Feedback Report

HayGroup

Sales Model

Steve Sample

Hay Group Accreditation Programs

06/18/02

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 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 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.
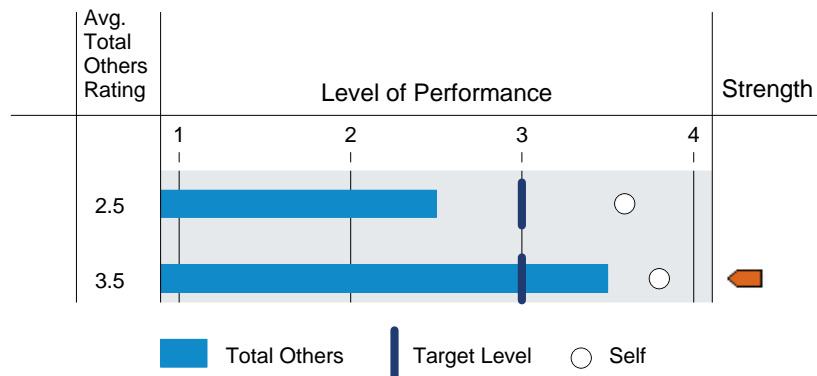
The bars represent your Total Others score. The circle represents your rating, or how you saw yourself on that competency. The vertical line represents the target level for the competency.

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. Calms others

3. Responds constructively

2. Responds calmly

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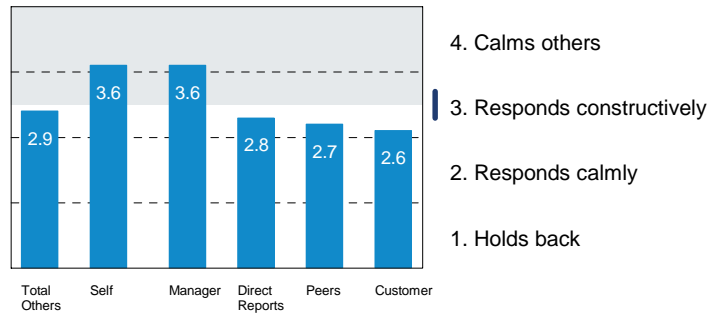
Target Levels: For each competency, a desirable level has been
selected to represent the level at which use of the competency is
likely to produce better performance in your job or role. This level
is indicated by the shaded area of the graph.

Sales Model

Managing Yourself

- Self Control
- Self Confidence
- Resilience

Managing the Sales Process

- Results Orientation
- Initiative
- Information Seeking
- Problem Solving

Managing the Customer Relationship

- Empathy
- Networking
- Influencing Others
- Customer Service Orientation

Introduction to your Survey Results

Summarizes the source and quality of the feedback data

This report is based on the responses of 10 individuals as shown below.

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

The responses were collected between 06/18/2002 and 08/08/2003.

