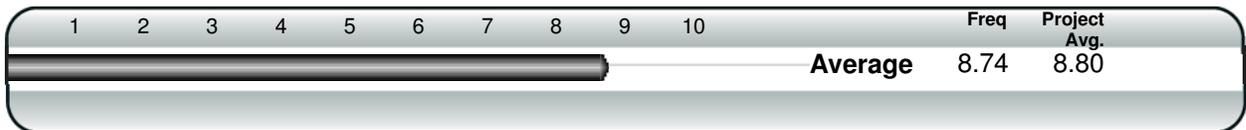## Table of Contents

Category Summary

This report section displays all category scores.

Results are displayed both as a bar graph and in numerical form. The category names appear on the left side of the page. Self-ratings are not included in these averages.
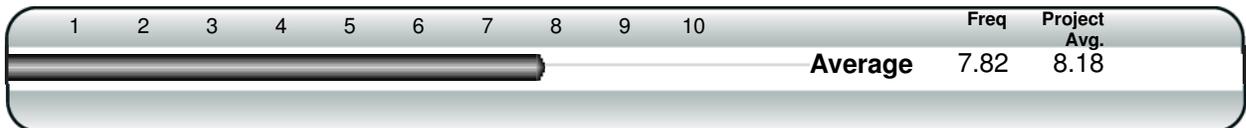
Column 1: Displays scores for the primary scale from highest to lowest. It represents the average of all item scores within each category; the bar graph also shows these averages.

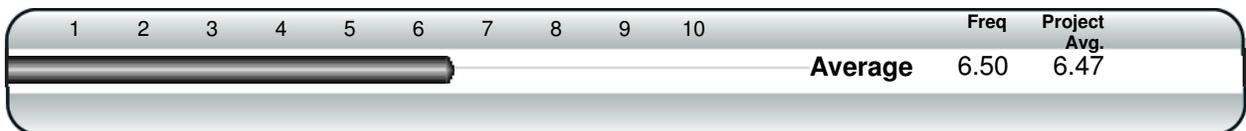Column 2: Displays the combined scores for all subjects in the project.

Employee Training Opportunities

1	2	3	4	5	6	7	8	9	10		Freq	Project Avg.
										Average	8.74	8.80

Appraising Performance

1	2	3	4	5	6	7	8	9	10		Freq	Project Avg.
										Average	7.82	8.18

Innovative Problem Solving

1	2	3	4	5	6	7	8	9	10		Freq	Project Avg.
										Average	6.50	6.47

Resolving Conflict

1	2	3	4	5	6	7	8	9	10		Freq	Project Avg.
										Average	4.79	6.22
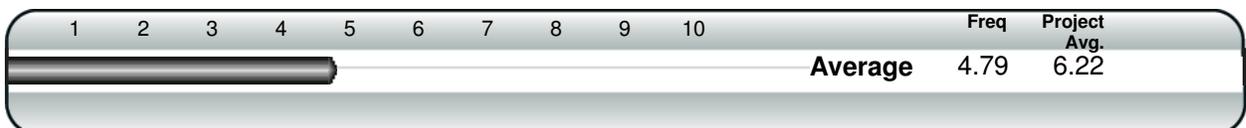
This section displays detailed information about the individual items, organized by category.

Results are displayed both as a bar graph and in numerical form. Self-ratings are displayed as a separate bar graph and are not included in the score.

The category name appears on the left, and the items related to the category are listed in the order in which they appear in the assessment.

Directly beneath each item statement is the distribution of ratings, which shows the number of respondents who gave ratings at each point on the scale (e.g., 2 people may have given a rating of 4, 3 people gave a rating of 5, etc.).

The horizontal bar graphs and corresponding number to the right display the item score on the primary scale, based on the relationship type. The first bar shows the overall score from all respondents. The second bar displays the rating the subject gave self, and the remaining bars show the average ratings given by each rater relationship (e.g., peer, manager, etc.).
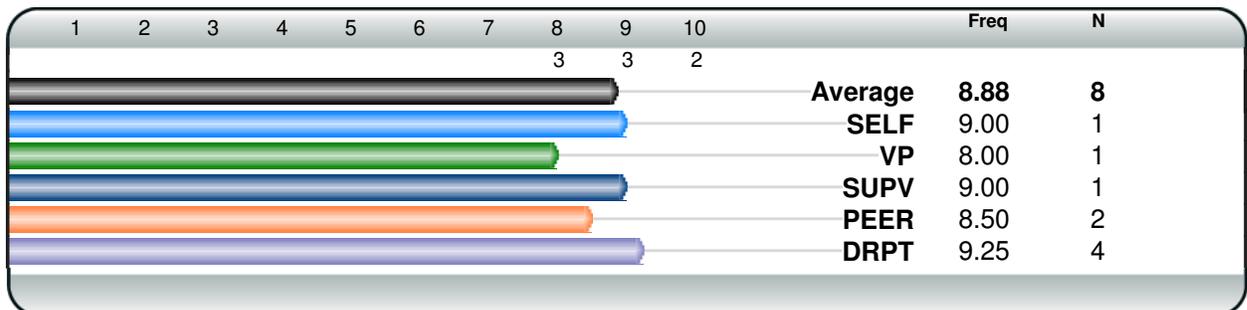
Column 1: Displays the scores for each item on the primary scale.

Column 2: Displays the total number of individuals who rated this item. This number can vary across items because some respondents may have skipped some items.

If any respondents wrote comments about a particular item, the comment appears immediately below the bar graphs. Each dash (-) represents a comment from a different person. This section may be customized to group comments by rater relationship.

