

# LEADERSHIP SURVEY SUBJECT LIST

1. Lisa Sample

**Subjects 1-1 of 1 total subjects**

# LEADERSHIP SURVEY

**Confidential Feedback Report**

**Lisa Sample**

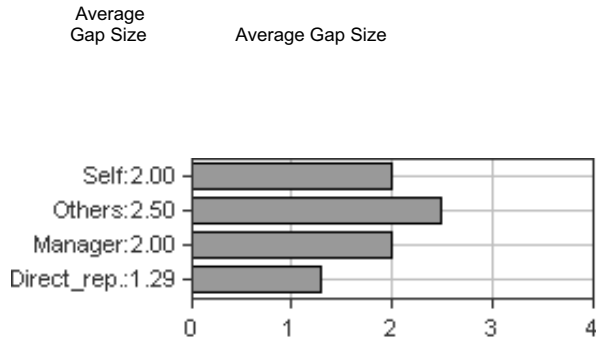
**Individual**

**ABC SAMPLE COMPANY**

# LEADERSHIP SURVEY LISTING OF INDIVIDUAL BEHAVIORS

## STRAIGHT TALK FOR PERF DISCUSS

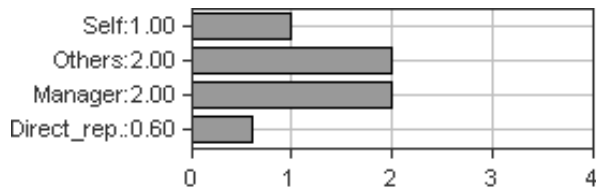
20) Provide employees constructive feedback on performance?



Gap Size Distribution

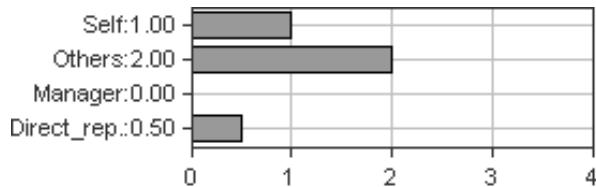
R	No Gap	1	2	3	4
			1		
			1	1	
			1		
	3	1	1	2	

21) Describe behavior accurately when giving feedback?



R	No Gap	1	2	3	4
		1			
			2		
			1		
1	3	1	1		

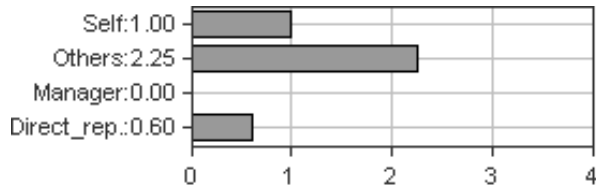
22) Demonstrate understanding of employees' concerns and keep the discussion on track?



R	No Gap	1	2	3	4
		1			
			3		
	1				
	4	1	1		

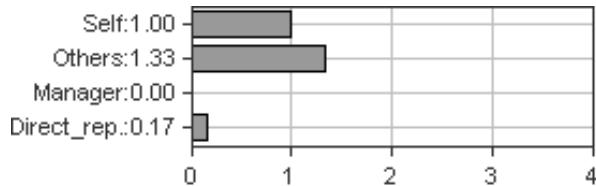
## RESULTS-BASED L

6) Help others identify the main cause of a problem before attempting to solve it?



R	No Gap	1	2	3	4
		1			
		1	1	2	
	1				
1	3	1	1		

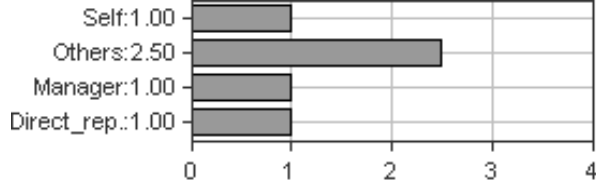
7) Help others find the solution to a problem rather than solving it for them?



R	No Gap	1	2	3	4
		1			
	1	1		1	
	1				
	5	1			

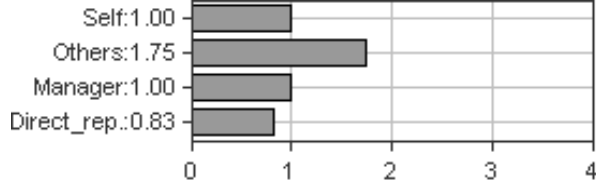
AGREEMENTS

8) Make sure others clearly understand what he or she is asking them to do - whenever assigning work or requesting help?



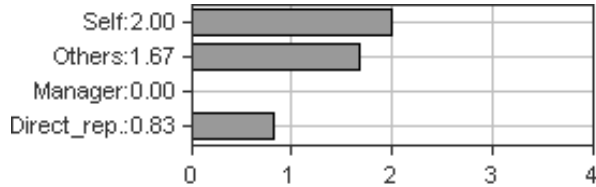
R	No Gap	1	2	3	4
		1			
			2	2	
		1			
	3	1	1	1	

9) Make sure others understand why the assignment or request is important?



