



Acme Widget Company

Organizational Feedback Report



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How To Use The Report

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Using This Report Is Easy:

Read the Introduction (pages 2 - 3) to understand how the questions are grouped into categories and how the categories can impact your business.

Next, study the Company Snapshot (page 4). Identify categories with high and low scores (strengths and possible improvement opportunities). Select one or two categories to target as the basis of a change plan.

Look up the target categories in the Category Detail pages (pages 7 - 10). Examine the results to see if the scores were low for all questions or just a few questions in that category. Use the scores to help you pick a specific issue as the basis for a change plan. It's best to start with one or two issues rather than making a long list.

You may also want to study the Category Detail by Group charts (page 6). If there is a large variation in group scores, consider beginning the change process by seeking to understand others' perspectives before selecting an area for change.

The Gap listed on the detail pages is the difference between the leader's perspectives and the perspectives of other groups of respondents. The larger the gap, the greater the difference in perspective.

Once you identify one or two target areas, examine the issues in those areas to understand the perspectives of each group. Use the feedback to help you develop a plan that addresses the specific issues that have been highlighted.

USE THE WORKSHEET AT THE END OF THE REPORT TO ASSIST YOU.

The following people completed the survey:

Leader	1	Customers	5	Overall	16
Employees	4	Others	7		

Note:

All scores have been converted to a percentage.

Leader scores are not included in the Company Snapshot on page 3.

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Introduction

It's been said that success comes to those who know the right questions to ask. Answers are only useful if they answer the right questions.

Information is power

Gaining Focus™ is a '360 degree survey' and is very different from traditional surveys. The term '360 degree survey' refers to receiving feedback from all directions - customers, employees, yourself, and others.

The results highlight areas where there may be such different perceptions among key people that you will need to gather more information to understand the issue and make effective decisions. The results do not provide concrete answers about how to solve specific problems.

Learn to read data accurately

People often anticipate what the survey results will show before they see the survey data, and then interpret the data to support those preconceived ideas. Important data is often dismissed in the process producing solutions that may not work.

Key skills to getting the maximum value from survey data are to always respect differences in opinion and to compare and contrast differences in order to gain additional understanding. This method opens the reader's mind and helps clarify what the data really means.

Discover the right questions to ask

Gaining Focus™ compares and contrasts what others think about your business. The gaps identified in the report highlight areas that require further investigation.

The gap is the difference between the leader's score and a respondent group's score. Negative gaps indicate that the leader's score is higher than the respondent group. Significant negative gaps can identify issues that may blindside the leader. Positive gaps point out when others scored an item higher than the leader. Significant positive gaps can uncover strengths and opportunities the leader has yet to recognize.

Ask the right people

Gaining Focus™ simplifies the process of getting the information you need. Select areas that have high gaps, set up a meeting with people from the respondent group and listen to their perspectives. Thank people for responding to the survey, then say, "the survey results indicate there's more I need to understand about... I'm here to listen and better understand your perspectives."

Some may not be willing to share their opinions. In such cases, consider setting up a committee of respondents, and ask the committee to make recommendations about how to improve the issue. You may find the information you need to understand "what's really happening" in the recommendations the committee develops.



Introduction (continued)

Listen, show respect and get the information you need

As you ask for input, respect the opinions of others. Never try to track down who gave specific answers. Never criticize others or discount their answers. Your ability to demonstrate listening and respect will determine how freely others will share their perspective and therefore the quality of information you receive.

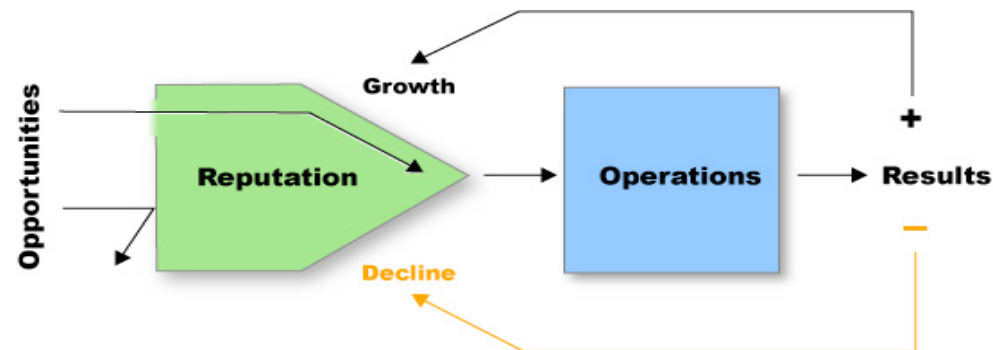
Use our model to organize your efforts

Gaining Focus™ uses the Mckay/Bennett Small Business Model™ to organize the survey data and show you how the survey areas can impact your business. The model states that successful businesses are built by:

1. Finding or creating, then securing opportunities
2. Transforming the opportunities into positive results
3. Using the positive results to increase the size or number of opportunities

Your company's reputation (what people think about your company) either attracts or repels opportunities. Opportunities come in many forms - customers, investors, skilled employees, publicity, etc.

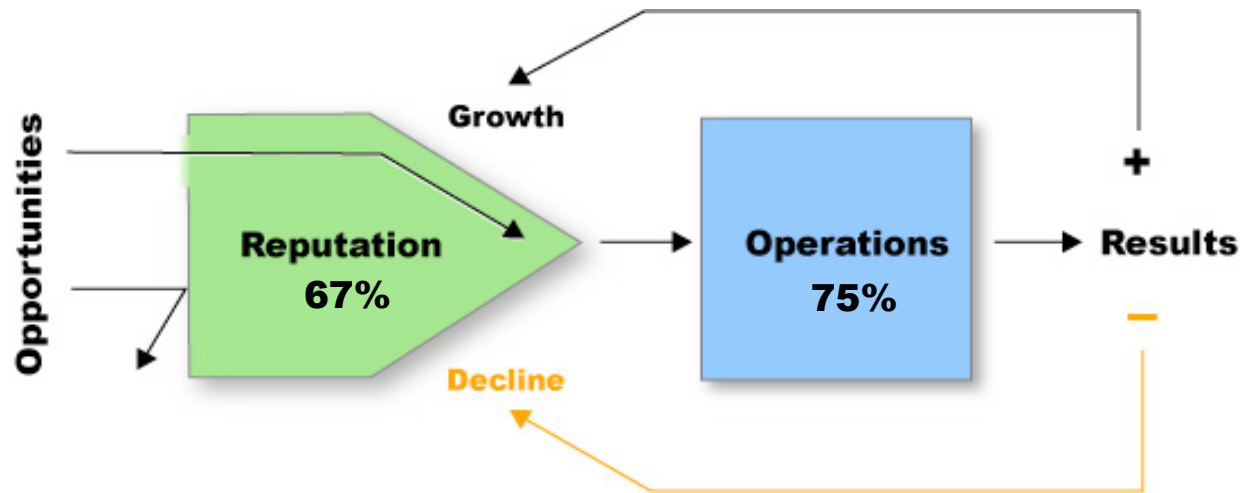
Your business's operations (processes, procedures and technologies) transform opportunities into results - positive or negative. If the results are positive, the business grows. If the results are negative, the business may struggle.



The specific skill categories that make up your reputation and operations are listed on the Company Snapshot (page 3). The detail sections at the end of the report, provide more information about each skill category.



The percentages listed are the average of all responses except leader for each category in the McKay/Bennett Small Business Model.



Reputation

Service	69%
Trustworthiness	69%
▼ Marketing & Sales	60%
★ Quality	73%

Operations

Leadership	75%	★ Execution	81%	Production	76%
Teamwork	75%	Improvement	74%	Personnel	75%
Communication	74%	▼ Technical Ability	72%		
Loyalty	77%	▼ Finance	72%		

★ indicates highest score or greatest strength

▼ indicates lowest score or category with greatest potential for improvement

For a definition and additional information about the above areas, see the detail section of the report (pages 4 - 18)



How to Read the Detail Pages of the Report

Competency Detail Report (page 5)

The charts compare the results between the overall scores of each respondent group for each category.

The first step to any change process is to understand the issues from the perspectives of each respondent group. If the lines on the charts are close together, then there is already agreement among groups about where to focus. If there is a wide variation in scores, it may take more time and effort to first understand differing opinions, gain agreement and then move forward.

Category Detail Pages (pages 7 - 20)

Each category is a combination of the scores for specific skills that make up that category. The question scores on the bottom half of each page are the specific questions that were used to generate the category score at the top of the page.

Examine the questions and determine if the scores for all the questions on the page are similar, or if one or two questions have higher or lower scores than the other questions. If the scores for one or two questions are markedly different, those questions are a good place to start to develop an action plan.

If all the question scores on the page are similar, you may want to prioritize the questions and begin to develop a change plan for just one skill question first. Then, once you've made progress, begin working on the next skill question.

