

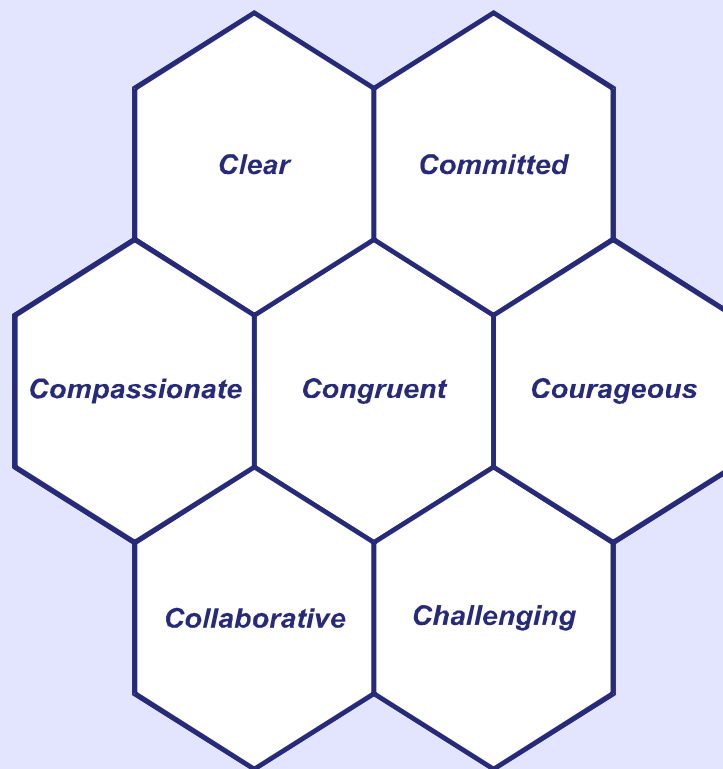


PRESENTS

**A 360° Feedback & Development Process
On Coaching Competencies**

BASED ON

“The 7 C’s of Transformational Coaching”



Confidential
Feedback Report & Development Plan
For J. Sample
February 2002

Report Contents

A) Category Group Roll-Ups

Shows aggregated (summarized) scores from all rating groups, excluding self, COMBINED on each of the categories in the survey.

B) Category Summaries

Provides aggregated (summarized) scores from all rating groups on each of the categories in the survey.

C) Hidden Strengths and Blind Spots

Lists items where the gaps between the self rating are at least 20% different than the average ratings of other groups. Hidden Strengths are defined as items in which the self rating is lower than that of the other rating group (i.e., direct reports, peers, boss). Blind spots are defined as items in which the self rating is higher than that of the other rating group.

D) Your Highest and Lowest Scores (ranked by average)

Shows the items with the highest and lowest scores, ranked by average, from each rating group (i.e., direct reports and peers).

E) Item Results

This section shows results on each item, by category. Scores from each rating group are provided, along with the company average. Comments from your raters are transcribed verbatim and shown here, by rating group.