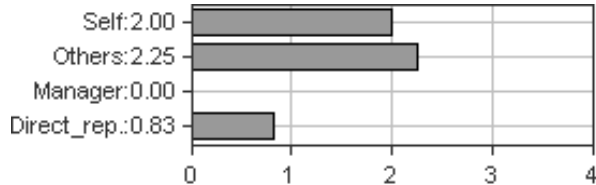
R	No Gap	1	2	3	4
		1			
		2	1	1	
		1			
	4		1	1	

10) Explore and resolve others' potential obstacles to completing the task or assignment?



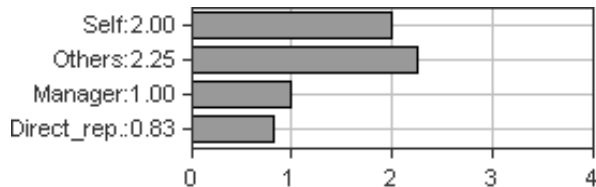
R	No Gap	1	2	3	4
			1		
1		2		1	
		1			
	2	3	1		

11) Discuss when and how he or she will follow up on the task or assignment?



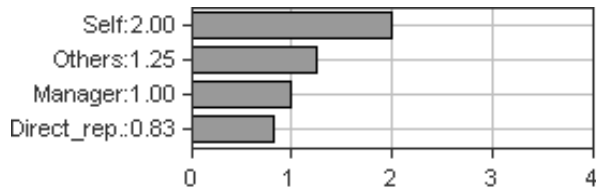
R	No Gap	1	2	3	4
			1		
	1		1	1	1
	1				
	3	1	2		

12) Follow up as planned?



R	No Gap	1	2	3	4
			1		
		1	1	2	
		1			
	3	1	2		

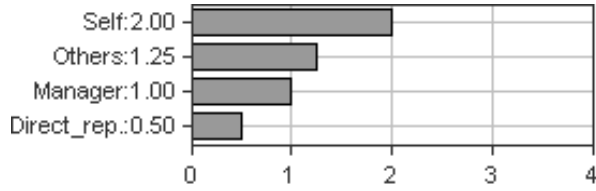
13) Show his or her appreciation whenever others accomplish tasks or assignments?



R	No Gap	1	2	3	4
			1		
	1	2		1	
		1			
	2	3	1		

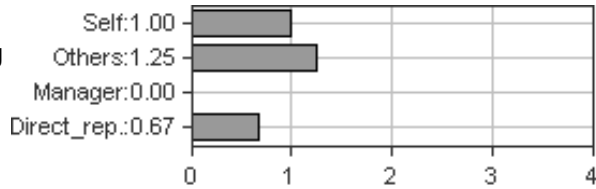
*RECONFIRMING AG*

14) Attempt to regain others' commitment to tasks or assignments that have not been accomplished as agreed?



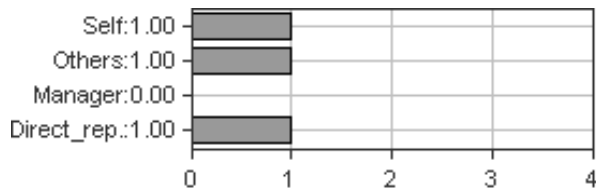
R	No Gap	1	2	3	4
			1		
		2	1	1	
			1		
		3	3		

15) Avoid getting 'hooked' by emotion when reconfirming agreements?



R	No Gap	1	2	3	4
		1			
		1	1	2	
		1			
		3	2	1	

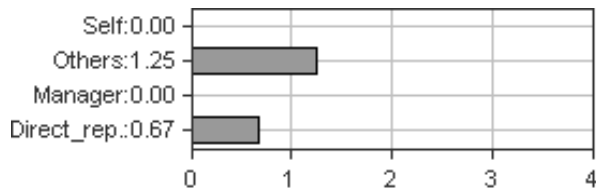
16) Diffuse any defensiveness that arises while he or she is reconfirming agreements?



R	No Gap	1	2	3	4
		1			
		3			
		1			
		3	1	1	1

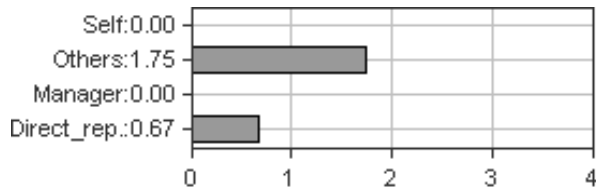
*CONFLICT MGMT*

17) Treat others with respect when he or she has differing views?



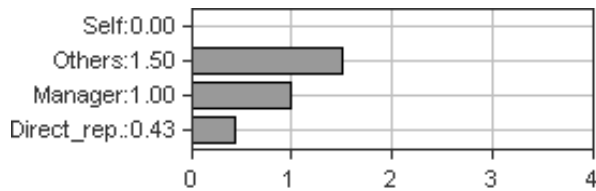
R	No Gap	1	2	3	4
		1			
		1	1	2	
		1			
		5			1

18) Work to understand the underlying reasons for the differing views?