Use the detail in these reports to gain the focus needed to develop an action plan to make your business a success!

What is...

Respondent Group:

A group of respondents who have the same relationship to the company - customers, employees, others, etc.

The Overall Score:

The average of all responses, except the leader's answers for a question or competency.

Gap:

The difference between the leader's score and a respondent group's score or the overall score.

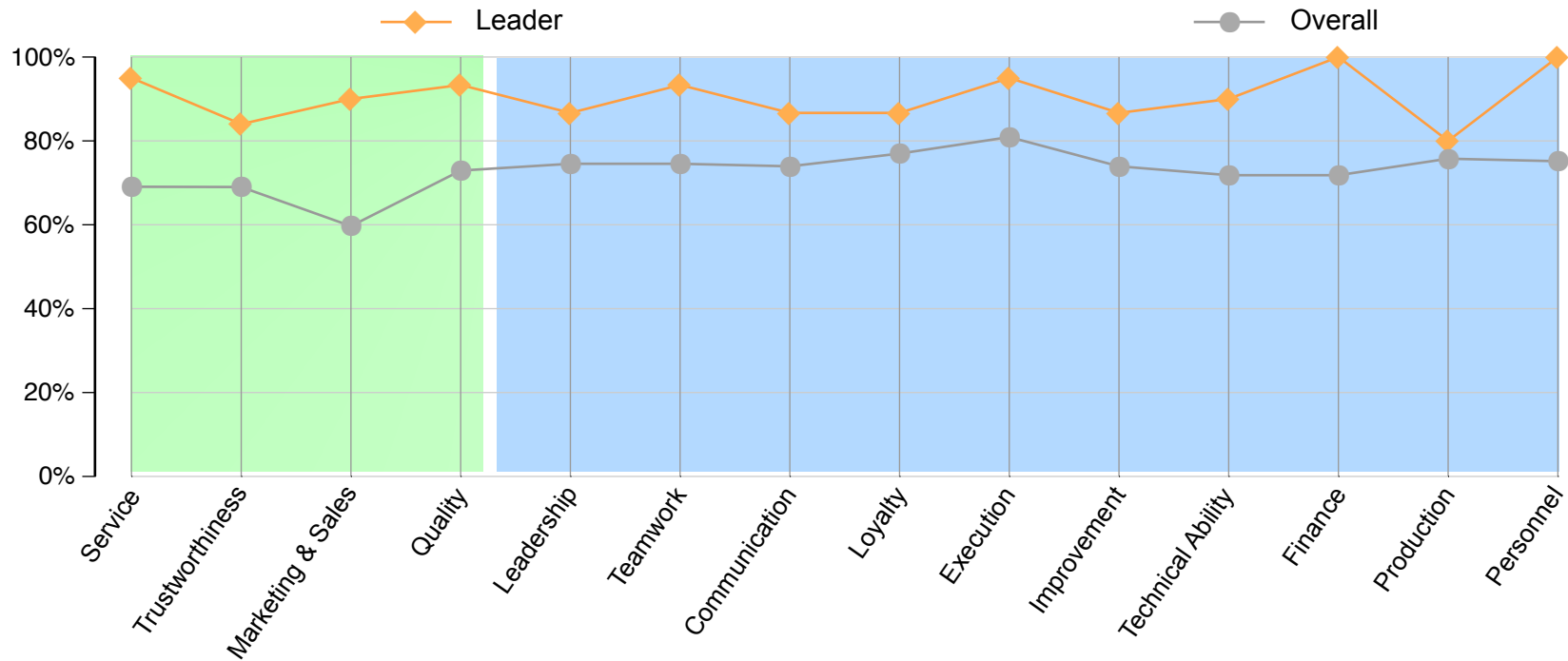
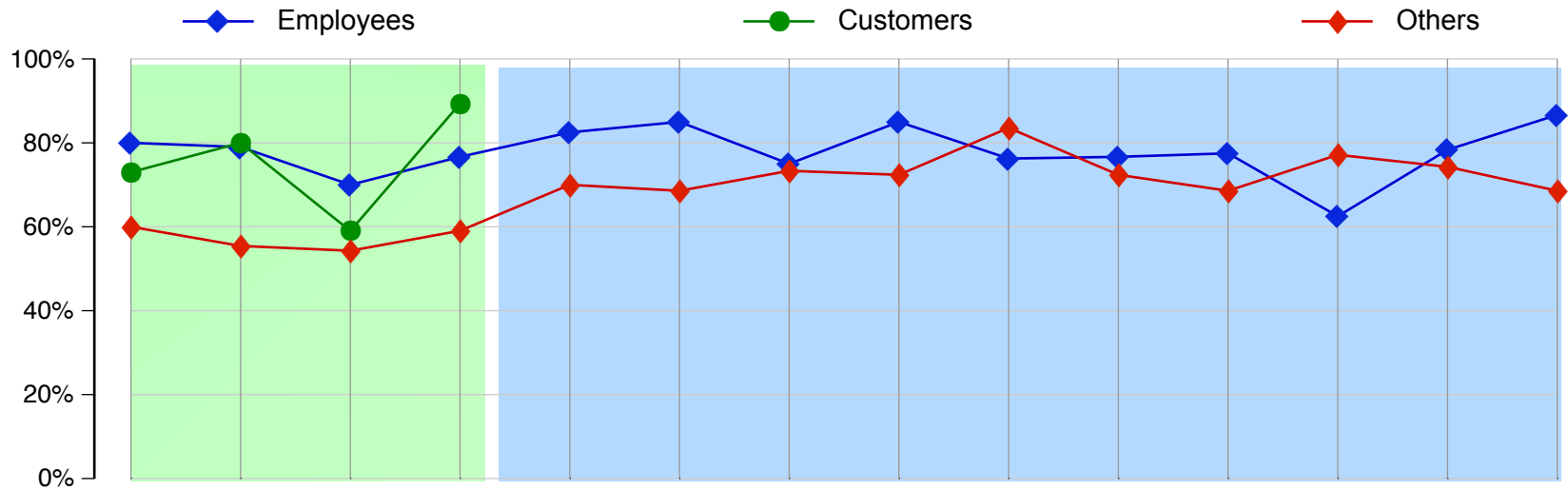
Negative gaps indicate that the leader scored the organization higher than the respondent group.

A positive gap indicates that the leader scored the organization lower than the respondent group.



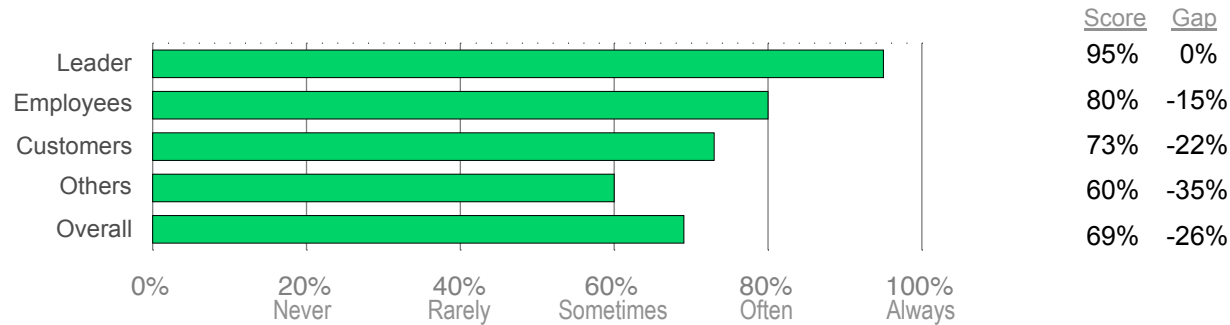
Category Detail by Group

Acme Widget Company



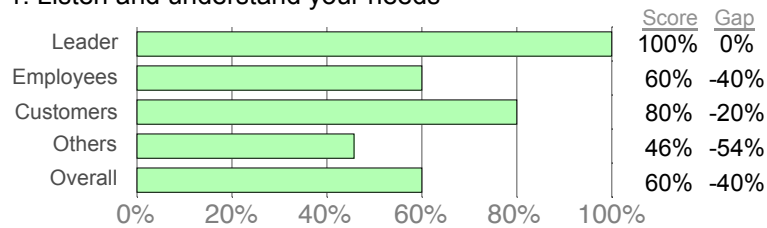
Reputation: Service

Exceeding the expectations of customers with courtesy and professional skill that communicates that they have the customer's best interests at heart.

