

**Team Leadership**

**ABC Company**

—  
Tom Smith

Monday, April 26, 1999

Perceptions 360<sup>°</sup>™

# CATEGORY FEEDBACK

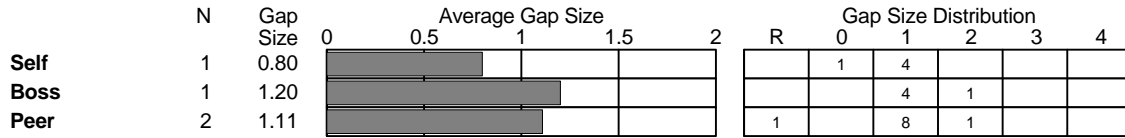
April 26, 1999

Team Leadership

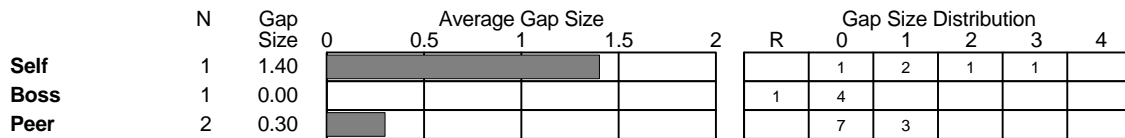
Tom Smith

## CATEGORY REPORT

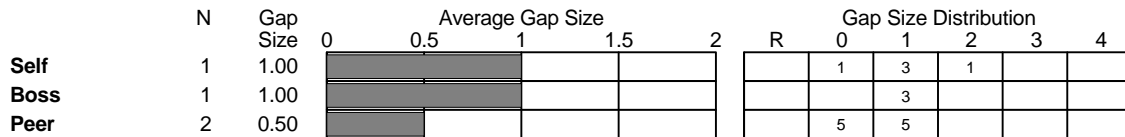
### Leadership



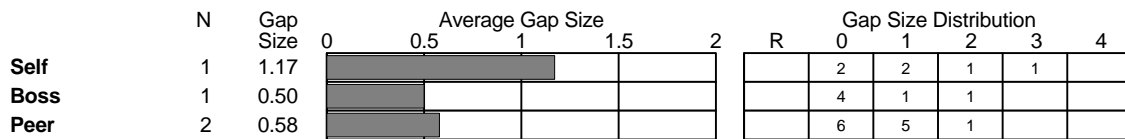
### Communication



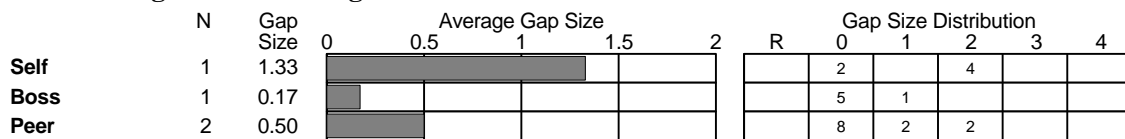
### Integrity/Initiative



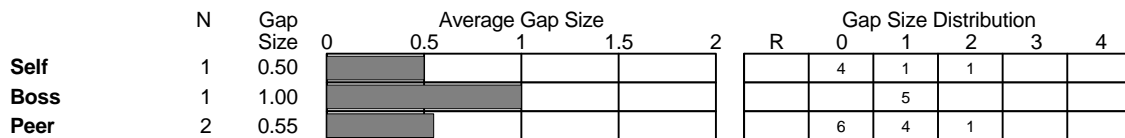
### Teamwork



### Performance Management/Coaching



### Empowerment



# INDIVIDUAL FEEDBACK

April 26, 1999

Team Leadership

Tom Smith

## INDIVIDUAL PRACTICES REPORT

How often does this person...