R	No Gap	1	2	3	4
		1			
		1	3		
		1			
		4	1	1	

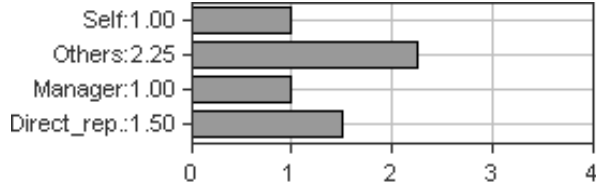
19) Work to create mutually agreeable solutions that take differing views into account?



R	No Gap	1	2	3	4
		1			
		1	3		
		1			
		6		1	

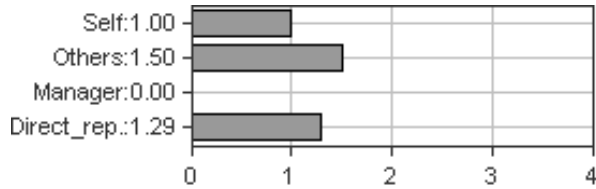
INTERACTION

23) Maintain productive relationships with people who interact differently?



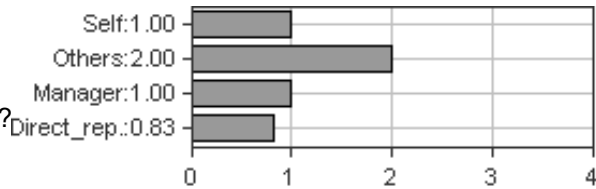
R	No Gap	1	2	3	4
		1			
			3	1	
		1			
	1	3	1		1

24) Work constructively with others?



R	No Gap	1	2	3	4
		1			
	1	1	1	1	
	1				
	3	2		1	1

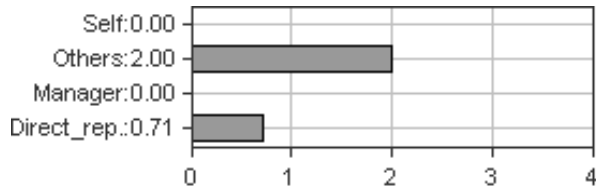
25) Work with others in a way that minimizes relationship tensions without capitulating his or her view?



R	No Gap	1	2	3	4
		1			
			4		
		1			
	4	1			1

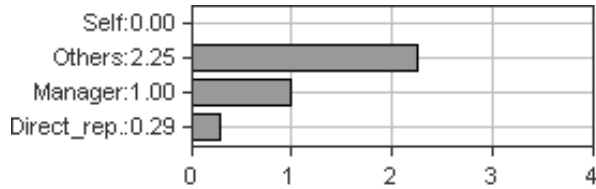
CORE COMM SKILLS

1) Communicate his or her viewpoints clearly and concisely?



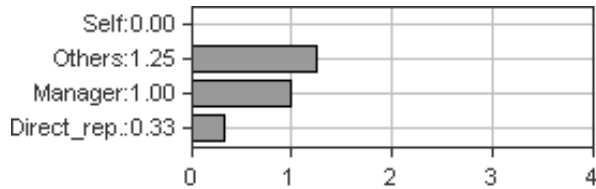
R	No Gap	1	2	3	4
		1			
			4		
		1			
	3	3	1		

2) Encourage others to express their views?



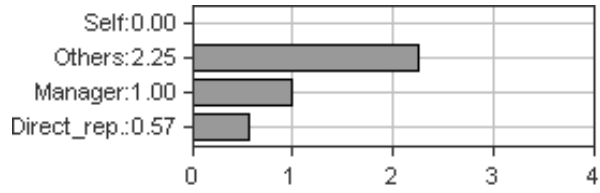
R	No Gap	1	2	3	4
		1			
			3	1	
		1			
	6		1		

3) Try to truly understand others viewpoints?



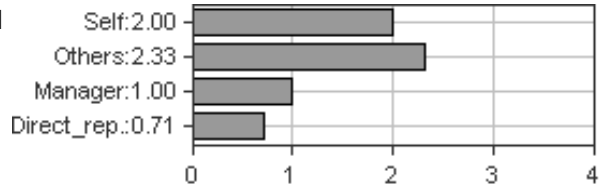
R	No Gap	1	2	3	4
		1			
			3	1	
		1			
	1	5		1	

4) Listen with an open mind?



R	No Gap	1	2	3	4
	1				
		1	1	2	
		1			
	5	1		1	

5) Serve as a sounding board for others?