	Questionnaires			Familiarity		Agreement	
	Distb.	Rcvd.	Prcsd.	Low ——— High		Low ——— High	
Self	1	1	1				
Manager	1	1	1	▬▬▬▬			
Direct Reports	3	3	3	▬▬▬		▬▬▬▬	
Peers	3	3	3	▬▬▬		▬▬▬▬	
Customer	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.
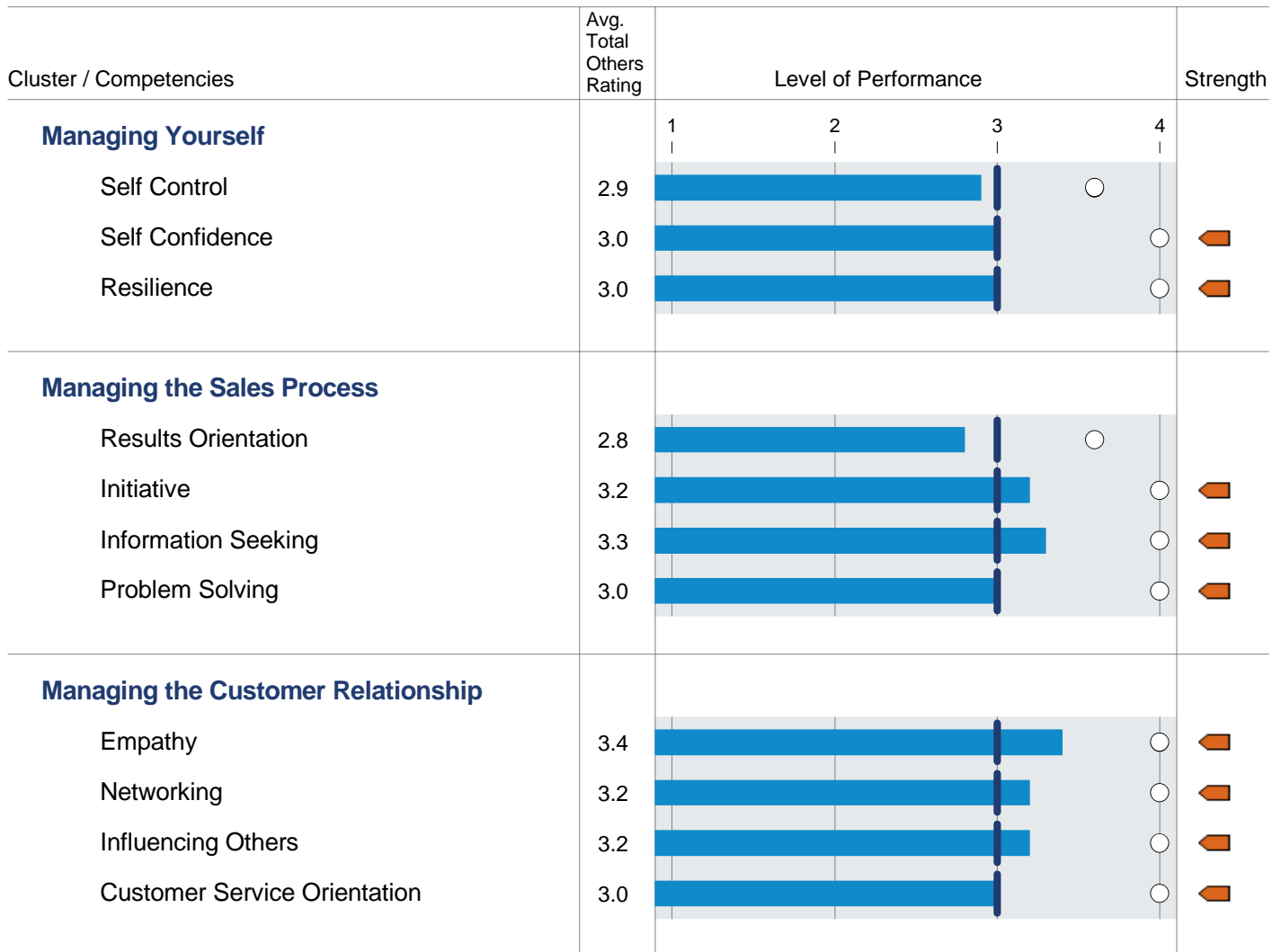
The higher the credibility, the more attention you should pay to the ratings. Low credibility can occur when raters report that they are relatively unfamiliar with your job performance, or have relatively infrequent work-related contact with you (or both). You should place less weight on feedback from 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.

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Portfolio Summary

Cluster / Competencies	Avg. Total Others Rating	Level of Performance	Strength
Managing Yourself			
Self Control	2.9		
Self Confidence	3.0		◀
Resilience	3.0		◀
Managing the Sales Process			
Results Orientation	2.8		
Initiative	3.2		◀
Information Seeking	3.3		◀
Problem Solving	3.0		◀
Managing the Customer Relationship			
Empathy	3.4		◀
Networking	3.2		◀
Influencing Others	3.2		◀
Customer Service Orientation	3.0		◀

