



Hawthorne Services, LLC
 Helping You Create Stars at Work

Simon Sample

feedback report



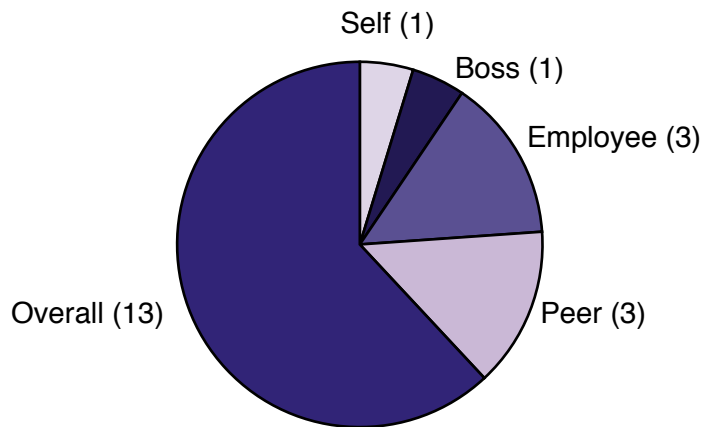
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1

PERSPECTIVES

Your report contains feedback from the following perspectives:



2

DEFINITIONS AND CALCULATIONS

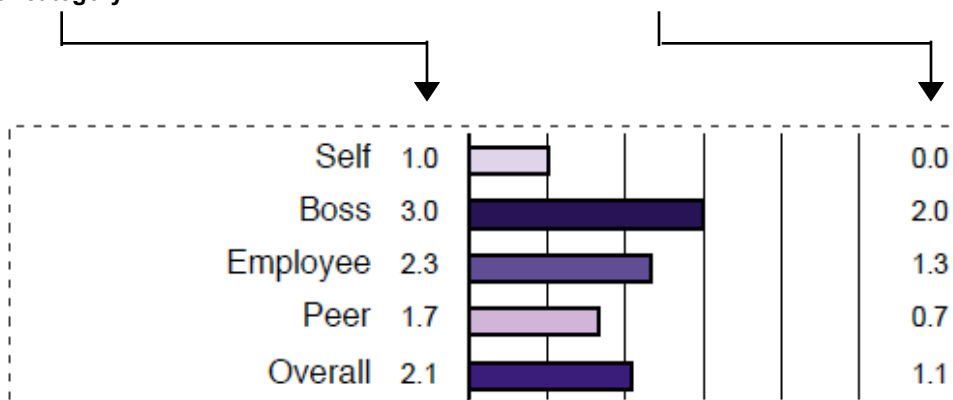
The chart below is for illustration purposes and highlights the key features of the charts used in this report.

Rating:

The average of all responses for a person or group for the habit or category.

Gap:

The difference between your rating and the ratings from a person or group. Negative gaps indicated that you rated yourself higher than you were rated by others.



Overall:

The average of all responses excluding your self-rating for a question.

3

GREATEST STRENGTHS

These habits are strengths because they received the highest overall ratings.

Habit	Overall	Category
42. Encourages others to improve their skills and personal growth. their skills and personal growth.	4.7	Supervisory Skills
2. Introduces appropriate change. their skills and personal growth. their skills and personal growth.	4.5	Change Management
9. Provides encouragement and recognition. recognition.	4.5	Emotional
23. Sets and executes goals and plans on time and on budget. plans on time and on budget.	4.5	Goals / Purpose
25. Encourages others to be innovative. innovative.	4.5	Innovation

4

DEVELOPMENT OPPORTUNITIES

These habits are development opportunities because they received the lowest overall ratings.

Habit	Overall	Category
54. Demonstrates cultural values in organization through his/her daily actions.	1.8	Values / Ethics
48. Supports decisions others make.	1.8	Team Skills
40. Delegates well. (right jobs to the right people and sufficiently empowering others to work effectively on their own)	1.8	Supervisory Skills
36. Takes action in a forthright and productive manner.	1.8	Personal
27. Motivates employees. 27. Motivates employees. 27. Motivates employees.	1.8	Performance

5

HIDDEN STRENGTHS

A hidden strength refers to a habit where others scored you higher than you scored yourself. The difference in scores may indicate that you do not realize others believe you are strong in this area.

Habit	Self	Overall	Category
2. Introduces appropriate change.	1.0	4.5	Change
30. Utilizes both traditional and innovative methods of reward to motivate people.	1.0	4.5	Performance
32. Develops and maintains positive and productive professional relationships within the organization.	1.0	4.5	Performance
28. Establishes fair consequences for non-performance and enforces those consequences.	1.0	3.8	Performance
33. Follows through on commitments and promises.	2.0	4.5	Personal / Organization