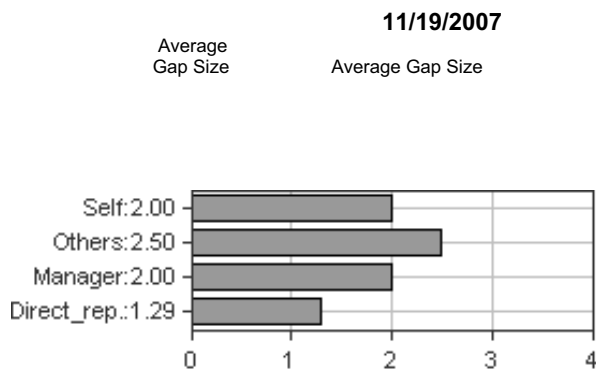


R	No Gap	1	2	3	4
			1		
		1		2	
		1			
	4	2		1	

# LEADERSHIP SURVEY COMPARATIVE REPORT

## STRAIGHT TALK FOR PERF DISCUSS

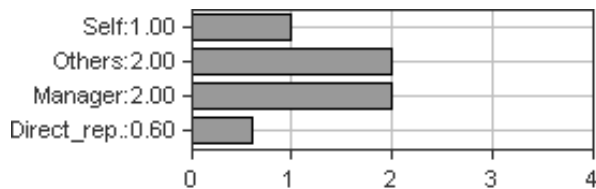
20) Provide employees constructive feedback on performance?



**05/10/2007**

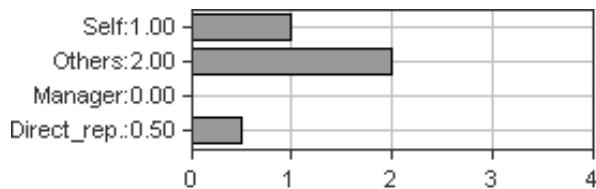
Average Gap Size	% Change
Self:4.00	50.0% +
Others:0.00	100.0% -
Manager:2.00	
Direct_rep.:1.29	

21) Describe behavior accurately when giving feedback?



Self:2.00	50.0% +
Others:1.00	100.0% -
Manager:0.00	100.0% -
Direct_rep.:0.86	30.2% +

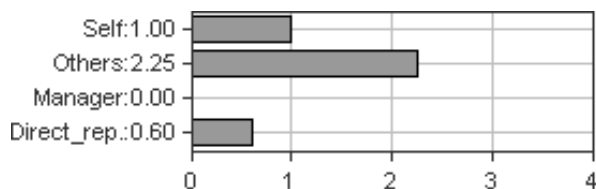
22) Demonstrate understanding of employees' concerns and keep the discussion on track?



Self:1.00	
Others:0.50	300.0% -
Manager:1.00	100.0% +
Direct_rep.:0.62	19.4% +

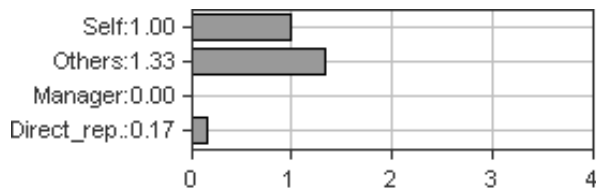
## RESULTS-BASED L

6) Help others identify the main cause of a problem before attempting to solve it?



Self:1.00	
Others:0.67	235.8% -
Manager:0.00	
Direct_rep.:0.67	10.4% +

7) Help others find the solution to a problem rather than solving it for them?

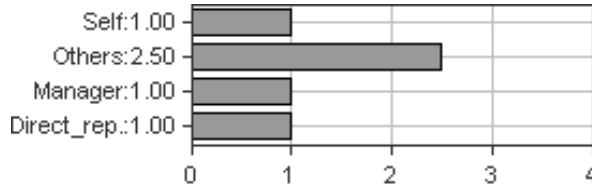


Self:2.00	50.0% +
Others:2.00	33.5% +
Manager:0.00	
Direct_rep.:0.67	74.6% +



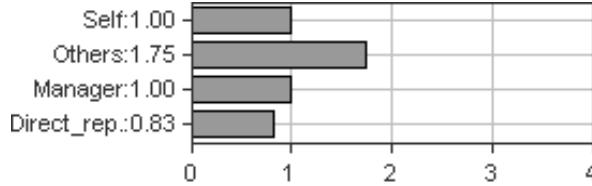
AGREEMENTS

8) Make sure others clearly understand what he or she is asking them to do - whenever assigning work or requesting help?



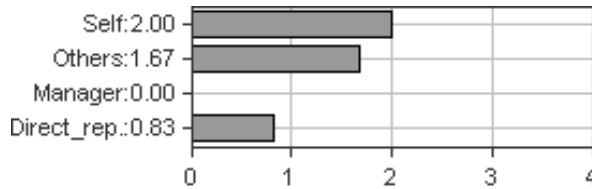
Self:2.00	50.0%	+
Others:1.00	150.0%	-
Manager:0.00	100.0%	-
Direct_rep.:1.11	9.9%	+

9) Make sure others understand why the assignment or request is important?