Employee Training Opportunities

1. Arranges opportunities for team members to cross-train.

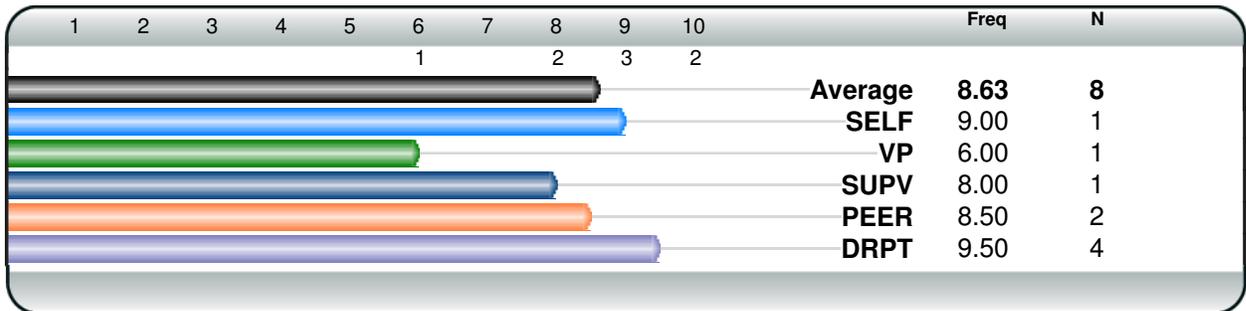| Scale										Freq	N
1	2	3	4	5	6	7	8	9	10		
							3	3	2		
								Average		8.88	8
								SELF		9.00	1
								VP		8.00	1
								SUPV		9.00	1
								PEER		8.50	2
								DRPT		9.25	4

Comments: - Be fair, not personal.
- *Dana, you do a fine job of finding opportunities for your team members. Keep it up!*

- *I appreciate the trouble you went to in order to get me cross-trained so I could finish my certification.*
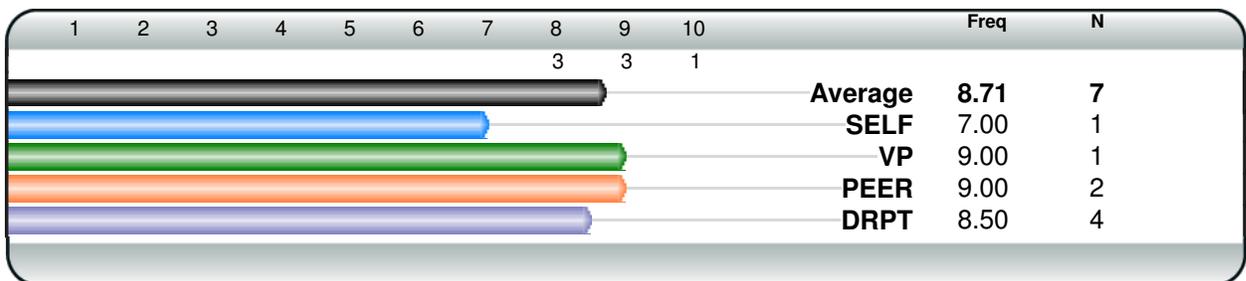
2. Plans ahead for the professional development of team members.

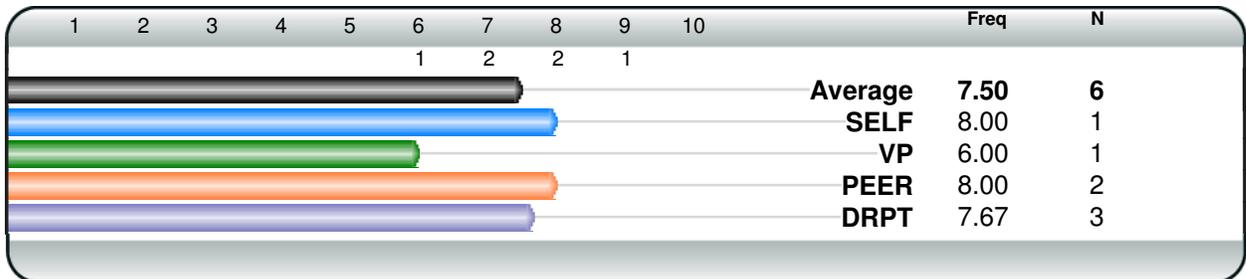| 1	2	3	4	5	6	7	8	9	10		Freq	N
					1		2	3	2			
										Average	8.63	8
										SELF	9.00	1
										VP	6.00	1
										SUPV	8.00	1
										PEER	8.50	2
										DRPT	9.50	4

Comments: - Be fair, not personal.
- *Scheduling has occasionally been a problem when you forget to check employee vacation schedules.*

3. Encourages team members to attend education and training programs.

1	2	3	4	5	6	7	8	9	10		Freq	N
							3	3	1			
										Average	8.71	7
										SELF	7.00	1
										VP	9.00	1
										PEER	9.00	2
										DRPT	8.50	4

Appraising Performance

4. Provides ongoing performance feedback throughout the year.

										Freq	N
1	2	3	4	5	6	7	8	9	10		
					1	2	2	1			
								Average		**7.50**	**6**
								SELF		8.00	1
								VP		6.00	1
								PEER		8.00	2
								DRPT		7.67	3

