



DALE CARNEGIE®
TRAINING

Insights Feedback Guide

Leadership Training for Managers



As part of your professional development, you decided to take part in a new and exciting program called Insights. The purpose of this comprehensive feedback process is to gain insight into your performance, allowing you to identify opportunities for growth. In short, this process is designed to help you capitalize on your Dale Carnegie® experience by focusing your performance improvement efforts.

Through this process you selected a group of people who interact with you on a regular basis (Feedback Team). Your Feedback Team provided anonymous and confidential feedback on a variety of selected behaviors included on the standardized evaluation forms. Their feedback has been collected and processed to provide a series of Insights reports, which are included in this guide.

A common reaction to such feedback is for participants to focus on the negative aspects while overlooking the positives. With this in mind, it is imperative that this report be reviewed with discretion and caution. Furthermore, it may be helpful to share the information with someone you trust. Sit down and work through the report together, concentrating on the highest scores, which represent your abilities and strengths. By understanding and appreciating these areas, you will be better equipped to examine the development opportunities. Often, discrepancies appear between your perception and the Feedback Team's evaluation. Common reactions may be characterized by the following:

- | | |
|----------------|---|
| Frustration | "I knew better than to ask these people to do this. They don't know what they are talking about!" |
| Disappointment | "I didn't realize that my coworkers thought this. Maybe I really am bad at my job." |
| Disbelief | "These results can't be right. My team just didn't understand the questions." |

Don't be alarmed if you have similar feelings upon initial review of your Insights reports. However, after a couple of days, you should be able to accept the feedback as valid as you shift the focus toward understanding development opportunities.

- | | |
|------------|---|
| Acceptance | "They do have a point, I can learn from this experience to perform better in certain areas of my work." |
|------------|---|

Keep in mind that your trainer is available to discuss the reports in class. Also know that your data will be held in confidence. If you experience difficulty in understanding the feedback, please contact your Dale Carnegie Training® facility for assistance.

SUMMARY ANALYSIS - Page 3

The Leadership Training for Managers Form is divided into five core drivers - Self-Direction, People Skills, Process Skills, Communication Skills, and Accountability. The summary analysis provides an overall picture of your performance across these dimensions as assessed by you and your Feedback Team. The Count represents the total number of responses per question. The "Mean" and length of each bar indicate the average score for each of the questions listed under the category driver for all raters (Self, Supervisor, and Team Members). A short worksheet follows to assist in your analysis of the report.

ITEM ANALYSIS - Pages 4-9

This report depicts your scores for each question, separated into their respective category driver, as reported by you and the Feedback Team. The Count represents the total number of responses per question. The first score is your Self-rating depicting how you rated yourself on each question. Next you will see your Supervisors rating. The Team Member scores are combined and are represented as a Mean (average) rating in order to protect anonymity. The last rating is the "All but Self" Mean, and is the average of Supervisor and Team Member ratings. You will notice three scores in the Gap column. These gaps (rounded to the nearest tenth) represent the difference between your Self score and each Supervisor, Team Member and "All but Self" score. A short worksheet follows to assist in your analysis of the report.

To ensure honest and accurate feedback, the Team Members were guaranteed confidentiality and anonymity. A minimum of three Team Member responses was required before the report was generated in order to protect respondent anonymity. Although "N" (Not Applicable) responses are represented as "0", they are not calculated in the scores.






ITEM RANKING REPORT - Pages 10-12

This report presents the average (Mean) ratings of your feedback team (Supervisor, Team Member), excluding your Self scores and sorts the questions from highest to lowest based on these scores. The Count represents the total number of responses per question. A short worksheet follows to assist in your analysis of the report.

The scale below was used in the following reports:

N=Not Applicable; 1=Very Low; 2=Below Average; 3=Average; 4=Above Average; 5=Very High

Summary Analysis

Sections	Count	Mean	Mean
Self-Direction	9.0	2.70	
People Skills	8.7	3.16	
Process Skills	9.0	3.24	
Communication Skills	9.0	2.84	
Accountability	9.0	3.67	

Interpreting Results - The goal of this exercise is to get a general idea of which areas show strength, and which areas indicate opportunities to grow. Using the 5-point scale at the top of the report, visually compare the differences between the category drivers.

