
Surveys for Small Business Special Report



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Item Ratings - Highest-rated to Lowest-rated

This report displays the average scores for the questions in your survey, listed from highest-rated to lowest-rated. Your overall average score (one score for the entire survey) is displayed at the top.

Results are displayed both as a bar graph and in numerical form.

Directly below each item statement is the distribution of ratings, which shows the number of respondents who gave ratings at each point on the scale (e.g., 2 people may have given a rating of 4, 3 people gave a rating of 5, etc.).

Column 1 displays the average score for each item, with the highest score listed first, followed by the second highest score, and so on. Your self-rating is not included in the average.

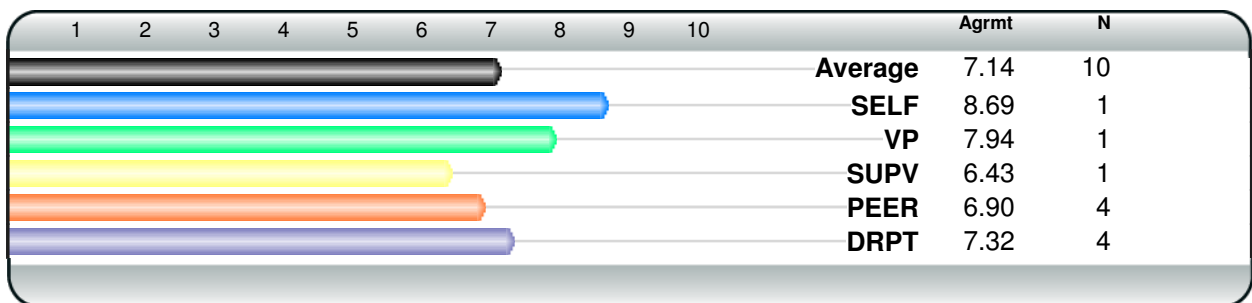
Column 2 displays the number of responses for each question. Your self-rating is not included in the number. It may vary because some of your respondents may have chosen N/A as their answer.

Beneath the bar graph are comments given by respondents for that question.

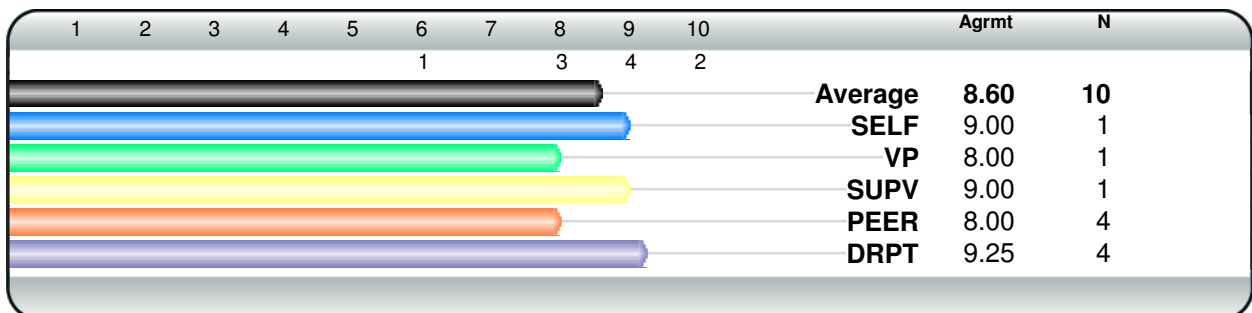
The highest-rated questions are areas of **STRENGTH**. Ask yourself how you can use the strengths to improve how you do your job.

The lowest-rated questions are areas **NEEDING IMPROVEMENT**. You may want to ask yourself what you can do to improve your performance in those areas. Do you need training? Are you motivated to do these things well? Do you have the support you need to do them well?

Overall Score:



