

# **Team Skills**

Individual Feedback Report Excerpt

**T.S. SAMPLE**

**18 May 2005**

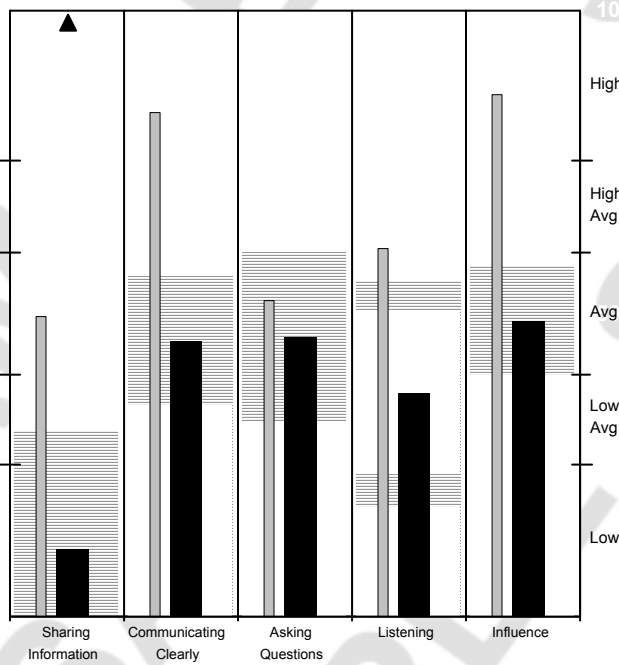
Current co-worker feedback was provided by 11 raters  
in the following categories:

- 2 Boss
- 3 Peers
- 3 Direct Reports
- 0 Internal Customers
- 0 External Customers
- 3 Others

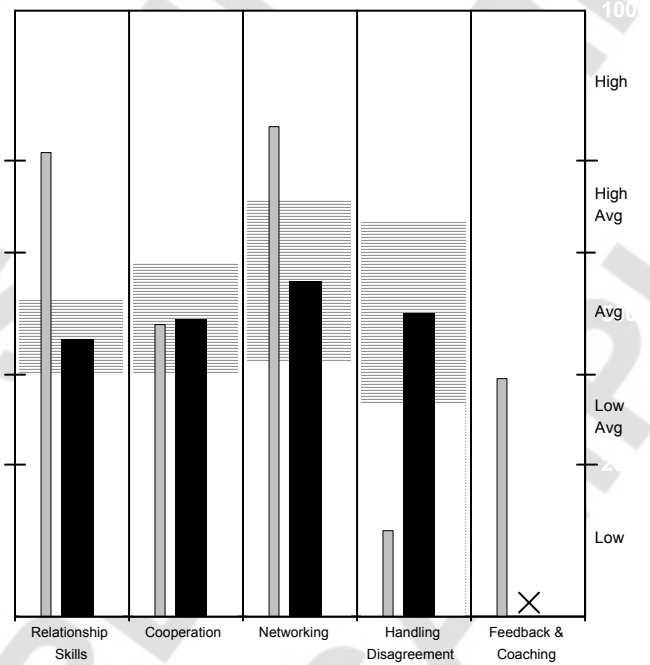
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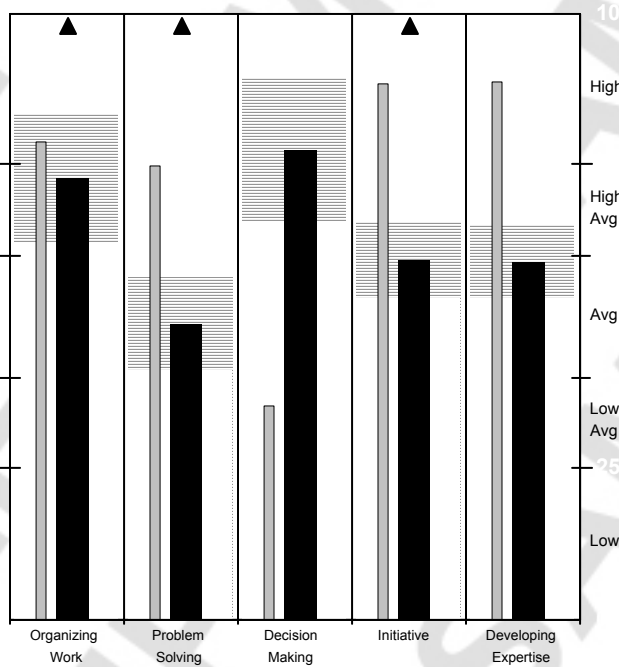
### Communication