Practice	Self	Boss	Peer	Average Gap Size					Gap Size Distribution											
				N	Gap Size	0	0.5	1	1.5	2	R	0	1	2	3	4				
1) Celebrate major accomplishments or milestones?	1	1	2	1	1.00	1.00														
	1	1	1	1	1.00	1.00														
	2	1	1	2	1.00	1.00														
2) Keep people informed of changes in priorities?	1	1	2	1	1.00	1.00														
	1	1	1	1	1.00	1.00														
	2	1	1	2	1.00	1.00														
3) Develop workable plans to achieve key goals?	1	1	2	1	1.00	1.00														
	1	1	1	1	1.00	1.00														
	2	1	1	2	1.50	1.50														
4) Explain how each person's job supports the goals and objectives?	1	1	2	1	0.00															
	1	1	1	1	1.00	1.00														
	2	1	1	2	1.00	1.00														
5) Clearly communicate individual goals and objectives?	1	1	2	1	1.00	1.00														
	1	1	1	1	2.00	2.00														
	2	1	1	2	1.00	1.00														
6) Act approachable and willing to listen to others?	1	1	2	1	0.00															
	1	1	1	1	-1.00															
	2	1	1	2	0.50	0.50														
7) Pay attention to people as they speak?	1	1	2	1	2.00	2.00														
	1	1	1	1	0.00															
	2	1	1	2	0.50	0.50														
8) Discuss problems and breakdowns without blaming others?	1	1	2	1	1.00	1.00														
	1	1	1	1	0.00															
	2	1	1	2	0.00															
9) Demonstrate patience when explaining new and complex information?	1	1	2	1	3.00	3.00														
	1	1	1	1	0.00															
	2	1	1	2	0.00															

# INDIVIDUAL FEEDBACK

April 26, 1999

Team Leadership

Tom Smith

## INDIVIDUAL PRACTICES REPORT

**How often does this person...**

		N	Gap Size	Average Gap Size	Gap Size Distribution					
				0      0.5      1      1.5      2	R    0    1    2    3    4					
10) Communicate ideas in a clear and understandable manner?	<b>Self</b>	1	1.00	<div style="width: 50%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td></td><td style="text-align: center;">1</td><td></td><td></td></tr></table>			1		
			1							
	<b>Boss</b>	1	0.00	<div style="width: 0%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td></td><td></td><td></td><td></td></tr></table>	1				
1										
<b>Peer</b>	2	0.50	<div style="width: 25%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>	1	1				
1	1									
11) Act in an honest and ethical manner?	<b>Self</b>	1	2.00	<div style="width: 100%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td></td><td></td><td style="text-align: center;">1</td><td></td></tr></table>				1	
				1						
	<b>Boss</b>	1	1.00	<div style="width: 50%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>		1			
	1									
<b>Peer</b>	2	0.50	<div style="width: 25%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>	1	1				
1	1									
12) Display trust by openly sharing information?	<b>Self</b>	1	1.00	<div style="width: 50%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>		1			
		1								
	<b>Boss</b>	1	1.00	<div style="width: 50%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>		1			
	1									
<b>Peer</b>	2	0.50	<div style="width: 25%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>	1	1				
1	1									
13) Admit own mistakes?	<b>Self</b>	1	0.00	<div style="width: 0%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td></td><td></td><td></td><td></td></tr></table>	1				
	1									
	<b>Boss</b>	1	1.00	<div style="width: 50%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>		1			
	1									
<b>Peer</b>	2	0.50	<div style="width: 25%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>	1	1				
1	1									
14) Deal with people in a fair and consistent manner?	<b>Self</b>	1	1.00	<div style="width: 50%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>		1			
		1								
	<b>Boss</b>	0	0.00	<div style="width: 0%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td></td><td></td><td></td><td></td></tr></table>					
<b>Peer</b>	2	0.50	<div style="width: 25%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>	1	1				
1	1									
15) Keep promises and commitments?	<b>Self</b>	1	1.00	<div style="width: 50%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>		1			
		1								
	<b>Boss</b>	0	0.00	<div style="width: 0%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td></td><td></td><td></td><td></td></tr></table>					
<b>Peer</b>	2	0.50	<div style="width: 25%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>	1	1				
1	1									
16) Work with others in a friendly and cooperative manner?	<b>Self</b>	1	1.00	<div style="width: 50%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>		1			
		1								
	<b>Boss</b>	1	2.00	<div style="width: 100%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td></td><td style="text-align: center;">1</td><td></td><td></td></tr></table>			1		
		1								
<b>Peer</b>	2	0.00	<div style="width: 0%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">2</td><td></td><td></td><td></td><td></td></tr></table>	2					
2										
17) Confront issues that are limiting team effectiveness?	<b>Self</b>	1	0.00	<div style="width: 0%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td></td><td></td><td></td><td></td></tr></table>	1				
	1									
	<b>Boss</b>	1	1.00	<div style="width: 50%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td style="text-align: center;">1</td><td></td><td></td><td></td></tr></table>		1			
	1									
<b>Peer</b>	2	0.00	<div style="width: 0%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">2</td><td></td><td></td><td></td><td></td></tr></table>	2					
2										
18) Introduce needed change, even if it is unpopular?	<b>Self</b>	1	3.00	<div style="width: 150%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td></td><td></td><td></td><td style="text-align: center;">1</td><td></td></tr></table>				1	
				1						
	<b>Boss</b>	1	0.00	<div style="width: 0%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">1</td><td></td><td></td><td></td><td></td></tr></table>	1				
1										
<b>Peer</b>	2	0.00	<div style="width: 0%; background-color: #cccccc; border: 1px solid black;"></div>	<table border="1" style="width: 100%;"><tr><td style="text-align: center;">2</td><td></td><td></td><td></td><td></td></tr></table>	2					
2										