1. INTERACTS WITH THE TEAM (in areas such as coordination, cooperation, sharing, loyalty, helpfulness, and support).



The reasons for the rating. -

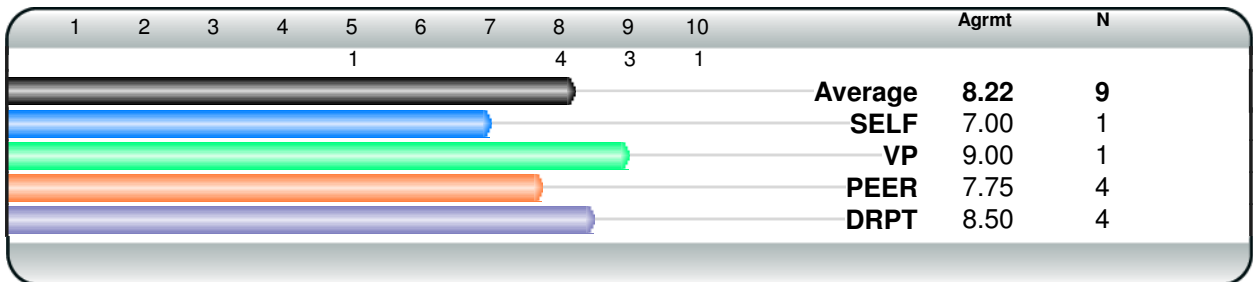
- Dana, your coordination skills are excellent - juggle many balls with ease. Keep it up!

Item Ratings - Highest-rated to Lowest-rated

The reasons for the rating. - - (cont'd)

- *I can count on you for help and guidance whenever I need it!*
- *I like the way Dana offers to help when she sees someone scrambling to meet a deadline.*
- *Is helpful, but mostly only if asked. She likes to work alone, mostly.*

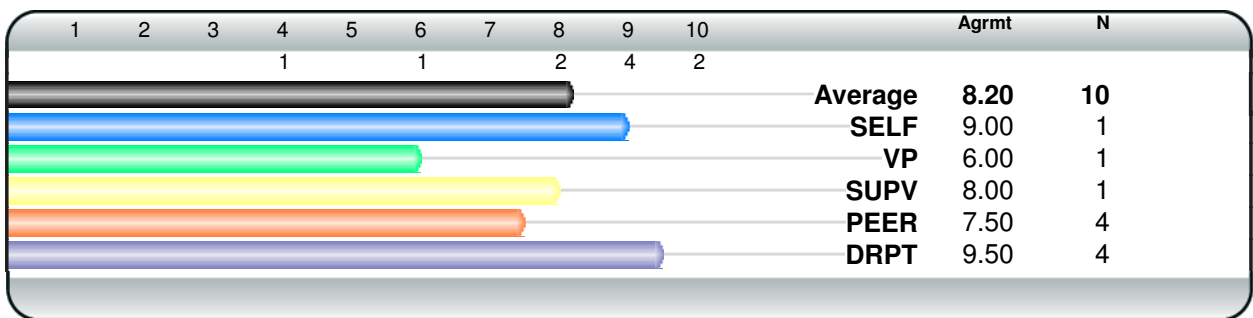
12. PLANS (involves team; creates goals, roles, actions and deadlines; foresees problems; arranges for resources; adjusts as needed).



The reasons for the rating. -

- *Does a good job of planning, but doesn't include the team. I'd like us to be more involved.*

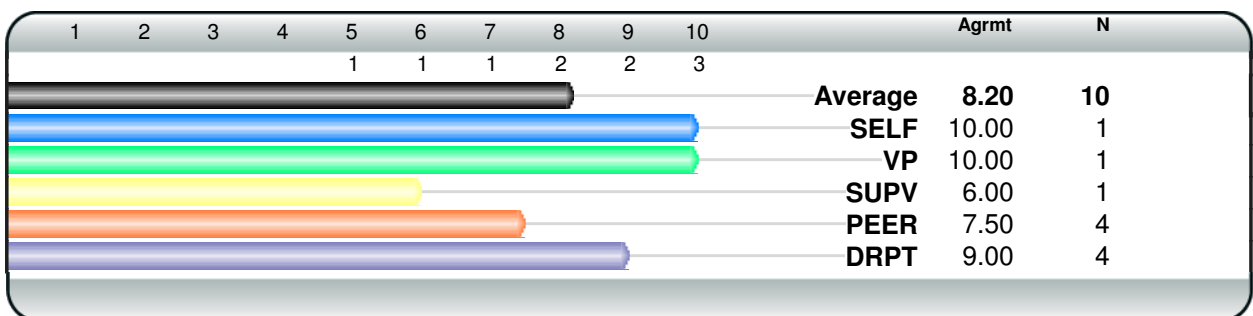
2. LISTENS (gives full attention, allows the other person to talk, and checks for understanding).



The reasons for the rating. -

- *A good listener. I feel she really pays attention and takes it all in. Doesn't interrupt.*
- *Dana needs to slow down and listen more carefully. She often assumes she understands what I've said (without checking with me first) and addresses the wrong thing.*

18. MANAGES PERFORMANCE (gives ongoing feedback, discusses performance trends, gives fair appraisals, helps individuals set goals).