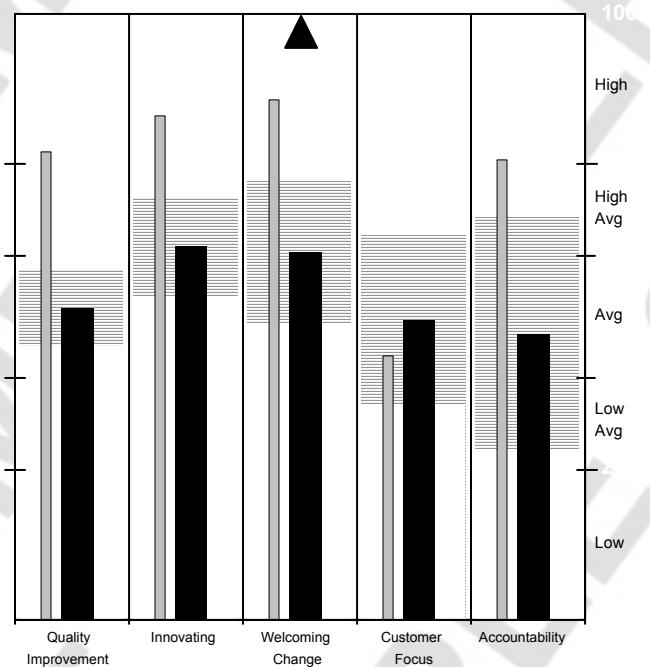
### Working With Others



### Task Focus



### Business Values



Rating by Self

Rating by Co-workers

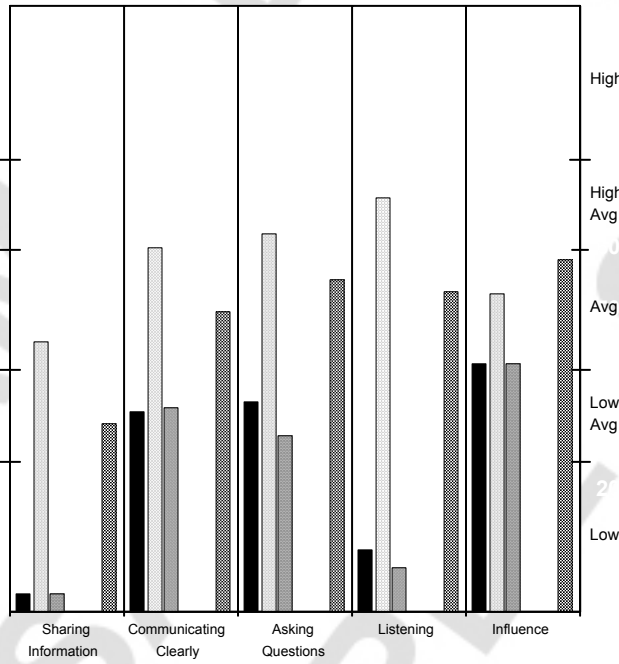
Spread of Co-worker ratings

Rated Most Important by Co-workers

