Feedback Report

HayGroup

Sales Manager Model

John Sample
Hay Group
01/25/08

Introduction

This report will provide you with the results of the competency survey that you and the people whom you asked for feedback recently completed.

What Is a "Competency"?

A competency is a measurable characteristic of a person that is related to effective performance in a specific job role.

What This Survey Measures

This survey measures a group of competencies selected as most likely to make a performance difference in your current work. The competencies in this survey were selected by a careful analysis of effective and less effective performance from intensive interviews with people in your job or role.

A Balanced Portfolio

The competencies in this survey are organized in clusters related to aspects of your job or role. Although each of the competencies is important, you may not have to master every one to be successful. Depending on your situation, there is a combination of competencies that will help you to be most effective. Think about your challenges or key job situations and determine those competencies that are essential to your success.

How This Report Is Organized

This report is organized into a number of sections ranging from summary data to a very detailed analysis of item responses. The sections include the following:

- Competency Model Reference—definitions and descriptions of the competencie competencies measured in this survey

- Data Validity—summarizes the source and quality of the feedback data, as data, as well as the agreement within rater groups

- Portfolio Summary—summarizes your strengths and areas for improvement improvement across the clusters of competencies

- Competency Detail—provides definitions, levels, and scores by rater group group for each competency

- Item Frequency Report—provides a distribution of ratings by rater group for group for each item in the survey

- Verbatim Comments—written comments about your behavior and performance performance from those who provided you with feedback

Interpreting Your Feedback

A guide to what you'll see in your competency portfolio

Interpreting the Portfolio Summary

The Portfolio Summary provides an overview of your strengths and areas for improvement. All the competencies measured in this report are listed and organized by cluster.

Competency Scores

To the right of each competency, you will see Avg. Total Others Rating. This is the mean score from everyone, excluding yourself, who provided you with feedback.
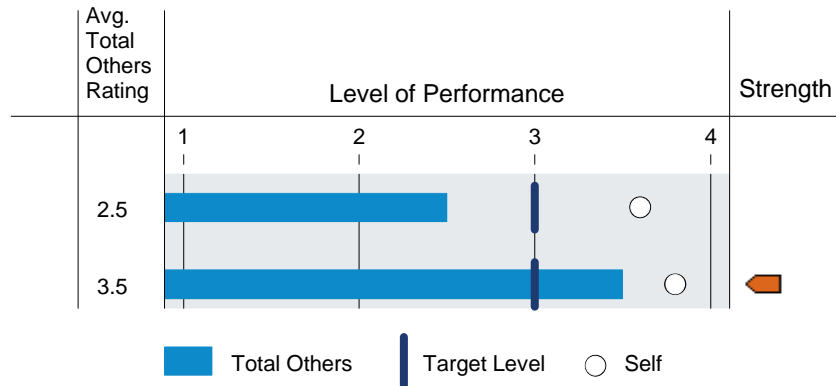
The bars represent your Total Others score. The circle represents your rating, or how you saw yourself on that competency. The vertical line represents the target level for the competency.

When the Total Others bar matches or is to the right of the Target Level line, the competency is considered a strength. In this case, an arrow will appear for that competency under the strength column.

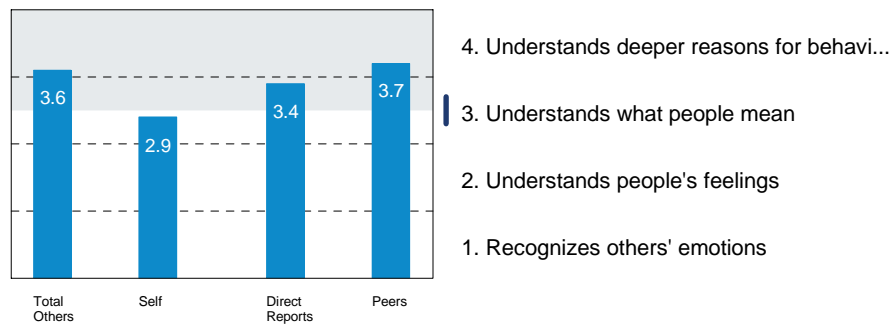## Interpreting the Competency Detail Report

The competency detail report provides scores by rater group for each of the competencies measured in this report.