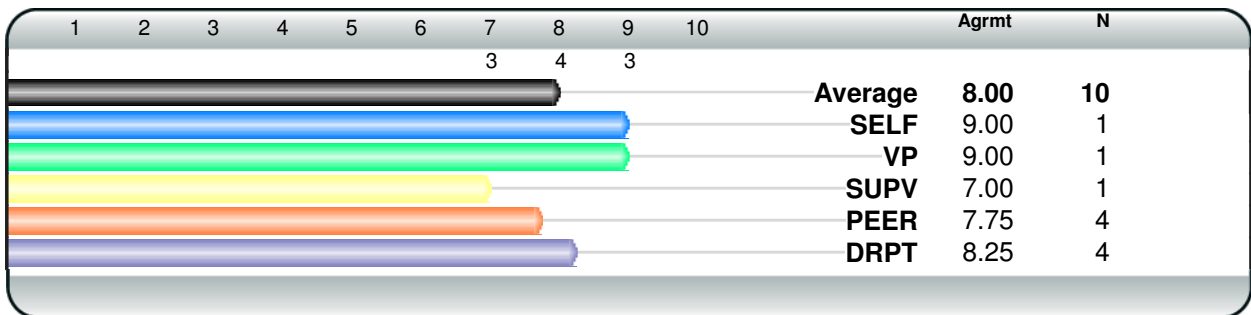
The reasons for the rating. -

Item Ratings - Highest-rated to Lowest-rated

The reasons for the rating. - - (cont'd)

- *Self: I send out regular e-mail updates congratulating and praising my employees for all their hard work.*
- *A pleasure to work for.*
- *Stays in touch with progress on task via e-mail really well.*
- *To be honest, I think I'm on track with her expectations, but I'm never clear about that until appraisal time.*
- *What a coaching program you've put together.*

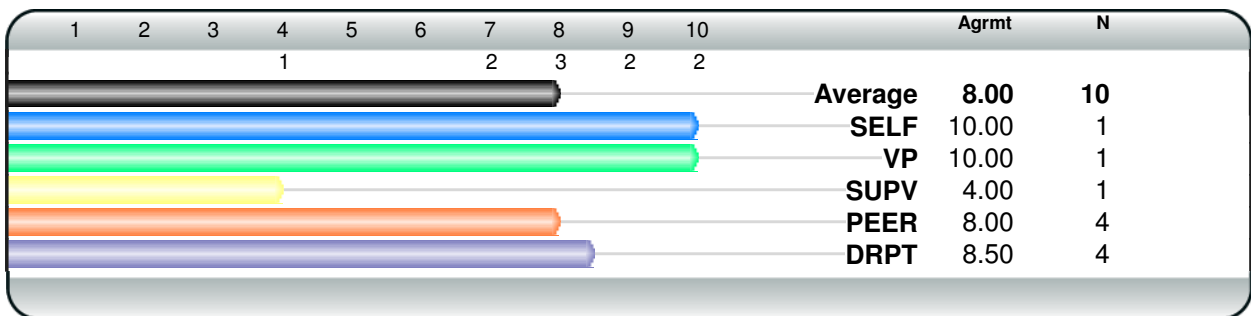
5. SOLVES PROBLEMS (shares knowledge and information, asks for input, stays positive and constructive, encourages and supports novel solutions).



The reasons for the rating. -

- *She's really smart. Thinks logically about the problem and usually hones right in on it. Her suggestions make sense, even if they are outside the box.*
- *You're the best at this!*

13. DELEGATES (defines clear roles and responsibilities; assigns tasks based on strengths; establishes objectives, standards, deadlines, and authority).