Legend: ▮ Total Others | Target Level ○ Self

Managing Yourself

Target Level
Strength

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
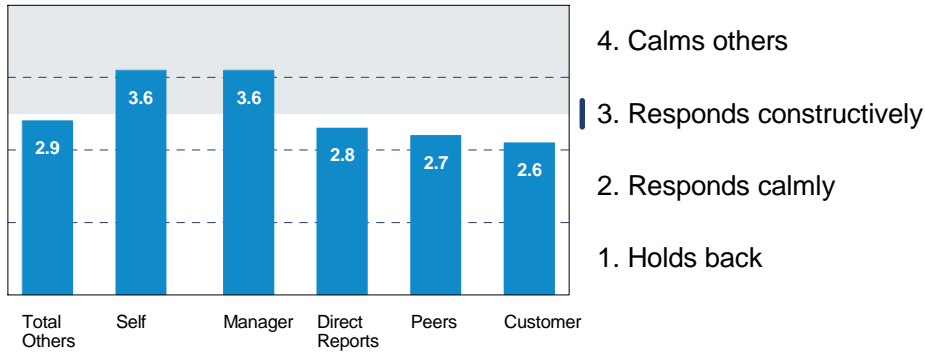
Self Confidence

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

4. Says no

3. Takes on challenges

2. Confident in own ability

1. Acts independently
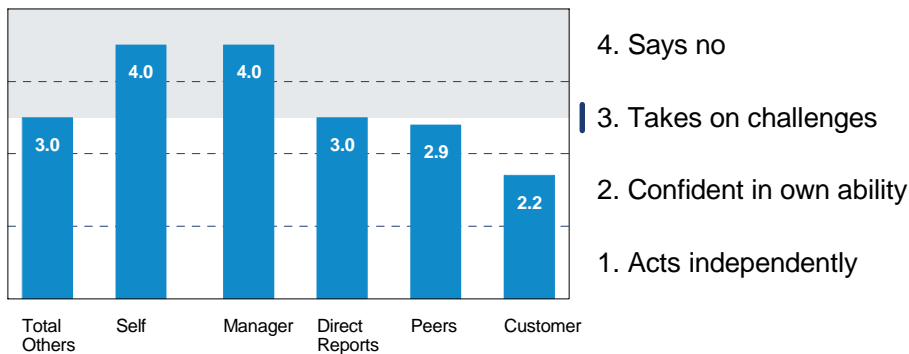
Resilience

Deals positively with adversity.

4. Maintains optimism

3. Is resilient

2. Learns from mistakes

1. Handles rejection

Managing the Sales Process

Target Level
Strength

Results Orientation

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

4. Focuses on profitable opportunities

3. Sets measurable, challenging goals

2. Finds ways to improve sales approach

1. Tracks sales performance

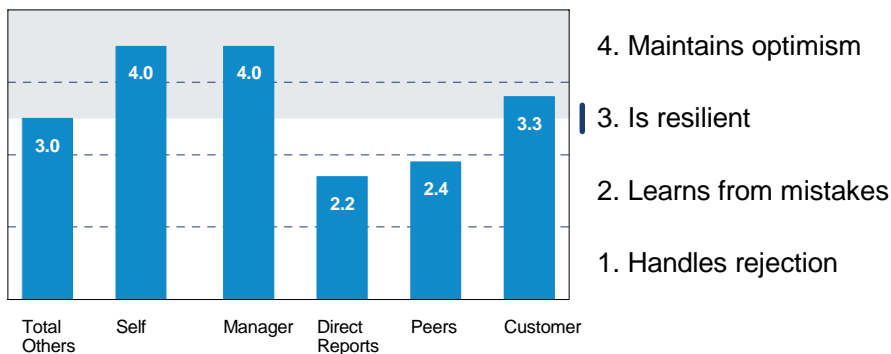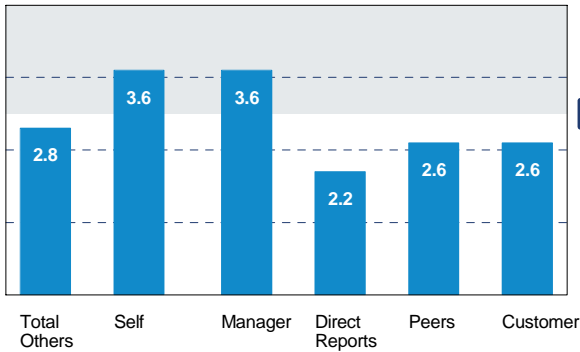|	Total Others	Self	Manager	Direct Reports	Peers	Customer
	2.8	3.6	3.6	2.2	2.6	2.6