Competency Scales: To the right of the graph, the specific behaviors for each competency are arranged in a scale of increasing intensity, sophistication, complexity, or completeness. These scales also reflect the manner in which people tend to develop the competency, with the easier behaviors at the bottom of the scale and the hardest at the top. For each group of people who provided feedback you receive a single-scale score that reflects their overall opinion, with the items from the "higher" part of the scale weighted more heavily. This score is shown as a bar on a graph for each competency.

Continued

Interpreting Your Feedback

A guide to what you'll see in your competency portfolio

4. Understands deeper reasons for behavi...

3. Understands what people mean

2. Understands people's feelings

1. Recognizes others' emotions

Total Others: 3.6
Self: 2.9
Direct Reports: 3.4
Peers: 3.7

Target Levels: For each competency, a desirable level has been selected to represent the level at which use of the competency is likely to produce better performance in your job or role. This level is indicated by the shaded area of the graph.

Sales Manager Model

Managing Yourself

- Empathy
- Self Control
- Self Confidence

Managing Your Team

- Developing Others
- Holding People Accountable
- Team Leadership
- Fostering Teamwork

Managing the Sales Process

- Results Orientation
- Initiative
- Customer Service Orientation
- Influencing Others

Introduction to your Survey Results

Summarizes the source and quality of the feedback data

This report is based on the responses of 6 individuals as shown below.

6 questionnaires were returned in time to be included in this feedback.

The responses were collected between 01/30/2006 and 03/10/2006.

	Questionnaires			Familiarity		Agreement	
	Distb.	Rcvd.	Prcsd.	Low ___ High		Low ___ High	
Self	1	1	1				
Direct Reports	5	3	3	▬▬▬▬		▬▬▬▬▬	
Peers	2	2	2	▬▬▬		▬▬▬▬▬	

Rater Familiarity

When making their ratings, raters indicated their familiarity with your job performance and their frequency of work-related contact with you. Responses to these questions were used to determine the credibility of the ratings. The credibility of the ratings for each perspective is reported above.
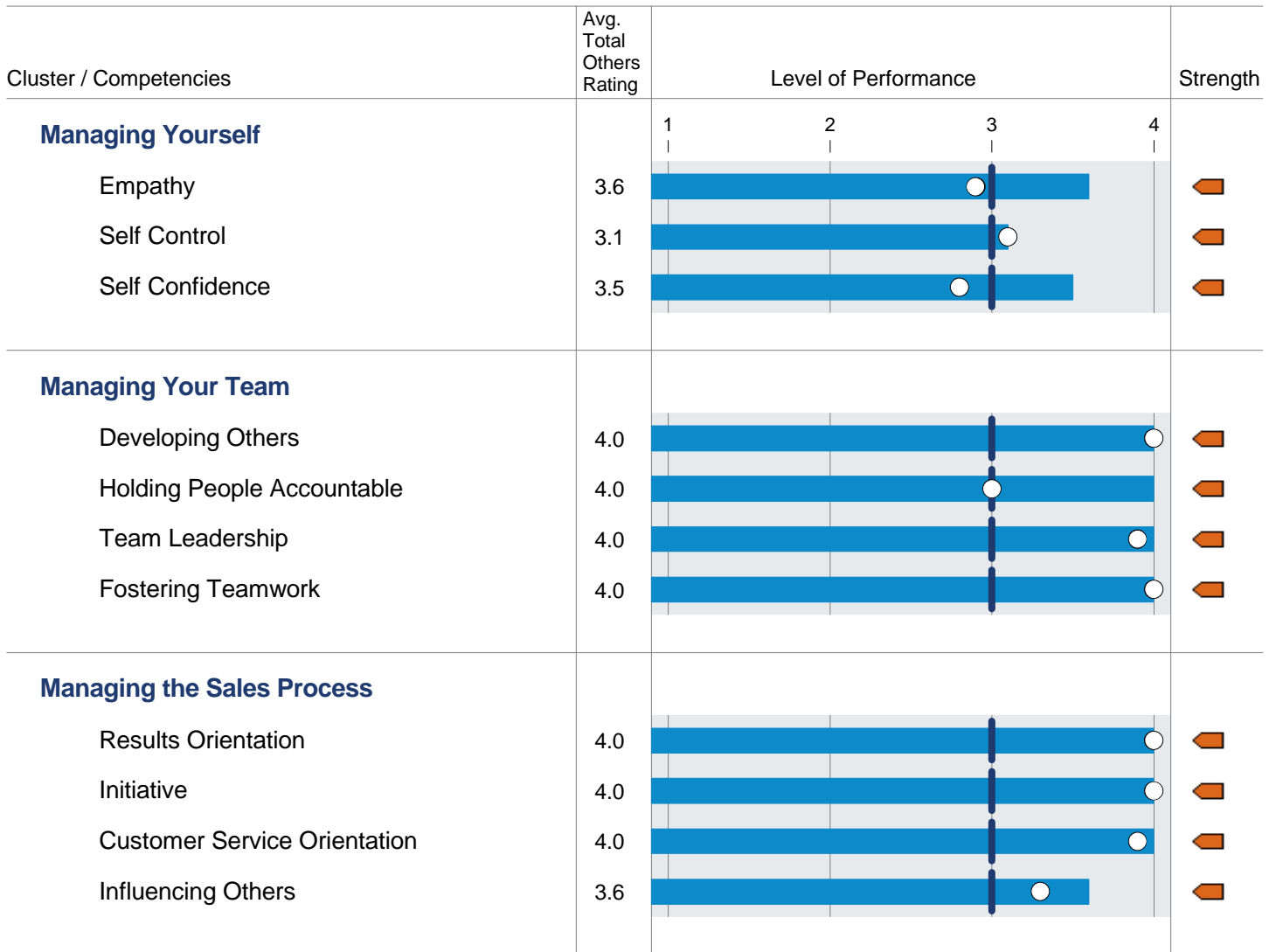
The higher the credibility, the more attention you should pay to the ratings. Low credibility can occur when raters report that they are relatively unfamiliar with your job performance, or have relatively infrequent work-related contact with you (or both). You should place less weight on feedback from perspectives with low to moderate credibility.