1. Where is your highest summary score? _____

Why do you think you received higher ratings in this category driver?

2. Where is your lowest summary score? _____

Why do you think you received lower ratings in this category driver?

Item Analysis

Questions	Data Filter	Count	Mean	Mean					Gap (Mean)
				0	1	2	3	4	
Self-Direction									
1. Learns from experience to improve performance	Self	1	3.00						-
	Supervisor	1	3.00						0.0
	Team Member	7	2.71						-0.3
	All but Self	8	2.75						-0.3
2. Helps others learn from experience	Self	1	4.00						-
	Supervisor	1	2.00						-2.0
	Team Member	7	2.86						-1.1
	All but Self	8	2.75						-1.3
3. Views change as an opportunity for growth	Self	1	2.00						-
	Supervisor	1	1.00						-1.0
	Team Member	7	2.86						0.9
	All but Self	8	2.63						0.6
4. Encourages and supports the ideas of others	Self	1	4.00						-
	Supervisor	1	1.00						-3.0
	Team Member	7	2.43						-1.6
	All but Self	8	2.25						-1.8
5. Understands that values drive behavior	Self	1	2.00						-
	Supervisor	1	2.00						0.0
	Team Member	7	2.57						0.6
	All but Self	8	2.50						0.5
6. Defines roles and responsibilities of people and processes	Self	1	4.00						-
	Supervisor	1	3.00						-1.0
	Team Member	7	3.00						-1.0
	All but Self	8	3.00						-1.0

Questions	Data Filter	Count	Mean	Mean					Gap (Mean)
				0	1	2	3	4	
Self-Direction									
7. Creates a clear vision of the future	Self	1	2.00						-
	Supervisor	1	2.00						0.0
	Team Member	7	2.86						0.9
	All but Self	8	2.75						0.8
People Skills									
8. Respects the values and differences in others	Self	1	3.00						-
	Supervisor	1	2.00						-1.0
	Team Member	6	3.33						0.3
	All but Self	7	3.14						0.1
9. Effectively resolves disagreements	Self	1	3.00						-
	Supervisor	1	2.00						-1.0
	Team Member	7	3.71						0.7
	All but Self	8	3.50						0.5
10. Separates the person from the problem	Self	1	3.00						-
	Supervisor	1	2.00						-1.0
	Team Member	7	3.71						0.7
	All but Self	8	3.50						0.5
11. Provides tools to help others manage stress effectively	Self	1	2.00						-
	Supervisor	1	4.00						2.0
	Team Member	7	3.71						1.7
	All but Self	8	3.75						1.8
12. Creates a safe environment for exchange of ideas	Self	1	2.00						-
	Supervisor	1	1.00						-1.0
	Team Member	7	3.14						1.1
	All but Self	8	2.88						0.9
13. Builds others' confidence and self-esteem	Self	1	2.00						-
	Supervisor	1	2.00						0.0
	Team Member	6	3.17						1.2
	All but Self	7	3.00						1.0

Questions	Data Filter	Count	Mean	Mean					Gap (Mean)
				0	1	2	3	4	
People Skills									
14. Recognizes and rewards performance	Self	1	2.00						-
	Supervisor	1	3.00						1.0
	Team Member	7	3.00						1.0
	All but Self	8	3.00						1.0
Process Skills									
15. Encourages and supports innovation	Self	1	4.00						-
	Supervisor	1	4.00						0.0
	Team Member	7	3.29						-0.7
	All but Self	8	3.38						-0.6
16. Uses an effective planning process	Self	1	4.00						-
	Supervisor	1	5.00						1.0
	Team Member	7	3.00						-1.0
	All but Self	8	3.25						-0.8
17. Uses a process to define performance expectations	Self	1	4.00						-
	Supervisor	1	4.00						0.0
	Team Member	7	3.14						-0.9
	All but Self	8	3.25						-0.8
18. Effectively organizes resources to achieve work objectives	Self	1	4.00						-
	Supervisor	1	3.00						-1.0
	Team Member	7	2.71						-1.3
	All but Self	8	2.75						-1.3
19. Effectively delegates	Self	1	4.00						-
	Supervisor	1	4.00						0.0
	Team Member	7	3.14						-0.9
	All but Self	8	3.25						-0.8
20. Utilizes time effectively	Self	1	4.00						-
	Supervisor	1	3.00						-1.0
	Team Member	7	3.29						-0.7
	All but Self	8	3.25						-0.8

