Individual Feedback Charts **Survey of Management Practices**

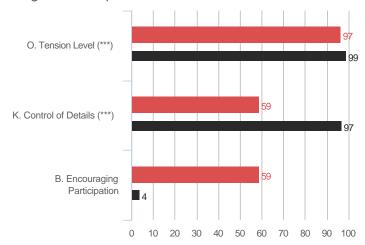
Sample Manager April 2018



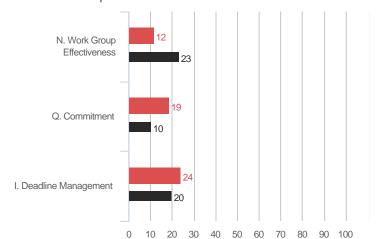


Highest and Lowest

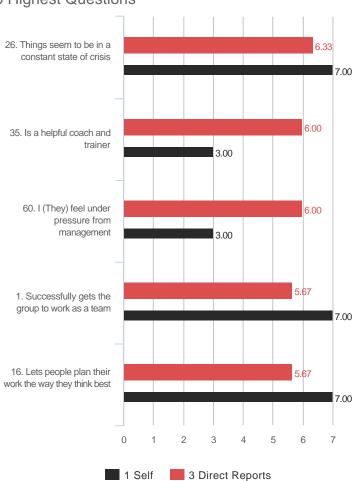
3 Highest Competencies



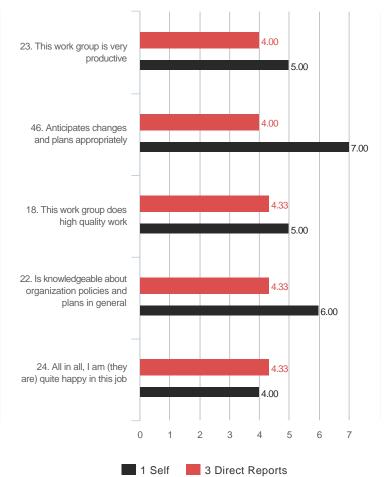
3 Lowest Competencies

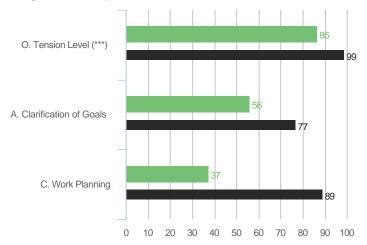


5 Highest Questions

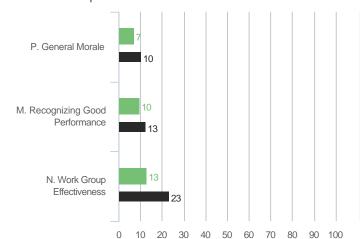


5 Lowest Questions

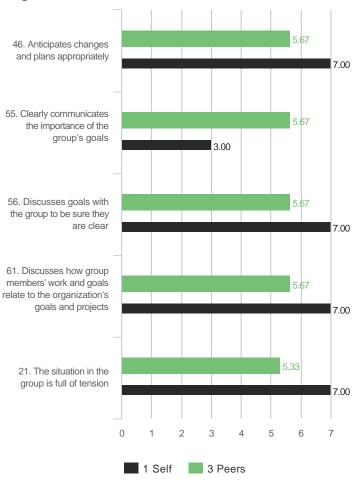




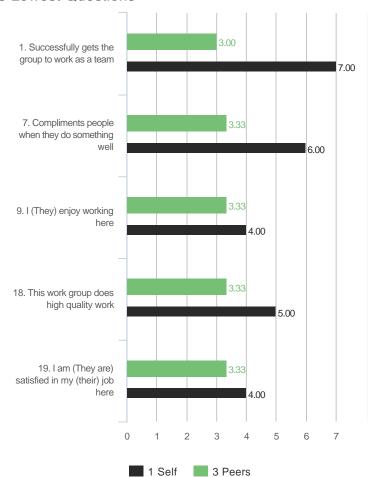
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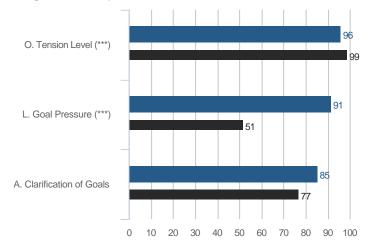


