

▶▶▶ **THIS IS A SAMPLE REPORT!** ◀◀◀
Sample reports do not contain all pages typically
included in a full report.

C O N F I D E N T I A L F E E D B A C K R E P O R T



- **Sample Corporation**
- **Sample Composite Report**
- Leadership Competencies for Managers Survey

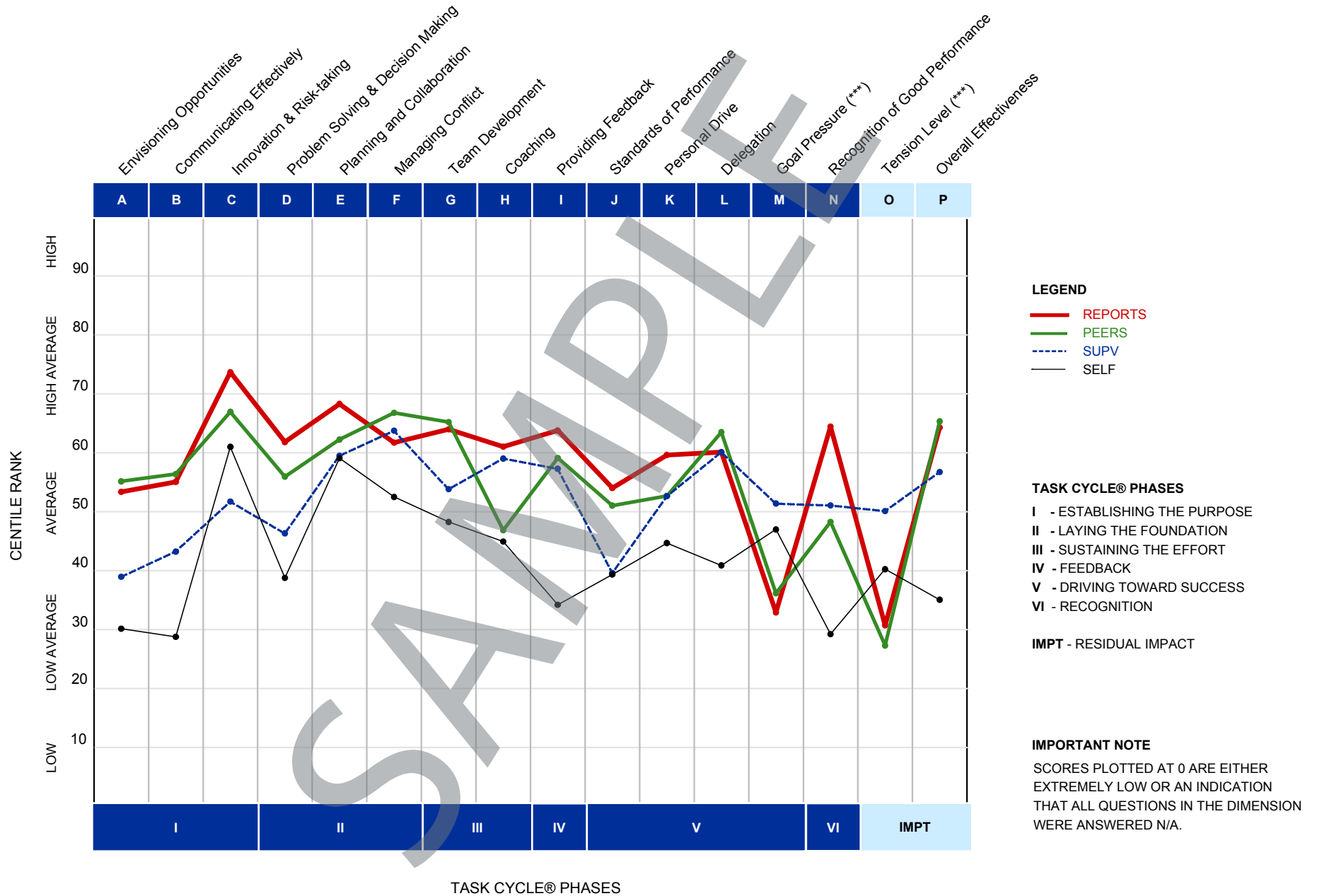
ABOUT THIS REPORT

This streamlined group report provides a quick look at many of the score summaries. Not included are distributions of individual question scores, raw score plots or the leveraging sequence report. Each section of this report is explained in the appendices.