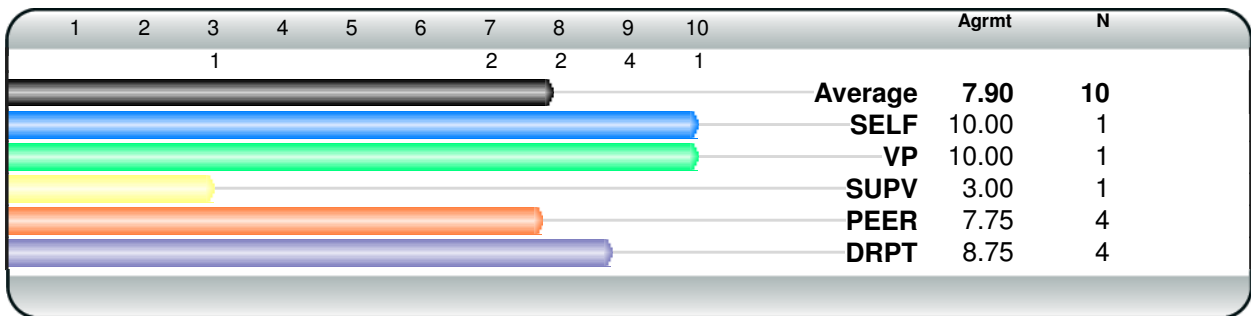


The reasons for the rating. -

- *Does an adequate job letting me know where I need to be.*
- *I ask for a task list every week and sometimes don't get one until Wednesday or Thursday.*
- *I really like the way Dana understands each of our strengths and lets us make the most of them.*
- *I think we all have our responsibilities, and she relies on us to do our jobs.*
- *Never have to ask her what's going on. Keep up the good work!*

Item Ratings - Highest-rated to Lowest-rated

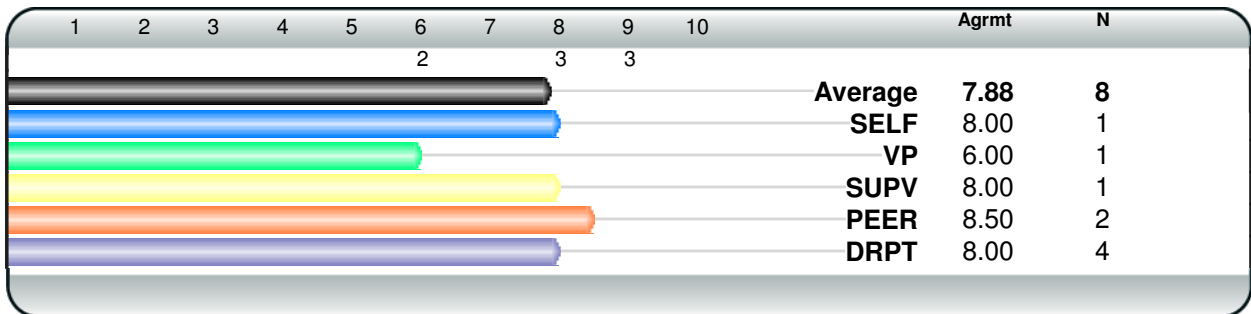
15. TEACHES SKILLS (demonstrates new skills, gives tips for improvement, discusses success and failures for lessons learned, arranges cross-training, supports education and training).



The reasons for the rating. -

- *I enjoy getting the e-mails every week. I telecommute so a lot of the times I don't see the other employees very often.*
- *I haven't gotten coaching in about 2 months.*
- *I've learned some valuable skills while working on the last project.*
- *She has given me some really good tips. I appreciate that.*

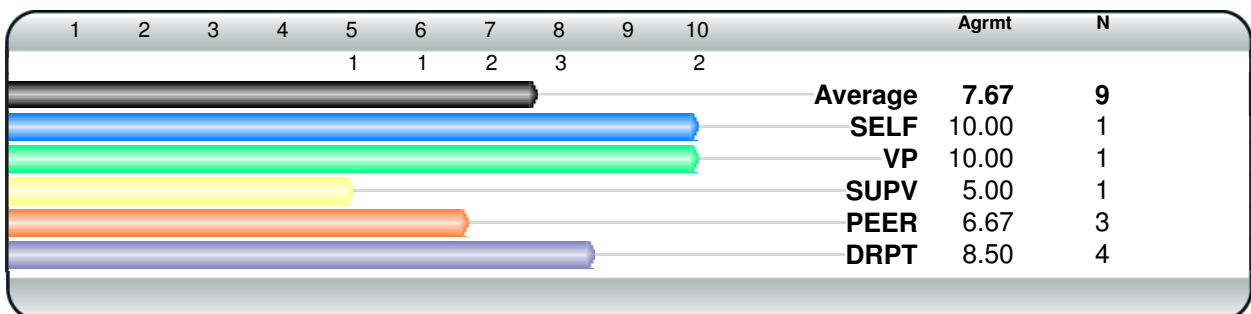
4. CONDUCTS MEETINGS (plans and prepares, starts and ends on time, stays focused, involves participants, and follows up).



