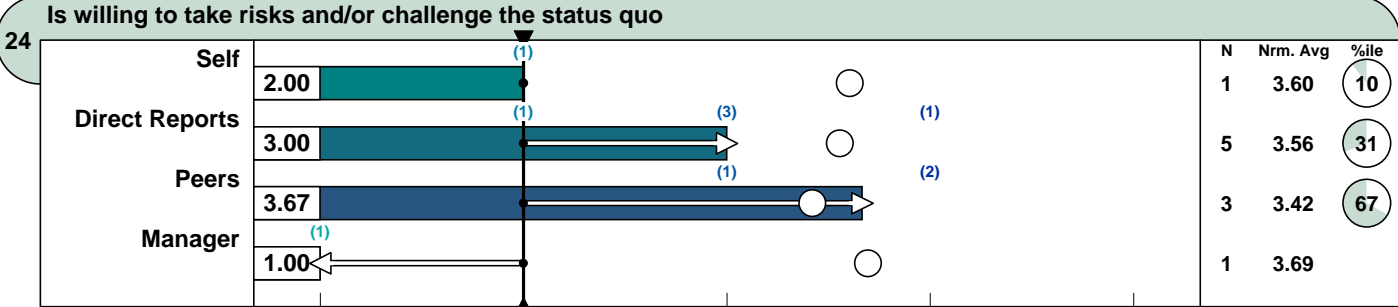
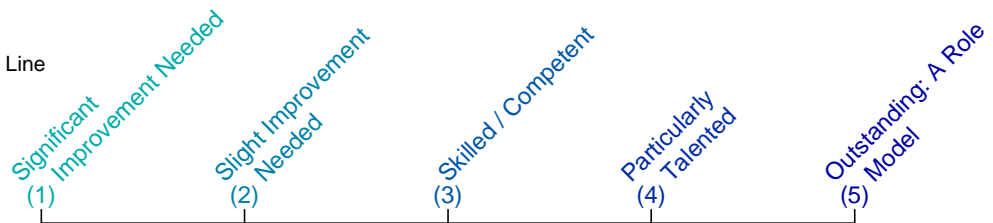
## 23 Shows a high degree of personal integrity in dealing with others



# Demonstrating a Personal Example

## Symbol Key

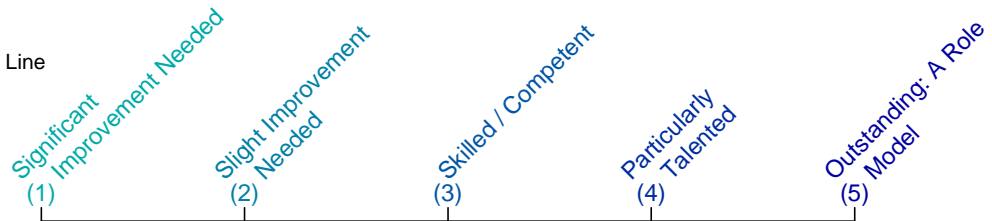
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