5 Highest Questions

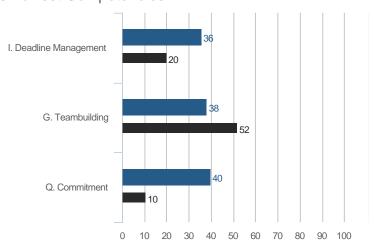


5 Lowest Questions

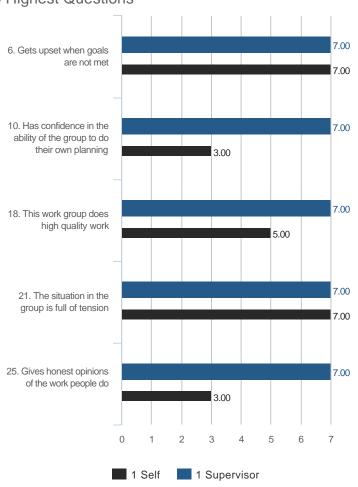




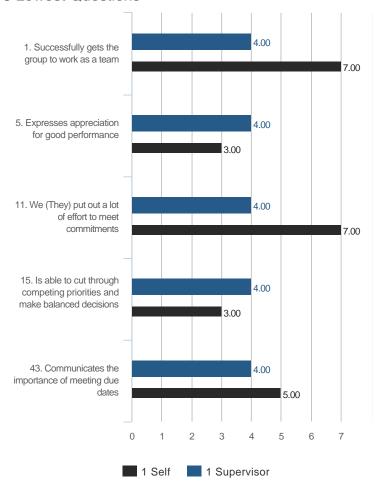
3 Lowest Competencies

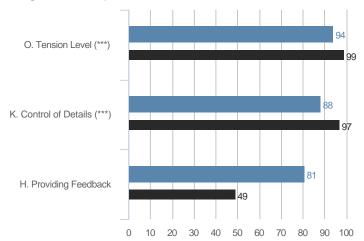


5 Highest Questions

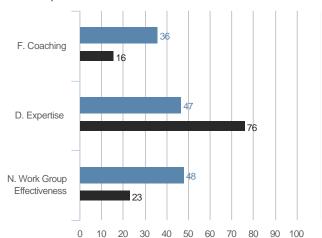


5 Lowest Questions

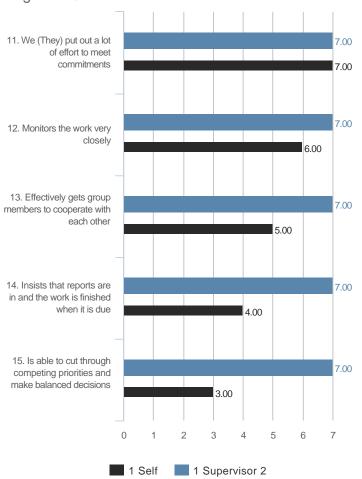




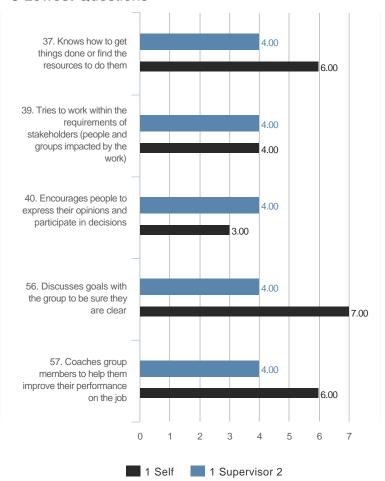
3 Lowest Competencies

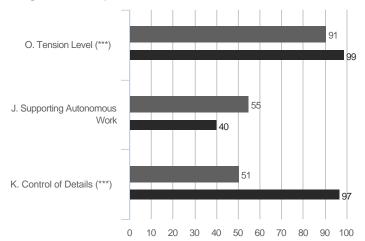


5 Highest Questions