Initiative

Sees opportunities and acts on them.
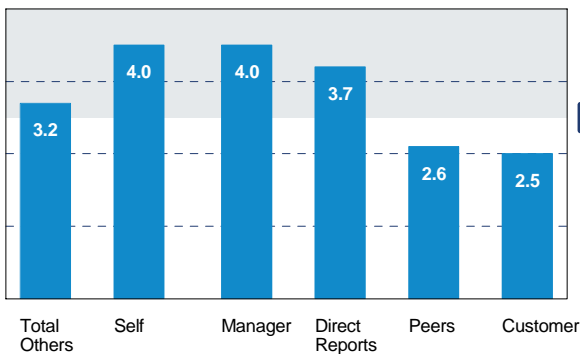
4. Takes a long-term approach to sales

3. Acts on sales opportunities

2. Acts decisively

1. Takes action

	Total Others	Self	Manager	Direct Reports	Peers	Customer
	3.2	4.0	4.0	3.7	2.6	2.5

Information Seeking

Gathers facts, ideas and opinions needed for analyzing situations, solving problems or making decisions.
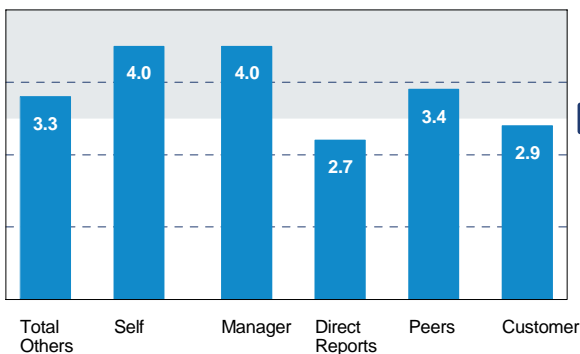
4. Uses systems to keep current

3. Collects relevant information

2. Calls on contacts

1. Asks questions

	Total Others	Self	Manager	Direct Reports	Peers	Customer
	3.3	4.0	4.0	2.7	3.4	2.9

Managing the Sales Process

Target Level
Strength

Problem Solving

Identifies problems and tests alternative solutions to achieve the best outcome.

4. Creates solutions

3. Analyzes and tests alternatives

2. Recognizes patterns

1. Objectively identifies problems
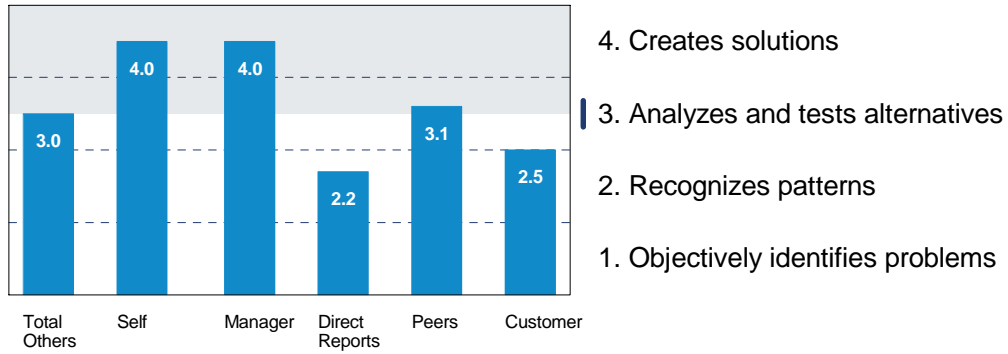
Managing the Customer Relationship

Target Level ▮
Strength ▸

Empathy

Recognizes and responds to others' feelings and concerns.