Questions	Data Filter	Count	Mean	Mean					Gap (Mean)
				0	1	2	3	4	
Process Skills									
21. Includes others in the group process to reach decisions	Self	1	4.00	[Red bar at 4.00]					-
	Supervisor	1	2.00	[Green bar at 2.00]					-2.0
	Team Member	7	3.00	[Blue bar at 3.00]					-1.0
	All but Self	8	2.88	[Yellow bar at 2.88]					-1.1
Communication Skills									
22. Listens for understanding	Self	1	2.00	[Red bar at 2.00]					-
	Supervisor	1	1.00	[Green bar at 1.00]					-1.0
	Team Member	7	2.86	[Blue bar at 2.86]					0.9
	All but Self	8	2.63	[Yellow bar at 2.63]					0.6
23. Seeks suggestions and input from the total team	Self	1	4.00	[Red bar at 4.00]					-
	Supervisor	1	2.00	[Green bar at 2.00]					-2.0
	Team Member	7	2.43	[Blue bar at 2.43]					-1.6
	All but Self	8	2.38	[Yellow bar at 2.38]					-1.6
24. Asks questions to gain information	Self	1	4.00	[Red bar at 4.00]					-
	Supervisor	1	3.00	[Green bar at 3.00]					-1.0
	Team Member	7	2.67	[Blue bar at 2.67]					-1.3
	All but Self	8	2.71	[Yellow bar at 2.71]					-1.3
25. Encourages feedback to build understanding	Self	1	4.00	[Red bar at 4.00]					-
	Supervisor	1	3.00	[Green bar at 3.00]					-1.0
	Team Member	7	2.57	[Blue bar at 2.57]					-1.4
	All but Self	8	2.63	[Yellow bar at 2.63]					-1.4
26. Expresses information clearly and concisely	Self	1	3.00	[Red bar at 3.00]					-
	Supervisor	1	3.00	[Green bar at 3.00]					0.0
	Team Member	7	2.86	[Blue bar at 2.86]					-0.1
	All but Self	8	2.88	[Yellow bar at 2.88]					-0.1
27. Uses evidence to support ideas	Self	1	3.00	[Red bar at 3.00]					-
	Supervisor	1	2.00	[Green bar at 2.00]					-1.0
	Team Member	7	3.00	[Blue bar at 3.00]					0.0
	All but Self	8	2.88	[Yellow bar at 2.88]					-0.1