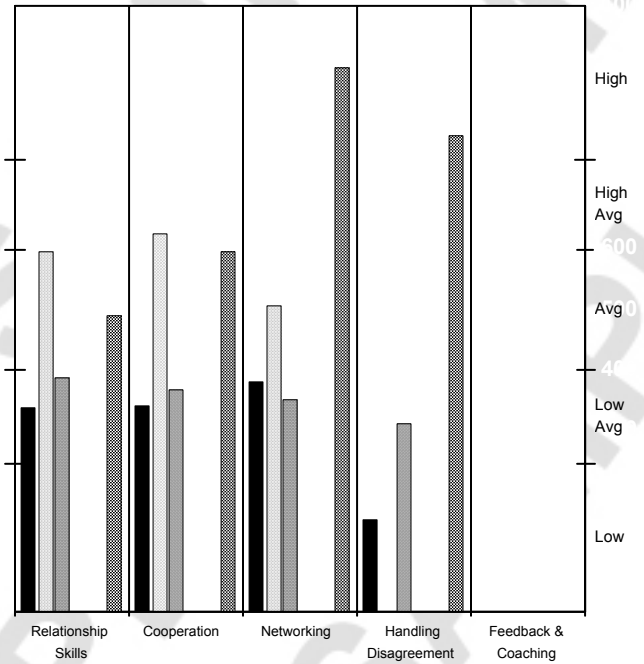
Insufficient Data

Rated Important by Co-workers

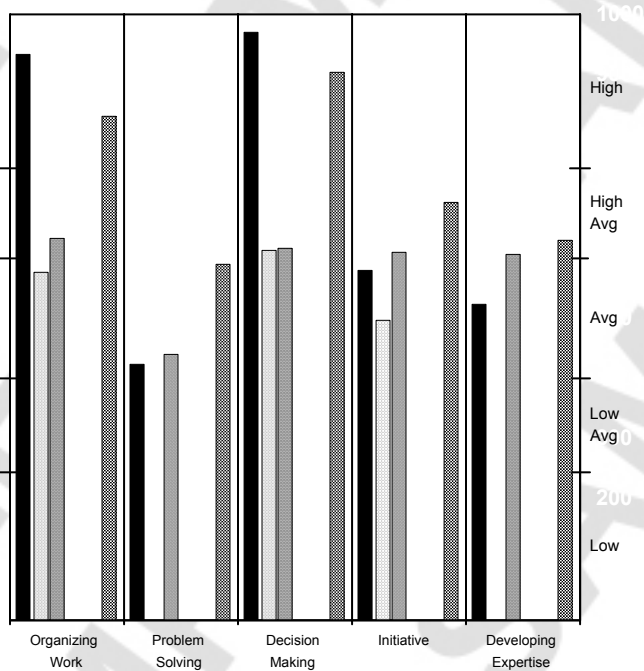
### Communication



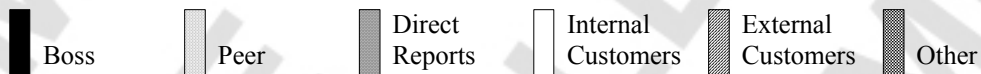
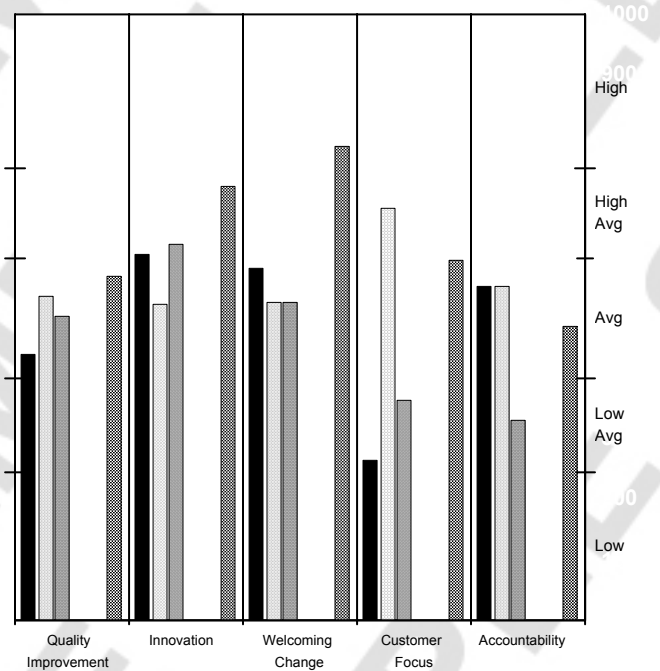
### Working With Others