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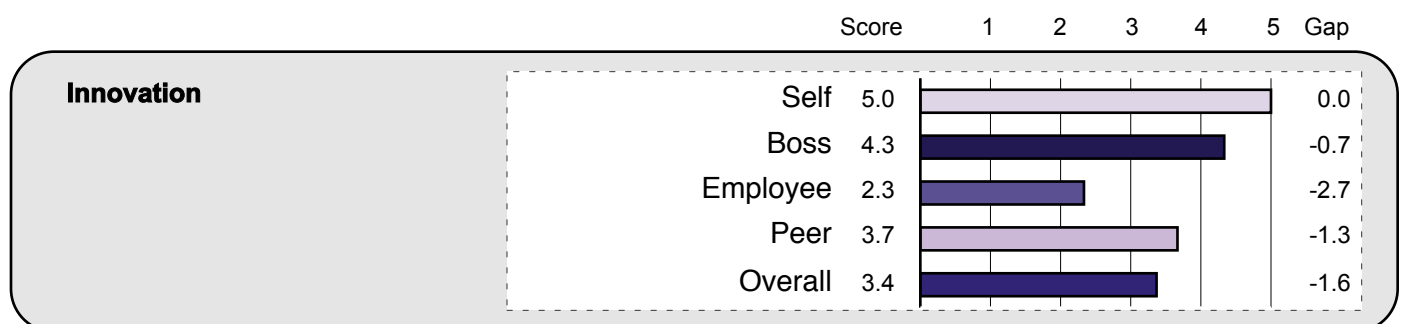
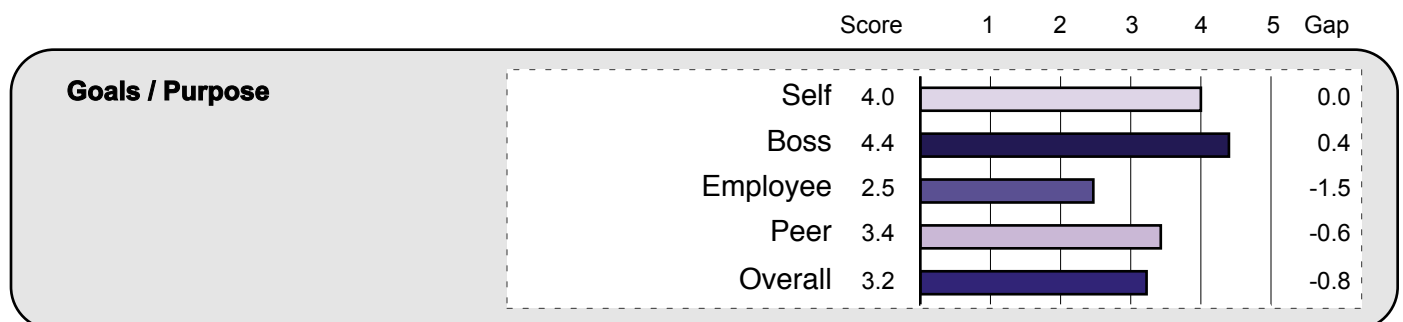
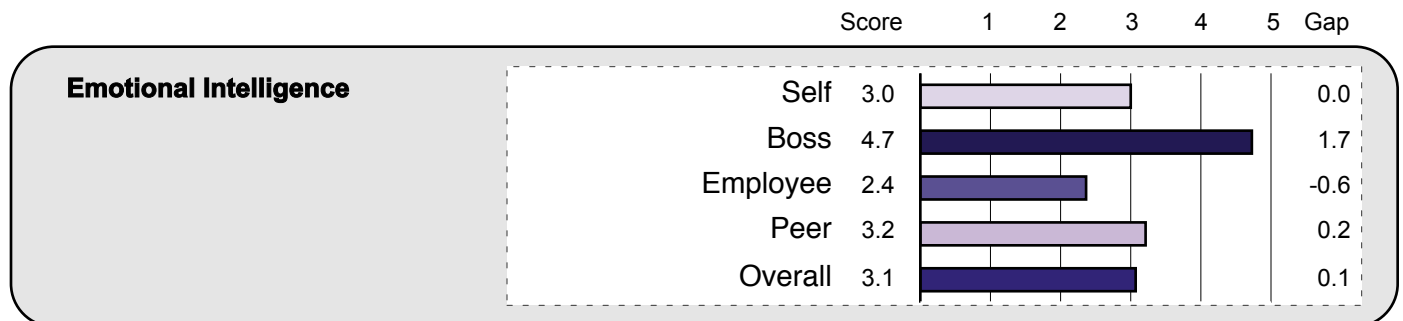
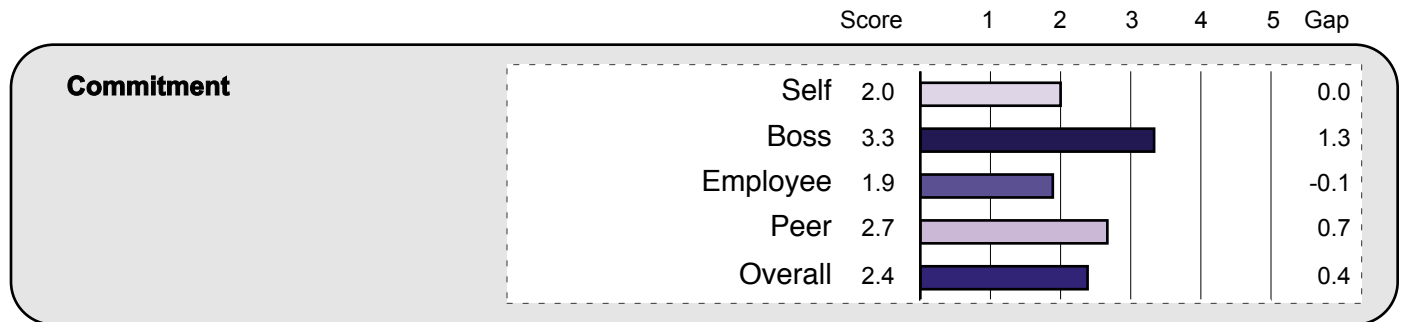
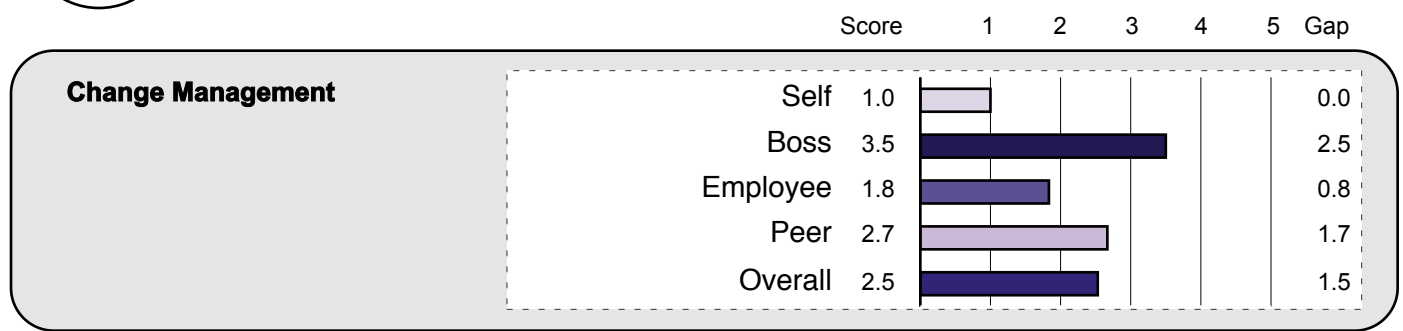
BLIND SPOTS

A blind spot refers to a habit where you scored yourself higher than others scored you. These are areas where you can focus for specific improvement.

Habit	Self	Overall	Category
54. Demonstrates cultural values in organization through [his/her] daily actions.	5.0	1.8	Values / Ethics
24. Creatively develops unique or leading edge initiatives that transform the organization or a sector of activities for the better.	5.0	2.8	Innovation
26. Uses creative thinking to develop new ideas and efficiencies for the organization.	5.0	2.8	Innovation
48. Supports decisions others make.	4.0	1.8	Team Skills
52. Sets a personal example of what is expected.	5.0	2.8	Values / Ethics