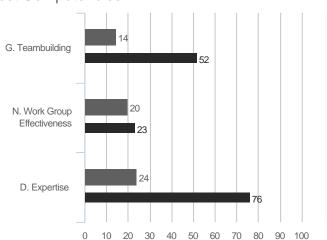


5 Lowest Questions

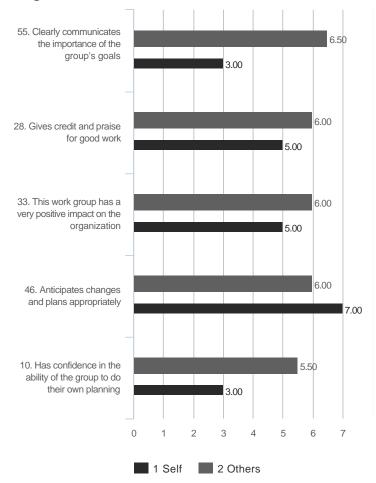




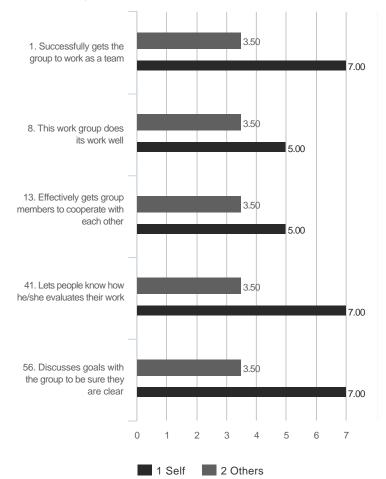
3 Lowest Competencies

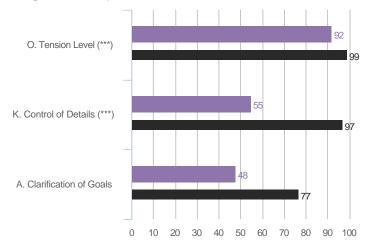


5 Highest Questions

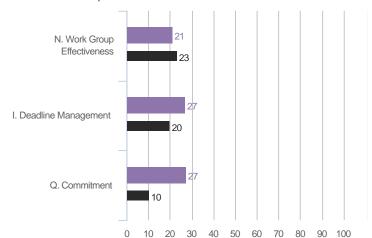


5 Lowest Questions

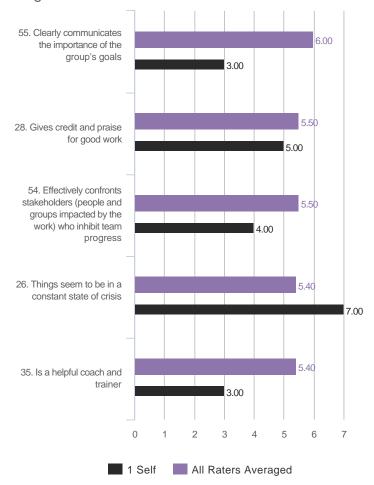




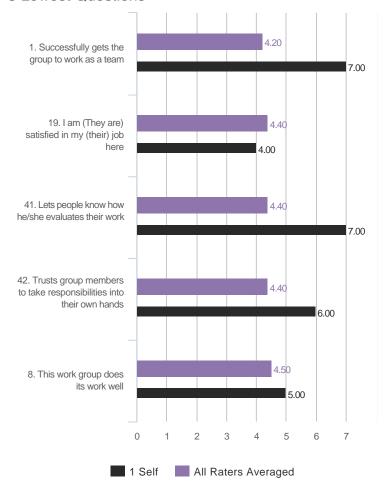
3 Lowest Competencies



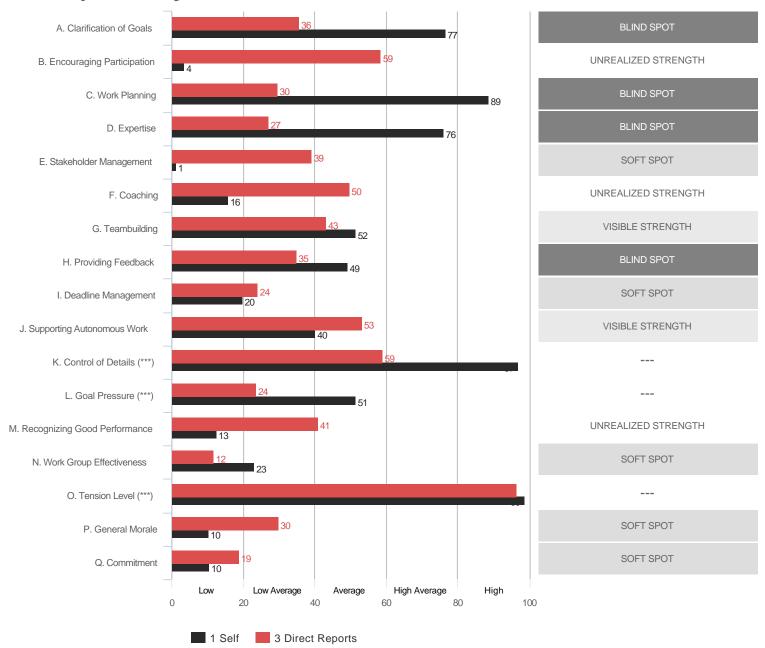
5 Highest Questions

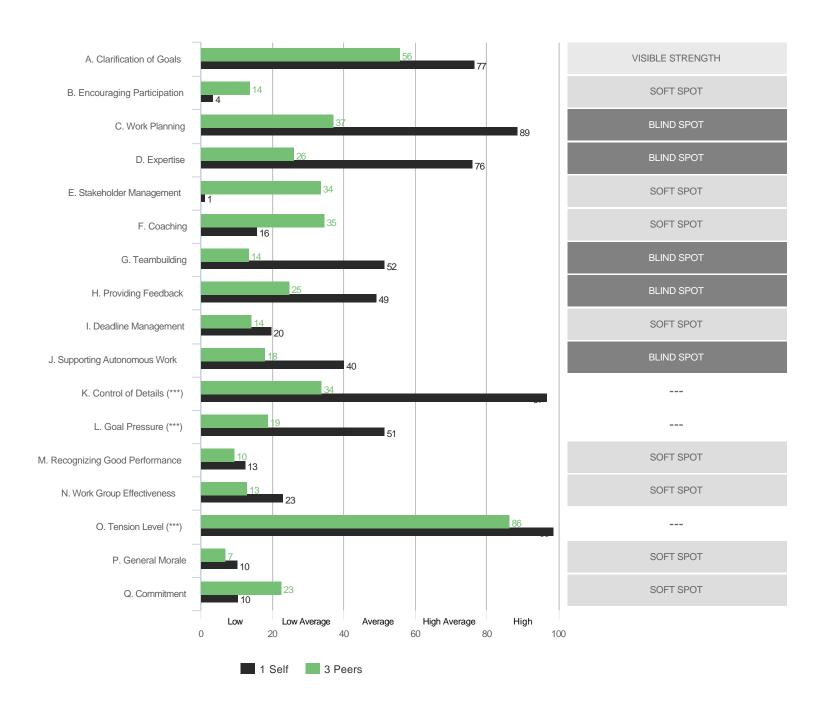