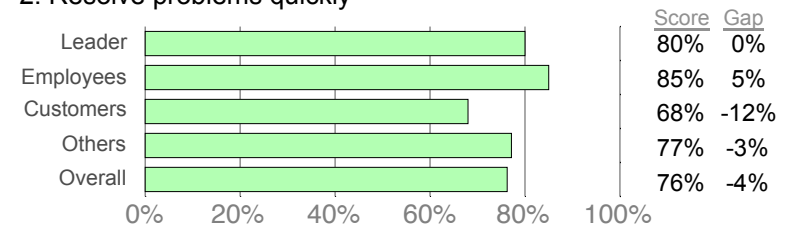


Do The People In This Company:

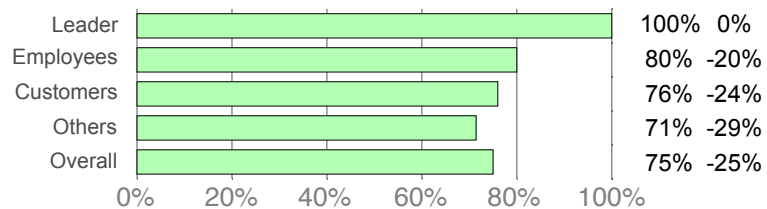
1. Listen and understand your needs



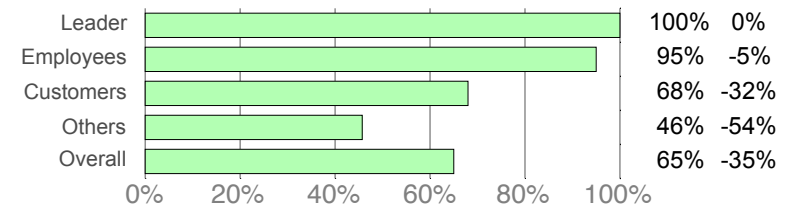
2. Resolve problems quickly



3. Work hard to please customers



4. Interact in a friendly, courteous and professional manner



What is the Gap?

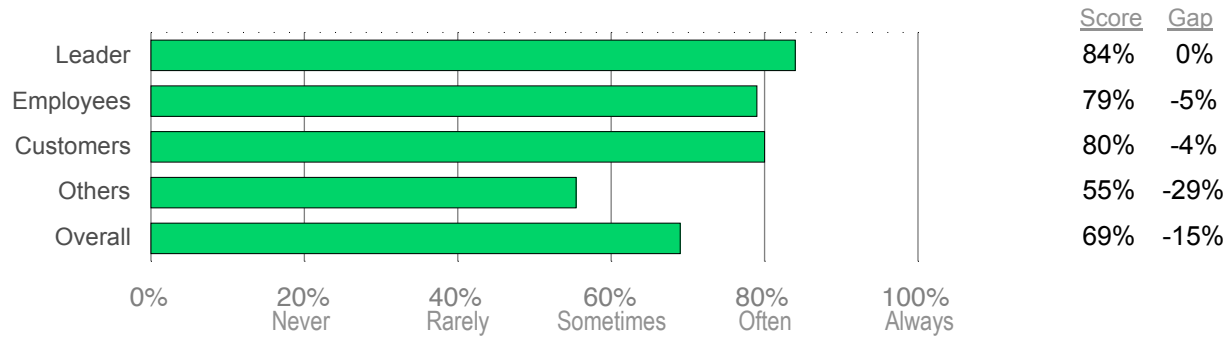
The gap is the difference between the leader's score and the the respondent group's score.

A positive gap indicates that others see the organization doing better than the leader does.

A negative gap indicates that the leader sees the organization doing better than the respondent group does.

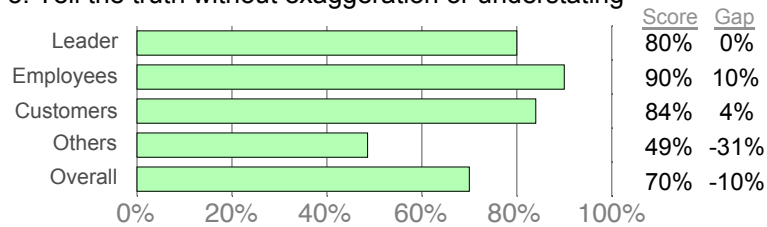
Reputation: Trustworthiness

Behaving so that others believe the information they provide, count on commitments they make, and know they will put your interests before their interests.

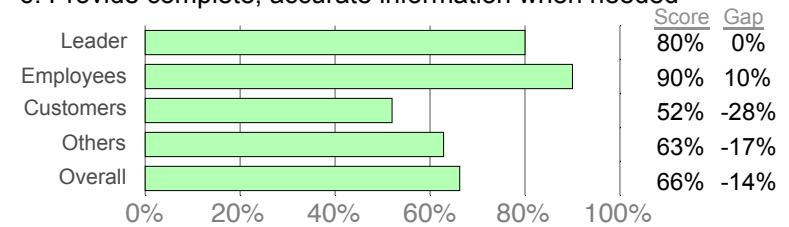


Do The People In This Company:

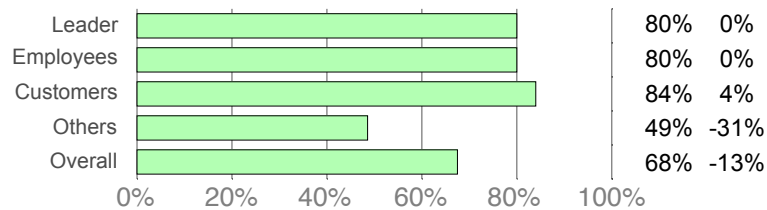
5. Tell the truth without exaggeration or understating



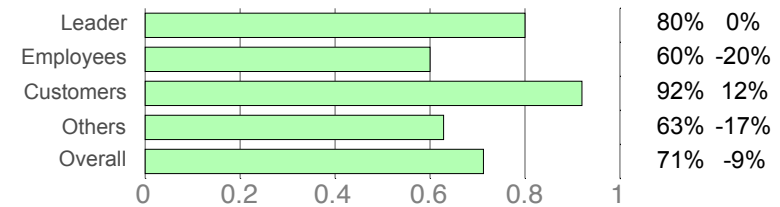
6. Provide complete, accurate information when needed



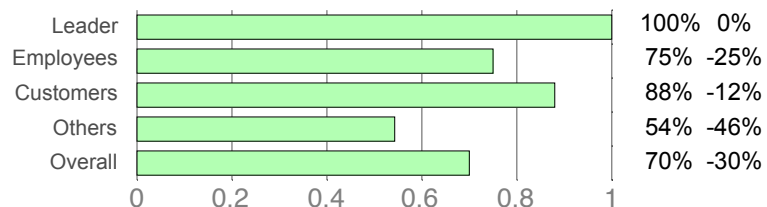
7. Recognize when they have made a promise



8. Go to great lengths to keep a commitment

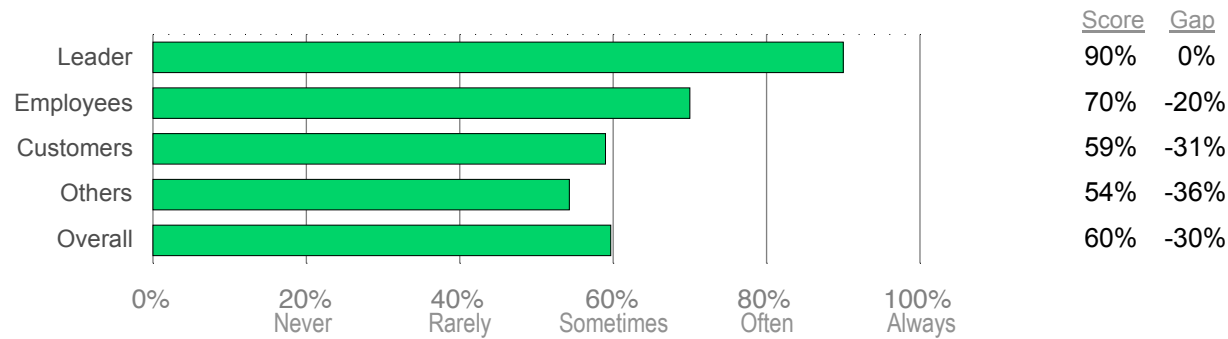


9. Demonstrate they can be counted on to do the right thing



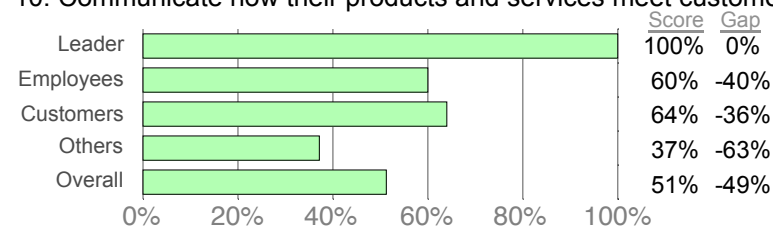
Reputation: Marketing & Sales

Creating materials that show how their products and services best meet the needs of potential customers and getting those materials to their target market. And, identifying potential buyers, then providing a positive buying experience.