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CATEGORY SUMMARY

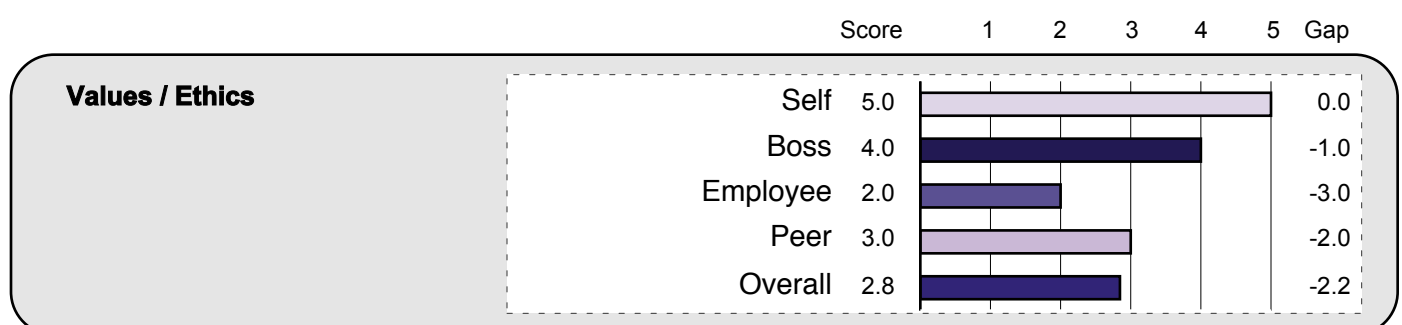
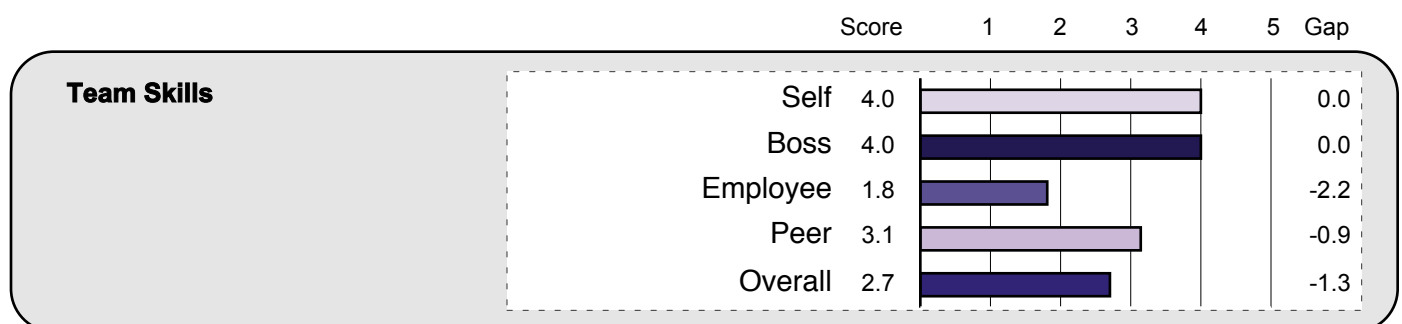
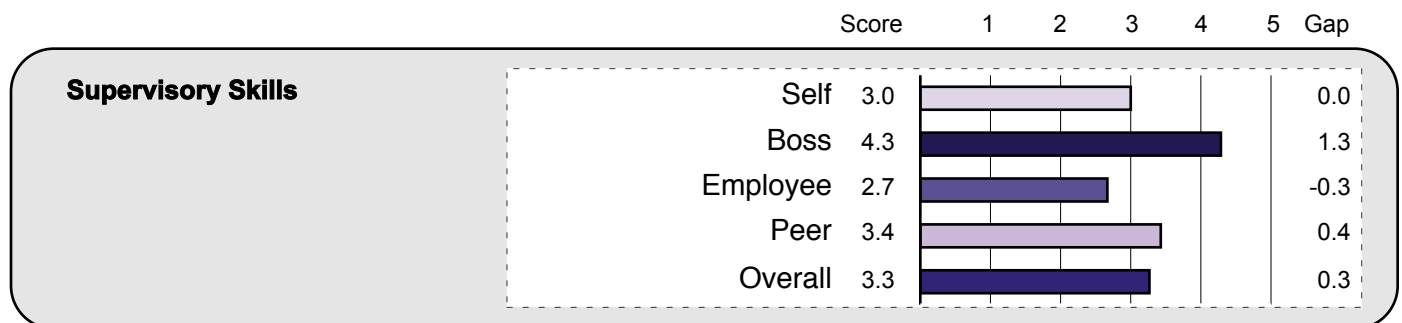
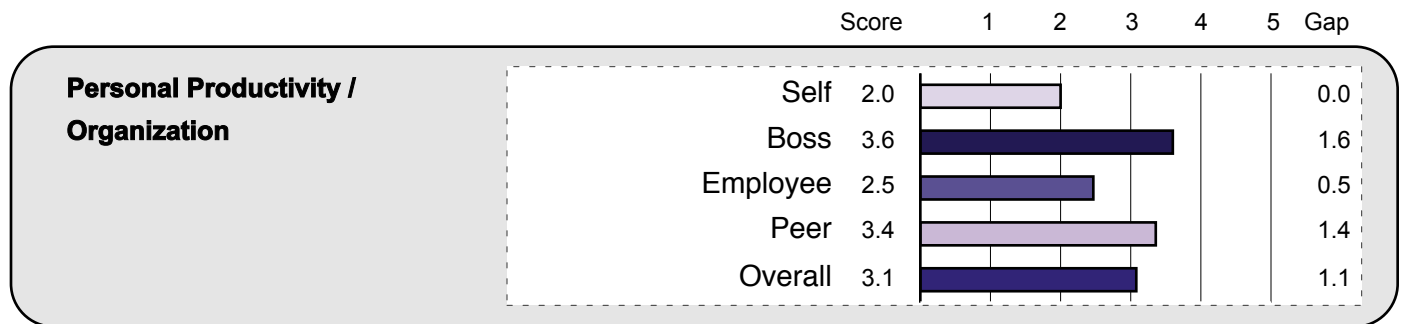
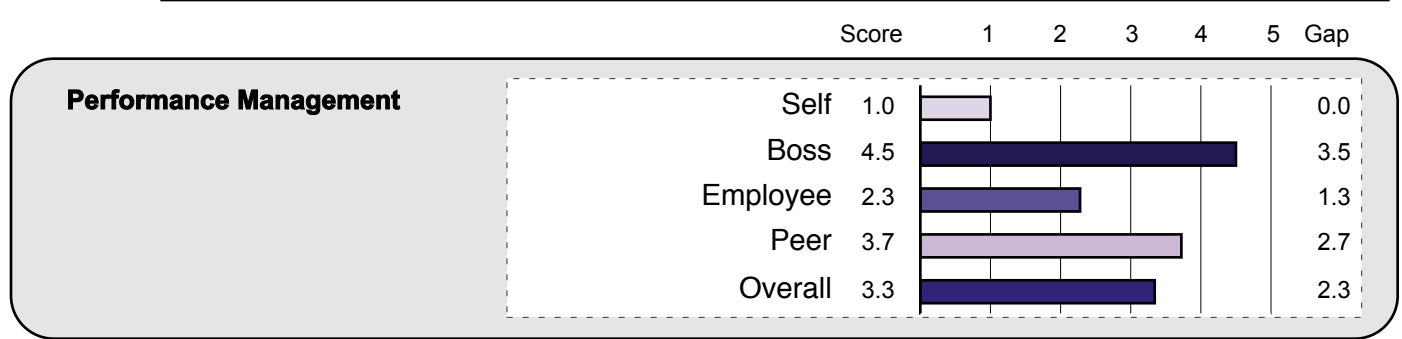


1 - Almost Never

3 - Sometimes

5 - Almost Always

CATEGORY SUMMARY CONTINUED



1 - Almost Never

3 - Sometimes

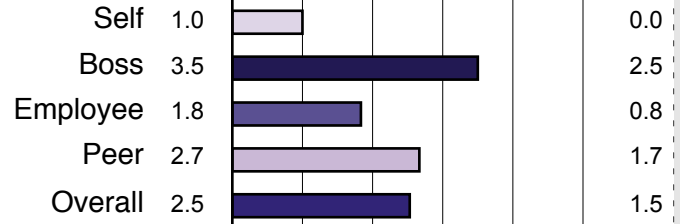
5 - Almost Always

8

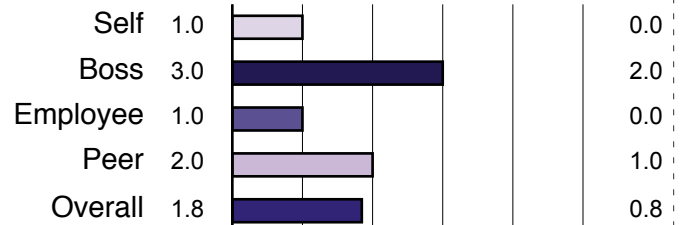
QUESTION AND CATEGORY DETAILS

Score 1 2 3 4 5 Gap

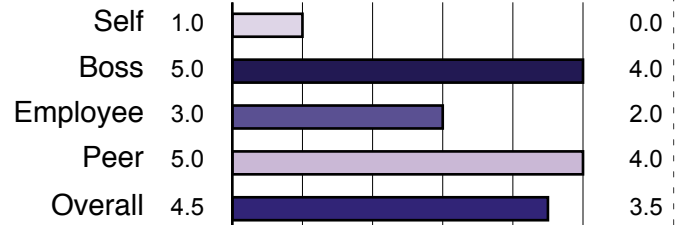
Change Management



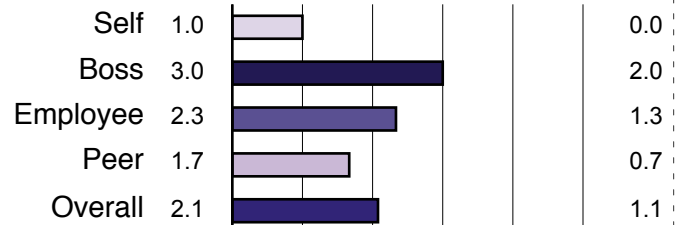
1. Leads effectively in new and/or difficult situations.



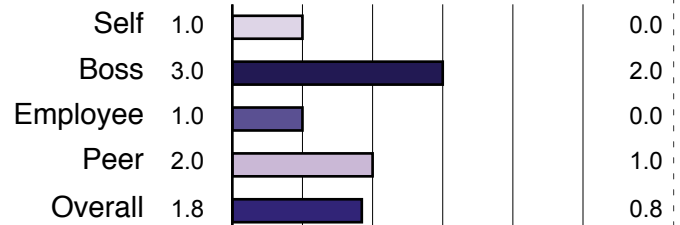
2. Introduces appropriate change.