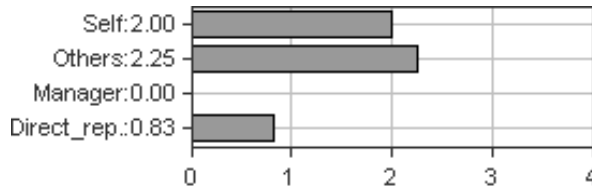
Self:2.00	50.0%	+
Others:1.00	75.0%	-
Manager:0.00	100.0%	-
Direct_rep.:1.44	42.4%	+

10) Explore and resolve others' potential obstacles to completing the task or assignment?



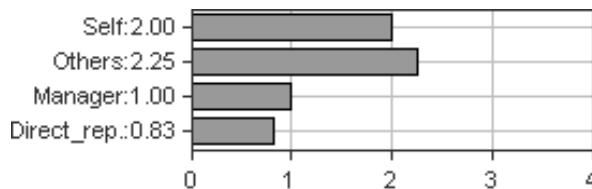
Self:2.00		
Others:1.33	25.6%	-
Manager:0.00		
Direct_rep.:1.00	17.0%	+

11) Discuss when and how he or she will follow up on the task or assignment?



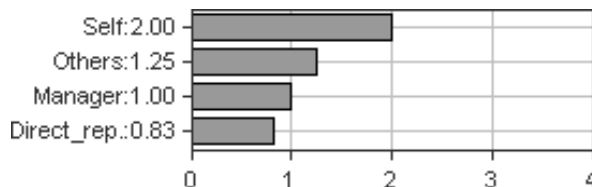
Self:3.00	33.3%	+
Others:2.50	10.0%	+
Manager:1.00	100.0%	+
Direct_rep.:1.78	53.4%	+

12) Follow up as planned?



Self:3.00	33.3%	+
Others:1.67	34.7%	-
Manager:1.00		
Direct_rep.:1.56	46.8%	+

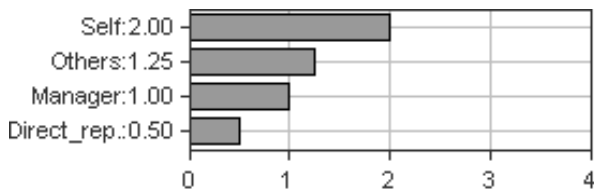
13) Show his or her appreciation whenever others accomplish tasks or assignments?



Self:3.00	33.3%	+
Others:0.00	100.0%	-
Manager:2.00	50.0%	+
Direct_rep.:1.00	17.0%	+

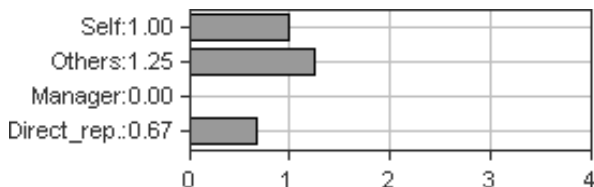
RECONFIRMING AG

14) Attempt to regain others' commitment to tasks or assignments that have not been accomplished as agreed?



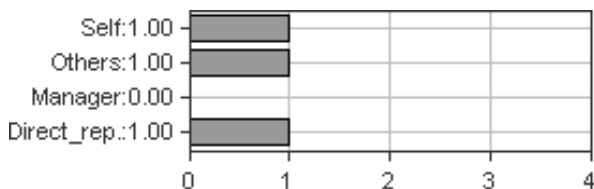
Self:3.00	33.3%	+
Others:0.50	150.0%	-
Manager:1.00		
Direct_rep.:1.00	50.0%	+

15) Avoid getting 'hooked' by emotion when reconfirming agreements?



Self:1.00		
Others:0.00	100.0%	-
Manager:0.00		
Direct_rep.:0.86	22.1%	+

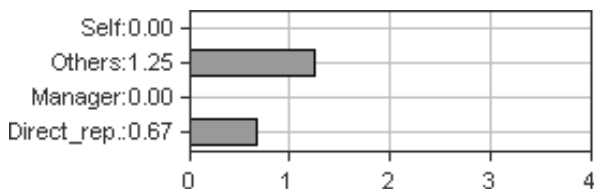
16) Diffuse any defensiveness that arises while he or she is reconfirming agreements?



Self:2.00	50.0%	+
Others:0.00	100.0%	-
Manager:0.00		
Direct_rep.:1.00		

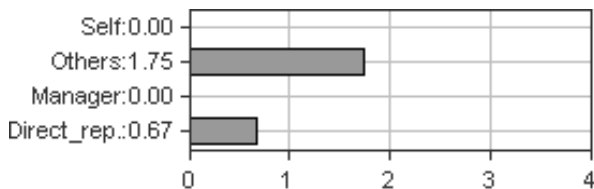
CONFLICT MGMT

17) Treat others with respect when he or she has differing views?