Rater Agreement

The level of rater agreement for perspectives with two or more raters is reported above. The higher the agreement, the more consistent the ratings within the perspective.

Agreement can be low for a number of reasons. Low agreement may indicate that some raters are less familiar with your performance than others. Low agreement may also indicate that the raters interact with you in different situations and see different aspects of your behavior. If the agreement for a perspective is low or moderate you should take time to consider the likely cause of the inconsistency and to adjust your evaluation of the feedback appropriately.

Portfolio Summary

Cluster / Competencies	Avg. Total Others Rating	Level of Performance	Strength
Managing Yourself			
Empathy	3.6		◖
Self Control	3.1		◖
Self Confidence	3.5		◖
Managing Your Team			
Developing Others	4.0		◖
Holding People Accountable	4.0		◖
Team Leadership	4.0		◖
Fostering Teamwork	4.0		◖
Managing the Sales Process			
Results Orientation	4.0		◖
Initiative	4.0		◖
Customer Service Orientation	4.0		◖
Influencing Others	3.6		◖

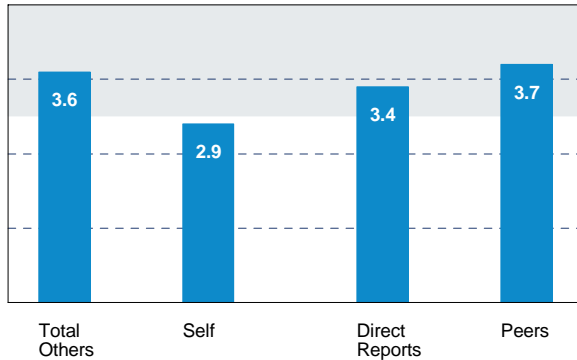Level of Performance scale: 1 2 3 4

Legend: ▮ Total Others   ▌ Target Level   ◯ Self

Managing Yourself

Target Level
Strength

Empathy

Recognizes and responds to others' feelings and concerns.