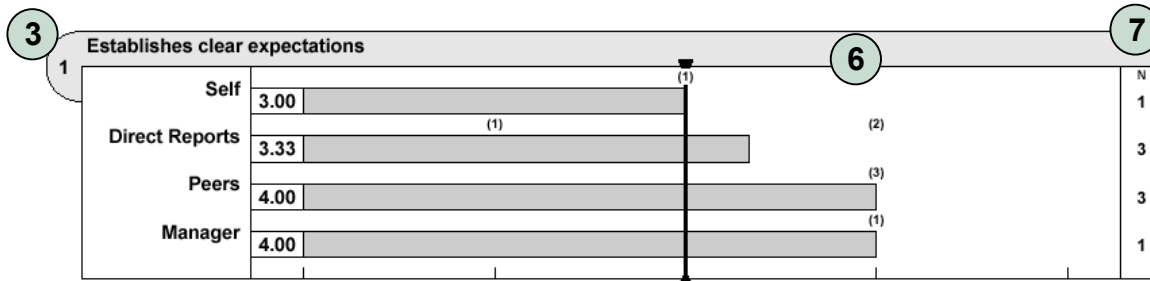
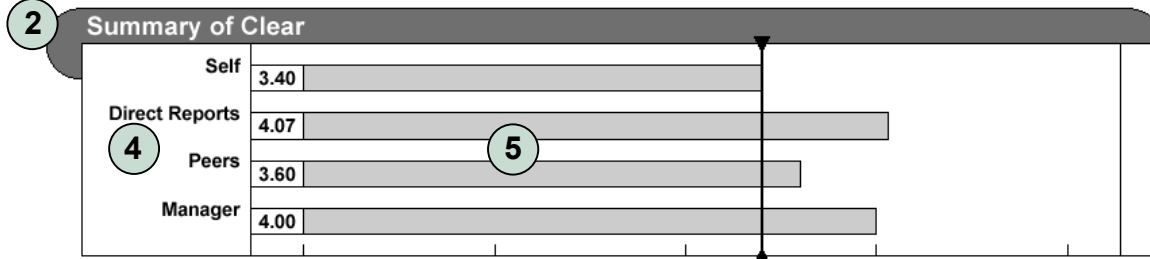
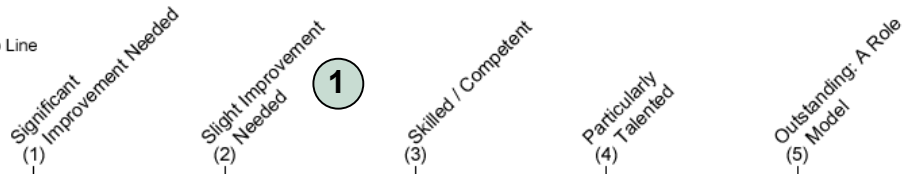
F) Development Plan and Coaching Contract

How to Read Your Report

Clear

Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ↑ Self Score Line



- 1 Scale** – In the above example, the response scale used is a 5-point scale ranging from “Significant Improvement Needed” to “Outstanding: A Role Model.”
- 2 Category Summary** – The top graph shows the category or factor results by rater group. The category summary is an average of the ratings from each rater group for all items included in that category or factor. In this example, the category “Clear” is presented. The items following it are related to the category.
- 3 Item Results** – This graph shows the results by rater group for a specific question or item. This item and other related items create a category or factor. In this example, item #1 is shown.
- 4 Title Lines** – These lines show results by rater group. In this example, the vertical line indicates the Self-response. This line is included so that participants can see the differences between their Self-rating and the ratings of others.
- 5 Mean Bar** – The bars show the mean (average) of the responses for each rater group. For example, the average from Direct Reports is 4.07 in the category “Clear,” and 3.33 for item #1.
- 6 Distribution** – The numbers in parenthesis above each mean bar reflect the distribution of scores provided by respondents in the particular rater group. In this example, 3 Direct Reports responded to the item. Of those, 1 rated the participant as “Slight Improvement Needed,” 2 as “Particularly Talented.”
- 7 Valid N** – This provides the number of raters in each group who responded to the item. In this example, 3 people who have been classified as the participant’s Direct Reports responded to this question. Also responding were 1 participant (labeled as “Self”), 3 Peers and 1 Manager.

Category Group Roll-Ups

Symbol Key

○ Normative Average

Significant
(1) Improvement Needed

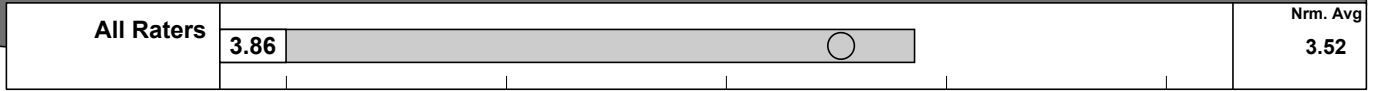
Slight Improvement
(2) Needed

Skilled / Competent
(3)