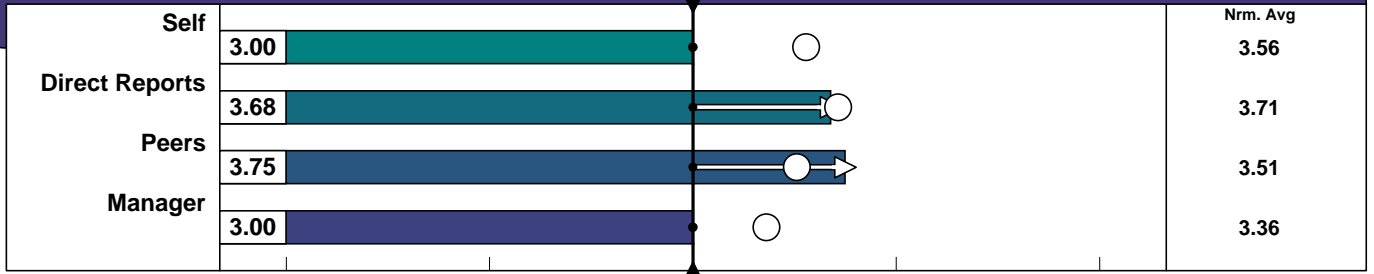
# Customer Focus

## Symbol Key

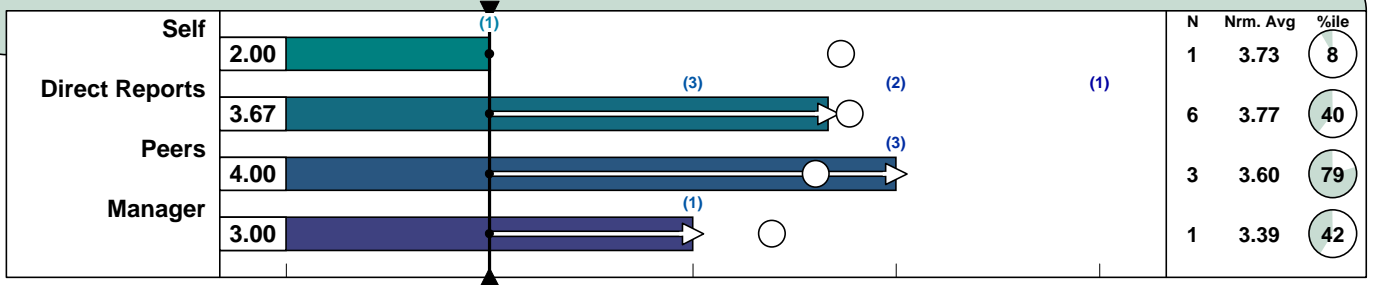
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



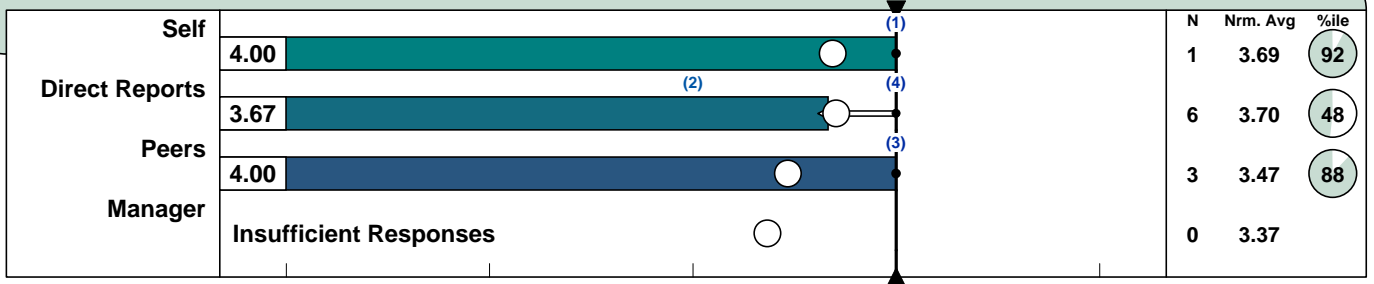
## Summary of Customer Focus



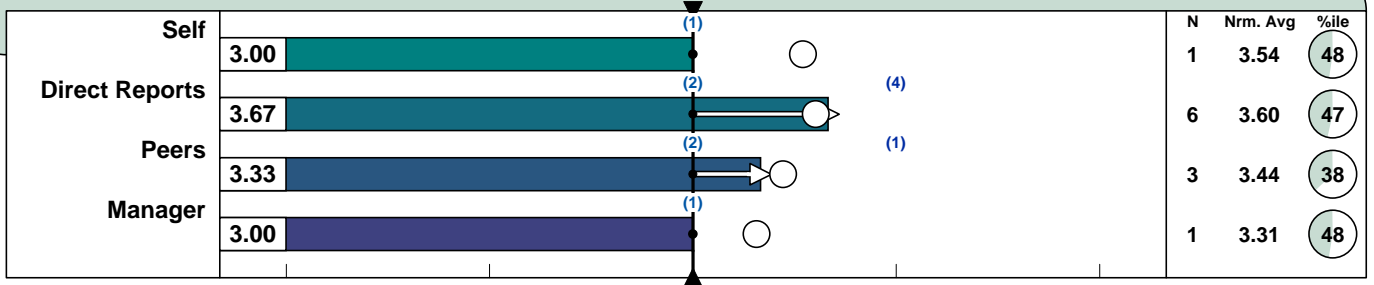
## 26 Consistently treats the satisfaction of his/her customers as top priority