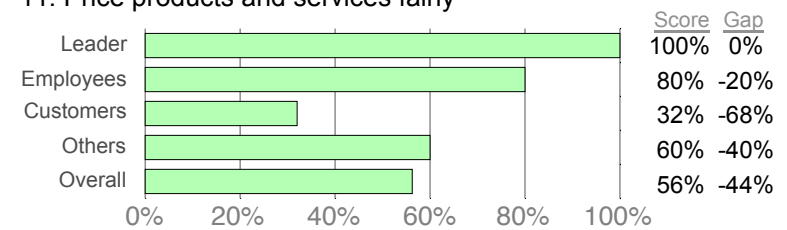


Do The People In This Company:

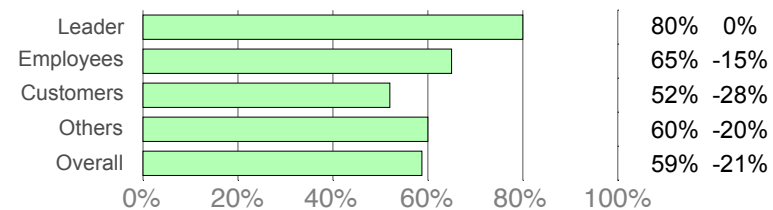
10. Communicate how their products and services meet customer needs



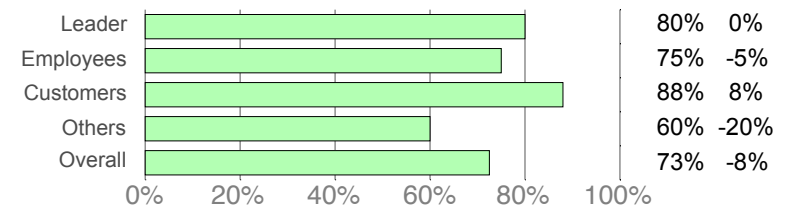
11. Price products and services fairly



12. Make it easy to find information about the company's products and services

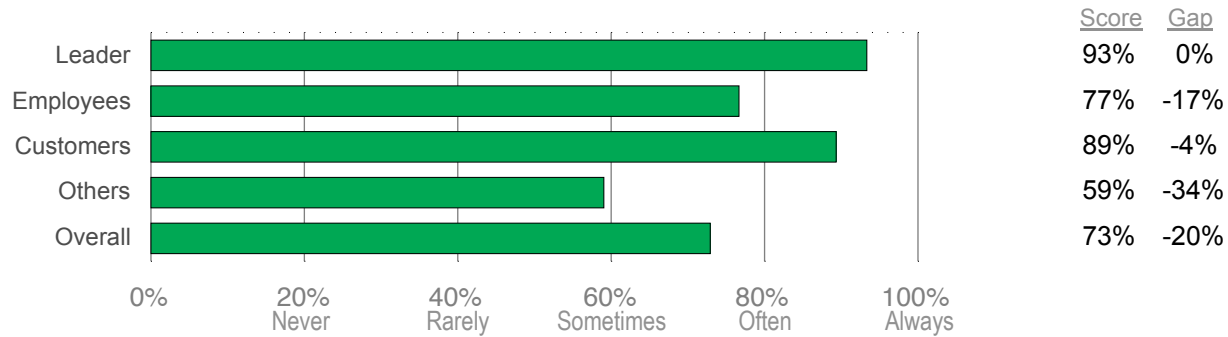


13. Make it simple, fast and pleasant for customers to purchase from the company



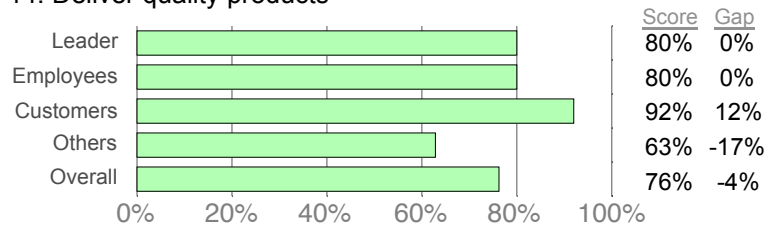
Reputation: Quality

Providing products and services that are reliable, free from defect, and consistently exceed customer expectations.

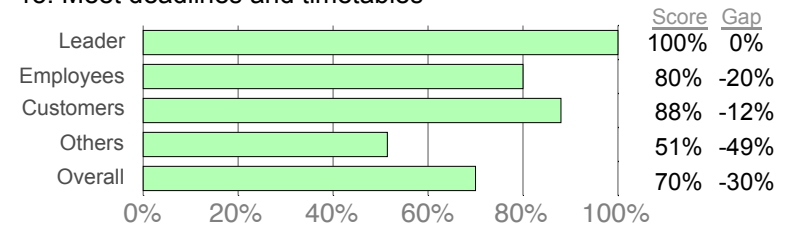


Do The People In This Company:

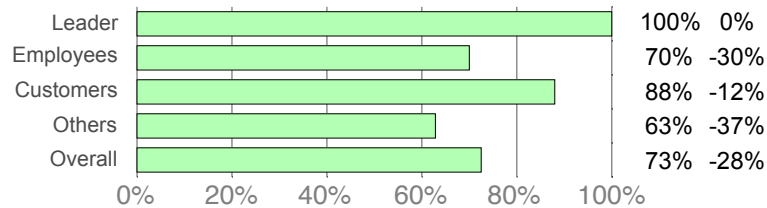
14. Deliver quality products



15. Meet deadlines and timetables

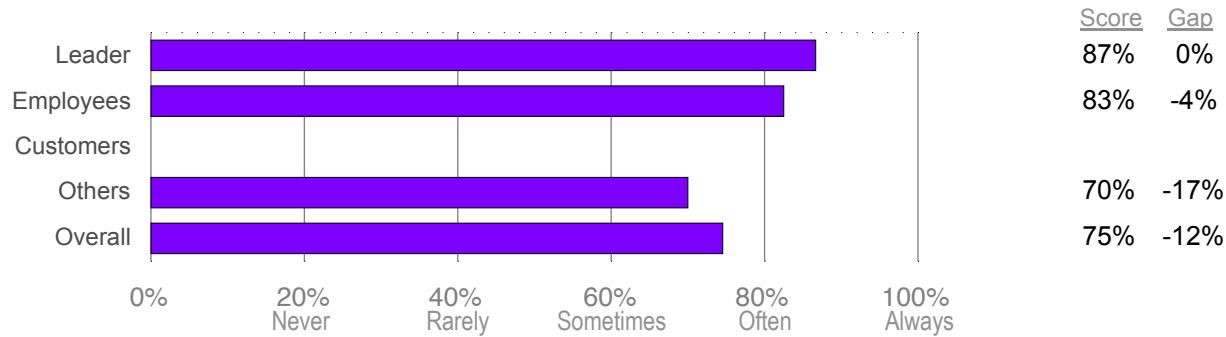


16. Maintain a clean, professional appearance



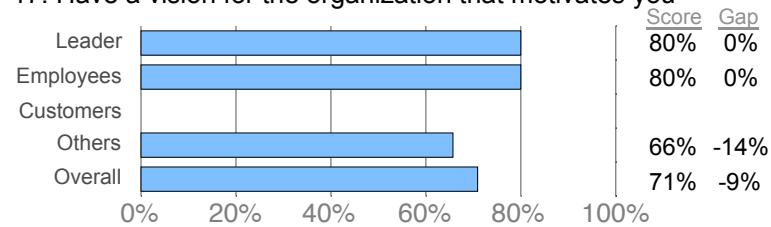
Operations: Leadership

Having a vision for the future of the organization and having the skill and influence to achieve that vision through the involvement and effort of others.

