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1. This is feedback [REDACTED]

1. Indicate how the person you are rating performs each task relative to the other tasks. In other words, which tasks does this person perform better or worse than the other tasks on the list? This a relative rating so use a 5 to indicate the tasks you think s/he performs best and a 1 to indicate those tasks that have the most room for improvement. It is important that you spread your scores using 1, 2, 3, 4 AND 5's to help the person learn what his/her strengths are. It is not a favor or kindness to indicate all same marks or all medium marks as that provides no direction for personal development. If you have no basis on which to rate a certain task, you may answer N/A.

| | 1 (low) | 2 | 3 | 4 | 5 (high) | N/A | Response Average |
|--|---------|---------|---------|----------------|----------------|---------|------------------|
| Seeks feedback from others even when it is unfavorable. | 0% (0) | 30% (3) | 20% (2) | 10% (1) | 40% (4) | 0% (0) | 3.60 |
| Uses feedback from others to improve. | 0% (0) | 10% (1) | 30% (3) | 20% (2) | 40% (4) | 0% (0) | 3.90 |
| Effectively communicates in a manner that promotes understanding. | 0% (0) | 0% (0) | 10% (1) | 20% (2) | 70% (7) | 0% (0) | 4.60 |
| Expresses expectations in clear and measurable terms. | 0% (0) | 0% (0) | 10% (1) | 40% (4) | 50% (5) | 0% (0) | 4.40 |
| Encourages open expression of different ideas. | 10% (1) | 0% (0) | 20% (2) | 20% (2) | 50% (5) | 0% (0) | 4.00 |
| Considers outcomes and trade-offs when making decisions. | 0% (0) | 10% (1) | 10% (1) | 10% (1) | 70% (7) | 0% (0) | 4.40 |
| Solicits input from others and considers many perspectives and points of view before making big decisions. | 0% (0) | 10% (1) | 10% (1) | 20% (2) | 50% (5) | 10% (1) | 4.22 |
| Inspires trust because of his/her consistency, capability and commitment. | 0% (0) | 0% (0) | 0% (0) | 30% (3) | 70% (7) | 0% (0) | 4.70 |
| Owns his/her responsibility and doesn't tend to blame others. | 0% (0) | 0% (0) | 10% (1) | 0% (0) | 80% (8) | 10% (1) | 4.78 |
| Demonstrates creativity and innovation when solving problems. | 0% (0) | 0% (0) | 30% (3) | 40% (4) | 30% (3) | 0% (0) | 4.00 |
| Effectively facilitates conflict to productive resolutions. | 0% (0) | 10% (1) | 10% (1) | 60% (6) | 20% (2) | 0% (0) | 3.90 |
| Is not afraid to take on challenging tasks and see them through. | 0% (0) | 0% (0) | 20% (2) | 20% (2) | 60% (6) | 0% (0) | 4.40 |

| | | | | | | | |
|--|--------|---------|---------|---------|----------------|---------|-------------|
| Coaches others to help them achieve their personal best. | 0% (0) | 10% (1) | 10% (1) | 30% (3) | 40% (4) | 10% (1) | 4.11 |
| Recognizes and acknowledges the contribution of others. | 0% (0) | 0% (0) | 0% (0) | 30% (3) | 70% (7) | 0% (0) | 4.70 |
| Demonstrates effective negotiation skills. | 0% (0) | 0% (0) | 10% (1) | 10% (1) | 70% (7) | 10% (1) | 4.67 |
| Personally produces measurable results. | 0% (0) | 0% (0) | 0% (0) | 20% (2) | 80% (8) | 0% (0) | 4.80 |
| Demonstrates an understanding and appreciation for the needs of external stakeholders (i.e. [redacted], [redacted], etc.). | 0% (0) | 0% (0) | 10% (1) | 30% (3) | 60% (6) | 0% (0) | 4.50 |
| Has developed good relationships with external stakeholders. | 0% (0) | 0% (0) | 0% (0) | 20% (2) | 80% (8) | 0% (0) | 4.80 |
| Confers and plans with people from across the community to maximize inclusiveness and a diversity of opinions in the [redacted]. | 0% (0) | 0% (0) | 10% (1) | 10% (1) | 80% (8) | 0% (0) | 4.70 |
| Total Respondents | | | | | | | 10 |
| (skipped this question) | | | | | | | 0 |

2. Please review the tasks you rated and select three (3) items from the entire list that you think are the individual's most important development areas.

| | | Response Percent | Response Total |
|--|------------|---------------------|-------------------|
| Seeks feedback from others even when it is unfavorable. | [redacted] | 37.5% | 3 |
| Uses feedback from others to improve. | [redacted] | 25% | 2 |
| Effectively communicates in a manner that promotes understanding. | | 0% | 0 |
| Expresses expectations in clear and measurable terms. | [redacted] | 25% | 2 |
| Encourages open expression of different ideas. | [redacted] | 37.5% | 3 |
| Considers outcomes and trade-offs when making decisions. | [redacted] | 12.5% | 1 |
| Solicits input from others and considers many perspectives and points of view before making big decisions. | [redacted] | 25% | 2 |
| Inspires trust because of his/her consistency, capability and commitment. | | 0% | 0 |
| Owens his/her responsibility and doesn't tend to blame others. | | 0% | 0 |
| Demonstrates creativity and innovation when solving problems. | [redacted] | 25% | 2 |
| Effectively facilitates conflict to productive resolutions. | [redacted] | 37.5% | 3 |
| Is not afraid to take on challenging tasks and see them through. | [redacted] | 25% | 2 |
| Coaches others to help them achieve their personal best. | [redacted] | 37.5% | 3 |
| Recognizes and acknowledges the contribution of others. | | 0% | 0 |
| Demonstrates effective negotiation | | | |

| | | |
|--|--------------------------------|----------|
| skills. | 0% | 0 |
| Personally produces measurable results. | 0% | 0 |
| Demonstrates an understanding and appreciation for the needs of external stakeholders. | 0% | 0 |
| Has developed good relationships with external stakeholders. | 0% | 0 |
| | Total Respondents | 8 |
| | (skipped this question) | 2 |

3. What do you especially appreciate or admire about this individual?

Total Respondents **10**
(skipped this question) **0**

4. Any specific suggestions for improvement?

Total Respondents **10**
(skipped this question) **0**

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