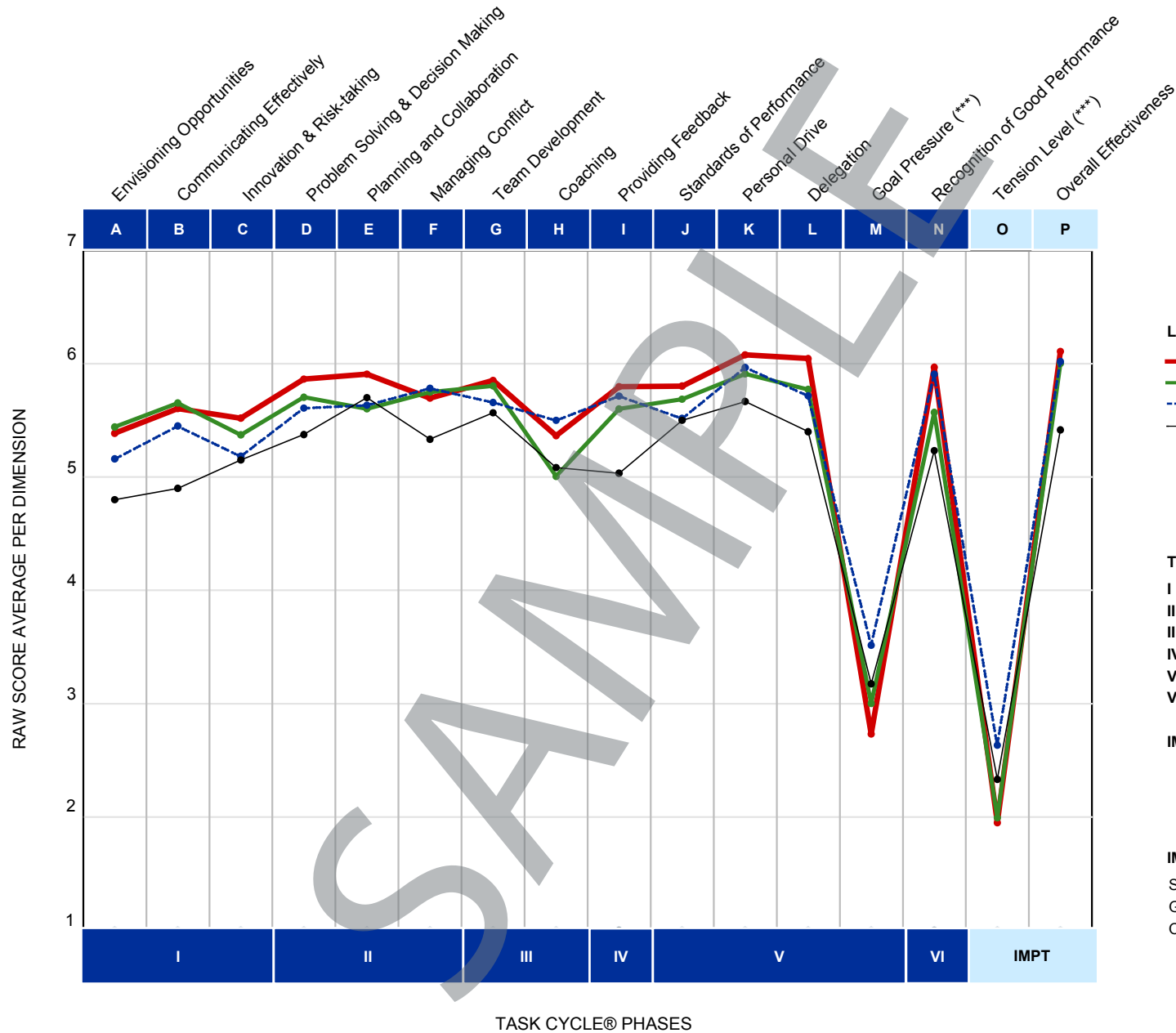
Where You Are	Interpretation Guidance
<p>1-1 Change Analysis</p> <p>Shows comparison between current and previous scores.</p>	Appendix A
<p>2-1 Centile Plot</p> <p>Comparison of each rater group's scores and its norm.</p>	Appendix B
<p>3-1 Raw Score Plot</p> <p>Actual scores from each rater group.</p>	Appendix C
<p>4-1 Centile Highlights</p> <p>A narrative version of the Centile Plot.</p>	Appendix D
<p>5-1 Using Your Feedback</p> <p>Provides a detailed presentation of each dimension, and your group's scores on each question.</p>	Appendix E
<p>6-1 Summary Table of Results</p> <p>Basic numerical table behind most charts and graphs.</p>	Appendix F
<p>7-1 LCM Skills Matrix</p> <p>Scattergrams of Peer and Report scores on Operational and Strategic skills. Symbols for each leader are color-coded to indicate the Pressure score as above or below the norm.</p>	Appendix G
<p>8-1 Quartile Plot</p> <p>A box and whisker graph of the group's quartile ranges of Peer and Report scores.</p>	Appendix H
<p>9-1 Appendix</p> <p>The appendix provides interpretation guidance for each section of the report.</p>	