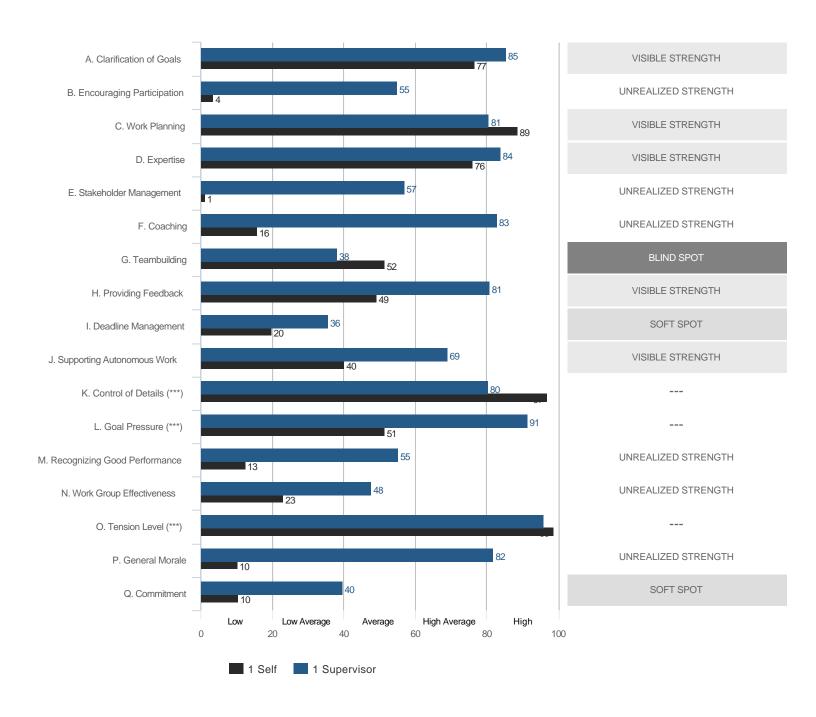
5 Lowest Questions

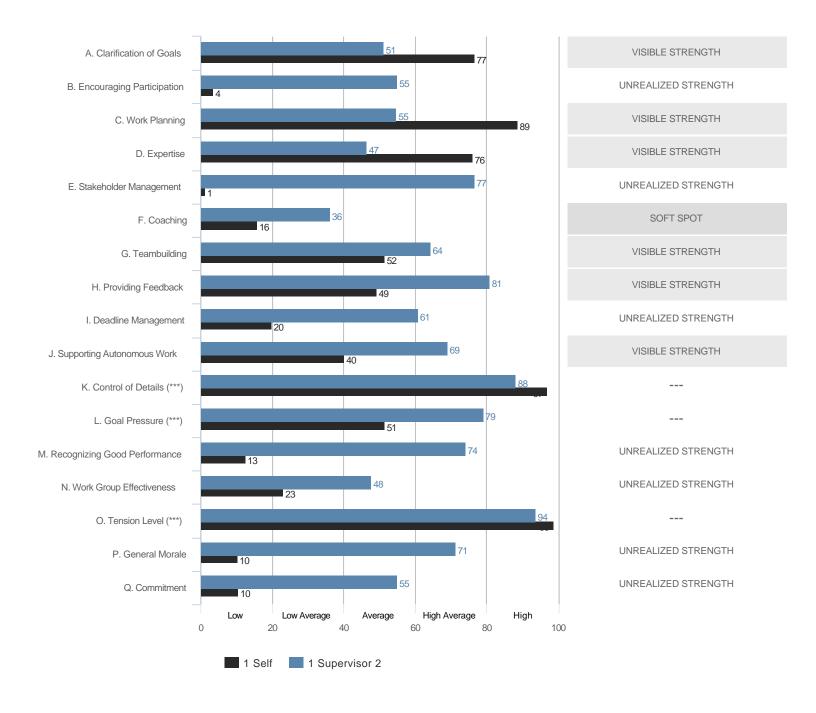


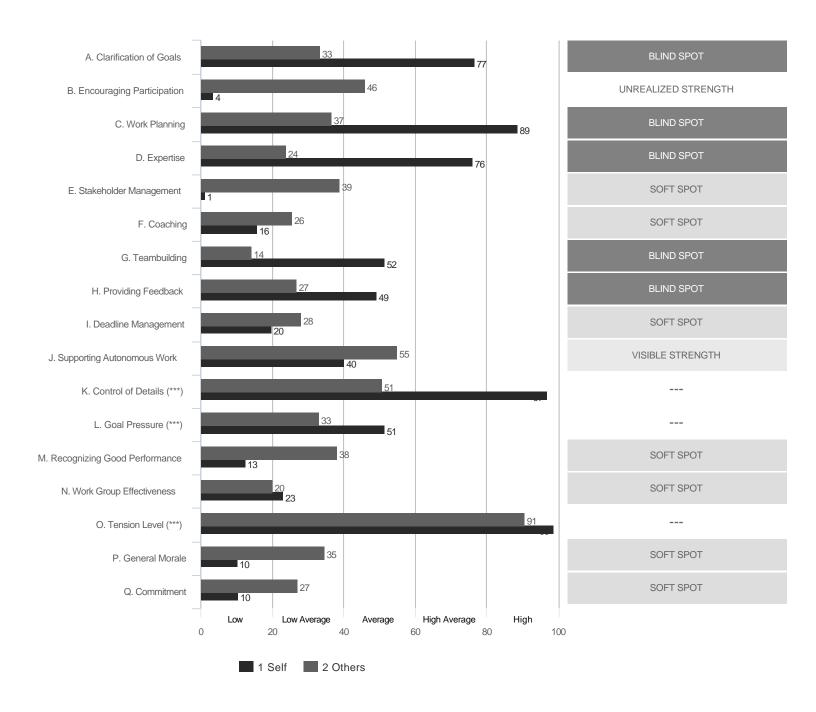
Blind Spot Analysis

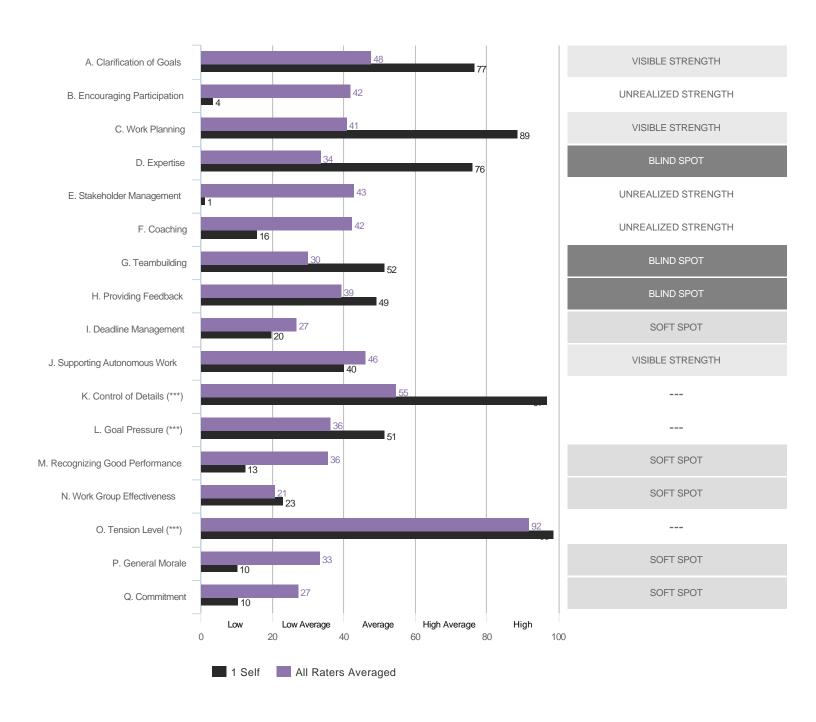












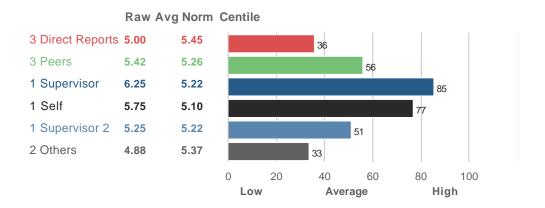
Overall Scores



I. MAKING GOALS CLEAR AND IMPORTANT

A. Clarification of Goals

Overall Scores



Question Scores

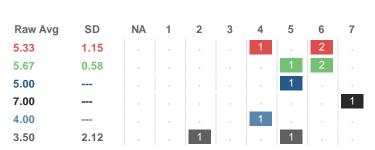
32. Sets goals which help the group make worthwhile contributions