Questions	Data Filter	Count	Mean	Mean					Gap (Mean)
				0	1	2	3	4	
Communication Skills									
28. Persuasively communicates point of view	Self	1	3.00	[Bar chart showing mean 3.00]					-
	Supervisor	1	3.00	[Bar chart showing mean 3.00]					0.0
	Team Member	7	3.43	[Bar chart showing mean 3.43]					0.4
	All but Self	8	3.38	[Bar chart showing mean 3.38]					0.4
Accountability									
29. Quickly and emphatically admits personal mistakes	Self	1	3.00	[Bar chart showing mean 3.00]					-
	Supervisor	1	3.00	[Bar chart showing mean 3.00]					0.0
	Team Member	7	3.43	[Bar chart showing mean 3.43]					0.4
	All but Self	8	3.38	[Bar chart showing mean 3.38]					0.4
30. Leads by example	Self	1	3.00	[Bar chart showing mean 3.00]					-
	Supervisor	1	3.00	[Bar chart showing mean 3.00]					0.0
	Team Member	7	3.43	[Bar chart showing mean 3.43]					0.4
	All but Self	8	3.38	[Bar chart showing mean 3.38]					0.4
31. Provides direction for future development	Self	1	4.00	[Bar chart showing mean 4.00]					-
	Supervisor	1	4.00	[Bar chart showing mean 4.00]					0.0
	Team Member	7	4.14	[Bar chart showing mean 4.14]					0.1
	All but Self	8	4.13	[Bar chart showing mean 4.13]					0.1
32. Effectively manages the performance of others	Self	1	5.00	[Bar chart showing mean 5.00]					-
	Supervisor	1	5.00	[Bar chart showing mean 5.00]					0.0
	Team Member	7	3.43	[Bar chart showing mean 3.43]					-1.6
	All but Self	8	3.63	[Bar chart showing mean 3.63]					-1.4
33. Coaches others to higher levels of performance	Self	1	4.00	[Bar chart showing mean 4.00]					-
	Supervisor	1	3.00	[Bar chart showing mean 3.00]					-1.0
	Team Member	7	3.86	[Bar chart showing mean 3.86]					-0.1
	All but Self	8	3.75	[Bar chart showing mean 3.75]					-0.3
34. Builds problem-solving skills in others	Self	1	5.00	[Bar chart showing mean 5.00]					-
	Supervisor	1	3.00	[Bar chart showing mean 3.00]					-2.0
	Team Member	7	3.57	[Bar chart showing mean 3.57]					-1.4
	All but Self	8	3.50	[Bar chart showing mean 3.50]					-1.5

Interpreting results - the purpose of this exercise is to identify gaps that may indicate blind spots where your Self-perceptions differ from the views of your Feedback Team. List the three questions where you have the largest negative gaps between the "Self" and "All but Self" scores. Look for gaps of -1.00 or larger.

Question	Gap
1. _____	_____
2. _____	_____
3. _____	_____

These negative gaps indicate that you rated your Self higher than the combined average of your Supervisor and Team Member ratings. How can you account for these differences?

List the three questions where you have the largest positive gaps between the "Self" and "All but Self" scores. Look for gaps of 1.00 or larger.

Question	Gap
1. _____	_____
2. _____	_____
3. _____	_____

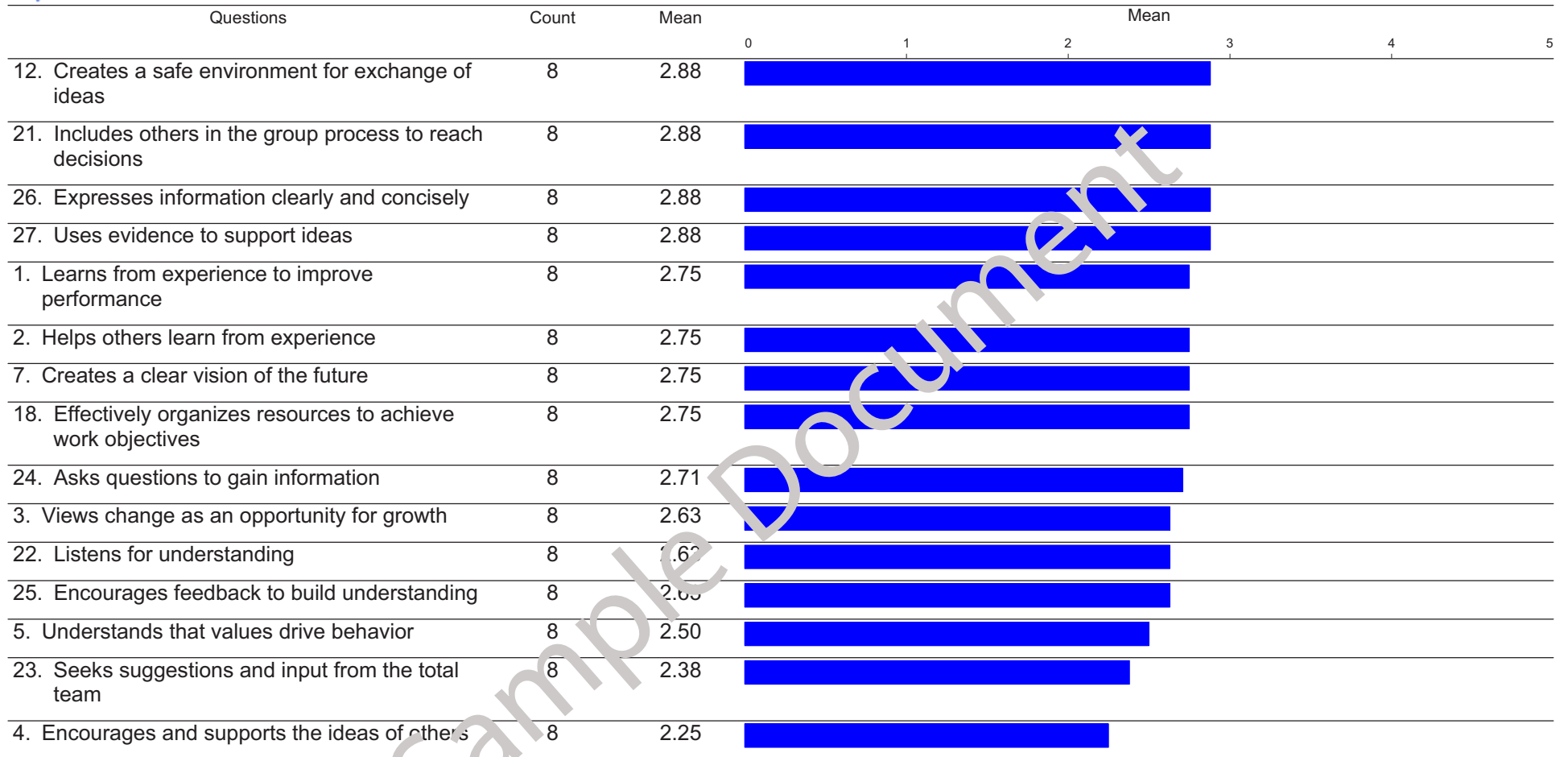
These positive gaps indicate that you rated your Self lower than the combined average of your Supervisor and Team Member ratings. How can you account for these differences?