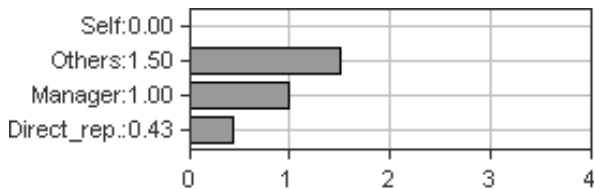
Self:0.00		
Others:0.33	278.8%	-
Manager:0.00		
Direct_rep.:0.89	24.7%	+

18) Work to understand the underlying reasons for the differing views?



Self:2.00	100.0%	+
Others:1.00	75.0%	-
Manager:0.00		
Direct_rep.:0.75	10.7%	+

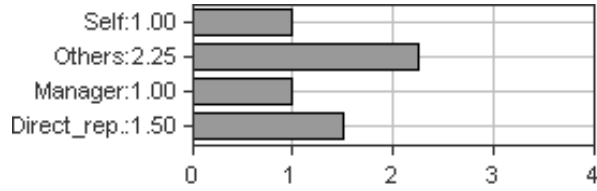
19) Work to create mutually agreeable solutions that take differing views into account?



Self:1.00	100.0%	+
Others:1.33	12.8%	-
Manager:0.00	100.0%	-
Direct_rep.:0.50	14.0%	+

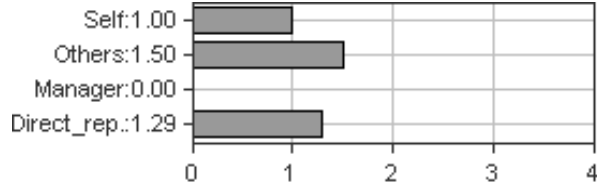
**INTERACTION**

23) Maintain productive relationships with people who interact differently?



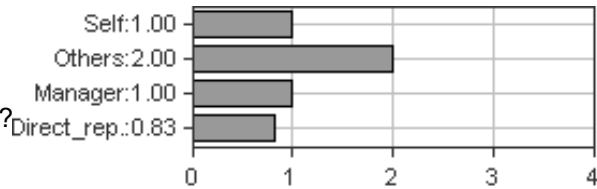
Self:0.00	100.0%	-
Others:3.00	25.0%	+
Manager:1.00		
Direct_rep:1.25	20.0%	-

24) Work constructively with others?



Self:0.00	100.0%	-
Others:0.67	123.9%	-
Manager:0.00		
Direct_rep:1.11	16.2%	-

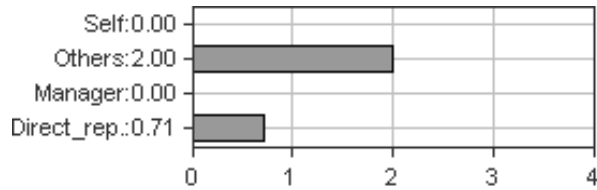
25) Work with others in a way that minimizes relationship tensions without capitulating his or her view?



Self:0.00	100.0%	-
Others:0.50	300.0%	-
Manager:0.00	100.0%	-
Direct_rep:1.00	17.0%	+

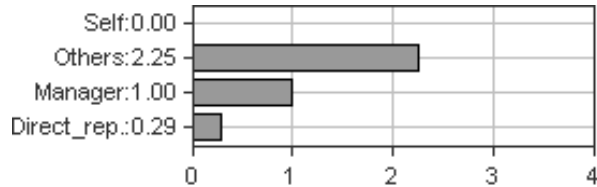
**CORE COMM SKILLS**

1) Communicate his or her viewpoints clearly and concisely?



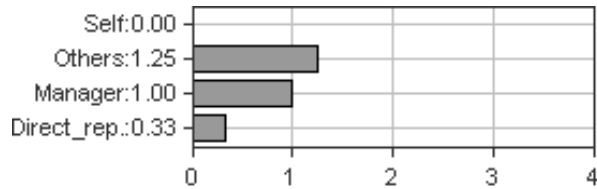
Self:2.00	100.0%	+
Others:1.33	50.4%	-
Manager:1.00	100.0%	+
Direct_rep:1.11	36.0%	+

2) Encourage others to express their views?



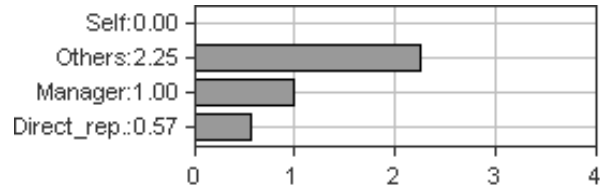
Self:0.00		
Others:1.00	125.0%	-
Manager:2.00	50.0%	+
Direct_rep:0.56	48.2%	+

3) Try to truly understand others viewpoints?



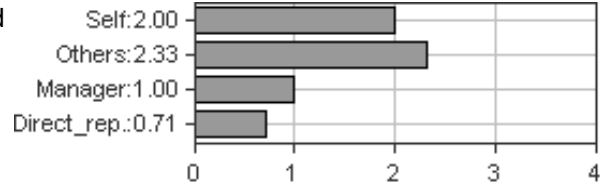
Self:0.00		
Others:1.00	25.0%	-
Manager:1.00		
Direct_rep:0.75	56.0%	+

4) Listen with an open mind?