# INDIVIDUAL FEEDBACK

April 26, 1999

Team Leadership

Tom Smith

## INDIVIDUAL PRACTICES REPORT

**How often does this person...**

		N	Gap Size	Average Gap Size	Gap Size Distribution
				0      0.5      1      1.5      2	R      0      1      2      3      4
19) Actively support the decisions the team makes?	<b>Self</b>	1	2.00	████████████████████	█
	<b>Boss</b>	1	0.00	████████████████████	█
	<b>Peer</b>	2	1.50	████████████████████	█
20) Respect the differences in team members' values, beliefs and cultural backgrounds?	<b>Self</b>	1	1.00	████████████████████	█
	<b>Boss</b>	1	0.00	████████████████████	█
	<b>Peer</b>	2	1.00	████████████████████	█
21) Demonstrate a commitment to the team mission and goals?	<b>Self</b>	1	0.00	████████████████████	█
	<b>Boss</b>	1	0.00	████████████████████	█
	<b>Peer</b>	2	1.00	████████████████████	█
22) Handle discipline issues in a fair and consistent manner?	<b>Self</b>	1	2.00	████████████████████	█
	<b>Boss</b>	1	0.00	████████████████████	█
	<b>Peer</b>	2	0.50	████████████████████	█
23) Turn breakdowns and mistakes into learning experiences (rather than blaming people)?	<b>Self</b>	1	2.00	████████████████████	█
	<b>Boss</b>	1	0.00	████████████████████	█
	<b>Peer</b>	2	0.50	████████████████████	█
24) Thank people for their efforts?	<b>Self</b>	1	2.00	████████████████████	█
	<b>Boss</b>	1	0.00	████████████████████	█
	<b>Peer</b>	2	0.00	████████████████████	█
25) Provide feedback on performance in a constructive manner?	<b>Self</b>	1	0.00	████████████████████	█
	<b>Boss</b>	1	0.00	████████████████████	█
	<b>Peer</b>	2	1.00	████████████████████	█
26) Provide timely feedback on performance?	<b>Self</b>	1	0.00	████████████████████	█
	<b>Boss</b>	1	0.00	████████████████████	█
	<b>Peer</b>	2	1.00	████████████████████	█
27) Establish clear performance standards?	<b>Self</b>	1	2.00	████████████████████	█
	<b>Boss</b>	1	1.00	████████████████████	█
	<b>Peer</b>	2	0.00	████████████████████	█