How your ratings compare to the Norm: Centile Plot

Sample Composite



How your raters rated you: Raw Score Plot

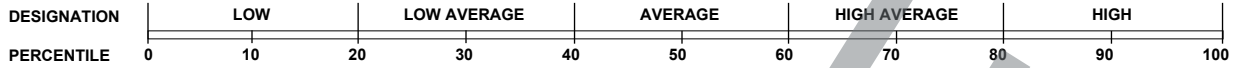


CENTILE HIGHLIGHTS

See Appendix for interpretation guidance ▶▶

How you compare to the Norm

These comparisons are in reference to the norms for each rating group. "AVERAGE" means that your rating is within 10 points of the 50th Centile.



TASK CYCLE SKILLS

	REPORTS	PEERS	SUPV	SELF	
I. ESTABLISHING THE PURPOSE					
A. ENVISIONING OPPORTUNITIES	AVERAGE	AVERAGE	LOW AVERAGE	LOW AVERAGE	
B. COMMUNICATING EFFECTIVELY	AVERAGE	AVERAGE	AVERAGE	LOW AVERAGE	
C. INNOVATION & RISK-TAKING	HIGH AVERAGE	HIGH AVERAGE	AVERAGE	HIGH AVERAGE	
II. LAYING THE FOUNDATION					
D. PROBLEM SOLVING & DECISION MAKING	HIGH AVERAGE	AVERAGE	AVERAGE	LOW AVERAGE	
E. PLANNING AND COLLABORATION	HIGH AVERAGE	HIGH AVERAGE	HIGH AVERAGE	AVERAGE	
F. MANAGING CONFLICT	HIGH AVERAGE	HIGH AVERAGE	HIGH AVERAGE	AVERAGE	
III. SUSTAINING THE EFFORT					
G. TEAM DEVELOPMENT	HIGH AVERAGE	HIGH AVERAGE	AVERAGE	AVERAGE	
H. COACHING	HIGH AVERAGE	AVERAGE	AVERAGE	AVERAGE	
IV. FEEDBACK					
I. PROVIDING FEEDBACK	HIGH AVERAGE	AVERAGE	AVERAGE	LOW AVERAGE	
V. DRIVING TOWARD SUCCESS					
J. STANDARDS OF PERFORMANCE	AVERAGE	AVERAGE	AVERAGE	LOW AVERAGE	
K. PERSONAL DRIVE	HIGH AVERAGE	AVERAGE	AVERAGE	AVERAGE	
L. DELEGATION	HIGH AVERAGE	HIGH AVERAGE	HIGH AVERAGE	AVERAGE	
M. GOAL PRESSURE (***)	LOW AVERAGE	LOW AVERAGE	AVERAGE	AVERAGE	
VI. RECOGNITION					
N. RECOGNITION OF GOOD PERFORMANCE	HIGH AVERAGE	AVERAGE	AVERAGE	LOW AVERAGE	

RESIDUAL IMPACT

VII. OUTCOMES					
O. TENSION LEVEL (***)	LOW AVERAGE	LOW AVERAGE	AVERAGE	AVERAGE	
P. OVERALL EFFECTIVENESS	HIGH AVERAGE	HIGH AVERAGE	AVERAGE	LOW AVERAGE	

(***) Must be interpreted in light of the situation.