## 27 Puts customers' long-term satisfaction ahead of short-term gain



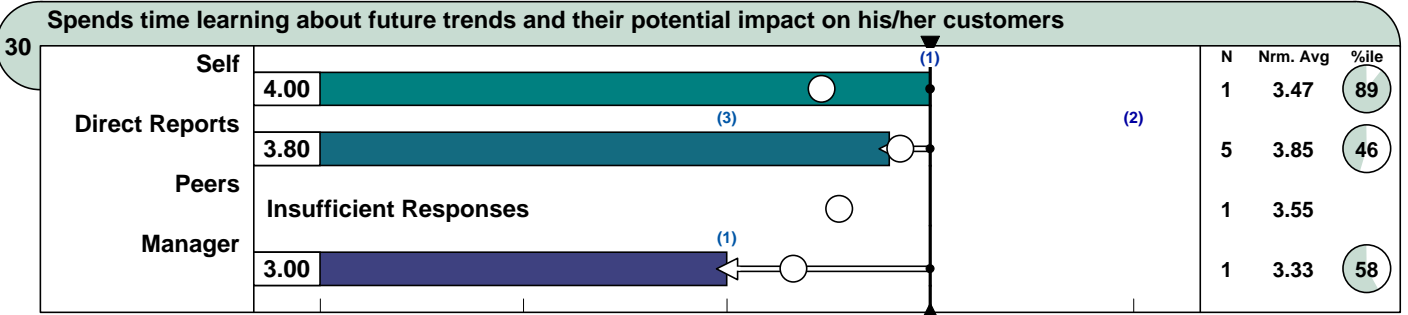
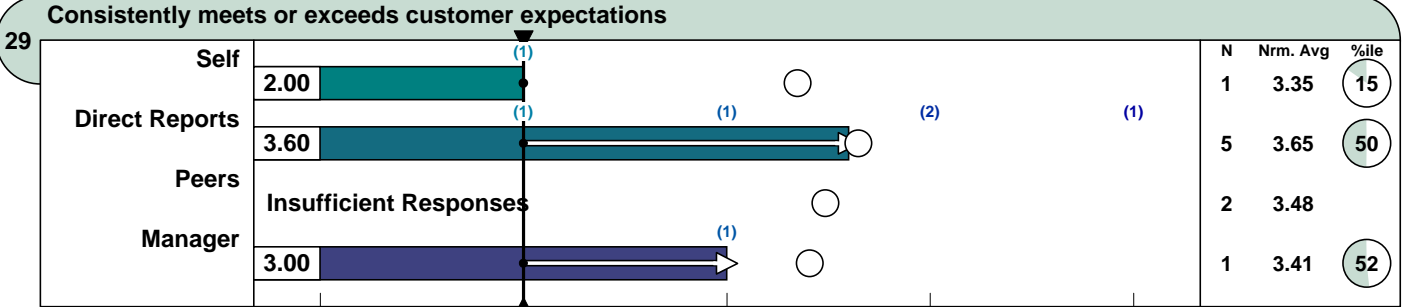
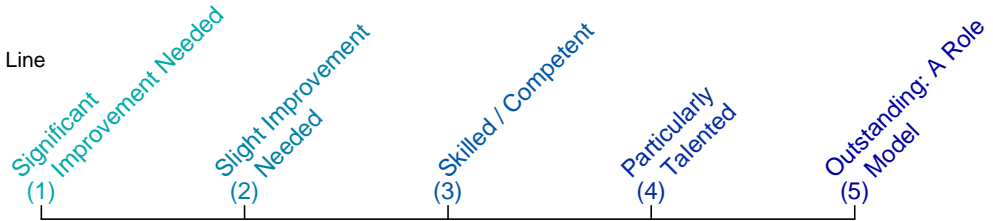
## 28 Is willing to vary her/his approach to meet customers' needs