# INDIVIDUAL FEEDBACK

April 26, 1999

Team Leadership

Tom Smith

## INDIVIDUAL PRACTICES REPORT

**How often does this person...**

Practice	Self	Boss	Peer	Average Gap Size					Gap Size Distribution								
				N	Gap Size	0	0.5	1	1.5	2	R	0	1	2	3	4	
28) Make sure people are properly trained?	1	1	1	1	2.00									1			
	1	1	1	1	1.00								1				
	1	1	1	1	2.00									1			
29) Give people the information they need to do their jobs?	1	1	1	1	1.00								1				
	1	1	1	1	1.00								1				
	2	1	1	2	0.00							2					
30) Spend time learning about people's work-related interests?	1	1	1	1	0.00							1					
	1	1	1	1	1.00								1				
	2	1	1	2	0.00							2					
31) Train people for new, additional responsibilities?	1	1	1	1	0.00							1					
	1	1	1	1	1.00								1				
	2	1	1	2	1.00								2				
32) Involve people in decisions that impact their work?	1	1	1	1	0.00							1					
	1	1	1	1	1.00								1				
	2	1	1	2	1.00								2				
33) Give people the proper resources and tools to perform effectively?	1	1	1	1	0.00							1					
	0	1	1	0	0.00												
	2	1	1	2	0.00							2					

OVERVIEW REPORT

STRENGTHS / BOSS

The following are your Strengths. These practices have the smallest average gap size. Continue performing these in the manner you are performing them.

Table with 2 columns: Practice, Gap Size. Rows include: 7) Pay attention to people as they speak? 0.00, 8) Discuss problems and breakdowns without blaming others? 0.00, 9) Demonstrate patience when explaining new and complex information? 0.00, 10) Communicate ideas in a clear and understandable manner? 0.00, 14) Deal with people in a fair and consistent manner? 0.00

POSSIBLE DEVELOPMENTAL NEEDS / BOSS

The following are your Developmental Needs. These practices have the largest average gap sizes.

Table with 2 columns: Practice, Gap Size. Rows include: 16) Work with others in a friendly and cooperative manner? 2.00, 5) Clearly communicate individual goals and objectives? 2.00, 32) Involve people in decisions that impact their work? 1.00, 31) Train people for new, additional responsibilities? 1.00, 30) Spend time learning about people's work-related interests? 1.00

Examine each of these practices to see how many people answered each question. Also examine the Gap Distribution data to locate the degree of change desired by the majority.

Select priorities to develop by considering the importance of the practice and your ability to make the changes people desire.

DEVELOPMENTAL SUGGESTIONS

The following are some suggestions related to the Developmental Needs noted above.

- 16) a) Smile! b) Put personal feelings aside for the good of the team. c) Make an effort not to be confrontational in your communication. d) Be willing to make small sacrifices to help others.
5) a) Share your commitment to the goal and ask your team to join you in that commitment. b) Put performance expectations in writing for individuals and team members. c) Meet with team members individually to discuss his/her goals and objectives. d) Explain the importance of how each team member's goals and objectives contribute to the overall success of the organization. e) Ask for feedback and questions from team members.
32) a) Provide more opportunity for input from others.

## OVERVIEW REPORT

- b) Identify team or departmental decisions others could be involved in or make.
  - c) Hold meetings to listen to ideas of others.
  - d) Grant people more authority to solve problems on their own.
  - e) Ask others in meetings to discuss best course of action.
- 30)
- a) Take time to learn more about your staff members work interests and goals.
  - b) Learn something about the interests, aspirations and special needs of the people around you.
  - c) Learn and remember the names of all the people with whom you work.
  - d) Ask questions to discover how each staff member feels about his/her work.