Using Your Feedback

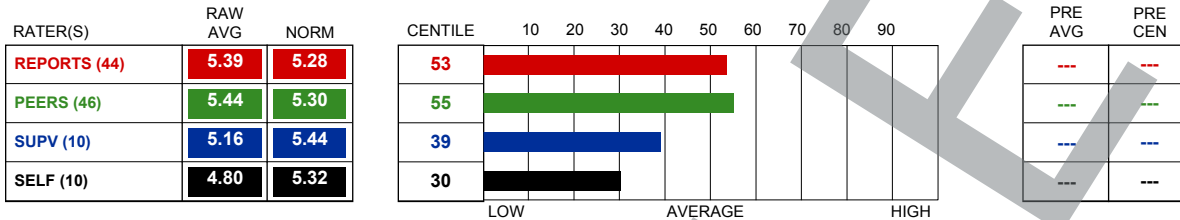
Task Cycle Phase I: Establishing The Purpose

See Appendix for interpretation guidance ▶▶

Management Skill: A. Envisioning Opportunities

Dimension Table

The numbers presented below are assessed by the questions from the following page(s) with a rating of 1 to 7.



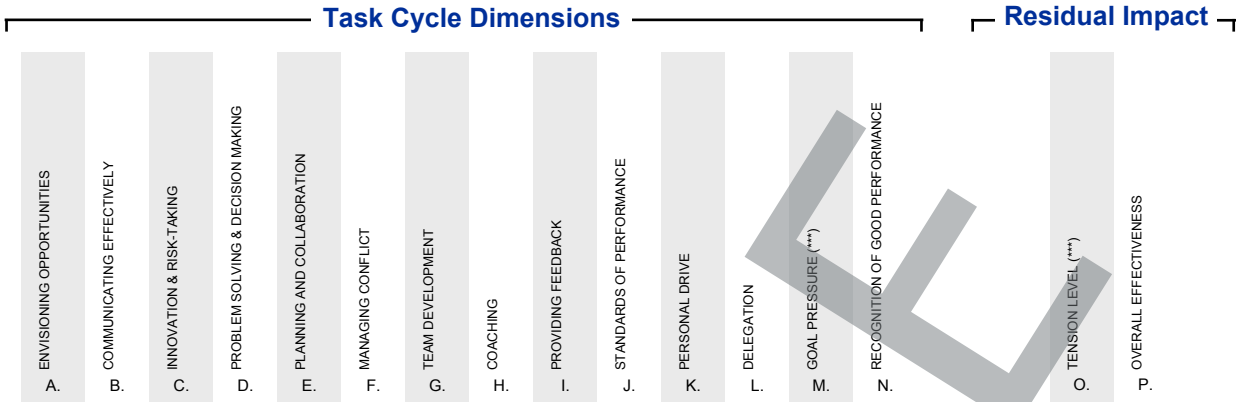
Question Table

↓ Question # within survey

Question #	Question Text	AVG	SD	NR	1	2	3	4	5	6	7	PRE AVG
1.	Develops innovative ideas to improve the quality of services	5.2	0.8	3	.	1	2	4	20	9	5	---
		5.3	0.7	3	.	1	1	4	17	13	7	---
		5.0	1.2	.	.	.	1	2	4	2	1	---
		4.7	1.2	.	.	1	.	2	5	2	.	---
17.	Is a leader in promoting new ideas and change	5.3	0.8	6	.	.	3	8	14	8	5	---
		5.5	0.5	3	.	.	1	4	14	17	7	---
		5.1	0.7	2	5	3	.	---
		4.7	1.4	.	.	1	1	1	5	1	1	---
33.	Has good ideas to improve our products and services	5.6	0.9	5	.	1	2	4	11	14	7	---
		5.5	1.0	7	.	1	1	2	13	14	8	---
		5.0	0.9	.	.	.	1	1	5	3	.	---
		5.0	1.4	.	.	1	.	2	3	3	1	---
49.	Anticipates changes that will be needed in the future	5.4	1.0	4	1	1	1	6	12	14	5	---
		5.4	0.8	7	.	1	.	4	13	14	7	---
		5.2	0.6	1	6	3	.	---
		4.6	1.1	.	.	1	.	2	6	1	.	---
56.	Demonstrates knowledge of our industry	5.7	0.8	3	.	.	1	9	8	15	8	---