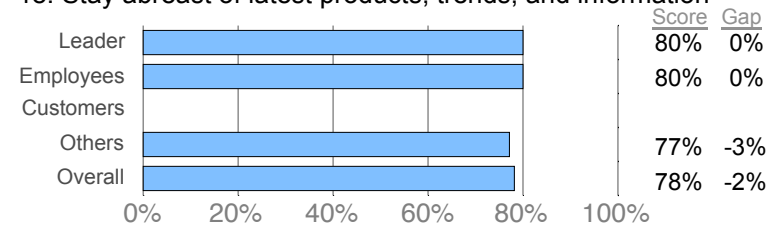


Do The People In This Company:

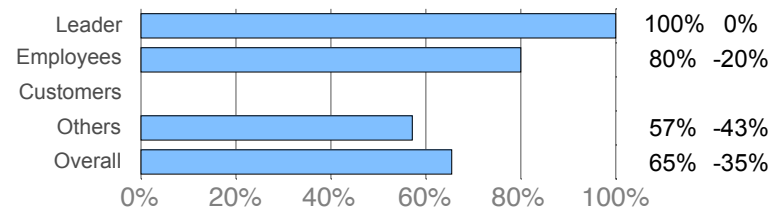
17. Have a vision for the organization that motivates you



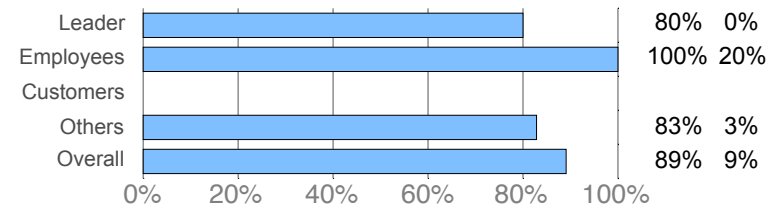
18. Stay abreast of latest products, trends, and information



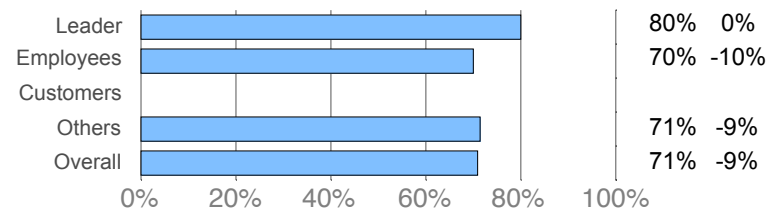
19. Balance short-term and long-term demands



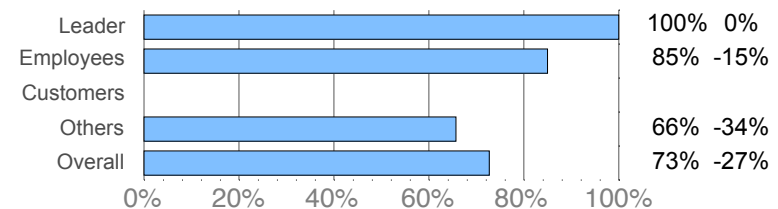
20. Delegate and assign tasks effectively



21. Set clear goals and expectations

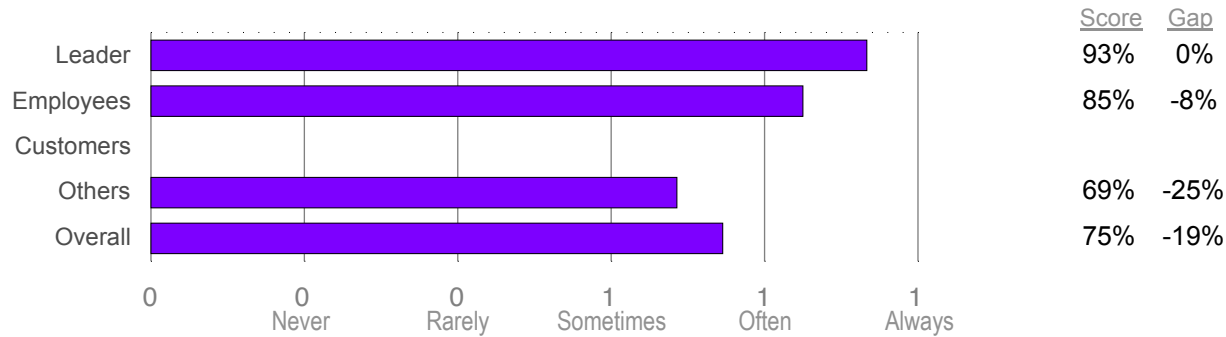


22. Hold people accountable for results



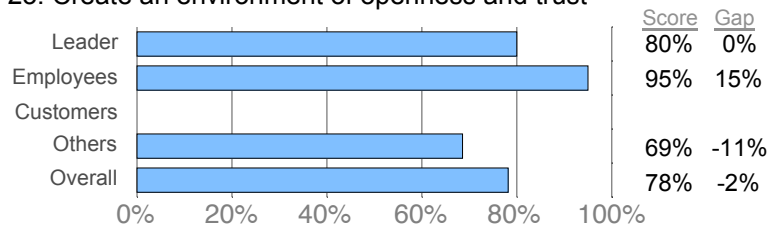
Operations: Teamwork

Creating an environment in which groups of people collaborate and use their collective resources, skill and information to achieve the group goal, even at the expense of personal gain.

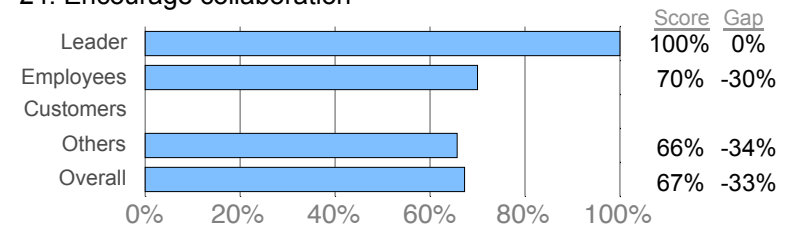


Do The People In This Company:

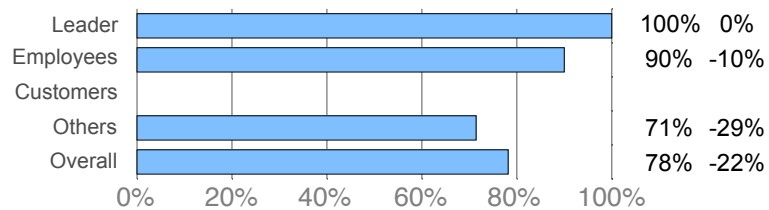
23. Create an environment of openness and trust



24. Encourage collaboration

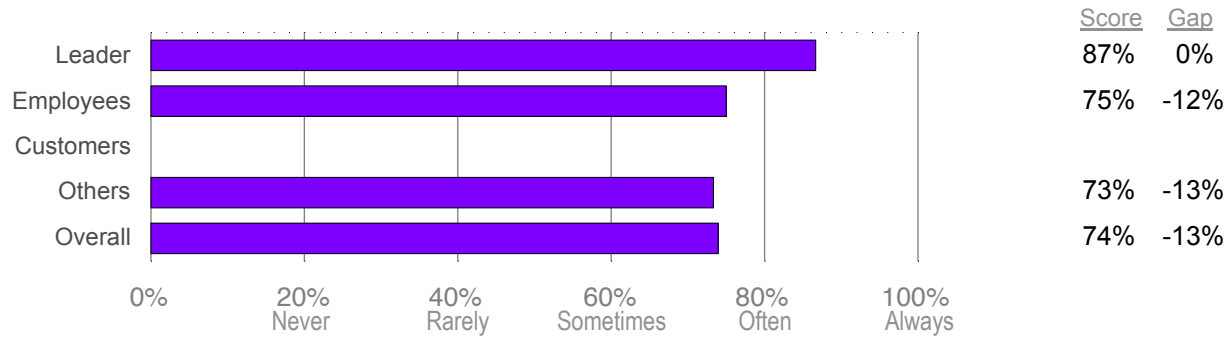


25. Recognize the contribution of others



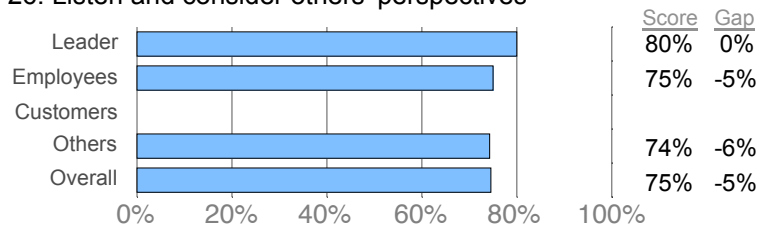
Operations: Communication

Facilitating the flow of information needed for all parties to have the appropriate information to produce the best decision possible.