3. Skillfully overcomes obstacles to achieve positive results.



4. Deals with setbacks/changes constructively.

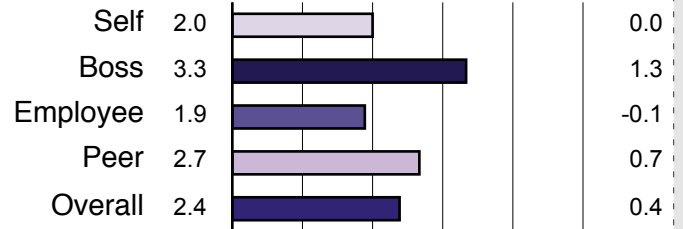


1 - Almost Never

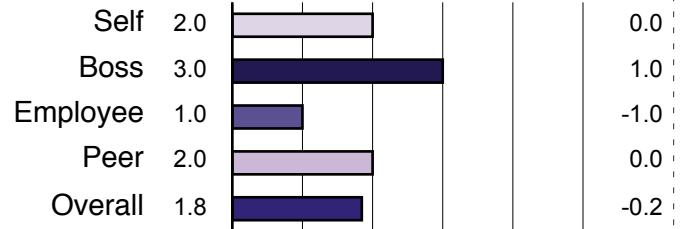
3 - Sometimes

5 - Almost Always

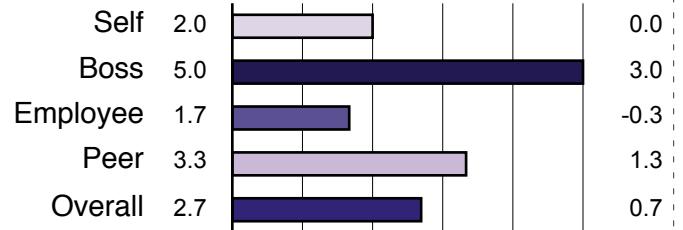
Commitment



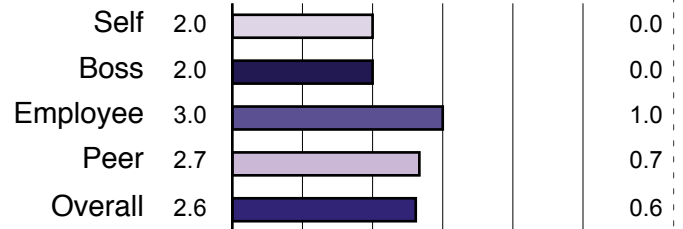
5. Willingly makes sacrifices of [his/her] own time or priorities for the good of the organization.



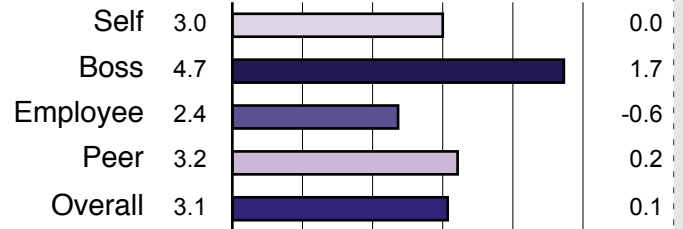
6. Goes above and beyond to help the company achieve its goals.



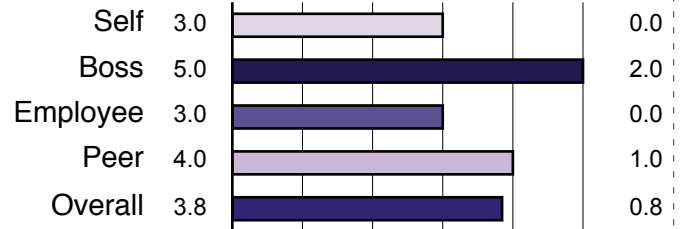
7. Pursues resources to improve and develop [himself/herself] professionally.



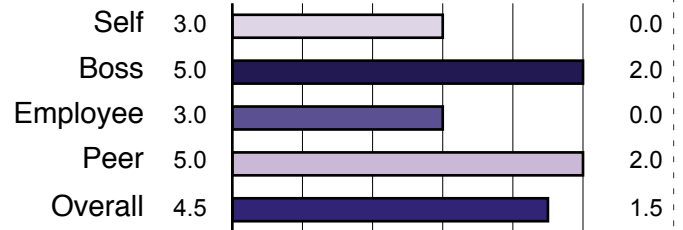
Emotional Intelligence



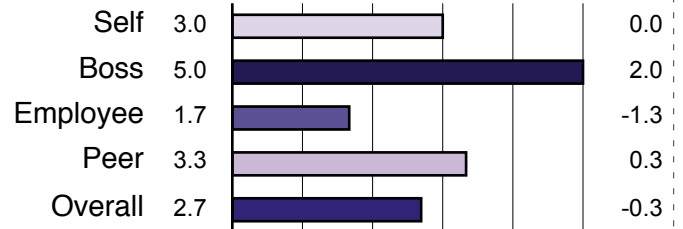
8. Creates an atmosphere where others feel comfortable seeking counsel or advice.



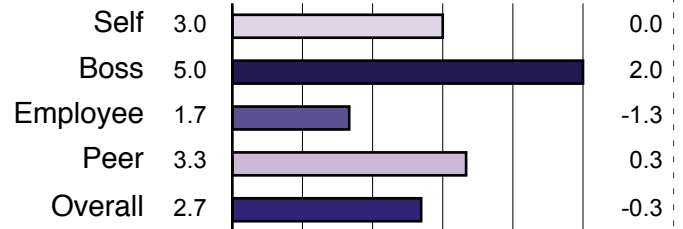
9. Provides encouragement and recognition.



10. Creates a safe environment for people to admit that they have made a mistake or failed at something.



11. Receives and applies constructive feedback/criticism and training from others.

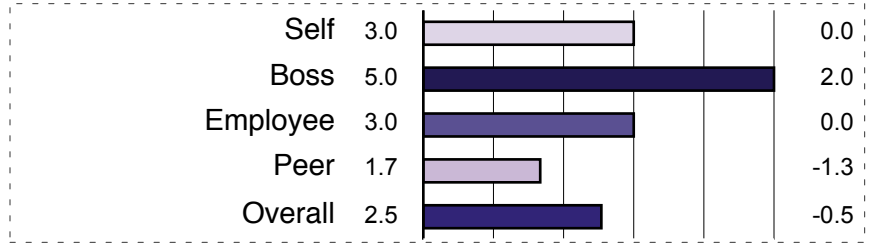


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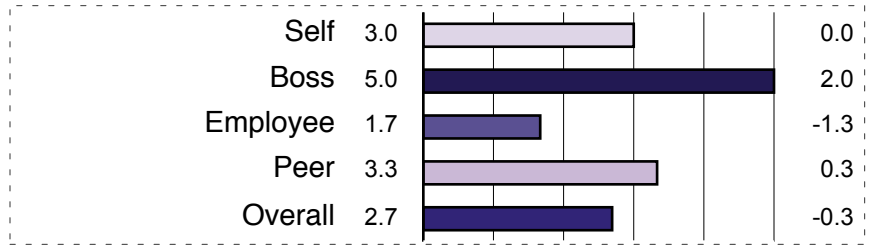
12. Quickly points out the successes of others.



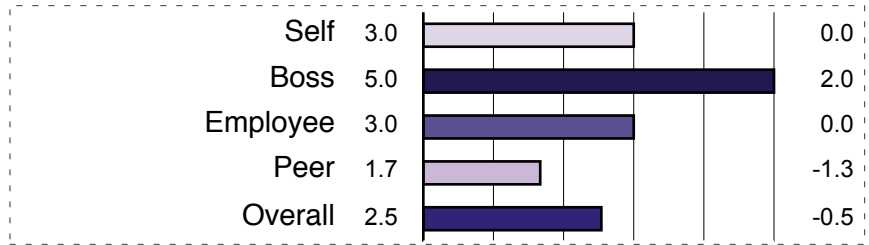
13. Quickly apologizes when [he/she] says or does something inappropriate or potentially damaging.