5. Gives fair and accurate performance appraisal ratings.

										Freq	N
1	2	3	4	5	6	7	8	9	10		
					2		3	3			
								Average		**7.88**	**8**
								SELF		8.00	1
								VP		6.00	1
								SUPV		8.00	1
								PEER		8.50	2
								DRPT		8.00	4
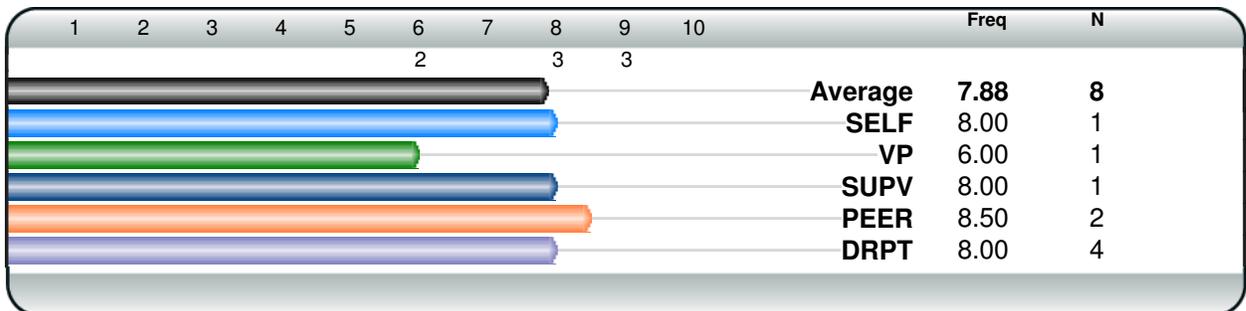
Comments: - Be fair, not personal.
 - *I don't think you gave much thought to my last appraisal. I was disappointed that you didn't mention my Customer Service Award from the Management Team.*

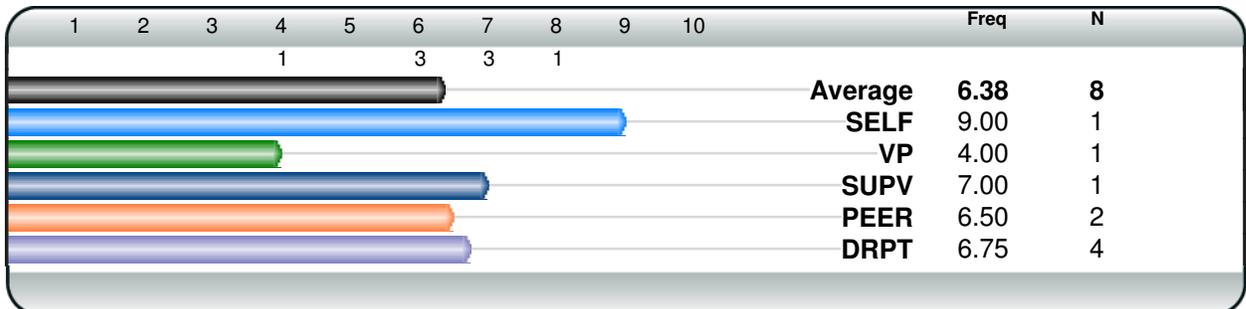**6. Writes specific, descriptive comments on performance appraisal forms.**

										Freq	N
1	2	3	4	5	6	7	8	9	10		
						2	4	2			
								Average		**8.00**	**8**
								SELF		9.00	1
								VP		9.00	1
								SUPV		7.00	1
								PEER		7.50	2
								DRPT		8.25	4
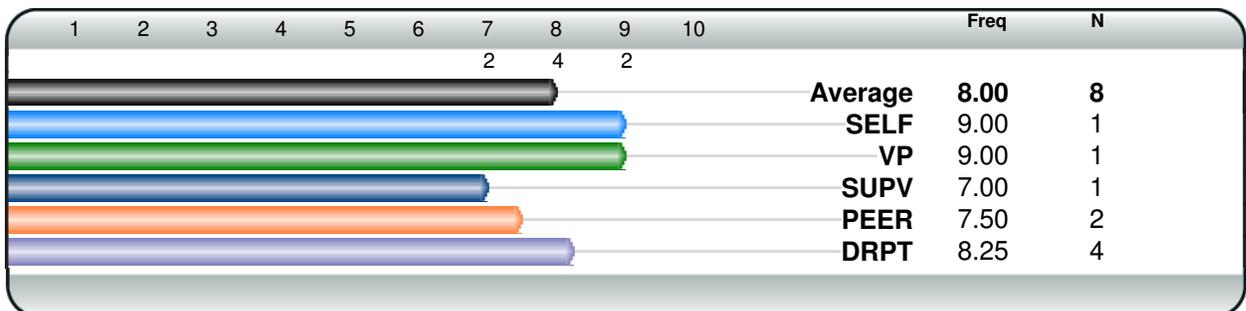
Comments: - Be fair, not personal.
 - *You're the best at this!*

Innovative Problem Solving

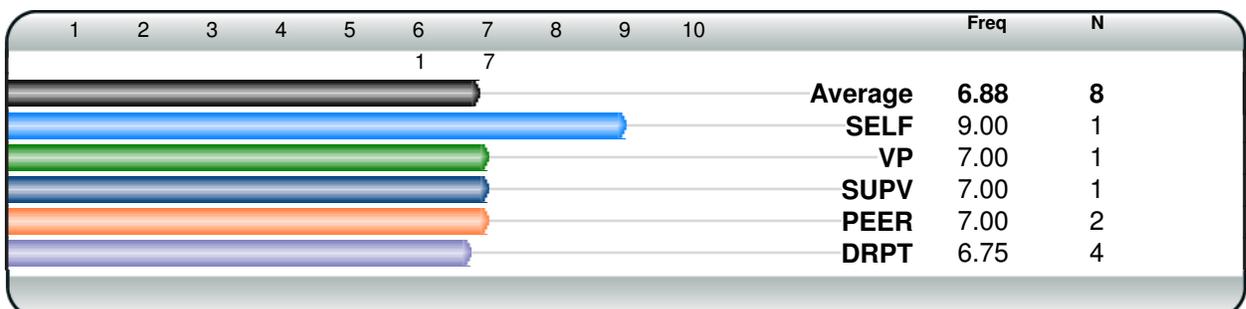**7. Tells coworkers about new knowledge, methods, technologies and other developments.**