3.6 Total Others	4. Understands deeper reasons for behavior
2.9 Self	3. Understands what people mean
3.4 Direct Reports	2. Understands people's feelings
3.7 Peers	1. Recognizes others' emotions

Self Control

Recognizes and manages one's emotions and strong feelings under stress or when provoked.
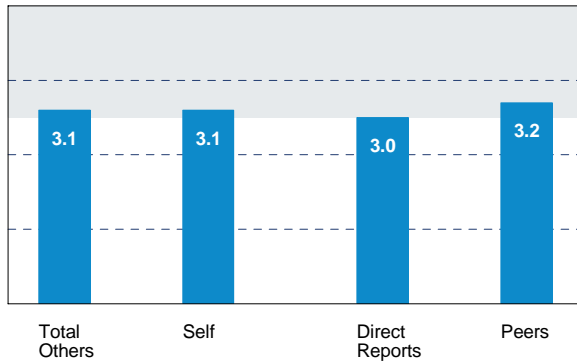
4. Calms others

3. Responds constructively

2. Responds calmly

1. Holds Back

Total Others **3.1** Self **3.1** Direct Reports **3.0** Peers **3.2**

Self Confidence

Possesses confidence in one's ability to meet challenges and make the right decisions.
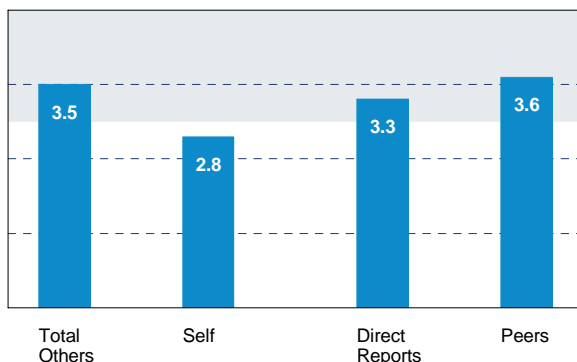
4. Confronts others

3. Takes on challenges

2. Confident in own ability

1. Acts independently

Total Others **3.5** Self **2.8** Direct Reports **3.3** Peers **3.6**

Managing Your Team

Target Level

Strength

Developing Others

Helps others increase capabilities, maximize their potential or recognize options.
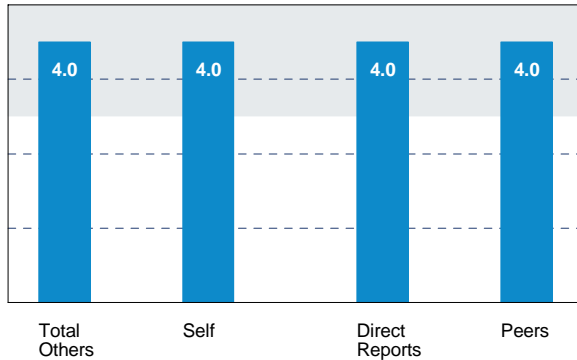
4. Coaches

3. Develops people with specific feedback

2. Gives directions or makes helpful suggestions

1. Expresses positive expectations

Holding People Accountable

Provides task focus and direction, ensures others understand performance standards.
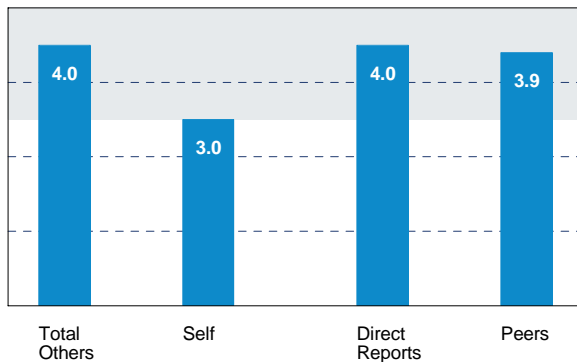
4. Takes corrective measures to ensure compliance

3. Sets clear standards for high performance

2. Keeps people focused on tasks

1. Task clarity

Team Leadership

Creates an environment where people can work together to meet organizational goals.
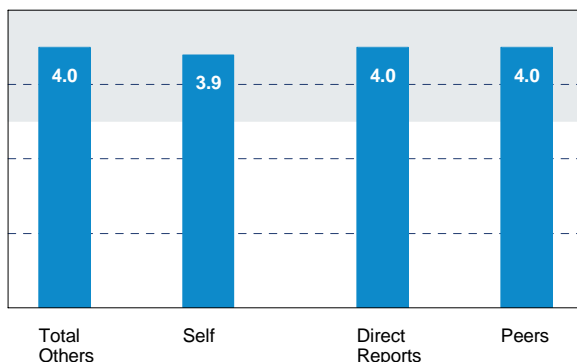
4. Uses team input to influence organization strategy

3. Motivates and energizes the team

2. Gets the team the resources it needs to do the job

1. Promotes team effectiveness

Managing Your Team

Target Level ❘
Strength ▬▶

▬▶ **Fostering Teamwork**

Promotes cooperation and collaboration between individuals and groups.