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.67	1.15					2		1	
4.67	1.15					2		1	
6.00								1	
6.00								1	
5.00							1		
5.00	1.41					1		1	

55. Clearly communicates the importance of the group's goals

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	1.15	.				1		2	
5.67	0.58	.					1	2	
7.00		.							1
3.00		.			1				
7.00									1
6.50	0.71	.						1	1

56. Discusses goals with the group to be sure they are clear



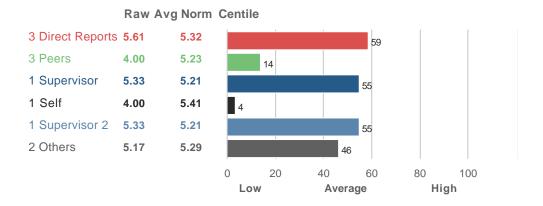
61. Discusses how group members' work and goals relate to the organization's goals and projects

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.67	1.53				1		1	1	
5.67	1.15						2		1
7.00									1
7.00									1
5.00							1		
4.50	2.12				1			1	

II. PLANNING AND PROBLEM SOLVING

B. Encouraging Participation

Overall Scores



Question Scores

20. Asks advice from the group on the best way to do things

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.50	0.71	1					1	1	
4.00	1.00				1	1	1		
5.00							1		
3.00					1				
5.00		.					1		
4.50	0.71					1	1		

27. Asks the group's recommendations on matters that affect their work

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.67	0.58	.					1	2	
3.67	0.58				1	2			
6.00								1	
6.00								1	
7.00		.							1
5.50	0.71	.					1	1	

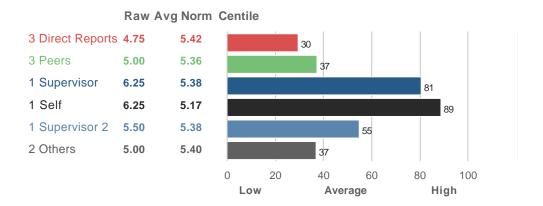
40. Encourages people to express their opinions and participate in decisions

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.67	0.58						1	2	
4.33	1.53				1	1		1	
5.00							1		
3.00					1				
4.00						1			
5.50	2.12					1			1

II. PLANNING AND PROBLEM SOLVING

C. Work Planning

Overall Scores



Question Scores

31. Plans the work so it keeps running smoothly	Raw Avg	SD	NA	1	2	3	4	5	6	7
	4.33	1.53				1	1		1	
	5.00	2.00				1		1		1
	7.00									1
	7.00									1
	5.00							1		
	4.00	1.41				1		1		
46. Anticipates changes and plans appropriately	Dow Ava	SD	NA	1	2	3	4	-	6	7
40. Anticipates changes and plans appropriately	Raw Avg		NA	1		3	4	5	6	/
	4.00	2.65		1				1	1	
	5.67	0.58						1	2	
	5.00							1		
	7.00									1
	6.00								1	
	6.00	1.41						1		1
51. Pays attention to planning the work in advance	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.00	1.73				1			2	
	4.67	0.58					1	2		
	7.00									1
	7.00									1
	7.00									1
	5.00	2.83				1_				1

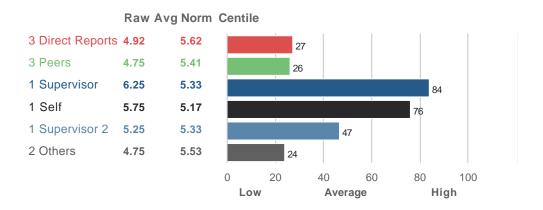
59. Keeps the work well organized through good planning

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.67	0.58						1	2	
4.67	0.58					1	2		
6.00								1	
4.00						1			
4.00						1			
5.00	1.41					1		1	

II. PLANNING AND PROBLEM SOLVING

D. Expertise

Overall Scores



Question Scores

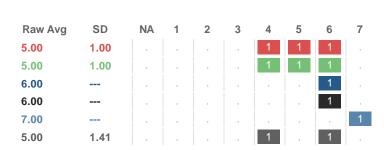
22. Is knowledgeable about organization policies and plans in general

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.33	2.08			1			1	1	
4.33	1.15				1		2		
6.00								1	
6.00								1	
6.00								1	
4.50	2.12				1			1	

37. Knows how to get things done or find the resources to do them $\,$

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00	.				1	1	1	
5.00	2.00	.			1		1		1
6.00		.						1	
6.00		.						1	
4.00		.				1			
4.50	2.12				1			1	

52. Easily deals with political, social, and market problems in the environment



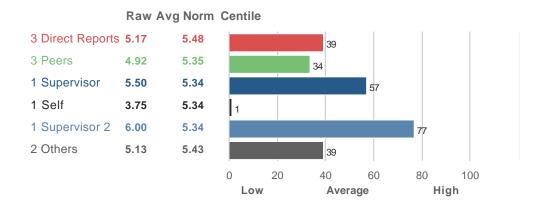
58. Is well regarded as an expert manager or project manager

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	0.58						2	1	
4.67	0.58					1	2		
7.00									1
5.00							1		
4.00						1			
5.00	2.83				1				1