OVERVIEW REPORT

STRENGTHS / PEER

The following are your Strengths. These practices have the smallest average gap size. Continue performing these in the manner you are performing them.

Table with 2 columns: Practice, Gap Size. Rows include: 8) Discuss problems and breakdowns without blaming others? 0.00, 9) Demonstrate patience when explaining new and complex information? 0.00, 16) Work with others in a friendly and cooperative manner? 0.00, 17) Confront issues that are limiting team effectiveness? 0.00, 18) Introduce needed change, even if it is unpopular? 0.00

POSSIBLE DEVELOPMENTAL NEEDS / PEER

The following are your Developmental Needs. These practices have the largest average gap sizes.

Table with 2 columns: Practice, Gap Size. Rows include: 28) Make sure people are properly trained? 2.00, 19) Actively support the decisions the team makes? 1.50, 3) Develop workable plans to achieve key goals? 1.50, 32) Involve people in decisions that impact their work? 1.00, 31) Train people for new, additional responsibilities? 1.00

Examine each of these practices to see how many people answered each question. Also examine the Gap Distribution data to locate the degree of change desired by the majority.

Select priorities to develop by considering the importance of the practice and your ability to make the changes people desire.

DEVELOPMENTAL SUGGESTIONS

The following are some suggestions related to the Developmental Needs noted above.

- 28) a) Understand learning involves making mistakes. b) Reinforce positive behaviors. c) Observe your staff's performance formally and informally. d) Help the staff member develop a plan of action for areas in need of improvement. e) Explain the benefits of additional training. f) Encourage reading and attending seminars that will contribute to your staff member's development. g) Consider developing an apprentice training program. h) Consider cross training to develop additional skills. i) Be in regular contact with each staff member. j) Be an understanding coach.

**OVERVIEW REPORT**

- 19)
  - a) Refrain from saying "I told you so" when difficulties arise. Consider offering solutions to solve the problem.
  - b) Present your ideas and beliefs during team decision making. Remember your team members want to hear your ideas.
  - c) If the team's decision is different from yours express your willingness to support the decision. Then keep your word.
  - d) Give others space and time to make their decision successful.
  - e) Be prepared to participate in team decision making.
- 3)
  - a) Use benchmarking to determine possible goals and objectives.
  - b) Make certain the goals meet the SMART criteria: they are specific, measurable, achievable, realistic and time-based.
  - c) Develop action plans that will lead to achieving goals and objectives.
  - d) Ask for input from your team members; they often can contribute helpful suggestions.
- 32)
  - a) Provide more opportunity for input from others.
  - b) Identify team or departmental decisions others could be involved in or make.
  - c) Hold meetings to listen to ideas of others.
  - d) Grant people more authority to solve problems on their own.
  - e) Ask others in meetings to discuss best course of action.

# FEEDBACK REPORT

April 26, 1999

Team Leadership

Tom Smith

## SUMMARY REPORT

### RESPONSES FROM BOSS

The following list displays the practices on the survey for this group arranged by Average Gap Size.