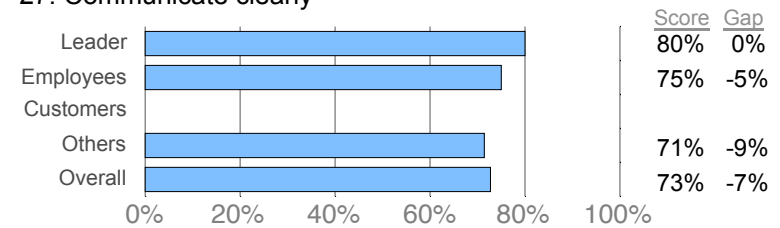


Do The People In This Company:

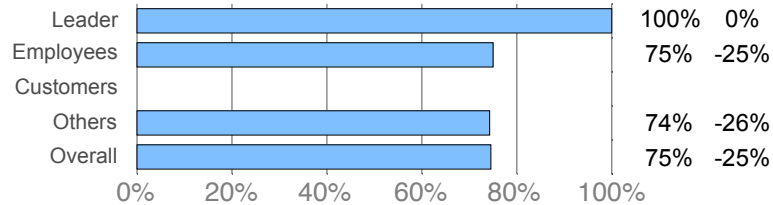
26. Listen and consider others' perspectives



27. Communicate clearly

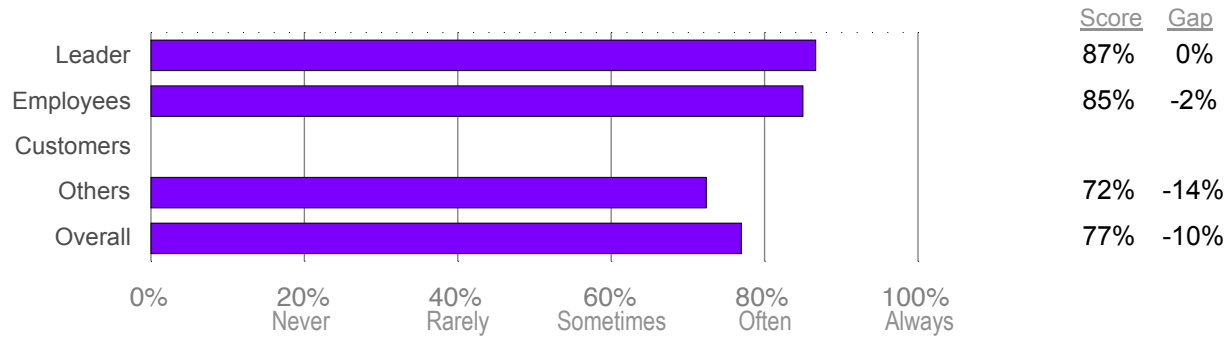


28. Resolve conflicts in a calm, professional manner



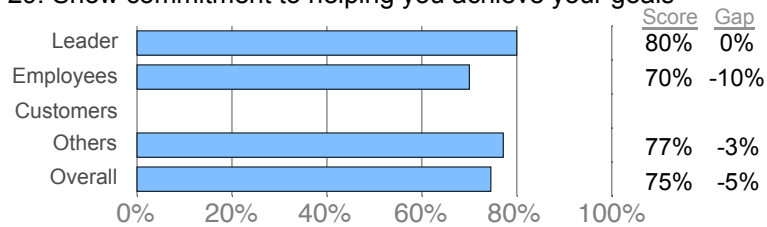
Operations: Loyalty

Earning the personal commitment and effort needed to put the organization first and insure its success.

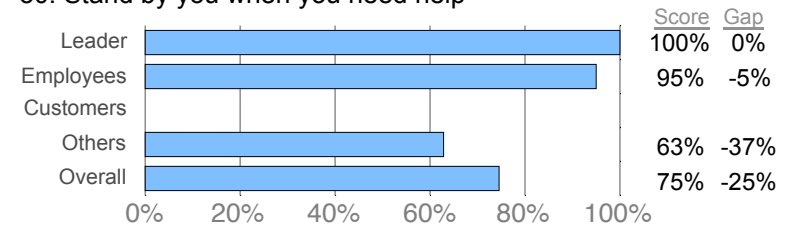


Do The People In This Company:

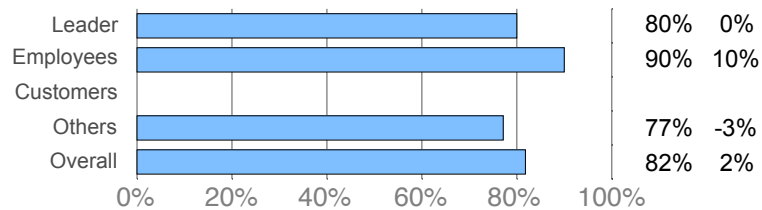
29. Show commitment to helping you achieve your goals



30. Stand by you when you need help

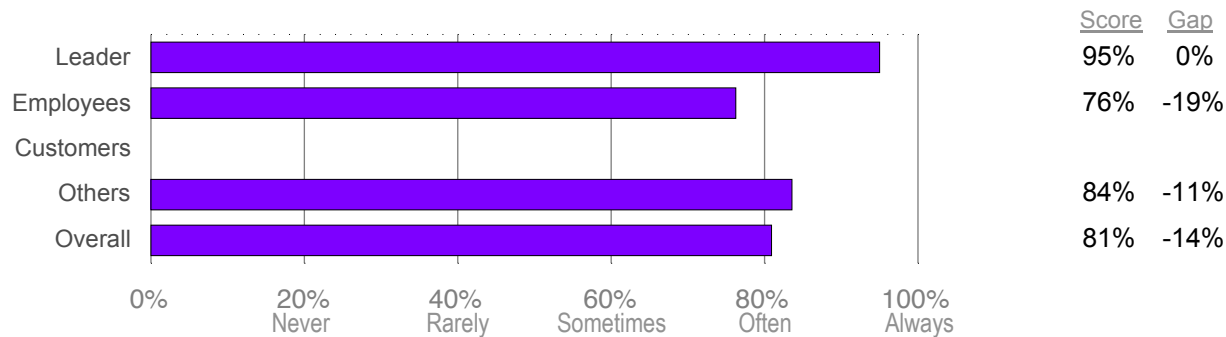


31. Create a desire within you to be loyal to them



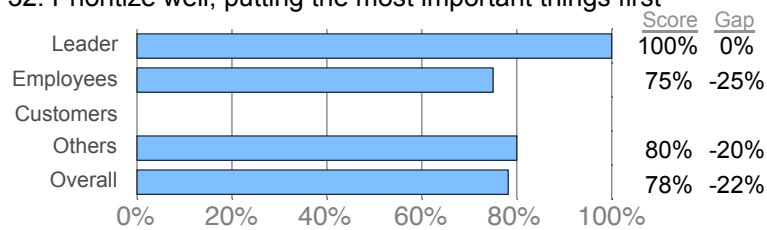
Operations: Execution

Writing detailed, doable plans and efficiently implementing the plans to produce the desired result.

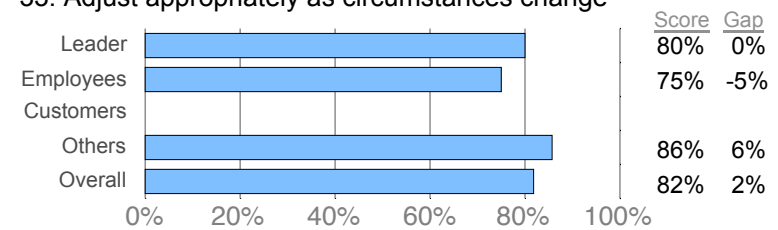


Do The People In This Company:

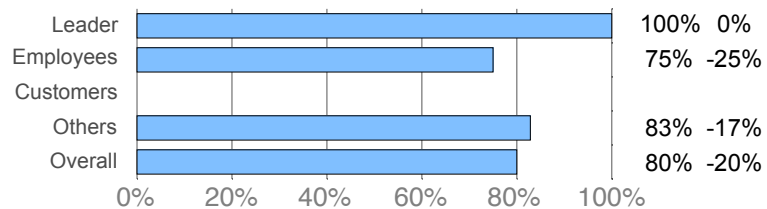
32. Prioritize well, putting the most important things first



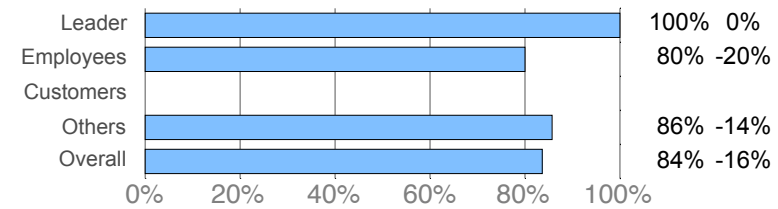
33. Adjust appropriately as circumstances change