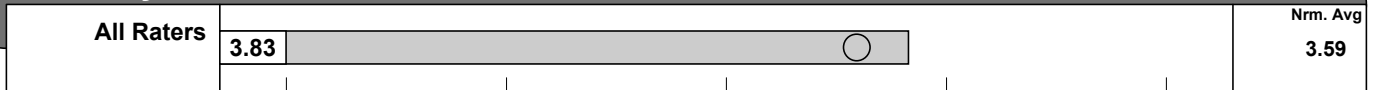
Particularly
(4) Talented

Outstanding: A Role
(5) Model

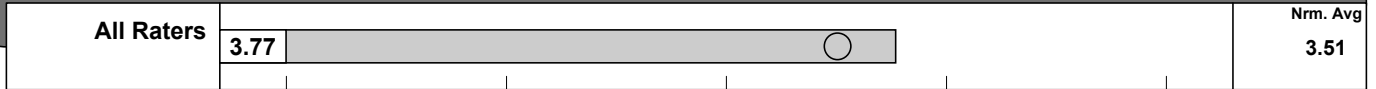
Summary of Clear



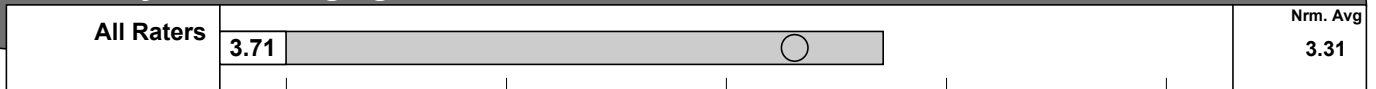
Summary of Committed



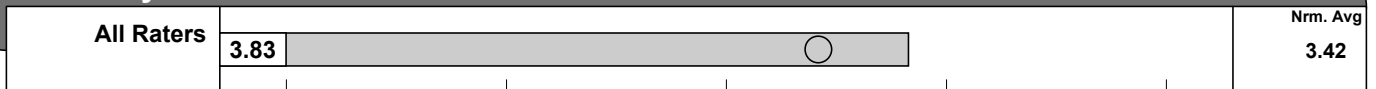
Summary of Courageous



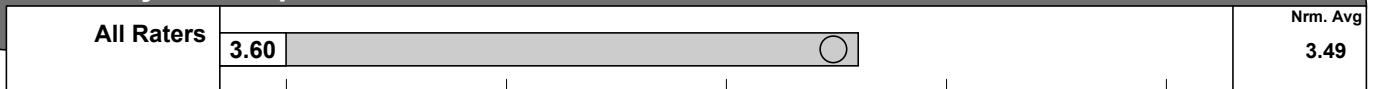
Summary of Challenging



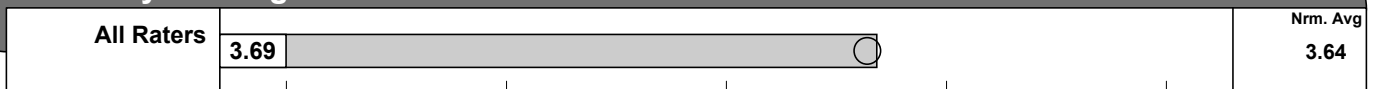
Summary of Collaborative



Summary of Compassionate



Summary of Congruent



Category Summaries

Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌞ Self Score Line
- Normative Average

Significant Improvement Needed
(1)

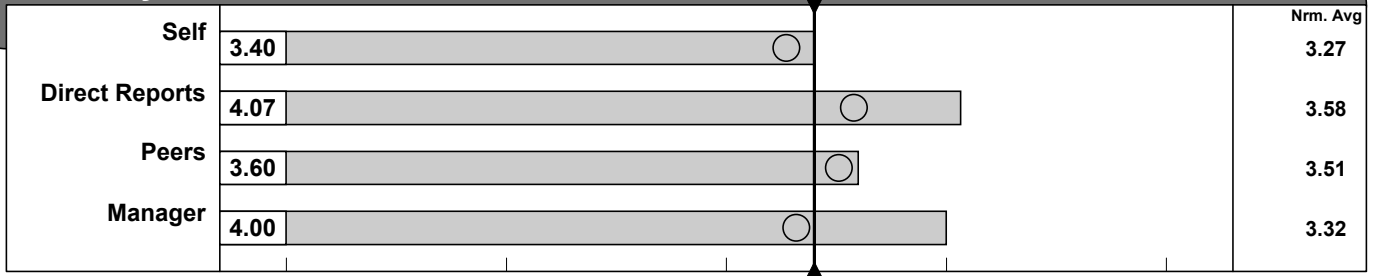
Slight Improvement Needed
(2)

Skilled / Competent
(3)