		5.5	0.9	3	.	.	1	7	4	18	13	---
		5.5	1.2	3	1	4	2	---
		5.0	1.3	.	.	.	1	3	3	1	2	---

TABLE OF RESULTS

See Appendix for interpretation guidance ▶▶



Rating by **REPORTS**
of surveys processed: **44**

Average	5.39	5.60	5.52	5.86	5.91	5.70	5.85	5.36	5.80	5.80	6.08	6.05	2.73	5.97	1.95	6.11
SD	0.81	0.59	0.55	0.58	0.55	0.83	0.53	0.56	0.56	0.41	0.63	0.57	0.58	0.60	0.67	0.62
Centile	53	55	74	62	68	62	64	61	64	54	60	60	33	64	31	64
PreCentile	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

Rating by **PEERS**
of surveys processed: **46**

Average	5.44	5.65	5.37	5.70	5.60	5.75	5.80	5.01	5.60	5.69	5.91	5.77	3.00	5.57	1.99	6.00
SD	0.63	0.56	0.46	0.58	0.57	0.64	0.52	0.85	0.55	0.71	0.65	0.59	0.23	0.53	0.48	0.67
Centile	55	56	67	56	62	67	65	47	59	51	53	64	36	48	27	65
PreCentile	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

Rating by **SUPV**
of surveys processed: **10**

Average	5.16	5.45	5.18	5.61	5.63	5.78	5.66	5.50	5.71	5.52	5.97	5.72	3.52	5.91	2.63	6.02
SD	0.70	0.58	0.45	0.54	0.58	0.57	0.45	0.78	0.68	0.61	0.66	0.77	0.76	0.62	1.17	0.74
Centile	39	43	52	46	60	64	54	59	57	40	53	60	51	51	50	57
PreCentile	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