4.0	**4.0**	**4.0**	**4.0**	4. Encourages team members to share best practices
Total Others	Self	Direct Reports	Peers	3. Values others' input and expertise
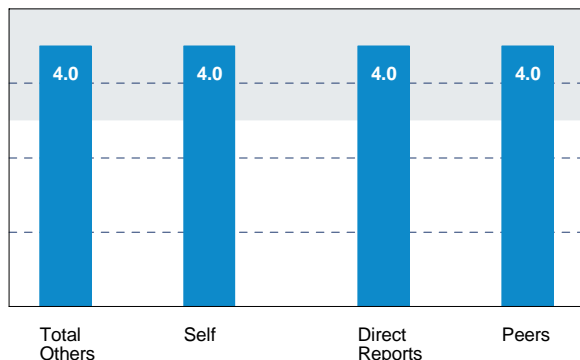
4. Encourages team members to share best practices

❘ 3. Values others' input and expertise

2. Encourages others

1. Has positive expectations

Managing the Sales Process

Target Level
Strength

Results Orientation

Focuses on improving performance, meeting goals, and producing results.

Total Others	Self	Direct Reports	Peers
4.0	4.0	4.0	4.0
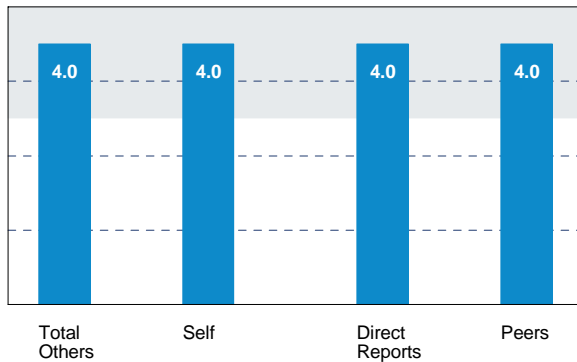
4. Makes cost benefit analysis

3. Sets measurable, challenging goals

2. Finds ways to improve sales approach

1. Tracks sales performance

Initiative

Sees opportunities and acts on them.

Total Others	Self	Direct Reports	Peers
4.0	4.0	4.0	4.0
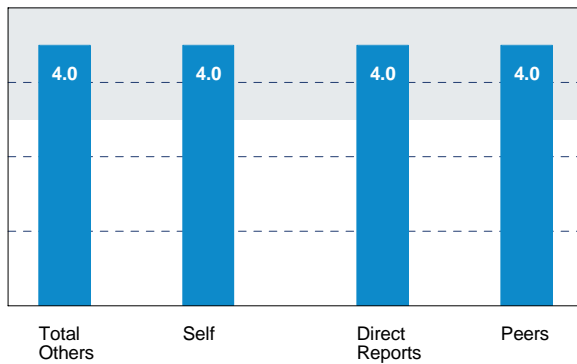
4. Takes a long-term view to sales

3. Creates business opportunities

2. Acts decisively

1. Takes action

Customer Service Orientation

Understands customers' needs and responds promptly and appropriately; is seen as a valued partner.