Total Others	3.4
Self	4.0
Manager	4.0
Direct Reports	3.6
Peers	2.8
Customer	3.1
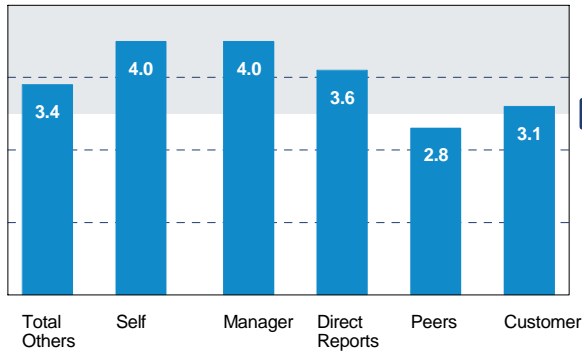
4. Understands deeper reasons for behavior

3. Understands what people mean

2. Understands people's feelings

1. Recognizes others' emotions

Networking

Develops contacts and relationships to facilitate getting work done and expand one's opportunities.

Total Others	3.2
Self	4.0
Manager	4.0
Direct Reports	2.6
Peers	3.1
Customer	3.0
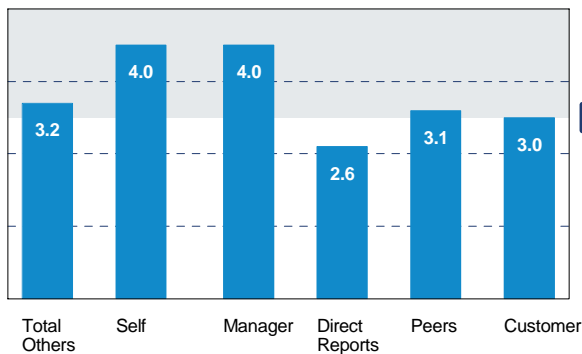
4. Maintains an extensive network

3. Uses contacts

2. Establishes contacts

1. Builds rapport

Influencing Others

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

Total Others	3.2
Self	4.0
Manager	4.0
Direct Reports	2.6
Peers	2.8
Customer	3.5
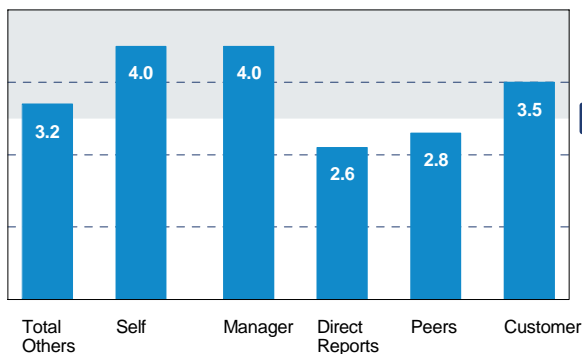
4. Uses complex influence strategies

3. Calculates impact of actions or words

2. Uses several methods of direct persuasion

1. Uses direct persuasion

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Managing the Customer Relationship

▶ Customer Service Orientation

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

4. Acts as customers' advocate within the company

3. Is trusted advisor

2. Demonstrates commitment to the customer

1. Provides prompt service
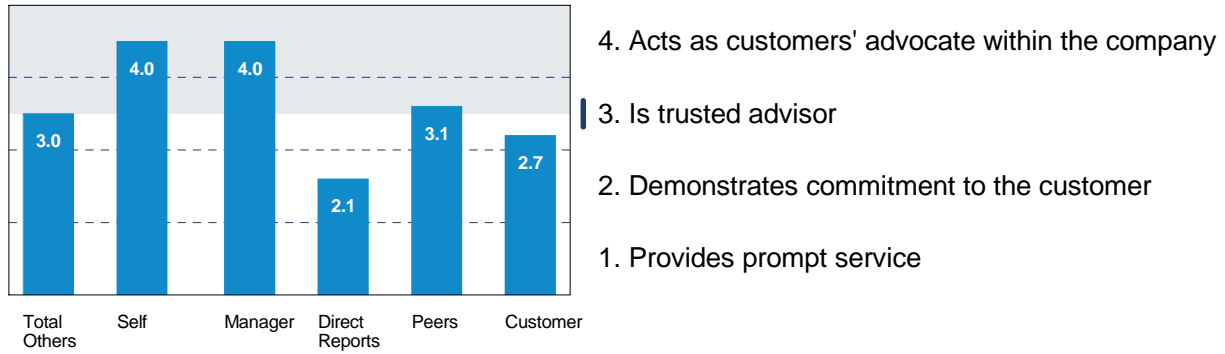
Item Frequency Report
Managing Yourself Cluster

Level	Item #	Self Control	Self / Manager Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very	Customer Slightly	Somewhat	Very
1	21	Refrains from acting impulsively or without thought.			①		1	2		2	1			2
2	45	Responds calmly in stressful situations.			①		1	2		1	2		1	1
3	18	Is unable to produce desired results when situations become stressful.			①	1	2		1	2			1	1
3	46	Keeps functioning or responds constructively despite ongoing stress.			①		1	2		2	1		1	1
4	4	In stressful situations, calms others as well as controls own emotions.			①		3			1	2			2