The reasons for the rating. -

- *A real strength. Always prepared and efficient.*
- *Always punctual and efficient. Doesn't meander. I appreciate the time she DOESN'T waste.*

14. SUPERVISES (gives freedom of action, keeps people informed, checks quality, encourages, supports and empowers, helps with problems as needed).

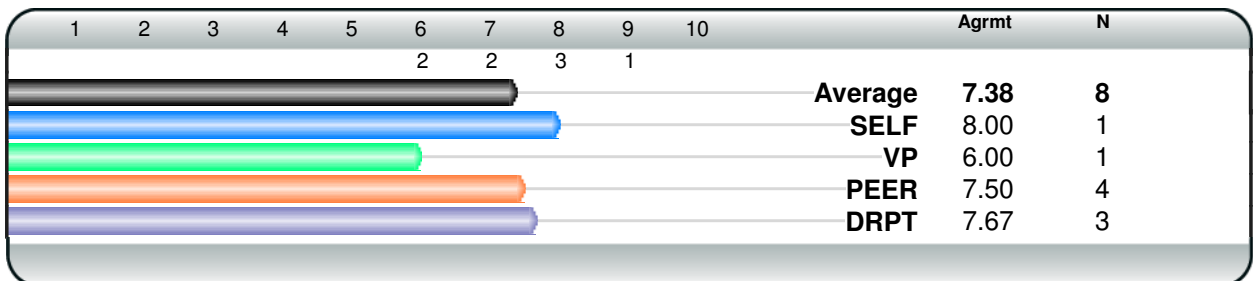


Item Ratings - Highest-rated to Lowest-rated

The reasons for the rating. -

- *Self: I try to stay out of the way of my employees as best I can.*
- *Dana does give us a good bit of autonomy but she could encourage us more along the way.*
- *I am usually given a pretty long leash to get my work done. Dana does seem to watch over us pretty intensely when we're close to a deadline though.*
- *I like the way that she doesn't watch over my shoulder, just lets me do my job.*

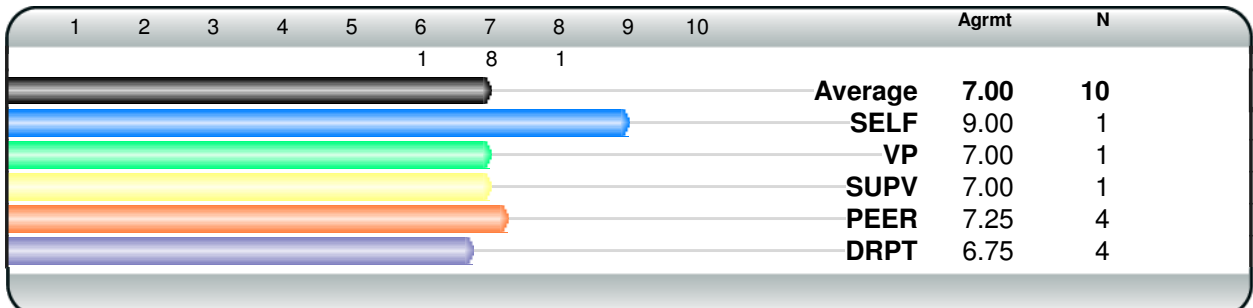
3. DIALOGUES with others (considers input with an open mind, gives opinions and reasons, asks for opinions and reasons).



The reasons for the rating. -

- *I think she really considers what I have to say, regardless of what her opinion is.*

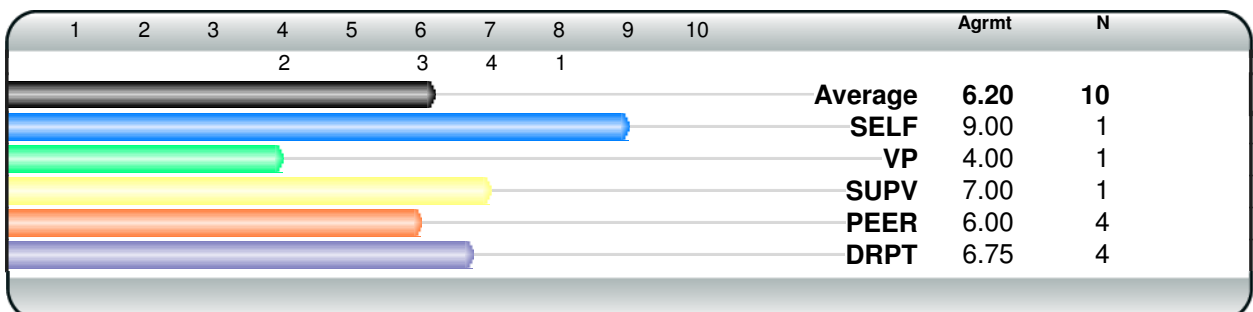
8. RESOLVES CONFLICTS (asks about needs, identifies areas of agreement, and considers new options).