Total Others	Self	Direct Reports	Peers
4.0	3.9	4.0	4.0
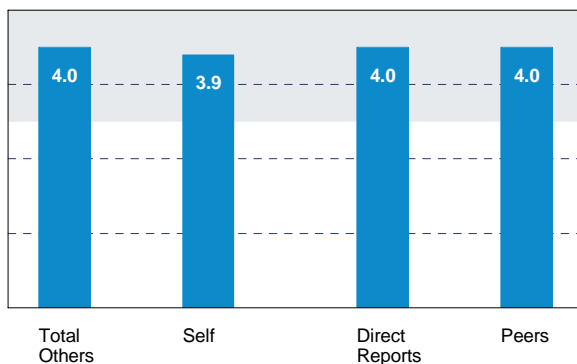
4. Acts as customer's advocate within the company

3. Demonstrates company's commitment to the customer

2. Pushes sales people to be responsive to customers

1. Supports sales people in meeting customers' needs

Managing the Sales Process

Target Level
Strength

⇨ Influencing Others

Persuades, convinces, or influences others to change their viewpoint or accept a desired course of action.

3.6	3.3	3.1	4.0
Total Others	Self	Direct Reports	Peers
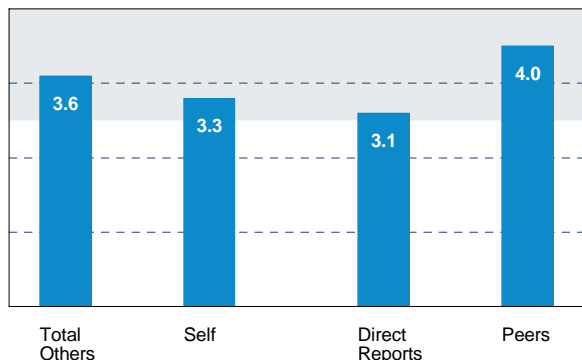
4. Uses complex influence strategies

3. Calculates impact of actions or words

2. Uses several methods of direct persuasion

1. Uses direct persuasion

Item Frequency Report
Managing Yourself Cluster

			Self			Direct Reports			Peers		
			Slightly	Somewhat	Very	Slightly	Somewhat	Very	Slightly	Somewhat	Very
Level	**Item #**	**Empathy**									
1	16	Fails to notice other peoples' emotional reactions.	1			1	1	1	1		1
2	20	Understands how people are feeling.			1	1	1	1		1	1
3	46	Understands unspoken thoughts, concerns, or feelings.	1				1 1	1	1		1
3	53	Picks up on unspoken messages.	1				1	2		1	1
4	28	Understands the underlying reasons for people's concerns.			1		1	2		1	1

			Self			Direct Reports			Peers		
			Slightly	Somewhat	Very	Slightly	Somewhat	Very	Slightly	Somewhat	Very
Level	**Item #**	**Self Control**									
1	6	Refrains from acting impulsively or without thought.			1		1	2			2
2	40	Responds calmly in stressful situations.			1		1	2			2
3	18	Keeps functioning or responds constructively despite ongoing stress.			1	*	1	1		1	1
3	52	Is unable to produce desired results when situations become stressful.	1			3			2		
4	13	In stressful situations, calms others as well as controls own emotions.			1		1	2			2

* Indicates that some of your assessors did not respond to this item

| Target Level

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Item Frequency Report
Managing Yourself Cluster

Level	Item #	Self Confidence	Self Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very
1	41	Is reluctant to act independently.	1			1 1	1		1	1	
2	38	States confidence in own ability and judgement.	1					1 2	1		1
3	2	Remains optimistic in the face of competition.			1			1 2			2
3	36	Is excited by new, challenging tasks or situations.			1			1 2			2
4	11	Confronts management or clients bluntly.	1			2	1		1	1	

* Indicates that some of your assessors did not respond to this item

| Target Level

Item Frequency Report
Managing Your Team Cluster

Level	Item #	Developing Others	Self — Slightly	Self — Somewhat	Self — Very	Direct Reports — Slightly	Direct Reports — Somewhat	Direct Reports — Very	Peers — Slightly	Peers — Somewhat	Peers — Very
1	27	Makes positive comments regarding others' abilities or potential even in "difficult " cases.			1		2	1		1	1
2	7	Gives helpful directions and/or suggestions to accomplish a task.		1			1	2			2
3	19	Avoids giving constructive or critical feedback.	1			1	1	1	1	1	
3	51	Develops people with specific, positive or balanced feedback.		1			2	1		1	1
4	45	Provides on-going mentoring or coaching.		1			2	1			2