Level	Item #	Self Confidence	Self / Manager Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very	Customer Slightly	Somewhat	Very
1	22	Is reluctant to act independently.			①	1	2			2	1		1	1
2	14	States confidence in own ability and judgement.			①		1	2		2	1			2
3	17	Remains optimistic in the face of competition.			①		1	2		2	1	*		1
3	52	Is excited by new, challenging tasks or situations.			①		2	1		3			1	1
4	27	Is able to say no to unreasonable requests from customers.			①		1	2	1	1	1		1	1

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

❘ Target Level

◯ Self Score

Item Frequency Report
Managing Yourself Cluster

Level	Item #	Resilience	Self / Manager Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very	Customer Slightly	Somewhat	Very
1	32	Doesn't take rejection personally.		①			3		1	2			1	1
2	36	Reviews past mistakes to ensure they will not be repeated.		①		1		2	1	2			1	1
3	35	Bounces back quickly after a disappointment.		①			3			2	1			2
3	37	After a setback looks for different approaches.		①		2	1		1	1	1		1	1
4	40	Maintains optimism in the face of difficult sales situations.		①			3			2	1		1	1

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

❙ Target Level

◯ Self Score

Item Frequency Report
Managing the Sales Process Cluster

Level	Item #	Results Orientation	Self / Manager Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very	Customer Slightly	Somewhat	Very
1	23	Tracks sales performance against goals.			①		1	2	1	1	1	*		1
2	2	Finds ways to be more efficient and effective.			①		3			1	2		1	1
3	28	Sets unrealistic goals.			①	1	2			2	1	1	1	
3	42	Sets measurable, challenging goals.			①	1		2	*	1	1		1	1
4	8	Focuses on the sales opportunities with the greatest return.			①	2	1			1	2		1	1

Level	Item #	Initiative	Self / Manager Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very	Customer Slightly	Somewhat	Very
1	39	Is slow to take action on opportunities or problems.			①	3			1	1	1		1	1
2	19	Is decisive.			①		1	2		1	2	*	1	
3	30	Finds new or unusual ways to create sales opportunities.			①	*	2			3		1		1
3	47	Actively seeks out sales opportunities.			①		1	2	*	2			1	1
4	55	Has a long-term perspective to the sales process.			①		3		3				1	1

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

| Target Level

◯ Self Score

Item Frequency Report
Managing the Sales Process Cluster

Information Seeking

Level	Item #	Information Seeking	Self / Manager (Slightly / Somewhat / Very)			Direct Reports (Slightly / Somewhat / Very)			Peers (Slightly / Somewhat / Very)			Customer (Slightly / Somewhat / Very)		
1	44	Asks questions to obtain additional information.			①		3			1	2		1	1
2	48	Calls on contacts to gather information for sales process.			①		1	2	2	1			2	
3	29	Collects and extracts useful information from available sources.			①	2	1			2	1	*		1
3	51	Uses publicly available information (e.g., Internet, newspapers, journals) to collect intelligence.			①		2	1	2	1			2	
4	50	Establishes on-going systems to obtain information and stay up-to-date.			①		2	1	2	1			1	1

Problem Solving

Level	Item #	Problem Solving	Self / Manager (Slightly / Somewhat / Very)			Direct Reports (Slightly / Somewhat / Very)			Peers (Slightly / Somewhat / Very)			Customer (Slightly / Somewhat / Very)		
1	10	Identifies the key issues in problems.			①		2	1			3		2	
2	15	Recognizes recurring patterns in customer situations.			①		3		2	1		1	1	
3	31	Carefully thinks through and tests possible solutions to a problem.			①	1	2			1	2	1		1
3	53	Evaluates the pros, cons, and consequences of various decision options.			①		2	1		3			2	
4	5	Creates a range of solutions that meet the needs of the situation.			①		2	1	1	2			1	1