# Customer Focus

## Symbol Key

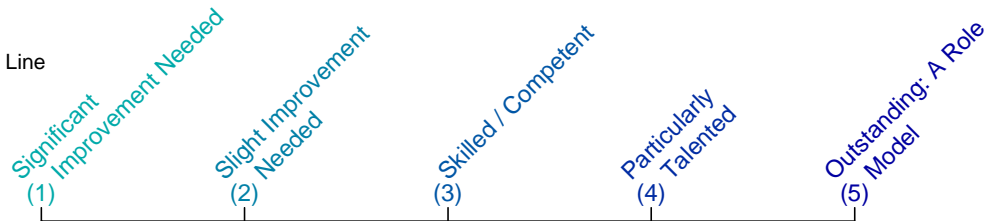
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



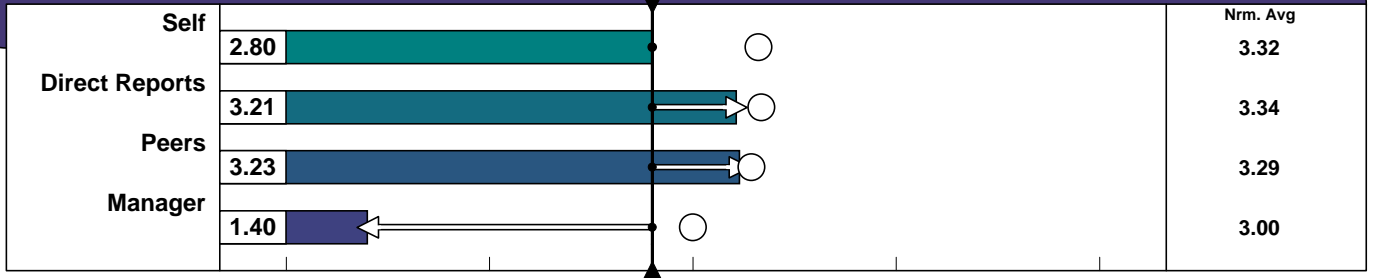
# Managing Others' Performance

## Symbol Key

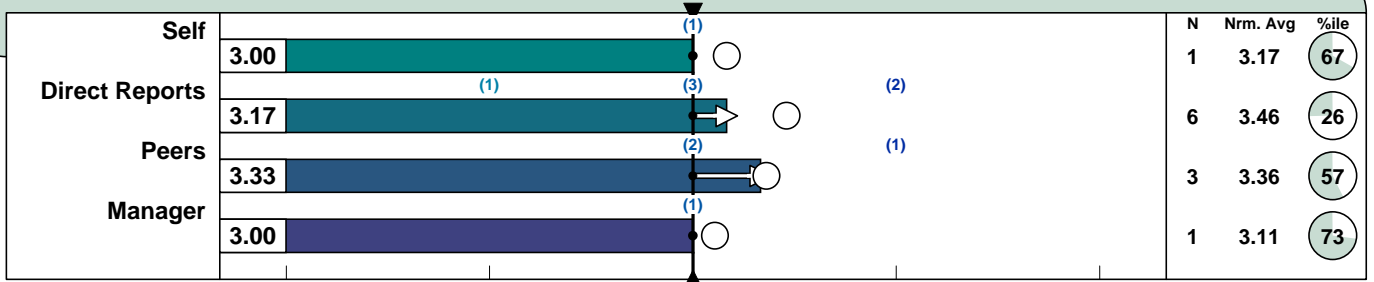
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