	1	2	3	4	5	6	7	8	9	10		Freq	N
				1			3	3	1				
Average												6.38	8
SELF												9.00	1
VP												4.00	1
SUPV												7.00	1
PEER												6.50	2
DRPT												6.75	4

Comments: - Be fair, not personal.

- *You need to keep your team informed, especially after your Wednesday morning meetings with management.*

- *We all feel like we're the last to know anything new going on in the office. You need to keep us better informed.*

- *I'm almost always the last to know about something new. I feel really out of the loop. Please copy all of us on your future emails.*

8. Offers suggestions and ideas to coworkers.

	1	2	3	4	5	6	7	8	9	10		Freq	N
						6	2						
Average												6.25	8
SELF												8.00	1
VP												7.00	1
SUPV												6.00	1
PEER												6.50	2
DRPT												6.00	4
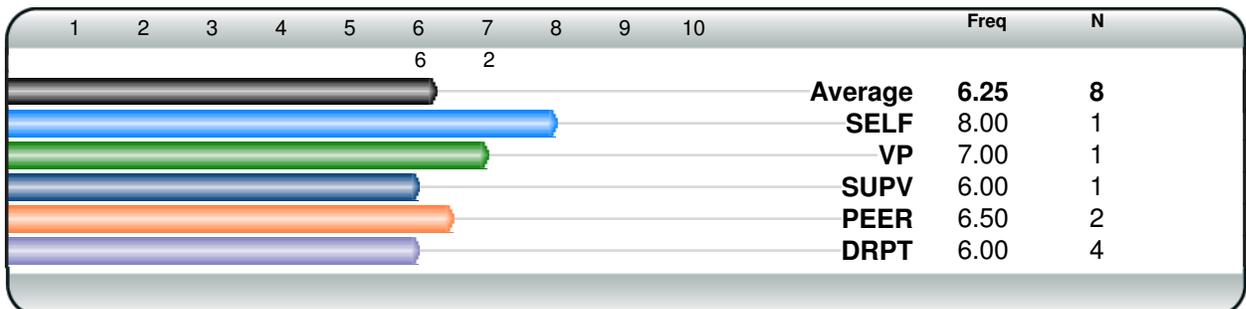
9. Asks coworkers for suggestions and ideas.

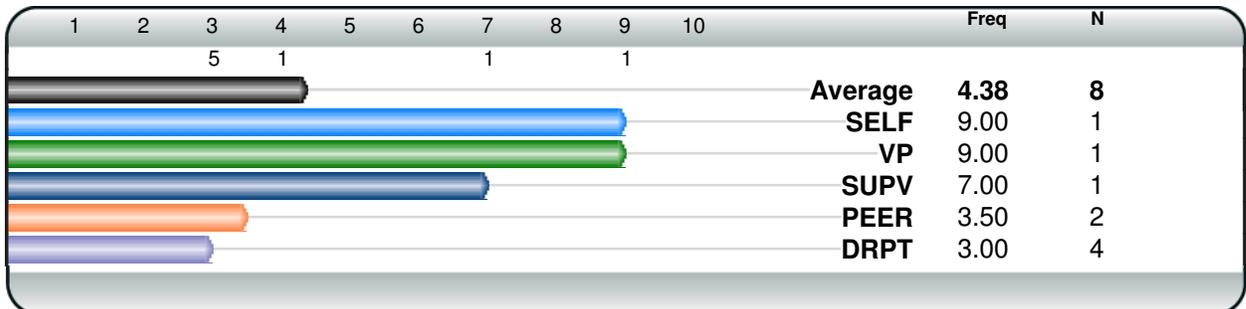|	1	2	3	4	5	6	7	8	9	10		Freq	N
						1	7						
Average												6.88	8
SELF												9.00	1
VP												7.00	1
SUPV												7.00	1
PEER												7.00	2
DRPT												6.75	4

Comments: - Be fair, not personal.

- *You don't use your staff enough. We're a wealth of information and ideas just waiting to be tapped. Please start asking us for input!*

- *I have a lot of ideas you don't seem to be interested in.*
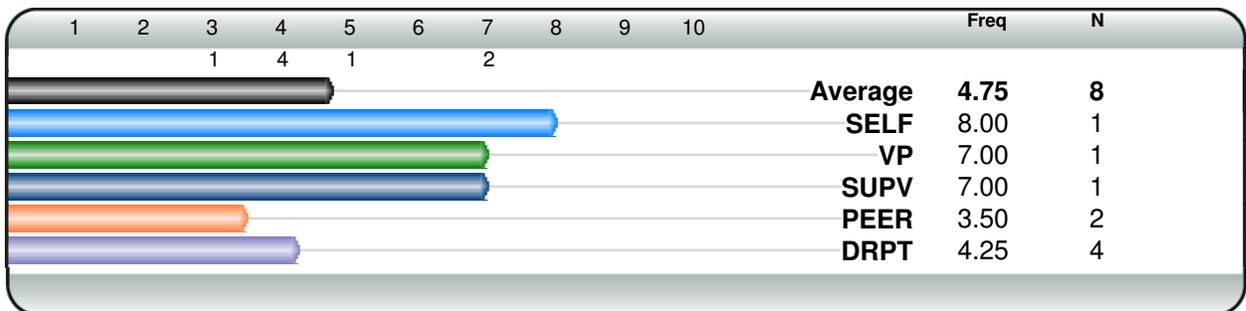
Resolving Conflict