Level	Item #	Holding People Accountable	Self — Slightly	Self — Somewhat	Self — Very	Direct Reports — Slightly	Direct Reports — Somewhat	Direct Reports — Very	Peers — Slightly	Peers — Somewhat	Peers — Very
1	33	Makes needs and requirements clear.		1			2	1		1	1
2	21	Insists that sales people find ways to overcome obstacles.		1			1	2		1	1
3	3	Publicly monitors performance against clear standards.			1		2	1		1	1
3	37	Holds people accountable for performance.			1		3				2
4	23	Confronts others openly and directly about performance problems.	1			1	1	1	1		1

* Indicates that some of your assessors did not respond to this item

| Target Level

Item Frequency Report
Managing Your Team Cluster

			Self			Direct Reports			Peers		
			Slightly	*Somewhat*	*Very*	*Slightly*	*Somewhat*	*Very*	*Slightly*	*Somewhat*	*Very*
Level	**Item #**	**Team Leadership**									
1	4	Takes action to help the team work better.			1		1	2			2
2	14	Gets the team the resources it needs to do the job.			1			3			2
3	15	Motivates the team to reach its goals.			1			3			2
3	32	Communicates a compelling vision that generates enthusiasm and commitment.			1			3			2
4	30	Represents the team's position within the broader organization.			1	*		2			2

			Self			Direct Reports			Peers		
			Slightly	*Somewhat*	*Very*	*Slightly*	*Somewhat*	*Very*	*Slightly*	*Somewhat*	*Very*
Level	**Item #**	**Fostering Teamwork**									
1	22	Expresses positive expectations of the team.			1			3			2
2	29	Publicly credits others who have performed well.			1			3			2
3	24	Celebrates successes within the team.			1		1	2			2
3	44	Solicits ideas and opinions from team.			1		1	2			2
4	42	Encourages team members to share their best practices.			1			3			2

* Indicates that some of your assessors did not respond to this item

| Target Level

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Item Frequency Report
Managing the Sales Process Cluster

Level	Item #	Results Orientation	Self Slightly	Self Somewhat	Self Very	Direct Reports Slightly	Direct Reports Somewhat	Direct Reports Very	Peers Slightly	Peers Somewhat	Peers Very
1	55	Tracks sales performance in clear and useful ways.		1			1	2			2
2	39	Finds ways for sales force to be more efficient and effective.		1		*		2		1	1
3	8	Sets measurable, challenging goals.			1		1	2			2
3	35	Sets unrealistic goals.	1			2	1		2		
4	25	Makes decisions based on the potential return-on-investment.			1		1	2			2

Level	Item #	Initiative	Self Slightly	Self Somewhat	Self Very	Direct Reports Slightly	Direct Reports Somewhat	Direct Reports Very	Peers Slightly	Peers Somewhat	Peers Very
1	50	Is slow to take action on opportunities or problems.	1			3			1	1	
2	47	Is decisive.			1			3			2
3	10	Actively seeks out business opportunities.			1		1	2		1	1
3	49	Addresses potential issues before they become problems.			1		2	1		1	1
4	54	Focuses efforts on the immediate at the expense of long term gain.	1			1	2		1	1	

* Indicates that some of your assessors did not respond to this item

| Target Level

Item Frequency Report
Managing the Sales Process Cluster

			Self			Direct Reports			Peers		
			Slightly	*Somewhat*	*Very*	*Slightly*	*Somewhat*	*Very*	*Slightly*	*Somewhat*	*Very*
Level	**Item #**	**Customer Service Orientation**									
1	12	Provides support for meeting customers' needs.			1			3			2
2	9	Encourages sales force to be responsive to customers.			1			3			2
3	26	Personally meets customers to demonstrate the company's commitment to them.			1		1 1	1	*		1
3	48	Listens to customers to better understand their needs.			1	*		1 1		1	1
4	17	Acts as customer's advocate within the company.			1		1	2		1	1

			Self			Direct Reports			Peers		
			Slightly	*Somewhat*	*Very*	*Slightly*	*Somewhat*	*Very*	*Slightly*	*Somewhat*	*Very*
Level	**Item #**	**Influencing Others**									
1	1	Uses direct methods to persuade others: facts, data, and logical reasoning.			1		1	2		1	1
2	31	Make repeated and varied attempts to gain support for own point of view.	1			1 1		1		1	1
3	5	Convinces by appealing to other's interest.			1		1	2		1	1
3	43	Takes a dramatic or symbolic action to make a specific impact.			1		1 1	1		1	1
4	34	Assembles coalitions or builds "behind-the-scene" support to influence others.			1	*	1	1	*		1

* Indicates that some of your assessors did not respond to this item

| Target Level

Verbatim Comments

Please list this person's key strengths.