14. Effectively communicates during times of conflict or stress.



15. Listens to others' thoughts and ideas with understanding.

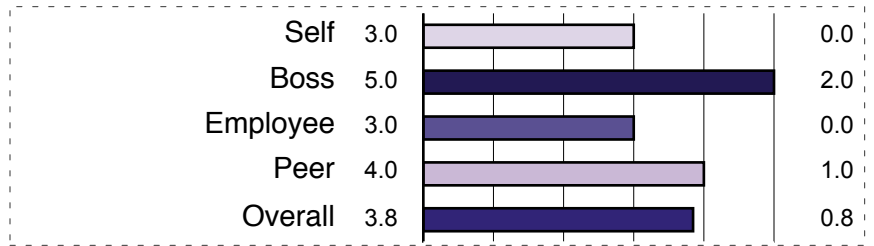


1 - Almost Never

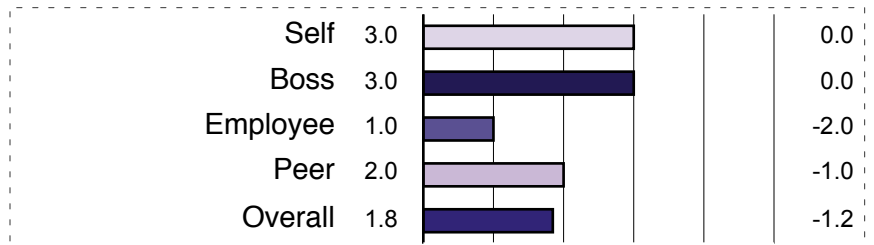
3 - Sometimes

5 - Almost Always

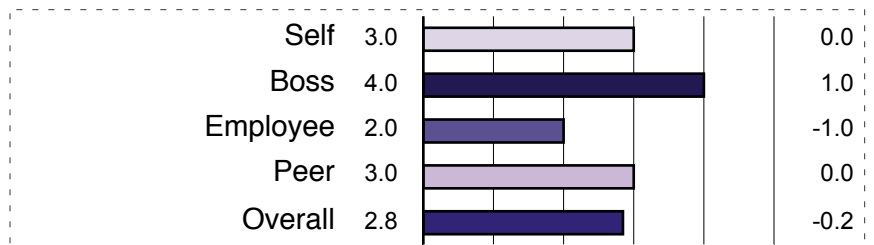
16. Openly admits weaknesses and mistakes.



17. Maintains a positive and consistent demeanor.



18. Gives credit for others' suggestions.

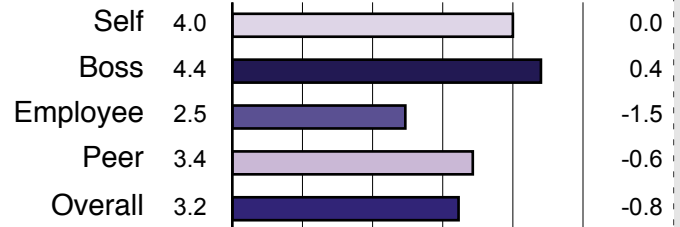


1 - Almost Never

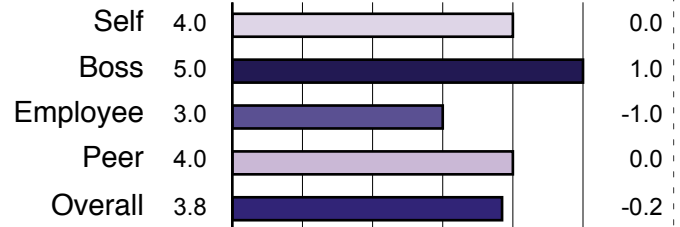
3 - Sometimes

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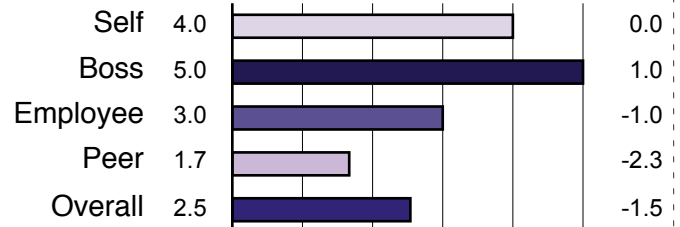
Goals / Purpose



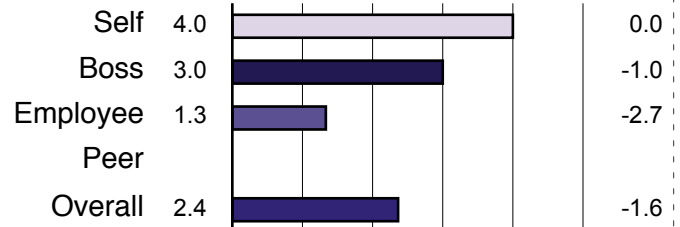
19. Communicates to others a compelling call to action.



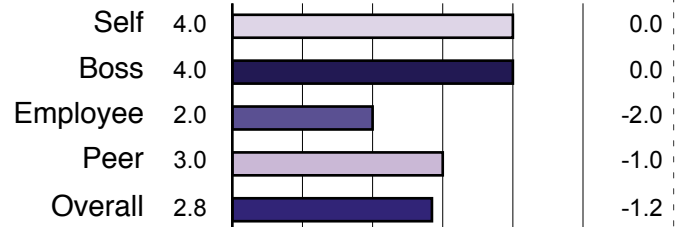
20. Daily actions demonstrate, promote and support the mission of the organization.



21. Inspires others to support [his/her] initiatives.



22. Proposes ideas that are well thought out and based on environmental realities as opposed to impulsive responses to immediate problems.