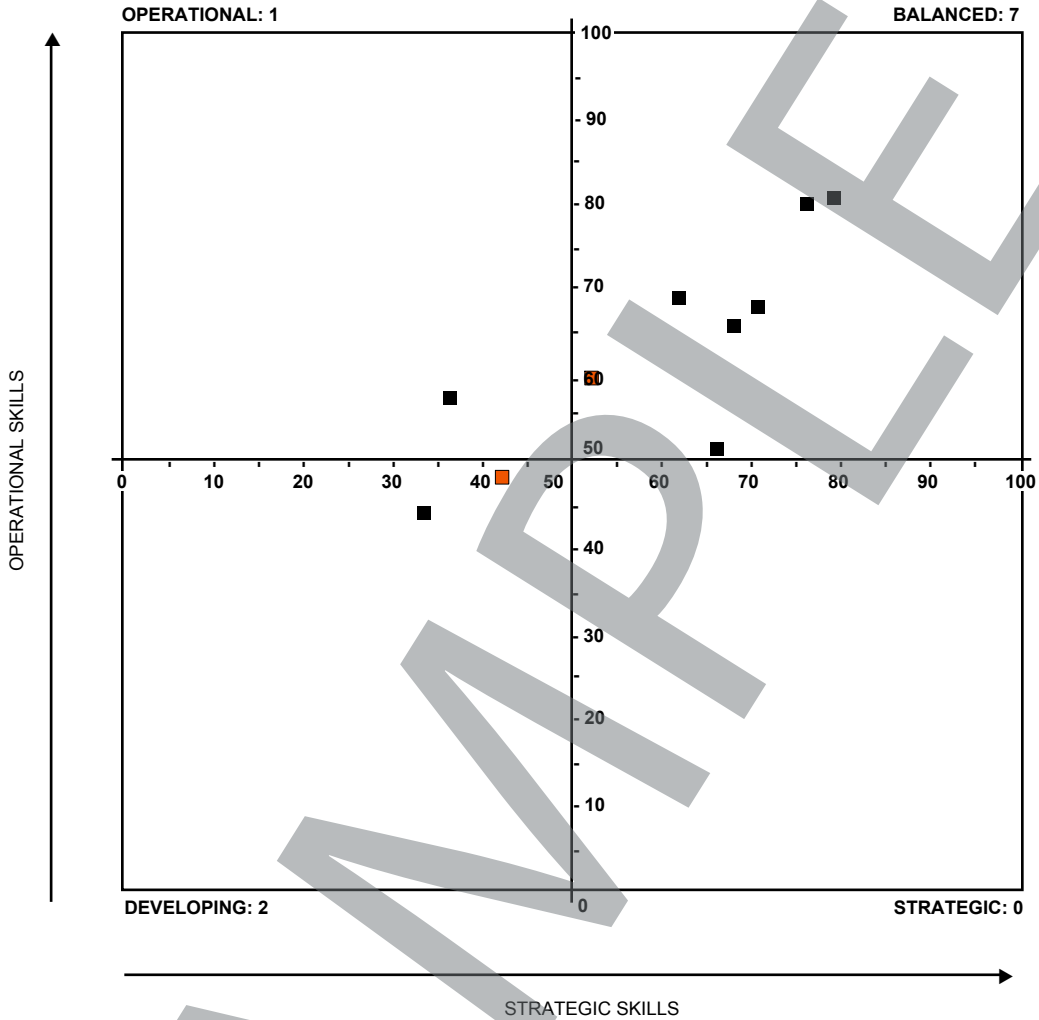
Rating by **SELF**
of surveys processed: **10**

Average	4.80	4.90	5.15	5.38	5.70	5.33	5.57	5.08	5.03	5.50	5.67	5.40	3.18	5.23	2.33	5.42
SD	1.12	0.91	0.68	0.65	1.05	0.82	0.73	0.95	0.99	0.65	0.87	0.87	0.90	1.45	0.75	1.05
Centile	30	29	61	39	59	53	48	45	34	39	45	41	47	29	40	35
PreCentile	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