Self:0.00	
Others:1.00	125.0% -
Manager:0.00	100.0% -
Direct_rep.:1.00	43.0% +

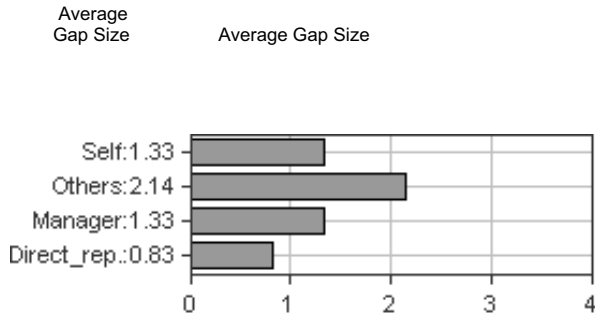
5) Serve as a sounding board for others?



Self:0.00	100.0% -
Others:1.00	133.0% -
Manager:2.00	50.0% +
Direct_rep.:1.22	41.8% +

# LEADERSHIP SURVEY THEME REPORT

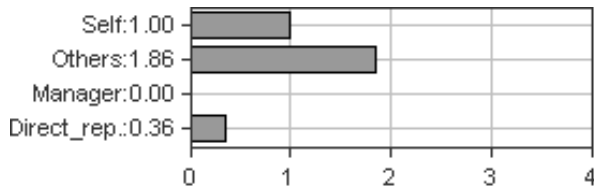
**STRAIGHT TALK FOR PERF  
DISCUSS**



Gap Size Distribution

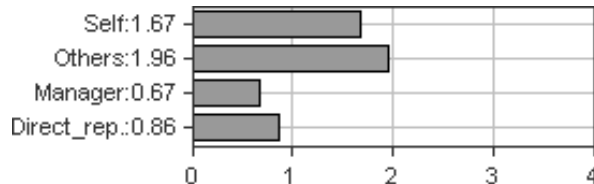
R	No Gap	1	2	3	4
		2	1		
			6	1	
	1		2		
1	10	3	3	2	

**RESULTS-BASED L**



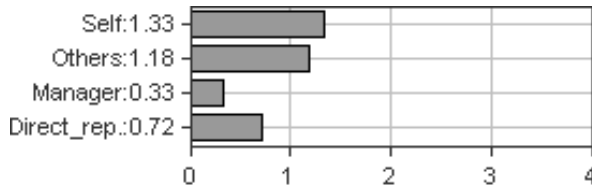
R	No Gap	1	2	3	4
		2			
		1	2	1	3
	2				
1	8	2	1		

**AGREEMENTS**



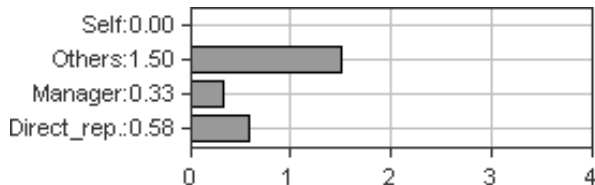
R	No Gap	1	2	3	4
		2	4		
1	2	7	5	8	1
	2	4			
	17	9	8	2	

**RECONFIRMING AG**



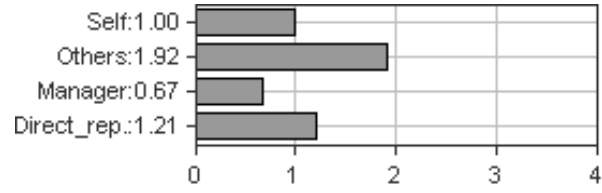
R	No Gap	1	2	3	4
		2	1		
		3	4	3	1
	2	1			
	9	6	2	1	

**CONFLICT MGMT**



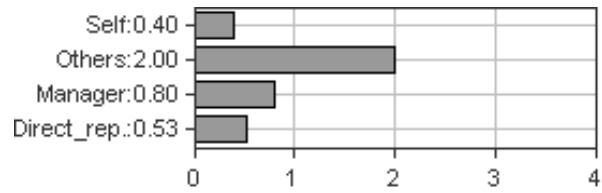
R	No Gap	1	2	3	4
	3				
	2	2	8		
	2	1			
1	15	1		2	1