### Task Focus



### Business Values



## Skill Area Detail

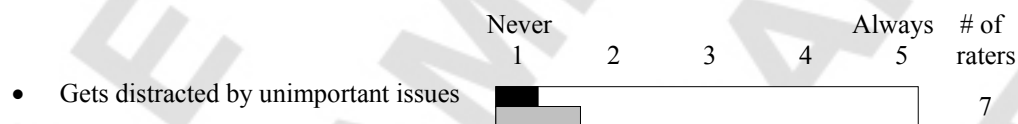
The discussion of each skill area will show you how others rated you on each of the items measuring that skill area. For example, here is what a hypothetical rating might look like on one of the items in Sharing Information:



The scale at the top of the display is the same the raters used in making the ratings, 1 (“Never”) through 5 (“Always”). The length of the dark horizontal bar would show the average rating from others in your current assessment. The more lightly shaded horizontal bar shows the results of the average individual contributor in the norm group. On the item displayed here, the average is about 3.8 for individual contributors in the norm group. The number of people who provided ratings for your current assessment is shown to the right of the item display. For example, on the item displayed here, you would see that the average rating in the current assessment is about 4.3, and 7 people provided ratings. Overall, these results would suggest a relatively high level of skill at this aspect of Sharing Information.

You may notice that the norm group averages are seldom centered near “3.0” on the five-point scale. They are usually closer to the high end of the scale, meaning that a typical professional has good skills. In effect, your skills are compared to a high standard.

Here is another example of feedback about a specific item. This item is from the Organizing Work skill area and this time it describes a counter-productive behavior:



An ideal professional would be described as “Never” doing this behavior. For “counter-productive behaviors,” longer bars show higher levels of undesired behavior—and less skill.