10. Speaks up when in disagreement with coworkers.

	1	2	3	4	5	6	7	8	9	10		Freq	N
			5	1			1		1				
Average												4.38	8
SELF												9.00	1
VP												9.00	1
SUPV												7.00	1
PEER												3.50	2
DRPT												3.00	4

Comments: - Be fair, not personal.
- *I sometimes think you have something important on your mind but don't want to bring it up. We need everyone on the team to participate, whether you agree or not.*

- *I often don't know what you're thinking. Please tell me what's on your mind when you disagree with me. I can't change anything unless you do.*

11. Uses consideration and tact when voicing disagreement.

	1	2	3	4	5	6	7	8	9	10		Freq	N
			1	4	1		2						
Average												4.75	8
SELF												8.00	1
VP												7.00	1
SUPV												7.00	1
PEER												3.50	2
DRPT												4.25	4

Comments: - Be fair, not personal.
- *I was disappointed when I heard about your loud discussion with Larry Rose. Please be more tactful with your direct reports.*

- *I was embarassed the other day when you stopped me in the hall and chewed me out! Everybody heard it. I'd appreciate your talking to me in private when you have something to say.*

- *I saw you talking to Larry the other day about the Simmons Project, and I couldn't believe the tone of voice you used. You need to show respect for the feelings of others, Dana.*

12. States own needs and wants clearly.

	1	2	3	4	5	6	7	8	9	10		Freq	N
			3	3	1				1				
Average												5.25	8
SELF												6.00	1
VP												9.00	1
SUPV												6.00	1
PEER												4.50	2
DRPT												4.50	4
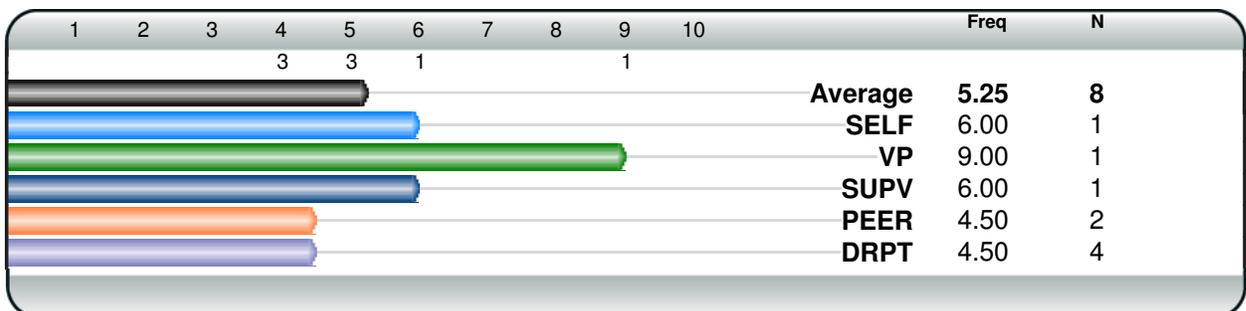
Comments: - Be fair, not personal.

- *Self: I'm sometimes intimidated by my co-workers and I can't always think clearly when stating my needs.*

- *You state them clearly--can't fault you for that, BUT it's often at other people's expense. I'd like to see you listen to the needs of others.*

Highest-Rated Items

This section reports the scores of the subject's 5 highest-rated items across all categories. Self-ratings are not included in these averages.

Results are displayed both as a bar graph and in numerical form, from highest to lowest.

Items are shown on the left side of the page, with the related category in parenthesis below it.

Column 1: Displays the average score for each item on the primary scale, with the highest score listed first, followed by the second highest score, and so on.

Column 2: Displays the project average, the average scores received by all subjects in the project.

---

1. Arranges opportunities for team members to cross-train.
(Employee Training Opportunities)

										Freq	Project Avg.
1	2	3	4	5	6	7	8	9	10		
									Average	8.88	8.92
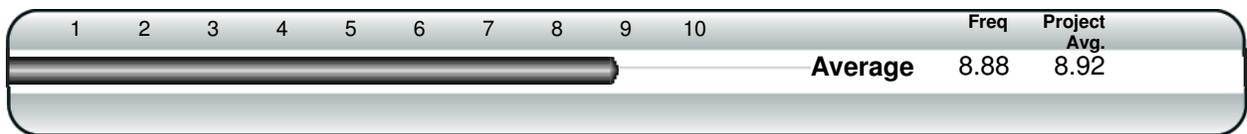
3. Encourages team members to attend education and training programs.
(Employee Training Opportunities)