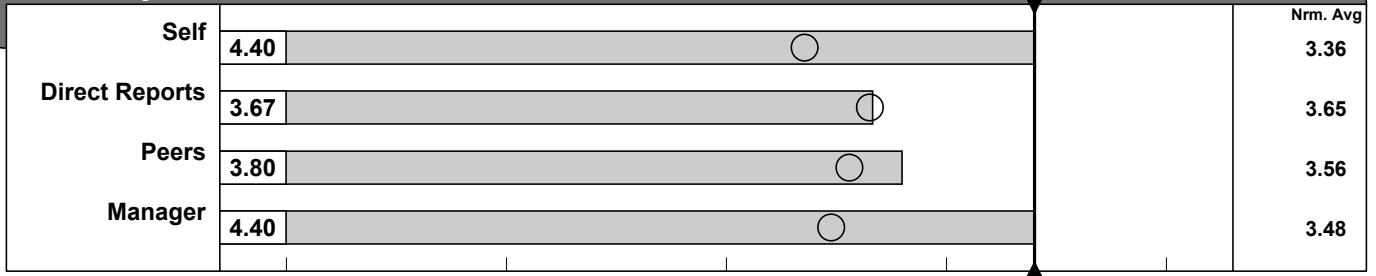
Particularly Talented
(4)

Outstanding: A Role Model
(5)

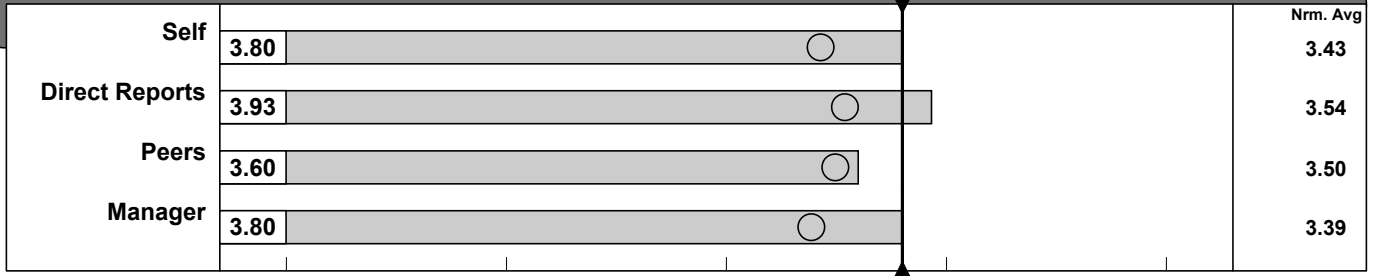
Summary of Clear



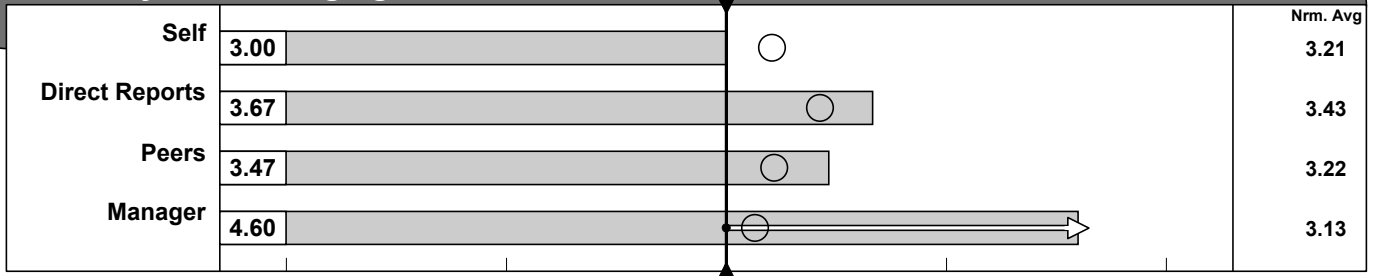
Summary of Committed



Summary of Courageous



Summary of Challenging



Hidden strength(s) from Direct Reports**Self Group Gap**

8	Communicates in a direct and straightforward manner [CLEAR]	2.00	4.33	2.33
18	Encourages my learning by asking effective questions [CHALLENGING]	2.00	4.33	2.33
17	Communicates honestly with me [COURAGEOUS]	3.00	4.67	1.67
22	Uses specific examples in giving me feedback [CLEAR]	3.00	4.67	1.67
27	Re-frames my mistakes as learning opportunities [COMPASSIONATE]	2.00	3.67	1.67
26	Seeks to develop mutually beneficial results with me [COLLABORATIVE]	2.00	3.67	1.67
28	Demonstrates enthusiasm about the future [CONGRUENT]	3.00	4.33	1.33