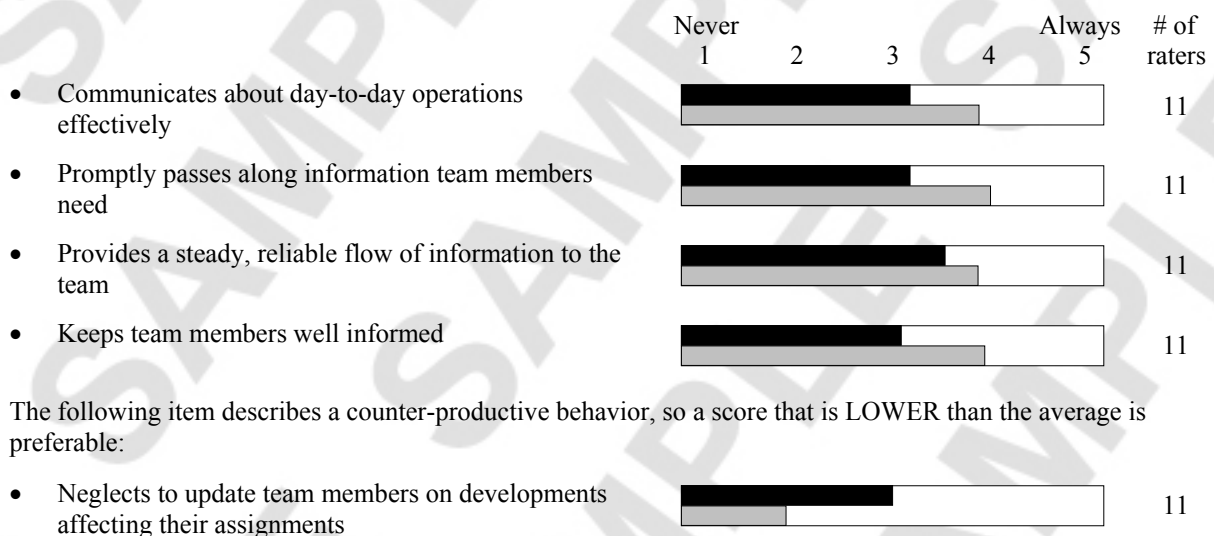
## SHARING INFORMATION

**Sharing Information** is a measure of how well you ensure a consistent, timely flow of information to co-workers. Individuals who score high on Sharing Information see themselves as part of a system in which they affect and are affected by access to information. They help support the functioning of the system by passing on relevant information that keeps co-workers up to date and in the know. Providing information is like providing light—most people do not like to be left in the dark.

### Your Results

As you can see from the Overview graphic, Sharing Information is your lowest score based on the descriptions by co-workers. They describe your skill at Sharing Information as quite a bit below those of a typical individual contributor. Your self-description is much more positive than your co-workers' descriptions of how well you inform them; possibly you overestimate your skills in this area. There is a gap here in perceptions and/or expectations.

Here are your ratings by co-workers on the Sharing Information items:



### Development Priority

Co-workers rank Sharing Information as one of the five most important skill areas for someone in your job.

Developing your skills in Sharing Information may be a HIGH priority for you.

- Sharing Information is one of the five most important skill areas for your role.
- Sharing Information is not one of your higher scores from co-workers.

## Potential Barriers

Barriers to keeping your co-workers well informed might include:

- A workload that is so demanding you feel that little time is available for informal communications with team members
- Continual distractions, making it hard to remember what you intended to tell whom
- An organization-wide atmosphere of secrecy or mistrust
- Fear that others will react negatively to the information you have to give them
- A competitive work environment—information is withheld as a source of power or "one-upmanship"

Sharing information is a necessary aspect of everyday life in an organization. An insufficient exchange of information is a critical barrier to communication. It can lead to the duplication of efforts, conflict within and across teams, as well as the breakdown of organizational morale and productivity.

To appreciate the importance of sharing information, you must see yourself as part of a system. A system is a collection of parts that interact with each other to function as a whole. The cooling system in a car, for example, consists of a radiator, a fan, a water pump, a thermostat, a cooling jacket, hoses, and clamps. Together they function to keep the engine from overheating, but separately they have limited impact. Similarly, the individuals in an organization function collectively toward common goals and objectives. Sharing information is a key element in coordinating the efforts of individuals in the organization into a well-honed system, so the whole is more than the sum of the parts.

## OPTIONS FOR DEVELOPMENT

### Attitudes and Values

- Evaluate your attitude toward information as a source of power. How much power do you feel comes from holding information versus sharing it? Have you ever controlled access to information as a form of gamesmanship—quietly withholding information that would help political rivals or hoarding knowledge as a way of keeping team members dependent? In general, would you feel more or less secure if all your team members always knew everything you knew? Practice giving others information that you hold, even if you're unsure they need to know it or if you feel uncomfortable about passing it to them. Check in with your co-workers down the line, and ask them if they see improvement in your skills at Sharing Information.