INTERACTION



R	No Gap	1	2	3	4
	3				
	1	1	8	2	
	1	2			
	8	6	1	1	3

CORE COMM SKILLS



R	No Gap	1	2	3	4
	4		1		
		5	9	5	
	1	4			
1	23	6	3	2	

## Summary Report

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### RESPONSES FROM OTHERS

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

Practice	Gap Size
16) Diffuse any defensiveness that arises while he or she is reconfirming agreements?	1.00
3) Try to truly understand others viewpoints?	1.25
13) Show his or her appreciation whenever others accomplish tasks or assignments?	1.25
14) Attempt to regain others' commitment to tasks or assignments that have not been accomplished as agreed?	1.25
15) Avoid getting 'hooked' by emotion when reconfirming agreements?	1.25
17) Treat others with respect when he or she has differing views?	1.25
7) Help others find the solution to a problem rather than solving it for them?	1.33
19) Work to create mutually agreeable solutions that take differing views into account?	1.50
24) Work constructively with others?	1.50
10) Explore and resolve others' potential obstacles to completing the task or assignment?	1.67
9) Make sure others understand why the assignment or request is important?	1.75
18) Work to understand the underlying reasons for the differing views?	1.75
1) Communicate his or her viewpoints clearly and concisely?	2.00
21) Describe behavior accurately when giving feedback?	2.00
22) Demonstrate understanding of employees' concerns and keep the discussion on track?	2.00
25) Work with others in a way that minimizes relationship tensions without capitulating his or her view?	2.00
2) Encourage others to express their views?	2.25
4) Listen with an open mind?	2.25
6) Help others identify the main cause of a problem before attempting to solve it?	2.25
11) Discuss when and how he or she will follow up on the task or assignment?	2.25
12) Follow up as planned?	2.25
23) Maintain productive relationships with people who interact differently?	2.25
5) Serve as a sounding board for others?	2.33
8) Make sure others clearly understand what he or she is asking them to do - whenever assigning work or requesting help?	2.50
20) Provide employees constructive feedback on performance?	2.50

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.

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

## Summary Report

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### RESPONSES FROM MANAGER

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

Practice	Gap Size
1) Communicate his or her viewpoints clearly and concisely?	0.00
6) Help others identify the main cause of a problem before attempting to solve it?	0.00
7) Help others find the solution to a problem rather than solving it for them?	0.00
10) Explore and resolve others' potential obstacles to completing the task or assignment?	0.00
11) Discuss when and how he or she will follow up on the task or assignment?	0.00
15) Avoid getting 'hooked' by emotion when reconfirming agreements?	0.00
16) Diffuse any defensiveness that arises while he or she is reconfirming agreements?	0.00
17) Treat others with respect when he or she has differing views?	0.00
18) Work to understand the underlying reasons for the differing views?	0.00
22) Demonstrate understanding of employees' concerns and keep the discussion on track?	0.00
24) Work constructively with others?	0.00
2) Encourage others to express their views?	1.00
3) Try to truly understand others viewpoints?	1.00
4) Listen with an open mind?	1.00
5) Serve as a sounding board for others?	1.00
8) Make sure others clearly understand what he or she is asking them to do - whenever assigning work or requesting help?	1.00
9) Make sure others understand why the assignment or request is important?	1.00
12) Follow up as planned?	1.00
13) Show his or her appreciation whenever others accomplish tasks or assignments?	1.00
14) Attempt to regain others' commitment to tasks or assignments that have not been accomplished as agreed?	1.00
19) Work to create mutually agreeable solutions that take differing views into account?	1.00
23) Maintain productive relationships with people who interact differently?	1.00
25) Work with others in a way that minimizes relationship tensions without capitulating his or her view?	1.00
20) Provide employees constructive feedback on performance?	2.00
21) Describe behavior accurately when giving feedback?	2.00

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.

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



## Summary Report

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### RESPONSES FROM DIRECT REP.

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

Practice	Gap Size
7) Help others find the solution to a problem rather than solving it for them?	0.17
2) Encourage others to express their views?	0.29
3) Try to truly understand others viewpoints?	0.33
19) Work to create mutually agreeable solutions that take differing views into account?	0.43
14) Attempt to regain others' commitment to tasks or assignments that have not been accomplished as agreed?	0.50
22) Demonstrate understanding of employees' concerns and keep the discussion on track?	0.50
4) Listen with an open mind?	0.57
6) Help others identify the main cause of a problem before attempting to solve it?	0.60
21) Describe behavior accurately when giving feedback?	0.60
15) Avoid getting 'hooked' by emotion when reconfirming agreements?	0.67
17) Treat others with respect when he or she has differing views?	0.67
18) Work to understand the underlying reasons for the differing views?	0.67
1) Communicate his or her viewpoints clearly and concisely?	0.71
5) Serve as a sounding board for others?	0.71
9) Make sure others understand why the assignment or request is important?	0.83
10) Explore and resolve others' potential obstacles to completing the task or assignment?	0.83
11) Discuss when and how he or she will follow up on the task or assignment?	0.83
12) Follow up as planned?	0.83
13) Show his or her appreciation whenever others accomplish tasks or assignments?	0.83
25) Work with others in a way that minimizes relationship tensions without capitulating his or her view?	0.83
8) Make sure others clearly understand what he or she is asking them to do - whenever assigning work or requesting help?	1.00
16) Diffuse any defensiveness that arises while he or she is reconfirming agreements?	1.00
20) Provide employees constructive feedback on performance?	1.29
24) Work constructively with others?	1.29
23) Maintain productive relationships with people who interact differently?	1.50

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.

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