Practice	Gap Size
7) Pay attention to people as they speak? .....	0.00
8) Discuss problems and breakdowns without blaming others? .....	0.00
9) Demonstrate patience when explaining new and complex information? .....	0.00
10) Communicate ideas in a clear and understandable manner? .....	0.00
14) Deal with people in a fair and consistent manner? .....	0.00
15) Keep promises and commitments? .....	0.00
18) Introduce needed change, even if it is unpopular? .....	0.00
19) Actively support the decisions the team makes? .....	0.00
20) Respect the differences in team members' values, beliefs and cultural backgrounds? .....	0.00
21) Demonstrate a commitment to the team mission and goals? .....	0.00
22) Handle discipline issues in a fair and consistent manner? .....	0.00
23) Turn breakdowns and mistakes into learning experiences (rather than blaming people)? .....	0.00
24) Thank people for their efforts? .....	0.00
25) Provide feedback on performance in a constructive manner? .....	0.00
26) Provide timely feedback on performance? .....	0.00
33) Give people the proper resources and tools to perform effectively? .....	0.00
1) Celebrate major accomplishments or milestones? .....	1.00
2) Keep people informed of changes in priorities? .....	1.00
3) Develop workable plans to achieve key goals? .....	1.00
4) Explain how each person's job supports the goals and objectives? .....	1.00
11) Act in an honest and ethical manner? .....	1.00
12) Display trust by openly sharing information? .....	1.00
13) Admit own mistakes? .....	1.00
17) Confront issues that are limiting team effectiveness? .....	1.00
27) Establish clear performance standards? .....	1.00
28) Make sure people are properly trained? .....	1.00
29) Give people the information they need to do their jobs? .....	1.00
30) Spend time learning about people's work-related interests? .....	1.00
31) Train people for new, additional responsibilities? .....	1.00
32) Involve people in decisions that impact their work? .....	1.00
5) Clearly communicate individual goals and objectives? .....	2.00
16) Work with others in a friendly and cooperative manner? .....	2.00
6) Act approachable and willing to listen to others? .....	-1.00

**SUMMARY REPORT**

**RESPONSES FROM PEER**

The following list displays the practices on the survey for this group arranged by Average Gap Size.

Practice	Gap Size
8) Discuss problems and breakdowns without blaming others? .....	0.00
9) Demonstrate patience when explaining new and complex information? .....	0.00
16) Work with others in a friendly and cooperative manner? .....	0.00
17) Confront issues that are limiting team effectiveness? .....	0.00
18) Introduce needed change, even if it is unpopular? .....	0.00
24) Thank people for their efforts? .....	0.00
27) Establish clear performance standards? .....	0.00
29) Give people the information they need to do their jobs? .....	0.00
30) Spend time learning about people's work-related interests? .....	0.00
33) Give people the proper resources and tools to perform effectively? .....	0.00
6) Act approachable and willing to listen to others? .....	0.50
7) Pay attention to people as they speak? .....	0.50
10) Communicate ideas in a clear and understandable manner? .....	0.50
11) Act in an honest and ethical manner? .....	0.50
12) Display trust by openly sharing information? .....	0.50
13) Admit own mistakes? .....	0.50
14) Deal with people in a fair and consistent manner? .....	0.50
15) Keep promises and commitments? .....	0.50
22) Handle discipline issues in a fair and consistent manner? .....	0.50
23) Turn breakdowns and mistakes into learning experiences (rather than blaming people)? .....	0.50
1) Celebrate major accomplishments or milestones? .....	1.00
2) Keep people informed of changes in priorities? .....	1.00
4) Explain how each person's job supports the goals and objectives? .....	1.00
5) Clearly communicate individual goals and objectives? .....	1.00
20) Respect the differences in team members' values, beliefs and cultural backgrounds? .....	1.00
21) Demonstrate a commitment to the team mission and goals? .....	1.00
25) Provide feedback on performance in a constructive manner? .....	1.00
26) Provide timely feedback on performance? .....	1.00
31) Train people for new, additional responsibilities? .....	1.00
32) Involve people in decisions that impact their work? .....	1.00
3) Develop workable plans to achieve key goals? .....	1.50
19) Actively support the decisions the team makes? .....	1.50
28) Make sure people are properly trained? .....	2.00

# FEEDBACK REPORT

April 26, 1999

Team Leadership

Tom Smith

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## SUMMARY REPORT

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For the practices with the largest Gap Sizes, examine each practice to see how many people completed the surveys and the degree of change desired by the majority.

In selecting priorities for development, also consider the importance of the practices, and your ability to make the changes people desire.

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