The reasons for the rating. -

- *She does this mainly by encouraging people to listen to each other.*

6. GIVES FEEDBACK (describes specific behavior, its impact, and desired future performance, with encouragement).

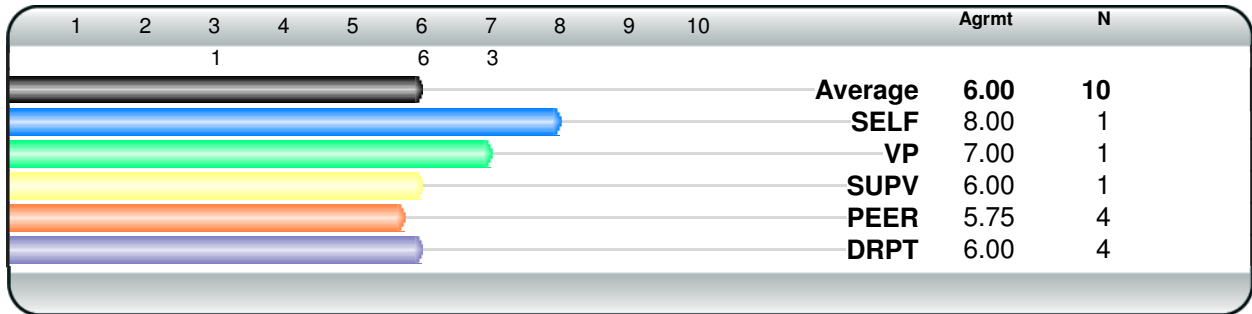


Item Ratings - Highest-rated to Lowest-rated

The reasons for the rating. -

- *Direct and to-the-point. Could add encouragement - don't hear that often.*
- *I wish she would give feedback more, but she seems hesitant to do so, as if there might be a negative reaction or something.*

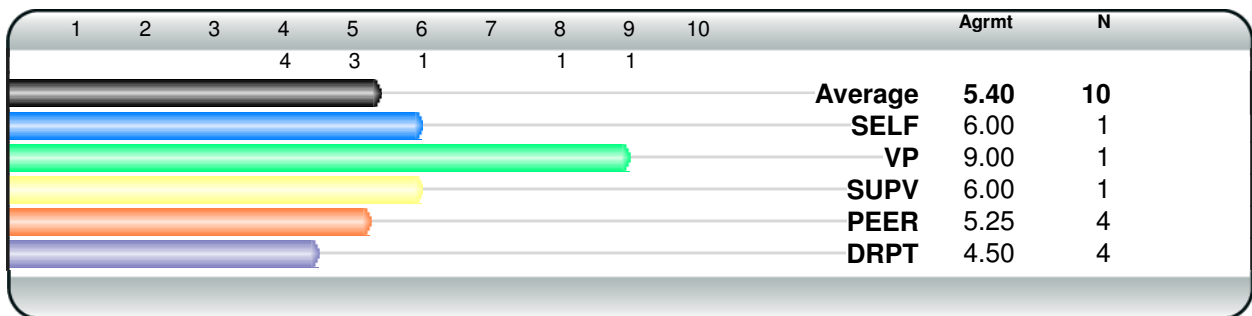
7. RECEIVES FEEDBACK (requests feedback, accepts without defensiveness, gives thanks, and follows through to clarify desired behavior and work on improvement).