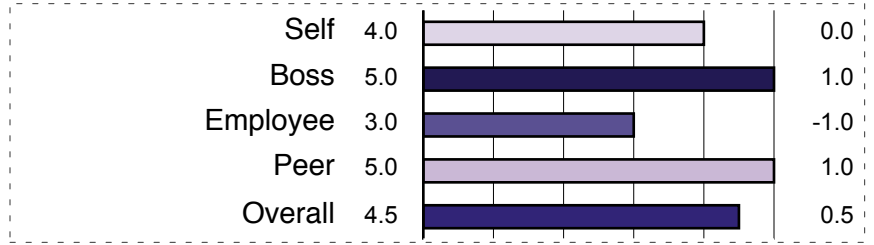


1 - Almost Never

3 - Sometimes

5 - Almost Always

23. Sets and executes goals and plans on time and on budget.

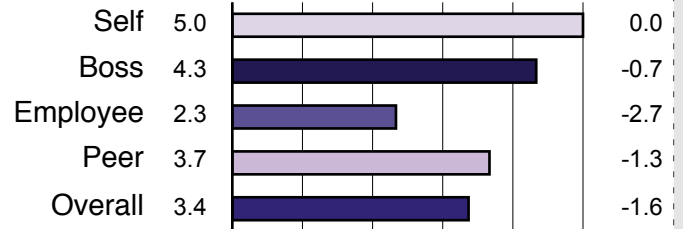


1 - Almost Never

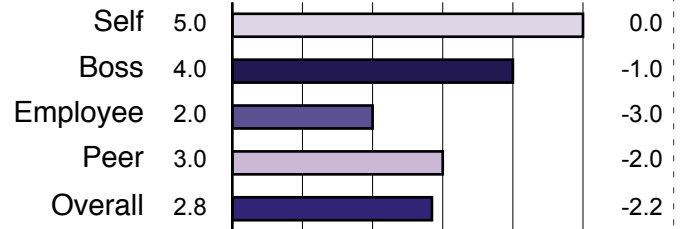
3 - Sometimes

5 - Almost Always

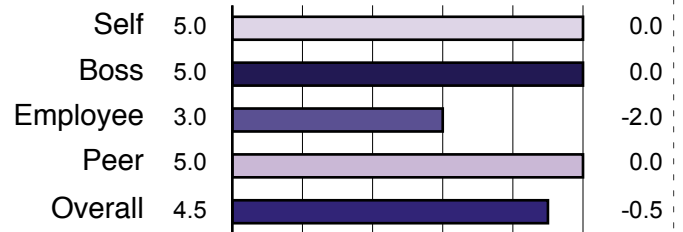
Innovation



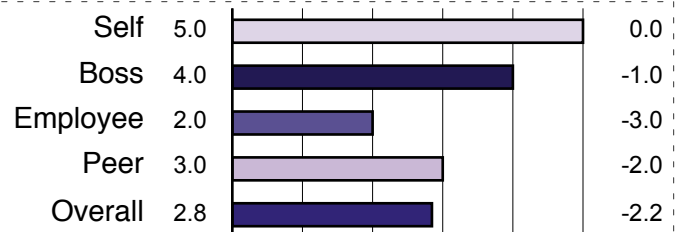
24. Creatively develops unique or leading edge initiatives that transform the organization or a sector of activities for the better.



25. Encourages others to be innovative.



26. Uses creative thinking to develop new ideas and efficiencies for the organization.

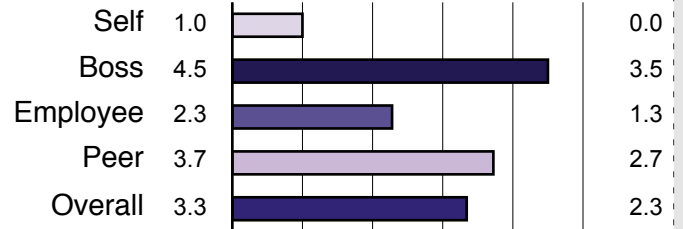


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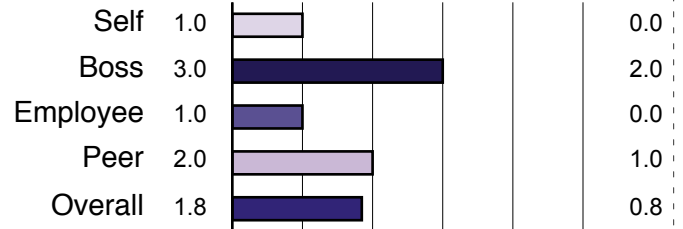
3 - Sometimes

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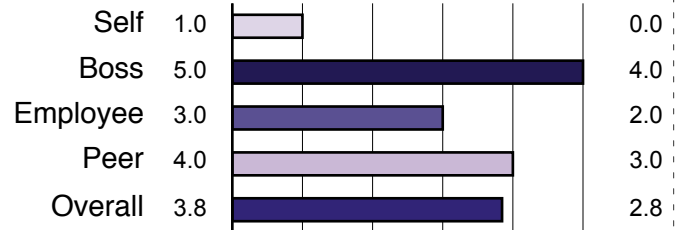
Performance Management



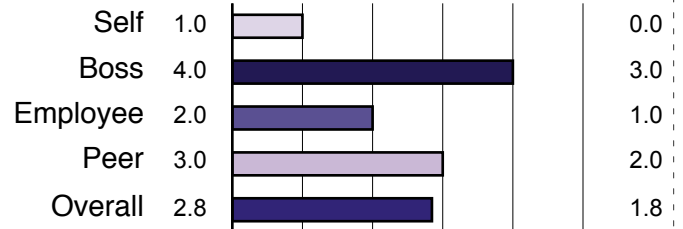
27. Motivates employees.



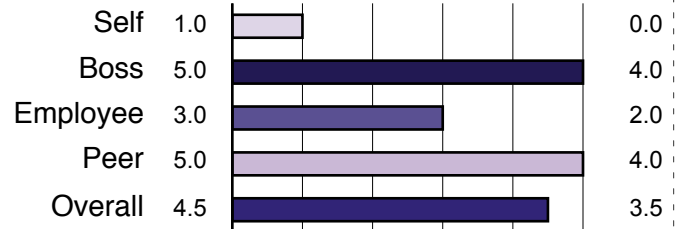
28. Establishes fair consequences for non-performance and enforces those consequences.



29. Readily recognizes exemplary performance and rewards it appropriately.



30. Utilizes both traditional and innovative methods of reward to motivate people.

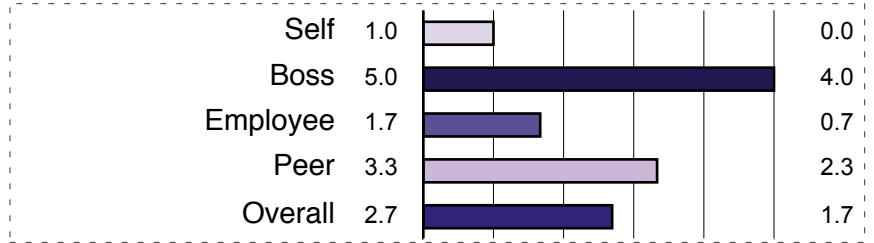


1 - Almost Never

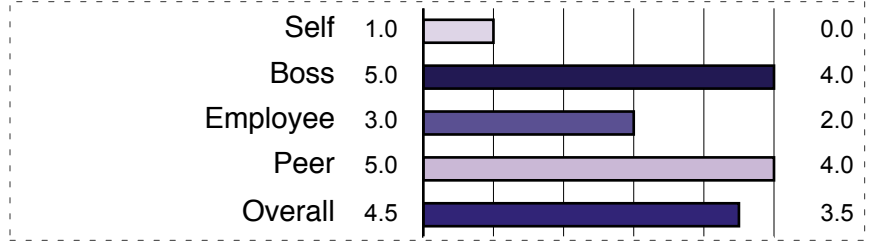
3 - Sometimes

5 - Almost Always

31. Gives constructive feedback/criticism and training to others.



32. Develops and maintains positive and productive professional relationships within the organization.

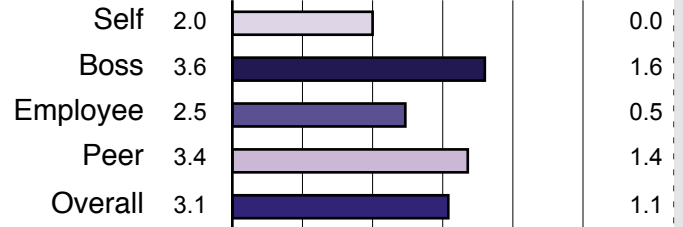


1 - Almost Never

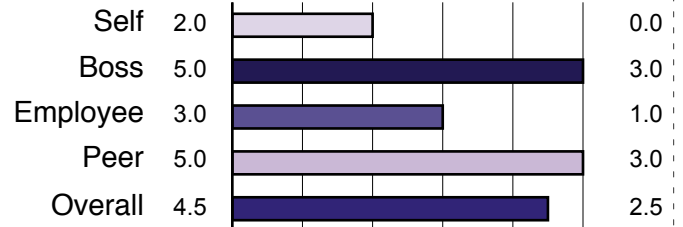
3 - Sometimes

5 - Almost Always

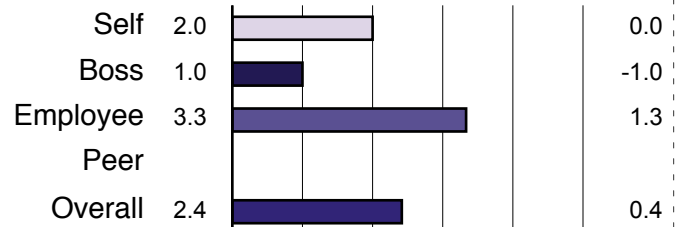
Personal Productivity / Organization



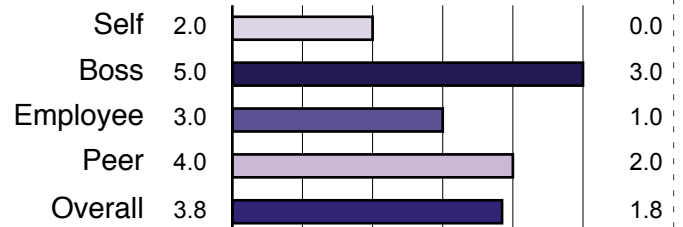
33. Follows through on commitments and promises.