II. PLANNING AND PROBLEM SOLVING

E. Stakeholder Management

Overall Scores



Question Scores

15. Is able to cut through competing priorities and make balanced decisions

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	0.58						2	1	
4.67	2.52			1			1		1
4.00						1			
3.00					1				
7.00									1
5.50	2.12					1			1

39. Tries to work within the requirements of stakeholders (people and groups impacted by the work)

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	1.15					1		2	
4.33	2.31				2				1
6.00								1	
4.00						1			
4.00						1			
5.00	1.41					1		1	

49. Works effectively across functions, locations, and cultures

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
5.33	2.08				1			1	1
6.00								1	
4.00						1			
6.00								1	
4.50	2.12				1			1	

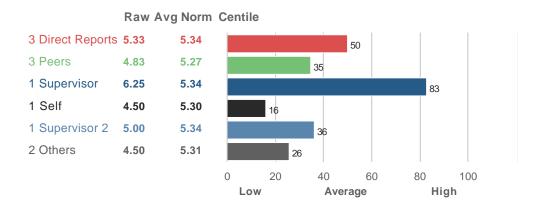
54. Effectively confronts stakeholders (people and groups impacted by the work) who inhibit team progress

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
5.33	0.58						2	1	
6.00								1	
4.00						1			
7.00									1
5.50	0.71						1	1	

III. FACILITATING THE WORK OF OTHERS

F. Coaching

Overall Scores



Question Scores

35. Is a helpful coach and trainer

Raw Avg	SD	NA	1	2	3	4	5	6	7
6.00								3	
5.33	1.53					1	1		1
7.00									1
3.00					1				
5.00							1		
4.00	1.41				1		1		

44. Makes sure people have the resources and training to do their work

SD N	A 1	2	3	4	5	6	7
.58					2	1	
.00			1	1	1	.	
 .					1	.	
 .	. .			1		.	
	. .				1	.	
.41				1		1	
	.58	.58	.58	.58	.58	.58	.58

48. Looks for ways to help people do a better job

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.67	1.53				1		1	1	
5.00	1.00					1	1	1	
7.00									1
5.00							1		
6.00								1	
4.50	0.71					1	1		

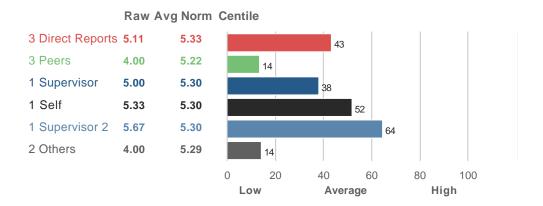
57. Coaches group members to help them improve their performance on the job

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	0.58						2	1	
5.00							3		
6.00								1	
6.00								1	
4.00						1			
4.50	2.12				1			1	

III. FACILITATING THE WORK OF OTHERS

G. Teambuilding

Overall Scores



Question Scores

1. Successfully gets the group to work as a team

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.67	1.53					1		1	1
3.00	1.73			2			1		
4.00						1			
7.00									1
5.00							1		
3.50	2.12			1			1		

4. Develops cooperation between members of the work group

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
4.33	1.53				1	1		1	
5.00							1	.	
4.00						1		.	
5.00							1	.	
5.00	1.41					1		1	

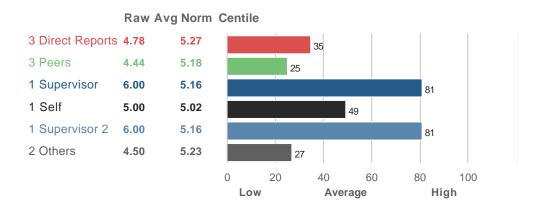
13. Effectively gets group members to cooperate with each other

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.67	1.15					2		1	
4.67	2.08				1	1			1
6.00								1	
5.00							1		
7.00									1
3.50	2.12			1			1		

IV. FEEDBACK

H. Providing Feedback

Overall Scores



Question Scores

25. Gives honest opinions of the work people do

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
4.00	1.73				2			1	
7.00									1
3.00					1				
6.00								1	
5.50	2.12					1			1

41. Lets people know how he/she evaluates their work

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.33	1.53				1	1		1	
4.33	1.15				1		2		
6.00								1	
7.00									1
5.00							1		
3.50	2.12			1			1		

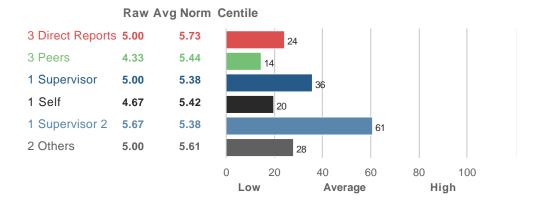
53. Honestly says what he/she thinks about the group's performance

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
5.00							3		
5.00							1		
5.00							1		
7.00									1
4.50	0.71					1	1		

V. EXERCISING POSITIVE CONTROL

I. Deadline Management

Overall Scores



Question Scores

3. Emphasizes the need to get things done when they are promised

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
4.33	2.52			1		1			1
6.00								1	
5.00							1		
5.00							1		
5.00	2.83				1				1

14. Insists that reports are in and the work is finished when it is due

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00	.				1	1	1	
4.33	2.08			1			1	1	
5.00							1		
4.00						1			
7.00									1
4.50	2.12				1			1	

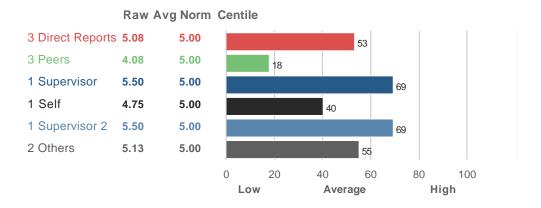
43. Communicates the importance of meeting due dates

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00	.				1	1	1	
4.33	0.58	.				2	1		
4.00		.				1			
5.00		.					1		
5.00							1		
5.50	2.12					1			1