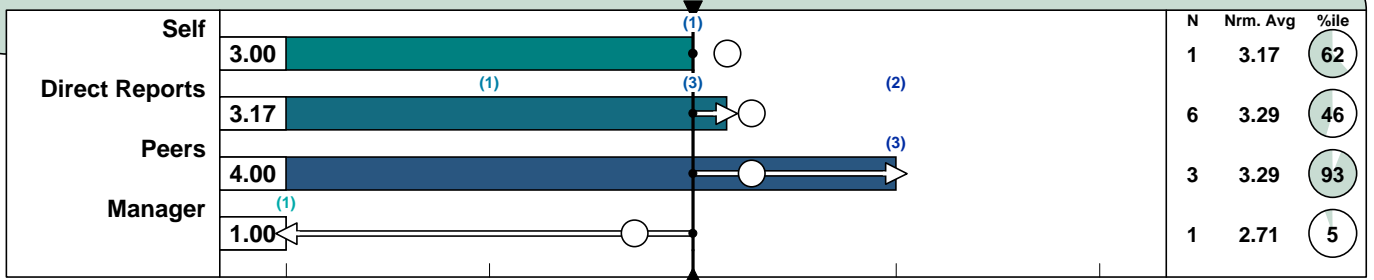
## Summary of Managing Others' Performance



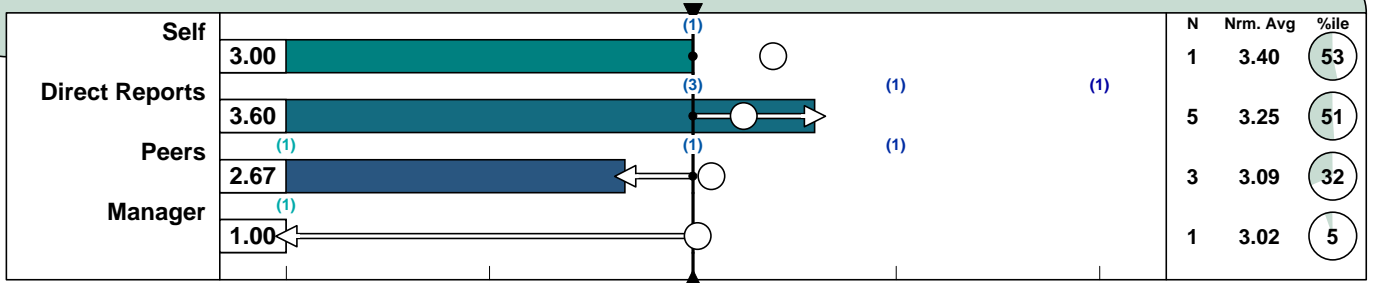
## 31 Holds people accountable for their decisions and actions



## 32 Provides developmental performance feedback in a timely manner



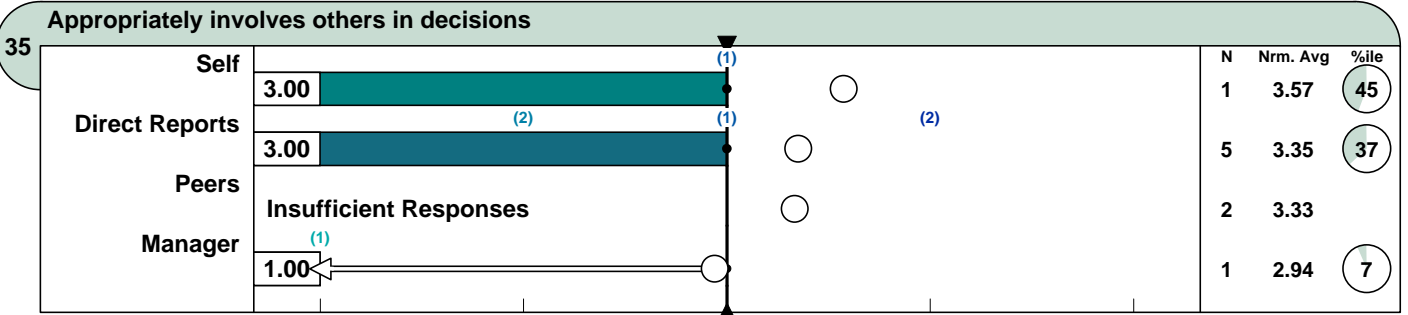
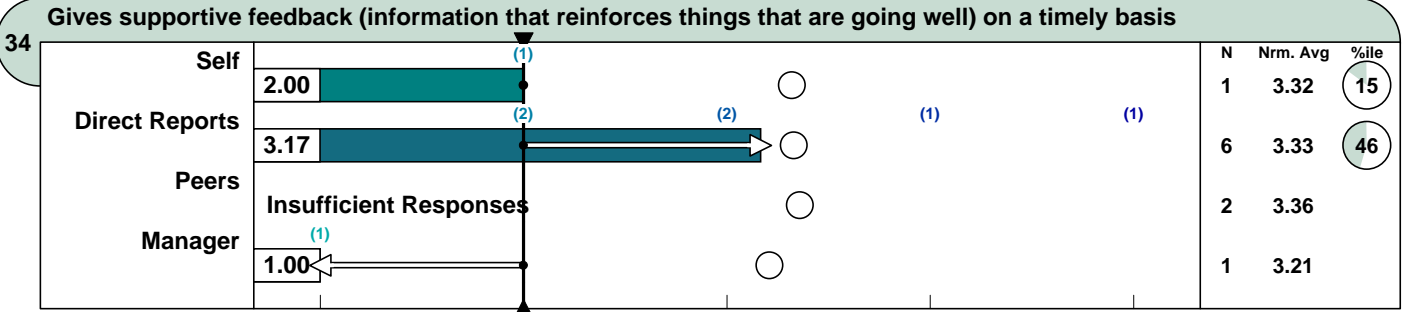
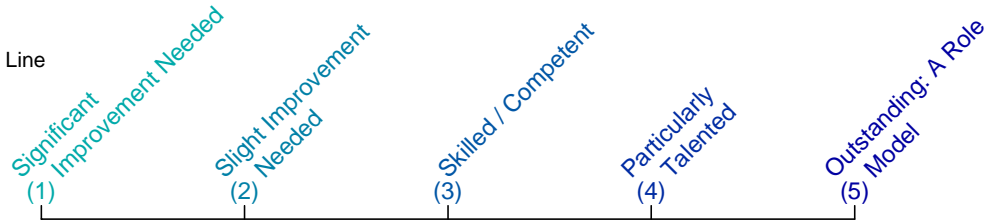
## 33 Is someone others want to work for