34. Follow-up on tasks and assignments

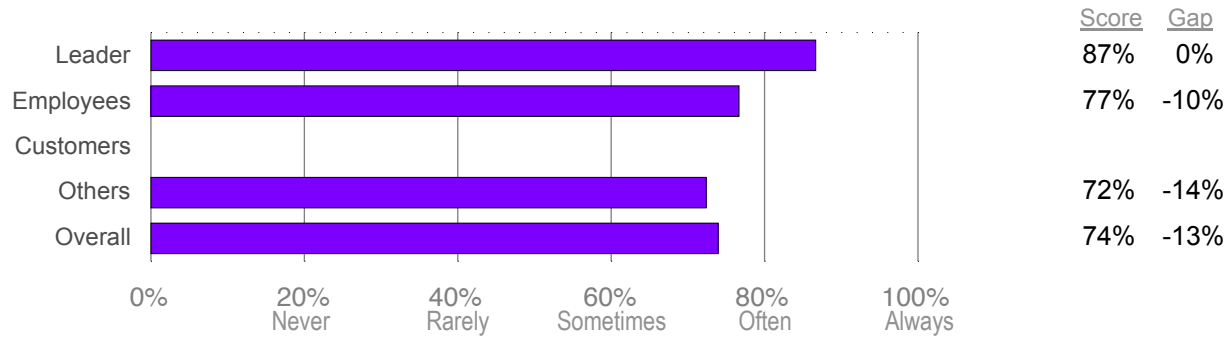


35. Demonstrate the initiative to do the job right the first time



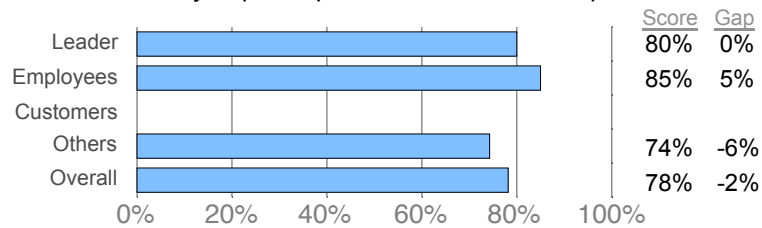
Operations: Improvement

Developing processes that reduce costs, response time and eliminate waste while improving quality, customer service and profitability.

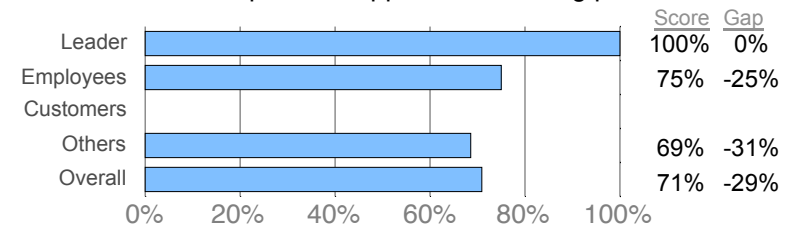


Do The People In This Company:

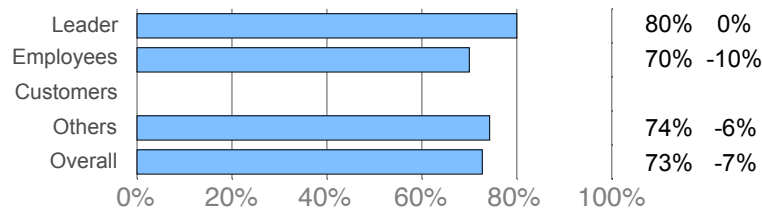
36. Continuously improve products, services and processes



37. Use a creative, practical approach to solving problems

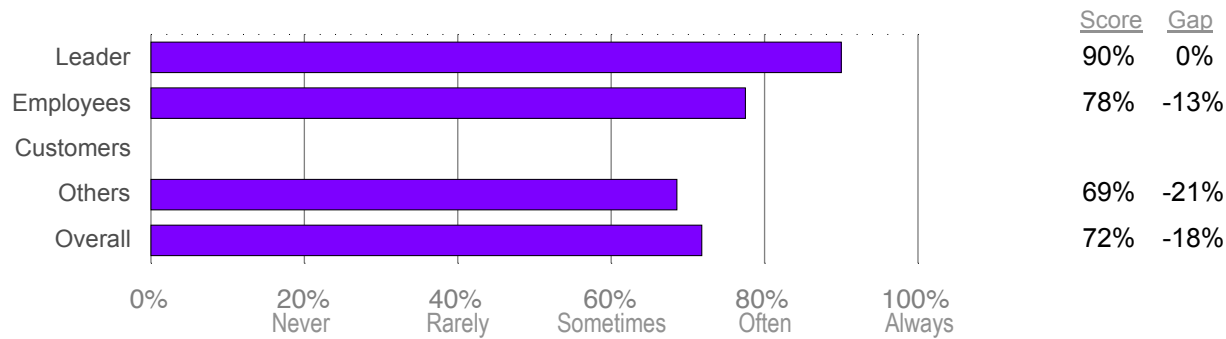


38. Acknowledge and respond appropriately when things go poorly



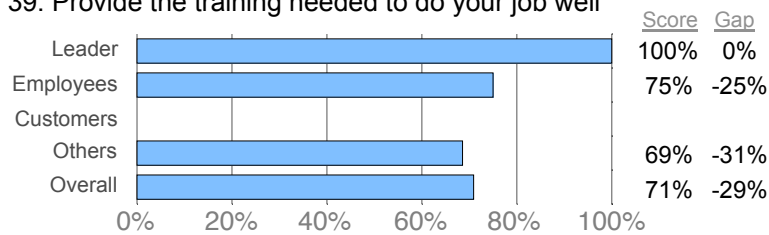
Operations: Technical Ability

Demonstrating the technical knowledge and skill required to do a job exceptionally well.

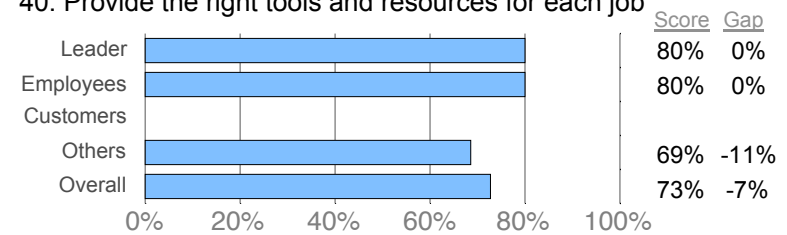


Do The People In This Company:

39. Provide the training needed to do your job well

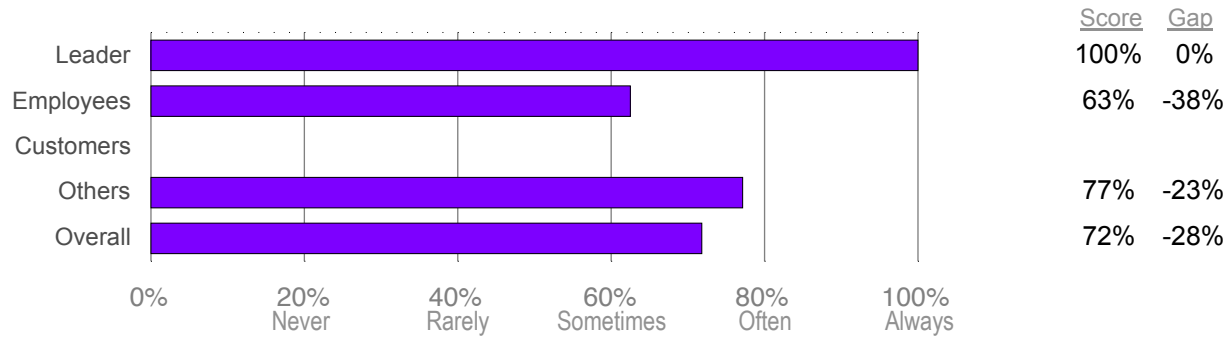


40. Provide the right tools and resources for each job



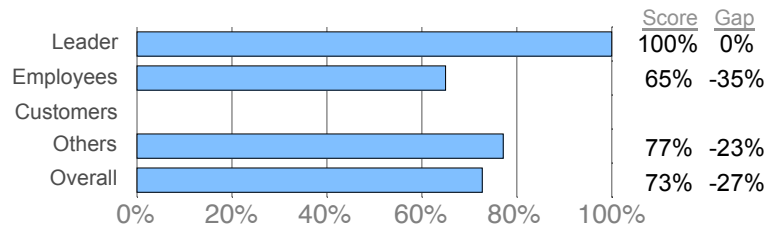
Operations: Finance

Insuring the collection and disbursement of money is handled in a professional and appropriate manner.