V. EXERCISING POSITIVE CONTROL

J. Supporting Autonomous Work

Overall Scores



Question Scores

10. Has confidence in the ability of the group to do their own planning

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	1.15					1		2	
3.67	1.53			1		1	1		
7.00									1
3.00					1				
6.00								1	
5.50	2.12					1			1

16. Lets people plan their work the way they think best

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.67	0.58	.					1	2	
3.67	0.58				1	2			
5.00							1		
7.00									1
5.00							1		
5.00							2		

42. Trusts group members to take responsibilities into their own hands

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.33	1.53				1	1		1	
4.00	1.00				1	1	1		
5.00							1		
6.00								1	
5.00							1		
4.50	2.12				1			1	

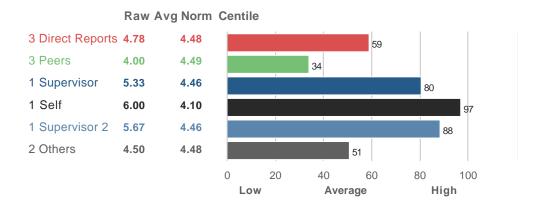
50. Allows individuals to direct their own activities

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
5.00	1.00					1	1	1	
5.00							1		
3.00					1				
6.00								1	
5.50	2.12					1			1

V. EXERCISING POSITIVE CONTROL

K. Control of Details (***)

Overall Scores



Question Scores

2. Closely directs individuals in the performance of each task $% \left(1\right) =\left(1\right) \left(1$

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.67	1.53				1		1	1	
4.00	1.73				2			1	
5.00							1		
6.00								1	
5.00							1		
4.00	2.83			1				1	

12. Monitors the work very closely

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	0.58						2	1	
4.33	2.08			1			1	1	
5.00							1		
6.00								1	
7.00									1
4.50	2.12				1			1	

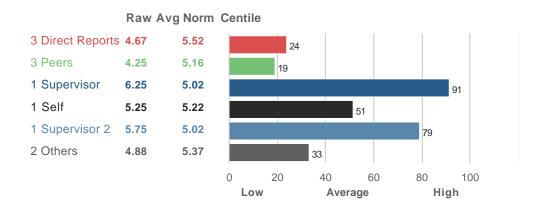
17. Tells each person not only what to do, but how to do it

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.33	1.53				1	1		1	
3.67	0.58				1	2			
6.00								1	
6.00								1	
5.00							1		
5.00	1.41					1		1	

V. EXERCISING POSITIVE CONTROL

L. Goal Pressure (***)

Overall Scores



Question Scores

6. Gets upset when goals are not met 5 Raw Avg SD NA 1 7 1.53 4.33 3.67 1.53 7.00 7.00 6.00 5.00 2.83 30. Seems to feel it necessary to apply pressure to get Raw Avg SD NA 1 3 results 5.00 1.73 4.00 5.00 3.00 7.00 4.00 1.41 38. Complains vigorously if goals are not met Raw Avg SD NA 1 5 7 0.58 5.33 4.00 2.00 7.00 5.00 4.00 5.00

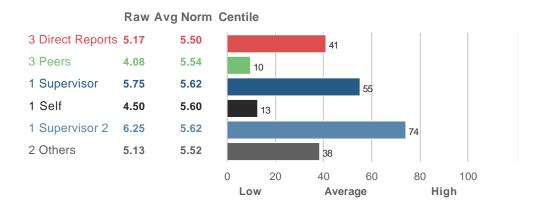
47. Punishes or yells at people when they make mistakes

Raw Avg	SD	NA	1	2	3	4	5	6	7
4.00	2.00	.		1		1		1	
5.33	1.53					1	1		1
6.00								1	
6.00								1	
6.00								1	
5.50	0.71						1	1	

VI. REINFORCING GOOD PERFORMANCE

M. Recognizing Good Performance

Overall Scores



Question Scores

5. Expresses appreciation for good performance

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	0.58						2	1	
4.33	1.15				1		2		
4.00						1			
3.00					1				
5.00							1		
5.00		.					2		

7. Compliments people when they do something well

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
3.33	1.15			1		2			
6.00								1	
6.00								1	
6.00								1	
4.50	2.12				1			1	

28. Gives credit and praise for good work

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.33	0.58	.					2	1	
4.33	0.58	.				2	1		
7.00		.							1
5.00		.					1		
7.00									1
6.00	1.41						1		1

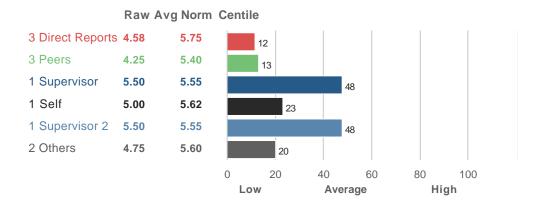
29. Gives individuals recognition when they do good work

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
4.33	0.58					2	1		
6.00								1	
4.00						1			
7.00									1
5.00	1.41					1		1	

OUTCOMES

N. Work Group Effectiveness

Overall Scores



Question Scores

8. This work group does its work well	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.00	1.00					1	1	1	
	4.00	1.00				1	1	1		
	5.00							1		
	5.00							1		
	6.00								1	
	3.50	2.12			1			1		
18. This work group does high quality work	Raw Avg	SD	NA	1	2	3	4	5	6	7
To. The work group adde high quality work	4.33	1.53				1	1		1	
	3.33	0.58				2	1			
	7.00									1
	5.00							1		
	5.00							1		
	5.00	2.83				1				1
23. This work group is very productive	Raw Avg	SD	NA	1	2	3	4	5	6	7
	4.00	2.00			1		1		1	
	4.67	1.53				1		1	1	
	5.00							1		
	5.00							1		
	6.00								1	
	4.50	0.71					1	1		