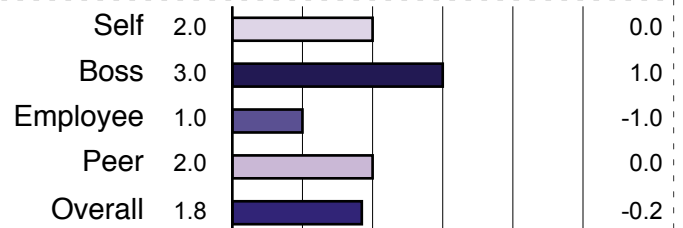
34. Develops and implements short and long term goals that are in alignment with the organizations goals.



35. Asks others for help when needed.



36. Takes action in a forthright and productive manner.

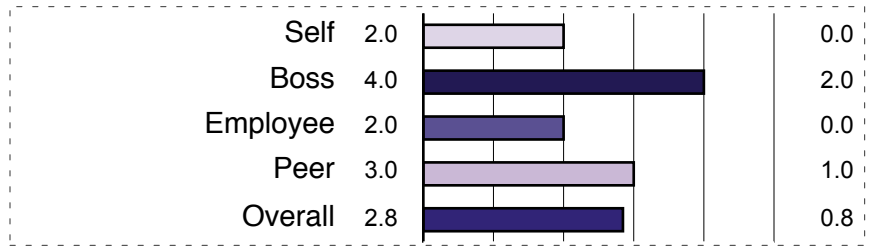


1 - Almost Never

3 - Sometimes

5 - Almost Always

37. Works efficiently, making wise use of resources and technology.

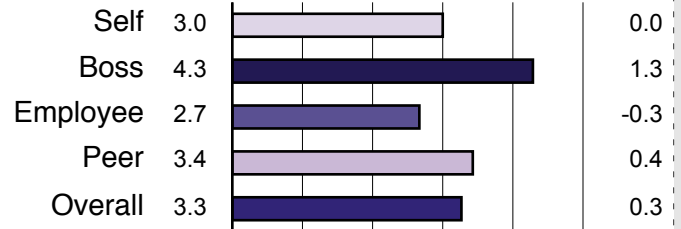


1 - Almost Never

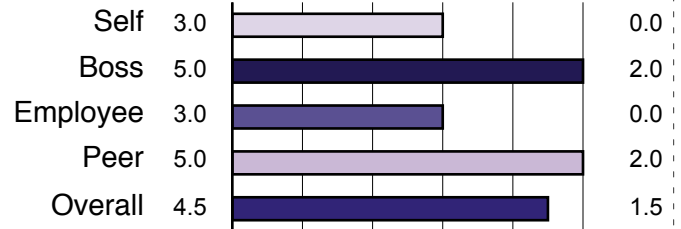
3 - Sometimes

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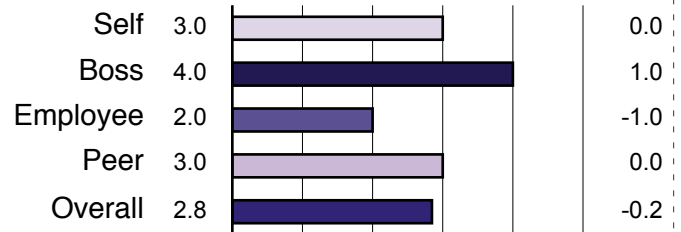
Supervisory Skills



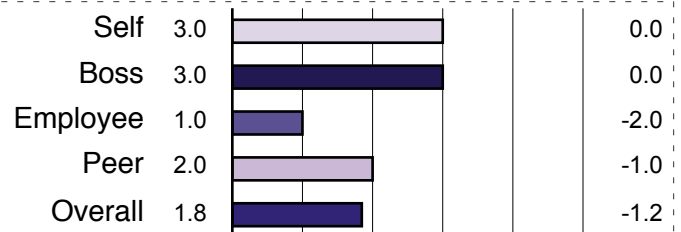
38. Is an effective leader.



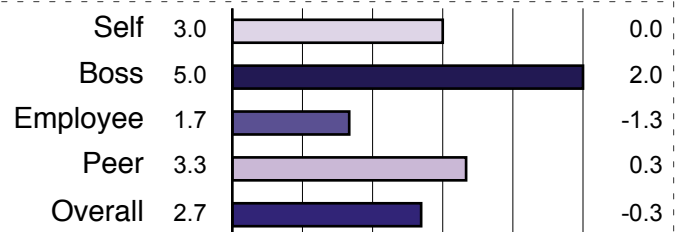
39. Leads productive meetings with established agendas and specific follow-up's.



40. Delegates well. (right jobs to the right people and sufficiently empowering others to work effectively on their own)



41. Clarifies roles/expectations and provides direction.

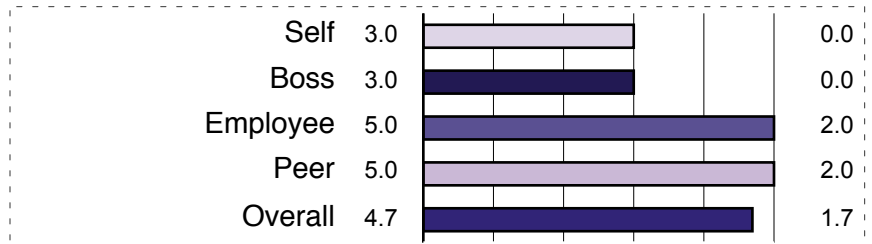


1 - Almost Never

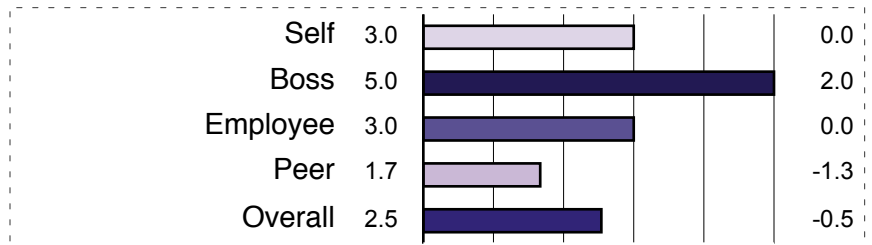
3 - Sometimes

5 - Almost Always

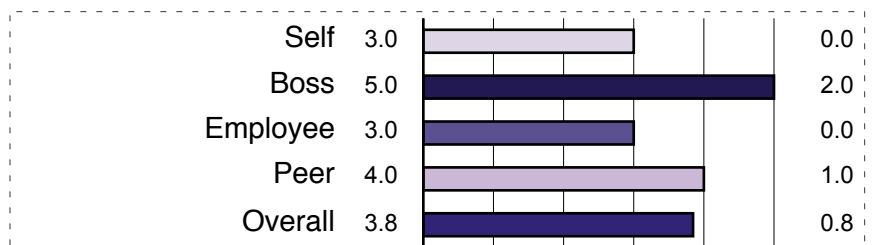
42. Encourages others to improve their skills and personal growth.