MATRIX

See Appendix for interpretation guidance ▶▶

LCM Skills Matrix: Direct Reports - Current



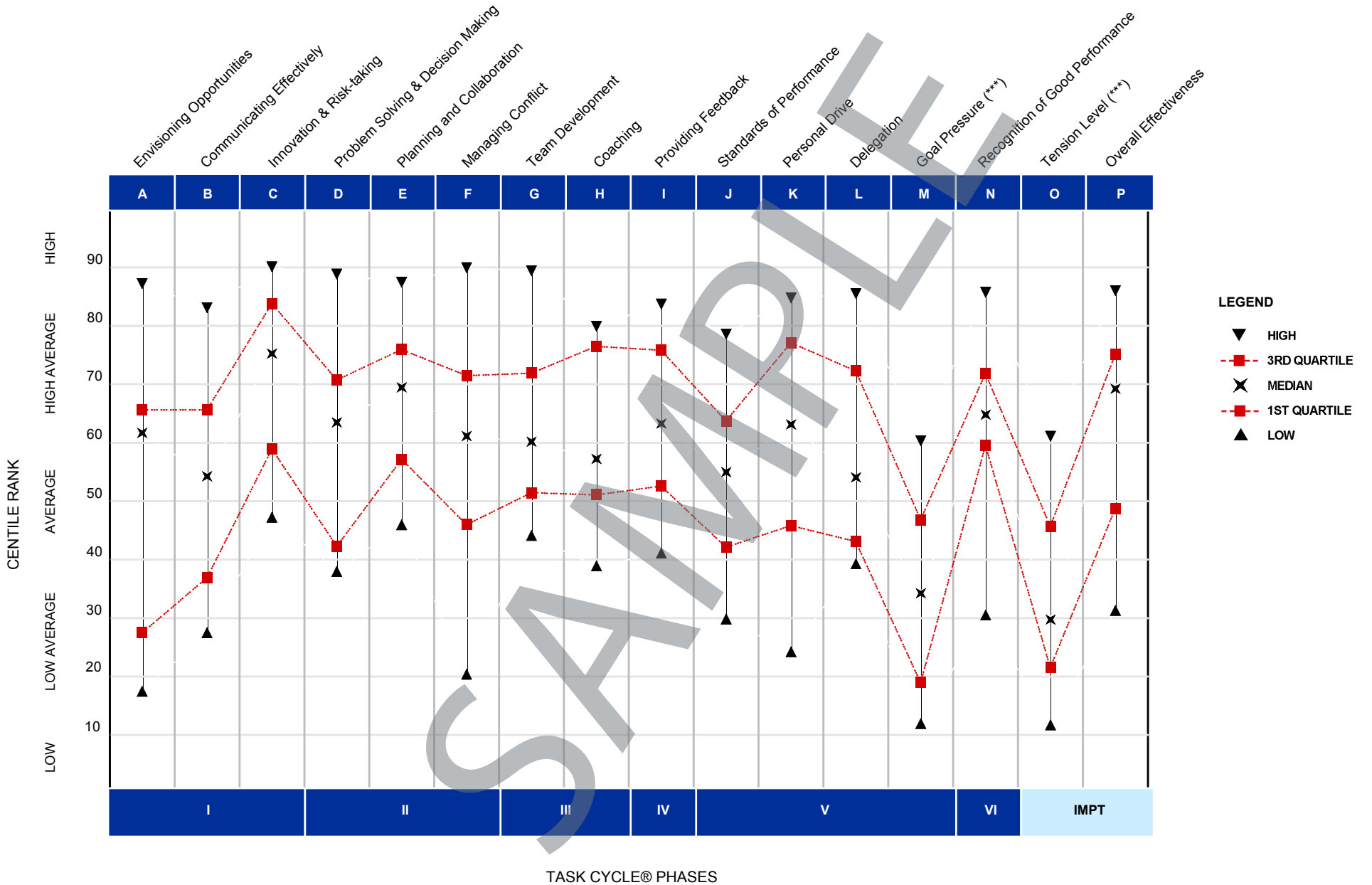
- = High Pressure
- = Low Pressure

The number of participants in each quadrant is indicated by the labels above and below the matrix, for example, "Strategic: 5."

Quartile Distribution of Centile Scores: Direct Reports

See Appendix for interpretation guidance ▶▶

Sample Composite



APPENDIX

The appendix will give you detailed instructions on data interpretation for the various charts shown in this report. In addition to the instructions you will find key concepts explained and definitions to common labels used throughout the report.

Appendix A

Change Analysis

Tracking one's performance improvement over time is a "best practice" common to high performing leaders. This report allows you to track progress in the specific skills of the Leadership Competencies for Managers Task Cycle® and each of the "Residual Impact" dimensions, Tension Level and Overall Effectiveness.

Groups with first time participants will only see "---." Those with participants taking the survey for the 2nd or subsequent time will find the following chart populated with centile rank data on the extent of change. A change of 16 or more centile points will be noted as a high (HIGH) and next to it will be the actual numbers, e.g., "HIGH (+16)."

Appendix B

Centile Plot

Centiles are the ranks of the group's raw scores against the norm.

The larger the group, the closer the curves will be to 50. Small differences from the norm will be meaningful if the group is large enough.

General Level

Look at the level of the curves to see if they are mostly above, at or below the norm (50th centile).

Relative Highs and Lows

For each rater group, look for such distinguishing characteristics as highs and lows within each curve. For example, if everything is in the same 20-point band (quintile), regardless of which level, look for which dimensions are highest and lowest.

Gaps and Patterns

Differences between curves can provide very useful clues.

Outcomes

Look at Overall Effectiveness. If this "outcome" type dimension is low, the cause is typically in the execution of the skills.