# Managing Others' Performance

## Symbol Key

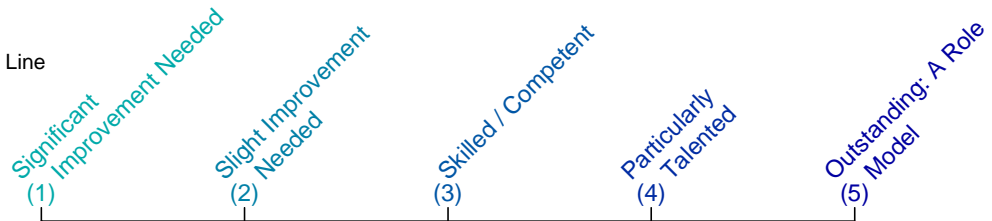
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



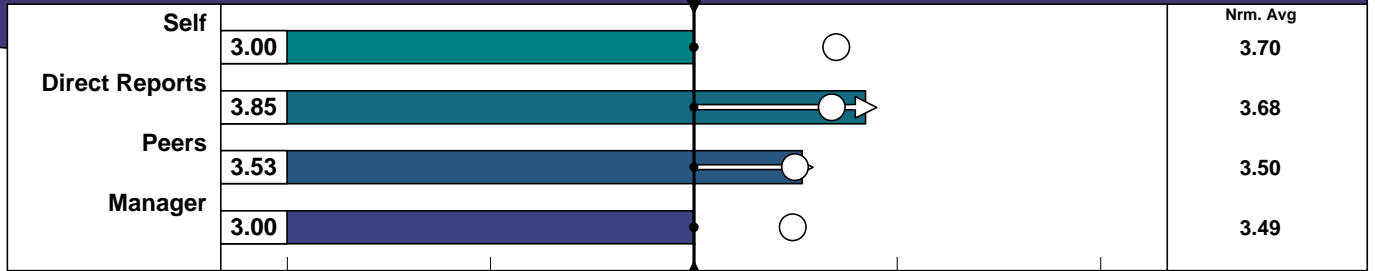
# Problem Solving/Decision Making

## Symbol Key

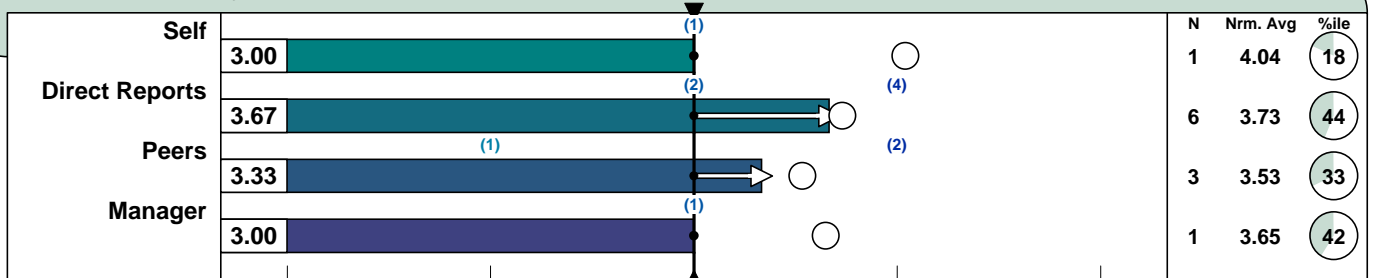
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