										Freq	Project Avg.
1	2	3	4	5	6	7	8	9	10		
									Average	8.71	8.73
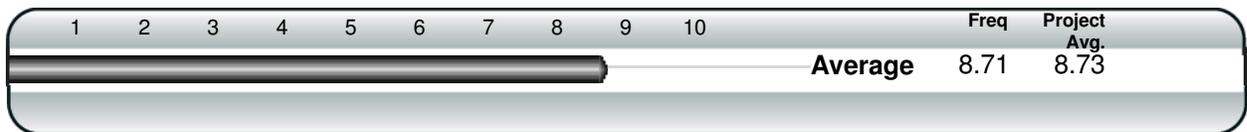
2. Plans ahead for the professional development of team members.
(Employee Training Opportunities)

| | | | | | | | | | | Freq | Project Avg. |
|1|2|3|4|5|6|7|8|9|10| | |
| | | | | | | | | | **Average** | 8.63 | 8.75 |
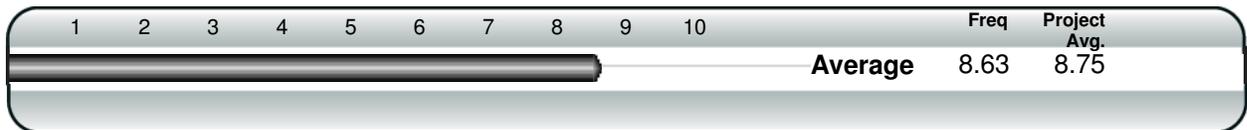
6. Writes specific, descriptive comments on performance appraisal forms.
(Appraising Performance)

										Freq	Project Avg.
1	2	3	4	5	6	7	8	9	10		
									Average	8.00	8.58
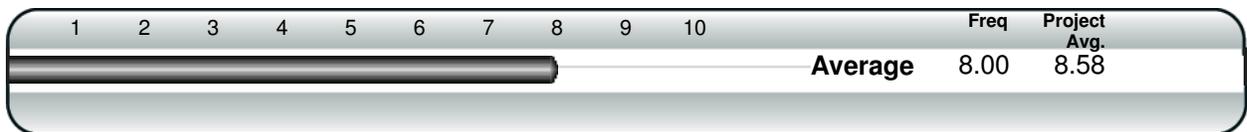
5. Gives fair and accurate performance appraisal ratings.
(Appraising Performance)

										Freq	Project Avg.
1	2	3	4	5	6	7	8	9	10		
									Average	7.88	8.00
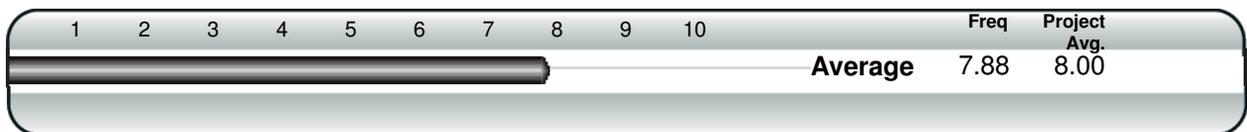
Lowest-Rated Items

This section reports the scores of the subject's 5 lowest-rated items across all categories. Self-ratings are not included in these averages.

Results are displayed both as a bar graph and in numerical form, from lowest to highest.

Items are shown on the left side of the page, with the related category in parenthesis below it.

Column 1: Displays the average score for each item on the primary scale, with the lowest score listed first, followed by the second lowest score, and so on.

Column 2: Displays the average scores received by all subjects in the project.

10. Speaks up when in disagreement with coworkers.
(Resolving Conflict)
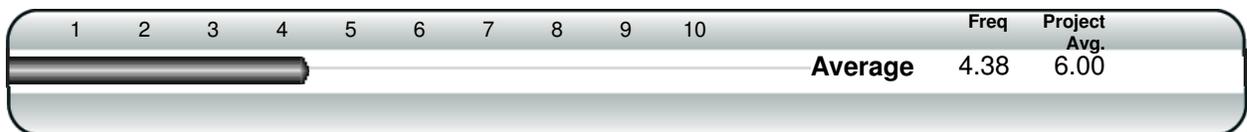
	1	2	3	4	5	6	7	8	9	10		Freq	Project Avg.
											Average	4.38	6.00

11. Uses consideration and tact when voicing disagreement.
(Resolving Conflict)

|	1	2	3	4	5	6	7	8	9	10		Freq	Project Avg.
											Average	4.75	6.17
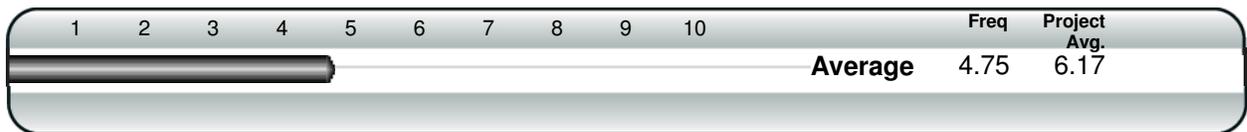
12. States own needs and wants clearly.
(Resolving Conflict)

	1	2	3	4	5	6	7	8	9	10		Freq	Project Avg.
											Average	5.25	6.50
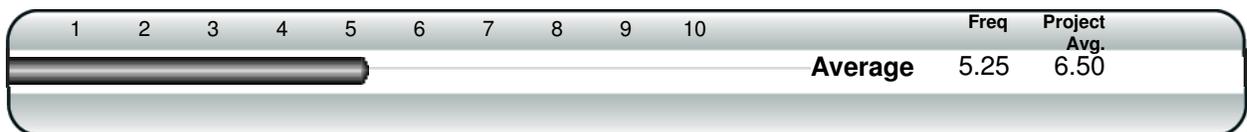
8. Offers suggestions and ideas to coworkers.
(Innovative Problem Solving)