The reasons for the rating. -

- *I've seen her get defensive on several occasions, which causes me to back off.*
- *She seems to consider what I have to say when I point out problems.*

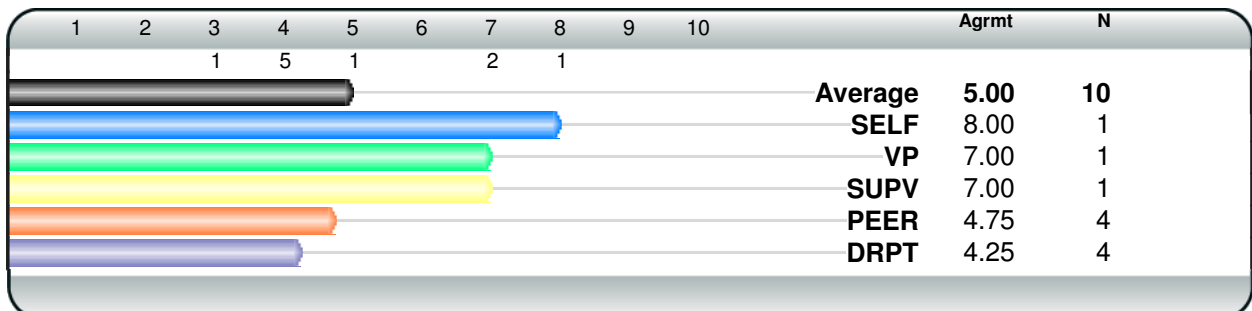
11. MAKES DECISIONS (gets input from team; compares options; makes timely, practical and ethically correct decisions).



The reasons for the rating. -

- *I think she has good judgment. I've never felt she was leading us down the wrong road.*
- *Need to spend more time asking for our opinion before making decisions that impact us.*

10. ENCOURAGES IDEAS (stimulates creative thinking, asks for input, encourages new ideas, supports new solutions).

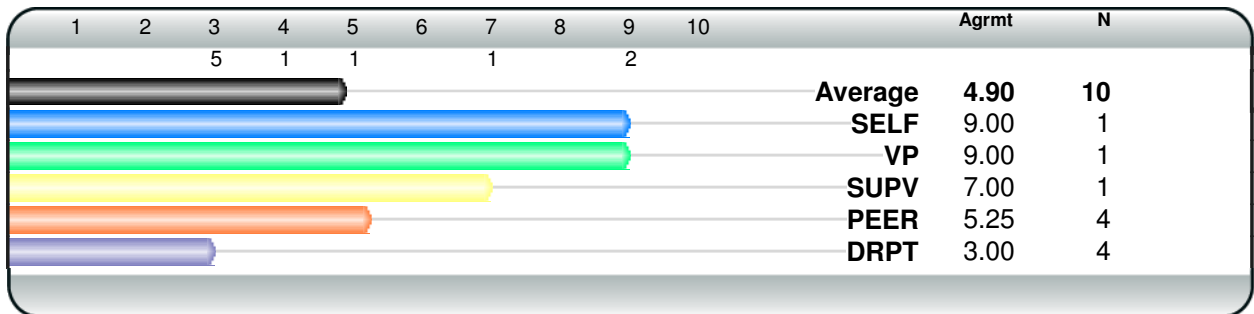


Item Ratings - Highest-rated to Lowest-rated

The reasons for the rating. -

- *I have a lot of ideas you don't seem to be interested in.*
- *She probably cares about new ideas, but she doesn't make it a priority, doesn't ask for them.*
- *You don't use your staff enough. We're a wealth of information and ideas just waiting to be tapped. Please start asking us for input!*

9. BUILDS THE TEAM (creates vision, goals, roles, expectations; tracks and recognizes progress; addresses issues; provides resources).



The reasons for the rating. -

- *A real visionary!*
- *We haven't had a goal-setting session in months. I feel the team is faltering and would benefit from a meeting.*
- *We need to know what you expect from us. If we know what's expected, we can do a better job and get better salary reviews.*
- *We usually get the job done, but I don't always feel we are working together to do it.*

AFTER FEEDBACK

AFTER FEEDBACK - Step 1

ACCEPT THE FEEDBACK

Feedback is worth its weight in gold, but it usually makes one feel a little uncomfortable. That's why people say, "Feedback is the breakfast of champions." It takes personal strength to let go of your defensiveness so you can accept the feedback and learn from it.

Some of your feedback will be positive. It's good to know that others believe you're on track in certain areas, so you can think of ways to push harder in these directions.

Some of the feedback may seem critical. The most difficult feedback to accept is unexpected negative feedback about an area that you thought was adequate or strong. Yet, this kind of constructive feedback is the most valuable, because it's about your "blind spots," which you can now examine and improve.

Remember, neither you nor anyone else is perfect. You have special areas of competence, and you have areas you can improve. So make an effort not to react negatively to critical comments. Initially, you may feel anger, hurt, denial or defensiveness; but it's important to let these feelings pass. You're the one who benefits the most from feedback. If you rise above your negative reactions and accept it graciously, people will be more likely to give you more of this invaluable input in the future.