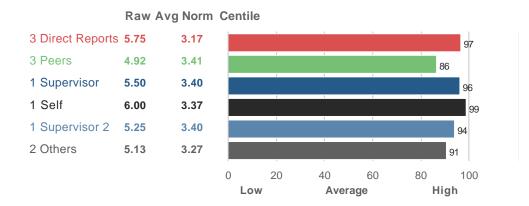
33. This work group has a very positive impact on the organization $% \left(1\right) =\left(1\right) \left(1\right)$

Raw Avg	SD	NA	1	2	3	4	5	6	7
5.00	1.00					1	1	1	
5.00	1.73					2			1
5.00							1		
5.00							1		
5.00							1		
6.00	1.41						1		1

OUTCOMES

O. Tension Level (***)

Overall Scores



Question Scores

21. The situation in the group is full of tension	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.00	1.73				1			2	
	5.33	1.15					1		2	
	7.00									1
	7.00									1
	6.00								1	
	4.50	3.54			1					1
26. Things seem to be in a constant state of crisis	Raw Avg	SD	NA	1	2	3	4	5	6	7
	6.33	0.58	.	i .	l .	.	I .	.	2	1
	4.00	1.00				1	1	1		
	5.00							1		
	7.00									1
	7.00									1
	5.50	0.71						1	1	
36. I (They) feel uneasy in dealing with management	Raw Avg	SD	NA	1	2	3	4	5	6	7
(···,/, ··, ···	5.67	0.58	.	.	-			1	2	
	5.00	1.73				1			2	
	5.00							1	_	
	7.00									1
	4.00						1			
	5.50	2.12					1			1

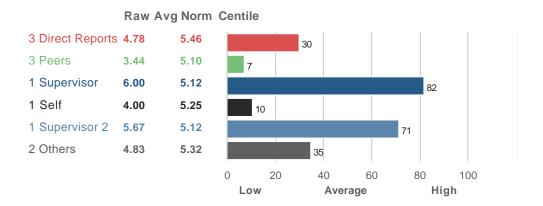
60. I (They) feel under pressure from management

Raw Avg	SD	NA	1	2	3	4	5	6	7
6.00								3	
5.33	0.58						2	1	
5.00							1		
3.00					1				
4.00						1			
5.00							2		

OUTCOMES

P. General Morale

Overall Scores



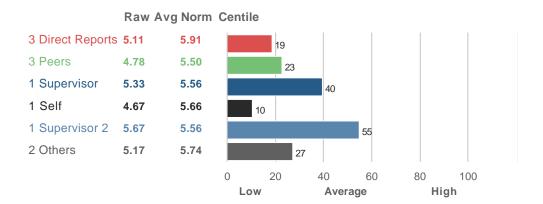
Question Scores

9. I (They) enjoy working here	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.33	0.58						2	1	
	3.33	1.15			1		2			
	6.00								1	
	4.00						1			
	6.00						Ī.		1	
	4.50	2.12				1			1	
19. I am (They are) satisfied in my (their) job here	Raw Avg	SD	NA	1	2	3	4	5	6	7
	4.67	1.15					2		1	
	3.33	1.15			1		2			
	6.00								1	
	4.00						1			
	5.00							1		
	4.50	2.12				1			1	
24. All in all, I am (they are) quite happy in this job	Raw Avg	SD	NA	1	2	3	4	5	6	7
	4.33	1.53				1	1		1	
	3.67	1.53			1		1	1		
	6.00								1	
	4.00						1			
	6.00								1	
	5.50	0.71						1	1	

OUTCOMES

Q. Commitment

Overall Scores



Question Scores

11. We (They) put out a lot of effort to meet	Raw Avg	SD	NA	1	2	3	4	5	6	7
commitments	4.67	1.15					2		1	
	5.00	2.65			1				1	1
	4.00						1			
	7.00									1
	7.00									1
	5.50	2.12					1			1
34. I (They) try hard to do my (their) work well	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.33	0.58						2	1	
	5.00	1.00					1	1	1	
	6.00								1	
	4.00						1			
	5.00							1		
	5.00	1.41					1		1	
45. We (They) are committed to reaching our (their) goals	Raw Avg	SD	NA	1	2	3	4	5	6	7
	5.33	0.58						2	1	
	4.33	1.15				1		2		
	6.00								1	
	3.00					1				
	5.00							1		
	5.00							2		

Comments

What does this person do that should be continued?

3 Direct Reports

- DR1 comment 1
- Survey received, no comment provided (2)

3 Peers

- Survey received, no comment provided (2)
- Peer1 comment 1

1 Supervisor

• Supv1 - comment 1

1 Self

• SMPE - self - comment 1

1 Supervisor 2

• Supv2 - comment 1

2 Others

- Others1 comment 1
- Survey received, no comment provided

What should this person do to be more effective?

3 Direct Reports

- Survey received, no comment provided (2)
- DR1 comment 2

3 Peers

- Survey received, no comment provided (2)
- Peer1 comment 2

1 Supervisor

• Supv1 - comment 2

1 Self

• SMPE - self - comment 2

1 Supervisor 2

• Supv2 - comment 2

2 Others

- Survey received, no comment provided
- Others1 comment 2

What does this person do that should be stopped?

3 Direct Reports

- Survey received, no comment provided (2)
- DR1 comment 3

3 Peers

- Survey received, no comment provided (2)
- Peer1 comment 3

1 Supervisor

• Supv1 - comment 3

1 Self

• SMPE - self - comment 3

1 Supervisor 2

• Supv2 - comment 3

2 Others

- Others1 comment 3
- Survey received, no comment provided

Development Plan Template



Print or photocopy this page for additional development items and/or actions.

Development Item
·
Development Action
Bevelopment Auton
What action are you going to take?
what action are you going to take:
How will you know you're improving? (Success Indicators)
How will you know you're improving? (Success indicators)
Milest recourses do you need?
What resources do you need?
Complete action by
Complete action by