	1	2	3	4	5	6	7	8	9	10		Freq	Project Avg.
											Average	6.25	6.33
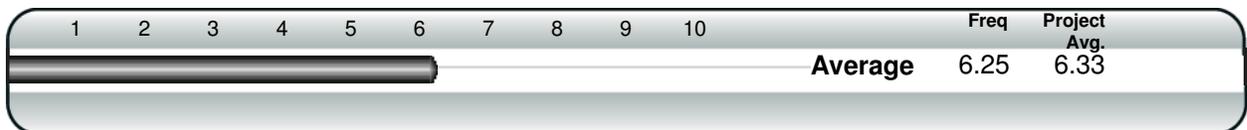
7. Tells coworkers about new knowledge, methods, technologies and other developments.
(Innovative Problem Solving)

	1	2	3	4	5	6	7	8	9	10		Freq	Project Avg.
											Average	6.38	6.50
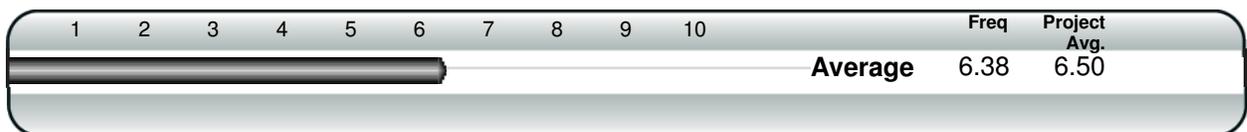
Recommendations for Development

This section reports the scores of the subject's lowest-rated items across all categories. Self-ratings are not included in these averages.

Results are displayed both as a bar graph and in numerical form, from lowest to highest.

Items are shown on the left side of the page, with the related category in parenthesis below it.

Column 1: Displays the average score for each item on the primary scale, with the lowest score listed first, followed by the second lowest score, and so on.

Beneath the bar graph are the developmental recommendations for that item. Developmental recommendations include:
- Item Description: A brief explanation of the specific behavior described in the item and why the behavior is important in the workplace.
- Developmental Recommendation: Describes possible reasons for the low ratings, to help the individual analyze the cause. A list of recommended follow-up development actions that can improve performance is also provided.
- Recommended Resources: A list of references which includes books, magazine articles, videos and any other media available to the feedback recipient for personal and professional development.

10. Speaks up when in disagreement with coworkers.
(Resolving Conflict)

1	2	3	4	5	6	7	8	9	10	**Freq**

Average   4.38
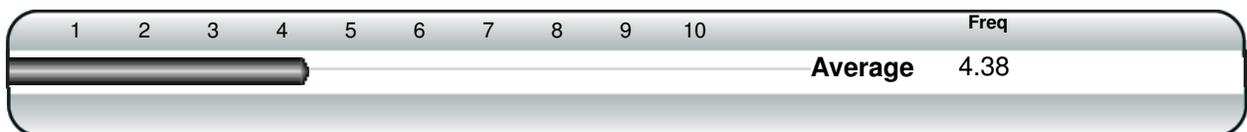
When teams contain a healthy diversity of people, conflict is natural and unavoidable. Often members will be in conflict with each other. These conflicts can almost always be resolved, and the solutions are typically more beneficial than what people originally demanded or envisioned.

But coworkers must be willing to voice their disagreement. Some may feel that to express disagreement is to create conflict--they may feel that it's impolite to oppose someone. Others may not want to take a stand. Still others may feel that the conflict will go away in time, if left alone. In order to resolve conflicts, people must first express and clarify points of disagreement. They must state their positions so that the process of conflict resolution can begin.

What lower ratings may mean:

The people who gave you feedback may feel that you do not let others know when you disagree with them.
- They may want conflicts to be brought out into the open to be resolved.
- They may feel insecure when they are not sure where you stand.
- They may not like the way you disagree with them.
- You may not like to be in open disagreement with others.
- Perhaps you feel that conflicts resolve themselves if left alone.
- You may feel that it's not kind to express open disagreement.
- You may not like contending with others over disagreements.
- You may not be sure how to systematically resolve conflict.
- You may tend to keep your opinions to yourself.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a relatively low rating,

Recommendations for Development

consider asking the people who rated you for more specific examples of your actions.

- Perhaps the people who work around you expect more of you than you realize. Tell them that you want to let them know when you disagree with them. Ask them what improvements they would like to see in the way you express disagreement.

- Identify someone who doesn't hesitate to speak up when in disagreement. If possible, study how this person expresses disagreement. Consider asking this person to observe you and give you feedback.

- Think of a time when you learned that someone had been in conflict with you for a long time without telling you. How did you feel? What impact did this have on your ability to resolve the conflict?

- The next time you find yourself in opposition to someone else, pay attention to your willingness to state your position. Are you reluctant to tell people what you really want?

- Recognize that it's OK to disagree with your coworkers. Disagreement and conflict are unavoidable--even healthy. No one can expect to always be in agreement. No one can expect to always be right. No one can expect to always know what is best for the team.

- Recognize that it is necessary to voice any disagreement that you have with other people. Differences of opinion need to be heard so that the process of resolution can begin. Otherwise, you will simply keep your disagreement inside--unknown to the team and unresolved.

- Have confidence that all disagreements and conflicts can be resolved. Politics, power struggles and even compromises can be avoided. People can listen to each others' needs. They can creatively explore options that haven't been previously considered. They can identify options that are mutually beneficial.

- You will be more willing to express open disagreement if you have an inoffensive way of doing it. The key is to avoid being demanding, autocratic, absolute or aggressive. Examples:
  - "I have a different approach I'd like you to consider."
  - "I have something completely different in mind. Let's call it Plan C."
  - "I'd like to throw out another possibility for discussion."
  - "Here's what I want. Let's see how much common ground we have."
  - "I don't think that approach will meet my needs. Let me explain."