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

| Target Level

◯ Self Score

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Item Frequency Report
Managing the Customer Relationship Cluster

Level	Item #	Empathy	Self / Manager Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very	Customer Slightly	Somewhat	Very
1	26	Fails to notice other peoples' emotional reactions.		①		1	2			3		*	1	
2	49	Understands how people are feeling.		①				3	2	1			2	
3	6	Picks up on unspoken messages.		①			1	2	1		2	1	1	
3	38	Understands unspoken thoughts, concerns, or feelings.		①		1		2	*	2		1		1
4	25	Understands the underlying reasons for people's concerns.		①		1		2	1	1	1		2	

Level	Item #	Networking	Self / Manager Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very	Customer Slightly	Somewhat	Very
1	41	Builds rapport through regular and routine contact.		①		3				2	1	1	1	
2	43	Establishes key contacts within the industry.		①			1	2	2	1			2	
3	7	Uses contacts for advice, help or to make a sale.		①			2	1	1	1	1		2	
3	54	Leverages contacts within customer organization to strengthen the relationship.		①			2	1	2	1		1	1	
4	13	Continuously seeks to broaden network of relationships.		①		1	2		2	1		1	1	

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

❘ Target Level

◯ Self Score

Item Frequency Report
Managing the Customer Relationship Cluster

Level	Item #	Influencing Others	Self / Manager Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very	Customer Slightly	Somewhat	Very
1	33	Uses direct methods to persuade others: facts, data, and logical reasoning.			①	1	2		1	1	1			2
2	20	Make repeated and varied attempts to gain support for own point of view.			①		3			1	2		2	
3	3	Takes a dramatic or symbolic action to make a specific impact.			①	1	2		1	2			2	
3	11	Convinces by appealing to other's interest.			①		3		1	1	1		1	1
4	34	Assembles coalitions or builds "behind-the-scene" support to influence others.			①		3		2	1		1		1

Level	Item #	Customer Service Orientation	Self / Manager Slightly	Somewhat	Very	Direct Reports Slightly	Somewhat	Very	Peers Slightly	Somewhat	Very	Customer Slightly	Somewhat	Very
1	12	Provides prompt resolution of customer problems.			①	2	1		1	1	1		1	1
2	9	Listens to customers to better understand their needs.			①		3		1		2		2	
3	1	Gives honest advice to the customer.			①	2	1		1	2			1	1
3	24	Is considered a trusted advisor by the customer.			①	1	2		1	1	1		1	1
4	16	Acts as customer's advocate within the company.			①	1	2			2	1		1	1

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

| Target Level

◯ Self Score

Verbatim Comments

Please list this person's key strengths.

Self
I feel that I excel with customer relations. Finding out what the client needs, and then catering to those needs.

Manager
Steven exhibits excellent awareness of changing trends in the market and makes this work to both the company's and the client's advantage. He is a good team leader and works well with others.

Direct Reports
Steven manages fairly. He sets the bar high, but will help you to reach those goals.

Steven is the best manager I have ever worked with.

Hard working. Dedicated. Very smart.

Peers
Steve is great at what he does.

Steve has no serious weaknesses.

Customer
Very professional. Dedicated. Informed. Honest.

Friendly. Highly competent.

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

Self
I need to be more patient with my subordinates. Need to realize and respect that everyone works at their own speed.

Manager
Steven exhibits excellent awareness of changing trends in the market and makes this work to both the company's and the client's advantage. He is a good team leader and works well with others.

Continued

Verbatim Comments

Direct Reports

Maybe could slow down a little.

I feel that the team would be happier if Steven didn't put so much pressure on us. He should try to organize his work better so that less stuff gets put on us.

Customer

If anything Steve might work too hard sometimes.

I wish that Steve would share more of his ideas with me. As a client I feel that he does not think it is his place to do so, but I'm certain he has some great ideas that would be helpful to hear.

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?

    _____

    _____

    _____

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?

_____

_____

_____