## Summary of Problem Solving/Decision Making



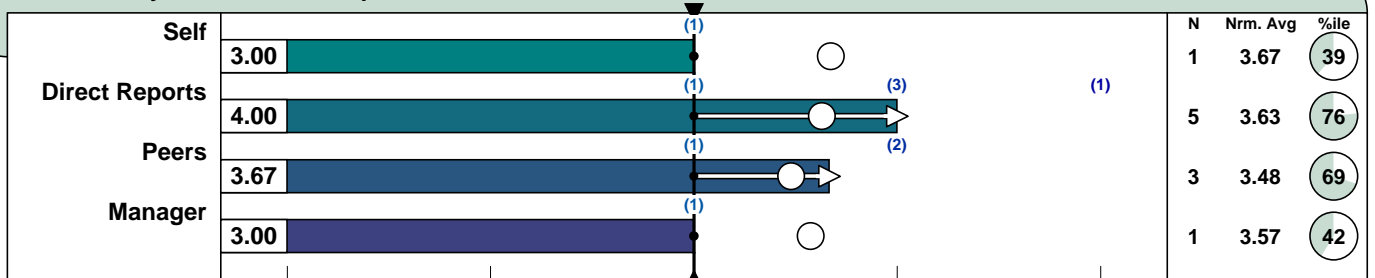
## 36 Takes responsibility and ownership for his/her decisions



## 37 Demonstrates a sense of urgency about getting things done



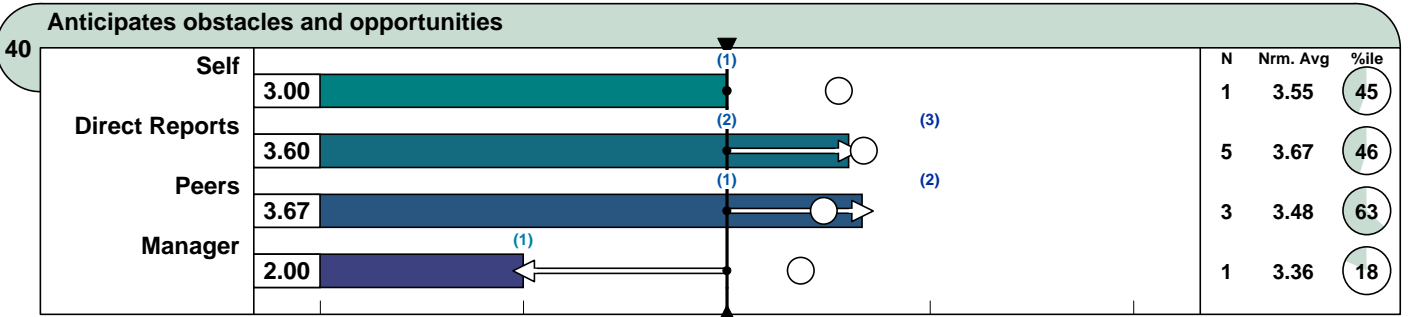
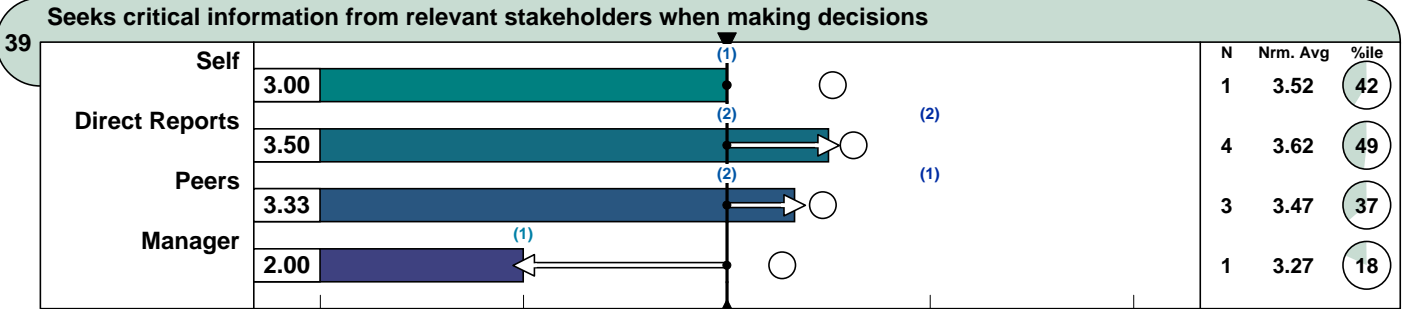
## 38 Makes timely decisions under pressure