Compare your Supervisor ratings with your Self-ratings throughout the report. Do your Supervisor scores tend to be higher or lower than your Self-scores? Explain.

Now, compare your Team Member scores with your Self-ratings throughout the report. Do the average Team Member scores tend to be higher or lower than your Self-scores? Explain.

Item Ranking

Questions	Count	Mean	Mean				
			0	1	2	3	4
31. Provides direction for future development	8	4.13					
11. Provides tools to help others manage stress effectively	8	3.75					
33. Coaches others to higher levels of performance	8	3.75					
32. Effectively manages the performance of others	8	3.63					
9. Effectively resolves disagreements	8	3.50					
10. Separates the person from the problem	8	3.50					
34. Builds problem-solving skills in others	8	3.50					
15. Encourages and supports innovation	8	3.38					
28. Persuasively communicates point of view	8	3.38					
29. Quickly and emphatically admits personal mistakes	8	3.38					
30. Leads by example	8	3.38					
16. Uses an effective planning process	8	3.25					
17. Uses a process to define performance expectations	8	3.25					
19. Effectively delegates	8	3.25					
20. Utilizes time effectively	8	3.25					
8. Respects the values and differences in others	7	3.14					
6. Defines roles and responsibilities of people and processes	8	3.00					
13. Builds others' confidence and self-esteem	7	3.00					
14. Recognizes and rewards performance	8	3.00					



Interpreting results - the goal of this exercise is to identify specific strengths and growth opportunities and to develop goals to achieve performance improvement.

Examine the five questions with the highest Mean. Do two or more of these fall within the same category driver? (Refer to the Item Analysis for drivers). If so, you may have identified a skill set, or specific area where you have multiple strengths.

List the category driver(s) where you may have a skill set:

Examine the five questions with the lowest Mean. Do two or more of these fall within the same category driver? (Refer to the Item Analysis for drivers). If so, you may have identified an area where you have multiple growth opportunities.

List the category driver(s) where you may have development opportunities:

List specific steps that you can take to develop these behaviors. Remember to set SMART (Specific, Measurable, Achievable, Results-oriented and Time-based) goals.

Sample Document