Hidden strength(s) from Peers**Self Group Gap**

18	Encourages my learning by asking effective questions [CHALLENGING]	2.00	4.33	2.33
8	Communicates in a direct and straightforward manner [CLEAR]	2.00	4.00	2.00
26	Seeks to develop mutually beneficial results with me [COLLABORATIVE]	2.00	3.33	1.33
11	Focuses on continually helping me to improve my work processes [CHALLENGING]	2.00	3.33	1.33

Hidden strength(s) from Manager**Self Group Gap**

18	Encourages my learning by asking effective questions [CHALLENGING]	2.00	5.00	3.00
26	Seeks to develop mutually beneficial results with me [COLLABORATIVE]	2.00	5.00	3.00
8	Communicates in a direct and straightforward manner [CLEAR]	2.00	4.00	2.00
11	Focuses on continually helping me to improve my work processes [CHALLENGING]	2.00	4.00	2.00
12	Asks permission prior to giving me feedback [COLLABORATIVE]	3.00	5.00	2.00
27	Re-frames my mistakes as learning opportunities [COMPASSIONATE]	2.00	4.00	2.00
28	Demonstrates enthusiasm about the future [CONGRUENT]	3.00	5.00	2.00
32	Constructively challenges my thinking when it is conventional [CHALLENGING]	3.00	5.00	2.00
33	Remains flexible in seeking solutions to problems that affect my work [COLLABORATIVE]	3.00	5.00	2.00

Blind spot(s) from Direct Reports**Self Group Gap**

9	Freely gives me positive feedback [COMMITTED]	5.00	3.33	-1.67
14	Demonstrates his/her coach-ability by responding appropriately to feedback [CONGRUENT]	4.00	2.67	-1.33

Blind spot(s) from Peers**Self Group Gap**

24	Provides constructive feedback to help me improve results [COURAGEOUS]	5.00	3.33	-1.67
15	Clearly expresses his/her point of view [CLEAR]	5.00	3.33	-1.67
25	Delegates significant responsibilities to develop my capabilities [CHALLENGING]	4.00	2.67	-1.33

Blind spot(s) from Manager**Self Group Gap**

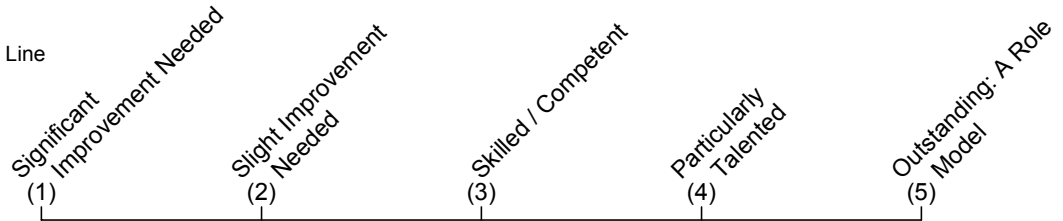
15	Clearly expresses his/her point of view [CLEAR]	5.00	3.00	-2.00
24	Provides constructive feedback to help me improve results [COURAGEOUS]	5.00	3.00	-2.00

Clear

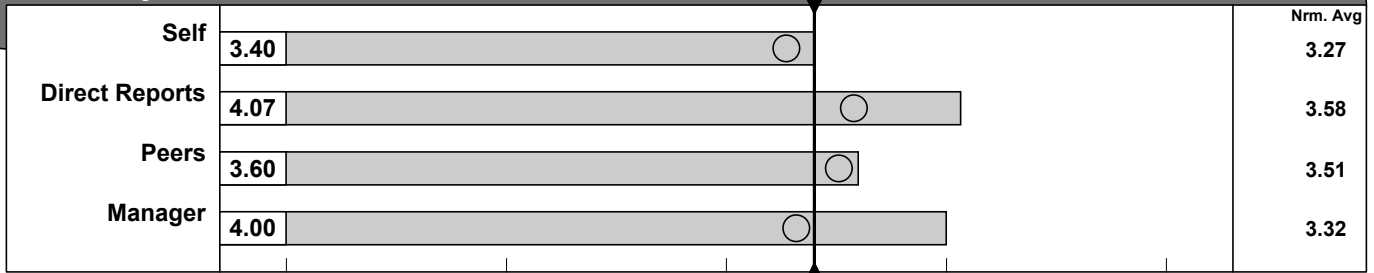
It is essential that the communication process through which the coaching is delivered is effective at creating a shared understanding. The Transformational Coach consciously eliminates ambiguity and mixed messages. The coach pays attention to how the message is interpreted by the coachee, and uses active listening skills to ensure understanding.