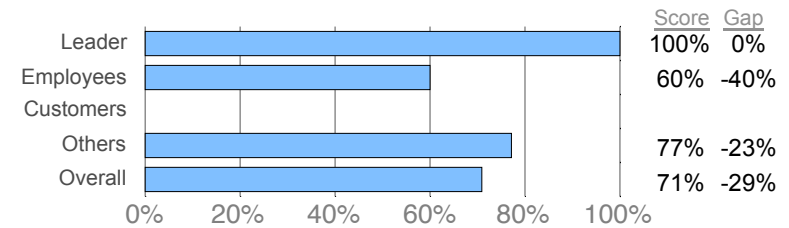


Do The People In This Company:

41. Handle financial transactions in professional and timely manner

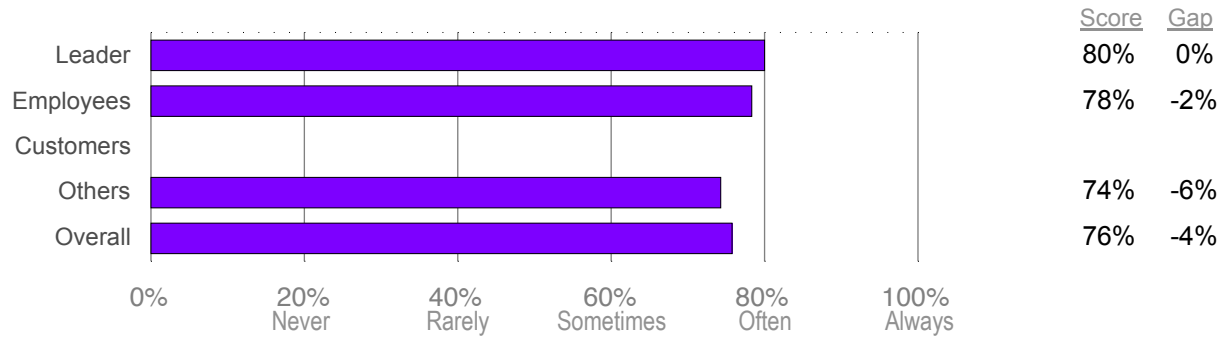


42. Provide clear, complete documentation for transactions



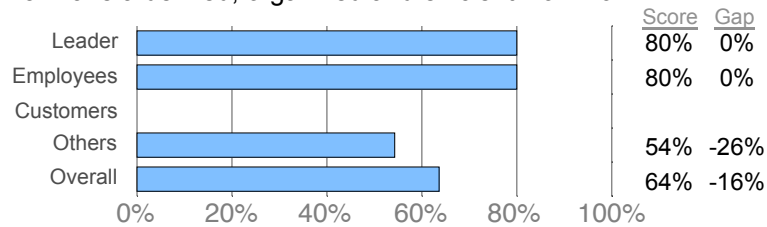
Operations: Production

Deploying the people, methods and processes required to take raw materials and produce a specific, predictable output.

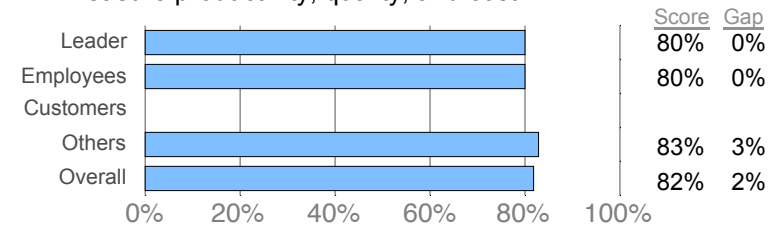


Do The People In This Company:

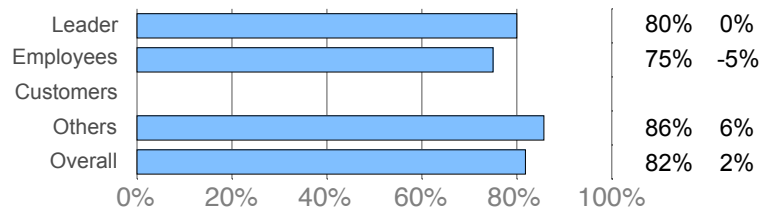
43. Have a defined, organized and efficient work flow



44. Measure productivity, quality, and cost

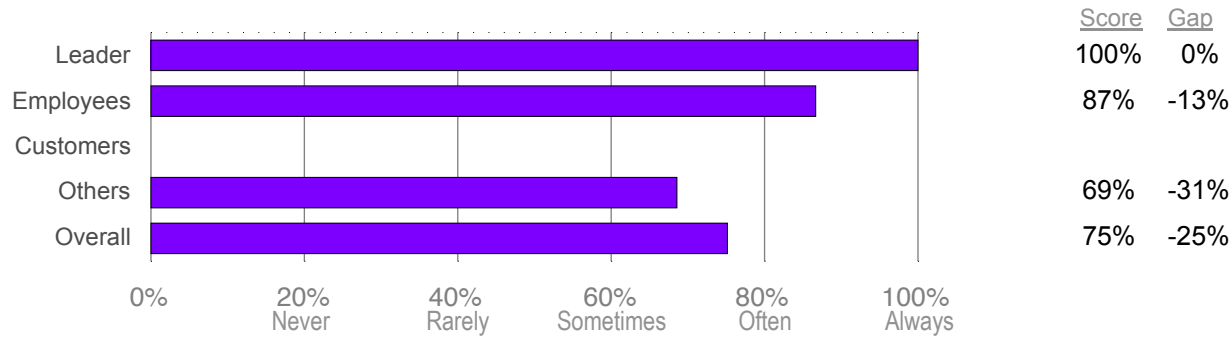


45. Allocate resources to needed to get the job done right



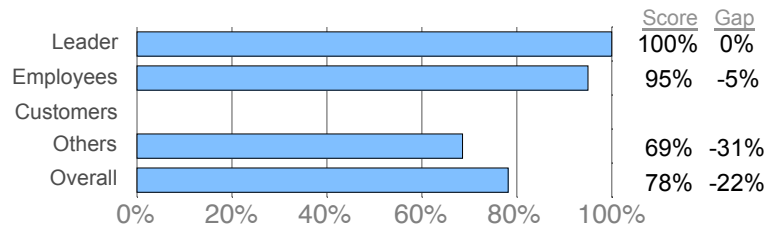
Operations: Personnel

Hiring, training and retaining the people needed for the business to succeed.

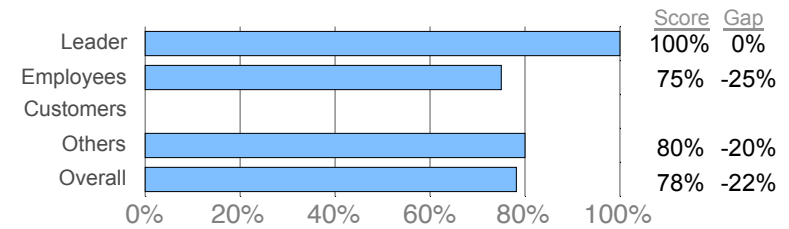


Do The People In This Company:

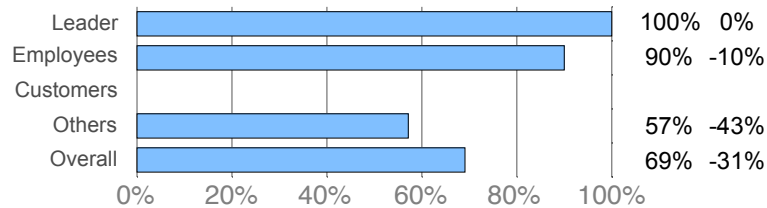
46. Hire the best people for the job



47. Develop and support staff to their full potential



48. Reward people appropriately



This action guide will lead you through improving your weaknesses or building on your strengths. It is written to help you work on areas needing improvement. To use it to build on strengths, use the highest score in Step 1A and the ★ instead of ▼ in Step 1B.

Step 1 - Understand the Big Picture

Use the chart on page 4 of the report to fill in the blanks.

A) Compare the Reputation and Operation scores and write down which one has the lowest score:

_____ Reputation or Operations

B) Look just below your choice and write down the categories with an ▼ next to them.

_____ Categories

Step 2 - Determine Your Focus

Using the Table of Contents in the report (page 1), find section entitled Detailed Feedback Results and locate the page(s) that shows the question detail for the categories listed above in Step 1B.

A) Write down the question found on the category page, with the largest difference in scores between the leader score and other respondent groups:

B) Write the name of the respondent group (customer, employees, vendors, others) whose score is the furthest from the leader score:

Step 3 - Get More information

Meet with people from the respondent group identified in Step 2b.

Seek to understand the difference in perspective about the issue identified in Step 2a. Remember the purpose of the meeting is to listen and understand -- resist the temptation to share your opinion, try to influence them (at this point) or criticize their ideas. Take notes of their ideas.

Here's a sample of how to start the meeting:

"Our company recently conducted a survey and learned there are many differences in perspective about our performance in... (the issue identified in Step 2a). I'd like to listen and better understand your point of view."

Sit back, listen, learn and TAKE NOTES, then thank people for sharing their perspectives.

Step 4 - Use the Information to Plan Your Next Steps

Often, the process of taking a focused approach to learning new information from key stake holders provides the next steps for a plan. Review the meeting notes with others in your organization and put together a plan to address this issue. Handle one issue at a time. Once you experience success making improvement with that issue, move on to the next issue and build upon your success.

Step 5 - Implement the Plan - Keep People Informed

The details of the plan will vary depending on your focus. As you implement the plan, based on what you have learned from others, you will enjoy success. Keep others informed and involved where possible. As you succeed in one area, repeat the process and build on your momentum.