Self

1.builds strong individual relationships 2.establishes clear vision and goals 3.recruits talented people- develops and rewards them 4.allows talent to soar with their strengths and take risks 5.focuses on results/performance- not easily distracted 6.motivated to be the best - never settle. bias toward action once the issues are understood

Direct Reports

Leadership, empowering management style, Great Thinker, Great planner

Integrity. John's a motivator, and an incredible leader. John has the ability to raise the level of the game and make direct reports perform better and develop themselves.

very clear in setting objectives understands product side/ 'gets' talent commands respect- makes you want to please him w/ your efforts Has a large industry view stable, consistent management style-personality

Strong leadership characteristics, and does a great job of inspiring his team to succeed. He is very knowlegdeable, has great instincts, and uses them well. His success speaks for itself.

Peers

A great communicator. A great leader. Knows how to movitate people!

strategic vision, curiosity, maturity, focus

Please list specific areas where this person needs to improve, and what would be the payoffs if this person made these improvements?

Self

1.communicate the vision and goals more regularly which would help the organization perform 2.be more direct feedback on constructive ways to improve so others were clear- 3.communicate clear expectations in writing so goals are clear and listen to see if person feels they are able to succeed -improves managing the process deepens understanding on their commitment-no surprises

Continued

Verbatim Comments

Direct Reports

John is a very polished manager and is as good a manager as I have ever been around.

Sometimes different members of he team are praised for the same qualities that are criticized in other members, which creates a sense that he may "play favorites." It can sometimes seem that during times when he is being more critical of one's work, that he has forgotten about their positive contributions, and can make the person feel they are not a key part of the team in the same way as others. Criticism is necessary, but if a person feels like they have been moved to "outsider" status, it is demotivating. This is especially true if the critiques are for things that are tolerated or even appreciated from others on the team. There is also sometimes too much emphasis on procedure, and not enough on results. Overall, though, a very good person to work for.

Not a lot of chinks in John's armor. If there was one area I had to come up with it would be for John to exhibit more long-term committment to the organization- I realize this may not be possible given personal/ family comitmments. But by doing so, it would foster more trust- calm uncertainty- add to his stature as our leader. Let his

Peers

Seems to need a lot of meetings. Maybe one less meeting a day?

better interpersonal communications. Not always as clear he should be. The payoffs are obvious.

Competency Development Goal Setting

Focusing your personal development efforts

Competency Development

Superior performers are best characterized not so much by their total number of strengths but by the pattern of their strengths across clusters of critical competencies. You will be most effective if you work to develop strengths in each of the clusters comprising the competency model.

You should focus your development efforts at attaining higher levels of critical behaviours in those behaviours you have selected as being most important to you in meeting the challenges of your current position.

Complete this worksheet to help you select those behaviours on which to focus your development.

1. What are the one or two things you would like to do differently to achieve better results in your job?

    _____

    _____

    _____

2. On a scale of 1-10, how personally invested are you in each of these?

    _____

3. What are the one or two behaviours that if consistently demonstrated will help you achieve those intended results?

    _____

    _____

4. What specific goals will you set for yourself to make you more successful?

    _____

    _____

    _____

5. What are the key things you need to do to achieve these goals?

    _____

    _____

    _____

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Competency Development Goal Setting

Focusing your personal development efforts

6. How will you deal with setbacks that may interfere with achievement of your goals?

   _____

   _____

   _____

7. What kind of support will you need to be successful in meeting these goals?

   _____

   _____

   _____

8. What steps will you take to get this support?

   _____

   _____

   _____

9. By what date will you achieve measurable progress toward achieving these goals?

   _____

   _____

   _____

10. What will your performance and that of the organization's look like when you reach your goals?

   _____

   _____

   _____

For more information contact:
Professional Learning Systems - 513.772.5115
http://www.professional-learning.com