Symbol Key

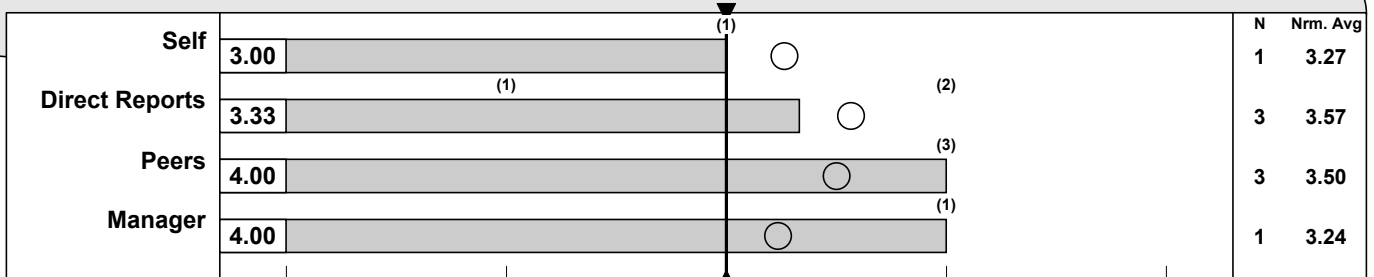
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▲ Self Score Line
- Normative Average