# Problem Solving/Decision Making

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



## Comments

### This individual is especially effective in (please provide 2-3 specific examples)...

#### Direct Reports

Fairness. Knowledge of his job. Dedicated and loyal person for the company and a friend to the rank-and-file employee. Always is willing to help.

Always willing to help people with any situation. Always willing to listen to any problem. Very expedient in getting an answer back.

Letting each employee know exactly what is expected of him. As soon as he realizes that you are competent at your job, he leaves you alone to do it! (He is not a micro-manager.) He is open to new ideas, and once you convince him your idea is good, he'll back you one hundred and ten percent, and take no credit for the idea to upper management.

The open-door policy, where if an employee has a problem, you can go in, tell him what's on your mind, and find a way to solve it. Understanding the employees with families. Will let you leave, or not come in at all, if there is a family illness.

He knows how to delegate work. He at work each and every day on timely matter (sic).

#### Peers

He is the perfect person for the position he has been hired for! He's very detailed, trustworthy, and knows his job. The folks that report to him seem to relate well to him and enjoy his supervision. If I owned a company, I would want to have him in charge of the finances.

All phases of his job. He is a company person who cares about employees, customers, and doing what is right.

#### Manager

He is honest, hard-working and dedicated, but sometimes gets so bogged down in the details of getting the work done that he forgets about his environment. He forgets that managing a department is more than just getting the work done. It is also about helping your employees achieve their own personal goals and aspirations, both professionally and sometimes personally. The two go hand-in-hand to develop an effective work group.

### This individual could be more effective if (please provide 2-3 specific examples)...

#### Direct Reports

Provide more positive feedback. Be more understanding to the needs of the department -- example, we are currently shorthanded.

He should probably delegate more of his small, routine responsibilities, so that he could spend more time considering the "big picture." He probably needs to "toot his own horn" a bit more to upper management.

He/she had a problem with an employee doing something wrong, they should be the one to tell them, instead of sending someone else to do their dirty work (sic).

He could learn to handle his own problem with a person, instead of having other people do it. When he helps people with their job take all that is associated with the job he's helping with (sic). Stop taking credit for others' hard-earned work. When employees go above and beyond the calls of duties, he should try and reward, or at least show appreciation. Needs to help with boxing up records due to lifting of heavy boxes.

#### Peers

Show more compassion and understanding when dealing with employees who have approached him with either personal or professional problems.

#### Manager

Support your employees when justified. Don't tell them something will happen only to make them feel good. Follow through on your commitments to employees, no matter how trivial, and communicate back to them results so they know they were actually listened to.