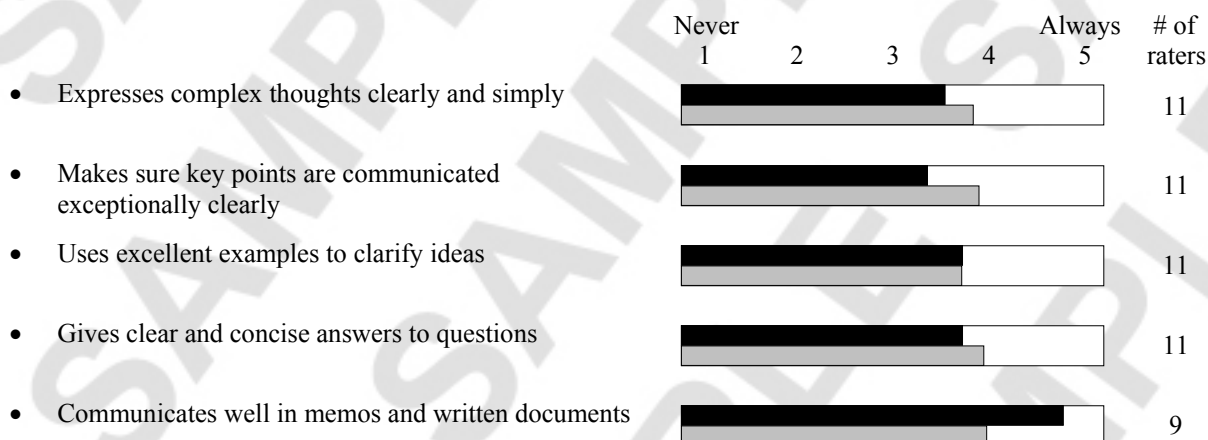
## COMMUNICATING CLEARLY

**Communicating Clearly** measures the extent to which you express thoughts and ideas in a way that is concise and easy to understand. Individuals with strong skills in this area focus their comments on key points, give relevant examples, and tailor the communication to fit the listener's needs and level of understanding. Clear communicators eliminate the excess "noise" from their messages, which enhances the impact of their words and helps avoid misunderstanding.

### Your Results

Co-workers rate Communicating Clearly as one of your three lowest skill areas. Yet, they report your skills to be about the same as a typical individual contributor's. The Overview graphic shows that your self-report is considerably higher than the average of your co-workers' reports. With regard to getting your message through to your intended audience, you may have some blind spots that are apparent to your co-workers.

Here are your ratings by co-workers on the Communicating Clearly items:



### Development Priority

Co-workers do NOT rank Communicating Clearly as one of the five most important skill areas for someone in your job.

Developing your skills in Communicating Clearly may be a MODERATE priority for you.

- Communicating Clearly is NOT one of the most important skill areas for your role.
- Communicating Clearly is one of your lower scores from co-workers.

## Comments from Co-Workers

*Co-workers who give feedback ratings for the current assessment also have the opportunity to add comments at the end of the assessment. The comments from your co-workers are reprinted here, unedited and in a random order.*

Your great at your job. I think you're good at coaching the office staff when your around. Dont lissen to the neigh sayers.

Stick to your program. A bird in the hand is worth two in the bush. Better an ounce of prevention than a pound of cure. (What would that be in metric?)

Take staff meetings more seriously. Drink coffee or something so you at least stay awake. And if you know there's not enough money left in the budget to do something, say so early, so that we don't waste our our time making all these great plans only to find out later that we can't follow through.

The only thing I would suggest is that you make a deliberate effort to spend more time in face to face communication with people. I find that you pass on a lot of information in casual conversation that you don't write down or share otherwise.

You would benefit from learning how to use email, and getting in the habit of checking it frequently.

You could be much more proactive about keeping other people informed.

It's really annoying to leave you voicemails and not have you return them. It leaves me not knowing whether you never got the message, got the message and took care of it without closing the loop with me, or got the message and ignored it. I end up having to do things myself, sometimes when you've already handled it, because I have no way of knowing.

Please let the office staff know when you leave the office, either for the day or jsut for a few hours. They never seem to know where you are.

## List of Raters

Your feedback was provided by the following raters:

RATER, TWO	(Boss)
RATER, SIX	(Other)
RATER, TEN	(Boss)
RATER, THREE	(Other)
RATER, FOUR	(Direct Report)
RATER, ELEVEN	(Other)
RATER, NINE	(Direct Report)
RATER, EIGHT	(Peer)
RATER, SEVEN	(Peer)
RATER, FIVE	(Peer)
RATER, ONE	(Direct Report)

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*While we're not vengeful, we are provokable.*<sup>®</sup>