43. Treats all team members fairly.



44. Actively solicits input from others for planning and decision making purposes.

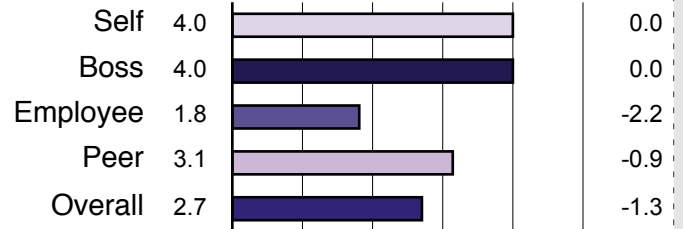


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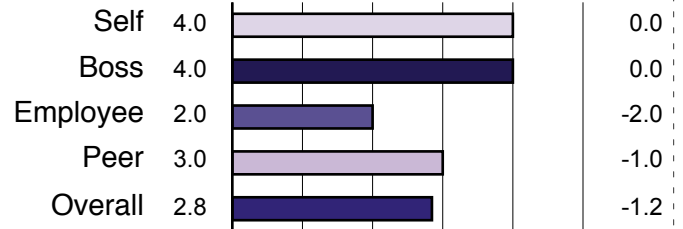
3 - Sometimes

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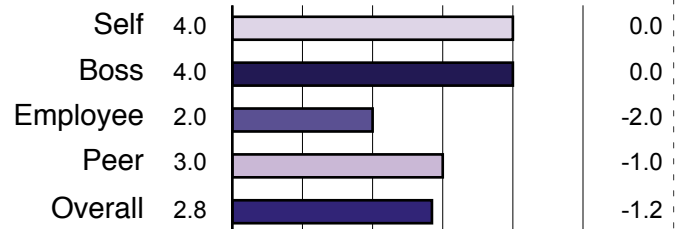
Team Skills



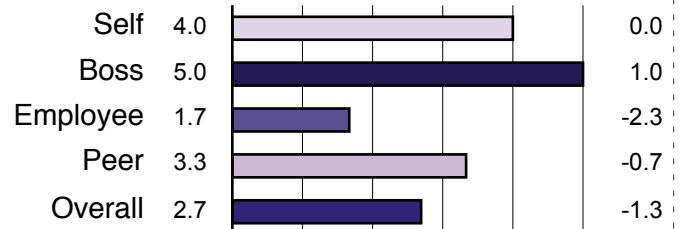
45. Actively engages in decision making processes.



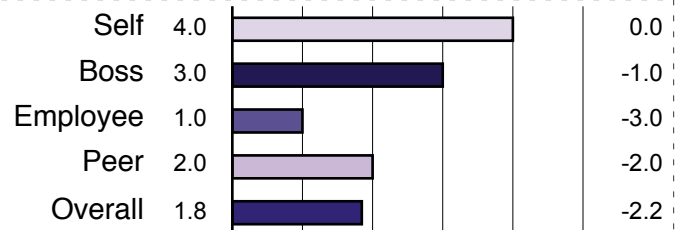
46. Challenges others even when doing so may cause conflict.



47. Builds consensus among the team members.



48. Supports decisions others make.

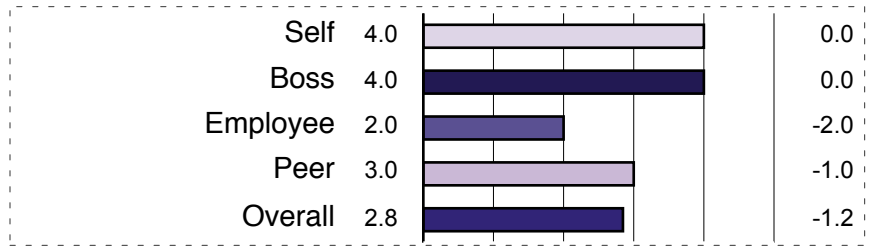


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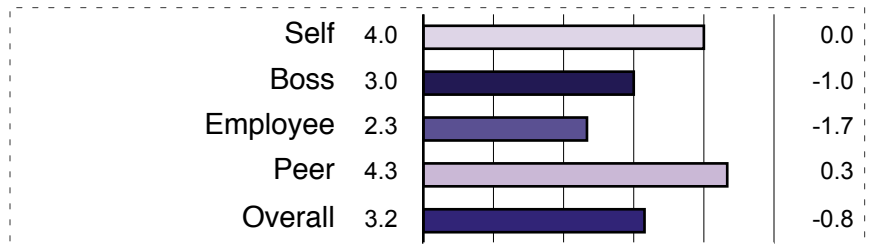
3 - Sometimes

5 - Almost Always

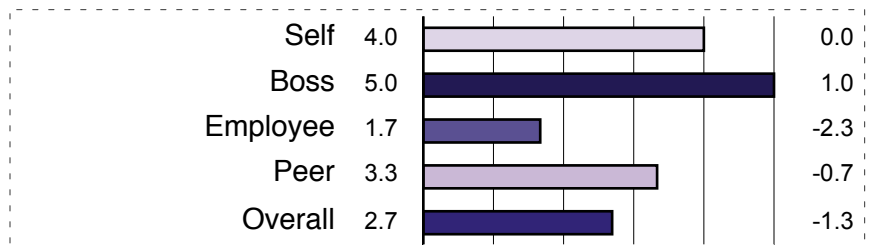
49. Consistently shares information appropriately and timely for productive outcomes.



50. Communicates with all different levels of the organization to get work done.



51. Handles conflict with other members of the team effectively.

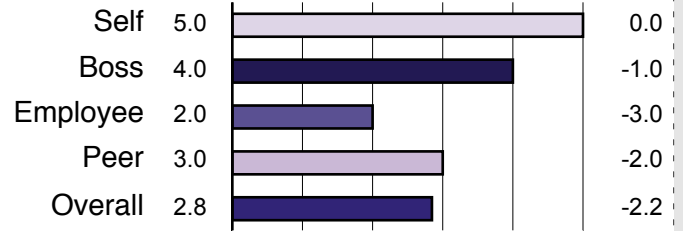


1 - Almost Never

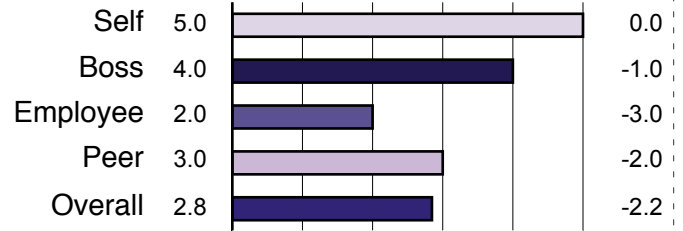
3 - Sometimes

5 - Almost Always

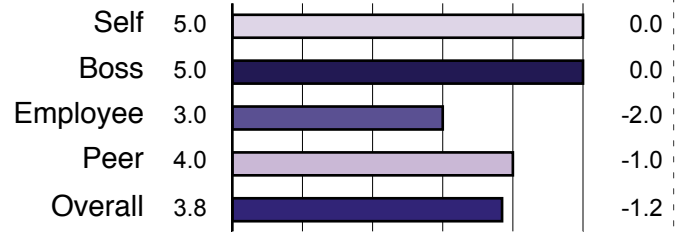
Values / Ethics



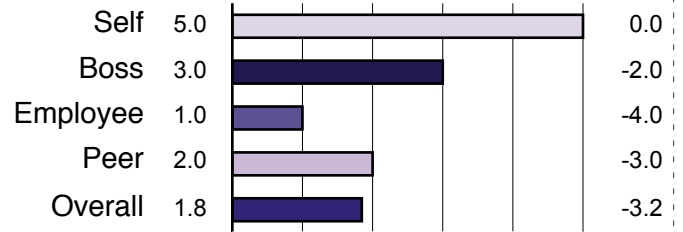
52. Sets a personal example of what is expected.



53. Is trustworthy in keeping confidences and promises.



54. Demonstrates cultural values in organization through [his/her] daily actions.



1 - Almost Never

3 - Sometimes

5 - Almost Always

9 COMMENTS