- Consider believing in and doing things based on these positive attitudes:
  "I have a right and a responsibility to disagree."
  "I'm not afraid of conflict--mutually beneficial options can be created."

Recommended Resources

Cloke, Kenneth, and Joan Goldsmith. *Resolving Conflicts at Work,* rev. ed. Jossey-Bass, 2005.

Patterson, Kerry, et al. *Crucial Confrontations*. McGraw-Hill, 2004.

Silberman, Mel. *PeopleSmart: Developing Your Interpersonal Intelligence*. Berrett-Koehler Publishers, 2000.

11. Uses consideration and tact when voicing disagreement.
(Resolving Conflict)

1	2	3	4	5	6	7	8	9	10	**Freq**
										Average 4.75
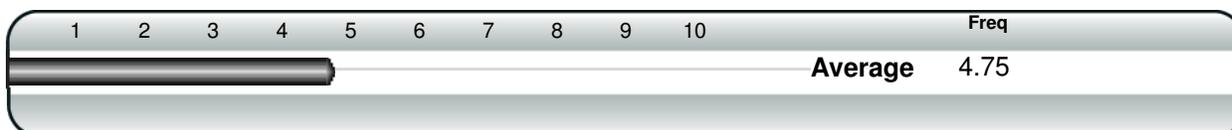
Recommendations for Development

Although most professional people have good judgment, some coworkers may not always agree about what to do. Faced with opposition and the pressure of time, members of the work group could easily become impatient and come on too strong. Instead of using dialogue or negotiation, they may use argument, intimidation or authority. Most people would be inclined to let head-strong individuals have their way. But that could have several bad consequences. First, the needs of other people would not be satisfied. Further, they might harbor resentment. Most important, the alternatives that are generated through creative negotiation are typically breakthroughs--superior to the initial desires of either party. These benefits would be lost.

When coworkers experience opposition, they need to make an effort not to be overbearing. They need to voice disagreement in a neutral way that invites further dialogue. They need to ask about the needs of the coworkers who oppose them and listen actively. They need to set the stage for the process of creative negotiation.

What lower ratings may mean:

The people who gave you feedback may feel that you are often hard to deal with when you are trying to get your way.
• They may want a better chance to state their cases.
• They may feel that you're overbearing when you disagree.
• You may feel strongly about what you want to do.
• You may have a very intimidating or abrasive personality.
• You may feel that you have a right to try to make people to go along.
• Perhaps you're used to getting your way.
• Maybe you see conflict as winning or losing.

Recommended follow-up development actions:

• If the comments in your report do not describe in enough detail why you received a relatively low rating, consider asking the people who rated you for more specific examples of your actions.

• Perhaps the people who work around you expect more of you than you realize. Tell them that you want to be considerate and tactful. Ask them what improvements they would like to see in the way you voice disagreement.

• Identify someone noted for showing respect when voicing disagreement. If possible, study this person's on-the-job behavior. Consider asking this person to observe you and give you feedback.

• Think of a time when someone who was in conflict with you was harsh and intimidating. How did you feel? What impact did this have on your ability to resolve the conflict?

• The next time you find yourself in opposition to someone, pay attention to the way you express yourself. Are you coming on strong? Are you forceful and argumentative? Consider voicing disagreement and expressing your needs in a calm, neutral, open-ended way. Examples:
    - "I understand your position now. I need something a lot different."
    - "At first glance it seems we disagree. Here's my view of it."
    - "I believe we want different things. Let me see if I have it right."
    - "I appreciate your needs. I think I need something different. "

• Make it a habit to inquire into the needs of other people. State your own needs, but ask about the needs of the people who want something different. Examples:
    - "Maybe you folks want something different."
    -"So that's why I like my plan. Why do you like your plan?"
    - "But I'm open to other possibilities. What are you thinking?"
    - "Let's try to address all our needs. What do you want out of this?"

Recommendations for Development

- Consider letting other people state their desires first. This act of courtesy will ensure that you hear them out, and it will make them more willing to hear you out. Example: "Becky, I'll tell you what I have in mind. But first, what about you? How did you want this to turn out?"

- Beware of these aggressive behaviors:
  - Making demands or stating ultimatums
  - Promising bad consequences
  - Arguing or debating
  - Making critical or abusive comments
  - Interrupting people or raising your voice
  - Invoking your authority

- Consider believing in and doing things based on these positive attitudes:
  "Others have a right to needs and opinions that are different from mine."
  "Courtesy is essential to resolving conflict."

Recommended Resources

Goleman, Daniel. *Emotional Intelligence: 10th Anniversary Edition: Why It Can Matter More than IQ*. Bantam, 2005.

Patterson, Kerry, Al Switzler and Ron McMillan. *Crucial Conversations: Tools for Talking when the Stakes are High*. McGraw-Hill Book Company, 2002.

Yankelovich, Daniel. *The Magic of Dialogue: Transforming Conflict into Cooperation*. Simon & Schuster, 1999.

Summary Questions

This report section displays the narrative comments given by each respondent to the Summary Questions that were included in the project. Responses are grouped by question and are completely anonymous.

This section may be customized to group comments by rater relationship.

What additional comments would you like to make?

- *Dana, you need to assert yourself more and get your ideas heard. We value your input.*

- *I think you could use a lot of work in communication skills. You do many things well, but communicating isn't one of them.*

What do you believe should be this person's #1 priority for development?

- *I believe improving your communication skills should be your first priority--especially with direct reports!*