Once you've accepted the fact that you will benefit by improving a specific work habit, you can then begin working on making that change in your behavior.

AFTER FEEDBACK - Step 2 GET FOLLOW-THROUGH SUGGESTIONS

The main point of getting feedback is not just to discover what people think about your performance-both the strong areas and the areas that need improvement.

The point is to actually change your behavior.

If you select one area for improvement and eventually succeed in creating a more successful work habit, then the purpose of your feedback will be fulfilled. If you don't, then its primary value will be lost to you.

The system that produced this consolidated feedback for you also has the capability of collecting and reporting follow-through suggestions. We strongly recommend that you begin your follow-through by getting this input.

The key is to focus on ONE PRIORITY AT A TIME. So from your feedback select your strongest area of performance-the ONE strength that will pay the greatest dividends to you if you use it more extensively.

Also, pick ONE priority area for improvement. We recommend that you select the lowest-scoring area.

Once the strength and the area for improvement have been selected, you can ask for suggestions on how to use the strength even more effectively. You can also ask what you can do to differently to improve your area needing improvement. You can include other people in this exercise, such as your manager, mentors, colleagues, coworkers, etc.-anyone with access to the internet.

After you receive their suggestions, you can use them to focus on a plan of action to apply these desired behaviors consistently on the job until they become an ingrained work habit.

AFTER FEEDBACK - Step 3 GET MORE INPUT IF YOU NEED IT

To make use of your feedback, you need to learn from it and act on it. Sometimes anonymous feedback and follow-through suggestions aren't clear enough or specific enough to tell you what you need to do differently.

If you need more specifics, we recommend a brief meeting with the people who gave you feedback. To ask follow-up questions, use the outline below to guide you as you take notes, whether you're seeking more information about a strength or an area for improvement.

FEEDBACK ISSUE: _____

ASK FOR MORE DETAILED INFORMATION:

- "When I'm doing this, exactly what does my behavior look like?"
- "What impact have my actions had?"
- "Can you describe what you'd like me to do differently?"

RESPOND CONSTRUCTIVELY:

- Suppress the urge to react defensively-hard to do, but important!
- Focus on what the feedback means, not specific scores
- Don't probe to discover who said what

LISTEN ACTIVELY TO WHAT PEOPLE SAY:

- Focus on the speaker
- Listen for the meaning
- Check what you heard-verbal messages
- Check what you saw-nonverbal messages
- Encourage the speaker to continue until finished

ASSURE THEM YOU TAKE THEIR FEEDBACK SERIOUSLY:

- Communicate what was valuable to you-what you learned
- Describe self-improvement goals and actions you're already committed to
- Tell them about your next steps-what you plan to do about it

EXPRESS APPRECIATION:

- "I appreciate your bringing this to my attention."
- "It's good to know that you appreciate what I've been doing."
- "Thank you for your honesty."

AFTER FEEDBACK - Step 4 MAKE A COMMITMENT TO CHANGE

To make a commitment to improve the way you do something, you need to appreciate what's involved.

Skills, work habits and behavior patterns in general are actions that you do without having to think about them. You just do them because doing things this way is now comfortable, whether or not they're always effective. This is because at some point in your life, your brain established a special network of brain cells to execute these behaviors. This made performing the pattern easy, comfortable and automatic.

An ingrained work habit is like walking, running or riding a bicycle. Once the brain cells are physically connected, the only things that can break up these connections are decades of disuse, old age, injury or death. This is why old habits are so hard to break.

It's possible to replace old patterns with new ones, but it's a lot like building a brand new interstate highway next to an old two-lane road. It takes a lot of construction. It's worth the effort, but it takes months of repetition-practical application on the job-before the new way becomes comfortable. But with enough repetition, the brain cells will physically interconnect and the newly ingrained work habit will become your new routine. And the pattern will be virtually permanent.

How much repetition? A lot. Think about how much practice it would take to change the way you shoot a basketball, swim the crawl or hit a golf ball. You'll need some guidance about how to do it right, and you need to repeat the action over and over again until you do it without thinking. How long? Several months of consistent repetition while you deal with failures and discouragement.

That's how much commitment you need to make to replace a problem work habit with a productive one.

Can you do it? Yes, you can. Millions of other people have. So can you.

Is it worth it? Of course it is. Your success may depend on it. Plus, you owe it to your coworkers.

Will you invest that much perseverance and patience? It's time for you to say....