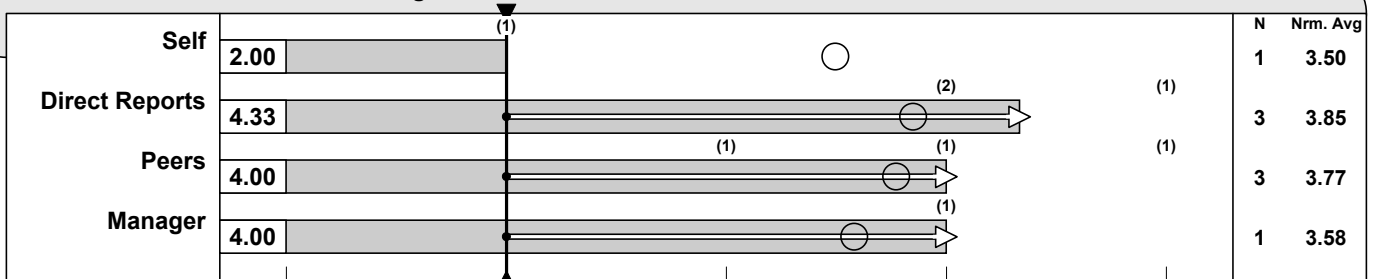
Summary of Clear



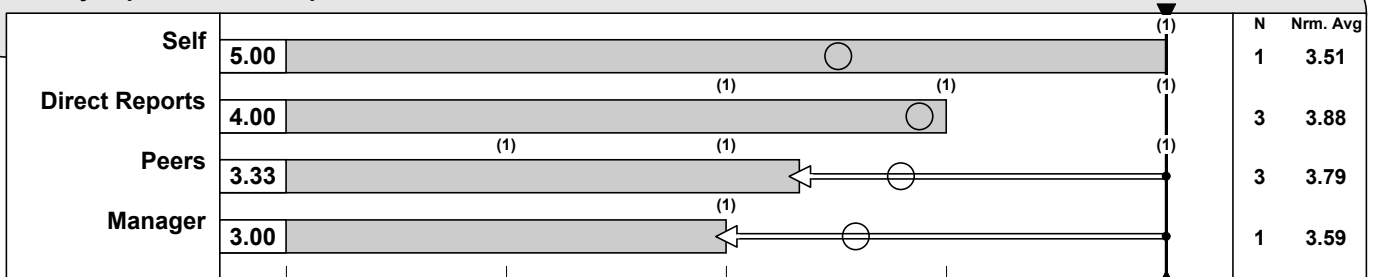
1 Establishes clear expectations



8 Communicates in a direct and straightforward manner



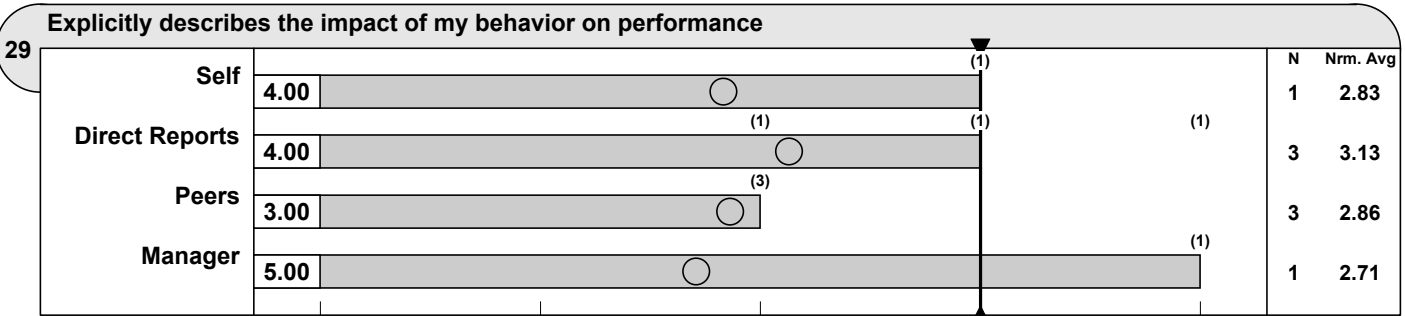
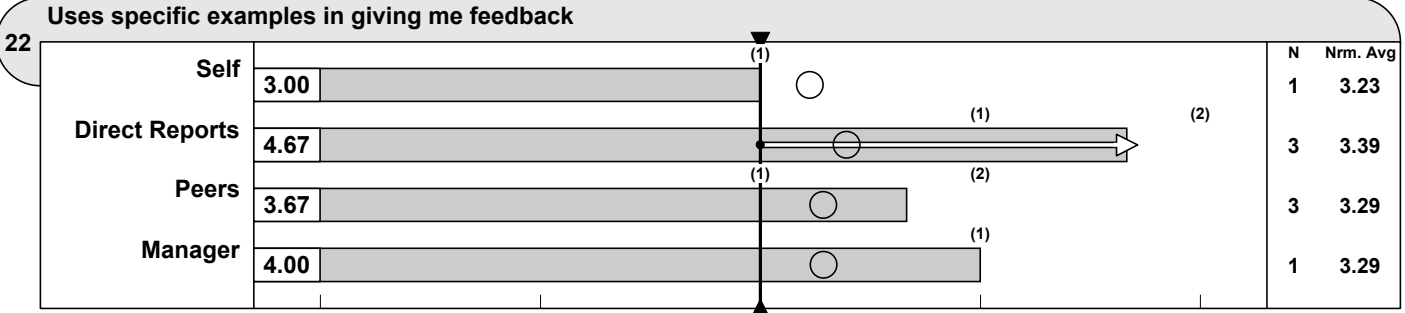
15 Clearly expresses his/her point of view



Clear

Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative Average



My Development Plan

**“What can I learn from my feedback?”
&
“What positive actions will I take as a result?”**

Please print out your feedback report, including this development plan. Please complete your written responses to this set of questions as a guide to assist you in exploring what leadership competencies you are perceived to possess, and which ones you might choose to develop further.

My Development Plan

1. **REACTIONS** – What are your initial reactions to your feedback report?

A. At a feeling level, what am I delighted & surprised about?

B. At a feeling level, what am I disappointed & frustrated about?

C. At a thinking level, what are my positive thoughts about the report?

D. At a thinking level, what are my negative thoughts about the report?

E. What am I curious about and want to better understand?
